

Speech held at the 36th ordinary General Meeting of Shareholders

Zurich, April 2, 2019

Presentation of 2018 financial results by
Dr Zeno Staub, Chief Executive Officer

Check against delivery

Dear Shareholders

Dear Members of the Board of Directors

I would also like to welcome you to the 36th General Meeting of Shareholders of Vontobel Holding AG. It is with great pleasure that I will now 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 our ambitions for the period to 2020.

Summing up our performance in a few words, I can say that Vontobel delivered a good result for the financial year 2018.

Vontobel is on track

- Strong organic growth and a good result for 2018
- Successful integration of Notenstein La Roche

In the first half of the year, we made targeted use of the opportunities created by the more favorable operating environment and strengthened the entrepreneurial foundations of our company through organic growth across all business areas. As expected, the second half of the year was characterized by increasingly difficult markets and growing political uncertainty around the globe, which led to high levels of volatility in the financial markets. Against this backdrop, Vontobel remained on course and systematically implemented its strategic priorities. As a result of our special client focus and our expertise, we once again generated organic growth across all business areas in the last financial year. We gained market share in our Swiss home market and our international target markets. And we successfully exploited new business opportunities. In addition, we created the basis for future growth through targeted transactions, such as the acquisition of Notenstein La Roche and of the US-based private clients portfolio of Lombard Odier.

All of these successes had a positive impact on Vontobel's key figures. Our 2018 Group net profit totaled CHF 232 million, exceeding the previous year's result by 11%. Adjusted for Notenstein La Roche integration costs, net profit totaled CHF 249 million, corresponding to an increase of 14%. As already stated, this pleasing development was driven by strong growth combined with a high level of investment in new markets, talents and technology.

Total client assets reached CHF 247 billion at the end of 2018, exceeding the previous year's level. The net inflow of new money at Group level was CHF 5.0 billion, reflecting renewed contributions across all businesses. We regard this as evidence of the high level of trust that clients place in Vontobel.



I would also like to say a few words about our financial strength: Vontobel continues to have a solid capital position that significantly exceeds regulatory minimum requirements, even after the acquisition of Notenstein La Roche. The purchase of Notenstein La Roche was financed by Vontobel using own funds and through the successful placement of a CHF 450 million Additional Tier 1 (AT1) bond. With this financing structure, Vontobel can ensure it has the financial flexibility to fund further

growth. At the same time, the stability of Vontobel's shareholder base has been preserved in terms of the distribution of voting rights, since it is not affected by the AT1 bond. The BIS common equity tier 1 ratio (CET1 ratio) was 12.3% and the BIS Total Capital Ratio was 18.9% at the end of 2018. The 13% return on equity generated by Vontobel on its large capital base significantly exceeds our cost of capital and comes close to our own target return on equity of 14%.



12.3 %

BIS common equity tier 1 (CET1) ratio

18.9 %

BIS total capital ratio (tier 1 ratio)

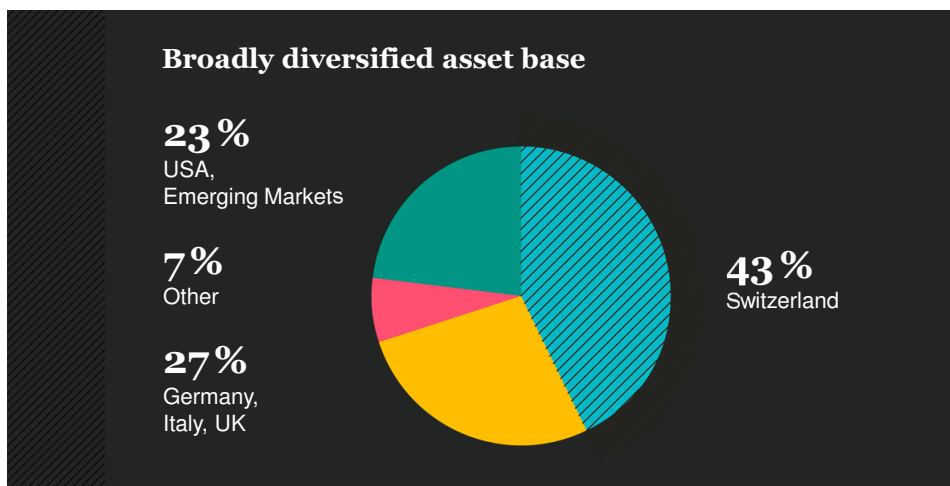
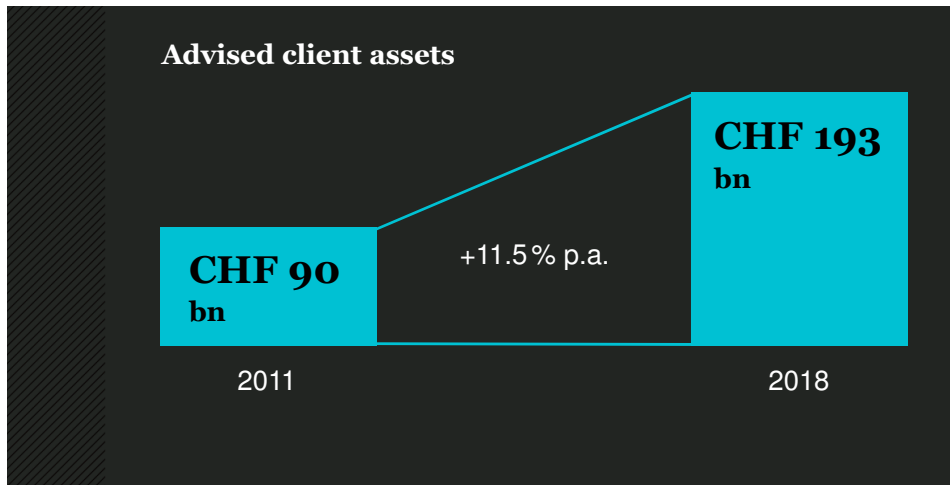
This chart shows the strong growth in client assets in recent years. Our advised client asset base has more than doubled from CHF 90 billion in 2011 to CHF 193 billion – corresponding to an average annual growth rate of 11.5%.

Switzerland remains our most important market despite the targeted international expansion of our business. And the acquisition of seven additional Notenstein La Roche locations has enabled us to further strengthen our position as one of the leading private banks in Switzerland. In total, 43% of our client assets originate from our home market. Switzerland is also our main production hub, from where we export our own expertise and products to our target markets. We are committed to delivering the very 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 successfully transformed itself in recent years 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 last year, 23% 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, those markets account for 27% of advised client assets.

In summary: Our good financial result for 2018, which we achieved in a very challenging market environment, confirms the effectiveness of the growth strategy we have pursued in recent years. It also justifies our high level of 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.

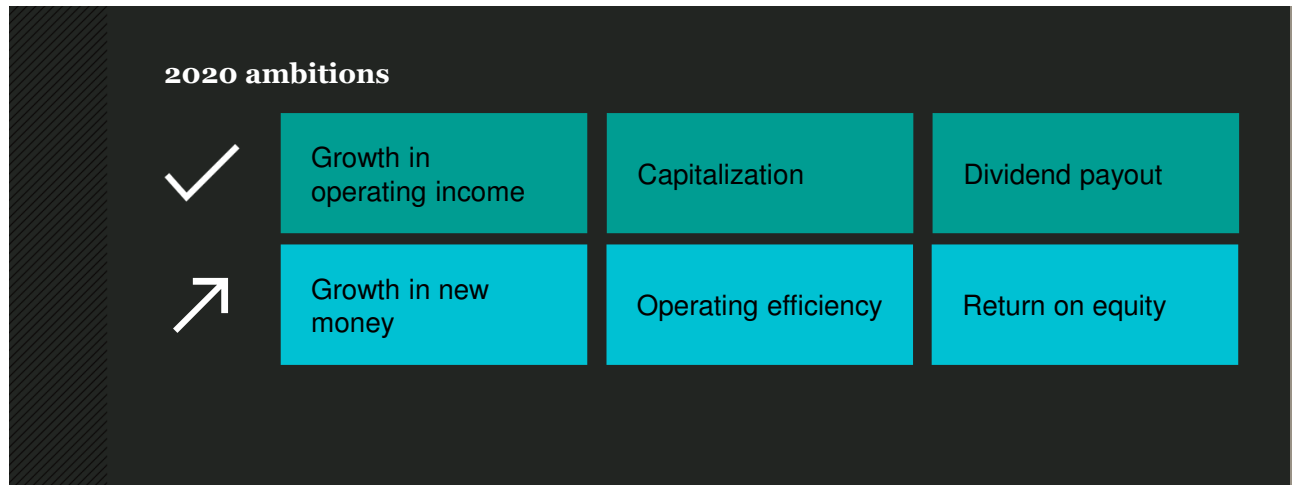


Our medium-term goal is to further increase our already solid profitability

In connection with the Notenstein La Roche transaction, the previous profitability target for Wealth Management defined in the mid-term 2020 strategy was increased. This reflects the fact that the acquisition should already generate a significant profit contribution for Vontobel Wealth Management in the current year, since our larger client base will enable us to leverage our successful digital platforms even more effectively and generate synergies. Against this backdrop, we have increased our profitability targets in Wealth Management and for Vontobel – while leaving our growth targets unchanged. Based on the new targets, we want to achieve a cost/income ratio of less than 72%, compared to the previous target of 75%, and to generate a return on equity of more than 14%, up from our previous target of 12%.

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

In 2018, we exceeded our targets relating to the growth of operating profit, capitalization and dividend payout ratio. We are well on course to achieve our targets for the return on equity, operating efficiency and also net new money growth by 2020.



Let's now look at the performance of the business in the first quarter of 2019

Following the very difficult final two months of 2018, we had a subdued start to 2019 – especially compared to the really strong first quarter of the prior year.

While transaction volumes remained at a low level in the first quarter, client assets have recovered again since the end of December. At the end of February, advised client assets totaled CHF 207.1 billion – corresponding to an increase of 8% versus the end of 2018. This growth is largely attributable to positive market developments but also reflects contributions from net new money that was generated primarily in Asset Management.

We expect to see higher levels of political and economic uncertainty and volatile markets in the coming months.

Nevertheless, we will continue to systematically focus on our growth- and client-oriented priorities in 2019, while at the same time assigning a high level of importance to operating efficiency. We anticipate that the market environment will remain challenging in 2019 and will be characterized by continued pressure on margins.

In 2019, we will continue on our growth path and aim to further strengthen our market position in our core markets:

- In Combined Wealth Management, our goal – following the successful completion of the Notenstein La Roche integration – is to leverage our first-class, technology-based offering and the targeted expansion of our team of relationship managers to deliver further growth.
- In Asset Management, we can now place an emphasis on further organic growth thanks to the focusing of the business and our concentration on our high-conviction approach. This reflects the fact that the high quality of our products forms the basis for the successful further growth of new money.
- Financial Products has established itself as a first-class provider in its core markets and has considerable innovative strength. We want to harness these advantages to gain further market share in Europe and Asia.

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 would like to thank you for your trust in Vontobel. I will now hand you back to our Chairman, Herbert J. Scheidt.