



VZ Group

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**2009**

# **Results and Outlook**

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Zurich, 9 March 2010

# Disclaimer

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## **Forward-looking statements**

This presentation contains forward-looking statements that involve known and unknown risks, uncertainties or other factors that may cause the actual results to be materially different from any future results, performance, or achievements expressed or implied by such statements. Against the background of these uncertainties, readers should not rely on such forward-looking statements. The company assumes no responsibility to up-date forward-looking statements or to adapt them to future events or developments.

# Agenda

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- ▶ 1. Facts & figures
  - 1.1 Private client segment
  - 1.2 Corporate client segment
- 2. Financials
- 3. Outlook

# Summary 2009

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## Milestones

- Business model stands the test in turbulent times
  - independence > no conflict of interests
  - focus on on-shore markets
- Steady inflow of new clients
- Improved capitalisation on existing client base
- Growth in financial consulting capacity on track
- Significantly improved net new money inflow
- Funds under management (31.12.2009)
  - assets under management: CHF 6'717 million (31.12.2008: CHF 5'456 million)
  - insurance premium: CHF 252 million p.a. (31.12.2008: CHF 243 million)

## Financials

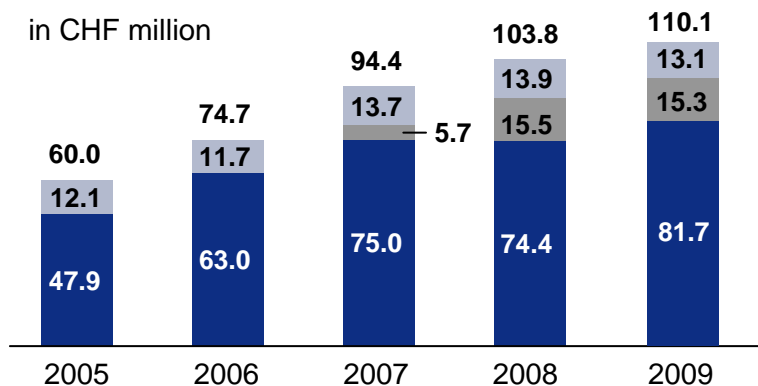
- Top line +6.1% to CHF 110.1 million, bottom line +9.5% to CHF 37.6 million
  - One-off reduction of personnel expenses by CHF 1.1 million
  - Bottom line growth by 6.8% to CHF 36.7 million (adjusted for one-off effect)
- Stabilisation of financial markets leads to improved revenue base
- Economic downturn affects growth momentum with corporate clients
- Strong equity ratios despite growth of balance sheet



# Revenues: return to growth path in 2H09

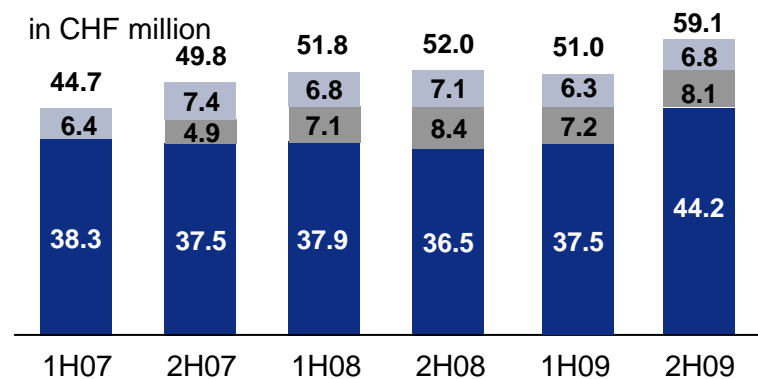
## Full years

in CHF million



## Half years

in CHF million



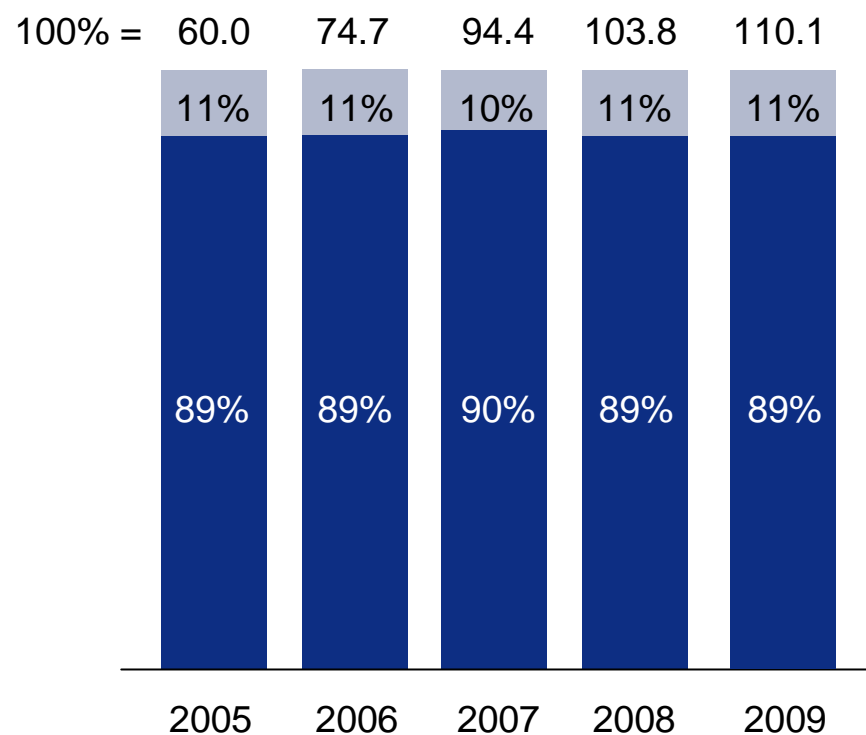
■ Consulting fees   ■ Management fees   ■ Banking revenues

- Overall revenue growth 6.1%
- Management fees up 9.8%
- Banking revenues unchanged despite interest margin squeeze
- Consulting fees down 5.9% due to temporary change in consultancy topics
  
- Trend reversal in 2H09 (yoy growth 13.5% vs. -1.4%)
- Revenue growth driven by AuM (net new money, performance)



# Revenues: unchanged segment distribution

in CHF million

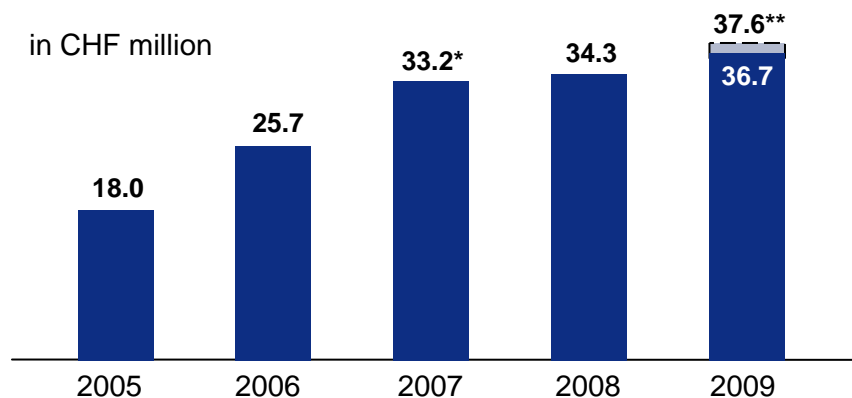


- Corporate client segment
- Private client segment



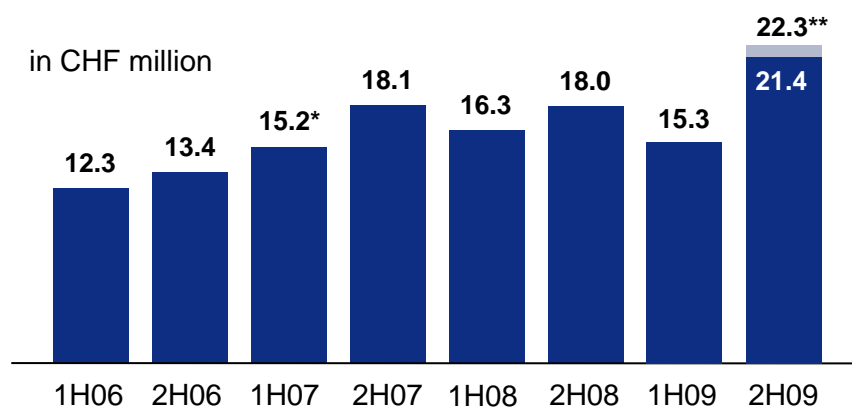
# Net profit: increase despite difficult 1H09

## Full years



- Net profit plus 9.5% yoy (6.8% adjusted)
- Operational margin (EBITDA) 44% (adjusted: 43%) vs. 43% in 2008
  - revenue growth rate 2009: 6.1%
  - operating expense growth rate 2009: 3.1% (adjusted: 5.0%)
- Net profit margin 34% (adjusted: 33%) vs. 33% in 2008

## Half years



- Net profit development mirrors financial market stabilisation
  - -6.4% yoy in 1H09
  - +18.8% yoy in 2H09 (adjusted)

\* adjusted for one-time costs (IPO and VZ Depository Bank)

\*\* adjusted for revaluation of pension liabilities

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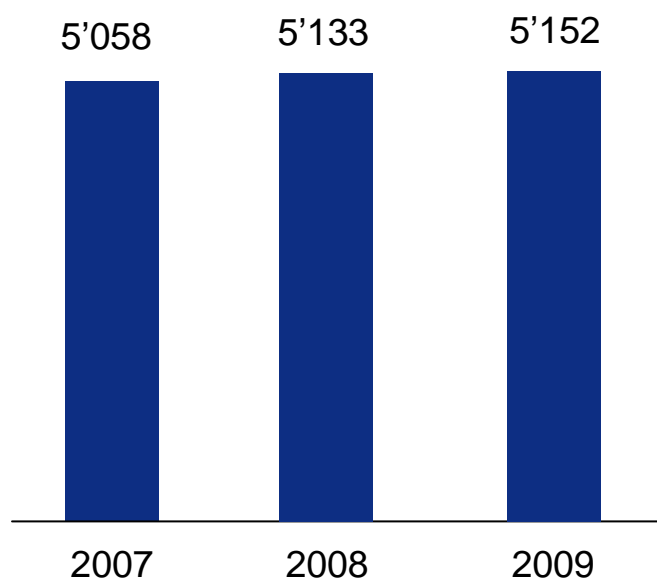




# Private client segment: steady inflow of new clients

## Financial consulting

# of consulting projects



- Initial meetings increase by 8.9%
- Number of consulting projects increase by 0.4%
- Consulting fees decline by 6.9%

## Wealth management

in CHF million

	31.12.07	31.12.08	31.12.09
AuM	5'760	5'456	6'717
- PM mandates	4'153	3'751	4'752
- Other*	1'607	1'705	1'965
NNM (12 months)	891	590	940
Number of WM clients	8'183	9'541	10'801

\* Incl. mortgages under management and portfolios under client management

# Private client segment: capacity growth on track

## Capacity growth

Full-time equivalents (FTE) with client and budget responsibility

	2007	2008	2009
<b>Financial consulting</b>	37,4	43,8	52,6
<b>Wealth management</b>	23,5	29,0	30,0

- Capacity in financial consulting is the main driver behind the VZ business model
- Wealth management: responsible for long-term relationship with portfolio clients
- Existing staff base in training assures future capacity increase

## Geographic expansion in 2009

Germany: ● München  
● Frankfurt  
▲ Nürnberg



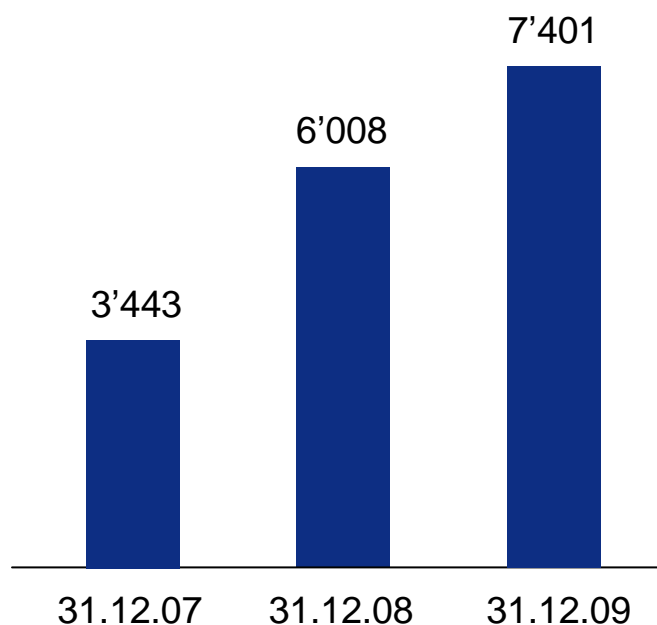
● branches  
▲ satellites

New branches and satellites in 2H09:  
Baden (CH), Schaffhausen (CH)



# VZ Depository Bank: rapidly growing client base

## Number of clients



- More than 80% of all portfolio management clients use VZ bank's custodian services:
  - 73% of mandates dating back before the bank launch
  - 92% of new portfolio management clients
- Increase of cash deposits to CHF 725 million (31.12.2008: CHF 641 million) due to new clients
- Assets: low-risk profile, short time to maturity
  - 62% money market
  - 28% Swiss prime residential mortgages
  - 9% bonds
  - average time to maturity: 0.76 years
- Net interest income down 67% due to interest margin squeeze
- Overall banking revenues unchanged

# Agenda

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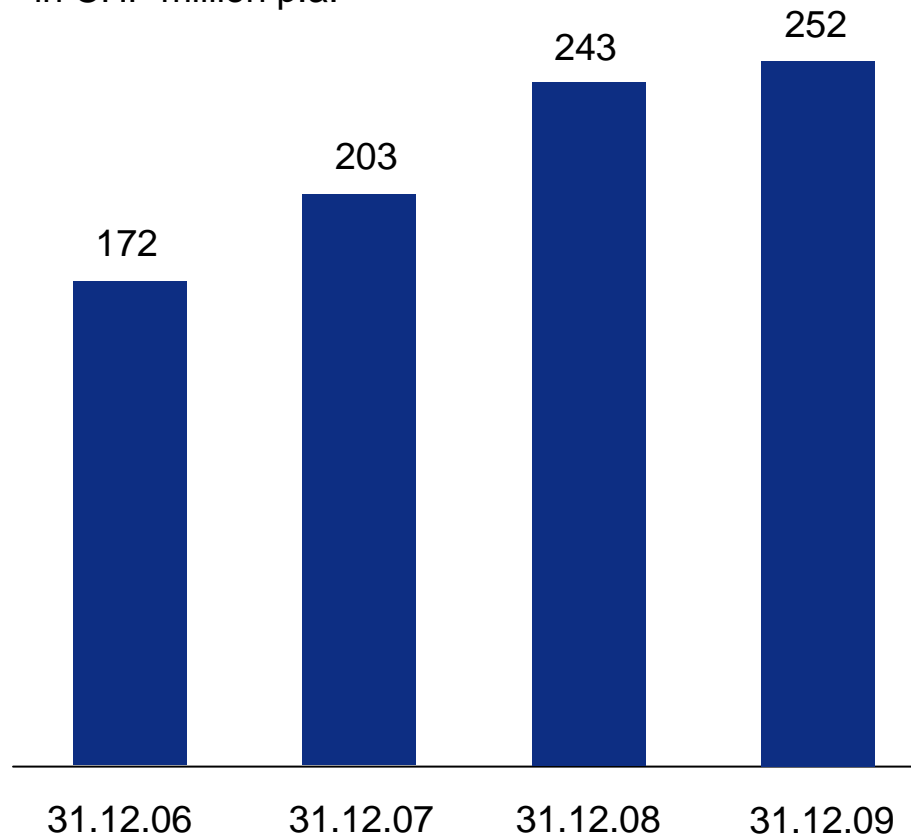
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# Corporate client segment: affected by economic downturn



## Premium volume under management

in CHF million p.a.



- Revenues +7.2% yoy in 2009 vs. +21.2% in 2008
- Economic downturn curbs revenue growth in 2H09
  - +12.5% in 1H09 yoy
  - +2.6% in 2H09 yoy
- EBIT margin declined to 21.8% (2008: 23.9%)
  - lower revenue growth
  - previous year growth impacts cost base

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# Financials: income statements (1)

in CHF million\*

	2007**	2008	2009	adjusted***	2009 adj yoy
Consulting fees	13.0	13.3	12.5		-5.9%
Banking revenues	5.7	15.5	15.3		-1.8%
Management fees	75.0	74.4	81.7		+9.8%
Other operating revenues	0.7	0.6	0.6		+4.1%
<b>Total operating revenues</b>	<b>94.4</b>	<b>103.8</b>	<b>110.1</b>		<b>+6.1%</b>
Personnel expenses	(37.7)	(43.0)	(45.1)	(46.2)	+7.5%
Other operating expenses	(13.7)	(16.5)	(16.2)		-1,8%
<b>Total operating expenses</b>	<b>(51.4)</b>	<b>(59.5)</b>	<b>(61.3)</b>	<b>(62.4)</b>	<b>+5.0%</b>
<b>EBITDA</b>	<b>43.0</b>	<b>44.3</b>	<b>48.8</b>	<b>47.7</b>	<b>+7.5%</b>

\* numbers may differ from the published income statements due to rounding differences

\*\* adjusted for one-time costs related to IPO (CHF 2.2 million after tax) and VZ Depository Bank (CHF 0.5 million after tax)

\*\*\* adjusted for the reduced personnel expenses due to a revaluation of pension liabilities



## Financials: income statements (2)

in CHF million\*

	2007**	2008	2009	adjusted***	2009 adj yoy
<b>EBITDA</b>	<b>43.0</b>	<b>44.3</b>	<b>48.8</b>	<b>47.7</b>	<b>+7.5%</b>
Depreciation and amortisation	(1.9)	(2.3)	(2.3)		+0.4%
<b>EBIT</b>	<b>41.1</b>	<b>42.0</b>	<b>46.5</b>	<b>45.4</b>	<b>+7.9%</b>
Net finance income	0.3	0.3	(0.1)		n.a.
<b>Profit before income tax</b>	<b>41.1</b>	<b>42.3</b>	<b>46.4</b>	<b>45.3</b>	<b>+6.9%</b>
Income tax	(8.2)	(8.0)	(8.8)	(8.6)	+7.1%
<b>Net profit</b>	<b>33.2</b>	<b>34.3</b>	<b>37.6</b>	<b>36.7</b>	<b>+6.8%</b>

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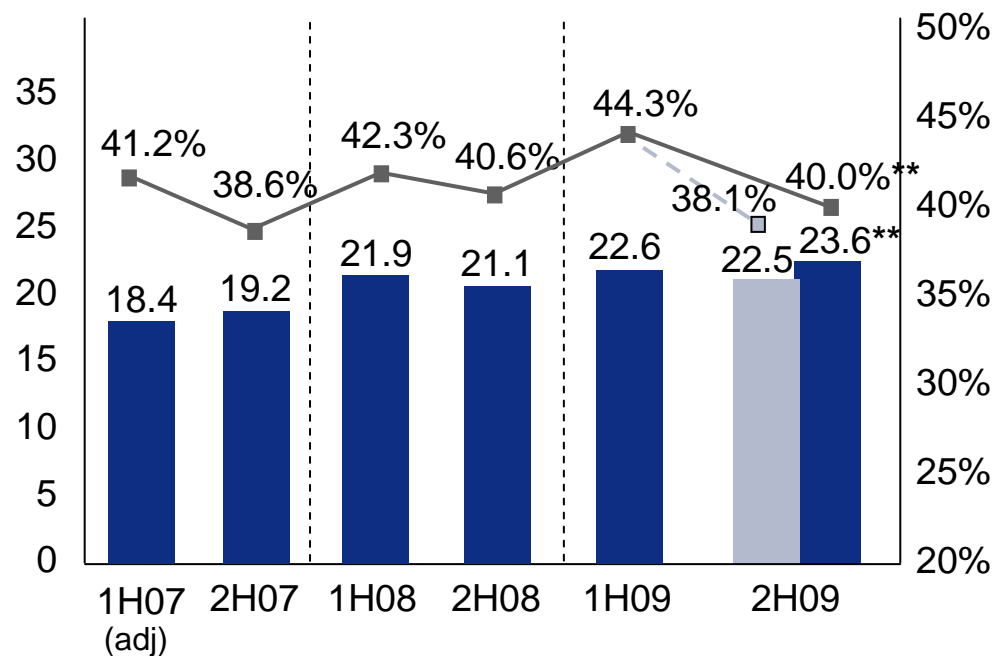
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# Financials: operating expenses (1)

## Personnel expenses

in CHF million\*



- Revaluation of pension plan liabilities led to adjustments: one-off cost reduction by CHF 1.1 million pre tax
- Personnel expense ratio improved to 40.0% in 2H09 (adjusted)
- Headcount freeze from 2H08 to 1H09

■ Personnel expenses  
 —■ Personnel expense ratio (personnel expenses / revenues)

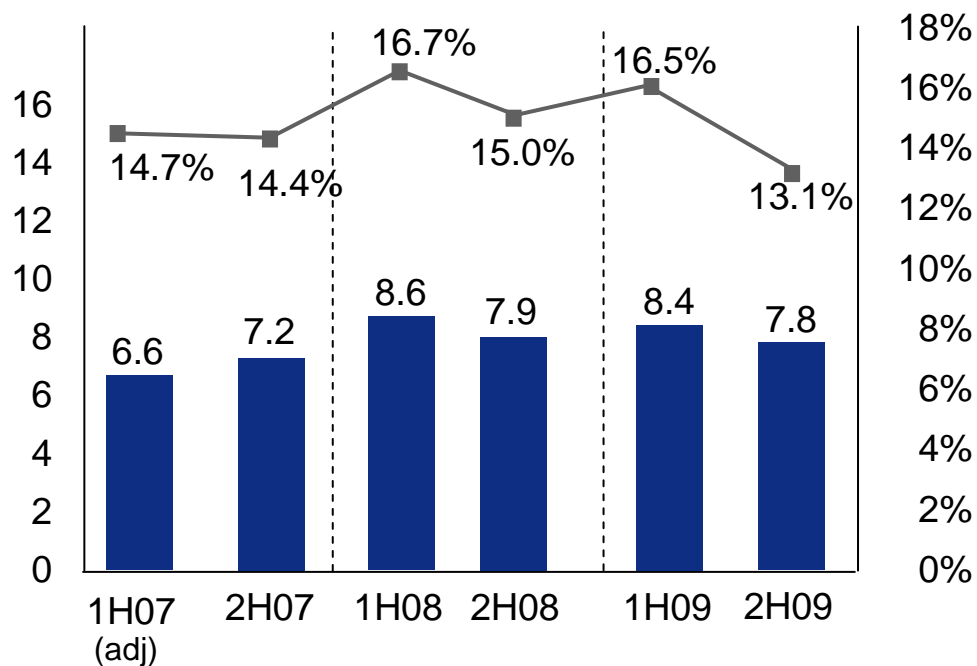
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# Financials: operating expenses (2)

## Other operating expenses

in CHF million\*



- Operating expenses slightly lower than previous year
  - lower marketing expenses
  - efficiency improvement
- Leverage potential

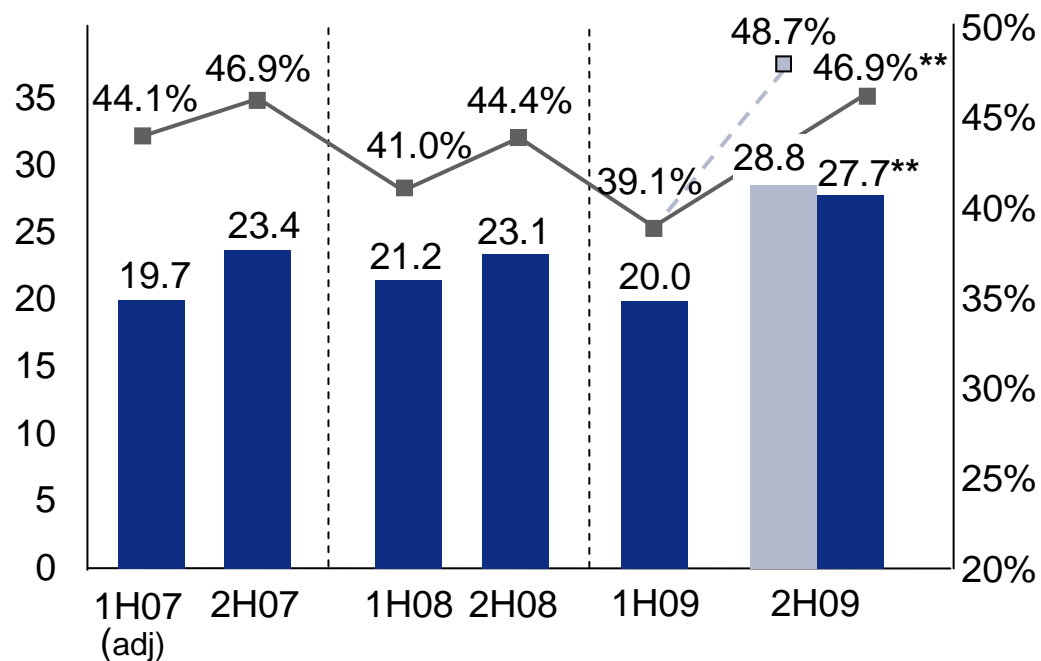
- Other operating expenses
- Other operating expense ratio (other operating expenses / revenues)

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# Financials: EBITDA and margin

## EBITDA

in CHF million\*



■ EBITDA  
 ■ EBITDA margin (EBITDA / revenues)

- EBITDA: Increase from CHF 44.3 million to CHF 48.8 million (adjusted: CHF 47.7 million)
  - decrease in 1H09 yoy by 6.0%
  - increase in 2H09 yoy by 24.7% (adjusted: 19.9%)
- EBITDA margin in 2009: 44% (adjusted: 43%) vs. 43% in 2008
- 45% margin realistic, subject to normal market conditions

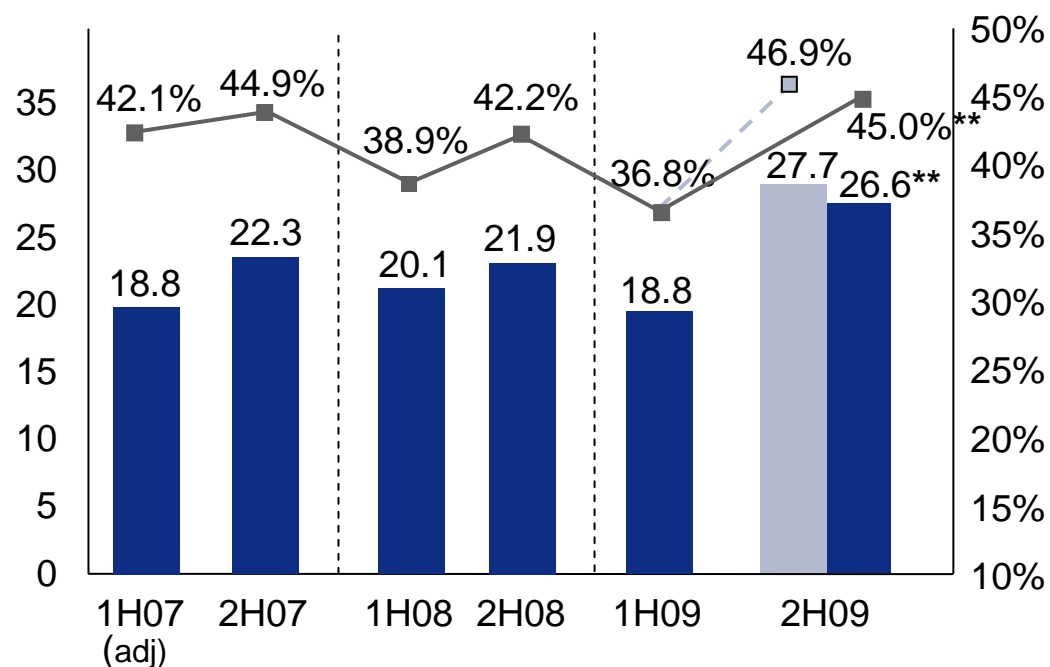
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# Financials: EBIT and margin

## EBIT

in CHF million\*



- EBIT 2009: Increase of 10.5% (adjusted: 7.9%)
  - decrease in 1H09 yoy by 6.5%
  - increase in 2H09 yoy by 26.2% (adjusted: 21.2%)
- EBIT margin 2009: 42% (adjusted: 41%) vs. 40% in 2008
- 43% margin realistic, subject to normal market conditions

- EBIT
- EBIT margin (EBIT / revenues)

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# Balance sheets

in CHF million\*

	31.12.09	31.12.08
Cash & cash equivalents	364.1	265.6
Short term investments	168.1	353.5
Marketable securities	0.8	0.8
Swiss prime residential mortgages	235.6	121.4
CHF bonds	76.6	–
<b>Subtotal financial investments</b>	<b>845.2</b>	<b>741.3</b>
Property, equipment and intangibles	6.6	7.7
Other assets	23.7	22.1
<b>Total assets</b>	<b>875.5</b>	<b>771.2</b>
Customer deposits	725.4	641.4
Other liabilities (non interest-bearing)	16.8	18.2
<b>Total liabilities</b>	<b>742.2</b>	<b>659.6</b>
<b>Total equity</b>	<b>133.3</b>	<b>111.6</b>

- Balance sheet growth in 2009 due to
  - customer deposits with VZ Depository Bank
  - retained profits
- No interest-bearing liabilities besides client money with VZ Depository Bank
- Continued diversification of financial investments to reduce counterparty risks
- Net cash position of CHF 119.8 million

\* numbers may differ slightly from the published balance sheets due to rounding differences



# Equity & payout ratios

Payout ratios	2007	2008	2009	Equity ratios	2007	2008	2009
in CHF million							
Net profit adjusted	33.2	34.3	36.7	Equity ratio	16.7%	14.5%	15.2%
Retained earnings	21.2	22.3	23.3	BIS Tier I	20.2%	22.7%	21.9%
Dividend total	12.0	12.0	13.4	BIS Tier II	20.2%	22.7%	21.9%
<i>Dividend per share</i>	<i>1.50</i>	<i>1.50</i>	<i>1.70</i>				
<b>Payout ratios</b>	<b>36%</b>	<b>35%</b>	<b>37%</b>				
Total equity (31.12.)	91.6	111.6	133.3				
Treasury shares							
Number (in '000)	–	32'	130'				
Book value (in CHF million)	–	1.8	5.6				

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## Business development

- Private client segment
  - grow consulting capacity in order to meet the undiminished demand
  - increase NNM inflow per consultant by further developing the attractiveness of WM services
  - improve e-banking in order to provide additional online services
- Corporate client segment
  - further promote executive benefit solutions
  - focus on cross-selling

## Financial targets

- Revenues: plus 15 – 20%,  
if markets continue to normalise
- Operating expenses
  - personnel expenses: plus 10 – 15%
  - other operating expenses: plus 6 – 10%
- Other P&L positions:  
no significant changes expected
- Mid-term targets: unchanged