

Participants in the forum are reminded of their responsibility to observe anti-trust laws

The EBA Anti-Trust Policy is available at the EBA website

https://www.abe-eba.eu/media/azure/production/1352/eba_antitrust_policy_20170602_final_clean.pdf

The forum is an open group, where interested stakeholders can discuss and exchange information on industry-wide topics.

The content of the slides presented and the views expressed in the context of the activities of the forum are those of the respective participants in the forum, and do not represent the views of the Euro Banking Association (EBA).

Open Forum on Digital Transformation

Working Capital Management goes digital;
What can we expect and what should we demand?

16 March 2023
Digital meeting

Closed user group

Agenda (1/3)

Working Capital Management goes digital; what can we expect and what should we demand?

Welcome and opening remarks

Thomas Egnér, Euro Banking Association

Setting the scene and housekeeping

Kate Pohl

Working Capital: Yesterday, Today and Tomorrow!

Craig Jeffery, Strategic Treasurer

Trade and Supply Chain Finance; Reviewing the Road taken and the Digital Journey ahead of us!

Angela Koll, Commerzbank AG

Christian Hausherr, Deutsche Bank

Coffee Break

The Role of Data and Technology in Trade and Supply Chain Financing; How is this changing the way we work?

Jeremy Cross, Finastra

Agenda (2/3)

Working Capital Management goes digital; what can we expect and what should we demand?

Supply Chain Finance: Banks, Platforms, Fintechs... and more; Cooperation and Collaboration OR a different new normal?

Alexander Leder, Barclays

Matteo Russo, BBVA

Opeyemi Olomo, Citigroup

Daniel Bischof, CRX Markets

Johannes Wehrmann, Demica

Cécile Vatin, Société Générale

Lunch Break

Creating a Foundation for the Digitalization of Global Trade by aligning Policy & Technology

Andre Casterman, Casterman Advisory

Supply Chain Financing Remixed! Leveraging Digital Promissory Notes and Bills of Exchange to allow SCF to scale!

Markus Rupprecht, Entrepreneur, Fintech Founder, and Advisor

Coffee Break

Agenda (3/3)

Working Capital Management goes digital; what can we expect and what should we demand?

Fraud Prevention, Detection and Management in Receivables Finance

Inés Lüdke, UniCredit

Working Capital Optimization – Digital Today? A Long Term Goal? Or a bit of both? Unpacking the Possibilities for Treasury!

Edi Poloniato, Kyriba

Krister Billing, SEB

Gabriele Schnell, Société Générale

Jörg Wiemer, TIS

Henrik Hodam, Worldline

Wrap-up

Thomas Egner

**Secretary General
Euro Banking Association**

Kate Pohl

**Facilitator
Euro Banking Association**

Craig Jeffery

**Managing Partner
Strategic Treasurer**

WORKING CAPITAL: YESTERDAY, TODAY AND TOMORROW!

CRAIG JEFFERY

Founder & Managing Partner



Keynote presentation for the EBA Open
Forum on Digital Transformation
March 16, 2023.



**A smooth sea never made a
skilled sailor.**

- Franklin D. Roosevelt



CREDIT BALANCE OF POWER

+25%
Borrowers
2 years ago

=
Equilibrium
1 year ago

+50%
Lenders
Current





CONSISTENCY & VARIABLES

An underwater photograph showing a shark swimming in the foreground, and a boat with several people in the background. The scene is illuminated with a strong blue light, creating a monochromatic effect. The shark is positioned in the lower right quadrant, while the boat is in the upper left quadrant. The water surface is visible at the top, with light rays filtering through.

WORKING CAPITAL MANAGEMENT

Changes

Efficiency

Debt/Capital

Markets

Technology

DEFINING SUPPLY CHAIN FINANCE

The use of financial instruments, practices, and technologies to optimize the management of the working capital and liquidity tied up in supply chain processes for collaborating business partners.

- Euro Banking Association





SUPPLY CHAIN FINANCE

Delinking to Achieve Win/Win

FORECASTING

Expected Value vs. Range of Value



**The pessimist *complains*
about the wind;
the optimist *expects*
it to change;
the realist *adjusts*
the sails.**

- William Arthur Ward, American Writer





WHAT IS CHANGING?

Expectations on Liquidity

Level of
Automation
Democratization of
Capital
Optimization of Capital



NAVIGATING THE ROUTE AHEAD

Calm to Turbulent

Increased Demands on Companies

Consistent Technology Advances

More Flexible Access to Capital

RESOURCE BUNDLE

THREE GREAT REPORTS, PACKAGED FOR ONE EASY DOWNLOAD



StrategicTreasurer.com/EBA

Fireside Chat

Coffee Break

10:45 – 11:05 CET

During coffee break, do not “leave the meeting”
(i.e., stay connected while muting your sound and turning off your camera)

Jeremy Cross

**Global Solution Consultant
Finastra**

FINASTRA



Finastra
Lending

The Role of Data and Technology in Trade and Supply Chain Financing; How is this changing the way we work?

—

- Jeremy Cross – Global Solution Consultant Finastra



Evolution of Global Trade



Global and local issues



Sanctions check and Compliance cost



Complex Integration



Research shows that responding to the pandemic **40%** of banks forced to shift to digital strategy and continue to extend



Only **15%** of organisations have a long-term investment plan in place for digital transformation



Drivers for digitization

Corporate
Customers

SME's

Govnmt

ICC

ITFA

A single **trade finance** transaction can require over **100** pages of paper documents

100



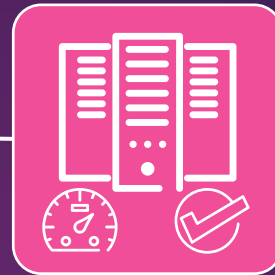
UK Law Commission

Three stages of trade digitalisation



Stage 1

Converting paper to a digital format



Stage 2

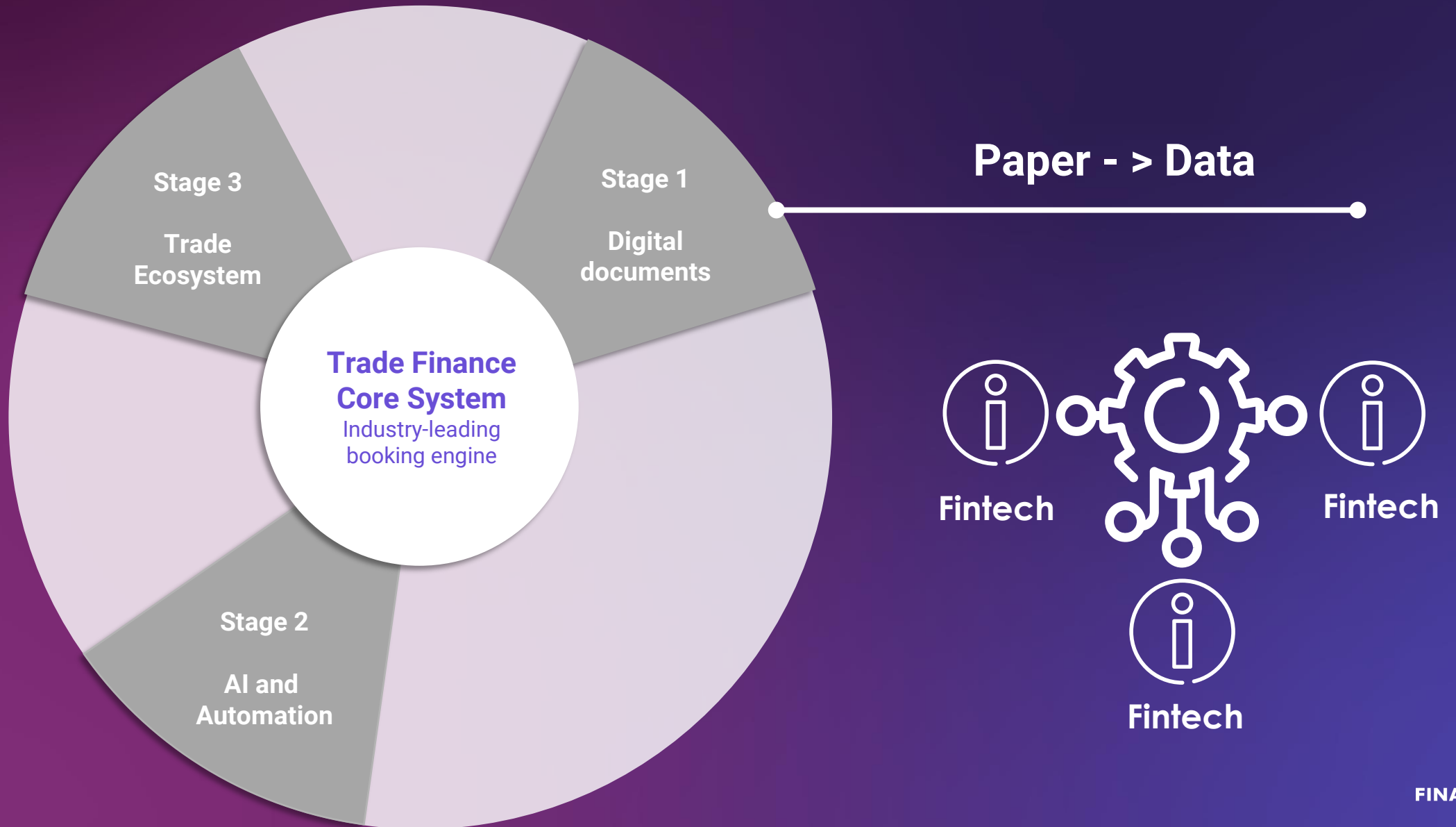
Utilizing the digital format to undertake checking of the documents



Stage 3

Allowing the sharing of digital data across the Trade Finance Eco system and connecting to other Trade Networks

The start to a digitalisation journey



Case study



Lloyds Bank completes UK's first digital promissory note purchase

- Transaction completed with UK's first digital promissory note (DPN) purchase.
- First transaction under the Digital Negotiable Instrument Initiative (DNI).
- Digital note solution has potential to reduce transaction times from several days to a matter of hours.

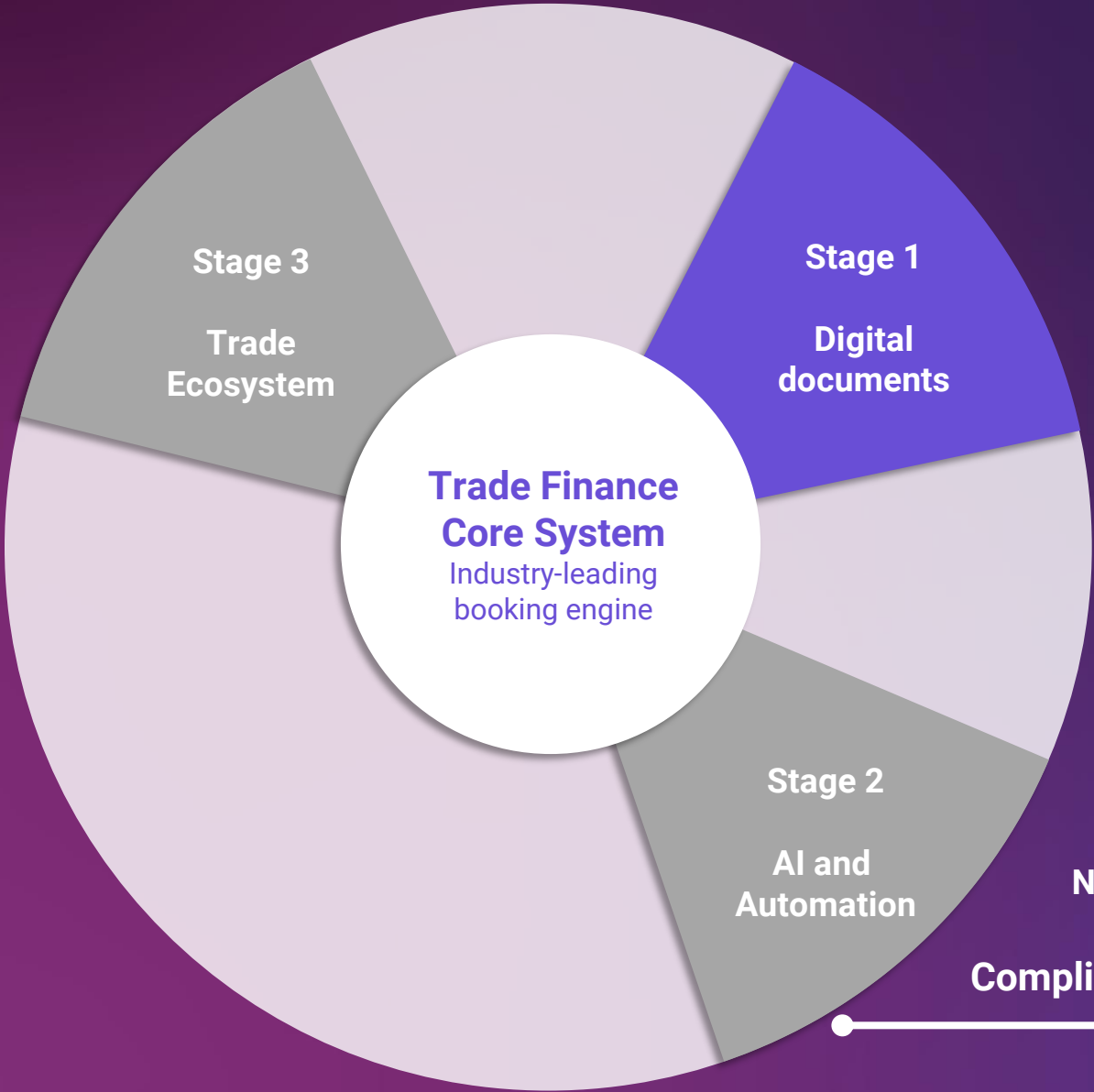
Developments with eDoc

MLETR - Model Law for Electronic Transferable Records

- addresses the possibility of using electronic forms for transferable documents and instruments, e.g. bills of lading, warehouse receipts, bills of exchange and promissory notes.
- Bahrain, UAE, Singapore – USA and Germany (adopted some provisions)
- France and UK – Bills currently in parliament



End-to-end digitization



CONPEND



Progressive machine learning

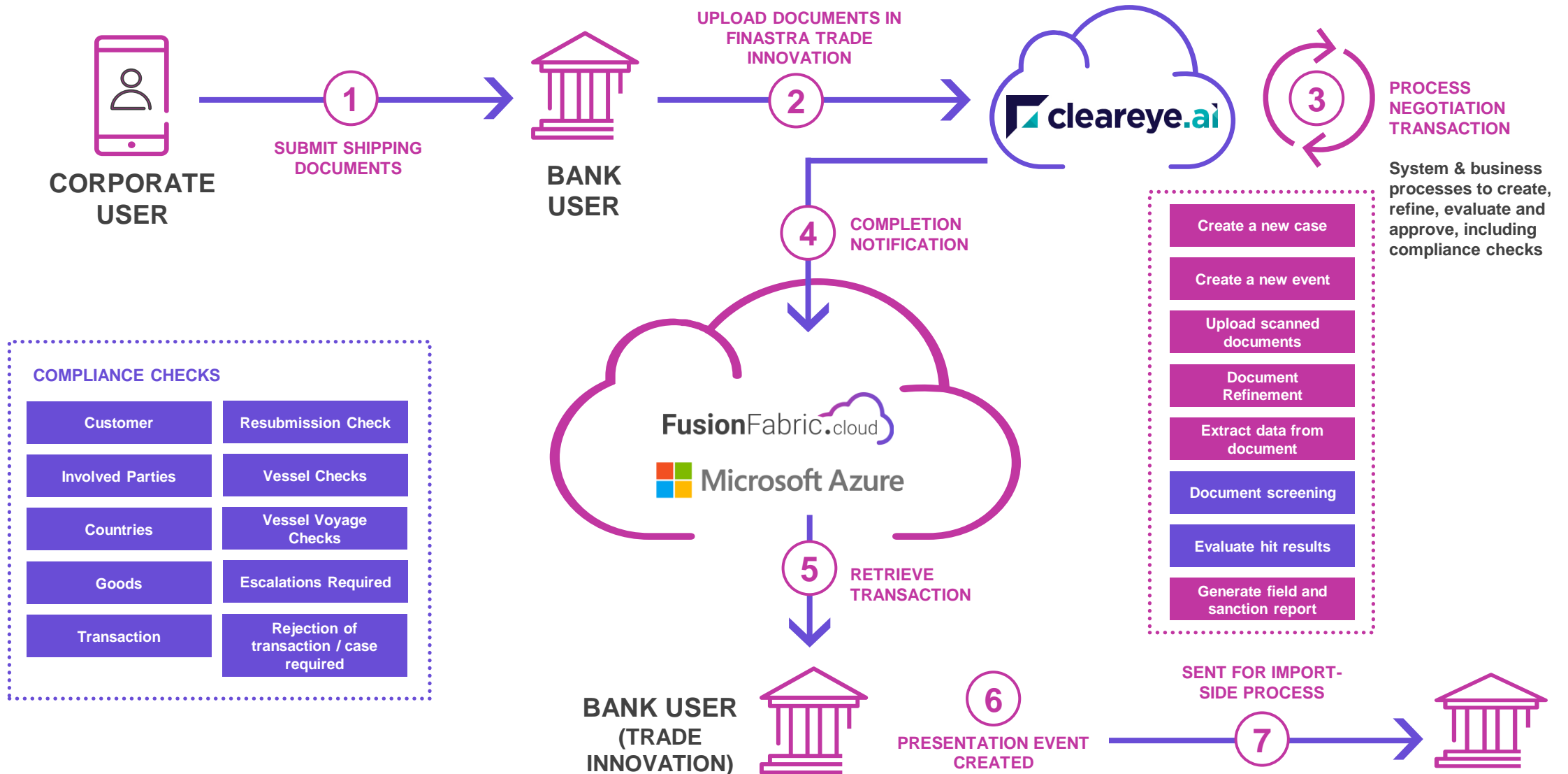
Optical character recognition

Natural language processing

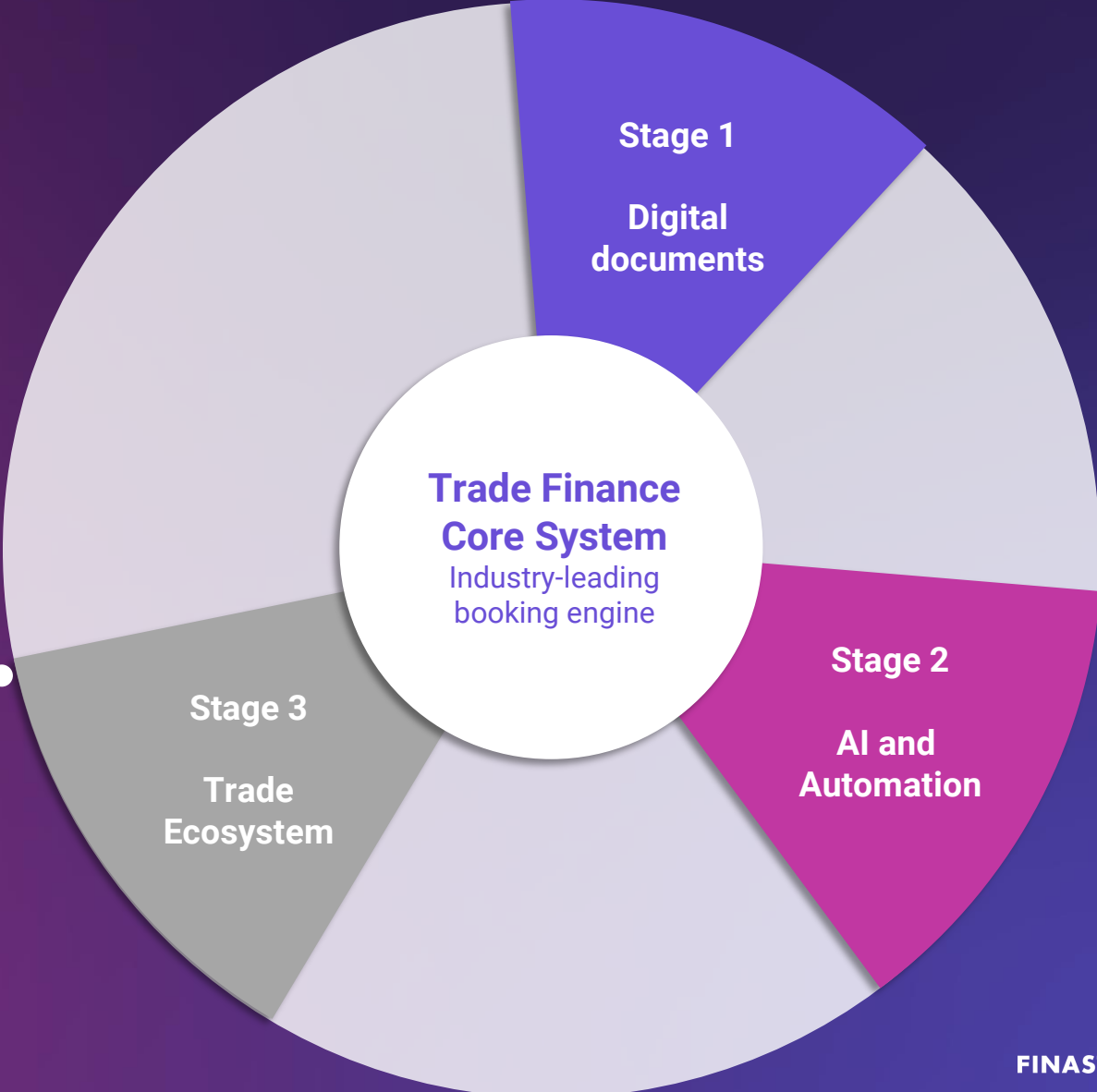
Compliance and doc checking

FINASTRA

ClearTrade / Trade Innovation workflow (Export LC)



Total working capital finance: end-to-end digitization

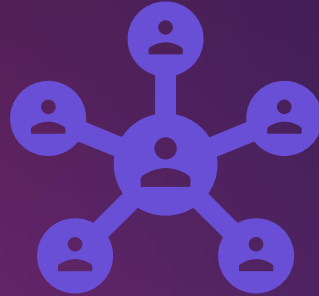


Access to wider ecosystem

Connection to a growing network of fintechs, across all of trade finance.

Contour is building a common network on one decentralized platform to enable the digital transformation of trade finance.

Their open and inclusive network is interoperable across the industry, connecting businesses, financiers and partners seamlessly across the financial and physical supply chains.



Collaborate on one network

Contour connects corporates to all of their banks and trade ecosystem partners on a single, decentralised network. This streamlined solution enables real-time data synchronisation, smart contracts and workflows, providing full data confidentiality and control.

Go paperless

Contour digitises the trade finance process by removing the need for paper. Digital transaction evidence can be securely shared on our blockchain network either directly or through APIs from third-party digital document providers, such as electronic bills of lading.

Is the ESG agenda interacting with these opportunities

ESG Risk – emerging into the trade finance market



ESG Screening to mitigate risk and align funds with clients' objectives and ethical standpoints

The future for trade finance digitization

Interoperability



AI



Digital at source

Trade Networks

FINANCE IS OPEN

Finastra is unlocking the power of finance for everyone by creating a platform for open innovation in the world of financial services.

Panel Discussion

Lunch Break

12:35 – 13:45 CET

During lunch break, do not “leave the meeting”
(i.e., stay connected while muting your sound and turning off your camera)

Kindly reconnect on time for the afternoon sessions

Andre Casterman

MD

Casterman Advisory

Fintech Committee

“Automating trade origination and distribution”

“Policy and technology developments in the trade space”

Prepared by André Casterman
Managing Director, Casterman Advisory
Chair Fintech Committee, ITFA

acasterman@c-advisory.eu

16/03/2023 EBA Open Forum v2



Agenda



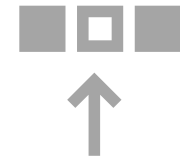
Market
transformations



DNI Initiative

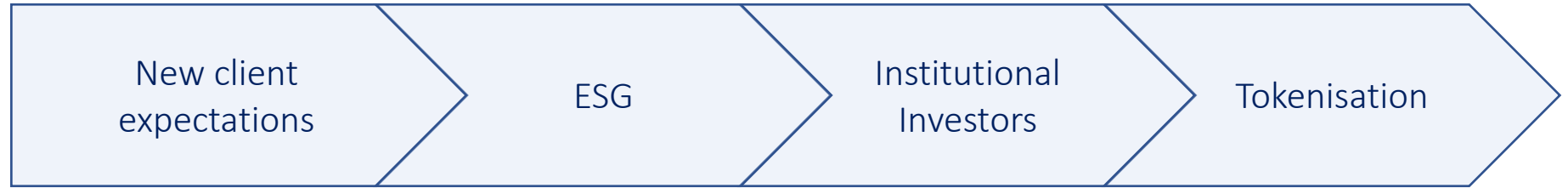


TFD Initiative

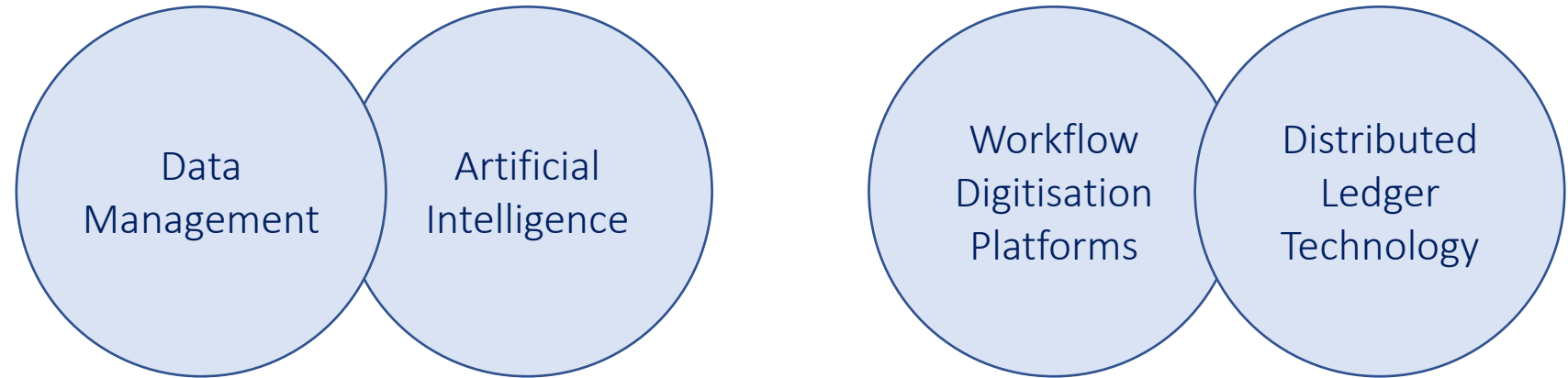


DLT use cases

Major market transformations are underway ...



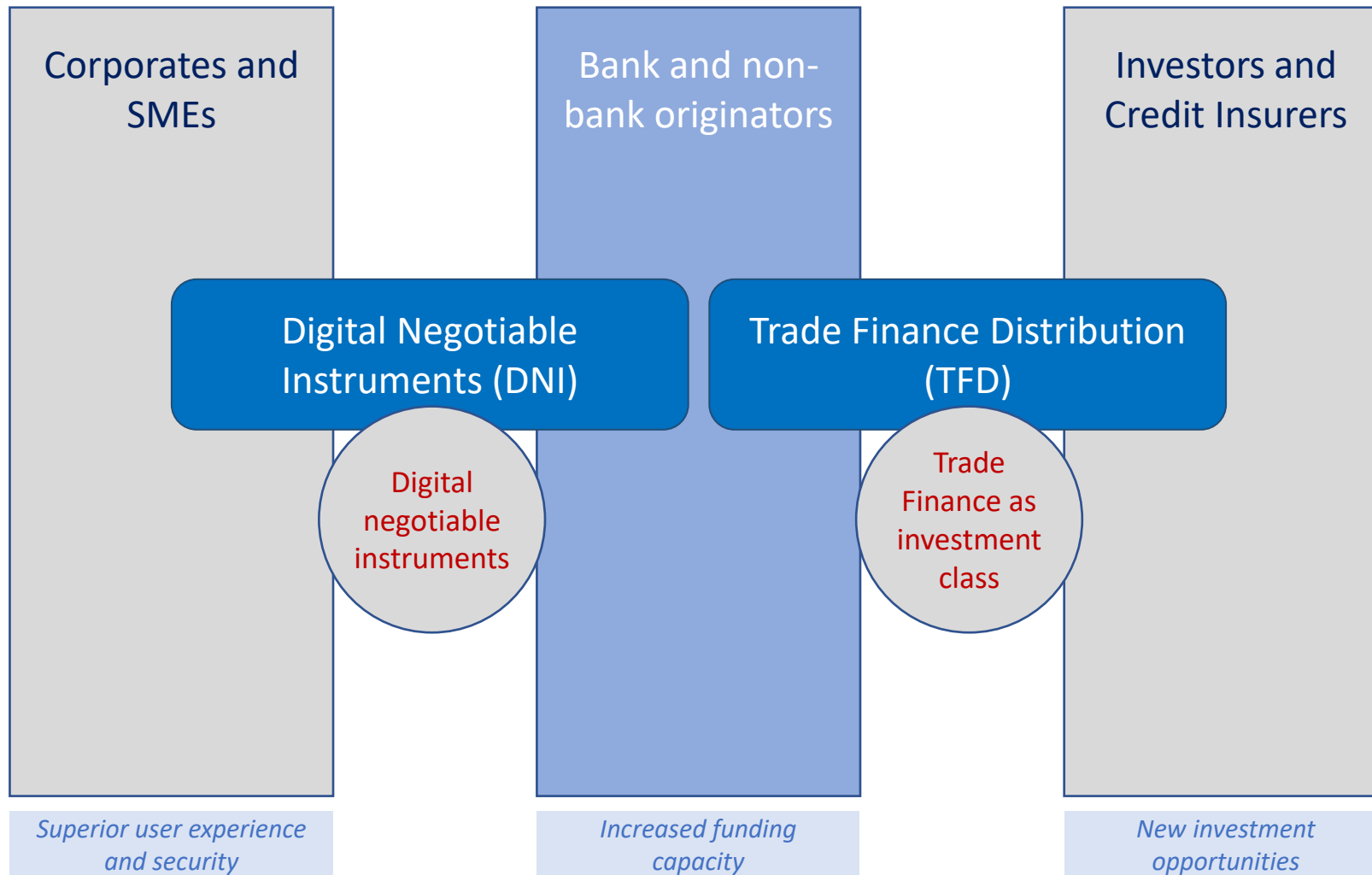
... enabled by new technologies and practices



... supported by evolving regulatory frameworks and stakeholders



The Fintech Committee establishes two strategic initiatives



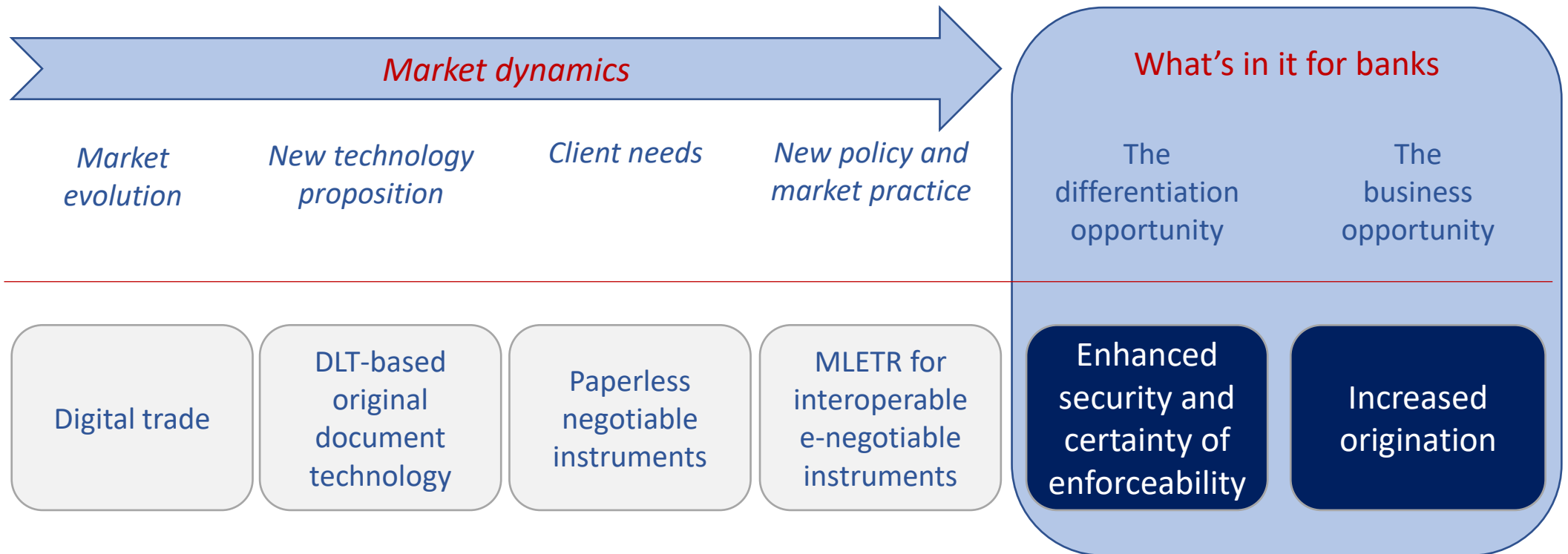
[Link](#)



The DNI Initiative helps incumbents and alternative funders position themselves for the future

DNI

The **DNI Initiative** brings bills of exchange (B/E), promissory notes (PN) and other negotiable instruments into the open digital world. We achieve this on the basis of advanced DLT-based document technology which brings the highest levels of traceability, interoperability, combined with regulatory advocacy around MLETR.





“The Model Law on Electronic Transferable Records (MLETR) aims to enable the legal use of electronic transferable records both domestically and across borders. Transferable documents or instruments are paper-based documents or instruments that entitle the holder to claim the performance of the obligation indicated therein and that allow the transfer of the claim to that performance by transferring possession of the document or instrument. Transferable documents or instruments typically include bills of lading, bills of exchange, promissory notes and warehouse receipts.”

Article 10. Transferable documents or instruments

1. Where the law requires a transferable document or instrument, that requirement is met by an electronic record if:
 - (a) The electronic record contains the information that would be required to be contained in a transferable document or instrument; and
 - (b) A reliable method is used:
 - (i) To identify that electronic record as the electronic transferable record;
 - (ii) To render that electronic record capable of being subject to control from its creation until it ceases to have any effect or validity; and
 - (iii) To retain the integrity of that electronic record.
2. The criterion for assessing integrity shall be whether information contained in the electronic transferable record, including any authorized change that arises from its creation until it ceases to have any effect or validity, has remained complete and unaltered apart from any change which arises in the normal course of communication, storage and display.

[Read more: UNCITRAL Model Law on Electronic Transferable Records \(2017\)](#)

Article 11. Control

1. Where the law requires or permits the possession of a transferable document or instrument, that requirement is met with respect to an electronic transferable record if a reliable method is used:
 - (a) To establish exclusive control of that electronic transferable record by a person; and
 - (b) To identify that person as the person in control.
2. Where the law requires or permits transfer of possession of a transferable document or instrument, that requirement is met with respect to an electronic transferable record through the transfer of control over the electronic transferable record.





The **most specialised community** of technology firms, financial institutions, corporates and law firms committed to digitise negotiable instruments as per UNCITRAL MLETR-compatible laws

Key jurisdictions aligning with MLETR

2019	2021			2023 (estimated)		
Bahrain	Singapore	ADGM	Paraguay	UK	France	Germany

Industry cooperation (TERA task force)



Industry endorsement



Advocacy



DNI Initiative Community

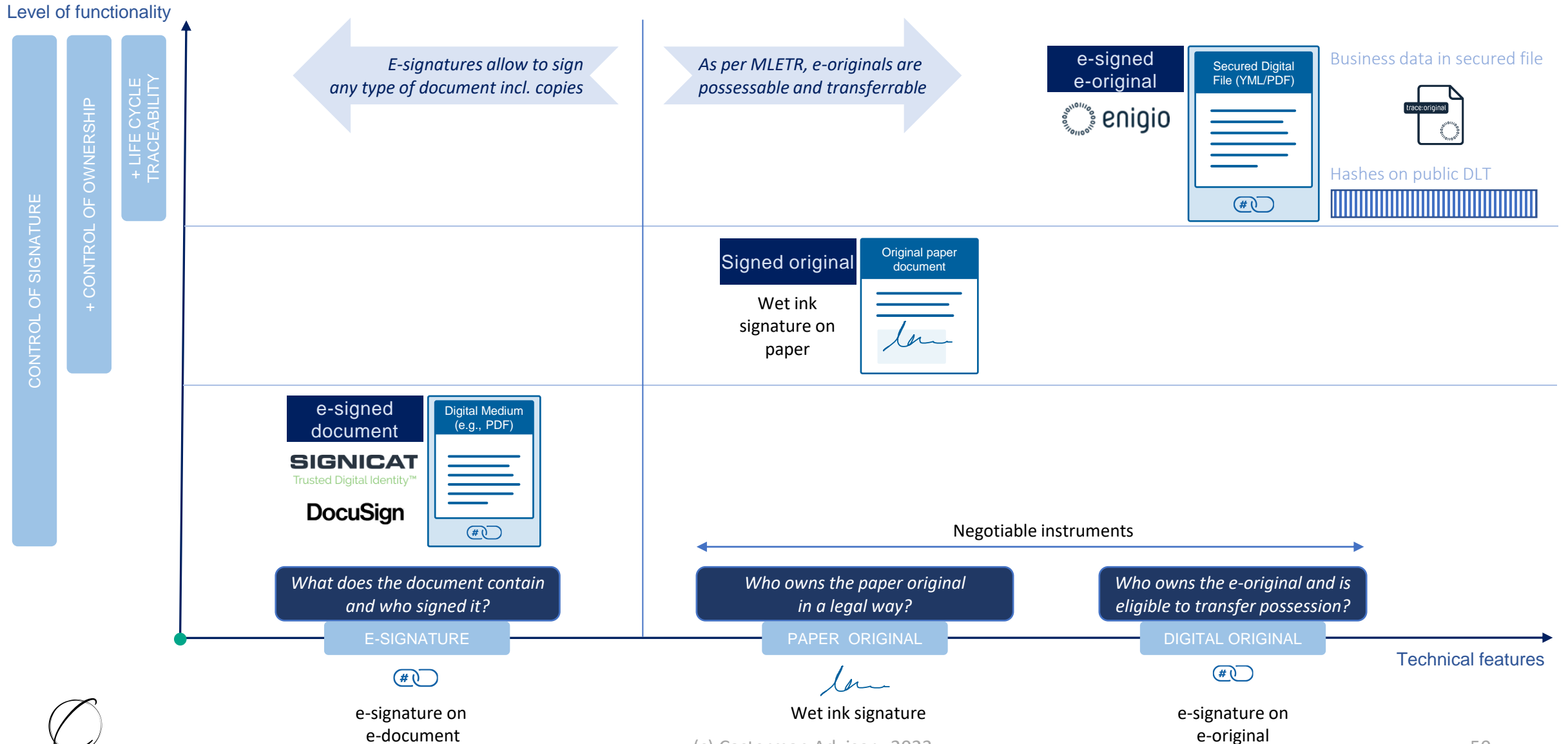
- Trade Technology providers
- Banks
- Corporates
- Credit insurers and ECAs
- Law firms
- Consulting companies and technology integrators

DNI Initiative Pilot Groups

- Global DNI Initiative community
- Regional Adoption Groups (Middle East and France)



Cryptographic key pairs and DLT enable exclusive control and transfer of ownership of electronic originals

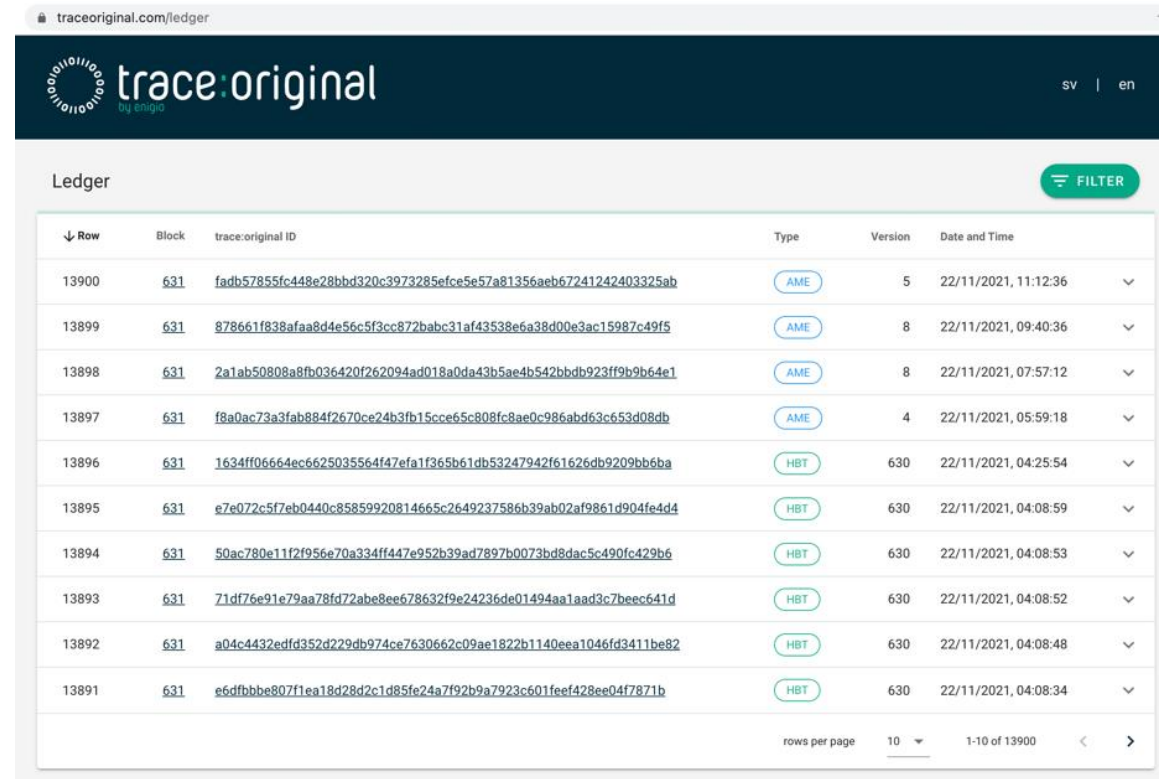


Enigio's trace:original - the public DLT is used as a Notary Service

Business Data on a secured file
Security, ease of integration and access



Public DLT as notary service
Independence and transparency



The screenshot shows the 'Ledger' page on the trace:original website. It features a table with columns for Row, Block, trace:original ID, Type, Version, and Date and Time. The table contains 10 rows of data, with the first row being row 13900. The 'Type' column contains values like AME and HBT. A 'FILTER' button is visible in the top right corner of the table area.

Row	Block	trace:original ID	Type	Version	Date and Time
13900	631	fadb57855fc448e28bbd320c3973285efce5e57a81356aeb67241242403325ab	AME	5	22/11/2021, 11:12:36
13899	631	878661f838afaa8d4e56c5f3cc872babc31af43538e6a38d00e3ac15987c49f5	AME	8	22/11/2021, 09:40:36
13898	631	2a1ab50808a8fb036420f262094ad018a0da43b5ae4b542bbdb923ff9b9b64e1	AME	8	22/11/2021, 07:57:12
13897	631	f8a0ac73a3fab884f2670ce24b3fb15cce65c808fc8ae0c986abd63c653d08db	AME	4	22/11/2021, 05:59:18
13896	631	1634ff06664ec6625035564f47efa1f365b61db53247942f61626db9209bb6ba	HBT	630	22/11/2021, 04:25:54
13895	631	e7e072c5f7eb0440c85859920814665c2649237586b39ab02af9861d904fe4d4	HBT	630	22/11/2021, 04:08:59
13894	631	50ac780e11f2f956e70a334ff447e952b39ad7897b0073bd8dac5c490fc429b6	HBT	630	22/11/2021, 04:08:53
13893	631	71df76e91e79aa78fd72abe8ee678632f9e24236de01494aa1aad3c7beec641d	HBT	630	22/11/2021, 04:08:52
13892	631	a04c4432edfd352d229db974ce7630662c09ae1822b1140eea1046fd3411be82	HBT	630	22/11/2021, 04:08:48
13891	631	e6dfbbbe807f1ea18d28d2c1d85fe24a7f92b9a7923c601feef428ee04f7871b	HBT	630	22/11/2021, 04:08:34

<https://www.traceoriginal.com/ledger>



[Link](#)



[Link](#)



[Link](#)



The ePU is the ITFA English contract law solution launched in April 2020

DNI Initiative – contract law solution
April 2020 launch of ePU & DNI guide

Lloyds Bank issued the initial ePU transactions in August 2022 followed by SME-focused non-bank originators

Electronic Payment Undertaking (ePU) as contractual instrument:

- ePU for Bills of Exchange
- ePU for Promissory Notes
- *“A Manual of Digital Negotiable Instruments – Issues and Implementation”*
June 2021 (2nd edition)



Gwynne Master, MD, Lending and Working Capital for Lloyds Bank

“... With this successful UK-first transaction, we have delivered an innovative digital solution that is quicker, less expensive, and more secure. The digitisation and simplification of this solution finally opens this form of payment discounting to potentially millions of small businesses, improving their ability to manage their working capital and the cashflow of their suppliers by fulfilling invoices more quickly.”



The common law solution is expected by mid 2023

DNI Initiative – common law solution
Q2 2023 expected launch – on-going at UK
Parliament

Negotiable Instruments under English common law

- Bill of Exchange under any BoE Act
- Promissory Note under any BoE Act



[Link](#)

[Podcast](#)

The industry (ICC, G7, WTO) estimates that 80% of world trade will be eligible to MLETR by 2026 as 86 countries are already committed.

Electronic Trade Documents Bill [HL] Special Public Bill Committee
Thursday 19 January 2023 Meeting started at 9.13am



The House of Lords Special Public Bill Committee on Electronic Trade Documents Bill [HL] will take evidence from six witnesses at its second evidence session on Thursday 19 January.

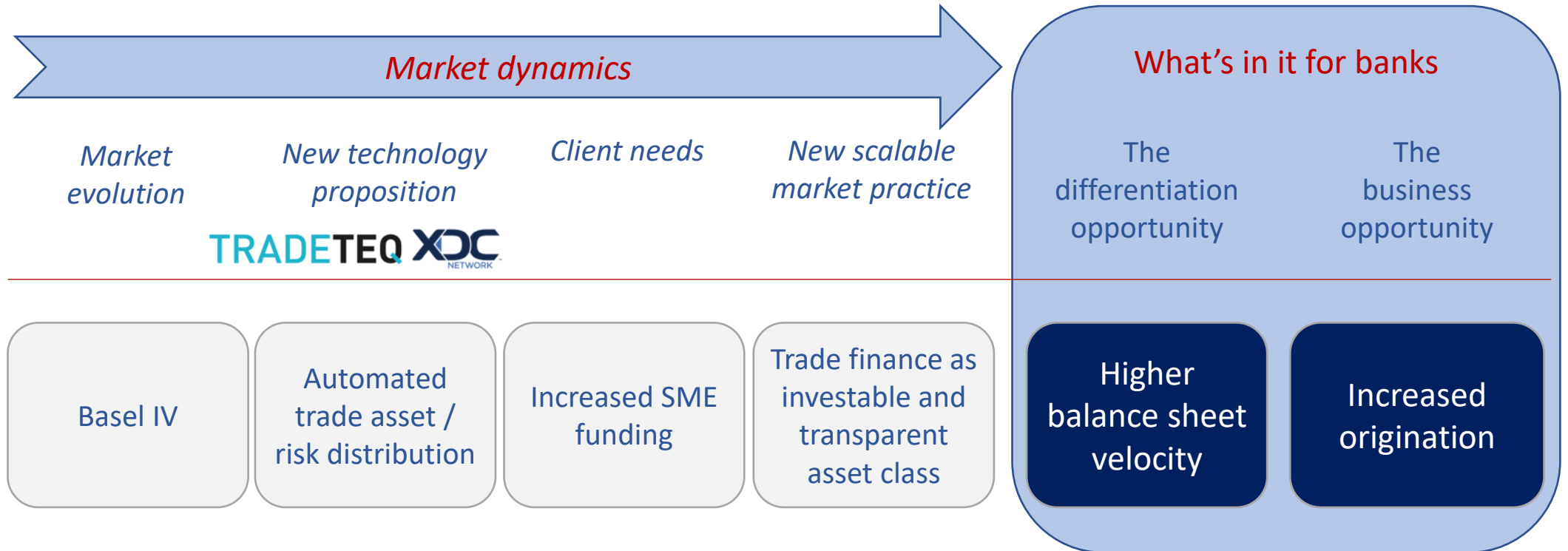


DNI

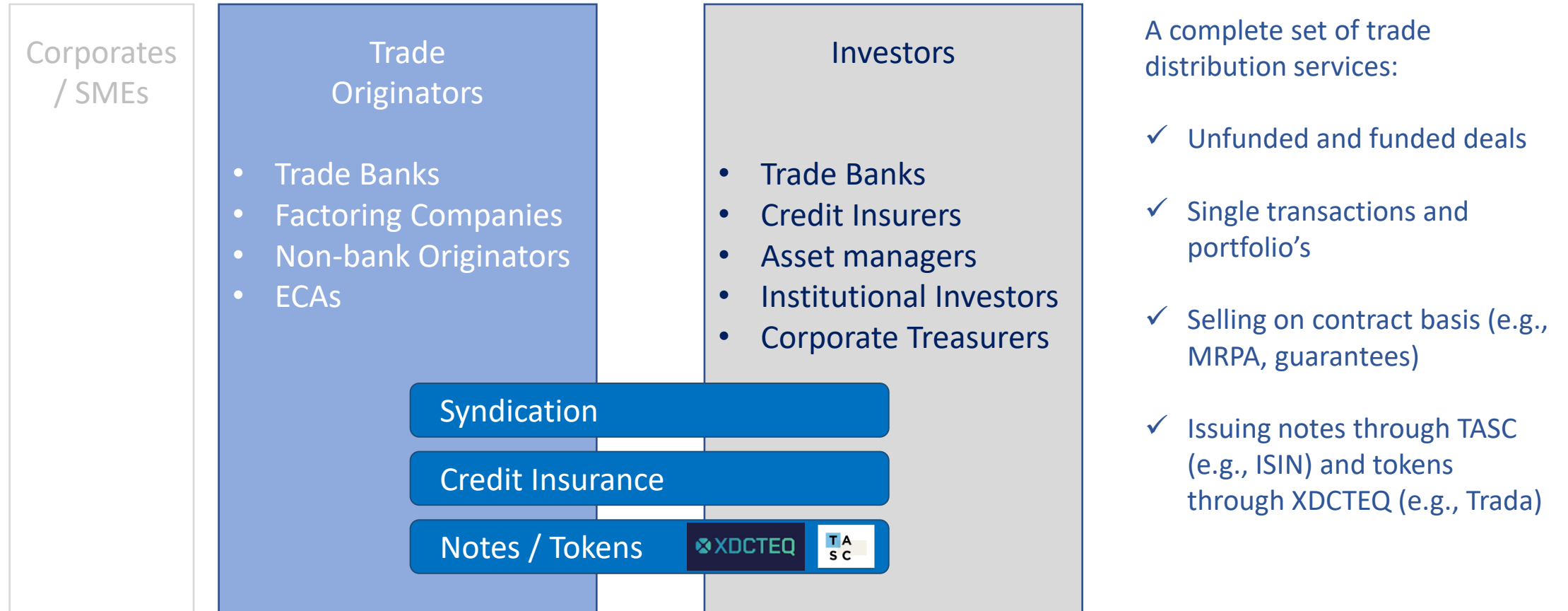


TFD initiative

TFD Initiative helps trade originators automate trade asset/risk distribution using the Tradeteq hub, and find new avenues for growth by partnering with institutional investors.



TFD Initiative – addressing all trade distribution requirements



Tradeteq launches the TRADA Token on XDC Network – the first trade finance security token

TRADETEQ

Nils Behling, CFO and co-founder at Tradeteq

“This launch is an important move in the democratization of trade finance through XDC’s enterprise-grade blockchain technology. [By investing in trade finance](#), which historically has been restricted to banks and larger institutional investors, [private investors can now invest in the real economy](#). The XDC Network is our chosen blockchain to develop this system and XDC is the only crypto asset that can be used to purchase TRADA,”



Atul Khekade, co-founder, XinFin powering XDC Network

“In Porto [Sep-2023], we will showcase one the first real world asset backed tokens called TRADA which has been launched in July by Tradeteq on the XDC Network. [This marks the start of a comprehensive RealDeFi ecosystem linked to XDC Network.](#)”



Asset Managers



Banks



Brokers



Insurers



**Non-bank
Originators**



**Service
Providers**



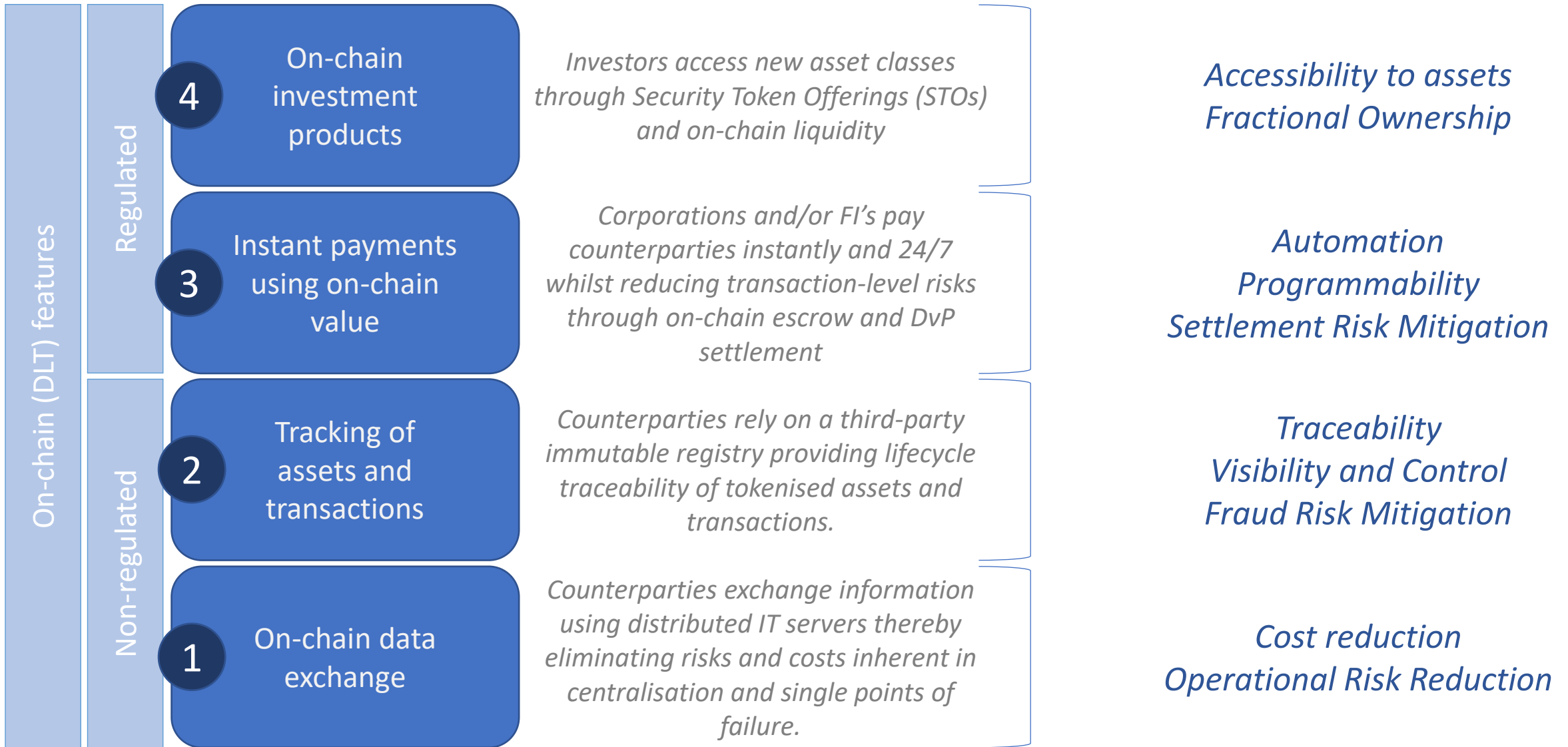
Sponsors



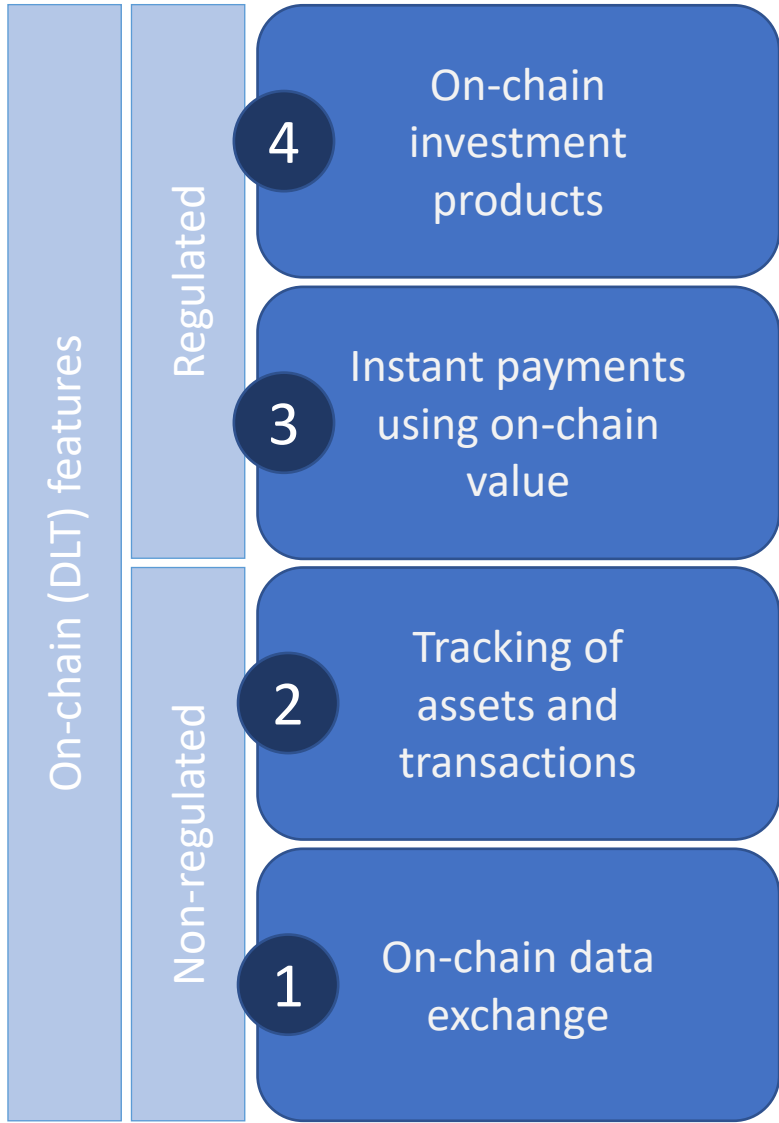
**Technology
Providers**



DLT extends open banking to risk mitigation



DNI Initiative and TFD Initiative embed the most advanced DLT features



TFD initiative



DNI



Fintech Committee

“Automating trade origination and distribution”

“Policy and technology developments in the trade space”

Prepared by André Casterman
Managing Director, Casterman Advisory
Chair Fintech Committee, ITFA

acasterman@c-advisory.eu

16/03/2023 EBA Open Forum v2



Markus Rupprecht

Entrepreneur, Fintech Founder, and Advisor

Coffee Break

15:00 – 15:15 CET

During coffee break, do not “leave the meeting”
(i.e., stay connected while muting your sound and turning off your camera)

Inés Lüdke

**MD, Leitung Working Capital Sales Germany
UniCredit**



Fraud Prevention, Detection and Management in Receivables Finance

EBA Open Forum – Working Capital Management

Inés Lüdke

Munich, 16 March 2023

Empowering
Communities to Progress.



UniCredit as a European Powerhouse for Your Working Capital Solutions



Our Strengths¹



Turnover
> EUR 120 bn



Product Sales
19 countries



Clients
> 5.000



Debtors
> 120.000



Coverage
> 50 countries



Why UniCredit for Your Working Capital needs?

- Extensive **European working capital network** with local presence and **dedicated teams** providing local structuring know-how and operational capacities
- Supporting our clients by **participating** in existing working capital programs **as an additional liquidity provider** facilitating a **broad and reliable funding base**
- Successful collaboration with selected **Fintechs** in order to **serve our clients' entire spectrum of needs** in the most effective way

¹ data as of FY 2020 – including Receivable Finance, Supply Chain Finance, Securitization of Trade Receivables & Factoring

UniCredit's Home markets covered by Commercial Banks

UniCredit's International markets covered by International Branches



Agenda

- 1 **Fraud Risks in Receivable Finance**
- 2 **Onboarding Phase Detection Measures**
- 3 **Structuring Phase Mitigation Tools**
- 4 **Ongoing Monitoring Measures of Prevention**
- 5 **Organising Flows and Setting-Up Procedures**





1

Fraud Risks in Receivable Finance



Fraud Risks in Receivable Finance – General Remarks

Fraud is a certain probability despite best effort of prevention measures and mitigating elements

Business focus

- Processes designed for standard business including controls to avoid loss from certain categories

Security loopholes/vulnerability

- Individuals that commit fraud have knowledge of processes
- Know how to establish trust and divert attention from their actions

Goal/Trade offs

- Temptation is high to extend controls
- Focus on right balance between risk and controls, as granular controls may have negative impact on business



Fraud Risks in Receivable Finance – General Remarks

1 2 3 4 5

Fraud

Result of a well structured plan



Response to unusual pressure in a business activity



Fake invoices

Fraudulent behaviour on seller side, involving a network of companies with unofficial ties



Changes in management structure of seller/debtor

Creation of influence groups with no existing history



Informal agreement seller/debtor

Indirect payments/early compensation, despite agreed conditions



Identity theft/cyber crime

Increasing numbers





2

Onboarding Phase Detection Measures



Onboarding Phase – Detection Measures

1 2 3 4 5

Seller & debtor checks formal checks

- **Visit headquarter and productions site** of seller, **verify existence of activity** incl. production and stocks
- **Relation** employees number ↔ business activity
- **Explanations** re significant **turnover increase** contrary to industry development

No go:

- Companies newly established by an experienced shareholder, in the same field of activity, without concrete explanations for establishment reason and backed by intra-group guarantee
- Debtors of companies dependent on seller or on companies that are part of the same group legal or economic with the seller/debtor



Onboarding Phase – Detection Measures

1 2 3 4 5

**Seller &
debtor checks
local
information**

- Existing **links** between **seller** ↔ **debtor** which cannot be **identified** through **official documents**
- Relations with political exposed persons (**PEP**)
- In business local **presence of relationship managers** and **connectivity to local business network is key**
- **Relationship managers** with a business network and **understanding of all activities** carried out by a client and their representatives
- Read **local press**



→ This approach is useful during onboarding but also in lifetime of transaction



Onboarding Phase – Detection Measures

1 2 3 4 5

Seller & debtor relationship checks

Required documentation

- **Request for purchase of receivables** incl. Payment terms, dispute history, debtor details, list of open items account receivables
- **Presentation of contractual structure:**
Contract order sample → invoice → supporting document sample



Checks based on

- Payment history, incl. invoice av. value, seasonality, offsets, credit notes, payment delay, disputes
- Potential offsetting risk dependencies between parties
- Contractual provisions regarding enforcements of payment obligations (incl. potential conditional payments, intl. INCOTERMS, penalties, discounts, etc.)
- Additional checks re existence of assignments/pledges on receivables which should be cancelled prior to financing



A red circular graphic with a white number '3' in the center. The circle has a dark red outer ring and a lighter red inner ring. A vertical dotted line passes through the center of the circle.

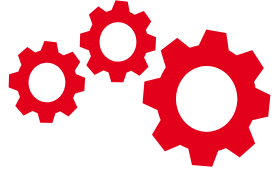
3

Structuring Phase Mitigation Tools



Structuring Phase Mitigation Tools

1 2 3 4 5



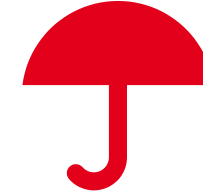
Risk Diversification

- Avoiding single relationship/purchase of single invoices
- Seller risk is dissipated on several debtors with balanced individual limits
- New relations balanced by ones with relevant trackrecord



Documentation Support

- Supporting documentation and invoices provide sufficient data
- For new relations and in case of disclosure, confirmation can be asked from debtor via mail address/verified signature



Underwriting

- Proper assessment of the Seller from potential recourse perspective

Note: The information above is not exhaustive



Structuring Phase Mitigation Tools

1 2 3 4 5



Securing the Collection

- Best practice for a swift and prompt collection is that of a single collection account (pledged to the bank/factor)



Structures to avoid

- Intragroup commercial relations
- Factoring relations with a high cross-sell
- Sharing a debtor between several banks/factors as this opens the avenue for double financing and Ponzi schemes



Identity Theft Prevention Checks

- Check debtor identity (VAT, address, email):
 - Via local trade register for domestic debtors
 - Via VIES/Import Factor for EU debtors
 - Via publicly available data/import factor for other international debtors

Note: The information above is not exhaustive





4

Ongoing Monitoring Measures of Prevention



Ongoing Monitoring Measures of Prevention



Seller & debtor continuous monitoring

- **KYC ongoing checks** for sellers/debtors
- Staying **up-to-date** with the **evolution of the business** (e.g. periodic visits)
- Ensuring **continuous and constant evaluation of transactions** under factoring facility, corresponding to the **economic purpose** considered by the client
- Any **negative information** circulating in the **market** should be forwarded immediately to Factoring and Fraud prevention functions, specific measurements should be implemented if required
- In case **authorities** request **information** about **individuals or legal entities**, pass those information as soon as possible on to Factoring and Fraud prevention functions (**the entire seller and debtor factoring portfolio should be constantly screened for such alerts!**)
- **Automatic seller** current account checks to **spot** and **recover indirect payments**



Ongoing Monitoring Measures of Prevention



Invoice & supporting documentation check

- **Disbursement should be:**
 - Based on a complete set of documents
 - Presented according to contractual provisions
 - Treated suspicious even from traditional clients
- **Carefully checking the correlation between the documents and not only their existence:**
 - Ordered goods and their values vs. Invoiced goods
 - Invoiced goods vs. Those actually delivered
 - Delivery addresses stipulated on the order vs. that on the deliver slip
- In case of sellers vetted and granted full front-end platform access, periodical sample checks on the documentation should be provided for, ensuring both a relevant number of invoices and percentage of period's T/Os are checked



Ongoing Monitoring Measures of Prevention



Alarm triggers

- **Trade Purchase Seller/factoring software should include automatic checks to avoid:**
 - Double financing
 - Financing overdue invoices
 - Financing over the approved limit
- **Odd invoice amounts** should be **checked** by order, invoice and delivery notes
- **A daily report** from your **system** should monitor **delinquencies**
- **Increased attention** should be **paid to financing requests coming very close to cut off time**, especially when the client evokes the risk of payment incidents or other **negative consequences** in case of refusal to process





5

Organising Flows and Setting-Up Procedures



Organising Flows and Setting-Up Procedures

Coverage:

Keeps a constant check on seller's activity and gives information on unusual behaviour or alarm signals.

Fraud prevention:

Focuses on public negative information, inquiries from authorities and immediately raises concerns with debtor management

The effort related to Fraud prevention checks, in both onboarding and monitoring phases, resides with all functions part of the Factoring flow, not with a single entity.

Credit support:

Focuses on supporting documentation and other condition checks

Automatic system checks:

Regarding assigned receivables

Debtor management:

Focuses on receivables portfolio quality, as well as Debtor risk quality and behaviour



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Client Solutions
UniCredit Bank AG
as of 15 March, 2023



Panel Discussion

Wrap-up

Thank you!

Participants in the forum are reminded of their responsibility to observe anti-trust laws.

The EBA Anti-Trust Policy is available at the EBA website.

https://www.abe-eba.eu/media/azure/production/1352/eba_antitrust_policy_20170602_final_clean.pdf

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