

The consolidated equity (group share) of Delen Group stood at 1,184.9 million euros as of December 31, 2023, compared to 1,078.6 million euros on December 31, 2022. The group's Common Equity Tier 1 capital amounted to 860.8 million euros at year-end (compared to 768.2 million euros at year-end 2022). Delen Private Bank remains extremely well-capitalized, with a Common Equity Tier1 ratio of 43.8%. The return on (average) equity reached a strong figure of 15.8%.

Operational overview 2023 by activity

Delen Private Bank (Benelux and Switzerland)

Against the backdrop of volatile markets, Delen's clients adhered to its long-term, prudent, and sustainable approach. Clear and transparent communication was key, e.g. through daily client meetings, newsletters, videos, and events like Delen Perspectieven.

In addition, Delen's relationship managers guided clients in wealth planning, emphasizing the integrated offerings of Delen Private Bank. Starting from a complete overview of the family wealth, clients are invited to simulate future wealth evolutions and succession rights payments.

A client satisfaction survey in November 2023 underscored the importance of a personal and proactive approach. More than 80% of clients are very satisfied with Delen's services, the contact with their relationship manager being a significant contributor.

Client satisfaction was further evidenced by the increased market share in the Belgian private banking market. Emphasizing client proximity and operational excellence (e.g. through a state-of-the-art digital support) Delen Private Bank expanded its footprint with a new branch in Charleroi, in addition to ongoing development in digital channels for an efficient and secure client experience. The Charleroi branch is the 15th location in Belgium. Acting local remains a strategic focus.

At year-end 2023, 93% (39,399 million euros) of the total client assets in Benelux and Switzerland were managed directly under a discretionary mandate or through the bank's own patrimonial beveks (open-ended investment trusts). Expressed in number of accounts, the share of discretionary management accounts is 96.4%.

Bank Van Breda once again made a significant contribution to the result and represented approximately 31% of the total AuM. On December 31, 2023,

Delen Private Bank managed 13,354 million euros on behalf of clients introduced by the Bank Van Breda network.

In the Netherlands, the team's commercial efforts and the successful integration of Groenstate Vermogensbeheer led to solid figures, i.e. 1,461 million euros in AuM. The offices in Amsterdam, Den Bosch and Heereveen had an excellent organic growth over the year. The strategy in the Netherlands – an integrated service of asset management and planning – is fully aligned with that of Delen Private Bank.

Delen Suisse experienced a robust influx of assets, with a strategic focus on key regions where expatriates from the Benelux countries benefit from the tailored services and expert team. Meanwhile, Delen Luxembourg sustained positive commercial momentum, exemplified by the Luxembourg Art Week, a new event which attracted many promising prospects.

JM Finn (UK)

Despite the more challenging market conditions than on the continent, JM Finn experienced a satisfactory gross inflow of assets. The positive dynamic within the team was further augmented by the successful relocation of the Leeds team to a new office in York.

Since the acquisition of JM Finn in 2011, Delen Private Bank progressively raised its direct shareholding to 92.3%. As of year-end 2023, JM Finn effectively managed 12,212 million euros (10,613 million pounds sterling) in total client assets, with 82.9% under discretionary management. A shift toward a centralized approach in managing part of the assets is underway. The firm remains dedicated to aligning JM Finn's business model more closely with that of Delen.

ESG overview 2023

Responsible investment and asset protection are the cornerstones of Delen Private Bank's ESG policy. Delen Private Bank is a member of the UN PRI and consistently integrates sustainability parameters into its investment process. Hence 37,823 million euros of AuM are managed under the responsible investment management policy.

Through its partnership with EOS, Delen Private Bank also enters into dialogue with the companies in its funds ('Engagement'). Engagement discussions are ongoing for 70% of the companies in the equity portfolio of Delen's in-house funds. Furthermore, the principle of dynamic and good stewardship forms the basis for thorough asset protection.

Based on the material topics identified by Delen Private Bank and the materiality analysis performed at AvH group level, 'Asset protection', 'Responsible investment policy', 'Business ethics' and 'Protection of data and privacy' are regarded as potentially material at AvH level.

Asset protection

Asset protection is a priority for the clients of Delen Private Bank. The bank strives to invest its clients' assets prudently and proactively thereby contributing to a sustainable future. In addition to the usual thorough financial analysis, non-financial parameters are also integrated into the investment management process. The day-to-day implementation of the responsible investment policy ensures long-term thinking and risk mitigation.



Delen Private Bank > Offices Charleroi

Responsible investment policy

As a member of UN PRI, Delen Private Bank is committed to making its investment process fundamentally sustainable by integrating ESG-related criteria and by acting as an active shareholder, engaging with the companies it invests in.

Delen Private Bank also monitors and communicates openly on different non-financial parameters regarding its patrimonial funds. One example is CO₂ intensity. The aim is to ensure that the CO₂ intensity of the in-house funds is lower than the global benchmark (e.g. MSCI ACWI).

Business ethics and protection of data and privacy

Delen Private Bank adheres to a strict integrity policy, emphasizing values that employees must uphold. With the growing threat of global cybercrime, the bank prioritizes data and privacy protection.

Delen Private Bank invests heavily in its IT systems and IT support services to comply with legal obligations and to guarantee the protection of its clients' data and privacy. It consistently underscores the importance of a secure organization to both its employees and clients. In addition to robust IT systems and support services, the experience and dedication of all staff also plays a crucial role. An 24/7 initiative was launched, with employees vigilantly monitoring the systems day and night, every day of the week, to safeguard against security breaches.

ESG performance

Client satisfaction remains a top priority for Delen Private Bank. A client satisfaction survey in November 2023, conducted in Belgium, the Netherlands, Luxembourg and the UK, highlighted the importance of the quality of its personal and proactive approach. More than 80% of clients are very satisfied with Delen's services, the contact with their relationship manager being a significant contributor. With a Net Promotor Score (NPS) of 43, the bank performs remarkably better than the market average. JM Finn continued to also deliver very high client satisfaction NPS levels, above industry trends.

	2023	2022	2021
Assets under management			
Funds managed according to sustainable investment principles (billion euros)	38.0	31.8	35.4
Engagement scope ⁽¹⁾	70%	72%	70%
Average ESG rating of own funds ⁽²⁾	19.9	19.7	19.4
Client satisfaction			
Net Promoter Score ⁽³⁾	43	N/A	58

⁽¹⁾ Ratio of the number of companies with an engagement procedure relative to the total number of companies in the portfolio. The engagement programme sets priorities according to the urgency of certain topics, the openness of the company in question, and the possible impact of a particular engagement action (excluding JM Finn).

⁽²⁾ Sustainalytics: ESG risk scores between 0 and 100, where a lower score implies a lower risk. A score of 20 is regarded as a low risk (excluding JM Finn).

⁽³⁾ Bi-annual measurement (excluding JM Finn)

At the corporate level, Delen Private Bank closely monitors its ecological footprint. As of 2023, the bank switched to an all-electric fleet for all new vehicle orders. Delen remains committed to reducing the paper pile. The share of digital quarterly reports continues to rise to approximately 90%. The bank is investigating the feasibility of adding more solar panels for increased renewable energy production, taking into account structural challenges from the bank's historic buildings. Tenders have been requested and initial installations have begun based on the study's findings.

Outlook 2024

Cautious optimism pervades the outlook of Delen Private Bank on the macroeconomic landscape in 2024, with a plausible scenario of a soft landing and controlled inflation. The backdrop of declining interest rates typically fosters buoyant stock markets. On the other hand, Cadelam, the fund manager of the Delen Group, remains vigilant, particularly in monitoring geopolitical tensions and the evolution of sovereign debt.

Delen Private Bank remains committed to seeking growth opportunities. At the outset of 2024 the bank announced an asset deal with Puur Beleggen in the region of The Hague, the Netherlands. Puur Beleggen, a Noordwijk-based boutique asset manager overseeing assets totalling 40 million euros, will seamlessly integrate into Delen Private Bank. This acquisition coincides with Delen's desire to be present in the largest Dutch cities. In Belgium, the inauguration of a new office building in Knokke is planned during 2024.

In addition to leveraging organic growth prospects, the group actively explores acquisition opportunities, particularly aligning with entities that share a similar strategic vision. The focus is on regions where the group is already present.

The group is actively seeking to integrate AI into various bank services with a focus on efficiency. The bank offers trainings to staff to enhance their ways of working by leveraging evermore technology.

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