# **2013 Full-Year Results**

Analysts' Presentation Lausanne, 20 February 2014





# **Agenda**

BCV in 2013

**Pascal Kiener** 

• FY 2013 financial results Thomas Paulsen

Strategy and outlook

Pascal Kiener



# **Key messages**

Business volumes in Vaud on the rise: Onshore NNM of CHF 2.9bn and controlled increase in mortgage loans

Revenues stable at just below CHF 1bn, despite a challenging environment

Good operating results; net profit down to CHF 280m due to one-off items

CET1 ratio at 17.8%; distribution policy maintained



# 2013 key figures

CHF millions (rounded)

Of It Tillinon's (Founday)		Change vs. 2012
Revenues	991	-2%
Operating profit	471	-3%
Net profit	280	-10%
Total assets	40,454	+2%
AuM¹	83,850	+6%

<sup>&</sup>lt;sup>1</sup> 2012 figures were restated following change in definition of custody



### Main business trends in 2013

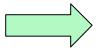
CHF millions (rounded)

**Increase in mortgage loans** 

+511

+2%

Rise in other loans



+340



Continued expansion in savings deposits



+504



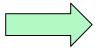
Increase in other client deposits



+544



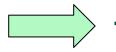
Rise in AuM



+4,721



**Onshore net new money** 



+2,900

<sup>&</sup>lt;sup>1</sup> Balance-sheet items only



# Appointment of José Sierdo as of 3 March 2014



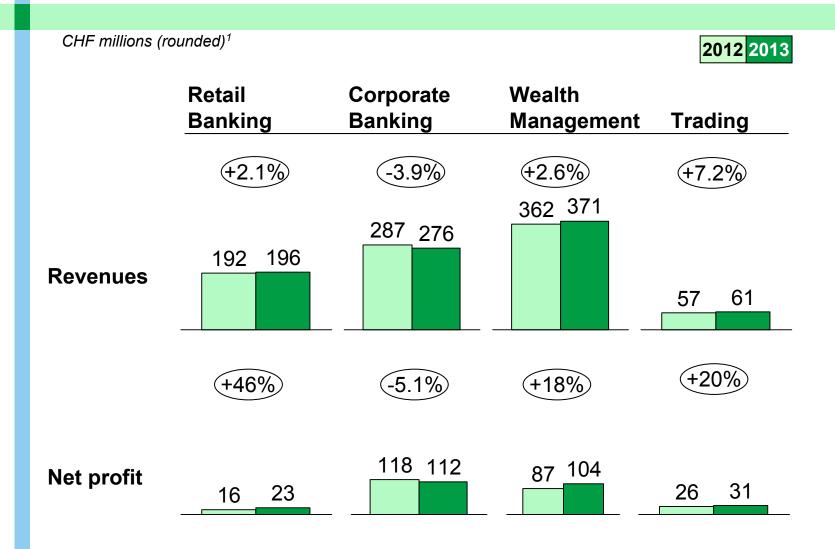
José Sierdo

Member of the Executive Board, head of Retail Banking

- Masters in economics and business management from the Business and Economics Faculty of Lausanne University and a MBA from IMD
- 20 years of experience in various areas of the banking business in Switzerland and abroad
- In-depth knowledge of the canton of Vaud



# Results by business line



<sup>&</sup>lt;sup>1</sup> 2012 figures were restated to facilitate like-for-like comparison

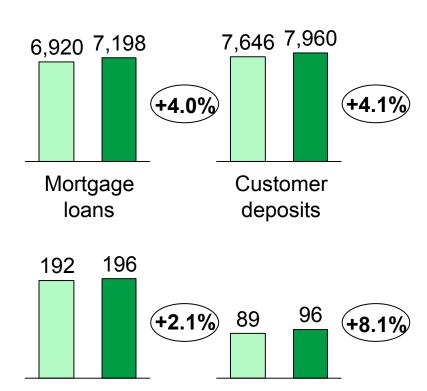


# **Retail Banking**

CHF millions (rounded)1

2012 2013

- Positive environment: expanding real-estate market and resilient local economy
- Controlled rise in mortgage loans, in line with cap set at the beginning of the year
- New customers, and expansion in customer deposits
- Increase in revenues and operating profit
- Customer franchise strengthened through digital channels:
  - Successful campaign on Facebook directed at young people
  - Strong traction in mobile banking (30% of e-banking done through mobile app)





<sup>8</sup> 

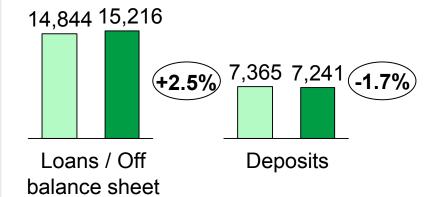


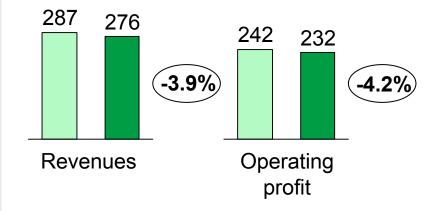
# **Corporate Banking**

CHF millions (rounded)1

2012 2013

- SMEs
  - Positive trend, with a rise in revenues (+2%) and operating profit (+2%)
- Large Corporates
  - Slight decrease in business volumes: loans (-4%), offbalance-sheet (-3%); high liquidity level
  - Focus on maintaining margins
- Trade Finance
  - Business activity at a low level (price levels and number of transactions) due to market conditions
- Limited new provisioning needs





<sup>9</sup> 

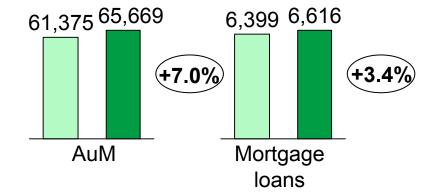


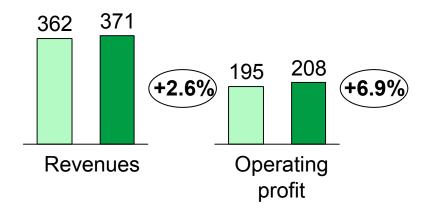
# **Wealth Management**

CHF millions (rounded)1

2012 2013

- Growth in onshore PB (private and institutional clients), and contraction in offshore PB
- AuM up on the back of asset inflows, bullish markets and BCV's overall investment policy
- Transaction volumes up in brokerage, fund subscriptions, structured products and insurance products
- Strong growth in revenues and operating profit





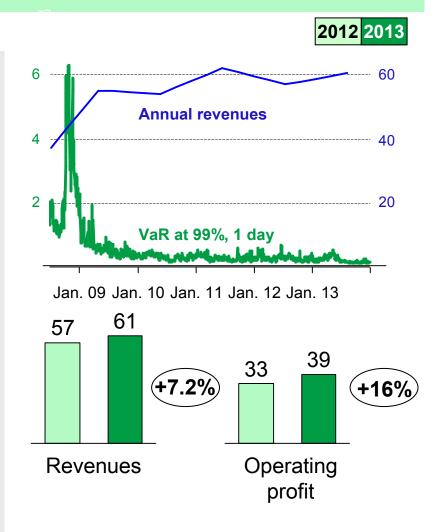
<sup>10</sup> 



# **Trading**

CHF millions (rounded)1

- Forex business activity maintained at a high level
- Renewed traction in structured products
- Strong increase in revenues and operating profit
- Focus on client-driven trading activities



<sup>11</sup> 



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# **Income statement**

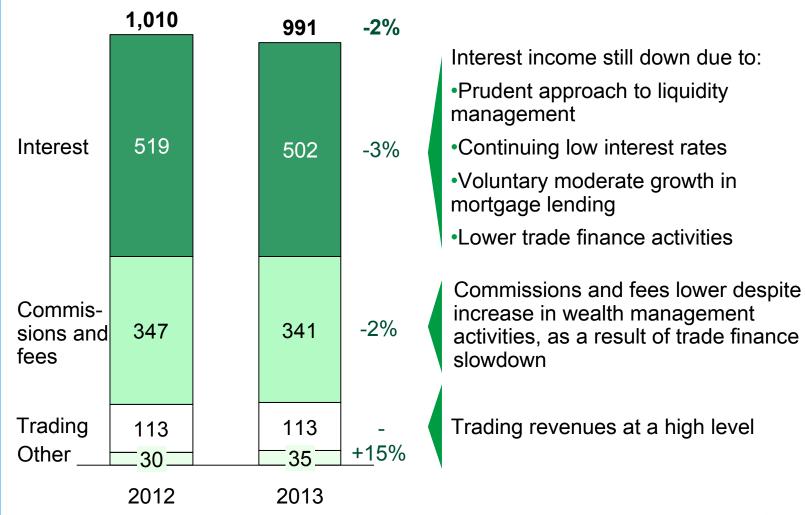
CHF millions (rounded)

	2013	2012	Change	
Total revenues	991	1,010	-19	-2%
Operating expenses	-519	-524	-5	-1%
Operating profit	471	486	-15	-3%
Depreciation	-86	-86	-	-1%
Value adjustments, provisions & losses	-43	-4	+39	++
Extraordinary income	21	9	+12	++
Extraordinary expenses	-	-2	-2	
Taxes	-84	-92	-8	-9%
Net profit (before minority interests)	280	311	-31	-10%



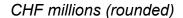
### Revenues

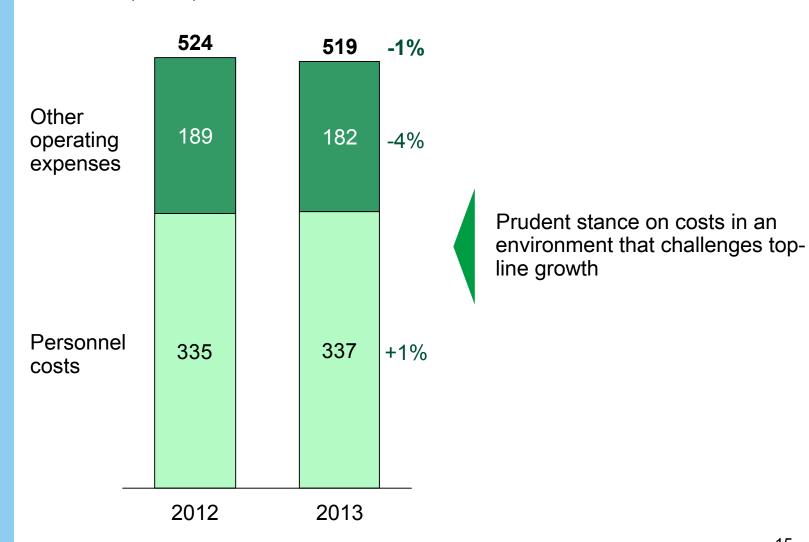
CHF millions (rounded)





# **Operating expenses**

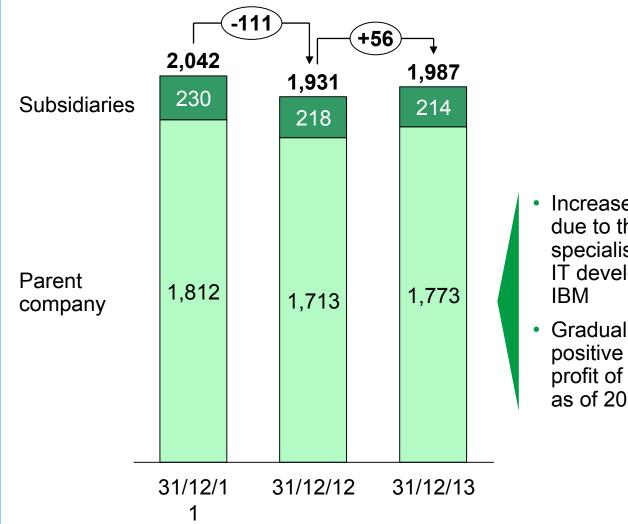






### **Headcount**

Full-time equivalents at period-end

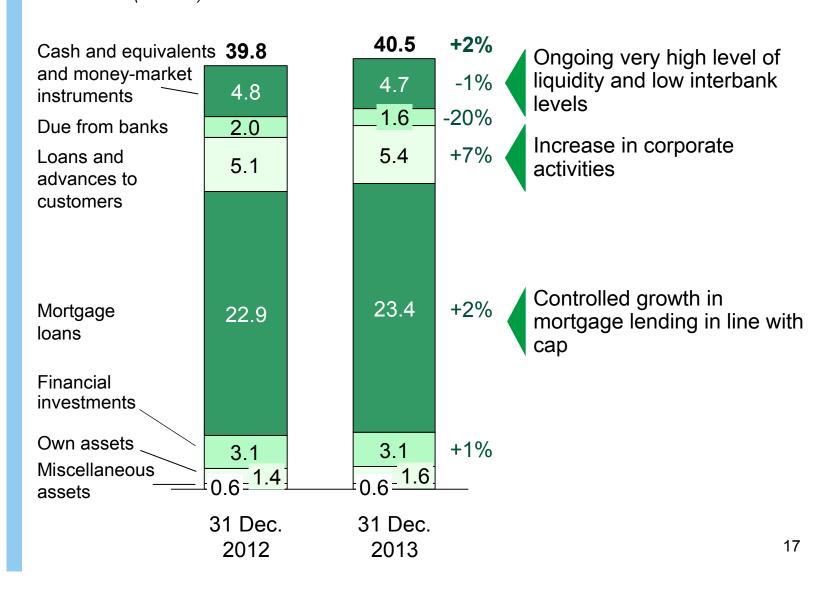


- Increase in headcount due to the transfer of 80 specialists in charge of IT development from IBM
- Gradually increasing positive impact on net profit of ~CHF 7m p.a. as of 2016



### **Assets**

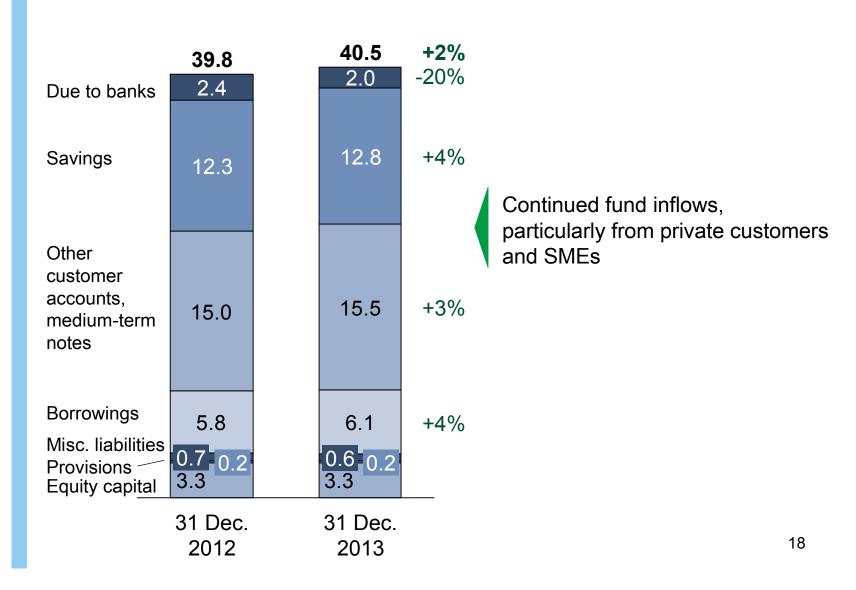
CHF billions (rounded)





### Liabilities

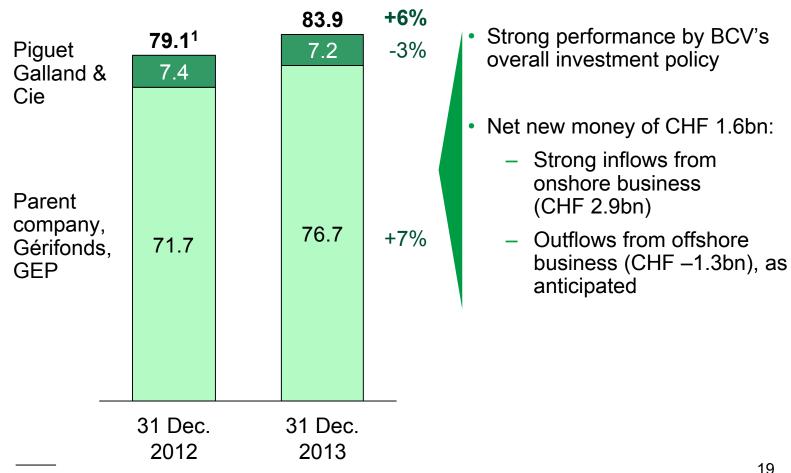
CHF billions (rounded)





# **Assets under management (AuM)**

CHF billions (rounded)



<sup>&</sup>lt;sup>1</sup> 2012 figures were restated following change in definition of custody



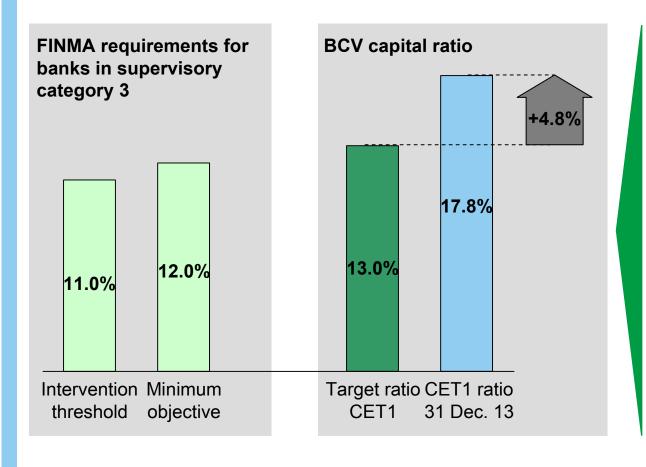
# **▼**BCV Key ratios

		2009	2010	2011	2012	2013
Asset quality and balance sheet	Impaired loans/ credit exposure	1.9%	1.6%	1.3%	1.2%	0.9%
	Customer deposits/ loans to customers	98%	94%	93%	98%	98%
structure	Interest margin	1.47%	1.48%	1.48%	1.33%	1.23%
Equity capital <sup>1</sup>	FINMA capital adequacy ratio	176%	175%	165%	180%	224%
	FINMA capital ratio	14.1%	14.0%	13.2%	14.4%	17.9%
	BIS Tier 1 capital ratio	17.8%	17.6%	16.8%	18.4%	17.8%
Productivity	Cost/income (excluding goodwill amortization)	60%	59%	60%	60%	61%
Financial performance	ROE (net profit / avg. equity)	9.5%	9.8%	9.3%	9.5%	8.5%

<sup>&</sup>lt;sup>1</sup> Since 1 January 2009, BCV's capital requirements have been determined in accordance with the Basel II Foundation IRB approach; since 1 Jan. 2013, BCV's capital requirements have been determined in accordance with Basel III principles.



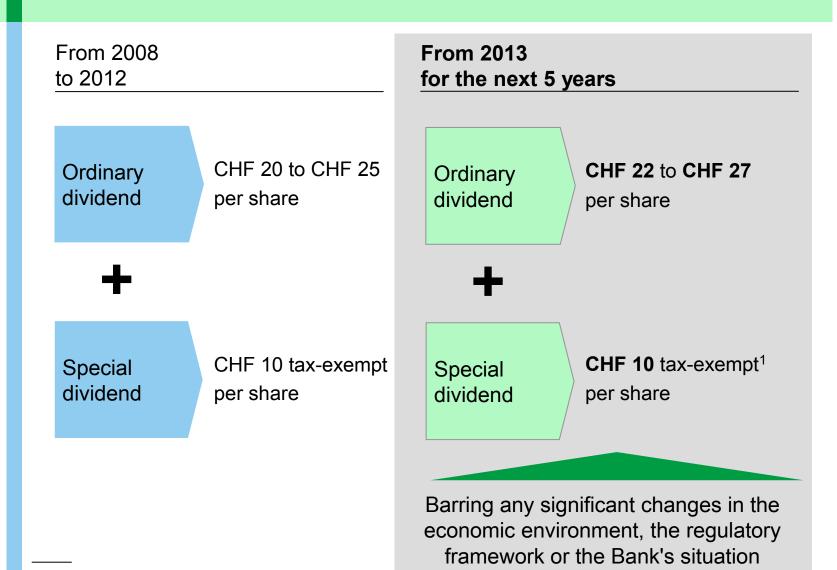
### **CET1** ratio



- 4.8 percentage points above target ratio
- CET1 ratio of 16.4% on a look-through basis as of 2019



### Recap on the distribution policy



<sup>&</sup>lt;sup>1</sup> Distribution out of paid-in reserves



# **Distribution policy extended**

Per share, excep	ot total payouts					Proposal at 2013
	2008	2009	2010	2011	2012	AGM
Ordinary dividend	CHF 20	CHF 21	CHF 22	CHF 22	CHF 22	CHF 22
Special dividend	CHF 10 <sup>1</sup>	CHF 10 <sup>1</sup>	CHF 10 <sup>2</sup>	CHF 10 <sup>2</sup>	CHF 10 <sup>2</sup>	CHF 10 <sup>2</sup>
Total amount paid	CHF 30	CHF 31	CHF 32	CHF 32	CHF 32	CHF 32
	CHF 258m	CHF 267m	CHF 275m	CHF 275m	CHF 275m	CHF 275m
As a % of net profit	72%	89%	88%	91%	88%	98%

<sup>&</sup>lt;sup>1</sup> Par-value reduction on the BCV share.

<sup>&</sup>lt;sup>2</sup> Distribution out of paid-in reserves.



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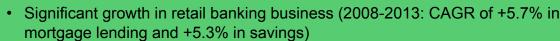
Strategy and outlook

**Pascal Kiener** 



### **BCV**Plus: selected achievements after 5 years

# A business strategy with clear priorities





- NNM in onshore private banking (+CHF 3.0bn between 2008 and 2013)
- More than 2,000 SMEs added to our portfolio since 2008
- Centered on customer-driven transactions, withdrew from proprietary trading (VaR divided by around 10) and still maintained revenue growth (+63% from 2008 to 2013)
- Increased profitability in Large Corporates and Trade Finance activities (2 to 4 percentage-point improvement in ROE)

#### Initiatives to achieve operational excellence and simplify processes

• Customer-facing time increased since 2008, with 25,000 additional appointments in retail banking (+30%) and 6,600 in onshore private banking (+25%)



- Lending process for individuals totally revamped and to be fully rolled out by 2015, with targeted cuts of 50% in back-office costs
- Gained control over IT systems and reduced IT costs by transferring 80 specialists to BCV from IBM

# An organizational culture geared towards performance and ongoing skills development

 Focus on management skills development: several days of training for all managers



- Bank-wide objectives and performance management framework focusing on profitability and shareholder value creation
- All employees completed a full day of training on how to concretely apply BCV's values in their everyday work

# Active capital management

- · Quality of our risk models recognized, with approval to use F-IRB approach
- Solid financial base, with CHF 700m in spare capital
- Dividend policy: CHF 1.35bn, or CHF 156 per share, paid out to shareholders since 2008





# Our motto for BCV's stratégie2018 Onwards and Upwards

#### **ONWARDS**

 Don't change a winning strategy: Fully execute on planned and ongoing projects and see them through to the payoffs



### **UPWARDS**

- Adjust business-line strategies as regulatory and market environments evolve
- Further simplify and streamline internal operations
- Make impeccable service our differentiating factor



# stratégie2018: Main strategic targets

Retail banking	Grow at least at market pace in Vaud
SMEs	
Onshore private banking	Above-market growth in Vaud
Piguet Galland & Cie SA	<ul> <li>Gain market share in French- speaking Switzerland</li> </ul>
Asset management	Pursue new niche growth drivers in
Structured products	Switzerland
Trade finance	<ul> <li>Continue to diversify activities</li> <li>Increase business activity as market recovers</li> </ul>
Large corporates	Continue to focus on profitability

within the Bank's overall risk profile

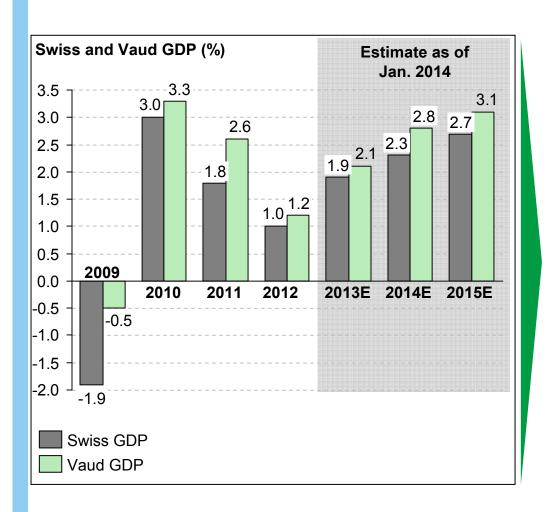


# 5 guiding principles for stratégie2018

- 1 Improve customer service
- 2 Develop multi-channel distribution
- 3 Further streamline operations and processes
- 4 Optimize and sustain current IT environment
- 5 Adapt wealth management to regulatory environment



### **Swiss and Vaud GDP**



### Growth picking up pace in Switzerland and Vaud

### 2013 growth estimate

Switzerland: +1.9%

• Vaud: +2.1%

#### Forecast for 2014

Switzerland: +2.3%

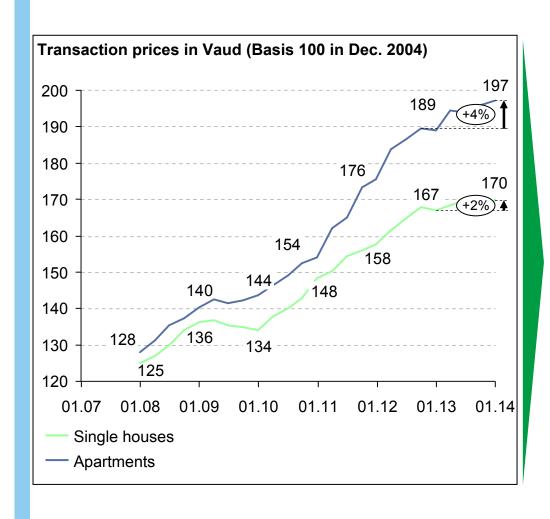
• Vaud: +2.8%

#### Sources

Swiss GDP: SECO (Switzerland's State Secretariat for Economic Affairs)
Vaud GDP: CREA (Lausanne University's Créa Institute of Macro-economics)



# Real estate in the Vaud region



- In 2013, prices on realestate transactions in Vaud increased at a lower pace than in the rest of Switzerland, across all segments
- Soft landing still to be confirmed
- BCV's moderate growth strategy unchanged



### 2014 Outlook<sup>1</sup>

### Challenging conditions:

- Low level of interest rates
- Controlled growth in mortgage lending
- Prudent approach to liquidity management



Top-line growth to move in a tight range around current level

Continued rigorous control of operating expenses



Stable trend / slight increase in operating profit

<sup>&</sup>lt;sup>1</sup> Provided that the macro-economic situation and the financial markets do not deteriorate significantly





### 2014 calendar

10 April Publication of the 2013 Annual report

1 May
 First-quarter 2014 operating profit press release

1 May
 Annual Shareholders' Meeting in Lausanne

• 5 May Ex-dividend date<sup>1</sup>

• 7 May Dividend record date<sup>1</sup>

• 8 May Dividend payment<sup>1</sup>

• 21 August Half-year 2014 results

13 November Third-quarter 2014 operating profit press release

<sup>&</sup>lt;sup>1</sup> Total amount distributed to shareholders in the form of an ordinary dividend of CHF 22 per share and a reimbursement of *agio* (paid-in capital above the nominal value) of CHF 10 per share, subject to approval at the Annual Shareholders' Meeting



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# The BCV Investor Relations app keeps you in touch with the latest developments at BCV Group

It brings together everything of interest to shareholders, investors and analysts, including:

- An overview of BCV
- Our key figures
- Annual and interim reports
- Press releases
- Pillar 3 reports
- Corporate social responsibility reports
- Presentations for investors

The app also displays upcoming BCV events that you can add to your calendar at the push of a button. Shareholders can read the agenda for the next AGM, as well as download all the relevant documents. The app displays BCV's credit rating, as well as credit opinions on the Bank. You can also contact BCV's Head of Investor Relations, whose email and phone number you'll find in the app.







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