

**GAM** Holding AG

## Results and Review 2012

Presentation for Media, Analysts and Investors

Zurich, 5 March 2013

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This presentation by GAM Holding AG ('the Company') includes forward-looking statements that reflect the Company's intentions, beliefs or current expectations and projections about the Company's future results of operations, financial condition, liquidity, performance, prospects, strategies, opportunities and the industry in which it operates. Forward-looking statements involve all matters that are not historical fact. The Company has tried to identify those forward-looking statements by using the words 'may', 'will', 'would', 'should', 'expect', 'intend', 'estimate', 'anticipate', 'project', 'believe', 'seek', 'plan', 'predict', 'continue' and similar expressions. Such statements are made on the basis of assumptions and expectations which, although the Company believes them to be reasonable at this time, may prove to be erroneous.

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Chairman and CEO, GAM Holding AG
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Marco Suter  
Group CFO
- 3. GAM**  
David M. Solo  
CEO, GAM
- 4. Swiss & Global Asset Management**  
David M. Solo  
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- 5. Closing remarks**  
Johannes A. de Gier  
Chairman and CEO, GAM Holding AG

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## 2012 snapshot

Delivering on our strategy

### Underlying net profit of CHF 162.0 million

- Strong profitability of core businesses
  - Fee income increased
  - Costs tightly managed
- Reduced income from Artio and lower other income

### Proposed dividend of CHF 0.50 per share

- In line with previous years
- Combined with share repurchases, we returned CHF 199 million to shareholders in 2012

### Net new money inflows of CHF 2.4 billion

- Strong recovery from 2011 outflows
- Positive results in both operating businesses

### Strategic initiatives on track, successful rejuvenation of our business

- Diminished AuM held with historic private banking partners – structural headwinds to growth are largely behind us

### Looking ahead: new organisational structure and executive leadership effective 18 April 2013

- Convergence towards single manager funds evident in both businesses; best addressed with stronger integration and a more functional Group structure
- Diversification (of investment talent, product offering and distribution channels) remains the core element of our strategy

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## Group summary

### Key financials

	2012	2011	Change in %
Operating income (CHF m)	594.1	598.5	-1
Operating expenses (CHF m)	398.6	384.5	4
Underlying net profit (CHF m) <sup>1</sup>	162.0	165.7	-2
Year-end AuM (CHF bn)	116.2	107.0	9
NNM (CHF bn)	2.4	-3.8	163
Average AuM (CHF bn)	112.7	112.9	0
Tangible equity (CHF m)	581.3	726.3	-20
Cash and cash equivalents (CHF m)	504.0	600.1	-16
EPS (CHF) <sup>2</sup>	0.94	0.91	3
Return on tangible equity <sup>3</sup>	27.7%	22.8%	-
Gross margin (bps)	52.7	53.0	-
Cost/income ratio	67.1%	64.2%	-
Year-end shares outstanding (m)	164.6	177.1	-7

#### Robust profitability in challenging environment

- Resilient revenues paired with disciplined cost management

#### Strong AuM

- Growth fuelled by positive market performance and positive NNM growth

#### Strong balance sheet

#### Strong and improving key performance measures

- Adjusted for the income from Artio and other operating income, gross margin and C/I ratio actually improved

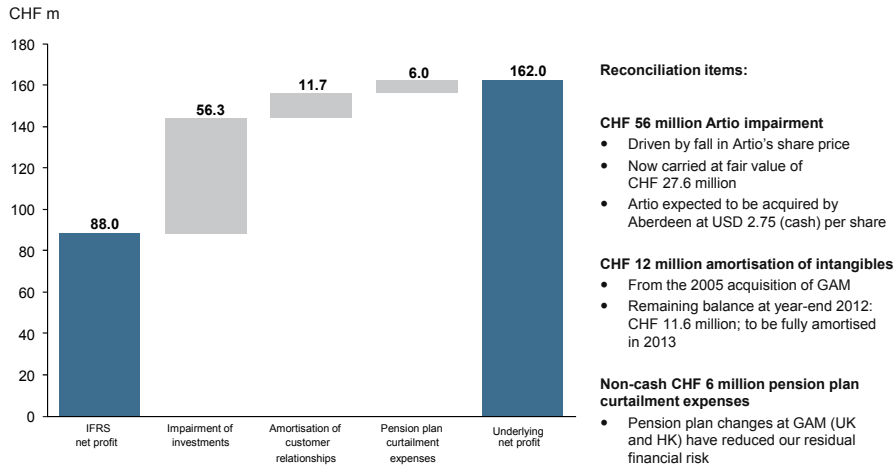
#### Significantly reduced share count

1. The results for 2012 have been adjusted to exclude the impairment of investments, the amortisation of customer relationships and defined benefit pension plan curtailment expenses. Including these non-cash items, the Group's net profit for 2012 amounted to CHF 88.0 million, as shown in the Consolidated Financial Statements. A detailed reconciliation of the underlying net profit can be found on slides 8 and 42. 2. Underlying net profit excl. non-controlling interests / weighted average number of shares outstanding. 3. Underlying net profit excl. non-controlling interests / tangible equity at the end of the year.

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## Underlying net profit: adjustments

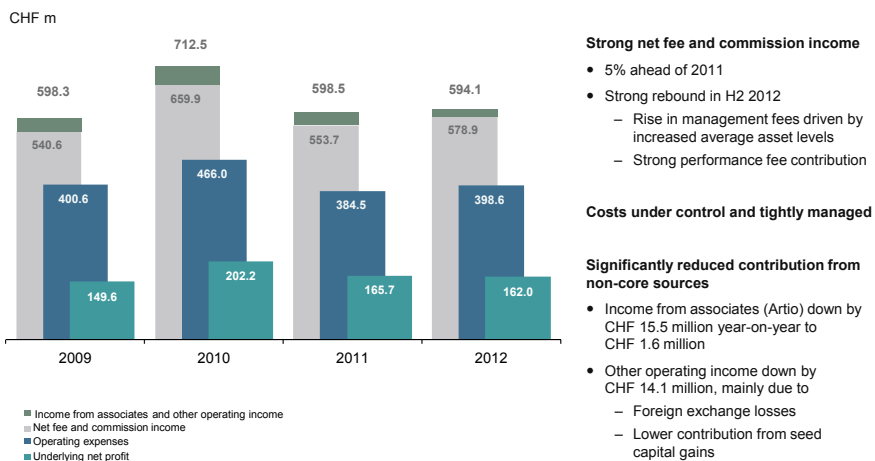
Non-cash charges unrelated to performance of operating businesses



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## Group financial results<sup>1</sup>

Strong revenues from core business activities, continued cost control



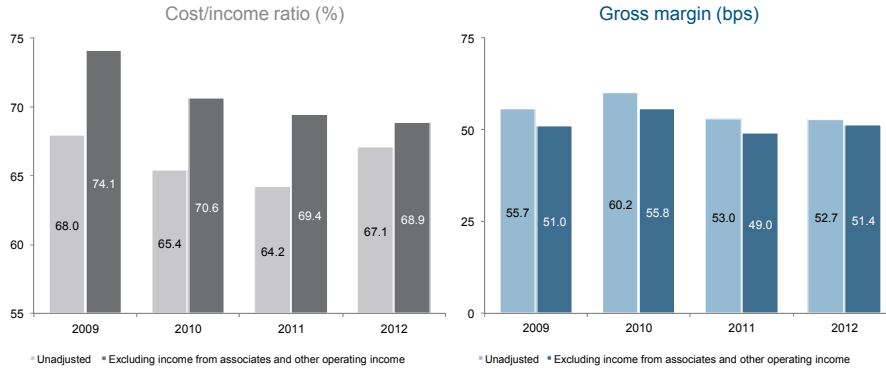
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## Cost/income ratio and gross margin

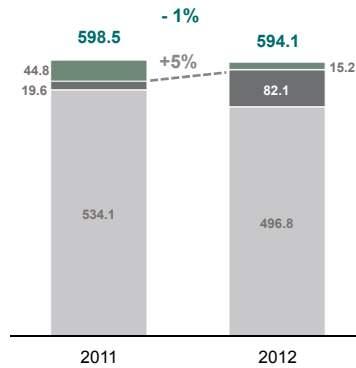
Disciplined cost management

Resilient return on average AuM



## Group operating income

CHF m



### Operating income declined (-1%)

- Income from Artio down by CHF 15.5 million to CHF 1.6 million
- Other operating income down by CHF 14.1 million

### Net fee and commission income up (+5%)

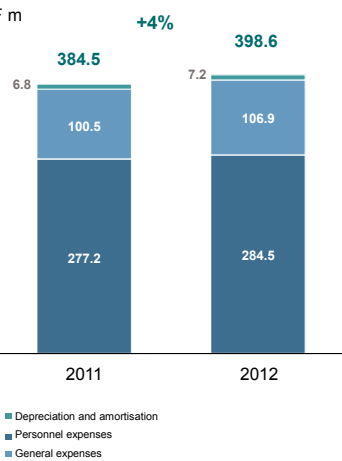
- Net management fees and commissions down by CHF 37.3 million
- Performance fees up by CHF 62.5 million

### Growing contribution from robust performance fees reflects shift in product offering towards single manager alternative funds

- First-time inclusion of Arkos
- At year-end 2012: 99% of performance fee-generating assets at or within 5% of their high watermarks

## Group operating expenses<sup>1</sup>

CHF m



### Personnel expenses up (+3%)

- Increased at slower rate than net fee and commission income
- 2% increase in headcount (Arkos and hiring to support business growth)
- Contractual bonuses up on strong performance fees
- Negative FX impact from GBP strengthening against CHF reporting currency
- Reduced expenses for 2009 long-term incentive plan

### General expenses up (+6%)

- Tight cost control across the Group
- 2011 benefited from release of provisions and one-off VAT reimbursement

### Growth rate of net fee and commission income (+5%) outpaced rise in operating expenses (+4%)

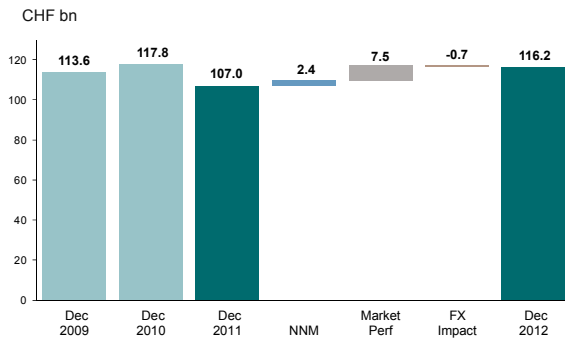
- Indicates favourable operating leverage

1. Operating expenses are adjusted for certain non-cash items. For details please refer to slide 42.

## Group AuM development

NNM recovered, positive market performance: return to asset growth

CHF bn



### AuM up CHF 9.2 billion<sup>1</sup>

- +9% from year-end 2011

### NNM inflows of CHF 2.4 billion<sup>1</sup>

- Turn-around from 2011 outflows
- Includes CHF 0.7 billion from Arkos acquisition
- Positive CHF 0.3 billion at GAM
- Positive CHF 6.1 billion at Swiss & Global

### Positive impact from market performance of CHF 7.5 billion

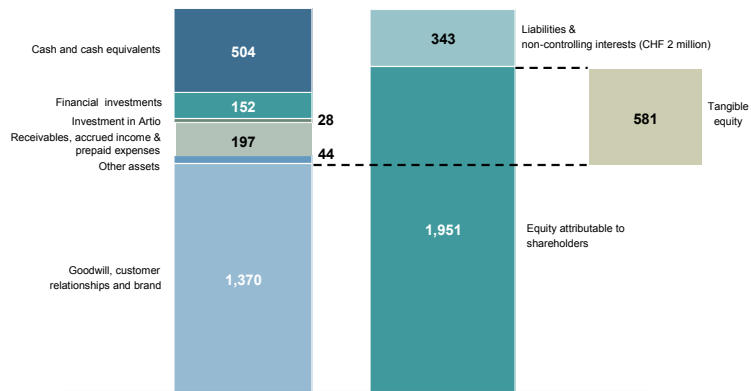
### Negative FX impact of CHF 0.7 billion

- Of which CHF 1.2 billion in Q4, mainly due to the USD weakening against the CHF

1. Excluding the double-count of funds managed by GAM and distributed by Swiss & Global Asset Management (AuM at year-end 2012 of CHF 20.1 billion, NNM for 2012 of CHF 4.0 billion).

## Balance sheet

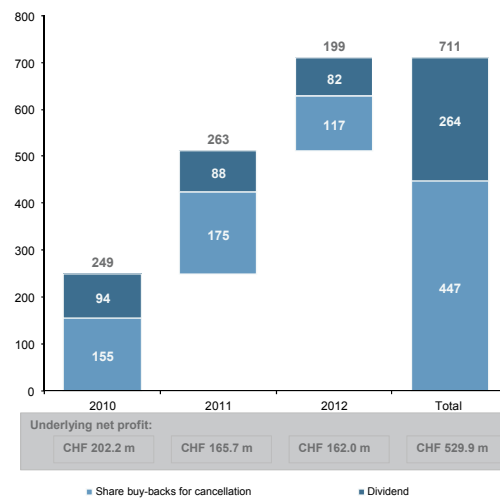
As at 31 December 2012 (CHF million)



## Return of capital to shareholders<sup>1</sup>

Strong cash generation and low capital consumption

CHF m



### Aggregate of CHF 711 million returned to our shareholders since 2010

- Well above the cumulative underlying net profit generated over that period (CHF 530 million)
- CHF 264 million returned in the form of dividends (including proposed 2012 dividend)
- CHF 447 million returned in the form of share buy-backs under 2<sup>nd</sup> trading line buy-backs
- Not included: approx. CHF 116 million in treasury shares bought over 1<sup>st</sup> trading line; not eligible for dividend

<sup>1</sup> Dividend is shown in the year of performance; figures therefore deviate from GAM Holding AG's consolidated cash flow statements. Dividend for 2012 subject to shareholder approval.



## Treasury shares and shares outstanding

in millions	31.12.2012	31.12.2011	31.12.2010
<b>Shares issued</b>	<b>183.4</b>	<b>196.3</b>	<b>206.6</b>
Treasury shares bought back for cancellation (2010 programme)	-	-	-10.3
Treasury shares bought back for cancellation (2011–2014 programme)	-10.1	-12.9	-
Treasury shares purchased over 1st trading line	-8.7	-6.3	-7.6
<b>Shares outstanding</b>	<b>164.6</b>	<b>177.1</b>	<b>188.7</b>
<i>Maximum buy-back capacity left under 2011–2014 programme</i>	<i>18.3</i>	<i>28.4</i>	<i>41.3</i>

### Share count (shares outstanding) significantly reduced in 2012

- 23 million shares cumulatively repurchased under the 2011–2014 programme (56% of maximum limit); of which 10.1 million bought back in 2012
- 1.1 million additional shares bought back in January and February 2013 (not reflected in table above)

### Additional 8.7 million of treasury shares held as a hedge for 2009 long-term incentive plan

- Option exercise may result in higher trading volumes of GAMH shares and increased share buy-backs over 2<sup>nd</sup> trading line

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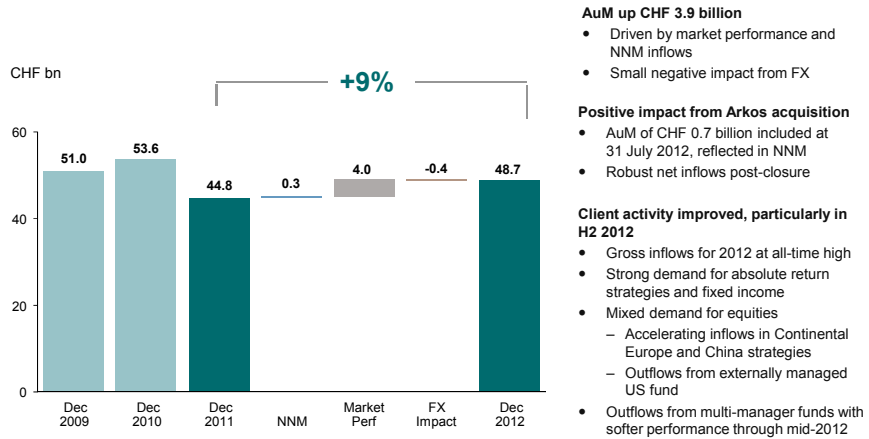
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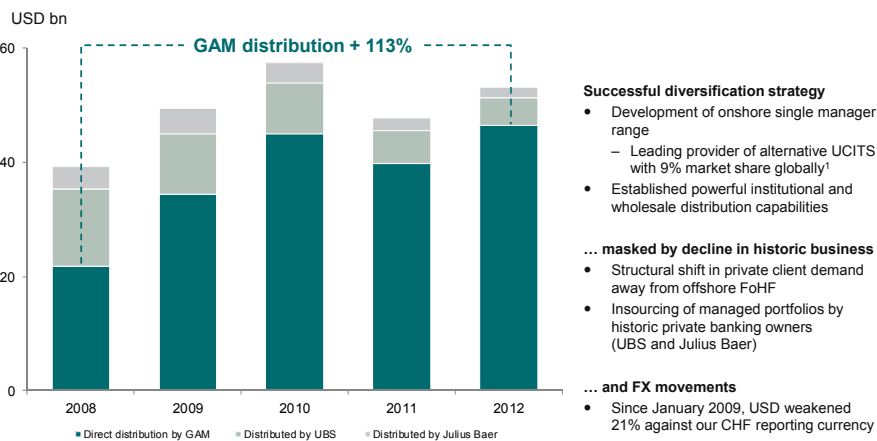
## GAM AuM development

Reflects Arkos acquisition and return to NNM inflows in H2 2012



## GAM AuM, excluding UBS and Julius Baer

Overcoming the structural headwinds to growth

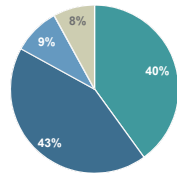


1. Source: Alix Capital UCITS Alternative Industry Report – Q4 2012.

## GAM AuM breakdown

Showcases the transformation to a business poised for solid growth

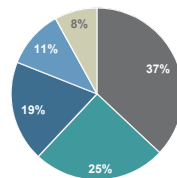
### By client<sup>1</sup>



	2012	2011
Wholesale fund distribution	40%	36%
Institutional clients	43%	42%
Private clients	9%	11%
Discretionary & advisory portfolios	8%	11%

- Growing penetration of wholesale and institutional distribution
- Boutique culture and brand
- Attracts best-in-class investment talent

### By product



	2012	2011
Absolute return single manager	37%	28%
Fixed income	25%	25%
Equity	19%	21%
Multi-manager	11%	15%
Discretionary & advisory portfolios	8%	11%

Well-positioned to capture client flows

- Successful and still-growing fixed income range
- Continued expansion of alternative UCITS range
- Competitive performance of equity strategies

1. AuM breakdown by client has been corrected to accurately reflect positions held by institutional clients; prior periods have been restated.

## GAM financial results<sup>1</sup>

(CHF m)	2012	2011	Change in %	
Net management fees and commissions	291.6	324.6	-10	
Performance fees	81.4	18.1	350	
<b>Net fee and commission income</b>	<b>373.0</b>	<b>342.7</b>	<b>9</b>	
Other operating income	11.2	16.6	-33	
<b>Operating income</b>	<b>384.2</b>	<b>359.3</b>	<b>7</b>	
Personnel expenses	209.1	195.8	7	
General expenses	52.5	47.4	11	
Depreciation and amortisation	4.9	5.5	-11	
<b>Operating expenses</b>	<b>266.5</b>	<b>248.7</b>	<b>7</b>	
<b>Underlying profit before taxes</b>	<b>117.7</b>	<b>110.6</b>	<b>6</b>	
AuM	CHF bn	48.7	44.8	9
Average AuM	CHF bn	46.7	49.8	-6
Net new money	CHF bn	0.3	-4.9	106
Gross margin	bps	82.4	72.1	-
Cost/income ratio		69.4%	69.2%	-
Number of employees	FTE	776	766	1

### Net fee and commission income rose, with bigger share of performance fees

- In line with evolution of our business
- Immediate contribution from Arkos

### Personnel expenses tightly managed

- Inclusion of Arkos team
- Contractual bonuses up on strong performance fees
- CHF 3 million in redundancy costs as part of our ongoing efficiency drive

### General expenses up slightly

- Continued cost control
- 2011 benefited from the release of provisions

### Negative cost impact of GBP strengthening against CHF

1. GAM's results for 2012 have been adjusted to exclude the non-cash expenses for defined benefit pension plan curtailments and the amortisation of customer relationships. For details see slide 8.

## GAM progress on strategic initiatives

✓	Expansion of <b>fixed income franchise</b>	<ul style="list-style-type: none"> <li>• Low-yield environment is an opportunity for our high-quality offering                         <ul style="list-style-type: none"> <li>– Emerging market debt</li> <li>– Global rates macro strategies</li> <li>– Highly active unconstrained absolute and total return strategies</li> </ul> </li> </ul>
✓	Broadening of <b>single manager fund range</b>	<ul style="list-style-type: none"> <li>• Exceptionally strong performance across in-house fund range</li> <li>• Arkos accretive from day one, as anticipated; strong client demand for their low-volatility strategies</li> <li>• Exclusive partnership with QFS entered into in February 2013</li> </ul>
✓	Leverage of <b>multi-manager hedge fund selection capability</b>	<ul style="list-style-type: none"> <li>• Full spectrum of customised and partnership solutions for institutions</li> <li>• Substantial mandate wins in 2012</li> <li>• Positive outlook for 2013 given strong recent performance and pipeline</li> </ul>
✓	Evolution of <b>multi-asset class product range</b>	<ul style="list-style-type: none"> <li>• Discretionary fund management service for independent financial advisers in UK launched in 2012, building on private client heritage</li> <li>• First modest mandate wins, highly encouraging pipeline</li> </ul>

## GAM performance versus mid-term targets

	Actual results in 2012	Mid-term targets	
C/I ratio	69.4%	60–65%	<ul style="list-style-type: none"> <li>• Operating leverage will drive down cost/income ratio</li> </ul>
NNM	1% of AuM	6–10% of AuM	<ul style="list-style-type: none"> <li>• Record gross inflows in 2012</li> <li>• Structural outflows from historic business lines rapidly diminishing</li> </ul>
		Expected mid-term run-rate	
Gross margin	82.4 bps	73–80 bps	<ul style="list-style-type: none"> <li>• Normalised performance fee contribution</li> </ul>

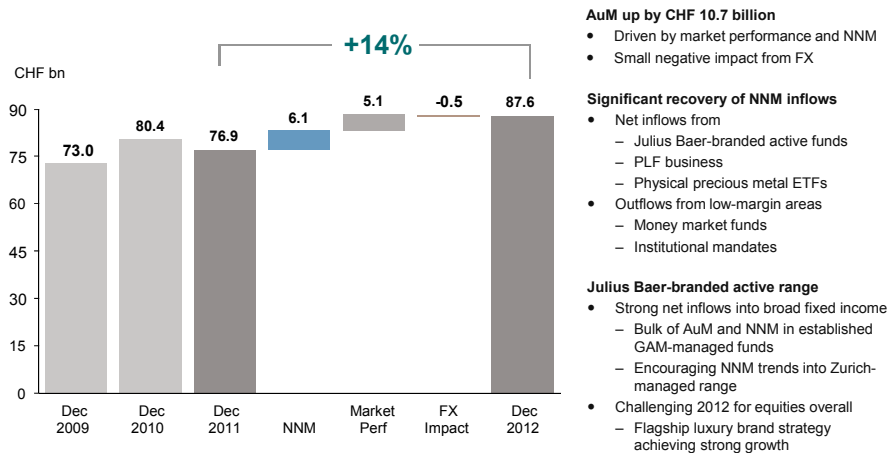
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## Swiss & Global AuM development

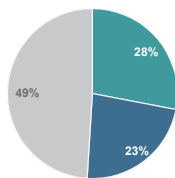
Strong growth reflecting normalised levels of NNM inflows



## Swiss & Global AuM breakdown

Powerful product development and distribution capabilities

### By client<sup>1</sup>



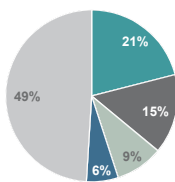
	2012	2011
Wholesale fund distribution	28%	26%
Institutional clients	23%	23%
Private label funds (PLF)	49%	51%

Continued expansion of wholesale distribution network

PLF growth from existing funds and new partnerships

Focus on institutional clients with real interest in active management

### By product



	2012	2011
Fixed income	21%	22%
Absolute return single manager	15%	12%
Commodities	9%	9%
Equity	6%	6%
Private label funds (PLF)	49%	51%

Ongoing push to increase active management competence

- Active ETF range
- Absolute return offering covering fixed income, equities and commodities
- Thematic funds

Excellent time-to-market

- Physical precious metal range with net inflows since 2008 launch

<sup>1</sup>. AuM breakdown by client has been corrected to accurately reflect positions held by institutional clients; prior periods have been restated.

## Swiss & Global financial results<sup>1</sup>

(CHF m)	2012	2011	Change in %	
Net management fees and commissions	205.2	209.5	-2	
Performance fees	0.7	1.5	-53	
<b>Net fee and commission income</b>	<b>205.9</b>	<b>211.0</b>	<b>-2</b>	
Other operating income	0.4	9.1	-96	
<b>Operating income</b>	<b>206.3</b>	<b>220.1</b>	<b>-6</b>	
Personnel expenses	65.8	68.0	-3	
General expenses	47.8	46.3	3	
Depreciation and amortisation	2.3	1.3	77	
<b>Operating expenses</b>	<b>115.9</b>	<b>115.6</b>	<b>0</b>	
<b>Underlying profit before taxes</b>	<b>90.4</b>	<b>104.5</b>	<b>-13</b>	
AuM	CHF bn	87.6	76.9	14
Average AuM	CHF bn	83.3	79.3	5
Net new money	CHF bn	6.1	0.4	-
Gross margin	bps	24.8	27.8	-
Cost/income ratio		56.2%	52.5%	-
Number of employees	FTE	308	297	4

### Net fee and commission income largely flat

- Decline in net management fees and commissions reflects impact of asset mix on blended gross margin
- Other income down due to 2011 gains on FX positions

### Personnel expenses slightly reduced

- Despite hiring in select areas

### Costs tightly managed

- 2011 benefited from one-off VAT reimbursement

<sup>1</sup>. Swiss & Global's results for 2012 have been adjusted to exclude the impairment of financial investments of CHF 0.7 million.

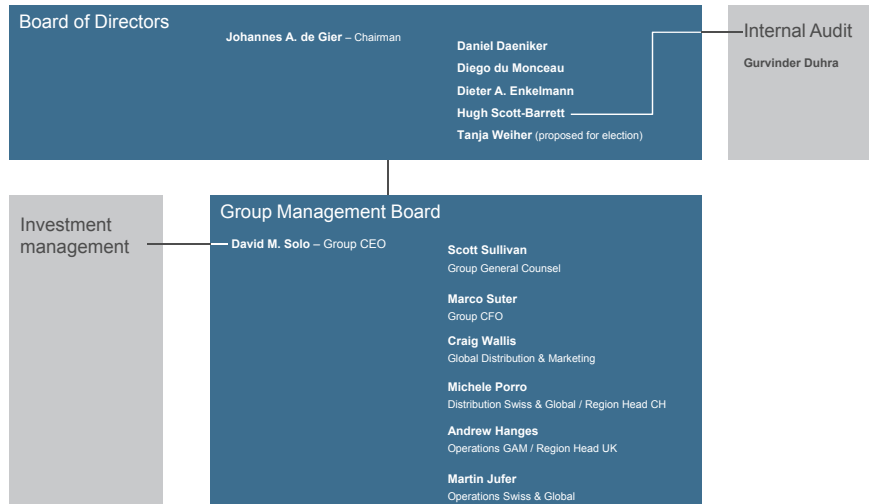
## Swiss & Global progress on strategic initiatives

✓	Julius Baer-branded fund range: <b>product innovation</b>	<ul style="list-style-type: none"> <li>Product launches in 2012                             <ul style="list-style-type: none"> <li>Four actively managed 'smart equity ETFs'</li> <li>Absolute return commodity strategy</li> <li>Emerging market corporate credit fund</li> </ul> </li> </ul>
✓	Penetrating <b>new client segments</b>	<ul style="list-style-type: none"> <li>Initiative targeting independent financial advisers and bank relationship managers in Switzerland and Germany                             <ul style="list-style-type: none"> <li>Building on success in Italy where we cover 30% of adviser market</li> <li>Dedicated team for Swiss market hired in January 2013</li> </ul> </li> </ul>
✓	Capturing client demand for <b>private label solutions</b>	<ul style="list-style-type: none"> <li>New PLF partnership with Royal Bank of Canada (Suisse) S.A., servicing of funds taken over in H1 2012</li> <li>Targeting growth opportunities in large Luxembourg SICAV market</li> </ul>
✓	Focus on <b>profitable institutional mandates</b>	<ul style="list-style-type: none"> <li>Promotion of dynamic and asymmetric strategies</li> <li>Multi-year initiative with clear focus on segments open to higher value-added active mandates</li> </ul>

## Swiss & Global performance versus mid-term targets

	Actual results in 2012	Mid-term targets	
C/I ratio	56.2%	53-58%	• In line with target range
NNM	8% of AuM	8-12% of AuM	• Return to target range in 2012
		Expected mid-term run-rate	
Gross margin	24.8 bps	26-29 bps	<ul style="list-style-type: none"> <li>Reflects 2012 decline in other income</li> <li>Strengthening investor sentiment likely to support margin increase</li> </ul>

## Group organisational structure (post 2013 AGM)



## New Group structure: benefits

Facilitates the optimal combination of investment skills, fund structure and product brand

### Most fundamental purpose of our Group: delivering superior investment performance

- Heads of investment management teams report directly to Group CEO, giving them direct and efficient management access
- Investment managers free to focus on their primary responsibility: managing funds and generating performance for our clients

### Integrated management of core business functions

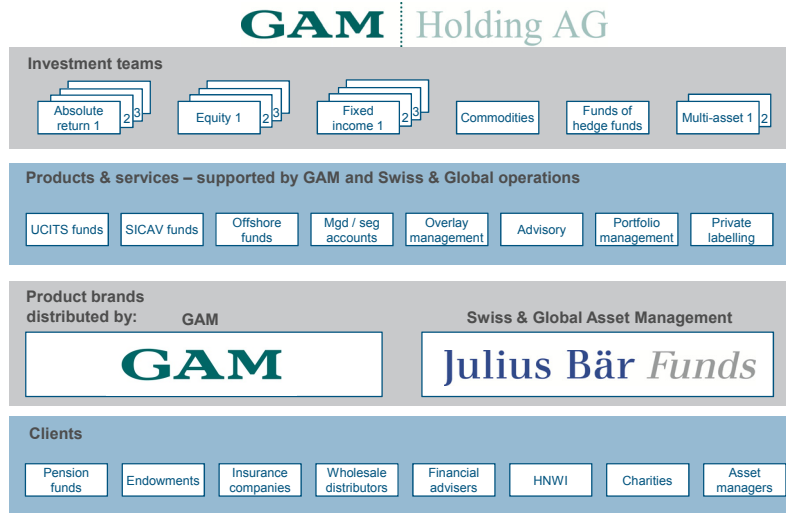
- Finance, risk, legal, HR, operations and distribution managed functionally across the Group
- Improves cooperation, pooling of talent and sharing of best practices, enhancing our ability to grow
- Simplifies and flattens the organisation and allows for associated efficiency improvements
- Costs associated with reorganisation to be taken through reported earnings – no special pool

### Diversification remains key

- GAM and Swiss & Global retain their distinct business lines and separately branded client-facing activities
- Support of multiple regulatory regimes (Luxemburg SICAV, Dublin UCITS, offshore) maintained via GAM and Swiss & Global operations teams
- Two powerful product brands: GAM and Julius Baer-branded funds



## Group operating model (post 2013 AGM)



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Appendix



## Outlook

Current environment is an opportunity for proven active managers

### Investors determined to move out of cash into productive investments

- Acute stage of crisis appears to have passed
- Strong interest in strategies with proven return and risk management records

### We offer clients the investment skills they need in today's markets

- Investors cannot rely on easy solutions
  - Very low or negative real yields
  - Slow economic growth
  - Equity market volatility
- Active management will prove its worth in this environment

### Our Group starts 2013 in a strong position, on multiple fronts

- High levels of AuM
- Strong investment performance
- Healthy client activity
- Strong balance sheet and profitability

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3. GAM  
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CEO, GAM
4. Swiss & Global Asset Management  
David M. Solo  
CEO, Swiss & Global Asset Management
5. Closing remarks  
Johannes A. de Gier  
Chairman and CEO, GAM Holding AG

### Q&A session

Appendix



## Appendix

- Group functions' financial results
- Consolidated balance sheet
- Group financial results
- Group key figures
- Consolidated income statement (IFRS)
- Reconciliation of underlying net profit to financial statements
- Half-year results
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## Group functions financial results<sup>1</sup>

(CHF m)	2012	2011	Change in %
Operating income	3.6	19.1	-81
Operating expenses	16.2	20.2	-20
<b>Underlying profit/(loss) before taxes</b>	<b>-12.6</b>	<b>-1.1</b>	<b>-</b>
Number of employees	FTE 15	15	0

<sup>1</sup> The Group functions' results for 2012 have been adjusted to exclude the impairment of the Artio stake. For details see slide 8.

## Consolidated balance sheet

(CHF m)	31.12.2012	31.12.2011	Change in %
Cash and cash equivalents	504.0	600.1	-16
Financial investments	151.6	118.6	28
Financial investment held for sale	27.6	-	-
Investment in associates	-	76.5	-100
Receivables, accrued income and prepaid expenses	197.0	213.6	-8
Other assets	44.5	43.7	2
Goodwill, customer relationships and brand	1,370.0	1,373.2	0
<b>Assets</b>	<b>2,294.7</b>	<b>2,425.7</b>	<b>-5</b>
Debt	-	-	-
Other liabilities	341.4	326.2	5
<b>Liabilities</b>	<b>341.4</b>	<b>326.2</b>	<b>5</b>
<b>Equity</b>	<b>1,953.3</b>	<b>2,099.5</b>	<b>-7</b>
<b>Liabilities and equity</b>	<b>2,294.7</b>	<b>2,425.7</b>	<b>-5</b>
Tangible equity (equity excluding NCI, goodwill, customer relationships and brand)	581.3	726.3	-20

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## Group financial results<sup>1</sup>

(CHF m)	2012	2011	Change in %	
Net management fees and commissions	496.8	534.1	-7	
Performance fees	82.1	19.6	319	
<b>Net fee and commission income</b>	<b>578.9</b>	<b>553.7</b>	<b>5</b>	
Income from associates	1.6	17.1	-91	
Other operating income	13.6	27.7	-51	
<b>Operating income</b>	<b>594.1</b>	<b>598.5</b>	<b>-1</b>	
Personnel expenses	284.5	277.2	3	
General expenses	106.9	100.5	6	
Depreciation and amortisation	7.2	6.8	6	
<b>Operating expenses</b>	<b>398.6</b>	<b>384.5</b>	<b>4</b>	
<b>Underlying profit before taxes</b>	<b>195.5</b>	<b>214.0</b>	<b>-9</b>	
Underlying income taxes	33.5	48.3	-31	
<b>Underlying net profit</b>	<b>162.0</b>	<b>165.7</b>	<b>-2</b>	
AuM	CHF bn	116.2	107.0	9
Average AuM	CHF bn	112.7	112.9	0
Net new money	CHF bn	2.4	-3.8	163
Gross margin	bps	52.7	53.0	-
Cost/income ratio		67.1%	64.2%	-
Tax rate		17.1%	22.6%	-
Number of employees	FTE	1,098	1,078	2

1. The results for 2012 have been adjusted to exclude the impairment of investments, the amortisation of customer relationships and defined benefit pension plan curtailment expenses. Including these non-cash items, the Group's net profit for 2012 amounted to CHF 88.0 million, as shown in the Consolidated Financial Statements. A detailed reconciliation can be found on slides 8 and 42.

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## Group key figures

(CHF m)	2012	2011	Change in %
GAM	117.7	110.6	6
Swiss & Global	90.4	104.5	-13
Group functions	-12.6	-1.1	-
<b>Underlying profit before taxes</b>	<b>195.5</b>	<b>214.0</b>	<b>-9</b>
<i>Pre-tax margin</i> bps	17.3	19.0	-
<b>Underlying income taxes</b>	<b>33.5</b>	<b>48.3</b>	<b>-31</b>
<i>Tax rate</i>	17.1%	22.6%	-
<b>Underlying net profit</b>	<b>162.0</b>	<b>165.7</b>	<b>-2</b>
Weighted avg. no. of shares (in m)	171.2	183.1	-6
<b>EPS<sup>1</sup></b> CHF	<b>0.94</b>	<b>0.91</b>	<b>3</b>
Tangible equity	581.3	726.3	-20
<b>Return on tangible equity<sup>2</sup></b>	<b>27.7%</b>	<b>22.8%</b>	<b>-</b>

1. Underlying net profit excluding non-controlling interests / weighted average number of shares outstanding. 2. Underlying net profit excluding non-controlling interests / tangible equity at the end of the year.

## Consolidated income statement (IFRS)

(CHF m)	2012	2011	Change in %
Fee and commission income	1,040.9	1,029.4	1
Distribution, fee and commission expenses	-462.0	-475.7	-3
<b>Net fee and commission income</b>	<b>578.9</b>	<b>553.7</b>	<b>5</b>
Income from investment in associates	1.6	17.1	-91
Other operating income	13.6	27.7	-51
<b>Operating income</b>	<b>594.1</b>	<b>598.5</b>	<b>-1</b>
Personnel expenses	292.3	277.2	5
General expenses	106.9	100.5	6
Depreciation of property and equipment and amortisation of software	7.2	6.8	6
Amortisation of customer relationships	11.7	11.6	1
Impairment of investments	56.3	249.1	-77
<b>Operating expenses</b>	<b>474.4</b>	<b>645.2</b>	<b>-26</b>
<b>Profit/(loss) before taxes</b>	<b>119.7</b>	<b>-46.7</b>	<b>356</b>
Income taxes	31.7	48.3	-34
<b>Net profit/(loss)</b>	<b>88.0</b>	<b>-95.0</b>	<b>193</b>

## Reconciliation of underlying net profit to financial statements

(CHF m)	2012	2011
<b>Underlying net profit</b>	<b>162.0</b>	<b>165.7</b>
Amortisation of customer relationships	-11.7	-11.6
Impairment of investments <sup>1</sup>	-56.3	-249.1
Pension plan curtailment expenses <sup>2</sup>	-6.0	-
<b>Net profit/(loss) as per financial statements</b>	<b>88.0</b>	<b>-95.0</b>

1. Includes impairment of investment in Artio Global Investors Inc. (CHF 55.6 million in 2012; CHF 235.0 million in 2011) and impairment of financial investments (CHF 0.7 million in 2012; CHF 14.1 million in 2011). 2. Pre-tax expenses for pension plan curtailments of CHF 7.8 million.

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## Group half-year results<sup>1</sup>

(CHF m)	H1 2012	H2 2012	2012	H1 2011	H2 2011	2011	
Net management fees and commissions	245.0	251.8	496.8	283.8	250.3	534.1	
Performance fees	29.4	52.7	82.1	15.6	4.0	19.6	
<b>Net fee and commission income</b>	<b>274.4</b>	<b>304.5</b>	<b>578.9</b>	<b>299.4</b>	<b>254.3</b>	<b>553.7</b>	
Income from associates	1.8	-0.2	1.6	12.4	4.7	17.1	
Other operating income	4.6	9.0	13.6	13.1	14.6	27.7	
<b>Operating income</b>	<b>280.8</b>	<b>313.3</b>	<b>594.1</b>	<b>324.9</b>	<b>273.6</b>	<b>598.5</b>	
Personnel expenses	137.6	146.9	284.5	146.6	130.6	277.2	
General expenses	52.5	54.4	106.9	50.3	50.2	100.5	
Depreciation and amortisation	3.6	3.6	7.2	3.3	3.5	6.8	
<b>Operating expenses</b>	<b>193.7</b>	<b>204.9</b>	<b>398.6</b>	<b>200.2</b>	<b>184.3</b>	<b>384.5</b>	
<b>Underlying profit before taxes</b>	<b>87.1</b>	<b>108.4</b>	<b>195.5</b>	<b>124.7</b>	<b>89.3</b>	<b>214.0</b>	
Underlying income taxes	16.9	16.6	33.5	24.3	24.0	48.3	
<b>Underlying net profit</b>	<b>70.2</b>	<b>91.8</b>	<b>162.0</b>	<b>100.4</b>	<b>65.3</b>	<b>165.7</b>	
AuM	CHF bn	111.1	116.2	116.2	113.5	107.0	107.0
Average AuM	CHF bn	110.0	115.2	112.7	117.8	108.0	112.9
Net new money	CHF bn	0.9	1.5	2.4	0.6	-4.4	-3.8
Gross margin (annualised)	bps	51.1	54.4	52.7	55.2	50.7	53.0
Cost/income ratio		69.0%	65.4%	67.1%	61.6%	67.4%	64.2%
Tax rate		19.4%	15.3%	17.1%	19.5%	26.9%	22.6%
Number of employees	FTE	1,083	1,098	1,098	1,061	1,078	1,078

1. The results for 2012 have been adjusted to exclude the impairment of investments, the amortisation of customer relationships and defined benefit pension plan curtailment expenses. Including these non-cash items, the Group's net profit for 2012 amounted to CHF 88.0 million, as shown in the Consolidated Financial Statements. A detailed reconciliation of the underlying net profit can be found on slides 8 and 42.

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## GAM half-year results<sup>1</sup>

(CHF m)	H1 2012	H2 2012	2012	H1 2011	H2 2011	2011	
Net management fees and commissions	144.4	147.2	291.6	173.7	150.9	324.6	
Performance fees	29.1	52.3	81.4	14.4	3.7	18.1	
<b>Net fee and commission income</b>	<b>173.5</b>	<b>199.5</b>	<b>373.0</b>	<b>188.1</b>	<b>154.6</b>	<b>342.7</b>	
Other operating income	6.1	5.1	11.2	7.8	8.8	16.6	
<b>Operating income</b>	<b>179.6</b>	<b>204.6</b>	<b>384.2</b>	<b>195.9</b>	<b>163.4</b>	<b>359.3</b>	
Personnel expenses	100.1	109.0	209.1	104.2	91.6	195.8	
General expenses	25.4	27.1	52.5	24.1	23.3	47.4	
Depreciation and amortisation	2.5	2.4	4.9	2.9	2.6	5.5	
<b>Operating expenses</b>	<b>128.0</b>	<b>138.5</b>	<b>266.5</b>	<b>131.2</b>	<b>117.5</b>	<b>248.7</b>	
<b>Underlying profit before taxes</b>	<b>51.6</b>	<b>66.1</b>	<b>117.7</b>	<b>64.7</b>	<b>45.9</b>	<b>110.6</b>	
AuM	CHF bn	45.4	48.7	48.7	50.7	44.8	44.8
Average AuM	CHF bn	45.5	47.7	46.7	53.2	46.6	49.8
Net new money	CHF bn	-1.0	1.3	0.3	0.4	-5.3	-4.9
Gross margin (annualised)	bps	79.0	85.8	82.4	73.6	70.1	72.1
Cost/income ratio		71.3%	67.7%	69.4%	67.0%	71.9%	69.2%
Number of employees	FTE	764	776	776	762	766	766

<sup>1</sup> GAM's results for 2012 have been adjusted to exclude the non-cash expenses for defined benefit pension plan curtailments and the amortisation of customer relationships. For details see slide 8.

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## Swiss & Global Asset Management half-year results<sup>1</sup>

(CHF m)	H1 2012	H2 2012	2012	H1 2011	H2 2011	2011	
Net management fees and commissions	100.6	104.6	205.2	110.1	99.4	209.5	
Performance fees	0.3	0.4	0.7	1.2	0.3	1.5	
<b>Net fee and commission income</b>	<b>100.9</b>	<b>105.0</b>	<b>205.9</b>	<b>111.3</b>	<b>99.7</b>	<b>211.0</b>	
Other operating income	0.8	-0.4	0.4	2.8	6.3	9.1	
<b>Operating income</b>	<b>101.7</b>	<b>104.6</b>	<b>206.3</b>	<b>114.1</b>	<b>106.0</b>	<b>220.1</b>	
Personnel expenses	32.5	33.3	65.8	35.8	32.2	68.0	
General expenses	23.6	24.2	47.8	22.8	23.5	46.3	
Depreciation and amortisation	1.1	1.2	2.3	0.4	0.9	1.3	
<b>Operating expenses</b>	<b>57.2</b>	<b>58.7</b>	<b>115.9</b>	<b>59.0</b>	<b>56.6</b>	<b>115.6</b>	
<b>Underlying profit before taxes</b>	<b>44.5</b>	<b>45.9</b>	<b>90.4</b>	<b>55.1</b>	<b>49.4</b>	<b>104.5</b>	
AuM	CHF bn	82.6	87.6	87.6	79.6	76.9	76.9
Average AuM	CHF bn	80.3	86.1	83.3	81.5	77.1	79.3
Net new money	CHF bn	3.5	2.6	6.1	1.3	-0.9	0.4
Gross margin (annualised)	bps	25.3	24.3	24.8	28.0	27.5	27.8
Cost/income ratio		56.2%	56.1%	56.2%	51.7%	53.4%	52.5%
Number of employees	FTE	304	308	308	283	297	297

<sup>1</sup> Swiss & Global's results for 2012 have been adjusted to exclude the impairment of financial investments of CHF 0.7 million.

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## Corporate calendar and contacts

### Forthcoming events

<b>17 Apr 2013</b>	Ordinary Annual General Meeting Interim management statement Q1 2013
<b>19 Apr 2013</b>	Ex-dividend date
<b>23 Apr 2013</b>	Dividend record date
<b>24 Apr 2013</b>	Dividend payment date
<b>13 Aug 2013</b>	Half-year results 2013
<b>22 Oct 2013</b>	Interim management statement Q3 2013

### Contacts

For investors and analysts: Thomas Schneckenburger  
T +41 44 256 88 30  
gam@bluechip-financial.ch

For media: Larissa Alghisi Rubner  
T +41 58 426 62 15  
larissa.alghisi@gam.com