



Your Swiss Bank

# Cembra

A leading player in financing solutions and services in Switzerland

Investor presentation May 2021

# Agenda

- 1. Cembra at a glance**
2. FY 2020 results
3. Strategy and outlook

Appendix

# Cembra at a glance

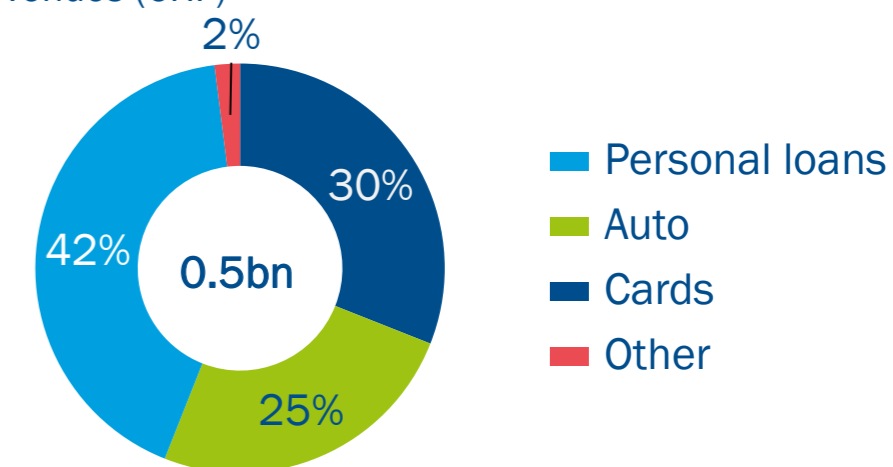
## A leading player in financing solutions and services in Switzerland

### Who we are

- Independent consumer finance specialist exclusively operating in Switzerland
- Serving more than 1 million customers through diversified distribution, personalised service and digitised solutions
- Strong market positions in personal loans (43% market share), auto loans & leases (21%) and credit cards (13%)
- Successful integration of two acquisitions: auto financing specialist EFL (2017) and consumer finance provider cashgate (2020)
- Diverse workforce of more than 1,000 employees with 39 nationalities
- ESG: SXI Switzerland Sustainability 25 Index, Bloomberg Gender Equality Index
- Standard and Poor's credit rating A-/A-2, stable outlook
- IPO in 2013, listed on Swiss Stock Exchange under US GAAP

### Key figures FY 2020

Net revenues (CHF)



- Total assets CHF 7.2bn
- Competitive loss ratio (0.9%) and cost/income ratio (49.8%)<sup>1</sup>
- Return on equity 13.8%
- Tier 1 capital ratio 17.7%
- Market cap ~CHF 2.9bn (May 2021)

<sup>1</sup> 48.1% adjusted for the cashgate integration

# Market positions

## Serving more than 1 million customers in Switzerland

### Personal loans: 43% market share

31 December 2020 personal loan receivables



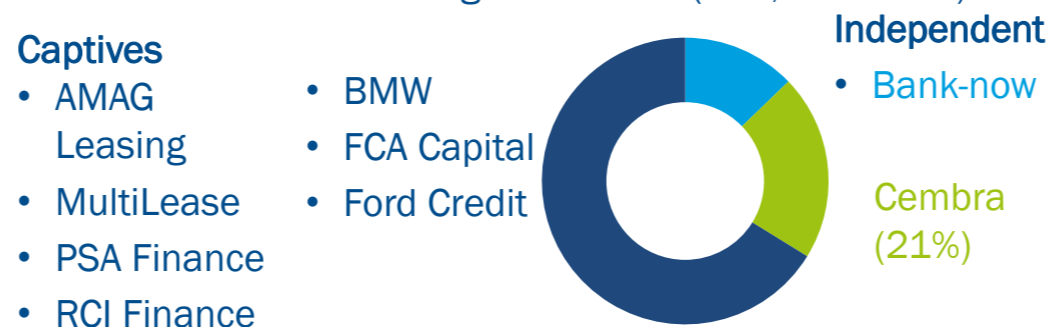
### 13 branches all over Switzerland



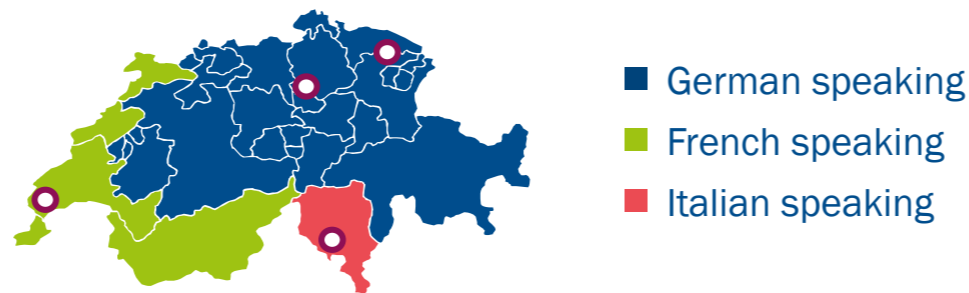
- Market leader in personal loans segment
- Diversified distribution channels, with branches, independent agents and an efficient internet channel
- Premium pricing supported by superior personalised service
- Strong brand, with second online presence through “cashgate”

### Auto business: 21% market share

31 December 2020 leasing receivables (ZEK, estimates)



### Diversified distribution



- Strong independent player – no brand concentration
- Portfolio mix: ~40% new and ~60% used cars
- Offering products through about 4,000 dealers – dedicated field sales force combined with 4 service centres

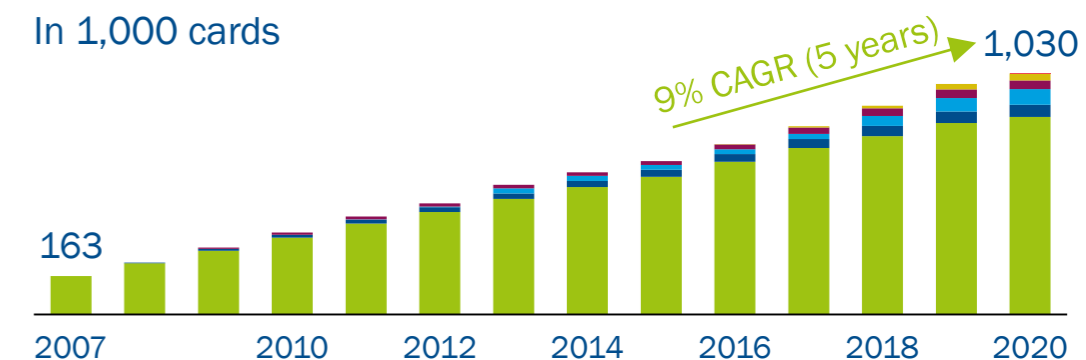
### Credit cards: 13% market share

31 December 2020 credit cards issued



### A fast growing portfolio

In 1,000 cards



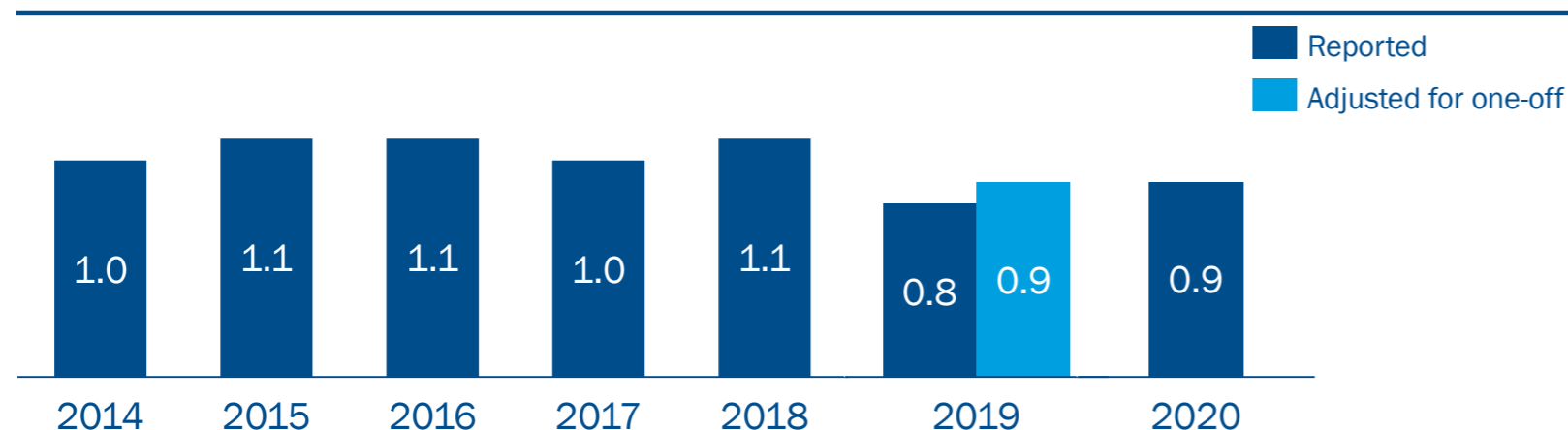
Programme

- Growing the portfolio to >1m cards issued
- Solid innovation track record
- 20% market share in contactless payments
- Smart follower strategy for new technologies
- Introduction of Apple Pay in March 2020
- Launch of IKEA credit card in March 2021

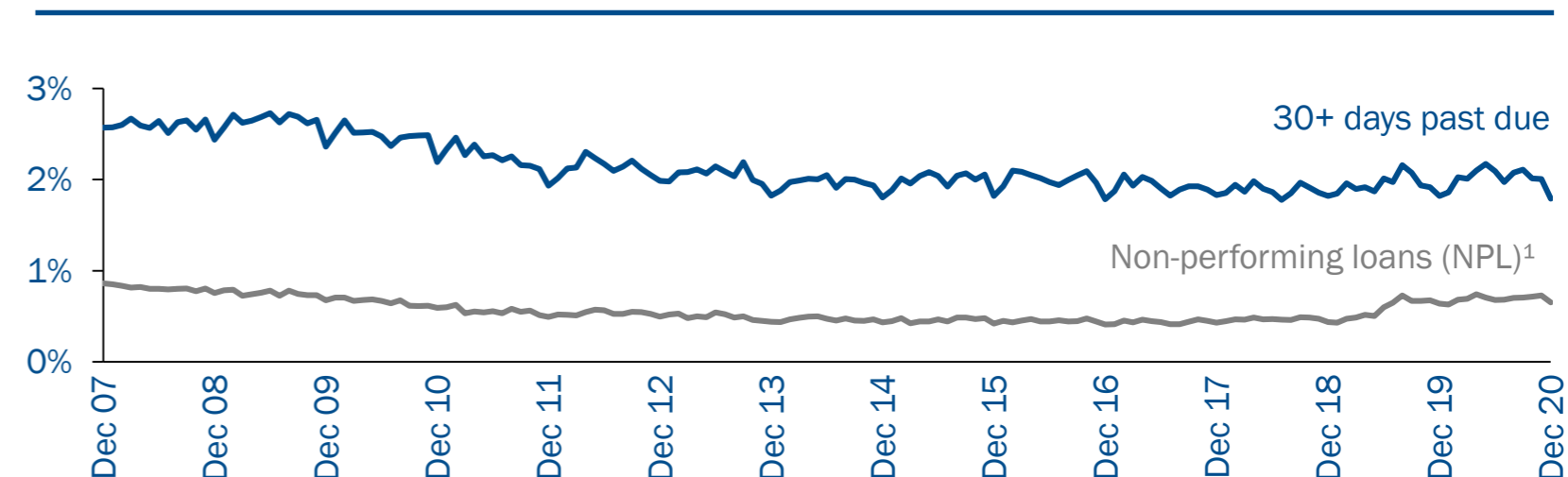
# Long-term risk performance

## High quality of assets – loss performance stable over the long term

Loss rate



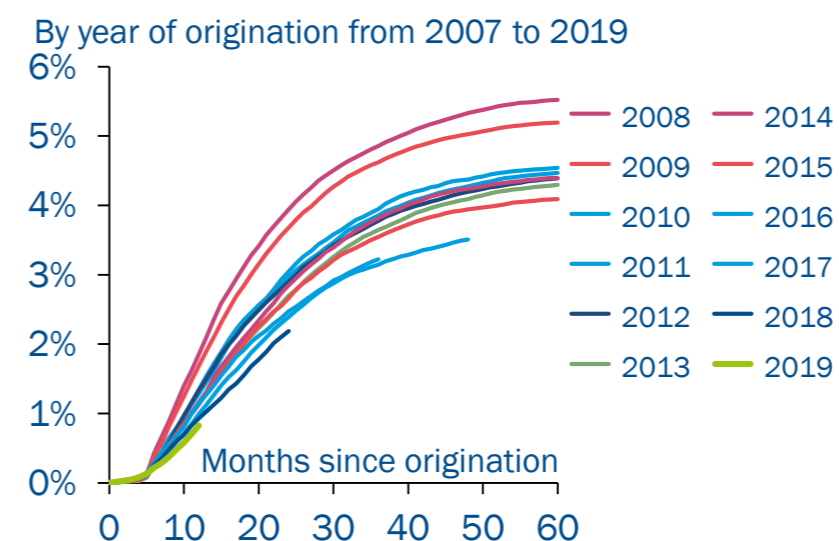
NPL and delinquencies



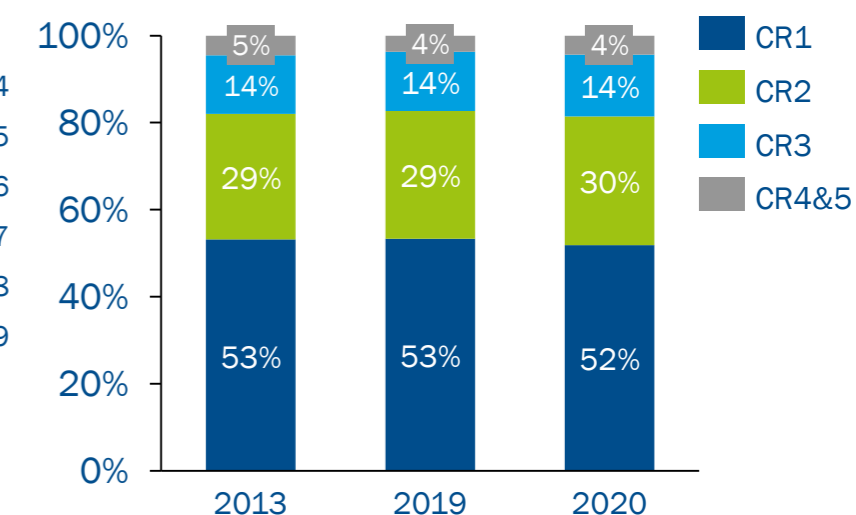
Risk management characteristics

- Consistent risk appetite and strategies over many years
- Well-diversified portfolios contributing to limited credit losses
- Expertise in underwriting and collections leading to effective loss mitigation
- Limited volatility in portfolio quality metrics through economic cycle

Write-off performance<sup>2</sup>



Credit grades<sup>3</sup>



<sup>1</sup> Non-performing loans (NPL) ratio is defined as the ratio of non-accrual financing receivables (at period-end) divided by financing receivables | <sup>2</sup> Based on personal loans and auto leases & loans originated by the Bank

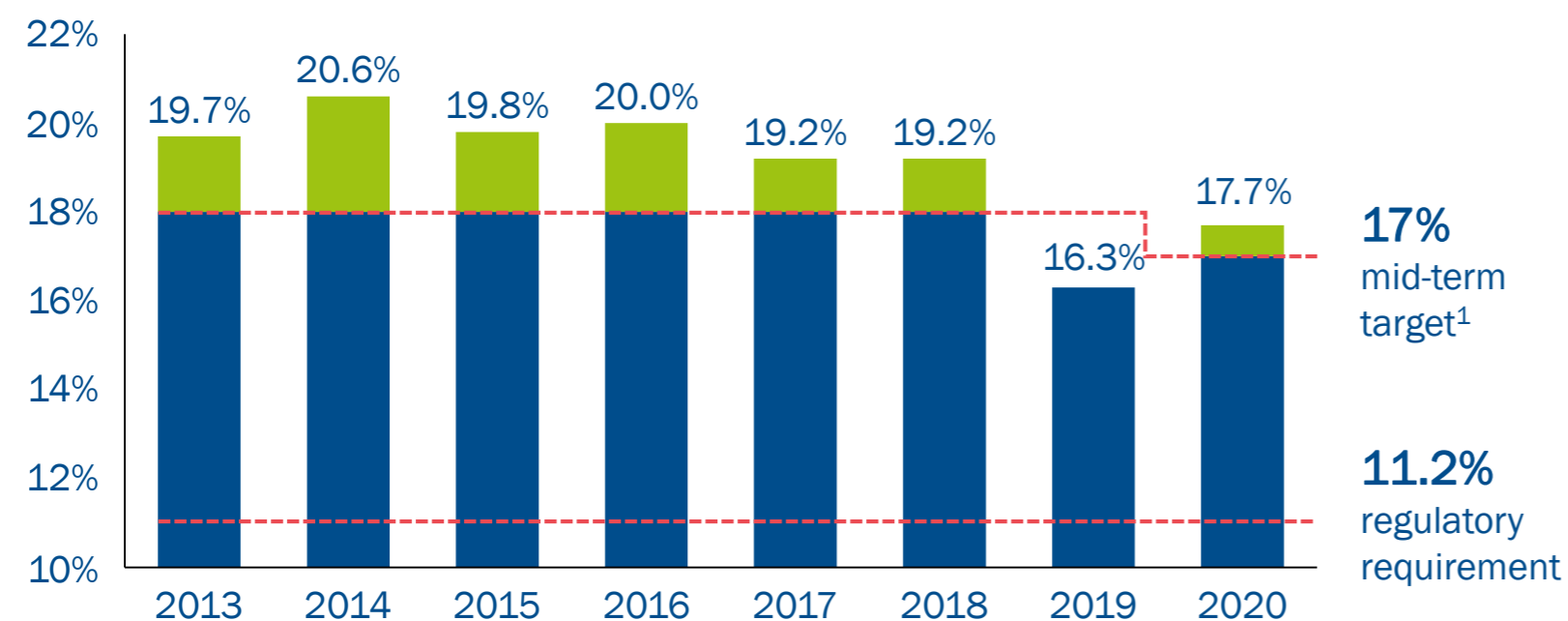
<sup>3</sup> Consumer Ratings (CR) reflect associated probabilities of default for material Bank and cashgate portfolios

# Capital management

## Disciplined use of capital, and continuous flow of dividends

### Capital position

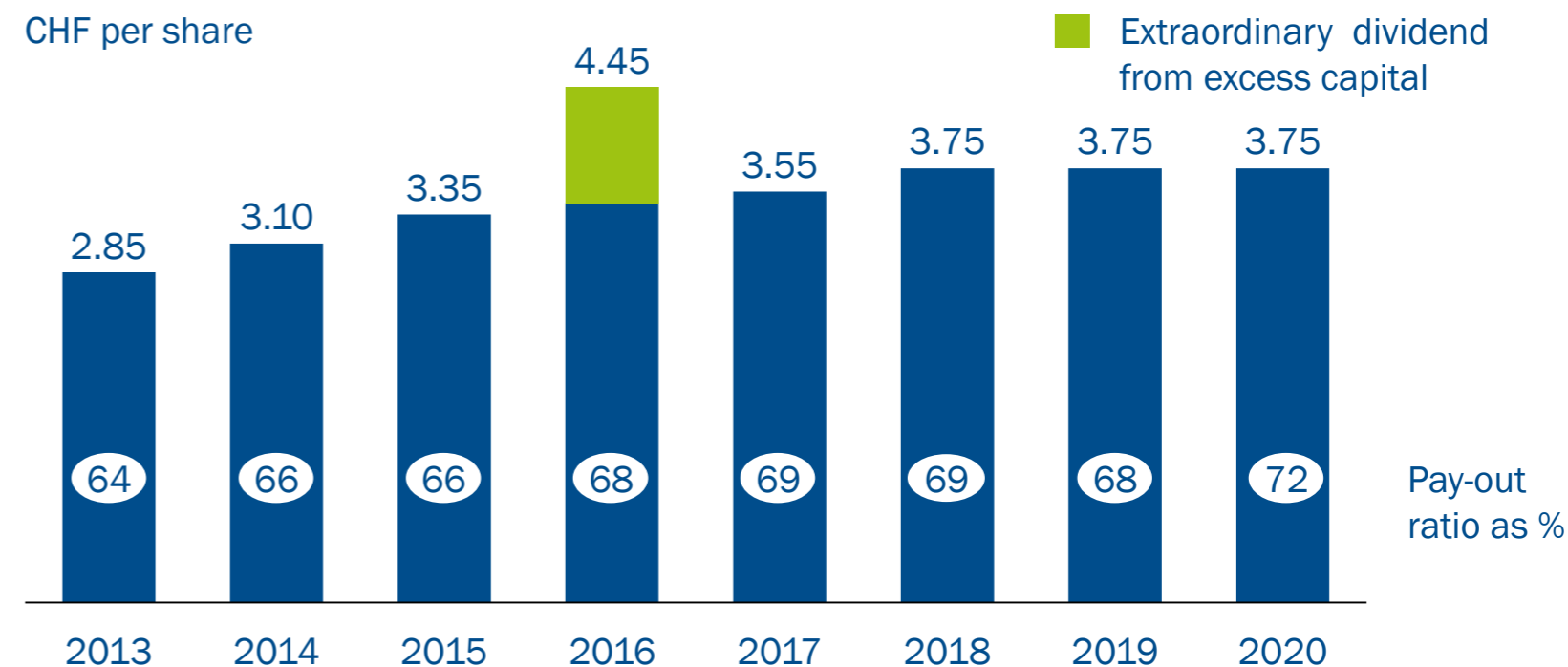
Tier 1 capital ratio as %



- Tier 1 capital ratio of 17.7% as per 31 December 2020
- Mid-term Tier 1 capital ratio target of 17%
- 2019: Target range of 16 - 17% due to acquisition of cashgate
- CET 1 ratio 15.0% in 2020 (2019: 13.7%)

### Dividends

CHF per share



- Continuous dividend payouts since the IPO
- Dividend pay-out ratio target between 60 and 70%
- Cembra aims to return excess Tier 1 capital above circa 19% to shareholders<sup>2</sup>

<sup>1</sup> Tier 1 capital ratio target 18% until June 2019 | <sup>2</sup> Cembra Money Bank aims at distributing 60-70% of net income to shareholders in the form of ordinary dividends. Furthermore, Cembra intends to return excess Tier 1 capital above circa 19% to shareholders either via extraordinary dividends or share buybacks unless there is a more efficient allocation of capital



# Track record

## Delivered on targets since the IPO, and resilient performance in 2020

IPO targets (Oct 2013)		2015	2016	2017	2018	2019	2020
Asset growth	In line with Swiss GDP growth	-0.3%	0.9%	12.0% Organic: 4.0%	5.4%	37.0% Organic: 5.6%	-3.2% <sup>1</sup>
Profitability	ROE >15%	17.7%	17.4%	16.7%	16.9%	15.7%	13.8%
Capitalisation	Tier 1 capital at least 17% <sup>2</sup>	19.8%	20.0%	19.2%	19.2%	16.3% <sup>3</sup>	17.7%
Dividend payout	Payout ratio 60%–70%	66%	68%	69%	69%	68%	72%
Earnings per share (CHF)		5.04	5.10	5.13	5.47	5.53	5.21
Dividend per share (CHF)		3.35	4.45 <sup>4</sup>	3.55	3.75	3.75	3.75

See appendix for 10-year history of key figures

<sup>1</sup> Asset growth taken out as target after completion of cashgate acquisition | <sup>2</sup> Tier 1 target of at least 18% until July 2019 | <sup>3</sup> Target range indicated for 2019 of 16 - 17% due to acquisition of cashgate

<sup>4</sup> Including extraordinary dividend of CHF 1.00 per share

# Sustainability

## ESG recognition considerably improved

### ESG performance

#### Governance

- Strong and consistent governance structure<sup>1</sup> since the IPO, with an independent and diverse board
- Operating exclusively under Swiss law and regulations
- Sustainability committee chaired by CEO and executive compensation linked to sustainability from 2020 on

#### Social

- Products based on one of the strictest consumer finance laws in Europe, with the aim of protecting consumers
- Stable credit risk profile, with loss ratio of ~1% since IPO
- Diverse workforce with 39 nationalities. Flexible ways of working established, and certified equal pay for equal work

#### Environment

- Generally limited environmental footprint, and scope 1+2 intensity significantly reduced since 2014<sup>4</sup> <sup>5</sup>
- Since 2016, energy use of 100% carbon-neutral power (from renewable hydro sources)<sup>5</sup>
- One of the leaders in financing electromobility in Switzerland, with a growing share of electric vehicles financed

### External recognition



“Low ESG risk” rating (score 16.5) confirmed in April 2021; ranked Top 12%<sup>2</sup> in the global universe of Sustainalytics®



Upgraded to A in April 2020, after upgrade to BBB in June 2019



Rating score improved to 44 (Top 19% in industry) in 2020, up from 33 (Top 50%) in 2019



Upgraded to C–in November 2019 (Top 30%<sup>3</sup>)



Best Workplaces awards in 2021 and in 2019 (Top 5 among companies with 250+ employees in Switzerland 2019)

“We Pay Fair” certificate by CCDI/University of St Gallen, for “equal pay for work of equal value” in 2020



Included in the 2021 Bloomberg Gender Equality Index for the first time, as one of 8 companies in Switzerland



Included in the SXI Switzerland Sustainability 25 Index by SIX Swiss Stock Exchange since September 2020

<sup>1</sup> Cembra’s governance rated 1 on a scale from 1 to 10 by ISS Quality Score® | <sup>2</sup> Sustainalytics® ESG risk rating score 18.0 | <sup>3</sup> Among 277 peers in global financials/banks <sup>4</sup> Cembra operates exclusively in consumer finance in Switzerland, Scope 1+2: 369 CO2 tons in 2019 | <sup>5</sup> Coverage: Cembra headquarters (76% of employees) | Visit [www.cembra.ch/sustainability](http://www.cembra.ch/sustainability) for more information.



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# 2020 performance

## Resilient business performance during the Covid-19 pandemic

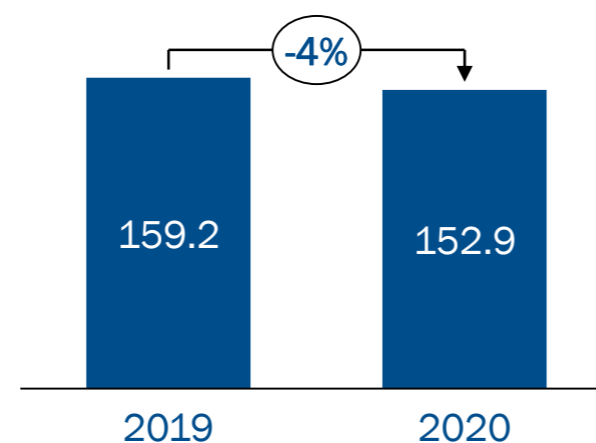
### Highlights

- Net income at CHF 152.9m (-4%), EPS at 5.21
- Receivables 4% lower, with businesses more resilient in H2 2020
- Net revenues up 4%, with interest income up 13% driven by the acquisition and commission and fee income down 17% as a result of Covid-19 lockdowns
- Solid 0.9% loss rate, and higher cost/income ratio<sup>1</sup> driven by the acquisition and lower revenues
- ROE at 13.8%, with a strong Tier 1 capital ratio of 17.7%
- Unchanged CHF 3.75 dividend (payout ratio 72%)

<sup>1</sup> Cost/income ratio 49.8% (2019: 48.3%)

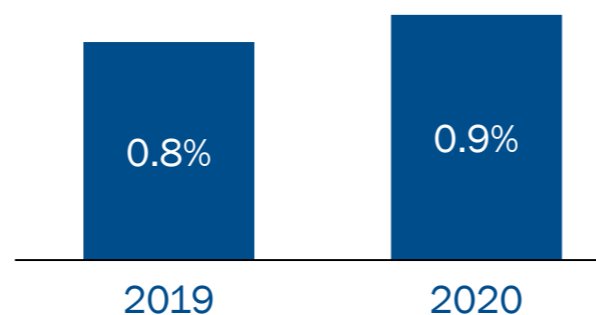
### Net income

in CHF m



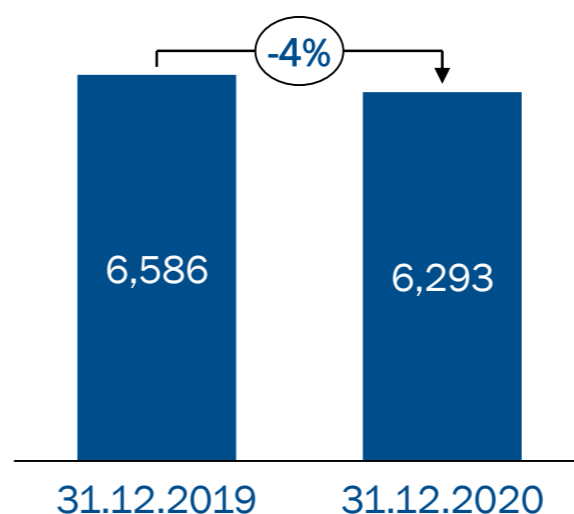
### Loss rate

as %



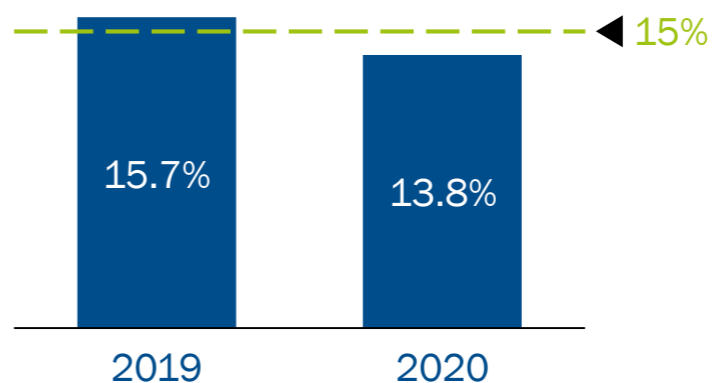
### Net financing receivables

in CHF m



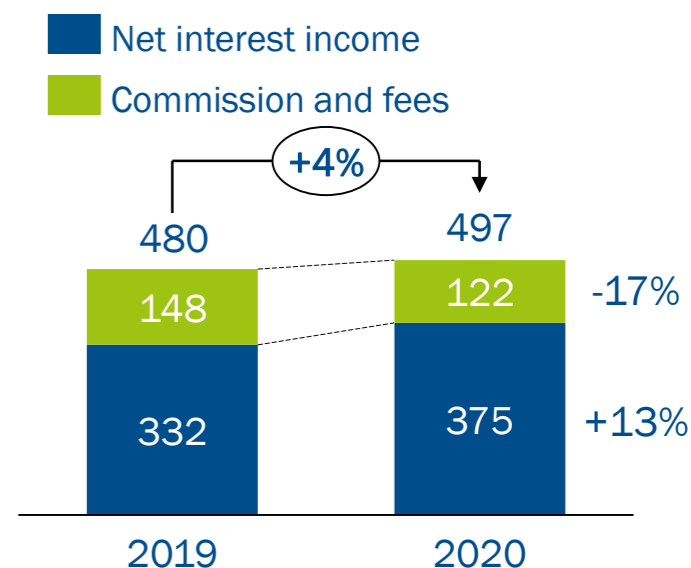
### Return on equity

Mid-term target > 15%



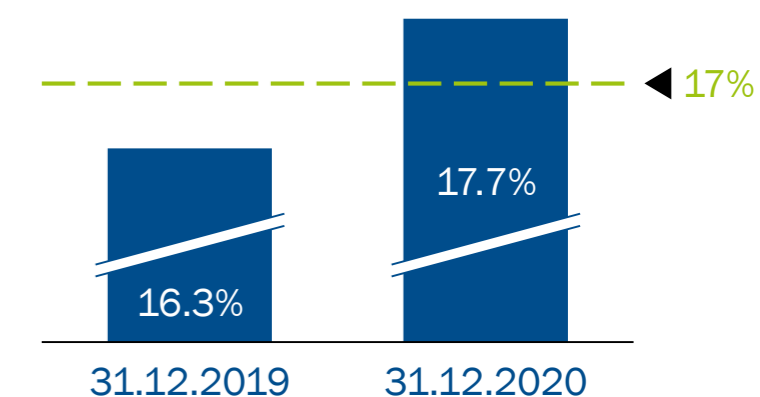
### Net revenues

in CHF m



### Tier 1 capital ratio

Mid-term target of at least 17%



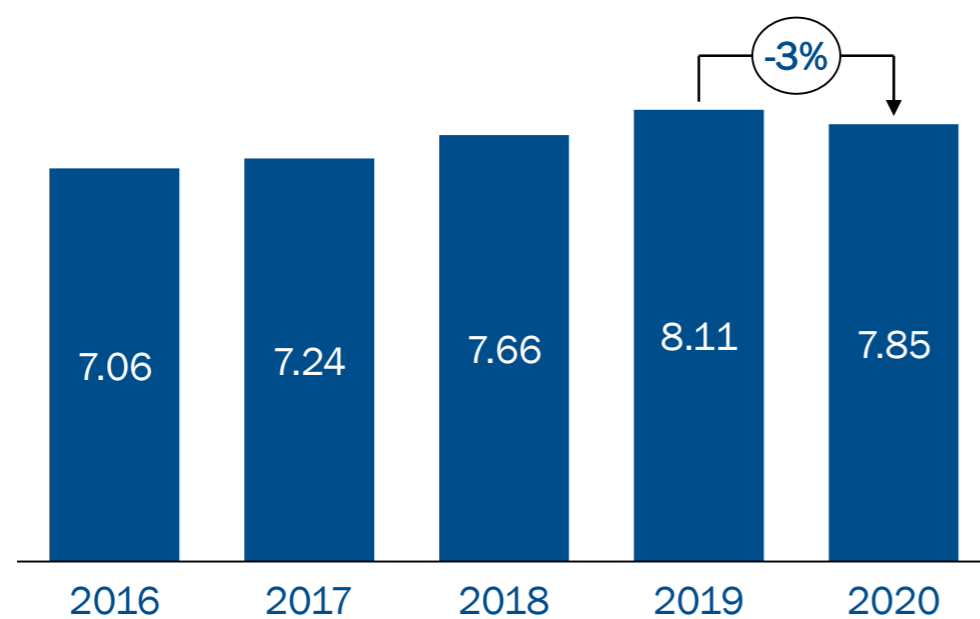
# 2020 products and markets

## Challenging market environment

Market environment

### Personal loans

Consumer loans market, in CHF bn

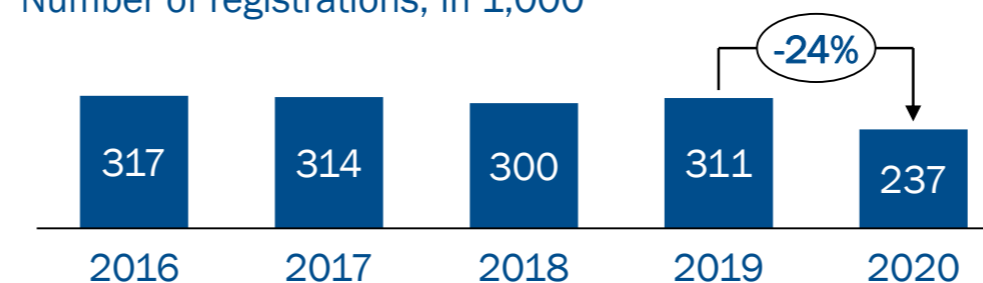


Source: ZEK

### Auto loans and leases

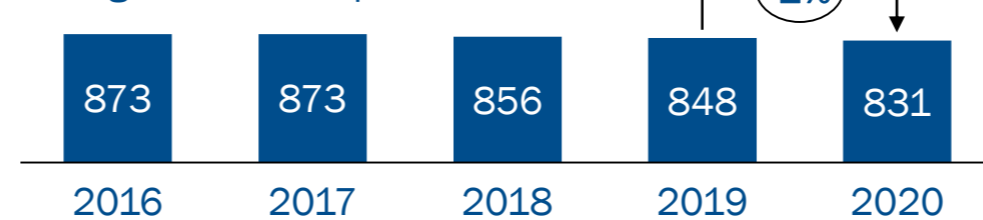
#### New cars

Number of registrations, in 1,000



#### Used cars

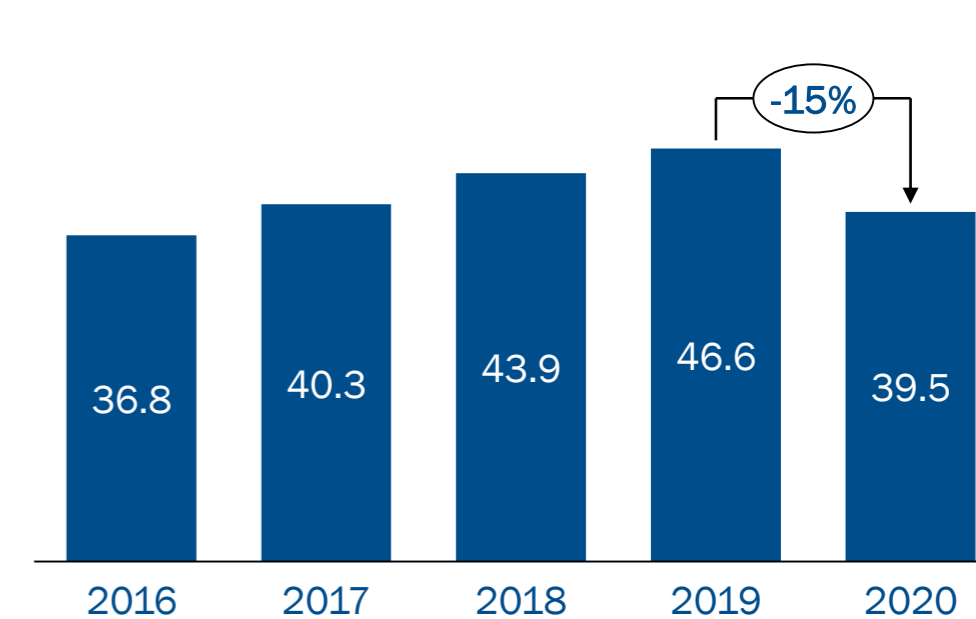
Change of ownership, in 1,000



Source: auto-Schweiz, Eurotax, December 2020

### Credit cards

Transaction volumes, in CHF bn



Source: SNB January 2021

Cembra 2020

- Net financing receivables down 8%, with volumes down due to lower overall demand and tighter lending policies, offset by lower attrition
- Slightly lower market share of 43% (2019: 44%) partially due to cashgate integration

- Net financing receivables -2%, slightly increasing in the second half
- Lower leasing market share of 21% (2019: 23%) due to aggressive pricing by captives responding to Covid-19
- Partnerships performing well, and e-vehicles outperforming market

- Cards issued +5% to 1.03m despite temporary closure of partners' retail outlets
- Market share of card transaction volumes increased from 12% to 14% in 2020<sup>1</sup>
- Continued strong contactless trend, with 20% market share (2019: 21%)

<sup>1</sup> Market share of cards issued declined to 13% (2019: 14%)

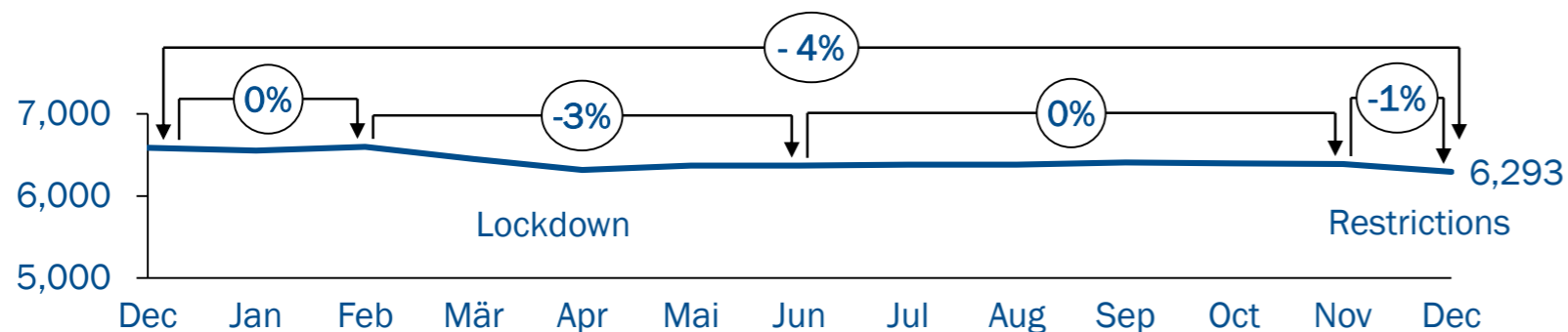
# 2020 trend in net financing receivables

## Receivables 4% lower, with businesses more resilient in H2 2020

Net financing receivables (month-end period, month by month)

in CHF m

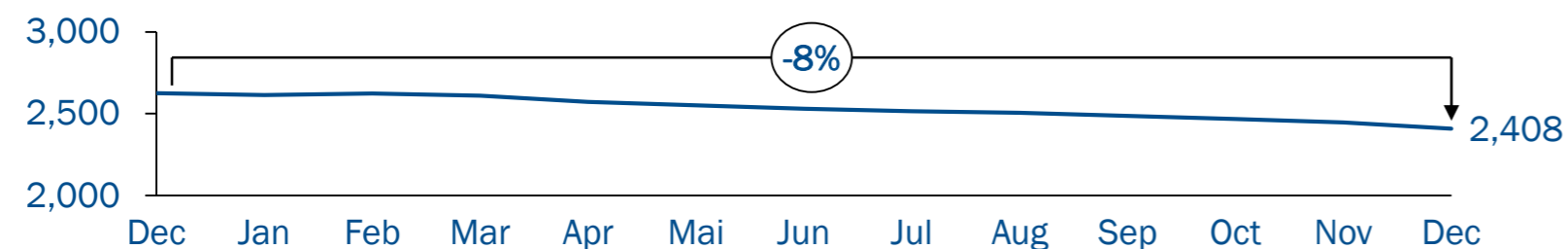
Cembra



Comments

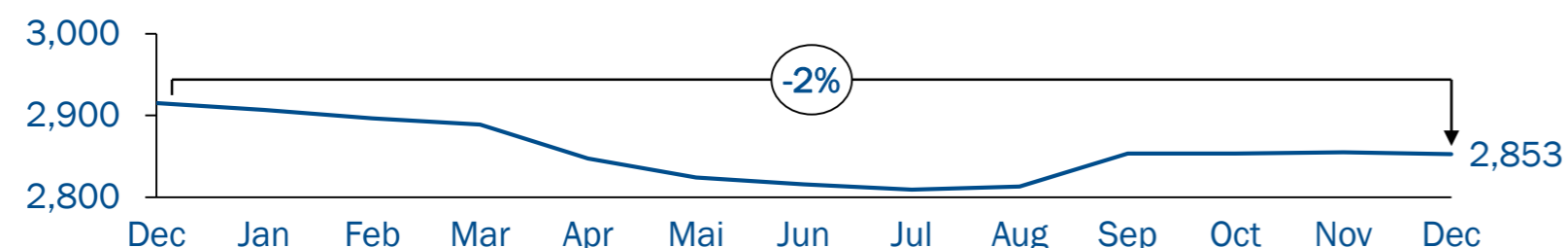
- Effects of restrictions on receivables:
  - March-May 2020: -3%
  - December 2020: -1%

P. loans



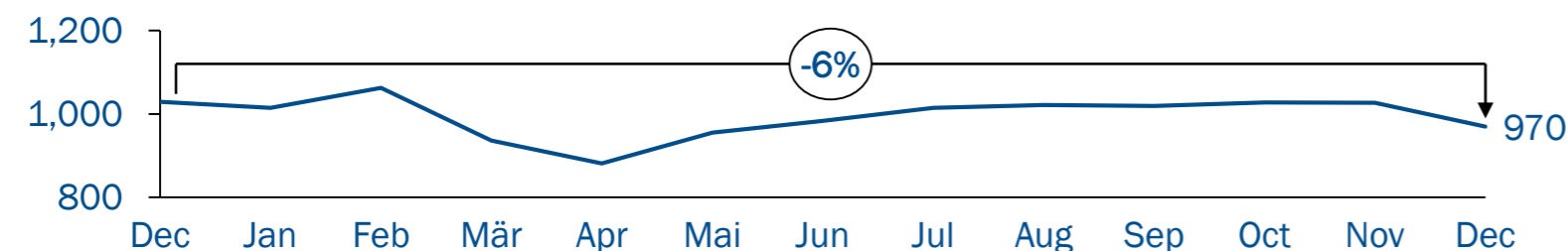
- Market/economy: -3%
- Reduced activity in Eny cooperation: -2%
- Underwriting and cashgate dis-synergies: -3%

Auto



- Stable, with recovery in H2 2020 (+1%)

Cards



- Interest-bearing assets correlate with volume
- Lower volume in December due to Covid-19

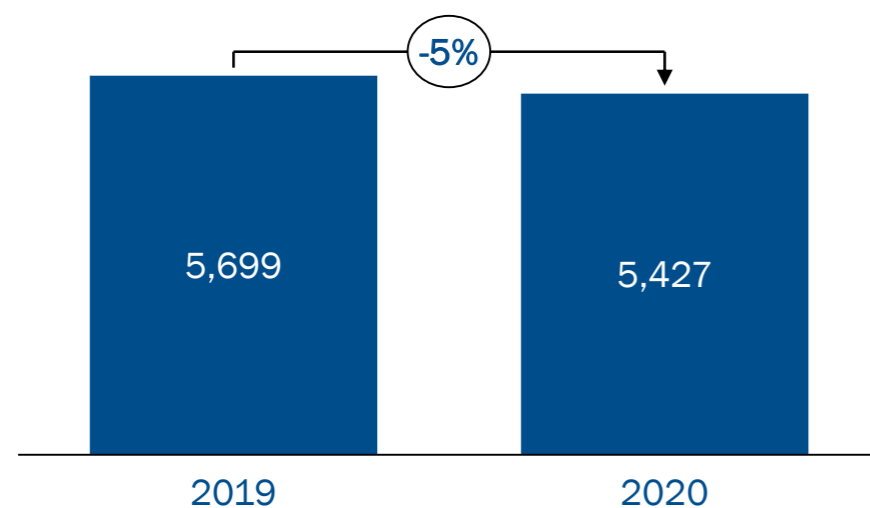
# Card transaction volumes and revenues

## Stable volume recovery since June

Transaction volume

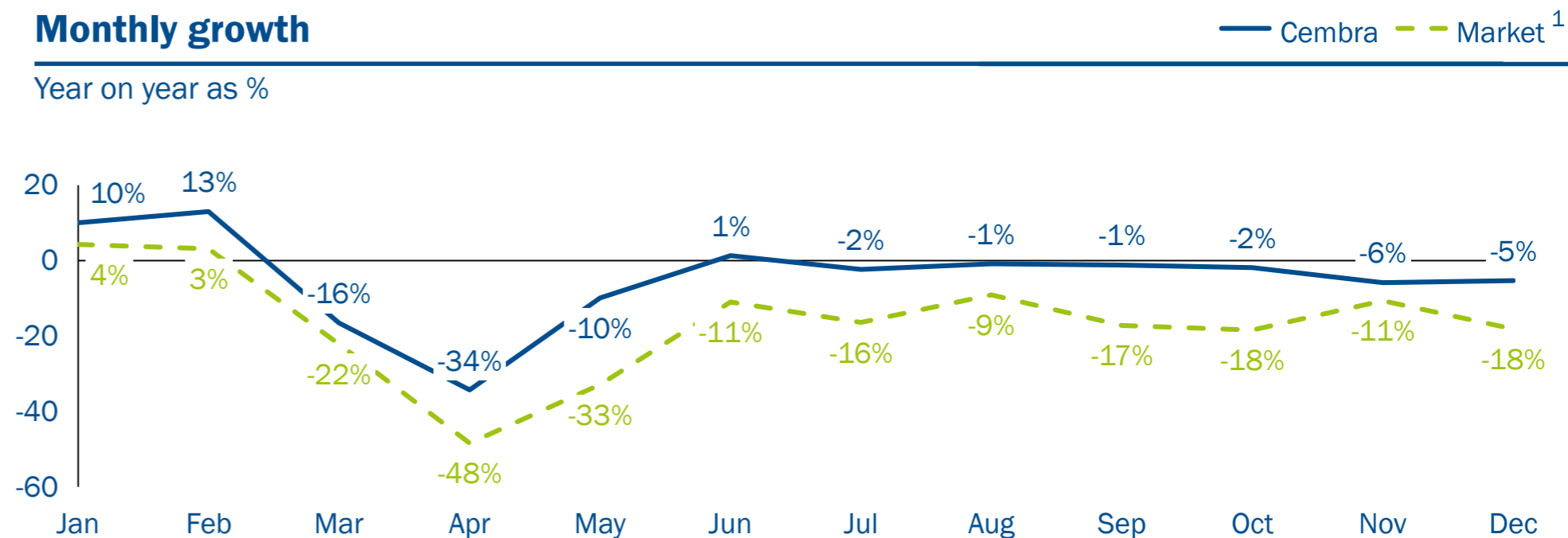
### Annual growth

In CHF m

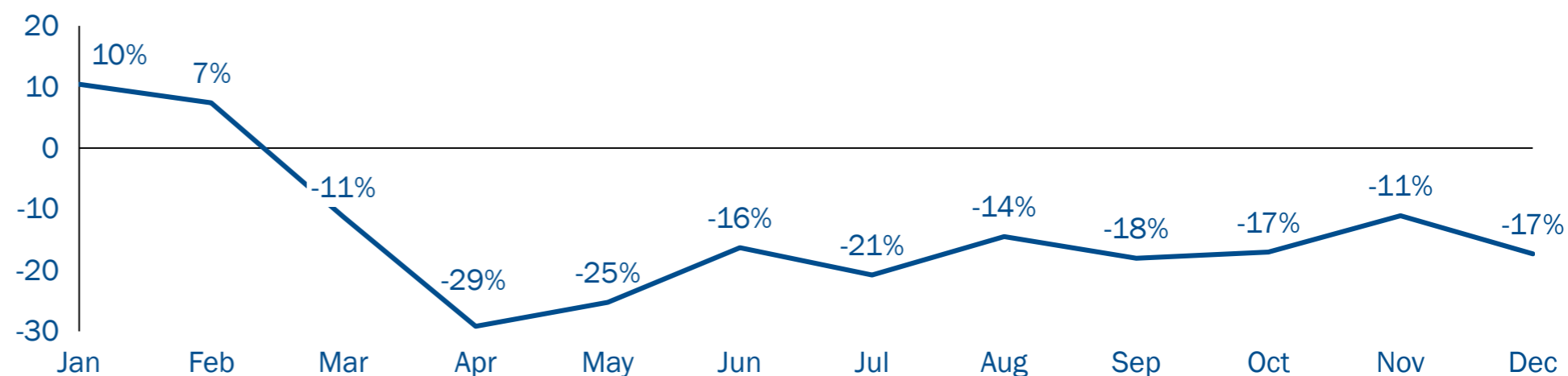
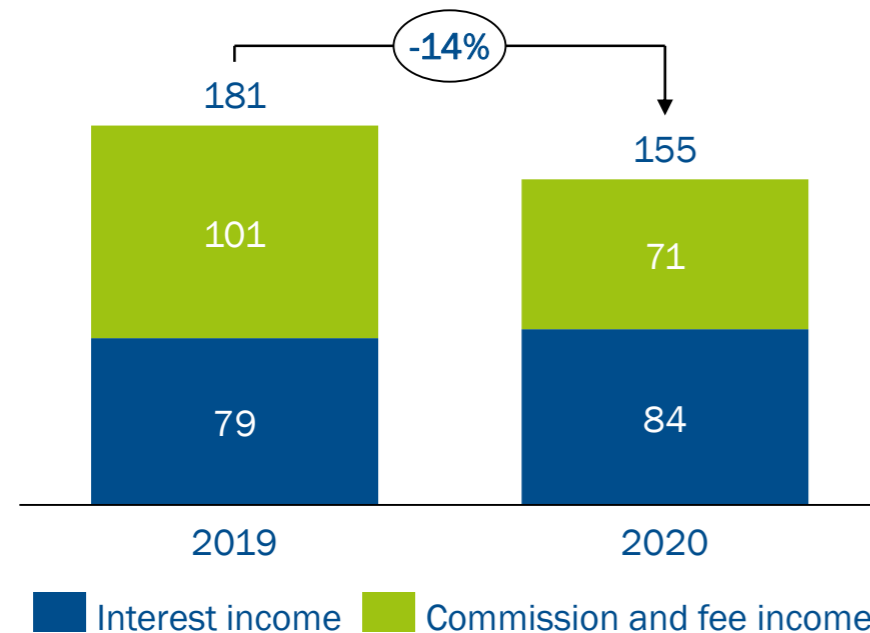


### Monthly growth

Year on year as %



Net revenues



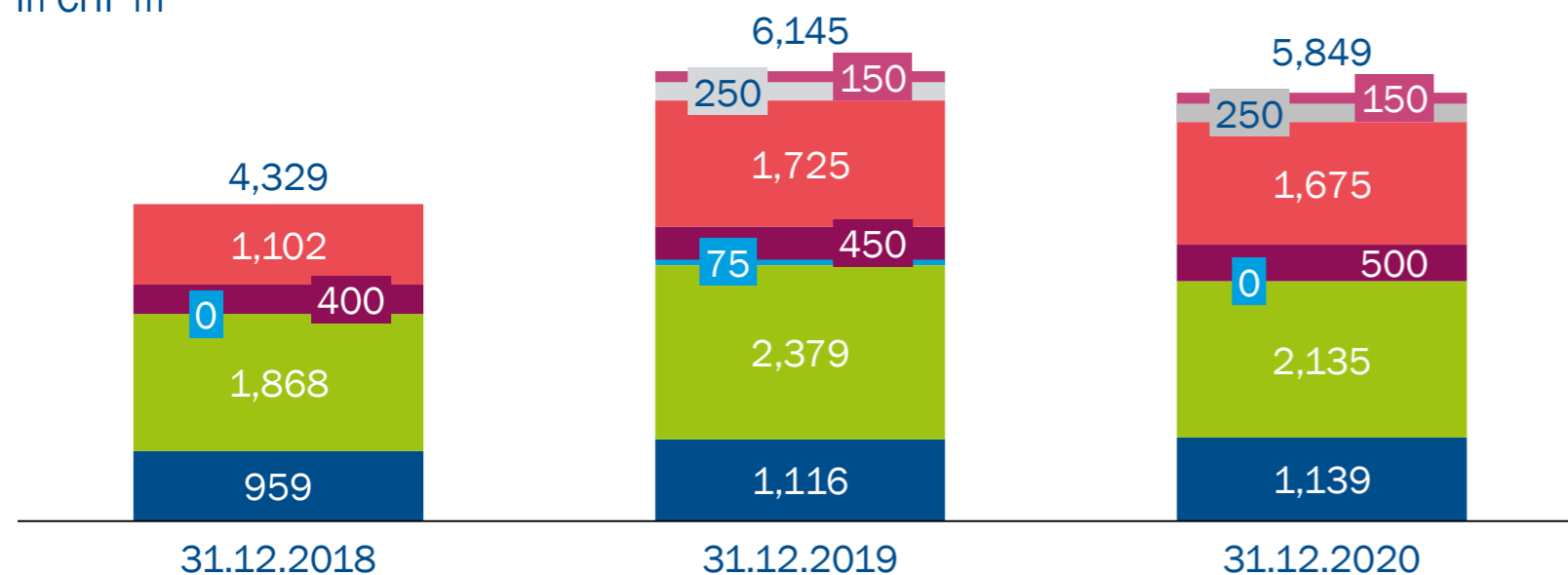
<sup>1</sup> Market excluding Cembra; source: SNB

# Funding

## Stable, with a well-balanced and diversified funding profile

### Funding mix

In CHF m<sup>1</sup>



### ALM key figures

	31.12.18	31.12.19	31.12.20
End-of-period funding cost	0.49%	0.44%	0.45%
WA <sup>2</sup> remaining term (years)	2.7	2.9	2.7
LCR <sup>3</sup>	852%	554%	970%
NSFR	112%	112%	115%
Leverage ratio	14.7%	12.5%	14.4%
Undrawn revolving credit lines	350m	350m	400m

### Funding programmes

<b>Non-Deposits - 44%</b>	<b>AT1 subordinated</b>	One issuance, remaining term to first call of 3.9 yrs. at a rate of 2.50% <sup>4</sup>
	<b>Convertible bond</b>	One issuance, remaining term of 5.6 yrs. at a rate of 0% <sup>4</sup>
	<b>Senior unsecured</b>	Eleven issuances, WA <sup>2</sup> remaining term of 3.5 yrs., avg. rate of 0.33% <sup>4</sup>
	<b>ABS</b>	Two AAA-rated issuances, WA remaining term of 2.3 yrs., avg. rate of 0.08% <sup>4</sup>
	<b>Bank loans</b>	Syndicated term loan
<b>Deposits - 56%</b>	<b>Institutional term deposits</b>	<ul style="list-style-type: none"> <li>Diversified portfolio across sectors and maturities</li> <li>Book of 100+ investors</li> </ul>
	<b>Retail term deposits and saving accounts</b>	<ul style="list-style-type: none"> <li>Circa 20,000 depositors</li> <li>Fixed-term offerings 2-8 years</li> <li>Saving accounts are on-demand deposits</li> </ul>
		WA remaining term of 1.9 yrs., avg. rate of 0.41%
<b>Off-BS</b>	<b>Committed revolving credit lines</b>	<ul style="list-style-type: none"> <li>Four facilities of between CHF 50m and CHF 150m each</li> <li>WA remaining term of 1.7 yrs., avg. rate of 0.24%<sup>4</sup></li> </ul>

<sup>1</sup> Excluding deferred debt issuance costs (US GAAP) | <sup>2</sup> Weighted average | <sup>3</sup> Weighted average of last 3 months of reporting period | <sup>4</sup> Additional charges apply related to fees and debt issuance costs

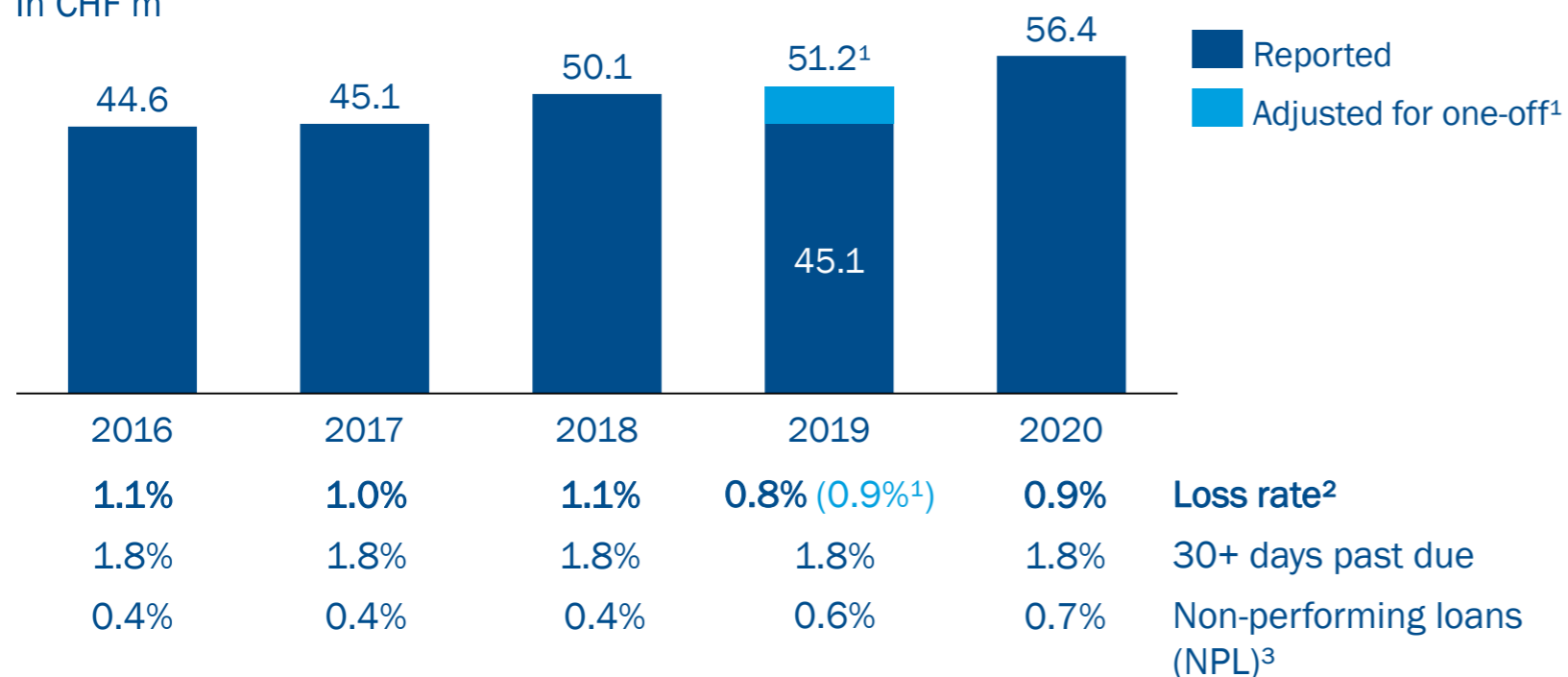


# Provision for losses

## Solid loss performance in 2020

### Provision for losses

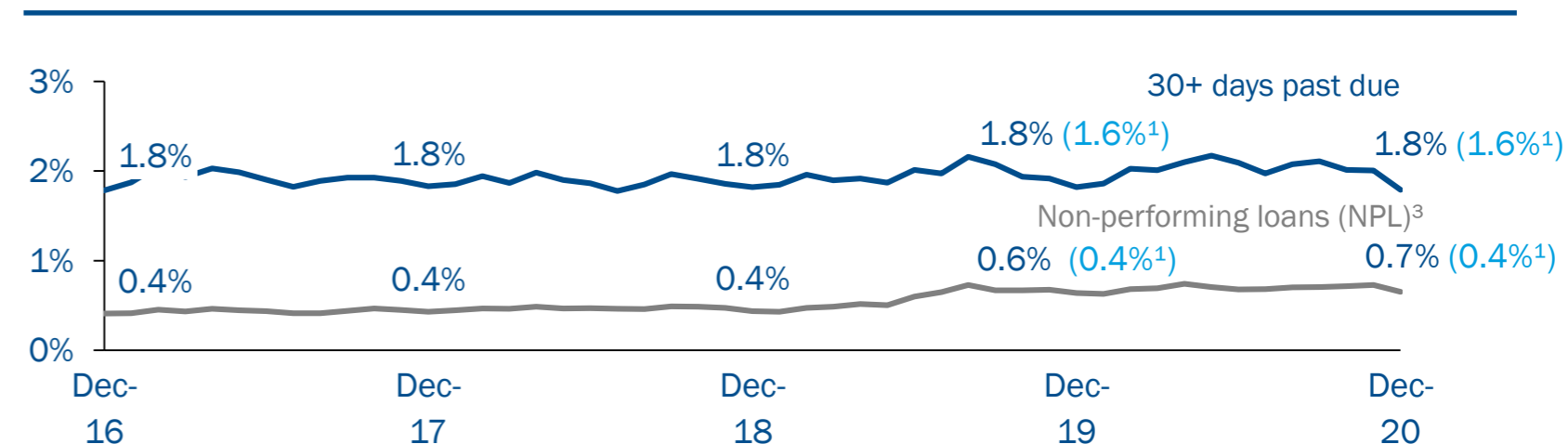
In CHF m



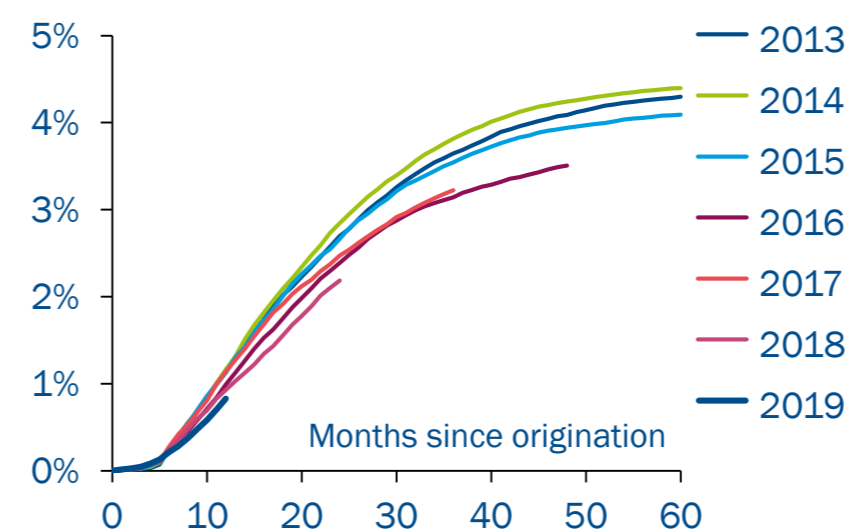
### Comments

- Solid loss performance despite Covid-19 pandemic and its macroeconomic consequences
- Prudent approach to credit risk and diligent loss mitigation, ensuring solid credit quality metrics
- Expectation of continued resilience in loss performance

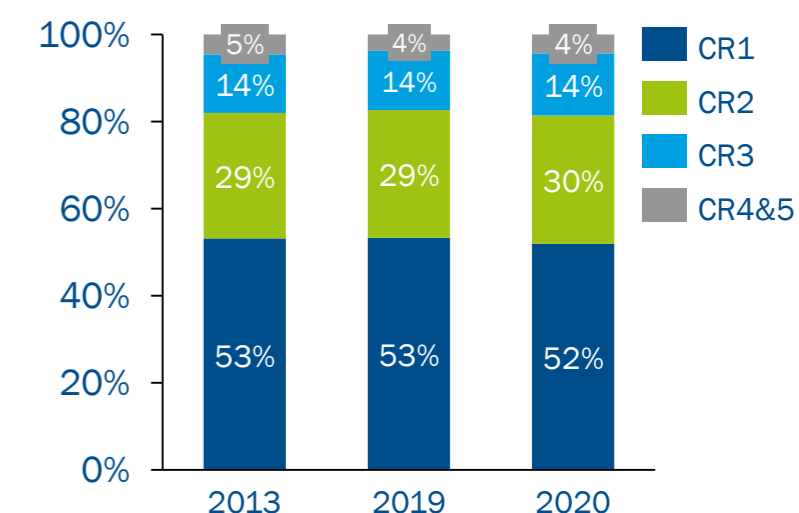
### 30+ days past due/NPL



### Write-off performance<sup>4</sup>



### Credit grades<sup>5</sup>



<sup>1</sup> Excluding the impact related to synchronisation of write-off and collection procedures implemented in June 2019 | <sup>2</sup> Loss rate is defined as the ratio of provisions for losses on financing receivables to average financing receivables (net of deferred income and before allowance for losses) | <sup>3</sup> Non-performing loans (NPL) ratio is defined as the ratio of non-accrual financing receivables (at period-end) divided by financing receivables

<sup>4</sup> Based on personal loans and auto leases & loans originated by the Bank | <sup>5</sup> Consumer ratings (CR) reflect associated probabilities of default for material Bank and cashgate portfolios

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# Cembra is evolving

## Aspiration to further increase diversification

### Business mix

as % of net revenues

- Personal loans
- Auto
- Cards
- Other

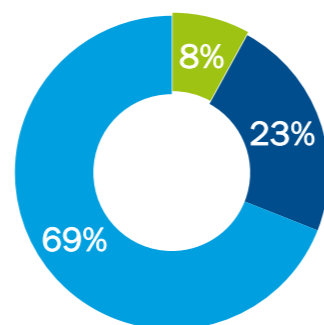
### Fee income

as % of total income

### Costs

as % of total income

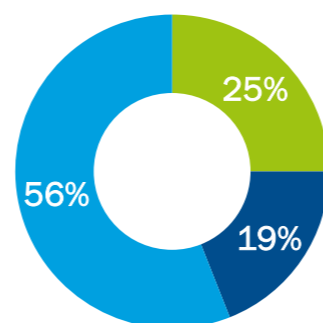
2010



21%

43%

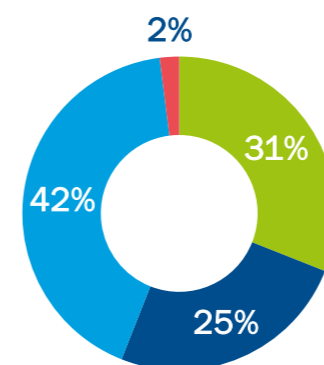
2015



22%

42%

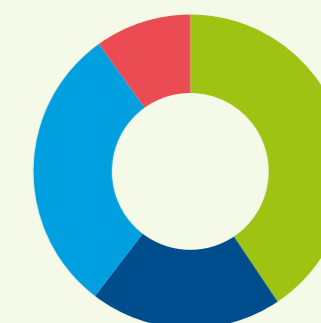
2020



25%

50%

Aspiration



<44%

- ▶ Continue to focus on Switzerland
- ▶ Enlarge our financing-related offering
- ▶ Improve the digital journey

# Outlook

## Resilient business performance expected

### 2021 business priorities: focus on execution

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#### Continue to deliver despite Covid-19

- Regain organic revenue growth, with continued disciplined risk, funding and cost management

#### Innovate the card business

- Drive new and existing partnerships
- Grow new credit card for IKEA and other digital solutions
- Continue investing in digital card solutions

#### Maintain focus on ESG

- Continue sustainability agenda, and prepare for “new way of working together”

#### Smooth transition to new CEO

- New CEO Holger Laubenthal since 1 March 2021

### Outlook 2021<sup>1</sup>

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- In 2021, Cembra currently expects to deliver a resilient business performance with revenues being impacted by Covid-19
- Growth in cards fee income expected in H2, following the forecast economic recovery and easing of travel restrictions
- Solid loss performance expected
- Net income delivery on cashgate as planned<sup>3</sup>

### Mid-term targets

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- ROE >15%
- Tier 1 capital ratio target of at least 17%
- 60–70% dividend payout ratio target (and return excess capital >19% capital<sup>2</sup>)

<sup>1</sup> Assuming the Swiss economy recovers in 2021 | <sup>2</sup> Cembra Money Bank aims to distribute 60-70% of net income to shareholders in the form of ordinary dividends. Furthermore, Cembra intends to return excess Tier 1 capital above circa 19% to shareholders either via extraordinary dividends or share buybacks unless there is a more efficient allocation of capital | <sup>3</sup> Annual net incremental income run-rate of CHF 25-30m, with integration costs increasingly being offset by synergies

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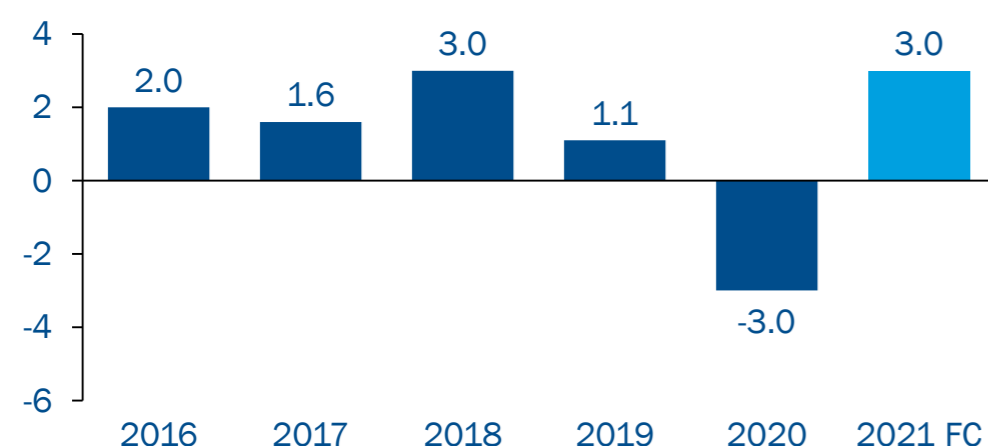
## Appendix

# Macroeconomic outlook

## Swiss economy shrank by 3.0% only in 2020<sup>1</sup>

### GDP in Switzerland

Change vs. previous period as %

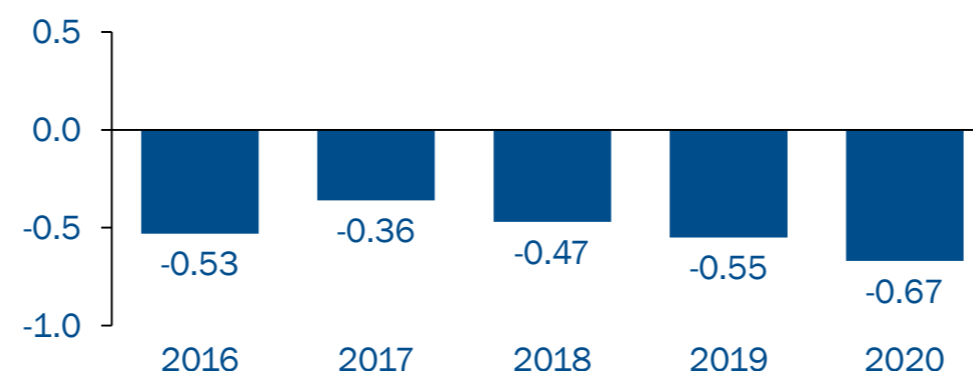


Source: SECO December 2020

- In Q3 2020, the Swiss economy recovered by 7%, after -9% in H1<sup>1</sup>
- Swiss economy expected to recover in 2021, with GDP +3.0% in 2021<sup>1</sup>
- Consumer spending forecast to decline by 4.4% in 2020 and increase by 4.1% in 2021<sup>1</sup>

### CHF interest rates

End-of-period 3-year swap rates as %

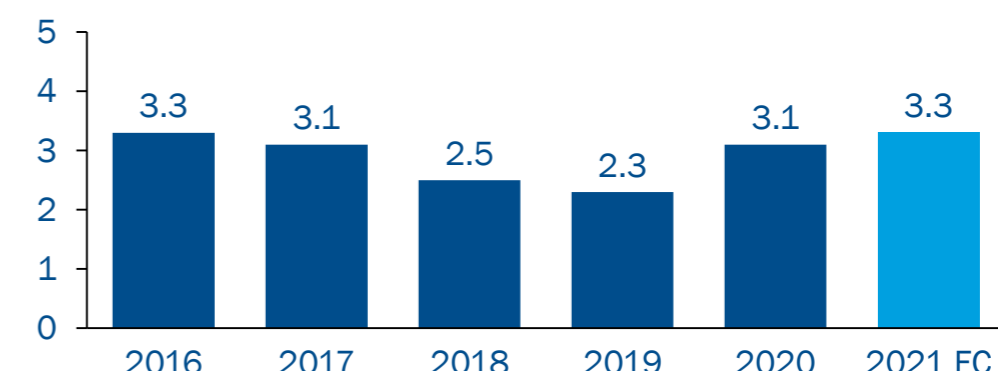


Source: Bloomberg

- CHF interest rates remain at their all-time lows
- Forward curve suggests CHF rates will remain negative in the medium term
- Lower rates partly offset by increasing spreads for corporates

### Unemployment rate in Switzerland

As %, average per period



Source: SECO December 2020

- Unemployment rate at 3.5% in month December 2020<sup>1</sup> and 3.1% for the full year.
- Unemployment forecast to rise to 3.3% in 2021 and to decline to 3.0% in 2022<sup>1</sup>
- In H2 several government measures were expanded and added to support business and employment.

<sup>1</sup> Source: SECO (Swiss State secretariat for economic affairs) March 2021  
20 May 2021 Investor presentation



# P&L

In CHF m

		2020	2019	as %
Interest income	<b>1</b>	401.8	359.8	12
Interest expense	<b>2</b>	-26.9	-27.8	-3
Net interest income		375.0	332.0	13
Insurance	<b>3</b>	24.0	21.6	11
Credit cards	<b>4</b>	71.4	101.1	-29
Loans and leases	<b>5</b>	15.7	14.5	8
Other	<b>6</b>	11.2	10.4	8
Commission and fee income		122.3	147.7	-17
<b>Net revenues</b>		<b>497.2</b>	<b>479.7</b>	<b>4</b>
Provision for losses	<b>7</b>	-56.4	-45.1	25
Operating expense		-247.4	-231.8	7
<b>Income before taxes</b>		<b>193.4</b>	<b>202.9</b>	<b>-5</b>
Taxes		-40.5	-43.7	-7
<b>Net income</b>		<b>152.9</b>	<b>159.2</b>	<b>-4</b>
<b>Basic earnings per share (EPS)</b>	<b>8</b>	<b>5.21</b>	<b>5.53</b>	<b>-6</b>

## Key ratios

NII/financing receivables		5.7%	5.8%
Cost/income		49.8%	48.3%
Effective tax rate	<b>9</b>	20.9%	21.5%
Return on average equity (ROE)		13.8%	15.7%
Return on average assets (ROA)		2.1%	2.5%

## Comments

- 1** Higher interest income driven by full-year cashgate earnings,<sup>1</sup> partially offset by planned dis-synergies in personal loans and auto business and the impact of Covid-19 on financing receivables. Credit cards interest income was up, partly due to a rebound in revolve rates in H2
- 2** Interest expense decreased due to lower debt and favourable repricing of our funding portfolio
- 3** Increase driven by the effect of the acquisition
- 4** Driven by lower international fees, which were negatively impacted by Covid-19 travel restrictions. For details, see slide on cards volume and revenues
- 5** Growth primarily due to the acquisition, partly offset by impact of Covid-19 on receivables, resulting in lower fee income as well
- 6** Growth mainly related to Swissbilling, partially offset by one-off income in 2019 for sale of rental guarantee business
- 7** For details see slides on provisions and operating expenses
- 8** Increase in average number of shares outstanding in 2020
- 9** Lower tax rate, mainly due to one-off adjustments to tax accruals from prior years

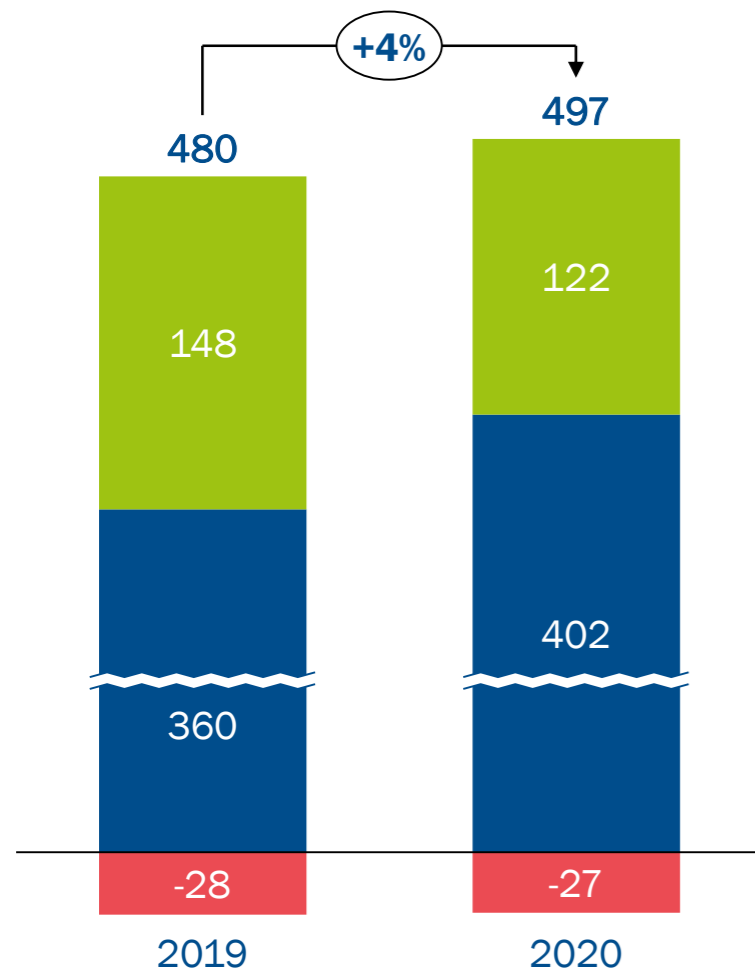
<sup>1</sup> cashgate included since September 2019

# Net revenues by source

## Impact of Covid-19 on all businesses, with stable yields in 2020

In CHF m

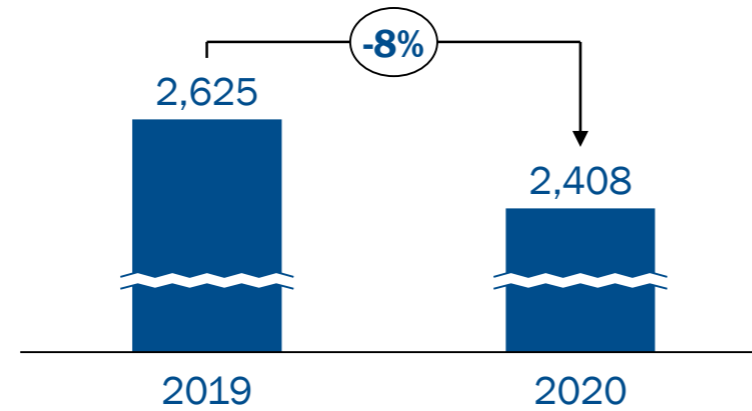
Revenues by source



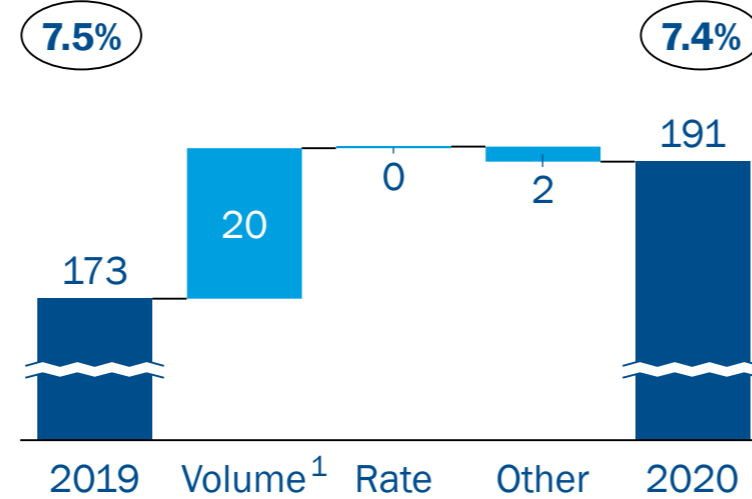
■ Interest income  
■ Interest expense  
■ Commission and fee income

Personal loans

Net financing receivables

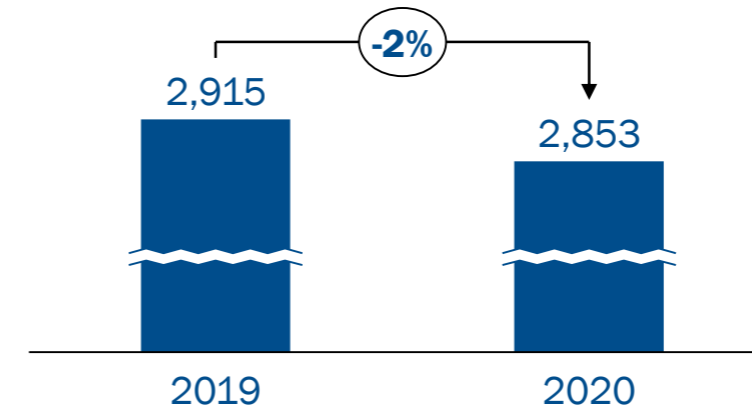


Yield (2pt avg) and interest income

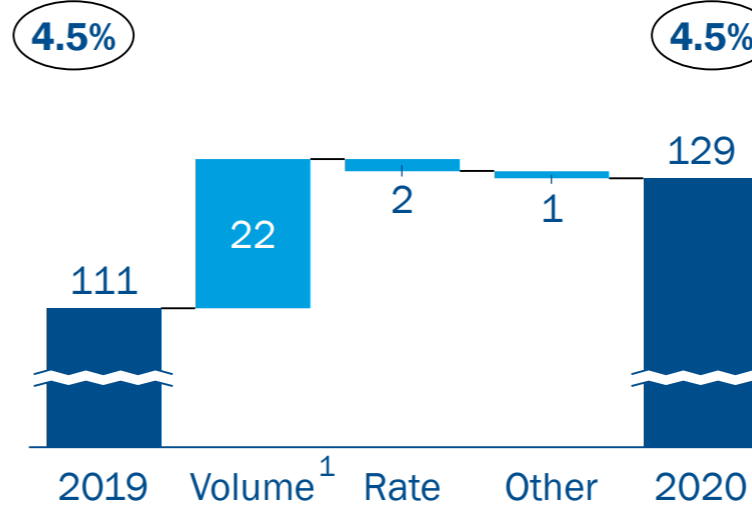


Auto leases and loans

Net financing receivables

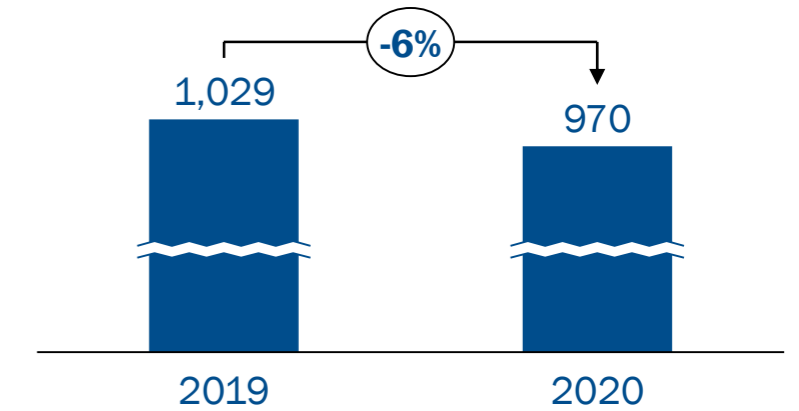


Yield (2pt avg) and interest income

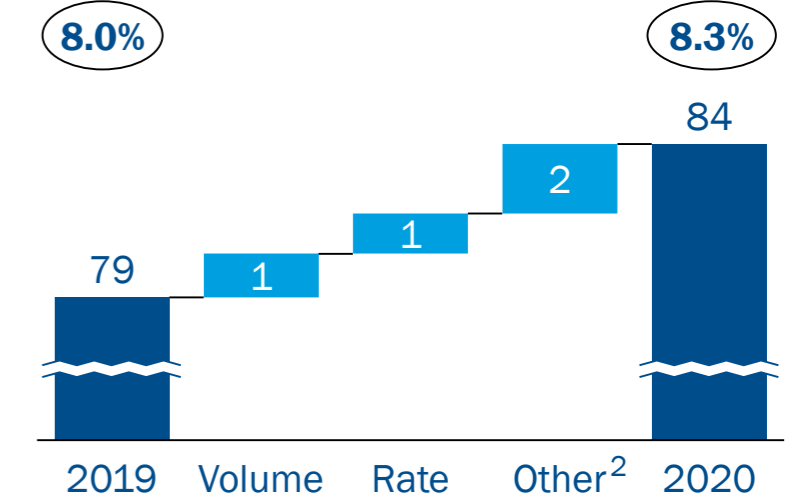


Credit cards

Net financing receivables



Yield (2pt avg) and interest income



<sup>1</sup> Volume increase due to the acquisition

<sup>2</sup> Other includes positive FAS91 impact (lower acquisition costs as a result of the Covid-19 impact on new accounts generated)

# Operating expenses

In CHF m

		2020	2019	as %
Compensation and benefits	1	129.5	120.5	8
Professional services	2	17.8	22.4	-20
Marketing	3	10.9	11.8	-8
Collection fees	4	11.7	10.9	7
Postage and stationary	5	10.1	11.2	-10
Rental exp. (under operating leases)	6	7.9	7.2	10
Information technology	7	39.1	31.4	25
Depreciation and amortisation	8	26.5	19.5	36
Other	9	-6.1	-2.9	>100
<b>Total operating expenses</b>		<b>247.4</b>	<b>231.8</b>	<b>7</b>
<b>Cost/income ratio</b>	<b>A</b>	<b>49.8%</b>	<b>48.3%</b>	
<b>Full-time equivalent employees</b>	<b>1</b>	<b>928</b>	<b>963</b>	<b>-4</b>

## Comments

- |   |   |
|---|---|
| <p><b>1</b> Driven by 8% higher average FTEs in 2020 mainly related to the acquisition,<sup>1</sup> partially offset by efficiency gains</p> <p><b>2</b> Decrease related to one-off acquisition-related costs of CHF 4.5m in 2019</p> <p><b>3</b> Lower marketing expenses due to Covid-19, partially offset by increased spend for cashgate online and business development</p> <p><b>4</b> Increase primarily driven by cashgate online and Swissbilling</p> <p><b>5</b> Driven by the lower number of new card accounts</p> <p><b>6</b> Increase driven by additional costs relating to branch closures</p> | <p><b>7</b> Increase was due to the cashgate acquisition and strategic investments in digital platforms</p> <p><b>8</b> Increase in depreciation and amortisation was predominantly driven by a CHF 7m net increase of amortisation on intangible assets relating to cashgate</p> <p><b>9</b> Mainly driven by CHF 1.8m lower pension expenses as well as lower costs for travel and entertainment</p> <p><b>A</b> Cost/income ratio adjusted for the cost of the cashgate integration: 48.1% (2019: 45.5%)</p> |
|---|---|

# Balance sheet

In CHF m

Assets		31.12.20	31.12.19	as %
Cash and equivalents		599	543	10
Net financing receivables	<b>1</b>	6,293	6,586	-4
Personal loans		2,408	2,625	-8
Auto leases and loans		2,853	2,915	-2
Credit cards		970	1,029	-6
Other (Swissbilling)		62	17	>100
Other assets		353	357	-1
<b>Total assets</b>		<b>7,244</b>	<b>7,485</b>	<b>-3</b>
<b>Liabilities and equity</b>				
Funding	<b>2</b>	5,840	6,134	-5
Deposits		3,275	3,495	-6
Short- & long-term debt		2,565	2,639	-3
Other liabilities		278	260	6
<b>Total liabilities</b>		<b>6,117</b>	<b>6,395</b>	<b>-4</b>
Shareholders' equity	<b>3</b>	1,127	1,091	3
<b>Total liabilities and equity</b>		<b>7,244</b>	<b>7,485</b>	<b>-3</b>

## Comments

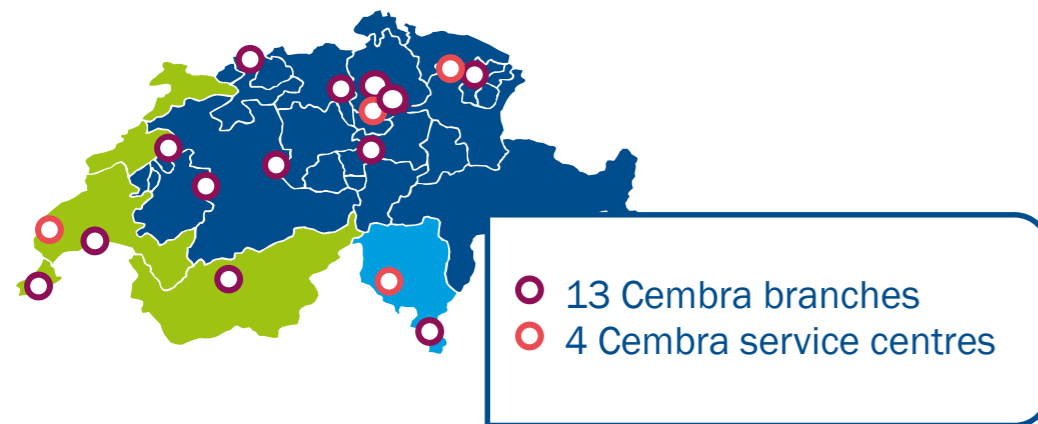
- 1** Lower net financing receivables mainly driven by the impact of Covid-19 on consumer financing needs:
- Personal loans (-8%): planned dis-synergies from cashgate and lower consumer confidence and tighter underwriting restrictions resulted in lower volumes, which were partially offset by lower attrition
  - Auto (-2%): planned dis-synergies from cashgate and volume recovery in H2
  - Cards (-6%): lower volumes during Covid-19 restrictions, partially offset by higher retention
  - Swissbilling more than tripled assets due to its resilient online business model and successful partnerships
- 2** Decrease in funding in line with financing receivables
- 3** Higher equity driven by 2020 net income, partially offset by CHF 110m dividend paid in April 2020

# cashgate integration

## Completed in July 2020 after 11 months

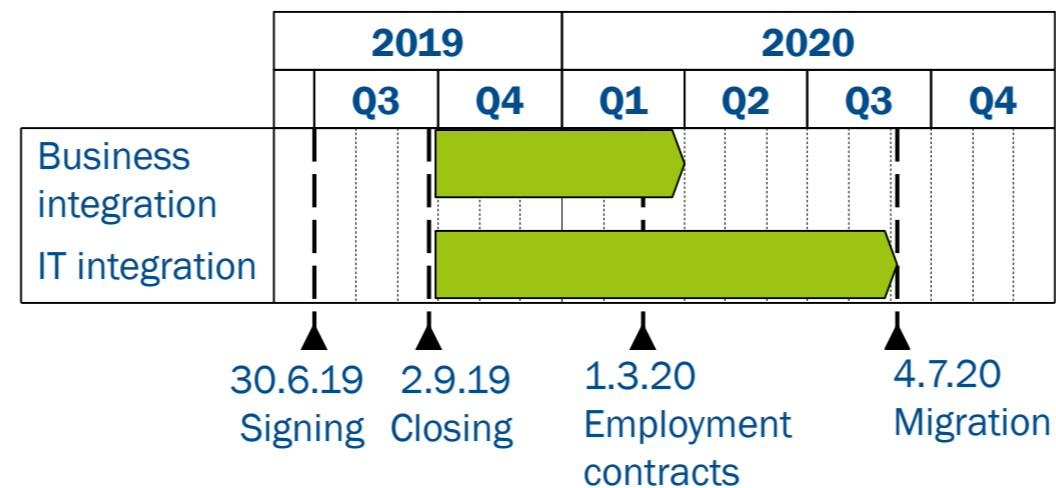
### Consolidated of branch network (completed)

From 1 August 2020 on



Completed	by
✓ Combined headquarters in Zurich	Dec 2019
✓ Combined service centres	Dec 2019
✓ Combined branches, and accelerated branch consolidation from 17 to 13, adapting to digital transformation	Jul 2020
✓ Gradual realisation of synergies as planned	2021

### Integrate businesses (completed)



Completed	by
✓ Transfer cashgate employees to Cembra	Dec 2019
✓ 95% of transitional services agreements terminated <sup>1</sup>	July 2020
✓ Migration of cashgate systems from Aduno to Cembra completed	July 2020
Post-integration	
■ Legal merger of cashgate AG into Cembra	June 2021
■ Further back-end consolidation	2023/4 <sup>2</sup>

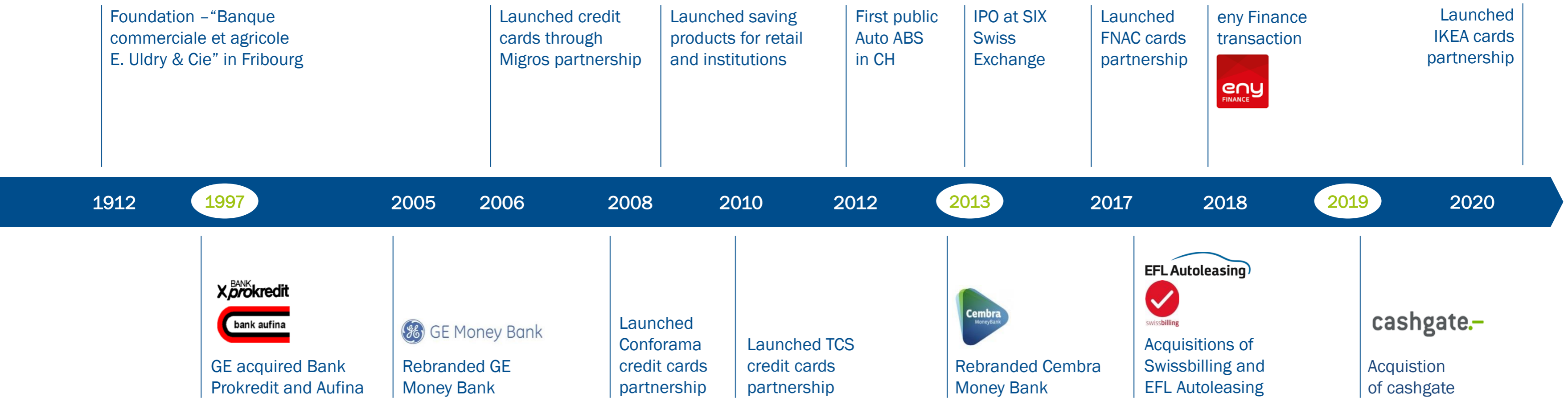
### Commercial consolidation (completed)



Completed	by
✓ Combined cashgate and Cembra auto systems	1 Jan 2020
✓ All brokers originate through Cembra system	1 Jan 2020
✓ Maintain cashgate as online brand	1 Jan 2020
Post-integration	
■ Accelerate digital transformation	ongoing

<sup>1</sup> Remaining transitional service agreement with Aduno to be terminated in Q1 2021 | <sup>2</sup> Backend consolidation was deprioritized due to other digital transformation projects

# History





# Key figures over 10 years

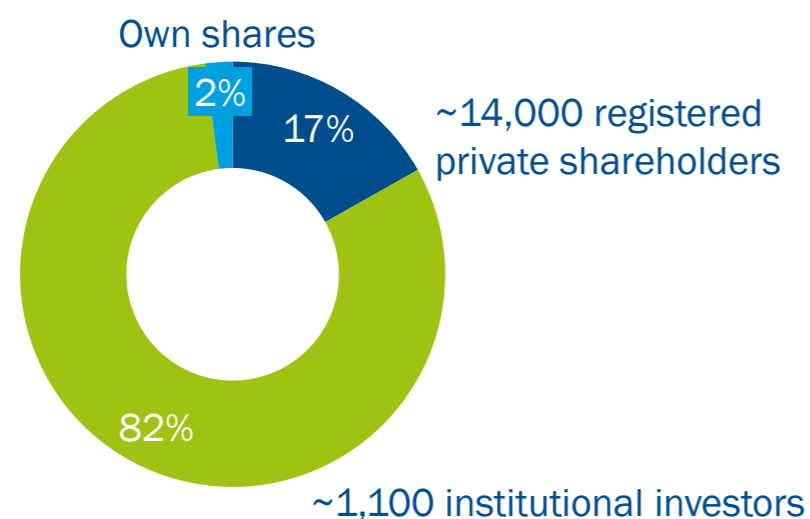
US GAAP	2011	2012	IPO 2013	2014	2015	2016	2017	2018	2019	2020
Net revenues (CHF m)	338	356	355	379	389	394	396	439	480	497
Net income (CHF m)	131	133	133	140	145	144	145	154	159	153
Cost/income ratio (%)	46.3	46.2	50.5	42.5	41.5	42.5	42.4	44.0	48.3 <sup>3</sup>	49.8
Net fin receivables (bn)	4.0	4.0	4.0	4.1	4.1	4.1	4.6	4.8	6.6	6.3
Equity (CHF m)	952	1,081	799	842	799	848	885	933	1,091	1,027
Return on equity (%)	14.7	13.1	14.1	17.0	17.7	17.4	16.7	16.9	15.7	13.8
Tier 1 capital (%)	19.3	26.6	19.7	20.6	19.8	20.0	19.2	19.2	16.3	17.7
Employees (FTE)	700	710	700	702	715	705	735	783	963	928
Credit rating (S&P)			A-	A-	A-	A-	A-	A-	A-	A-
Earnings per share (CHF)			4.43	4.67	5.04	5.10	5.13	5.47	5.53	5.21
Dividend per share (CHF)			2.85	3.10	3.35	4.45 <sup>1</sup>	3.55	3.75	3.75	3.75 <sup>4</sup>
Share price (CHF, end of period)			58.55	55.00	64.40	74.20	90.85	77.85	106.00	107.20
Market cap (CHF bn) <sup>2</sup>			1.8	1.7	1.9	2.2	2.7	2.3	3.1	3.2

<sup>1</sup> Including extraordinary dividend CHF 1.00 | <sup>2</sup> Based on total shares | <sup>3</sup> Adjusted for cashgate acquisition 45.5% (2019) | <sup>4</sup> Recommended

# The Cembra share

## Shareholder structure: 98% free float

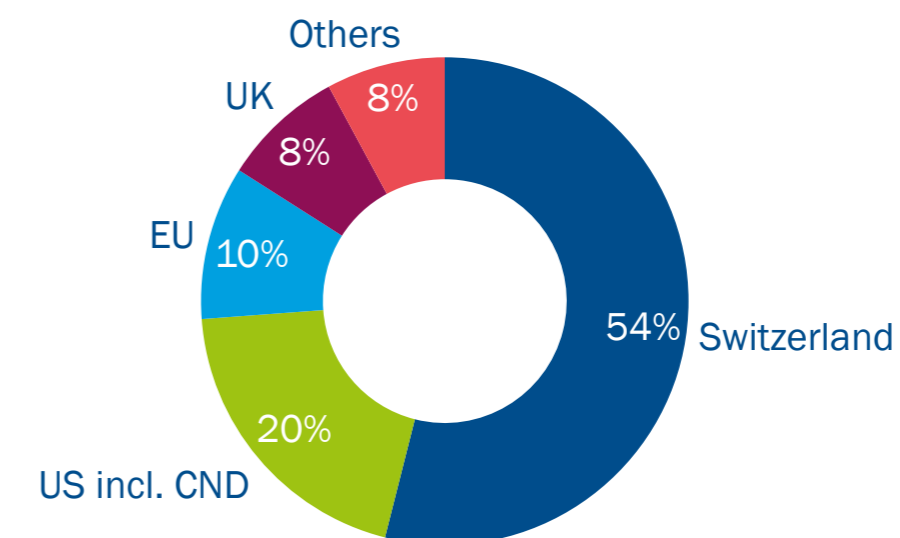
Based on nominal share capital of CHF 30m, as %



## Main investors and indices

<b>Holdings &gt;5% of share capital</b>	UBS Fund Management (Switzerland)
	BlackRock Inc.
<b>Holdings &gt;3% of share capital</b>	Pictet Asset Management (Switzerland)
	Credit Suisse Funds AG
	Norges Bank
	Swisscanto
<b>Selected indices:</b>	SPI <sup>®</sup> , SMIM <sup>®</sup> , Stoxx <sup>®</sup> Euro 600
	SXI Switzerland Sustainability 25 Index <sup>®</sup>
	2021 Bloomberg Gender Equality Index <sup>®</sup>

## Institutional owners by domicile<sup>1</sup>



## Share data

	FY 2020	FY 2019
Number of shares	30,000,000	30,000,000
Treasury shares	629,535	621,644
Treasury shares as %	2.1%	2.1%
Shares outstanding	29,370,465	29,378,356
Weighted-average number of shares outstanding	29,375,730	28,780,504

<sup>1</sup> Estimates

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## Corporate events

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22 July 2021 Publication H1 results and interim report

## Investor conferences, roadshows and calls

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10 May 2021 Canada virtual roadshow  
12 May 2021 UBS virtual pan-european small/mid-cap conference  
1 June 2021 Deutsche Bank virtual global financial services conference  
3 June 2021 MainFirst investor conference Interlaken  
16 June 2021 Deutsche Bank virtual investment conference Berlin

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