

Inside real life. A 360° view.

2015 Integrated Report



UniCredit firmly believes that to truly understand real life, we must directly experience it. That way we are more prepared to find sustainable solutions while the world's needs and values constantly change.

For us, helping customers fulfil the basic necessities of modern life is just as important as offering the very best financial and banking products.

This means providing a complete range of services to support families and businesses, fully aware that responding to their needs builds a sustainable future for everyone.

Our products begin with real human insights that help us accompany customers throughout their lives. Because life is full of ups and downs, but it is also full of many other things, like buying a home, getting married, having children and sending them to university, etc.

It's a 360-degree approach that we call Real Life Banking.

Over the following pages, our aim is not just to present data and numbers about our Group's performance. We also want to share stories that show how we have helped people realize their dreams and supported the communities that host our branches.

Because the drive to build a better future is what keeps people going.

And supporting people keeps us going too.

Life is full of ups and downs.
We're there for both.




Report Structure

UniCredit published a Sustainability Report each year between 2000 and 2013. Its aim was to provide an overview of the connection between its business strategies, the management of the relationships with the stakeholders and the Group’s main activities during the year.

Since 2014 - in line with the most recent international developments in corporate reporting - the Group has continued to report on sustainability through its **Integrated Report**, which aims to describe the Group’s financial and sustainability performance, business model, corporate governance, risk management, compliance, competitive environment, strategy and capitals. This year, to represent the combination, interrelations and dependencies that affect the organization’s ability to create value over time, three Case Studies have been developed to show connectivity, using specific metrics to illustrate the links and relationships between the various capitals.

The Report was produced on request of the Group CEO and is managed by the Group Sustainability function, in close collaboration with the Strategy, Business Development and M&A function. It is based on the guidelines set out in the International <IR> Framework published in December 2013 by the IIRC (International Integrated Reporting Council). The **Supplement**, annexed to the Integrated Report, is an integral part of this document, which sets out a number of essential indicators and quantitative data required to provide a complete and exhaustive overview in accordance with the GRI-G4 guidelines.

The **guidelines** adopted for the preparation of the sustainability information included in the Integrated Report 2015, including the Supplement, are the *Sustainability Reporting Guidelines* (version G4) and the *Sector Disclosures - Financial Services*, both published in May 2013 by the GRI (*Global Reporting Initiative*). The Integrated Report is considered to comply with the aforesaid guidelines when considered in its entirety, inclusive of the annexed Supplement. The information in the Report refers to the issues identified as material and associated indicators that reflect the main economic, environmental and social impacts of the organization, or that could have a substantial influence on the views and decisions of the stakeholders. Materiality analysis therefore takes on a fundamental important role, which as in the past years has driven the identification of the topics to be reported. In 2015, the materiality analysis process was updated to include additional topics derived from external sources (WEF, Eurostat).

**MATERIAL TOPICS**

This document contains more qualitative information on these material topics, appropriately marked within the two pages where the information is provided.

Specifically, the figures and information relating to Scope 1, Scope 2 and Scope 3 of the greenhouse gas emissions have been prepared in accordance with the GRI-G4 Guidelines and “The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition, 2004)”.

The **content** of this Report refers to the year 2015 and, in particular, to the activities of UniCredit carried out during the year, unless otherwise stated. Figures relating to previous years are provided solely for comparative purposes, to enable an assessment of the Group’s activities over a longer period of time. In order to ensure the reliability of the information reported, directly measurable quantities have been included, while limiting the use of estimates as far as possible. Measurements are based on the best available information or spot checks. Estimates and any restatements of comparative figures previously published are clearly indicated as such.

The **reporting boundaries** include 15 countries where the Group has significant operations: Italy, Germany, Austria, Poland and a number of CEE (Central Eastern Europe) countries, namely Bosnia and Herzegovina, Bulgaria, Croatia, Czech Republic, Hungary, Romania, Russia, Serbia, Slovakia, Slovenia and Ukraine.

The scope of the Report for figures regarding staff and the calculation of the Value Added corresponds to the Consolidated Reports and Accounts 2015, unless otherwise indicated. Any conditions that may limit the scope of this data are clearly disclosed throughout the Report.

The Report has been **audited** by Deloitte, which, at the end of the work performed, released the Report of the External Auditors – hereby enclosed – according to the criteria set out by the “*International Standard on Assurance Engagements 3000 – Assurance Engagements other than Audits or Reviews of Historical Financial Information*” (“ISAE 3000”).

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Chief Executive Officer's Message

“We will invest €1.2 billion to increase the quality and speed of our digital services while more than doubling the number of customers in our online and mobile channels.”

Federico Ghizzoni
CHIEF EXECUTIVE OFFICER



Dear Stakeholders,

In 2015, we met with continued success in improving our asset quality and strengthening our capital position despite extraordinary charges in the final quarter. Moreover, UniCredit provided critical support to the socioeconomic progress of Europe. In all of our markets, we promoted the development of key business sectors by supporting entrepreneurship, encouraged social advancement by fostering financial inclusion, and helped conserve the environment by implementing green initiatives. We intend to continue these efforts, particularly in the light of the recent establishment of the Sustainable Development Goals by the United Nations.

Across Europe, UniCredit expanded its credit offerings and facilitated access to capital markets. In doing so, we stimulated growth and enabled our corporate clients to expand internationally. In the course of the year, our Group also allocated all of its TLTRO funding and worked hard to provide tailored consultancy services that have helped individual customers better protect their savings.

We accomplished all of this at a time characterized by historically low interest rates, a weaker-than-expected economic recovery, considerable regulatory pressure, and a turbulent international political landscape. On top of these challenges, we faced major changes in the banking industry brought on by advances in digital technology. This environment will continue to evolve for the foreseeable future, and will require us to be increasingly proactive on all fronts.

Wherever I travel in Europe, I hear discussion about how the banking business is being reshaped. All of our peers are dealing with the same issues, but not all are properly equipped to address them. After careful consideration and planning, UniCredit has opted to confront the transformation of the banking industry by taking full advantage of our unique pan-European franchise, expanding rather than downsizing our business. To succeed, our Group must accelerate its efforts to become more efficient, integrated and digitally oriented.

These goals lie at the heart of the new Strategic Plan that we introduced in November. The plan will strengthen our business and generate sustainable returns for all of our stakeholders. Over the coming years, we intend to increase loans, meet new needs and implement more effective processes Groupwide. The first concrete signs of success are already visible, and, to reach our targets, we are investing €4 billion in improving the experience of our customers.

To finance this investment, we have been freeing up resources by reducing our operating costs, deploying new technologies and integrating our operations. In undertaking these changes, we remain attuned to UniCredit's role in the interlinked value chain of financial, human, social and natural capital.

The stronger cooperation that we have implemented between mid-corporate banking and investment banking is a prime example of how we intend to increase our efficiency and accelerate progress. I have no doubt it will continue to generate excellent results – both for our Group and the economy at large. By reducing complexity across our organization, we can make faster decisions that will improve our cost-to-service and time-to-market ratios.

In terms of new investment opportunities, we are focused on our digital agenda and on growing businesses, exploring promising solutions. These include new ventures, such as the agreement we signed with Santander to create one of the world's largest asset managers.

As banking continues its radical transformation, we will invest €1.2 billion to increase the quality and speed of our digital services while more than doubling the number of customers who use our online and mobile channels. In these changing times, we will proactively modify our service models in ways that contribute to the customer experience, even as we develop innovative solutions that penetrate new markets, such as the upcoming launch of buddybank.

This entails a regular updating of our Group's skills and mindset in ways that generate greater sustainable value for our stakeholders. So, despite the challenging environment, we remain committed to investing in the development of our employees and to promoting the advancement of the next generation in order to foster new ideas.

Thanks to the actions we have taken and the strategies we are implementing, we are well prepared to turn challenges into new opportunities, with full awareness of the complexities in which we operate. UniCredit is and will remain a leader in European banking.

Sincerely,

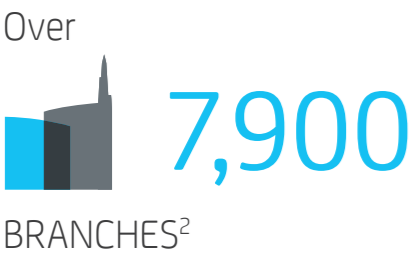
Federico Ghizzoni
Chief Executive Officer
UniCredit S.p.A.

Our support for the UN Global Compact

We reaffirm our support for the principles of the UN Global Compact. They clearly express our commitment to human rights, fair working conditions, the environment and the fight against corruption.

Highlights

UniCredit is a leading European commercial bank operating in **17** countries with more than **144,000** employees, over **7,900** branches and with an international network spanning in about **50** markets. UniCredit benefits from a strong European identity, extensive international presence and broad customer base. Our strategic position in Western and Eastern Europe gives us one of the region's highest market shares.



Financial Highlights (€ m)

Operating income
22,405

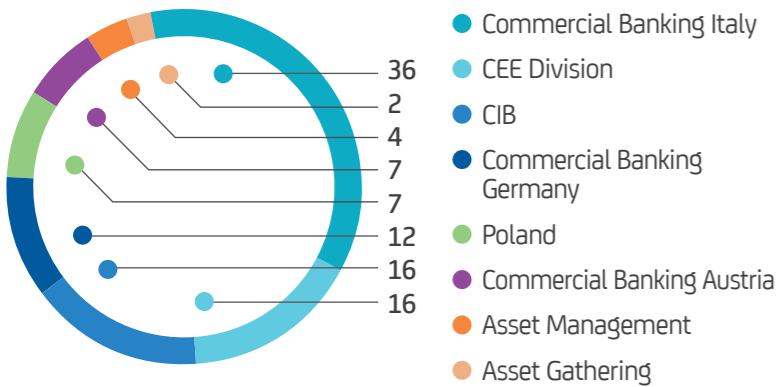
Net profit
1,694

Shareholder's equity
50,087

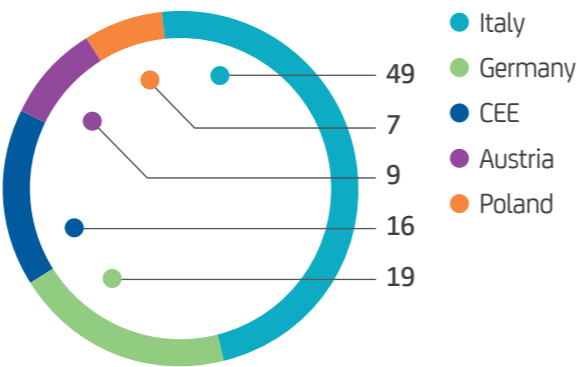
Total assets
860,433

Common Equity Tier 1 ratio*
10.73%

Revenues by Business Lines^{**} (%)



Revenues by Region^{**} (%)

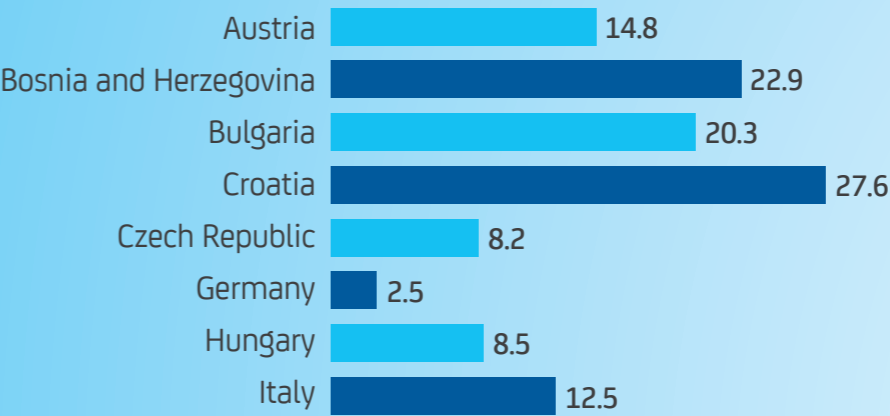


Where we are

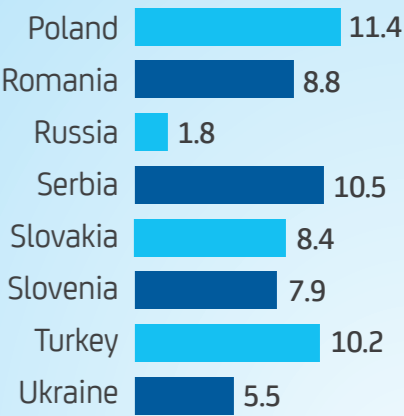
Austria
Azerbaijan
Bosnia and Herzegovina
Bulgaria
Croatia
Czech Republic
Germany
Hungary
Italy
Poland
Romania
Russia
Serbia
Slovakia
Slovenia
Turkey
Ukraine



Market Shares³ (%)



Market Shares³ (%)



1. Data as at December 31, 2015. FTE = "Full Time Equivalent": number of employees counted for the rate of presence. Figures include all employees of Yapi Kredi Group (Turkey).
2. Data as at December 31, 2015. Figures include all branches of Yapi Kredi Group (Turkey).
* CET 1 transitional pro-forma for 2015 scrip dividend of 12 €cents per share assuming 75%-25% shares-cash acceptance.
** Data as at December 31, 2015.

3. Market Shares in terms of Total Loans as at December 31, 2015.
Source: Company data, National Central Banks.
Total Loans definition includes corporate, household, self-employed, non-profit institutions serving household, insurances, pension funds, other financial intermediaries, local government, central government. For Poland and Romania central government is not included.

Value Creation over time

Main 2015 Results
Sustainability Governance
and Culture

Governance

Governance model
Board of Directors

Risk Management and Compliance

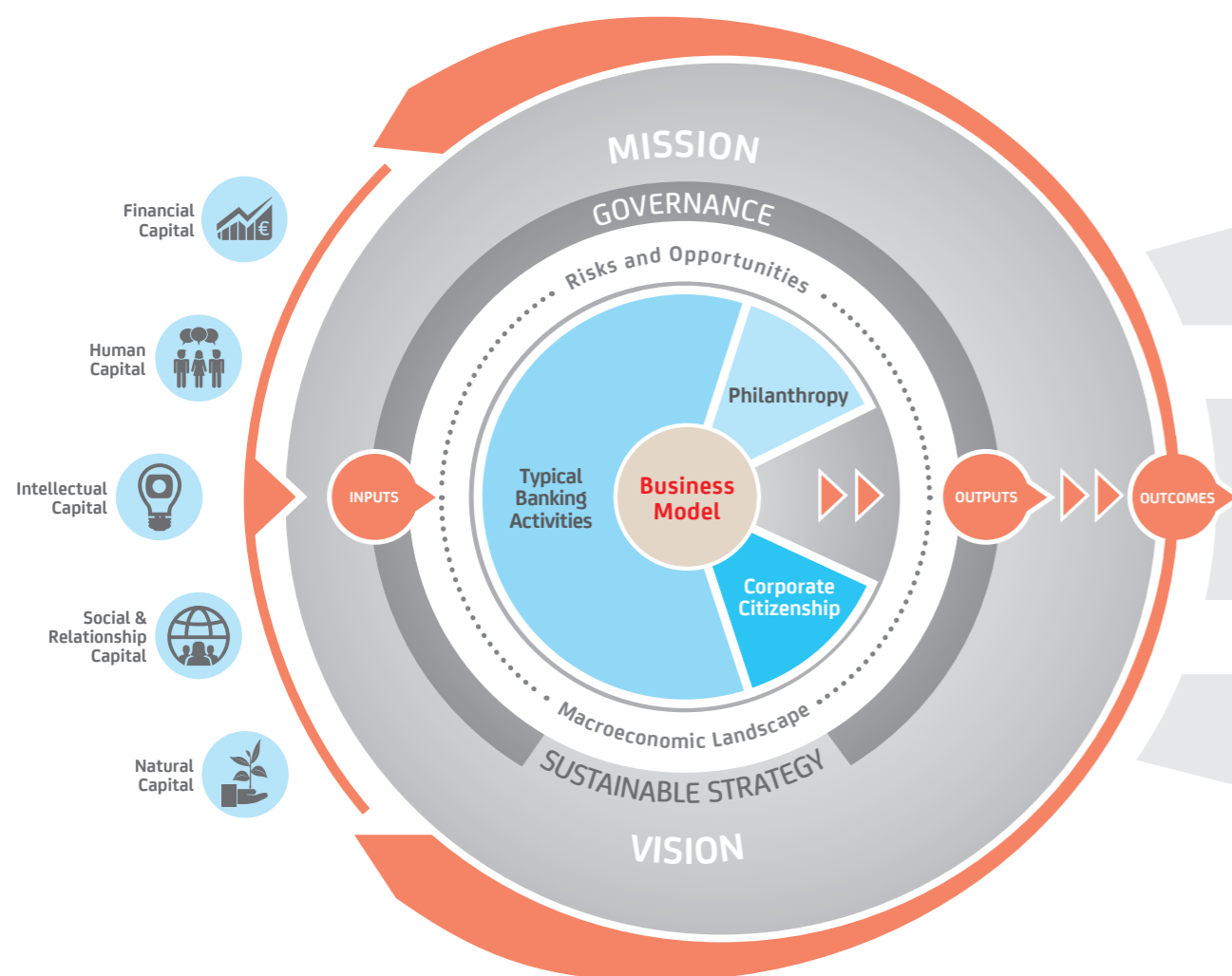
Risk management
Risk Appetite Framework –
RAF
Compliance Mission
2015 Compliance
Strategic Pillars

our Purpose
& Identity

Our Value Creation over time



We exist to bring prosperity to individuals, enterprises and communities. Mindful of our potential to make a difference, our Group applies a sustainable strategy to creating value in a way that supports the advancement of local communities, the competitiveness of enterprises and the well-being of individuals.



We consider sustainability to be an integral part of our business strategy and believe that our most important contribution to sustainable development is to be an effective, efficient and profitable Group.

Our sustainability depends on our effective value chain that consists of managing different kinds of capital – financial, human, intellectual, social and relationship, and natural. These are fundamental to our business model, influence the quality of the products and services that we provide and have a positive impact on society and the environment as a whole.

By providing responsible lending, savings, payments and investment products, we enable individuals to improve their

quality of life and enhance their financial stability. By providing finance to small, medium and large corporations and financing the development of key sectors, we contribute to economic growth, job creation and innovation. By improving financial literacy, promoting inclusion and gender balance and conserving natural resources, we also contribute to the achievement of the [United Nations' Global Goals for Sustainable Development](#).

The very nature of our business means that we help our customers and stakeholders manage social and environmental challenges and invest for the future. This in turn contributes to the viability and sustainable growth of local markets and national economies. The success of all our stakeholders ensures our sustainability as a business.

ECONOMIC VALUE

€22.40 bn
Operating income

€473.99 bn
Loans and receivables with customers

SOCIAL VALUE

77%
employee Engagement Index

€45.3 m
contributions to communities

approval of the new
Human Rights Commitment

ENVIRONMENTAL VALUE

-33%
GHG emissions since 2008

€9.3 bn
portfolio exposure to renewable energy sector

Reduction of
445,000
square meters since 2009

OUR RESULTS

MATERIAL TOPICS

- Corporate Identity
- Fair Business Behaviour

Sustainability Governance and Culture

The Group Sustainability unit is responsible for supporting the Group management in developing strategies that integrate sustainability considerations into the value creation process and generate long-term benefits for all stakeholders. The unit is also charged with monitoring relevant key performance indicators and communicating UniCredit's sustainability policies to an external audience. The unit is part of the Group Identity & Communications department and reports directly to the CEO. This direct line of communication strengthens UniCredit's capacity to develop and fine-tune initiatives that significantly contribute to the long-term viability of our business.

The adoption of integrated reporting has proven to be valuable in strengthening our ability to monitor our progress towards financial goals as well as environmental, social and governance targets. It has also served to promote a deeper understanding of the benefits of integrated governance.

In 2014, we reinforced our internal governance by establishing the *Group Environmental and Social Council* (GESC) to oversee

the implementation of UniCredit's environmental and social initiatives and commitments. In cooperation with all relevant counterparts (Group Risk Management, business divisions and others), the GESC is in charge of proposing all relevant activities, including strategies, annual objectives and targets for approval by the Executive Management Committee. The Group Sustainability unit acts as the secretariat of the GESC.

We believe these developments have contributed to the improvement of our sustainability strategy and enabled us to achieve a more consistent approach across our various divisions and functions, with outcomes such as the recent approval of the new [Human Rights Commitment](#)¹.

We have further strengthened our approach by disseminating the culture of sustainability among key people Groupwide. In 2015, this included specific training for new hired colleagues who are part of the *Talent Management Review*, colleagues in strategic functions such as Corporate Learning and Group Identity & Communication, and newly promoted middle managers in Italy.

1. Refer to the Risk Management and Compliance chapter for more information.

Governance

Our Value
Creation
over time

Governance

Risk
Management
and Compliance

UniCredit's system of corporate governance promotes clarity, accountability and the creation of sustainable long-term value¹.

Governance Model

UniCredit is an Italian listed company, with a traditional management and control system featuring 2 corporate bodies, whose members are appointed at the Shareholders' Meeting: the Board of Directors, responsible for the strategic supervision and the management of the company, and the Board of Statutory Auditors, responsible for supervising management².

Legal accounting supervision is entrusted to an external auditing firm by the Shareholders' Meeting, on proposal of the Board of Statutory Auditors.

This traditional management system, envisaging specific responsibilities to the Shareholders' Meeting, allows for the clear exchange of views between shareholders and management on fundamental decisions relating to governance. These include appointing and removing directors, appointing members to the Board of Statutory Auditors, granting a mandate for the external auditing to an auditing firm, and approving all associated fees. Such decisions also encompass the approval of financial statements, the allocation of profits, resolutions on remuneration and incentive policies and practices, as well as criteria to determine compensation to be granted in the event of early termination of employment or early retirement from office.

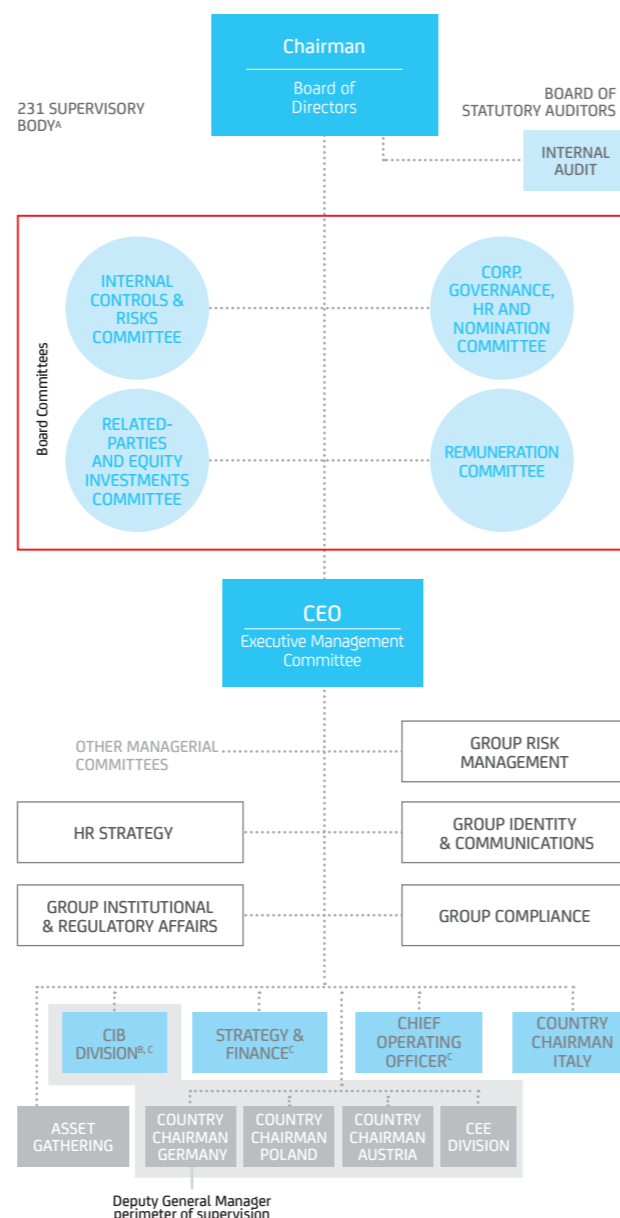
As of December 31, 2015, the UniCredit Board of Directors is composed of 17 members, including the Chairman and the Chief Executive Officer (CEO).

The Board of Directors is supported by 4 Committees, which provide advice and submit proposals to the Board. The work to run the Group of the CEO - performing also the role of General Manager - is supported by 3 Deputy General Managers. The CEO's work to make strategic decisions on behalf of the Group is supported by 2 management bodies that perform consultative functions: the CEO Office and the Executive Management Committee. As the director in charge of the internal control and risk management system, the CEO is also supported in managing and overseeing the internal controls system by a managerial committee, the Group Risk & Internal Control Committee, chaired by the CEO himself.

UniCredit Culture

UniCredit's organizational culture is based on integrity and is enshrined in both the System of Values and the Code of Conduct, which have been approved by our Board of Directors.

Organizational and Governance Structures (as of 31.12.2015)



A. Set up according to the Legislative Decree No. 231 dated June 8, 2001.
B. The supervision of Germany, Austria, Poland and CEE Division is delegated from CEO to Deputy General Manager (in charge of CIB Division).
C. Position covered by Deputy General Manager.

Board Composition

The composition of the Board of Directors in office as of December 31, 2015, is quantitatively and qualitatively corresponding to the theoretical profile approved by the Board itself. All of the Directors meet the required professional experience, integrity and independence requirements.

Balance of executive and non-executive directors

1 CEO executive 16 non-executive

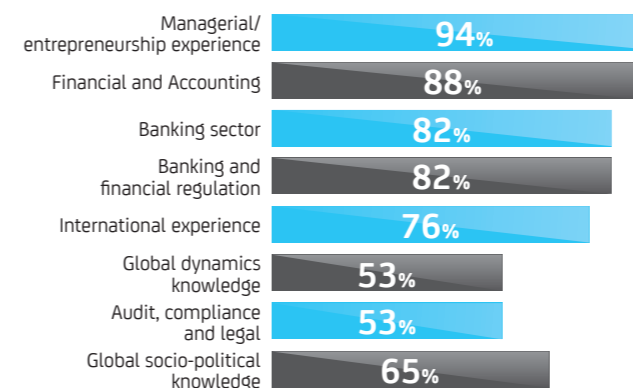
Board independence

10 As per Articles of Association and Corporate Governance Code 15 as per TUF

Length of tenure

5.5 years

Board skills and knowledge areas



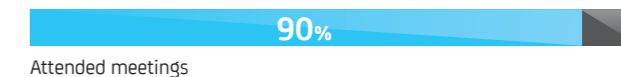
All the competence areas were accounted for by the Board, with each director possessing at least two of the required competence areas. On average, directors possessed six of the competence areas.

MATERIAL TOPICS
- Bank Solidity
- Fair Business Behaviour

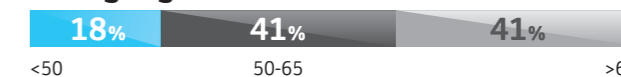
Board gender balance



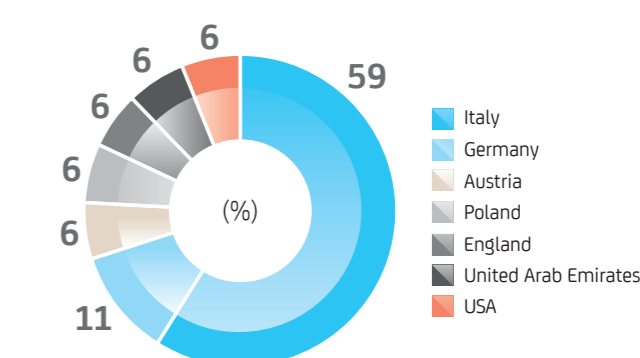
Board attendance



Average age



Geographical mix



Board and Top Management Compensation

The CEO is the only executive director who sits on the Board of Directors, and part of his remuneration is linked to sustainability overtime of UniCredit financial results.

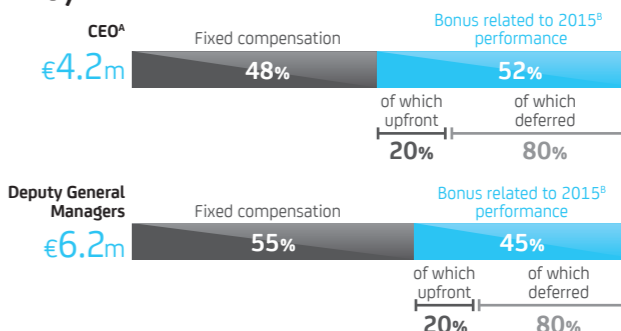
All the other members are non-executive Directors and are not beneficiaries of incentive plans utilizing stock options or, more generally, of any plan that makes use of financial instruments.

The approach to compensation for UniCredit's Top Management - CEO, and Deputy General Managers (DGMs) - as detailed in the Group Compensation Policy, is performance-based, market-aware and aligned with our business strategy and stakeholder interests.

The Group Compensation Policy, as proposed by the Remuneration Committee, is submitted for approval to the

Board of Directors and, subsequently, to shareholders at the Annual General Meeting.

Pay mix



A. During 2016, the CEO will receive 284,091 shares under the Long -Term Incentive Plan (LTI) 2013 - 2015.
B. This is based on 4 (suggested max. 6) core goals, of which at least half are sustainability-driven.

1. Refer to the Corporate Governance Report, the Group Compensation Policy and Accounts for more information.

2. All members of the Board of Directors and the Board of Statutory Auditors are appointed at the Shareholders' Meeting on the basis of a proportional representation mechanism (voto di lista). This voting system features lists of the candidates who are competing against one another to ensure that minority shareholder representatives are elected. The above-mentioned corporate bodies structure ensures they are gender-balanced in compliance with current regulations and provisions. In addition, with regard to requirements for professional experience, integrity and independence, the number of independent directors in office is above the minimum required by current regulatory and statutory provisions (10 out of 17 under UniCredit's Articles of Association and the Italian Corporate Governance Code, 15 out of 17 under the Legislative Decree no. 58/1998, 16 of whom are non-executives). According to the provisions of UniCredit's Articles of Association, two Permanent Statutory Auditors, and two Substitute Statutory Auditors are appointed by minority shareholders.

Risk Management and Compliance



Enhance a sound risk management

Risk is a part of business. It is at the very heart of what we do, because being a banking institution means making risk management our top priority.

Sound risk management is a strategic necessity. Our Strategic Plan emphasizes the importance of mitigating risk, deploying a balanced risk appetite framework to ensure the sustainable profitability and healthy long-term growth of our business.

The variety of risks in UniCredit

CREDIT RISK

the risk that a debtor is unable to meet repayment obligations.

LOAN CLASSIFICATION ¹	AMOUNTS AS OF DEC 31 ST , 2015	Y/Y CHANGE	COVERAGE RATIO
Bad Loans	€51,089 m	-2.0%	61.0%
Unlikely to Pay	€26,054 m	-8.6%	34.4%
Past Due Loans	€2,617 m	-29.8%	27.0%
Performing Loans	€437,495 m	1.3%	0.6%

FINANCIAL RISKS

the risks mainly broken down into:

- **market** risk - risk of losses connected to changing market parameters
- **liquidity** risk - risk that the bank is unable to meet its payment obligations
- **interest rate** risk - the potential impact of a change in interest rates on the value of assets, liabilities and off-balance items or on the bank's interest income
- **counterparty credit** risk - risk of default of a counterparty in the context of a derivative transaction.

OPERATIONAL RISK

the risk of losses resulting from the failures or inadequacy of internal processes, human resources and IT systems, or stemming from external events.

REPUTATIONAL RISK

the risk associated with negative perceptions of the bank by customers and counterparties such as shareholders, investors or regulators, which can adversely affect business relationships and access to sources of funding.

COMPLIANCE RISK

the risk of incurring penalties, losses or reputational damage as a result of non-compliance with laws, regulations or decisions of supervisory authorities, or with self-regulatory standards such as corporate statutes and codes of conduct.

OTHER EMERGING RISKS

the risks such as **information technology** risk, which is the risk of incurring financial, reputational or market share losses in connection with the use of information and communications technology, and **environmental and social** risk², which relates to financial or reputational losses deriving from environmental and social impacts associated with specific transactions and sectors.

1. Loan Classification includes:
Bad Loans: exposures to borrowers in a state of insolvency (even when not recognized in a court of law) or in an essentially similar situation, regardless of any loss forecasts made by the bank;
Unlikely to Pay: classification in this category is the result of the judgment of the bank about the unlikelihood, without recourse to actions such as realizing collaterals, that the obligor will pay in full (principal and / or interest) its credit obligations; Past Due Loans: problematic exposures that are more than 90 days past due on any material obligation; Performing loans: exposures which are not past due for more than 90 days or to borrowers in a problematic state.
2. Refer to Environmental and Social risk Focus at page 17 for more information.

Managing the risks

UniCredit's Risk Management function relies on internal processes that identify, measure, manage and mitigate (where necessary) the risks of the whole Group.

We utilize a set of rules, methodologies, policies and strategies that comply with the regulatory requirements set forth by regulators while supporting the bank's strategic planning.

In order to allow for the best trade-off between risk and return, the Risk Management function has defined a Risk Appetite Framework, which sets the level of acceptable risk for the bank, in accordance with its business goals.

Furthermore, we proactively monitor all risks and invest in fostering a strong risk culture Groupwide.



MATERIAL TOPICS

- Financial Stability
- Performance Management
- Risk Culture

Our Risk Appetite Framework

The UniCredit Strategic Plan envisages the adoption of a balanced Risk Appetite Framework (RAF) - a model for risk appetite that aims to achieve sustainable profitability and healthy business growth. The RAF is an important element of our risk management governance.

The Risk Management function is therefore responsible for supporting the CEO in defining a proposed risk appetite for the Group, which is then submitted to the Board of Directors for approval. This proposal is preliminary and preparatory to the annual and multi-year budget process and is expected to conform to our Group strategy.

Its main goals are:

- **Aligning risk, strategy and business**
The RAF is designed to take into account the expectations of various stakeholders (including the Board of Directors, regulators, rating agencies and others). In the RAF, our managers have an effective, forward-looking guide to align our desired risk profile vis-à-vis our short- and long-term strategic objectives and our business plan.

The Group's risk appetite consists of a set of parameters developed by the Group Risk Management (GRM) and Planning, Finance and Administration and other relevant units within the Group, each according to their assigned responsibilities. The parameters, which may include limits

and tolerance thresholds, are defined at the beginning of our budget process and are then transmitted to UniCredit's business units and legal entities. They are incorporated into our day-to-day risk management activities via policies, operational limits and compensation programs³.

- **Encouraging prudent risk-taking behavior**
Aligning compensation with prudent risk-taking on behalf of our institution is critical to maintaining appropriate levels of risk. The connections between the RAF and our incentive system promote such prudent behavior. By incorporating prospective risk and risk outcome metrics into our incentive system, we ensure that UniCredit's risk appetite is respected in day-to-day management decisions. The Board and the Remuneration Committee solicit input from relevant functions, including Risk Management, Human Resources and Strategy & Finance, to ensure that profitability, risk and rewards are explicitly linked.

This ensures the dissemination of a sound risk culture and aligns with international best practices and the regulatory requirements of the Financial Stability Board and the Bank of Italy³. UniCredit defines its risk culture as the norms of behavior, reflected in the daily thoughts and actions of all bank employees, that underlie the collective and individual ability to identify, understand, openly discuss and make decisions on the organization's current and future risks. UniCredit's program to maintain a strong risk culture is directly sponsored by the CEO and has the full support of the Executive Management Committee.

3. Refer to the 2014 Integrated Report for more information.

RISK MANAGEMENT AND COMPLIANCE



Training in risk culture

To establish an awareness of risk management and to strengthen the firm's risk culture, UniCredit has created the *Risk Academy*, an initiative designed and managed by GRM in cooperation with internal learning and training competence centers. The *Risk Academy* has developed a multi-tier risk learning framework that addresses the needs of professionals at all levels, with dedicated learning streams that are available to all of the bank's professional staff.

The *Risk Academy* follows a global approach: the same training is available to the entire Group, and participants come from numerous legal entities and countries.

This global approach further strengthens the idea of a common risk culture and supports a Groupwide understanding of risk concepts and know-how.

Risk Academy in 2015

Since its establishment in 2010, the Risk Academy has provided more than **368,000 hours of training** to more than **15,900 people**



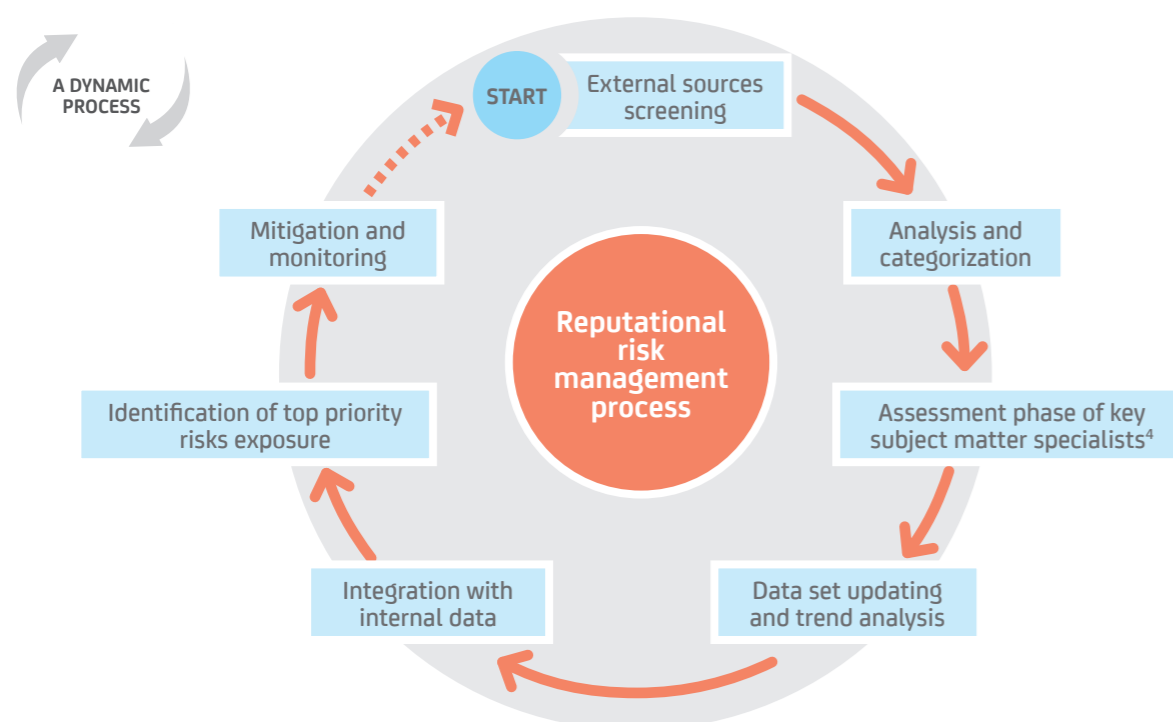
Customizing a solid approach to prevent reputational risk

To reinforce our capacity to identify and analyze financial sector reputational risk, in 2015 UniCredit instituted a new process to monitor external events that may trigger reputational risks for the banking sector.

The process outlines the potential impacts for UniCredit by involving key subject matter specialists (e.g., Investor Relations, Compliance) that address the perspectives of different stakeholders.

Trend analysis and potential impacts are regularly considered and will be discussed by the Group Operational and Reputational Risk Committee in 2016.

The information is also disseminated internally in order to improve awareness of potential reputational risks across the Group. Roughly 60 colleagues have access to the tool associated with the process. The process is part of the Group's risk management framework.



4. All the internal functions responsible for a specific stakeholder.

Environmental and Social risk

We are aware that the interdependencies between economic activity, ecosystems and natural resources present risks for our business. A sound risk management requires a deep understanding of many types of risk, including environmental and social risks and their potential effects on financial results and the balance sheet.

It also demands a fundamental level of technical risk knowledge across an organization, reinforced communication at all levels and a mindset geared to anticipating changes in the macroeconomic environment.

UniCredit is committed to promoting sustainable solutions in its financing and investment decisions.

In light of this, at UniCredit, we have adopted an integrated, multifaceted approach to managing the environmental and social risks associated with our financial products and services.

Strong governance is central to the implementation, monitoring and ongoing improvement of our strategies and policies pertaining to environmental and social topics. Therefore, over the past few years we have worked on reinforcing our governance on these matters. These efforts have included the establishment of the *Group Environmental and Social Council* (GESC). The GESC's goal is to support and coordinate the maintenance and improvement of our environmental and social strategy⁵.

Our *Environmental Commitment* and our *Human Rights Commitment* describe the strategic approach, roles and responsibilities, principles, rules, procedures and systems adopted by UniCredit to prevent and manage any potential negative environmental, social and human rights impacts or risks that are inherent to our operations and our value chain⁶.

In keeping with our commitments, we work to disseminate across our Group a strong risk culture that prioritizes social and environmental issues, among others.

OUR 2015 ACHIEVEMENTS

- **Governance:**
 - following the decision in late 2014 to establish the GESC, in 2015 a GESC internal regulation was approved by the CEO and sent to key countries for implementation
 - the GESC met twice in 2015 to discuss and propose improvements to our environmental and social strategies, objectives and targets.
- **Equator Principles⁷:**
 - 106 project transactions were evaluated and 27 projects were financed
 - over 140 people were trained in Equator Principles standards.
- **Environmental and social sector policies⁸:**
 - over 340 transactions were screened for environmental, social and reputational risk issues
 - roughly 180 people were trained in UniCredit policies pertaining to the mining and coal-fired power generation sectors.

- **Human rights⁹:**
 - our approach was reinforced by a special program overseen by the GESC, which included an update of our *Human Rights Commitment* and a draft action plan to be finalized by 2016
 - almost 13,000 people were trained.
- **Stakeholder engagement:**
 - we continued to support a constructive dialogue among our stakeholders by participating in working groups and forums such as the Thun Group¹⁰ and the United Nations Global Compact¹¹
 - we facilitated knowledge-sharing and discussion of environmental and social issues.

In September 2015, UniCredit hosted a meeting attended by more than 20 representatives of 14 international banks, featuring guest panelists with expertise in the fields of climate change, human rights and reputational risk.

5. Refer to the Natural Capital chapter for more information.

6. Refer to our website (www.unicreditgroup.eu) for more information.

7. Refer to the Supplement - *Equator Principles* section for more information.

8. Refer to the Supplement - *Environmental, Social and Reputational Risk sector Policies* section for more information.

9. Refer to the Supplement - *Human Rights Approach* section for more information.

10. The Thun Group is an informal group of bank representatives that discusses how the United Nations Guiding Principles on Business and Human Rights apply to banking activities.

11. UniCredit is a member of the UN Global Compact - Global Compact Network Italy Foundation, which is a strategic policy initiative that is promoted by the United Nations at the national level.

RISK MANAGEMENT AND COMPLIANCE



Manage compliance risks through a proactive approach

At UniCredit, compliance is an integral part of the Group's business strategy. Our firm commitment to compliance in all of our operations and personal behavior is not only motivated by the expectations of our customers, of society at large and of regulators, but it is also founded upon our internal beliefs and attitudes about proper conduct, in keeping with the Group's core values that are summed up in our Integrity Charter¹.

Mission

We proactively monitor and manage compliance risks as we carry out our activities in line with mandatory rules, internal procedures, best practices and ethical standards. In doing so, our Compliance function defines, develops and regularly monitors both the implementation of and adherence to our Group's compliance rules, procedures, methodologies and other minimum compliance standards. Senior management oversees this process and upholds a strong compliance culture.

Business is the core of what we do, but compliance is how we do it. Adherence to laws and regulations is neither an obstacle nor a drag on growth - it is a prerequisite for running a sustainable business. Since regulations are part of our operational environment, we must comply with them while remaining focused on our customers' needs in all of our business areas and all of the countries where we are present. By adhering to all applicable laws, rules and regulations -

both locally and Group wide - UniCredit helps prevent misconduct and avoids sanctions.

In this respect, it is fundamental to achieve strong cooperation between Compliance and our business units. This cooperation is focused on 2 core activities:

- **advisory** - strategic advice with an eye on future challenges
- **monitoring** - processes, policies, monitoring systems, design and execution of controls, a business-specific view of risk.

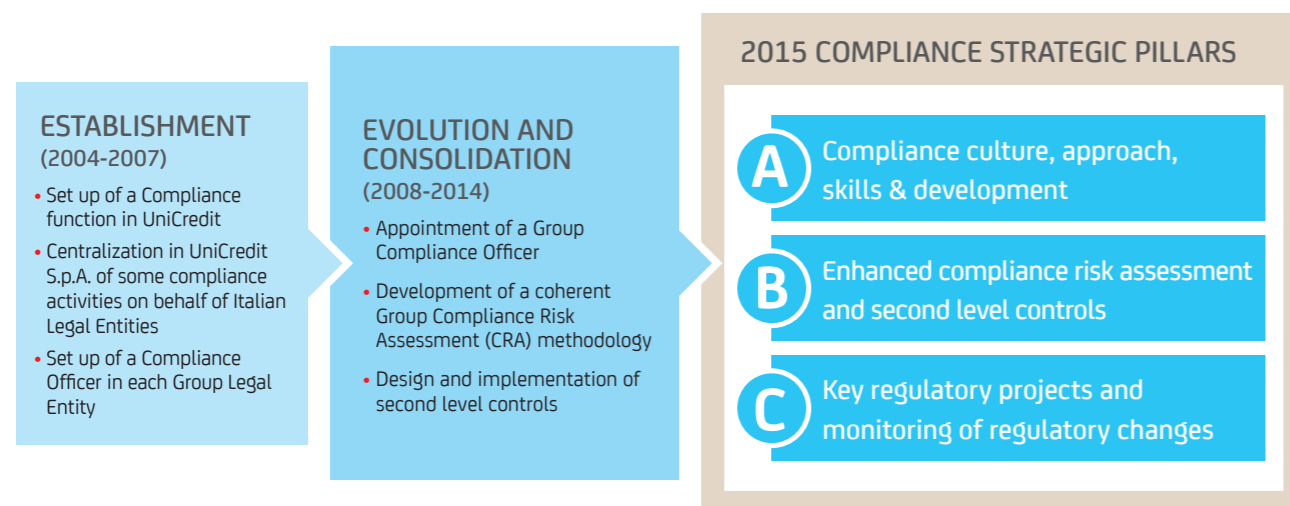
To further foster cooperation, Compliance participates in the main UniCredit committees where business functions are also represented (e.g., the Internal Control and Business Committee, the Group Risk and Internal Control Committee). This has helped Compliance become a strategic partner with other UniCredit corporate functions, regularly assisting them in confronting complex challenges.

2015 Compliance Strategic Pillars

In line with the improvements in Compliance governance made at the end of 2014², UniCredit continued to strengthen its approach over the past year. UniCredit's Compliance Plan for 2015 was approved by the Board of Directors and was

presented at the first *Compliance Leadership Meeting* in Vienna in January 2015, which was attended by senior management and more than 100 colleagues from all of our countries. It is built upon 3 strategic pillars.

COMPLIANCE DEVELOPMENT

**A** Compliance culture, approach, skills & development

We aim to build and enforce a common culture of compliance throughout all levels of our organization and across all geographies. This culture will become an integral part of our corporate values.

To speed up the adoption of compliance culture, we launched the *Compliance Culture Framework Roadmap* in 2015.

The Compliance Education program is one of the key enabler of our compliance culture. Our training programs emphasize appropriate processes and promote a deeper understanding of compliance risks and how to implement controls both inside and outside the competence line. In 2015 we provided more than 168,000 hours of training to roughly 154,000 employees.

Focus

Compliance Academy

Because we strongly believe in the development of our people at UniCredit, in 2015 we strengthened the *Compliance Academy* in order to support Compliance colleagues in their daily activities and to improve their specialized skills. The program offers helpful video clips and up-to-date news on compliance issues. It is composed of 26 modules divided into 4 sections. Employees who pass the final exam receive an externally recognized qualification accredited by Kaplan Professional Awards, an international awarding body regulated by the Office of Qualifications and Examinations Regulation.

Communication and the engagement of colleagues are also essential to fostering a compliance culture across our organization. Our internal communication plan in 2015 focused on a number of initiatives addressing compliance risks and expected behaviors. These included compliance alerts, video tutorials, events and webcalls from the Group Compliance Officer to all Compliance colleagues. We also launched a Groupwide *Tone from the top* internal communication campaign in which our senior managers shared their endorsement of compliance culture throughout our organization.



Carlo Appetiti - Group Compliance Officer

“Our compliance culture is not just a slogan written in a policy. It comes with the ability to support business people and protect UniCredit. A strong compliance culture responds to regulators with accurate and consistent answers.”

B Enhanced compliance risk assessment and second level controls

At UniCredit, we aim to ensure the effectiveness, speed and consistency of our advisory services in risk assessment and controls. In 2015, the overall Compliance governance model was improved to guarantee homogeneity across all Group legal entities. Its structure has now been simplified by introducing a local model that mirrors the Group governance model, with a specific focus on certain relevant areas (Corporate Investment Banking compliance monitoring, regulatory counsel, anti-financial crime, anti-corruption, anti-money laundering, financial sanctions). This process will continue during 2016.

Furthermore, we have worked to simplify reporting processes by making IT improvements that standardize and automate the internal workflow.

C Key regulatory projects and monitoring of regulatory changes

Staying abreast of regulatory changes and promptly identifying our obligations on this front are vital to UniCredit.

To this end, our Compliance function monitors and analyzes forthcoming regulations and triggers the necessary changes at different levels of the Group. Key regulatory topics on which we worked in 2015 included the Dodd-Frank Act, Market Abuse Regulation, anti-financial crime initiatives and the Markets in Financial Instruments Directive³.

Moreover, significant work was completed on a number of additional key compliance areas, including anti-corruption, antitrust, anti-money laundering, financial sanctions and privacy.

In 2016, Compliance will continue to focus on the above-mentioned core activities and will support the Group in achieving the goals of its Strategic Plan.

MATERIAL TOPICS

- Compliance
- Fair Business Behaviour
- Financial Stability

1. Refer to our website (www.unicreditgroup.eu) for more information.
2. Refer to the 2014 Integrated Report for more information.

3. Refer to the Supplement - Risk Management and Compliance for more information.



Business Model in action

Macroeconomic landscape
Main 2015 Results

Our Country Priorities

Snapshot of the
competitiveness and
well-being of our countries

Stakeholder Engagement

Materiality matrix

Our Business Environment

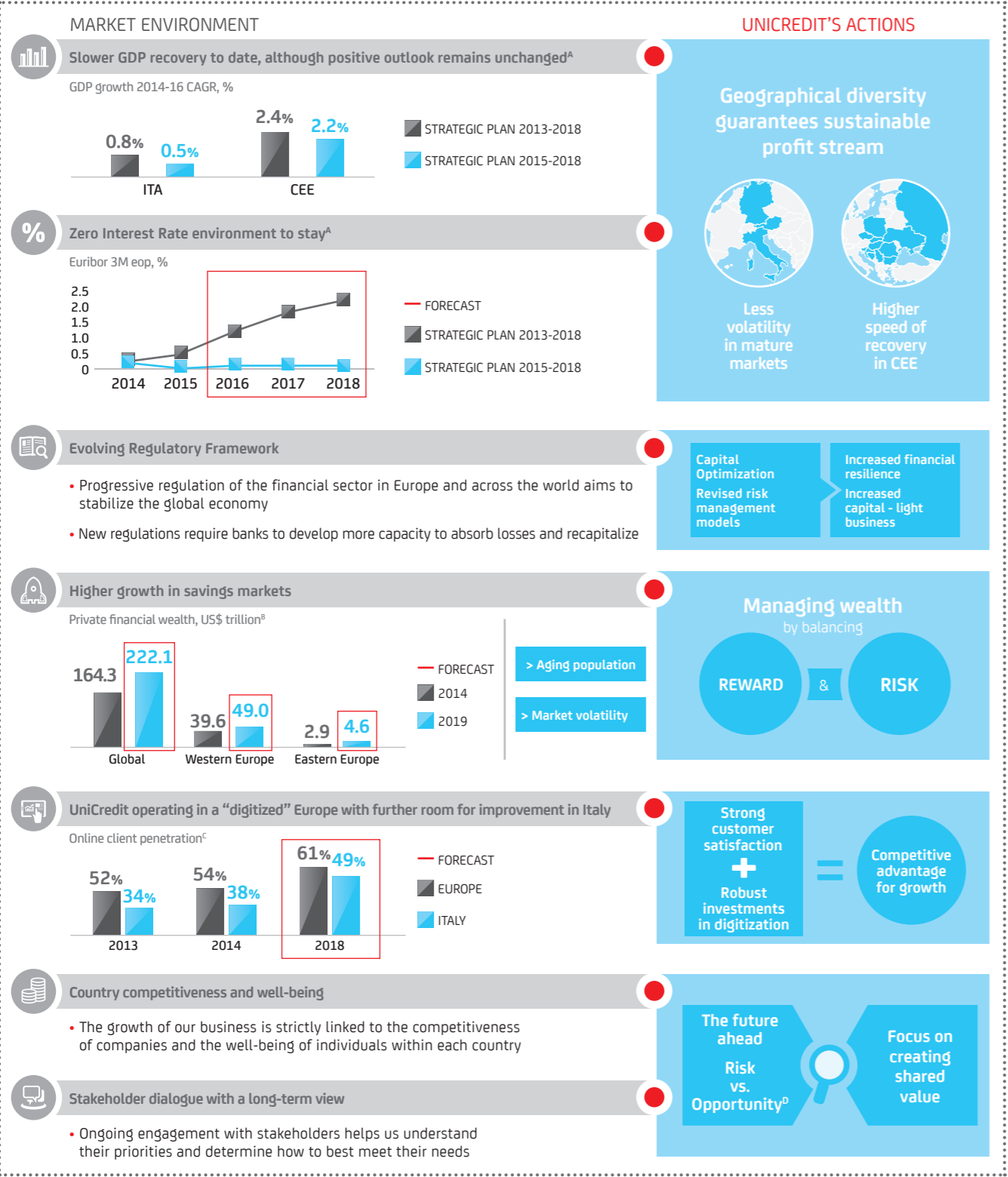
Business Model in action

Business Model in action

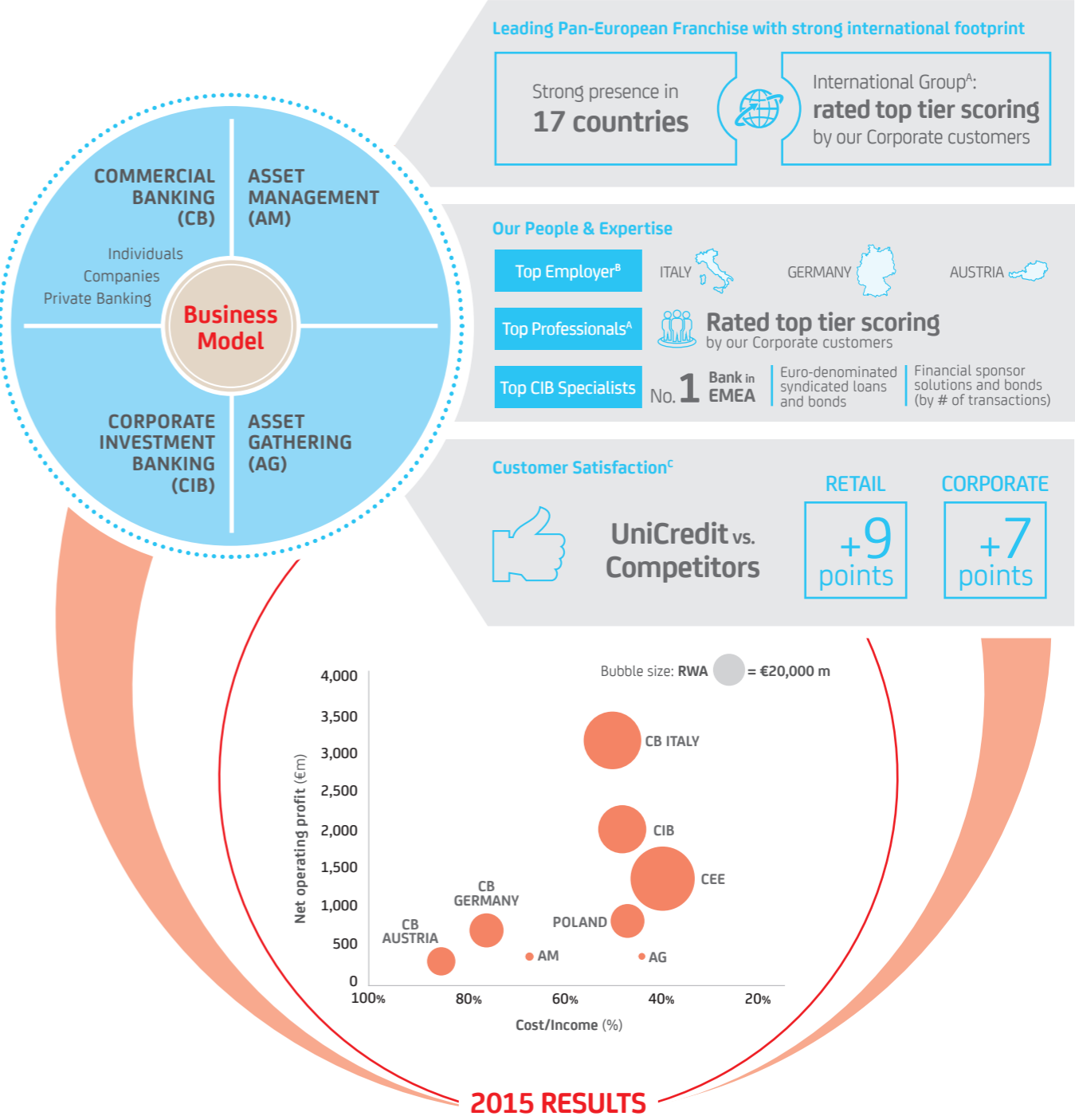
Our Country Priorities

Stakeholder Engagement

In 2015, UniCredit had to contend with historically low interest rates, regulatory pressure and a weaker-than-expected economic recovery. Despite these headwinds, our resilient business model delivered opportunities and long-term value to the companies, individuals and communities we exist to serve.



OUR DISTINCTIVE ASSETS



COMMERCIAL BANKING

Individuals: flexible and easy access to banking products, as payments, mortgages and consumer finance, investments and savings offered through traditional and digital channels.

Companies: support for entrepreneurs - in their day-to-day business, or in executing new projects or strategies - through tailored, profit-driven solutions.

Private Banking: a 360-degree advisory model, customized investment strategies and access to international markets through specialist advisors.

CORPORATE INVESTMENT BANKING: traditional corporate and transaction banking services, along with full-fledged structured finance, capital markets and investment products, as a strategic long-term partner that meets clients' specific needs and delivers access to WE and CEE.

ASSET MANAGEMENT: concrete investment solutions that satisfy real investment needs, providing an innovative and consistent global offering that manages risk and delivers attractive returns to investors.

ASSET GATHERING: innovative financial services that combine the efficiency of digital channels with advisory expertise.

A. As per our Strategic Plan released the 11th of November 2015. B. Source BCG Global Wealth Market-sizing Database, 2015. C. Source Forrester Research - Digital banking forecast. D. Refer to the Stakeholder Engagement and Country Priorities chapter for more information.

A. Based on our 2015 Brand and Reputation survey. B. Independently certified by the Top Employers Institute for demonstrating the highest standards of employee offerings. C. Values calculated as difference between the average of TRI™ index results of UniCredit and the average of competitors' / markets TRI™ index results in the countries where the survey was carried out in 2015. Refer to the Supplement for more details regarding our methodology for calculating Customer Satisfaction and our 2015 results.

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Our Country Priorities

Country competitiveness and well-being

The 2030 United Nations Agenda for Sustainable Development again recognizes the importance of people, the planet and prosperity and calls on all countries and stakeholders to act in concert to meet the challenge.

Companies are called upon to recognize their interdependent role within society and to integrate sustainability into their core strategy. In this way they will create competitive advantages through cost improvements, innovation linked to the solutions necessary to meet the problems of society and differentiating them within the competitive arena.

As an institution closely tied to the lifeblood of many national economies, we recognize that we have the responsibility to stimulate economic growth that is both socially inclusive and environmentally sustainable.

The measurement of our impact is vital to our ability to focus on these issues, enabling us to better assess the progress we have made on countries' key priorities, which include increasing humanity's well-being, ensuring environmental sustainability and helping our communities to prosper.

We begin this process by examining the complexity of the circumstances in which we operate. This involves the systematic analysis and regular review of a set of 97 indicators¹ that are mainly sourced from Eurostat and the World Economic Forum. These indicators tell us about the prosperity of the countries where we work, and they can help make us aware of potential problem areas. Indicators for each country are analyzed not only in comparison with current EU averages and top performers, but also over a 10-year period to see how the data has evolved over time.

Through this process, we aim to form a 360-degree picture of the values and the assets that we must treat carefully. We seek to consider every possible angle – including people's overall financial and social well-being, their work-life balance, security, cultural heritage, education, the efficient use of talent, health, environment, economics and productivity.

The result is the identification of each country's most urgent priorities so that we address them, directly or indirectly. While none of these indicators can tell us how to judge social and environmental outcomes, we nonetheless recognize that communities on the rise provide businesses with the necessary preconditions to thrive.

With this in mind, at an early stage of our project planning, we assess the relative well-being and competitiveness of our countries so that we can determine what kind of impact we might make. We decide whether we are likely to be able to generate positive externalities while avoiding or mitigating negative ones. We assess outcomes by measuring the benefits we have generated for third parties at either the individual or the country level.

The effects described within this report are deemed to be direct in a number of cases. These include support we provide to improve the Quality of local Infrastructure that improve people's quality of life; the way we stimulate Innovation; our contribution to Business Sophistication² that conducts to higher efficiency in the production of goods and services and our support to Environment: through our portfolio of renewable energy³ among others we conserve the Quality of urban air.

We also contribute to many tangible, individual-level outcomes. For example, when we take on a project that improves the Financial Education⁴ of community members, that represents a positive individual-level impact in the field of education. We support such efforts to promote responsible financial habits because informed individuals are better at managing and accumulating wealth; they thus become active contributors to the economic development of their communities.

Our business activities can also generate a variety of powerful indirect effects – principally by supporting the competitiveness of the companies we serve. In this way, we contribute to job creation and to the Capacity to retain and attract talent in the field of Social Well-being and Efficient use of talent.

The methodology detailed in this report enables our Group to pay close attention to the social and environmental assets on which the development of our communities is founded. This approach aims to capture the complexities and the tensions between economic growth, social development and the conservation of natural resources.

The increasingly complex dynamics of global competition have led us to recognize environmental and social sustainability as primary sources of value creation. Each day, we work to implement our mission also by building on our intangible assets so that we can deliver products and services with the power to generate progress well into the future.



Gaia Ghirardi - Head of Group Sustainability

“Economic, social and environmental value are not mutually exclusive. We are a purposeful workplace where we partner and co-design the economic sustainability of each client we serve. We are inspired by a shared belief in the idea of community development.”

1. A selection of indicators aggregated by dimension is represented at page 25 showing their status of urgency in some of our countries.

2. Refer to the Strategic Plan section and Intellectual Capital chapter for more information.

3. Refer to the Natural Capital chapter for more information.

4. Refer to the Social and Relationship Capital chapter for more information.

		ITALY	GERMANY	AUSTRIA	POLAND	CEE ^A
High priority	Medium priority	Low priority				
Social Well-being	Employment rate of people 20-64 years old					
	Social decay rate					
	Work satisfaction					
Economic Well-being	People suffering poor housing conditions					
	Severely materially deprived people					
	Index of subjective evaluation of economic distress					
Education and Efficient use of talent	Percentage of people with a high level of ICT competencies					
	Country capacity to attract talent					
	Percentage of young people not in education, employment or training (NEET)					
	Percentage of people participating in formal or non-formal education					
Health	Healthy life expectancy at birth					
	Waiting lists					
	Life expectancy without activity limitations at 65 years of age					
Environment & Landscape	Energy from renewable sources					
	Public expenditure for recreation, culture and religion					
	Quality of urban air					
	Separate collection of municipal waste					
Infrastructure & Quality of services	Quality of overall infrastructure					
	Quality of railroad infrastructure					
	Internet bandwidth					
	Citizens who benefit from infancy services					
Financial Market	Availability of financial services					
	Ease of access to loans					
	Venture capital availability					
Business Sophistication	Local supplier quality					
	Extent of marketing					
	Production process sophistication					
	Nature of competitive advantage					
Innovation	Productive specialization in high-tech and knowledge intensive sectors					
	Innovation rate of the national productive system					
	Research intensity					
	Patent propensity					

MATERIAL TOPICS

- Community Proximity
- Customer Proximity

A. Central Eastern Europe (CEE) includes Bulgaria, Croatia, Hungary, Romania.

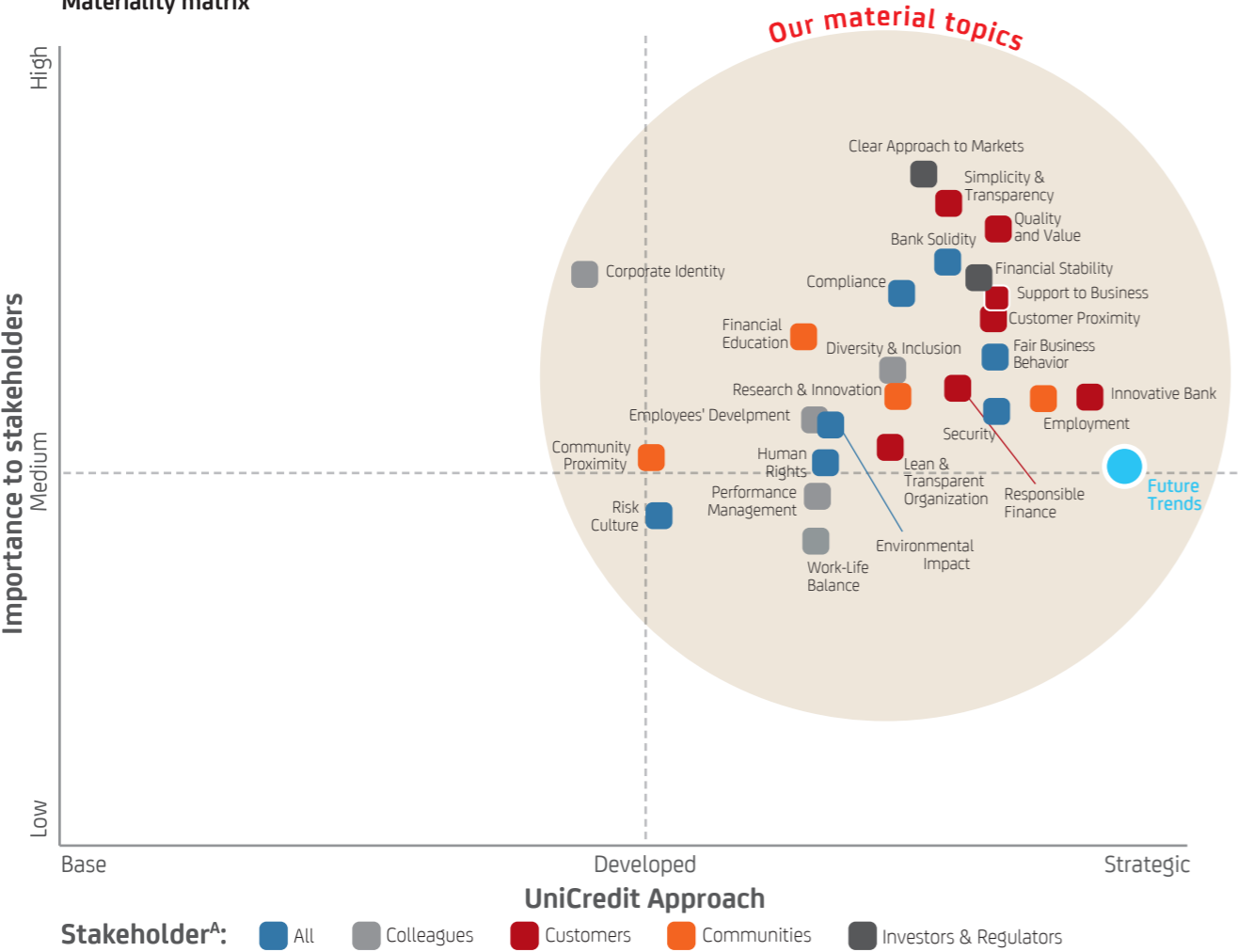
Stakeholder Engagement

UniCredit's stakeholders provide insights about the Group's daily work that can be vital to creating more value in the future.

Stakeholder engagement and collaboration are integral to UniCredit's core business operations. This creates the opportunities and mutual benefits that are necessary to support our shared interest in supporting innovation and the co-development of new, long-term solutions.

Regular dialogue with our five key groups of stakeholders enables us to fully understand the nature of our responsibilities. These stakeholders directly communicate with us through special dialogue tools; we respond to all of the concerns that they raise and always take their opinions into consideration¹.

Materiality matrix



Since 2010, we have also used a materiality assessment to identify the topics that matter most to our stakeholders. This process provides our company with a clearer view on where we must focus in order to seize new opportunities, mitigate risks and ensure long-term value creation.

In 2015, we upgraded our analysis by implementing a structured, methodology¹. We identified and prioritized each material topic and directly engaged stakeholders through surveys and interviews. Whenever stakeholder engagement was not feasible, we used other resources (e.g.: sector benchmarks, rating agencies

and other communications) to gain insights into each topic. Through this process, we assessed the strategic importance of these topics to UniCredit's approach to creating value.

In 2015, the majority of the priorities that we identified during this process remained the same or only slightly changed in comparison to previous years. Among them, the relative importance of the topics Support to Business and Financial Stability increased, which is consistent with ongoing macroeconomic uncertainties and the resulting weaker-than-expected economic recovery.

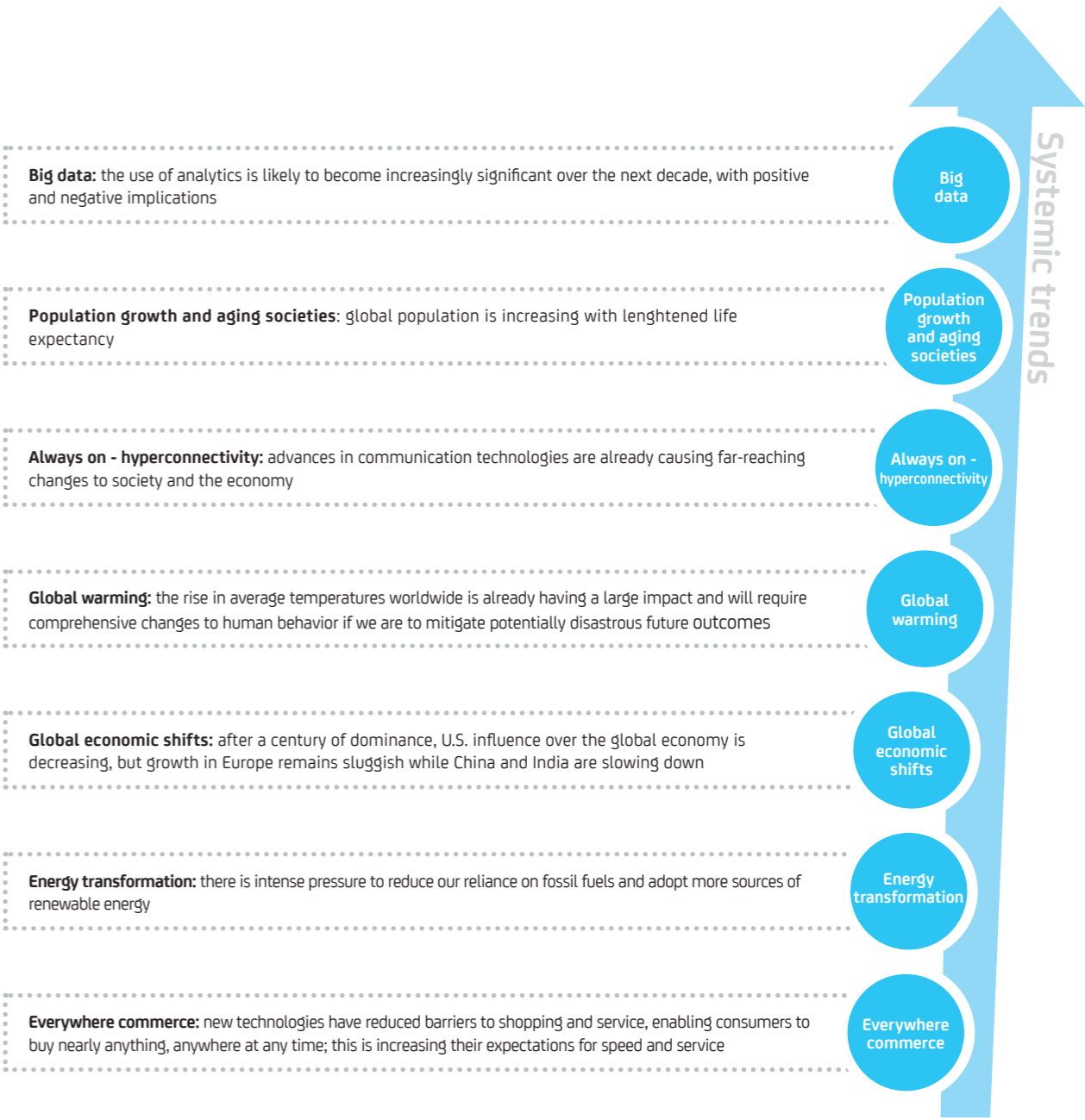
Understanding future trends and how they will affect UniCredit

Since it is impossible to predict what will happen a decade from now, many companies focus on everyday challenges to the detriment of long-term planning and strategies.

UniCredit, however, believes it is essential to prepare for the future by forecasting how banks might continue to grow, recognizing new markets and finding better ways to compete. We are constantly working to improve our materiality analysis to consider issues of the present as well as the future.

To this end, in 2015 our Group conducted in-depth research that identified the systemic trends that are most likely to provide opportunities or pose risks for UniCredit in forthcoming years.

We surveyed over 100 opinion leaders (academics, journalists, regulators, sustainability experts, strategic consultants) to select, from a list of 20, the trends with the biggest potential to impact the banking sector in the next ten years. Through this process we identified the following trends that will become, integral to UniCredit's materiality assessment.



A. Refer to the Supplement for more information.

1. Refer to the 2014 Integrated Report and 2015 Supplement for more information.

Strategic Plan

Integration of Strategic
Pillars and Capitals

Main 2015 Initiatives

Monitoring KPIs

Connectivity

Capitals

Stock of Capitals

Main 2015 Initiatives

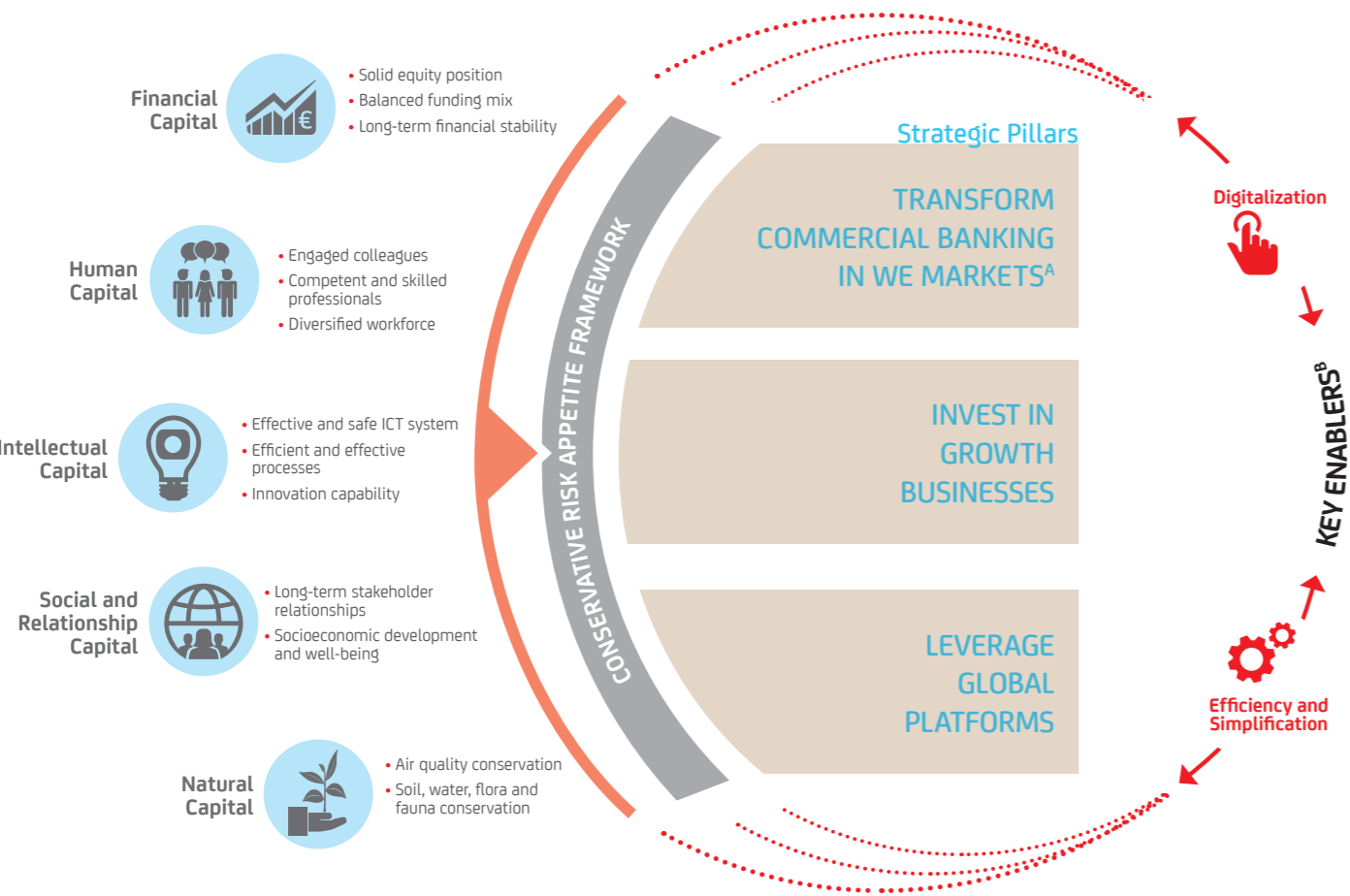
Value for UniCredit and
Community Impact



Our Sustainable
Strategy

Integration of Strategic Pillars and Capitals

In 2015 UniCredit continued to move toward sustainable profitability. We are successfully transforming our operations to meet the evolving needs of our customers, deliver high-value products and provide a unique banking experience. In response to persistent economic challenges, our Group has elected to accelerate its transformation by adopting a sustainable strategy that explicitly aims to achieve viable growth and support social development.



UniCredit's strategy will result in a rock-solid, profitable bank that is able to generate sustainable value, maintain a strong balance sheet and support the prosperity of the territories where it operates. In pursuing it, we will continue to make careful use of the different types of capital available to us and take into consideration the ways in which they are interconnected. In so doing, we will create value not only for our Group but also for our stakeholders, communities and society as a whole, while minimizing negative impacts on the environment.

Due to the challenging and rapidly changing business environment, UniCredit has elected to accelerate its transformation by adopting a strategy that explicitly aims

to boost sustainable profitability and confirm our role as a leading pan-European commercial bank.

We are working to reduce our cost base, streamline our structure and accelerate our digital transformation. This will enable it to be more responsive to external challenges and to allocate resources more effectively.

We will continue to invest in the growth of traditional businesses by providing credit to the real economy and will continue to focus on areas offering significant growth potential, such as Corporate & Investment Banking, Asset Management, Asset Gathering and Central Eastern Europe in general.

The execution of the Strategic Plan that was launched in 2014 has put UniCredit on track to achieve several targets. We further increased our capital buffer, with a fully loaded CET1 ratio of 10.94 percent¹ that is already above current regulatory requirements for 2018. Our cost of risk is at 86 basis points (-4 bp year-on-year), and our asset quality continued to improve, with gross impaired loans down to €79.8 billion and a solid coverage ratio of 51.2 percent.

We continue to reshape our operations to respond to the evolving needs of our customers and better support the communities where we operate.

As a result, we achieved a net profit of more than €2.2 billion in 2015, excluding €540 million in non-recurring items³, for a stated net profit of €1.7 billion. We have proposed the distribution of a €0.12 dividend per share in the form of a scrip dividend of newly issued shares or, upon a shareholder's request, in the form of a cash payment.

In November 2015, the Board of Directors approved a revised Strategic Plan that, while leveraging on Strategic Pillars, focuses on key enablers such as efficiency, simplification and digitalization.

Focus

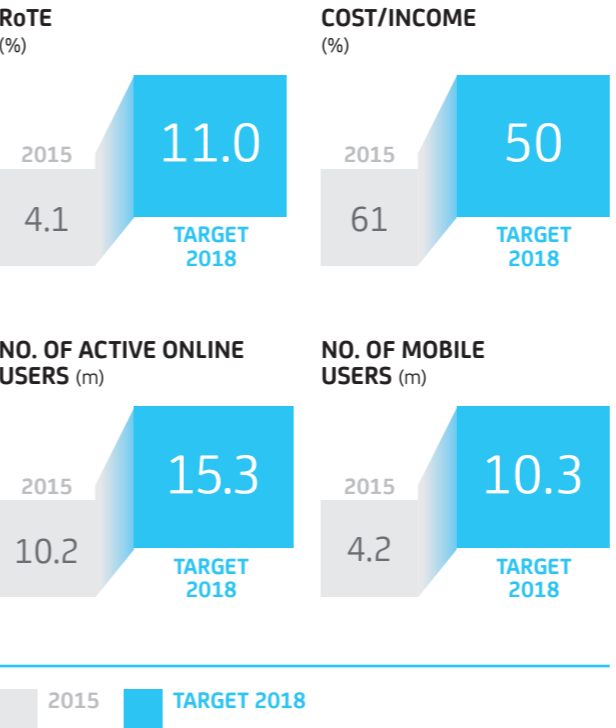
UniCredit's Digital Strategy

UniCredit has decided to invest heavily in digitization to turn the Group into a highly competitive player in the emerging digital arena. According to the Strategic Plan, digital investments until 2018 will amount to €1.2 billion.

Our first driver will be to accelerate the digital transformation of the Group. This will involve improving the speed and quality of our services, as well as the experiences of our customers. In this undertaking, we are fully committed to creating an excellent and engaging digital user experience that provides customers with a comprehensive multichannel service.

Second, we will develop a digital business model based on a new IT infrastructure. This model will meet customers' basic needs and reduce our cost-to-serve.

We will also open *buddybank*, which will be accessible solely via smartphone devices, with customer service available 24/7. Representing a clear break from traditional banking, *buddybank* is scheduled to be launched in 2017 in Italy.



Our investments in transforming our business model have allowed us to optimize our retail branch network and refurbish more than 800 commercial branches² overall. We have also raised the number of customers who access our services remotely, with 10.2 million online users in 2015, up from 8.9 million in 2014 (+14 percent year-on-year) and 4.2 million mobile users in 2015, up from 2.9 million in 2014 (+44 percent year-on-year). In the midst of these changes, we have continued to make credit available to our customers, with medium- to long-term flows up by over 23 percent, driven by all of our main customer segments in commercial banking. Thanks to our efforts to offer high-value products and services, we acquired 1 million new customers in 2015 and improved customer satisfaction results in most of the countries we serve.

A. Western European markets.

B. As outlined in the Strategic Plan approved by the UniCredit's Board of Directors on November 11, 2015.

1. CET1 fully loaded assuming 2015 expected scrip dividend of €12 cents per share with 75%-25% share-cash acceptance.

2. Refer to the Leverage Global Platforms chapter (Global Activities) for more information.

3. Non-recurring items refer to (i) UniCredit Strategic Plan restructuring charges (-€214 million net of tax), (ii) impact of the valuation of Ukrainskbank (-€298 million net), (iii) extraordinary contributions to single resolution funds in Italy and Poland (-€173 million net), (iv) LLP for CHF loan conversion in Croatia (-€138 million net), and (v) taxes (€287 million net).

Strategic Plan

Transform Commercial Banking in Western European Markets

Italy



UniCredit's Commercial Bank Italy remained the top contributor among the Group's divisions in 2015. Net Profit at €1.6 billion notwithstanding negative

one-offs mainly related to integration costs and systemic charges. Adjusted Net Profit at €2 billion.

The division contributed nearly €4.4 billion (up 2.7 percent year-on-year) to the Group's gross operating profit and demonstrated strong capability to grow, as revenues increased by 2.2 percent and the customer base expanded by some 130,000 clients. Commercial Bank Italy also asserted its leading position in the domestic consumer finance market, with a market share of more than 13 percent.

In 2016, we aim to consolidate our lead in consumer financing, continue our digital transformation and increase our capacity to support the domestic and international growth of our corporate clients.

Continue the evolution of Retail Banking

In 2014 we adopted a new approach to retail banking with the launch of the OPEN project¹. The new service model aims to offer products and services in an increasingly flexible, simple and accessible manner, letting the customers determine the way they want to do their banking.

Making banking more available and accessible

In 2015, we continued to enhance our service model, implementing innovative operational tools, called OPEN DESK, that enabled our relationship managers to dedicate more time to providing customers with more individualized and extensive advisory services.

Over the year, we also continued to make our bank more accessible, with new branch layouts, more convenient opening hours, more house calls and an increase in remote consulting through our Remote Offsite service.

Our branch renovation and modernization project, which began in 2014, remained a top priority in 2015, because branches continue to be the focal point in our banking relationships with customers. At present, more than 400 branches have been renovated in line with our strategic plan. With modern layouts and high-tech interfaces, these branches are more comfortable and, by virtue of being fully integrated with all of our alternative channels, they enable us to conduct more complex interactions with customers; 270 of these new branches have also adopted flexible opening hours and days of operation, so that people can visit us at the times that work best for them. These changes have enabled us to provide more focused and higher quality advisory services, while 85 percent of transactions have been migrated to digital channels. Our target is to reach 90 percent of transactions accessed via internet and mobile devices.

Our innovative customer-centric approach resulted in a TRI*M index² rating of 66, 10 points higher than our nearest competitors



COMMERCIAL BANKING

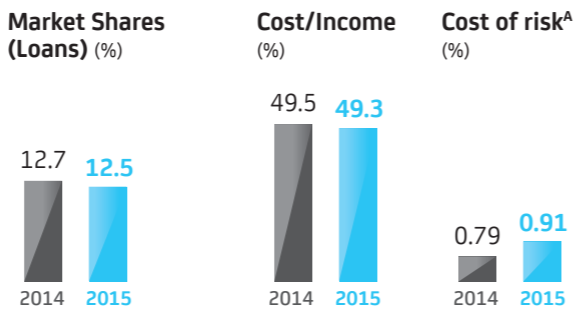
85% transactions migrated to digital channels



TRI*M index evolution vs. 2014

Retail: +1
Corporate: +6
Private: +2

Commercial Banking



A. Cost of risk increasing y/y aiming to support coverage ratio on impaired loans.

1. Refer to the Connectivity case study - OPEN IN ACTION in Italy at page 36 for further information.
2. Refer to the Supplement for more details on our Customer Satisfaction (TRI*M index) performance and trends.

Supporting clients and country well-being

The need to make the bank more responsive to the increasing demand for a wider range of advisory services prompted us to think differently about real estate transactions, which not only represent important milestones for our customers but are also vital to the health of the Italian economy. With a new series of targeted initiatives, we now provide solutions that consider the lifelong needs and overall well-being of our clients.

This suite of competitively priced financial products is complemented by UniCredit Subito Casa, our real estate brokerage company, which provides distinctive services and access to the expertise of a network of more than 600 specialized advisors. With a focus on helping customers sell their houses, UniCredit Subito Casa aims to set a benchmark for quality in the real estate market. Through its website, unicreditsubitocasa.it, users can engage in real-time consultations and readily access all of our products and services.

UniCredit clients particularly appreciate two aspects of this service:

- the property ID card, which provides complete floor plans and an estimate of the property's value
- a dossier that describes the property in full detail.

UniCredit Subito Casa has already received assignments to mediation of more than 12,500 properties across Italy. It aims to conduct more than 20,000 transactions by 2018



Providing new services through innovation

We are leveraging big data and UniCredit's growing menu of digital channels to provide innovative new products and services that make banking simpler and more efficient. For individual customers, we developed the Mobile Plus app and new functions (e.g., Prelievo Smart, Pagamento Bollette) so they can use their mobile devices to transfer money and make either online purchases or POS payments, among other transactions. We also made a concerted effort to broaden and diversify our offer, to better respond to our customers evolving needs.

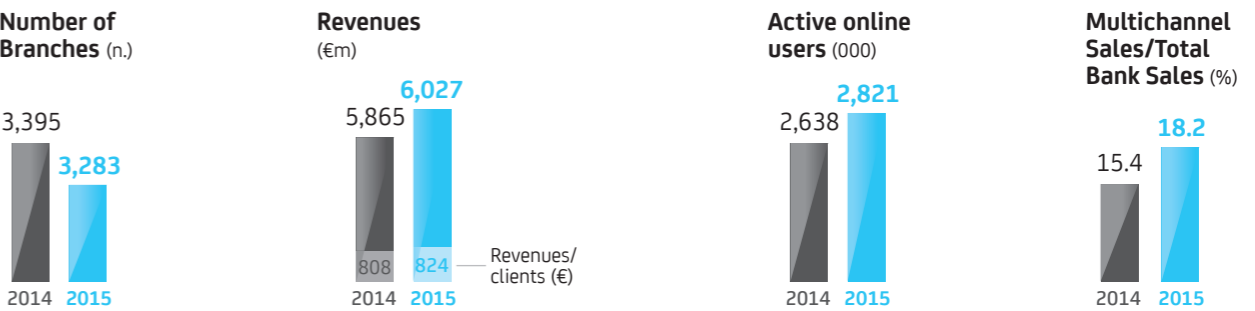
Guida Protetta, an insurance policy for automobiles and motorcycles, distributed by UniCredit but sold by CreditRas, is designed as a modular policy that can be easily adapted to individual customer needs. It offers 3 different solutions (in addition to third-party liability), which provide varying degrees of coverage. In addition to that Guida Protetta offers a wide range of payment solutions, including an installment plan through our Flexia card. The policy, which can be activated either online or through one of our customer service representatives, is exclusively available to UniCredit clients who have a current account or a Genius Card with the bank.

At the end of 2015, we opened the Subito Banca Online Store, a new web portal that meets the needs of our customers by offering the best prices on a wide range of major brands. The store includes a selection of affordable products made available with zero-interest financing or installment plans through our Flexia card, with no commissions charged. In early 2016, our customers will be offered another unique e-commerce opportunity - the ability to apply online for financing when they get to the checkout page.

For our small business customers, we developed 2 new digital services in 2015. In UniCredit's first use of big data, we created My Business View, which allows companies that manage their sales transactions through UniCredit's POS systems to analyze buying behavior, access aggregated industry information, and analyze and develop new sales and marketing strategies. We also launched My Business Manager for companies that use our internet banking services. My Business Manager lets these companies monitor their current accounts and their active credit lines via a graphical user interface that is easy to navigate.

The Italian Association of Financial Innovation (AIFin) awarded the first prize to My Business Manager and an honorable mention to My Business View both in New business service category

Retail



STRATEGIC PLAN

Transform Commercial Banking in Western European Markets

Strengthen our long-term relationship with Corporate clients

Through our 140 corporate centers and more than 900 relationship managers, we serve over 44,000 corporate customers, representing a wide range of businesses. To further increase our capacity to support the domestic and international growth of our clients, in 2015 we continued to improve our service model.

Improving our service model

We strive to improve our proximity to corporate clients, providing them with tailored solutions, and serving as strategic partners.

Our top clients (large companies with cross border activities and complex financial needs) are served through customized, one-on-one account planning by an expert management team, that strives to understand and anticipate the needs and opportunities these clients face. We also provide coverage by senior staff members to offer seasoned expertise and build still stronger relationships.

All the remaining corporate clients are served by our qualified relationship managers, have access to structured advisory processes and can engage with subject matters specialists to get professional advice on specific needs.

TRI*M index for top clients³: 69 (+2 vs. 2014) 
TRI*M index for the corporate segment: 58 (+6 vs. 2014)

To deliver an even better customer experience and strengthen our social and relationship capital, we launched 3 new projects that meet the needs of our increasingly demanding clientele:

- *OPEN IN ACTION in Italy*⁴, which is accelerating the development of our Italian network's new commercial structure
- *CIB-CCB Joint Venture*⁵, which provides investment banking products and services to our mid-sized corporate clients
- *Internationalization*⁶, which is integrating and leveraging our international footprint so that our corporate clients can more easily expand their businesses abroad.

Enhancing customer experience through innovation

The adoption of mobile technologies by our relationship managers has significantly increased their efficiency and productivity. Through digital innovation, we have reduced administrative tasks, so that relationship managers can devote more time to their customers.

With *Mobile Corporate* project relationship managers have been equipped with the latest generation of mobile devices: smartphones, tablet PCs and notebooks with Wi-Fi and 4G LTE connectivity.

New apps enable integration between devices and internal processes, as well as access to videoconferencing tools, and social media interactions among relationship managers, product specialists and customers. In this way our bankers can bring the bank to our customers, with consequent benefits for them:

- faster and easier interactions
- more relevant and effective business proposals that make use of predictive tools
- improved client relationship continuity thanks to easier access to historical data.

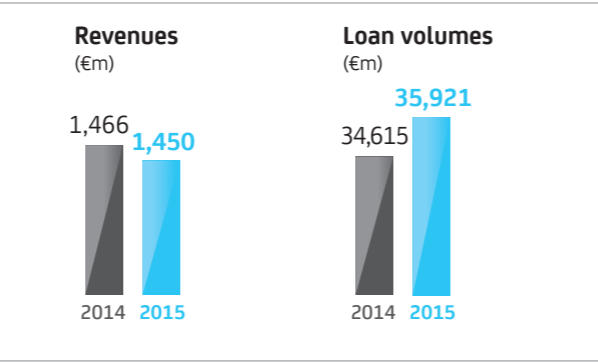
Stimulating the growth of enterprises

To better support our Corporate customers and the overall economy, we decided to participate in the European Central Bank's Targeted Long-Term Refinancing Operations (TLTRO) program. Launched in June 2014, this subsidized funding program aims to revitalize economic growth by stimulating banks to lend to the eurozone's non-financial private sector.

In roughly three months, UniCredit successfully disbursed the €7.75 billion it requested at the first European Central Bank (ECB) auction in September 2014. Our Group then played a leading role at the subsequent ECB auction in March 2015, requesting €7.4 billion in new funds for loans to families and Corporate clients. Through the *Valore Europa* program launched following the TLTRO initiative, our Group is expanding its lending activity even more than it did in 2014, providing vigorous support for our clients in Italy.

As part of the TLTRO program, in 2015 we provided Corporate clients with €4.4 billion in loans (+€1.3 billion over 2014)

Corporate



Continue to improve Private Banking

In 2015 we further developed our service model to create a truly differentiating customer experience.

Increasing simplification leading to greater integration and strong synergies

UniCredit's Private Banking network has undergone a major reorganization, leading to greater efficiency, optimized regional coverage and synergies with Commercial Banking Italy's other businesses.

The network is now divided into 76 distinct areas that are fully aligned with our Commercial Banking network.

This new structure enables us to establish colleagues' responsibilities clearly and to identify and align our objectives across different business lines. The result is more effective cooperation and a significant increase in the value of our services to customers.

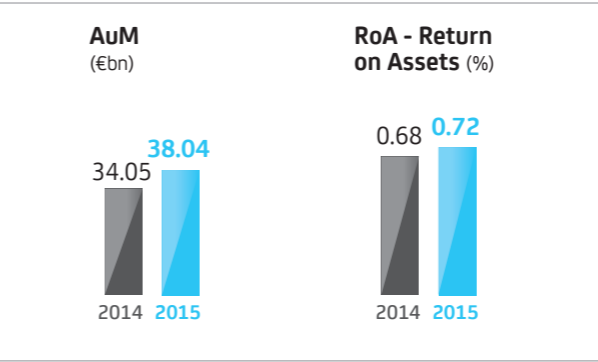
 The continuous improvement of our service model resulted in greater customer satisfaction. This year we registered a TRI*M index score of 67 (+2 over 2014)

Offering better coverage and more premium services

As part of our major reorganization in Italy, in 2015 we expanded and refined our advisory services and extended our basic service model to our Commercial Banking customers who are potential Private Banking clients.

As a result, all customers that possess substantial assets, can receive advanced consulting services and benefit from the progressive enlargement of our investment services catalogue, while maintaining a stable relationship with their relationship manager.

Private



To ensure that comprehensive support is available for this new target customer group, we also recruited more than 60 new experts. We now field a team of more than 100 specialists who provide expert coverage from locations across our entire network.

FOCUS

Exclusive services for top clients

UniCredit has decided to create *Cordusio SIM*, a separate company to manage the wealth of ultra-high-net-worth individuals.

Cordusio SIM's mission is to create value for customers with more than €5 million in assets and become the bank of choice for wealthy Italian families.

Cordusio SIM with its own brand, will distinguish itself through premium investment advice, unique products and an exclusive network of bankers.

Clients will benefit from the company's specialized advice and an approach integrated with our Corporate & Investment Banking division.

3. In 2014 this perimeter was called Corporate Stars - data as October 2015.
4. Refer to the Connectivity case study - OPEN IN ACTION in Italy at page 36 for further information.
5. Refer to the Connectivity case study - Joint Venture CIB and CCB Italy at page 50 for further information.
6. Refer to the Connectivity case study - UniCredit's International Network at page 52 for further information.

OPEN IN ACTION in Italy

► Strategic Plan
► Capitals

CONNECTIVITY

2014



This new paradigm was launched in 2014¹ to:

- **fully respond** to evolving client needs and expectations
- **grow** our culture of providing custom-tailored solutions
- **increase** the use of online services, thereby saving time and reducing the cost to serve

2015



Our model for connectivity, designed to make these changes happen faster

OPEN IN ACTION ENABLERS



SERVICE MODEL MONITORING

Identification of **KPIs** to assess the effectiveness of our service model

13

RETAIL KPIs

14

CORPORATE KPIs



OPEN ACCELERATOR

This dedicated team was assembled to:

- identify** unresolved issues
- share** best practices
- plan** new interventions

120

PROFESSIONALS



TRACKING PERFORMANCE

A business intelligence unit **correlates** our service model KPIs with conventional performance indicators, e.g.:

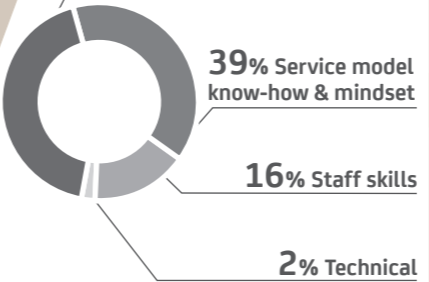
- Market Share
- Volume
- Cross-Selling
- Acquisition Rates
- Customer Satisfaction

SERVICE MODEL KPIs



CONVENTIONAL PERFORMANCE INDICATORS

AREAS TO BE UPGRADED



INVESTMENTS

60% of district managers committed to meeting network targets

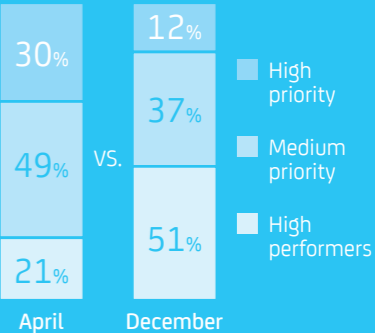
Roadshow visited **45%** of our districts
120 Open Accelerator mentored network colleagues

More than **75,000 h** of self-learning^A
Around **180,000 h** of face-to-face training

New tablet, **Firma mia**
Broadband upgrade

ACHIEVEMENTS

Performance ranking by district^B

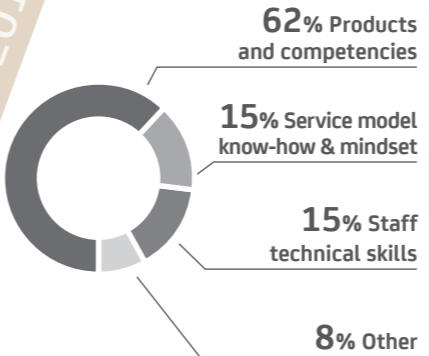


Involved districts
EBITDA y/y growth^C
+2%
VS
+0,8%
Italian GDP y/y growth

Acquisition
Retention
Customer Satisfaction
Expected in 2016

PLUS

AREAS TO BE UPGRADED



INVESTMENTS

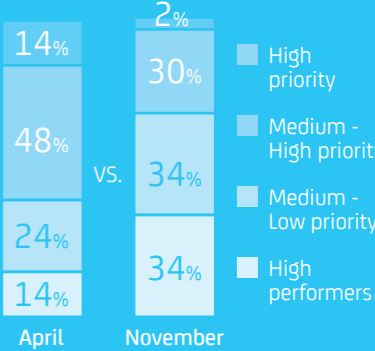
Additional support from specialists

Roadshow visited **all** corporate centers
120 Open Accelerator mentored network colleagues

About **1,800 h** of self-learning^A
Around **53,000 h** of face-to-face training

ACHIEVEMENTS

Performance ranking by corporate center



1. Refer to the 2014 Integrated Report for more information.

A. Self-learning training: October 2014 - December 2015.

B. Performance index calculated synthetically from average figures.

C. Corporate centers EBITDA data not available due to starting data of the project in July 2015.



Intellectual Capital



Human Capital



Financial Capital



Social and Relationship Capital

STRATEGIC PLAN

Transform Commercial Banking in Western European Markets



Germany



In a challenging environment, Commercial Banking in Germany managed to improve its operating performance, achieving higher revenues (up 2.2 percent year-on-year) and lower costs (down 2.1 percent year-on-year) despite investments in growth areas and digitization. Growth was particularly pronounced in the Private Banking & Wealth Management segment and the Corporate segment. Overall, our activities in Germany resulted in a 2.6 percent increase in corporate loan volume.

In 2015, Commercial Banking in Germany delivered a net profit of €433 million.

In response to geopolitical uncertainty and rising financial market volatility, the division will execute its multi-year plan for 2016-18, enacting significant measures to achieve strong core business growth and increase back office efficiency.



341 refurbished branches as of 2015

HypoVereinsbank
Private Banking awarded **Summa cum laude** by the Handelsblatt Elite Report

Transform the Retail Banking

In 2015, we continued to upgrade our branches to meet the increasingly sophisticated demands of our customers. In the process of repositioning our network, we have refurbished 341 branches and closed 236.

Improving the innovation in our service model

Today, the increased use of technology and the emergence of new digital competitors pose great challenges to the future of the retail banking business. To compete better in a shifting marketplace, we launched *FinanzKonzept*, an advisory tool that involves customers in the advisory process with a let's do it together approach. Our advisors can now provide comprehensive consultations on any financial, savings or investment matter. In 2015, the service began by offering investment advice only, but will soon provide full, 360-degree advisory sessions.

For *FinanzKonzept*, the Institute for Asset Accumulation awarded HVB its seal of Excellent Investment Advice

Furthermore, we launched the online service *Finanzmanager*, which uses a structured advisory process to get an overview of all financial affairs and helps customers understand the nuances of their financial matters.

Growing in the mortgage business

In 2015, our retail mortgage operation gained additional market share by:

- successfully setting up our *Mortgage Remote ExpertCenters*
- offering competitive mortgage terms
- extending its cooperation with the three largest mortgage intermediaries in Germany
- taking advantage of Germany's growing real estate market.

In particular, our *Mortgage Remote ExpertCenters* gave our business a strong boost. These remote teams of real estate specialists support our branches via video conference, giving our clients a premium service experience. This efficient, nationwide network already provides nearly 30 percent of the retail mortgage advice.

Together, these moves in 2015 helped us deliver excellent year-on-year results in terms of new medium- long-term loans origination in commercial banking that have grown 24.8 percent year-on-year.

Provide Corporate clients everything they need

We maintain our focus on remaining an efficient partner for our customers in delivering value services. We made significant progress in providing customer easy offerings through integrated channels and strategic advisory in international business development.

Implementing new digital services

Corporate clients require quick, straightforward access to financial advice and solutions. In response to this need, we are going to offer remote access to advisory services for corporate clients (beginning in 2016) and we have provided new digital devices to all relationship managers to facilitate interaction with customers. A simplified online process for opening corporate current accounts and taking out standardized loans, among other basic products, was finalized in 2015 and will be implemented in 2016. We also strengthened *Business Easy*, our remote service model dedicated to small business clients, implementing a new solution for secure electronic transfer of documents.

Supporting international activities

Efficient cross-border banking services including trade finance, FX, cash management and financing are crucial for German companies that want to expand their business abroad. To better respond to our customer needs, following the implementation of our distinctive internationalization service model in 2015 we further refined our approach and, in addition to the 6 regional international experts appointed in 2014, we established branch ambassadors at all 25 branches to serve as facilitators, addressing all requests made at UniCredit's *International Centers*.

Supporting entrepreneurial succession needs

Over the next three years, roughly 135,000 enterprises will be engaged in planning their successions. In response to this emerging trend, Corporate Banking developed a corporate succession advisory program in 2015. Over the course of 2016,

succession specialists will become available in all regions to provide corporate clients with solutions that cover the full range of their possible succession planning needs, from M&A and investing to financing and equity solutions.

Improve our Private Banking approach

In 2015 we improved and expanded the range and the quality of our services for affluent clients and High Net Worth Individuals, providing financial consultancy and a wide range of solutions to satisfy their evolving needs.

Enhancing service model

In 2014, we decided to reorganize our services for wealthy clients by forming an internal joint venture between our Private Client Bank (Retail/PBK) and Corporate Bank (UBK). We saw that closer cooperation between our corporate and private banking functions would give our entrepreneurial clients what they need: a 360-degree advisory service that helps them better manage their private wealth. Operational implementation took place in December 2014, and the project achieved considerable success in 2015: the number of clients increased of 4 percent year-on-year, while customer satisfaction index and revenues registered a low double digit growth.

For the third consecutive year, Private Banking was awarded Summa cum laude by the Handelsblatt Elite Report. Top marks were earned in a number of areas, including portfolio management, expertise, succession planning and corporate succession. This recognition helps illustrate the success of our 360-degree approach to wealth advisory.

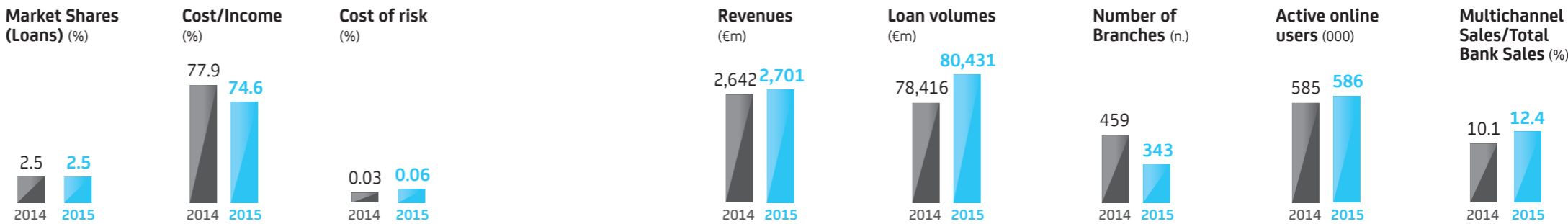
Offering digital solutions

We are developing a new app that will be launched in the third quarter of 2016. The app is designed to increase our appeal to an important demographic: 30 to 50-year-old, high-income clients who prefer to bank digitally via their mobile devices.

The app will help increase profitability and retain clients by offering:

- an excellent user experience, in line with our private banking service
- simplified interactions with tellers and advisors
- a means to future-proof our private banking service model.

Commercial Banking



STRATEGIC PLAN

Transform Commercial Banking in Western European Markets



Austria



UniCredit Bank Austria AG, with a 14.8 percent share of the market for loans and a 14.3 percent share of the market for deposits, was one of the country's leading banks in 2015. Its solid performance resulted in a net operating profit of €233 million (up 2.9 percent year-on-year).

The bank successfully increased its volume of loans by 4.1 percent year-on-year while keeping the portfolio's level of credit risk near zero. It also increased its efficiency in 2015 (operating costs down 2.8 percent year-on-year) through strict cost management and additional enhancements.

In the years to come, UniCredit Bank Austria AG plans to deepen its digital transformation in order to better serve its customers and streamline internal processes.

€35 million

invested in 2015 to implement *SmartBanking Solutions*



CREDO project launched to better serve our business clients

Increase innovation and flexibility in Retail Banking

We invested to offer innovative services and make the interaction with our customers more flexible.

Creating new ways to bank with us

Regional and demographic trends and new technologies are changing consumer behaviors and expectations. In response, we have created *SmartBanking Solutions*, a project started in 2013 and planned to be fully implemented by 2017. A modern approach to retail banking, providing our 1.6 million customers with convenient new ways to do business with us. This year we invested €35 millions to implement the new business model, deliver a superior customer experience, redesign 25 branches to feature modern layouts and amenities, tighten our network, and deploy technologies such as cash recyclers, electronic signature pads, Wi-Fi-enabled tablets and remote advisory services.

In concert with these moves, we closed 35 branches on a total of 174, and we expanded access to our 24/7 banking services by creating new self-service branches and making more experts available to provide remote mortgage consulting services.

Attracting and retaining customers

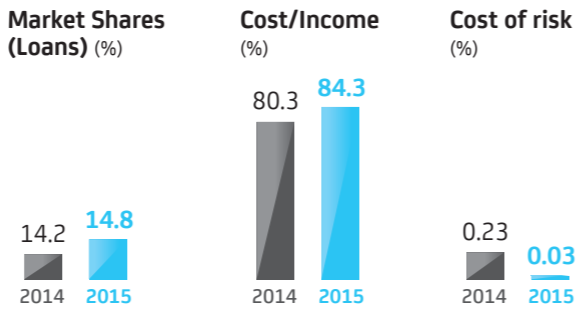
Since 2014 we have been working to enhance our capability to increase customer loyalty, to prevent attrition, and become more attractive for prospective new clients.

In 2015 we proceeded in the same direction developing several initiatives, which include:

- analysis to identify potential new customer targets, such as students or family members of existing clients
- focused communication campaigns, through different online channels (e.g., Google)
- change management programs for retail employees, to increase individual entrepreneurship and enhance the customer experience during the onboarding process of newly acquired clients.

Our efforts resulted in an increase of about 38 percent of new client acquisition, stabilizing the net customer base.

Commercial Banking



Serve our Corporate clients diverse needs

We continued to invest in innovative new banking platforms and improved the strategic advisory for our internationalized clients.

Renewing our organization to be closer

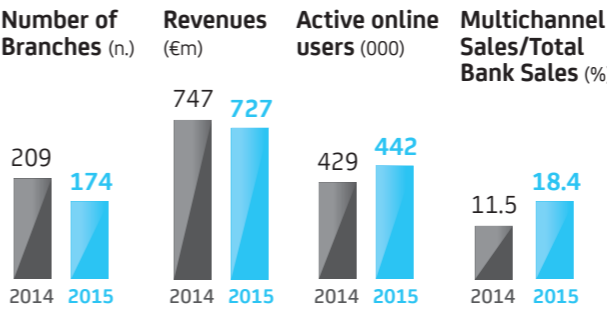
To make our personal advisory and other services more readily accessible to our clients, we launched *CREDO: Corporate Redesigned Organization*. This restructuring project involved reintegrating small and individual businesses (less than €3 million in turnover) into our branch network. This step allows us to provide them with a wider range of standardized service models to meet both their personal and business needs. On our end, it simplifies our multi-channel, online sales, and mass CRM interactions by placing all responsibilities for these customers on a single manager increasing the time to market and enhancing synergies among different business segments. This project will entail moving some 300 relationship managers and assistants from the Corporate to the Retail division.

Through this project we will be able to offer to our clients a unique customer experience thanks to a service model that includes physical and remote advice, according to the complexity of the business needs. To maintain an outstanding quality of service, remote service is supported by specialists that provide online consulting on both basic and more sophisticated issues. For our remaining corporate clients, our relationship managers will work to improve and reprioritize corporate sales. They will do so with the help of remote teams of specialists and more tailored strategies designed to sustain the growth of our customers' businesses.

Offering innovative services

As for the retail segment, also for companies we have created *SmartBanking*, a service model for customers with less complex needs that can be met through remote channels. We provide both premium (*SmartBanking Business*) and standard (*BusinessCenter 24*) versions of this service, as well as specialized services for FX (*Business Center Special Customers*) to 40,000 small businesses in Austria. *SmartBanking* enabled us to start stabilizing our client base with end-of year churn ratios of 3 percent in standard and 1 percent in premium segment.

Retail



In 2015, we focused on:

1. finalizing customer roll-out in Austria
2. implementing *SmartBanking 2.0* (restructuring teams and optimizing workflow to increase efficiency)
3. rolling out video conferencing capabilities.

To support the implementation of this need-oriented service model and guarantee full engagement to the project, the entire staff participated in a change management program, addressing key elements such as: enhance understanding, hone capabilities and foster motivation. The program included a series of employee workshops and team training modules on team effectiveness. In addition to that, key members of the teams, acting as ambassadors and change agents, attended specific video conferencing and customer interaction training.

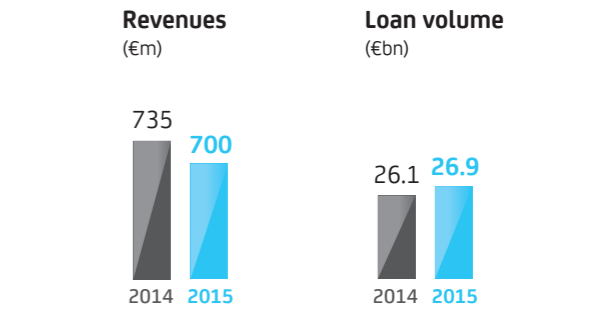
Supporting the internationalization of companies

In 2015 we kicked off *SQUARED*, a new strategic project led by our Corporate & Investment Banking (CIB) to make UniCredit into Europe's leading institution in the corporate and investment banking segment. By helping our corporate clients expand abroad, we aim to promote job creation, stimulate growth of our customers' business sectors and also generate additional revenue for us.

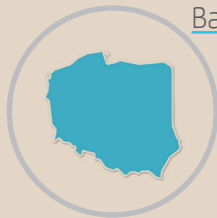
One of the project's objectives is to transform the Group into a powerhouse in European trade finance. We aim to achieve a 40 percent share of this business. We have already made a significant drive to achieve our objective, working to increase the trade finance expertise of 197 relationship managers through extensive online training courses.

As a part of **SQUARED**, our target is to generate **€38 million in revenue by 2018**. Additional revenue will be derived from trade and supply-chain finance

Corporate



Invest in Growth Businesses
Poland



Bank Pekao's strategy is focused on business growth and innovation.

In 2015, it continued to invest in the areas with the highest potential for value creation, while maintaining strong operational efficiency (costs down 3.2 percent year-on-year) and a secure risk profile (cost of risk declined to 43 basis points).

It also maintained its customer-centric approach, making more credit available to the communities it serves (loan volume increased 6.4 percent year-on-year). Bank Pekao's €275 million¹ in net profit in 2015 demonstrates its ability to generate sustainable profits despite a challenging regulatory landscape and a highly competitive market.

More than
3,000
new agricultural customers

Bank Pekao
Most innovative Bank in
transaction services 2015
according to Global Finance

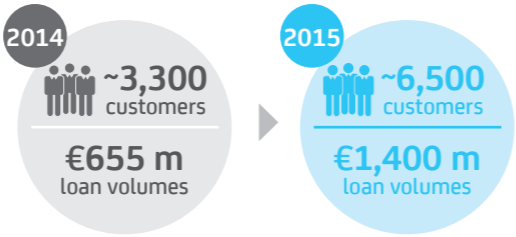
Support business growth

Bank Pekao's strategy is to increase its market share in areas with the highest potential for value creation. Its *Klientomania*² project, launched in 2014, resulted in the acquisition of more than 300,000 new customers over the past year. Over 5 million customers were served by Bank Pekao in 2015.

Over
300,000 new customers in 2015

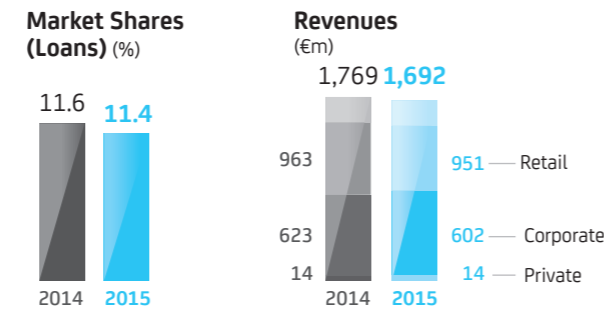
The *Agromania*² project, which targets farmers and agricultural companies, has met expectations. A customer service model based on a new organizational structure dedicated to agriculture sector, *Agromania* was launched in 2014 to meet specific needs, supporting innovation and helping local businesses become more competitive. In 2015 we expanded the range of products, including special loans to finance seasonal activities, preferential loans with the Agency for Restructuring and Modernisation of Agriculture to subsidize capital and interest payments for farmers and food processing companies, and *Agrar cards* that provide discounts and additional services offered by our business partners.

Agromania results



Based on the success of *Agromania*, we launched *Program for Enterprises*, a client outreach initiative that aims to strengthen our positioning in the small and medium enterprises sector, in particular in the regions with the highest potential. By reinforcing synergies among our different business lines, *Program for Enterprises* offers small and medium-sized businesses an integrated approach that provides more diversified financial

Commercial Banking



solutions to their unique challenges. The program's team of skilled traveling advisers increases our proximity to prospective new clients across the country and enhances our capacity to serve them. To further improve the quality of this service, we have simplified our risk assessment process and accelerated our decision-making capability. We expect this program will generate over €460 million in new loans by the end of 2016.

With our new *Kartomania* project, we increased the range of banking cards we offer and introduced several innovative solutions previously unavailable on the Polish market. These include multicurrency cards that enable transactions in PLN and other major foreign currencies, letting customers protect themselves from fluctuating rates. Based on its success in Italy, we also offered *Flexia*, a payment card that lets customers pay for purchases through direct charges to their credit card or via installments. Our clients can also personalize their credit or debit cards with custom images. Thanks to these new services, we issued more than 600,000 new cards, almost double year-on-year, and achieved significant growth in the number and volume of customer transactions.

Innovate multichannel

Innovation remains a vital component of our strategy to anticipate and respond to the ongoing evolution of the banking sector and to the customers' changing needs.

In 2015, we continued to develop and expand our range of products and services available through internet and mobile platforms. Multichannel solutions now exist for nearly all services offered by Bank Pekao's network. We are also the only bank in the Polish market to offer individual clients the ability to manage brokerage accounts not only through our internet service but also through our mobile app.

We were also the first bank in Poland and just the second in Europe to offer the *PeoPay* mobile payment system, which is based on Host Card Emulation (HCE) technology. *PeoPay* enables clients to transfer money securely to friends, family or coworkers via their mobile phone number. Through this system, they can also withdraw cash from ATMs without a bank card,

making transactions more efficient, secure and affordable to our customers. These innovations helped us increase the number of individual and corporate online users we served in 2015.

NUMBERS (thousands)	2013	2014	2015
Individuals with access to electronic banking <i>Pekao24</i>	2,447	2,661	2,899
Individuals with access to mobile banking	373	596	1,015
Business clients with access to electronic banking	224	241	248
Business clients with access to mobile banking	7	14	18

Our client-oriented, innovation-driven approach has made us the first bank to achieve full integration with the Polish largest Comarch EDI³ platform, which is used by the country's major wholesale distribution companies and store chains. Invoices can now be securely, rapidly and easily transferred directly from the platform to Bank Pekao, giving customers access to trade finance services such as eFinancing or advance loans. Consequently, local enterprises that bank with us can now more effectively manage their supply chain, improve liquidity and foster business to business relationships, becoming more competitive in the process.

In 2015, we financed over 20,000 invoices of clients utilizing Comarch EDI platform, covering a turnover of more than €137 million

Focus

Bank Pekao for R&D

Our drive to innovate translates into our efforts to support innovative small and medium-sized businesses. In the province of Silesia, for example, Bank Pekao contributes to Poland's research and development capacity by strengthening cooperation between the local government, enterprises and research institutions. To facilitate the transfer of knowledge within the green energy industry, we financed the construction of 2 technology parks in Katowice and the purchase of specialized laboratory equipment, with a bond issue of around €10 million.

1. The data in euro is calculated using current foreign exchanges rates.
2. Refer to the 2014 Integrated Report for more information.

3. Electronic Data Interchange.

STRATEGIC PLAN

Invest in Growth Businesses



Capitals

Central Eastern Europe (CEE)¹

UniCredit's Central and Eastern European franchise is the largest and most diversified in the region. With more than 1,000 retail branches providing

strong local coverage, it ranks among the top 3 banks in 5 countries and among the top 5 in almost every CEE country we call home. UniCredit is also one of the region's leading corporate banks, providing more than €57 billion in credit to businesses throughout CEE.

Going forward, CEE will continue to be central to the Group's strategy. Further investment in digitization will enable us to respond even more effectively to the changing needs of our CEE customers and to expand our business across the region.

+13.2% 
active online users year-on-year

More than
2,500 new deals
generated thanks to the new capital
light business model

Renew our approach to Retail

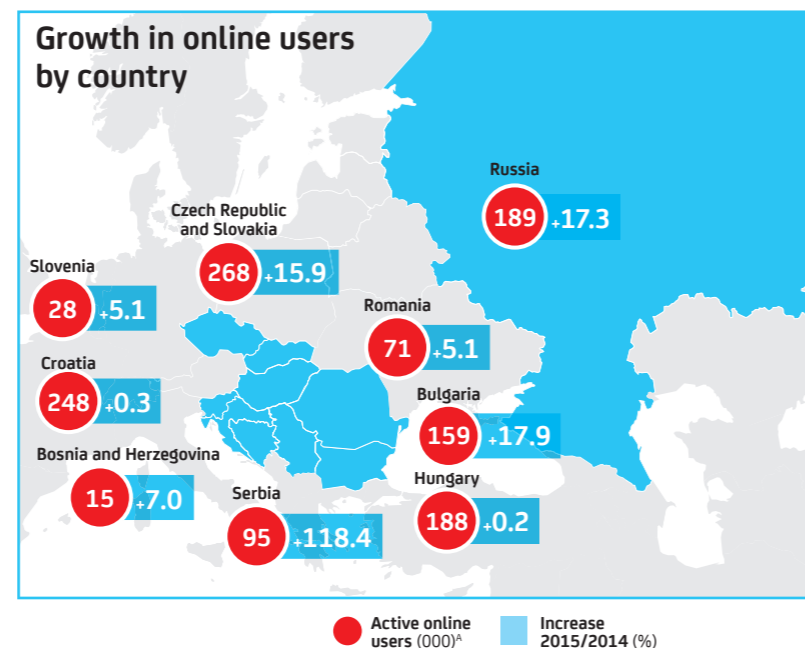
We are continuing our transformation – enhancing our ability to understand and respond to rapidly changing customer needs and offering a variety of products and services via easy-to-use interactive tools. This will help us strengthen customer loyalty and attract more prospective customers, as well as stimulate socioeconomic progress.

Improving our digital banking

In 2015 we launched our new website, providing easy, interactive access to our core banking products. Romania came first, followed by Bosnia and Herzegovina, Hungary, Russia and Serbia. Completion of the website's rollout is expected by mid-2016. Romania also tested the Group's newly designed internet banking solution, which was made available to all 120,000 internet users in September. The new platform offers a user-friendly interface and added-value functions, such as *Personal Finance Management*, which can facilitate responsible money management and reduce indebtedness.

In Romania in only two months we achieved a 20% increase in online self service transactions and more than doubled the number of leads (online product application)

To support the continuous improvement of our front-end solutions and the transition to multichannel service delivery, we have enhanced and simplified our IT infrastructure. This new architecture lets our clients make easier use of our services across all digital channels and will help us make additional efficiency improvements in terms of costs and time to market.



1. CEE includes Bosnia and Herzegovina, Bulgaria, Croatia, Czech Republic, Hungary, Romania, Russia, Serbia, Slovakia, Slovenia, Ukraine.

Developing a data driven customer relationship management

The better we understand our customers, the more we can make our services relevant to them. So we have continued to enhance our ability to use customer data analytics. In 2015 we launched new campaigns using target lists that were based on data-mining models. This resulted in much more effective campaigns. In countries² where we tested this approach to reducing customer churn, we observed a decline in attrition rates for the target sample ranging from around 15 to around 25 percent. Innovative, data driven communications allowed us to obtain an increase in conversion rates³ for the target population ranging from around 25 to 50 percent.

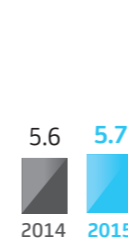
Results of advanced CRM campaigns



As more people increasingly interact digitally, the amount of marketing data available to us has increased correspondingly. To improve customer experience, we need to rapidly strengthen our capacity to analyze and then utilize this data. The *Big Data* project was launched in 2015 to put in place a data analysis architecture that will provide a 360-degree view of our customers. This will improve our ability to be close to them, as well as increase our speed and time to market. The *Big Data* project aims to:

- use machine learning and statistical models to anticipate churn
- develop an innovative business model that uses statistical analysis and client micro-segmentation and provides a review of processes and governance
- create a roadmap and identify what is needed to scale up for use in all CEE countries.

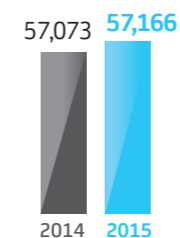
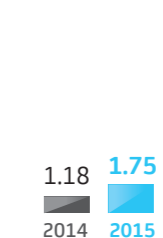
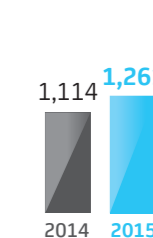
The project has been launched in Hungary and Romania and will be rolled out in our other countries at the end of 2016 after the pilot phase is complete.

Commercial Banking^AMarket Shares (Loans)^B (%)

Revenues (€m)



Loan volumes (€m)

Cost of risk^C (%)Active online users^B (000)

A. Data calculated using current foreign exchanges rates.

B. Excluding Ukraine.

C. The increase of cost of risk is mainly driven by provisions in Croatia related to CHF loans conversions.

2. Bosnia and Herzegovina, Bulgaria, Hungary and Romania.

3. The conversion rate is the percentage of marketing proposals that generate a result.

4. Czech Republic, Slovakia and Turkey.

5. According to a survey conducted by TNS, UniCredit is ranked first in customer satisfaction in Bulgaria, Czech Republic, Hungary, Romania, Russia and Slovakia.

6. Refer to the 2014 Integrated Report for more information.

7. Bulgaria, Czech Republic, Hungary, Romania, Russia and Slovakia.

MATERIAL TOPICS

- Customer Proximity
- Innovative Bank
- Quality and Value
- Support to Business

STRATEGIC PLAN

Invest in Growth Businesses



Capitals

Investing in upgrades to our business model remains a strategic priority for our banks. We have now launched a second phase in this process, which includes:

- developing cutting-edge sales support solutions
- upgrading the analytical tool with state-of-the-art new functionalities (e.g., portfolio diagnostics, warning signals).

In our corporate area, we have also launched a new initiative intended to make use of all the information now available in banking and other fields. *Big Data for CIB Clients* is focused on the design and application of analytics and algorithms that utilize a wide range of facts and statistics. It will improve our ability to provide creative and targeted solutions that address the challenges our clients may face today and in the future.

Serving an important customer segment

One of our key objectives is to maintain our strong position in the small and medium enterprise (SME) segment. We are doing this by diversifying our lending capabilities and simplifying our customer relationships. In particular, we have begun to simplify the procedures connected with the credit process. This will improve our time to market and our ability to support the economic development of our territories. It will also help us sustain and grow our market share.

Focus

Supporting companies' growth

EU subsidized Finance serves as an important instrument to support the growth of companies, and reaches 3 to 4 percent on average of the local GDP in CEE countries. More than €2.2 billion in loan facilities have been approved for EU-funded projects in CEE⁸.

Our Competence Centers for EU funds, based in UniCredit's CEE banks, partner with consulting companies to offer advisory services to companies interested in accessing EU funds, including non-reimbursable grants. The support is provided on a complimentary basis. The EU funds experts at the banks focus primarily on financial assessments of the projects, while the consulting companies focus on assessing eligibility. Companies that intend to carry out eligibility checks for their projects receive a free consulting session, on the basis of which they can decide whether to continue with the process of seeking EU funds⁹.

We continue to focus on international clients.

In 2015 we supported nearly **3,200 new customers** with **ad hoc specialized services**, for a new total of **25,000 international customers** across CEE

To maintain our leadership position in serving cross-border clients and to present ourselves as a global partner capable of supporting our clients anywhere, we launched the new *One CIB* initiative. The initiative offers a distinctive value proposition to international clients through a new service model, enhanced commercial and credit processes and customized product offerings. Key advantages include simplified processes, cross-border cooperation and tools, and coordinated decision-making on business and risk considerations.

Develop holistic Private Banking services

Private Banking depends on a clear understanding of customer requirements based on a structured advisory dialogue in which the relationship manager explores the client's needs, expectations and overall personal and financial circumstances. This approach is vital to developing strong solutions that add real value and produce an outstanding customer experience.

Our new service model is grounded in a customer-centric approach and seeks to provide holistic, 360-degree service. It combines an effective CRM implementation with related product development and the excellent relationship management skills of about 280 private bankers. The new model has already been initiated in 6 countries¹⁰. The launch was boosted with a two-day workshop involving about 80 people. We plan to complete the implementation in 2016.

To support our ability to obtain a comprehensive view of our clients' wealth and make the best investment recommendations, we have also invested in IT tools. In June 2015, we began the roll-out of a complete advisory and reporting tool that improves communication with our clients. The pilot countries - Czech Republic, Hungary and Slovakia - are now live, while Bulgaria and Romania will become active in the first quarter of 2016. Russia is expected to go live by the end of 2016.

Honing our advisory skills

We continued to invest in honing the professional skills of our relationship managers. Our *Private Banking Academy* opened its doors at the end of 2014. In 2015, 263 people from 10 countries took part in modules on private banking fundamentals, client management, global investments and sales management. 93 people completed the full course, earning *Private Banking Academy* certifications.

263 Private bankers, representing about **90% of the entire staff**, participated in the **Private Banking Academy**

Asset Gathering

We continue to grow our capital-light business lines, boosting client acquisition activities in our Asset Gathering.

Support capital-light business

FinecoBank SpA, the Group's multichannel direct bank in Italy, is a leading player in the market thanks to its unique business model. It offers banking, brokerage and investing services through a single account, and makes all of them accessible via online and mobile banking channels, personal financial advisors, Fineco Centers and Customer Care specialists. Unlike many of its European peers, Fineco does not compete based on pricing. Its advantage comes from its fully integrated offering, which helps it grow a loyal and satisfied client base.

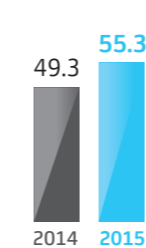
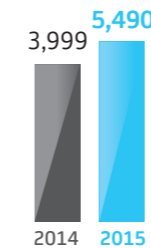
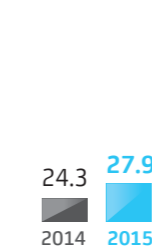
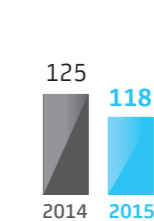
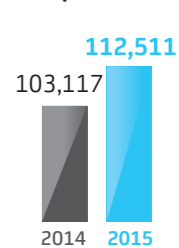
Fineco's investment services combine financial advisory with transparent compensation practices. As an example, the bank has introduced a fee-only advisory service where the Personal Financial Advisors (PFAs) only receive the advisory fee and they are completely independent because they are not paid based on the financial products sold to costumers. Fineco is well-positioned to take advantage of two important trends underway in Italy: digitization and the growing need of Italian savers for advanced advisory services.

Fineco's strategy, as per the Group's 2015 multiyear plan, is based on three pillars that reflect its entrepreneurial culture, focus on innovation and consistent product delivery:

- developing, expanding and training its network of PFAs to enhance customer satisfaction and net sales
- continuing to shift total financial assets towards higher-value-added products and services by means of a state-of-the-art advisory model, with a target ratio of guided products to assets under management of 64 percent by 2018
- focusing on client acquisition, leveraging its use of customer referrals and its innovative customer model.

Fineco continues to invest in its financial advisory team, with 118 new PFAs hired in 2015 to bring the total number to more than 2,600.

Asset Gathering

Total financial asset - TFA (€bn)**Net Sales** (€m)**Executed orders** (€m)**Recruited Personal Financial Advisors - PFAs** (n.)**New customers acquisition** (n.)

1. Source: TNS Infratest 2015.

8. Linked to the 2007-2013 EU Funds budgeting period.

9. Refer to Social and Relationship Capital chapter for more information.

10. Bulgaria, Czech Republic, Hungary, Romania, Russia and Slovakia.

MATERIAL TOPICS

- Customer Proximity
- Employees' Development
- Quality and Value
- Support to Business

STRATEGIC PLAN

Invest in Growth Businesses

Strategic Plan

Capitals

Asset Management

We continue to grow our capital-light business lines, scaling up our Asset Management unit to leverage non-captive distribution channels.

Support capital-light businesses

Pioneer Investments, a leading global asset manager with a diverse, high-quality investment platform, enjoys broad distribution via UniCredit's robust European network as well as through leading global third-party distributors, institutions and consultants.

Over the years, the close cooperation that exists between Pioneer and the Group's distribution channels has generated numerous valuable investment solutions and advising services for UniCredit clients.

The Group considers asset management to be a strategic, profitable business that is both capital-light and attractive. In line with this rationale, UniCredit and Banco Santander, together with private equity firms Warburg Pincus and General Atlantic, shareholders of Santander Asset Management, signed a binding master agreement to combine Pioneer Investments and Santander Asset Management.

As a result of the envisaged transaction which defines UniCredit as a stakeholder of the combined entity, our Group will retain a significant exposure to an enhanced asset management platform with improved growth prospects.

In 2015, Pioneer followed a two-pronged approach in implementing the Group's multi-year plan.

First initiative

Pioneer completed the roll-out of a global front office platform and a global trading desk.

The front office system features enhanced reporting functions to support client needs, a cutting-edge risk management

system with a global market perspective to automatically monitor compliance risks related to all regional regulatory requirements, and an integrated investments book of record.

The global trading desk now centralizes all trading activities on a common platform, putting Pioneer Investments ahead of peers and competitors. It provides the capability to route orders to local desks and execute them locally, leveraging our local market expertise at no additional cost.

Second initiative

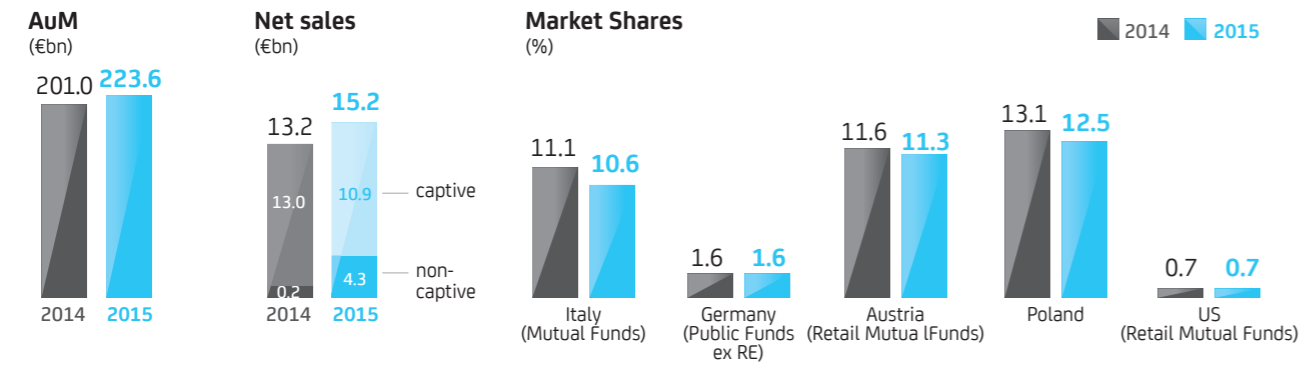
Pioneer promoted its *Diversify, Different* campaign to multi-asset investing and its corresponding range of multi-asset investment solutions, suited to meeting client needs in market conditions characterized by lower expected returns and possible higher volatility.

Pioneer's multi-asset solutions aim to offer investors protection against excessive drawdowns while enhancing potential portfolio returns through the exposure to a globally diverse mix of asset classes.

Pioneer achieved significant success in 2015, with overall net sales reaching €15.2 billion. Of this, €11.9 billion derived from the Italian market.



Asset Management



Leverage Global Platforms

Corporate & Investment Banking

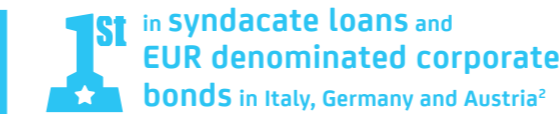
A key priority for our Group is to build on Corporate & Investment Banking's (CIB) ability to provide clients with superior products and access to our international infrastructure.

In recent years, we have worked to conform to a lean, simple and efficient business model that focuses on the markets where we are particularly strong. Based on this effort, we are increasingly recognized as a leading European player in CIB. Over 600 core CIB clients and 6,000 corporate clients in Western Europe now use our investment products. It is our goal to become their main partner by leveraging our pan-European platform.

CIB is already a major engine of growth for UniCredit, with revenues at roughly €3.8 billion in 2015 and over €3 billion in additional shared revenues generated in partnership with other divisions. CIB's strategy centers upon 3 key pillars.

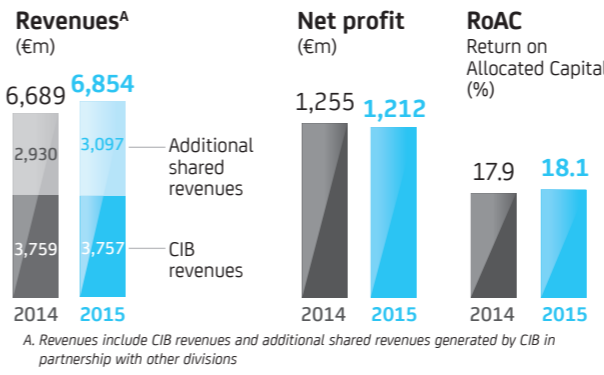
Make the best use of our strong position with corporate clients and financial institutions

While continuing to serve our core CIB clients, we are working to become the main investment banking partner for corporate clients. A growing number of medium-sized companies are seeking greater access to capital markets and have a growing need for investment banking products and services. We have worked to enhance internal synergies in order to better serve these clients and enable them to diversify their access to funding and to manage their financial risks through tailored solutions developed by our CIB Markets teams¹.



In 2015, with €84 billion, we are co-leading the league table for combined bonds and loans in Europe.

Corporate & Investment Banking



1. Refer to the Connectivity case study - Joint Venture CIB and CCB Italy at page 50 for further information.
2. Sources: UniCredit, Dealogic, Mergermarket v2, Feb. 3, 2016; period: Jan. 1 - Dec. 31, 2015.
3. Refer to the Connectivity case study - UniCredit's International Network at page 52 for further information.

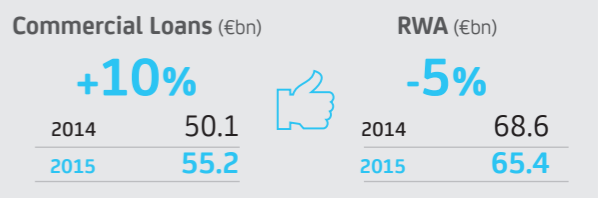
Fully leverage our international network

Cross-border trade and investment has grown faster than global GDP. However, international complexity is also increasing, largely due to geopolitical challenges. With our expertise, we can capitalize on the opportunities presented by ongoing global changes - for our clients as well as for UniCredit. To do this, we are prepared to serve our clients wherever they are, using UniCredit's extensive presence to offer them international products and services, particularly in countries that we have designated as high-priority. We support companies to internationalize their businesses through a full range of products and services including trade finance products and sophisticated supply chain finance offerings which can be customized to the requirements of each client³. These services have been enhanced by our efforts to become a more integrated bank. CIB and our foreign network are now under the responsibility of one management system, which has greatly streamlined our operations.

UniCredit offers deep local knowledge of key markets to its network of investors around the world - a combination that benefits corporate clients and investors alike. In the first three weeks of 2016, 1,300 equity and debt investors from all over the world participated in 8 UniCredit conferences to explore opportunities in Italy, Germany, Austria and CEE.

Grow through strong cost and risk discipline

While we work to increase synergies and boost our business, we are also undertaking crucial work to align our risk appetite with growth opportunities and strengthen our coverage. In 2015, we significantly increased the loans granted to our clients across all regions by carefully managing our RWA (Risk Weighted Assets), which have been reduced during the same period by over €3 billion.



Our strategic plan will continue to leverage CIB's leadership to reach its €4 billion revenue target in 2018; furthermore, we expect to generate additional €3 billion revenues from investment banking products through strong cooperation with our corporate commercial banking network.

Joint Venture CIB and CCB Italy

CONNECTIVITY

We launched the Joint Venture (JV) between Corporate & Investment Banking (CIB) and Corporate Commercial Banking (CCB or Corporate) to integrate our traditional offer to Corporate customers with a wider range of products and services that enable them to take advantage of structural changes in the European financial market. These include access to capital markets, advisory, financial risk and liquidity management. Based on the combined product knowledge and established client relationships, UniCredit has developed a carefully structured service model through which Corporate clients can choose high value-added products and services to support their growth and a better management of financial risks.

THE JOINT VENTURE: 360-DEGREE CLIENT-CENTRIC APPROACH



THE JOINT VENTURE'S KEY ENABLERS

Through a dedicated team of over **50 product specialists** and a network of over **900 Corporate relationship managers**, the JV aims to reach the following achievements.

- Increase internal customer satisfaction** by improving the collaboration between the JV and the Corporate network
- Increase cross-selling** between Corporate and CIB products, leading to increased business opportunities and client satisfaction
- Increase the expertise** of the Corporate network in CIB products



2015 YEAR IN REVIEW

CAPITAL MARKETS AND CORPORATE FINANCE ADVISORY

Actions undertaken in 2015 in connection with the set-up of the Joint Venture, when considered together with UniCredit's expertise in CFA, CM and CTS, are expected to yield major results in 2016-2018. In particular, CFA and CM laid foundations in 2015 to go fully operational in 2016. More than 350 target clients have been identified and over 600 individual meetings have been held to date to develop a structured origination approach. Making our specialists' expertise available to Corporate clients should serve to reinforce UniCredit's leadership position. In 2015, our Group CIB Division was ranked No. 1 in every Italian investment banking league table.

KEY INVESTMENTS

- Understanding client needs**
 - Customized account planning process for top clients with direct involvement of specialists and relationship managers to improve understanding of client needs
 - Detailed product strategy, defined through a bottom-up approach based on customer needs – risk exposure, asset liability management and flow analysis

- Leaner processes & digitization**
 - Simplification of OTC derivatives processes, including credit, product development and approvals
 - Additional online services and platforms, including FX cash transactions and online delivery and signatures for deal confirmations

- Service offering improvements**
 - Design of the JV portal, integrated in the Corporate CRM tool, that uses new algorithms to assess client needs and to boost the JV's commercial development – to be deployed in 2016

- Training**
 - Extensive training was provided on the following topics:
 - CTS business model and product suite
 - Treasury management and financial risks for corporations

CORPORATE TREASURY SALES

Improved processes



Employees trained ~600
Training hours per capita ~6

KEY ACHIEVEMENTS

- Revenue**
 - Total revenue from CTS products and services increased
 - Revenue from top Corporate clients increased more rapidly than overall revenue

Revenue 2014-2015 +82%

- Active clients**
 - Total active client groups among top Corporate clients increased significantly

2014-2015 +25%

- Participation Index**
 - The number of Corporate network RMs who participated in CTS business increased significantly from 2014 to 2015

2014-2015 +43%

- Improved product offerings**
 - New products were developed to bolster CTS commercial offerings across all asset classes

New products 2014-2015 26

- Internal Customer Satisfaction Index**
 - Corporate RMs evaluated the quality of interactions with various internal product factories and support functions¹
 - RMs rated CTS No. 1 among all functions surveyed, with satisfaction scores notably higher than the Groupwide average

CTS Satisfaction Index vs. average for all functions +17 pts

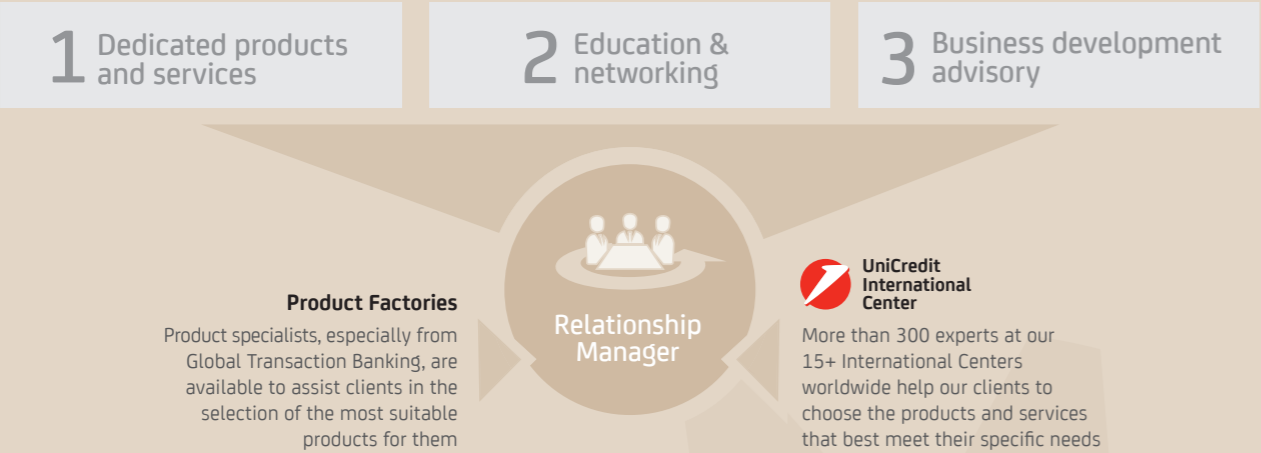
1. Evaluation by relationship managers of the product factories and support functions using TRI™ index methodology.

UniCredit's International Network

CONNECTIVITY

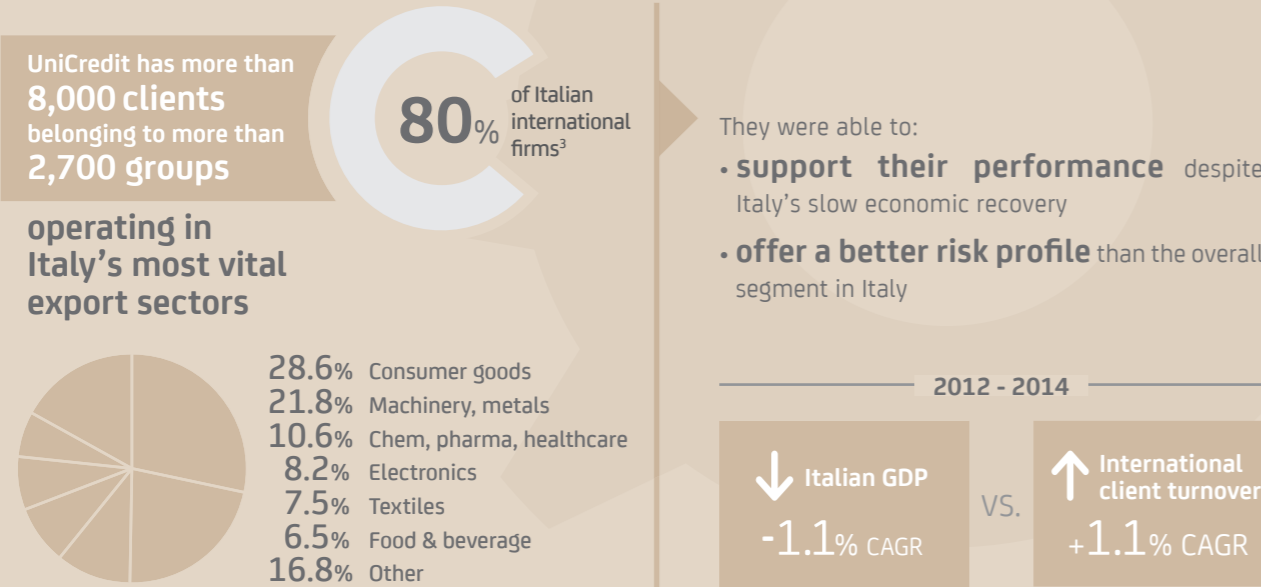
Providing products and services for international business is an important part of UniCredit's DNA and intrinsic to our overall strategy. Our Group has a strong position in Europe's dynamic foreign trade markets, which have always welcomed a wide range of international businesses. The importance and potential of our internationalization activities are clear: imports and exports represent almost 50 percent of Italy's GDP and more than 80 percent of Germany's, while foreign trade grew nearly twice as fast as global GDP from 1993 to 2013¹.

INTERNATIONALIZATION SERVICE MODEL



INTERNATIONAL CLIENT SEGMENT IN ITALY

International clients² tend to be more resistant to the ongoing effects of the faltering economic recovery and, on average, more profitable than domestic business clients. With better risk profiles and greater opportunities for growth, they are a natural strategic focus and a key resource for our Group. As one of the few banks with a direct presence in about 50 countries, UniCredit provides exclusive competencies that are acknowledged and appreciated by clients.



1. Source: ISTAT, DESTATIS, World Trade Organization.
2. International clients are defined as those with headquarters in Italy and at least one operating subsidiary abroad or Italian subsidiaries of multinational companies based overseas.
3. UniCredit market share: Italian firms with subsidiaries abroad and turnover greater than €5 million per year.

2015 KEY INVESTMENTS

- Cross-border Business**
 - Development of a new client database to better map international clients in partnership with Bocconi University
 - Investments in new systems and platforms
- Cross-border Loan Harmonization**
 - Transparent rules of engagement between branches, standardized credit documents and legal texts, and unified cross-border bank accounts
- Training & Events**
 - Training for relationship managers on internationalization products and services
 - International forums to spread knowledge of regional and local business practices to clients

IN ITALY

Process improvements ↑

Easy to deal with ↑

Reduced client costs and transaction time ↓

Employees >150
Dedicated training hours per capita >27

Events 58
Participating clients >3,000

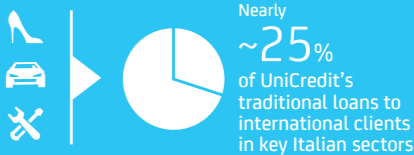
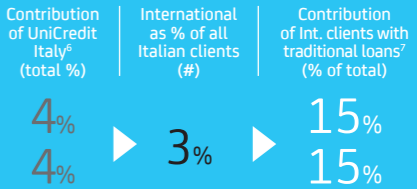
2015 KEY ACHIEVEMENTS

- Sustained Performance**
 - Despite weak or negative economic growth in Italy and Europe, the international segment registered a double digit growth⁴ in the volume of loans booked abroad:
 - These volumes were heavily concentrated in the growing CEE region; volumes in the US and APAC were also significant (see figure at right⁵)
- Client Satisfaction**
 - International clients demonstrate a higher level of overall satisfaction with services provided
- Country Impact**
 - Italian international clients contribute to the Italian GDP and jobs facilitated by UniCredit⁶
 - Italy ranks **No.1 or No. 2** in international trade in the fashion, automotive and mechanical manufacturing sectors⁸

2014-2015 revenues ↑



International Client Satisfaction vs. Overall figures for Italy Corporate +3 points



4. Data from January to October 2015.
5. Most recent data available for 2013. Data deferred due to availability of customer reports and accounts.
6. Total UniCredit contribution based on Leontief model and ISTAT input-output matrices.
7. Traditional loans generate 2.3% and 2.6% of total GDP and jobs.
8. Based on WTO Trade Performance Index 2014 and client Ateco codes.



In the process of creating value at UniCredit, we carefully manage different kinds of capital to increase and reinforce them over time. We understand that we do this on behalf of the economic system and the society, for today and also for the future.



Financial
Capital

STOCK OF CAPITALS

Solid equity position
Balanced funding mix
Long-term financial stability

READ MORE
AT PAGE
56-59



Human
Capital

STOCK OF CAPITALS

Engaged colleagues
Competent and skilled professionals
Diversified workforce

READ MORE
AT PAGE
60-65



Intellectual
Capital

STOCK OF CAPITALS

Effective and safe ICT system
Efficient and effective processes
Innovation capability

READ MORE
AT PAGE
66-69



Social and
Relationship Capital

STOCK OF CAPITALS

Long-term stakeholder relationships
Socioeconomic development and well-being

READ MORE
AT PAGE
70-79



Natural
Capital

STOCK OF CAPITALS

Air quality conservation
Soil, water, flora and fauna conservation

READ MORE
AT PAGE
80-86

Global activities

Implement cost reductions, simplification and operating efficiency

The UniCredit Strategic Plan puts an emphasis on operational efficiency and innovation. In 2015 we continued to rationalize our operations Groupwide, which involves taking simplification and cost reduction measures to reinforce our balance sheet.

Total Group costs



Real estate optimization

Our global campaign to reduce our real estate costs relies on several initiatives that were continued in 2015.

City Plans¹

Launched in 2009 with the aim of reducing the space we occupy at our various headquarters offices and increasing their efficiency and functionality.

Achievements as of 2015: a reduction of roughly 445,000 square meters since 2009, thus far generating around 70 percent of the anticipated cost savings.

Target 2018: a total reduction of 700,000 square meters of office space, saving roughly €120 million in real estate costs.

Smart Working²

Launched in 2012 in Italy, the *Smart Working* model aims to foster a dynamic and flexible work environment.

Achievements as of 2015: roughly 3,000 colleagues in Milan, Turin, Bologna, Munich and Frankfurt were placed in Smart Working environments.

Target 2018: the extension of this model to additional cities in Italy, Germany and Austria, involving roughly 30,000 colleagues.

Network optimization

We have been reviewing our branch network. Since 2013 in Italy, Germany and Austria, this has led to both space reductions and cost savings while improving our in-branch customer experience.

Achievements as of 2015: our network was optimized with the restructuring of over 800 branches and the closure of more than 700.

Target 2018: we ultimately intend to restructure over 1,500 branches and close more than 1,000.

Procurement management

Our Procurement Department oversees the purchase of products and services that support our business.

It effectively manages our external costs through negotiations and online auctions.

In 2015, UniCredit saved more than €400 million (13 percent of pre-negotiated expenses), with €1.7 billion in purchases conducted via online auctions (about 64 percent of total procurement costs). It accomplished this while maintaining appropriate standards of quality for products and services purchased.

Simplification and optimization of other expenses

We aim to be a simpler, more operationally integrated bank. Some of the initiatives associated with our strategic objectives – such as increasing the offering of digital products and services to satisfy evolving customer needs – have required optimization and substantial organizational changes. This process was accelerated with the approval of our updated strategic plan targets in November 2015.

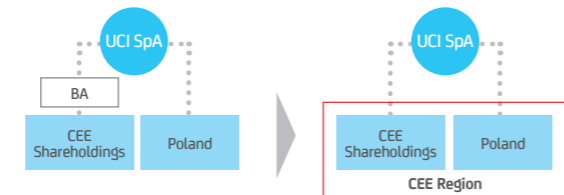
The aim is to **increase total savings** to €1.6 billion by 2018, of which half will come from staff expenses. This translates into a net **reduction of full-time-equivalent (FTEs)** by approximately 12,200³ from December 2014. A reduction of around 3,500 was already achieved in 2015.

The FTE reduction is being responsibly managed with due consideration for local business requirements and laws. At the same time, we have continued to invest in hiring new employees. During the restructuring process, we have hired almost 6,700 new FTEs across the Group, thus acquiring the knowledge and skills needed to address new challenges.

We have also been working to **simplify our governance** by strengthening the parent company's steering functions. The organizational changes made in 2015 to create a leaner organization included transferring the responsibilities of the

former general manager to three deputy general managers. It was also decided that, by the end of 2016, the sub-holding company that presently controls our CEE subsidiaries will be eliminated and control will be transferred to UniCredit SpA. In this process, the skills and knowledge of the CEE division will be preserved.

CEE Subsidiaries governance simplification



Other initiatives in 2015 have aimed to **improve the efficiency of operating processes**. These included the Lean Six Sigma (LSS) methodology implemented by UniCredit Business Integrated Solutions. In all, 19 projects related to process reengineering were realized using the LSS methodology in 2015, resulting in enhanced resource allocation. Dedicated training programs were established to train colleagues in the methodology. Since 2009, more than 1,700 Group colleagues participated in the training.

A. Source: Strategic Plan approved by the UniCredit's Board of Directors on November 11, 2015.
1. Refer to the 2014 Integrated Report for more information.

2. Refer to the Human Capital chapter for more information.
3. The figure does not include 4.0k FTE for Ukraine disposal and 2.0k for Pioneer JV.

Financial

Capital

Financial resources obtained from external providers and generated by our bank's activity, that are used to support clients' business and bank operations for the medium-long term¹.

OUR STOCKS OF CAPITAL

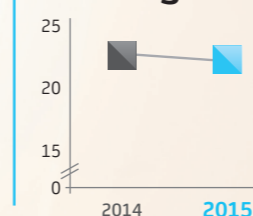
Solid equity
position

Balanced
funding mix

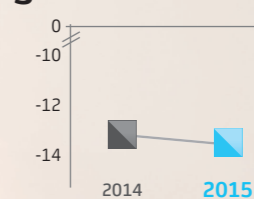
Long-term
financial
stability

2015 RESULTS

Income generation and cost monitoring

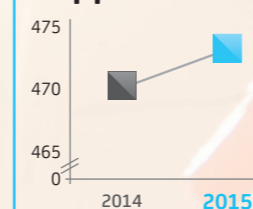


€22.40 bn
Operating income

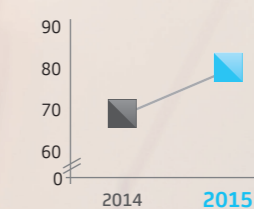


-€13.62 bn
Operating costs

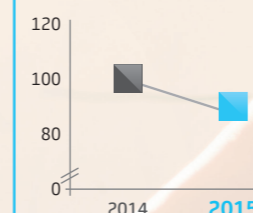
Support to the economy



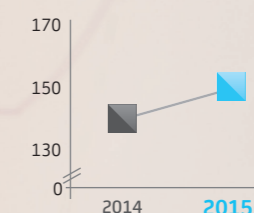
€473.99 bn
Loans and receivables
with customers



€80.07 bn
Loans and receivables
with banks



€90.99 bn
Financial assets
held for trading



€152.84 bn
Financial
investments

COMMUNITY IMPACT

- Support for the economy
- Investor and employee remuneration
- Public administration contributions

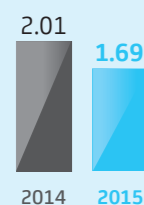
PRIORITIES 2016

- > Revenue and net profit growth
- > Commercial loans augmentation

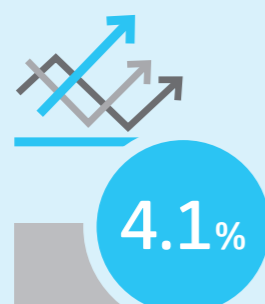
¹ Financial data corresponds to information in our 2015 Consolidated Reports and Accounts. When not applicable, management data is used. For additional information on Group results, refer to the Consolidated Reports and Accounts and to the Presentation on 2015 preliminary results available on the investors section of the Group website.



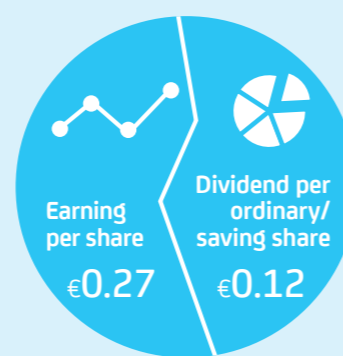
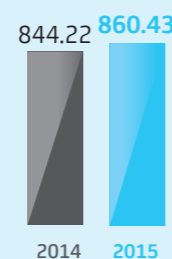
Net Profit/Loss (€bn)



RoTE^A



Total Assets (€bn)



Solid equity position

UniCredit intends to reaffirm its standing as a rock-solid European commercial bank.

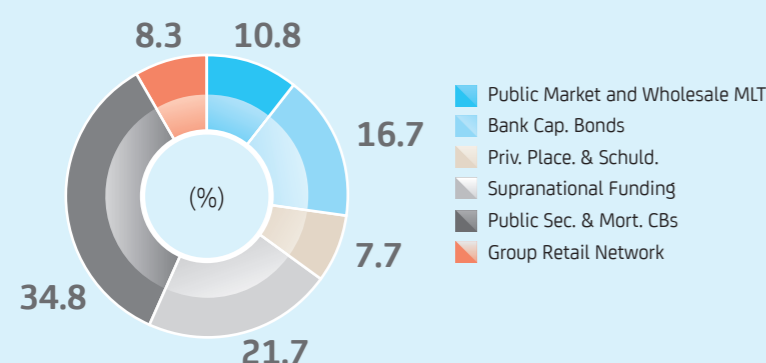
In 2015 the Group recorded a **net profit** equal to €1,694 million net of extraordinary items such as: new strategic plan integration costs' accrual, impairment of Ukrasbank subsidiary in relation to its sale, the systemic charges for 4 Italian banks and 1 Polish bank rescue, the additional write-downs on loans' accruals in Croatia, consequent the conversion obligation of mortgages from Swiss francs to local currency, the benefits related to the transfer of some pension liabilities in Austria and some non-recurring positive tax items; without these the net profit would amount to over €2,200 million.

The Board of Directors proposes the allocation of a dividend from profit reserves (the "Dividend"), totaling €704.74 billion.

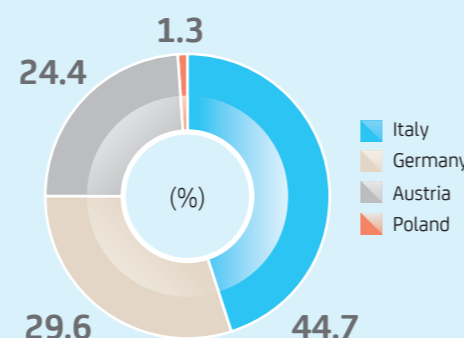
MATERIAL
TOPICS

- Bank Solidity
- Clear Approach to Markets

Funding mix by source



Funding mix by country



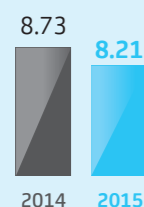
Balanced funding mix

2015 Group Funding Plan realized at €19.5 billion, leveraging on diversified sources and geographies taking advantage of the Targeted Long-Term Refinancing Operations (TLTRO) take up for €8.2 billion.

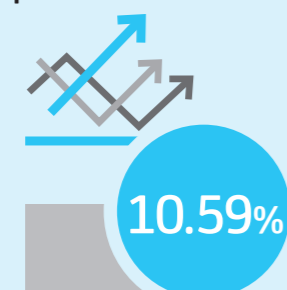
Given the overall positive liquidity position, it has been possible to focus on the **public market** with issuances of Mortgage Covered Bonds.

Group participation during 2015 to TLTRO for €8.2 billion (Italy for €7.4 billion, Austria for about €0.5 billion and Czech Republic & Slovakia for about €0.3 billion).

Net Impaired Loans Ratio (%)



Common Equity TIER 1 Capital Ratio



Ratings 2015

	SHORT-TERM DEBT	MEDIUM AND LONG-TERM	OUTLOOK	STAND ALONE RATING
Fitch Ratings	F2	BBB+	STABLE	bbb+
Moody's Investors Service	P-2	Baa1	STABLE	ba1
Standard & Poor's	A-3	BBB-	STABLE	bbb-

Data as at January 21, 2016.

Long-term financial stability

The **net impaired loans ratio** decreased from 8.73 percent to 8.21 percent; in 2015 Group gross impaired loans decreased by €4.6 billion (down by 5.5 percent) over the previous year-end figures, with an incidence on total loans of 15.42 percent compared to 16.34 percent at 2014 year end. Coverage ratio (51.2 percent) confirmed the level achieved in 2014 year end.

UniCredit's capital position remains above the minimum Supervisory Review and Evaluation Process (SREP) requirement, including the phase-in G-SIB buffer, in the context of ongoing and continued commitment to further internal capital generation².

A. RoTE: Net Profit/Average Tangible Equity (excluding Additional Tier 1).

2. Refer to the 2015 Consolidated Report and Accounts for more information.

Human Capital

The competences, capabilities, experience, and motivation to innovate of UniCredit colleagues, including their alignment with and support for our Group's governance framework and risk management approach; alignment with our corporate values and core competences; ability to understand, develop and implement our Group's strategy; ability to lead, manage and collaborate.

OUR STOCKS OF CAPITAL

Engaged
colleagues

Competent
and skilled
professionals

Diversified
workforce

2015 RESULTS

Employee Engagement

↑ 77% Engagement Index ~95,000 colleagues responding to the *People Survey*
Positive trend in employee engagement

Training hours per capita

~26
Investment in professional skills development keeps steady

Diversity and Inclusion

↑ 45% female presence in Middle Management¹ 24 Diversity Managers in the job
Notable results in diversity

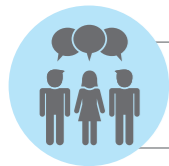
1. Source: Gender Balance Dashboard.

COMMUNITY IMPACT

- Work and life satisfaction
- Talent's attraction
- Empowerment and development of skills
- Support of diversity and inclusion

PRIORITIES 2016

- > Employee engagement (new *People Survey*)
- > Digitization, particularly in training
- > Enhancement of diversity and inclusion projects



Engage colleagues

Engaged colleagues are fundamental to our viability. They make our enterprise more successful and improve overall and individual well-being across the Group.

Listening to and dialoguing with people

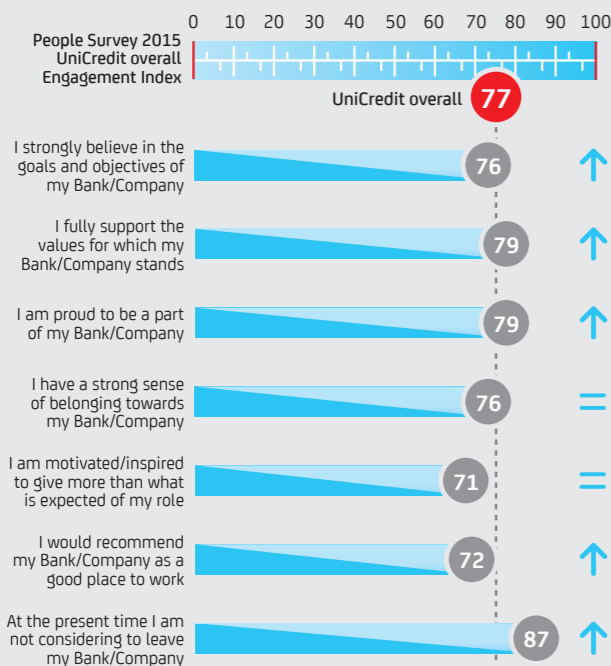
According to the February 2015 *People Survey*, our colleagues feel strongly engaged at UniCredit. With approximately 95,000 colleagues responding, UniCredit's engagement index reached 77 percent.

The questions, composing the engagement index, that generated the most favorable responses clearly demonstrate the pride our people take in belonging to the Group and the support of its values. Fully 87 percent of all respondents declared they are not considering leaving the Group.

Given its importance in monitoring the sentiments of our people, the next *People Survey* will be conducted in autumn 2016.

Engagement Index questions

Figures are in percentages and represent **very favorable** and **favorable** responses. Trends compare to the previous *People Survey's* results.



In recognition of the increasing prevalence of social media tools and their potential influence on businesses and reputations, in 2015 we also invited 280 colleagues to attend workshops to speak about their use of social media.

Based upon the results from these listening workshops, we designed an online training program, which will be mandatory from 2016, adopted a Policy on Employees and Social Media, and launched 3 successful internal communications campaigns to help colleagues understand how to use social media when speaking about UniCredit. Each online initiative received up to 30,000 unique visitors.

Communicating and inspiring with facts

If we ask, we then provide answers for our colleagues.

Our *People Survey* highlighted that meritocracy and transparency are important subjects for the colleagues.

In connection with *OPEN²*, the Italian Bank's new business model, Commercial Banking Italy strives for the growth of both its business and people through a management procedure which culminates in the *OPEN* appointment process, fully responding to the challenges of the new service model. That is, a structured selection process whereby the Heads of Business, supported by the Human Resources (HR) department, choose in complete autonomy the best candidate from different clusters: female pipeline, young talent, internal candidates or those from other regions or businesses.

All the 2015 appointments were managed by this process, including roughly 500 colleagues appointed in managerial positions within the network.

To ensure that its people are committed to common business goals, a company must engage with them regularly about its strategy, performance and results, businesses, HR issues, welfare concerns, cultural opportunities and many other matters. And it must do so in a way that goes straight to the point – delivering messages that are not only well-received but also inspire and motivate colleagues to make an extra effort in support of a challenging strategy.

To inspire colleagues and keep them aligned with our goals, UniCredit's intranet delivers Group and also local information to an average of 61,000 unique visitors every day. It does so in 7 languages, to ensure the content is accessible to all employees. In 2015, our new intranet also took over the functions previously performed by UniCredit's local Italian intranet, providing Italian colleagues with a simpler, user-friendly experience on a common platform.

UniCredit's intranet project was included in the **Nielsen Norman Group's 2015 Intranet Design Annual**, where it ranked among the **world's top 10 corporate intranets**, a first for an Italian company

At UniCredit, we consider it essential to share the content of our Strategic Plan with our people in order to secure their involvement and commitment. News articles, CEO video messages and internal presentations with new editorial formats covered the updates involved in the 2015-2018 Strategic Plan. Through this extensive coverage, we reached a greater number of people than in the launch of the previous plan in 2014. All told, our online communications garnered 24,852 unique visitors (+295 percent vs. 2014) and 43,615 page views (+232 percent vs. 2014) on Group channels only.

To uphold its good reputation, UniCredit also counts on the many colleagues who actively share contents and provide comments about our institution via social media channels. 60 *UniCredit Natural-Born Advocates* were selected, trained and encouraged to share and interact with their personal contacts about UniCredit-related topics on major social networks. This pilot program has been run in Italy, Poland and Croatia, generating impressive results

that reflect the high levels of trust people have in their friends who are UniCredit employees. The click-through-rate³ generated by informal personal networks is 7 times higher than that generated by UniCredit's official Facebook page. The influence of these informal personal networks on brand awareness and reputation is significant and these *Advocates* now rank among our bank's important communication assets.

Foster strong competences

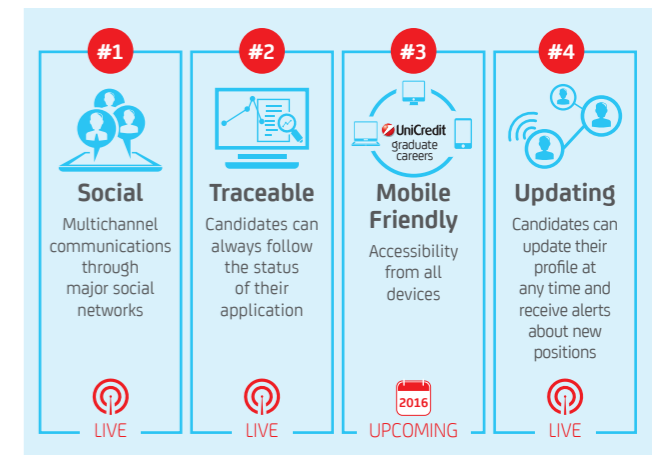
Given the faltering economic recovery and the challenges it poses, UniCredit needs people who are at ease working in complex, ambiguous and uncertain environments, who can keep pace with both our short- and long-term agendas, who are current on global issues yet well-versed in local topics relevant to local businesses. We need people who are curious, open to innovation and transformation, and have the courage to learn, adapt and change to meet our uncompromising performance standards.

These requirements are driving UniCredit's hiring practices and our investment in learning and development opportunities for current employees.

Recruiting talent

Although the macroeconomic situation in Italy is uncertain, UniCredit has hired some 800 new people to reinforce its pipeline. In our changing business environment characterized by technology-driven social interactions, we are increasingly aware of the importance of fielding a new generation of employees

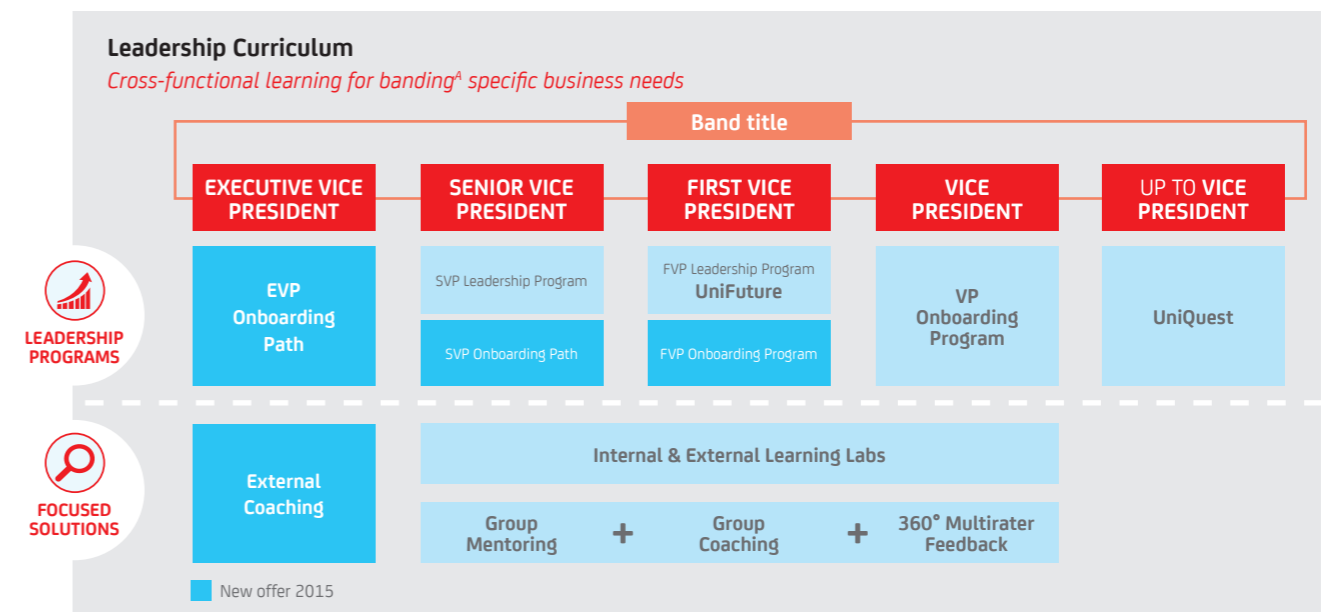
comfortable with digitization. This priority is in line with the strategy of the Group and explains why our recruiting process is becoming progressively more forward-looking and online based.



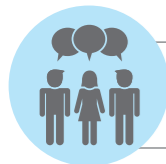
In 2015, we continued our *Impact Graduate* program, which recruits talented young graduates who are fluent in Italian and English and possess strong CVs that include previous work experience and a period of work or study abroad. Following a week of induction, these recruits enter an intensive two-year, on-the-job training program. In 2015, 19 new hires were selected from a pool of 4,000 candidates to participate in the program (up from 18 in 2014, the program's first year). In 2016, the program will hire 25 new people, who will also be offered the opportunity to work abroad in one of UniCredit's banks.

Developing people

Our *Global Learning Framework* is built around our core drivers – the *Global Job Model* and our competency model⁴. It is designed to promote professional development. Launched in 2014, it is characterized by 3 different parts: 1) the *Leadership Curriculum*; 2) functional learning; 3) country local learning.



A. With banding we refer to our Global Banding structure, a framework which allows to evaluate and cluster jobs within 9 Bands, making them comparable in terms of weight, complexity, impact, scope and recognition within UniCredit.
3. The click-through rate is the ratio of users who click on a specific link to the number of total users who view a page or post. It is a commonly used metric for the success of an online campaign.
4. The Global Job Model and our competency model are the basis for the management and development of our employees.



In 2015, a special focus was placed on the implementation of the *Leadership Curriculum*, which offers programs to develop key leadership competences according to peculiar banding of current and future managers. Designed in partnership with top business schools (including INSEAD, IMD, London Business School and Bocconi University), our *leadership programs* and *focused solutions* serve specific individual development needs:

- the *leadership programs* are designed to support a leader's professional development during his or her career. Program content is aligned with the strategic priorities, complexity and challenges that leaders will face in each step of their careers, according to their respective banding. In 2015 the program was expanded to provide *onboarding programs* to facilitate transitions into new roles
- the *focused solutions* are programs and tools offered throughout the Group to support development related to specific needs. The program comprises *Learning Labs*, classes organized according to specific band ranges, and individual solutions to support development, including mentoring, coaching and Multirater Feedback.

Overall, the number of participants in these programs increased from roughly 200 in 2014 to more than 350 in 2015.

Focus

MySelf: individually-determined training

In 2015, roughly 7,000 colleagues from certain competence and business lines at a selection of Italian legal entities (I-Faber SpA, Subito Casa SpA, FincoBank SpA, Cordusio, UniCredit SpA) were given the opportunity to choose by themselves and enroll for the technical, linguistic and behavioral courses that met their business needs and professional goals. 47 percent of colleagues chose behavioral & managerial courses, 43 percent technical training, while 10 percent of them preferred some linguistic courses. They then submitted their selections to their direct manager for final approval.

Strategic Workforce Planning is the ability to assess supply and demand for current and future positions and skills, and then determine the best way to meet the identified needs in terms of workforce quantity, quality, timing and location. This approach allows us to better allocate our workforce in line with UniCredit's business strategy. It also promotes greater efficiency by strengthening our ability to identify internal candidates qualified to fill future open positions.

Through *My Skill*, a management tool based on the *Global Job Model*, the competency model and the European Qualification Framework, we are able, for instance, to map competences and their expected level for each defined role in the Italian networks.

Accordingly, in 2015 we invited roughly 30,000 colleagues to take part in a three-step process:

1. employee self-appraisal: colleagues assess their own skills according to their role
2. managerial appraisal: managers assess their colleagues' skills
3. gap analysis: employee and manager discuss opportunities open to the employee to develop his or her skills.

Strategic Workforce Planning was designed to be used in the majority of UniCredit's countries. As of the end of 2015, our *Demand & Supply* platform was implemented in Italy and Germany, and the project was presented in Austria, Poland and Central Eastern Europe (CEE) countries.

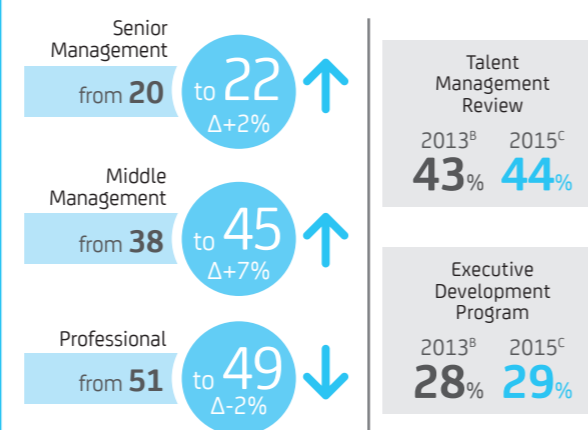
UniCredit's performance reviews continue to represent a vital basis for growth, career development decisions and compensation allocation. Each employee receives a performance review and, coherently with the method adopted in 2014 for several key employee categories including Group executives, we maintained a more rigorous approach to performance appraisals which places greater emphasis on merit and individual contributions⁵.

Value diversity and inclusion

For many years now, we have been working to address inclusion issues, seeking to promote gender balance, value age and support people with disabilities.

In 2015, our global workforce showed more women than men (58 percent vs. 42 percent), as in 2014. The female participation in Middle Management positions rose by 4 percentage points vs. 2014; women in our *Talent Management Review* (TMR) and *Executive Development Program* (EDP) also showed an increasing trend.

Female presence by tier in %, 2012-2015^A



A. Source: Gender Balance Dashboard.
B. Appraisal 2012.
C. Appraisal 2014.

These changes have principally stemmed from the ongoing implementation of our **Gender Balance Program**, which enjoys the direct support of Senior Management and has been the subject of Group-level communications and learning activities.

5. Refer to the 2014 Integrated Report for more information.

In 2015, the *Gender Balance Program* received a further boost from our CEO, who signed the CEO Statement of Support for the United Nations' Women's Empowerment Principles in June and signaled his support for the work of the 30% Club in October⁶. The members of the Group Management Team were directly informed about that and encouraged to be accountable for change and help shape a culture of inclusion.

In response, a number of specific initiatives have been developed:

- in Italy, the Bank distributed a brochure to each HR Business Partner and Head of Business to encourage them to make gender balance a consideration in recruitments, appointments, succession planning and professional development activities
- in Germany, 24 female First Vice Presidents had the opportunity to speak with members of the bank's Board of Directors in one-on-one meetings (30 such meetings were held). In addition 85 women, primarily at the Vice President level, participated in 5 different round tables with members of the Board
- in Poland, 259 people took part in workshops on personal communication styles designed to encourage women to be more self-confident in seeking professional advancement
- the Corporate and Investment Banking division sponsored a new gender balance action plan in the second half of 2015, with many initiatives planned for 2016 (e.g., a communication plan, the appointment of gender balance ambassadors, role models and networking events).

Inclusion of generational differences was effectively facilitated by several courses designed for senior colleagues about how to value their experience, and the deployment of 130 trained mentors to help newly appointed managers take on their roles and help young talented colleagues develop their potential.

We also continued to make the **bank fully accessible** to disabled colleagues and customers alike⁷.

For colleagues with disabilities, in 2015 we consolidated several projects begun as pilots in Italy in 2014 that received very positive reviews from participants:

- *UniCredit for the Deaf*, a service model for deaf or hearing-impaired customers, makes deaf colleagues available to interpret for customers in our branches. It is now available in 10 Italian branches, up from 6 in 2014
- *Si può* enables visually impaired colleagues to interact with customers in the field of credit collection (friendly collection) by means of retraining and specialized software. It now involves 9 of our colleagues in Italy, up from 5 in 2014.

These activities were possible also thanks to the commitment of Group's Diversity Managers.

The role of the **Diversity Manager** was created in 2013 with the approval of the Gender Equality Policy. By the end of 2015 we had **24 people** in the job across the Group

6. Refer to the websites <http://www.wepinciples.org/> and <http://30percentclub.org/> for more information on these initiatives.
7. Refer to the Social and Relationship Capital chapter for more information.

Support work-life balance

SmartWorking, a new approach to work and office culture that is being adopted by the Group, is based on principles of accountability, cooperation, flexibility and innovation. In addition to utilizing a range of different working spaces, floor plans and ICT solutions, it relies on important behavioral cues.

We have begun to change our culture and leadership style, shifting from a traditional working model in which colleagues occupy specific spaces designed according to their status and job type, to a new model that promotes a culture of *anytime, anywhere*.

Relying on trust and accountability to achieve results, the approach lets colleagues have greater flexibility to manage their own time, thus achieving better work-life balance and motivating them more to produce high-quality results.

Flexible working: **Work is something you do, not somewhere you go**

In 2015, roughly 3,000 colleagues took advantage of smart working arrangements across the Group (1,040 in Milan, 450 in Turin, 450 in Bologna, 650 in Munich and 250 in Frankfurt). Between 2016 and 2018, the number of colleagues participating in these arrangements will increase sharply. From Verona, Vienna, Iași, Bucharest and Belgrade, around 30,000 employees will work smart.

But flexibility is not the only strategy UniCredit is using to help its employees achieve a better balance between their professional and personal lives. Our new headquarters buildings in Milan, Munich, Vienna, Bucharest and Prague feature employee-centric designs, which include services that improve quality of life and well-being. Many of them have a nursery, a gym, a laundry and an in-house physiotherapist. The buildings themselves are located in places served by public transit or major railway stations. Health services are generally nearby, and bookshops, restaurants and supermarkets are within easy reach.

MATERIAL TOPICS

- Diversity and Inclusion
- Employees' Development
- Performance Management
- Work Life Balance

Intellectual

Capital

Innovation-related capabilities from which future economic benefits are expected. In UniCredit's case, it includes information and communications technology systems, our internal regulation and process framework and innovation processes.

OUR STOCKS OF CAPITAL

Effective and
safe ICT system

Efficient and
effective
processes

Innovation
capability

2015 RESULTS

ICT investment (CAGR)

↑ +2% CAGR over the
last 4 years

€0.8 billion invested in 2015

A growing emphasis on digitization, operational reliability and efficiency

Process enhancement

We fine tuned our Groupwide process framework increasing efficiency and usability, and through greater simplification we enhanced our business focus

High value solutions

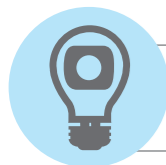
Completion of our Start Lab Financial Technology Accelerator program
We focused on seeking out new ideas, new talent and high-value solutions for core products and services

COMMUNITY IMPACT

- Business continuity and security
- Friendly and simple relationship
- Customized products and service

PRIORITIES 2016

- > Digital transformation, focusing on developing global platforms for multichannel banking and data analytics
- > Organizational support for digitization, simplification and process optimization initiatives
- > Development of high-tech solutions that may potentially yield high-return on investments



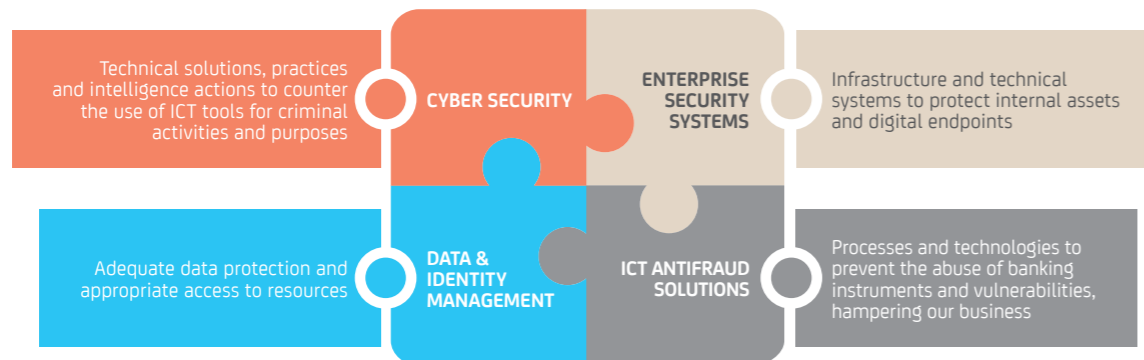
Foster our Group's digitization

UniCredit maintains a consistent capital allocation strategy for its ICT investments, balancing the need to accelerate the Group's digital transformation with the need to fulfil an increasing number of legal and regulatory requirements.

The [UniCredit Strategic Plan](#) makes digital transformation a priority over the next three years¹. From 2016 to 2018, UniCredit will invest €2.6 billion in its ICT infrastructure, including about €1.2 billion in digital initiatives (44 percent).

To meet Multi Year Plan targets, ICT investments will be focused on further developing multichannel common platforms in mature markets, while modernizing core banking legacies to reduce IT costs and enable new business opportunities. Corporate and institutional clients market growth will be supported by developing global platforms (for payments and e-banking). Digitization and multichannel solutions to support business growth will be crucial priorities also for Central Eastern Europe (CEE) and Poland. Besides, the development of common assets for Finance and Risk functions will continue in the next three years.

The four pillars of ICT Security



Given the strategic importance of digitization, it is essential for UniCredit to strengthen the ability to manage ICT risks and ensure an adequate level of protection. For this reason, our ICT and Security departments merged in 2015 to create the first such combined unit in the European financial sector – the Group ICT & Security Office.



“The digital transformation of UniCredit is a strategic commitment for us; we are focusing our efforts and investments to improve our customers digital experience, leveraging on leading edge multichannel and data analytics technology. Given the strategic importance of digitization, we are strengthening our ICT Security capabilities to contrast cybercrime and ensure top level protection to our customers.”

Massimo Milanta - Head of Group ICT and Security Office

UniCredit's ICT security concept is based on strong cooperation among all of our legal entities because, in the digital realm, comprehensive, prompt and effective security relies on strong

stakeholders commitment and engagement, including the involvement of regulators. A broad ICT security technological assessment that was carried out by an external advisor on UniCredit's various IT infrastructures has validated our strategic approach to security.

Main achievements in 2015 focused to enable business growth are the following:

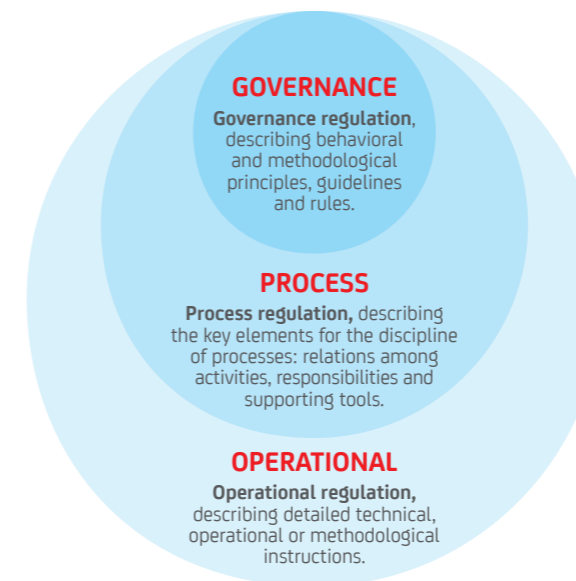
- global multichannel solutions for mature markets and CEE have been implemented to improve physical and digital customer experience and enable cross channel efficiency
- development of flexible new branch formats has been boosted in Italy (more than 400 branches redesigned) and Germany (more than 300 branches redesigned), aimed at expanding and rationalizing our multichannel presence and providing more digital products and services to our customers²
- a Group big data architecture has been developed, enabling the realization of new effective CRM solutions for Corporate business in mature markets and CEE. In Italy a new Merchant Analytics tool has been released, enabling the analysis of customers spending and comparison of business performance with peers³.

Furthermore, 2015 ICT activities have also been directed to fulfil regulatory requirements, strengthen data governance and reinforce security:

- for Finance and Risk functions data warehouse architecture has been developed for setting a global platform
- the *Disaster Recovery* program is proceeding and the new solution to fulfill regulatory requirements for systemic applications has been completed³
- the enhancement of countermeasures to direct channel frauds has been realized with the objective to reinforce cybercrime contrast and enhance IT systems resilience.

Reinforce our organizational efficiency

Our internal regulatory framework has been revised also in consideration of the information and process distribution requirements of the Group's primary banks. A consistent, three-tiered internal regulatory hierarchy now distinguishes clearly between governance, process and operations regulations.



GreTel, a new IT tool, has also been introduced to disseminate and then monitor the adoption of internal regulations by our legal entities.

The implementation of UniCredit's new process management methodology begun in 2014 to promote a uniform Group approach. It continued in 2015 with the full involvement of various legal entities. The new methodology is expected to be implemented in 2016 in Germany, Austria and in the Group's primary CEE-based legal entities.

Furthermore, the Organization and Management Model pursuant to Legislative Decree 231/2001⁴ has been strengthened also in light of changing Italian legislation regarding corporate and environmental offenses and self-laundering crime. A complete analysis of areas potentially at risk for these offences has been conducted. Consequently, new protocols, that include principles of conduct and controls that must be respected when performing related activities, have been established to prevent the commission of crimes.

A series of measures to improve and consolidate our relationship with customers has been implemented. These measures aim to provide clearer information on essential contractual terms and to enhance the level of process automation which allow us to spend more time on customer-oriented commercial activities than on routine administrative tasks.

Innovate in a changing world

When change is constant, innovation is critical for businesses, especially in the banking sector. Throughout 2015, UniCredit developed a number of new ideas that focused on digitization and high-tech solutions (see table below).

In 2016, our efforts in the field of innovation will center on the development of high-tech prototypes that may potentially yield high-return investments. Examples include machine learning (algorithms that utilize past data to make new predictions) and the high-speed management of vast quantities of data.

INITIATIVE	DESCRIPTION	STATUS 2015
New website	New website concept. Through calculators, product wizards and other interactive tools, current and prospective customers can easily find answers to their financial questions, identify the best products and services for their needs, and apply for them in a friendly and transparent way. This will help maximize lead generation and prospectively boost digital sales once new back-end processes are deployed in 2016. The website also features non-commercial services, including an FX calculator and a locator to help people find ATMs and branches in all of UniCredit's countries.	Launched in CEE ^A
FinTech Accelerator	Support for startup companies. Considering the growing financial technology trend over the past few years and the importance of establishing a position in it, in October 2014 UniCredit launched its <i>Start Lab Financial Technology Accelerator</i> program. Selected fintech startups had the opportunity to be mentored by UniCredit managers and benefit from investor support. In a co-working space in the heart of Milan, meetings were held with internal and external experts, and presentations for commercial agreements were made to UniCredit's network of partners. Four companies achieved extremely strong results and partnered with UniCredit to integrate their solutions into our systems. The program ended in October 2015.	Completed
Ananas	A new IT solution that would reduce costs associated with UniCredit's mainframe computer. <i>Ananas</i> has already passed all acceptance and performance tests. The architectures and source codes have now been turned over to UniCredit's Industrialization function.	Industrialization
Exceed	Support for the creation of an internal and more efficient market for currency trading activities . The capillarity of UniCredit in several countries gives to the Group the possibility to move internally different currencies according to the needs of our corporate customers or to purchase/sell them at better conditions in the market, thanks to new technologies (allowing the management of low latency data). In this way, we aim to generate additional value to our customers allowing them to access to a single borderless liquidity pool. Implementation will occur by the end of 2016 or beginning of 2017.	Pre industrialization
Pillard	A set of internal office space solutions . This initiative combines a new mobile app for booking meeting rooms, a new screen desk where people can collaborate on the same worksheet, and a phone booth where both Lync and regular calls can be made in total privacy. A meeting room with a range of screen sharing technologies was also developed.	Pre industrialization

A. The site has been launched in 2015 in Bosnia and Herzegovina, Hungary, Romania, Russia and Serbia. In 2016, it will be launched in Czech Republic, Slovakia and Slovenia.

4. Legislative Decree No. 231/2001, containing the Regulations governing the administrative responsibility of corporate bodies, companies and associations with or without legal liability, introduces into the Italian regulation a special burden of responsibility on the companies themselves for a range of crimes committed in the company's interest or to its advantage. The decree stipulates that the company shall not be held liable for the crime in the event it is able to prove that it had in fact adopted and effectively implemented an organizational, management and control model that is capable of preventing the commission of crimes such as the one that in fact occurred, prior to the commission of the crime in question.

Social and Relationship

Capital

Relationships with our key stakeholders - customers, investors, regulators and communities - which influence our value-creation processes over the short, medium and long term and ultimately foster growth, both individually and collectively.

OUR STOCKS OF CAPITAL

Long-term
stakeholder
relationships

Socioeconomic
development and
well-being

2015 RESULTS

Customer Satisfaction

↑ TRI*M Index results ↑ Performance vs. peers
A positive response to the investments made in our services in most of our countries

Stakeholders providing feedback

more than 700,000
An ongoing, integrated dialogue with stakeholders via multiple channels

Contributions to communities

€45.3 million
Effective support for the long-term prosperity of the people and communities we serve

COMMUNITY IMPACT

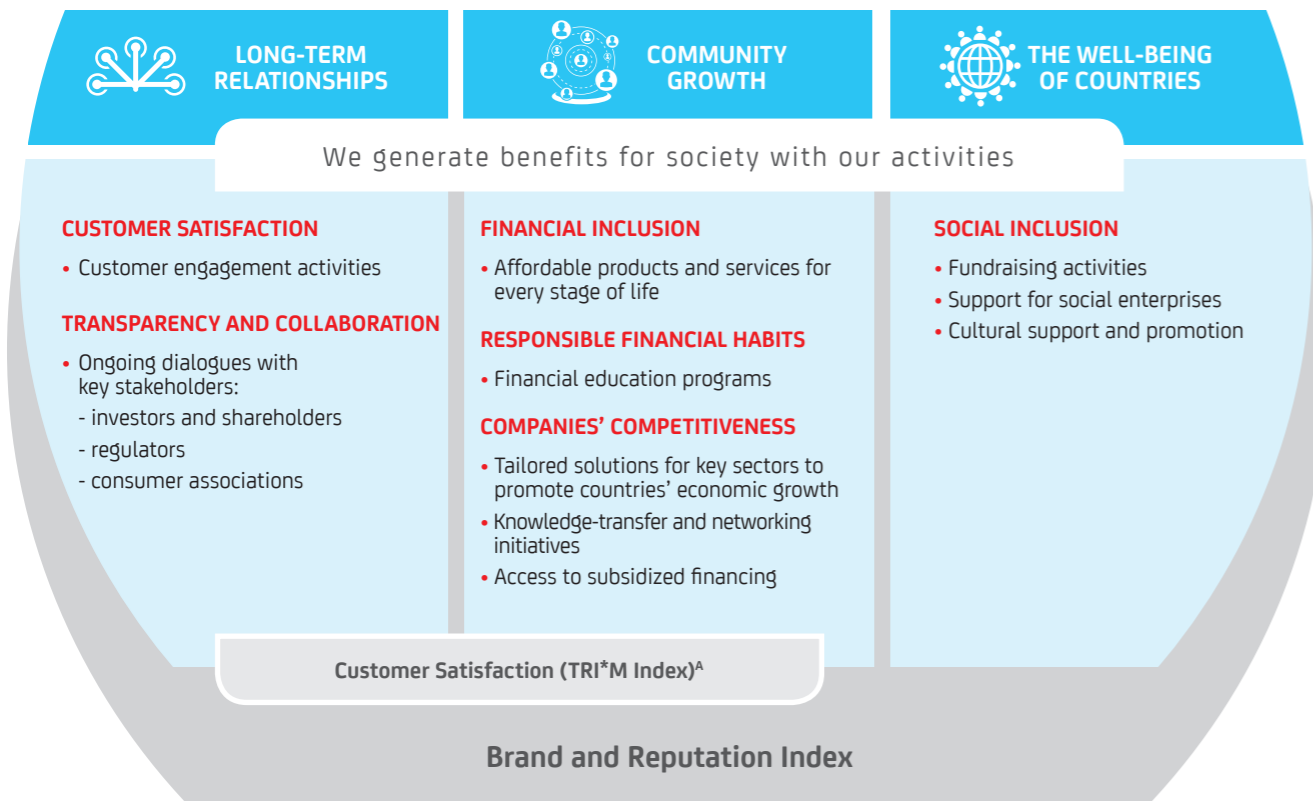
- Customer satisfaction
- Banking industry transparency and collaboration
- Financial inclusion
- Responsible financial habits
- Companies' competitiveness
- Social inclusion

PRIORITIES 2016

- > Enhancement of tools and channels to engage with customers
- > Enhancement of services for underserved categories
- > Further promotion of local financial education programs



Our cooperative relationships with customers, investors, regulators and communities enable UniCredit to generate and deliver value. To develop this social and relationship capital we invest in:

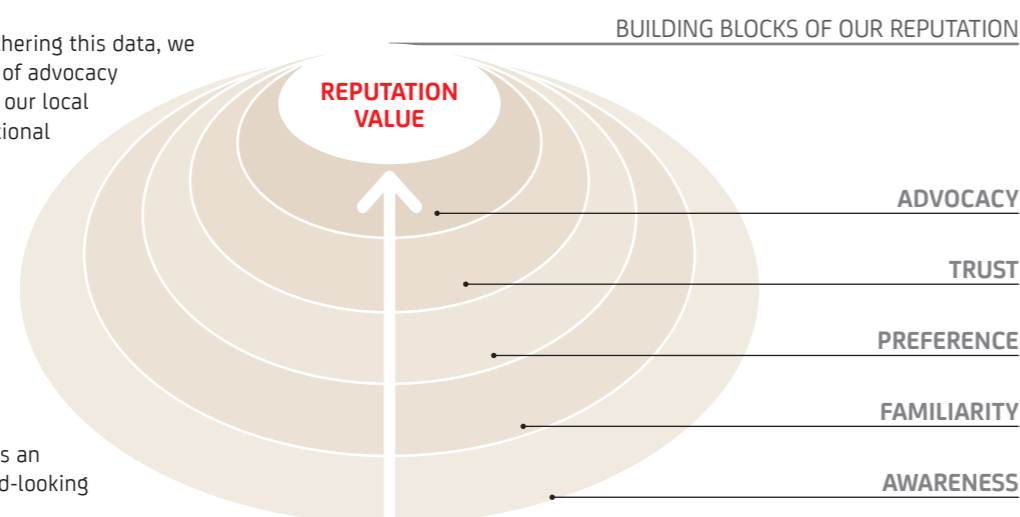


Our ongoing efforts in this field are reflected in the strength of our corporate reputation. To assess what we stand for to our stakeholders, we constantly monitor their perceptions of us in most of the countries where we are present. Because a positive reputation can unlock value in every aspect of our business relationships, last year we adopted a **new approach to appraising our brand and reputation**. This approach enables us to measure the perceptions of customers and non-customers alike, using a scale that ranges from simple awareness up to advocacy in favor of our brand.

Our investments in the development of our people has helped us earn a reputation for having fair and professional employees.

We are working to convert these survey results into concrete actions. Following a detailed analysis, we have decided to focus our efforts on two areas: developing more customized solutions to meet the specific needs of our clients, and simplifying financial transactions to avoid subjecting customers to information asymmetries.

In the second year of gathering this data, we confirmed that the level of advocacy we inspire is in line with our local competitors, with exceptional results seen in certain segments, such as our corporate business in Germany. Instead, in Central Eastern Europe (CEE), our results reflect the leading positions we have established in Bulgaria and Russia. Overall, UniCredit has made a name for itself as an international and forward-looking institution.



A. Refer to the Supplement for more information on our customer satisfaction (TRI*M Index) performance and trends.

Invest in long-term relationships

Understanding our customers' evolving needs and habits is essential to delivering a superior customer experience and to building long-lasting relationships. This allows us to interpreting and anticipating responses from different types of clients. Open interaction with key stakeholders helps us build a sound banking environment based on transparency and mutual understanding.

Working for customer satisfaction

UniCredit's approach is inspired by the conviction that dialogue and responsiveness are fundamental in managing and improving service quality and customer satisfaction. With this in mind, we are committed to maintaining a seamless, integrated dialogue across channels. We regard each contact as an aspect of a relationship deserving of attention.

OUR ENGAGEMENT TOOLS AND CHANNELS	RESULTS
Customer satisfaction surveys, <i>Instant Feedback</i> , <i>Mystery Shopping</i>	Fulfillment of specific customer needs
24/7 complaint management by branch, phone, email and online	Resolutions of critical service delivery flaws
Focus groups, online communities	Customer insights into and involvement in product development
Web and social media presence	Broader interaction opportunities and ability to track evolving behaviors

Our dialogue and interactions with customers span a number of channels, all of which provide opportunities to gather feedback, understand their needs and provide **customized answers**. In many cases our branches remain the main point of service for our clients and the place where their expectations must be met. For this reason we continue to invest in the quality of our branches and our advisory services. In Austria, customer orientation training was held in 2015, involving 400 employees in those branches that fell below a certain level of customer satisfaction. As a result, the customer satisfaction index has since increased by 1 point. In Poland, to respond to the need for fast and easy financing, *One Click* was introduced, making it possible to get cash loans online and increasing the range of services available via internet and mobile banking. In 2015, more than 3,100 such loans were made to individual clients.

Thanks to our **complaint management** systems, we can identify sources of client's dissatisfaction and react promptly to improve our service. In Bosnia and Herzegovina, the highest percentage of client complaints was caused by technical problems with standing orders. The relevant departments immediately cooperated to analyze the standing order mechanism and find the best solution. The local customer satisfaction index increased by 6 points in 2015¹.

Client interactions also give us the opportunity to involve them in **product development and optimization**, letting us use their feedback and ideas to create distinctive products and initiatives. In Germany and Austria, the *Kundenforum* online community is a platform where customers interact with us about upcoming products and concepts and where they can post and discuss their own ideas and suggestions. In Germany, one of our feedback and discussion initiatives concerned our remote business model *Business Easy*. Selected entrepreneurs

were asked to evaluate how relevant certain online services were for them and to tell us about how they used them. As a result of this dialogue and consequent improvement of services, 85 percent of these clients are now fully satisfied. In Austria, about 2,600 customers were engaged for feedback on several products and initiatives as well as for information about their online shopping behavior and their thoughts on the new *BankCard Mobile*.

FOCUS



Appathon 2015

Following the success of the first edition in 2014, UniCredit decided to make the *Appathon*² an international contest this year. During this hackathon, 58 teams composed of young web developers, designers and marketing specialists competed to invent, design and develop prototype mobile apps for financial services. *Appathon 2015* was a 24-hour, live-streamed event held simultaneously at our head offices in Milan, Munich and Vienna. In each country the best teams were awarded cash prizes. The event involved more than 200 participants supported by UniCredit mentors. It has proven to be a good way to promote collaborative product development, sparking new ideas, generating prototypes that make our services more engaging and efficient, and helping us look beyond a conventional approach. The first UniCredit *Appathon* generated a number of useful innovations, including *Prelievo Smart*, a new function on the Group's mobile banking app. Released in 2015, it lets customers withdraw cash from ATMs using a smartphone or QR code rather than a bank card.

1. Refer to the Supplement for more information on 2015 customer satisfaction (TRI*M Index) results for UniCredit Bank AD Banja Luka - Bosnia and Herzegovina.

2. Refer to the 2014 Integrated Report for more information.



We also use **social media to engage** with our clients. In 2015 UniCredit retained its ranking among the most active banks on social channels in Italy and in Europe. Our social media profiles are active on 14 different channels.

Improving banking industry transparency and collaboration

Our broad base of stakeholders includes investors, socially responsible investors (SRI) and rating agencies, regulators and local consumer associations, with whom we work constructively underlining our commitment to transparency.

Our Group promotes constant and effective **communication with investors**. We hold a number of meetings over the year to present not only the Group's financial performance, but also our sustainability strategy, along with policies, procedures and governance mechanisms.



In 2015, an **ongoing dialogue** was maintained **with SRI and sustainability rating agencies**. This interaction provided us with support in benchmarking our progress on going through a sustainable path. Our performance in the area of sustainability is reflected in the key external ratings and rankings we received in 2015.



FTSE4Good

The **FTSE4Good Index Series** is designed to measure the performance of companies demonstrating strong Environmental, Social and Governance (ESG) practices: in 2015, we received a 97 top percentile rating.

MEMBER OF
**Dow Jones
Sustainability Indices**
In Collaboration with RobecoSAM

In the 2015 **DJSI Index assessment**, UniCredit scored 79 points, vs. 84 in 2014. The decline was ascribable to two Wall Street Journal articles about two pre-existing legal disputes on which the authorities are still deliberating and which have been a matter of UniCredit's public record since 2009 and 2011³, respectively. Without this negative factor, which we do not agree with as a Group, our score would have been 85, confirming, as RobecoSAM's feedback states, continuous progress in our sustainability performance and extremely good performance in the important areas of risk culture and emerging risks. Our reporting on longer-term risks proved to be among the strongest in the financial sector.



The **STOXX Global ESG Leaders Indices** track the performance of the globally leading companies with regard to corporate sustainability. UniCredit was newly added in 2015 and included in the following indices:

- STOXX Global ESG Leaders
- STOXX Global ESG Social Leaders
- STOXX Global ESG Environmental Leaders.

At UniCredit we understand that we operate in an evolving system where regulatory changes may have important implications for the overall macroeconomic stability of our markets. They may sometimes even generate unintended negative consequences for the banking system, hence constraining economic growth instead of triggering it. This is why, in the interest of our customers and of the economy overall, we engage in **regulatory advocacy**. The constructive dialogue is intended to make standard setters and policymakers aware that proposed regulations could negatively impact our banking KPIs, business strategies and ability to lend, with repercussions on the whole economy, as well as to recommend alternative measures from time to time.

Regulatory changes are constantly monitored and mapped, also using an internal analysis framework, in order to orient our senior management strategic decisions and prioritize the mitigation actions to alleviate the impact of such changes.

We believe that consumer awareness and trust are essential to boosting the economy and fostering community growth. To protect consumers, increase safety and improve their knowledge of their rights, UniCredit runs a constructive dialogue and active **cooperation with consumer associations**. In 2015, the focus of our collaboration in Italy was on financial education and consumer awareness of major banking products and services. It was carried out through different initiatives such as, for example, 2 educational campaigns on social networks:

- a Facebook campaign based on 4 videos made in partnership with Associazione per la Difesa e l'Orientamento dei Consumatori, Federconsumatori and Unione Nazionale Consumatori on current accounts, multi-channel banking services, credit and debit cards and remittances
- a Twitter campaign based on decalogues called *10 Things to Know about*, made in collaboration with 12 consumer association partners in the *Noi & UniCredit* program, containing suggestions about the more important things to know about major banking product and services such as mortgages and current accounts.

Invest in community growth

We do our best to support community growth by fostering financial inclusion, improving people's financial choices and supporting the competitiveness of businesses. Our distinctive approach utilizes our specialized knowledge, expertise and skills.

Fostering financial inclusion

In all of the countries where we are present, we try to promote financial inclusion by providing individual customers with concrete solutions at every stage of their lives.



In Poland in 2015, about 68,000 **young** customers benefited from *Eurokonto Kieszonkowe* or *Eurokonto Intro*, a convenient bank account that is free to open and maintain and offers 24-hour online and infoline assistance. In Croatia, student packages helped roughly 9,500 young customers to access a complete range of banking services in one product. With this convenient package, they can easily use direct channels to transfer funds, set up overdraft protection up to about €1,300 and access such additional benefits as automobile assistance and travel insurance.

During the 2015 crisis that saw thousands of refugees and **migrants** streaming into Austria, we expanded our product range, offering free accounts and cards with basic functions that could help people through the difficulties of seeking asylum. About 325 migrants applied for this service from September to December.

In Austria, we also continued to offer **financially challenged** people our *New PerfectFit-Konto light*, an account featuring reduced fees: more than 1,000 new customers took advantage of this service.

In Poland, more than 103,000 *Eurokonto Mobilne* current accounts were opened in 2015. These provide active, low-income customers with very low maintenance fees and a card fee which can be further reduced while ensuring inflow on the account, and realizing a certain number of transactions during each month.

Encouraging responsible financial habits

It is widely acknowledged that improving the financial literacy of citizens is essential to stimulating community progress through a stronger economic participation. This is why at UniCredit, since 2009, we have engaged in a range of financial education programs customized for different demographic groups in order to help meet people's need for information and ensure that product information is provided in a clear way.

As in previous years, we held our *In-Formati* program in Italy. In 2015, it involved more than 32,700 participants in about 900 training sessions run by about 460 volunteer colleagues. The related 2015 UniCredit Financial Literacy Index⁴ increased by an average of 16 percent.

⁴ The Index measures the participants' level of understanding before and after courses.

The transformation of our branch network in Italy, which began last year, will make our **bank fully accessible** to all of our customers. To date, over 2,000 ATMs, also located in busy commercial centers, have been enabled with functions for the visually impaired.



“The modernization of our branch network is enabling us to provide our customers with a wider range of high-quality services to foster greater social inclusion.”

Remo Taricani - Head of Individuals & Small Business Sales & Marketing, Italy

In Poland, our **elderly** customers (over 75 years old) can benefit from *Konto Pomocne*. This current account, designed especially for pensioners, is free of fees and commissions for the first two years from its opening and also includes comprehensive assistance insurance. In 2015 we opened about 2,000 new accounts for a total at the end of the year of roughly 8,500 customers.

In Croatia, through our *Allianz Annuity* insurance service we offered to elderly customers who paid a premium as a lump sum of money, an additional monthly income in order to provide financial protection for their families. In 2015, almost 13,700 customers took advantage of our senior packages to ensuring their standard of living in retirement.

A new type of financial education program dedicated to young people, was held in Italy in 2015. Offering almost 850 hours of training in 49 classes held by 19 volunteer employees, the *Training the future* program offered 425 participants an opportunity to strengthen their overall knowledge of financial management, growth and estate planning.

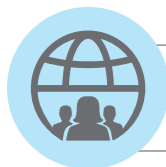
In Germany, our educational portal *EURO.DE* was visited in 2015 by more than 25,000 unique visitors. In addition, we held 22 workshops with about 400 attendees.

In Austria, thanks to an annual partnership with the Austrian National Museum of Social and Economic Affairs, about 8,500 young students participated in 479 workshops held at their

MATERIAL
TOPICS

- Community Proximity
- Financial Education
- Financial Stability
- Responsible Finance
- Simplicity & Transparency

A. One-on-one and group meetings, conference and video conference calls and meetings with rating agencies (44), buy-side (639) and sell-side (41) investors, including Fineco meetings.
3. Refer to the 2009 - 2011 Consolidated Reports and Accounts.



schools in 2015. The workshops promoted responsible money management.

The *Finance Academy* in Poland continued to offer young people and students financial lessons focused on banking development, innovation and safe usage of the internet. It held about 1,500 training sessions that involved about 46,500 participants.

More than 88,000 participants in our 2015 financial education programs. A total of about 267,000 participants and more than 610,000 training hours from the beginning of the programs⁵

Supporting the competitiveness of companies

In our relationships with companies, we seek to support them with initiatives and solutions. The goal is to enable our countries to prosper through business growth and employment. Since small and medium enterprises (SMEs) form the backbone of the European economy, our efforts are primarily directed at them.

In our countries, we strive to offer **solutions that serve** those **business sectors** that contribute most to socioeconomic development, national competitiveness and sustainable growth. A snapshot of sector-specific support in our Group can be found in the next page.

To support the innovation and competitiveness of companies throughout our markets, we also engage in a range of **knowledge-transfer** and **networking initiatives**. We believe that new opportunities for business growth and employment stem from the dissemination of knowledge and best practices.

In Italy, we continue to offer *Go international! The UniCredit Learning Experience*, a program for entrepreneurs and export managers. The program provides a range of different courses: the *Digital and Export Business School* master path, video seminars, workshops and customized training. In 2015, 78 training sessions were held for more than 3,200 companies in several sectors, of which 80 percent were SMEs. Additionally, nearly 20,000 hours of training were provided, of which 8,000 addressed digitization and e-commerce.

To support the internationalization of companies, we also organized 14 business meetings between Italian SMEs and potential international buyers. Participants were selected from within the food and wine sector, in conjunction with the 2015 Expo in Milan, which focused on nutrition. More than 800 companies and buyers from 43 countries were involved.

In Austria, we reached more than 200 participating companies through our *SME Info Day*. This consulting event was held in Vienna in cooperation with the chamber of commerce and guarantee agencies. Participants received information on how to access subsidized loans, manage their liquidity and engage in business planning for a robust and sustainable business.

In Slovenia, our *Financial Days* have set a standard for best practice in the market. They provide participants with up-to-date information on major trends and opportunities in key sectors and industries. The two-day event in 2015 focused on innovation and adaptation to change. More than 100 directors, CEOs and CFOs attended.

We possess established expertise in **handling state- and EU-supported programs**⁶. We actively cooperate with national, international and European institutions to make public funds available in all of our countries to support the growth and development of SMEs.

In Italy, we are leaders in the field of funding provided through the Ministry of Economic Development's SME guarantee fund, Fondo di Garanzia PMI. Over €1.3 billion in long term financing has been provided with this state guarantee, including roughly €15 million to startups. In addition, we offer companies innovative financial instruments such as the minibonds guaranteed by the Fondo di Garanzia.

With over €1.3 billion we are leaders in Italy for funding provided through the SME guarantee fund Fondo di Garanzia PMI

In Austria, we cooperate with the federal promotion agency Austria Wirtschaftsservice to provide grants funded by the European Regional Development Fund. These are earmarked for sustainable investments made by SMEs based on the criteria of innovation and impact on employment. For the period from 2014 to 2020, we plan to make available more than €20 million to Austrian SMEs through this program.

At the end of 2015, more than 60 companies from Bulgaria, Croatia, Czech Republic, Hungary and Slovakia, most of them SMEs, benefitted from improved access to finance via the Risk Sharing Instrument⁷. UniCredit subsidiaries in these countries loaned more than €33 million in total to innovative SMEs, small-to-mid-caps, and new research and development projects.







The Joint European Resources for Micro-to-Medium Enterprises (JEREMIE) has proven to be a very successful instrument, with high absorption rates in Italy, Bulgaria, Romania and Slovakia. Through it, SMEs have been able to access financing with several advantages, including lower collateral requirements, reduced interest rates and a fee-free guarantee. In these countries, UniCredit was able to approve more than €430 million in loan facilities for SMEs under JEREMIE by the end of 2015.

5. Figures based on data since 2011 for Italy and Austria, 2012 for Germany and 2014 for Poland.
6. Refer to the Invest in Growth Businesses chapter (CEE) for more information.
7. Refer to the 2014 Integrated Report for more information.

In Bulgaria and Croatia, we continued to provide loans to support unemployed individuals and micro-enterprises via the European Progress Microfinance Facility (EPMF). By the end of 2015, these small loans - usually less than €25,000 -

were distributed to roughly 400 microenterprises, as well as individuals having difficulties entering the labor market and disadvantaged individuals. In 2015, we approved more than €4.2 million in loans via the EPMF.

A snapshot of sector-specific support in our Group

SECTOR (Country) ^A	EXAMPLE OF TAILORED SOLUTIONS	
STARTUPS  in IT, DE, AT, PL, BA, BG, HR, HU, RO	UniCredit Start Lab acceleration program for innovative startups (Italy)	Mentoring program for startups run by female entrepreneurs (Germany)
	<ul style="list-style-type: none">offered to actively support innovation and business development, as well as to increase patent propensity and to improve country capacity to retain talent⁸more than 900 applications in the 2015 edition with 66 percent of the entrepreneurs under the age of 4045 startups admitted to the programmore than €10 million of external venture capital raised for the most promising projects	<ul style="list-style-type: none">offered by experienced businesswomen from the <i>HVB Women's Council</i> and startup experts from the bank to encourage new entrepreneurial ventures by womenthird edition in 2015 with six months of support to the most innovative business ideas, chosen from over 170 applicationsa project involving social entrepreneurship selected for the first timeparticipation in the German Accelerator Program (supporting German tech startups seeking to enter the U.S. market) for one participant
TOURISM  in IT, BA, HR	UniCredit 4 Tourism (Italy)	
	<ul style="list-style-type: none">offered to support the economic development and competitiveness of SMEs in the sector, particularly hotelstourism is a vital contributor to the country's development, tied closely to such other key fields as fashion, food, art and culture and responsible for more than 10 percent of the national economylaunched in 2015 with support offered in four ways:<ul style="list-style-type: none">innovative digital products for SMEs to promote themselves and manage their presence on the web and social media€2 billion of available financing up to 2018, of which 75 percent reserved for SMEsspecific insurance solutions for seasonal businessesworkshops and training to increase SMEs' financial, marketing and digital skillstraining events held in five Italian cities with 250 attendeesnearly €480 million in new loans provided in 2015	
REAL ESTATE  in IT, AT	Subsidized financing (Austria)	
	<ul style="list-style-type: none">financing for subsidized housing provided mainly in cooperation with non-profit housing associationssubsidized housing is important for the country's economy, it does not only improve the affordability of housing but also ensures high environmental building standardsroughly €250 million in new loans provided for social housing in 2015	
AGRICULTURE  in IT, DE, PL, BA, BG, HR, CZ, RO, SK	Pre-financing for subsidies (Romania)	
	<ul style="list-style-type: none">pre-financing offered for the subsidies granted by the APIA, the relevant national agencyour credit lines bridge the delay from the time at which the subsidy is approved until the time at which it is disbursed, thereby improving the recipient's cash flow in a sector where seasonal fluctuations influence income streams25 loans up to roughly €12.5 million approved in 2015	
INFRASTRUCTURE  in IT, PL, RS	Financing for municipal infrastructure (Serbia)	
	<ul style="list-style-type: none">financing to support municipal development across the countryprogram began in 2015, one loan has now been disbursed to a Serbian city€10 million made available under the Municipal Infrastructure Development Fund	
NONPROFITS  in IT, PL, RO, SI	Universo Non Profit (Italy)	
	<ul style="list-style-type: none">specific service model dedicated to nonprofit organizations, serving more than 35,000 clients (about 4,100 in 2015)more than €106.5 million in new loans agreed also via a customized rating process	

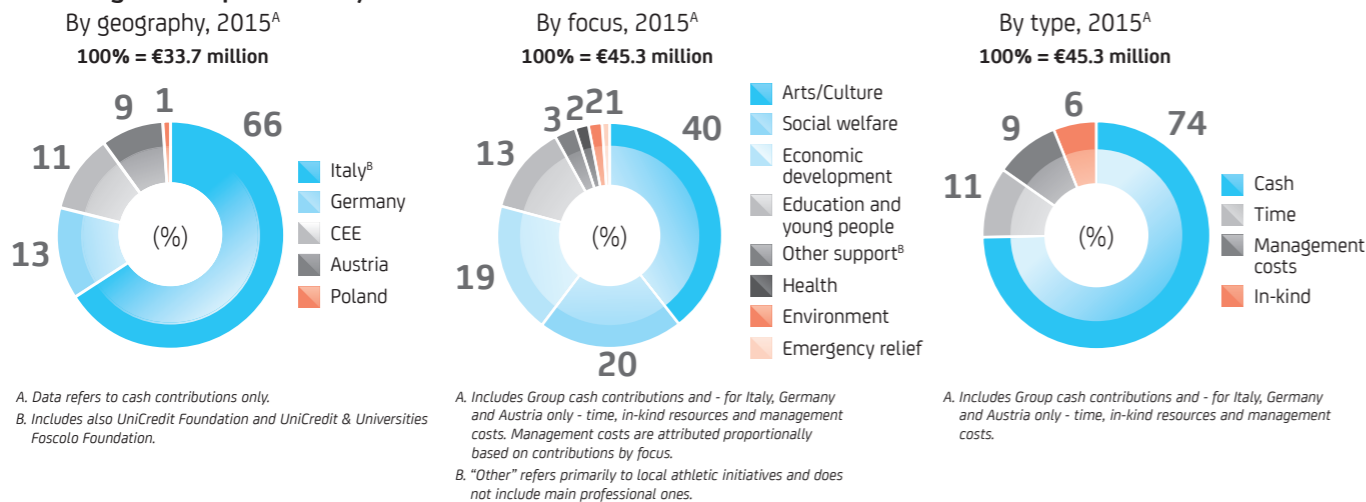
A. Country codes refer to codification assigned by the International Organization for Standardization (ISO).
8. Refer to Our Country Priorities chapter for more information.



Invest in the well-being of countries

We believe in staying close to the communities we serve in ways that go beyond our traditional banking activities. That is why we engage in philanthropic initiatives related to social inclusion, which we feel is essential to the prosperity of all countries.

Percentage of Group community contributions



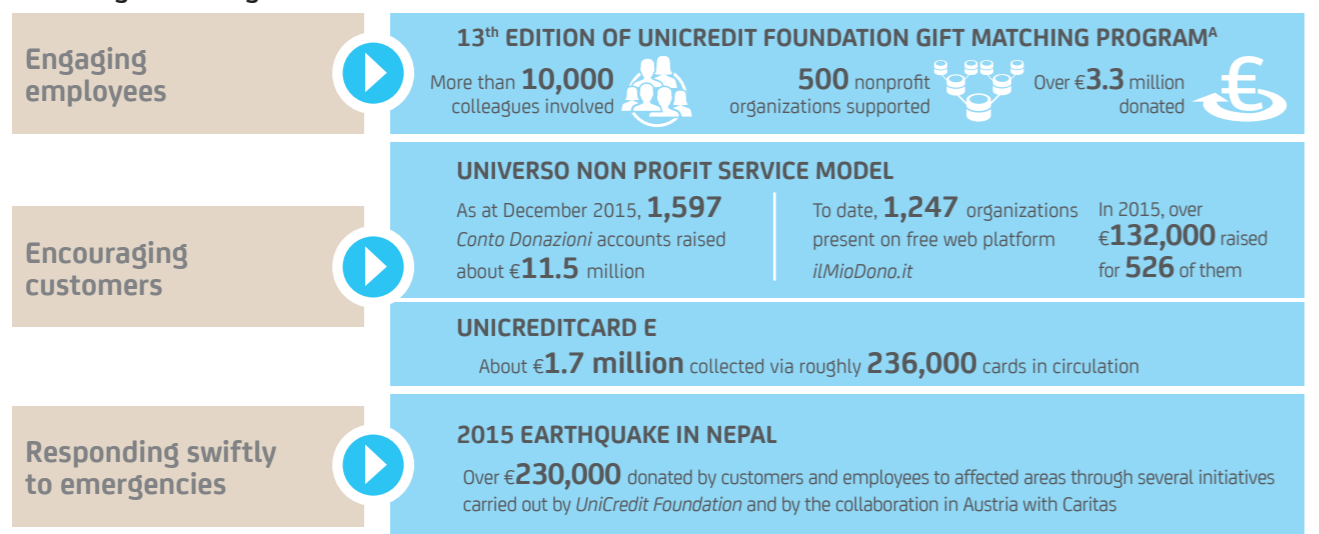
In 2015, we confirmed our commitment to providing concrete support to communities, contributing roughly €45.3 million⁹ as measured according to the London Benchmarking Group (LBG) model¹⁰. Despite the uncertain economic scenario we continue to ensure a level of support that is in line with the one our Group guaranteed in 2013. In 2014 additional support was provided with a contribution to the restoration of the City of Verona's Arena¹¹, a historic part of Italy's cultural heritage. In addition, by leveraging our strong local presence and reputation, we were able to attract resources from third parties amounting to almost €3 million. The majority of our support in 2015 was in the form of funding for art, culture and social welfare.

Promoting social inclusion

In keeping with our activities in previous years, we continued to work to improve the social welfare of the territories we serve. In 2015, we:

- promoted fundraising activities, engaging both colleagues and customers, particularly to generate support in response to emergencies and disasters
- supported social enterprises
- promoted culture in all of its forms.

Promoting fundraising activities



A. Refer to the Foundation website www.unicreditfoundation.org for more information.

9. 2015 data are based on internal cost management data sources. Total contributions include cash contributions Groupwide, in addition to the value of employees' time, in-kind resources and management costs referring to Italy, Germany and Austria only. Aside from contributions tracked using the LBG model, total contributions to communities include an additional roughly €937,000 for business initiatives that foster economic development in our territories and for the support of local professional sports.

10. To date, the LBG model covers roughly 85 percent of our contributions Groupwide. Coverage calculated on cash contributions only.

11. Refer to the 2014 Integrated Report for more information.

UniCredit Foundation **supports** the growth of **social enterprises** in the countries where UniCredit operates, mainly in CEE. It does so by means of grants, training, consultancy services, mentorship and networking.

UniCredit has contributed over €10.1 million since 2009 to the foundation's programs, supporting about 440 recipients. The 2015 *UniCredit International Internship Program* has provided 54 undergraduates with three-month internships abroad at UniCredit.

MATERIAL TOPICS

- Community
- Proximity
- Employment

2015 ACTIVITIES



KEY RESULTS



We believe that **culture in all its forms** can facilitate an exchange of perspectives and develop relationships in a more inclusive society. This is why we encourage talented people to unlock their potential and we support initiatives in the fields of art and music.

In support of study and research in the fields of economics and finance, every year the *UniCredit & Universities Foscolo Foundation*¹² offers scholarships, fellowships and grants on an annual basis to talented students and researchers.

In line with our desire to make cultural initiatives accessible to large audiences, we continued our partnership with the Filarmonica della Scala Orchestra, also with special projects¹³. Additionally, in July 2015, it held a Concert for Peace in Sarajevo, to mark the 20th anniversary of the end of conflict in the country. The event was organized together with the Italian Embassy in Bosnia and Herzegovina.

In July 2015 we inaugurated the *UniCredit Pavilion*, adjacent to our Group headquarters in Milan. This innovative, multifunctional center was designed to meet the bank's needs, as well as to provide the city with an open facility for dialogue and the sharing of different languages. The facility's purpose spans worlds ranging from economics to culture.

The *UniCredit Pavilion* incorporates innovative technologies that maximize its environmental sustainability. It has been designed to achieve the LEED Gold[®] certification¹⁴.

Besides hosting Group and private events, as of December 2015, the *Pavilion* has been used for:

- 2 cultural events, open to the public, which welcomed almost 35,000 visitors
- 8 concerts
- the first edition of the Festival del Documentario, a film event spotlighting documentaries.

The building also houses a daycare center attended by about 60 children aged 0-3 years old. They include the children of UniCredit employees and of other members of the local community.

In Germany, we promote culture in an innovative way, with the *HVB Art App*. The app, downloaded nearly 900 times in 2015, reaches a broad public with images of more than 400 works by approximately 300 artists, drawn from 100 different art venues.



UniCredit Pavilion, Milan.

12. Refer to the Foundation website (www.unicreditanduniversities.eu) for more information.

13. Sound, Music! dedicated to young for musical education; Prove Aperte for non profit; Concerto per Milano in piazza Duomo; Discovery Filarmonica; Borse di Studio for young talents.

14. Refer to the Pavilion website (www.unicreditpavilion.it) for more information.

Natural

Capital

Earth's natural assets and the ecosystem services resulting from them, which make human life possible. Natural Capital is affected by the impacts generated through the bank's activities.

OUR STOCKS OF CAPITAL

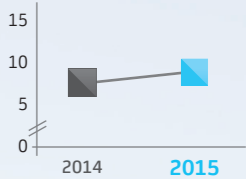
Air quality
conservation

Soil, water,
flora and fauna
conservation

2015 RESULTS

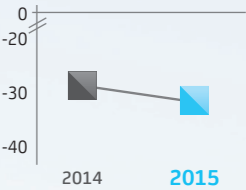
Portfolio exposure to renewable energy sector
€9.3 billion

Support renewables as a low environmental impact energy source



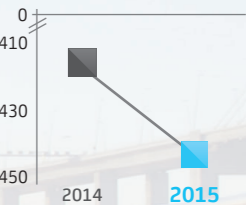
GHG emissions
-33%

In total GHG emissions since the base year



Optimization of workspaces
-445,000 square meters

Reduction of square meters at end 2015



COMMUNITY IMPACT

- Renewables and energy efficiency promotion
- Environmental business culture development
- Air quality conservation
- Community well-being

PRIORITIES 2016

- > Define an action plan for further emission reductions
- > Enhance understanding of natural capital related risks
- > Increase digitization processes across the Group
- > Promote environmentally sensitive practices in the workplace



Reinforce our environmental governance

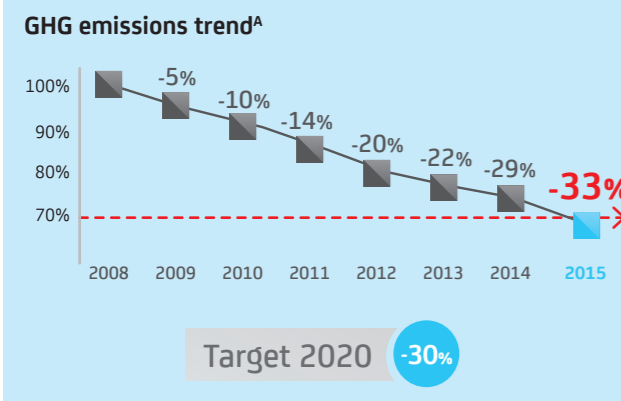
In 2015, two seminal agreements were completed: the Sustainable Development Goals and the Paris Agreement at the COP21 UN Conference on climate change¹. While concrete actions to fully implement the two agreements have yet to be deployed, both will certainly inform the agendas of the public and the private sectors in the years to come. In this context UniCredit continues to take a multipronged approach to mitigating the risks and leveraging the opportunities that stem from climate change and other trends related to the environment.

UniCredit has established the *Group Environmental and Social Council* (GESC) which oversees the implementation of UniCredit's environmental strategy and commitments, ensuring they are in line with its *Environmental Policy*. By gathering together executives from different departments, the GESG has driven all of the Group's initiatives involving environmental and social topics and worked collectively to manage UniCredit's operational impacts and the risks and opportunities related to its lending practices. The council, set up in 2014 after UniCredit Executive Management Committee (EMC) approval, met twice in the second half of 2015 to propose environmental strategies, objectives and targets to the EMC.

Reduce our environmental impact

Abating emissions

Well ahead of our deadline, we achieved our 2020 **greenhouse gas (GHG) abatement target** in 2015. At year-end, our Group's GHG emissions had dropped to 330,327 tons, which was 33 percent less than in the base year of 2008. The target was achieved by substantially reorganizing our workspaces. Thanks to the nearly complete implementation of



Our Scope 1 and Scope 2 GHG emissions (tons CO₂e) in relation to our 2008 base year and our 2020 reduction target of -30%. In 2015 the per capita value recorded is 3.43 tons CO₂e versus 4.45 tons CO₂e in 2008.

A. Refer to the Supplement for more details.

our *City Plans*² project, we are **optimizing** the way that our Group uses **working space**.

Having reached our abatement target five years ahead of schedule, we have set new short- and medium-term goals. UniCredit is now committed to achieving a 60 percent reduction by 2020 in its scope 1 and 2 emissions measured in terms of CO₂e³ and an 80 percent reduction by 2030⁴. These targets are far more ambitious than any of the Nationally Determined Contributions presented at COP21 and are in line with the most aggressive abatement scenarios required to address climate change that were set out in the latest Intergovernmental Panel on Climate Change Assessment Report.



“Conservation of natural resources and ecosystems is the foundation of economic activity. By setting new ambitious targets to reduce our GHG emissions, we confirm our commitment to fighting climate change.”

Paolo Fiorentino - Chief Operating Officer

Aside from these internal emissions targets, we plan to increase our commitment to reporting on initiatives to reduce our commuting-related emissions.

City Plans is designed to reduce commuting by locating our offices close to railway hubs. We have also implemented stricter Groupwide rules for business trips.

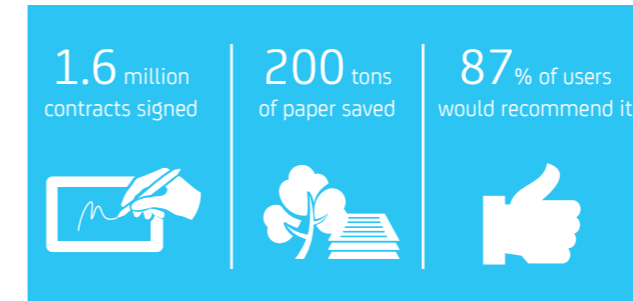
The UniCredit Strategic Plan calls for **travel-related expenses to be reduced** by 20 percent by 2018, which should result in a further drop in associated CO₂ emissions. To meet this target, UniCredit has prohibited non-customer-related travel for one week per month. The initiative is expected to reduce our number of trips in Italy by 44,000 per year, with proportional reductions also expected in Germany, Austria and Poland. To further avoid unnecessary travel, our Group has developed a dedicated tool that enables teams to remotely manage customer relationships as a viable alternative to face-to-face meetings. When business trips are unavoidable, we do our best to reduce their negative impacts.

Our car fleet, for example, is being downsized and upgraded to feature low-carbon-emissions vehicles. In Germany we have also recently adopted a new travel policy that sets strict limits regarding greenhouse gas emissions. Under the new policy, only vehicles with a limited CO₂ discharge may be used for business trips.

Cutting consumption

The **reduction of paper consumption and energy use** are also ongoing priorities for our Group. So far, more than 2 million UniCredit customers have registered for *FirmaMia*, our advanced graphometric signature system in Italy.

FirmaMia 2015



FirmaMia Target 2016



FirmaMia is the first step toward the full digitization of Group processes, which will continue through the next three years in Italy, Germany and Austria within the scope of the *Document and Case Management Project*.

The aim of the *Document and Case Management Project* is to simplify and optimize the management of customer requests in our commercial banking operations by:

- harmonizing the branch operating model in our Italian, German and Austrian networks
- transferring administrative activities from branches to a centralized back office
- increasing process efficiency by introducing Group technologies that eliminate paper documents
- streamlining processes and automation.

Once complete, this project will reduce costs, improve efficiency and cut down on paper consumption.

Initiatives to limit our consumption of paper have also been set in motion in several of the other countries in UniCredit's operations.

In Russia, we have implemented a bank-wide electronic internal and external document flow system. Account statements for corporate customers were delivered electronically in 2015, with paper documents provided for at an extra charge. When complete, this system is expected to save 12 million sheets of paper per year. Another successful project in Russia substituted electronic documents for printed ones in the internal management of invoices. The bank has also reduced paper consumption at its Nagatino building in Moscow, through an authentication system that tracks and limits the use of office printers, similar to the system in use since 2013 at the UniCredit Tower in Milan⁵.

As part of the Group's push to further digitize operations, new paperless processes will be introduced in Bulgaria at POS terminals and throughout the banking network. Once fully implemented, these processes will enable the signing of consumer loan documents with electronic devices and implement greater use of electronic archiving, improving speed and quality of service. While final designs and concepts have already been completed, pilot processes are expected to go live by the fourth quarter of 2016 for a complete rollout in 2017.

Energy consumption by data centers is a particular concern for financial institutions. While increasing the digitization of operations ultimately reduces the need for energy-consuming brick-and-mortar bank branches, it also leads to greater use of energy-hungry data storage systems. From 2014 to 2015, for example, our energy needs on this score increased by 2 to 2.5 gigawatt-hours.

At UniCredit, we have managed to partially offset these increases with energy-saving initiatives at our data centers in Verona and Munich.

The Munich Tucherpark data center is the most efficient, due to a cooling system fed by the Eisbach Canal. In 2015, this data center improved its power usage effectiveness (or PUE, the ratio of total power used by the data center to the power used for IT processing) to 1.34 from an already excellent 1.39. Over the same timeframe, our Verona 1 data center reduced its PUE from 1.94 to 1.84, while Verona 2 reduced its PUE from 1.65 to 1.57.

Our Group began conducting energy audits of UniCredit facilities in 2013, well before national laws began to enforce the EU Directive on Energy Efficiency. Since then, we have audited several sites in Italy, in Germany, in Austria, in Czech Republic and Slovakia. The audits involve energy consumption assessments, energy monitoring tools, energy loss detection and the replacement of equipment that is obsolete or wasteful.

UniCredit S.p.A.'s Environmental Management System (EMS) has been registered according to the EU Eco-Management and Audit Scheme (EMAS) since 2002. Following a reorganization

⁵. Refer to the 2012 Sustainability Report for more information.

1. Refer to <https://sustainabledevelopment.un.org/> for more information on the Sustainable Development Goals. Refer to <http://unfccc.int/2860.php> for more information on the Paris Agreement.

2. Refer to the *Leverage Global Platforms* chapter (Global Activities) for more information.
3. Carbon dioxide equivalent.
4. Refer to the Supplement for more details.



In Italy in 2012, the EMS was extended to encompass all of UniCredit's facilities in Italy. Since our EMS covers a large number of facilities and must in particular account for indirect environmental impacts, we contacted the European Commission to check the feasibility of our approach. The commission, which is currently drafting guidelines to facilitate auditing processes for multi-site organizations, granted UniCredit permission to conduct a pilot project. This project uses a sampling methodology that is being assessed as to whether its outcomes are appropriate for organizations with strong centralized management structures. Through its EMS based on this sampling model, UniCredit S.p.A ensures compliance with the applicable environmental legislation. Environmental management systems across several UniCredit legal entities are also used to monitor environmentally oriented plans, and foster employee participation.

Sourcing responsibly

In the context of our commitment to responsible actions and good practices, our Group has established protocols for our responsible procurement practices and how we manage the goods and services purchased and used within our organization. Procurement at UniCredit is based on a sustainable model: suppliers must meet certain minimum sustainability requirements and are selected according to the standards of conventions of the International Labour Organization relating to fundamental human rights, child labor, freedom of association, working conditions, equal pay, health, safety and business ethics. Suppliers must also comply with the standards set forth in our [Environmental Policy](#)⁶.

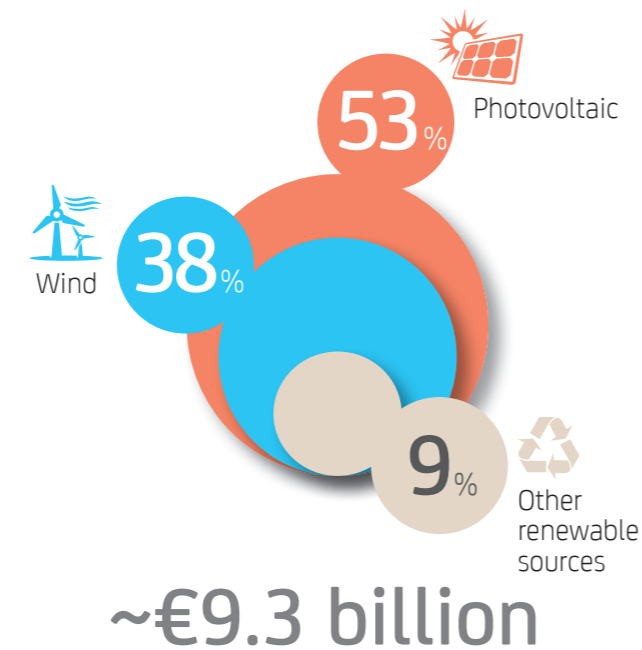
In addition to sourcing environmentally certified products, we prefer to use providers with EMS certified under EMAS and ISO 14001 standards. This applies, for example, to the cleaning service we employ in Austria and the operators of the cafeteria at the UniCredit Tower in Italy. Under the auspices of our EMS in Italy, we completed audits of 12 external service providers in 2015.

In keeping with our commitment to good procurement practices, since 2014 UniCredit SpA has adhered to the Codice Italiano Pagamenti Responsabili. This voluntary standard for responsible payments is promoted by Assolombarda, an association of companies operating in the areas of Milan, Lodi, Monza and Brianza. The standard exists to promote prompt and efficient payment practices by companies to their suppliers.

Embrace green business opportunities

We provide financial support for a number of renewable energy sources such as wind, solar and hydro. At the end of 2015, our Group's portfolio in this sector amounted to a total exposure of around €9.3 billion, representing a 0.5 percent increase vs. 2014.

Portfolio of loans for renewable energy, 2015



We report below some of our main climate finance initiatives.

One of the green projects financed in Germany is BARD Offshore 1, the first and most powerful offshore wind farm in Germany. BARD Offshore 1 has been fully connected to the grid since September 2013. With 80 five-megawatt wind generators, the farm has a nominal capacity of 400 megawatts. Under full load it produces 1.6 billion kilowatt-hours of electricity per year, which equals the energy consumption of more than 400,000 households, resulting in the avoidance of some 880,000 tons of CO₂ emissions.

OFFICINÆ VERDI®

Officinæ Verdi® Energy Efficiency Group (OV Group), was originally created by UniCredit in partnership with Fondazione WWF Italia.

OV Group has developed a high level of expertise in energy efficiency solutions for key sectors such as real estate, infrastructure, large-scale distribution and manufacturing, thereby becoming a strategic partner in the management of energy efficiency investments. OV Group is a holding company that develops and structures complex investments in green energy projects. Its subsidiaries engage in a range of activities in the field of green energy:

- **Mætrics®** is an innovative platform that independently measures energy consumption in comparison with relevant financial indexes
- **3EPC®** is an engineering procurement contractor that works on energy-efficiency-related construction projects
- **Consortium Energia Verde®** is a 100-percent renewable energy supplier.

From 2013 to 2015, OV Group was responsible for about €100 million in green energy investments and services, managing roughly 500 renewable energy projects worth €930 million in Italy and across Europe. The resulting energy plants represent 285 megawatts of peak power. In total, OV Group has supplied 401 gigawatt-hours/year of energy, successfully avoiding CO₂ emissions by 222,000 tons per year⁷.

In Austria, we offer solutions like *Energieeffizienz-Paket*, which supports our customers' efforts to save energy. After helping them assess their funding options, we finance their projects. We also offer *Energiesparmilliarde*, a special program for loans related to energy efficiency. Last year, 20 customers in Austria were loaned some €180 million under this program.

We continue to partner with multilateral development banks and government-subsidized lenders such as KfW, a German development bank, to promote energy efficiency. Through these institutions' programs, we provided over €1.8 billion to small and medium enterprises (SME) and over €652 million to individuals by the end of 2015. Meanwhile, in partnership with the European Investment Bank and the European Bank

for Reconstruction and Development, we provided small Central Eastern Europe (CEE)-based corporations with some €375 million in financing.

Among the most important deals we closed last year, UniCredit Corporate & Investment Banking (CIB) supported the ERG Group's acquisition of E.ON Italia's hydroelectric business. This increased ERG's overall installed capacity by approximately 30 percent, making it a significant part of the Italian hydroelectric sector. With 16 power plants, seven dams, three reservoirs and one pumping station located in the Italian regions of Umbria, Marche and Lazio, this portfolio has an overall installed capacity of 527 megawatts, potentially serving more than 500,000 households. The equity value of the transaction was €950 million, which was mostly financed by a €700 million syndicated loan. In 2015, CIB was also involved in placing Berlin Hyp's Green Pfandbrief, an issue intended to finance mortgage-backed real estate.

UniCredit is a significant participant in the **green bond market** and is a signatory to the Green Bond Principles. The size of the green bond market has steadily increased since it opened in 2007. Green bond issues reached a record USD 40 billion in 2015, a 14 percent increase over 2014 and a four-fold increase over 2013⁸. However, issuance volumes in 2016 are forecast to rise only slightly.

UniCredit has brought a number of green bonds to market:

- the first green bond ever issued (European Investment Bank, 2007)
- three of the five European utility company benchmark green bonds issued in 2014
- the first green covered bond (Berlin Hyp, 2015)
- lead manager of the first green bond issued in 2016 (European Investment Bank)

UniCredit has maintained a **carbon trading desk** since 2005. Currently located within the Corporate Treasury Sales unit alongside our other commodities trading desks, the carbon trading desk takes care of customers' needs vis-à-vis climate issues, carbon neutrality and Emission Trading Directive related risks. In 2015 the desk traded with approximately 90 compliance counterparties, organizations whose plants fall within the EU emissions trading system. Our Group uses the EU Transaction Log, a public database, to verify the carbon exposure of various companies. Thus we can provide the best possible consulting services to companies, understand their carbon risks, balance sheet impacts and profit and loss statements, and develop tailor-made hedging solutions. We also leverage the expertise of our sales desk to address developments in the carbon market and assess how companies should react to political changes. In 2015, we traded the equivalent of some €4.4 billion, representing approximately 560 million tons of CO₂ equivalent.

6. Refer to Environmental Policy on our website (www.unicreditgroup.eu) for more information.

7. Data has been estimated by Officinæ Verdi® and is currently being verified by an independent third party.

8. Source: Climate Bonds Initiative, Bloomberg, UniCredit Research.



Enhance environmental risk management

UniCredit manages risks related to the environment in different ways. When applying for credit, clients must fill out an environmental questionnaire⁹. The environmental performance of the customer is then assessed, and their credit rating is adjusted accordingly. We continue to seek more advanced methodologies that can better assess the financial risks associated with environmental impacts and the regulatory risks for high-environmental-impact businesses and those that may be specifically subject to environmental oversight.

Our Group has also expanded its focus on climate change by supporting the 2° Investing Initiative. This France-based multi-stakeholder think tank is working to align the financial sector with 2 degree celsius climate goals. Through its Sustainable Energy Investment Metrics project, it aims to develop climate performance metrics that help financial institutions to have a clear vision of how their loan books or financial portfolios align with energy transition scenarios.

UniCredit joined the Advisory Committee of the project which includes research and development on:

- defining climate-friendly assets
- measuring and benchmarking portfolio exposures to energy transition scenarios
- creating index and portfolio optimization tools based on climate performance metrics
- updating data frameworks
- integrating climate performance metrics and optimization tools into financial regulatory frameworks.

In addition to these efforts, in 2012 UniCredit was among the first signatories to the [Natural Capital Declaration \(NCD\)](#).

This finance sector initiative aims to integrate natural capital considerations into loans, equity, fixed income and insurance projects, as well as into accounting, disclosure and reporting frameworks. In keeping with this commitment, UniCredit will participate over the next three years in a pilot project commissioned by Switzerland's State Secretariat for Economic Affairs.

This NCD-oriented project aims to develop tools and a business case for integrating material risks from dependencies on natural capital into the lending and investment operations of financial institutions.

The project, which supports the Sustainable Development Goals, addresses two of the four commitments set forth in the NCD¹⁰.

The project consists of two phases. In the first phase, it will develop and test a methodology for mapping risks associated with natural capital impacts and dependencies associated with the portfolios of financial institutions.

In the second phase, it will develop a methodology for embedding natural capital considerations into credit risk assessments. As part of the second phase, UniCredit will test the techniques on its own loan portfolio.

We are also investing in our future by building a culture of sustainability, starting with our *Talent Management Programs*.

In 2015, through several training modules, 78 employees participated in the *UniQuest* program. All of them received sustainability training on our *Sustainability Approach*, and some of them elected to write their *UniQuest* graduation paper on the topic of environmental risks.

They were asked to examine the relevance of environmental impacts to our Strategic Risk Framework.

This initiative provided our Group with an original, non-specialist perspective while disseminating knowledge and creating environmental advocates within the next generation of UniCredit managers.

After a thorough review of climate science, the planetary boundary concept and externalities, the participants familiarized themselves with our Strategic Risk Framework to identify a suitable starting point for their analysis.

They decided to run a simplified carbon stress test, which was presented to our CEO at their graduation ceremony.



The UniQuest participants that wrote their UniQuest graduation paper on the topic of environmental risks.

Focus

Working with WWF

We continue to support WWF initiatives in Italy. Last year we donated more than €450,000 to the WWF Oasis System.

Since its inception, our program has raised close to €1.5 million, with 0.3 percent of all transactions made with our UniCredit *Flexia Card WWF* and the issuing fees for our *Genius Card WWF* going to a special WWF fund managed by our Group.

UniCredit provided further support to WWF as the main sponsor of *Festa delle Oasi*, which was held on May 24 to help raise money and awareness of the WWF Italy Oasis System.

This system comprises more than 30,000 hectares of forests, coastlines, rivers, lakes and mountains at more than 100 WWF sites across Italy.

UniCredit Contribution to the Sustainable Development Goals

Our most significant initiatives contribute to development, promote well-being, help conserve the environment, and are in line with the [United Nations Global Goals for Sustainable Development](#)¹.

CURRENT INITIATIVES	REFERENCES	PAGES	SUSTAINABLE DEVELOPMENT GOALS
Strenght Sustainability Governance and Culture	OUR VALUE CREATION OVER TIME	▶ 11	17 PARTNERSHIPS FOR THE GOALS
	MAIN PARTNERSHIPS AND AFFILIATIONS	SUPPLEMENT ▶ 4	
Reinforce our environmental governance and Enhance environmental risk management	ENVIRONMENTAL AND SOCIAL RISK	▶ 17	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
	Natural Capital	▶ 82	
	EQUATOR PRINCIPLES IMPLEMENTATION	SUPPLEMENT ▶ 22	13 CLIMATE ACTION
Country competitiveness and well-being	OUR COUNTRY PRIORITIES	▶ 24	8 DECENT WORK AND ECONOMIC GROWTH
Improving our digital banking	STRATEGIC PLAN (CEE)	▶ 44	10 REDUCED INEQUALITIES
	Intellectual Capital	▶ 68	
	Social and Relationship Capital	▶ 75	
Reduce our environmental impact	STRATEGIC PLAN (GLOBAL ACTIVITIES)	▶ 54	11 SUSTAINABLE CITIES AND COMMUNITIES
	Natural Capital	▶ 82	
	EQUATOR PRINCIPLES IMPLEMENTATION	SUPPLEMENT ▶ 22	12 RESPONSIBLE CONSUMPTION AND PRODUCTION
Value diversity and inclusion	Human Capital	▶ 64	5 GENDER EQUALITY
Invest in community growth	Social and Relationship Capital	▶ 75	1 NO POVERTY
			4 QUALITY EDUCATION
Invest in the well-being of countries	Social and Relationship Capital	▶ 78	8 DECENT WORK AND ECONOMIC GROWTH
			3 GOOD HEALTH AND WELL-BEING
Embrace green business opportunities	Natural Capital	▶ 84	7 AFFORDABLE AND CLEAN ENERGY
	EQUATOR PRINCIPLES IMPLEMENTATION	SUPPLEMENT ▶ 22	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

9. Refer to Environmental Statement 2011 on our website (www.unicreditgroup.eu) for more information.
10. Refer to the 2013 Sustainability Report for more information on the Natural Capital Declaration.

1. The selection of initiatives and Sustainable Development Goals are non exhaustive.

GRI and UN Global Compact Indexes

The following table presents the GRI with reference to the “In Accordance-core” option, as foreseen by the GRI-G4 Guidelines. For the GRI Content Index, please see the dedicated area of UniCredit’s corporate website (www.unicreditgroup.eu).

General standard disclosures

DMA AND INDICATORS		REFERENCES, NOTES AND PAGES		OMISSIONS
Strategy and analysis				
G4-1	Statement from the CEO	2015 Integrated Report	4-5	
G4-2	Key impacts, risks, and opportunities	2015 Integrated Report	14-19, 84-85; Supplement: 22-28	
Organizational profile				
G4-3	Name of the Organization	2015 Integrated Report	99	
		2015 Integrated Report	22-23, 32-54	
G4-4	Primary brands, products, and/or services	2015 Consolidated Reports and Accounts	46-50	
G4-5	Location of the Organization's headquarters	2015 Integrated Report	99	
G4-6	Countries where the Organization operates	2015 Integrated Report	6-7	
		2015 Integrated Report	12-13	
G4-7	Nature of ownership and legal form	2015 Consolidated Reports and Accounts	68-70	
		2015 Report on Corporate Governance and Ownership Structure		
G4-8	Markets served	2015 Integrated Report	6-7, 30-54	
G4-9	Scale of the Reporting Organization	2015 Integrated Report	6-7, 57-59	
G4-10	Workforce characteristics	2015 Integrated Report	64; Supplement: 42-43	
G4-11	Employees covered by collective bargaining agreements	2015 Integrated Report	Supplement: 49	
G4-12	Organization's supply chain	2015 Integrated Report	22-23, 30-31, 55, 84	
		2015 Integrated Report	2	
G4-13	Changes in Organization's size, structure, ownership or its supply chain	2015 Consolidated Reports and Accounts	51-53	
G4-14	Precautionary principles	2015 Integrated Report	17, 82; Supplement 22-28	
G4-15	Externally developed charters, principles or initiatives to which the Organization subscribes	2015 Integrated Report	5, 24, 82, 84, 86, 87; Supplement: 22, 26	
G4-16	Membership in associations or Organizations	2015 Integrated Report	Supplement: 4-7	
Identified material aspects and boundaries				
		2015 Integrated Report	2, 6-7	
G4-17	Entities included in the Integrated Report	2015 Consolidated Reports and Accounts	99-153	
G4-18	Reporting principles for defining Report content	2015 Integrated Report	2, 26-27; Supplement: 40-41	
G4-19	Material aspects identified in defining Report content	2015 Integrated Report	26-27; Supplement: 40-41	
G4-20	Material aspects within the Organization	2015 Integrated Report	26-27; Supplement: 40-41	
G4-21	Material aspects outside the Organization	2015 Integrated Report	26-27; Supplement: 40-41	
G4-22	Restatements of information provided in earlier Reports	2015 Integrated Report	2	
G4-23	Significant changes from previous Reporting periods in scope and aspect boundaries	2015 Integrated Report	2	
Stakeholder engagement				
G4-24	Stakeholder groups engaged by the Organization	2015 Integrated Report	26-27; Supplement: 40-41	
G4-25	Identification and selection of stakeholders to engage	2015 Integrated Report	26-27; Supplement: 40-41	
G4-26	Organization's approach to stakeholder engagement	2015 Integrated Report	26-27, 73-74; Supplement: 40-41, 59-60	
G4-27	Key topics collected through stakeholder engagement	2015 Integrated Report	26-27; Supplement: 59-61	

DMA AND INDICATORS		REFERENCES, NOTES AND PAGES		OMISSIONS
Report profile				
G4-28	Reporting period	2015 Integrated Report	2	
G4-29	Date of the last Report	2015 Integrated Report	2	
G4-30	Reporting cycle	2015 Integrated Report	2	
G4-31	Contact point for questions regarding the Report	2015 Integrated Report	Inside back cover	
G4-32	GRI Content Index	2015 Integrated Report	88-94	
G4-33	External assurance	2015 Integrated Report	96-97	
Governance				
		2015 Integrated Report	12-13; Supplement: 10-16	
G4-34	Governance structure	2015 Report on Corporate Governance and Ownership Structure		
G4-35	Delegating authority for economic, environmental and social topics	2015 Integrated Report	11, 82	
G4-36	Positions with responsibility for economic, environmental and social topics	2015 Integrated Report	11, 82	
G4-37	Consultation between stakeholders and the highest governance bodies on economic, environmental and social topics	2015 Integrated Report	11, 24-27, 82	
		2015 Integrated Report	12-13; Supplement: 10-16	
G4-38	Composition of highest governance bodies and its committees	2015 Report on Corporate Governance and Ownership Structure		
		2015 Integrated Report	13	
G4-39	Executive powers of the Chairman	2015 Report on Corporate Governance and Ownership Structure		
		2015 Integrated Report	13; Supplement: 10-13	
G4-40	Qualification and expertise of highest governance bodies	2015 Report on Corporate Governance and Ownership Structure		
		2015 Integrated Report	14-19; Supplement: 38	
G4-41	Processes to avoid conflicts of interest	2015 Report on Corporate Governance and Ownership Structure		
G4-42	Highest governance bodies and senior executives' roles in the development, approval, and updating of the Organization's purpose, value or mission statements, strategies, policies, and goals related to economic, environmental and social impacts	2015 Integrated Report	11, 26-27	The content of the Group Integrated Report receives the approval by the Board of Directors.
G4-43	Measures taken to develop and enhance the highest governance bodies' collective knowledge of economic, environmental and social topics	2015 Integrated Report	13, 24-27; Supplement: 13	
		2015 Integrated Report	13; Supplement: 13	
G4-44	Evaluation of the Board of Directors' performance	2015 Report on Corporate Governance and Ownership Structure		
G4-45	Highest governance bodies' role in the identification and management of economic, environmental and social impacts, risks, and opportunities	2015 Integrated Report	13, 26-27; Supplement: 10-13	
		2015 Report on Corporate Governance and Ownership Structure		
G4-46	Highest governance bodies' role in reviewing the effectiveness of the Organization's risk management processes for economic, environmental and social topics.	2015 Integrated Report	13, 26-27; Supplement: 10-13	
		2015 Report on Corporate Governance and Ownership Structure		
G4-47	Frequency of the highest governance bodies' review of economic, environmental and social impacts, risks, and opportunities	2015 Integrated Report	13; Supplement: 10-13	
		2015 Report on Corporate Governance and Ownership Structure		

DMA AND INDICATORS		REFERENCES, NOTES AND PAGES		OMISSIONS	
G4-48	Highest committee or position that formally reviews and approves the Organization's Integrated Report	2015 Integrated Report	13		
G4-49	Communicating critical concerns to the highest governance bodies	2015 Integrated Report	11, 24-27; Supplement: 10-13, 48-49		
		2015 Report on Corporate Governace and Ownership Structure			
G4-50	Critical concerns that were communicated to the highest governance bodies and the mechanism(s) used to address and resolve them			Given the strategic nature, data are considered as confidential.	
G4-51	Remuneration policies for highest governance bodies and senior executives	2015 Integrated Report	13; Supplement: 16-19; Group Compensation Policy		
		2015 Report on Corporate Governace and Ownership Structure:			
G4-52	Principles for determining remuneration	2015 Integrated Report	13; Supplement: 16-19; Group Compensation Policy		
		2015 Report on Corporate Governace and Ownership Structure:			
G4-53	How stakeholders' views are sought and taken into account regarding remuneration	2015 Integrated Report	13; Supplement: 16-19; Group Compensation Policy		
		2015 Report on Corporate Governace and Ownership Structure:			
Ethics and integrity					
G4-56	Organization's values, principles, standards and norms of behavior	2015 Integrated Report	10-12, 18-19; Supplement: 10-13		
G4-57	Internal and external mechanisms for seeking advice on ethical and lawful behavior, and matters related to Organizational integrity	2015 Integrated Report	14-19; Supplement: 10-13, 20-21		
G4-58	Internal and external mechanisms for Reporting concerns about unethical or unlawful behavior, and matters related to Organizational integrity	2015 Integrated Report	14-19; Supplement: 10-13, 20-21, 33		
Specific standard disclosures					
Category: Economic					
Material aspect: economic performance					
G4-DMA	Generic Disclosures on Management Approach	2015 Integrated Report	6, 11, 17, 82; Supplement: 2-3, 22-28		
G4-EC1	Direct economic value generated and distributed	2015 Integrated Report	Supplement: 2-3		
G4-EC2	Financial implications, risks and opportunities for the Organization's activities due to climate change	2015 Integrated Report	11, 17, 82, 84-86; Supplement: 22-28		
G4-EC3	Coverage of the Organization's defined benefit plan obligations	2015 Integrated Report	Supplement: 50-53		
		2015 Consolidated Reports and Accounts	261, 265		
G4-EC4	Financial assistance received from Government	2015 Integrated Report	Supplement: 47		
Material aspect: indirect economic impacts					
G4-DMA	Generic Disclosures on Management Approach	2015 Integrated Report	24-25, 75-79; Supplement: 22-28		
G4-EC7	Development and impact of infrastructure investments and services supported	2015 Integrated Report	24-25, 75-79; Supplement: 22-28		
G4-EC8	Significant indirect economic impacts	2015 Integrated Report	24-25, 75-79; Supplement: 22-28		
Category: Enviromental					
Material aspect: materials					
G4-DMA	Generic Disclosures on Management Approach	2015 Integrated Report	83; Supplement: 67		
G4-EN1	Materials used by weight or volume	2015 Integrated Report	83; Supplement: 67		

DMA AND INDICATORS		REFERENCES, NOTES AND PAGES		OMISSIONS
Material aspect: energy				
G4-DMA	Generic Disclosures on Management Approach	2015 Integrated Report	82-84	
G4-EN3	Energy consumption within the Organization	2015 Integrated Report	Supplement: 66 In 2015, direct energy consumption amounted to roughly 715,000 GJ. Main fuels used were natural gas (about 94 percent), followed by crude oil and petroleum products (about 6 percent). Indirect energy consumption amounted to roughly 2,610,000 GJ (including self-produced energy from photovoltaic plants in Italy and Austria), divided in district heating (about 19 percent) and electricity (about 81 percent) consumption. 82 percent of consumed electricity was produced by renewable sources. Moreover, in Germany about 24,000 GJ of self-produced energy form renewable sources was produced and sold during 2015.	
G4-EN5	Energy intensity	2015 Integrated Report	83; Supplement: 66	
G4-EN6	Reduction of energy consumption	2015 Integrated Report	82-83; Supplement: 66	
G4-EN7	Reductions in energy requirements of products and services	2015 Integrated Report	83; Supplement: 66	
Aspect: water				
G4-EN8	Water withdrawal	2015 Integrated Report	Supplement: 67 Water withdrawn from public water mains or other water services providers.	
Material aspect: emissions				
G4-DMA	Generic Disclosures on Management Approach	2015 Integrated Report	82-84	
G4-EN15	Direct greenhouse gas (GHG) emissions (Scope 1)	2015 Integrated Report	82; Supplement: 66	
G4-EN16	Energy indirect greenhouse gas (GHG) emissions (Scope 2)	2015 Integrated Report	82; Supplement: 66	
G4-EN17	Other indirect greenhouse gas (GHG) emissions (Scope 3)	2015 Integrated Report	Supplement: 66	
G4-EN18	Greenhouse gas (GHG) emissions intensity	2015 Integrated Report	82	
G4-EN19	Reduction of greenhouse gas (GHG) emissions	2015 Integrated Report	82; Supplement: 66	
G4-EN20	Emissions of ozone-depleting substances (ODS)	2015 Integrated Report	In line with applicable regulations, UniCredit continues to replace refrigeration and cooling systems that contain ozone-depleting substances. Throughout 2015 and until all hydrochlorofluorocarbons are phased out, these airconditioning and refrigeration equipments will continue to be fed with R22 gas. Systems with leakages or showing additional operating problems will be gradually replaced and/or modified by equipment in line with current legislation. In 2015 in Germany some episodes of ozone-depleting substances' leakage occurred (used for cooling systems), which are still being quantified.	
Aspect: effluents and waste				
G4-EN23	Total weight of waste by type and disposal method	2015 Integrated Report	Supplement: 67	
Material aspect: products and services				
G4-DMA	Generic Disclosures on Management Approach	2015 Integrated Report	82-86	
G4-EN27	Mitigation of environmental impacts of products and services	2015 Integrated Report	82-86	

DMA AND INDICATORS		REFERENCES, NOTES AND PAGES		OMISSIONS
Material aspect: compliance				
G4-DMA	Generic Disclosures on Management Approach	2015 Integrated Report	83-84	
G4-EN29	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations	2015 Integrated Report	No relevant fines were imposed in 2015 for noncompliance with environmental laws or regulations.	
Material aspect: transport				
G4-DMA	Generic Disclosures on Management Approach	2015 Integrated Report	82	
G4-EN30	Environmental impacts of transport	2015 Integrated Report	82; Supplement: 66	
Aspect: supplier environmental assessment				
G4-EN32	Suppliers screened using environmental criteria	2015 Integrated Report	84, In UniCredit 100% of new suppliers are screened using socio-environmental criteria.	
Category: Social				
Labor practices and decent work				
Material aspect: employment				
G4-DMA	Generic Disclosures on Management Approach	2015 Integrated Report	62-65	
G4-LA1	Number and rates of new employee hires and employee turnover	2015 Integrated Report	Supplement: 44	
G4-LA2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	2015 Integrated Report	Supplement: 50-51	
Aspect: labor/management relations				
G4-LA4	Minimum notice periods regarding operational changes	2015 Integrated Report	Supplement: 50	
Aspect: occupational health and safety				
G4-LA5	Workforce represented in health and safety committees	2015 Integrated Report	Supplement: 54	
G4-LA6	Injuries, occupational diseases, lost days, absenteeism and total number of work-related fatalities	2015 Integrated Report	Supplement: 55	
G4-LA8	Health and safety topics covered in formal agreements with trade unions	2015 Integrated Report	Supplement: 55	
Material aspect: training and education				
G4-DMA	Generic Disclosures on Management Approach	2015 Integrated Report	16, 19, 63-64	
G4-LA9	Training per employee	2015 Integrated Report	16, 19, 63-64; Supplement: 13; 27-28; 47	
G4-LA10	Programs for skills management and lifelong learning of employees	2015 Integrated Report	16, 19, 63-64; Supplement: 13; 27-28; 47	
G4-LA11	Employees receiving regular performance and career development reviews	2015 Integrated Report	64	
Material aspect: diversity and equal opportunity				
G4-DMA	Generic Disclosures on Management Approach		64-65	
		2015 Integrated Report	13, 64; Supplement: 46-47	
G4-LA12	Composition of governance bodies and breakdown of employees per indicators of diversity	2015 Report on Corporate Governance and Ownership Structure:		
Material aspect: equal remuneration for women and men				
G4-DMA	Generic Disclosures on Management Approach	2015 Integrated Report	64-65	
G4-LA13	Ratio of basic salary and remuneration of women to men	2015 Integrated Report	Supplement: 45	
Aspect: labor practices grievance mechanisms				
G4-LA16	Grievances about labor practices filed, addressed, and resolved	2015 Integrated Report	Supplement: 20-21	

DMA AND INDICATORS		REFERENCES, NOTES AND PAGES		OMISSIONS
Human rights				
Material aspect: investment				
G4-DMA	Generic Disclosures on Management Approach	2015 Integrated Report	17, 84; Supplement: 22-28; Human Rights Commitment	
G4-HR1	Investment agreements and contracts that include human rights clauses or that underwent human rights screening	2015 Integrated Report	17, 84; Supplement: 22-28; Human Rights Commitment	
G4-HR2	Employee training on human rights policies or procedures concerning aspects of human rights that are relevant to operations	2015 Integrated Report	17; Human Rights Commitment	
Material aspect: non-discrimination				
G4-DMA	Generic Disclosures on Management Approach	2015 Integrated Report	17; Supplement: 20-21; Human Rights Commitment	
G4-HR3	Incidents of discrimination and corrective actions taken	2015 Integrated Report	17; Supplement: 20-21; Human Rights Commitment	
Aspect: supplier human rights assessment				
G4-HR10	Suppliers screened using human rights criteria	2015 Integrated Report	84; In UniCredit 100% of new suppliers are screened using socioenvironmental criteria, including compliance with International Labour Organization conventions n. 29, 87, 98, 100, 105, 111, 138 and 182.	
Material aspect: human rights grievance mechanisms				
G4-DMA	Generic Disclosures on Management Approach	2015 Integrated Report	17; Supplement: 20-21; Human Rights Commitment	
G4-HR12	Grievances about human rights impacts filed, addressed, and resolved	2015 Integrated Report	19; Supplement: 20-21; 56-57; Human Rights Commitment; The incidents relatedto Human Rights monitored are: Discrimination (see System of Values data on discrimination), Labor (see Disputes concerning labor, welfare issues and administrative bodies), Child/Forced (not applicable to the sector).	
Society				
Material aspect: local communities				
G4-DMA	Generic Disclosures on Management Approach	2015 Integrated Report	24-25; 75-79	
G4-S01	Operations with implemented local community engagement, impact assessments, and development programs	2015 Integrated Report	24-25; 75-79; Supplement: 22-28	
G4-FS13	Access points in low-populated or economically disadvantaged areas by type	2015 Integrated Report	Supplement: 64	
G4-FS14	Initiatives to improve access to financial services for disadvantaged people	2015 Integrated Report	75-79	
Material aspect: anti-corruption				
G4-DMA	Generic Disclosures on Management Approach	2015 Integrated Report	18-19; Supplement: 32-34	
G4-S03	Operations assessed for risks related to corruption	2015 Integrated Report	18-19; Supplement: 32-34	
G4-S04	Communication and training on anti-corruption policies and procedures	2015 Integrated Report	18-19; Supplement: 32-34	
G4-S05	Confirmed incidents of corruption and actions taken			UniCredit monitors incidents of corruption related to both employees and business partner. For privacy reasons, we do not report on this disclosure.
Material aspect: anti-competitive behavior				
G4-DMA	Generic Disclosures on Management Approach	2015 Integrated Report	18-19; Supplement: 34-37	
G4-S07	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes	2015 Integrated Report	18-19; Supplement: 34-37	
		2015 Consolidated Reports and Accounts	444-451	

DMA AND INDICATORS		REFERENCES, NOTES AND PAGES		OMISSIONS
Material aspect: compliance				
G4-DMA	Generic Disclosures on Management Approach	2015 Integrated Report	18-19; Supplement: 34-37	
G4-S08	Fines and sanctions for non-compliance with laws and regulations	2015 Integrated Report	18-19; Supplement: 35-37	
		2015 Consolidated Reports and Accounts	444-451	
Product responsibility				
Material aspect: product and service labeling				
G4-DMA	Generic Disclosures on Management Approach	2015 Integrated Report	Supplement: 59-61	
G4-PR4	Incidents of non-compliance with regulations concerning product and service information and labeling	2015 Integrated Report	Supplement: 61	
G4-PR5	Results of surveys measuring customer satisfaction	2015 Integrated Report	73; Supplement: 59-60	
Aspect: Marketing communications				
G4-PR6	Sale of banned or disputed products		Compliance Policies and Procedures are adopted and implemented in order to scrutinize new products/new initiatives and ex-ante evaluations are timely proposed when needed. Compliance is an integral part of local Product Committees - where present - and it is regularly referred to in case of launch of new products.	
Material aspect: Product Portfolio				
G4-DMA	Generic Disclosures on Management Approach	2015 Integrated Report	72-79	
G4-FS6	Portfolio for business lines	2015 Integrated Report	Supplement: 22-25; 58	
G4-FS7	Monetary value of products and services designed to deliver a specific social benefit	2015 Integrated Report	72-79; Supplement: 62-63	
G4-FS8	Monetary value of products and services designed to deliver a specific environmental benefit	2015 Integrated Report	84-85; Supplement: 62-63	
Material aspect: customer privacy				
G4-DMA	Generic Disclosures on Management Approach	2015 Integrated Report	18-19, 68; Supplement: 39	
G4-PR8	Substantiated complaints regarding breaches of customer privacy and losses of customer data	2015 Integrated Report		UniCredit monitors complaints regarding breaches of customer privacy and losses of customer data. For privacy reasons, we do not report on this disclosure.
Material aspect: compliance				
G4-DMA	Generic Disclosures on Management Approach	2015 Integrated Report	18-19; Supplement: 28-30, 34-37	
G4-PR9	Fines for non-compliance with laws and regulations concerning the provision and use of products and services	2015 Integrated Report	Supplement: 35-37	
		2015 Consolidated Reports and Accounts	444-451	
Material aspect: Active Ownership				
G4-DMA	Generic Disclosures on Management Approach	2015 Integrated Report	17; Supplement: 22-28, 62-63	
G4-FS10	Number of companies held in the institution's portfolio with which the Reporting Organization has interacted on environmental or social issues	2015 Integrated Report	17; Supplement: 22-28, 62-63	
G4-FS11	Assets subject to positive and negative environmental or social screening	2015 Integrated Report	Supplement: 62-63	

Making the connection by GRI and Global Compact

UniCredit submits the Integrated Report as its annual Communication on Progress (COP), publicly disclosing to stakeholders also on progress made in implementing the Ten Principles promoted by the UN Global Compact and in supporting broader UN development goals, in its core business. The table included in this Report provides connections among GRI-G4 indicators and UN Global Compact Principles.

Categories	Principles	GRI-G4 Indicators
Human Rights	Principle 1 - Businesses should support and respect the protection of internationally proclaimed human rights	G4-HR2, G4-HR7, G4-HR8, G4-HR9, G4-HR12, G4-S01, G4-S02
	Principle 2 - Make sure that they are not complicit in human rights abuses	G4-HR1, G4-HR10, G4HR-11
Labour	Principle 3 - Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining	G4-11, G4-HR4, G4-LA4
	Principle 4 - The elimination of all forms of forced and compulsory labour	G4-HR6
	Principle 5 - The effective abolition of child labour	G4-HR5
	Principle 6 - The elimination of discrimination in respect of employment and occupation	G4-10, G4-EC5, G4-EC6, G4-LA1, G4-LA3, G4-LA9, G4-LA11, G4-LA12, G4-LA13, G4-HR3
Environment	Principle 7 - Businesses should support a precautionary approach to environmental challenge	G4-EC2, G4-EN1, G4-EN3, G4-EN8, G4-EN15, G4-EN16, G4-EN17, G4-EN20, G4-EN21, G4-EN27, G4-EN31
		G4-EN1, G4-EN2, G4-EN3, G4-EN4, G4-EN5, G4-EN6, G4-EN7, G4-EN8, G4-EN9, G4-EN10, G4-EN11, G4-EN12, G4-EN13, G4-EN14, G4-EN15, G4-EN16, G4-EN17, G4-EN18, G4-EN19, G4-EN20, G4-EN21, G4-EN22, G4-EN23, G4-EN24, G4-EN25, G4-EN26, G4-EN27, G4-EN28, G4-EN29, G4-EN30, G4-EN31, G4-EN32, G4-EN33, G4-EN34
	Principle 8 - Undertake initiatives to promote greater environmental responsibility	
	Principle 9 - Encourage the development and diffusion of environmentally friendly technologies	G4-EN6, G4-EN7, G4-EN19, G4-EN27, G4-EN31
Anti-corruption	Principle 10 - Businesses should work against corruption in all its forms, including extortion and bribery	G4-56, G4-57, G4-58, G4-S03, G4-S04, G4-S05, G4-S06

An online tool that cross-references the GRI-G4 indicators to the Global Compact principles is available on the GRI website: <https://www.globalreporting.org/resourcelibrary/UNGC-G4-linkage-publication.pdf>.

**INDEPENDENT AUDITORS’ REPORT
ON THE SUSTAINABILITY INFORMATION INCLUDED IN THE INTEGRATED REPORT**

**To the Board of Directors of
UniCredit S.p.A.**

We have performed a limited assurance engagement on the sustainability information included in the Integrated Report, including its Supplement, (hereafter “Integrated Report”) of UniCredit (the “Group”) as of December 31, 2015.

Directors’ responsibility on the sustainability information included in the Integrated Report

The Directors are responsible for the preparation of the sustainability information included in the Integrated Report in accordance with the “*G4 Sustainability Reporting Guidelines*” issued in 2013 by GRI – *Global Reporting Initiative*, as stated in the paragraph “Report structure” of the Integrated Report, and for such internal control as they determine is necessary to enable the preparation of a sustainability information that is free from material misstatement, whether due to frauds or unintentional behaviours or events. The Directors are also responsible for defining UniCredit objectives regarding the sustainability performance and the reporting of the achieved results, for the identification of the stakeholders and the significant aspects to report.

Auditors’ responsibility

Our responsibility is to issue this report based on the procedures performed. We conducted our work in accordance with the criteria established in the “*International Standard on Assurance Engagement 3000 – Assurance Engagements other than Audits or Reviews of Historical Financial Information*” (“*ISAE 3000*”), issued by the International Auditing and Assurance Standards Board for limited assurance engagements. The standard requires the compliance with ethical principles, including independence requirements, and that we plan and perform the engagement to obtain limited assurance whether the sustainability information included in the Integrated Report is free from material misstatement. These procedures included inquiries, primary with company personnel responsible for the preparation of sustainability information included in the Integrated Report, analysis of documents, recalculations and other evidence gathering procedures as appropriate.

The procedures performed on the sustainability information consisted in verifying its compliance with the principles for defining report content and quality of the sustainability information included in the Integrated Report set out in the “*G4 Sustainability Reporting Guidelines*”, and are summarized as follows:

- comparing the economic and financial data reported in the sustainability information included in the Integrated Report with those reported in the Group Consolidated Financial Statements as of December 31, 2015, on which Deloitte & Touche S.p.A. issued the auditors’ report (pursuant to articles 14 and 16 of Legislative Decree no. 39 of 27 January, 2010), dated March 3, 2016;
- analysing, through interviews, the governance system and the management process of the matters related to sustainable development regarding the strategy and operations of the Group;
- analysing the process relating to the definition of material aspects disclosed in the sustainability information included in the Integrated Report, with reference to the methods used for the identification and prioritization of material aspects for stakeholders and to the internal validation of the process results;

- analysing how the processes underlying the generation, collection and management of quantitative data of the sustainability information included in the Integrated Report operate. In particular, we have performed:
 - interviews and discussions with the management of UniCredit S.p.A. and the personnel of UniCredit Bank AG, UniCredit Bank Austria AG, UniCredit Bank a.d. Banja Luka and UniCredit Bulbank AD to gather information about the accounting and reporting systems used in preparing the sustainability information, as well as on the internal control procedures supporting the gathering, aggregation, processing and transmittal of data and information to the department responsible for the preparation of the sustainability information;
 - analysis, on a sample basis, of the documentation supporting the preparation of the sustainability information, in order to gather the evidence of processes in place, their adequacy, and that the internal control system correctly manages data and information in connection with the objectives described in the sustainability information;
- analysing the compliance and the internal consistency of the qualitative information disclosed in the sustainability information included in the Integrated Report in relation to the guidelines identified in the paragraph “Directors’ responsibility on the sustainability information included in the Integrated Report” of this report;
- analysing the stakeholders engagement process, in terms of methods applied, through the analysis of the minutes of the meetings or any other available documentation about the main topics arisen in the discussion with them;
- obtaining the representation letter signed by the Chief Executive Officer of UniCredit S.p.A., on the compliance of the sustainability information included in the Integrated Report with the guidelines identified in the paragraph “Directors’ responsibility on the sustainability information included in the Integrated Report”, as well as the reliability and completeness of the data and information disclosed.

Data and information subject to our limited assurance are reported, as required by the “*G4 Sustainability Reporting Guidelines*”, in the “GRI and UN Global Compact Indexes” of the Integrated Report.

The procedures performed in a limited assurance engagement are less than those performed in a reasonable assurance engagement in accordance with ISAE 3000, and, therefore, do not enable us to obtain assurance that we would become aware of all significant matters and events that might be identified in a reasonable assurance engagement.

Conclusion

Based on the work performed, nothing has come to our attention that causes us to believe that the sustainability information included in the Integrated Report of UniCredit as of December 31, 2015 is not prepared, in all material respects, in accordance with the “*G4 Sustainability Reporting Guidelines*” issued in 2013 by GRI – *Global Reporting Initiative*, as stated in the paragraph “Report Structure” of the Integrated Report.

Milan, Italy

March 21, 2016

DELOITTE & TOUCHE S.p.A.

Franco Amelio
Partner

This report has been translated into the English language solely for the convenience of international readers.

UniCredit S.p.A.

A joint stock company

Registered Office in Rome: Via Alessandro Specchi, 16 - 00186 Roma

Head Office in Milan: Piazza Gae Aulenti 3 - Tower A - 20154 Milano

Share capital Euro € 20,298,341,840.70 fully paid in, Fiscal Code, VAT number and Registration number with the Company Register of Rome: 00348170101

Registered in the Register of Banking Groups and Parent Company of the UniCredit Banking Group, with cod. 02008.1; Cod. ABI 02008.1

Member of the National Interbank Deposit Guarantee Fund and of the National Compensation Fund

The emissions related to the printing and distribution of the 2015 Integrated Report, have been compensated with the support of Officinæ Verdi, which uses Gold Standard credits gained through the development of a landfill gas capture project in China. The Gold Standard is supported by WWF as it is the most rigorous global certification standard for carbon offset projects.



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March 2016

The Integrated Report and Supplement have been made available at www.unicreditgroup.eu and also available for download by activating the QR code below.

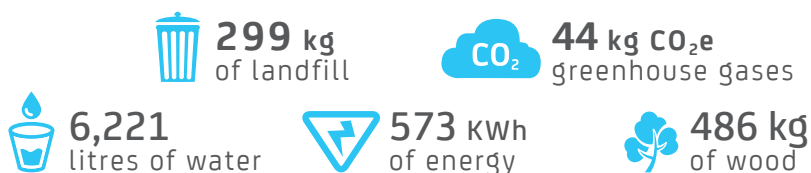


You may also request a copy from: UniCredit - Group Sustainability
Piazza Gae Aulenti, 20154 Milan, Italy
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Life is full of ups and downs.
We're there for both.





*This document is a supplement to UniCredit Integrated Report
as of December 31, 2015 that ensures coverage of the indicators and quantitative
data required by GRI Guidelines (version G4).*

Supplement - Index

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Determination and distribution of Value Added

(€/000)

Item	2015	2014
10 Interest income and similar revenues	19,518,305	21,741,871
20 Interest expense and similar charges	-7,859,847	-9,680,036
40 Fee and commission income	9,417,551	9,070,316
50 Fee and commission expense (excluded external networks' expense)	-1,327,751	-1,302,717
70 Dividend income and similar revenue	409,719	402,484
80 Gains and losses on financial assets and liabilities held for trading	1,079,443	635,516
90 Fair value adjustments in hedge accounting	-14,146	-9,046
100 Gains and losses on disposal of:	380,435	686,260
a) loans	28,628	16,953
b) available-for-sale financial assets	398,832	622,536
c) held-to-maturity investments	80	4,114
d) financial liabilities	-47,105	42,657
110 Gains and losses on financial assets/liabilities at fair value through profit or loss	-4,913	58,073
130 Impairment losses on:	-4,142,896	-4,520,392
a) loans	-4,081,168	-4,178,413
b) available-for-sale financial assets	-59,165	-248,594
c) held-to-maturity investments	-6,271	-242
d) other financial assets	3,708	-93,143
150 Premiums earned (net)	-	-
160 Other income (net) from insurance activities	-	-
220 Other net operating income	1,138,543	1,224,845
240 Profit (loss) of associates: gains or losses on disposal	21,025	211,225
270 Gains and losses on disposal of investments	113,818	319,359
310 Total profit or loss after tax from discontinued operations	-295,426	-124,126
A. TOTAL ECONOMIC VALUE GENERATED	18,433,860	18,713,632


**Determination
and distribution
of Value Added**

 Main
partnerships
and affiliations


 Selection
of 2015
awards

Item	2015	2014
180 b) other administrative expense (excluded indirect taxes and duties and donations)	-5,155,154	-4,694,355
ECONOMIC VALUE DISTRIBUTED TO SUPPLIERS	-5,155,154	-4,694,355
180 a) staff expense (included external networks' expense)	-8,940,695	-8,486,314
ECONOMIC VALUE DISTRIBUTED TO EMPLOYEES AND SUPERVISED WORKERS^A	-8,940,695	-8,486,314
330 Minority interests	-351,708	-380,199
Net profit attributable to shareholders ^B	-	-
ECONOMIC VALUE DISTRIBUTED TO SHAREHOLDERS	-	-
180 b) other administrative expense: indirect taxes and duties	-921,126	-866,390
290 Tax expense (income) related to profit or loss from continuing operations: current tax, adjustment to current tax of prior years, reduction of current tax for the year	-713,450	-1,597,257
ECONOMIC VALUE DISTRIBUTED TO PUBLIC BODIES & INSTITUTIONS	-1,634,576	-2,463,647
180 b) other administrative expense: donations	-7,760	-8,002
Net profit allocated to the charitable funds	-	-
ECONOMIC VALUE DISTRIBUTED TO COMMUNITY	-7,760	-8,002
B. TOTAL ECONOMIC VALUE DISTRIBUTED	-16,089,893	-16,032,517
C. TOTAL ECONOMIC VALUE RETAINED	-2,343,967	-2,681,115

A. The economic value distributed to employees and supervised workers excluded expenses for financial advisors.

B. For the proposals to the Shareholders' Meeting on the distribution to shareholders please refer to the specific Board of Directors' reports in relation.

Main partnerships and affiliations¹

► Determination
and distribution
of Value Added

► **Main
partnerships
and affiliations**


► Selection
of 2015
awards

Legal Entities	Organization	Description
UniCredit SpA	Utenti Pubblicità Associati (UPA)	UPA is owned and operated by companies with a common interest in resolving concerns related to advertising. UPA is aligned with the Istituto dell'Autodisciplina Pubblicitaria (IAP) in its efforts to defend and promote responsible advertising as a vehicle for consumer information, market competition and social welfare
	Valore D	Valore D is an Italian association of 115 national and multinational companies. Its mission is to increase and support female representation in top positions at major Italian companies
	Executive Corporate Learning Forum (ECLF)	The ECLF is a community of top executives from major global corporations. The community has the strategic responsibility to foster large-scale learning and transformation processes
	Italian Association of Investor Relations (AIR)	AIR is a professional association of investor relations executives in Italy that promotes the professional stature of its members while spreading awareness of their role within a variety of financial institutions
	UN Global Compact Global Compact Network Italy Foundation	The Global Compact is a strategic policy initiative, promoted by the United Nations at national level via local networks, for businesses committed to aligning their operations and strategies with 10 universally accepted principles related to human rights, labor, anticorruption practices and the environment
	London Benchmarking Group (LBG)	LBG is the internationally recognized standard for measuring corporate community investment
	The United Nations Environment Programme Finance Initiative (UNEP FI)	UNEP FI is an initiative promoted by the United Nations which addresses pressing and current issues in sustainable finance
	Carbon Disclosure Project (CDP)	The CDP promotes the understanding of the potential impacts of climate change on shareholder value
	WWF International	WWF is the world's largest, most experienced independent conservation organization. Its mission is to end the degradation of the planet's natural environment and build a future in which humans live in harmony with nature
	Forum per la Finanza Sostenibile	Forum per la Finanza Sostenibile is a non-profit forum that promotes a culture of social responsibility in Italy's finance industry
	Fondazione Sodalitas	Fondazione Sodalitas seeks to: promote sound management in the nonprofit sector and corporate social responsibility; enhance relationships between academia and the corporate sector; build partnerships among companies, nonprofits, universities and other institutions
	European Banking Federation (EBF)	EBF is the voice of the European banking sector, uniting 32 national banking associations in Europe that together represent some 4,500 banks - large and small, wholesale and retail, local and international
	The Management Development Network	The Management Development Network is an international membership organization. It is a forum for information, research networking and debate on innovation and best practice in management development with 800 member organizations from academia, business, public service and consultancy in 81 countries
	European Council on Foreign Relations (ECFR)	ECFR is an award-winning international think tank that aims to: conduct cutting-edge independent research; provide a safe meeting space for policy-makers, activists and intellectuals to share ideas; offer a media platform to get Europeans talking about their role in the world

Legal Entities	Organization	Description
UniCredit SpA	OECD Development Centre's Emerging Markets Network (EMNet)	OECD Development Centre's Emerging Markets Network looks into emerging economies and their role in global economic, social and environmental challenges. EMNet holds three meetings per year in Paris on Asia, Africa and Latin America to discuss hot economic and business trends and drivers taking a regional perspective
	Institute for International Finance (IIF)	IIF is a leading global association of financial institutions. Its mission is to support members in prudently managing risks and to develop constructive proposals that contribute to the public debate on financial legislation
	Association for Financial Markets in Europe (AFME)	AFME is an association actively engaged in the advocacy activities towards the EU institutions on a wide range of regulatory issues
	International Capital Market Association (ICMA)	ICMA is a self-regulatory association committed to promote resilient and well-functioning international debt capital markets and repo market, which are key for economic growth and financial stability
	European Financial Services Round Table (EFR)	EFR is an organization of Chairmen and Chief Executives of Europe's leading banks and insurance companies. The purpose of the EFR is to contribute to the European public policy debate on issues relating to financial services and to the financial stability
	European Banking Group (EBG)	EBG is attended by the Chairmen or CEOs of the 12 major EU banks. The EBG mission is to raise public policy awareness on critical issues which affect (or are likely to affect) the EU banking sector and the real economy
	Enbicredito	Enbicredito promotes and supports social dialogue, through training and professional requalification activities, agreed and stipulated between ABI and the trade unions
	Fondazione Prosolidar Onlus	Prosolidar is a foundation established by the National Fund of the credit industry for solidarity projects
	Ente Nazionale Sordi Onlus (ENS)	The mission of ENS is the integration of deaf people in society, the promotion of their growth, autonomy and full human realization
	Ministero dell'Interno - OF2CEN, Polizia Postale e delle Comunicazioni	OF2CEN (Online fraud cyber centre and expert network) is a European project against the advanced cyber crime
	European Foundation Center (EFC)	EFC purpose is to strengthen and spread organized philanthropy in the interest of civil society, in Europe and the world over
	Grantmakers East Forum	Grantmakers East Forum purpose is to help and sustain steady development of philanthropy and civil society in communities and states in wider Europe
	Associazione Italiana Fondazioni ed Enti di Erogazione (Assifero)	Assifero's mission is to become the benchmark of institutional philanthropy in Italy by increasing the number, cohesion, resources and the impact of providing institutions
Pioneer Global Asset Management SpA	United Nations Principles for Responsible Investment (UNPRI)	The UNPRI initiative is an international network of investors working to put the six principles for responsible investment into practice
UniCredit Bank AG	B.A.U.M. e.V. and Sustainability Leadership Forum	This German campaign promotes environmental awareness and responsibility among business managers
	Verein für Umweltmanagement und Nachhaltigkeit in Finanzinstituten e.V. (VfU)	VfU is an industry-specific body for environmental management at financial institutions
	Working Group on Energy Efficiency within the Chamber of Commerce and Industry for Munich and Upper Bavaria (IHK)	The Working Group on Energy Efficiency is a network of management and energy consultants

1. Each UniCredit subsidiary with a banking license is generally member, where they exist, of the local economic chamber and the local banking association.

MAIN PARTNERSHIPS AND AFFILIATIONS


 Determination
and distribution
of Value Added


**Main
partnerships
and affiliations**

 Selection
of 2015
awards

Legal Entities	Organization	Description
UniCredit Bank AG	German Network of companies with Corporate Citizenship activities (UPJ)	UPJ is the German national network of engaged businesses and local non-profit intermediary organizations. UPJ projects and programs are aimed at creating new connections between businesses, civil society organizations and public authorities, thus contributing to solve societal challenges and to shape sustainable communities
	Joblinge	Joblinge is an initiative to support young people with difficult backgrounds (e.g., crime, drug addiction, not graduated at school) by giving them a qualification program
	Kulturkreis der deutschen Wirtschaft (Association of Arts and Culture of the German Economy at the Federation of German Industries)	The Kulturkreis der deutschen Wirtschaft im BDI e.V. has supported arts and culture since 1951 and campaigns for a society in which art is seen as an essential resource
UniCredit Bank Austria AG	klimaaktiv	klimaaktiv develops and provides quality standards, education and training of professionals, advice, information and a large partner network
	The European Money and Finance Forum (SUERF)	SUERF is a member-based association aimed at bringing together financial practitioners, central bankers and academics. The focus of the Association is on the analysis, discussion and understanding of financial markets and institutions, the monetary economy, the conduct of regulation and monetary policy
	Museum for Social and Economic Affairs (Gesellschafts- und Wirtschaftsmuseum)	The Museum for Social and Economic Affairs aims at educating the public by presenting social and economic facts in a simple and clear way, exploiting both meaningful graphical representations of statistical figures and expositions by the staff
	Kuratorium Sicheres Österreich (KSÖ)	KSÖ organizes events to strengthen community relationships, while addressing economic challenges and other issues in the corporate, political and media sectors
	The Financial Markets Association (ACI)	ACI is a leading non-profit, non-political association of wholesale financial market professionals. Members of ACI are in a large part engaged in professional trading, broking, operations, regulatory and compliance activities in foreign exchange, money fixed income and derivatives markets. ACI was founded in Paris in 1955 as Association Cambiste Internationale and has a proud and illustrious history of involvement in helping its membership through various market iterations/interactions. ACI currently counts some 13,000 international members from more than 60 countries, with growing interest globally
	Osterreichischer Verband Financial Planners	The Austrian Association of Financial Planners aims to improve the quality of financial advice for clients
Bank Pekao SA	Warmińsko-Mazurski Business Club	The purpose of Warmińsko-Mazurski Business Club is to initiate, develop, and intensify the collaboration with the regional and national authorities
	Loan Market Association (LMA)	LMA mission is to improve liquidity, efficiency, and transparency of the consortium credit market in Europe, Middle East, and Africa by way of providing sound and widely accepted practices in this field
	The International Project Finance Association (IFPA)	IFPA is an independent association which focuses on promoting and representing the interests of public and private organizations involved in project financing world-over
	NOBiS - Modern Business Association in Szczecin	NOBiS supports the promotion of the City of Szczecin and the West Pomeranian region as a good place to live and work, as well as a center for fostering the development of companies in the sector of modern services
	Fundation for Financial Advisory Standards (EFPA Poland)	EFPA Poland is a partnership in scope of Private Banking advisory model which helps in ensuring customers about high level of expertise among Bank Pekao Private Bankers
	Polish Association of Capital Investors (PSIK)	PSIK is aimed at developing the private equity/venture capital sector in the country
	ACI Polska - the Financial Markets Association	The Polish Financial Markets Association is an organization of people with professional interest in the international and domestic money market and fx market transactions

Legal Entities	Organization	Description
UniCredit Bulbank AD	Bulgarian Human Resources Management and Development Association (BHRMDA)	BHRMDA is a non-governmental organization established to support and develop professionals in human resource management and development and to raise the status of the profession as a whole
	Bulgarian Donors' Forum	The Forum unites, represents and assists major charitable givers in Bulgaria. Members of the Forum provide nearly 60% of their contributions from private funds, which are then given annually to charities in Bulgaria
	The Council of Women in Business	The Council of Women in Business is aimed at disseminating good management practices and introducing programs fostering the professional development of women in small and mid-sized businesses and their growth in managerial positions
Zagrebačka Banka DD	Green Building Council of Croatia (GBC)	The GBC is a nonprofit organization and countrywide platform for the promotion of sustainable construction practices
	Croatian Business Council for Sustainable Development (HR BCSD)	HR BCSD promotes sustainable development in the private sector and represents business on the issue of sustainable development. It was founded in 1997 by leading Croatian businesses
	The Prof. dr. Marijan Hanžeković Foundation	This foundation promotes the study of finance and encourages scholars and researchers, particularly among younger generations, to engage in the discipline
UniCredit Bank Czech Republic and Slovakia as	Business Alliance of Slovakia (BAS)	BAS is a professional association representing selected entrepreneurs and employers operating throughout Slovakia. The main objective of BAS is the improvement of formal and informal business environment rules in Slovakia within the broader context of society development
UniCredit Bank Hungary Zrt	Joint Venture Association	This association assimilates the views of its members and supports them in meeting challenges related to business conduct and organizational decision-making
UniCredit Bank SA	European Professional Women's Network	This nonprofit membership organization supports women in reaching their professional objectives through online and face to-face programs (e.g., mentoring), events and professional and business enhancement tools
	The Council of Banking Employers in Romania (CPBR)	Among the main objectives, the Council seeks to: promote cooperation with public authorities; contribute to increasing levels of industry standards and financial literacy in Romania; contribute to new legislative initiatives (or amendments of existing legal framework) on areas of interest; promote fair competition; bring together undertakings that aspire to good corporate governance, business ethics and best practices
	National Association for Information Systems Security (ANSSI)	The association aligns the efforts and builds upon the experiences of information security professionals for the promotion of standards and best practices in their field
	HR Club	The HR Club is an association of human resources professionals in Romania. Its mission is to encourage HR development by supporting and promoting best practices in the field
UniCredit Bank Serbia Jsc	Romanian Banking Institute (RBI)	RBI has the main objective of improving the professional training and specialization of staff from the financial-banking sector, in line with the strategy determined by the National Bank of Romania (NBR), in cooperation with the Romanian Banking Association (RBA) and with the programmes approved by the Board of Directors
	Foreign Investors Council (FIC)	The FIC is a business association that assists Serbia in embracing and developing a modern market economy
	AO UniCredit Bank	Russian Union of Industrialists and Entrepreneurs (RSPP)
		RSPP is an independent non-governmental organization that maintains regular contact with governmental authorities to keep them informed about the effectiveness of current laws and to protect the interests of industrialists and entrepreneurs

Selection of 2015 awards

Legal Entities	Award
UniCredit SpA	Premio Cerchio d'Oro per l'Innovazione 2015 - AIFIN
	Premio "Adriano Olivetti" - AIF (Associazione Italiana Formatori)
	Awards 2015 Pensioni & Welfare Italia - Uni.C.A. is winner for the category "Best welfare plan for the employees"
	Intranet Design Annual 2015 - winner
	CRF Institute: Top Employer 2015
	International CIB Bank of the year in France with special mention of the jury at the Trophées Leaders de la Finance
	Awards for Excellence Central and Eastern Europe 2015 - Best Bank - Best Debt House in CEE - Best Transaction Service House in CEE - Euromoney
	World's Best Treasury & Cash Management Providers (categories: Best Bank for Cash Management in CEE; Best Bank for Liquidity Management in CEE); World's Best Trade Finance Bank in CEE; World's Best Sub-Custodian Bank in CEE; World's Best Private Bank in CEE - Global Finance
	# 1 Trade Finance Provider in CEE by the 2015 Euromoney Trade Finance Survey
	Most Innovative Investment Bank in CEE - The Banker
	Highly commended Bank in CEE - The Banker
FinecoBank SpA	2015 Website of the Year in Italy (Banking and Finance Activity category - Best Website - Most Popular Website)
	Global Finance Award 2015 (Italy - Best Digital Bank & Best in Social Media)
	Global Brands Magazine 2015 (category: Most Innovative Banking Brand Italy; Best Financial Brand Italy)
UniCredit Bank AG	CRF Institute: Top Employer 2015
UniCredit Bank Austria AG	Top Service Österreich Award 2015
	The 2015 Best Trade Finance Bank in Austria - Global Finance
	CRF Institute: Top Employer Europe and Top Employer Austria 2015
Bank Pekao SA	# 1 Trade Finance Provider in Poland by the 2015 Euromoney Trade Finance Survey
	The Most Innovative Banks In Transaction Services 2015 - Global Finance (Category of Innovation I Process)
	Best Trade Finance Bank in Poland - Global Finance
	Best Sub-Custodian Bank in Poland - Global Finance
UniCredit Bank DD	Awards for Excellence 2015 - Best Bank in Bosnia - Euromoney
	# 1 Trade Finance Provider in Bosnia & Herzegovina by the 2015 Euromoney Trade Finance Survey
UniCredit Bulbank AD	Best Digital Bank in Bulgaria - Global Finance magazine
	Best Subcustodian Bank in Bulgaria - Global Finance magazine
	Best initiative for development strategy for contactless payment - Visa Europe
	The International Center of UniCredit Bulbank is the Best Innovative Business Space for 2015 in the House of the Year Competition 2015 - Ideal Home magazine
	Awards for Excellence 2015 - Best bank in Bulgaria - Euromoney magazine
	Best Bank in Bulgaria for 2015 - Global Finance magazine
	Best Foreign Exchange Providers in Bulgaria - Global Finance magazine
	# 1 Trade Finance Provider in Bulgaria by the 2015 Euromoney Trade Finance Survey

Legal Entities	Award
Zagrebačka Banka DD	# 1 Trade Finance Provider in Croatia by the 2015 Euromoney Trade Finance Survey
	Best Private Bank in Croatia - The Banker
	Best Trade Finance Bank in Croatia - Global Finance
UniCredit Bank Czech Republic and Slovakia as	Best Trade Finance Bank in Czech Republic - Global Finance
	Best Sub-Custodian Bank in Czech Republic - Global Finance
	# 1 Trade Finance Provider in Czech Republic and Slovakia by the 2015 Euromoney Trade Finance Survey
UniCredit Bank Hungary Zrt	Website of the Year 2015 award in commercial category - Hungarian Marketing Association and Internet Marketing Division's contest
	Bank of the Year 2015 - The Banker's Magazine
	Best Private Bank in Hungary - Global Finance magazine
	Renewed website won the Business/Commerce category quality special award eFestival 2015 competition
	Best Cash Management House in Hungary of the Euromoney Cash Management Survey 2015
	Best CSR practice in 2015 award - Hungarian PR Association (UniCredit Pass it on! CSR program)
	Awards for Excellence 2015 - Best Bank in 2015 - Euromoney
	Best Subcustodian Bank in Hungary for 2015 - Global Finance magazine
	Private Banking Survey 2015 - Euromoney (category: Best Private Banking provider)
	# 1 Trade Finance Provider in Hungary by the 2015 Euromoney Trade Finance Survey
UniCredit Bank SA	Best Cash Management House in Romania of the Euromoney Cash Management Survey 2015
	# 1 Trade Finance Provider in Romania by the 2015 Euromoney Trade Finance Survey
UniCredit Bank Serbia Jsc	Best Sub-Custodian Bank in Serbia - Global Finance
	# 1 Trade Finance Provider in Serbia by the 2015 Euromoney Trade Finance Survey
AO UniCredit Bank	Euromoney Award of Excellence - Best Bank in Russia - Euromoney
	# 1 Trade Finance Provider in Russia by the 2015 Euromoney Trade Finance Survey
UniCredit Banka Slovenija DD	Best Cash Management House in Slovenia of the Euromoney Cash Management Survey 2015
	Euromoney Award of Excellence - Best Bank in Slovenia - Euromoney
	Best Sub-Custodian Bank in Slovenia - Global Finance Magazine
PJSC Ukrsotsbank	Best Corporate Bank Ukraine 2015 - Global Banking & Finance review

Governance



Governance

UniCredit SpA is an Italian company with shares listed on the Milan, Frankfurt and Warsaw regulated markets adopting the traditional management and control system and as a bank, parent company of the UniCredit banking Group, carries out, in addition to banking activities, organic policy, governance and control functions vis-à-vis its subsidiary banking, financial and instrumental companies pursuant to the provisions of Section 61 of the Testo Unico Bancario (TUB).

The overall corporate governance framework of UniCredit¹ has been set up in accordance with current provisions, also of a regulatory nature, and the recommendations of the Italian Corporate Governance Code for listed companies².

UniCredit is also subject to the provisions contained in the Supervisory Regulations issued by Bank of Italy and, in detail, with regards to the corporate governance issues, to the relevant Supervisory Regulations on banks corporate governance in being.

As issuer of shares also listed on the Frankfurt and Warsaw regulated markets, UniCredit also fulfils the legal and regulatory obligations related to listings on said markets as well as the provisions on corporate governance contained in the Polish Corporate Governance Code issued by the Warsaw Stock Exchange. Notwithstanding that, the UniCredit corporate governance structure is not influenced by non-Italian legal provisions.

Governance framework

UniCredit encourages its staff, external collaborators and commercial partners to be inspired by the principles of transparency and sound management. This approach complies with current legislation and is in line with fundamental principles governing the pursuit of individual goals.

UniCredit's corporate governance adheres to current rules and regulations as well as to the recommendations set forth in the Italian Corporate Governance Code for listed companies. UniCredit has developed a governance system that is regularly verified and updated to ensure it complies with the evolving regulatory environment and related operating practices, and continuously monitors markets to assess the level and efficacy of its governance efforts.

Components of UniCredit's governance include:

- the Articles of Association, which set forth corporate governance provisions aimed at ensuring proper corporate management
- the Regulations for the Shareholders Meeting, which govern the conduct of ordinary and extraordinary meetings and, mutatis mutandis, meetings of special categories of shareholders
- the Corporate Bodies Regulations, which govern the function and competencies of the Board of Directors and of the Board of Statutory Auditors in compliance with relevant legal and regulatory provisions and UniCredit's Articles of Association, incorporating the principles and criteria set forth in the Italian Corporate Governance Code for listed companies
- the Group Compensation Policy, which establishes an approach consistent with sustainable remuneration and its standardized implementation across UniCredit, with specific reference to the senior management
- the Group Managerial Golden Rules (GMGR)³, which are guidelines for principles of governance within UniCredit, outlining our organizational model and establishing managerial and functional responsibilities for all key processes that ensures also the implementation of the Strategic Plan.

1. For detailed information on the UniCredit's corporate governance system, refer to the UniCredit SpA Report on Corporate Governance and Ownership Structure available to the public in the governance section of the corporate website.

2. Since 2001, UniCredit has adopted the Italian Corporate Governance Code for listed companies. According, inter alia, to the major international markets' experience, this Code identifies the corporate governance standards and best practices for listed companies recommended by the Italian Corporate Governance Committee - based on transparency, accountability and a long-term perspective - to be applied according to the comply or explain principle that requires the explanation in the corporate governance report of the reasons of failure to comply with one or more recommendations contained in its principles or criteria.

3. The Group Managerial Golden Rules (GMGR) are a set of guidelines which, in defining clear Group governance principles, delineate the organization model, establishing managerial/functional responsibilities in Group key processes. In particular the GMGR define the government system based on the Competence Line (Planning, Finance & Administration, Risk Management, Compliance, Legal, Internal Audit, Human Resources, Organization and Identity & Communications), Business Line, Product Line, Key Business Function, Key Service Function and Service Line concept, as well as the most important working rules between the Holding Company and Legal Entities in key processes, which requires a centralized view and leverages on specific strengths and competences throughout the whole Group. The Heads of the Competence Lines and the functions/business lines/products/services of the Holding Company mentioned have a direct role and - without overriding the responsibilities of the corporate bodies of the Legal Entities - have specific guidance, coordination and controlling authority with reference to the corresponding functions of the Legal Entities (e.g., define budget objectives, monitor the implementation of policies and models, express prior non-binding opinions with reference to the definition of the internal organizational structure, etc.).

UniCredit culture permeates both its operations and the way to conduct business and ensures the proper addressing, coordination and control of our Group activities and the management of related risks. It sees its own foundation on an additional consistent system of rules. They are represented by:

- the Integrity Charter, which states the ethical and deontological principles that the Group recognizes as its own and expects to be observed by all those who work to achieve the objectives of UniCredit and of the Group
- the Code of Conduct, which defines general principles of conduct, that aim to promote our culture of compliance and our commitment to sustainability
- the Code of Ethics, which was adopted pursuant to Italian Legislative Decree 231/01 for the Parent Company and its Italian subsidiaries. It contains the rules employees must comply with to ensure their conduct is always guided by criteria of fairness, collaboration, loyalty, transparency and mutual respect, as well as to avoid conduct that could constitute offences and crimes as set forth in Italian Legislative Decree 231/01
- Global Rules, which are Group rules issued by UniCredit - coherently with the GMGR principles - when exercising its guidance, coordination and control functions - in order to discipline activities deemed as significant in terms of compliance with the legal and regulatory provisions in force and/or in terms of risk management.

The Global Rules are classified in three different document types:

- Global Policies (GP): which contain behavioral and methodological principles, guidelines and rules issued by the Holding Company when exercising its guidance, coordination and control functions, as well as the general framework of responsibilities between the Holding Company and the recipient Legal Entities
- Global Process Regulation (GPR): which describe the key elements for the discipline of processes classified as "Global" by the Holding Company: relations among activities, responsibilities and supporting tools
- Global Operational Regulation (GOR): which provide detailed technical, operational or methodological instructions issued by the Holding Company
- service contracts between UniCredit and its related subsidiaries, which formally regulate the provision of intercompany services and ensure transparency regarding the services to be provided and the compensation to be paid for them.

Governance structures

UniCredit has adopted a traditional management and control system featuring two corporate bodies, the members of which are appointed at the Shareholders' Meeting: the Board of Directors, responsible for the strategic supervision and the management of the company, and the Board of Statutory Auditors, responsible for supervising management.

Legal accounting supervision is entrusted to an external auditing firm by the Shareholders' Meeting, on proposal of the Board of Statutory Auditors.

This traditional management system, envisaging specific obligations for the Shareholders' Meetings, allows for the clear exchange of views between shareholders and management on fundamental decisions relating to governance. These include appointing and removing directors, appointing members to the Board of Statutory Auditors, granting a mandate for the external auditing to an auditing firm, and approving all connected fees. Such decisions also encompass the approval of financial statements, the allocation of profit, the resolutions on the remuneration and incentive policies and practices as well as criteria to determine compensation to be granted in the event of early termination of employment or early retirement from office.

All members of the Board of Directors and the Board of Statutory Auditors are appointed by the Shareholders' Meeting on the basis of a proportional representation mechanism (voto di lista). This voting system features lists of the candidates who are competing against one another to ensure that minority shareholders representatives are elected. The above-mentioned corporate bodies structure ensures they are gender-balanced in compliance with current regulations and provisions.

As of December 31, 2015, the UniCredit Board of Directors is composed of 17 members, including the Chairman and the Chief Executive Officer (CEO). Their term of office will expire on the date of the Shareholders' Meeting called upon to approve the 2017 financial statement⁴.

4. For detailed information on the appointment process, refer to the procedures specified in Clause 20 of the Articles of Association available on UniCredit's corporate website in the governance section (www.unicreditgroup.eu).

GOVERNANCE



In compliance with current provisions of both law and regulations, the Board of Directors establishes its qualitative and quantitative composition deemed optimal for the effective completion of the duties and responsibilities entrusted to the supervisory body by law, by the Supervisory Provisions and by UniCredit's Articles of Association. The Board also establishes the requirements that UniCredit directors must meet, in addition to possessing those envisaged by current laws and regulatory provisions, and expressed its opinion on the maximum number of directorships that directors may hold in other companies.

The Board, before appointing the supervisory body, informs the shareholders about the composition deemed to be optimal in order for the choice of the candidates to take into consideration the expertise required. It goes without saying that the shareholders may carry out their own assessment on the best composition of the supervisory body and file candidacies consistent with same, giving the reasons for any difference vis-à-vis the analyses carried out by the Board.

As regards the qualitative and quantitative composition of the Board of Directors, the profile for Board candidates, the maximum number of directorships members may hold, as well as the gender composition criteria for the supervisory body, reference is made to the document Qualitative and Quantitative Composition of the UniCredit SpA Board of Directors published on the corporate website in the Governance section.

The composition of the Board as of December 31, 2015, is quantitatively and qualitatively corresponding to the theoretical profile. The requirements concerning professional experience, integrity and independence, gender balance and the maximum number of directorships that directors may hold in other companies at the same time, as per the desired levels indicated by the Board in the profile recalling the provisions of the CRD IV Directive (Directive 2013/36/EU dated June 26, 2013), were all accounted for. More specifically, all of the competence areas were represented in the Board, all of the Directors had at least two of the required competence areas and, on average, Directors had 6 areas of the competence areas.

The positions held by Board members in other companies listed on regulated markets (both in Italy and abroad), as well as in financial services companies, banks, insurance companies or other large companies, is reported in the Corporate Governance Report.

In order to support the Board of Directors, also pursuant to the provisions of the Italian Corporate Governance Code for listed companies, four committees are established⁵, vested with research, advisory and proposal-making powers diversified by sector of competence, e.g.:

- the Internal Controls & Risks Committee
- the Corporate Governance, HR and Nomination Committee
- the Remuneration Committee
- the Related-Parties and Equity Investments Committee.

The Internal Controls & Risks Committee, the Corporate Governance, HR and Nomination Committee and the Remuneration Committee have been set up in compliance with the provisions contained in the Bank of Italy Supervisory Regulations on banks corporate governance envisaging 3 specialist committees - one on appointments, one on risks and one on remuneration - while the Related-Parties and Equity Investments Committee, established for overseeing issues concerning transactions with related-parties and with associated parties, as well as issues concerning investments in non-financial equities, has been set up in compliance with relevant Commissione Nazionale per le Società e la Borsa (CONSOB) regulatory provisions and the Bank of Italy's Supervisory Regulations.

The above-mentioned committees may operate according to the procedures considered appropriate and may, inter alia, divide into sub-committees.

Board self-evaluation

In compliance with provisions contained in the Bank of Italy's Supervisory Regulations on banks corporate governance, and also pursuant to the provisions of the Italian Corporate Governance Code for listed companies, the Board of Directors undertakes on an at-least annual basis a regular self-evaluation process focused on the adequacy of the Board itself and its Committees in terms of composition and functioning, tangibly measured in specific theme-based areas, with special reference to those relevant to healthy and prudent management.

In particular it is focused on:

- qualitative and quantitative composition, size, degree of diversity, professional training, experience (including managerial), seniority in the present post, a guaranteed balance of non-executive and independent members, adequacy of the appointment processes and selection criteria, and ongoing professional development
- meeting sessions, frequency, duration, the degree and form of attendance, sufficient time available to dedicate to the assignment, the relationship of trust, cooperation and interaction among members, awareness of the role covered, and the quality of debate on the Board.

The self-assessment process is undertaken with the assistance of an external consultant chosen taking into account his/their skill, the professional experience acquired by him/them in corporate governance, and the need to be neutral, objective and independent in judgment - the hallmarks of the self-assessment process.

To date, the Board's activities related to environmental and social issues have not been the object of any evaluation.

Induction initiatives and recurring training

In 2015 the actions undertaken aimed at providing Directors with an adequate knowledge of the macroeconomic scenarios, of the markets' developments and of the sector's regulatory framework continued. Moreover, strategic, legal and regulatory as well as business topics have been the object of training sessions and were examined in detail, in order to ensure both knowledge and awareness of the Group risk profile.

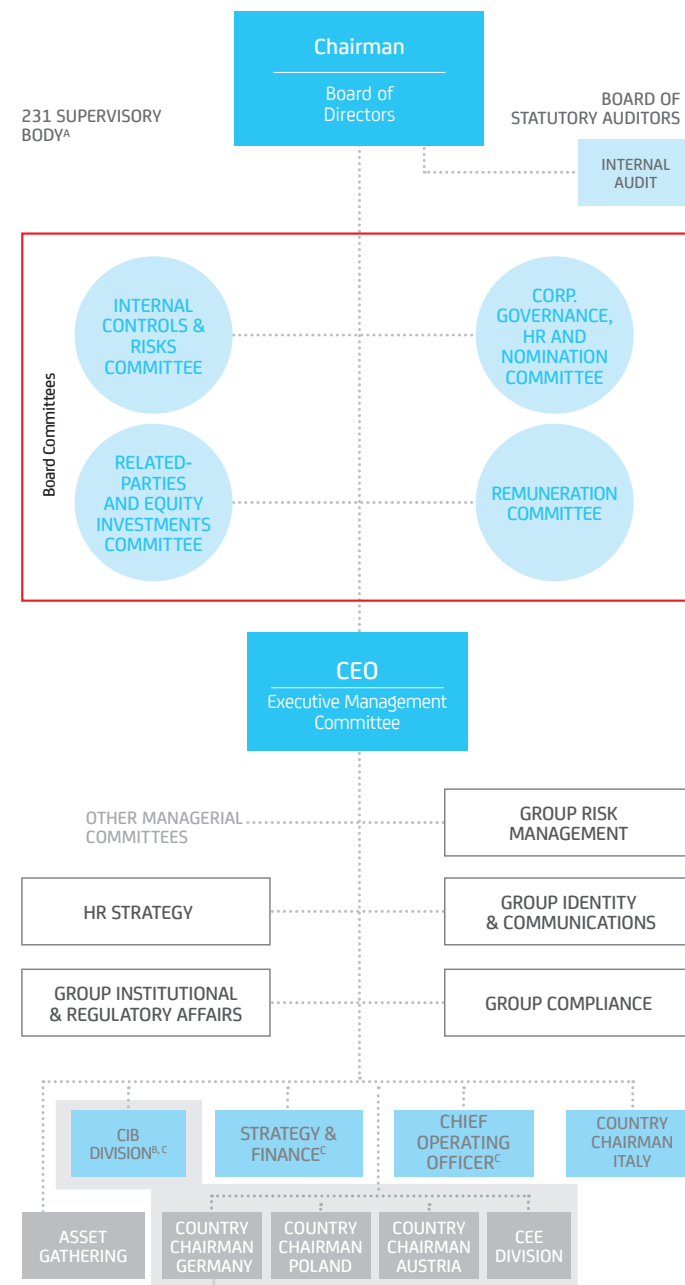
In particular, the Chairman of the Board of Directors ensured that inclusion programmes and training schemes are prepared and implemented for the newly appointed Directors and Statutory Auditor (meetings open to all the Board of Directors and Board of Statutory Auditors members) focused, inter alia, on a presentation of the Top Management of the Group and of its positioning.

Furthermore, as a rule on a quarterly basis, meetings have been arranged for all Directors, also apart from Board meetings ("off site"), open to the Board of Statutory Auditors members and the Top Management, regarding the Group strategy and the checking of its planning as well as the drafting of the strategic plan.

5. For detailed information on the functions performed by the UniCredit Board Committees, refer to the relevant area of the corporate website and the UniCredit SpA Report on Corporate Governance and Ownership Structure, which is published in the governance section on the corporate website.

Organizational structures

Organizational and Governance Structures (as of 31.12.2015)



A. Set up according to the Legislative Decree No. 231 dated June 8, 2001.

B. The supervision of Germany, Austria, Poland and CEE Division is delegated from CEO to Deputy General Manager (in charge of CIB Division).

C. Position covered by Deputy General Manager.

During 2015 the Board of Directors approved the creation of a new role of Deputy General Manager - who takes on the responsibilities for the Strategy & Finance area (which also includes the activities currently held by Planning, Finance & Administration) - and the cancellation of the General Manager role with the contextual reallocation of responsibilities and activities to others top managers of the bank (CEO, Deputy General Managers, Country Chairman Italy).

UniCredit Group organization reflects an organizational and business model that maintains a divisional structure for the governance of the Corporate Investment Banking business/products and the business in the Central Eastern Europe (CEE) countries, as well as overall control over the Global Banking Services functions, by ensuring the autonomy of the countries/banks for specific activities, in order to guarantee increased proximity to the client and faster decision-making processes. Specifically:

- the Chief Executive Officer, while maintaining overall responsibility for all the regional businesses (Italy, Germany, Austria, Poland and CEE) that report to him, carries out direct supervision for Italy and delegates the supervision of Germany, Austria, Poland and the CEE Division to the Deputy General Manager responsible for CIB division
- the Deputy General Manager, responsible for CIB Division (which maintains the role as a Global Division), has a coverage role for the multinational customers ("Multinational"), for selected "Large corporate" clients with a strong potential demand for investment banking products, for the Financial and Institutional Groups (FIG) customers and for the Global Lines "Global Transaction Banking (GTB)", "Global Financing & Advisory (F&A)", "Markets", and for internationalization activities
- the Deputy General Manager - Chief Operating Officer ("COO") concentrates under a sole responsibility all the managerial levers regarding the organizational, operational and service functions (included HR Management and Group Legal) - such as Organization, ICT, Operations, Security - responsible for supporting, also through the Group Global Service Factories, the sustainable business growth of the Group, ensuring the utmost quality of services provided and optimizing cost structures and Group's internal processes, and taking on the leadership of the digital transformation of the Group
- the Deputy General Manager, responsible for Strategy & Finance, is in charge of the coordination of activities and processes related to the definition of corporate and Group strategies and goals, supporting Top management (e.g., definition of Group business portfolio, creation of expected value and capital absorption), the coordination of comprehensive process of planning and checks, finance and administration, the coordination of strategic partnerships and of the Asset Management business, besides assisting the Chief Executive Officer as for the management and supervision of the internal control system
- the CEE Division coordinates the Group's activities in the countries of Central and Eastern Europe, aligning them to a single comprehensive business vision in the area
- Group Institutional & Regulatory Affairs is responsible for developing the relations with institutional counterparts of interest for Group activities and managing the relationship with European Banking Supervisory Authorities (e.g., EBA, ECB) and Bank of Italy
- as far as the Italian perimeter is concerned, the Country Chairman Italy is responsible for all the coordination, control and development activities of the client segments (Family, First, Business First, Public Sector, Corporate and Private Banking) of the Italian perimeter, leveraging on a Network breaking down into 7 "Regions", a Special Network Italy and a Network dedicated to the Private Banking segment. The Country Chairman Italy also functionally coordinates the Legal Entities of its area (e.g., UniCredit Leasing SpA, UniCredit Factoring SpA, Cordusio Società Fiduciaria per Azioni, Cordusio Sim - Advisory & Family Office SpA, UniCredit Subito Casa SpA, UniCredit UK Trust Services Ltd)
- the functions called Competence Lines (Planning, Finance & Administration, Risk Management, Legal, Compliance, Internal Audit, Human Resources, Organization and Identity & Communications) oversee the guidance, coordination and control of UniCredit's activities and manage the related risks.

The CEO is also supported by a Senior Management Body called the Executive Management Committee (EMC).

The EMC is set up, with consultative functions, with the aim of ensuring an effective steering, coordination and control of Group business as well as an effective alignment of the Holding Company with the different business and geographies.

GOVERNANCE



In particular, the EMC discusses topics of a strategic nature relating to:

- Group Performance Management at consolidated (Group) level (budget, quarterly results)
- alignment on key topics related to capital, risks and liquidity
- commercial and business strategies related to topics with a strong international and cross content (e.g., payments, multichannel, CRM, etc.)
- external customer satisfaction
- regulatory developments and Internal Control System topics with a strong international/cross content
- HR and GBS topics as well as Group strategic projects with a strong international/cross content
- other key managerial topics which need to be discussed by the EMC.

The EMC can discuss both Group/Cross Country topics and specific topics of regional character.

The EMC is composed of the following members: CEO (Chairman), Deputy General Managers (COO, CIB Division Head, Head of Strategy & Finance), Group Chief Risk Officer (Group CRO), Head of HR Strategy, Group Compliance Officer, Country Chairman Austria, Country Chairman Germany, Country Chairman Italy, Country Chairman Poland, Head of CEE Division and Head of Asset Gathering.

The head of Internal Audit attends the meetings as a permanent guest. The head of Group Legal may attend the meetings, upon invitation by the President of the Committee, on the basis of the topics discussed.

Internal Control System

The Internal Control System is an essential element of the overall governance system of banks. It plays a central role in their organization and can ensure an effective management of risks and of their interrelations, in order to ensure that the activities carried out will be in line with the corporate strategies and policies as well as founded on healthy and prudent management principles.

An effective and efficient internal controls system is, in fact, a prerequisite for the creation of value in the medium-long term, for safeguarding the quality of the activities, for a correct risk perception and for an appropriate allocation of capital.

UniCredit Group's internal controls system is based on:

- control bodies and functions, involving, each one within its respective competence, the Board of Directors, the Internal Controls & Risks Committee, the officer in charge of the internal controls and risks management system, the Board of Statutory Auditors, as well as the corporate functions with specific tasks to that regard
- information flows and coordination procedures among the parties involved in the internal controls and risks management system
- Group governance mechanisms.

Board member compensation⁶

The compensation paid to non-executive directors is not linked to the UniCredit's financial results. Non-executive directors are not beneficiaries of incentive plans based on stock options or, more generally, of any plan that makes use of financial instruments.

The remuneration for members of the administrative and auditing bodies of UniCredit is represented only by a fixed component, determined on the basis of the importance of the position and the time required for the performance of the tasks assigned. This policy applies to non-executive directors as well as statutory auditors and the Supervisory Body members.

6. For more details, refer to the Annual Compensation Report, published within the 2016 Group Compensation Policy, on UniCredit's corporate website (www.unicreditgroup.eu).

In consideration of this policy and market practices, the Ordinary Shareholders' Meeting on May 13, 2015 resolved to assign to UniCredit's Board of Directors a total annual amount of €2,675,000, including €1,110,000 for directors holding offices on the Board's Committees and on other bodies of the company attended to by directors. Also confirmed was the attendance fee of €400 for each meeting of the Board of Directors, meeting of the Board's Committees and meeting of the other bodies of the company attended to by directors, even if these meetings are held on the same day.

For compensation assigned from January 1, 2015 to May 13, 2015, please refer to information disclosed in the 2014 Integrated Report.

Pursuant to sect. 2389, paragraph 3 of the Italian Civil Code, the Board of Directors meeting held on July 9, 2015 also established, after consultation with the Board of Statutory Auditors, to give UniCredit's directors vested with particular offices an additional remuneration consisting of a fixed annual amount for each year of their term of office. These amounts are reported in the Annual Compensation Report included in 2015 Group Compensation Policy.

As mentioned above, the remuneration for UniCredit's Statutory Auditors is represented by a fixed component only.

In light of the above, the Ordinary Shareholders' Meeting held on May 11, 2013, while appointing the Board of Statutory Auditors, resolved to provide an annual compensation of €140,000 for the Chairman of the Board of Statutory Auditors and €100,000 for each standing Statutory Auditor, plus an attendance fee of €400 for every meeting of the Board of Statutory Auditors they attend. Alternate auditors do not receive any compensation unless they are asked to join the Board of Statutory Auditors as a permanent substitute for a standing member.

No Statutory Auditor is a beneficiary of any incentive plan, including those based on stock options or, generally, on financial instruments.

The Remuneration Committee provides advice and opinions on proposals submitted to the Board, also availing itself of the support of an external consultant, regarding - amongst other topics - the remuneration policy for corporate officers (members of the Board of Directors, Board of Statutory Auditors, and of Supervisory Boards of Group Companies).

The Remuneration Committee avails itself of the services of PriceWaterhouseCoopers (PWC), appointed as the new external independent advisor, providing advice on compensation practices and trends, as well as up-to-date remuneration benchmarking studies. It has been determined in advance that such an advisor is not in any position that might compromise its independence.

The CEO is the only executive director who sits on the Board of Directors, and a portion of his remuneration is linked to UniCredit's financial results. This arrangement is in line with the policy applied to the UniCredit management team, of which the CEO is a member.

Compensation for Senior Management

UniCredit's approach to compensation is performance-based, market-aware and aligned with our business strategy and stakeholder interests. To ensure competitiveness and effectiveness of remuneration, as well as transparency and internal equity, the principles of sustainable conduct and performance define the key pillars of the Group's Compensation Policy.

The compensation policy framework is designed to assure the consistency of the remuneration elements and systems, while also conforming to our Group's long-term strategies and principles of sound risk management. The Board of Directors identified the CEO, the General Manager (position deleted with effective date October, 1 2015, as a consequence of the Organizational set-up adopted by the Group), the Deputy General Managers and

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the other members of the CEO Office, as well as the Group Compliance Officer and the Head of Internal Audit as the executives with strategic responsibilities, to the ends of the application of all statutory and regulatory instructions.

For 2015, according to our Group Compensation Policy and to the provisions of the Capital Requirements Directive (CRD) IV, Bank of Italy “Disposizioni di Vigilanza per le Banche” and the national and international authorities, the fixed and variable components of the compensation of the CEO (the sole executive director sitting on the Board of Directors and serving as an employee of the Company) - consistent with other executives with strategic responsibilities - are balanced through the ex-ante definition of the relative weight of different components of the remuneration, considering also the company’s strategic goals, risk management policies and other elements influencing the firm’s business.

In particular, the maximum value of the variable compensation for CEO and the Deputy General Managers responsible for business lines could not exceed 200 percent of fixed compensation, with the exception of company control functions to whom a maximum ratio of 100 percent is applied.

The fixed component is defined based on appropriate market awareness and in such a way as to be sufficient to reward the activity rendered even if the variable part of the remuneration package was not paid due to the non-achievement of performance goals.

In line with the latest regulatory requirements, the CEO and the other executives with strategic responsibilities have a balanced part of their remuneration linked to UniCredit’s economic results, also taking overall profitability into consideration, weighted by risk and cost of capital, as well as sustainability goals (based on capital and liquidity ratios). The variable compensation considers the achievement of specific goals which are previously approved by the Board upon proposal of the Remuneration Committee and heard the opinion of the Board of Statutory Auditors, as appropriate. In particular, metrics defined ex ante that reflect categories of our Group Risk Appetite Framework align Executives’ remuneration to sustainable performance and value creation for the shareholders in a medium/long term perspective.

Such coherence is annually verified by the Internal Control & Risk Committee. Specific individual goals are set out taking into consideration the market practices and the role assigned within the Group, through the systematic use of specific indicators aimed at strengthening the sustainability of business, such as the satisfaction both of external and internal customer, risk and financial sustainability indicators and capital measures. It is also foreseen the deferral in 5 years in cash and shares of the 80 percent of the incentive, including 20 percent of upfront shares with payout subject to the achievement of future performance conditions over the following financial years.

All the installments are subject to the application of malus and/or claw-back conditions, as legally enforceable.

The 50 percent of the overall incentive is paid in UniCredit shares, whose number is defined considering the arithmetic mean of the official market price of UniCredit ordinary shares during the month preceding the Board resolution that approves 2015 bonuses.

The measure and duration of the deferral are aligned with the provisions set by regulators and are consistent with the characteristics of the business and with the company’s risk profiles.

For the Heads of the Company Control Functions, pursuant to the provisions of Bank of Italy, the goals are established by the Board of Directors in line with the tasks assigned to them and avoiding, unless good reasons exist, goals linked to bank’s performance. In the decision making process related to Company Control Functions, the Board of Statutory Auditors and the Internal Controls and Risks Committee are also involved as far as they are respectively concerned.

Consistent with plans made in 2014, the 2015 Group Incentive System, as approved by UniCredit Board of Directors on January 20, 2015, is based on a bonus pool approach. This approach takes into consideration the most recent national and international regulatory requirements and directly links bonuses to financial results at the Group and country/division level, further ensuring the link between profitability, risk and reward. In particular, the system provides for:

- the allocation of a variable incentive on the basis of the bonus pool
- a malus clause (Zero Factor)⁷ that applies to case specific thresholds (profitability, capital and liquidity) not met at both the Group and the Country/Division levels
- risk-adjusted measures to guarantee the long-term sustainability of the company’s financial position and ensure compliance with regulations
- definition of a balanced structure of upfront (directly following the performance evaluation) and deferred payments, in cash and/or shares, to be paid over a period of up to 6 years
- distributions of share payments that take into account the applicable regulatory requirements regarding the application of share retention periods.

Since 2000, UniCredit has maintained equity-based incentive plans for its Top Management, including the CEO and those executives with strategic responsibilities.

In 2013, with reference to the Share Plan resolved by the Shareholders’ Meeting of April 29, 2011, an allocation for the CEO of 568,181 shares in 2 tranches of 284,090 and 284,091 shares was set aside for 2015 and 2016, respectively.

On February 11, 2015, The Board of Directors resolved to grant the first tranche of 248,090 shares during 2015 in light of verified achievements of the 2014 entry conditions and the targets linked to the four pillars of the 2012 - 2015 Strategic Plan. After the achievement of specific performance indicators is verified, the last tranche is expected to be granted in 2016.

In 2015, a long-term incentive plan was introduced for the Chief Executive Officer, General Manager and Deputy General Managers. The plan provides for the allocation of incentives based on phantom shares, subject to the achievement of specific performance conditions linked to the UniCredit Strategic Plan. Structured around a four-year performance period, consistent with the UniCredit Strategic Plan, the long-term incentive plan provides for the allocation of 2 possible awards in 2017 and 2019 (in line with the disclosure of the plan). Each award is subject to a three-year deferral period subject to the application of a cumulative Zero Factor linked to minimum levels of profitability, liquidity and capital position. In line with regulatory requirements, an additional holding period of one year will be applied at the end of deferral period.

There are specific share ownership guidelines for the CEO, as well as for the Deputy General Managers.

7. Condition activated in case of negative performance both at Group and Local level which implies: (i) 100% elimination of yearly bonus; (ii) Proportional reduction (50-100%) of previous years deferrals based on actual performance and CRO/CFO assessments.

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Employee Grievance Mechanism

To ensure universal adherence to the values set forth in our Integrity Charter and to address situations in which those values may have been breached, our Group first implemented a clearly defined intervention model in 2006.

That model, the Restorative Justice System (RJS), was in force through the end of 2011. At the beginning of 2012 it was replaced by the System of Values (SoV). Both models were designed to repair relationships in situations where one or more employees feel that the Group's values have been breached, but they differ in the role assigned to the Ombudsmen Network. In the SoV, ombudsmen have a broader responsibility to manage their cases and can act, when necessary, as mediators - a task previously delegated to external professionals.

The Ombudsmen Network is active in 13 countries⁸, which represents a majority of those where our Group is present, as a commercial bank. It is comprised of 24 people, who are designated as central, deputy and, where needed, local ombudsmen.

Among the many personal and professional qualities required of an ombudsmen, independence and impartiality are particularly important. To ensure the presence of these qualities, ombudsmen are chosen, whenever possible, from among retired senior managers. Their knowledge of the Group and its mechanisms of management and government are balanced with their independence in the execution of their responsibilities.

Over the past decade, both the RJS and SoV have dealt with a number of cases involving perceived breaches of the Group's values.

Each year, the UniCredit Board of Directors assesses the activities of the SoV. The Group Ombudsmen report directly to the Chairman. In 2009, the SoV recorded a peak of 241 cases spread out over 16 countries⁹. Since 2012, a total of 522 cases were handled by the SoV. That total increases to 524 if the Baltic countries are included, with one case in 2012 and another in 2013. After this, the number of cases trended downward, to slightly more than 100 cases in 2015.

This year, the Board of Directors took note of the positive results achieved by the System and stated that UniCredit has now achieved the objective of disseminating our values throughout the culture of our Group.

Additionally, in 2011, we adopted a system, implemented at the Group level, that provides employees with a way to report conduct that violates the law or the bank's internal rules (i.e., *Whistleblowing*¹⁰). Any employee can make use of this mechanism if he or she has a reasonable suspicion that unlawful conduct or potentially harmful or detrimental behavior has occurred or may occur.

The management of this process is designed to ensure the greatest possible confidentiality of the identity of the whistleblower and of the accused individual and to prevent any possible retaliatory or discriminatory behavior in response to the report.

Cases by country and tools used, 2012-2015

Country	Total	Pending cases	Closed cases	Not admitted cases	Renounced cases	Other	Total number of cases deploying tools	Tools used		
								Meetings	Notice	Other
Italy	119	7	112	21	34	4	53	16	11	26
Germany	31	0	31	0	5	0	26	21	2	3
Austria	31	0	31	1	0	0	30	8	12	10
Poland	125	2	123	11	30	4	78	17	37	24
Bulgaria	44	0	44	0	0	0	44	30	14	0
Croatia	38	0	38	13	1	2	22	7	10	5
Czech Republic	48	1	47	3	2	0	42	27	2	13
Hungary	35	0	35	4	14	2	15	8	4	3
Romania	9	0	9	2	6	0	1	0	1	0
Russia	2	0	2	0	0	0	2	1	1	0
Serbia	11	0	11	0	5	0	6	6	0	0
Slovakia	5	0	5	1	0	0	4	2	0	2
Slovenia	24	1	23	2	3	0	18	7	4	7
TOTAL	522	11	511	58	100	12	341	150	98	93

In 2015, the Ombudsmen network handled 123 new cases.

Cases by country and tools used, 2015

Country	Total	Previously pending cases	Pending cases	Closed cases	Not admitted cases	Renounced cases	Other	Total number of cases deploying tools	Tool used		
									Meetings	Notice	Other
Italy	36	4	7	33	2	5	0	26	4	6	16
Germany	5	1	0	6	0	0	0	6	3	0	3
Austria	5	4	0	9	0	0	0	9	6	0	3
Poland	24	4	2	26	2	1	0	23	3	9	11
Bulgaria	5	0	0	5	0	0	0	5	4	1	0
Croatia	9	0	0	9	2	1	0	6	2	1	3
Czech Republic	25	0	1	24	1	0	0	23	10	0	13
Hungary	6	1	0	7	0	2	0	5	1	1	3
Romania	1	0	0	1	0	0	0	1	0	1	0
Russia	0	0	0	0	0	0	0	0	0	0	0
Serbia	1	0	0	1	0	1	0	0	0	0	0
Slovakia	1	0	0	1	0	0	0	1	1	0	0
Slovenia	5	0	1	4	0	0	0	4	1	0	3
TOTAL	123	14	11	126	7	10	0	109	35	19	55

Since the introduction of intervention models in 2006, discrimination has been treated as a severe breach of our Group values. Employees may appeal to an ombudsman if they feel discriminated against due to their race, religion, physical disabilities, sex or age. In 2015, just one case of discrimination was filed, involving physical disabilities.

8. In Serbia and Hungary, the SoV was active until December 2015.
9. Please refer to the 2009 Sustainability Report for more information.
10. Refer to our website www.unicreditgroup.eu for more information.

Risk Management and Compliance



Managing environmental and social risks

Sound risk management requires a deep understanding of many types of risk, including environmental and social risks and their effects on financial results and the balance sheet.

Two of our statements of commitment, our *Environmental Commitment* and our *Human Rights Commitment*, describe the approach, roles and responsibilities, principles, rules, procedures and systems adopted by UniCredit to prevent and manage environmental, social and human rights impacts and risks in our operations and value chain¹.

Through the *Group General Principles for Credit Activities* and other special policies and practices, UniCredit assesses and manages not only traditional economic and financial impacts, but also non-financial impacts. These include environmental, social and other reputational risk impacts associated with the environmental and social performance of its customers.

To this end, UniCredit implements and integrates the Equator Principles (EP), when applicable, into its project financing transactions and has adopted detailed special policies regarding sectors sensitive to environmental and social risks. Our Group monitors portfolio exposures and other environmental, social and related reputational risk issues within certain industries. Furthermore, we continue to seek more advanced methodologies to assess the financial risks associated with environmental impacts and regulatory risks². In 2015, we launched a dedicated project to improve our understanding of how our operations may affect human rights, thereby increasing our capacity to address related impacts and risks. In keeping with our commitments, we work to disseminate across our Group a strong risk culture that includes social and environmental issues among its priorities.

Equator Principles implementation

UniCredit has adopted the EP as a risk management framework for determining, assessing and managing environmental and social risk in projects. The EP are primarily intended to provide a minimum standard for due diligence to support responsible risk-related decisions.

In 2003, UniCredit was among the world's first adopters of the 10 principles that constitute the EP. Since then, our Group has actively contributed to the framework's development. These activities have provided UniCredit with valuable experience, facilitating the implementation of the framework groupwide and contributing to our further engagement with stakeholders.

The EP apply globally to Project Finance Advisory Services, Project Finance, Project-Related Corporate Loans and Bridge Loans across all industry sectors³. We work in partnership with our clients to identify, assess and manage environmental and social risks and impacts in a structured way on an ongoing basis. The EP are based on the International Finance Corporation (IFC) Performance Standards on Environmental and Social Sustainability and the World Bank Group Environmental, Health and Safety (EHS) Guidelines.

An EP Advisory team oversees and supports the implementation of the EP across the Group.

The framework of the EP is embedded in our various internal policies, providing a minimum standard for due diligence and impact mitigation and supporting sustainable decision-making groupwide. These policies include our *Special Credit Policy Project Finance Transactions* and our *Global Policy on Structured Trade and Export Finance*. Aside from roles, responsibilities and principles, these policies define the EP-based process for non-financial risk evaluation for specific projects. Furthermore, an EP-based non-binding opinion is incorporated into our approvals process, along with an internal *EP Screening Tool* that focuses on category A and B projects⁴. Independent environmental and social experts are used to assist our transaction team where applicable, in accordance with the EP. Loan document covenants are reviewed by the specialized transaction team, internal legal department and, where appropriate, technical, environmental and social specialists.

We regularly conduct special workshops and training sessions to enhance our capacity to implement the EP within our organization. In 2015, over 140 employees from the risk competence line and business divisions, including Corporate and Investment Banking, attended seven interactive EP workshops and training sessions tailored to the needs of different audiences. Participants received comprehensive instruction that introduced them to the EP framework and the underlying World Bank Standards, leveraged peer-to-peer knowledge-sharing, and provided practical examples for evaluating financial, environmental and social risks, among other topics.

The EP Advisory team, together with Group Sustainability, represents UniCredit in the EP Association. UniCredit's three-year term as a member of the association's Steering Committee ended in November 2015. To facilitate the good governance of the association by promoting the regular rotation of representatives, UniCredit chose not to apply for another mandate. Nevertheless, as an EP Financial Institution, we will continue to be engaged in the work of the association and to participate in Working Group initiatives that align with our strategy, geographical scope and business footprint.

2015 Equator Principles - Projects evaluated, financed and advised

Projects evaluated	Projects financed ^A	Projects advised
106	27	3

A. Includes 26 Project Finance transactions and 1 Project-Related Corporate Loan.

Equator Principles - Number of projects financed by risk category

Risk category ^A	2015 ^B	2014 ^B	2013 ^B
Category A	7	4	3
Category B	10	10	9
Category C	10	3	10
Total	27	17	22

A. Category A: projects with potential significant adverse social or environmental risks and/or impacts that are diverse, irreversible or unprecedented.

Category B: projects with potential limited adverse social or environmental risks and/or impacts that are few in number, generally site-specific, largely reversible and readily addressed through mitigation measures.

Category C: projects with minimal or no social or environmental risks and/or impacts.

B. Projects financed by UniCredit SpA, UniCredit Bank AG and UniCredit Bank Austria AG. Additionally, in 2015, 3 Project Finance Advisory transactions were closed.

2015 Equator Principles - Number of projects financed by risk category and sector

Sector	Category A	Category B	Category C
Resources ^A	3	1	0
Energy	1	5	8
Infrastructure	3	4	2
Total	7	10	10

A. including oil & gas, mining and metals.

2015 Equator Principles - Number of projects financed by risk category and region

Region	Category A	Category B	Category C
Europe: EU	1	7	10
Extra EU	4	2	0
North America and Mexico	0	0	0
Africa	1	0	0
Asia and Australia	1	1	0
Total	7	10	10

2015 Equator Principles - Number of projects financed by Designated Country^A and that received an Independent Review^B

Designated Country & Independent Review	Category A	Category B	Category C
Designated Country	1	7	10
Independent Review	7	10	6

A. Designated Countries are those countries deemed to have robust environmental and social governance, legislation systems and institutional capacity designed to protect their people and the natural environment. The list of Designated Countries may be found on the EP Association website.

B. An Independent Review is a review of the Assessment Documentation, including the ESMPs, ESMS and Stakeholder Engagement process documentation carried out by an independent environmental and social consultant.

1. Refer to our website www.unicreditgroup.eu for more information.

2. Refer to the Integrated Report - Natural Capital Chapter 2014 and 2015 for more information.

3. Refer to the EP framework at www.equator-principles.com for more information.

4. Projects with potential significant (Category A) or limited (Category B) adverse social or environmental risks and/or impacts. For more information, refer to the EP framework.

RISK MANAGEMENT & COMPLIANCE



The SOCAR Turkey Aegean Refinery (STAR) is a large-scale, deep-conversion, greenfield crude oil refinery with a capacity of 214,000 barrels per day (10 million tonnes per year) located on the Aegean coast of Turkey. UniCredit has acted as sole Financial Advisor. It is the largest foreign investment project in Turkey to date, representing \$5.6 billion in total investment, \$3.2 billion of which was financed by loans from Export Credit Agencies and commercial debt providers. UniCredit has also acted as hedge coordinator and hedging bank. Commissioning and start-up activities are scheduled for late 2017 and early 2018, with commercial production to start in 2018. STAR's Engineering Procurement Construction contract involves qualified turnkey contractors in the oil and gas industry and a reputable technical agent to assess and monitor the rollout of the project. The project falls within Category A under the EP and is required to adhere to the International Finance Corporation (IFC) Performance Standards and the European Bank for Reconstruction and Development (EBRD) Performance Requirements, among others. An experienced external environmental and social consultant has also been engaged by the lenders to provide regular monitoring.

The Bilkent Integrated Health Campus project in Ankara, Turkey, with a 3,704 bed capacity, will be one of the world's three largest hospitals and the largest integrated health campus in Turkey. A public-private partnership agreement with the Turkish government specifies a 42-month construction period and a 25-year operating period, with the Turkish Ministry of Health as counterparty. UniCredit, together with its local affiliate Yapı Kredi, served as the sole Financial Advisor to the project company, its sponsors and one of the multilateral agencies involved in the project. The majority of the payments for the term of the 18-year loan are derived from availability payments during the project's operational period, which is expected to commence in 2018 after the construction of the campus is fully completed. The Environmental and Social Impact Assessment (ESIA) for the project, conducted by an external consultant, was undertaken in line with IFC Performance Standards. The project falls within the Category A under the EP and has been assessed for potential environmental and social impacts, including air quality, waste and wastewater generation, and increases in noise and traffic. The Environmental and Social Due Diligence Report prepared for the Mandated Lead Arrangers provided a gap analysis to assess the project's compliance with the laws of Turkey, the IFC Performance Standards (2012), the EBRD's Environmental and Social Policy and Performance Requirements (2008), the World Bank Group Environment, Health and Safety (EHS) Guidelines, relevant European Union (EU) directives, and international best practice. Before the financing closed, it was confirmed that the project was compliant with EP III. The monthly construction monitoring report prepared by the Lenders' Technical and Environmental Advisor also provides a substantial review of environmental, health and safety, and quality issues for each reporting period.

UniCredit, along with five other commercial banks and the European Investment Bank (EIB), arranged the financing of the IJmond Sea Lock PPP project in the Netherlands. A consortium comprised of experienced contractors won the concession in a competitive tender run by Rijkswaterstaat and subsequently raised more than €540 million in medium- and long-term financing. The project includes the design, building, financing and 26 years of maintenance of a new lock in the IJmond lock complex. It will be located next to the existing North Lock, which has been in operation since 1929 and will reach the end of its useful economic life in a few years. With a length of 500 meters, a width of 70 meters and a depth of 18 meters, the new lock will be the largest of its kind in the world. Located at the entrance to the North Sea Canal, it will service the region of Amsterdam and will form part of the Dutch coastal water defense system. The new lock will foster economic growth in the region by increasing access capacity to the Port of Amsterdam from its current 95 million tonnes of cargo per annum to 125 million. It will also enable the largest cruise vessels to use the Port of Amsterdam. Because the project requires significant construction on land and at sea, potential impacts on flora and fauna were analyzed. A detailed Social Cost-Benefit Analysis and an Environmental Impact Assessment were conducted by relevant authorities and concluded in 2012. The Netherlands qualify as a "Designated Country" (formerly "OECD high-income country") under the EP. Thus, the project has to comply with the relevant EU laws, which are considered to meet or exceed the IFC Performance Standards and the World Bank Group EHS Guidelines. Detailed Environmental Management Plans are being finalized and agreed upon with the contracting parties and Dutch authorities. Numerous permits (under the Water Act and other applicable laws) will have to be obtained. The Lenders' Technical Advisor, Mott MacDonald, has designated the project as Category B under the EP and concluded that the project is highly likely to satisfy the EP through the construction and maintenance phases. Compliance will be closely monitored by the environmental team of the project company as well as by the banks and the EIB.

In 2015, UniCredit was party to two metro transit projects in the city of Milan: Metro 5 and Metro 4. The two deals are worth several billion euros and were financed by a mix of equity, public funds and senior debt. Both concessions were awarded by the City of Milan as grantor. In the case of Metro 4, the city is also the majority owner of the project company. Several experienced contractors and established engineering companies were involved in both projects. A broad group of domestic and international banks, institutional investors and multilateral banks were also party to the transactions. In addition to receiving support from commercial lenders, Metro 5 attracted institutional investors in a bond tranche, while Metro 4 benefitted from funding provided by the EIB.

Line 5 of the Milan Metro was first promoted in the early 2000s. An initial stretch from the northern outskirts to Garibaldi Station was financed in 2007 and has been in operation since 2014. The new transaction refinanced the first project and provided additional financing for an extension from Garibaldi Station across the city to Sempione, Fiera and San Siro. Line 5 is now fully operational, providing the city with a significant measure of relief from car traffic. The project was reviewed by the Lenders' Technical Advisor from a social and environmental point of view and was designated a Category B project.

Metro 4 is a greenfield project promoted by the municipality in a tender held in 2010. Construction started in 2014 and will last for eight years. Line 4 will form an integral part of Milan's transport system, running east-west through the city center and connecting to two of the existing underground lines, the urban rail system, the national rail network and the city airport at Linate. In the context of the EP, based on the magnitude of the potential impacts and risks of the project, the Lenders' Technical Advisor designated it Category B.



Implementation of our environmental, social and reputational risk sector policies

Certain sectors and activities require a specialized approach to ensure that transactional and related risks are addressed properly. We have developed detailed guidance policies for sectors relevant to UniCredit that are susceptible to environmental and social risks.

These policies take into account generally accepted international agreements, guidelines and standards (including the IFC performance standards, the World Bank Group Environmental, Health and Safety Guidelines and the principles of the UN Global Compact), as well as other practices widely employed by specific industries and affected stakeholders. Our Group considers these international agreements, guidelines and standards a representation of best practices for assessing and avoiding potential environmental and social impacts. Through the implementation of appropriate management and mitigation measures on the part of our clients and counterparts, UniCredit aims to avoid or limit the risks associated with transactions and projects in these sectors.

UniCredit’s current environmental, social and reputational risk policies apply to a number of sectors, including water infrastructure (dams in particular), nuclear energy and coal-fired power generation. The criteria for these policies are regularly reviewed so that all emerging environmental and social standards and any additional relevant impacts are taken into account in financial decision processes. When necessary, external experts are involved in these processes.

Environmental, social and reputational risk policies

Policy	Policy latest version	Objective
Defense/ Armaments	Dec. 2011	To regulate financial involvement with companies from the defense/armaments industry in order to minimize social, reputational and credit risk
Water Infrastructure (dams)	Feb. 2012	To establish standards and guidelines that address the risks associated with financing large water infrastructure projects such as dams
Nuclear Energy	June 2013	To regulate financial involvement with and address the challenges posed by the nuclear energy sector in order to minimize environmental, social, reputational and credit risk
Mining	July 2014	To establish standards and guidelines that address the risks associated with financing mining operations
Coal-fired Power	Nov. 2014	To establish standards and guidelines that address the risks associated with financing coal-fired power production

The policies apply directly to UniCredit SpA and addressed to all Group legal entities that engage - whether through lending or other forms of financial assistance - with such sectors. Their adoption is subject to monitoring by the parent company’s risk management functions.

UniCredit’s policies define specific internal processes to consistently identify, assess and monitor potential environmental and social risks. Screening records and tools are implemented in our standard risk and compliance check to support the performance of comprehensive due diligence. These analyses utilize information derived from business intelligence providers on environmental, social and governance risks within the most sensitive sectors, including those regulated by special policies, and other relevant sectors.

Transactions are generally screened by the legal entity responsible at both the transactional and the client level. A record of the screening is integral to the compliance assessment and must be completed before approval is granted. Roughly 500 transactions were assessed in 2015 for potential environmental, social, human rights and other reputational issues. Roughly 350 of these transactions were related to our sector policies.

Decisions regarding transactions that have been assessed as “high risk,” as defined by applicable policies and the competent committees of the local legal entities, are submitted to the parent company for approval. Assessments must be updated regularly as part of the annual credit lines renewal process.

Transactions that carry intrinsically higher risks require an independent expert or third-party review (e.g., Environmental and Social Impact Assessment - ESIA or equivalent) in order to ensure a rigorous approach to identifying, quantifying and, where appropriate, mitigating and monitoring environmental and social risks.

Internal reporting on exposure and risk indicators is managed by risk functions at both the local legal entities and the parent company. On a quarterly basis, the Group Operational and Reputational Risk function submits to the Group Operational and Reputational Risk Committee a report on the non-binding opinions that have been issued over the period. This report provides an overview of the number of transactions declined, approved and approved with conditions during the risk assessment process.

Reinforcing our human rights approach

UniCredit is aware that every economic and business activity has potential impacts, both positive and negative, on human rights. Thus we have been working systematically to define a reliable and inclusive approach that enables our Group to manage human rights impacts and risks and to minimize potential human rights violations associated with our operations and value chain.

In 2011, UniCredit published the first UniCredit *Human Rights Commitment*, which describes the principles and systems adopted by UniCredit pertaining to human rights. It represented the first step in aligning our Group’s approach with the UN’s Guiding Principles on Business and Human Rights.

Since 2011, our Group’s approach and our stakeholders’ expectations regarding human rights have continued to evolve. Consequently, in 2015 we launched a dedicated project to improve our understanding of how our operations may affect human rights, thereby increasing our capacity to address related impacts and risks.

The project, steered by our Group Environmental and Social Council (GESC) and coordinated by Group Sustainability, involved both internal and external analysis and consultations with relevant counterparts. Based on our analysis of the requirements and expectations of our primary stakeholders (including regulators, sustainability rating indices, and SRI investors), we discussed their implications for UniCredit by engaging some 15 internal Group counterparts, including representatives from functions in areas such as business, risk, human resources, compliance, institutional and regulatory affairs.

As a result, we updated the UniCredit *Human Rights Commitment*. These updates will be published on our website in 2016. We made significant improvements in several areas. In governance, we have clarified how human rights impacts are managed by the governance rules and structures that assign guidance, support and control roles. In impact management, we have better explained how UniCredit is addressing both positive and negative human rights impacts within its operations and value chain. In monitoring, we have clarified the various monitoring mechanisms and processes in place within our organization.

Furthermore, a multi-year improvement action plan will be finalized with the involved functions and discussed with the members of the GESC in 2016. These actions will enable us to live up to our commitments and continue to improve our approach to respecting human rights.

Enhancing communication and training on environmental & social topics

Our positions regarding specific sectors, including the key criteria applied by UniCredit in our internal assessment processes, are disclosed on our website.

Effective risk assessment and monitoring requires appropriate technical risk knowledge at all levels of an organization. For this reason, our Group takes a common and consistent learning approach to risk issues, including those related to the environment, social concerns, human rights and related reputational impacts. This is accomplished by training and developing qualified staff in cooperation with the competent risk management functions.

When necessary, external experts are involved in the training sessions.

RISK MANAGEMENT & COMPLIANCE



In 2015 we ran a specialized training program on the mining and coal-fired power generation sectors. The training was developed in partnership with an external expert and included both classroom sessions in Milan, Munich, Vienna and Moscow and an online module. It aimed to facilitate the consistent, Groupwide implementation of these two specialized policies, particularly by clarifying the criteria contained within the policies and by ensuring that the criteria and standards are fully understood and correctly and consistently addressed in the course of all assessment processes.

As of January 2016, almost 180 of our relationship managers (including senior bankers), risk managers and employees from other functions involved in due diligence processes participated in this training program. A training program that covered our reputational risk framework and related governance was also provided to middle managers from the Group's main legal entities. More than 30 colleagues attended.

Compliance

The mission of UniCredit Compliance function is to monitor the management of the compliance risk, as well as to assist the Group and its management, corporate bodies and employees to carry out their activities in compliance with mandatory rules, internal procedures and best practices. To reach these goals, Compliance defines, develops and monitors both the implementation of and adherence to Group Compliance rules, procedures, methodologies, trainings and, in particular, minimum compliance standards to be followed and implemented within the Group.

To anticipate risk, identify rapid and efficient monitoring mechanisms and speed up response times, Compliance is leveraging its partnership with UniCredit business operations. To this end, it has launched a series of initiatives that support the bank's commercial network. These initiatives enable Compliance to more smoothly interact with every layer in our network, from regional managers to customer-facing Retail and Corporate personnel.

A new communications strategy has also been developed to facilitate leaner, more sustainable corporate interactions with key internal functions served by Compliance.

UniCredit's Compliance model is coordinated at the Group and local levels.

Group Compliance includes:

- the Group Compliance Officer, who performs general oversight activities on all Group companies through a connection with country Compliance Heads, where appointed, through local Compliance Heads with the support of Group coordinators, and through the managerial coordination of local Compliance Heads
- the Group coordinators, i.e., the Heads of Group Compliance CIB and Monitoring, Group Anti-Financial Crime, Group Compliance Risk Assessment Reporting, QAR and 263, Group Compliance Business Management, Education and Culture, Group Regulatory Counsel, who provide services across the Group and deal with cross-border issues to ensure a consistent approach to compliance is applied Group-wide.

Group Compliance ensures:

- the adequacy of Compliance structures within Group companies, taking appropriate corrective actions when necessary
- the consistent application of compliance standards across the Group by supporting, coordinating, monitoring and controlling the overall compliance plan
- the provision of customized consulting for the Compliance Risk Assessment and second level controls.

Group Compliance also continually monitors activities to support management's work to define and update

processes and products in compliance with both new and existing applicable requirements. During its ongoing process of assessing inherent and residual risks, Compliance maintains a sharp focus on those compliance issues deemed to pose the greatest risk. For these issues, Compliance identifies its top priorities and monitors all related actions taken to mitigate them.

Local Compliance works with Group companies, their corporate bodies and their employees to manage the risk of non-compliance. The Compliance function of each controlling company is directly responsible for overseeing compliance with local requirements for its controlled entities and international branches. It must also ensure that these entities and branches have adequate compliance structures, while enforcing proper measures to promote the adoption of a countrywide compliance coverage model. Regular information flows about actual or potential compliance risks have been established between Group Companies and Group Coordinators.

Compliance's top objectives for 2015 were:

1. the prompt detection, analysis and monitoring of impending regulations
2. the development of better people skills and capabilities within the Compliance function.

Regarding the first objective, Compliance has ensured the Group is aligned with the most crucial regulations. It has also continued its effort to provide faster, more efficient and more comprehensive support to UniCredit business operations. To this end, a Group-wide project to implement the Volcker Rule was launched in August 2014 to ensure timely compliance with Section 619, a crucial part of the Dodd-Frank Act. The key step toward achieving full compliance was the adoption and implementation of a Groupwide Compliance Program. This was made possible through the joint efforts of Group and local Compliance teams.

In the field of monitoring, Compliance further calibrated and extended second level controls and compliance risk assessment activities by introducing Audimex. This IT tool makes possible the automatic tracking of Compliance mitigation actions, reinforcing the overall management and monitoring of non-compliance risk.

Mechanisms implemented to monitor the effectiveness of the Compliance function include:

- periodic monitoring of compliance risk and reporting by Group Compliance functions to corporate bodies
- ongoing enhancement of monitoring and reporting activities by extending Compliance's coverage of regulatory areas and Group legal entities and by updating and fine-tuning risk assessments and second level control compliance methodologies
- a process for defining compliance frameworks, driven by Group Compliance, to provide local Compliance functions with the latest updates on Group regulatory requirements and to support their management of local processes
- systematic internal satisfaction surveys to assess perceptions of the quality and effectiveness of services provided by the Compliance function (e.g., TRI*M index)
- periodical Quality Assurance Review activities to verify the level of compliance achieved by Compliance structures and the effectiveness and efficiency of core compliance processes
- monitoring and control of the approval and implementation of Group rules throughout the organization.

Regarding Compliance's second objective for 2015 - developing better people skills and capabilities - the function carried out many activities to sustain the professional development of its staff and promote the sharing of knowledge among them. Different initiatives were launched to engage four different groups of employees (i.e., *ExCo team*, *Compliance Leadership Meeting*, *Emerging Leaders*, *Talents*).

In 2015, Compliance also designed and rolled-out three mandatory e-learning initiatives for all employees of UniCredit to increase their knowledge of core compliance topics. In addition, the UniCredit Compliance Academy works to promote the ongoing professional development of compliance officers across the Group. In 2015, the Academy's core curriculum was accredited by Kaplan Professional Awards, an international body regulated by OFQUAL (Office of Qualifications and Examinations Regulation).

Lastly, Compliance distributed 5 compliance alerts throughout the Group's main business hubs to further

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increase awareness of particular topics and guarantee their information was quickly distributed across the Group. 3 awareness videos were also published on the Group's intranet portal.

In 2016, extraordinary efforts will be made to effectively spread a culture of compliance across the Group, primarily through communications and engagement in combination with training and development programs. A new series of communication and compliance educational activities will further spread knowledge and awareness of compliance risk, and promote the role each employee must play as the first level of control. A structured roadmap to show how a culture of compliance will be spread across the entire organization will be deployed. A Group-wide internal communications campaign on whistleblowing will also be rolled out to incentivize employees to report suspicious behavior. A dedicated business ethics module is scheduled to be placed on the Group leadership curriculum to underline the ultimate purpose of compliant behavior and our Group positioning.

As per the yearly plan, in 2016 the Compliance function will continue to focus on the 3 Group-level strategic pillars:

- fostering compliance culture, approach, skills and development
- enhancing compliance risk assessment and controls, particularly through continuing its efforts to improve cooperation with other risk and control functions
- overseeing key regulatory projects and regulatory changes, continuing to keep up with forthcoming regulatory challenges, particularly those regarding the digital transformation of UniCredit.

Policies

Anti-money laundering and financial sanctions

The Global Policy on Anti-Money Laundering and Countering of Terrorist Financing (hereinafter the AML Policy), initially issued in June 2011 and updated in July 2015, builds on the Group Compliance Framework Global Policy and sets out more detailed policy statements on issues such as the risk assessment and classification of customers and the minimum due diligence standards for the *Know Your Customer* (KYC) process. The AML Policy sets out the framework by which the Group manages its money laundering and terrorist financing risk and establishes minimum standards for the Legal Entities' Anti-Money Laundering (AML) programs.

Other official documents related to *Anti-Money Laundering and Counter-Terrorism Financing* that build upon and provide more detail than the AML Policy include:

- Global Compliance Operational Instructions: AML and Sanctions Global Controls Monitoring Standards
- Global Operational Instructions: AML Compliance Risk Assessment & Customer Due Diligence
- Global Operational Instructions: Correspondent Banking AML Standards
- Global Operational Instructions on Politically Exposed Persons
- Global Operational Instructions on Private Banking AML Standards
- Global Operational Regulation - Leasing AML Standards.

The Global Policy on Financial Sanctions, initially issued in August 2012, and updated regularly, outlines the principles for setting out a framework by which the Group manages its risks with respect to financial sanctions. The policy sets out a framework to support compliance with relevant regulatory and legal requirements, protect the Group's reputation and define principles and rules for restricting business with countries, individuals and entities.

Other documents related to financial sanctions that provide more details regarding the financial sanctions framework and the restrictions contained therein include:

- Global Compliance Policy on Group Restrictions on Iranian Business
- Restrictions on Business Involving OFAC/EU-sanctioned Parties and Countries
- Global Operational Instructions on Indirect Sanctions Risk.

In 2015, the focus was on reassessing the existing sanctions framework against enhanced standards and to identify and address those gaps, as well as to start developing new policy and procedural documentation. The majority of these corrective actions will be implemented in 2016. On the top of executing the implementation plan, priorities for 2016 include an assessment of existing programs for all legal entities and the roll out of the implementation plan, the development of a specific sanctions risk assessment framework covering inherent to residual risks, and the continuation of efforts to improve the sanctions testing program.

Mechanisms for monitoring the effectiveness of the Group's approach to anti-money laundering, counterterrorism financing and financial sanctions include the design and implementation of second level controls, control storage and reporting. Details of the tests for the effectiveness of second level controls are contained within the Operational Instructions on AML & Sanctions Controls Monitoring Standards. The AML and Sanctions operational instructions are updated and aligned to correspond with changes to relevant regulations. Details of testing to be carried out on the effectiveness of controls are set out in the Global Operational Regulation AML and Sanctions Global Controls Monitoring Standards and documented in detail in the second level controls database. In addition, monthly management information is collected from the legal entities and quarterly reports are submitted to senior Group committees.

The Global AML function underwent an organizational restructure in 2015 and was renamed Group Anti-Financial Crime Compliance. A new Head of Anti-Financial Crime was appointed to lead this new function. New heads for the AML, Financial Sanctions and Anti-Bribery and Corruption functions were also appointed in the last quarter of the year.

In 2015, AML IT systems were rolled out to five legal entities, while quality assurance on AML IT roll-outs was completed for 10 legal entities and substantially progressed on most others. The testing and fine-tuning of payment and customer filter configurations is ongoing. Regarding correspondent banking, a tactical transaction monitoring solution that uses compliance analytics has been developed.

Priorities for 2016 include:

- continued quality assurance for AML IT systems
- sanctions testing for payment and customer filter configurations
- roll out of the AML IT solution to remaining legal entities
- implement the strategic correspondent banking monitoring solution in three hub countries
- update sanctions policies and procedures and operational instructions.

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Anti-corruption

Our Group's approach to preventing corruption and bribery is set out in the Global Compliance Policy on Anti-Corruption and its associated Operational Instructions. The Global Policy sets minimum standards for anti-corruption compliance throughout UniCredit. Whenever local rules in a country of operation are stricter than the Global Policy, those rules will apply.

The Global Compliance Policy on Anti-Corruption is addressed to all Group entities and applies to officers and members of strategic, control and executive bodies, employees, tied agents (e.g., financial advisors) and temporary Group employees (hereinafter referred to as "employees"). Further, this policy applies to all Group business activities and shall be applied in compliance with legal requirements and regulations locally in force.

The UniCredit Anti-Corruption Policy aims to:

- define principles and rules for identifying and preventing potential acts of corruption (as defined below) to protect the integrity and reputation of our Group
- provide general information to employees on measures taken by each Group legal entity to identify, mitigate and manage corruption risks.

For the purposes of the Anti-Corruption Policy, an act of corruption is defined as the giving, offering, promising, receiving, accepting, demanding or soliciting of money, gifts or other benefits in order to obtain or retain an undue advantage in the course of business activities, irrespective of:

- whether the recipient of the act of corruption is a domestic or a foreign individual, a public official or a private individual
- where the act is committed
- whether the result of such act entails an actual undue advantage or the improper performance of a function or activity.

The following mechanisms have been put in place to monitor the effectiveness of the Group's approach to anticorruption and anti-bribery: escalation procedures employed for significant and strategic issues; quarterly management information requested from hub entities (Italy, Germany, Austria, Poland); analysis and testing of the results of activities related to the management of second level controls; Compliance Risk Assessment processes performed for each regulatory area in all legal entities within the Compliance function's jurisdiction; and internal audit reviews. The last two mechanisms (the Compliance Risk Assessment and Internal Audit inspections) result in risk mitigation actions that need to be completed on time to ensure the management of the risks identified.

The major anti-bribery and corruption challenges the Group faces are:

1. proper and timely implementation of the policies and procedures articulating the anti-bribery position of the legal entities, and how they will mitigate the specific bribery risks faced
2. existence and operational level of formal responsibility by senior management to ensure anti-bribery and corruption systems and controls
3. proper identification and prioritization of the bribery risks faced
4. monitoring of the risk of bribery and control failures due to a lack of awareness and understanding of policies and procedures
5. proper keeping of books, records and accounts to determine potentially corrupt payments, if any
6. monitoring the risk of failing to report actual or suspected incidents of bribery, both internally and to the external authorities
7. senior management commitment to preventing bribery and the regular communication of that commitment to stakeholders
8. monitoring the risk that an intermediary engages in bribery on behalf of the Group
9. monitoring the risk that a supplier pays bribes on behalf of the Group

10. monitoring the risk that a supplier pays kickbacks to UniCredit Group employees
11. ensuring that due diligence has been carried out before a proprietary investment to avoid UniCredit Group becoming liable for corruption
12. appropriate and proportionate gifts and entertainment expenditures to avoid improper influence or the impression of intent to solicit improper influence
13. appropriate management of charitable donations to avoid the impression that they were made to ingenerate the expectation of obtaining/retaining a business advantage
14. appropriate management of employment offers to avoid the impression that they were made to ingenerate the expectation of obtaining a business advantage.

Risks of non-compliance are managed through a dedicated risk assessment process and quarterly second level controls. In the event of non-compliance, corrective actions to mitigate actual significant risks are undertaken.

Our Group's Global Compliance Policy on Anti-Corruption is addressed to entities operating in UniCredit's core markets⁵. In 2015, all of these legal entities completed an assessment of the risks noted directly above.

UniCredit has zero tolerance towards acts of corruption, prohibits facilitation payments and does not permit any transfers of value to public officials without approval. UniCredit also forbids political donations. Each local legal entity is responsible for the development and implementation of an effective local anti-corruption program.

UniCredit monitors incidents of corruption related to both employees and business partners and maintains a Whistleblowing Policy and processes for: engagement of intermediaries, engagement of third parties for proprietary mergers and acquisitions, gifts and entertainment, offers of employment, charitable contributions, etc. All these are mechanisms in place at UniCredit in order to prevent corruption incidents.

Incident monitoring and follow-up actions are conducted by legal entities. No significant incidents have been escalated to the Group level in the past year. For privacy reasons, we do not disclose the results of these activities.

More detailed guidance regarding the following risk areas is also available: charitable donations and sponsorships, offers of employment and suppliers and contractors.

Since charitable contributions and sponsorships, particularly when requested by a third party, could be used to perpetrate a corrupt act, they must be made in compliance with the Group's internal rules and all applicable local laws. Additionally, their scope cannot exceed that of other contributions or scholarships previously approved by the Board of Directors. If authorized by a delegated corporate body or by a function of a Group legal entity, their scope cannot exceed regulations governing expenses. Each charitable contribution or sponsorship must be made openly and transparently. This means establishing transparent criteria for selection of recipients and reporting on the major donations made by listing them in a publicly accessible manner.

Offers of employment must never be made with the intent to unduly influence anyone. To avoid the impression that an offer of employment, either temporary or permanent, or an offer of any other temporary position or attachment could be an act of corruption, such offers may not be made to anybody - including customers, business partners or public officials (or persons known to be closely associated with them) - other than through the normal competitive hiring process. The normal hiring process of each Group entity should be documented.

UniCredit may be held liable for acts of corruption committed by suppliers or contractors acting on behalf of our Group, whether or not our company had knowledge of the acts in question. Therefore, it is important that suppliers and contractors be subject to appropriate review and assessment, both before being engaged and on an ongoing basis, in order to mitigate this risk.

5. UniCredit SpA, UniCredit Bank AG, UniCredit Bank Austria AG, Schoellerbank Aktiengesellschaft, Bank Pekao SA, AO UniCredit Bank, UniCredit Bank Czech Republic and Slovakia as, Zagrebačka Banka DD, UniCredit Bulbank AD, UniCredit Bank Hungary Zrt, UniCredit Bank SA (former UniCredit Tiriak Bank), UniCredit Bank DD, UniCredit Bank AD Banja Luka, UniCredit Bank Serbia Jsc, UniCredit Banka Slovenija DD, PJSC Ukrasbank.

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With reference to communications and training, the Global Compliance Policy on Anti-Corruption is addressed to all Group companies and applies to all members of strategic, control and executive bodies, employees, tied agents (e.g., financial advisors) and temporary employees of the Group. UniCredit SpA's strategic and executive bodies are made aware of the existence of and updates to the Global Policy and are responsible for complying with it.

These bodies also participate in our dedicated training programs and are subject to mandatory anti-corruption training.

In 2016, our anti-corruption priorities will be:

- developing a methodology for conducting risk assessments in three dimensions: 1) risks inherent to business/ activities conducted by banks; 2) controls and procedures to mitigate the risk of corruption; 3) residual risks including internal audits and/or opinions rendered by regulators
- conducting comprehensive risk analyses across the Group to identify areas of increased risk and design and apply additional controls.

Antitrust

UniCredit's approach to the subject of Antitrust and Unfair Commercial Practices is based on three Group Rules based on European sources (the previous policy was based solely on Italian laws and regulations):

- the Guidelines on Antitrust and Unfair Commercial Practices at a Group Level, approved in December 2011
- the Operational Instructions on Antitrust and Unfair Commercial Practices, approved in May 2012 and updated in June 2014
- the new Operational Instructions Handling Meetings with Competitors, approved in April 2015.

The Guidelines on Antitrust and Unfair Commercial Practices provide a set of high-level rules that each of our Group's legal entities must comply with in order to set minimum standards Groupwide. These Guidelines, particularly inform the Group legal entities and employees behavior on the following matters:

- agreements (horizontal and vertical)
- abuse of dominant position
- concentrations (mergers and acquisitions)
- unfair commercial practices.

The Operational Instructions on Antitrust and Unfair Commercial Practices establish more detailed rules, roles, responsibilities and organizational processes for handling antitrust and unfair commercial practices that Group legal entities are requested to comply with.

The new Operational Instructions Handling Meetings with Competitors establish principles and rules to comply with in case of meetings or informal contacts with competing undertakings.

These Group Rules are designed to:

- strengthen the effectiveness of any Group-level initiative focused on Antitrust and Unfair Commercial Practices
- enhance transparency vis-à-vis stakeholders to provide a higher level of protection to both competitors and consumers.

As part of our commitment on Antitrust and Unfair Commercial Practices, Compliance Risk Assessment and second level controls aim to identify, monitor and manage compliance risks in this regulatory area.

Main legal actions regarding anti-competitive behavior, antitrust, monopoly practices and corrupt practices

Country	Description of Main Legal Actions, 2015
Poland	<p>In August 2015, the Polish Office of Competition and Consumer Protection (UOKiK) began administrative proceeding- against Bank Pekao SA for alleged practices infringing on collective consumer interests. The UOKiK alleges that Bank Pekao SA would not have taken into account negative Libor rates when calculating the amount of interest on credits arising from mortgages indexed in CHF. The proceeding is ongoing.</p> <p>In December 2015, the UOKiK started administrative proceeding against Bank Pekao SA for alleged practices infringing on collective consumer interests. In particular, it alleges that the bank:</p> <ul style="list-style-type: none"> - informed consumers of contractual changes through an electronic banking system that is not a durable information carrier - informed consumers of contractual changes without providing legal basis for the change - unilaterally modified the terms and conditions of banking agreements with consumers without the contractual right to do so. <p>The proceeding is ongoing.</p>
Bulgaria	59 civil action were initiated by consumers against UniCredit Bulbank AD alleging that the bank engaged in misleading commercial practices related to prices and the manner in which prices are calculated.
Romania	9 legal actions alleging unfair commercial practices by UniCredit Bank SA were brought to Courts by individual customers on grounds related to alleged abusive clauses in loan contracts. All legal actions are currently pending before the Courts.
Russia	<p>3 cases were filed by the Federal Antimonopoly Service (FAS) against AO UniCredit Bank. 2 cases were initiated by the St. Petersburg FAS and the Kirovsky FAS on the grounds that AO UniCredit Bank and their partner insurance companies agreed to tie the granting of loans to the purchase of optional insurance (in absence of which no loan would have been granted). These 2 cases were ruled in AO UniCredit Bank's favor and their proceedings are closed.</p> <p>On the same grounds, the Rostovskiy FAS initiated another case that alleged customers lacked the freedom of choice. This case is ongoing.</p>

Country	Update on Legal Actions Listed as Ongoing in the 2014 Integrated Report
Italy	<p>In December 2012, the Italian Antitrust Authority (AGCM) requested information from and commenced proceedings against UniCredit SpA (hereinafter, "UniCredit"), alleging unfair trade practices related to advertising campaigns for deposit accounts (<i>Conto Risparmio Sicuro</i>). In July 2013, the AGCM fined UniCredit €250,000. UniCredit appealed the fine before the Regional Court (<i>Tribunali Amministrative Regionali</i>, or TAR) and proceedings are ongoing.</p> <p>Following the AGCM's decision to pursue allegations that UniCredit had engaged in unfair trade practices regarding a loan advertising campaign, in February 2012 UniCredit appealed the decision to the TAR. Proceedings are ongoing.</p> <p>In July 2011, the TAR overturned the fine imposed by the AGCM in November 2010 on UniCredit and other banks for alleged collusion to restrict competition in the debit and credit card markets. In November 2011, the AGCM appealed the TAR's decision to the Italian administrative tribunal. As of 2015, the proceedings are still pending.</p>
Austria	With reference to allegations that UniCredit Bank Austria AG incorrectly advised customers on derivatives transactions (e.g., OTC options), criminal charges against 2 employees of UniCredit Bank Austria AG and the bank were dismissed in 2011. As of December 2015, 7 civil proceedings were pending.

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Country	Update on Legal Actions Listed as Ongoing in the 2014 Integrated Report
Poland	<p>In 2001, the UOKiK launched proceedings against operators of the Visa and Europay systems, as well as Polish banks issuing Visa and MasterCard credit cards. The proceedings involved alleged anti-competitive practices affecting the Polish payment cards market. In November 2013, the Court of Competition and Consumer Protection (SOKiK) issued a judgment on a 2006 UOKiK decision that the interchange fee in Poland - charged for every non-cash payment transaction made with a Visa or MasterCard card - was set through an agreement among 20 Polish banks. The court partially upheld the decision of UOKiK, however reduced the fine initially imposed on the bank from PLN 16.6 million (roughly €4 million) to PLN 14 million (roughly €3.3 million). In October 2015 the Court of Appeal in Warsaw dismissed the appeals of the banks and card organizations upholding the appeal of the President of the UOKiK. As a result, the Court of Appeal reversed the November 21, 2013 verdict of the Regional Court in Warsaw reducing the fines and restored the original fines imposed on the banks in the original December 29, 2006 decision by the UOKiK. As a result, the fine imposed on Bank Pekao SA amounted to PLN 16 million (roughly €3.6 million). Additionally, due to the spin-off of Bank BPH SA, Bank Pekao SA has been obliged to cover 74.6 percent of the PLN 11 million fine (roughly €2.5 million) imposed on Bank BPH SA. Bank Pekao SA paid this fine in October 2015. The sentence of the Court of Appeal is legally binding, but the bank is entitled to appeal in cassation.</p> <p>In October 2011, the UOKiK informed Bank Pekao SA of proceedings to determine whether the bank violated collective consumer interests by transferring information on expiring customer obligations to the Credit Information Bureau in breach of the Ministry of Finance regulations and the Polish Act on Competition and Consumer protection. In April and November 2012, the UOKiK revised its resolution to initiate proceedings by adding new allegations. In a December 28, 2012 decision, received on January 3, 2013, the UOKiK fined the bank PLN 1.8 million (roughly €450,000). In February 2015 the Court of Competition and Consumer Protection dismissed the appeal filed by the bank in 2013. In April 2015 the bank appealed this decision. The proceeding is ongoing.</p>
Bulgaria	<p>In 2014, 62 civil lawsuits filed by consumers against UniCredit Bulbank AD for alleged unfair commercial practices related to pricing and the manner in which pricing is calculated (mainly concerning interest rates) were pending. In 2015, 23 of these cases were closed.</p>
Croatia	<p>In October 2013, the Croatian Competition Agency requested data and documentation to help it gain greater insight into the payment cards market. Zagrebačka Banka DD provided the agency with the requested information. The bank has not received any further information from CCA regarding this matter. The Croatian National Bank (CNB) started a procedure regarding notifications sent to customers regarding overdue account receivables (dunning letters). The CNB arrived at a preliminary determination that Zagrebačka Banka DD had abused its dominant position in the market by imposing charges for dunning letters. The Competition Agency dismissed all charges against Zagrebačka Banka DD, as the CNB had no competence to render a determination on this issue following Croatia's entry into the European Union. The CNB appealed this decision. The High Administrative Court dismissed the CNB's appeal, citing the same precedent relied on in making the determination by the Competition Agency.</p>
Hungary	<p>In July 2014, new legislation came into force in Hungary as part of a comprehensive settlement regarding household loans. This new legislation introduced a rebuttable presumption that contractual clauses giving the right to banks to unilaterally change terms and conditions without client consent (in the case of consumer credits between 2004-2014) are unfair and thus null. Banks had the right to defend their respective clauses before the court within a set period of time. UniCredit Bank Hungary Zrt initiated judicial proceedings to rebut the legal presumption that terms allowing for unilateral changes to consumer contracts are unfair and thus null. The bank, unsuccessful in its defense.</p> <p>The Hungarian Competition Authority (GVH) began a cartel investigation of 7 Hungarian banks, including UniCredit Bank Hungary Zrt, in connection with foreign currency mortgage loan repayments (early repayments). In 2013, the GVH fined UniCredit Bank Hungary Zrt. HUF 306,300,000 (roughly €1 million). The bank appealed the decision to impose a fine and the court rejected the bank's motion on the first instance (February, 2015). The bank petitioned the Court of Second Instance for further judicial review.</p> <p>The Hungarian Financial Supervisory Authority (HFSA) fined UniCredit Bank Hungary Zrt HUF 5,000,000 (roughly €16,000) in connection with its execution of the foreign exchange prepayment law. In 2013, proceedings involving the bank's appeal in the second instance were interrupted due to the merger of the HFSA and the National Bank of Hungary, and a decision is still pending.</p> <p>In 2012, the GVH began a cartel investigation of the Hungarian Banking Association, the International Training Centre for Bankers and 38 Hungarian banks (including UniCredit Bank Hungary Zrt), all of which participated in the <i>BankAdat</i> system, the interbank database for Hungarian credit institutions. At the end of the investigation, UniCredit Bank Hungary Zrt was not fined but the Hungarian Banking Association was fined HUF 4 billion (roughly €13 million) and the International Training Centre for Bankers was fined HUF 15 million (roughly €48,000). In the event they cannot fulfill their payment obligations, participating banks that were the objects of the investigation (including UniCredit Bank Hungary Zrt) will be responsible for the payment jointly and severally.</p>

Country	Update on Legal Actions Listed as Ongoing in the 2014 Integrated Report
Romania	<p>In 2014, the National Consumer Protection Authority (NCPA) fined UniCredit Bank SA RON 5,000 (roughly €1,100) for alleged unfair commercial practices. The bank successfully appealed the fine. The NCPA formulated an appeal that was rejected by the Court, confirming the first Court's decision to reverse the fine. The final decision was made in favor of the bank.</p> <p>A second civil lawsuit was filed by a customer in 2014 against UniCredit Bank SA for the alleged breach of several legal provisions, including those related to unfair commercial practices. In December 2015, the Court ruled in favor of the bank. The client may elect to appeal this decision.</p> <p>A third civil lawsuit was filed in 2014 against UniCredit Bank SA for the alleged breach of legal provisions related to unfair commercial practices, among others. The Court ruled in favor of the client. The bank had filed an appeal that was admitted by the second Court, which reversed the decision of the first Court, ruling definitively in favor of the bank.</p> <p>A fourth civil lawsuit was filed in 2014 against UniCredit Bank SA, for the alleged breach of legal provisions related to unfair commercial practices, among others. The Court dismissed the lawsuit, determining that it should have been filed against UniCredit Consumer Financing IFN SA, and not UniCredit Bank SA. Subsequently, the lawsuit was filed against UniCredit Consumer Financing IFN SA and the proceeding is ongoing.</p>

Conflicts of Interest

UniCredit has published three rules to govern conflicts of interest:

- the Global Policy on Conflicts of Interest which sets forth principles and rules to assist employees in the identification and management of conflicts of interest. It provides general information on what measures the Group has taken to detect, manage and record such conflicts of interest. In particular, it describes conflicts arising from the outside business interests of employees, from the provision of investment services, investment activities and ancillary services and from the provision of specific financial services. This policy also applies to business conflicts (i.e., conflicts related to the provision of investment banking services), conflicts connected to banking services and activities, and conflicts arising due to organizational matters
- the Global Operational Instructions on Conflicts of Interest, which integrate the Global Policy on Conflicts of Interest by detailing the processes, roles and responsibilities adopted by the Group for the identification, management and recording of conflicts of interest, with a special focus on the categories contained within the Global Policy
- the Process Regulation, which delineates local operative processes, rules and responsibilities related to conflicts of interest.

In 2015, UniCredit:

- drafted and distributed technical instructions for detailed processes (e.g., related to Group IT Tool) to each country within its perimeter (Italy, Germany, Austria, Poland and all of the CEE Countries) asking them to read and acknowledge these instructions and consider them to be in force with immediate effect
- drafted a consolidated rule to merge all current conflict of interest rules into one a single rule
- further extended a process to check for business conflicts to local Corporate networks and CEE countries, among others.

In 2015, a more comprehensive definition of second level controls for the Group-level oversight of conflicts of interest was achieved through the:

- adoption of a minimum set of second level controls by all legal entities
- involvement of Global COI function in the agreement regarding local monitoring plans for second level controls
- sharing of standard controls with all countries, thereby defining and then closing any gaps
- testing a set of sample controls from the Compliance Risk Assessment tool and comparing such sample to the Monitoring Plan.

We also improved second level controls on Outside Business Interests by extending the range of controls on data provided by employees through the ACCORD IT tool, while implementing a procedure to monitor recommendations issued to address the outside business interests of employees.

In 2016, we plan to issue a consolidated rule to merge all current conflict of interest rules into a single rule, which will also include related technical instructions for specific processes.

Privacy Management

UniCredit ensures the compliance with data protection rules by adopting the principles prescribed by Italian legislation, implementing Directive 95/46/EC through UniCredit's Global Policy on Privacy, which was issued in March 2015 to replace the previous version of the Global Compliance Guidelines on Privacy. This new policy has been transmitted to all legal entities within our Group for implementation in compliance with local applicable laws and regulations.

At the end of 2015 after almost three years of negotiation, EU legislators reached an agreement on the General Data Protection Regulation. This Regulation will replace the current Directive and will be directly applicable in all member states without the need of implementing national legislation. Formal approval is expected to be granted in March 2016 and the Regulation will come into force within two years of its publication date. UniCredit is carefully following and assessing any related regulatory developments so as to start working to ensure compliance with this new Regulation.

As part of our commitment to data protection, Compliance Risk Assessment and second level controls aim to identify, monitor and manage compliance risks in this regulatory area.

Frauds Trend, 2014-2015

Card Frauds

In 2015, at Group level, the number of cases increased as well as (gross) economic losses. Frauds were largely located in Italy, Germany and Poland.

In Italy frauds increased 21 percent particularly driven by the e-commerce transaction, 18 percent soared. Frauds are often operated on large retail chains by counterfeiting cards and are thus largely covered by “liability shift” (i.e., losses are charged back to merchants); as for reference 44 percent have been already charged back to acquirers.

Online Fraud

Online frauds increased at a Group level (more than 200 cases compared to 2014), though the gross amount of damages remained almost flat. Most of it is located in Italy and Poland, although for the most part recovered or reversed. Frauds are typically performed via social engineering schemes whereby clients are manipulated in order to release confidential information and so breaching contractual clauses.

Specifically for Italy, in December 2015 the “One Time Password” (OTP) procedure, already active for Retail clients, has been fully extended also to Corporate; this additional measure will further safeguard the bank and its customers.

Stakeholder Engagement



Materiality Matrix

Main stakeholder involved ^A	Material topic	Definition	Boundaries for material topics ^B		Main reference chapter of the Integrated Report
			Internal	External	
All ^C	Bank Solidity	Ensuring financial solidity and resilience in the uncertain economic scenario	Group	<ul style="list-style-type: none"> Customers Communities Investors 	<ul style="list-style-type: none"> Governance Our Sustainable Strategy Financial Capital
All	Compliance	Installing a culture of compliance	Group	<ul style="list-style-type: none"> Customers Regulators Suppliers 	<ul style="list-style-type: none"> Risk Management & Compliance
All	Environmental Impact	Taking responsibility for the potential direct and indirect environmental impacts of our business decisions	Group	<ul style="list-style-type: none"> Customers Regulators Suppliers 	<ul style="list-style-type: none"> Natural Capital
All	Fair Business Behavior	Maintaining high standards for fair business practices and expecting senior management and employees to treat all stakeholders with fairness, respect and reciprocity, according to the Integrity Charter	Group	<ul style="list-style-type: none"> Customers Investors Suppliers 	<ul style="list-style-type: none"> Governance Our Sust.Strategy
All	Human Rights	Respecting and supporting human rights within our sphere of influence, while ensuring our Group is not indirectly complicit in human rights abuse	Group	<ul style="list-style-type: none"> Customers Responsible Investors Regulators Suppliers 	<ul style="list-style-type: none"> Risk Management & Compliance
All	Risk Culture	Enhancing our risk management and risk awareness Groupwide	Group	<ul style="list-style-type: none"> Customers Regulators 	<ul style="list-style-type: none"> Risk Management & Compliance
All	Security	Investing in a comprehensive, prompt and effective ICT security	Group	<ul style="list-style-type: none"> Customers 	<ul style="list-style-type: none"> Intellectual Capital
Colleagues	Corporate Identity	Committing to raising employees' awareness of sustainability issues, leveraging on employees as first ambassadors of the bank	Group		<ul style="list-style-type: none"> Our Purpose & Identity Human Capital
Colleagues	Diversity and Inclusion	Fostering and improving a culture of inclusion, fairness and respect by promoting equal opportunities in the workplace so all colleagues can maximize their potential	Group		<ul style="list-style-type: none"> Human Capital
Colleagues	Employees' Development	A commitment to enhancing colleagues' professional skills and accelerating their professional development	Group		<ul style="list-style-type: none"> Human Capital
Colleagues	Performance Management	Developing systems based on transparent and fair mechanisms to ensure all employees are capable of performing to the best of their abilities	Group		<ul style="list-style-type: none"> Human Capital
Colleagues	Work-life Balance	Demonstrating concern for employees' well-being and the balance between their professional and personal lives; creating a work environment in which everyone feels at ease and is motivated to build positive relationships with customers	Group		<ul style="list-style-type: none"> Human Capital
Customers	Customer Proximity	Being close to customers, understanding their needs and promptly providing local families and companies with a wide range of specialized products/services on request	Group	<ul style="list-style-type: none"> Customers 	<ul style="list-style-type: none"> Our Sust.Strategy Social & Relationship Capital
Customers	Innovative Bank	Being proactive, acting promptly and promoting innovation	Group	<ul style="list-style-type: none"> Customers 	<ul style="list-style-type: none"> Our Sust.Strategy Intellectual Capital
Customers	Lean and Transparent Organization	Guaranteeing lean and efficient bank procedures and transparent decision making processes	Group	<ul style="list-style-type: none"> Customers 	<ul style="list-style-type: none"> Our Sust.Strategy Social & Relationship Capital
Customers	Quality and Value	Offering high quality products and services that are good value for money	Group	<ul style="list-style-type: none"> Customers 	<ul style="list-style-type: none"> Our Sust.Strategy Social & Relationship Capital

A. Main stakeholder group that raised and/or is impacted by the material topic.

B. Reporting of data and information for topics that are material outside the organization is limited to the Group activities. The Geographical location where the topic is material refers mainly to the 15 Countries where the Group has significant operations (refer to the Report Structure of the Integrated Report for more information). Internal and External refers to the main subjects that impact the topic.

C. Includes Colleagues, Customers, Communities, Investors, Regulators, Suppliers.

Main stakeholder involved ^A	Material topic	Definition	Boundaries for material topics ^B		Main reference chapter of the Integrated Report
			Internal	External	
Customers	Responsible Finance	Committing to environmental, social and governance issues through dedicated products in portfolio	Group	<ul style="list-style-type: none"> Customers Responsible Investors 	<ul style="list-style-type: none"> Natural Capital Social & Relationship Capital
Customers	Simplicity and Transparency	Enhancing our trust and credibility by proposing simple and easy to understand products/services, as well as proactive, effective and clear communications and transparent decision-making processes	Group	<ul style="list-style-type: none"> Customers 	<ul style="list-style-type: none"> Our Sust.Strategy Social & Relationship Capital
Customers	Support to Business	Being close to companies by developing products and services that support their economic growth (e.g., innovation, internationalization, research and development)	Group	<ul style="list-style-type: none"> Customers 	<ul style="list-style-type: none"> Our Sust.Strategy Social & Relationship Capital
Communities	Community Proximity	Understanding territorial issues and responding to local needs to better support social development and positively impact communities	Group	<ul style="list-style-type: none"> Communities 	<ul style="list-style-type: none"> Country Priorities Social & Relationship Capital
Communities	Employment	Contributing indirectly to raising employment levels by developing products and services that both support ongoing business activities and help identify new business opportunities	Group		<ul style="list-style-type: none"> Social & Relationship Capital
Communities	Financial Education	Helping citizens - customers and non-customers alike - to improve their financial knowledge and make more informed financial decisions	Group	<ul style="list-style-type: none"> Communities Customers 	<ul style="list-style-type: none"> Social & Relationship Capital
Communities	Research and Innovation	Developing products and services to support research and innovation intensive industries and to contribute to social and economic progress as well as the well-being of countries	Group	<ul style="list-style-type: none"> Customers 	<ul style="list-style-type: none"> Intellectual Capital
Investors	Clear Approach to Markets	Maintaining transparent relationships with financial markets by disclosing information that is useful for investors to understand our competitive positioning and bank business trends	Group	<ul style="list-style-type: none"> Investors 	<ul style="list-style-type: none"> Financial Capital Our Sust.Strategy Social & Relationship Capital
Regulators	Financial Stability	Building a long-term foundation for financial stability while supporting customers in an uncertain environment; providing tangible support for regulatory discussions to create a better financial system	Group	<ul style="list-style-type: none"> Regulators 	<ul style="list-style-type: none"> Risk Management & Compliance Social & Relationship Capital

Dialogue tools with stakeholders

Stakeholder group	Principal dialogue tools	Key company departments involved
Customers	<ul style="list-style-type: none"> Customer satisfaction assessment Brand reputation assessment Instant feedback Mystery shopping Focus groups, workshops, seminars 	<ul style="list-style-type: none"> Group Stakeholder Insight Local Stakeholder Insight Local marketing teams
Employees	<ul style="list-style-type: none"> People Survey of professional engagement Internal clients' perceptions of headquarters services Group Intranet Portal Departmental online communities 	<ul style="list-style-type: none"> Group Stakeholder Insight Global HR Management Local HR Group Internal Communications
Investors/shareholders	<ul style="list-style-type: none"> Quarterly webcasts and conference calls to present results One-on-one and group meetings, calls Shareholders' meeting 	<ul style="list-style-type: none"> Group Investor Relations Group Sustainability for SRI investors
Communities	<ul style="list-style-type: none"> Surveys Social media 	<ul style="list-style-type: none"> Group Stakeholder Insight Group Identity & Communications Local Identity & Communications
Advocacy groups/NGOs	<ul style="list-style-type: none"> Regular meetings and calls 	<ul style="list-style-type: none"> Group Sustainability Local sustainability teams

A. Main stakeholder group that raised and/or is impacted by the material topic.

B. Reporting of data and information for topics that are material outside the organization is limited to the Group activities. The Geographical location where the topic is material refers mainly to the 15 Countries where the Group has significant operations (refer to the Report Structure of the Integrated Report for more information). Internal and External refers to the main subjects that impact the topic.

Human Capital¹



Portrait in numbers

Percentage and number of employees by country and gender, 2013-2015

Country	Female 2015	Male 2015	Head Count 2015	Head Count 2014	Head Count 2013
Italy	43.9%	56.1%	50,259	50,924	51,099
Germany	53.6%	46.4%	20,496	22,452	23,059
Austria	54.1%	45.9%	10,545	10,949	11,125
Poland	77.0%	23.0%	19,442	19,921	19,996
Bosnia and Herzegovina	71.9%	28.1%	1,681	1,688	1,728
Bulgaria	77.1%	22.9%	4,574	4,550	4,508
Croatia	75.6%	24.4%	4,401	4,475	4,910
Czech Republic	62.2%	37.8%	2,944	2,915	2,924
Hungary	69.2%	30.8%	2,332	2,357	2,477
Romania	71.9%	28.1%	5,285	5,095	4,880
Russia	68.0%	32.0%	4,597	4,560	4,202
Serbia	62.9%	37.1%	1,177	1,135	1,095
Slovakia	71.3%	28.7%	1,445	1,408	1,493
Slovenia	64.9%	35.1%	596	618	631
Ukraine	78.5%	21.5%	5,500	6,149	7,516
Other ^A	35.8%	64.2%	1,700	1,721	1,722
Total	57.8%	42.2%	136,974	140,917	143,365

A. Australia, Brazil, China, France, India, Ireland, Latvia, Luxembourg, Switzerland, Taiwan, United Kingdom and United States of America.

Percentage of employees by employment tier, 2013-2015

Employment tier	2015	2014	2013
Top Management	0.06%	0.07%	0.12%
Executive	0.58%	0.61%	0.90%
Middle Management	9.14%	8.93%	8.83%
Staff	90.22%	90.39%	90.15%
Total	100.00%	100.00%	100.00%

Percentage of employees by employment tier and gender, 2013-2015

Employment tier	2015		2014		2013	
	Female	Male	Female	Male	Female	Male
Top Management	0.02%	0.13%	0.02%	0.14%	0.04%	0.23%
Executive	0.19%	1.11%	0.20%	1.19%	0.44%	1.55%
Middle Management	5.02%	14.79%	4.74%	14.78%	4.66%	14.70%
Staff	94.78%	83.97%	95.04%	83.89%	94.87%	83.51%
Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Percentage of employees by gender and contract type, 2013-2015

Gender	2015		2014		2013	
	Fixed - term	Permanent	Fixed - term	Permanent	Fixed - term	Permanent
Female	3.01%	54.81%	3.30%	55.00%	3.10%	55.38%
Male	1.54%	40.64%	1.61%	40.09%	1.64%	39.89%
Total	4.55%	95.45%	4.91%	95.09%	4.74%	95.26%

1. The data in this part of Supplement applies to UniCredit's employees (expressed in Head Count) as of December 31, 2015-2014-2013. Our employee data does not include external staff (e.g., interns or consultants). The number reflects all employees of fully and proportionately consolidated entities. The data represents 100% of the population unless otherwise noticed.

Percentage of employees by employment tier and education level, 2015^A

Employment tier	Degrees over the High School Diploma	High School	Other	Total
Top Management	87.18%	5.13%	7.69%	100.00%
Executive	70.19%	17.19%	12.62%	100.00%
Middle Management	61.13%	26.05%	12.83%	100.00%
Staff	45.50%	41.10%	13.39%	100.00%

A. Data represents 98.59% of the population.

Percentage of employees by employment tier and length of employment, 2015^A

Employment tier	0-10	11-20	21-30	>31	Total
Top Management	45.88%	27.06%	10.59%	16.47%	100.00%
Executive	39.87%	32.53%	18.35%	9.24%	100.00%
Middle Management	28.95%	32.37%	25.69%	13.00%	100.00%
Staff	39.88%	22.89%	22.78%	14.45%	100.00%

A. Data represents 99.97% of the population.

Percentage of employees by employment tier and age, 2015^A

Employment tier	up to 30 years	31-40 years	41-50 years	above 51 years
Top Management	0.00%	0.00%	0.01%	0.02%
Executive	0.00%	0.06%	0.23%	0.21%
Middle Management	0.08%	2.05%	3.95%	2.93%
Staff	11.53%	24.52%	27.25%	27.16%
Total	11.62%	26.62%	31.44%	30.31%

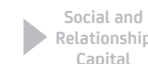
A. Data represents 98.70% of the population.

Percentage of employees leaving employment by reason, 2013-2015

Reason for leaving the Group	2015	2014	2013
Retirement - employees who left to retire ^A	4.95%	6.12%	4.67%
Restructuring - employees who left due to a common agreement or industrial plan negotiated with trade unions	14.28%	5.75%	16.46%
Individual agreements - employees who left due to individual or one-to-one agreements	21.26%	24.19%	20.89%
Employee resignation - employees who resigned	41.16%	39.84%	36.45%
Employer dismissal - employees who left the bank involuntarily	5.82%	12.11%	8.85%
Other - all remaining reasons, including ending of temporary contracts	12.52%	11.98%	12.68%
Total	100.00%	100.00%	100.00%

A. Retirements triggered by restructuring have been reported under restructuring rather than retirement.

HUMAN CAPITAL

Turnover by country, 2015^A

Country	Incoming employees		Outgoing employees	
	Number	Percentage	Number	Percentage
Italy	815	1.62%	901	1.79%
Germany	664	3.24%	2,075	10.12%
Austria	267	2.53%	615	5.83%
Poland	627	3.22%	1,203	6.19%
Bosnia and Herzegovina	110	6.54%	115	6.84%
Bulgaria	590	12.90%	566	12.37%
Croatia	127	2.89%	197	4.48%
Czech Republic	381	12.94%	378	12.83%
Hungary	289	12.39%	297	12.74%
Romania	1,011	19.13%	828	15.67%
Russia	724	15.75%	640	13.92%
Serbia	105	8.92%	64	5.44%
Slovakia	220	15.22%	193	13.36%
Slovenia	33	5.54%	53	8.89%
Ukraine	617	11.22%	1,265	23.00%
Other ^B	243	14.29%	222	13.06%
Total	6,823	4.98%	9,612	7.02%

A. Turnover rates are calculated as follows: for incoming employees (Employees hired in 2015)/(Total employees at the end of 2015)*100; for outgoing employees (Employees who left the Group in 2015)/(Employees at the end of 2015)*100.

B. Australia, Brazil, China, France, India, Ireland, Latvia, Luxembourg, Switzerland, Taiwan, United Kingdom and United States of America.

Turnover by gender^A and age^B, 2015

Gender	Incoming employees		Outgoing employees	
	Number	Percentage	Number	Percentage
Female	3,996	5.05%	6,010	7.59%
Male	2,827	4.89%	3,602	6.24%

Age	Incoming employees		Outgoing employees	
	Number	Percentage	Number	Percentage
Up to 30 years	4,267	27.17%	3,285	20.91%
31 - 40 years	1,765	4.90%	2,670	7.42%
41 - 50 years	621	1.46%	1,377	3.24%
Above 51 years	170	0.41%	2,280	5.56%

A. Turnover rates are calculated as follows: for incoming employees (Employees hired in 2015)/(Total employees by gender at the end of 2015)*100; for outgoing employees (Employees who left the Group in 2015)/(Employees by gender at the end of 2015)*100.

B. Turnover rates are calculated as follows: for incoming employees (Employees hired in 2015)/(Total employees by age at the end of 2015)*100; for outgoing employees (Employees who left the Group in 2015)/(Employees by age at the end of 2015)*100.

Differential^A between female and male employee gross salaries^B by country and employment tier, 2015^C

The percentage represents the weighted averages of women's average gross salary compared to men's.

Country	Executive	Middle Management	Staff
Italy	81.4%	86.2%	88.8%
Germany	71.8%	77.6%	70.7%
Austria	102.4%	88.0%	87.1%
Poland	87.3%	80.6%	73.7%
Bosnia and Herzegovina	89.9%	92.3%	90.8%
Bulgaria	Not available	91.8%	73.2%
Croatia	67.9%	91.2%	96.4%
Czech Republic	Not available	77.4%	73.5%
Hungary	71.2%	93.6%	83.0%
Romania	49.2%	95.4%	82.5%
Russia	Not available	100.0%	72.2%
Serbia	94.0%	93.9%	87.8%
Slovakia	Not applicable	79.1%	74.5%
Slovenia	Not applicable	81.6%	103.5%
Ukraine	Not applicable	87.6%	76.6%

A. The ratios were calculated as follows: (total gross salary of female employees/total female)/(total gross salary of male employees/total male).

B. Gross salary: the full year fixed amount paid to an employee for performing his/her duties. It includes allowances provided related to specific positions.

C. Data represents 82.41% of the population.

Differential^A between female and male employee total remuneration^B by country and employment tier, 2015^C

The percentage represents the weighted averages of women's average remuneration compared to men's.

Country	Executive	Middle Management	Staff
Italy	72.5%	86.1%	88.9%
Germany	61.3%	72.0%	68.6%
Austria	101.3%	86.7%	86.5%
Poland	94.5%	78.6%	74.3%
Bosnia and Herzegovina	83.5%	90.5%	90.2%
Bulgaria	Not available	92.8%	73.2%
Croatia	72.4%	88.0%	95.3%
Czech Republic	Not available	70.9%	71.7%
Hungary	65.4%	91.4%	82.3%
Romania	41.2%	93.0%	82.3%
Russia	Not available	98.8%	72.1%
Serbia	91.1%	93.8%	87.1%
Slovakia	Not applicable	75.6%	75.3%
Slovenia	Not applicable	80.4%	103.1%
Ukraine	Not applicable	95.2%	77.7%

A. The ratios were calculated as follows: (total remuneration of female employees/total female)/(total remuneration of male employees/total male).

B. Total remuneration: gross salary plus additional amounts such as bonuses including cash and/or available equity shares to reward individual performance and Company's results and any other no one-off payments.

C. Data represents 82.41% of the population.

HUMAN CAPITAL



Diversity management

Percentage of permanent employees by gender and employment status, 2013-2015

Gender	2015		2014		2013	
	Part-time	Full-time	Part-time	Full-time	Part-time	Full-time
Female	87.29%	53.15%	87.90%	53.67%	89.85%	53.95%
Male	12.71%	46.85%	12.10%	46.33%	10.15%	46.05%
Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Percentage of female with part-time contracts out of all women by employment tier, 2013-2015

Employment tier	2015	2014	2013
Executive and Middle Management	11.38%	10.27%	9.18%
Staff	19.71%	18.36%	18.80%

Percentage of employees by gender and educational level, 2015^A

Gender	Degrees over High School Diploma	High School Diploma	Other
Female	61.04%	57.59%	49.93%
Male	38.96%	42.41%	50.07%
Total	100.00%	100.00%	100.00%

A. Data represents 98.59% of the population.

Number and percentage of employees promoted to higher contractual job grade by country and gender, 2015^A

Country	Number		Percentage	
	Female	Male	Female	Male
Italy	737	981	42.90%	57.10%
Germany	918	779	54.10%	45.90%
Austria ^B	7	3	70.00%	30.00%
Poland	146	96	60.33%	39.67%
Bosnia and Herzegovina	59	29	67.05%	32.95%
Bulgaria	3	5	37.50%	62.50%
Croatia	283	116	70.93%	29.07%
Czech Republic	95	106	47.26%	52.74%
Hungary	50	26	65.79%	34.21%
Romania	150	71	67.87%	32.13%
Russia	26	32	44.83%	55.17%
Serbia	4	13	23.53%	76.47%
Slovakia	54	28	65.85%	34.15%
Slovenia	51	32	61.45%	38.55%
Ukraine	246	65	79.10%	20.90%
Other ^C	12	46	20.69%	79.31%
Total	2,841	2,428	53.92%	46.08%

A. Data represents 93.98% of the population.

B. Data does not include UniCredit Bank Austria AG.

C. Australia, Brazil, China, France, India, Ireland, Latvia, Luxembourg, Switzerland, Taiwan, United Kingdom and United States of America.

Number of employees in protected categories by country, 2015^A

Country	2015
Italy	3,341
Germany	981
Austria	402
Poland	245
Bosnia and Herzegovina	11
Bulgaria	117
Croatia	33
Czech Republic	12
Hungary	10
Romania	13
Russia	99
Serbia	0
Slovakia	15
Slovenia	7
Ukraine	182
Other ^B	3

A. Employees in protected categories are reported according to the requirements of applicable local laws. If accepted by local laws alternative solutions are implemented. Due to privacy reasons the employment tier breakdown is not reported.

B. Australia, Brazil, China, France, India, Ireland, Latvia, Luxembourg, Switzerland, Taiwan, United Kingdom and United States of America.

Training

Our Group received €4,429,195 in 2015 by leveraging our capacity to cover training costs with public funds.

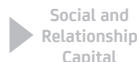
Training hours per capita by employment tier, gender and training type, 2015

Training type	Top Management		Executive		Middle Management		Staff	
	Female	Male	Female	Male	Female	Male	Female	Male
Managerial training	8.00	0.07	19.51	11.85	8.36	7.06	1.89	2.64
Technical training	1.00	1.50	77.43	17.43	18.26	13.38	21.28	23.71
Foreign language training	0.00	1.86	8.45	2.91	5.45	1.58	1.73	1.68

This data was drawn from a population that represented 91.5 percent of employees. Training hours included e-learning, classroom instruction and on-the-job training.

In 2015, we conducted 37,955 hours of trainings in our Markets in Financial Instruments Directive (MiFID) courses.

HUMAN CAPITAL



Industrial Relations²

At UniCredit, we strongly believe in the importance of social dialogue, particularly in regards to Group labor practices. We believe that social dialogue enhances our cooperation, listening skills and ability to understand domestic and global labor needs.

This Groupwide approach has enabled us to maintain high standards of social dialogue in recent years, helping us to navigate the turbulent years of the financial crisis.

We remain committed to improving the level of UniCredit's social dialogue in every country of operation, above all leveraging our strong European identity.

Within the Group, workers' interests may be represented at the national level by trade unions, works councils or other representatives in line with labor legislation and local industrial relations systems.

At the international level, workers are represented by the European Works Council (EWC) which, since its foundation in 2007, has worked to guarantee the right of information and consultation on transnational Group activities that could significantly affect workers' interests. It currently has 39 members, representing 18 countries (Austria, Bosnia and Herzegovina, Bulgaria, Croatia, Czech Republic, Germany, Hungary, Ireland, Italy, Luxembourg, Poland, Romania, Russia, Serbia, Slovakia, Slovenia, Ukraine, United Kingdom).

In 2015, at the end of the second four-year term of the Committee, individual countries were called to elect new EWC Workers' Representatives, in accordance with their respective national electoral procedures.

A number of significant Industrial Relations initiatives were conducted over the course of 2015.

At the international level - continuing the process started by the 2 previous declarations on *Equal Opportunities and Non Discrimination* and *Training, Learning and Professional Development* - the company and the European Works Council signed the *Joint Declaration on Responsible Sales*. This new declaration identifies the shared principles that must form the basis for the Group's commercial approach. As such, it represents a common foundation on which all UniCredit countries can build, in full accordance with each geographical area's specific characteristics.

The key principles identified in the declaration relate to customer-centricity, the professional development of employees, sustainable products, organizational governance and a fair and transparent business culture.

The following meetings took place in 2015 to ensure that employees were duly informed and consulted:

- 2 ordinary meetings, attended by members of the EWC and Top Management, covering various topics ranging from the Group's results, to sustainability, to the review of the Strategic Plan
- 7 meetings of the Select Committee, which is the EWC's primary point of contact with central management, and has the power to organize meetings about specific topics to ensure the continuous and timely flow of information to all members of the EWC in the intervals between the 2 general meetings.

2. This data is drawn from the following subset of Group entities unless stated otherwise:

- Italy: FincoBank SpA, Pioneer Global Asset Management SpA, Pioneer Investment Management SGRPA, UniCredit Business Integrated Solutions SCpA, UniCredit Leasing SpA, UniCredit SpA
- Germany: UniCredit Bank AG, UniCredit Business Integrated Solutions SCpA, UniCredit Global Business Services GmbH
- Austria: UniCredit Bank Austria AG, UniCredit Business Integrated Solutions Austria GmbH
- Poland: Bank Pekao SA, UniCredit Business Integrated Solutions Austria GmbH, UniCredit Business Integrated Solutions SCpA
- Bosnia and Herzegovina: UniCredit Bank ad Banja Luka, UniCredit Bank dd, UniCredit Leasing doo
- Bulgaria: UniCredit Bulbank AD
- Croatia: Zagrebačka Banka DD
- Czech Republic: UniCredit Bank Czech Republic and Slovakia as, UniCredit Business Integrated Solutions SCpA
- Hungary: UniCredit Bank Hungary Zrt, UniCredit Business Integrated Solutions SCpA, UniCredit Leasing Hungary Zrt
- Romania: UniCredit Bank SA, UniCredit Business Integrated Solutions SCpA, UniCredit Business Partner GmbH
- Russia: AO UniCredit Bank
- Serbia: UniCredit Bank Serbia Jsc
- Slovakia: UniCredit Bank Czech Republic and Slovakia as, UniCredit Business Integrated Solutions SCpA
- Slovenia: UniCredit Banka Slovenija DD
- Ukraine: PJSC Ukrsotsbank.

At the national level, a process to review the company's welfare system was launched in Italy in 2015. The first major achievement was reaching an agreement on integrating all internal funds into the Group Pension Fund. As part of this agreement, the savings obtained from the successful rationalization of supplementary pensions were used to establish - on a test basis for 2016 - an integrated system of economic support for the surviving relatives of workers who die while employed by UniCredit.

Also in Germany, negotiations with works councils have led to satisfactory agreements. A notable example is the *16/18 Program* for the management of staff reductions under the revised Strategic Plan 2016-2018. Thanks to strong understandings between the company and workers' representatives, solutions have been found for managing staff redundancies, where possible facilitating the internal redeployment of employees and introducing pre-pension measures.

Lastly, UBIS Romania has launched an important trade union engagement initiative which saw them attend 6 Country Management Meetings in order to hear information about strategic business objectives and company decisions, with the aim of consolidating social dialogue and transparency in relations between the company and its social partners.

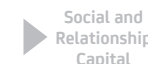
Percentage of employees covered by collective bargaining agreements, 2015^A

Country	2015
Italy	100.0%
Germany	
UniCredit Bank AG	48.2%
UniCredit Business Integrated Solutions SCpA	53.3%
UniCredit Global Business Services GmbH	53.4%
Austria	100.0%
Poland	
Bank Pekao SA	77.0%
UniCredit Business Integrated Solutions Austria GmbH	100.0%
UniCredit Business Integrated Solutions SCpA	
Bosnia and Herzegovina	100.0%
Bulgaria	60.0%
Croatia	100.0%
Czech Republic	100.0%
Hungary	Not applicable ^B
Romania	
UniCredit Bank SA	Not applicable ^B
UniCredit Business Partner GmbH	100.0%
UniCredit Business Integrated Solutions SCpA	
Russia	100.0%
Serbia	Not applicable ^B
Slovakia	100.0%
Slovenia	100.0%
Ukraine	100.0%

A. The collective bargaining agreement refers to national, sector and company level.

B. There is no collective bargaining agreement at the branch and country level as of yet.

HUMAN CAPITAL



Notice period typically provided to employees and their elected representatives prior to implementing significant operational changes that could affect them substantially

Country	Notice period	Legal number of days notice	Notice period specified in collective bargaining agreements
Italy	Yes	25	Yes
Germany	No	-	-
Austria	Yes	5 ^A	No
Poland			
Bank Pekao SA	Yes	3	Yes
UniCredit Business Integrated Solutions Austria GmbH	Yes	30	No
UniCredit Business Integrated Solutions SCpA			
Bosnia and Herzegovina	Yes	15	No
Bulgaria	Yes	45	Yes
Croatia	Yes	14	Yes
Czech Republic	Yes	60	Yes
Hungary	Yes	30	No
Romania			
UniCredit Bank SA	Yes	10 ^B	No
UniCredit Business Partner GmbH	Yes	20	Yes
UniCredit Business Integrated Solutions SCpA			
Russia	Yes	60	No
Serbia	Yes	30	No
Slovakia			
UniCredit Bank Czech Republic and Slovakia as	Yes	30	No
UniCredit Business Integrated Solutions SCpA	Yes	60	Yes
Slovenia	Yes	8	Yes
Ukraine	Yes	60	Yes

A. 5 days to give notice to individual employees. No specific period for organizational changes.

B. Notice period might change according to the situation.

Welfare, health and safety, work-life balance³

We support the well-being of our employees and their families by providing welfare and work-life balance services that respond to their needs, including the supplementation of public services (e.g., enhancing public health assistance with specific coverage provided by our Group). These benefits are defined at the country level due to differences in local laws and practices.

3. This data is drawn from the following subset of Group entities unless stated otherwise:

- Italy: FinecoBank SpA, Pioneer Global Asset Management SpA, Pioneer Investment Management SGRPA, UniCredit Business Integrated Solutions SCpA, UniCredit Leasing SpA, UniCredit SpA
- Germany: UniCredit Bank AG, UniCredit Business Integrated Solutions SCpA, UniCredit Global Business Services GmbH
- Austria: UniCredit Bank Austria AG, UniCredit Business Integrated Solutions Austria GmbH
- Poland: Bank Pekao SA, UniCredit Business Integrated Solutions Austria GmbH, UniCredit Business Integrated Solutions SCpA
- Bosnia and Herzegovina: UniCredit Bank ad Banja Luka, UniCredit Bank dd, UniCredit Leasing doo
- Bulgaria: UniCredit Bulbank AD, UniCredit Consumer Financing EAD, UniCredit Leasing EAD
- Croatia: Zagrebačka Banka DD
- Czech Republic: UniCredit Bank Czech Republic and Slovakia as, UniCredit Business Integrated Solutions SCpA
- Hungary: UniCredit Bank Hungary Zrt, UniCredit Leasing Hungary Zrt, UniCredit Business Integrated Solutions SCpA
- Romania: UniCredit Business Partner GmbH, UniCredit Business Integrated Solutions SCpA, UniCredit Consumer Financing IFN SA, UniCredit Leasing Corporation IFN SA, UniCredit Bank SA
- Russia: AO UniCredit Bank
- Serbia: UniCredit Bank Serbia Jsc
- Slovakia: UniCredit Bank Czech Republic and Slovakia as, UniCredit Business Integrated Solutions SCpA
- Slovenia: UniCredit Banka Slovenija DD
- Ukraine: PJSC Ukrasotsbank.

In nearly all countries, part-time and fixed-term employees are offered the same benefits that are offered to full-time and permanent employees. In several countries, colleagues are provided with certain benefits following an initial work period. Moreover, employees in most countries have the option to go on sabbatical for personal reasons or training purposes.

Retirement plans offered to employees, 2015

Country	Principal retirement plans
Italy	Defined contribution plan
Germany	Defined contribution plan
Austria	
UniCredit Bank Austria AG	Defined contribution plan
UniCredit Business Integrated Solutions Austria GmbH	No plans
Poland	No plans
Bosnia and Herzegovina	No plans
Bulgaria	No plans
Croatia	No plans
Czech Republic	
UniCredit Bank Czech Republic and Slovakia as	Defined contribution plan
UniCredit Business Integrated Solutions SCpA	No plans
Hungary	No plans
Romania	No plans
Russia	Defined contribution plan
Serbia	No plans
Slovakia	
UniCredit Bank Czech Republic and Slovakia as	Defined contribution plan
UniCredit Business Integrated Solutions SCpA	No plans
Slovenia	No plans
Ukraine	Defined contribution plan

Welfare system, 2015^A

Country	National mandatory welfare system	Voluntary company welfare system
Italy	Yes	Yes
Germany	Yes	Yes
Austria	Yes	Yes
Poland	Yes	No
Bosnia and Herzegovina	Yes	No
Bulgaria	Yes	Yes
Croatia	Yes	No
Czech Republic		
UniCredit Bank Czech Republic and Slovakia as	Yes	Yes
UniCredit Business Integrated Solutions SCpA	Yes	No
Hungary	Yes	Yes
Romania		
UniCredit Bank SA		
UniCredit Consumer Financing IFN SA	Yes	No
UniCredit Leasing Corporation IFN SA		
UniCredit Business Integrated Solutions SCpA	Yes	Yes
UniCredit Business Partner GmbH		
Russia	Yes	Yes
Serbia	Yes	Yes
Slovakia		
UniCredit Bank Czech Republic and Slovakia as	Yes	Yes
UniCredit Business Integrated Solutions SCpA	Yes	No
Slovenia	Yes	No
Ukraine	Yes	Yes

A. The welfare system includes pension plan and/or health insurance plans, in accordance with different local laws. Any employee can access voluntary company welfare systems where available.

HUMAN CAPITAL



Contribution by employees and/or employers to the voluntary company pension system, 2015

Country	Contribution from employer	Contribution from employee
Italy ^A	2% or 3%	Minimum 2%
Germany	2.5% of gross income up to gross yearly income of €60,012	2.5% of gross income up to gross yearly income of €60,012
Austria		
UniCredit Bank Austria AG	2.9% or more	Arrangements between the pension fund and employee are made on an individual basis
UniCredit Business Integrated Solutions Austria GmbH	2.5% of the yearly gross salary	Voluntary: arrangements between the pension fund and employee are made on an individual basis
Poland	Not applicable	Not applicable
Bosnia and Herzegovina	Not applicable	Not applicable
Bulgaria	Not applicable	Not applicable
Croatia	Not applicable	Not applicable
Czech Republic		
UniCredit Bank Czech Republic and Slovakia as	Approximately €900	Not specifically required
UniCredit Business Integrated Solutions SCpA	Not applicable	Not applicable
Hungary		
UniCredit Bank Hungary Zrt	No	Max 6% of gross base salary (max €132)
UniCredit Leasing Hungary Zrt		
UniCredit Business Integrated Solutions SCpA	No	Up to 50% of the actual minimal wage
Romania		
UniCredit Bank SA	Not applicable	Not applicable
UniCredit Consumer Financing IFN SA		
UniCredit Leasing Corporation IFN SA		
UniCredit Business Integrated Solutions SCpA	100 RON (approximately €22) of the monthly salary	Not applicable
UniCredit Business Partner GmbH		
Russia	7% of the monthly base salary	7% of the monthly base salary
Serbia	Not applicable	Not applicable
Slovakia		
UniCredit Bank Czech Republic and Slovakia as	€180 yearly	Minimum €120 yearly
UniCredit Business Integrated Solutions SCpA	Not applicable	Not applicable
Slovenia	Not applicable	Not applicable
Ukraine	Not applicable	Not applicable

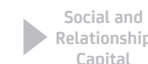
A. The reported contribution percentages refer to the second section of the Fondo Pensione per il Personale delle Aziende del Gruppo UniCredit, the pension fund currently open to new participants.

Transition assistance programs to support employees, 2015^A

Country	The program includes:				
	Pre-retirement planning for intended retirees	Retraining for those intending to continue working	Severance pay	Job placement services	Assistance transitioning to non-working life (training, counseling)
Italy	No	Yes	Yes	Yes/only for Executives	Yes
Germany					
UniCredit Bank AG	Yes	Yes	Yes	Yes	No
UniCredit Global Business Services GmbH					
UniCredit Business Integrated Solutions SCpA	Yes	No	Yes	Yes	No
Austria					
UniCredit Bank Austria AG	Yes	Yes	Yes	Yes	Yes
UniCredit Business Integrated Solutions Austria GmbH	Yes	No	Yes	Yes	No
Poland					
Bank Pekao SA	No	No	Yes	No	No
UniCredit Business Integrated Solutions Austria GmbH					
UniCredit Business Integrated Solutions SCpA	No	No	Yes	Yes	No
Bosnia and Herzegovina					
UniCredit Bank ad Banja Luka					
UniCredit Leasing doo	No	No	Yes	Yes	No
UniCredit Bank dd	Yes	No	Yes	Yes	No
Bulgaria	No	No	Yes	No	No
Croatia	No	Yes	Yes	No	No
Czech Republic					
UniCredit Bank Czech Republic and Slovakia as	Yes	Yes	Yes	Yes	No
UniCredit Business Integrated Solutions SCpA	No	Yes	Yes	Yes	No
Hungary					
UniCredit Bank Hungary Zrt	No	No	Yes	Yes	Yes
UniCredit Leasing Hungary Zrt					
UniCredit Business Integrated Solutions SCpA	No	No	Yes	No	No
Romania	No	No	Yes	No	No
Russia	No	No	Yes	No	No
Serbia	No	No	Yes	No	No
Slovakia					
UniCredit Bank Czech Republic and Slovakia as	No	Yes	Yes	Yes	No
UniCredit Business Integrated Solutions SCpA	No	Yes	Yes	No	No
Slovenia	No	No	Yes	No	No
Ukraine	No	No	Yes	No	No

A. In some cases, the programs are provided only in case of company restructuring/reorganization.

HUMAN CAPITAL



Health and safety management⁴

Health and safety at work is a key issue that goes far beyond meeting the obligations set out by law. Instead, it must be seen as a core value whose ultimate goal is to guarantee well-being at work through a combination of actions and systems.

UniCredit has launched many initiatives to help reach this objective, while of course also ensuring compliance with the law. These include:

- adequate evaluation of risks (e.g., analysis and verification of staff work activities, including the nature of the job, the job's instruments, work spaces, individual and collective protection measures, technical infrastructure and contractual matters - both for internal and contracted positions)
- realizing a higher level of wellness at work through dedicated initiatives, workshops and training.

Formal joint management-worker health and safety committees, 2015^A

Country	Existence of a formal joint management worker health and safety committee	Level at which the committee operates
Italy	No	Not applicable
Germany	Yes	Legal Entity
Austria	Yes	Legal Entity
Poland		
Bank Pekao SA	Yes	Legal Entity
UniCredit Business Integrated Solutions Austria GmbH	No	Not applicable
UniCredit Business Integrated Solutions SCpA		
Bosnia and Herzegovina ^B	Yes	Legal Entity
Bulgaria	Yes	Legal Entity
Croatia	Yes	Legal Entity
Czech Republic	No	Not applicable
Hungary	No	Not applicable
Romania	Yes	Legal Entity
Russia	No	Not applicable
Serbia	No	Not applicable
Slovakia	No	Not applicable
Slovenia	No	Not applicable
Ukraine ^C	No	Not applicable

A. If present, all the employees are represented by a formal management-worker health and safety committee.

B. Refers to UniCredit Bank AD Banja Luka.

C. A country level committee takes care of all employees in health and safety issues.

4. This data is drawn from the following subset of Group entities unless stated otherwise:

- Italy: Pioneer Global Asset Management SpA, Pioneer Investment Management SGRPA, UniCredit Business Integrated Solutions SCpA, UniCredit Leasing SpA, UniCredit SpA
- Germany: UniCredit Bank AG, UniCredit Business Integrated Solutions SCpA, UniCredit Global Business Services GmbH
- Austria: Pioneer Investments Austria GmbH, Schoellerbank Aktiengesellschaft, UniCredit Bank Austria AG, UniCredit Business Integrated Solutions Austria GmbH
- Poland: Bank Pekao SA, UniCredit Business Integrated Solutions Austria GmbH, UniCredit Business Integrated Solutions SCpA
- Bosnia and Herzegovina: UniCredit Bank ad Banja Luka, UniCredit Bank dd, UniCredit Leasing doo
- Bulgaria: UniCredit Bulbank AD, UniCredit Consumer Financing EAD, UniCredit Leasing EAD
- Croatia: Zagrebačka Banka DD
- Czech Republic: UniCredit Bank Czech Republic and Slovakia as, UniCredit Business Integrated Solutions SCpA
- Hungary: UniCredit Bank Hungary Zrt, UniCredit Leasing Hungary Zrt, UniCredit Business Integrated Solutions SCpA
- Romania: UniCredit Bank SA, UniCredit Business Partner GmbH, UniCredit Business Integrated Solutions SCpA
- Russia: Ao UniCredit Bank
- Serbia: UniCredit Bank Serbia Jsc
- Slovakia: UniCredit Bank Czech Republic and Slovakia as, UniCredit Business Integrated Solutions SCpA
- Slovenia: UniCredit Banka Slovenija DD
- Ukraine: PJSC Ukrspotsbank.

Formal agreements with employees' representatives on health and safety issues, 2015^A

Country	Existence of formal agreements with employees' representatives
Italy	No
Germany	
UniCredit Bank AG	No
UniCredit Business Integrated Solutions SCpA	Yes
UniCredit Global Business Services GmbH	
Austria	No
Poland	Yes
Bosnia and Herzegovina	Yes
Bulgaria	Yes
Croatia	Yes
Czech Republic	Yes
Hungary	No
Romania	Yes
Russia	No
Serbia	No
Slovakia	Yes
Slovenia	No
Ukraine	No

A. The employees' representatives may refer to Trade Unions, Work Council, etc.

Rates of injury, occupational diseases and absenteeism, 2015^A

Country	Injury ^B		Occupational diseases ^C		Absentee ^D	
	Female	Male	Female	Male	Female	Male
Italy	2.12	1.62	1.03	0.83	7.60	6.86
Germany	0.99	0.50	0.05	0.01	7.29	4.93
Austria	0.29	0.15	0.00	0.01	8.11	6.01
Poland	0.55	0.21	0.11	0.07	6.51	2.93
Bosnia and Herzegovina	1.82	4.66	0.06	0.09	3.50	1.18
Bulgaria	0.14	0.00	0.02	0.00	4.39	2.55
Croatia	0.45	0.48	0.24	0.03	4.93	2.96
Czech Republic	0.15	0.12	0.00	0.00	6.00	2.51
Hungary	0.31	0.36	0.02	0.00	6.73	2.42
Romania	0.00	0.09	0.01	0.00	3.69	1.84
Russia	0.00	0.00	0.00	0.00	3.41	2.46
Serbia	0.00	0.00	0.00	0.00	2.29	1.79
Slovakia	0.14	0.00	0.00	0.00	3.67	1.18
Slovenia	4.07	0.00	0.66	0.67	6.17	3.57
Ukraine	0.00	0.00	0.14	0.16	4.97	1.67

A. Injuries are recorded as per applicable local law. Country to country comparison can be misleading due to different tracking systems and differences in local laws.

B. This was calculated as follows: (total no. of workplace injuries/total working hours)*1,000,000.

C. This was calculated as follows: (total no. of days of absence due to injuries/total working hours)*1,000.

D. This was calculated as follows: (total no. of days of absence/total working hours)*1,000. Days of absence refers to: injuries, illness, strikes and other reasons (e.g., medical controls, election days).

HUMAN CAPITAL



Disputes concerning labor, welfare issues and administrative bodies⁵

Number of disputes concerning labor issues, 2015

Country	Opened prior to 2015	Opened in 2015	Closed in 2015	Open as Dec. 31, 2015
Italy	785	167	243	709
Germany				
UniCredit Bank AG	32	19	33	18
UniCredit Business Integrated Solutions SCpA	3	5	3	5
UniCredit Global Business Services GmbH				
Austria				
UniCredit Bank Austria AG	24	11	25	10
UniCredit Business Integrated Solutions GmbH	4	17	6	15
Poland				
Bank Pekao SA	79	13	24	68
UniCredit Business Integrated Solutions Austria GmbH	1	1	1	1
UniCredit Business Integrated Solutions SCpA				
Bosnia and Herzegovina	41	8	3	46
Bulgaria	17	2	7	12
Croatia	28	4	5	27
Hungary				
UniCredit Bank Hungary Zrt	3	6	4	5
UniCredit Leasing Hungary Zrt				
Romania				
UniCredit Bank SA	8	4	9	3
Russia	3	4	4	3
Serbia	10	2	0	12
Slovakia ^A	1	0	1	0
Ukraine	2	6	2	6

A. Data does not include UniCredit Bank Czech Republic and Slovakia as.

Number of disputes concerning welfare issues, 2015

Country	Opened prior to 2015	Opened in 2015	Closed in 2015	Open as Dec. 31, 2015
Italy	97	7	19	85
Russia	1	1	2	0

Number of disputes concerning administrative bodies, 2015

Country	Opened prior to 2015	Opened in 2015	Closed in 2015	Open as Dec. 31, 2015
Italy	2	0	0	2
Poland				
Bank Pekao SA	22	2	7	17
Russia	3	1	2	2

5. The tables under this paragraph refer to the perimeter defined at page 46 - Industrial Relations. Due to improved data collection processes, some figures may differ from data presented in the 2014 Integrated Report.

Social and Relationship Capital



Customer distribution

Number of customers by division and country as of December 31, 2015^A

Commercial Banking Division	Number
Italy	7,496,363
Retail	7,313,000
Corporate	44,179
Private Banking	139,184
Germany	1,686,432
Retail	1,318,277
Corporate	323,322
Private Banking	44,833
Austria	1,724,377
Retail	1,594,620
Corporate	103,423
Private Banking	26,334
Poland	5,088,824
Non-Core	219,645
Asset Gathering Division	1,013,585
CEE Retail Banking Division	8,851,089
Bosnia and Herzegovina	1,276,765
Bulgaria	1,095,237
Croatia	1,039,286
Czech Republic (incl. Slovakia)	613,253
Hungary	368,371
Romania	591,715
Russia	1,720,371
Serbia	280,982
Slovenia	145,387
Ukraine	1,719,722
CEE Corporate Banking Division	81,102
Bosnia and Herzegovina	5,042
Bulgaria	11,972
Croatia	8,903
Czech Republic (incl. Slovakia)	19,575
Hungary	9,348
Romania	9,051
Russia	6,285
Serbia	3,820
Slovenia	2,820
Ukraine	4,286
CEE Private Banking Division	14,513
Bulgaria	1,652
Croatia	2,734
Czech Republic (incl. Slovakia)	5,317
Hungary	1,065
Romania	810
Russia	1,734
Slovenia	403
Ukraine	798

A. Clients representation in the Integrated Report 2015 was changed against previous years in order to align the structure with the Segment Reporting view, reflecting current Group business organization.

Customer satisfaction

To measure, analyze and express customer satisfaction levels across the Group, UniCredit has chosen to use the TRI*M Index, an approach developed by an Industry World Leader, TNS Infratest. The use of a trademarked external methodology guarantees that methodology and results are in line with the highest and strongest quality standards. It also allows us to make consistent comparisons not only with competitors but also with businesses from other industries. Additionally, the use of a third-party approach is even more important because the TRI*M Index is a component of UniCredit's compensation system. Customer satisfaction levels are measured at least once a year across all Group countries, while additional periodical surveys could be carried out in line with local needs.

Retail^A TRI*M Index results

Country	2015	2014	2013	2015 competitors' TRI*M index results
Italy	66	65	63	56
Germany	67	71	69	62
Austria	67	66	67	67
Poland	62	61	59	59
Bosnia and Herzegovina				
UniCredit Bank ad Banja Luka	95	89	87	75
UniCredit Bank dd	86	90	82	75
Bulgaria	78	81	80	66
Croatia	79	81	77	72
Czech Republic	74	70	74	71
Hungary	68	68	67	61
Romania	70	68	72	66
Russia	86	86	87	78
Serbia	94	93	94	78
Slovakia	88	84	84	80
Slovenia	80	79	89	62
Ukraine ^B	-	-	61	-

A. In Germany and Austria the term Retail segment refers to individual clients (i.e., Mass Market and Affluent). In Italy, Poland and CEE the Retail segment refers to individual clients (i.e., Mass Market and Affluent) and Small Business.

B. Customer satisfaction survey was not carried out in 2015.

In 2015, survey results confirmed UniCredit's leading position in the majority of the countries it serves. The Retail segment performed well overall, with Italy and CEE confirming best-in-class status as in 2014.

SOCIAL AND RELATIONSHIP CAPITAL

Corporate^A TRI*M Index results

Country	2015	2014	2013	2015 competitors'/ market ^B TRI*M index results
Italy	58	52	51	58
Germany	70	69	66	60
Austria	70	62	61	74
Poland	69	66	63	52
Bosnia and Herzegovina				
UniCredit Bank ad Banja Luka	84	88	80	82
UniCredit Bank dd	86	76	83	82
Bulgaria	81	85	81	73
Croatia	82	82	82	78
Czech Republic	79	77	74	68
Hungary	76	70	70	63
Romania	80	78	73	68
Russia	86	86	89	83
Serbia	80	84	82	76
Slovakia	80	77	78	69
Slovenia	71	78	73	59
Ukraine ^C	-	-	77	-

A. In Germany and Austria the term Corporate segment refers to Small, Medium and Large Companies. In Italy, Poland and CEE the Corporate segment refers to Medium and Large Companies only.

B. Competitors' TRI*M 2015 for Italy, Germany, Austria and Poland. Market TRI*M 2015 for CEE countries.

C. Customer satisfaction survey was not carried out in 2015.

The Corporate segment leadership is confirmed in the majority of countries. In Germany and CEE, the Corporate segment confirmed best-in-class status as in 2014.

Private Banking TRI*M Index results

Country	2015	2014	2013
Italy	67	65	62
Germany	88	80	79
Austria ^A	83	82	77
Poland	86	77	71
Bulgaria	96	98	98
Croatia	103	102	101
Czech Republic	89	88	86
Hungary	79	78	79
Romania	84	83	85
Russia	93	94	93
Slovakia	99	99	96
Slovenia	87	84	78
Ukraine	88	-	88

A. Austria results refer only to UniCredit Bank Austria AG.

Handling complaints

UniCredit's approach to complaints management is driven by the belief that a continuing dialogue and swift responses are fundamental to addressing and improving our service quality and customer satisfaction. Clients can submit their complaints through a number of channels, including email, written letter or in person at one of our branches. Complaints are then managed locally or centrally, depending on the subject or type.

Besides, as far as verbal complaints are concerned, the goal consists in improving the efficiency of the arrangement of various events (errors, delays, malfunctions and churn rate) through a fast resolution in order to increase the customer satisfaction and enhance their confidence in the Bank.

An adequate management of complaints is fundamental for the Group in order to achieve operational excellence and reduce risks. Complaints may highlight areas where service quality can be improved, with positive effects on risk mitigation. In addition, an effective and efficient management of complaints is an opportunity to re-establish a satisfactory relationship with the customers.

As per our Global Compliance Guidelines - Complaint Management, a complaint is any form of dissatisfaction expressed by a current, potential or former customer, certainly recognizable regarding the manner in which the Group has managed a banking, finance or insurance transaction or service. Each UniCredit legal entity develops and regulates its own complaint management processes and defines the methods and timing applied to settling complaints in accordance with their type and the manner of communication chosen by the customer.

Retail division: number of recorded complaints^A

Country	2015		2014		2013	
	Recorded (written + verbal)	Written	Recorded (written + verbal)	Written	Recorded (written + verbal)	Written
Italy	367,032	32,484	332,163	28,369	300,631	19,661
Germany	67,851	26,168	84,653	15,199	102,219	8,108
Austria	55,961	2,502	41,518	1,626	44,407	1,754
Poland ^B	17,091	17,091	17,023	17,023	-	-
Bosnia and Herzegovina	4,773	1,274	4,266	946	5,025	365
Bulgaria ^C	2,516	2,516	2,361	2,361	2,285	2,285
Croatia	32,422	9,279	42,608	5,131	37,283	4,638
Czech Republic	7,638	4,656	7,735	4,271	8,254	4,477
Hungary	12,306	7,413	7,767	3,717	8,341	4,371
Romania	4,136	2,366	5,199	3,055	3,545	2,402
Russia	30,189	23,392	28,798	25,254	24,257	21,790
Serbia	778	769	513	503	547	464
Slovakia	4,556	4,484	3,845	3,698	2,640	2,371
Slovenia	1,594	890	1,775	925	1,797	1,560
Ukraine	10,464	2,942	9,296	2,457	11,395	2,815

A. Totals are not provided because definitions and recording methods have not been completely aligned across all countries.

B. In Poland all complaints are considered as written. The number of complaints referring to 2013 was not published due to confidentiality issues.

C. In Bulgaria there is no distinction between written and verbal complaints. All complaints are considered as written.

Socially Responsible Investments (SRI)

Sustainable investing at Pioneer

By becoming a signatory to the United Nations Principles for Responsible Investment (UNPRI) in March 2009, Pioneer Global Asset Management SpA joined an initiative launched by the UN Secretary-General to advance 6 best-practice principles among asset owners and investment managers. In alignment with its commitment to the UNPRI, Pioneer Global Asset Management SpA expanded its Proxy Voting Policy to include Environmental, Social and corporate Governance (ESG) issues. During 2015, Pioneer Global Asset Management SpA became investor signatory of the Carbon Disclosure Project (CDP) Climate change program and CDP Water program.

Moreover, Pioneer Global Asset Management SpA has defined its search, investment, control and monitoring processes to ensure their alignment with the transparency guidelines of the European Sustainable Investment Forum (Eurosif). Pioneer Global Asset Management SpA provides several asset-management products that are designed to maximize returns while adhering to ethical and sustainable principles. Portfolio Managers hold responsibility within the organization for ESG screening of assets in the portfolios:

- Pioneer Obbligazionario Euro Corporate Etico a distribuzione (Euro Bond Ethical Corporate Fund)**
 The fund's investment strategy is designed to achieve capital appreciation over the medium term. This is accomplished by investing in fixed income instruments issued by companies with business models that meet high standards of social, human and ecological responsibility.
- Pioneer Funds - Global Ecology**
 The fund's investment strategy is designed to achieve capital appreciation over the medium-to-long term. This is accomplished by investing at least two-thirds of the fund's assets in a range of equities and equitylinked instruments issued by companies manufacturing or producing environmentally friendly products or technologies that help to create a cleaner, healthier environment. Such companies include those operating in the fields of air pollution control, alternative energy, recycling, waste incineration, wastewater treatment, water purification and biotechnology.
- Pioneer Funds Austria - Ethik Fonds**
 This is a balanced fund designed to achieve long-term capital growth while generating regular returns. The basic fund portfolio is composed of 30% global equities and 70% euro bonds. An investment is considered ethical when the issuer's business model meets established sustainability standards.

Fund performance (%)

	One year (as of Dec. 31, 2015)		Three years annualized (as of Dec. 31, 2015)	
	Fund	Benchmark	Fund	Benchmark
Pioneer Obbligazionario Euro Corporate Etico a distribuzione	-1.31	-0.62	2.62	3.14
Pioneer Funds - Global Ecology	13.35	10.42	14.33	16.94
Pioneer Funds Austria - Ethik Fonds	2.80	Not available ^A	24.10	Not available ^A

A. The Fund has no declared benchmark in the Prospectus.

Assets subject to positive and negative environmental or social screening (in € million)

	Assets under management (as of Dec 31, 2015)	Assets under management (as of Dec 31, 2014)
Pioneer Obbligazionario Euro Corporate Etico a distribuzione	389	470
Pioneer Funds - Global Ecology	1,137	1,060
Pioneer Funds Austria - Ethik Fonds	104	38
Total assets under management at Pioneer Global Asset Management SpA, including regular funds	223,600	201,030

Sustainable investing at UniCredit Bank AG

Since 2013, at UniCredit Bank AG we have maintained a Sustainable Investments Working Group, in which our experts and decision-makers come together to review products, strategies and overall market dynamics, with an eye to the changing needs of our clients. This Working Group has developed a core concept that is used to assess, for all investment classes, whether any particular investment should be considered sustainable by UniCredit Bank AG. The concept was derived from a methodology developed by oekom research AG, a prominent sustainability rating agency, and from accepted industry certification standards.

To systematically assess the interest of customers in incorporating sustainability into their personal investment strategies, we integrated sustainability into UniCredit Bank AG *FinanzKonzept*, our customer advisory process. During their first advisory sessions with us, all customers are asked about their interest in sustainable investments.

UniCredit Bank AG's "assets under sustainable management" are calculated every year by analyzing the share of sustainable investment to total customer deposits and managed funds. Assets under sustainable management include sustainable equities and bonds, funds and certificates of deposit held by all UniCredit Bank AG clients.

Assets under sustainable management

(in € billion)	2015	2014	2013
Total	2.0	1.5	1.5

Financial inclusion

Percentage of total branches in sparsely settled or economically disadvantaged areas as of December 31, 2015^A

Country ^B	Percentage
Italy	19.2%
Germany	6.1%
Poland	100.0%
Bosnia and Herzegovina	100.0%
Bulgaria	100.0%
Croatia	100.0%
Czech Republic	76.9%
Hungary	46.4%
Romania	100.0%
Russia	100.0%
Serbia	100.0%
Slovakia	75.0%
Slovenia	100.0%
Ukraine	100.0%

A. Relating to EU Countries, in order to identify disadvantaged areas, we used the NUTS classification (Nomenclature of Territorial Units for Statistics: a hierarchical system for dividing up the economic territory of the EU). In particular, we considered those Regions at level 2 of the NUTS classification whose GDP (Gross Domestic Product) per inhabitant is less than 75% of the Community average. Based on this classification, there are no sparsely settled or economically disadvantaged areas in Austria.

B. In Bosnia and Herzegovina, Bulgaria, Croatia, Poland, Romania, Russia, Serbia and Ukraine, we considered as disadvantaged areas the whole territory, since for the World Economic Outlook of the International Monetary Fund published in April 2015 these countries are considered emerging markets and developing economies.

Adherence to legal standards and voluntary codes related to marketing and communications

UniCredit follows the Code of Marketing Communication Self-Regulation (www.iap.it) disseminated by the Istituto dell'Autodisciplina Pubblicitaria (IAP), which commits its subscribers to transparent and honest advertising.

UniCredit is also a member of the Utenti Pubblicità Associati (UPA), which supports the IAP. All UniCredit entities follow the regulations disseminated by these bodies, particularly when local codes do not provide guidance on topics covered by the UPA.

In 2011, the IAP alleged that UniCredit was not properly aligned with certain standards. UniCredit took action accordingly and resolved the issue by modifying the advertising in question.

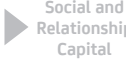
In 2015, all advertising campaigns were brought to the attention of the IAP before their launch and, in some instances, were changed in accordance with current regulations.

All advertising and communication activities at UniCredit are managed by our Group Identity & Communications department, which is responsible for assuring the effective application of the IAP's code, as well as the oversight of the UniCredit Supervisory Body.

In advertising related to investment products, all texts are submitted to the Commissione Nazionale per le Società e la Borsa (CONSOB) in Italy to ensure that they may be evaluated for regulatory compliance and consistency with the principles of truth and transparency.

Legal standards and voluntary codes related to marketing and communications adopted by Group Legal Entities, 2015

Country	Description
Austria	Advertising Industry Ethics Code of the Austrian Society for Self - Regulation in Advertising (Werberat)
Poland	Principles of Corporate Governance for Supervised Institutions, issued by the Financial Supervision Commission (Komisja Nadzoru Finansowego)
Bosnia and Herzegovina	Consumer Protection Act covering advertisement of financial products and services
Bulgaria	Ethical Code of the Association of Commercial Banks in Bulgaria
Croatia	Code of Advertising issued by the Croatian Association of Advertising Agencies
Hungary	Hungarian Banking Association's Code of Conduct
Serbia	Law on Protection of Financial Services Consumers
Slovenia	The Slovenian Code of Advertising Practice published by Slovenian Advertising Association and Consumer Protection law
Ukraine	Local legislation providing main principles of marketing activities and products. In marketing research practice, the bank follows the recommendations of Ukrainian Association of Marketing (UAM)



Natural Capital

Environmental performance indicators¹

Scope 1: direct GHG emissions (tons CO₂ e), 2013-2015^A

Country	2015	2014	2013
Italy	40,488	42,576	48,134
Germany	16,450	17,232	18,982
Austria	2,887	3,249	3,935
CEE	10,271	10,489	11,481
Total	70,096	73,546	82,533

A. GHG emissions from sources owned or controlled by our Group. Data for 2015 covers 80% (direct energy consumption) and 72% (road business travel) of population (a full-time equivalent of more than 120,000).

Scope 2: indirect GHG emissions (tons CO₂ e), 2013-2015^A

Country	2015	2014	2013
Italy	114,969	110,284	122,258
Germany	77,163	79,317	85,202
Austria	20,803	20,699	22,317
CEE	47,295	49,296	46,565
Total	260,231	259,596	276,341

A. GHG emissions from purchased electricity, steam and heating/cooling consumed by equipment or systems owned or controlled by our Group. The table above reflects the use of emission factor averages of the national grids. Data for 2015 covers 80% of population (a full-time equivalent of more than 120,000).

Scope 3: other indirect GHG emissions (tons CO₂ e), 2013-2015^A

Country	2015	2014	2013
Italy	5,632	5,817	5,625
Germany	3,046	3,249	3,387
Austria	1,119	1,138	1,480
CEE	2,011	2,052	1,627
Total	11,808	12,256	12,119

A. GHG emissions business travel, from copy paper consumption, and from glass, paper and plastic disposal. Data for 2015 covers 78% (copy paper consumption), 72% (air and train travel) and 78% (glass, paper and plastic disposal) of population (a full-time equivalent of more than 120,000).

Energy consumption per employee (GJ/capita), 2013-2015^A

Country	2015	2014	2013
Italy	34	34	38
Germany	43	42	47
Austria	55	54	54
CEE	24	25	25

A. Data for 2015 covers 80% of population (a full-time equivalent of more than 120,000).

1. Data for 2015 have been collected involving 61 legal entities (a full-time equivalent of more than 120,000) operating in Italy, Germany, Austria, Poland and in Central and Eastern Europe (CEE) countries. The CEE countries included are: Bosnia and Herzegovina, Bulgaria, Croatia, Czech Republic, Hungary, Romania, Russia, Serbia, Slovakia, Slovenia and Ukraine. Due to improved processes in data collection, calculation, selection of included Group legal entities and to periodical updates of GHG emission factors, several figures may differ from data presented in the 2014 Integrated Report. Country-to-country comparisons may be misleading as different tracking systems should be taken into account.

Copy paper consumption per employee (kg/capita), 2013-2015^A

Country	2015	2014	2013
Italy	50	55	55
Germany	31	32	38
Austria	39	43	49
Poland	41	40	40
CEE	58	60	60

A. Data for 2015 covers 92% of population (a full-time equivalent of more than 120,000).

Roughly 97 percent of the copy paper used Groupwide is Total Chlorine-Free (TCF) or Elementary Chlorine-Free (ECF) and 74 percent is certified by the Forest Stewardship Council (FSC).

Water consumption per employee (m³/capita), 2013-2015^A

Country	2015	2014	2013
Italy	31	31	29
Germany	20	22	19
Austria	34	29	27
Poland	14	13	14
CEE	13	13	13

A. Data for 2015 covers 92% of population (a full-time equivalent of more than 120,000).

Waste production per employee (kg/capita), 2013-2015^A

Country	2015	2014	2013
Italy	84	87	101
Germany	358	341	362
Austria	213	184	178
CEE	170	164	204

A. Data for 2015 covers 78% of population (a full-time equivalent of more than 120,000).

Waste by disposal method (%), 2014-2015^A

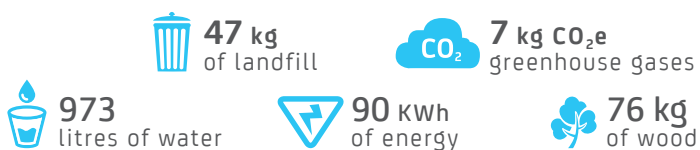
Country	Valuable materials separated and recycled		Waste incinerated		Waste disposed in landfills		Special waste treatment	
	2015	2014	2015	2014	2015	2014	2015	2014
Italy	95.02	95.22	3.21	1.65	1.71	3.14	0.07	0.00
Germany	66.99	68.70	33.00	31.24	0.00	0.00	0.01	0.06
Austria	94.53	93.98	5.47	6.02	0.00	0.00	0.00	0.00
CEE	22.07	18.47	4.34	5.77	71.03	72.00	2.56	3.77

A. Data for 2015 covers 78% of population (a full-time equivalent of more than 120,000).



ENVIRONMENTAL IMPACT CALCULATOR

By choosing to print the Supplement to the 2015 Integrated Report on 100% recycled and Ecolabel certified (no. FR/011/003) paper, UniCredit has avoided:



Source: Carbon footprint data evaluated by Labelia Conseil in accordance with the Bilan Carbone® methodology. Calculations are based on a comparison between the recycled paper used versus a virgin fibre paper according to the latest European BREF data (virgin fibre paper) available. Results are obtained according to technical information and subject to modification.

Life is full of ups and downs.
We're there for both.



unicreditgroup.eu