



Update on the Business Plan  
Consolidated Results as at  
March 31<sup>st</sup> 2018

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- Pursuant the consolidated law on financial intermediation of 24 February 1998 (article 154-bis, paragraph 2), Simona Orietti, in her capacity as manager in charge of financial reporting declares that the accounting information contained in this Presentation reflects the group's documented results, financial accounts and accounting records.

1. Business Plan – Recap and execution
2. IFRS 9 First Time Adoption (FTA)
3. Credit policies and asset quality
4. Funding, liquidity and securities portfolio
5. Capital ratio
6. Revenues development
7. Cost management and Net profit development
8. Annexes

***BUSINESS PLAN***

Implementation started very well

- ✓ Capital increase successfully concluded
- ✓ NPEs disposal ("Project Gimli") almost completely achieved
- ✓ Agreement with Trade Unions signed
- ✓ Closure of 50 branches planned for 27 May 2018
- ✓ Digital innovation
- ✓ SREP decision: reduction of additional capital requirements ("add-on")
- ✓ *«Project Aragorn» on-going*
- ✓ *AIRB on-going*

***MAIN ACHIEVEMENTS IN THE FIRST QUARTER***

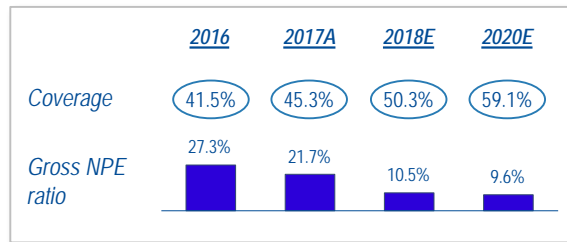
- ✓ Very sound Capital Ratio, ahead of the validation of the AIRB model
- ✓ Liquidity balance at the highest level, a good starting point to support the liabilities repricing
- ✓ Cost of risk significantly down, coupled with coverage ratios strongly up
- ✓ Cost base under control, in line with the target

***The bank will now be strongly committed on the top line in order to improve NII and commission income in the coming quarters, in line with the objectives of the business plan***

1

## Asset quality and coverage ratio

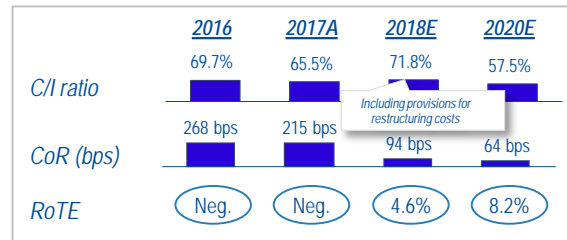
- Actions for decisive balance sheet derisking through:
  - NPEs disposal with GACS (1.60€bn GBV)
  - Other NPEs disposal (0.5€bn GBV)
  - Increase of NPEs coverage ratios



2

## Relaunch efficiency and profitability

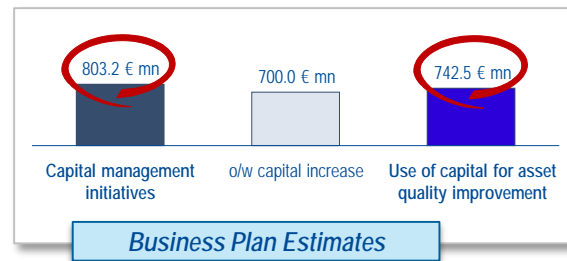
- Improve operational efficiency
- Redundancy fund
- Cost of risk reduction
- Further actions aimed at strengthening business profitability

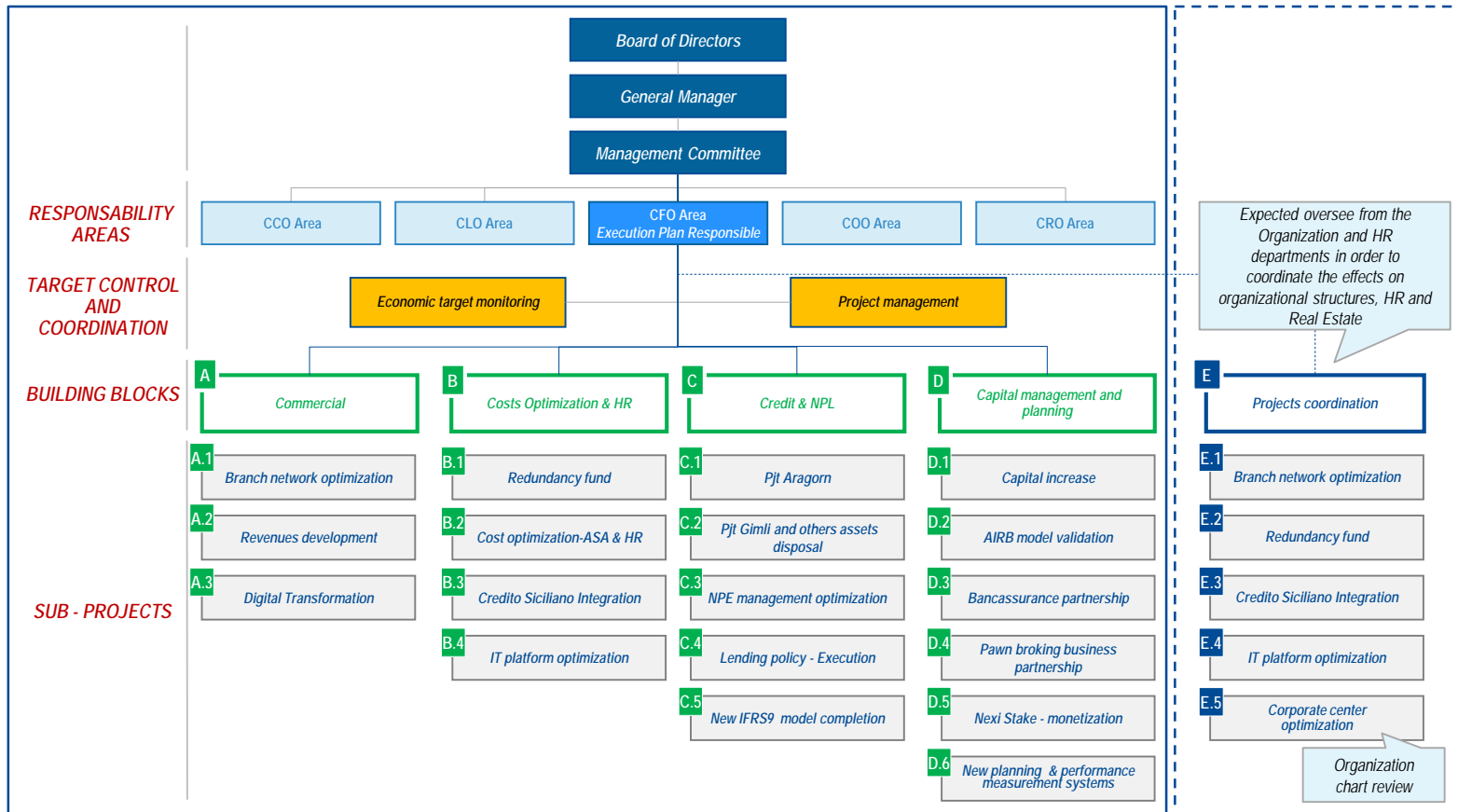


3

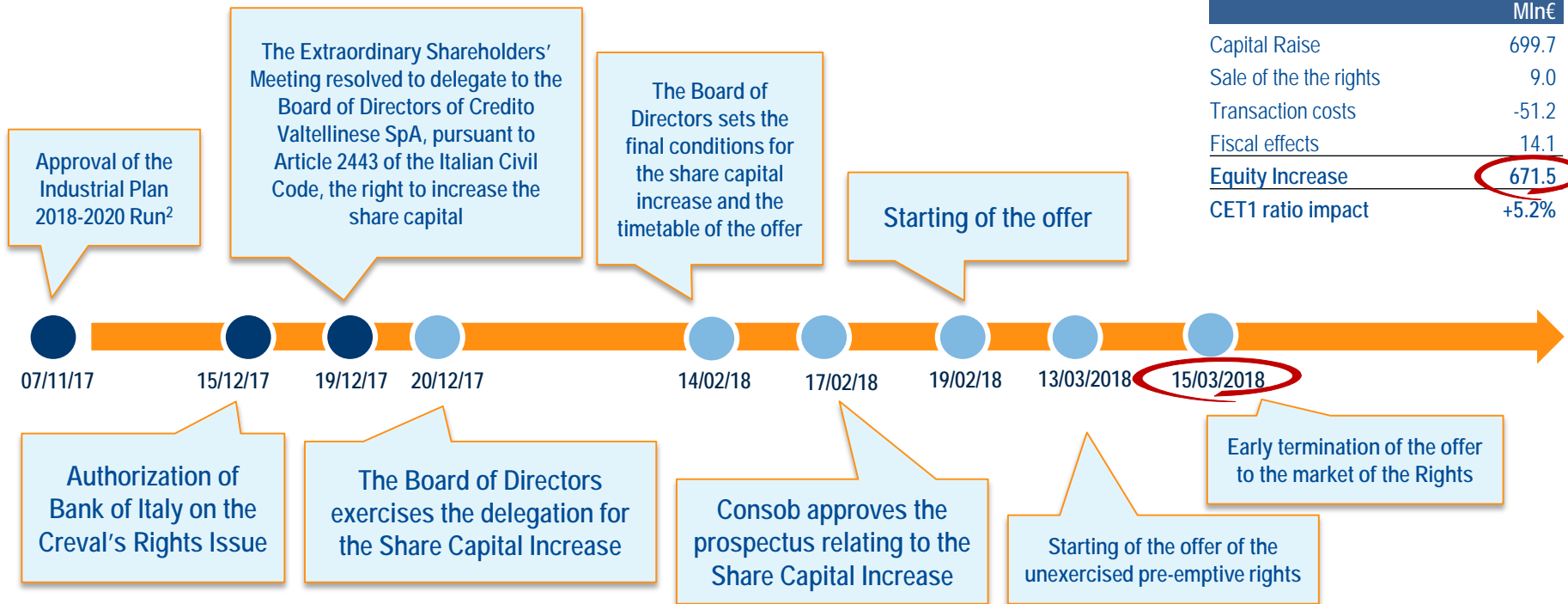
## Capital strengthening

- 700 € mn rights issue Non core assets disposals under way
- *On top of the capital plan: AIRB models adoptions, and IFRS 9 FTA*





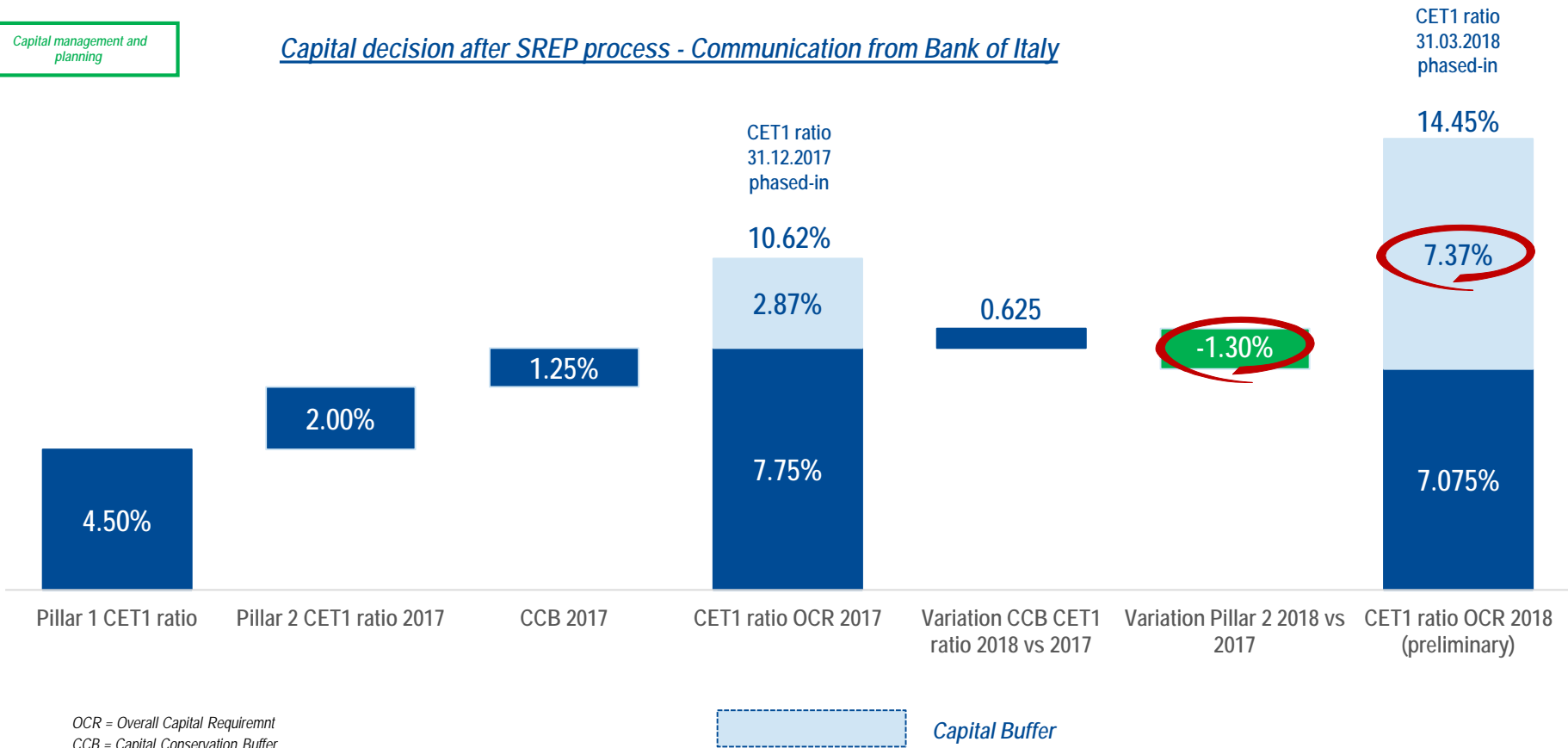
**D** Capital management and planning



CAPITAL RAISE AMOUNT	
	Mln€
Capital Raise	699.7
Sale of the the rights	9.0
Transaction costs	-51.2
Fiscal effects	14.1
<b>Equity Increase</b>	<b>671.5</b>
CET1 ratio impact	+5.2%

**D** Capital management and planning

Capital decision after SREP process - Communication from Bank of Italy

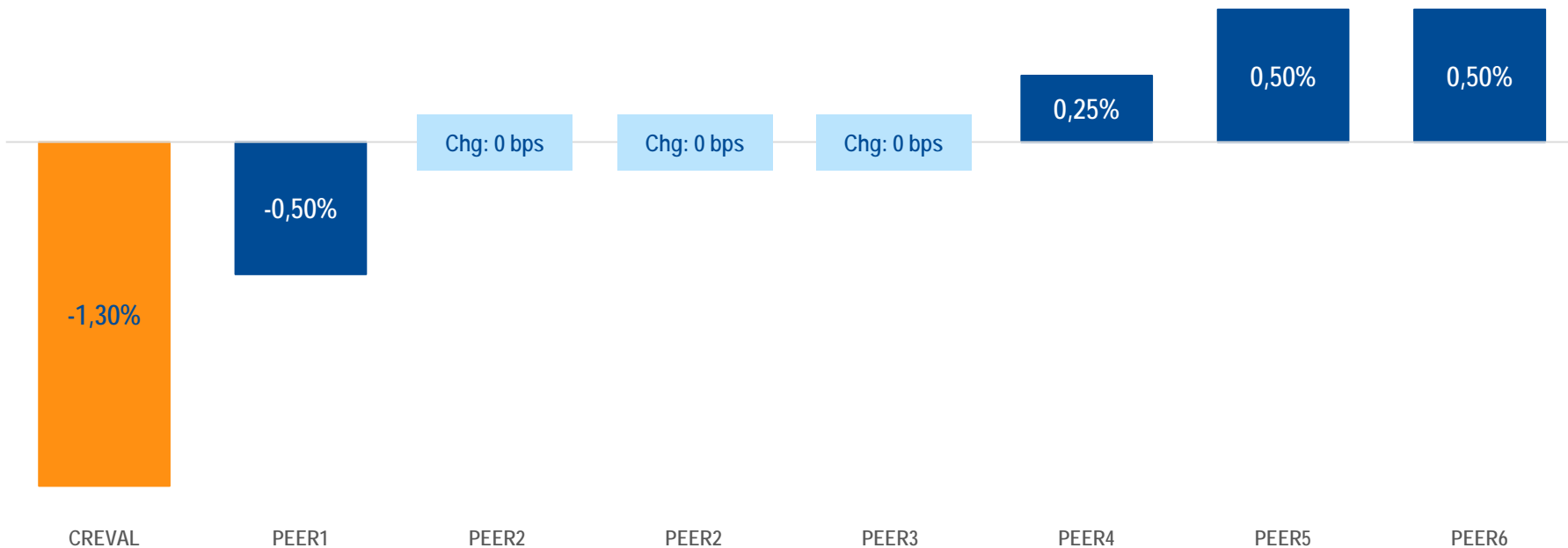


OCR = Overall Capital Requirement  
CCB = Capital Conservation Buffer

 Capital Buffer

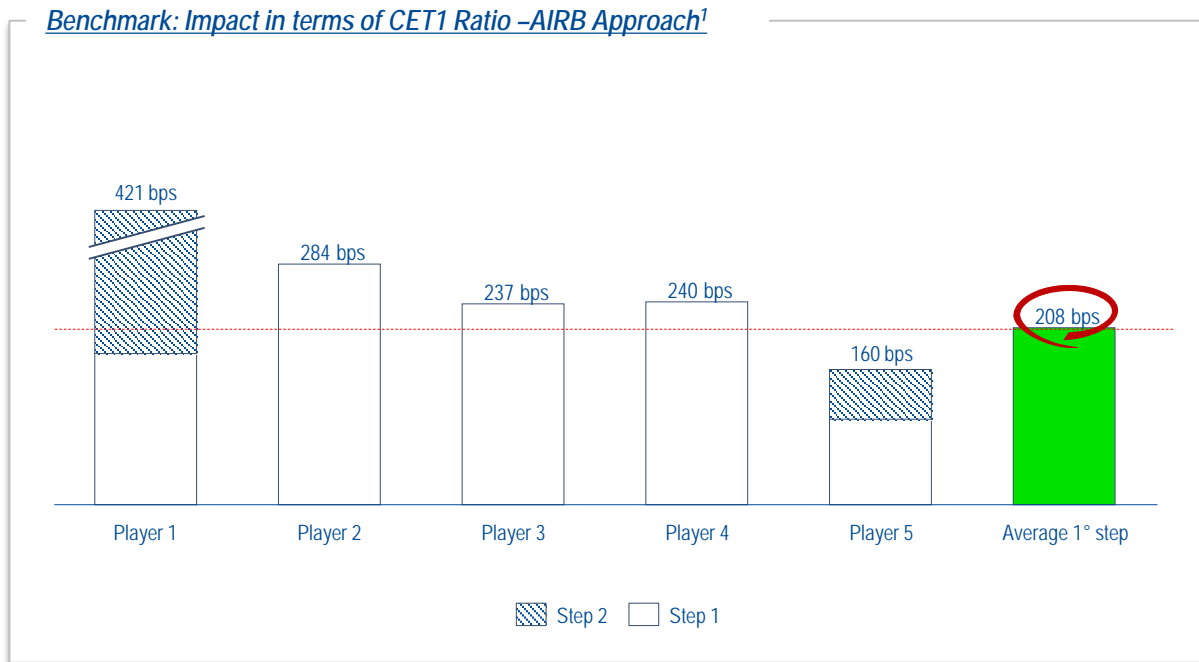


D Capital management and planning



PEER: CE, ISP, BPE, BPSO, UCG, UBI, CRG

D Capital management and planning



**26<sup>th</sup> March 2018 - start of inspection activity from Bank of Italy**

Note: 1) Only validations after 2009 are considered; capital impact calculated as the difference between the ratio between the reporting date before and after AIRB approval announcement. 2) Subject to regulatory approval

C  
Credit & NPL

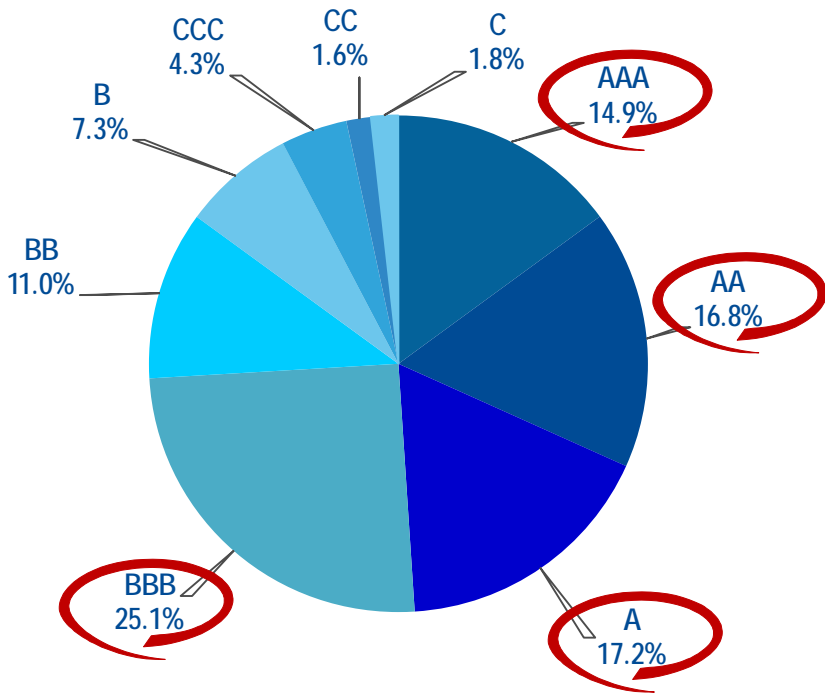
Project Gimli 1 - Algebris	
GBV	Gross Book Value: 245 € mn
PRICE	Price (% of GBV): 43%

Project Gimli 2 – Credito Fondiario	
GBV	Gross Book Value : 222 € mn
PRICE	Price (% of GBV): 41%

- Disposals consistent with the de-risking objectives, as envisaged in the new Business Plan 2018-2020 with a gross NPE ratio target below 10% by 2020.
- Portfolios composed for the large part by **UTP loans**
- The so-called “**Project Gimli**” for 2018 is almost **completed**.
- Portfolios reclassified in to the “**non current assets**” at the end of Q1.
- The operation will have negligible effects on the Income Statement for the current year, also considering the loans impairments to be recognized as part of the **first application of the new accounting standard IFRS9**, with effects at CET1 level through the phasing-in mechanism.
- Expected completion of Aragorn Project (GACS securitization) by the end of June (confirmed)

C Credit & NPL

Loans to corporate and SMEs - Q1 2018



High quality exposures  
74.0%

Expected Loss new performing exposures disbursed in the period

Individual: 32 bps  
Corporate: 43 bps  
Retail: 46 bps

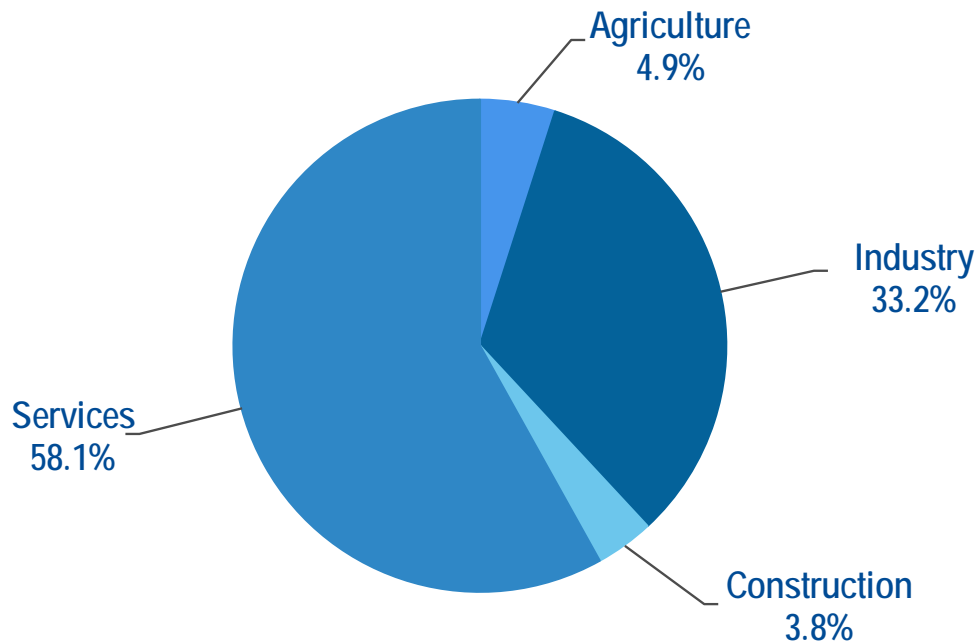
Total new originated loans  
Portfolio 1Q 2018: 41 bps

Source: internal data

C

Credit & NPL

*~ 96% of new loans to the "real economy" (industry, agriculture, services)*

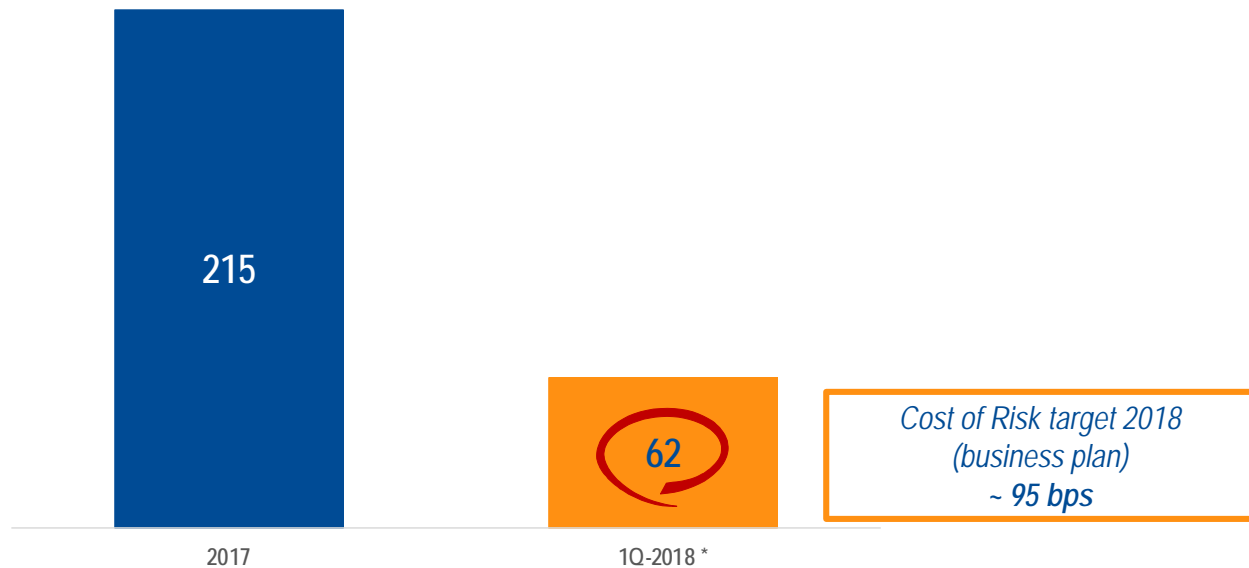


Source: internal data

C Credit & NPL

*Cost of credit*

(Loan provisions annualized / Loans to Customers)



Cost of risk improvement, due to the effects of the FTA IFRS 9 and the good trend in the asset quality (cure of positions, collections)

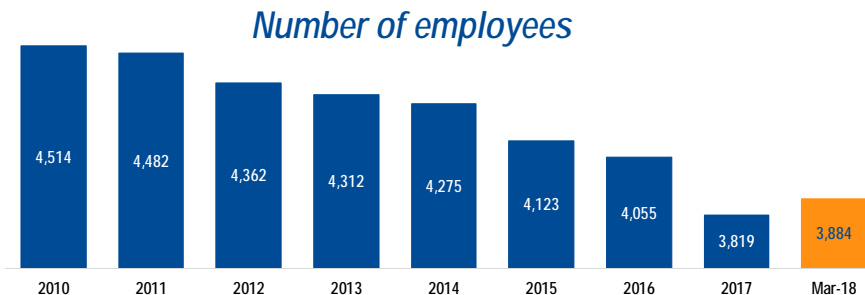
\* Loans to Customers including financial assets (securities portfolio).

**B**  
Costs Optimization & HR

- Agreement for managing redundancies, through the use of the **Solidarity Fund** for the credit sector for 170 people.
- Early retirement plan for 170 employees who will fulfil pension requirements no later than 31 December 2024.
- Interested employees may access, on a **voluntary basis**, the extraordinary benefits of the **Solidarity Fund** for the credit sector, **starting from 1 July 2018**.

- Savings on personnel expenses for **EUR 7.5 million in 2018 approximately** (EUR 15 million on annual basis starting from 2019).
- **One-off costs** estimated at approximately EUR 61 million (57.5 net of State contribution, so called “NASPI”), fully recognised in the **Income Statement of the current quarter**.
- **Further savings** thanks to specific actions to redefine the economic and regulatory treatment of personnel, with additional savings at regime of around EUR 13 million.

TOTAL “VALUE” OF THE AGREEMENT around EUR 28 million on annual basis in line with the Business Plan expectations

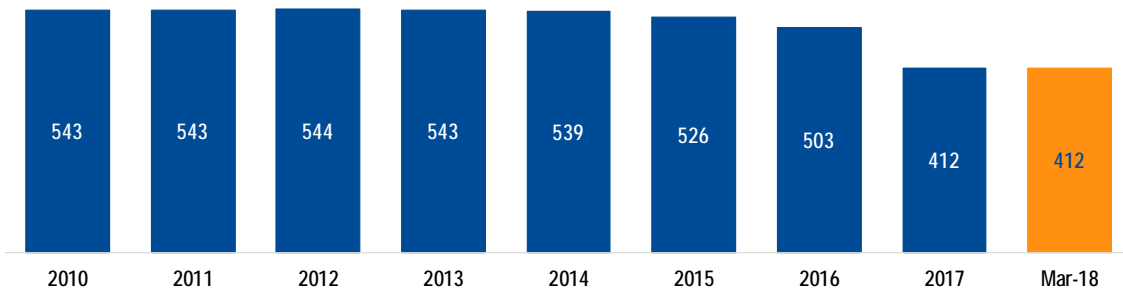


-630 employees since 2010 (-14.0%)  
Target 2020: < 3,700

**B**  
Costs Optimization & HR

- During the quarter, the plan for the operating network optimisation was define
- **closure of 50 branches, starting from 27 May 2018**
- 4 branches will be transformed into “Bancaperta” branches.
- **Number of branches will be 361**, in line with the target of the business plan (350), with a substantial reduction compared to the number at the end of 2010 (- 182 branches, for a total decrease of 33.5%).

*Number of branches*

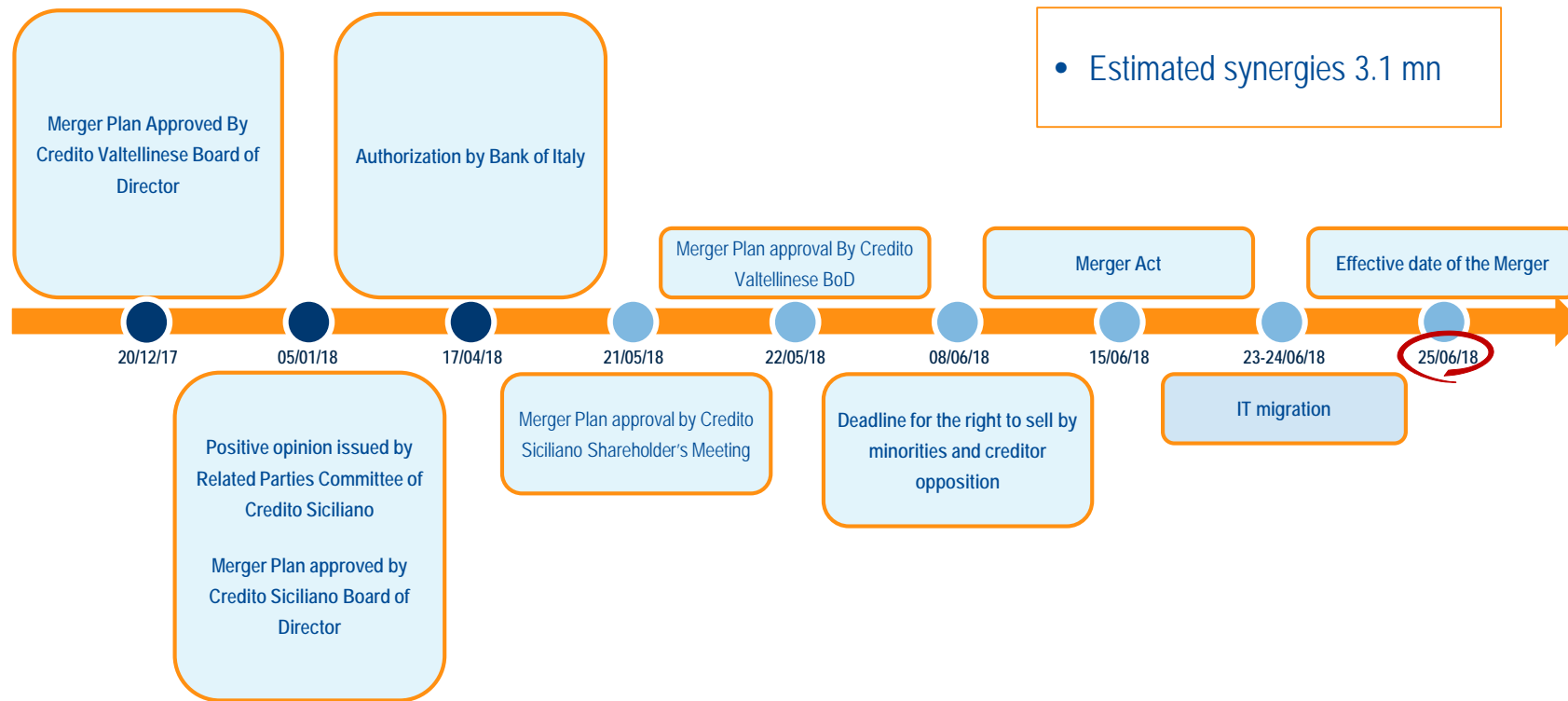


-131 branches since 2013 (-24.1%)  
  
Target 2020: 350



**B**  
Costs Optimization & HR

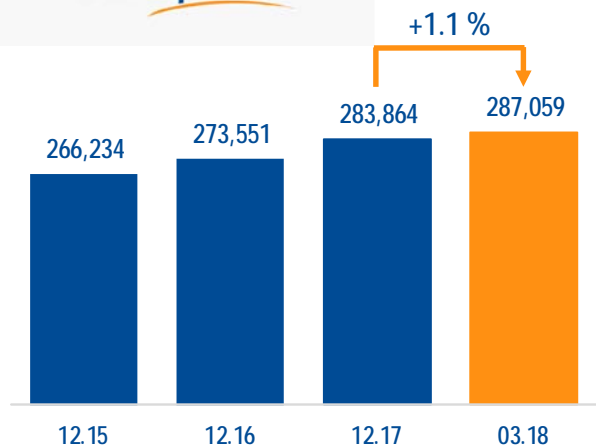
*Timeline*



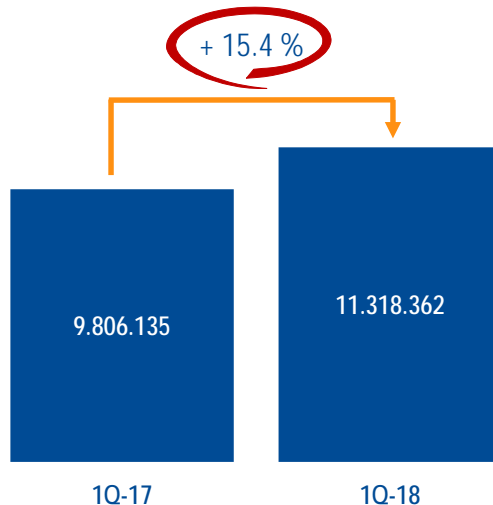
A  
Commercial

Active Internet Banking Users

**bancaperta**



Bancaperta access: Q1-18 vs Q1-17



~ 192,251 downloaded apps\*\*  
+9.7% YoY

\* Source: customer satisfaction survey – households – as at 31.03.2018

\*\* As at 31.03.2018; source: internal data

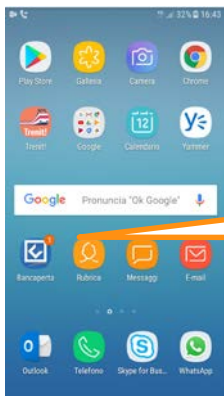


Family Budget

Foreign Money Transfer



App for Smart Watch



App Notification System

**BONIFICO EURO**

1 INSERISCI 2 VERIFICA 3 REPLICHI

ORDINANTE: CONTO- Saldo disponibile: \*\*\* €

Saldo spendibile: \*\*\* €

BENEFICIARIO: Ultimi Bonifici Rubrica beneficiari

IBAN \* \*

CREDITO VALTELLINESE - FILIALE DI TIRANO

Importo € \*

**BONIFICO ISTANTANEO**  
 Il beneficiario riceve il bonifico in 10 secondi

Data valuta beneficiario \* \*: 17/04/2018

Category \* \*

BONIFICO

Instant Money Transfer

Remodulation offer Bancaperta



Extraordinary Items (as of March, 31<sup>st</sup> 2018)

Data in € mn

Solidarity Fund	-57.5
Net accruals to provisions for risks and charges	-4.5
<b>Extraordinary Items</b>	<b>-62</b>

Adjusted P&L (as of March, 31<sup>st</sup> 2018)

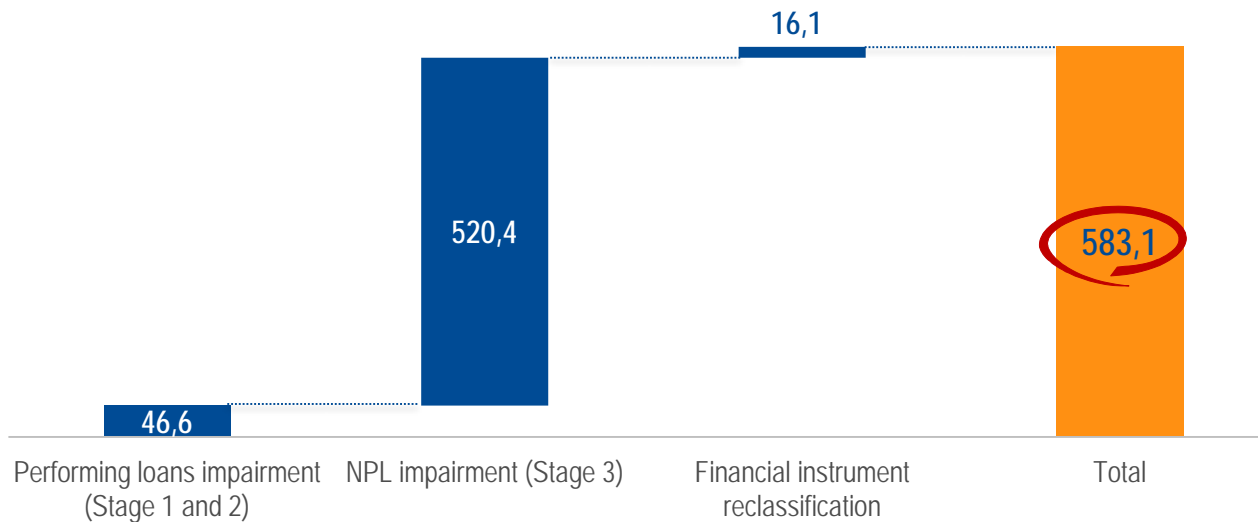
Data in € mn

Net interest income	88.6
Net fee and commission income	70.6
Net interest and commission income	159.2
Other revenues <sup>(1)</sup>	6.7
Operating Income	165.9
Operating costs	-121.9
<i>of which personnel expenses</i>	-64.4
<i>of which other administrative expenses</i>	-51.3
<i>of which depreciations/amortisations and net impairment losses on property, equipment and investment property and intangible assets</i>	-6.2
Net operating profit	44.0
Impairment or reversal of impairment and modification gains (losses)	-27.8
Other elements <sup>(2)</sup>	-0.5
<b>Pre-tax profit from continuing operations</b>	<b>15.7</b>

Notes: 1) It considers: other management fees / incomes, share of profits and similar incomes, outcome of net assets evaluated shareholdings, finance profits; 2) It considers adjustments for credits impairment, net reserves to risks and costs fund and profit from investments and shareholdings transfer

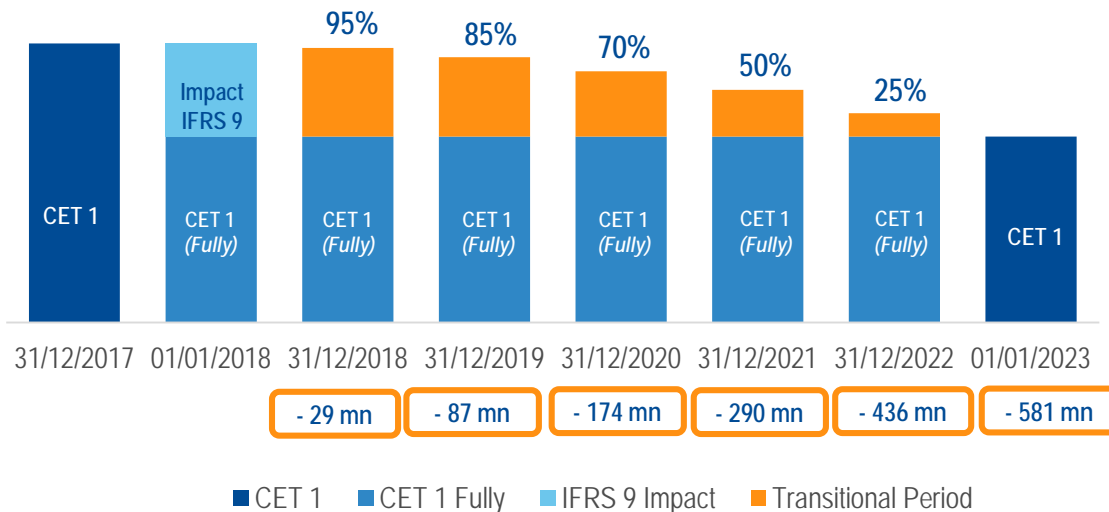
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€ mn



Regulation **2395** of the European Parliament and of the Council of 12 December 2017 amending **Regulation** (EU) No 575/2013 (as regards **transitional** arrangements for mitigating the impact of the introduction of IFRS 9) introduced the new article 473 bis “Application of IFRS 9”, which provide the possibility to mitigate impacts on own fund deriving from the new rules on impairment included in the IFRS 9, in a transitional period of 5 years, spreading the impact through decreasing percentage over the time.

The impact of IFRS 9 related to the impairment has to be multiply for the transitional percentage in order to obtain the amount to be added to CET1 during the reference period.



CET 1 Impact (gross of tax effect)

IFRS 9 FTA: focus impact on Equity (€ mn)

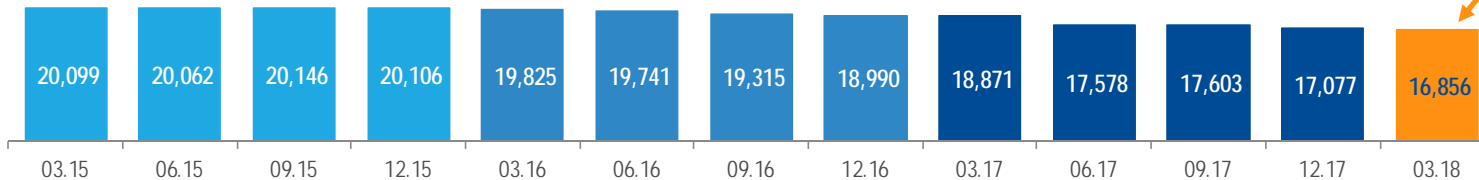
Equity as at 31.12.2017	1,442.1
Classification and measurement	16.1
Financial Assets at ammortised cost	16.1
Impairment	- 583.2
Financial Assets at ammortised cost	- 577.8
Provisions for specific purpose	- 5.4
Tax effects	- 3.1
Total effects	- 570.2
Minorities	1.4
Equity as at 01.01.2018	873.3

Equity as at 01.01.2018	873.3
Capital raise	671.5
Loss for the period	- 30.1
Other elements	10.0
Equity as at March 2018	1,524.7
Intangibles	44.5
Tangible Equity as at March 2018	1,480.2



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## Quarterly trend (€ mn) Commercial Loans \* (gross amounts)

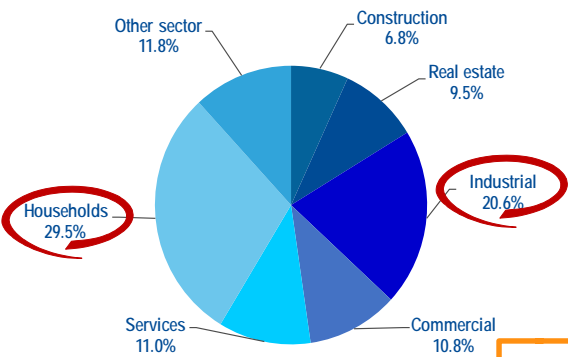


~ 1.3 € bn "Portfolio Elrond" disposal

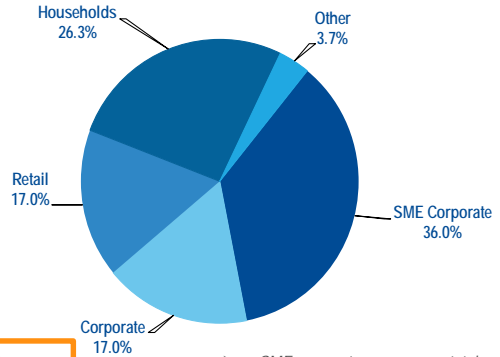
~ 0.5 € bn Riclassification of "Gimli" portfolio

\* Total gross loans to customers net of exposures with institutions (mainly CCG - Cassa Compensazione e Garanzia - and CDP - Cassa Depositi e Prestiti) and financial assets (securities portfolio).

## Performing loans by sector (ATECO classification)\*\*



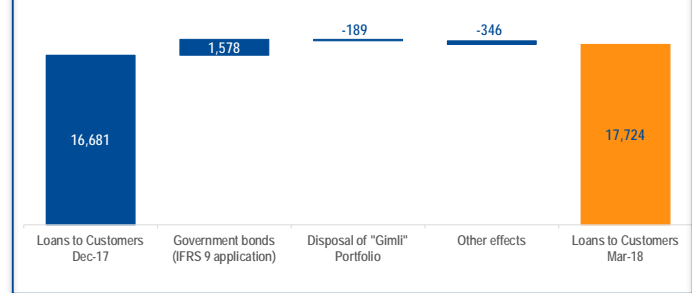
## Total gross loans by asset class\*\*



**70% of total loan book to SMEs**

- SME corporate: revenue or total assets < 25 mn
- Corporate: revenue or total asset ≥ 25 mn
- Retail: Small Retail exposure ≥ 100k, Micro Retail < 100k exposure

## Loans to Customers (balance sheet data)

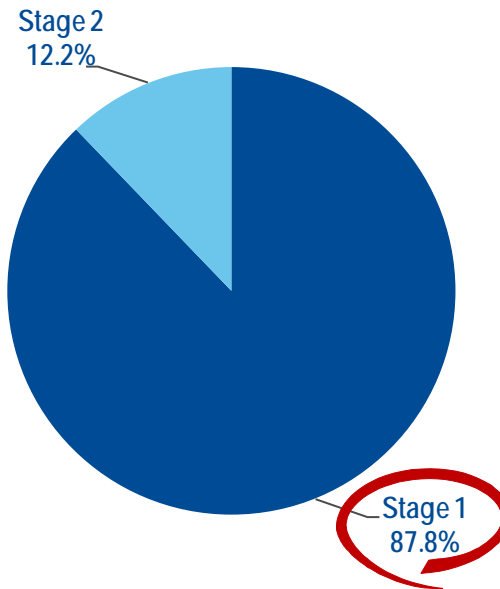


\*\*Source: internal data

*Breakdown stage 1-2 (net amount)*

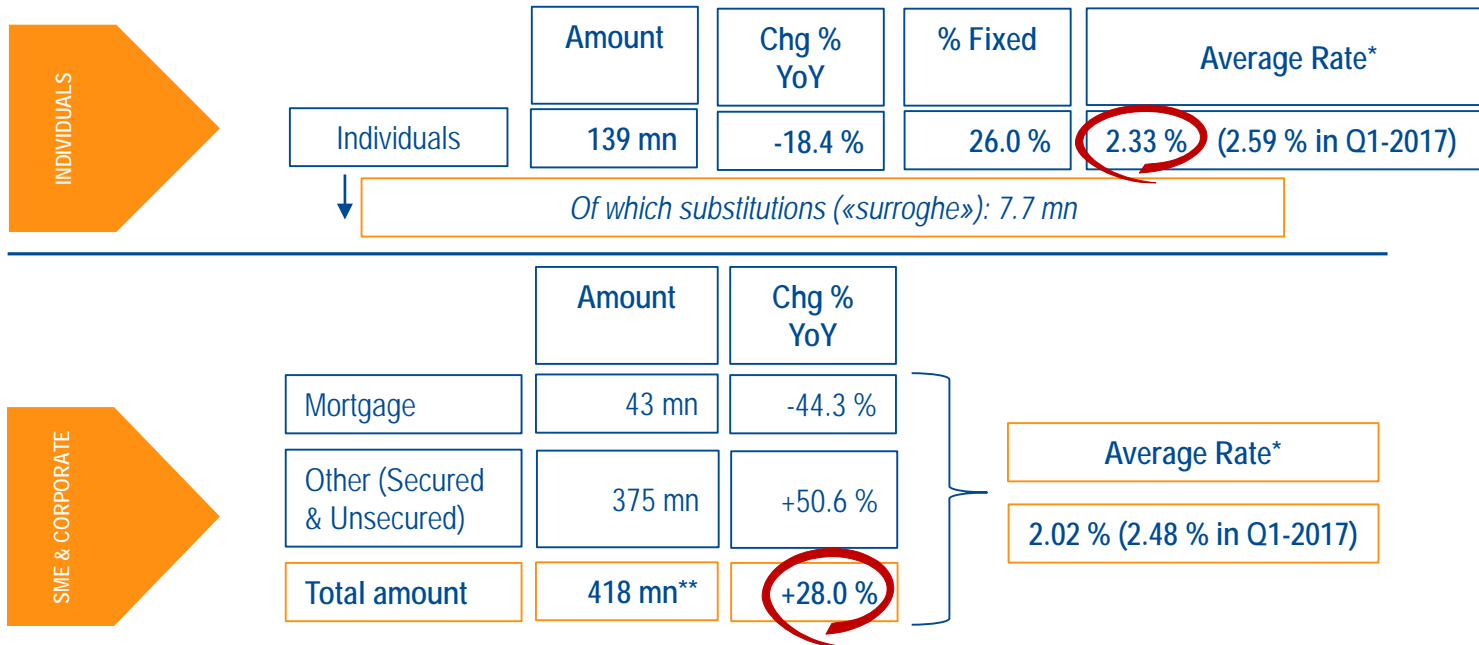
Classification in Stage 2 for:

- Significant increase in Credit Risk;
- 30 days Past Due;
- Forbearance



STAGE 1	14,287
STAGE 2	1,982

~ **557 mn** of newly granted commercial loans (Individuals and SMEs/Corporate) over the period



\*Average rate from the beginning of the year

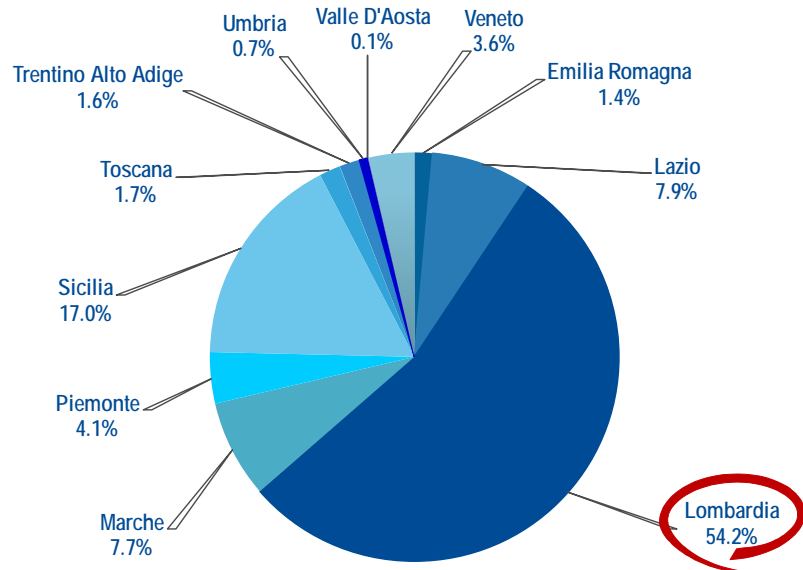
\*\*Net of institutional loans

Source: internal data

## Gross loan book breakdown by geography (%)

- ~ 83% of loans in North / Center Italy, of which ~ 54.2% in Lombardy
- Average loan granted to real estate and construction sectors ("ATECO") ~ 245 k€
- Conservative LTV (~ 53%), both for households and SMEs

Average ~ EUR 83 k per loan



Loan Concentration	31/03/2017					30/06/2017					30/09/2017					31/12/2017					31/03/2018				
	Top 20 exposures					Top 20 exposures					Top 20 exposures					Top 20 exposures					Top 20 exposures				
	5.1%	6.6%	6.8%	6.1%	6.7%	5.1%	6.6%	6.8%	6.1%	6.7%	5.1%	6.6%	6.8%	6.1%	6.7%	5.1%	6.6%	6.8%	6.1%	6.7%	5.1%	6.6%	6.8%	6.1%	6.7%

Source: internal data

€ mn

## Bad loans

-1,103 mn

-39.6%



## Unlikely to pay

-593 mn

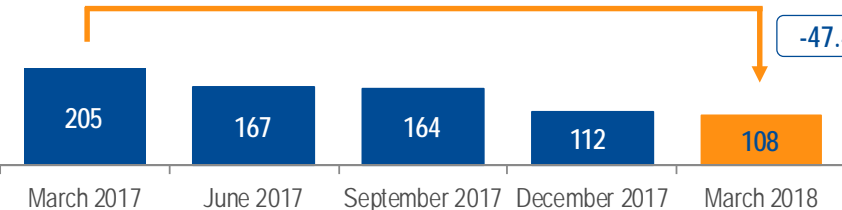
-25.4%



## Past due

-97 mn

-47.4%



## Non-performing exposures

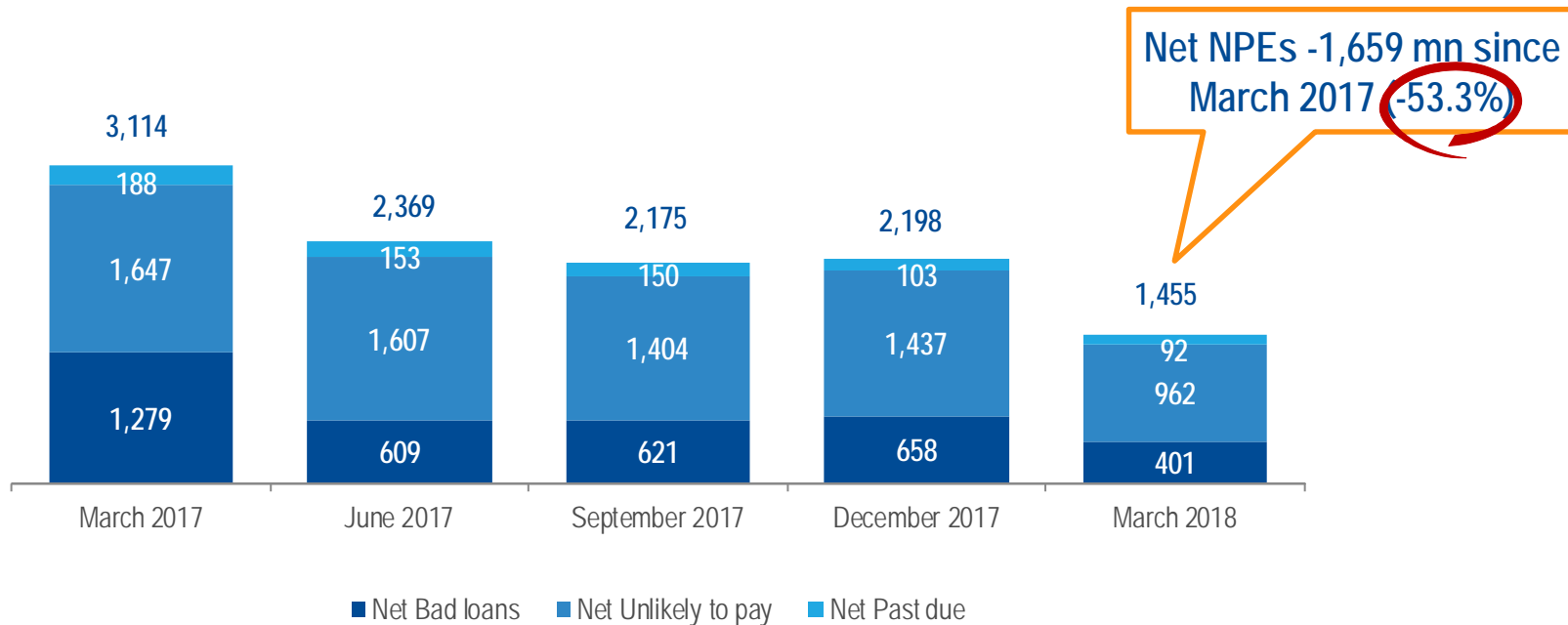
"Elrond" disposal

Riclassification of "Gimli" portfolio

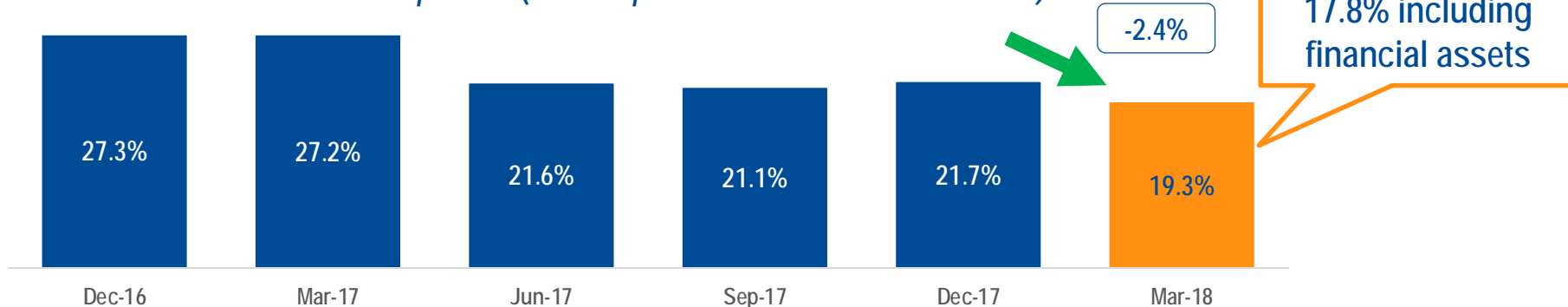
-33.6% since Mar-17



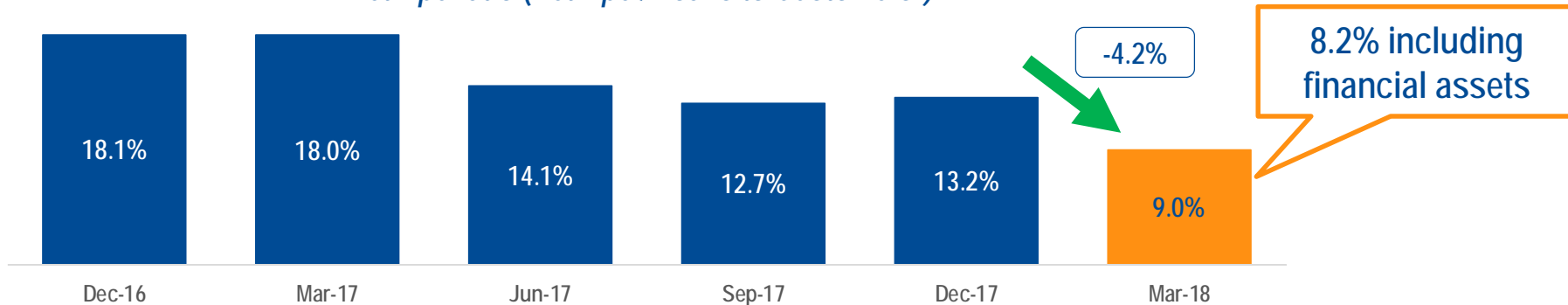
€ mn



*Gross Npe ratio (Gross Npe / Gross Loans to Customers\*)*



*Net Npe ratio (Net Npe / Loans to Customers\*)*



\* March 2018 net of financial assets (securities portfolio).

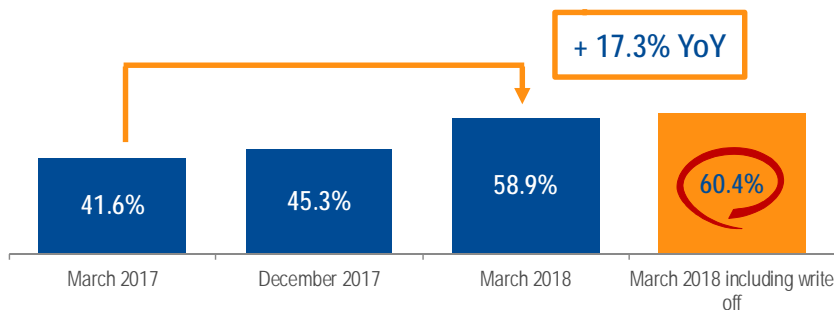


€ mn

Coverage Ratios	31/12/2017	31/03/2018
Bad loans	62.3%	76.2%
Unlikely to pay	33.6%	44.9%
Past due	8.0%	14.7%

78.0% proforma including write off (+1.8%)

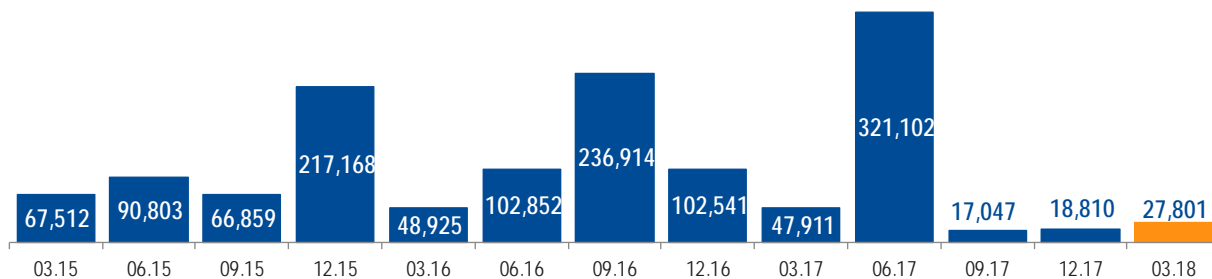
## Non-performing Loans Coverage



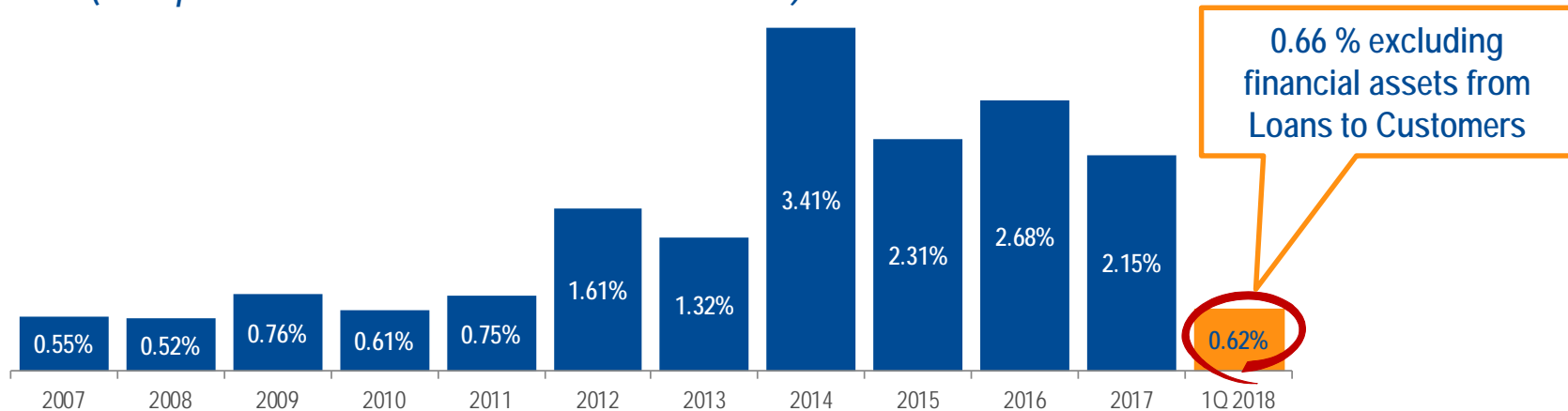
## Performing Loans Coverage



Quarterly trend (€ mn) Impairment or reversal of impairment and modification gains (losses)



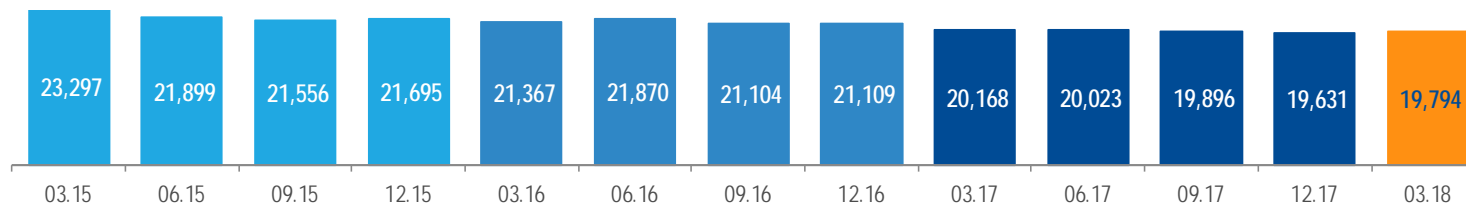
Cost of credit (Loan provisions annualized / Loans to Customers\*)



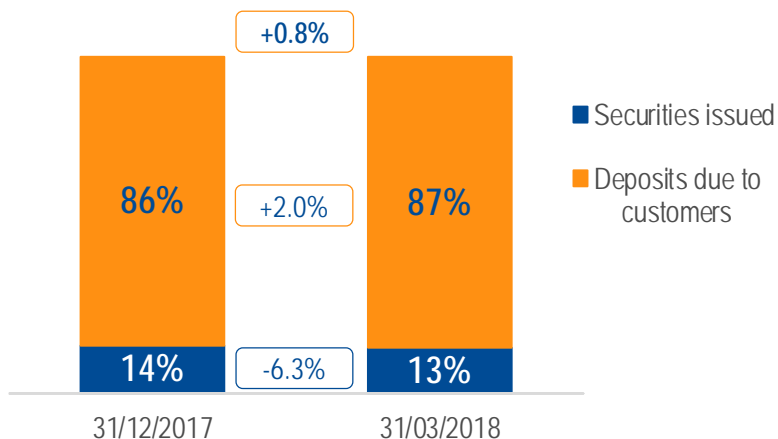
\* Previous years not include financial assets (securities portfolio).

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## Quarterly trend (€ mn) Direct Funding

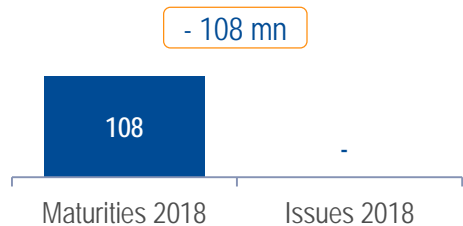


## Composition of Direct Funding



€ mn	30/09/2017	31/12/2017	31/03/2018	Chg. % Ytd
Saving Deposits	443	366	346	-5,4%
Time deposits	877	769	818	6,3%
Current accounts	13.474	11.947	12.112	1,4%
Securitizations	227	586	528	-9,9%
Wholesale bonds (senior + subordinated)	278	281	285	1,4%
Senior retail bonds	1.771	1.527	1.418	-7,2%
Subordinated retail bonds	221	206	207	0,5%
Deposit certificates	131	120	115	-4,6%
Deposits CCG & CDP	2.289	3.633	3.798	4,5%
Other	187	195	167	-14,1%
<b>DIRECT FUNDING</b>	<b>19.896</b>	<b>19.631</b>	<b>19.794</b>	<b>0,8%</b>

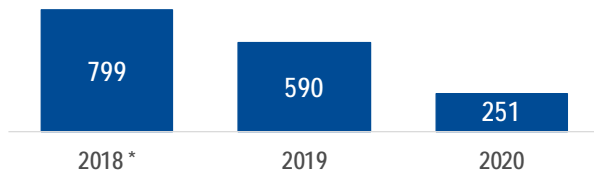
*Retail: bonds senior + subordinated (€ mn)*



*ECB funding Creval  
March 2018 (€ mn)*

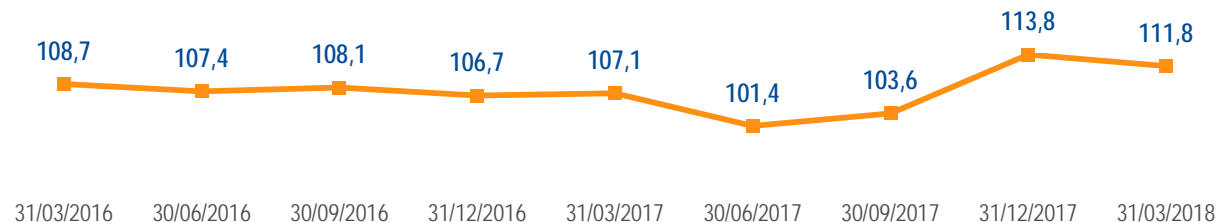


*2018 – 2020 Maturities Retail + Wholesale (€ mn)*



\* 2018: maturities from 1<sup>st</sup> April 2018

## Gross commercial loans / Retail funding



LCR as at  
31<sup>st</sup> March 2018  
**209%**

NSFR as at  
31<sup>st</sup> December 2017  
114%

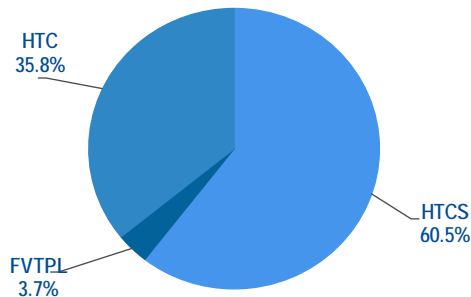
## Short-term liquidity position – March, 27<sup>th</sup> 2018 (€ mn)

	1d	2d	3d	4d	5d	2w	3w	1m	2m	3m
Net balance of cumulative expiring positions	30	777	- 381	- 297	- 42	- 42	- 84	- 619	- 1,006	- 1,208
Counterbalancing Capacity	3,229	2,427	3,710	3,626	3,371	3,371	3,414	3,776	4,079	4,309
Net balance of overall liquidity	<b>3,259</b>	3,204	3,329	3,329	3,329	3,329	3,330	3,157	3,073	3,101

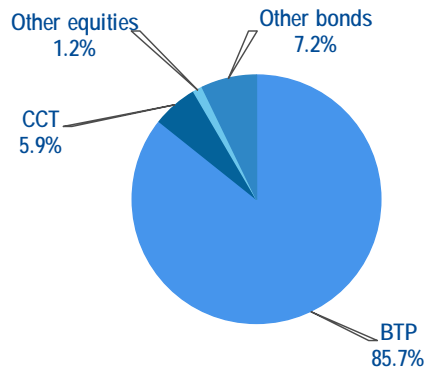
Net liquidity balance ~ 12.7%  
of the Total Asset of the Group

*Breakdown portfolio at 31/03/2018*

	31/03/2018
HTCS Portfolio	3,491
FVTPL Portfolio	211
HTC Portfolio	2,062

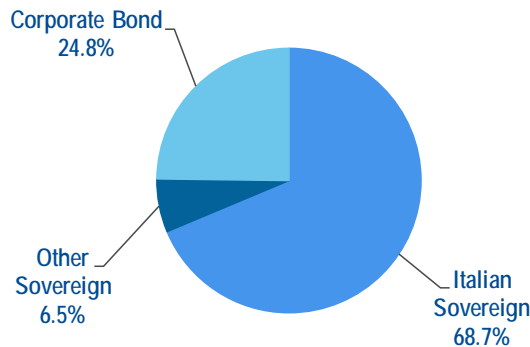


*Breakdown of HTCS Portfolio*

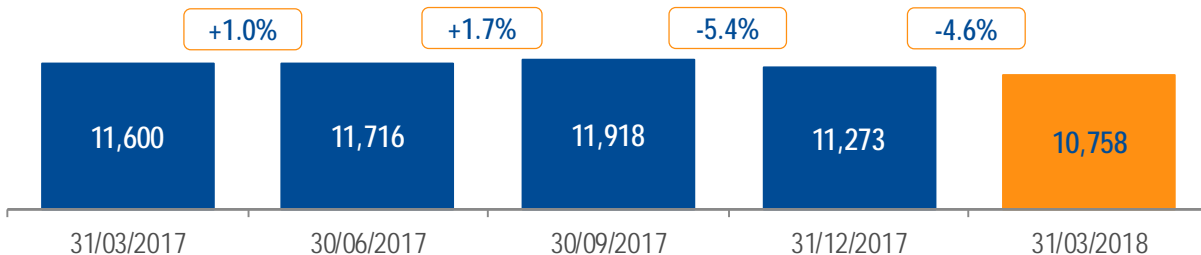


Current Average Duration of Govie's HTCS portfolio as at 31 March 2018: **3.08**

*Breakdown of HTC Portfolio*

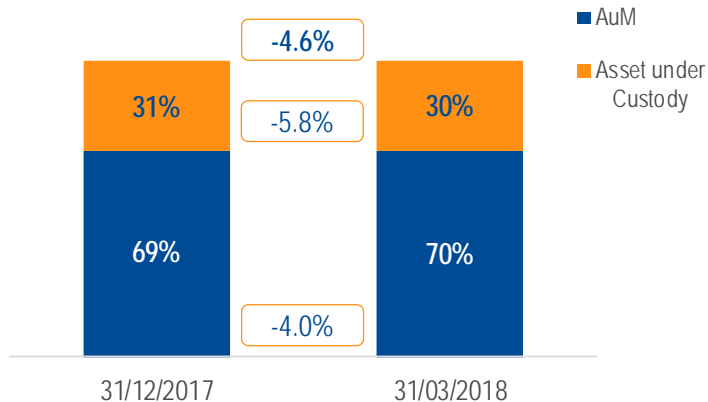


## Quarterly trend (€ mn) Indirect Funding



Placement of "PIR":  
158.3 mn

## Indirect deposits breakdown



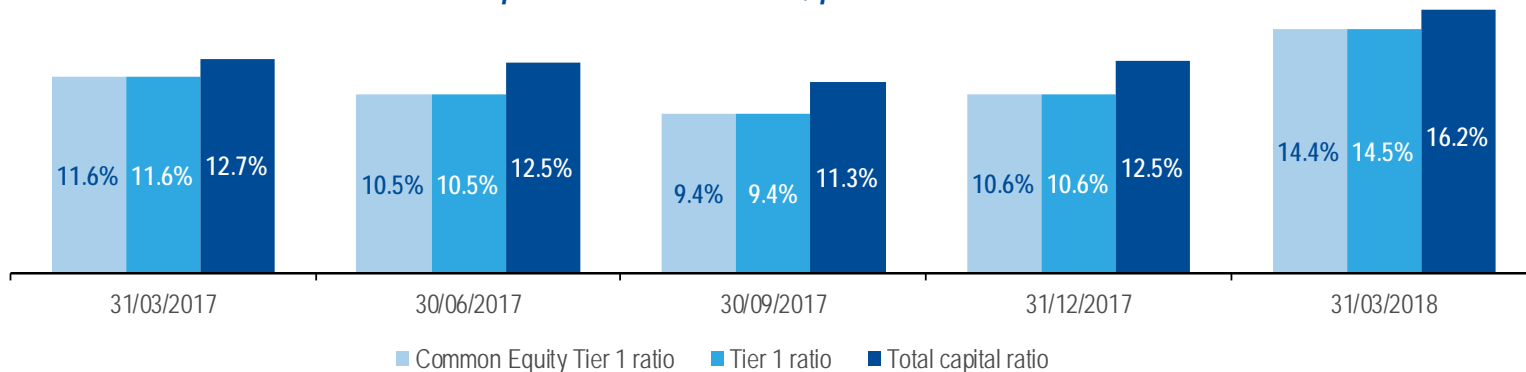
Development of the strategic partnership with ANIMA SGR

€ mn	31/12/2017	31/03/2018	Chg. %
Funds & Sicav	3.229	3.221	-0,2%
Asset under Custody	3.472	3.270	-5,8%
Individual accounts	1.822	1.541	-15,4%
Insurance	2.750	2.726	-0,9%
<b>Total</b>	<b>11.273</b>	<b>10.758</b>	<b>-4,6%</b>



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## Capital ratios evolution, phased-in calculation

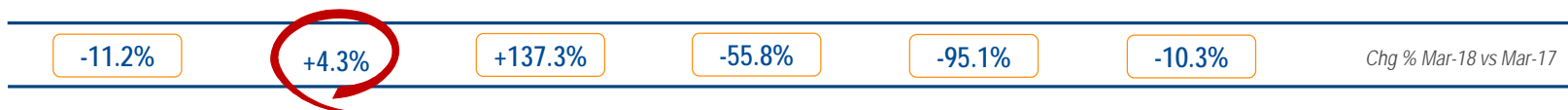
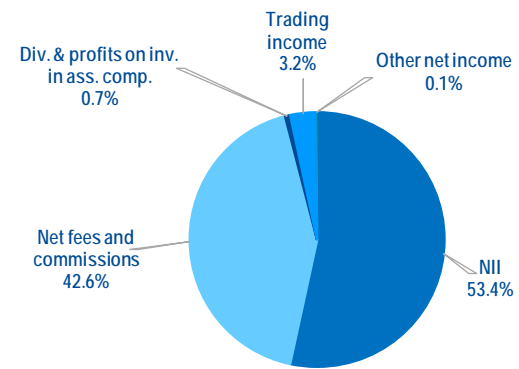
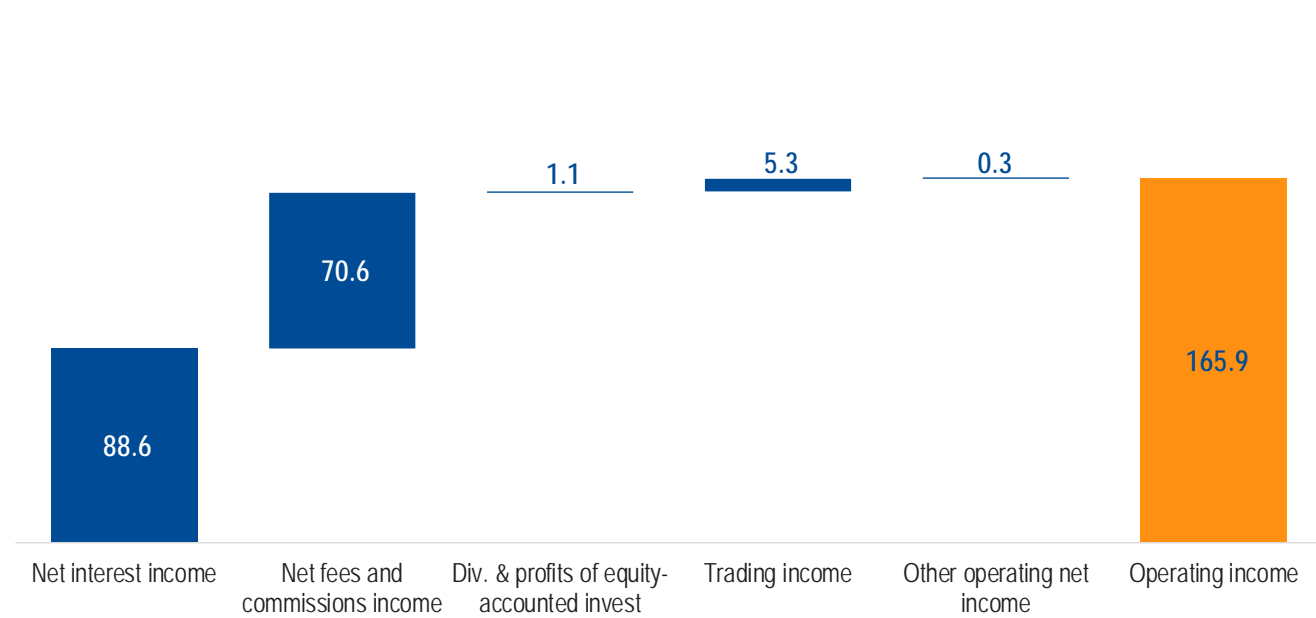


Capital ratio phased-in	31/03/2017	30/06/2017	30/09/2017	31/12/2017	31/03/2018
COMMON EQUITY (€ mn)	1.702	1.511	1.295	1.374	1.971
TIER 1 (€ mn)	1.702	1.511	1.295	1.374	1.972
TOTAL CAPITAL (€ mn)	1.858	1.795	1.557	1.623	2.208
RWA (€ mn)	14.664	14.361	13.739	12.944	13.642
TIER 1 RATIO	11,6%	10,5%	9,4%	10,6%	14,5%
TOTAL CAPITAL RATIO	12,7%	12,5%	11,3%	12,5%	16,2%

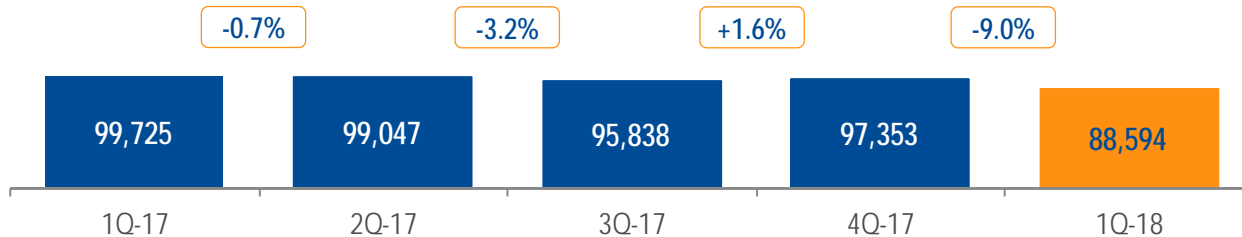
Capital ratio fully loaded*	31/03/2018
COMMON EQUITY (€ mn)	1,419
AT1	0.5
T2	237
TOTAL CAPITAL (€ mn)	1,656
RWA (€ mn)	13,032
TIER 1 RATIO	10.9%
TOTAL CAPITAL RATIO	12.7%

\*Estimates

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## Interest Income, quarterly figures (€ / 1,000)



IFRS 9 net impact ~ 1.7 mn

## Trend Euribor quarterly (2015-2018)

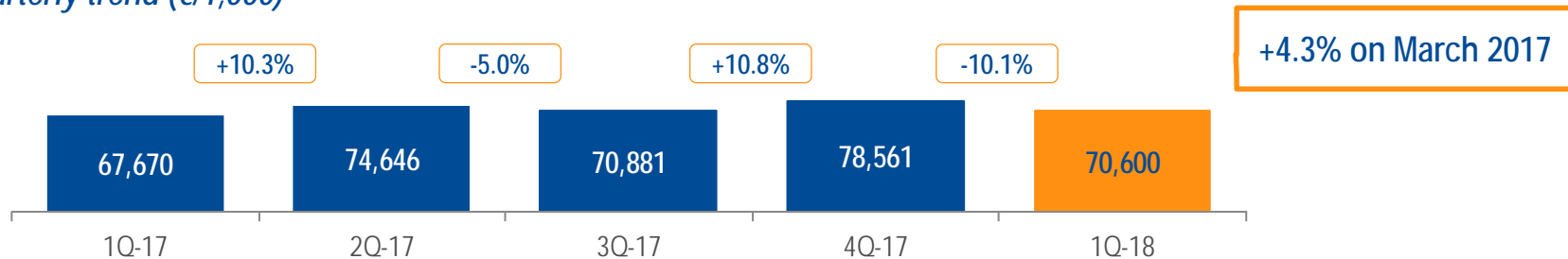


## Net interest income / Loans to Customers\* (2015-2018)

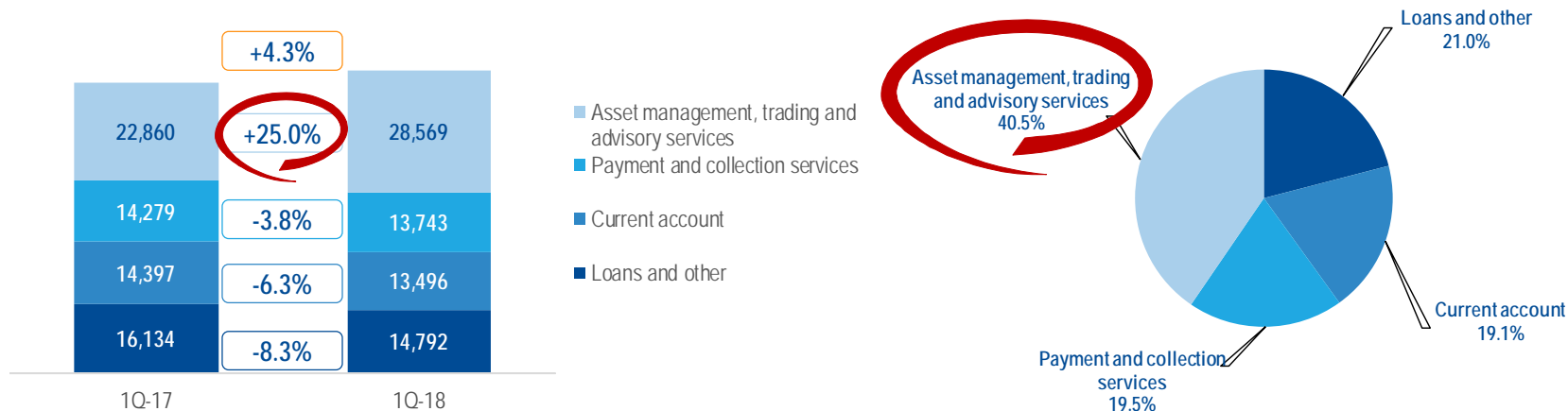


\* Not include financial assets (securities portfolio).

## Net fees quarterly trend (€/1,000)



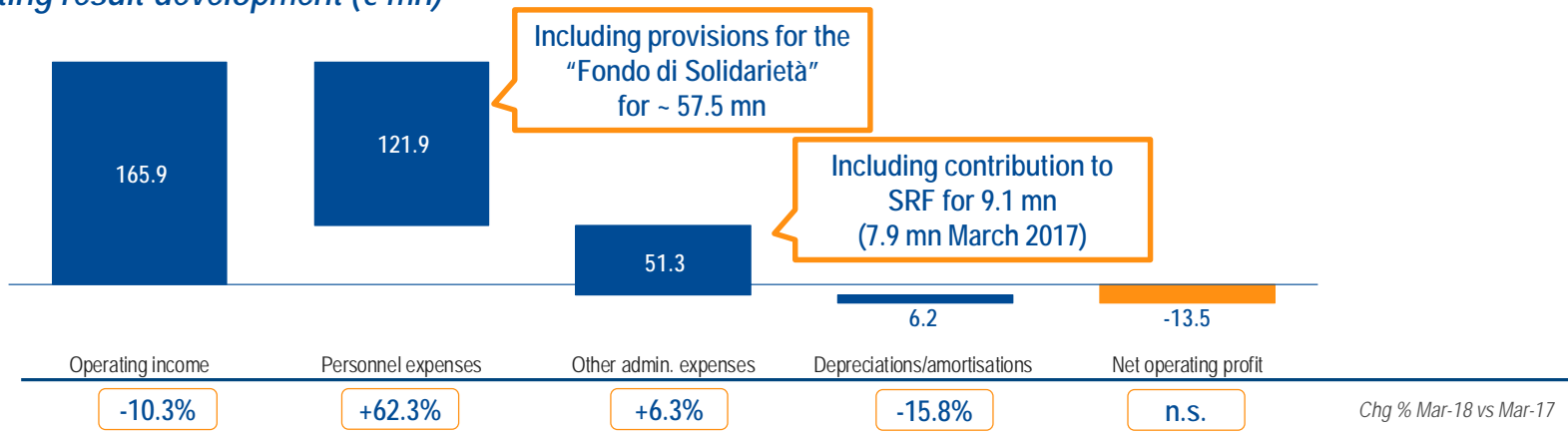
## Net fees breakdown - YoY



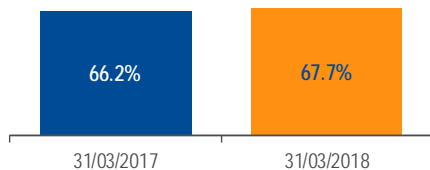
\* Up front fees: placement of insurance and AUM, fees received from commercial partners (Alba Leasing, Compass, IBL)

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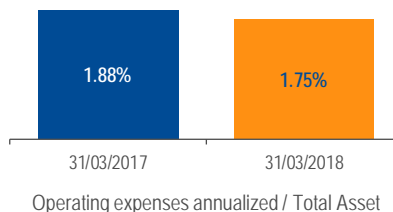
## Operating result development (€ mn)



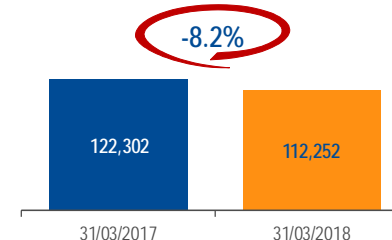
## Cost income ratio\*



## Cost to asset ratio\*



## Operating expenses\* (€ /1,000)



\* March 2017 net of contribution SRF (7.9 mn), DGS (0.1 mn) and DTA (0.5 mn).

March 2018 net of contribution SRF (9.1 mn), DTA (0.5 mn) and the provision for the so called "Fondo di Solidarietà" (57.5 mn).



€ / 1,000	31/03/2018	31/03/2017	Chg %
Net operating profit	- 13.510	54.118	-125,0%
Impairment or reversal of impairment and modification gains (losses)	- 27.801	- 48.418	-42,6%
Net accruals to provisions for risks and charges	- 5.024	- 559	n.s.
Net gains (losses) on sales of investments	- 36	- 18	100,0%
<b>Pre-tax profit (loss) from continuing operations</b>	<b>- 46.371</b>	<b>5.123</b>	<b>n.s.</b>
Income taxes	17.037	- 1.676	n.s.
Profit (loss) for the period attributable to non-controlling interests	- 752	- 1.089	-30,9%
<b>Profit (loss) for the period</b>	<b>- 30.086</b>	<b>2.358</b>	<b>n.s.</b>

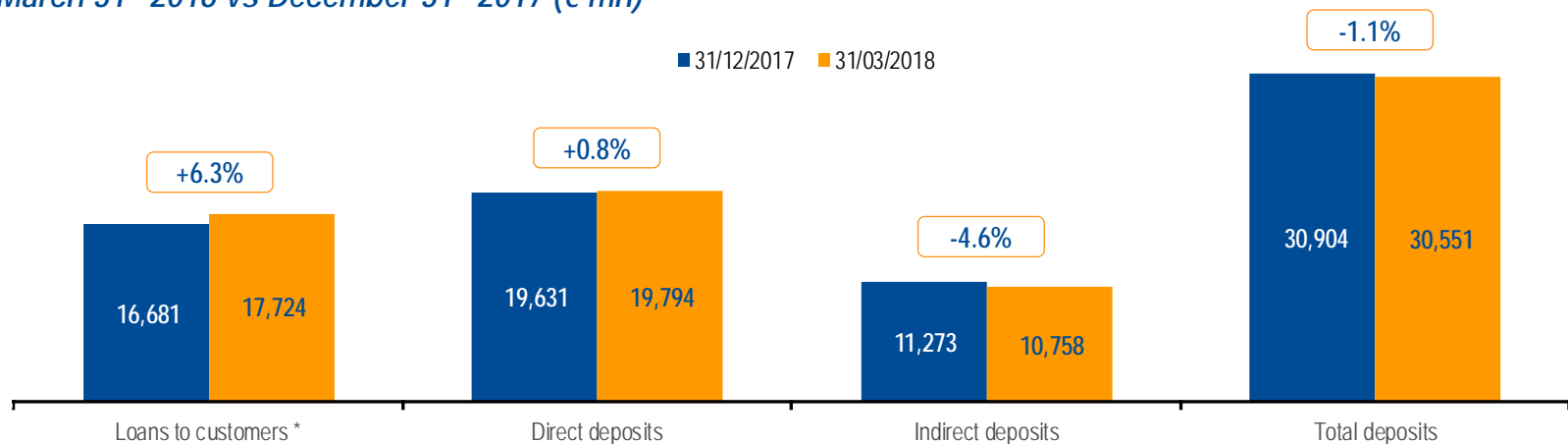
The positive amount of Tax Effect is related to DTAs recorded on Solidarity Fund.

*Data in € mn*

DTA on tax losses not recorded at December 31, 2017	124
New DTA on tax losses not recorded at March 31, 2018 (including those related to IFRS 9 FTA)	157
<b>Total Amount</b>	<b>281</b>

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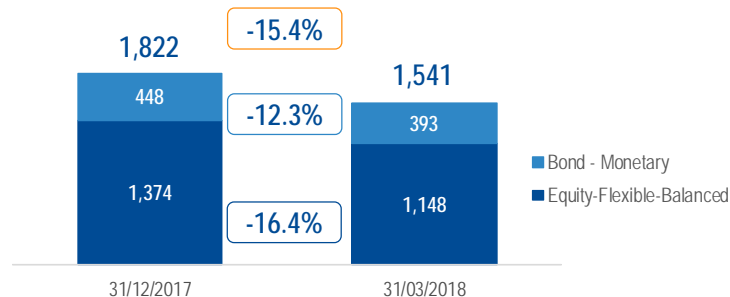
March 31<sup>st</sup> 2018 vs December 31<sup>st</sup> 2017 (€ mn)



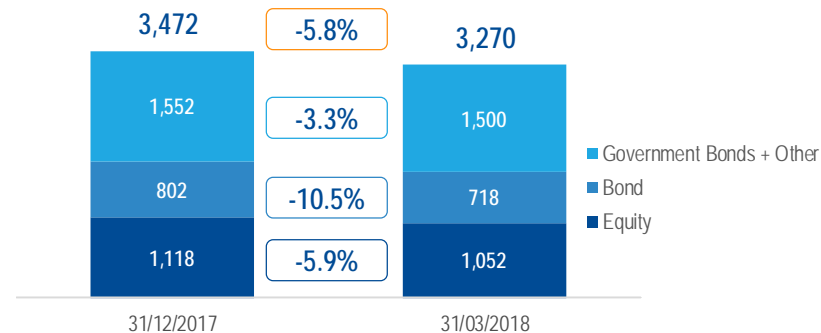
Balance sheet structure	31/12/2017	31/03/2018
Indirect deposits from customers / Total deposits □	36.5%	35.2%
Direct deposits from customers / Total liabilities	78.7%	77.3%
Loans to customers* / Direct deposits from customers	85.0%	89.5%
Loans to customers* / Total assets	66.8%	69.2%

\* March 2018 includes financial assets (securities portfolio).

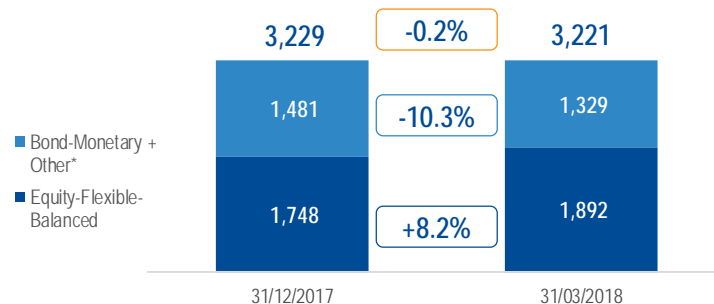
## Breakdown Individual accounts (€ mn)



## Breakdown Asset under Custody (€ mn)



## Breakdown Funds & Sicav (€ mn)

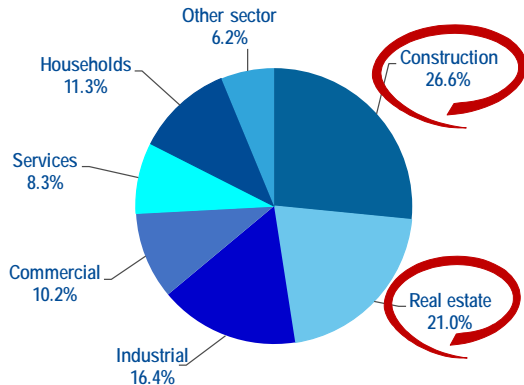


\* Other including funds not of our placement.

€ mn

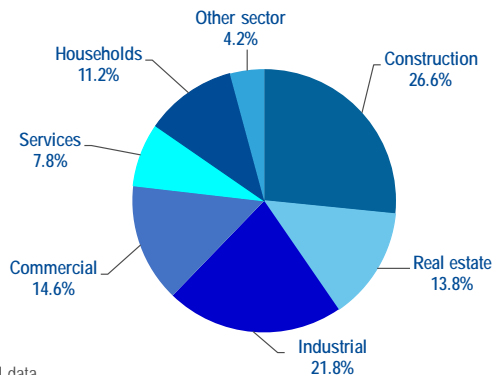
31/03/2018	Gross amount	Impairment losses	Carrying amount	Coverage ratio
Bad loans	1,683	- 1,282	401	76.2%
Unlikely to pay loans	1,746	- 784	962	44.9%
Past due exposures	108	- 16	92	14.7%
<b>Total impaired loans</b>	<b>3,537</b>	<b>- 2,082</b>	<b>1,455</b>	<b>58.9%</b>
Performing loans	16,381	- 112	16,269	0.7%
<b>Total loans and receivables with customers</b>	<b>19,918</b>	<b>- 2,194</b>	<b>17,724</b>	

*Breakdown Npe by sector (ATECO classification)\**

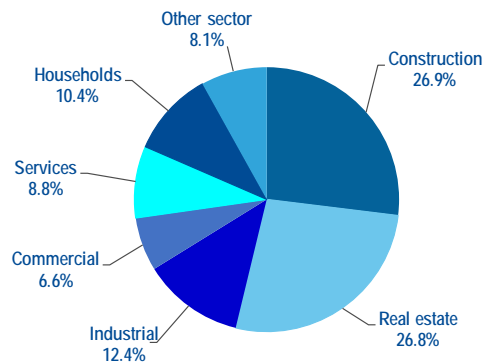


~ 48% of gross NPE real estate related

*Breakdown bad loans by sector (ATECO classification)\**

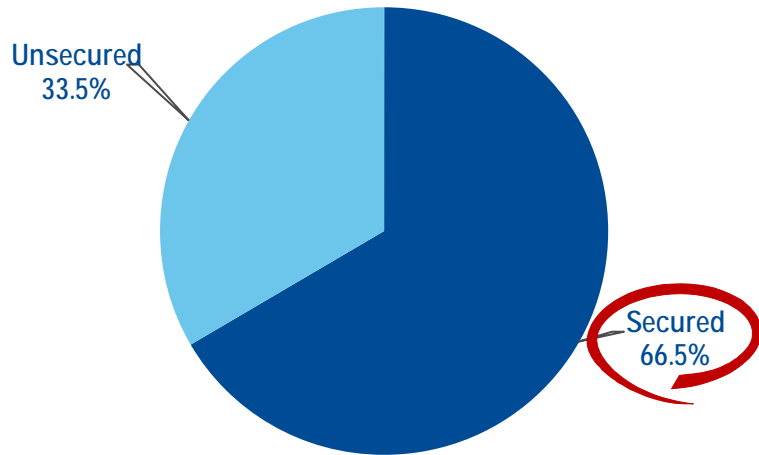


*Breakdown UTP by sector (ATECO classification)\**

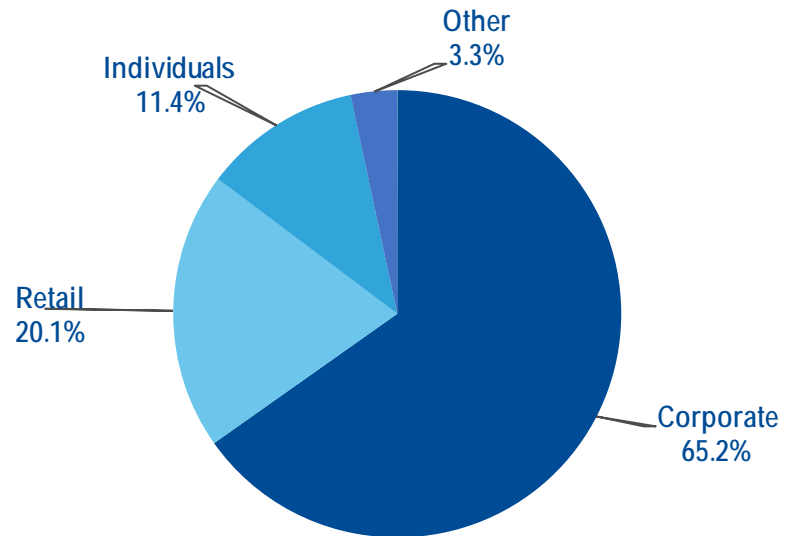


\*Source: internal data

*Gross Npe – Guarantees*



*Gross Npe - Segment*

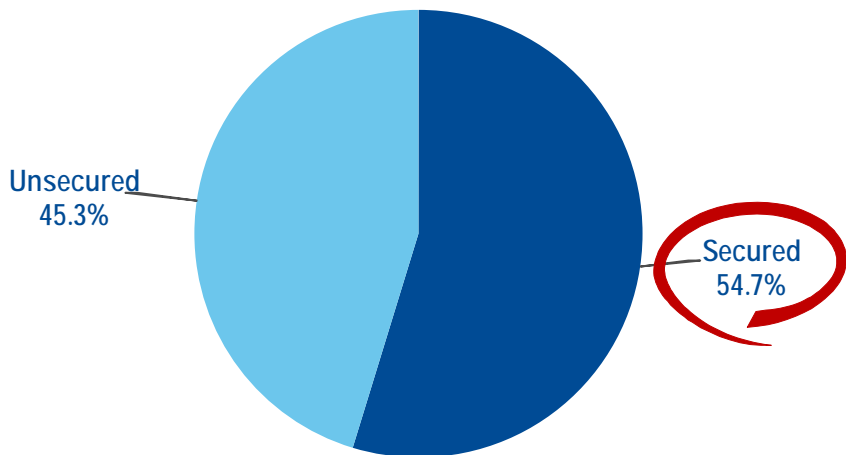


Personal guarantees not included

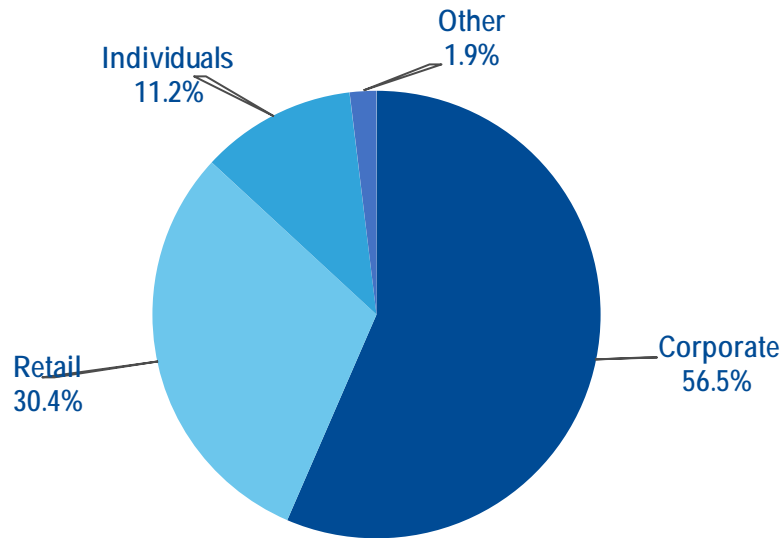
Source: internal data



**Gross BAD LOANS – Guarantees**



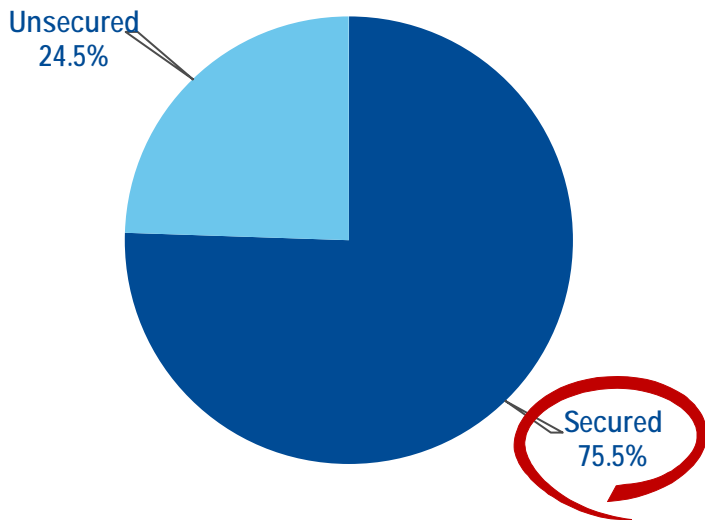
**Gross BAD LOANS – Segment**



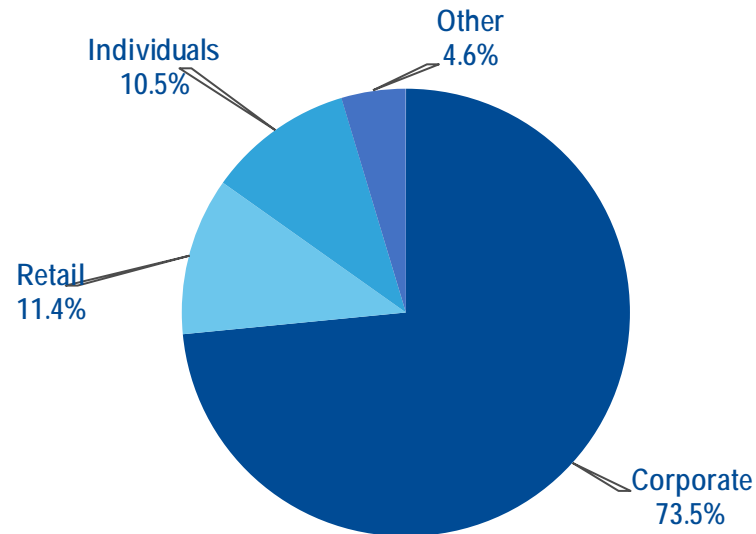
Personal guarantees not included

Source: internal data

**Gross UTP – Guarantees**



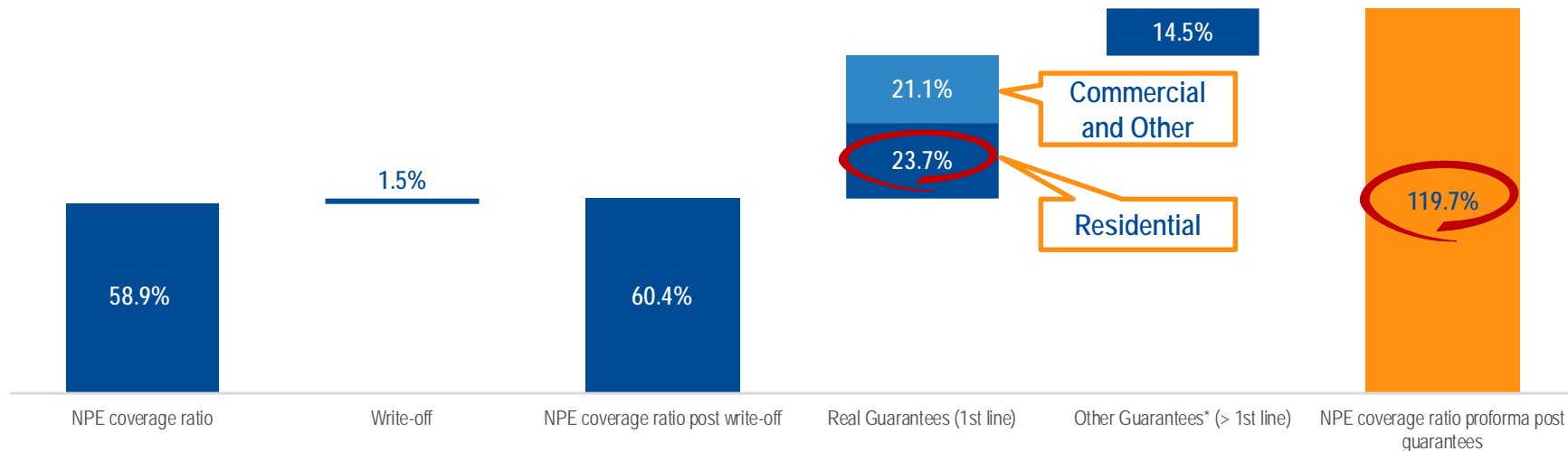
**Gross UTP - Segment**



Personal guarantees not included

Source: internal data

## NPE Coverage Ratio (%)



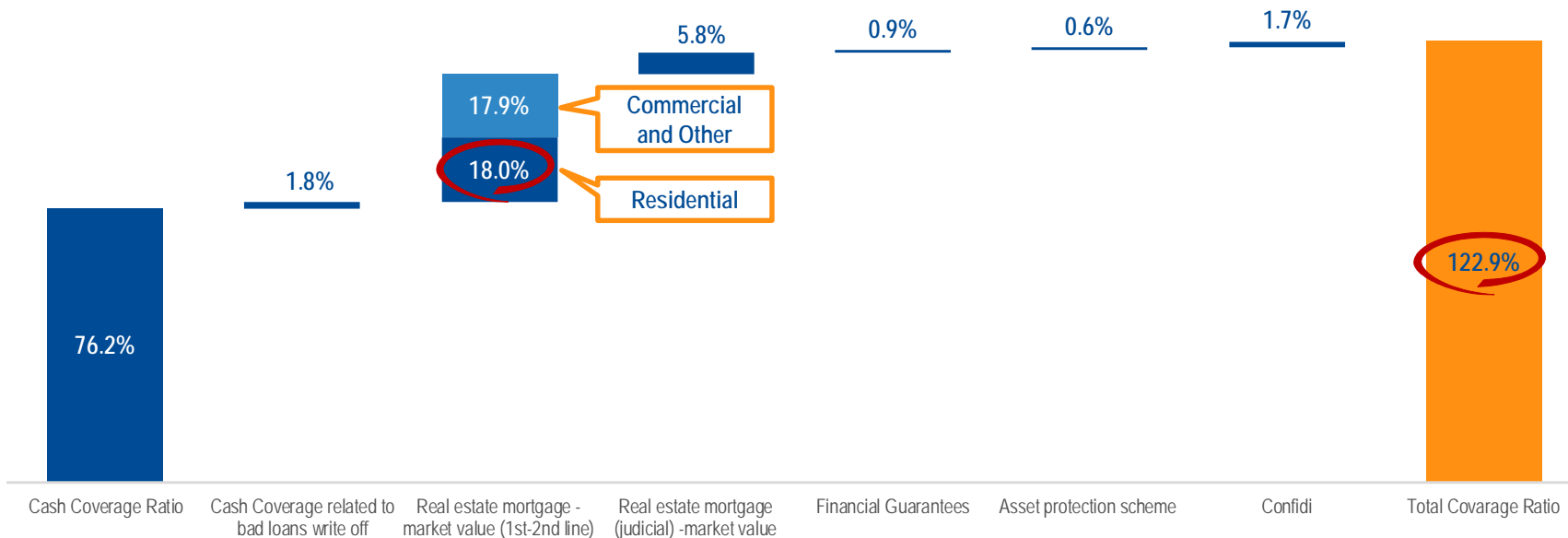
Source: internal data

\* Real estate 2<sup>nd</sup> line + judicial + financial + APS + Confidi

Real estate value equal to the last **market value** (according to the specific appraisal, delivered by **third party appraiser**), **capped** at the maximum amount represented by the value of the loans.

**Only «cash guarantees» considered, like financial guarantees, APS. No consideration at all for personal guarantees.**

## Bad Loans – Total Coverage Ratio (%)



Source: internal data

Real estate value equal to the last **market value** (according to the specific appraisal, delivered by **third party** appraiser), **capped** at the maximum amount represented by the value of the loans.

**Only «cash guarantees» considered, like financial guarantees, APS. No consideration at all for personal guarantees.**

Assets	31/03/2018	31/12/2017
Cash and cash equivalents	145,589	197,829
Financial assets FVTPL	210,870	20,681
Financial assets FVTOCI	3,490,659	4,419,352
Loans and receivables with banks	2,320,285	2,033,413
Loans and receivables with customers	17,724,314	16,680,944
Hedging derivatives	269	199
Equity Investments	24,808	24,371
Property, equipment and investment property and intangible assets	484,599	486,524
Non-current assets and disposal groups held for sale	188,629	3,955
Other assets	1,030,657	1,089,556
<b>Total assets</b>	<b>25,620,679</b>	<b>24,956,824</b>
Liabilities and Equity	31/03/2018	31/12/2017
Due to banks	3,060,671	3,143,189
Direct funding from customers	19,793,800	19,631,283
Financial liabilities held for trading	4,394	713
Hedging derivatives	137,620	138,691
Other liabilities	860,437	421,399
Provisions for specific purpose	235,664	174,103
Equity attributable to non-controlling interests	3,361	5,352
Equity	1,524,732	1,442,094
<b>Total liabilities and equity</b>	<b>25,620,679</b>	<b>24,956,824</b>

Income statement	31/03/2018	31/03/2017
Net interest income	88,594	99,725
Net fee and commission income	70,600	67,670
Dividends and similar income	660	290
Profit (loss) of equity-accounted investments	441	174
Net trading, hedging income (expense) and profit (loss) on sales/repurchases	5,344	12,092
Other operating net income	241	4,905
<b>Operating income</b>	<b>165,880</b>	<b>184,856</b>
Personnel expenses	- 121,906	- 75,122
Other administrative expenses	- 51,257	- 48,217
Depreciation/amortisation and net impairment losses on property, equipment and investment property and intangible assets	- 6,227	- 7,399
<b>Operating costs</b>	<b>- 179,390</b>	<b>- 130,738</b>
<b>Net operating profit</b>	<b>- 13,510</b>	<b>54,118</b>
Impairment or reversal of impairment and modification gains (losses)	- 27,801	- 48,418
Net accruals to provisions for risks and charges	- 5,024	- 559
Net gains (losses) on sales of investments	- 36	- 18
<b>Pre-tax profit (loss) from continuing operations</b>	<b>- 46,371</b>	<b>5,123</b>
Income taxes	17,037	- 1,676
<b>Post-tax profit (loss) from continuing operations</b>	<b>- 29,334</b>	<b>3,447</b>
Profit (loss) for the period attributable to non-controlling interests	- 752	- 1,089
<b>Profit (Loss) for the period</b>	<b>- 30,086</b>	<b>2,358</b>

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Update on the Business Plan  
Consolidated Results as at  
March 31<sup>st</sup> 2018