

# **EFG Hermes Holding**

**Investor Presentation** 



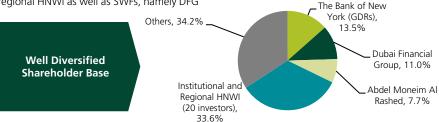
## A Regional Champion

#### **EFG Hermes Overview**

- ≡ EFG Hermes Holding S.A.E. ("EFG Hermes") is the region's premier investment banking firm with on the ground presence in 8 regional markets, and operations focusing on investment banking, securities brokerage, research, asset management, private equity, and commercial banking through its majority ownership in the Lebanese bank, Crédit Libanais
- **■** The firm's workforce exceeds 800 employees (excluding the commercial bank)
- The firm currently has its two largest operations in Egypt and the UAE, employing 566 and 103 employees respectively
- ≡ The firm has a capital base of USD1.2 bn and is listed on the EGX and the LSE with a market capitalization of c.USD1.1 billion

≡ EFG Hermes has a well diversified shareholder base encompassing several large institutions and regional HNWI as well as SWFs, namely DFG

The Bank of New Company of New



## **Strong Platform Capabilities**

#### **Investment Banking**

- #1 Investment Banking platform in the MENA region
  - USD14.9 billion in equity raised;
  - USD52.6 billion of M&A;
  - USD4.3 billion of debt transactions

**Private Equity** 

■ One of the region's leading PE houses

**■** Completed a USD150 mn exit from

■ InfraMed: Largest investment vehicle

dedicated to infrastructure in the

26 exits to date

Mediterranean region

with USD0.6 billion in private equity

■ Investments in 36 MENA companies with

Damas generating a cash multiple of

1.8x and a 38% IRR in less than 2 years

#### Research

- Ranked # 1 in the Euromoney MENA Research Polls in six out of the seven past years
- Widest coverage of MENA equities and economies with a diversified product range
- 132 companies covered across the MENA region
- Covers around 62% of the region's market capitalization

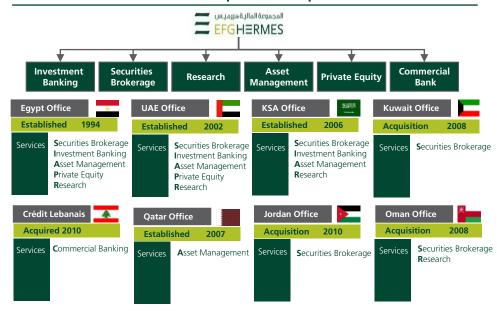
#### Brokerage

- Leading brokerage platform in the region
- Top ranking in Egypt & Kuwait, and leading positions in other regional markets
- Solid market share across markets where EFG Hermes has presence
- Extensive and diversified client base, served by a strong sales and trading team specialized in the region

#### Asset Management

- Largest asset manager in the region with USD 3.2 billion of AUM dedicated to the MENA region
- In the past couple of years, the division managed some of the best performing funds in Egypt, Saudi Arabia and the region

## **Current Simplified Group Structure**

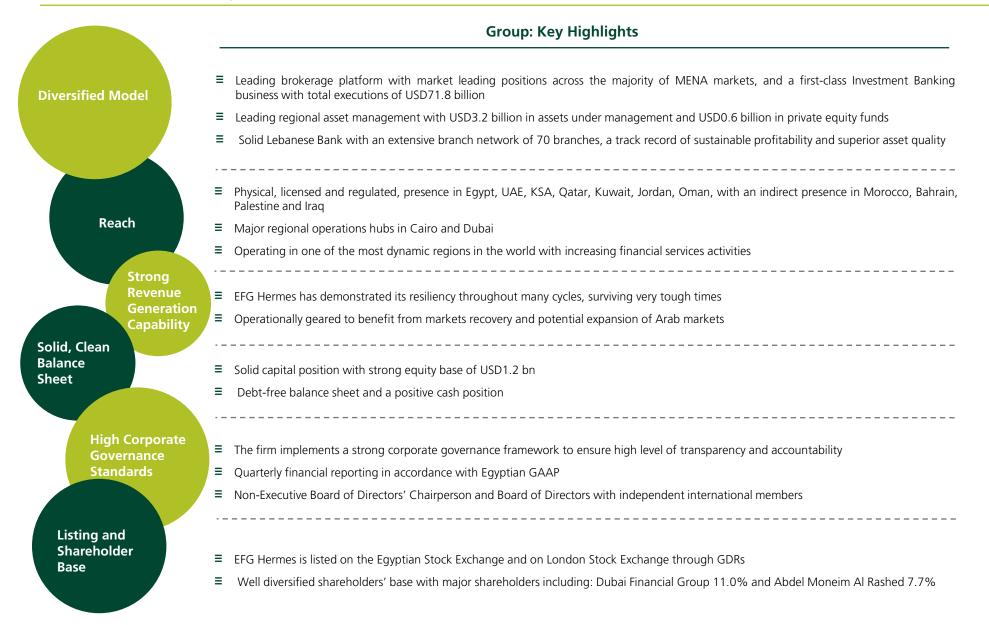


## **Selected Awards From Key Institutions**





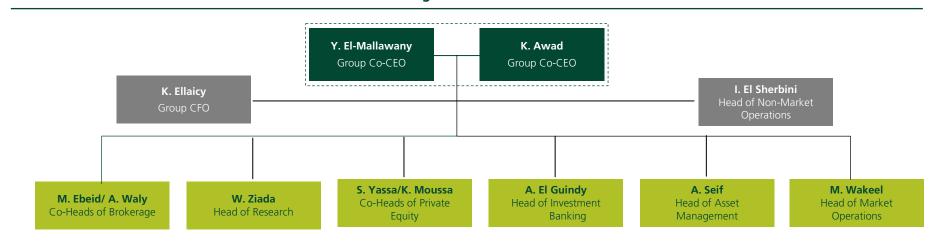
## Resilient, Diversified Operations with a Wide Reach





Organizational Structure and Board Composition





## **Board of Directors**



**Non Executive Chairperson** Mona Zulficar



**Executive Director** Yasser El-Mallawany Group Co-CEO

**Executive Director Karim Awad** Group Co-CEO



Non Executive Director Takis Arapoglou Ex-CEO of NBG



**Non Executive Director Robert Eichfeld** Ex-CEO of Samba



**Non Executive Director** Thomas S. Volpe Managing Partner Volpe



**Non Executive Director** 

**Marwan Elaraby** Partner, Shearman & Sterling



**Non Executive Director** Joseph Iskander

Director, Dubai Group



CEO, Dubai Group



**Non Executive Director Charles Mcveigh III** 

Chairman, Citi Corporate and IB, Private Banking Partnership



## Current Model and Focus

## A Multi-Faceted Strategy Going Forward

Revenue Generation **Cost Optimization** Shed noncore assets **Enhance ROE** 

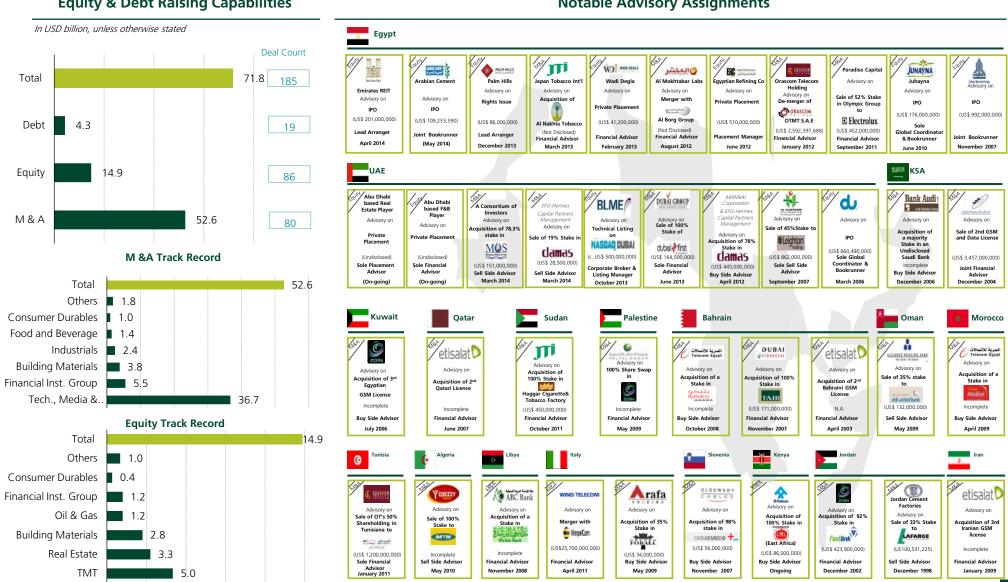
- A highly unstable political environment across most of the Middle East is significantly affecting our revenue generating capabilities in the markets in which we operate
- Our current focus is on further growing our revenue generation capabilities in regional markets
- Key markets going forward include the UAE (for all business lines), KSA (IBD and AM) and Kuwait (brokerage)
- ≡ Egypt will continue to be a key market and our goal will be to maintain market share while channeling more of our energy to the Gulf
- Continue with the implementation of the cost optimization plan that aims at reducing the Investment Bank's operational expenses to around EGP500 million; and targets a 50% employees 'expenses to revenue as markets improve
- ≡ At these levels, the investment bank should turn profitable under unfavorable market conditions
- The cost optimization plan is an ongoing, dynamic process that is designed to meet a continuously changing economic and political environment
- As previously communicated, EFG Hermes has identified a number of non-core assets that are currently on its balance sheet
- = The goal is to divest these assets returning most of the proceeds to shareholders while continuing to maintain a well capitalized balance sheet to support future growth initiatives
- Our ability to execute this plan is highly related to the general market conditions that will ultimately determine the timing of the execution and the returns that can be achieved
- In May of this year, EFG Hermes completed the divestment of shares owned by one of its subsidiaries in SODIC
- We continue to look at ways to enhance our low ROE through a full review of current capital allocation and the associated returns
- ≡ The management announced a buy-back program of EGP1 billion, with one of its goals is to improve the firm's ROE: The first phase of EGP425 million was completed on February 6<sup>th</sup>, and the second phase is expected to be carried out by the third quarter of the current year
- = The shedding of non-core assets will be a major step in that direction as some of the assets that are being disposed will generate small returns
- The remaining capital base might be reallocated from traditional businesses to new lines (that are currently being studied) in an effort to enhance returns and supplement revenues from our current business lines
- Ultimate goal is to relatively reduce the exposure of the business to the extreme cyclicality of the industry in which we operate



Investment Banking | Unparalleled Execution Track Record in the Arab World and Beyond

## **Equity & Debt Raising Capabilities**

## **Notable Advisory Assignments**



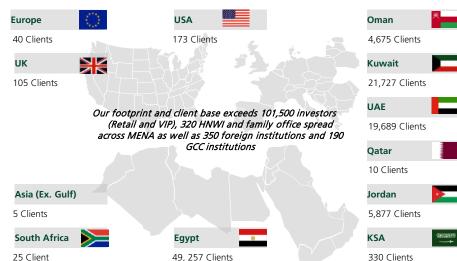
## Securities Brokerage | The Leading Brokerage Platform Across the Region

# Regional Presence, Market Share and Ranking



<sup>(\*)</sup> over brokers only – excluding trading banks

## **Widest Distribution Network**



# 49, 257 Clients

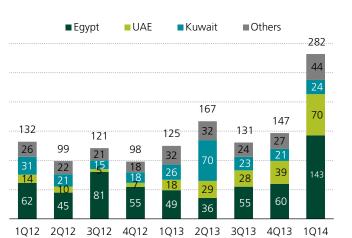
## 330 Clients

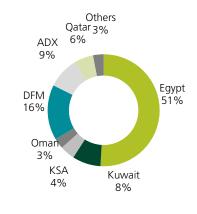
## **Average Daily Commissions**

## **Fees Contribution by Country**

## **Dominant Brokerage Platform**

In USD thousand, unless otherwise stated





Based on 102014 Figures

#### **Extensive Presence & Leadership**

EFG Hermes is the Arab world's premier equities house, with strong regional presence and leadership position in many of these markets

## **Unparalleled Corporate Access**

■ Grant access to corporates management through tailored country trips and a series of distinguished conferences in Egypt, London, UAE, and USA

#### **Strong Sales Force**

120 sales and traders dedicated to MENA and GCC equities specialized by client type, product and geography

#### **Diversified Products**

Provide flexible product offering depending on market accessibility and clients' needs. Examples: Total Return Swaps (9 countries) and Participatory Notes (KSA)

#### Retail Service channels

**≡** EFG Hermes offers its retail and VIP clients a complete trading platform including call center, customer service, online, ATMs and retail branches

#### Online Trading

Our Online trading platform provides clients with all the resources needed to make investment decision. Online trading available in Egypt, UAE, Oman, KSA and Kuwait

## Research | A Leading Research House

# ≡ EFG Hermes houses an industry leading research department that is currently comprised of a team of 32 professionals focusing on areas including equity coverage, economics, and strategy

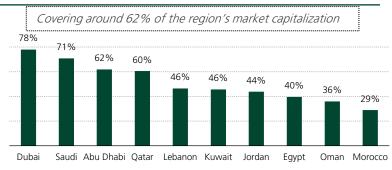
### ■ The department also offers in-depth reports on economies, strategy and sector focused notes

- The quality of this team is accentuated by the top ranking of its analysts during the past six years
- Capping a two-year process, EFG Hermes Research launched its new portal in May 2012, providing access to all research products and a three-year product archive

## **Research Coverage Universe**



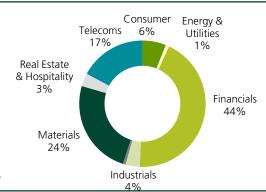
## Market Cap. Coverage by Country



## **Research Capacity Online via New Portal**



## **Research Coverage by Sector**

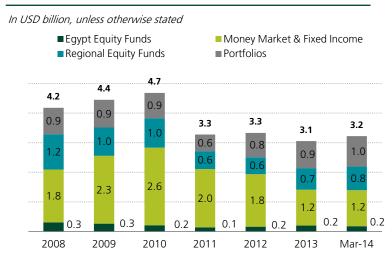


## **Research Team Euromoney Poll Rankings**

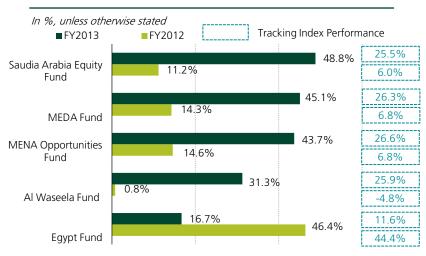
Research House	Banking & Finance		Strategy		Property /Real Estate		Telecoms		Transport & Shipping		Pharmaceuticals		Utilities	
	2013	2012	2013	2012	2013	2012	2013	2012	2013	2012	2013	2012	2013	2012
EFG Hermes	1	2	1	2	2	1	1	1	1	1	1	1	1	1
HSBC	3	1	3	1	4	2	3	3	3	2	2	2	4	3
Deutsche Bank	-	5	7	7	7	6	_	5	_	_	_	_	5=	5
NCB Capital	2	3	2	3	1	2	2	2	_	_	_	_	2	2
Global Investment House	4	4	4	4	3	3	4	4	2	3	3	3	3	4

- Asset Management | Diversified Client Base and Product Offerings
- **■** 42 professionals across three countries (Egypt, UAE and Saudi Arabia) with more than 18 years of investment experience in the region making it the largest and most experienced on-theground team of any investment manager in the Middle East
- **■** Loss of AuMs during FY2013 has been mainly triggered by the change of regulations governing MMFs in Egypt, which has impacted all Egyptian asset managers
- **■** Impact of loss of revenues from MMFs was minimal due to the low management fees that those funds carry
- **■** In spite of stellar performance, our ability to raise funds has been limited, due to economic and political conditions, but should start to pick up during the current year,2014

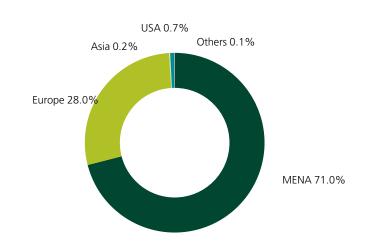
## **Evolution of Assets Under Management**



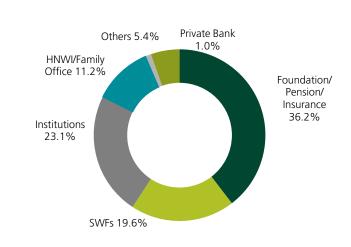
### Performance of Select Funds 2012 & 2013



## **Total AuMs Breakdown by Clients Region**



## **Total AuMs Breakdown by Investor Type**





## Private Equity | Large Base of AuMs. InfraMed | A EUR 385mn Long Term Infra Fund Focusing on SEMED

#### **EFG Hermes Private Equity Overview\***

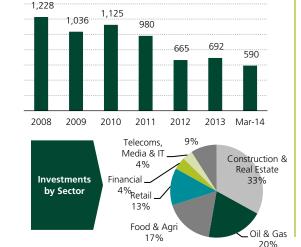
- Invested USD601 million in 36 unique investments
- **■** 26 exits with proceeds totaling USD504 million
- **■** Total realized gains USD211 million
- Aggregate exit USD IRR 20%
- Aggregate exit USD cash multiple 1.7x
- 10 investments in current portfolio

\*Data is for Horus I, EFG CP II &III and Horus Agri. Fund

#### damas دامـاس Acquisition of 19% **EFG Hermes Private** of Damas alongside **Equity Exits from** MANNAI **Damas** Corporation IRR of c.40% Cash multiple 1.8x March - 2014 March - 2012 USD150 million USD85 million

## **Private Equity AuMs**

In LISD million unless otherwise stated



#### InfraMed Overview

- fund investing in infrastructure in the Southern and Eastern
- that reached first closing in May 2010 with EUR 385mn of sponsor commitments
- To date, InfraMed invested c.40% of its commitments in investments in Eavpt, Turkey and Jordan
- Headquarters in Paris with local presence in Cairo and Casablanca initially through advisory and co-investment agreements with EFG Hermes and CDG Capital
- professionals in Paris, Cairo, Dubai and Casablanca

#### InfraMed Structure

■ A EUR 385mn private equity Mediterranean (SEMED) region

**■** Fund has a 14+1 year term

■ Strong pool of 15+ investment

## European Egypt Investment Management المحموعة المالحة هيرمجس Investment GHERMES € 15mn € 50mn €20mn € 150mn € 150mn





INFRAEGYPT

Size l€100mn

## **EFG Hermes Role**

- Investment Mgmt/Advisory including origination, analysis and execution
- Portfolio Mamt including board representation on projects and day to day management
- Member of the regional Investment Committee
- Ad-hoc support for transactions and networking particularly on Levant and North Africa

Regional Investments Management

Sponsor

- Support fundraising activities and LP relationship management
- Founding partner of InfraMed
- Hold of EUR15 mn LP position

#### Investments to Date

## ERC

- Country: Egypt
- Investment: USD 100mn (c.15% stake)

Size l€50mn

- Capacity: 4.7MT of light distillates
- Total Cost: USD 3.7bn
- Other Stakeholders: KEXIM, DEG, JBIC, IFC & Oatar Petr. Int.

## Iskenderun Port Facility



- Country: Turkey
- Stake: c.20%
- Capacity: 1.3mn TEU
- Total Cost: Not disclosed
- Other Stakeholders: Limak, Garanti. Unicredit



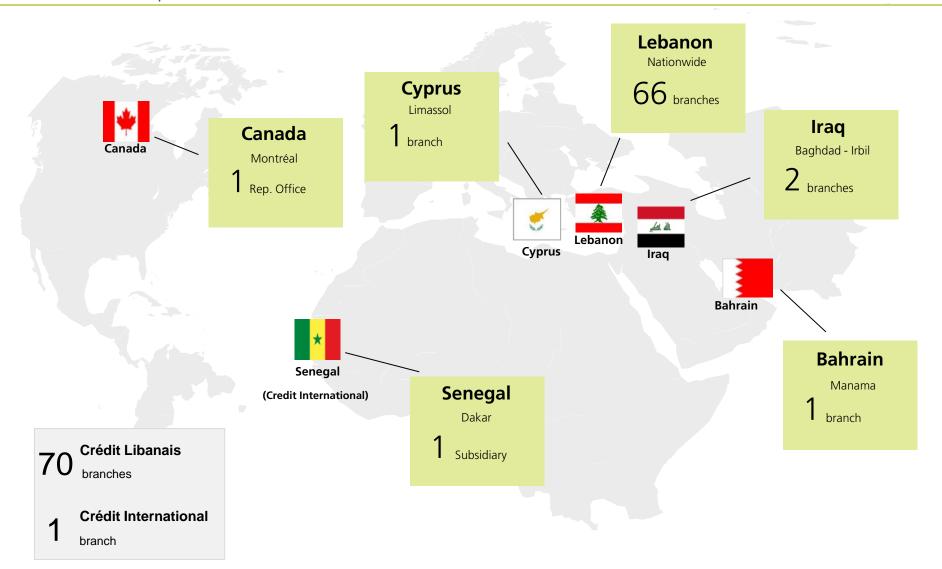
- Country: Jordan
- Stake: 49% Capacity: 114MW
- Total Cost: Not disclosed
- Other Stakeholders: EP Global Energy, EIB, IFC and Proparco







Commercial Bank | Crédit Libanais Presence





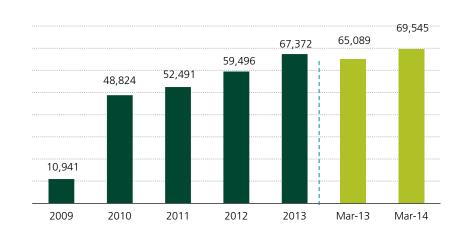
## Group | Key Financial Highlights

## **Group Revenues**

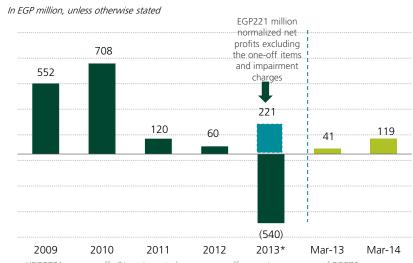


## **Group Total Assets**

In EGP million, unless otherwise stated



## **Group Net Profit After Tax & Minority Interest**



\*IEGP781 mn one-offs &impairment changes: one-off operating expenses of EGP70 mn, impairment charges of EGP735 mn & capital gains of EGP24 mn

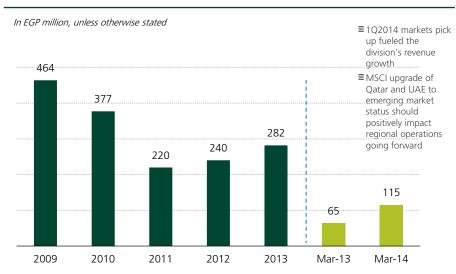
## **Total Equity/Capitalization**

In EGP billion, unless otherwise stated



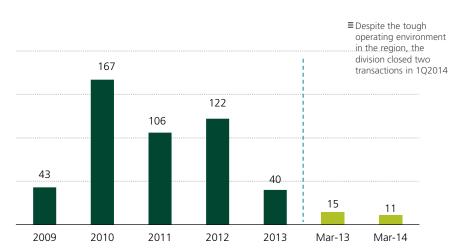
Investment Bank | Business Lines Revenue

## **Brokerage Revenue**



## **Investment Banking Revenue**

In EGP million, unless otherwise stated



## **Asset Management Revenue**



## **Private Equity Revenue**



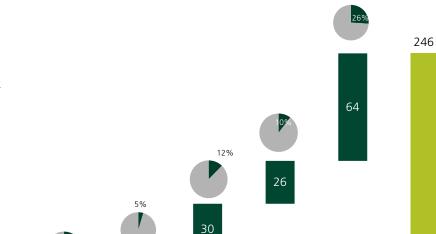
In EGP million, unless otherwise stated

## Investment Bank | Revenue Generation

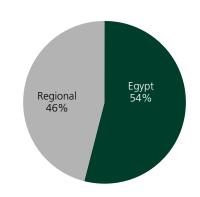
## **■** The pick up in regional markets pushed Brokerage to be the main contributor to the Investment Bank's revenues for the quarter

**≡** Egypt represented 54% of total Investment Bank Fees and Commissions Revenue in 1Q2014

## 1Q2014 Revenues (1)







## **Evolution of Investment Bank Revenues**

In EGP million, unless otherwise stated 1,190 995 830 694 246 194 2009 2010\* 2011 2012 2013 Mar-13 Mar-14

ΑM

PE

Treasury

Total

IBD

Brokerage

\* 2010 revenue excludes EGP717 million of capital gain booked from the sale of Bank Audi

<sup>(1):</sup> Net revenues as per earnings release includes treasury and capital markets income.



## Investment Bank | The Cost Base

#### 1Q2014 Expenses (1) (2) **1Q2014 Breakdown of Expenses ≡** Employee cost continues In EGP million, unless otherwise stated to be the largest cost component accounting for approx. 77% of our cost base in 1Q2014 159 Other ■ Nevertheless, employee expenses 23% cost to revenues declined from 72% in 4Q2013 and 69% in **Employee** 1Q2013 to 50% in expenses 102014 77% **■** We continue to closely monitor our cost base and introduce / implement several cost cutting initiatives **Evolution of Investment Bank Expenses** ■ In 102014, costs In EGP million, unless otherwise stated dropped 36% Q-o-Q and 15% Y-o-Y, as the 874 cost-cutting measures 799 start filtering into our 730 717 accounts 665 188 159

2009

2010

2011

2012

2013

Mar-13

AM

PΕ

Total

**IBD** 

Holding

Brokerage

Mar-14

<sup>(1):</sup> Some of the business lines' expenses are booked on the Holding level, thus the above expenses do not entirely capture the divisions' full operating expenses

<sup>(2):</sup> Operating Expenses before deduction of taxes and minority interest



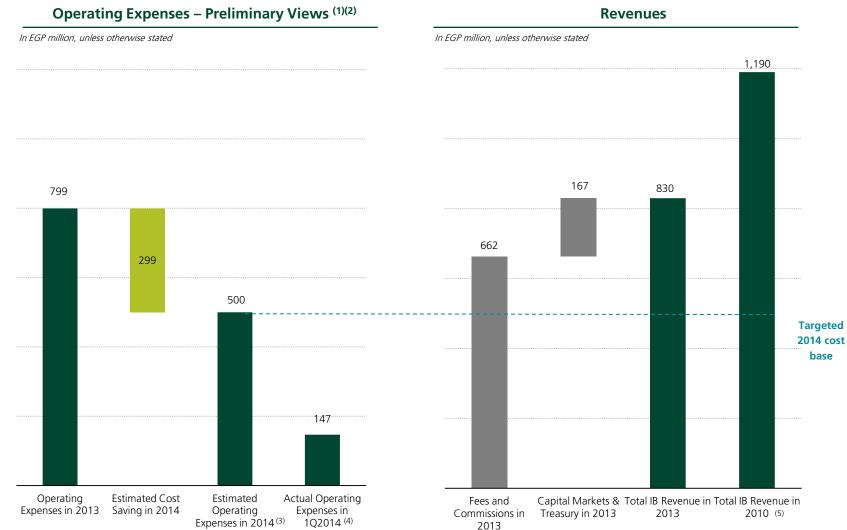
Investment Bank | A Leaner Cost Base is Targeted in 2014

## **Expected Impact of Cost Optimization Plan**

■ We believe our current cost optimization plan will help us become profitable on the investment bank level in dire market conditions

■ This will also significantly minimize any cash burn risks

■ Operating expenses in 1Q2014 is in line with our cost optimization plan



<sup>(1)</sup> Preliminary plan – actual cost savings might turn out slightly different especially due to ongoing devaluation of the EGP

<sup>(2)</sup> Operating Expenses before deduction of depreciation, provisions, taxes and minority interest (3) Estimated costs are based on a constant EGP/USD

<sup>(4)</sup> Excluding one-off operating expenses of EGP12.3 million

<sup>(5) 2010</sup> excludes the gains booked from the sale of Bank Audi stake amounting to approx. EGP717 million



Investment Bank | Balance Sheet

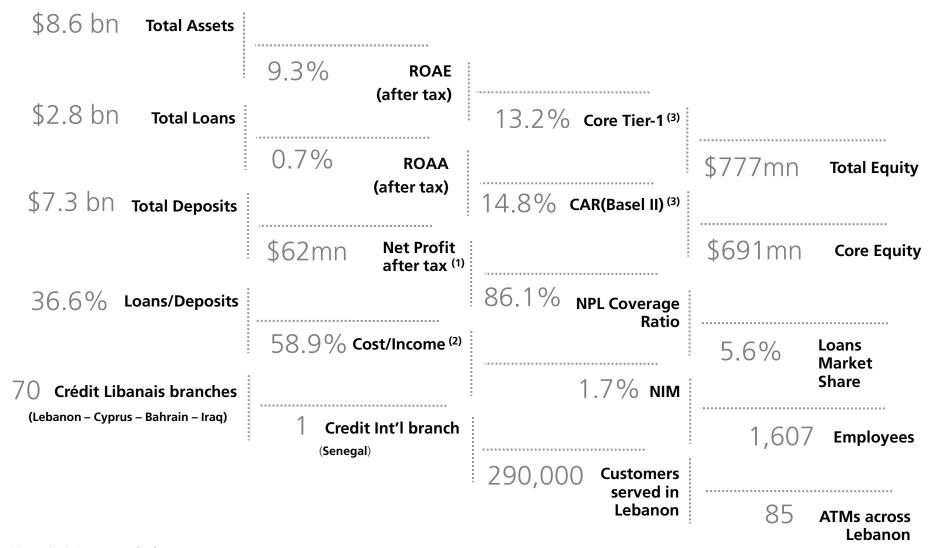
## Investment Bank Balance Sheet as at 31st March 2014

- The balance sheet of EFG Hermes today is well capitalized, and unleveraged with significant scope for value optimization and returning money to shareholders, primarily from the disposal of non-core assets
- ≡ Impairment charges taken in 2013 see EFG Hermes entering 2014 with a clean balance sheet

Assets - Liabilities	In EGP million
Cash and Cash Equivalents	2,283
Asset Management Seed Capital	674
Private Equity Seed Capital	236
Fixed Assets and Real Estate	464
Other Assets	69
Receivable (Payables)	(799)
Goodwill	199
Other Trading and AFS Investment	244
Crédit Libanais	3,296
SODIC	452
Total	7,116



Crédit Libanais | Highlights

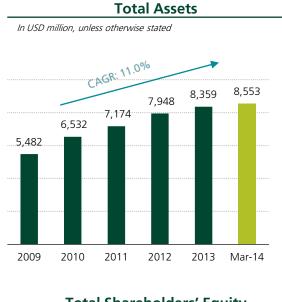


<sup>(1)</sup> Annualized 1Q2014 Net Profit After Tax(2) Including extraordinary items(3) As at December 2013

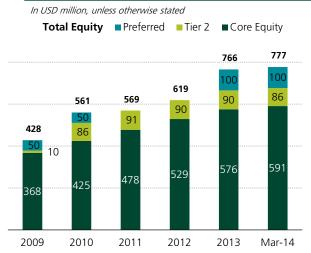
All figures are as at March 2014

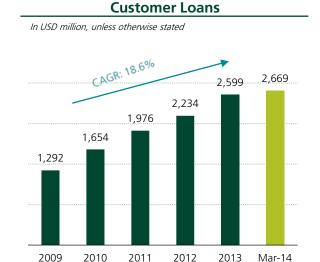


Crédit Libanais | Balance Sheet and Asset Quality Highlights

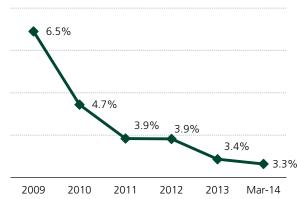












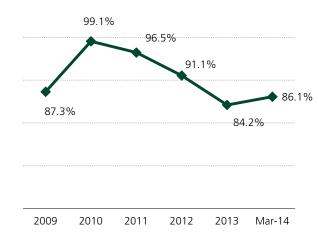
## **Customer Deposits**

In USD million, unless otherwise stated



## **Provisions/NPL (Coverage Ratio)**

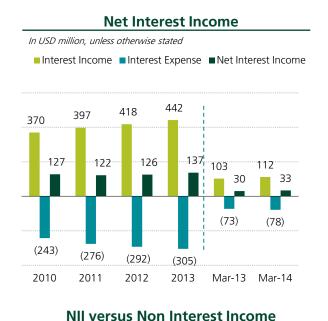
In %, unless otherwise stated

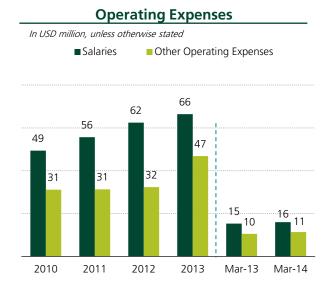


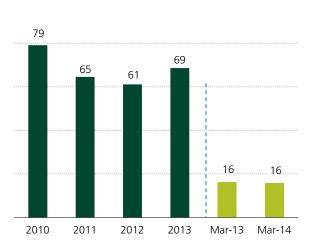
Source: Bank Information



Crédit Libanais | Profitability, Performance and Capital Ratios



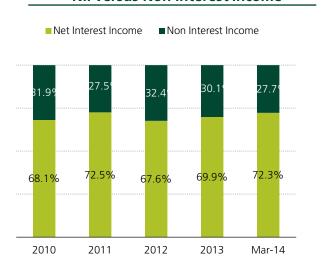


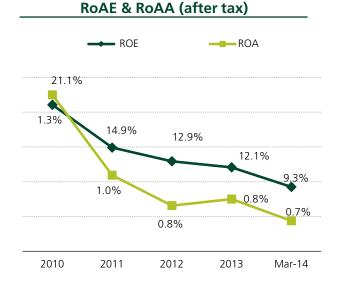


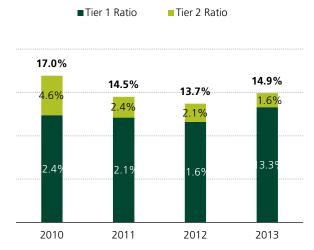
**Capital Ratios (Basel II)** 

**Net Profit After Tax & Minority Interest** 

In USD million, unless otherwise stated







Source: Bank Information

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EFG Hermes Holding SAE has its address at Building No. B129, Phase 3, Smart Village, Km 28 Cairo Alexandria Desert Road,6 October, Egypt and has an issued capital of EGP 2,867,422,500