

Speech held at the 37th Ordinary General Meeting of Shareholders

Zurich, March 30, 2020

Presentation of 2019 financial results by
Dr Zeno Staub, Chief Executive Officer



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Dear Shareholders
Dear Members of the Board of Directors

In spite of the exceptional circumstances that currently exist in Switzerland as a result of the corona pandemic, I am very pleased to be able to update you on the performance of your company during the last financial year. I will then turn my attention to developments in the current year and discuss Vontobel's ambitions.

Summing up our performance in a few words, I can say that Vontobel delivered a good result for the financial year 2019. We were very satisfied with the new business generated with our existing and new clients as well as the development of profitability.

Vontobel is on course

- Strong organic growth and a good result for 2019
- Steps taken to evolve into an internationally active, focused investment manager

Despite the still challenging operating environment, which continued to be affected by low interest rates, geopolitical uncertainty, markets with low transaction volumes, and strong competition, Vontobel remained on course.

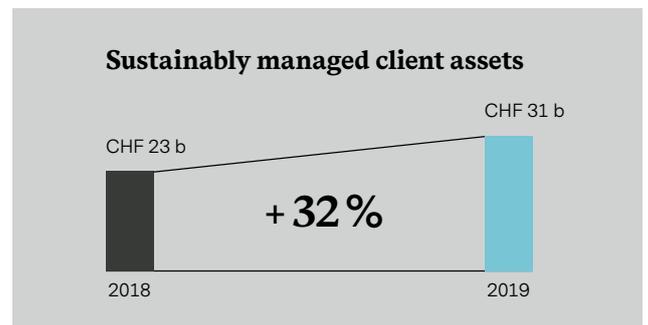
At the end of 2019, Vontobel also laid the foundations for further growth in the future. We have taken steps to evolve into an internationally active, focused investment manager that offers clients deep, global investment expertise. Vontobel will make targeted use of the power of technology to deliver a first-class, customized client experience. Using digital platforms and ecosystems, we also aim to reach new client groups. Vontobel has positioned itself in a way that will ensure all businesses think and act exclusively from the client's perspective.

Vontobel is operating from a position of strength. This is also reflected by our financial result for 2019, when we generated a 9% increase in operating income to CHF 1,262 million compared to the previous year.

Group net profit totaled CHF 265 million. That corresponds to an increase of 14% compared to our result for 2018.

Total client assets reached CHF 288 billion at the end of 2019, significantly exceeding the previous year's level (CHF 247 billion).

This increase was partly driven by client assets invested according to sustainability criteria, which grew twice as strongly in 2019 as those not based on a dedicated sustainable investment strategy. The volume of sustainable investments at Vontobel rose from CHF 23 billion in 2018 to CHF 31 billion.

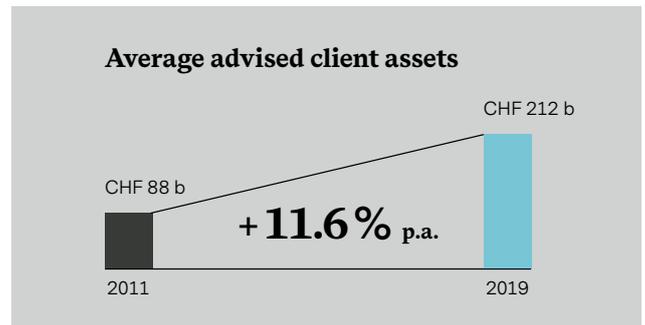
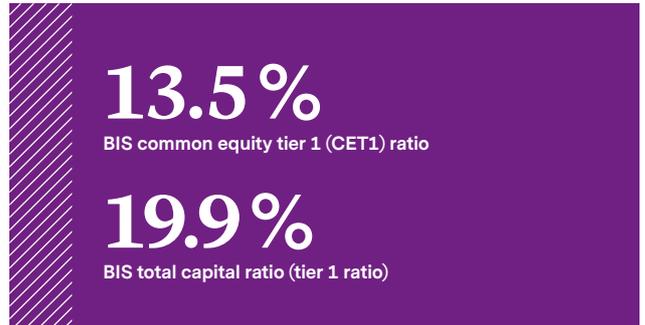


The net inflow of new money at Group level was CHF 11.7 billion (CHF 5.0 billion) and was mainly driven by Asset Management. This corresponds to growth in new money of 6.9%, significantly exceeding our 4–6% target range. We regard this as evidence of our clients' continued high level of trust in Vontobel.

I would like to say a few words about our financial solidity: Vontobel has a good capital position that significantly exceeds regulatory minimum requirements. At the same time, our capital position forms the basis for further growth. At the end of 2019, the BIS common equity tier 1 (CET1) ratio was 13.5% and the BIS total capital ratio was 19.9%. The return on equity generated on this strong capital base was 14.2%, significantly exceeding our cost of capital and our target of 14%.

This chart shows the strong growth in average advised client assets in recent years. Since 2011, our advised client asset base has more than doubled from CHF 88 billion to CHF 212 billion. That corresponds to an average annual growth rate of 11.6%.

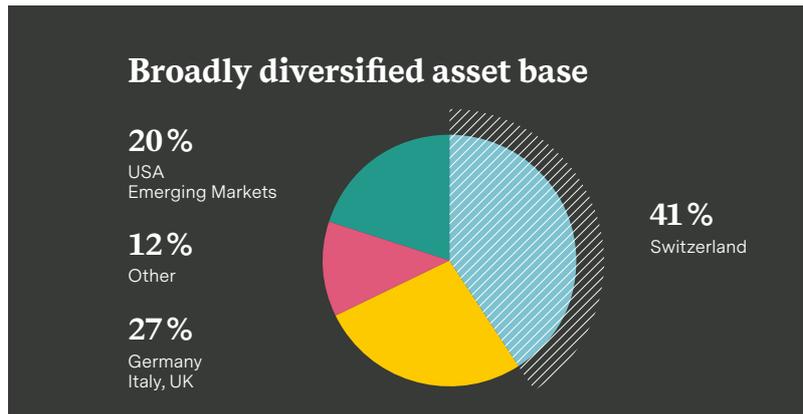
Despite the targeted international expansion of our business, Switzerland remains our most important market: 41% of our client assets stem from our home market. Switzerland is still Vontobel's main production hub, from where we export our own expertise and products to our target markets. We are committed to delivering the highest standard of quality and to achieving a high level of efficiency – harnessing the power of digitization to support us.



As you know, Vontobel has, in recent years, also successfully transformed itself from a financial institution that was predominantly focused on the Swiss market to an established and globally active wealth and asset manager.

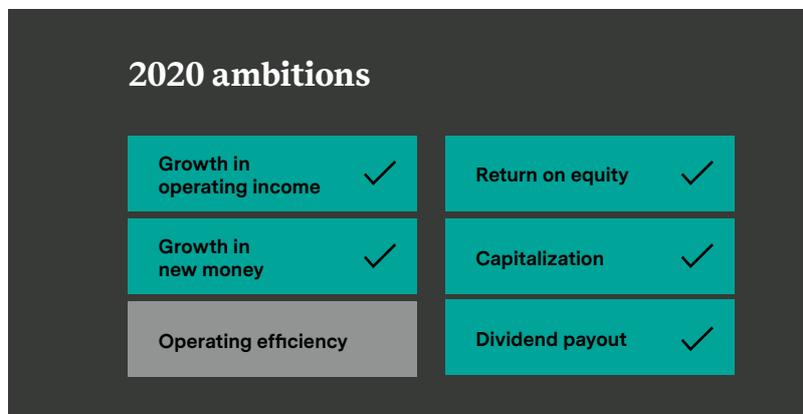
- At the end of 2019, 20% of assets came from clients domiciled in the US and Emerging Markets.
- We also have a strong presence in our European focus markets of Germany, the UK and Italy. Together, they account for 27% of advised client assets.

In summary: The good financial result we generated for 2019 in a challenging market environment confirms the effectiveness of the growth strategy we have pursued in recent years. It justifies our confidence that we will be able to follow our own path during this period of structural change in the finance industry and emerge as a winner.



So where do we now stand in relation to our 2020 ambitions?

In 2019, we exceeded our targets relating to growth in operating income, net new money, capitalization, return on equity and the dividend payout. We were unable to reach our target for operating efficiency. This partly reflects the fact that at Vontobel, securing long-term growth opportunities takes precedence over the short-term optimization of costs. However, we are convinced that our focused strategy as an investment manager will allow us to generate efficiency gains.



I would now like to turn to developments in the first quarter of 2020:

Vontobel had achieved a successful start to 2020 until the global outbreak of the coronavirus and the subsequent turmoil on the stock markets. We were very satisfied with the new business generated with our existing and new clients as well as the development of profitability. We were well on track to achieve our 2020 targets again this year. Like in the previous year, Vontobel saw pleasing developments in the global business with asset management clients in particular.

Wealth Management also reported continued good profitability in the first few weeks of 2020. The Platforms & Services and Digital Investing businesses benefited from increased levels of trading, which positively impacted on income levels.

The outbreak of the corona pandemic outside Asia in March and the oil price shock on March 9, with the subsequent stock market turbulence, altered the situation. The record fall in prices on all markets and the renewed strengthening of the Swiss franc led to a lower valuation of assets under management. As of March 24, 2020, advised client assets totaled CHF 194 billion, a decrease of 8% compared to the average advised client assets of CHF 212 billion in 2019.

The stock market turmoil also overshadowed the positive overall trend in terms of net new money. Nevertheless, the annualized net inflow as of March 24, 2020, exceeded the 4–6% target range. In total, Vontobel attracted CHF 5.2 billion of net new money in the period to March 24.

The market crisis is also having an impact on earnings as a result of the reduction in client assets and the lower valuation of our high-quality investment instruments.

The systematic diversification of the investment business in recent years is having a mitigating effect; this is primarily reflected by the broadly expanded multi-boutique approach in Asset Management. As a result of the pandemic, we are experiencing a higher level of uncertainty among clients. This sentiment, combined with increasing caution on the part of investors, is likely to continue over the course of the year. Vontobel believes that the pandemic will trigger a global recession.

In addition, known factors such as geopolitical tensions and low interest rates remain a source of uncertainty. Irrespective of the market crisis and the difficult operating conditions due to the corona pandemic, we remain committed to our successful strategy as a focused and globally active investment manager. We will continue to make targeted investments in growth – and consequently in employees and technologies – while systematically managing costs. Our new set-up and our new way of working will help us to develop investment opportunities that are tailored to the individual needs of our clients, even in difficult market conditions.

As an investment manager whose business is more than 80% focused on providing advisory and wealth and asset management services – and that does not traditionally conduct general credit business – Vontobel is solidly positioned to operate in an economic environment that is affected by a general recession. Vontobel only provides lending to its own clients on a secured basis. In addition, Vontobel has a comfortable capital position with a CET1 ratio of 13.5% and a total capital ratio of 19.9%.

That brings me to the end of my speech. Thank you for your attention, Ladies and Gentlemen. On behalf of the entire Executive Board and all Vontobel employees, I want to thank you for your trust in Vontobel.

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