The logo for VONTOBEL consists of a solid blue rectangle. A thin black vertical line is positioned on the left side of the rectangle. To the right of this line, the word "VONTOBEL" is written in a white, serif, all-caps font, oriented vertically.

VONTOBEL



Vontobel Group

Corporate Reputation: Understanding the Drivers

Vontobel Group: A Case Study

Dr Zeno Staub, Chief Financial Officer

6th International Sustainability Leadership
Symposium
8-9 September 2005
Swiss Re Centre for Global Dialogue Rüschtikon

The banker's capital

Recent transpersions in financial markets have underscored the fact that one can hardly overstate the importance of reputation in an market economy

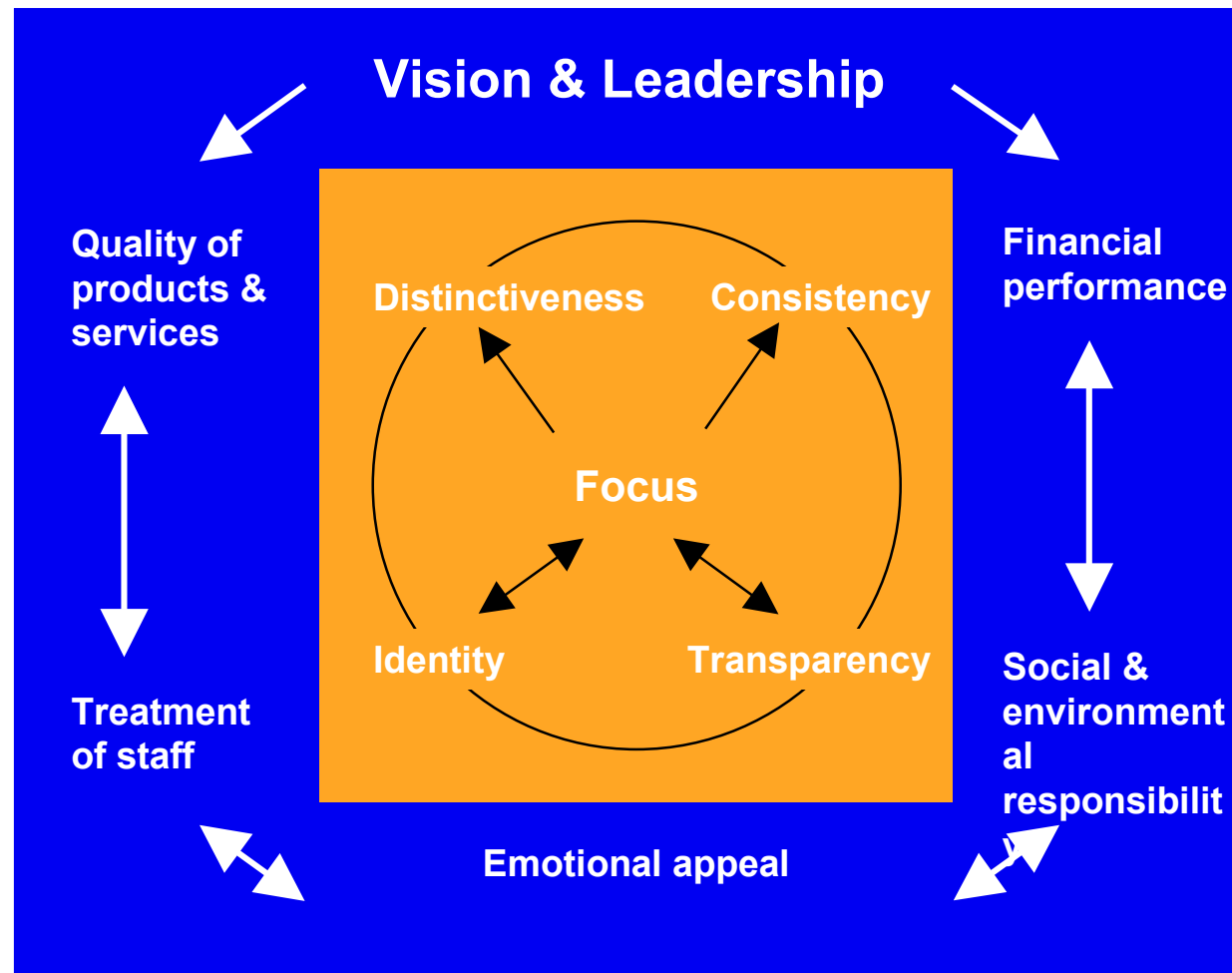
A. Greenspan, April 2004

Framework for Analysis (1/2)

Perceived Drivers

Underlying Culture

Framework for analysis (2/2)

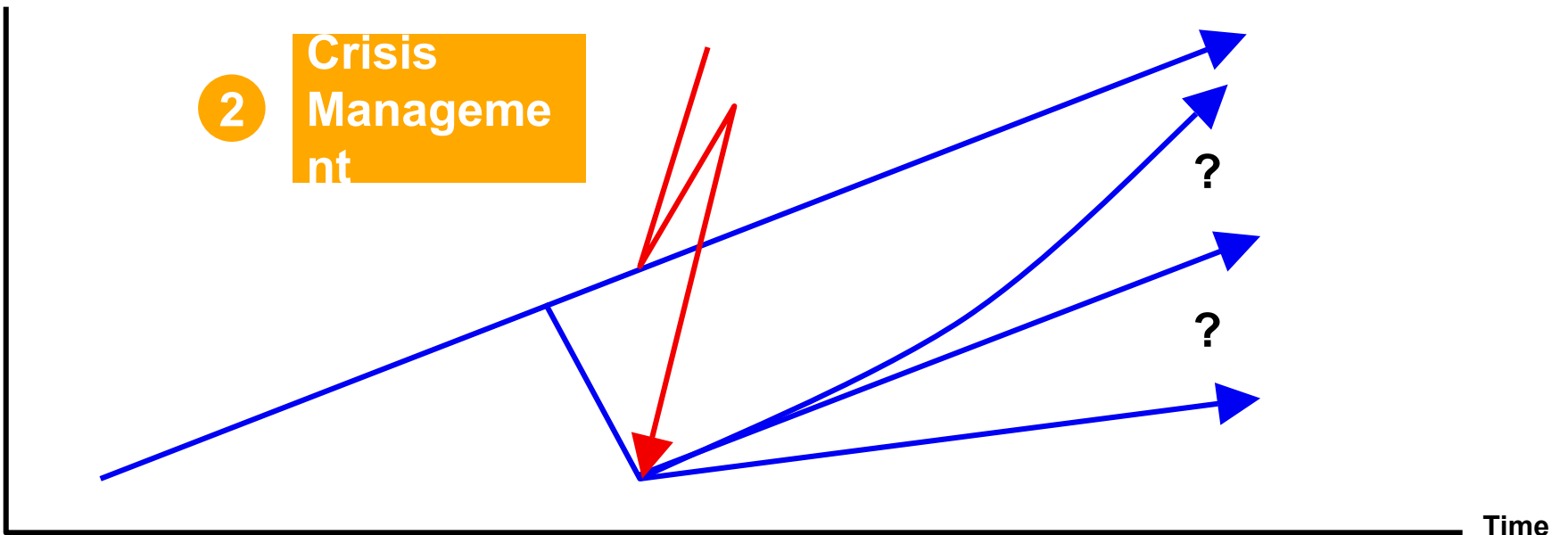


The Case Study: The way back from 2001



To Strive for Reputation

Reputation



2 Crisis Management

1

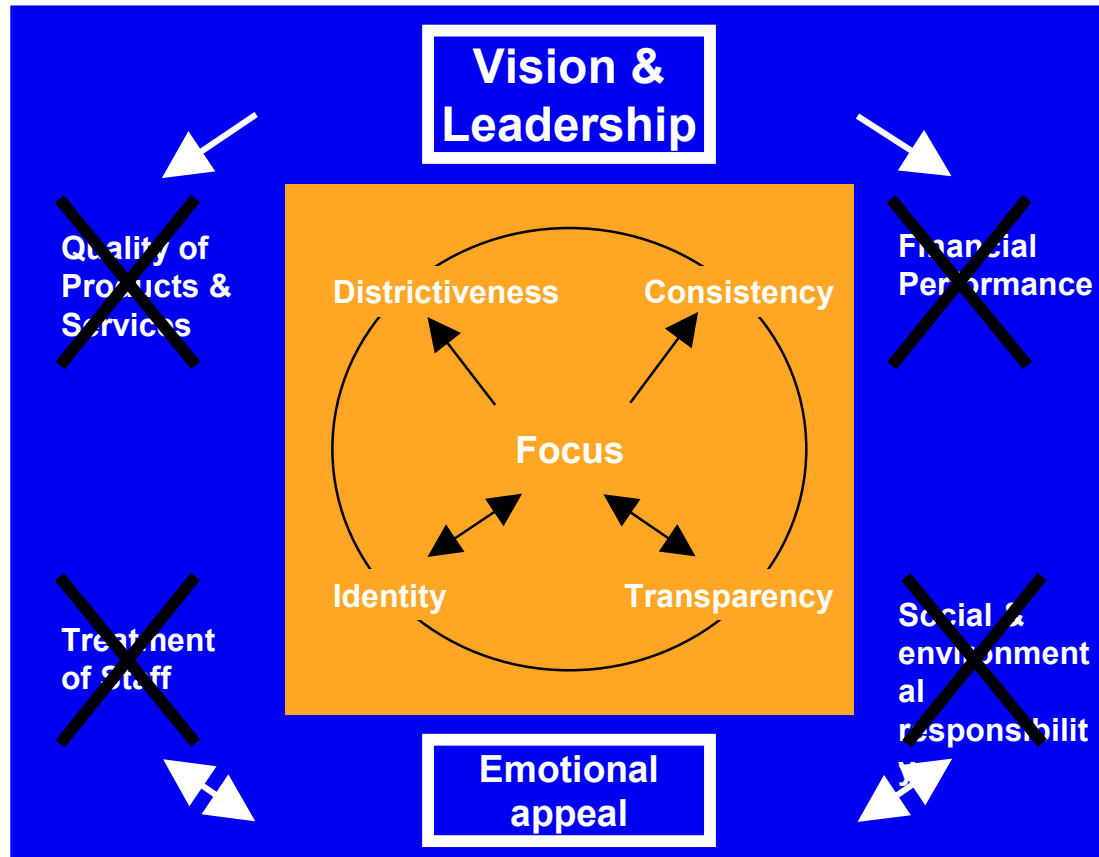
Consistent Ongoing Pattern

Private to Public
Adaptation of IFRS, SWX Disclosures
We are here to stay: (excess) capital, strategy, business model

In the Moment of Crisis: What can be leveraged?

Lesson I

act
...fast
...boldly



Lesson II

further
improve
long
term
pattern

How was the crisis and its effects handled

Lesson I

- Clear dismissal of management
- Immediate write-offs

Lesson II

- No drawbacks or exit strategies from controlling bodies/shareholders
- Switch to IFRS completed
- Two bad financial years accepted
- No capital drawbacks
- Strategy reviewed but clearly confirmed

To sum up

'Trust is at the core of our business'

Vontobel Group:
Our mission statement



Consistency & Transparency

Strategy



Actions



Figures

&

Commu-
nication