



Full-year 2025 results presentation

Zurich, Switzerland
18 February 2026



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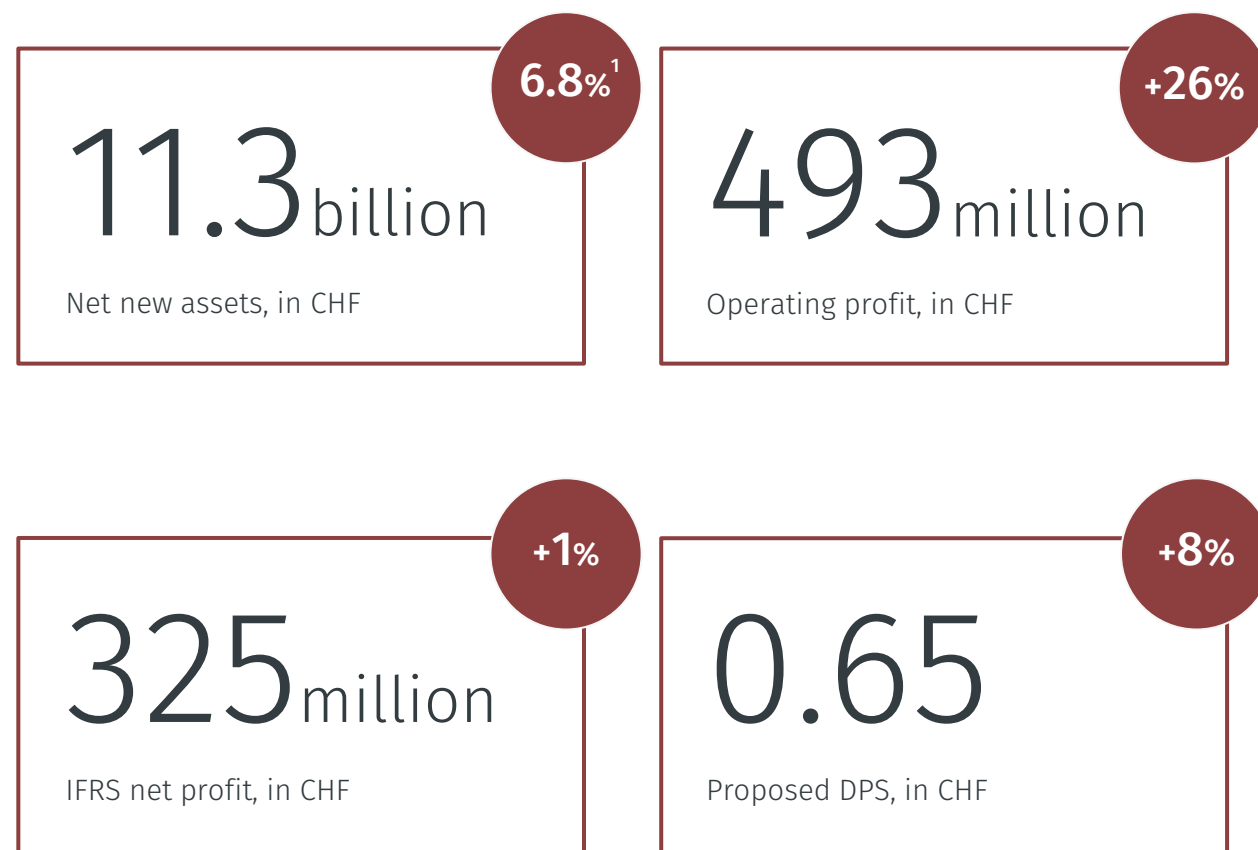
Alternative performance measures and Reconciliations: This presentation and other communications to investors contain certain financial measures of historical and future performance and financial position that are not defined or specified by IFRS, such as "net new assets", "Assets under Management", "revenue margin", "operating profit", "cost/income ratio", "Liquidity Coverage Ratio", "Loan/deposit ratio", "Return on tangible equity". These alternative performance measures (APM) should be regarded as complementary information to, and not as a substitute for the IFRS performance measures. The definitions of APM used in this presentation and other communications to investors, are provided in the section headed "Alternative performance measures" of the Annual Report 2025 available at www.efginternational.com/ch/investors/financial-results

01

Highlights

Giorgio Pradelli
Chief Executive Officer

Strong NNA complemented by M&A and disciplined execution led to record operating performance



- **Strong organic growth** with further acceleration in 2H complemented by M&A activity
- Significant increase in **operating profit** and **strong operating leverage**
- Continuous commitment and progress in **de-risking**
- Excluding exceptional items, net profit was **CHF 339.3 million** (+6%)

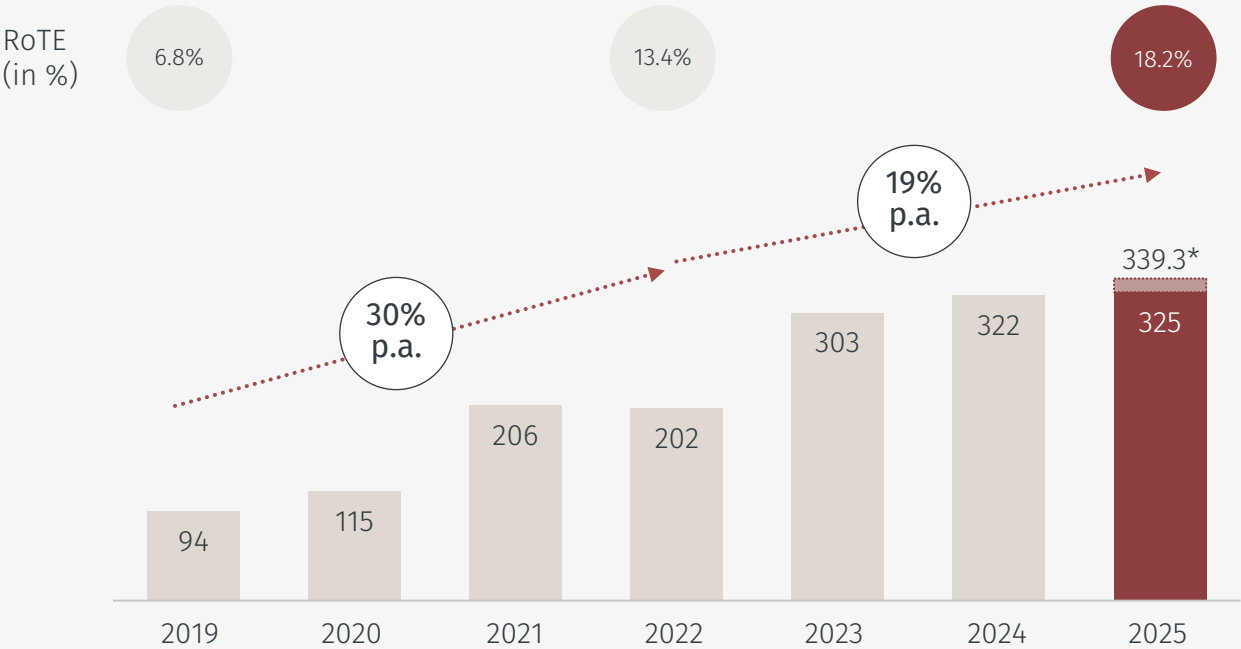
¹ Net new asset growth rate p.a

Consistent delivery of sustainable and profitable growth



Record profit of CHF 325.2 mn in FY 2025

Evolution of IFRS net profit in CHF mn



* Excluding exceptional items (insurance recovery, legal provision)

02

Financial performance

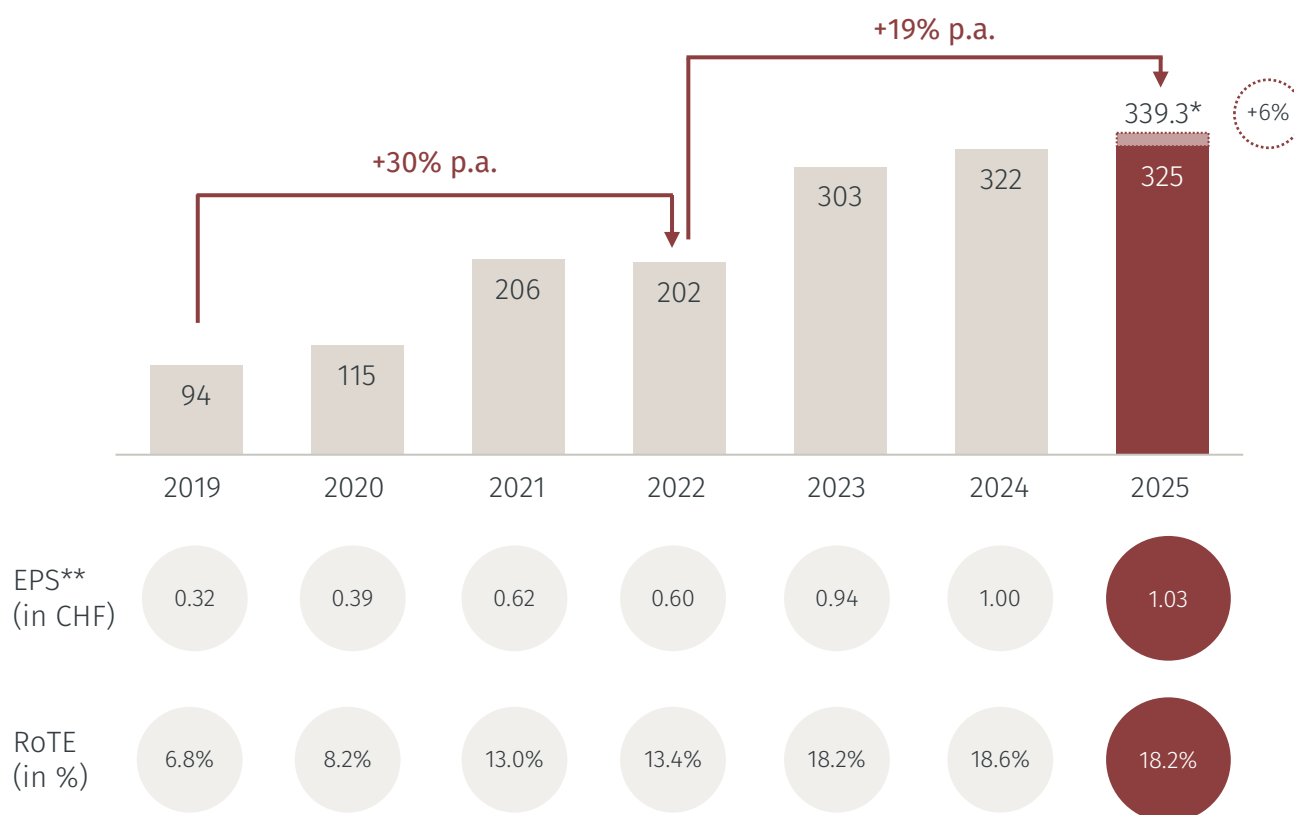
Dimitris Politis

Chief Financial Officer & Deputy CEO

Concluding the 2023-2025 business cycle with record profits

Record profit of CHF 325.2 mn in FY 2025

Evolution of IFRS net profit in CHF mn



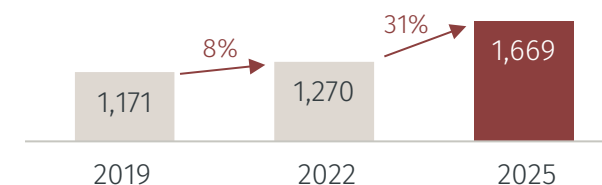
* Excluding exceptional items (insurance recovery, legal provision)

** Basic EPS

Key highlights

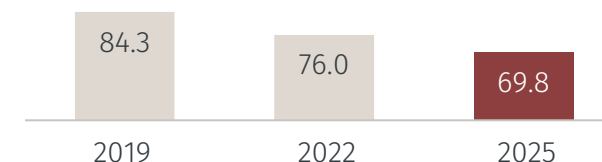
Topline growth

Revenues (in CHF mn)



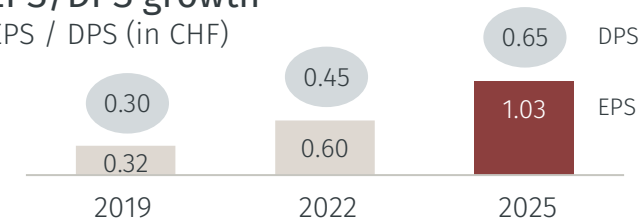
Efficiency improved

CIR (in %)



EPS/DPS growth

EPS / DPS (in CHF)



Strong operating performance continues in 2025



Business development

+6.8%	NNA growth
98 bps 95 bps*	Revenue margin
+79 CROs	Hired, signed & approved in 2025

185.0

Revenue-generating AuM, in CHF bn

Profitability

11% 8%*	Revenue growth vs. 2024
69.8% 72.2%*	Cost-income ratio, down -3.1 pp vs. FY 2024
325.2 mn 339.3 mn*	Net profit in CHF, up 1%/6%* vs. 2024

18.2%/
19.0%*

Return on tangible Equity, in %

Capital & Liquidity

+510 bps	Gross capital generation
14.0%**	CET1 capital ratio (Basel 3 Final fully adopted)
270%	LCR

0.65

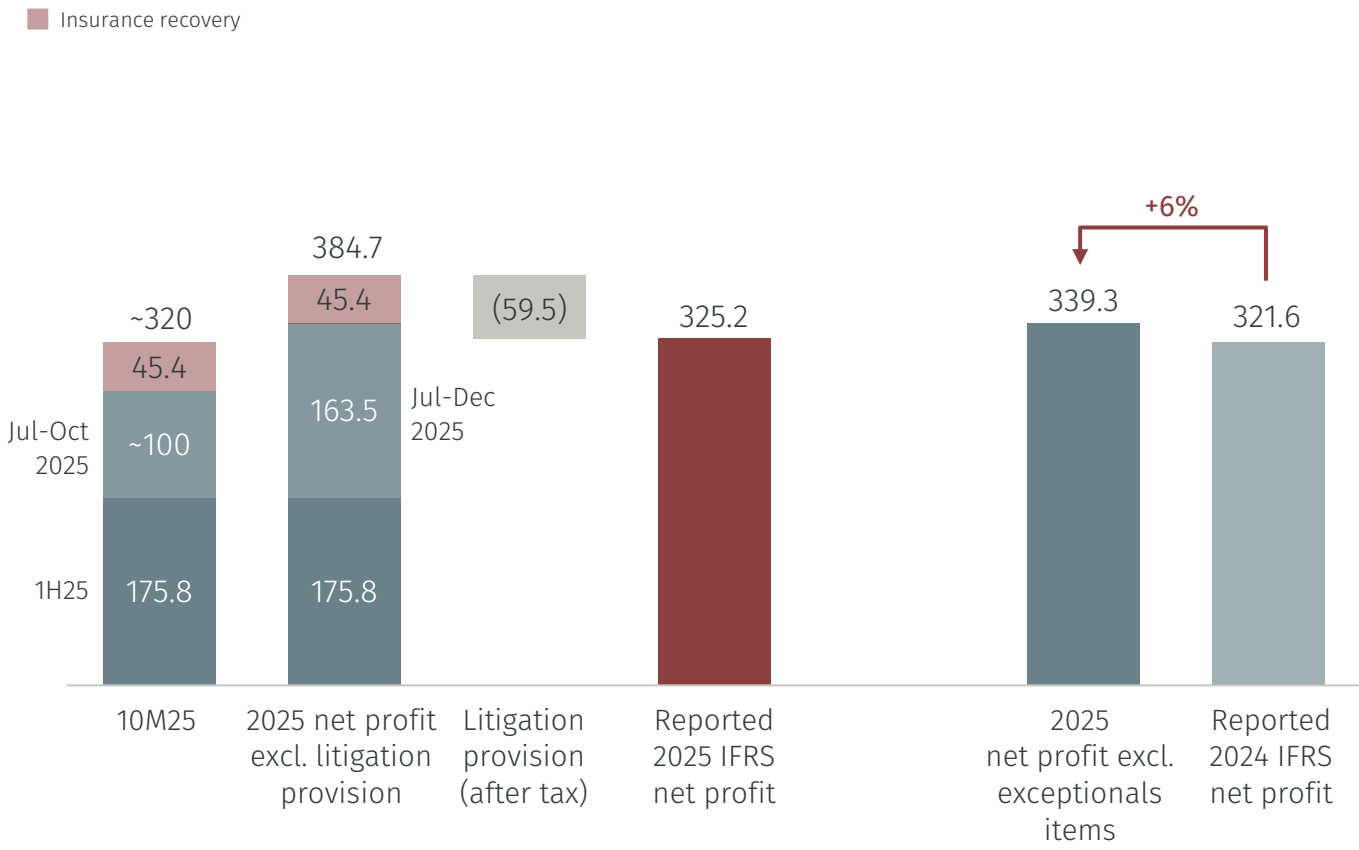
Dividend per share in CHF, up 8%

* excluding exceptional items (insurance recovery, legal provision)

** for details please refer to EFG International's Basel III Pillar 3 disclosures, section 2.1 and 2.2

Strong momentum in the last two months of 2025 – 2025 IFRS net profit impacted by exceptional items

2025 IFRS net profit drivers (in CHF mn)



Key highlights

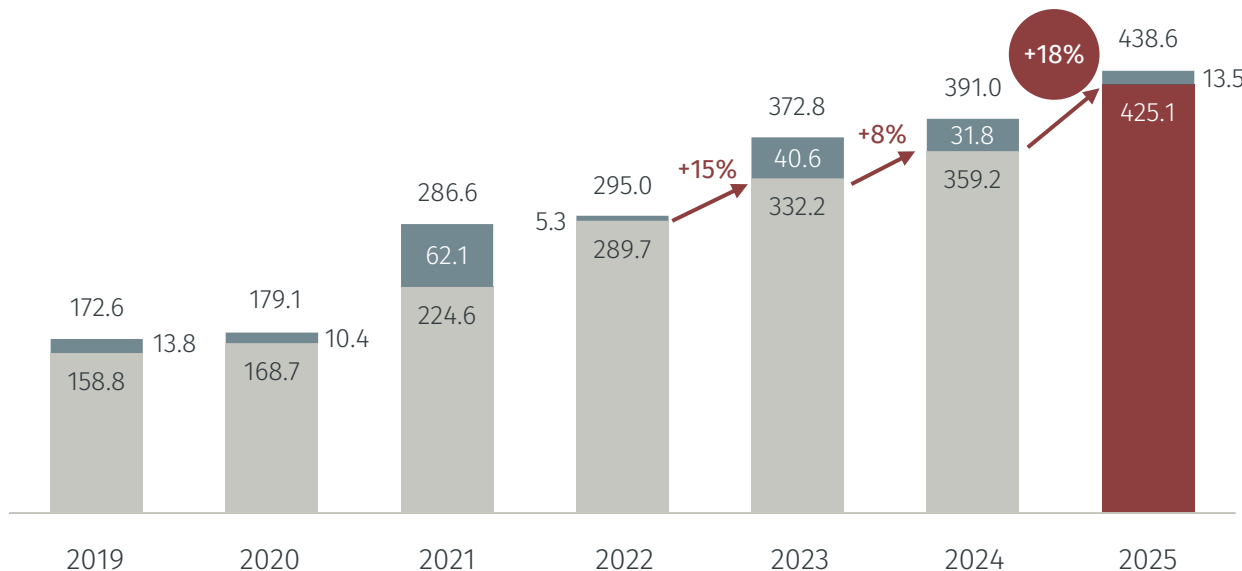
- Profitability accelerated in the last two months of the year, adding in excess of CHF 60 mn net profit (excl. litigation provision)
- Exit run rates (for revenue margin and profit) higher than communicated in November 2025 Investor Day
- Exceptional items impacted P&L by CHF 14 mn
 - Provision for legacy litigation case in December 2025: CHF 59.5 mn after tax impact (CHF 72.3 mn before tax)
 - Insurance recovery of CHF 45.4 mn in 1H25
- FY 2025 profitability (excl. exceptionals) at CHF 339.3 mn, up 6% yoy
- Limited contribution of life insurance in 2025 profits (compared to 2024)

Investments and transformation at the early part of the 2023-2025 business cycle are now paying off – Ending the cycle with strong profit momentum



Operating profit (excl. exceptionals) in CHF mn

■ Net contribution life insurance



Note: operating profit growth rate excl. contribution of life insurance

Key highlights

- Core private banking business posted the strongest growth in operating profit during this business cycle, up +18% yoy
- Consistent strong business development
- Turning business growth into bottom-line expansion:
 - Revenue margin resilience
 - Cost discipline, with savings exceeding initial targets
- Acquisitions with negative contribution in FY 2025 profitability – expected to start delivering results already in 2026
- Life Insurance portfolio with positive (yet volatile) impact over the years – muted contribution expected going forward, following de-risking actions

Financials summary



	2025	2024	Variation vs. 2024
Revenue-generating AuM (bn)	185.0	165.5	+11.8%
Net new assets (bn)	11.3	10.1	+11.9%
Net new assets growth rate (%)	6.8%	7.1%	-0.3 pp
Revenue margin (bps)	98	96	+2 bps
Operating income (in CHF mn)	1,669.0	1,498.9	+11.3%
Operating expenses (in CHF mn)	1,175.9	1,107.9	+6.1%
Operating profit (in CHF mn)	493.1	391.0	+26.1%
Profit before tax (in CHF mn)	394.7	381.4	+3.5%
Net profit (in CHF mn)	325.2	321.6	+1.1%
Cost/income ratio (%)	69.8%	72.9%	-3.1 pp
Return on tangible equity (%)	18.2%	18.6%	-0.4 pp
Basic EPS (CHF)	1.03	1.00	+3.0%
Diluted EPS (CHF)	0.98	0.95	+3.2%
Dividend per share (CHF)	0.65	0.60	+8.3%
CET1 ratio (%)	14.0%	17.7%	-3.7 pp
CROs	763	703	+60
FTEs	3,225	3,114	+111

Financials summary



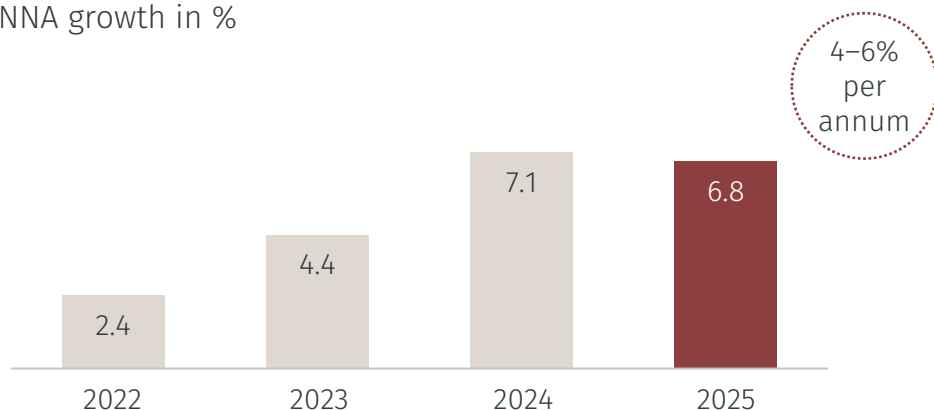
	2H25	1H25	2H24	1H24
Revenue-generating AuM (bn)	185.0	162.3	165.5	159.3
Net new assets (bn)	5.9	5.4	4.9	5.2
Net new assets growth rate (%)	7.3%	6.5%	6.2%	7.3%
Revenue margin (bps)	93	104	95	97
Operating income (in CHF mn)	815.1	853.9	755.1	743.8
Operating expenses (in CHF mn)	602.3	573.6	558.5	549.4
Operating profit (in CHF mn)	212.8	280.3	196.6	194.4
Profit before tax (in CHF mn)	124.6	270.1	187.5	193.9
Net profit (in CHF mn)	104.0	221.2	158.8	162.8
Cost/income ratio (%)	73.1%	66.7%	73.4%	72.6%
Return on tangible equity (%)	11.8%	24.4%	18.1%	19.2%
Basic EPS (CHF)	0.32	0.71	0.49	0.51
Diluted EPS (CHF)	0.29	0.69	0.46	0.49
CET1 ratio (%)	14.0%	17.1%	17.7%	17.5%
CROs	763	694	703	707
FTEs	3,225	3,068	3,114	3,118

Exceeding growth and profitability targets in 2023–25 business cycle



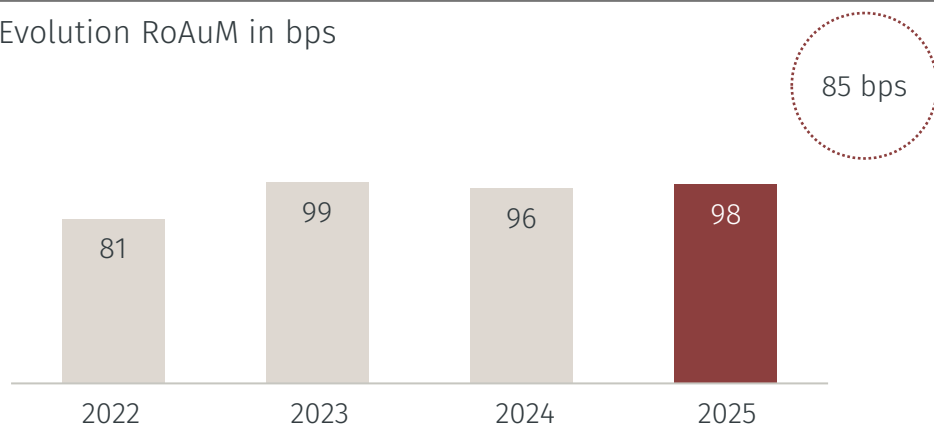
Net new asset growth (NNA)

NNA growth in %



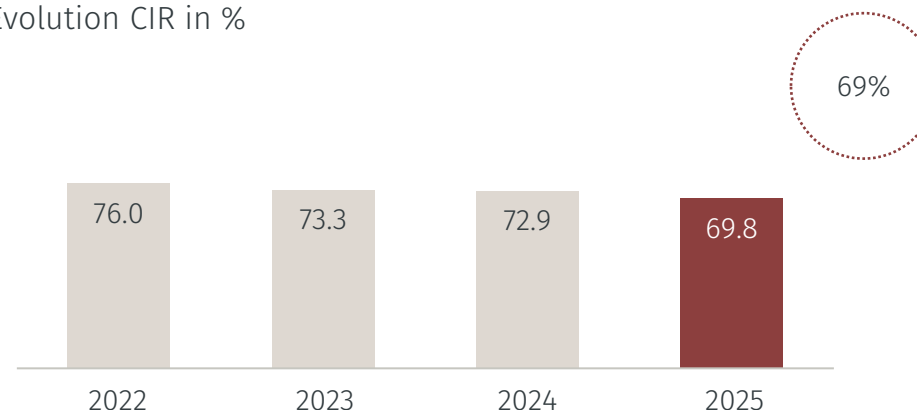
Revenue margin (RoAuM)

Evolution RoAuM in bps



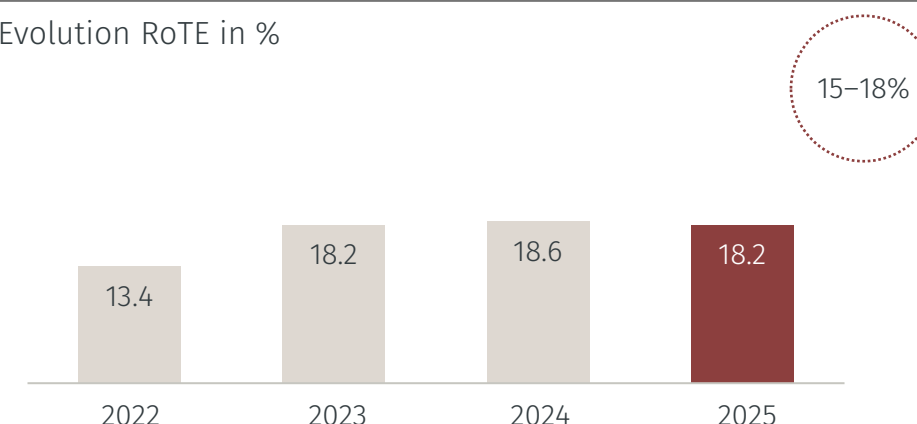
Cost/income ratio (CIR)

Evolution CIR in %



Return on tangible equity (RoTE)

Evolution RoTE in %



2025 financial targets

Delivered on 2025 financial targets



Financial targets

	2025 targets	FY 2025 results
NNA growth	avg. 4–6% p.a.	6.8%
Revenue margin	85 bps	98 bps / 95 bps ²
Cost/income ratio	69%	69.8% / 72.2% ²
RoTE	15–18%	18.2% / 19.0% ²

Capital management framework

CET1	12% Management Floor	14%
Dividend payout	50%	63% ¹ 2026 payout

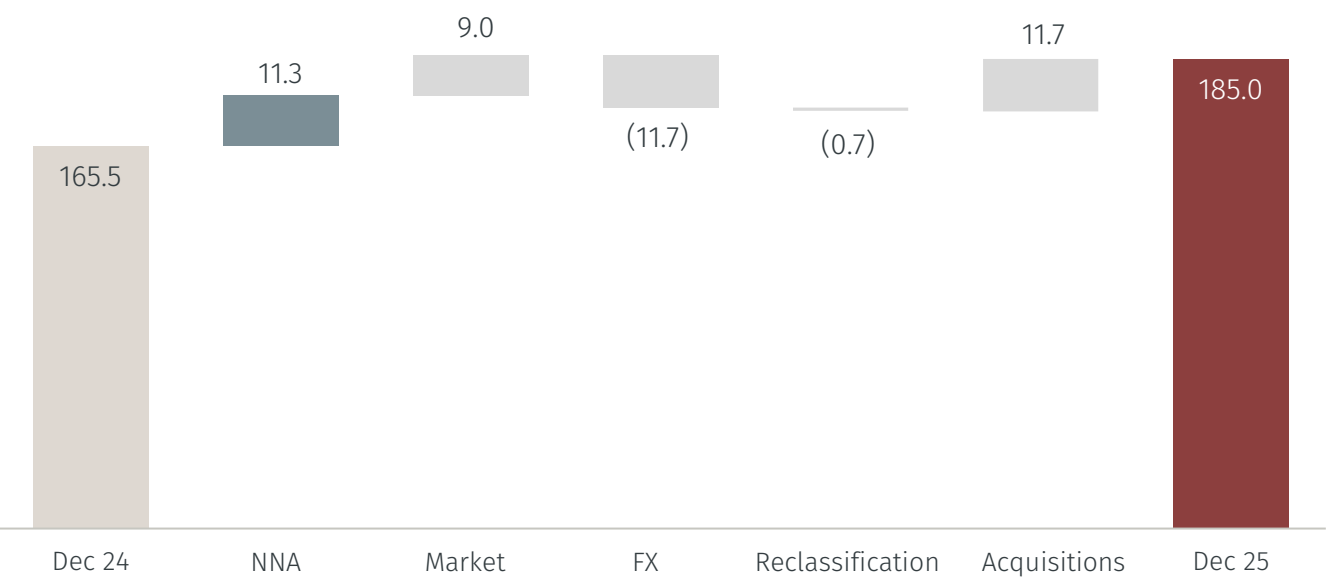
¹ Figure shows dividend proposed for 2025 (CHF 0.65 per share) over 2025 EPS (CHF 1.03 per share)

² excluding exceptional items (insurance recovery, legal provision)

NNA growth of 6.8% in FY 2025 – Growth supported by both new and existing CROs

AuM evolution

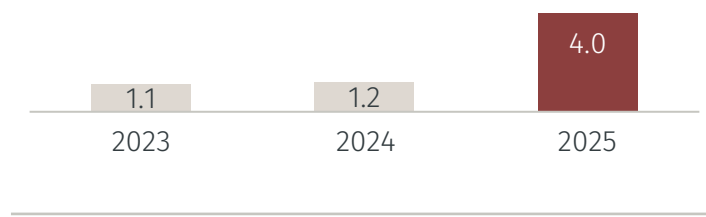
Revenue-generating AuM evolution in CHF bn



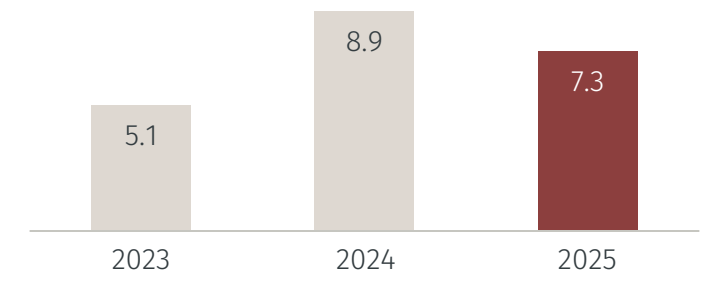
- NNA growth at 6.8% for 2025, exceeding target range of 4–6%, the highest since the global financial crisis
- AuM increased by 12% in 2025, reflecting strong NNA, positive market performance, substantial negative FX movements and contribution from recent acquisitions
- Recent acquisitions of Cité Gestion and ISG added CHF 11.7 bn in AuM

NNA growth levers

Existing CROs in CHF bn



New CROs¹ in CHF bn



¹ CROs hired in the respective period and the 2 preceding periods, i.e. since 01 January 2023 for FY 2025

Strong business development across all regions



Regional business development

	NNA CHF 11.3 bn	Growth (in %)	
Switzerland & Italy	1.9	4.2%	▪ Switzerland & Italy region continued to grow within the target range driven by new (Gstaad, St. Moritz, Cité Gestion) and existing locations
Asia Pacific	3.2	8.5%	▪ Asia Pacific region with continued strong growth across all locations
Continental Europe & Middle East	1.6	5.2%	▪ The UK region grew in the target range
UK	1.0	4.3%	▪ Americas with continued strong double-digit NNA growth
Americas	3.3	16.3%	▪ EFGAM Funds accelerated positive NNA performance during FY 2025
Other (incl. EFGAM Funds)	0.3	2.8%	

AuM breakdown

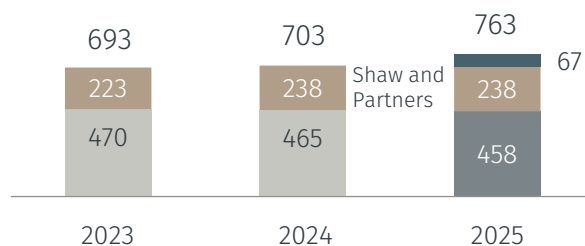
	Revenue-generating AuM CHF 185.0 bn	RoAuM* (in bps)
Switzerland & Italy	53.9	120
Asia Pacific	43.9	73
Continental Europe & Middle East	30.6	95
UK	24.6	89
Americas	22.9	77
Other (incl. EFGAM Funds)	9.0	53

*Including Global Markets & Treasury contribution

Continued hiring momentum

CRO evolution

of CROs

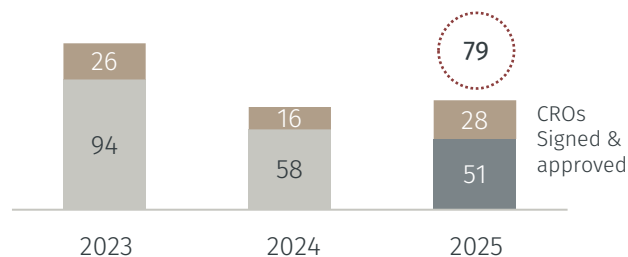


■ CROs from Cité Gestion / ISG

- Total number of CROs increased to 763 CROs (up 8.5% year-on-year)
- Recent acquisitions of Cité Gestion and ISG added 67 CROs
- Continued performance management process applied

CRO additions

of new CROs

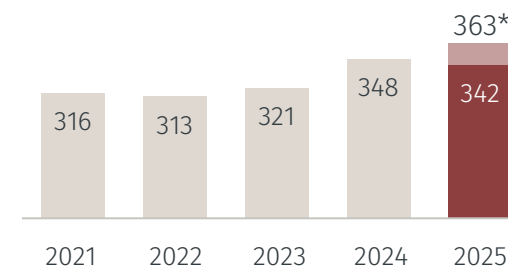


Note: excluding Shaw and Partners

- Strategic hiring opportunity in 2023/2024 triggered from market dislocation
- Return to normalised hiring momentum in 2024 / 2025 (50-70 CROs per year)

AuM per CRO

AuM per CRO (excl. Shaw and Partners, ISG) in CHF mn



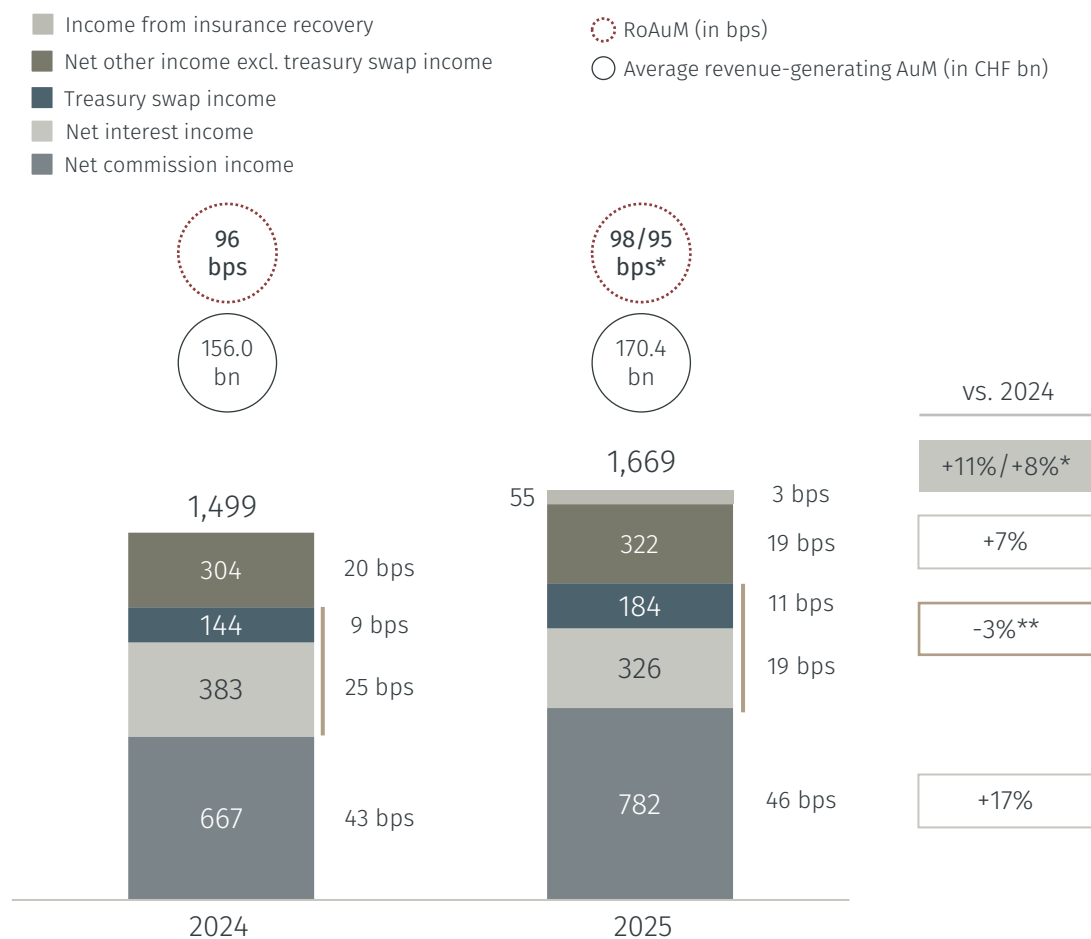
Note: excluding Shaw and Partners, ISG and CROs hired in the last 12 months of the respective period

- Performance management process in place for new and existing CROs
- AuM per CRO (excl. Cité Gestion) increased by 4% year on year

*Excl. Cité Gestion

Top line is growing and revenue mix is improving

Operating income in CHF mn



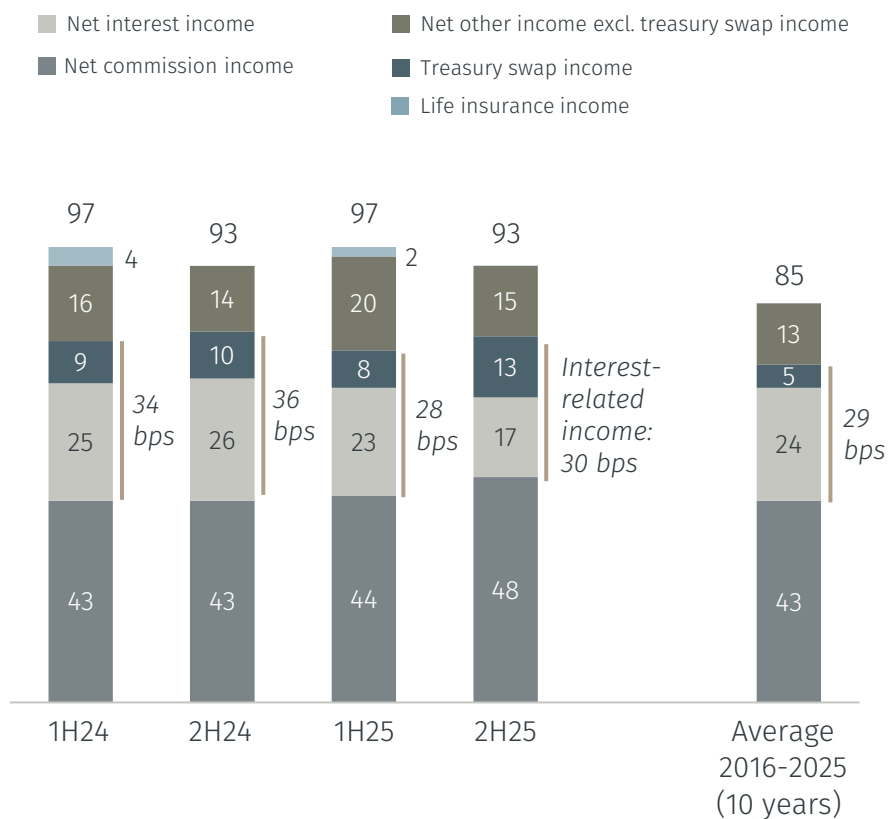
Key highlights

- **Net commission income** up 17% year on year, driven by higher average AuM vs. FY 2024 and a commission margin increase by 3 bps vs. last year, supported by higher mandate penetration (up to 67%) and currency hedges (2 bps)
- **Interest-related income** (NII and Treasury swap activity) was slightly down versus 2024, absorbing the drop in interest rates
- Increase in **net other income** was driven by high levels of client activity in foreign exchange and metals transactions while the contribution of the **life insurance portfolio** was muted (1 bps vs. 2 bps in FY 2024)
- **Insurance recovery** of CHF 54.5 mn is included in net other income
- **Growth translating into revenue resilience and increased profitability:** starting AuM CHF 185 bn vs. CHF 170 bn average in 2025

Resilient revenue margin

Revenue margin evolution

in bps – excl. exceptionals



Key highlights

- Interest-related income is stabilising, Sensitivity to interest rates is now muted

Impact from interest rates

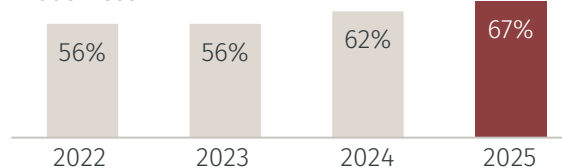
Interest rate sensitivity¹ for a 100 bps interest rate decrease in CHF mn



- Expanding quality commission margin through high-value adding services

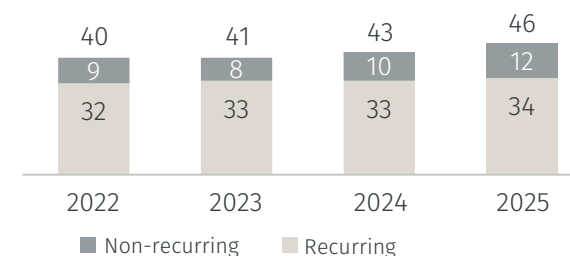
Mandate penetration

Penetration of advisory, discretionary mandates and funds as % of AuM, excluding loans and IAM business



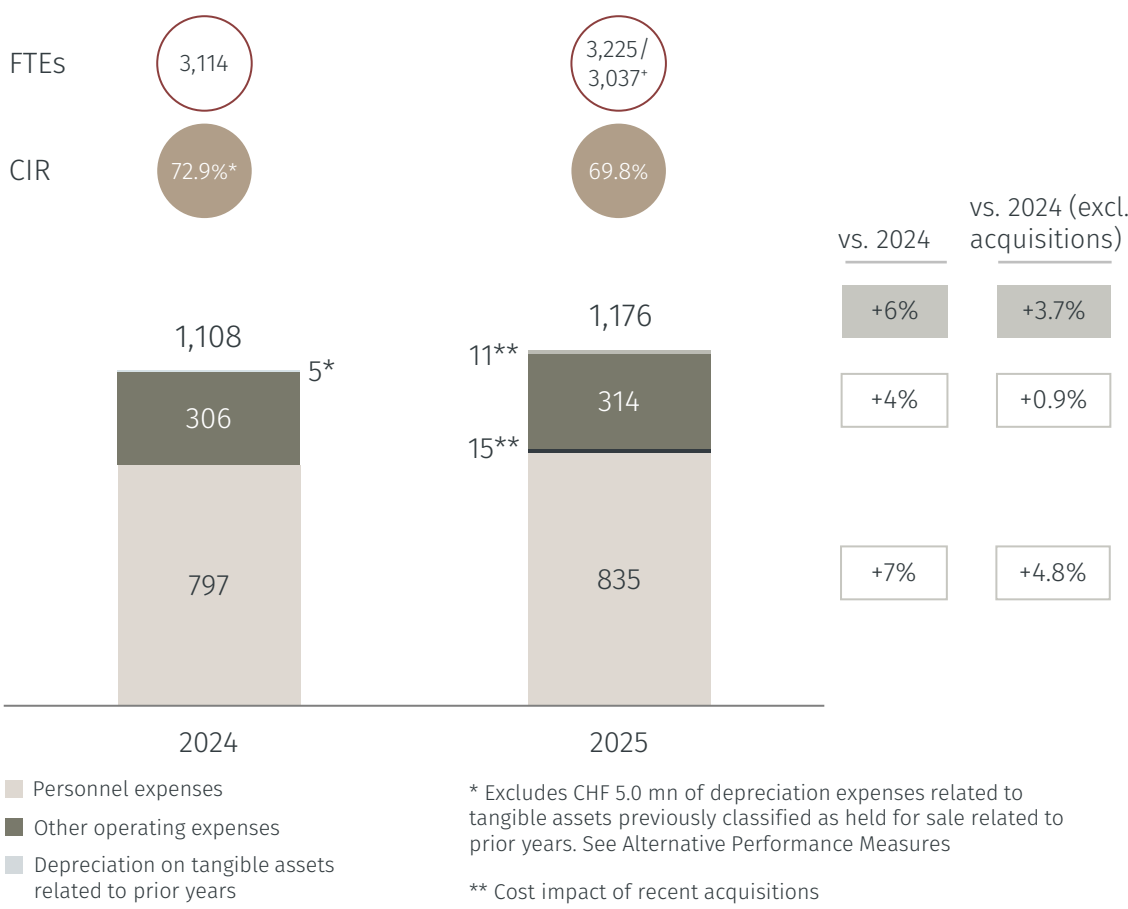
Commission margin

in bps



Operating expenses reflect business growth, active cost management and the impact from recent acquisitions

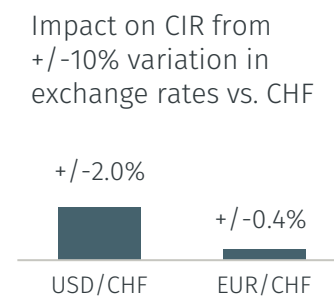
Operating expenses in CHF mn



Key highlights

- Headline costs growth of 6% includes expenses related to the acquisitions of Cité Gestion and ISG, where synergies will start materialising in 2026
- Costs up 3.7% on a like-for-like basis (excl. acquisition costs)
 - FTEs and salary costs down year on year
 - Higher variable compensation as a result of increased revenues
 - Stable other operating expenses (G&A)
 - Legal and litigation expenses at high levels

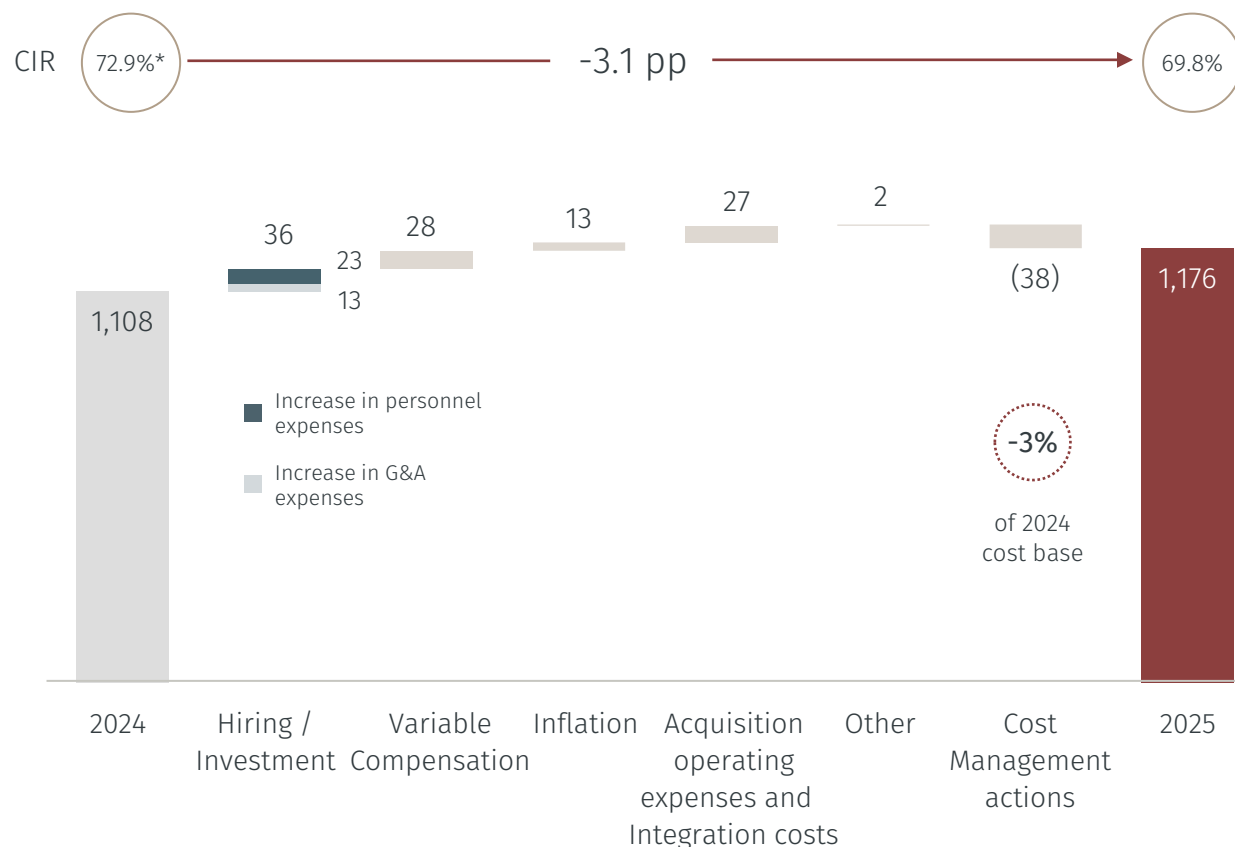
Sensitivity to currencies



Impact from active cost management

Operating expense evolution

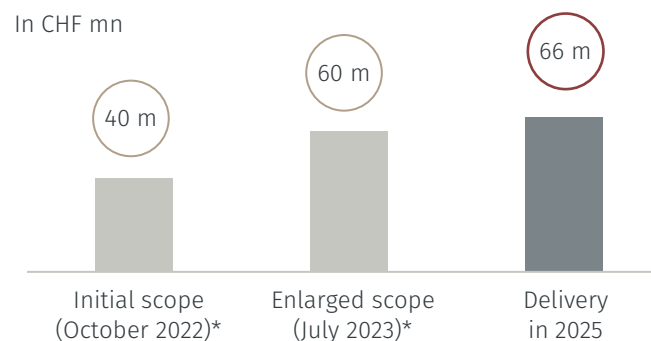
in CHF mn



Key highlights

- Ongoing rigorous cost management efforts, yielding 3% costs savings in FY 2025
- The Simplicity program delivered CHF 66 mn in recurring cost savings vs. 2021 baseline
- Key areas of effort included:
 - Regionalization and centralization of key processes across Risk, Finance, Operations and IT
 - Automation and digitalization of transactional processes
 - End-to-end process improvements

In CHF mn



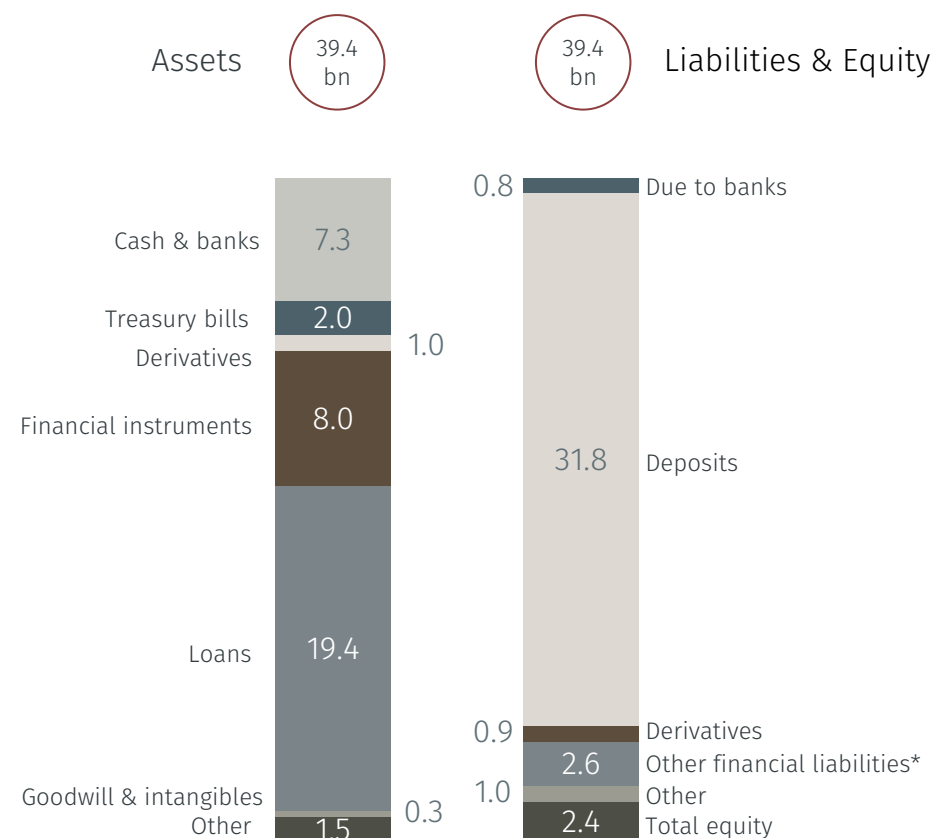
Note: Basis 2021 operating expenses * Dates communicated

Balance sheet



Balance Sheet highlights

in CHF bn



* Including financial liabilities at amortised cost (structured products funding)

Key metrics

	31 Dec 2025	31 Dec 2024
CET1 capital ratio (%)	14.0%	17.7%
Total capital ratio (%)	17.3%	21.5%
RWAs (CHF bn)	10.7 bn	9.3 bn
Leverage ratio (FINMA) (%)	4.7%	4.8%
Loan/deposit ratio (%)	58%	52%
Liquidity coverage ratio (LCR) (%)	270%	242%
Net stable funding ratio (NSFR) (%)	174%	187%

- **Share buyback:** Share buyback of approx. 11.8 mn shares in 2025 to fund employee incentive plans. Repurchase of up to 9 mn shares until July 2027 to fund variable deferred share-based employee compensation
- **Acquisitions:** 130 bps capital impact in 2025

Successfully de-risking the balance sheet



Significant reduction of the exposure to life insurance policies

- Divestment of synthetic life insurance portfolio (Feb 2025)
- Sale of approx. 22% of portfolio of directly held life insurance policies (May/June 2025)
- Carrying value of life insurance exposure decreased to CHF 262.9 mn as of end-Dec 2025, compared to CHF 362.4 mn as of end-Dec 2024 and compared to CHF 558.4 mn at the start of this business cycle

Legacy litigation cases

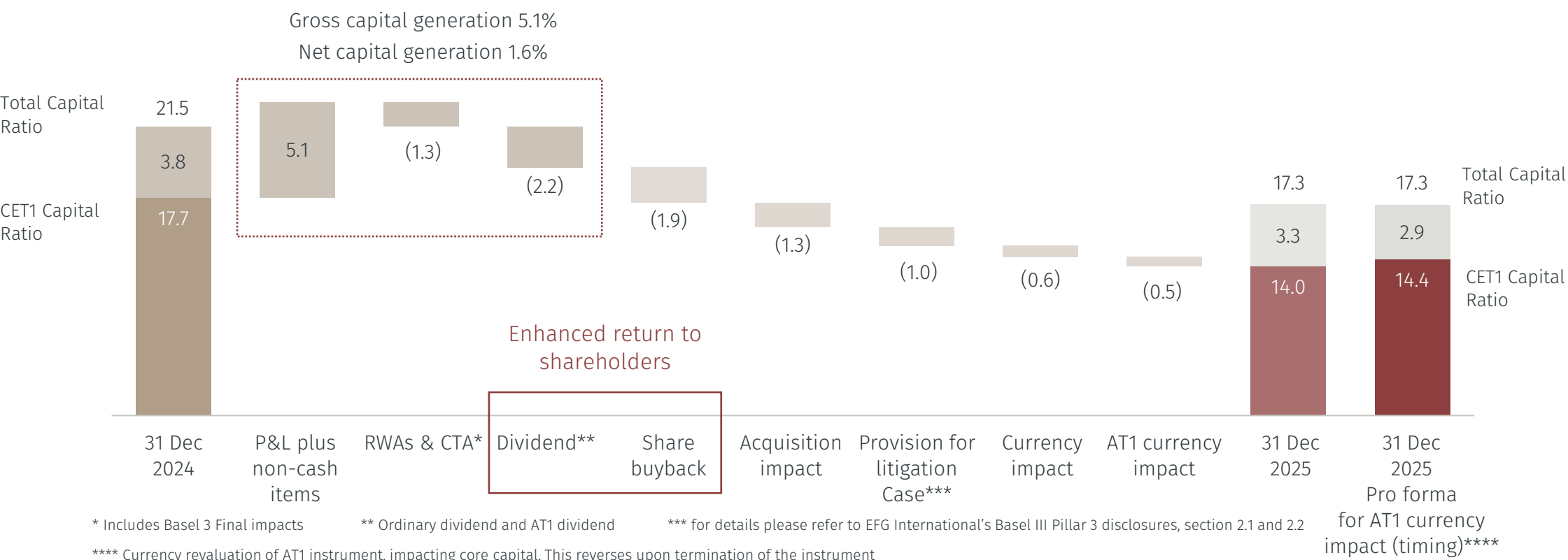
- Successfully concluded 3 legacy litigation cases of the life insurance portfolio (all with positive P&L impact). One case pending
- Insurance recovery contributed CHF 45 mn to 1H25 net profit (relates to final settlement of legal proceedings with a Taiwanese insurance company in 2022)
- Provision of CHF 72.3 mn (CHF 59.5 mn after-tax impact) for legacy litigation case. Relates to a UK court case, brought by Public Institution for Social Security (PIFSS) of Kuwait, first disclosed in 2019*

* For further details on this legacy civil matter, see note 32 in the Notes to the consolidated financial statements of EFG International's Annual Report 2025

Strong capital generation – Sound capital position, post de-risking and acquisitions

Evolution of CET1 capital ratio

In %



* Includes Basel 3 Final impacts ** Ordinary dividend and AT1 dividend *** for details please refer to EFG International's Basel III Pillar 3 disclosures, section 2.1 and 2.2
 **** Currency revaluation of AT1 instrument, impacting core capital. This reverses upon termination of the instrument

Quilvest Switzerland at a glance

Company description

- Pure-play Swiss private bank with a strong focus on UHNWIs and long-standing successful track record in advising on private market investments
- Headquartered in Zurich with an established presence in Montevideo (Uruguay). Founded in 1932 by the Argentinian Bemberg family, fully owned by Bemberg Capital
- Approx. CHF 5.3 bn in client assets, of which CHF 3.9 bn are Assets under Management and CHF 1.4 bn are Assets under Custody
- Business focused on serving UHNWIs domiciled in Latin America, Western Europe (incl. Switzerland) and the Middle East

Timeline and expected benefits

- Capital impact: approx. 70 bps
- Expected to close by 3Q26, subject to regulatory approval

Key Figures (FY 2025)

RoA (in bps)	65
C/I	98%
FTEs	86
CROs	8

Confident on the delivery in the 2026-2028 business cycle



Entering the 2026-2028 strategic cycle, with record growth and strong financial performance



Priorities for 2026

- Business development
- Revenue margin protection
- Strict cost and efficiency management



Acquisitions to expand momentum

- Already contributing to bottomline profits in 2026
- Exploit full potential during the business cycle

2028 Financial targets

NNA growth

4-6% p.a.

Revenue margin

>85 bps

Cost/income ratio

68%

RoTE

20%

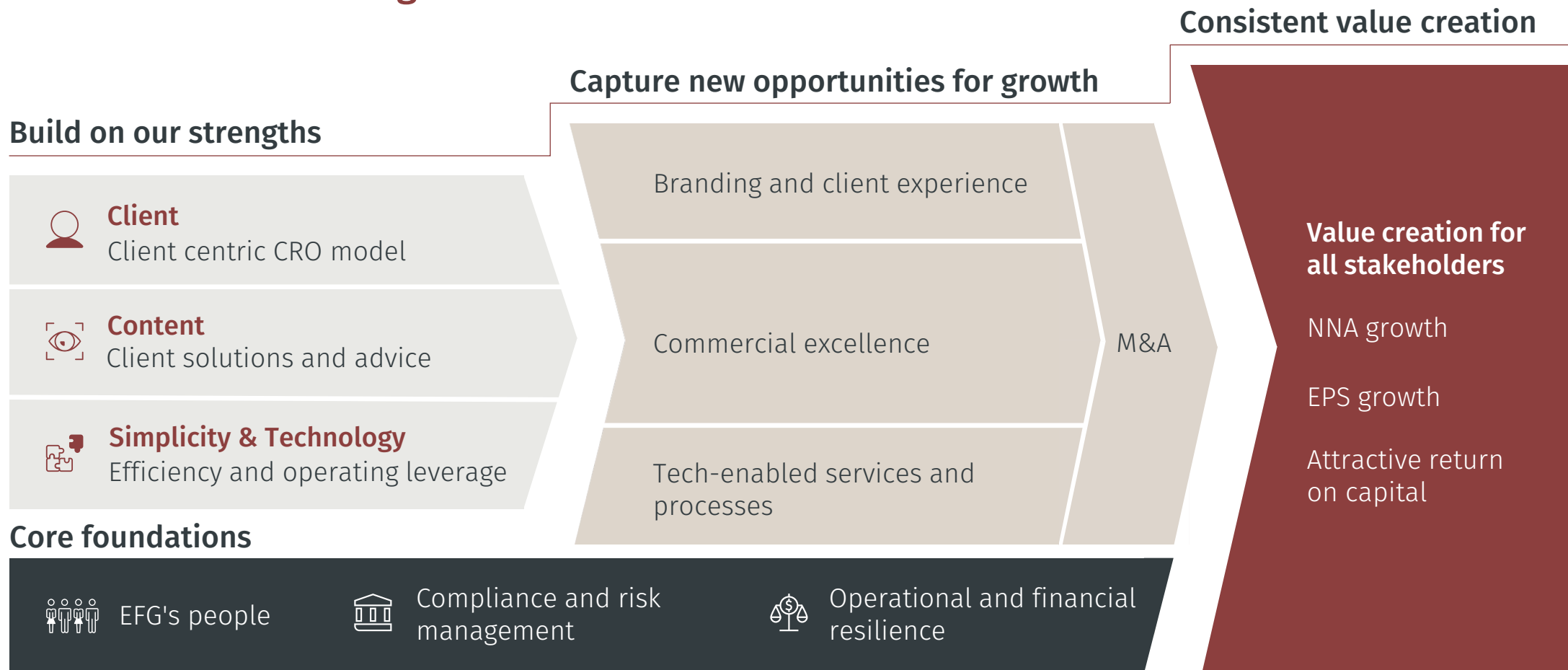
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Priorities and outlook

Giorgio Pradelli
Chief Executive Officer

Confident to continue long-term value creation

The 2026–2028 strategic framework

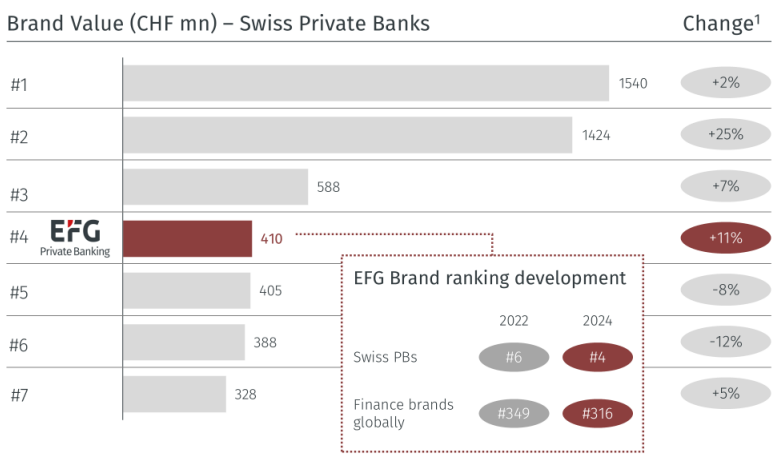


Progress in capturing new opportunities for growth

Brand value increased by 54% to CHF 629 million

Branding and Client Experience

Awareness: Improved Branding performance with further upside potential



¹ Compared to previous year
Source: Brand Finance; Brand Valuation Report 2025



Progress Update

- EFG closer to its 2028 brand strategic targets
- Brand Finance Report
 - EFG brand strength rose from A to AA-
 - Improved global ranking: up 54 places, from 316 to 262 year-on-year
 - EFG brand value increased to CHF 629 million, +53.6%



Brand Finance®
to be published on 04 March 2026

Progress in capturing new opportunities for growth

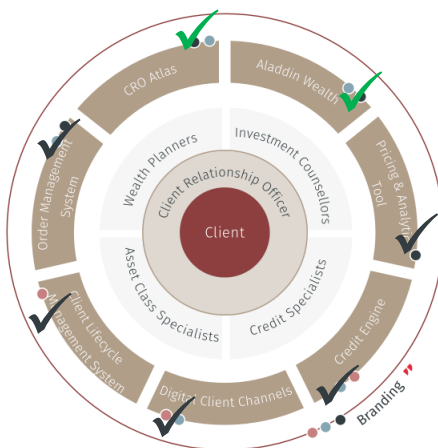
Launching the augmented CRO

Tech-enabled services and processes

“Augmented CRO” - Ready to capture untapped opportunities

Opportunities

- Client acquisition
- Client engagement
- Share of wallet and retention



CRO augmentation through

- **Teams:** Improved collaboration with ICs and asset class specialists
- **Tools:** Upgraded technology and smart use of data
- **Branding:** Enhanced awareness and client experience

Supported by upgraded key processes

- Pipeline management
- Pricing management
- Performance management
- Strategic client management
- Advisory



Progress Update

- Successful start of roll-out in CH and adoption of Aladdin Wealth into EFG’s advisory platform



- Launched CRO Atlas, EFG’s new interactive CRO steering cockpit, transforming data into actionable insights



- Global roll-out of Ally, our in-house AI platform to new locations & further enhancements



Progress in capturing new opportunities for growth

Improvement in client engagement and key partnerships

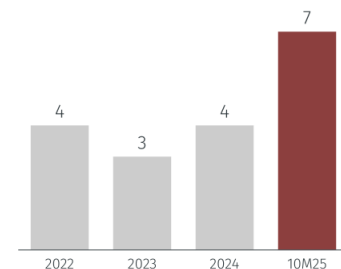
Commercial Excellence



Targeting untapped opportunities 2026-2028

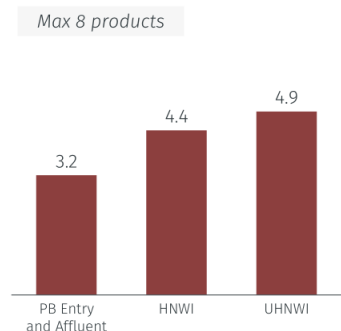
Client acquisition

NNA per existing CRO
(average, CHF mn)



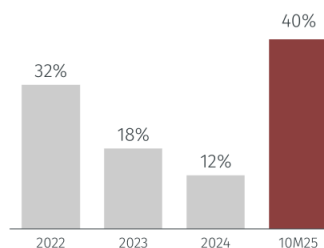
Client engagement

Products per client by segment, 1H25¹
(Avg. # of products per client segment)



Share of wallet and retention

NNA contribution of existing CROs²
% of total NNA



¹ The 8 product categories include: Deposits, Loans, Bonds/Equities, EFG Funds, 3rd party Funds, Structured Products, FX and other
² Tenure above 3 years with EFG. Includes new and existing clients
Note: AuM with EFG: UHNW > CHF 30mn, HNWI CHF 3-30mn, Affluent and PB Entry clients < CHF 3mn; not all offering may be available for all clients

EFG International | Investor Day

25 November 2025

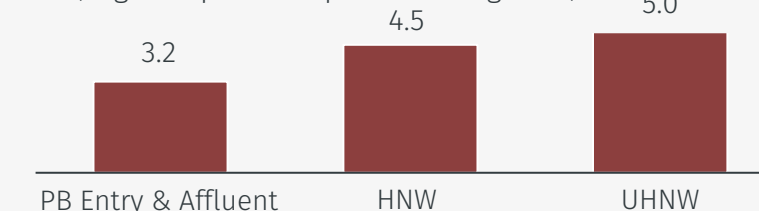
Page 47

Progress Update

- EFG to partner with **Capital Group** to enhance client offering and opportunities - a strategic collaboration for the creation, co-development and distribution of Investment Solutions



- Increased Client engagement**
Products per client by segment, FY25¹
(Avg. # of products per client segment)

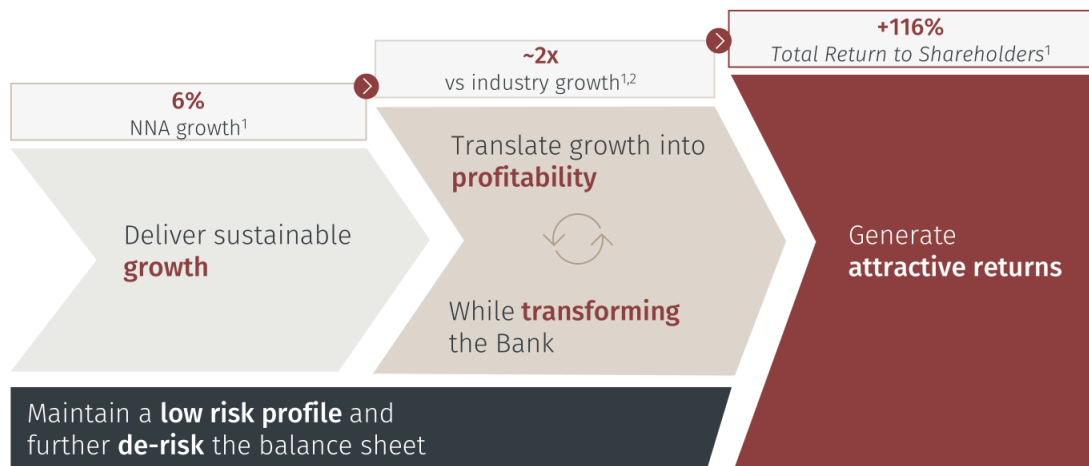


¹ The 8 product categories include Deposits, Loans, Bonds/Equities, EFG Funds, 3rd party Funds, Structured Products, FX and other

Our proven operating model continues to deliver

Delivered attractive returns through our proven operating model

EFG



¹ EFG 2023-10M 2025 results. Total Shareholder Return (TSR) defined as total return from share price appreciation, dividend distributions, and share buyback effects
² Industry growth is measured as growth of Global Private Banking profit pool over the same time horizon (Source: McKinsey)

EFG International | Investor Day

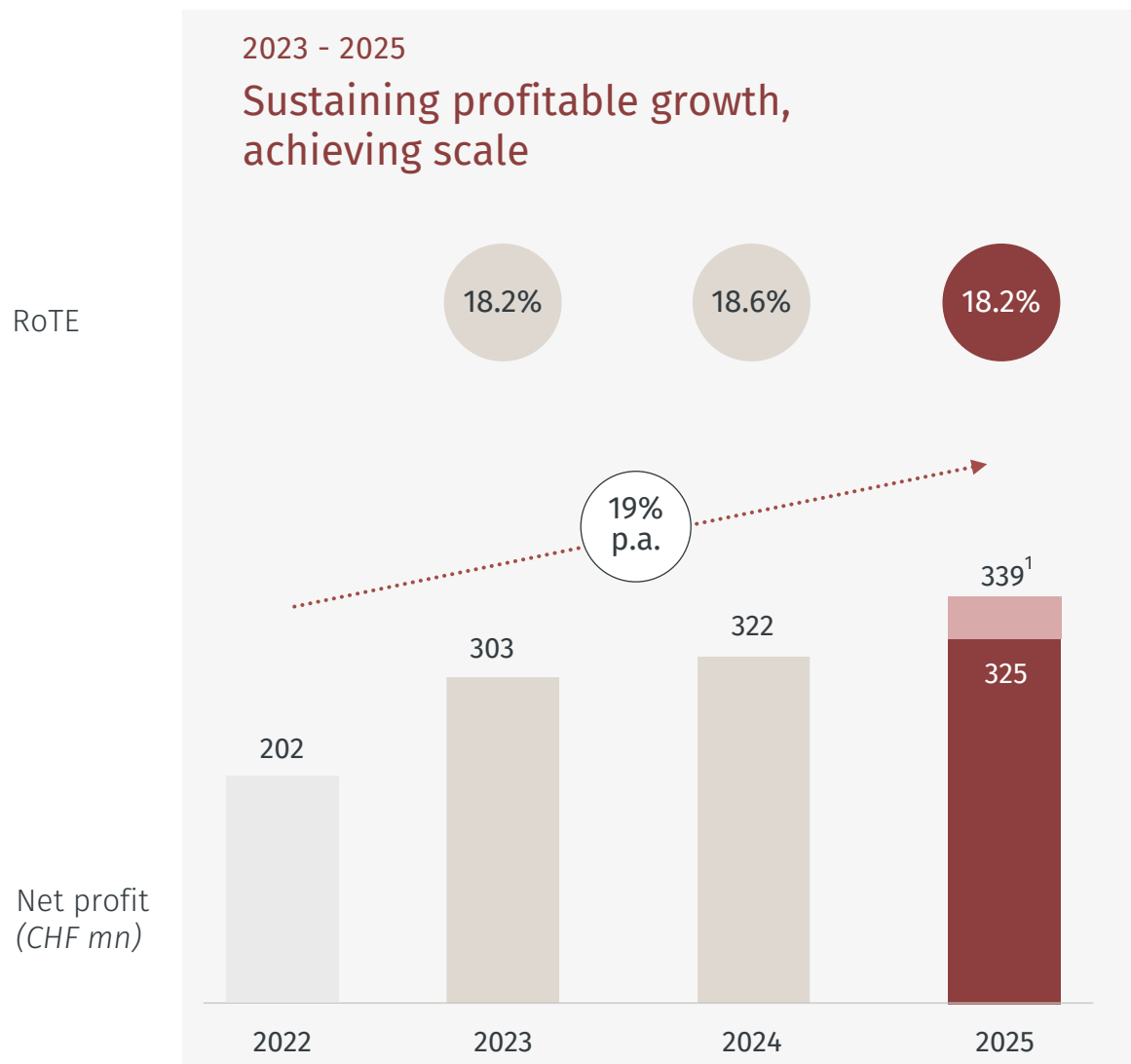
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Page 13

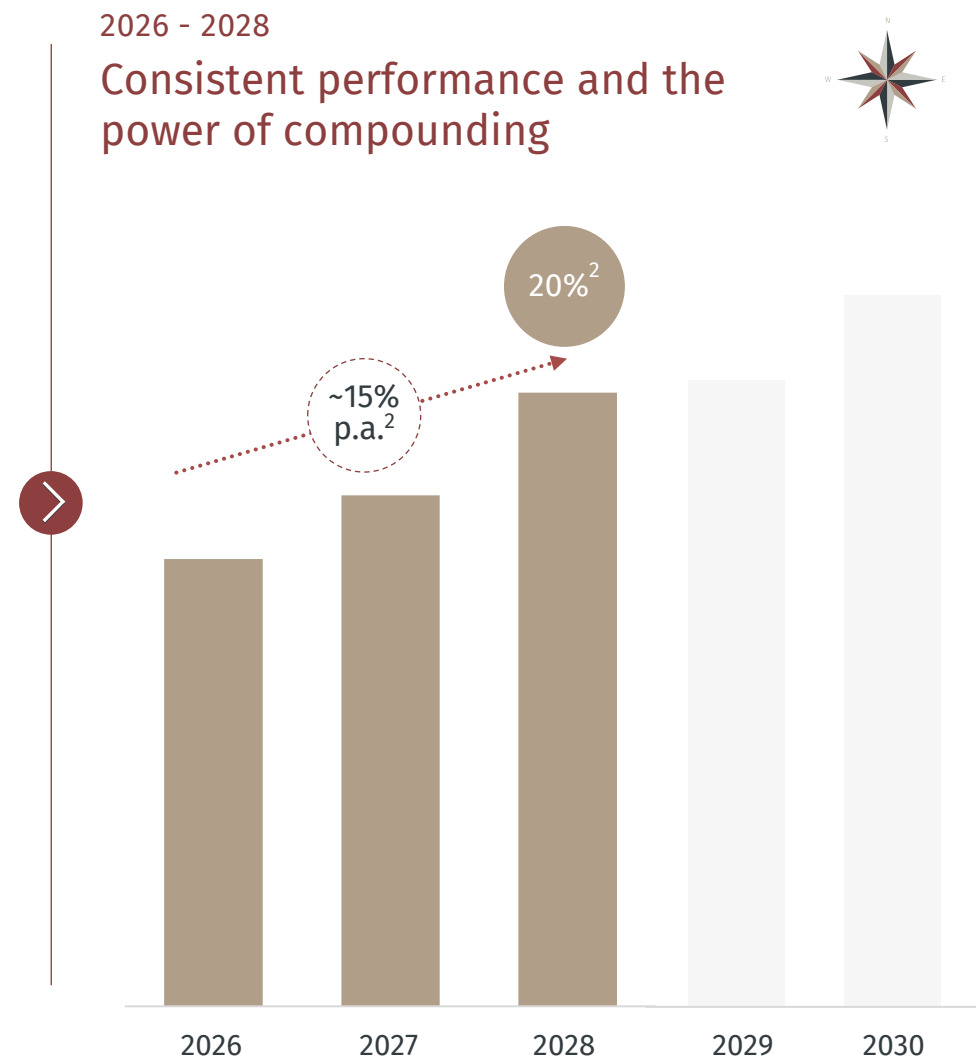
Priorities 2026

- Continued **organic growth momentum**, complemented by **M&A** contributing to earnings already from 2026
- Focus on **margin resilience** to mitigate the effects of the weaker USD
- Ongoing focus on generating **operating leverage** after particularly strong progress in 2H25
- **Confident to meet 2028 financial targets**

Entering the new strategic cycle from a position of strength



¹ Excluding exceptional items



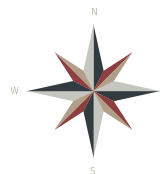
² Ambition 2028

Looking ahead and key take-aways

Vision 2030

What we aspire to be

*The private bank of choice for generations of clients,
delivering truly personalised service and impartial advice.*



Resilient business model, strong
operating profitability



Fully focused on execution
of 2028 strategic plan



Confident to deliver value for
all stakeholders



Thank you for your attention.

The EFG logo, consisting of the letters 'EFG' in a bold, dark blue sans-serif font. A small red triangle is positioned above the 'F'.

Entrepreneurial thinking.
Private banking.

04

Appendix

Income statement (IFRS)



In CHF mn	2025	2024
Net interest income	325.9	383.2
Net banking fee & commission income	782.0	667.0
Net other income	561.1	448.6
Operating income	1,669.0	1,498.9
Personnel expenses	(850.4)	(796.5)
Other operating expenses	(242.9)	(222.2)
Amortisation of tangible fixed assets & software	(71.7)	(79.8)
Amortisation of acquisition related intangibles	(10.9)	(9.5)
Total operating expenses	(1,175.9)	(1,107.9)
Operating profit	493.1	391.0
Impairment on intangible assets other than goodwill	(0.4)	(2.3)
Impairment on tangible assets	(0.8)	0.0
Provisions	(86.5)	(5.2)
Loss allowances expense	(10.7)	(2.1)
Profit before tax	394.7	381.4
Income tax expense	(69.3)	(59.8)
Net profit	325.4	321.6
Non-controlling interests	(0.2)	0.0
Net profit attributable to equity holders of the Group	325.2	321.6
Basic earnings per share (CHF)	1.03	1.00
Diluted earnings per share (CHF)	0.98	0.95

Income statement (IFRS)



In CHF mn	2H25	1H25	2H24	1H24
Net interest income	143.9	182.0	200.7	182.5
Net banking fee & commission income	419.6	362.4	341.5	325.5
Net other income	251.6	309.5	212.8	235.8
Operating income	815.1	853.9	755.1	743.8
Personnel expenses	(426.0)	(424.4)	(402.6)	(393.9)
Other operating expenses	(133.7)	(109.2)	(113.3)	(108.9)
Amortisation of tangible fixed assets & software	(36.1)	(35.6)	(38.0)	(41.8)
Amortisation of acquisition related intangibles	(6.5)	(4.4)	(4.7)	(4.8)
Total operating expenses	(602.3)	(573.6)	(558.5)	(549.4)
Operating profit	212.8	280.3	196.7	194.3
Impairment on intangible assets other than goodwill	(0.4)	-	(1.0)	(1.3)
Impairment on tangible assets	(0.8)	-	-	-
Provisions	(81.9)	(4.6)	(6.4)	1.2
Loss allowances expense	(5.1)	(5.6)	(1.7)	(0.4)
Profit before tax	124.6	270.1	187.5	193.9
Income tax expense	(20.4)	(48.9)	(28.8)	(31.1)
Net profit	104.2	221.2	158.8	162.8
Non-controlling interests	(0.2)	0.0	0.0	0.0
Net profit attributable to equity holders of the Group	104.0	221.2	158.8	162.8
Basic earnings per share (CHF)	0.32	0.71	0.49	0.51
Diluted earnings per share (CHF)	0.29	0.69	0.46	0.49

Balance sheet highlights



In CHF mn	31 Dec 2024	31 Dec 2025
Cash & banks	8,595	7,256
Treasury bills	1,550	1,908
Derivatives	1,550	982
Financial instruments	9,475	8,005
Loans	17,925	19,408
Goodwill & intangibles	192	333
Other	1,313	1,502
Total assets	40,600	39,394
Due to banks	1,052	843
Due to customers	31,306	31,792
Derivatives	1,400	929
Other financial liabilities	3,589	2,576
Other	874	966
Total liabilities	38,221	37,005
Total equity	2,378	2,389
Total equity & liabilities	40,600	39,394
CET1 ratio (%)	17.7%	14.0%
Total Capital ratio (%)	21.5%	17.3%
Leverage ratio (%)	4.8%	4.7%
LCR (%)	242%	270%
Loan/deposit ratio (%)	52%	58%
Net stable funding ratio (NSFR)	187%	174%

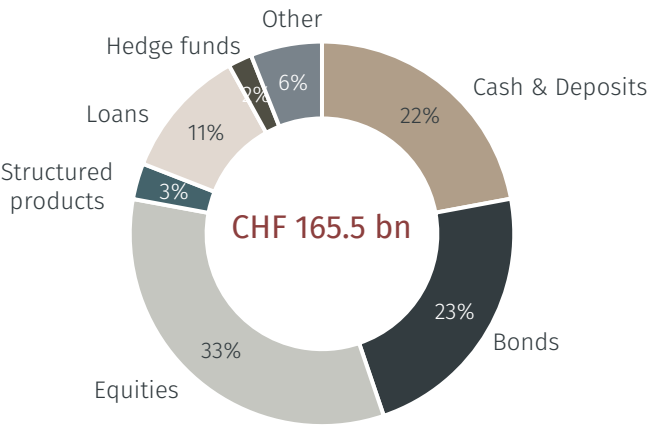
AuM evolution



AuM by asset class

in %

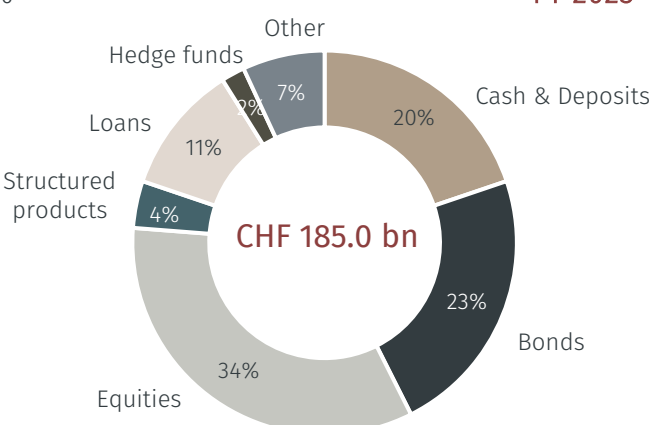
FY 2024



AuM by asset class

in %

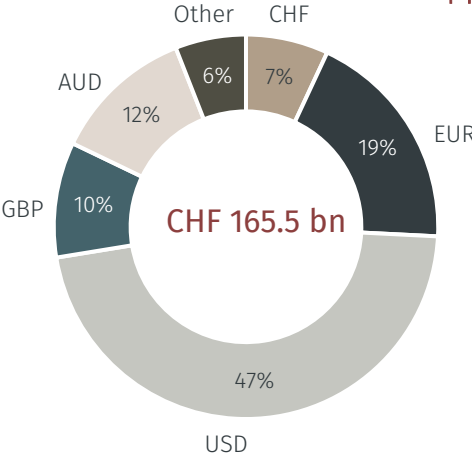
FY 2025



AuM by currency

in %

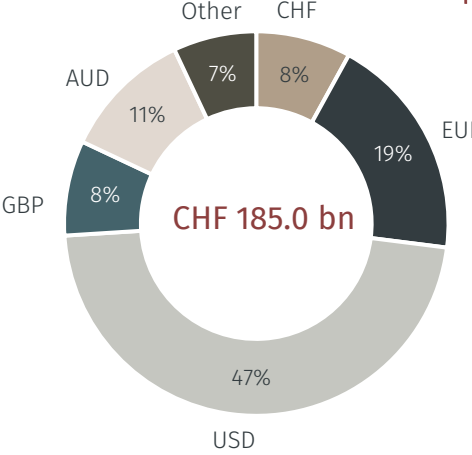
FY 2024



AuM by currency

in %

FY 2025



Segmental analysis 2025



Performance summary (in CHF mn)	Switzerland & Italy	Continental Europe & Middle East	Americas	UK	Asia Pacific	Investment & Wealth Solutions	Global Markets & Treasury	Corporate	Elimination	Total
Segment revenues	480.6	247.5	144.0	174.9	238.8	127.0	153.3	102.9	-	1,669.0
Segment expenses	(303.5)	(176.4)	(113.0)	(130.6)	(175.1)	(127.2)	(66.9)	(83.2)	-	(1,175.9)
Total operating margin	177.1	71.1	31.0	44.3	63.7	(0.2)	86.4	19.7	-	493.1
IFRS net profit	143.2	51.4	23.9	33.0	52.3	(0.2)	71.2	(49.6)	-	325.2
AuMs (in CHF bn)	53.9	30.6	22.9	24.6	43.9	63.6	-	0.1	(54.7)	185.0
NNA (in CHF bn)	1.9	1.6	3.3	1.0	3.2	0.3	-	-	-	11.3
CROs	191	97	67	69	334*	5	-	-	-	763
Employees (FTEs)	402	244	170	184	402	303	100	1,420	-	3,225

* of which 238 CROs relate to Shaw and Partners

Segmental analysis 2024



Performance summary (in CHF mn)	Switzerland & Italy	Continental Europe & Middle East	Americas	UK	Asia Pacific	Investment & Wealth Solutions	Global Markets & Treasury	Corporate	Elimination	Total
Segment revenues	453.7	256.0	128.8	193.6	196.2	125.0	94.8	50.8	-	1,498.9
Segment expenses	(273.1)	(170.6)	(108.5)	(136.1)	(160.2)	(140.5)	(63.9)	(55.0)	-	(1,107.9)
Total operating margin	180.6	85.4	20.3	57.5	36.0	(15.5)	30.9	(4.2)	-	391.0
IFRS net profit	149.4	70.5	17.0	46.9	29.6	(13.0)	25.7	(4.5)	-	321.6
AuMs (in CHF bn)	44.0	29.9	20.5	24.2	38.0	60.1	-	-	(51.2)	165.5
NNA (in CHF bn)	2.3	1.5	1.6	1.2	4.3	(0.8)	-	-	-	10.1
CROs	145	96	72	72	318*	-	-	-	-	703
Employees (FTEs)	344	232	173	191	342	316	93	1,423	-	3,114

* of which 238 CROs relate to Shaw and Partners

Update on Life Insurance Exposures (I)



Life insurance related portfolios

- Legacy exposures acquired more than 15 years ago
- Outright portfolio carried at fair value (marked-to-model, Level 3) for IFRS accounts – small size of portfolio introduces P&L volatility
- Significant risk in the portfolios due to the impact of longevity (premium payment increasing with age)
- Assumptions are derived by external life settlement underwriters based on the specific medical history

Premium / Cost of insurance risk

- EFG reached a settlement with Transamerica (2021), John Hancock and AXA (2023)
- Legal cases against Lincoln progressing with strong legal basis. All claims are proceeding as anticipated by EFG. Based on the current status, EFG remains in a strong position for prevailing in its claims

Opportunistic de-risking initiatives

- Divested entire Synthetic Portfolio in February 2025
- Sold approx. 22% of the outright portfolio (carrying value) in May/June 2025
- Initiatives contributed positively to P&L

Year	Outright portfolio	
	Death benefits received (USD mn)	Net Cashflow (USD mn)
2012	73.0	17.8
2013	91.7	22.4
2014	93.2	21.9
2015	52.3	(22.6)
2016	83.6	(5.5)
2017	57.4	(41.9)
2018	117.2	8.8
2019	157.3	38.2
2020	227.9	67.0
2021	304.4	153.0
2022	151.9	26.3
2023	258.6	162.8
2024	252.9	157.6
2025	102.8	15.9

Update on Life Insurance Exposures (II)

Outright portfolio	▪ Direct holding of life insurance policies for 66 insureds (2024: 88) of an average age of 95.7 years ▪ Life expectancy: 3.3 years	▪ Death benefit: CHF 362.2 mn ▪ Carrying value: CHF 262.9 mn ▪ 2025 premium: CHF 69.2 mn ▪ Operating income CHF 5.3 mn
Synthetic portfolio	▪ Divested	▪ Not applicable

Financial calendar 2026



Event	Date
Annual General Meeting 2026	20 March 2026
4M business update 2026	20 May 2026
Half-year 2026 financial results	22 July 2026