

**Vontobel Financial Results 2014** 

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11 February 2015

### **Performance creates trust**

This document may contain projections or other forward-looking statements related to Vontobel that are subject to known and unknown risks, uncertainties and other important factors. These projections and forward-looking statements reflect management's current views and estimates. They involve certain risks and uncertainties that could cause actual results to differ materially from those contained in the projections and forward-looking statements. Potential risks and uncertainties include in particular factors such as general economic conditions, foreign exchange, share price and interest rate fluctuations as well as legal and regulatory developments.



### **Overview**

### Highlights

Financial results 2014

Strategy update

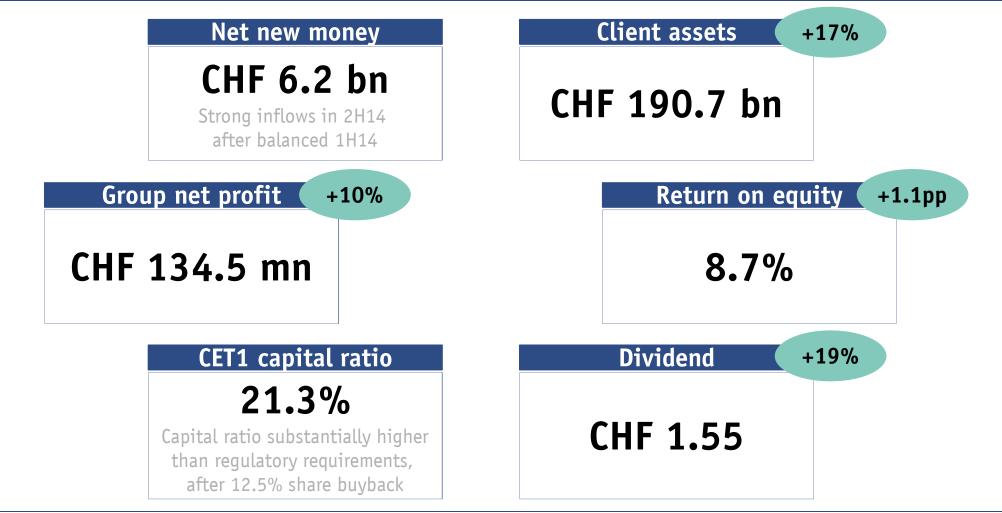
Outlook





### Vontobel's continued, profitable growth is underpinned by a record asset base and strong inflow of new money

### Key figures



### **Commitment to excellence, talent and a clear focus drive Vontobel forward**

### Client endorsements, strong organic growth and continued investment

#### Clients continue to endorse our services and products

- Strong net new money growth of 5.7% with significant inflows in second half (annualized growth in 2H14 of 11.4%)
- Increased market share in market for financial products in Switzerland and Germany

#### Vontobel attracts and retains top talent

- Targeted recruitment of significant number of senior relationship managers
- Recruitment of international product and investment talent

#### Vontobel delivers value through its client-centric business model and shareholder-focused capital management

- $-\,$  Share of fee and commission income increased to 71.0%
- CET1 capital ratio of 21.3% after share buyback of 12.5%
- $-\,$  Return on equity increased by 1.1pp to 8.7%
- $-\,$  Dividend increase of 19%



### **Overview**

### Highlights

### Financial results 2014

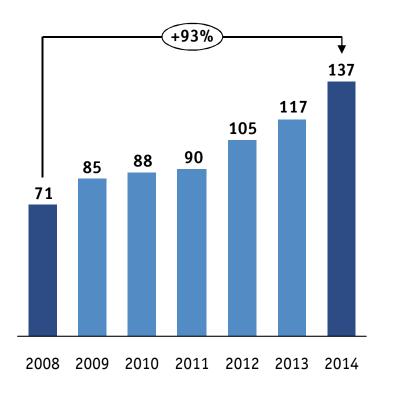
Strategy update

Outlook



### Advised client assets growth of 93% since 2008 – confirming Vontobel's successful focus on its core capabilities

### Advised client assets (CHF bn)



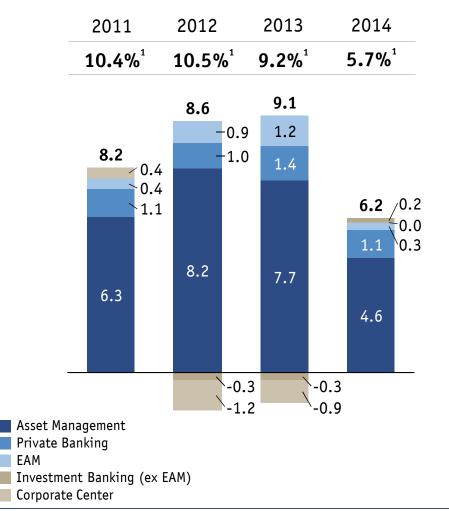
#### Vontobel's business model

- Vontobel's core capabilities are to protect and build wealth, to manage assets actively and to deliver tailormade investment solutions
- Advised client assets are a key financial indicator to measure performance in Vontobel's core capabilities. They consist of:
  - Assets under management
  - Other advised client assets
  - Structured products outstanding
- Advised client assets almost doubled since 2008 confirming Vontobel's successful focus on its core capabilities
- Share of stable and recurring fee and commission income grew from 54% in 2009 to 71% in 2014 – this large share is typical for a wealth and asset manager
- Vontobel's client-centric business model enables it to tap into the growing **pool of global wealth**

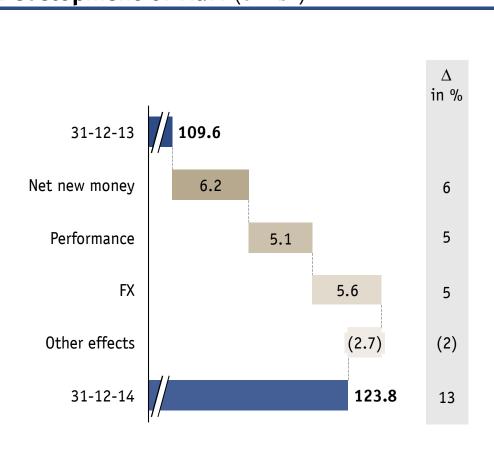


### Impressive net new money growth of 11.4% on an annualized basis in 2H14

Net new money (CHF bn)



**Development of AuM** (CHF bn)

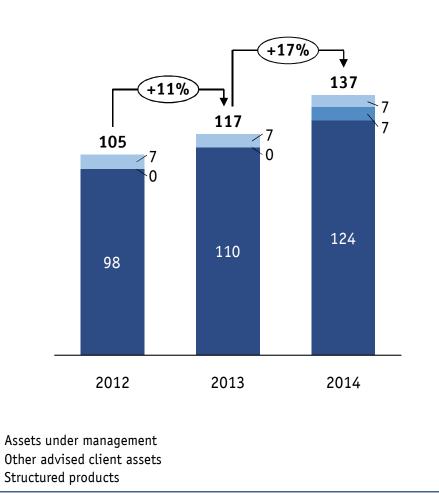


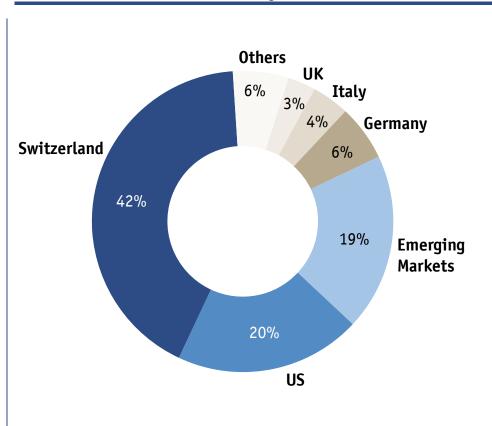
<sup>1</sup> Adjusted for double counting; growth in AuM attributable to net new money



### Around 40% of assets stem from the growth regions Emerging Markets and the US

Advised client assets (CHF bn)

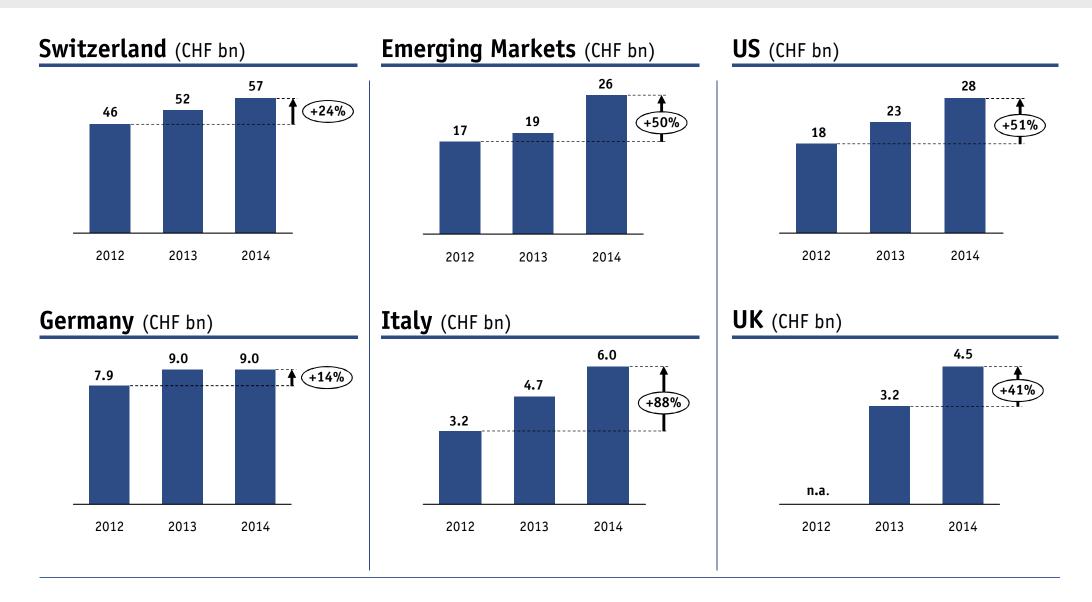




### Advised client assets by client domicile

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### Significant growth in advised client assets across all focus markets

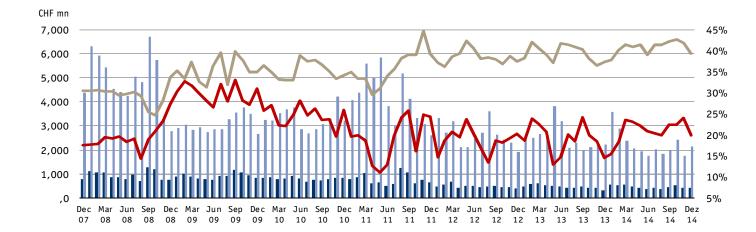


### Strong market position in Swiss home market and and increasing market share in Germany

### Switzerland

Rank, turnover	#2
Market share, turnover	20.7%
Market share, # of trades	40.9%

- Vontobel share by number of trades (rhs)
   Vontobel market share by volume (rhs)
   Total market turnover (lhs)
- Vontobel turnover (lhs)



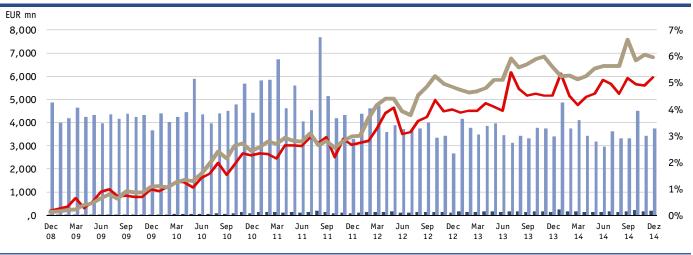
### Germany

Rank, turnover	#8
Market share, turnover	4.8%
Market share, # of trades	5.6%

Vontobel share by number of trades (rhs)
 Vontobel market share by volume (rhs)

Total market turnover (lhs)

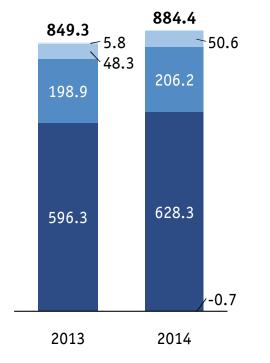
Vontobel turnover (lhs)



Source: Technolab, EUWAX, DDV (data do not include OTC trading of listed products); December 2014

### Operating income grew by 4% – higher asset base led to increase in fee and commission income

### **Development of operating income** (CHF mn)



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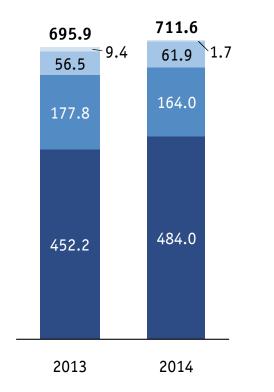
Δ to 2013	absolute	%
Total	35.1	4%
Other income	(6.5)	n.a.
Interest income	2.3	5%
Trading income	7.3	4%
Fee and commission income	32.0	5%

#### Comments

- 71% of operating income from fee and commission income
- Fee and commission income up by 5%, driven by higher advised client assets
- Net interest income rose due to increase in lombard lending and slightly higher USD rates in 2014
- Trading income grew by CHF 7.3 mn, despite negative impact of spread effect/change in valuation adjustments (CHF -5.0 mn)
- Other income includes currency translation adjustment related to repatriation of capital from former Bank Vontobel Österreich AG (one-off impact; CHF -8.7 mn)

### Operating expense rose by 2% – driven by investments in talent

### **Development of operating expense** (CHF mn)



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∆ to 2013	absolute	%
Total	15.7	2%
Valuation adjustments, provisions and losses	(7.7)	(82%)
Depreciation	5.4	10%
General expense	(13.8)	(8%)
Personnel expense	31.8	7%

#### Comments

- Higher personnel expense due to investments in talent, e.g. recruitment of senior relationship managers and investment specialists
- Number of FTEs increased to 1,378 at end-2014 from 1,338 at end-2013
- General expense reduced due to disciplined cost management
- Depreciation increased due to investment in infrastructure and IT. Investments and depreciation expected to decline in coming years
- Valuation adjustments, provisions and losses lower in 2014 due to one-off impacts in 2013

### Higher group net profit and shareholder-oriented capital management allows for 19% increase in dividend

#### **Development of key figures**

	31-12-13	31-12-14	Δ
Operating income (CHF mn)	849.3	884.4	+4%
Operating expense (CHF mn)	695.9	711.6	+2%
Profit before tax (CHF mn)	153.4	172.8	+13%
Taxes (CHF mn)	31.1	38.3	+23%
Group net profit (CHF mn)	122.3	134.5	+10%
Cost/income ratio	80.8	80.3	-0.5 pp
Basic earnings per share (CHF)	1.92	2.24	+17%
Dividend per share (CHF)	1.30	1.55	+19%
Return on equity (%)	7.6	8.7	+1.1 pp
CET1 ratio (%; Basel III fully applied)	25.5	21.3	-4.2 pp

#### Comments

- Shareholder-oriented and active capital management demonstrated by share buyback – net profit increased as 12.5% of share capital was returned to shareholders
- Basic earnings per share and ROE increased due to higher group net profit and share buyback
- Share buyback<sup>2</sup> not yet fully reflected in earnings per share and ROE, since average number of shares for full year does not yet reflect buyback<sup>3</sup>
- CET1 reduced by -4.2 pp given share buyback, at 21.3% still substantially higher than regulatory requirements
- Tax increase driven by higher profit before taxes and changing distribution of profit across legal entities

<sup>2</sup> 12.5%, corresponding to 8,125,000 shares

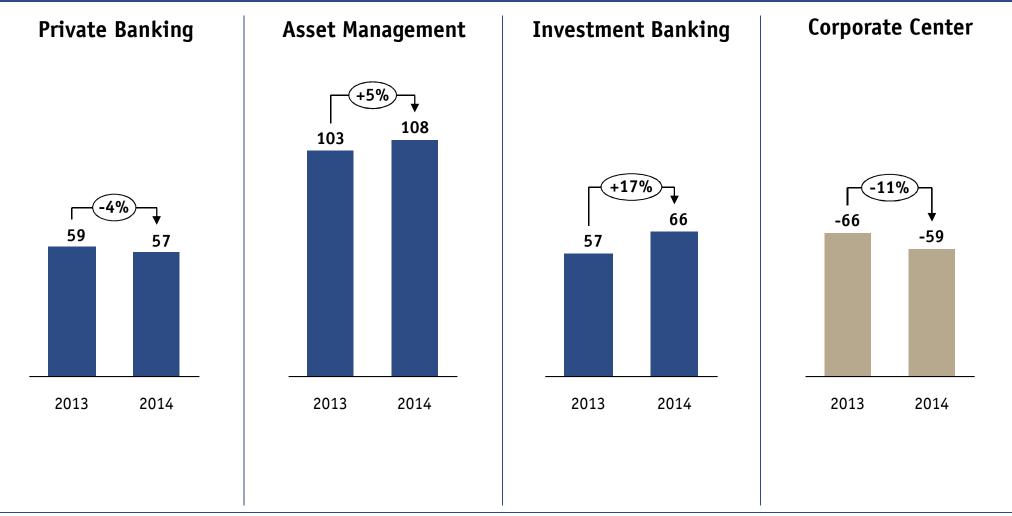
<sup>&</sup>lt;sup>1</sup> Proposal to be submitted to the General Meeting of Shareholders

<sup>&</sup>lt;sup>3</sup> The average number of shares outstanding declined from 63,726,002 in 2013 to 60,042,271 in 2014; 55,945,692 shares were outstanding at end-2014

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## Private Banking and Asset Management confirming high level of profitability, Investment Banking back to growth

### Pre-tax segment profits (IFRS, CHF mn)

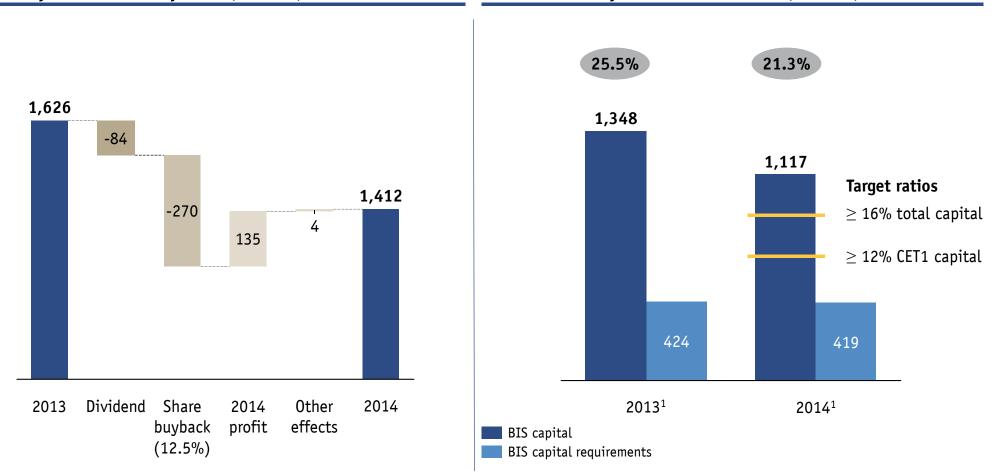


## Shareholder oriented capital management confirmed by share buyback – capital position remains solid with CET1 ratio of 21.3%

**BIS CET1 capital and ratios** (CHF mn)

**Development of capital** (CHF mn)

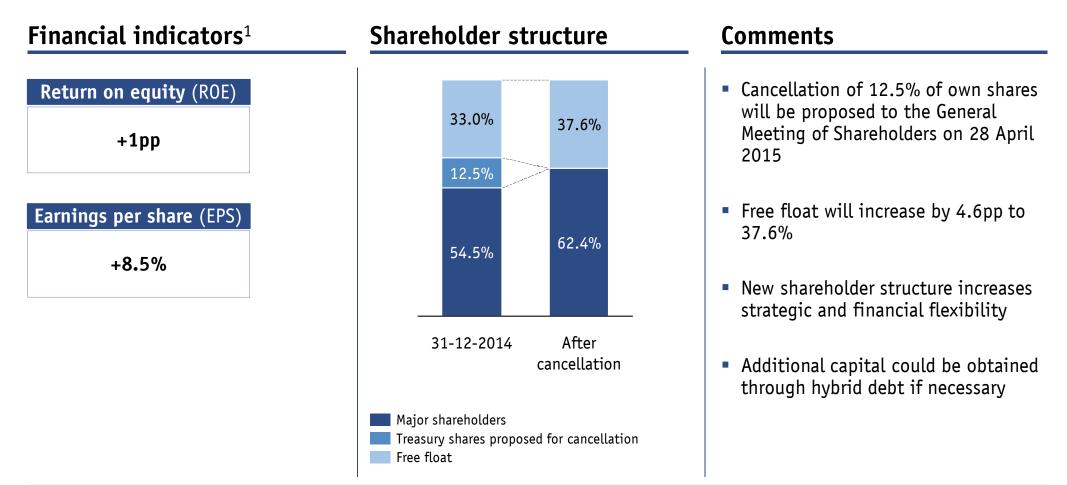
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• Vontobel comfortably meets the 12% total capital ratio prescribed by FINMA



### Cancellation of 12.5% of own shares will increase free float by 4.6pp – Raiffeisen revenues protected until mid-2017



Raiffeisen represents less than 10% of Vontobel's total operating income

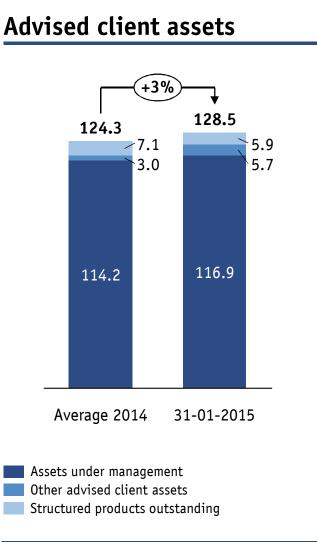
 Court of arbitration confirmed Vontobel as competency centre for Raiffeisen's investment and security business until mid-2017

<sup>1</sup> Impact on 2015 financial indicators, assuming same profit in 2015 as 2014

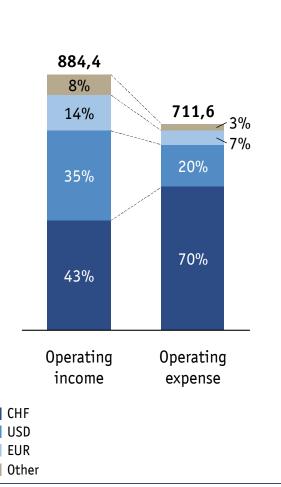
### Advised client assets at end-January above 2014 average – Vontobel's commitment to growth is unchanged

Income and

cost structure (2014)



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#### Comments

- USD up by 0.5% (31-01-2015) compared to 2014 average
- EUR down by -14.4% (31-01-2015) compared to 2014 average
- Net currency mismatch of 27%<sup>1</sup> in 2014
- Asset base at end-January was above 2014 average since negative effects of currency movements were largely offset by asset growth in 2H14
- No credit losses in relation to discontinuation of minimum exchange rate by SNB
- Vontobel's earnings strength remains solid and commitment to growth is unchanged
- Disciplined cost management will be continued

 $^1\,70\%$  (share of operating expense in CHF) - 43% (share of operating income in CHF)



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### **Vontobel is delivering on its strategy**

### **Core capabilities**

Vontobel's core capabilities are

- to protect and build wealth,
- to manage assets actively and
- to deliver tailor-made investment solutions

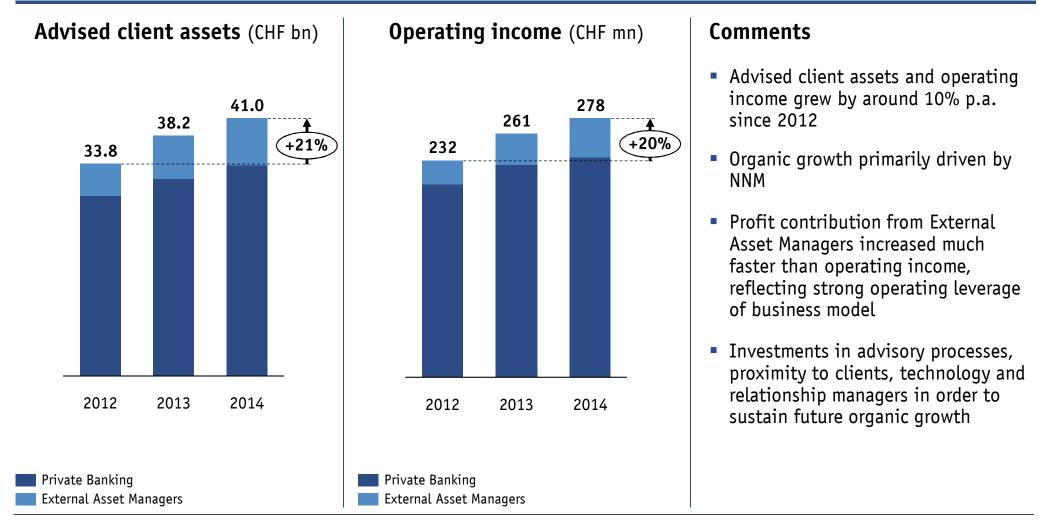
Strategic priority: service and product excellence				
<section-header></section-header>	<ul> <li>Named 'Best Private Bank in Switzerland 2014' by Swiss business magazine BILANZ</li> <li>Rated 'excellent' in Germany by investor magazine €uro in a mystery shopping test</li> <li>Outstanding service in structured products demonstrated by Swiss Derivative Award</li> <li>First-class research confirmed by Thomson Excel Surveys</li> </ul>			
Performance quality	<ul> <li>Vontobel Asset Management: 87 awards since 2011 – from Lipper, Morningstar and other renowned institutions</li> <li>In 2014, 75% of AuM managed by Asset Management outperformed benchmark</li> </ul>			
Best e-access	<ul> <li>Development of mobile private banking solutions and innovative tablet app for wealth management clients</li> <li>State-of-the-art platform for External Asset Managers</li> <li>Technology leadership in providing tailor-made solutions</li> </ul>			
Thought leadership	<ul> <li>In 2011, introduction of advisory mandates supported by structured and system-supported advisory process</li> <li>Thought-leader in Outcome-Driven Investments (ODI) and Research-Driven Strategies (RDS)</li> </ul>			

Strategic priority, service and product excellence

## Wealth management activities with private clients grew by 20% since 2012 and advised client assets reached CHF 41 bn

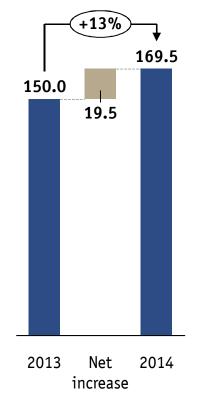
### Vontobel's wealth management activities with private clients

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### Private Banking aims to achieve growth by recruiting relationship managers and investing in technology

### **Recruitment of RMs to drive growth**



- Accelerated recruitment of RMs in focus markets of Switzerland, Germany, US and Emerging Markets
- Investments in growth fully absorbed by current operations: negative impact in 2014 as costs of recruiting new RMs incurred before additional revenues are generated
- Targeted recruitment of RMs will be continued for future growth

### Leading advisory process and technology innovation

- In 2011, Private Banking introduced new advisory mandates – a pioneering approach at the time – supported by structured and systemsupported advisory process
- Reflecting its commitment to digitalization, Vontobel will be among the first private banks in Switzerland to complement its advisory services with mobile private banking solutions. Clients will gain access to investment ideas, upto-date market quotes and opportunities to interact with their RM

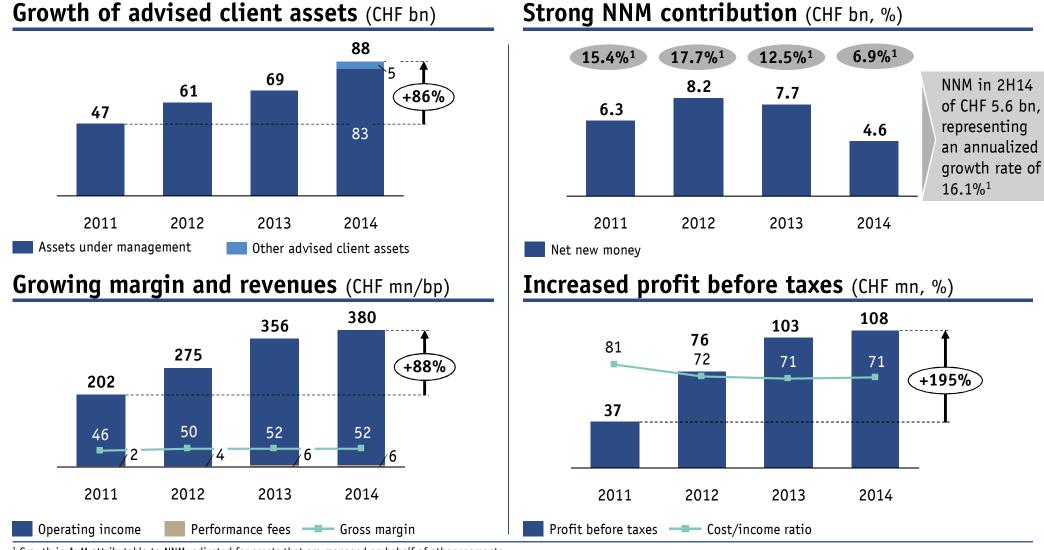


Number of relationship managers

• PB margin stable at 74 bp, of which 62 bp are commission driven, including 46 bp from recurring fee income

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### Impressive growth in Asset Management since 2011 ...



### ... with potential for future growth and supported by a diversified book of business

8.9

31-12-2013

Fixed Income, advised client assets

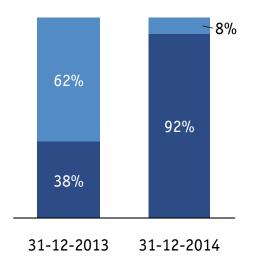
6<sup>th</sup> / 9<sup>th</sup> / 3<sup>rd</sup> percentile

Mid Yield over 1, 3 and 5 years:

Emerging Market strategy with

in Morningstar peer group

**Quality Growth:** Leverage competencies for other strategies



Global Equities, NNM EM and other, NNM

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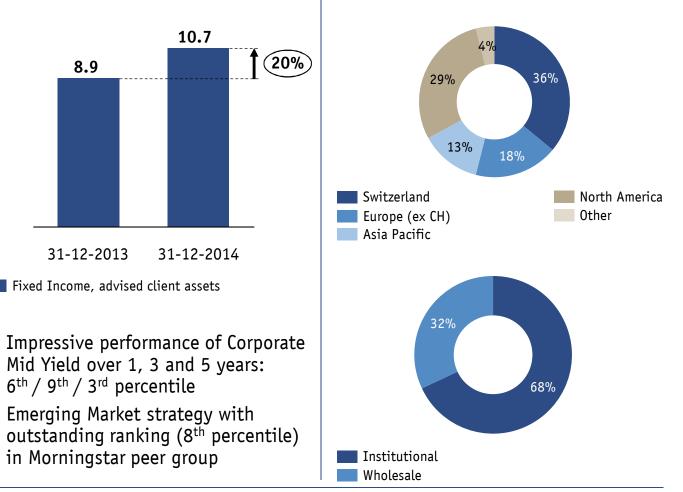
- NNM in 2014 mainly from Global and Global ex US
- Emerging Markets products stable, while market suffered outflows



10.7

31-12-2014





### Financial Products leverages technology leadership by providing tailor-made solutions internationally

### Switzerland and Germany

- Leading position in Swiss home market
- Successful build-up of position in focus market Germany

### Nordics

- Nordics is 5<sup>th</sup> largest market for structured products in Europe
- Trading volume in leverage products on NDX Sweden is increasing rapidly. Volume grew by 36% in 2014 and reached SEK 52.5 bn – corresponds to more than 50% of trading volume in leverage products on SIX Structured Products Exchange
- Vontobel entered market in early 2015 and traded first products on 12 January
  - Flexible technology platform enables Vontobel to enter new markets quickly
  - High degree of automation allows Vontobel to enter markets at low marginal costs and to reduce average costs per product

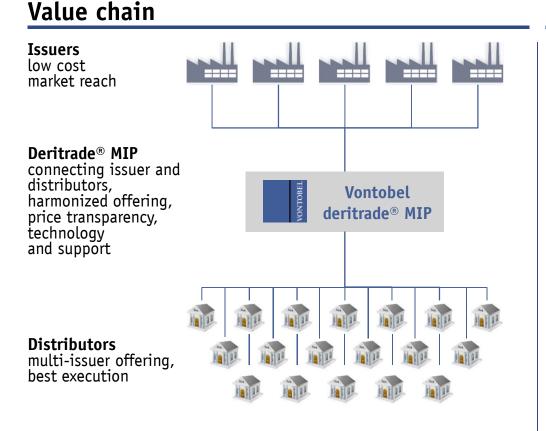
#### Source: Technolab, DDV/EUWAX, NGM, eusipa

#### Asia

- Recruiting of local sales force in 2014
- Leverage products listed on Singapore Exchange (SGX) since August 2014
- Structured products distributed on a private placement basis
- Further expansion of product offering during 2014 and on-going



### Multi-issuer platform with impressive offering that is attracting increasing demand from distributors



### Offering

Leading "full service" platform for structured products consisting of:

- 6 leading issuers representing 70% of volume traded in structured products on Swiss exchange
- Popular products with a broad underlying universe combined with low minimum investment amounts
- Harmonized/comparable offering and display
- Price transparency under MIFID II and FIDLEG
- **Complete services** and **functionalities** along the whole product life cycle and value chain of wealth managers

- Vontobel is leveraging its technology and platform leadership to provide a unique multi-issuer offering
- Demand from distributors, i.e. from banks and investment managers, is increasing
- By end-2014, more than 300 distributors with AuM of above CHF 1,000 bn were using deritrade® MIP



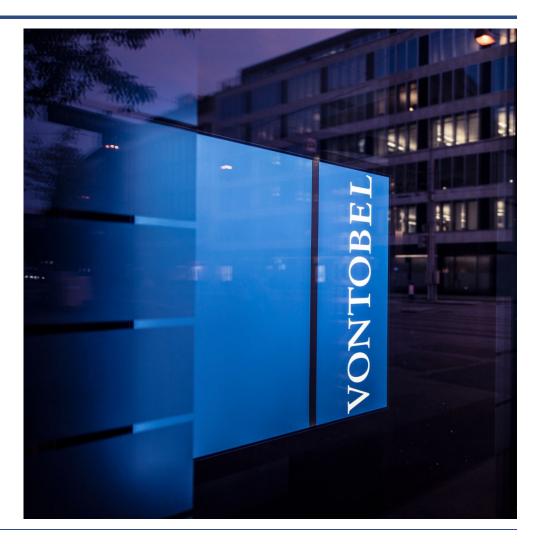
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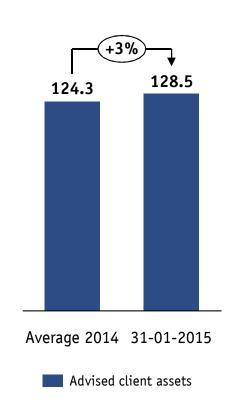
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### **Outlook: Vontobel will continue on its growth path**

### Challenging environment to persist

- Operating environment to remain challenging – with low or even negative interest rates, central bank interventions, increasing regulation and political risks
- Strength of Swiss currency is negatively impacting profitability of Swiss economy and Swiss financial centre
- Structural change in Swiss banking sector: transformation process ongoing and expected to accelerate

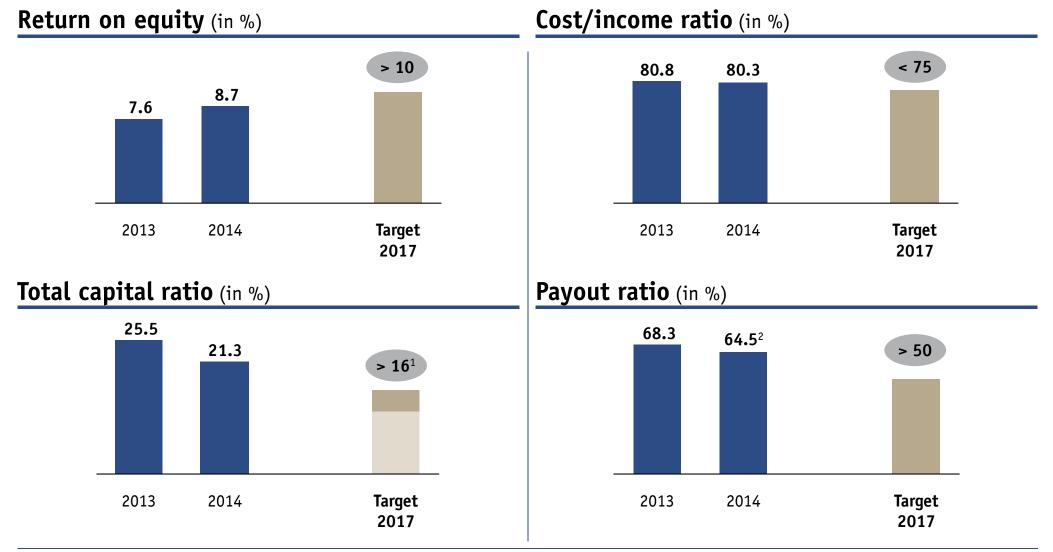
### Vontobel with higher asset base ...



### ... and key initiatives

- Private Banking/External Asset Managers: Pursue growth by investing in advisory and investment processes, proximity to clients, technology and relationship managers
- Asset Management: Leverage investments in Zurich-based boutiques and promote diversification within Quality Growth
- Financial Products: Leverage technology leadership internationally and continue rollout of deritrade<sup>®</sup> MIP at financial intermediaries

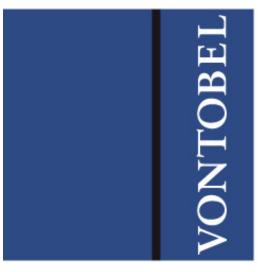
### Vontobel confirms its targets for 2017 despite challenging environment and negative currency effects



<sup>1</sup> CET1 target of >12%

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<sup>2</sup> According to the proposal to the General Meeting of Shareholders



Private Banking Investment Banking Asset Management

### **Performance creates trust**

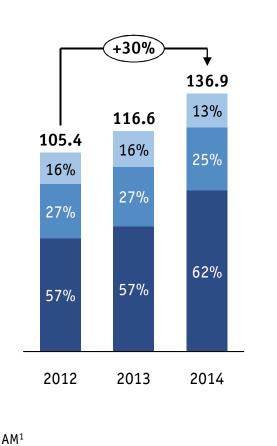
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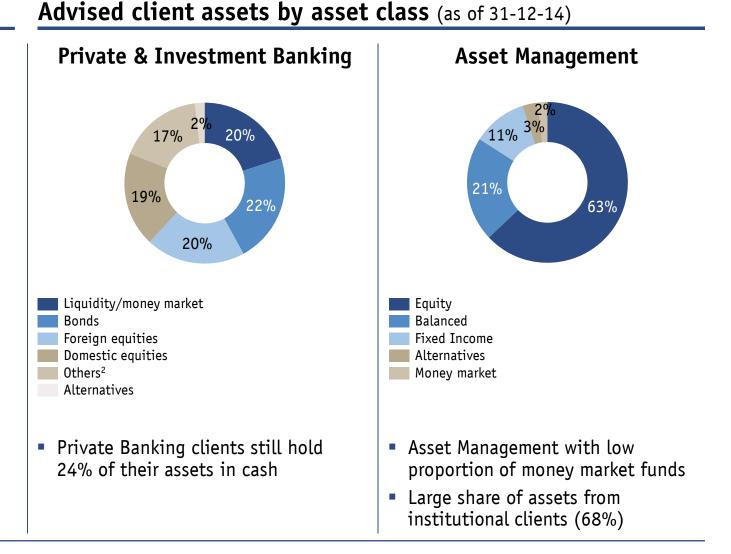
### Appendix

### Advised client assets: growth of 30% since 2012 and diversified across asset classes

Advised client assets (CHF bn)

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<sup>1</sup> Excluding assets managed on behalf of other segments

<sup>2</sup> Including structured products

PB

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### 80% of advised client assets stem from Switzerland, US and Emerging Markets

### Advised client assets by client domicile as of 31-12-14 (CHF bn)

Markets	Home market	Focus markets			Other markets			
Country	Switzerland <sup>1</sup>	Germany	Italy	UK	US	Emerging Markets <sup>2</sup>		Total
Total advised client assets	56.8	8.6	6.0	4.5	27.6	25.7	7.7	136.9
Private Banking	Full presence	Onshore Cross-border	Cross-border	Cross-border	Onshore <sup>3</sup>	Onshore Cross-border	Cross-border	33.4
Asset Management	Institutional Wholesale	Institutional Wholesale	Institutional Wholesale	Institutional Wholesale	Institutional Wholesale	Institutional Wholesale	Institutional Wholesale	85.3 <sup>4</sup>
Investment Banking	FP, EAM, CF, TB Brokerage	FP Brokerage	-	Brokerage	EAM Brokerage	FP	Brokerage	18.2
Breakdown								
Assets under mgmt.	50.7	7.5	6.0	4.5	27.6	20.0	7.5	123.8
Other adv. client assets	0.6	0.1	-	-	-	5.7	0.2	6.6
Structured products	5.5	1.0	-	-	-	-	-	6.5

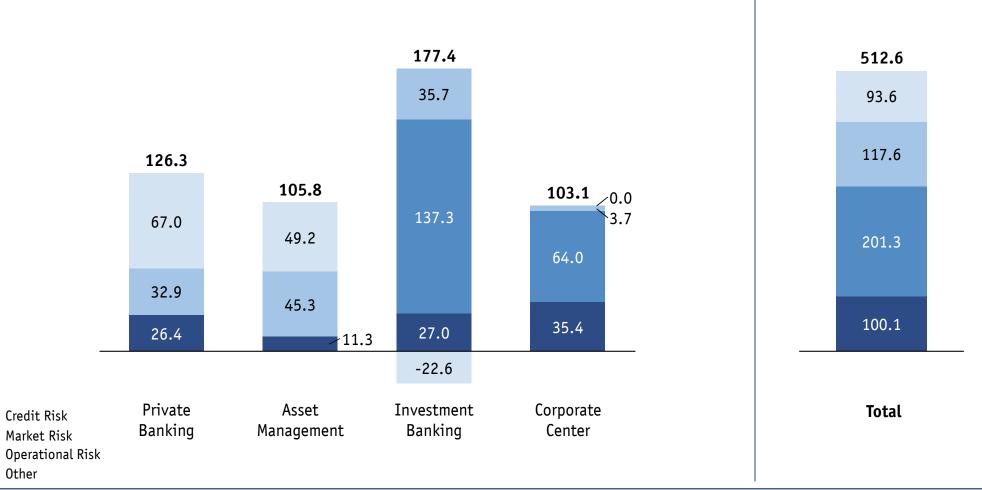
<sup>1</sup> Including Liechtenstein

<sup>2</sup> Asia Pacific, CEE, LATAM and Middle East <sup>4</sup> Excluding assets that are managed on behalf of other segments (CHF 2.4 bn)

### About one third of regulatory required capital allocated to Investment Banking

### Allocation of regulatory capital as of 31 December 2014 (CHF mn)

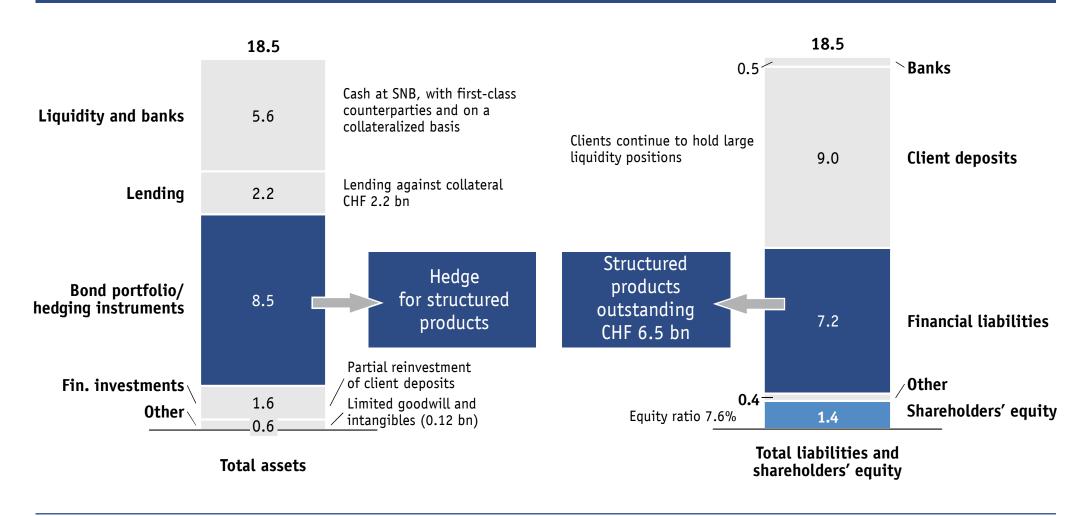
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The allocation of the regulatory capital required in accordance with BIS standards to the individual segments is based on the principle of origination. With regard to capital requirements for credit risks related to balance sheet assets, the allocation is based on guidelines analogous to those used for reporting segmental assets. The prescribed deduction of CHF 116.2 mn from core capital for intangible assets has been included in the above figures (Other) for the Private Banking and Asset Management segments. The valuation adjustments of own liabilities are assigned to the Investment Banking segment. The deduction of CHF 337.0 mn from core capital for Treasury shares is not included in the above figures.

#### Balance sheet as of 31 December 2014 (CHF bn)

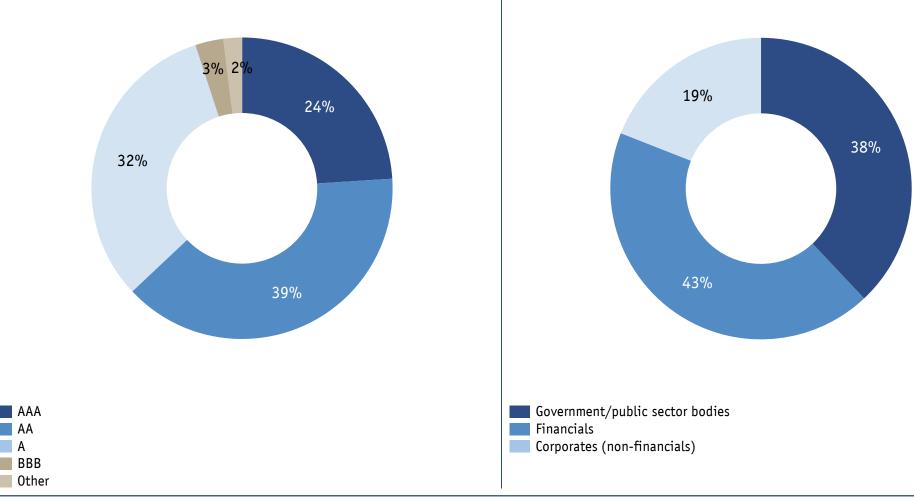
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## High quality of bond portfolio maintained – about two third of exposure in AAA and AA counterparties

**Counterparty exposure by rating** (as of 31-12-14) **Counterparty exposure by sector** (as of 31-12-14)

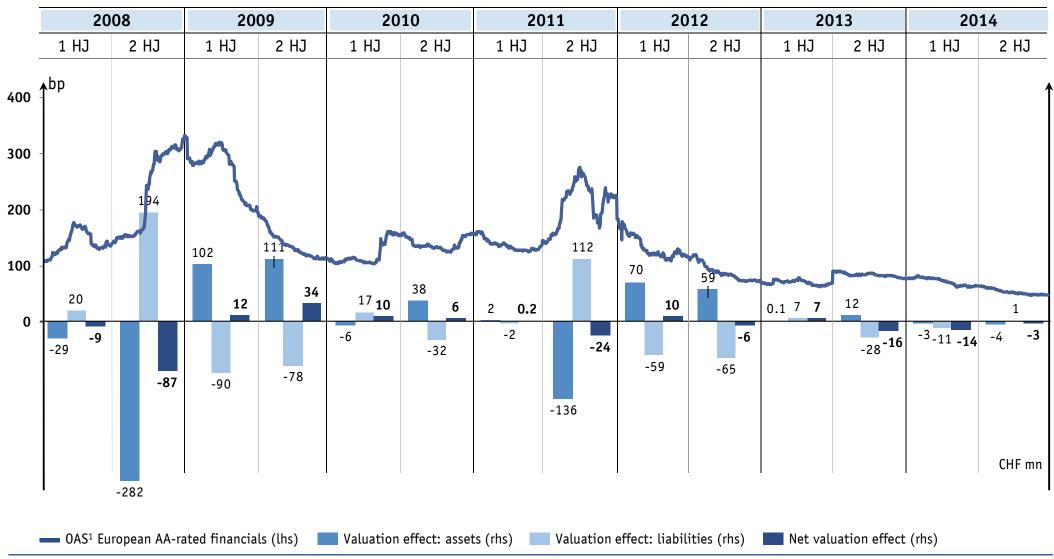
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The purpose of the actively managed bond portfolio of CHF 8.4 bn is to hedge structured products (CHF 7.0 bn) and to invest treasury liquidity (1.4 bn)

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### Valuation effects and development of spreads



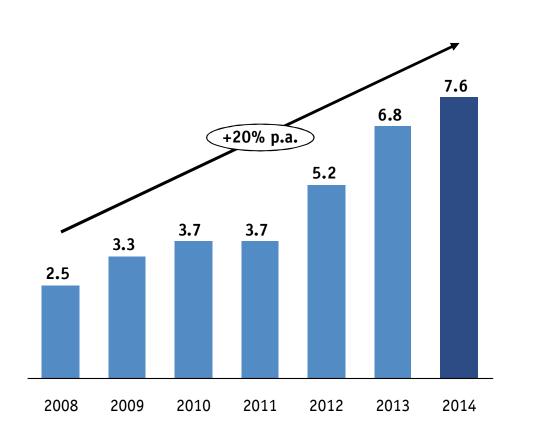
Source: Bloomberg, Vontobel

<sup>1</sup> Option adjusted spreads

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### External Asset Manager platform with consistent growth and increasing profit contribution due to operating leverage

#### Advised client assets (CHF bn)



#### Comments

- Targeted investments in technology platform, service offering and relationship managers in recent years resulted in substantial asset growth of 20% p.a. since 2008
- Profit contribution increased even more rapidly due to operating leverage of business model
- Further investments in service offering in pipeline – e.g. servicing of Registered Investment Advisors (RIAs) out of New York



### Scope of Vontobel offering

#### Asset allocation investment advice

- Provide advice on global asset allocation for ANZ Private Banking discretionary mandates
- 'VT inside': VT's research and expertise are embedded into ANZ investment processes

### Active Global Equity mandate

- Manage active Global Equity mandates for ANZ Private Banking as part of discretionary mandates
- Mix of Sustainable Global Equities and Themes strategies

### Global Quality Growth Equities mandate

 Manage Global Quality Growth Equity mandates for ANZ Fund Platform



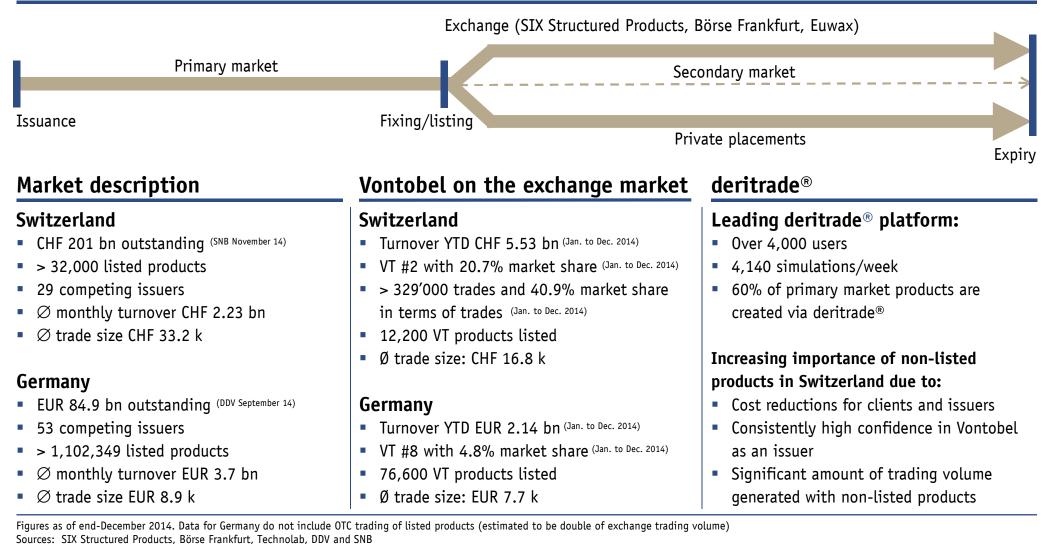
Accounted for more than CHF 5 bn of additional advised client assets as of end-2014

### ANZ profile

- 💼 Largest bank in New Zealand
- Among top 4 banks in Australia
- #20 bank in the world by market capitalization
- Superregional Pan-Asian strategy presence in 33 countries
- 8 million clients worldwide
- ~ CHF 300 bn in customer deposits

### **Distribution strategy for Financial Products** geared towards high-growth areas

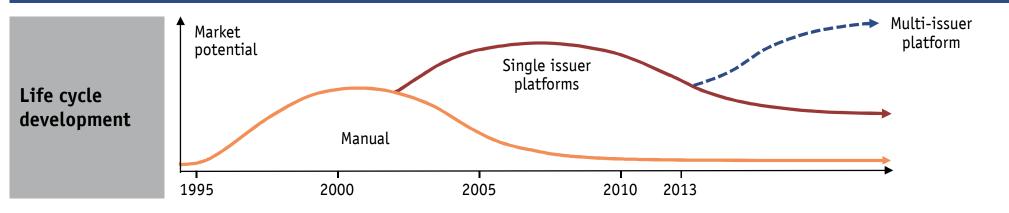
### **Derivatives market**



Slide 40

## Technology leadership enables next-generation solution – the multi-issuer platform

### Multi-issuer platform represents ground-breaking technology for structured products



### deritrade<sup>®</sup> leads

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		Manual	Single issuer platforms	Multi-issuer platform
	# issuers/platforms	~20	~6	Unique VT offering
	Production costs	High	Lower	Significantly lower
	Tailored offering	YES	YES	YES
KPI	Scalability	NO	YES	YES
	Price competition	NO	NO	YES
	Credit risk management	NO	NO	YES
	Regulatory requirements	NO	NO	YES

### Vontobel participates in US Program as a Category 3 financial institution

#### Vontobel with unique set-up

- All institutional activities in US (Asset Management and Brokerage) are on SEC-registered platforms since early 1980s
- US Private Banking clients transferred to newly established SEC-registered "Vontobel Swiss Wealth Advisors AG" in 2009/2010
- Business with US persons fully aligned with US requirements

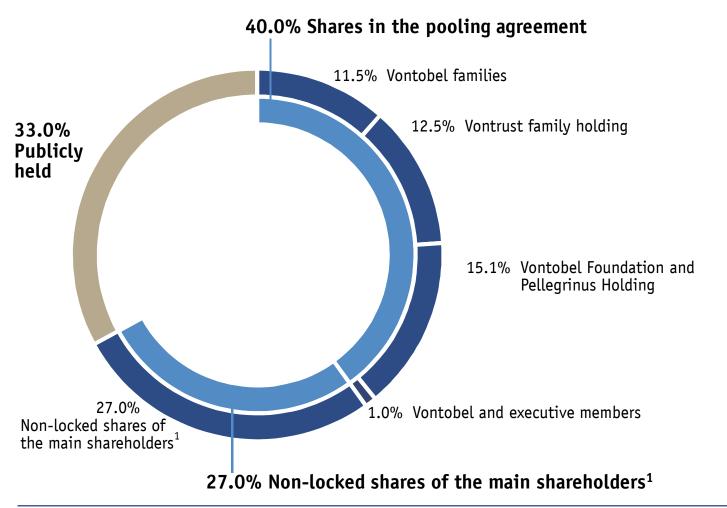
#### **Decision to select Category 3**

- The Program defines Category 3 financial institutions as those banks that have not violated any US tax laws and are exempt from having to pay penalties
- Expected project costs expensed or provisioned
- Process regarding US Program to be finalized



### Strong commitment of Vontobel family

### Shareholder structure as of 31-12-2014



On 27 August 2014, Vontobel Holding AG bought back the 12.5% shareholding (8.125 million registered shares of Vontobel Holding AG) held by Raiffeisen Switzerland in connection with the cooperation agreement.

The cancellation of these shares will be proposed to the General Meeting of Shareholders of Vontobel Holding AG on 28 April 2015.

<sup>1</sup> Excluding options amounting to 0.1% of shares outstanding