Julius Bär

ANNUAL REPORT

2024

JULIUS BAER GROUP LTD.

Julius Bär

Our company

Julius Baer is the leading Swiss wealth management group.

We focus on providing personal advice to private clients around the world, powered by high-end services and expertise. In all we do, we are inspired by our purpose: creating value beyond wealth.

Our strategy is built on three principles: delivering a best-in-class experience to our clients, being the most admired and respected firm in our sector, and pursuing sustainable, profitable growth.

We help our clients to achieve their financial aspirations through holistic solutions that take into account what truly matters to them – in their business and personal lives, today and for future generations.

Headquartered in Zurich and with a second home market in Asia, we are present in around 25 countries and 60 locations, including Bangkok, Dubai, Dublin, Frankfurt, Geneva, Hong Kong, London, Luxembourg, Madrid, Mexico City, Milan, Monaco, Mumbai, Santiago de Chile, Shanghai, Singapore, Tel Aviv, and Tokyo.

Our over 7,000 employees, including around 1,400 relationship managers, are dedicated to putting our clients first and creating an unparalleled wealth management experience.

At Julius Baer, we stand for solid foundations, an international network, personal connections, and pure wealth management.

Contents

This Annual Report is published only in English.

Key figures[1]

	2024 CHF m	2023 CHF m
Consolidated income statement		
Operating income	3,860.9	3,239.6
Adjusted operating expenses	2,782.5	2,705.2
Adjusted profit before taxes	1,078.4	534.3
Adjusted net profit	**1,046.7**	**471.7**
excluding specific loss allowances	1,046.7	946.9[2]
IFRS net profit	**1,022.3**	**453.4**
Adjusted cost/income ratio	70.9%	81.6%
Adjusted pre-tax margin (basis points)	23.1	12.2
	31.12.2024	31.12.2023
Assets under management (CHF bn)		
Assets under management	497.4	427.4
Net new money	14.2	12.5
Consolidated balance sheet (CHF m)		
Total assets	105,071.5	96,786.3
Total equity	6,828.8	6,163.2
Total capital ratio	26.4%	24.0%
CET1 capital ratio	17.8%	14.6%
Return on tangible equity (RoTE), adjusted	28.0%	12.8%
Return on common equity tier 1 capital (RoCET1), adjusted	32.0%	15.0%
Personnel (FTE)		
Number of employees	7,595	7,425
Number of relationship managers	1,380	1,343
Capital structure		
Number of shares issued	206,001,780	206,001,780
Weighted average number of shares outstanding	205,396,858	205,625,030
Equity (book value) per share (CHF)	33.4	30.2
Tangible book value per share (CHF)	20.6	17.6
Market capitalisation (CHF m)	12,084	9,713
Moody's rating Bank Julius Baer & Co. Ltd.		
Long-term deposit rating	A1	A1
Short-term deposit rating	Prime-1	Prime-1
Outlook	stable	negative

1 For a reconciliation of adjusted performance measures to reported results under IFRS as well as definitions of adjusted performance measures and other alternative performance measures, please refer to chapter *VII. Alternative Performance Measures* of this Annual Report.
2 Excluding the CHF 475.1 million impact (net of tax, CHF 585.9 million before tax) on the adjusted net profit in 2023 due to the increase in specific loss allowances against the single largest exposure in the Group's private debt loan book.

Foreword

The operating environment in 2024 presented numerous challenges but also offered compelling opportunities for a dedicated wealth manager like Julius Baer. The macro environment differed from region to region, as did stock market performance, with the US market benefiting significantly from the AI-fuelled tech boom towards the end of the year, while other markets with lower tech exposure lagged behind. Market performance was also shaped by geopolitical developments, including the record number of elections held across the globe in 2024 – most notably the US presidential race – which added to the climate of uncertainty. Against this backdrop, we stayed close to our clients, offering them guidance and expert advice to help them manage their wealth and secure their financial futures. In this way, we once again demonstrated the relevance and breadth of our value proposition for our clients.

The solid financial results we achieved in 2024 after a slow start to the year are a testament to our Group's ability to swiftly and decisively overcome adverse corporate events like the credit incident that occurred at the beginning of the year. In addition to changes at management level, we took clear actions, including the discontinuation and controlled winding-down of the private debt business and the strengthening of our credit risk management and governance. In addition, we further strengthened our operational resilience and systematically expanded and enhanced our risk frameworks and processes. We made swift progress and regained business momentum over the course of the year, as evidenced by the solid net new money inflows we recorded across the Group. At the same time, we worked hard to regain the trust of our clients and other stakeholders. The success of these efforts is reflected by the renewed increase in overall client satisfaction, according to our annual survey. We continued to systematically strengthen our business model with its exclusive focus on wealth management to ensure that what we offer and the way we offer it truly resonates with the needs and preferences of our existing and prospective clients. The extension of our cost programme helped to balance our continued investments in growth with a focus on technology, innovation, and the expansion of our relationship manager base.

The wealth management industry is clearly being impacted by rapidly evolving client needs, growing economic polarisation, technological disruption, and stricter capital requirements. This led to increased demand for investments and pushed up unit costs, impacting our ability to deliver on our strategic targets. While we continue to focus on generating sustainable and profitable growth over the long term, a broader recalibration of the Group is necessary to ensure that it is fit for the future. The reorganisation announced at the beginning of February 2025 under Julius Baer's new leadership will be complemented by a new strategic plan, which will be announced ahead of summer 2025. Its overall goal will be to reaffirm our key strengths by leveraging Julius Baer's strong brand, unique franchise, and client-centric business model to generate value for our clients and enhance internal efficiency. In this way, we aim to ensure the continued success of the business in the coming years, underpinned by a state-of-the-art risk management framework and robust governance.

We are embarking on the next phase of our journey from a position of strength. Julius Baer is very well positioned in our chosen markets and segments, comprising high and ultra-high net worth individuals, family offices, and external asset managers. We continue to benefit from our outstanding talent pool across all business areas and at all levels of the organisation. In addition, our financial strength gives us the flexibility to continuously invest in order to achieve our strategic goals.

At the end of 2024, the Group's CET1 capital ratio was 17.8% and the total capital ratio was 26.4%. This is the last time that we are reporting our capital ratios based on the pre-final version of Basel III. Both ratios remain well above our own floors and significantly exceed regulatory minimum requirements. The final version of Basel III that applies in Switzerland from 1 January 2025 will result in somewhat higher capital requirements but will not affect the highly capital generative nature of the Group's business model or our overall capital distribution policy. Reflecting our commitment to maintaining an ordinary dividend per share that is at least at the same level as in the previous year, the Board of Directors will propose to the Annual General Meeting on 10 April 2025 that a dividend of CHF 2.60 per share be paid for the financial year 2024, in line with the distribution for the previous financial year.

We are mindful of the way in which the changes that we have announced and are now initiating will impact everyone at Julius Baer. However, we are convinced that these measures will benefit all of our Group's stakeholders. We are extremely grateful that we can count on the continued trust and support of our esteemed clients, loyal employees, and valued shareholders as we further strengthen our foundations, increase our resilience, and position Julius Baer for the future.

Romeo Lacher
Chairman of the Board of Directors

Stefan Bollinger
Chief Executive Officer

I. Management Report

Financial performance

On the back of strong market performance and net new money inflows, client assets reached a record level. The resulting growth in net commission and fee income was partly offset by a further significant rise in interest expense. Net profit benefitted from a substantial release of tax provisions.

Evangelia (Evie) Kostakis, Chief Financial Officer

This Annual Report and other communications to investors contain certain financial measures of historical and future performance and financial position that are not defined or specified by International Financial Reporting Standards (IFRS). Management believes that these alternative performance measures (APMs), including adjusting the results consistently for items related to mergers and acquisitions (M&A) activities, provide useful information regarding the Group's financial and operating performance. These APMs should be regarded as complementary information to, and not as a substitute for, the IFRS results. The definitions of APMs used in this Annual Report and other communications to investors, together with reconciliations to the corresponding IFRS line items, are provided in chapter *VII. Alternative Performance Measures* of this Annual Report.

Assets under management (AuM) grew by CHF 70 billion (+16%) to a record CHF 497 billion. This increase was driven by rising global equity market valuations; a positive currency impact, mainly from the weakening of the Swiss franc against the US dollar; as well as net new money inflows, which accelerated meaningfully in the second half of the year. Monthly average AuM rose by 7% year on year to CHF 467 billion. Including assets under custody of CHF 93 billion, total client assets rose by 15% to an all-time high CHF 590 billion.

Net new money inflows improved to CHF 14.2 billion (3.3% growth rate), a year-on-year increase of 14%, with solid net contributions from clients domiciled in strategic key markets in Europe (especially the UK, Germany, and Switzerland), Asia (particularly Singapore, Hong Kong, and India), and the Middle East (especially the UAE). Deleveraging by clients came to a halt towards the end of the year.

In 2024, *operating income* increased by 19% (CHF 621 million) to CHF 3,861 million. However, the operating income in the preceding year (2023) was impacted by a significant increase in specific loss allowances against the single largest exposure in the Group's private debt loan book, resulting in net credit losses of CHF 586 million (CHF 475 million, net of taxes) ('large private debt credit loss'). Excluding the large private debt credit loss from the 2023 results, the underlying year-on-year increase in operating income was 1% (CHF 35 million), as the combined benefit of significant growth in net commission and fee income and net income from financial instruments at fair value through profit or loss (FVTPL) compensated for the effect of lower net interest income. The gross margin came in at 83 basis points (bp), compared to an underlying gross margin of 88 bp in 2023.

Net commission and fee income grew by 14% to CHF 2,204 million. Recurring income (the sum of advisory and management fees and commission and fee income on other services) rose by 10%, resulting in a 1 bp increase in the recurring fee gross margin to 37 bp. Client activity improved year on year, driving a 26% increase in brokerage commissions and income from securities underwriting, while commission expense rose by 11%.

Adjusted consolidated income statement[1]

	2024 CHF m	2023 CHF m
Consolidated income statement		
Net interest income	377.3	841.9
Net commission and fee income	2,204.3	1,929.5
Net income from financial instruments measured at FVTPL[2]	1,282.1	1,057.8
Net credit losses/(recoveries) on financial instruments	14.8	606.3
Other ordinary results	12.0	16.7
Operating income	**3,860.9**	**3,239.6**
Adjusted personnel expenses	1,777.5	1,707.4
Adjusted general expenses	767.0	765.8
Adjusted depreciation and amortisation	237.9	232.0
Adjusted operating expenses	**2,782.5**	**2,705.2**
Adjusted profit before taxes	**1,078.4**	**534.3**
Adjusted income taxes	31.7	62.6
Adjusted net profit	**1,046.7**	**471.7**
excluding specific loss allowances	1,046.7	946.9[3]
IFRS net profit	**1,022.3**	**453.4**
Adjusted net profit attributable to:		
Shareholders of Julius Baer Group Ltd.	1,046.5	472.1
Non-controlling interests	0.2	-0.4
Adjusted EPS attributable to shareholders of Julius Baer Group Ltd. (CHF)	5.10	2.30
excluding specific loss allowances	5.10	4.61[3]
Key performance ratios		
Adjusted cost/income ratio	70.9%	81.6%
Gross margin (basis points)	82.7	74.2
Adjusted expense margin (basis points)	58.7	60.5
Adjusted pre-tax margin (basis points)	23.1	12.2
Adjusted tax rate	2.9%	11.7%

[1] For a reconciliation of adjusted performance measures to reported results under IFRS as well as definitions of adjusted performance measures and other alternative performance measures, please refer to chapter *VII. Alternative Performance Measures* of this Annual Report.
[2] FVTPL indicates fair value through profit or loss.
[3] Excluding the CHF 475.1 million impact (net of tax, CHF 585.9 million before tax) on the adjusted net profit in 2023 due to the increase in specific loss allowances against the single largest exposure in the Group's private debt loan book.

Net income from financial instruments measured at FVTPL grew by 21% to CHF 1,282 million. Treasury swap income benefitted mainly from a rise in average differentials between (mainly) US and Swiss interest rates, as the Swiss National Bank started reducing rates before the US Federal Reserve did. At the same time, trading income was supported by an increase in client activity mainly around structured products.

Net interest income declined by 55% to CHF 377 million. While interest income from the treasury portfolio (the sum of interest income on debt instruments at fair value through other comprehensive income (FVOCI) and interest income on debt instruments at amortised cost) rose by 20% to CHF 597million, interest income on loans declined by 7% to CHF 1,627 million. Further year-on-year shifts of client assets from current accounts to time and call deposits resulted in a 17% increase in interest expense on amounts due to customers to CHF 1,813 million, while interest expense on amounts due to banks increased by CHF 92 million to CHF 188 million.

Other ordinary results declined by 28% to CHF 12 million, and *net credit losses on financial assets* amounted to CHF 15 million (2023: CHF 606 million, mainly because of the large private debt credit loss that year; 2023 underlying: CHF 20 million).

Operating expenses according to IFRS increased by 3% to CHF 2,807 million, as the combined impact of a 5% increase in *personnel expenses* to CHF 1,789 million and a 2% increase in *amortisation and impairment of intangible assets* to CHF 145 million was partly offset by a 2% decrease in *depreciation of property and equipment. General expenses* increased marginally, by CHF 1 million, to CHF 773 million.

As in previous years, in the analysis and discussion of the results, *adjusted operating expenses* exclude M&A-related expenses (CHF 24 million in 2024 and CHF 21 million in 2023). M&A-related amortisation and impairment of customer relationships fell to CHF 6 million (2023: CHF 13 million), while other M&A-related expenses rose to CHF 18 million (2023: CHF 8 million). The reconciliations to the corresponding IFRS line items are provided in chapter *VII. Alternative Performance Measures* of this Annual Report.

Adjusted operating expenses rose by 3% to CHF 2,782 million.

Adjusted personnel expenses increased by 4% to CHF 1,778 million, less than the 5% year-on-year growth in the monthly average number of full-time equivalent employees (FTEs). The number of FTEs rose by 170, to a total of 7,595, which included 1,380 relationship managers (RMs) – an increase of 37 (or 57 when adjusting for the sale and deconsolidation of Kairos in May 2024).

Adjusted general expenses grew by CHF 1 million to CHF 767 million, helped by an CHF 18 million decrease in provisions and losses to CHF 44 million. Excluding provisions and losses, adjusted general expenses rose by 3% to CHF 723 million, driven predominantly by higher IT-related expenses.

While *adjusted amortisation and impairment of intangible assets* increased by 7% to CHF 138 million, mainly reflecting the rise in IT-related investments in recent years, *depreciation of property and equipment* declined by 3% to CHF 100 million.

This resulted in an *adjusted cost/income ratio* (excluding adjusted provisions and losses) of 70.9%, compared to 81.6% in 2023 (69.1% excluding the large private debt credit loss), and an *adjusted expense margin* (also excluding adjusted provisions and losses) of 59 bp, compared to 61 bp in 2023.

At the start of 2024, Julius Baer increased its target for the 2023–2025 cost reduction programme from originally CHF 120 million to CHF 130 million (gross). By the end of 2024, the underlying cost initiatives reached CHF 140 million gross cost savings on a run-rate basis. The total cumulative programme-related restructuring costs to date amount to CHF 39 million, out of which CHF 24 million were booked in 2024.

Despite these meaningful savings, the adjusted cost/income ratio is still unsatisfactory and far removed from the <64% target that had originally been set for 2025. Therefore, the decision has been made to extend the ongoing 2023–2025 cost programme, aiming to deliver a further CHF 110 million gross general expense and personnel cost savings on a run-rate basis by the end of 2025. The costs to achieve these target savings are currently estimated at approximately CHF 55 million, expected to be booked in 2025.

IFRS *profit before taxes* increased by 105% to CHF 1,054 million. With income taxes 47% lower at CHF 32 million, IFRS *net profit* and IFRS EPS attributable to shareholders both increased by 125%, to CHF 1,022 million and CHF 4.98 respectively.

Adjusted profit before taxes rose by 102% to CHF 1,078 million, and the adjusted pre-tax margin by 11 bp to 23 bp. The related adjusted income taxes dropped by 49% to CHF 32 million, resulting in an adjusted tax rate of 2.9% (2023: 11.7%; 2023 underlying: 15.5%). The significantly lower tax rate resulted from a substantial release of tax provisions following the successful completion of a Swiss corporate income tax audit covering the financial years 2017−2022. *Adjusted net profit for the Group* and adjusted EPS attributable to shareholders both increased by 122%, to CHF 1,047 million and CHF 5.10 respectively. The adjusted return on CET1 capital (RoCET1) rose to 32% (2023: 15%; 2023 underlying: 30%).

Excluding the large private debt credit loss from the 2023 results, *adjusted profit before taxes* declined by 4% year on year and the adjusted pre-tax margin by 3 bp. On the same underlying basis, *adjusted net profit for the Group* and adjusted EPS attributable to shareholders both rose by 11%.

Highly liquid balance sheet

Partly reflecting the weaker Swiss franc (especially vs the US dollar), the balance sheet grew by 9% to CHF 105 billion. *Loans* increased by 7% to CHF 42 billion – comprising CHF 9 billion of mortgages (+3%) and CHF 33 billion of Lombard loans (+8%), the latter including CHF 0.4 billion of private debt loans (2023: CHF 0.8 billion). As the *due to customers* position (client deposits) increased by 9% to CHF 69 billion, the loan-to-deposit ratio declined to 61% (end-2023: 62%).

Cash, largely held at central banks in Switzerland and Europe, decreased by 15% to CHF 8 billion. The total treasury portfolio, recorded under *financial assets measured at FVOCI* (down 17% to CHF 11 billion) and *other financial assets measured at amortised cost* (down 5% to CHF 5 billion), decreased by 14% to CHF 16 billion.

Equity attributable to shareholders of Julius Baer Group Ltd. grew by 11% to CHF 6.8 billion.

The balance sheet remained highly liquid, with a liquidity coverage ratio of 292% (end-2023: 291%).

CET1 capital rose by CHF 0.6 billion, or 21%, to CHF 3.6 billion, as the combined benefits of strong net profit generation and the continued 'pull-to-par' reversal of the decline, back in 2021 and 2022, in the value of bonds held in the Group's treasury portfolio (financial assets measured at FVOCI) exceeded the impact of the dividend accrual.

Modestly impacted by the redemption in September 2024 of the AT1 bonds issued in 2017 (USD 300 million aggregate nominal amount), tier 1 capital grew by CHF 0.5 billion (+10%) to CHF 5.3 billion, and total capital by CHF 0.4 billion (+9%) to CHF 5.3 billion.

Risk-weighted assets (RWA) decreased by CHF 0.1 billion, or 1%, to CHF 20.2 billion. The significant reduction in the private debt loan book to CHF 0.4 billion (end-2023: CHF 0.8 billion), at 100% credit risk weighting, limited the increase in credit risk positions, which grew by 1% to CHF 11.8 billion. Operational risk positions decreased by 2% to CHF 6.2 billion, market risk positions declined by 7% to CHF 1.6 billion, and non-counterparty-related risk positions went up by 2% to CHF 0.7 billion.

As a result, the *CET1 capital ratio* improved to 17.8% (end-2023: 14.6%) and the *total capital ratio* to 26.4% (end-2023: 24.0%).

The leverage exposure rose by 10% to CHF 107 billion, resulting in a year-end *tier 1 leverage ratio* of 4.9% (end-2023: 4.9%).

In Switzerland, the final Basel 3 set of standards (B3F) are fully implemented starting in 2025, and mainly impact the calculation of RWA. For Julius Baer, the application of the B3F methodology results in a very limited impact on credit risk weights. The inflationary impact on market risk weights stemming from the fundamental review of the trading book (FRTB) was largely mitigated by adjustments already implemented in relation to certain trading-related activities. The main impact for the Group is on operational risk weights, the calculation of which under B3F considers a bank's historical internal loss data, reflecting operational losses incurred over the preceding ten-year period. On 30 December 2015, Julius Baer announced that it had reached an agreement in principle with the U.S. Attorney's Office for the Southern District of New York with respect to a comprehensive resolution regarding its legacy U.S. cross-border business (2015 DOJ agreement). The 2015 DOJ agreement resulted in an overall provision of USD 547 million recorded in the Group's 2015 consolidated financial accounts. While the Group had stopped providing its services to US-resident clients well before 2015, the loss tied to the 2015 DOJ agreement will still be relevant for the calculation of the operational risk requirements during 2025 and, as a result, will by itself temporarily inflate operational RWA by CHF 1.7 billion, before being eliminated again from the calculation at the end of 2025.

Because of the above, had B3F already been in place in 2024, the B3F-equivalent CET1 capital ratio would have been 14.2% and the B3F-equivalent total capital ratio 21.1%. Considering that the methodological impact of the 2015 DOJ agreement on the calculation of operational RWA ends at the end of 2025, the look-through B3F-equivalent CET1 capital ratio would have been 15.3% and the look-through B3F-equivalent total capital ratio 22.7%. The calculation of the leverage exposure is only marginally impacted by B3F, and the B3F-equivalent tier 1 leverage ratio would still have been 4.9% at the end of 2024.

At these levels, the CET1 and total capital ratios remained well above the Group's own floors of 11% and 15% respectively, and significantly exceeded the regulatory minimum levels of 8.3% and 12.5% respectively. The tier 1 leverage ratio continued to be comfortably above the 3.0% regulatory minimum.

In line with the Group's capital distribution policy, the Board of Directors of Julius Baer Group Ltd. will propose an unchanged ordinary dividend of CHF 2.60 per share for the financial year 2024. Subject to shareholder approval at the Annual General Meeting (AGM) on 10 April 2025, the dividend will be paid on 16 April 2025. The dividend will be subject to 35% Swiss withholding tax.

The B3F-equivalent CET1 capital ratio of 14.2% at the end of 2024 is marginally above the Group's 14% share buy-back floor as defined in the Group's capital distribution policy. However, the Board of Directors has decided not to pursue the launch of a new share buy-back programme.

Sale of Julius Baer Brazil expected to close in the first quarter of 2025

On 7 January 2025, the Group announced the signing of an agreement to sell its domestic Brazilian wealth management business, Julius Baer Brasil Gestão de Patrimônio e Consultoria de Valores Mobiliários Ltda. (Julius Baer Brazil), to Banco BTG Pactual S.A. (BTG). Julius Baer will continue to service Brazilian clients out of other locations and as such, the Brazil International business remains unaffected. The closing of the transaction is subject to customary regulatory approvals and expected in the first quarter of 2025. The transaction is expected to be approximately 30 bp accretive to Julius Baer's CET1 capital ratio at close, based on a total cash consideration of BRL 615 million (CHF 91 million). The closing of the transaction is currently expected to result in a one-off impact to operating income of approximately CHF 120 million, mainly resulting from non-cash cumulative currency translation adjustments already recognised in the Group's equity.

Changes to the Executive Boards

With immediate effect, the Executive Boards of Julius Baer Group Ltd. and Bank Julius Baer & Co. Ltd. will both be substantially resized and consist newly of the following individuals: **Stefan Bollinger**, Chief Executive Officer, **Nic Dreckmann**, Chief Operating Officer and Deputy CEO, **Oliver Bartholet**, Chief Risk Officer, **Evie Kostakis**, Chief Financial Officer, and **Christoph Hiestand**, Group General Counsel.

In the Executive Board, the CEO will assume direct responsibility for all revenue-generating activities and the front business, with the Region Heads and the heads of Markets and of Investment & Wealth Management Solutions reporting directly to the CEO. The Chief Operating Officer's remit will be expanded to additionally cover the areas of Client Strategy & Experience and HR & Corporate Affairs aiming at enhancing client satisfaction, improving operational efficiency, and continuing to upgrade our technology and infrastructure.

Financial targets 2023–2025

In May 2022, Julius Baer defined the following ambitious targets when determining its strategy for the 2023-2025 cycle:
- adjusted[1] pre-tax margin of 28 to 31 basis points by end-2025;
- adjusted cost/income ratio of below 64% by end-2025;
- annual growth in adjusted pre-tax profit in excess of 10% over the cycle; and
- adjusted return on CET1 capital of at least 30% over the 2023–2025 cycle.

The achievement of these targets is subject, among other things, to there being no significant deterioration in markets or in foreign exchange rates.

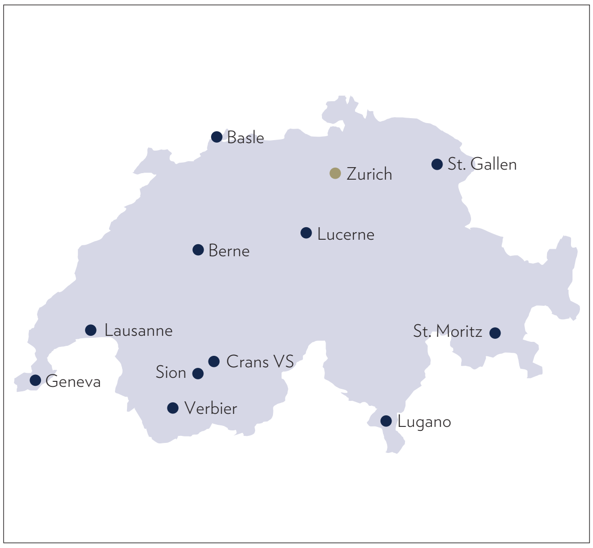
Julius Baer will present a strategy update, including new medium-term targets, on 3 June 2025.

[1] For a definition of adjusted results, please refer to chapter *VII. Alternative Performance Measures* of this Annual Report.

Global presence

Europe

Switzerland



Our locations in other parts of the world

- Head Office and booking centre
- Location
- Location and booking centre
- Strategic partnerships in Bangkok, Thailand, with Siam Commercial Bank (40%), and in Tokyo, Japan, with Nomura Holdings Inc. (60%)

1 Additional advisory locations in Bengaluru, Chennai, Hyderabad, Kolkata, New Delhi, and Pune

2 On 7 January 2025, Julius Baer announced the signing of an agreement to sell its domestic Brazilian wealth management business. Closing of the transaction is subject to customary regulatory approvals and expected in the first quarter of 2025.

Business review

By systematically pursuing our growth ambitions across our key markets and client segments, as well as through our product and service offering, we have captured business opportunities and increased the Group's relevance and proximity for existing and prospective clients.

Key business developments

The operating environment in 2024 presented numerous challenges but also offered compelling opportunities for a pure-play wealth manager like Julius Baer. On the back of further interest rate normalisation, the macro environment differed from region to region, and these variations were reflected by the relative stock market performance. Elevated geopolitical instability and ongoing military conflicts added to the climate of uncertainty, as did the record number of elections held across the globe in 2024, most notably the US presidential race. Against this backdrop, we stayed close to our clients, offering them guidance and expert advice to help them manage their wealth and secure their financial future. In this way, we once again demonstrated the relevance and breadth of our value proposition for our clients.

"As the first wealth manager to have received a licence from the Dubai International Financial Centre, we celebrated 20 successful years in the UAE in November 2024."

In 2024, we continued to strengthen our pure-play wealth management business model to ensure that what we offer and the way we offer it truly resonates with the needs and preferences of our existing and prospective clients. To that end, we announced the signing of an agreement to sell our domestic Brazilian wealth management business on 7 January 2025, with the aim to preserve the multi-family office approach of this business for the benefit of our clients. Meanwhile, our unrelenting focus on costs and the effective management of resources helped to preserve our financial flexibility, allowing us to further accelerate the Group's business momentum and to continue to invest in growth.

Leveraging our platform's capabilities for growth
Our expanding relationship manager (RM) base is of key importance in allowing us to leverage our platform's capabilities and to drive overall growth. In 2024, we welcomed net 37 new RMs on our platform, bringing the total to 1,380 RMs. We take a selective approach to hiring RMs and apply high standards regarding individual business cases and cultural fit. The effectiveness of this approach is reflected by the high business case achievement rate of incoming RMs and consequently by the meaningful contribution to net new money inflows made by recent joiners in the period under review. In parallel, we continued to sustainably develop and promote existing RM talent within our organisation with our proven Associate Relationship Manager Development Programme. To maximise the amount of time that our front organisation can devote to clients and thus the value they can create for them, we continued to invest in platform tools and generative artificial intelligence (AI) capabilities.

To gain wider access to scarce industry talent and to create additional leverage in our operating model, we moved ahead with the establishment of dedicated Group-owned service companies in key strategic locations. These service companies perform a growing range of non-regulatory functions and provide services for and with teams across the Julius Baer Group. Our well-established team of around 30 employees in Mumbai continued to sharpen its activities within centres of competence, while the entity that will be established in Madrid in early 2025 will initially support our hubs in Switzerland and Luxembourg, tapping into the extensive pool of technology and R&D-related talent that is available locally.

The launch of relevant new products and funds supported the activation of our client base as well as our efforts to increase the proportion of recurring revenues. At the beginning of 2024, we adjusted the scope of our wealth financing offering, strengthening our focus on our traditional, successful Lombard and mortgage lending business. Both are important drivers of business growth and are characterised by a historically low cost of risk.

Risk management as a key success factor
Strong risk management remains at the heart of all our business activities. Our principled approach contributes to the achievement of sustainable and compliant growth. A particular area of focus in 2024 was to ensure that the Group's Credit, Markets, and Treasury businesses have very solid foundations, underscoring their relevance for the delivery of client service. In parallel to reallocating functional and organisational responsibilities, we further strengthened our overall credit governance and credit limits framework.

"Julius Baer was named 'Best Boutique Private Bank Asia' by The Asset magazine for the 15th consecutive year!"

Julius Baer received numerous awards in 2024. Our best-in-class solutions and expertise gained broad recognition at the Euromoney Private Banking Awards 2024. Among the many accolades we received were numerous 'best bank' awards across global, regional, and country-level categories, including being named 'World's Best for Discretionary Portfolio Management' (see full list on page 19).

Complementing this external view on our performance, we once again wanted to gauge levels of satisfaction among our global client base in 2024. Overall client satisfaction increased across all regions, with 81% of respondents indicating that they are extremely satisfied, compared to 78% in 2023. Clients once again stated that they are very happy with their RMs, service quality, and overall advice and support.

Products and solutions

In today's dynamic banking landscape, clients increasingly expect bespoke financial solutions and comprehensive advice. At the beginning of 2024, we further enhanced Julius Baer's holistic client advisory offering with the rollout of our '360 Planning' initiative in Switzerland, with other markets due to follow. Digital innovations, combined with a newly designed personal advisory approach, empower our RMs to systematically deliver holistic financial advice based on a personalised roadmap created for our clients. These RMs are supported by Front Wealth Planners, a new dedicated role within client-facing teams, who add a specialised skill set that will optimise the advisory experience for our clients in specific areas, such as retirement planning, estate planning, or real estate. Furthermore, the newly established Wealth Planning Centre of Excellence ensures that our client-facing teams are informed about the latest trends and developments.

"Our activities build on our deep understanding of our clients' needs in the areas of wealth accumulation, wealth preservation, and the transfer of wealth to future generations."

Julius Baer has a solid track record across a range of investment strategies that are available to clients who favour discretionary mandates or wish to invest in in-house managed funds. In 2024, we expanded our product suite with the introduction of the Julius Baer Equity Global Excellence Mid Cap Fund. Additionally, we enriched our investment offerings by providing clients with access to an open-ended, evergreen private equity fund that invests in a diversified portfolio managed by a leading global private equity firm.

Investment research: 2024 in review

The year 2024 will go down in history as a dynamic year for global financial markets, shaped by significant political developments, technological advances, and challenging economic conditions. The performance of US equity markets was robust, with the S&P 500 and Nasdaq indices reaching new highs. This surge was largely driven by investor optimism following Donald Trump's victory in November's presidential election, which spurred expectations of substantial tax cuts and deregulation. In particular, investors poured nearly USD 140 billion into US stock funds post-election, making this the most active month since 2000. Conversely, European markets faced challenges due to a combination of political uncertainty and slower economic growth. The eurozone's financial stability showed signs of improving as stocks of European banks did particularly well after years of underperformance. However, the outlook remains fragile amid rising geopolitical risks. In Asia, market performance varied: Japan's Nikkei index showed modest gains, while China's markets remained subdued until policymakers markedly ramped up economic support at the start of the fourth quarter.

In currency markets, the US dollar strengthened, benefiting from the country's robust economic performance and the greenback's status as a safe haven currency at a time of global uncertainty. Political and economic instability in regions such as South Korea and the eurozone further bolstered the dollar's appeal. Bitcoin experienced a remarkable surge, briefly breaking the psychological threshold of USD 100,000 towards year-end. This milestone was influenced by the incoming Trump Administration's crypto-friendly stance, including the nomination of Paul Atkins, a known cryptocurrency advocate, to lead the Securities and Exchange Commission. In contrast, bond markets faced headwinds, with yields rising due to concerns over increasing global debt levels and continued inflationary risks. In commodity markets, oil prices remained volatile, influenced by geopolitical tensions and OPEC+'s decision to adjust production targets.

For 2025, a constructive investment approach is required. With US growth set to increase and with US inflation likely to remain elevated, the economic environment should offer considerable investment opportunities, albeit with heightened volatility. Investors should remain committed, capitalising on the pro-growth stance of policymakers, while being prepared for potential bumps along the way. A diversified approach in fixed income favours corporate over sovereign bonds and some exposure to US high-yield bonds. With the US dollar holding steady and cash yields waning, it is wise to deploy liquidity more actively. In equities, investors should continue to focus on the US while rotating towards cyclical sectors, such as industrials and financials, or they should look at the mid-cap space. China offers a tactical opportunity, while long-term investors would be better off maintaining their exposure to India, which offers the best secular growth story. Anti-system assets such as gold and Bitcoin should continue to thrive and offer diversification benefits. In the thematic space, we remain constructive on cloud computing and artificial intelligence. For those who are more comfortable with lower valuations, Future Cities and Extended Longevity are attractive alternative themes to get exposure to. With geopolitical tensions, policy missteps, and systemic risks lurking, both agility and stamina will be essential to invest successfully in 2025.

Euromoney Private Banking Awards 2024

At this year's prestigious Euromoney Private Banking Awards, we won in 25 categories. A proud moment for all of us and we thank our clients for their trust and confidence. We look forward to continuing our journey together.

1. World's Best for Discretionary Portfolio Management
2. World's Best for Non-Resident Indians
3. Asia's Best for UHNW
4. Asia's Best International Private Bank
5. Middle East's Best for Investment Research
6. Western Europe's Best for Discretionary Portfolio Management
7. Western Europe's Best for Next-Gen
8. Channel Islands' Best for UHNW
9. Channel Islands' Best International Private Bank
10. India's Best International Private Bank
11. Qatar's Best for Succession Planning
12. Qatar's Best International Private Bank
13. Singapore's Best for HNW
14. Switzerland's Best Domestic Private Bank
15. Switzerland's Best for Digital Solutions
16. Switzerland's Best for Discretionary Portfolio Management
17. Switzerland's Best for Next-Gen
18. Switzerland's Best for Philanthropic Advisory
19. Thailand's Best for Discretionary Portfolio Management
20. Thailand's Best for HNW
21. Thailand's Best for Investment Research
22. Thailand's Best for Succession Planning
23. Thailand's Best International Private Bank
24. UAE's Best for Next-Gen
25. United Kingdom's Best for Next-Gen

EUROMONEY
PRIVATE BANKING
AWARDS 2024

Our efforts have once again been recognised by our clients and the industry: in September 2024, Morningstar awarded 5-star ratings to four of our in-house funds, and ten funds received a 4-star rating. At the Euromoney Private Banking Awards 2024, Julius Baer was named the 'World's Best for Discretionary Portfolio Management'. In addition, Lipper presented us with the award for 'Best Small Fund Manager Overall' for the second consecutive year.

To meet the specific requirements of our ultra-high net worth (UHNW) clients and their families, we introduced UHNW Cross-Generation Asset Allocation strategies at the end of May 2024. These new strategies seek to optimise generational wealth management based on best-in-class asset allocation standards for UHNW individuals seeking higher income and long-term growth. This is achieved within a broadly invested portfolio, where diversification benefits compensate for the inclusion of alternative investments such as hedge funds, private debt, and private equity, resulting in a similar risk profile to traditional portfolios but with higher expected returns.

"Based on our clients' unique situation, we deploy a holistic advisory approach to systematically derive the appropriate financial solutions encompassing wealth planning, investing, and financing."

As part of our continued commitment to delivering first-class service to our clients, we have further enhanced our automated direct-to-client communications. The newly introduced 'News Alerts' feature facilitates rapid communication in the event of unexpected and significant market movements.

Technology, platforms, and innovation

Our ambition as a wealth manager is to develop best-in-class digital banking services for our clients by harnessing technological advances and innovation.

In 2024, we made substantial progress in enhancing our digital platforms to further improve the client and internal end-user experience. We introduced new features and functionalities to optimise efficiency, performance, security, engagement, and overall client satisfaction. Key initiatives include the launch of new trading and investment tools, expanded reporting capabilities, and personalised notification systems, all of which are designed to drive business growth and strengthen our relationship with our clients.

Significant progress was also made in the development of our digital Client Lifecycle Management (CLM) approach. For Switzerland, a new Know Your Client (KYC) solution was implemented, increasing efficiency as well as data quality, thus supporting the work of our RMs.

> "We continue to assign the highest level of importance to managing the full range of IT-related risks."

We have made significant strides in strengthening our AI capabilities with the development and launch of our in-house generative AI solution JAI. This innovative tool has already been successfully deployed across the Group for various use cases, including a general chatbot, translation services, and an upload and chat feature. Several additional use cases are currently in the test phase or development pipeline. Our infrastructure stack combines both on-premises and cloud solutions. We are fully committed to harnessing the power of this technology while carefully managing potential risks (see page 22), including user training and certification programs.

We aim to strengthen our operational resilience through strategic investments in our platforms and systems. These efforts include refining the technical core of our platforms and processes and upgrading the operational backbone that drives them, as well as taking rigorous steps to enhance our risk and control frameworks. As a financial institution that strives to operate responsibly, we recognise our duty to deliver consistent high-quality service to our clients, who rely on us as trusted partner.

Risk management

Managing risks is at the centre of our business and is reflected in the Group's comprehensive risk management and risk tolerance frameworks. In view of an ever more dynamic business environment, at the intersection of political, technological, economic, and financial market developments, the Group-wide risk management function and the processes behind it are constantly required to prove their effectiveness and efficiency.

> "Our principled approach to risk management helps drive sustainable and compliant growth."

Following the full loan loss allowance recorded in 2023 for the largest exposure in Julius Baer's private debt loan book, we have performed a comprehensive root cause analysis with the support of an independent specialist third party and have taken clear and decisive action based on the lessons learnt from this credit incident.

In addition to changes at management level, these measures include the discontinuation and controlled winding down of the private debt business. The Board of Directors and its Governance & Risk Committee, in their role of overseeing the risk management framework, are fully focussed on the stewardship of the Group's strong risk culture. Under their lead, in 2024, Julius Baer strengthened its credit risk management framework and governance, including a change of reporting line for credit matters from the Chief Financial Officer to the Chief Risk Officer (CRO). We also altered the composition of the Executive Board-level committee responsible for the approval and oversight of our lending activities. The full review of all applicable internal directives related to lending was initiated, and we adjusted our credit limit structure where required. These steps include the validation of the Group's risk appetite, the introduction of single obligor limits for all lending arrangements, and an enhanced governance process for exceptions-to-policy cases.

"We successfully terminated the deferred prosecution agreement with the U.S. Department of Justice at the end of November 2024."

The Swiss Financial Market Supervisory Authority (FINMA) is expected to review the effectiveness of the remedial measures taken by Julius Baer. We continue to cooperate fully with FINMA in their ongoing investigation into the handling of this credit incident. We made substantial progress in winding down the remaining private debt loan book, taking a constructive approach in consultation with our clients. We are committed to maintaining a credit business that addresses the needs of our wealth management clients, is built on solid risk management foundations, and has a good long-term track record that positions it for future success.

To maintain an effective dialogue with regulators and government agencies, we strengthened the Group's regulatory affairs management approach by establishing a dedicated Group Regulatory Management Office reporting directly to the CRO.

Overall, the assessment of risks that are classed as relevant from a compliance perspective was largely in line with the previous year. Anti-money laundering (AML) and financial crime-related topics continued to dominate the risk agenda. At the same time, sanctions remained one of the key risk areas for the Group: we continued to systematically apply our Risk Management Framework, while addressing the challenges resulting from developments in the fragmented international sanctions landscape.

The Group has continuously reduced its AML and reputational risk tolerance and has taken steps to further reduce the related risks, such as implementing a structured approach with limits on key risk factors and strict governance regarding any exceptions to the Risk Tolerance Framework. Further actions taken in this context include de-risking exercises related to Russia-domiciled clients, clients with a Russia business nexus, and selected other clients, as well as an increased cross-border market focus. This lower risk tolerance (also following the decision to exit various markets and the closure of selected onshore presences) is reflected in the reduced number of higher-risk accounts.

We continued to further reduce our legacy legal and regulatory exposures. This included the successful termination of the deferred prosecution agreement with the U.S. Department of Justice in the FIFA-matter, effective end-November 2024. We have also made progress in strengthening our governance and measures to reduce or prevent cross-border risks, such as reducing complexity for client-facing teams to serve their cross-border clients. Furthermore, we have regularly reviewed and recalibrated our AML transaction monitoring methodology to ensure it remains fit for purpose and is aligned with our client base and our clients' transactional behaviour. In addition, a near real-time name and media screening tool was introduced, supporting early risk detection and ultimately strengthening our overall risk management.

We continue to assign the highest level of importance to managing technology risks, cyber risks, and information security risks. We actively mitigate such risks in our daily operations by raising employees' awareness of these topics and continuously investing in our security posture.

"We have made significant strides in strengthening our AI capabilities with the development and launch of our in-house generative AI solution JAI."

The availability and productive use of generative AI methods has a profound and immediate effect on how our staff work and act. We further grew our in-house capabilities and we run on-premises applications to enable the safe and compliant use of these models by our employees (see page 20). To ensure the responsible, ethical, and safe use of AI, we established a dedicated Responsible AI Council to oversee the AI risk management framework across Julius Baer. In addition, the overall AI governance and risk framework is overseen by the Governance and Risk Committee of the Board of Directors.

Our revised onboarding framework for digital assets allows Julius Baer to respond effectively to the growing client interest in this evolving asset class and to prevent or mitigate the associated risks for both clients and the Group.

Regulation

Addressing complex international sanctions remains challenging, creating the need for adjustments to policies, processes, and controls. Julius Baer remains committed to investing significant resources to ensure that we comply with sanctions and other applicable rules and regulations.

Julius Baer is continuing to enhance and expand its operational resilience and related risk frameworks and processes to meet the regulatory requirements in its various jurisdictions.

After successfully completing the impact assessment on the Group's new non-financial reporting obligations, Julius Baer has launched a dedicated implementation project. In the second half of 2024, we conducted an enhanced double materiality analysis according to the European Sustainability Reporting Standards (ESRS). At the same time, we moved forward with preparations for the implementation of the identified new disclosure requirements.

On 1 January 2025, the revised Capital Adequacy Ordinance implementing the Basel III standards enters into force in Switzerland. Julius Baer has applied the new standards governing capital requirements for credit, market, and operational risk.

II. Corporate Governance

Corporate governance is a decisive part of business management. Shareholders, clients, and staff are usually considered the key stakeholder groups in the context of corporate governance. Moreover, the focus of Julius Baer Group Ltd. (the Company) on achieving sustained success and consistency in the Group's business rests largely on the principle of retaining shareholders, clients, and staff for as long as possible and actively nurturing the relationships over time. These stakeholders therefore have a right to know the individuals and internal bodies that determine the development of the Company, who makes the strategic decisions, who bears the responsibility for them, and on what governing principles they are based. The Company therefore aims to thoroughly satisfy these legitimate information needs in this chapter of the Group's Annual Report.

The Organisational and Management Regulations (OMR) of the Company, which are largely based on article 716b of the Swiss Code of Obligations and the Articles of Incorporation of Julius Baer Group Ltd., constitute our primary corporate governance guidelines. Both the OMR and the Articles of Incorporation are available at www.juliusbaer.com/cg.

The corporate governance information of the Company is presented in accordance with the following legal and regulatory requirements:

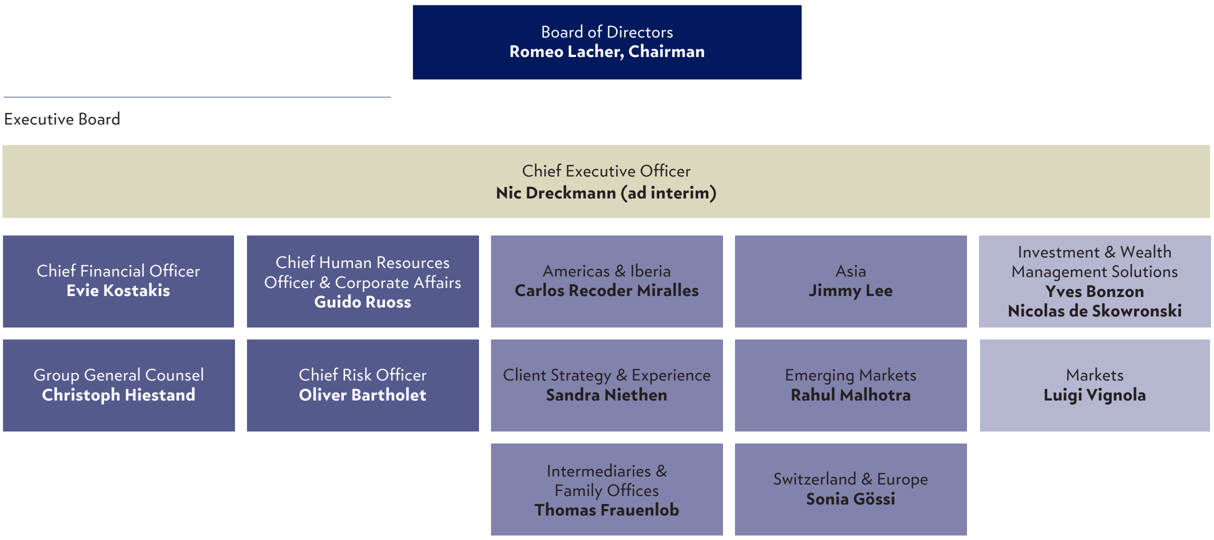
- *Directive on Information relating to Corporate Governance* of SIX Exchange Regulation AG (in its current version dated 1 January 2023) available at www.ser-ag.com;
- Guidelines and recommendations of the *Swiss Code of Best Practice for Corporate Governance*, including the appendix on executive compensation, of the Swiss business federation economiesuisse (in its current version dated February 2023) available at www.economiesuisse.ch;
- Circular 2017/1 entitled *Corporate governance – banks* of Swiss Financial Market Supervisory Authority FINMA, available at www.finma.ch;
- As per 1 January 2023 the rules contained in the Federal Council's Ordinance against excessive compensation in listed companies have been implemented and concretised in the Swiss Federal Code of Obligation (Article 732 et seq. 'remuneration in companies whose shares are listed on a stock exchange') available at www.admin.ch.

→ The Group's overall compensation framework, including compensation governance, compensation elements, and their application in the period under review, is described in detail in chapter *III. Remuneration Report* of the Group's Annual Report.

The following information corresponds to the situation as at 31 December 2024 unless indicated otherwise.

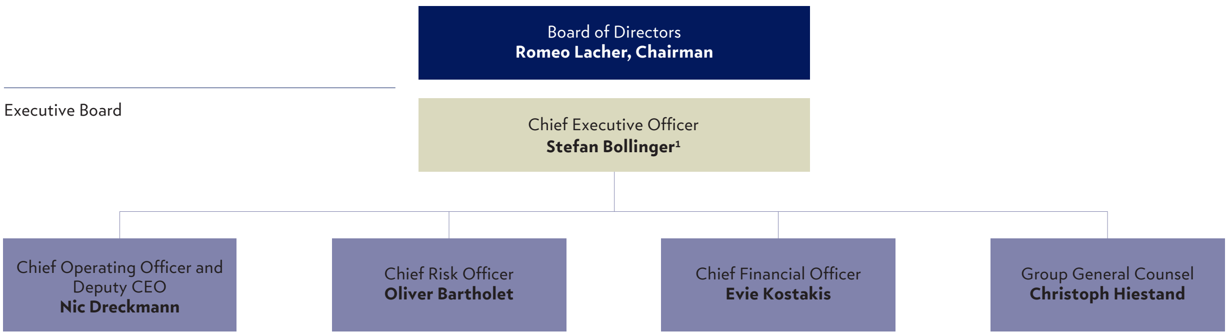
Group structure and shareholders

Operational Group structure of Julius Baer Group Ltd. as at 31 December 2024



Since 1 February 2024 and for the interim period, the Chief Operating Officer function has been represented by the current Deputy COO participating as non-voting guest in Executive Board and Committee meetings.

Operational Group structure of Julius Baer Group Ltd. as of 3 February 2025



[1] Direct responsibility for all revenue-generating activities and the front business.

The consolidated Group companies are disclosed in Note 25A (‘companies consolidated’) in the section *Notes to the Consolidated Financial Statements* of chapter *V. Consolidated Financial Statements Julius Baer Group* of the Group’s Annual Report.

Significant shareholders/participants

Based on notifications received by Julius Baer Group Ltd., each of the following shareholders/participants held 3% or more of the voting rights in Julius Baer Group Ltd. as at 31 December 2024[1]:

Shareholder/participant[2]	Disclosure of purchase positions	Disclosure of sale positions[3]
MFS Investment Management[4]	9.98%	
BlackRock Inc.[5]	5.06%	0.004%
T. Rowe Price Associates Inc.[6]	5.06%	
UBS Fund Management (Switzerland) AG[7]	5.02%	

[1] The percentage holding of voting rights as well as the other terms as used herein have to be defined and read in the context of the relevant and applicable stock exchange rules. Please note that some of the above figures base on reports made before the following events: capital reduction on 1 July 2021 following share buy-back program reducing the number of registered shares of Julius Baer Group Ltd. by 2,585,000 to 221,224,448 (as from 1 July 2021); capital reduction on 24 June 2022 following share buy-back program reducing the number of registered shares of Julius Baer Group Ltd. by 7,423,208 to 213,801,240 (as from 24 June 2022); capital reduction on 29 June 2023 following share buy-back program reducing the number of registered shares of Julius Baer Group Ltd. by 7,799,460 to 206,001,780 (as from 29 June 2023).
[2] Please note that generally, a change in the holding of voting rights whithin reportable thresholds does not trigger a notification duty.
[3] Purchase positions disclosed pursuant to art. 14 para. 1 a FINMA Financial Market Infrastructure Ordinance (FMIO-FINMA) and sale positions pursuant to art. 14 para. 1 b FMIO-FINMA.
[4] MFS Investment Management, Boston, USA, and its subsidiaries (reported on 30 December 2013)
[5] BlackRock Inc., New York, USA (reported on 23 June 2021)
[6] T. Rowe Price Associates Inc., Baltimore, USA (reported on 26 January 2024)
[7] UBS Fund Management (Switzerland) AG, Basle, Switzerland (reported on 12 February 2024)

The individual reports that were published during the year under review can be accessed on the reporting and publication platform of the Disclosure Office of SIX Swiss Exchange at the address www.ser-ag.com in the section Fundamentals > Notices Market Participants > Significant Shareholders, Issuer Julius Baer Group Ltd.

Cross-shareholdings

There are no cross-shareholdings between Julius Baer Group Ltd. and its subsidiaries or third-party companies.

Capital structure

Capital

The registered share capital of the Company amounts to CHF 4,120,035.60 as at 31 December 2024. It is fully paid up and divided into 206,001,780 registered shares (shares) with a par value of CHF 0.02 each. The shares (Swiss securities number 10 248 496; ISIN CH 010 2484968, ticker symbol BAER) are listed on the SIX Swiss Exchange and are included in the Swiss Leader Index (SLI).

Disclaimer regarding unsponsored American Depository Receipts (ADR)
Julius Baer does not sponsor any ADR programmes and does not authorise, endorse, support, or encourage the creation of any unsponsored ADR programmes in respect of its securities, and in any event disclaims any liability whatsoever in connection with any unsponsored ADR or arising out of any unsponsored ADR programme. None of the information in English contained in the Group's Annual Report, on the Group's website (www.juliusbaer.com), or elsewhere is prepared, published, and posted, both currently and on an ongoing basis, with the intention of claiming an exemption under Rule 12g3–2 (b) of the U.S. Securities Exchange Act of 1934. Under no circumstances should the contents of the Group's Annual Report, the Group's website (www.juliusbaer.com), or any other Julius Baer publication be interpreted or construed as a solicitation to purchase any securities of/in Julius Baer Group.

Conditional and authorised capital in particular

There is no authorised capital.

Conditional capital
The Company's share capital is to be increased by the issue of up to 10,000,000 registered shares, to be fully paid up and each with a par value of CHF 0.02, in a maximum total amount of CHF 200,000.00 through the exercise of conversion or warrant rights in connection with bonds issued by the Company or its subsidiaries. Existing shareholders are excluded from subscription rights. The acquisition of shares through the exercise of conversion or warrant rights and the subsequent transfer of shares are subject to the entry limitations set forth in article 3.4 et seq. of the Articles of Incorporation, available at www.juliusbaer.com/cg.

In the event that the maximum amount of conditional capital was to be issued and converted as described above, the Company's share capital would increase by CHF 200,000.00, which equates to 4.85% of the existing share capital as at 31 December 2024 (cf. Note 13 ['share capital'] in the section *Notes to the Consolidated Financial Statements* of chapter *V. Consolidated Financial Statements Julius Baer Group* of the Group's Annual Report).

When issuing convertible or warrant bonds, the Board of Directors may rescind priority subscription rights of existing shareholders for important reasons.

Important reasons can be the securing of optimal conditions in issuing of loans and ensuring equal treatment of shareholders domestically and abroad. In the event that the Board of Directors were to preclude the priority subscription rights, the following applies:

a) Conversion rights may be exercised only during a maximum of seven years, and warrant rights only during a maximum of four years from the date of issue of the relevant bond;
b) The new shares shall be issued according to the applicable conversion or warrant conditions. The convertible and warrant bonds must be issued in conformity to market conditions (including the usual market conditions with regard to protection against dilution). The conversion or option price must be not less than the average of the last prices paid on the Zurich stock exchange during the five days preceding the determination of the final issue conditions for the relevant convertible or warrant bonds.

Conversion capital
As approved at the AGM 2024 and introduced by article 3.5. of the Articles of Incorporation the share capital of Julius Baer Group Ltd. may be increased by an amount not to exceed CHF 460,000 through the issuance of up to 23,000,000 fully paid registered shares with a nominal value of CHF 0.02 each through the voluntary or mandatory exercise of conversion rights granted in connection with the issuance of bonds or similar financial instruments. The preemptive rights of the shareholders are excluded as outlined in the terms and conditions of the respective bonds or similar financial instruments.

Changes of capital

The description of the changes of capital in the last two years is disclosed in the section *Consolidated Financial Statements*, Consolidated statement of changes in equity, in chapter *V. Consolidated Financial Statements Julius Baer Group* of the Group's Annual Report. For information about changes of capital in periods three or more years back, please consult prior editions of the Group's Annual Report at www.juliusbaer.com/reports.

Shares and participation certificates

Shares

	2024	2023
Number of shares with par value of CHF 0.02 as at 31 December	206,001,780	206,001,780

There are no preferential rights or similar rights. Each share entitles to one vote.

The dividend entitlement is detailed in Note 13 ('share capital') in the section *Notes to the Consolidated Financial Statements* of chapter *V. Consolidated Financial Statements Julius Baer Group* of the Group's Annual Report.

Participation certificates

There are no participation certificates.

Bonus certificates

There are no bonus certificates.

Limitations on transferability and nominee registrations (as of 31 December 2024)

The Company shall keep a share register in which the owners and usufructuaries of the shares are entered with their name, address, and nationality, and the place of incorporation in the case of legal entities. In relation to the Company, any person entered in the share register shall be deemed to be a shareholder. Nimbus AG, Ziegelbrueckstrasse 82, 8866 Ziegelbruecke, Switzerland, administrates the Company's share register.

The shares are issued as uncertificated securities and registered as intermediated securities. They are included in the SIS clearing system for transferred shares. The Company may withdraw shares registered as intermediated securities from the custodian system. Each shareholder may at any time request from the Company a certification about the shares owned by him/her. The shareholders have no right to request the printing and delivery of certificates for their registered shares. The Company, however, may at any time print and deliver share certificates (individual certificates, certificates, or global certificates) or convert uncertificated securities and share certificates into any other form, and may cancel issued share certificates once they have been returned to the Company.

Transfers of intermediated securities, including the granting of security interests, are subject to the Swiss Intermediated Securities Act. The transfer of uncertificated shares is effected by a corresponding entry in the books of a bank or depositary institution following an assignment by the selling shareholder and notification of such assignment to the Company by the bank or depositary institution. The transferee must file a share registration form in order to be registered in the Company's share register as a shareholder with voting rights. Failing such registration, the transferee may not vote at or participate in any Meeting of Shareholders but may still receive dividends and other rights with financial value. The uncertificated shares may only be transferred with the assistance of the bank that administers the book entries of such shares for the account of the transferring shareholder. Further, shares may only be pledged to the bank that administers the book entries of such shares for the account of the pledging shareholder; in such case, the Company needs to be notified.

According to the Articles of Incorporation, available at www.juliusbaer.com/cg, a person having acquired shares will be recorded in the Company's share register as a shareholder with voting rights upon request. The Company may refuse to record a person in the share register as a shareholder with voting rights if such person does not expressly state that he/she has acquired the shares in his/her own name and for his/her own account.

A fiduciary/nominee may be entered as a shareholder in the share register with voting rights for shares up to a maximum of 2% of the share capital. Shares held by a fiduciary/nominee that exceed this limit may be registered in the share register with voting rights if such fiduciary/nominee discloses to the Company the name, address, nationality, or registered office and shareholdings of any person or legal entity for whose account it holds 0.5% or more of the share capital. Fiduciaries/nominees who are affiliated with other fiduciaries/nominees by means of ownership structure or voting rights, or who have a common management or are otherwise affiliated, are deemed one fiduciary/nominee as regards the application of such entry limitations.

The Board of Directors may cancel the entry in the share register of a shareholder or fiduciary/nominee with voting rights upon a hearing of such shareholder or fiduciary/nominee if the entry in the share register is based on false information. The affected shareholder or fiduciary/nominee has to be notified of the cancellation immediately.

Convertible bonds and options

There are no outstanding convertible or warrant bonds.

Board of Directors

All members of the Board of Directors of Julius Baer Group Ltd. are non-executive members. They are independent according to article 15 of the *Swiss Code of Best Practice for Corporate Governance* of the Swiss business federation economiesuisse and the Swiss Financial Market Supervisory Authority FINMA's circular 2017/1 entitled *Corporate governance – banks*. The latter states that at least one third of the Board of Directors shall consist of independent members. According to this circular, members of the Board of Directors are deemed independent if they

- are not and have not in the previous two years been employed in some other function within the institution;
- have not been employed in the previous two years by the institution's regulatory audit firm as lead auditor responsible for the institution;
- have no commercial links with the institution which, in view of their nature and scope, would lead to conflicts of interest; and
- are not a qualified participant (within the meaning of the Banking Act and the Stock Exchange Act) of the institution and represent no such participant.

Julius Baer envisages a share of at least two-thirds of its Board members to be independent in the sense of the aforementioned definitions.

The Board of Directors of the Group's principal operating company, Bank Julius Baer & Co. Ltd., is composed of the same members with identical responsibilities as the Board of Directors of Julius Baer Group Ltd.

Members of the Board of Directors

Romeo Lacher (born 1960), Swiss citizen.
Education:
1999 Advanced Management Program;
Harvard Business School, Boston, MA, USA
1995 PhD in Economics (Dr. oec. HSG),
University of St. Gallen
1987 master's degree in economics (lic. oec. HSG),
University of St. Gallen
Professional history:
Since 2019 Julius Baer Group Ltd. and Bank
Julius Baer & Co. Ltd., Zürich, Switzerland
Chairman of the Board of Directors
2008–2020 SIX Group, Zürich, Switzerland
2016–2020 Chairman of the Board of Directors
2008–2016 Vice Chairman, Chairman of the
Nomination and Compensation Committee
1990 until February 2017 Credit Suisse Group,
Switzerland
2016 Chief Operating Officer, International Wealth
Management and Member of the IWM
Management Committee
2011–2015 Head of Private Banking EMEA /
Western Europe and Member of the Private Banking
Management Committee
2004–2011 Global Head of Operations and Product
Management and Member of the Private Banking
Management Committee
2002–2003 Chief Operating Officer CS Corporate
and Retail Banking, and Member of the
Management Committee, CS Financial Services
2000–2002 Head of e-Channels, Member of the
Executive Board, e-Business
1997–1999 Head of Retail Banking Switzerland and
Member of Senior Management
1995–1996 Head Product Management Direct
Banking Products and Member of Senior
Management
1990–1994 Direct Marketing / Project Manager,
Marketing Department
1987–1990 Institut für Versicherungswirtschaft,
St. Gallen, Switzerland
Project Manager, Junior Consultant

Other activities and mandates:

1. Vice-Chairman to the Bank Council and member of the Nomination Committee and Chairman of the Compensation Committee of the Swiss National Bank
   Member of the Board of Directors of the Swiss Bankers Association, Basle, Switzerland, official election 12 September 2024 (cooperation 7 May 2024)
2. Member of the Board of Directors of the Swiss Finance Council, Zurich, Switzerland, cooperation end of June 2024
3. Member of the Board of Directors of the Association of Swiss Asset and Wealth Management Banks VAV, Zurich, Switzerland, Official election 17 June 2024 (cooperation 28 February 2024)
5. Member of the Board of Trustees of think tank "avenir suisse", Zurich, Switzerland
6. President of the Julius Baer Foundation
7. Member of the Board of Zürcher Handelskammer

Richard M. Campbell-Breeden (born 1962), British citizen.

Education:

1988 MBA, INSEAD, Fontainebleau, France
1984 Bachelor of Science in Mechanical Engineering, University of Bristol, UK

Professional history:

Since 2018 Julius Baer Group Ltd. and Bank Julius Baer & Co. Ltd., Zürich, Switzerland
Member of the Board of Directors, Chair of the Nomination and Compensation Committee and member of the Governance and Risk Committee
1989–2016 Goldman Sachs & Co. New York, USA
2011–2016 Vice Chairman, Investment Banking Asia Pacific Ex-Japan (APEJ), Hong Kong, Member of APEJ Commitments Committee and Member of APEJ Client & Business Standards Committee
2008–2011 Head of M&A, Asia-Pacific Ex-Japan (APEJ), Hong Kong and Chairman Industrials APEJ
2005–2008 Co-Head of European Financial Sponsors, London
1999–2005 Managing Director, Head of UK Investment Banking, London
1991–1999 Vice President Investment Banking Division, London
1989–1991 Associate, M&A, New York
1984–1987 3i Group plc, London, UK
1985–1987 Executive, Shipping Division
1984–1985 Executive, City Office, Large LBOs
1980–1984 Rolls-Royce, UK
Sponsored Undergraduate, Aero-Engine Division

Other activities and mandates:

1. Chairman of Arq Limited London, UK (incl. Arq International Limited, Arq, London UK Management Limited, and Arq IP Limited, London, UK), 2017 until April 2025
2. Founder of Omeshorn Capital Advisors, London, UK, since 2016
3. Director of Omeshorn Holdings Ltd., British Virgin Islands, since 2016
4. Member of the Board Arq. Inc. (former ADES), Denver, Colorado, USA
5. Director of Bittescombe Manor Estate Ltd., London UK

Bruce Alan Fletcher (born 1960), dual British and American citizen

Education:

1982 Bachelor of Business Administration, College of William and Mary, Virginia, USA

Professional history:

Since 04/2024 Julius Baer Group Ltd. and Bank Julius Baer & Co. Ltd., Zürich, Switzerland
Member of the Board of Directors, Chair of the Governance and Risk Committee and Member of the Nomination and Compensation Committee
2018–2023 NatWest Group, UK, Group Chief Risk Officer and Chief Risk Officer NatWest Holdings
2005–2018 HSBC, UK and USA
2012–2018 Chief Risk Officer Global Retail Banking and Wealth Management
2011–2012 Chief Risk Officer Europe
2008–2010 Chief Risk Officer UK Banking
2005–2008 Chief Retail Credit Officer North America
1988–2005 Citigroup, USA
2000–2005 Senior Credit Officer, Global Consumer Risk Group
1988–2000 Commercial Loan Specialist and Credit Officer
1982–1988 Irving Trust Bank, USA, Commercial Banking Relationship Manager

Other activities and mandates:
1. Chairman of the Board of Directors Professional Risk Managers International Association, USA, since 2023
2. Senior Advisor Boston Consulting Group, since April 2024, via sole proprietorship of Fletcher Risk Consultants, Ltd.

Juerg Hunziker (born 1963), Swiss citizen.
Education:
1979–1982 UBS Banking Apprenticeship, Zurich
1991–1993 Executive Management Program (Executive MBA), University of Zurich
Professional history:
Since 04/2023 Julius Baer Group Ltd. and Bank Julius Baer & Co. Ltd., Zurich, Switzerland
Member of the Board of Directors, the Development and Innovation Committee (since 2024 Chair) and Member of the Audit Committee
2016–2022 Avaloq Group, Zurich, Switzerland
2021–2022 Senior Advisor to the Group Executive Board
2018–2021 Group CEO
2016–2017 Deputy CEO
1988–2015 SunGard Financial Systems / FIS, Zurich, Frankfurt, London, New York
2014–2015 Group President, Trading, Risk and Private Banking Systems
2010–2014 President Global Trading, Risk and Derivatives Processing Systems
2007–2010 President Global Trading and Risk Systems
2005–2007 President Global Capital Markets Risk Systems
2003–2004 Senior Vice President, SunGard Asset Management, Head of Distribution North America New York
1997–2002 Senior Vice President, SunGard Capital Markets Systems, Head of Distribution EMEA
1991–1996 Vice President SunGard Continental Europe, Sales & Services
1988–1990 Vice President, Devon Systems Zurich, Paris, Frankfurt
1985–1988 Ascom Banking Systems, Zurich Product Manager Forex Trading Systems
1982–1985 UBS, Zurich, Equity- and Foreign Exchange Trader

Other activities and mandates:
1. Chairman of the Board of Directors of Adcubum AG, Wallisellen, Switzerland
2. Member of the Board of Directors of Swisspeers AG, Winterthur, Switzerland
3. Member of the Board of Director of HEH Holding / n-Chain, Schaan, Principality of Liechtenstein (until August 2024)

Andrea Sambo (born 1969), dual Italian and British citizen.
Education:
1996 Diploma di Laurea in Economics, Bocconi University, Milan
Professional history:
Since 04/2024 Julius Baer Group Ltd. and Bank Julius Baer & Co. Ltd., Zürich, Switzerland
Member of the Board of Directors
2005–2021: UBS AG, London
UBS Group:
2018–2021 Head of Group Financial Resource Management; Member of Group Asset and Liability Committee (ALCO) and Finance Executive Committee
UBS Investment Bank:
2016–2018 Head of Investment Bank Capital Management
2013–2014 Global Co-Head of Global Client Solutions
2012–2016 Global Head of Fixed Income Currency Commodities Structuring
2011–2012 Head of Fixed Income Currency Commodities Structuring, EMEA
2009–2010 Head of Private-side Structuring, EMEA
2001–2005 Morgan Stanley, London and New York, Investment Bank - Fixed Income Division and Global Capital Markets
2005 Product Manager for Corporate Derivatives Group, EMEA
2002–2004 Country Head of Corporate Derivatives Group, Italy
1998–2001 Banca Commerciale Italiana, Milan; Fixed Income Division; Ufficio Prodotti Derivati - Interest Rate Derivatives trading
Other activities and mandates:
None

Kathryn Shih (born 1958), British citizen.
Education:
1999 Advanced Executive Program, Northwestern University, Evanston, USA
1980 Master in Business Management, Asian Institute of Management, Manila, Philippines
1978 Bachelor of Arts (BA), Indiana University, Bloomington, USA
Professional history:
Since 09/2020 Julius Baer Group Ltd. and Bank Julius Baer & Co. Ltd., Zurich Switzerland
Member of the Board of Directors, Member of the Development and Innovation Committee (Chair until 2024) and member of the Nomination and Compensation Committee
1987–2018 UBS AG
2016–2018 President Asia Pacific and Member of Group Executive Board of UBS AG
2008–2015 Group Managing Director
2002–2015 Head Wealth Management, Asia Pacific
2003–2008 Chief Executive Officer, UBS Hong Kong
1987–2002 Various Wealth Management leadership roles
1984–1986 Citibank, Hong Kong, Assistant Vice President and Head Sales and Customer Service, Consumer Lending
Other activities and mandates:
1. Member of the School Advisory Council of the Hong Kong University of Science and Technology Business School, Hong Kong, since 2019
2. Director of Shih Co Charitable Foundation Ltd., Hong Kong, since 2008

Tomas Varela Muiña (born 1960), Spanish citizen.
Education:
1990 Master in Business Administration, European University, Barcelona
1982 Bachelor of Science in Economics, University of Barcelona
Registered Auditor (CPA) and Insurance Broker
Professional history:
Since 04/2022 Julius Baer Group Ltd. and Bank Julius Baer & Co. Ltd., Zurich Switzerland, Member of the Board of Directors, since 2023 chairperson of the Audit Committee and Member of the Development and Innovation Committee
Since 11/2022 Aena SME, S.A., Spain, Member of the Board of Directors, since 2023 Chairperson of the Audit Committee, and Member of the Nomination and Remuneration Committee
Since 11/2022 Finalbion, Spain, Independent Director
2015–03/2021 TheCityUK, London Member of the Advisory Council
2015–03/2022 TSB Banking Group, Edinburgh Non-executive Director, Member of the Audit Committee, Member of the Risk Committee (2015–03/2021)
1992–03/2021 Banco Sabadell, Spain and London
2011–2021 Group CFO, General Manager
2006–2011 CFO, Deputy General Manager
2001–2006 CEO of Financial Control Division, Assistant General Manager
1992–2001 Internal Audit Director
1988–1992 Allianz, Spain
1990–1992 Deputy Chief Controller
1988–1990 Director of Organisation
1982–1988 Price Waterhouse, Spain, various roles up to Assistant Manager
Other activities and mandates:
1. Member of the Board of Directors of Aena S.M.E., S.A., Spain, since 2022, Chairperson of the Audit Committee and member of the Nomination and Remuneration Committee since 2023
2. Independent Director of Finalbion, Spain, since 2022
3. Trustee at Fundación Española de Estudios Financieros (Spanish Foundation of Financial Studies), Madrid, Spain, since 2012

Eunice Zehnder-Lai (born 1967), dual Swiss and Chinese (Hong Kong SAR) citizen.
Education:
1994 Master of Business Administration (MBA), Harvard Business School, USA
1989 Bachelor of Arts (BA), Harvard University, USA
Professional history:
Since 2019 Julius Baer Group Ltd. and Bank Julius Baer & Co. Ltd., Zurich Switzerland Member of the Board of Directors, Member of the Nomination and Compensation Committee and the Audit Committee
2014–2018 IPM Institut für Persönlichkeitsorientiertes Management AG, Pfaeffikon, Switzerland
2015–2018 Chief Executive Officer
2014–2015 Managing Director
2005–2014 LGT Capital Partners, Pfaeffikon, Switzerland Executive Director
2002–2004 Zehnder-Lai Investment Advisors Baech, Switzerland Founder
1994–2001 Goldman, Sachs & Co., New York, London, Hong Kong, Zurich Executive Director, Equities and Private Wealth Management
1993 Booz Allen Hamilton, Hong Kong Summer associate
1991–1992 Procter & Gamble, Hong Kong Assistant Brand Manager
1989–1991 Merrill Lynch Capital Markets (now Bank of America Merrill Lynch), New York Investment Banking Analyst
Other activities and mandates:
1. Member of the Board of Directors of DKSH Group, Zurich, Switzerland, since 2018
2. Vice Chair and member of the Board of Directors of Geberit Group, Rapperswil-Jona, Switzerland, since 2017
3. President of the Foundation Board of Friends of Asia Society Switzerland Arts & Culture Foundation, Zurich Switzerland, since 2017
4. Member of the Board of Directors of Asia Society Switzerland, Zurich, since 2016
5. Member of the Foundation Board of Insights for Education, Horgen, Switzerland, since 2021
6. Member of the Foundation Board; Orpheum Stiftung, zur Förderung junger Solisten, Switzerland, since 2022
7. Member of the Board of American Swiss Foundation, New York, USA, since March 2024

Olga Zoutendijk (born 1961), dual Dutch and Australian citizen
Education:
1983 Bachelor of Science in Business Administration, San José State University, USA
1985 Master of International Management (Finance), Thunderbird School of Global Management, USA
1999 Advanced Management Program INSEAD, Fontainebleau, France
2012 Graduate of the Australian Institute of Company Directors, Australia
Professional history:
Since 2019 Julius Baer Group Ltd. and Bank Julius Baer & Co. Ltd., Zurich Switzerland Member of the Board of Directors, Member of the Audit Committee and Member of the Governance and Risk Committee
2016–2022 University of Leiden, Leiden, the Netherlands, Member of the Board of Governors and Chair of the Audit Committee
2014–2018 ABN AMRO Group N.V. and ABN AMRO Bank N.V.
2016–2018 Chair of the Supervisory Board
2015–2016 Vice-Chair of the Supervisory Board and Chair of the Risk & Capital Committee
2014–2015 Member of the Supervisory Board
2007–2011 Standard Chartered Bank Group Head of Wholesale Banking Asia
2001–2007 Westpac Banking Corporation
2003–2007 Group General Manager, Corporate and Institutional Banking
2002–2003 Group General Manager, Business and Consumer Banking Products
2001–2002 General Manager, Business Banking Products
1986–2001 ABN AMRO Bank N.V.
1999–2001 CEO, Portugal
1997–1999 Deputy CEO, Australia and New Zealand
1995–1997 Head of Wholesale Banking, Ireland
1988–1995 Banker, Corporate Clients, USA
1987–1988 Officer, Emerging Markets, the Netherlands
1986–1987 International Career Banker Training Program, the Netherlands
Other activities and mandates:
None

Honorary Chairman

The Honorary Chairman has no active function in the Board of Directors.

Raymond J. Baer (born 1959), Swiss citizen; Law Degree, University of St. Gallen, 1984; Master of Law LL.M., Columbia Law School, New York, USA, 1985. Salomon Bros. Inc., New York and London, 1985–1988. Entry into Bank Julius Baer & Co. Ltd., 1988: Head of the Swiss Capital Market Group, Zurich, 1988; New York branch, Deputy Branch Manager, 1990–1993; Zurich Head Office, Member of the Management Committee, 1993–1996; Julius Baer Holding Ltd., 1996–2009: Member of the Group Executive Board and Head of the Private Banking business line as of 1996; Vice-President of the Group Executive Board from 2001 until 13 May 2003; Co-Head of the Private Banking business line from January 2003 until 13 May 2003; Chairman of the Board of Directors, 2003–2009. Chairman of the Board of Directors of Bank Julius Baer & Co. Ltd., 2003–2012; Chairman of the Board of Directors of Julius Baer Group Ltd., 2009–2012. Honorary Chairman of Bank Julius Baer & Co. Ltd. and Julius Baer Group Ltd. since 2012.

Elections and re-elections at the Annual General Meeting 2024

At the Annual General Meeting of Julius Baer Group Ltd. on 11 April 2024, the Board members Romeo Lacher, Richard M. Campbell-Breeden, Juerg Hunziker, Kathryn Shih, Tomas Varela Muiña, Eunice Zehnder-Lai, and Olga Zoutendijk were re-elected for a one-year term.

Bruce Alan Fletcher and Andrea Sambo were elected as new independent members of the Board of Directors for a one-year term.

Gilbert Achermann and David Nicol did not stand for re-election. Gilbert Achermann has served on the Board of Directors since 2012 and David Nicol since 2021.

Romeo Lacher was re-elected as Chairman of the Board of Directors for a one-year term.

Richard M. Campbell-Breeden, Kathryn Shih, and Eunice Zehnder-Lai were re-elected as members of the Compensation Committee (part of the Nomination & Compensation Committee) and Bruce Fletcher was elected to the Committee for a one-year term.

Proposed changes to the Board of Directors at the Annual General Meeting 2025: nomination of new Chairperson

On 28 February 2025, the Board of Directors of Julius Baer Group Ltd. announced its intention to propose Mr. Noel Quinn for election as a new Member and Chairperson and of the Board of Directors at the Annual General Meeting (AGM) on 10 April 2025. Mr. Noel Quinn shall take over the chairmanship from Romeo Lacher, who has decided not to stand for re-election.
Further, Mr. Andrea Sambo has decided not to stand for re-election. He was a member of the Board of Directors since 2024.
All other current members of the Board of Directors, which will consist of eight members, will stand for re-election at the forthcoming AGM.

Other activities and interest ties

In applying the *Corporate Governance Directive* and the corresponding commentary of the SIX Swiss Exchange as well as the *Swiss Federal Code of Obligations*, the Company fundamentally discloses all mandates and interest ties of its Board members outside of the Julius Baer Group according to the applicable paragraphs of article 13 ('Mandates outside the Group') of the Articles of Incorporation, available at www.juliusbaer.com/cg, which state:

No member of the Board of Directors may hold more than ten additional mandates, of which no more than four mandates in listed companies.

The following mandates are not subject to the aforementioned limitations:

a) mandates in companies that are controlled by the Company, or which control the Company;
b) mandates held at the request of the Company or companies controlled by it. No member of the Board of Directors may hold more than five such mandates;
c) mandates in associations, charitable organisations, foundations, trusts, and employee welfare foundations. No member of the Board of Directors may hold more than ten such mandates.

Mandates shall mean mandates in comparable functions at other enterprises with an economic purpose. Mandates in different legal entities that are under joint control are deemed one mandate.

Mandates in exchange-listed companies:

Romeo Lacher:
- Vice-Chairman of the Bank Council and member of the Nomination Committee and Chairman of the Compensation Committee of the Swiss National Bank, Zurich.

Richard M. Campbell-Breeden
- Member of the Board of Advanced Emissions Solutions, Inc. (ADES), Denver, Colorado, USA.

Tomas Varela Muiña:
- Member of the Board of Directors and Member of the Audit Committee and the Nomination and Renumeration Committee of Aena S.M.E., S.A., Madrid, Spain.

Eunice Zehnder-Lai:
- Member of the Board of Directors of DKSH Group, Zurich, Switzerland;
- Member of the Board of Directors of Geberit Group, Rapperswil-Jona, Switzerland.

Mandates in non-listed companies:

Richard M. Campbell-Breeden:
- Founder of Omeshorn Capital Advisors, London, UK, since 2016; Director of Omeshorn Holdings Ltd., British Virgin Islands, since 2016;
- Chairman of the Board of Directors of Arq Limited (incl. Arq International Limited, Arq UK Management Limited, and Arq IP Limited), London, UK;
- Director of Bittescombe Manor Estate Ltd.

Bruce Alan Fletcher:
- Chairman of the Board of Directors Professional Risk Managers International Association USA Senior Advisor Boston Consulting Group.

Juerg Hunziker:
- Chairman of the Board of Directors of Adcubum AG, St. Gallen, Switzerland;
- Member of the Board of Directors of Swisspeers AG, Winterthur, Switzerland;
- Member of the Board of Directors of HEH Holding/n-Chain, Vaduz, Liechtenstein (until August 2024).

Tomas Varela Muiña:
- Senior Advisor and Director of Finalbion, Madrid, Spain.

Other mandates:

Romeo Lacher:
- Member of the Board of Directors of the Swiss Bankers Association and member of the Board of Directors Committee (Ausschuss), Basle, Switzerland;
- Member of the Board of Directors of the Swiss Finance Council, Zurich, Switzerland;
- Member of the Board of Directors of the Association of Swiss Asset and Wealth Management Banks VAV, Zurich, Switzerland;
- Member of the Board of Trustees of Avenir Suisse, Zurich, Switzerland;
- President of the Julius Baer Foundation, Zurich, Switzerland;
- Member of the Board of Directors of Zurich Chamber of Commerce, Zurich, Switzerland.

Kathryn Shih:
- Temasek Fellow at the Wealth Management Institute, Singapore;
- Member of the Council of Advisors of the Hong Kong University of Science and Technology Business School, Hong Kong;
- Member of the Investment Committee of the Island Evangelical Community Church, Hong Kong;
- Director of Shih Co Charitable Foundation Ltd., Hong Kong.

Tomas Varela Muiña:
- Trustee of Fundación Española de Estudios Financieros (Spanish Foundation of Financial Studies), Madrid, Spain.

Eunice Zehnder-Lai:

- President of the Foundation Board of Friends of Asia Society Switzerland Arts & Culture Foundation, Zurich, Switzerland;
- Member of the Board of Directors of Asia Society Switzerland, Zurich, Switzerland, as well as member of the Global Board of Trustees, Asia Society, New York, USA;
- Member of the Foundation Board of Insights for Education, Horgen, Switzerland;
- Member of the Foundation Board of the Orpheum Foundation for the Advancement of Young Soloists, Zurich, Switzerland.

Elections and terms of office

The members of the Board of Directors have been elected on an individual basis by the Annual General Meeting since 2012 for a one-year term both in the case of new elections and re-elections. The period between two Annual General Meetings is deemed one year. Members whose term of office has expired are immediately eligible for re-election. Except for the election of the Chairman of the Board of Directors and the members of the Compensation Committee (part of the Nomination & Compensation Committee) by the Annual General Meeting, the Board of Directors constitutes itself. The maximum (cumulative) term of office for the members of the Board of Directors is generally 12 years.

Profile of the Board of Directors of Julius Baer Group Ltd.

The breadth and variety of competencies of its members, both personally and professionally, fundamentally defines the quality of a Board of Directors. It is one of the key determining factors to ensure that the board as a whole can satisfactorily perform its overall and specific oversight duties.

The members of Julius Baer Group Ltd.'s Board of Directors represent a diverse and broad set of backgrounds, skills, and experiences. The Board is composed of individuals who possess relevant functional skills and credentials, have acquired extensive international experience, and developed a global business perspective.

Diversity in culture, ethnicity, and opinion are important aspects of Board composition. The female-to-male ratio on the Board may vary in any given year; the Board, however, is committed to working towards an overall balanced gender representation over the long term.

Board members need to have the ability to assess complex situations swiftly and to challenge management constructively. They need to provide leadership within a framework of prudent and effective controls. Board members need to bring the highest ethical standards of integrity and probity and show deep affinity with Julius Baer's values, purpose, and corporate culture.

Biographical overview

Board member	Age 31.12.2024	Gender	Nationality	Board member since	Independence
Romeo Lacher	64	male	Swiss	2019	Independent
Richard M. Campbell-Breeden	62	male	British	2018	Independent
Bruce Fletcher	64	male	British/ American	2024	Independent
Juerg Hunziker	61	male	Swiss	2023	Independent
Andrea Sambo	55	male	Italian / British	2024	Independent
Kathryn Shih	66	female	British	09/2020	Independent
Tomas Varela Muiña	64	male	Spanish	2022	Independent
Eunice Zehnder-Lai	57	female	Swiss/ Chinese (HK SAR)	2019	Independent
Olga Zoutendijk	63	female	Dutch/ Australian	2019	Independent

Core skills

Core skills represent universal professional, business, and management capabilities that can be gained and used at any company regardless of sector. The core skills shown in the following table and detailed further below are principal requirements that need to be represented on Julius Baer's Board of Directors.

Core skills overview

Board member	Banking	Senior Executive	Audit/ Finance	Risk	Compliance/ Legal
Romeo Lacher	x	x	x	x	x
Richard M. Campbell-Breeden	x	x	x	x	x
Bruce Fletcher	x	x		x	x
Juerg Hunziker	x	x		x	
Andrea Sambo	x	x	x	x	
Kathryn Shih	x	x	x	x	x
Tomas Varela Muiña	x	x	x	x	
Eunice Zehnder-Lai	x	x	x		
Olga Zoutendijk	x	x	x	x	x

Banking comprises relevant experience in the banking industry, supplemented and combined with a sound understanding of global banking, financial markets, and financial regulation.

Relevance: Banking experience gained in a senior position within the banking industry assists in understanding and reviewing Julius Baer's core business and strategy.

Senior Executive encompasses a proven record of accomplishments as a former or active executive of a publicly listed or large private multinational company. This typically results in gaining profound insights and credentials in areas such as recruiting and staffing as well as performance management.

Relevance: The exposure as CEO or in a senior executive role significantly deepens the understanding of developing, implementing, and assessing business strategies and operating plans for an organisation of the scale and complexity of Julius Baer.

Audit/Finance includes a broad range of expertise relating to auditing (e.g., current, or former partner of an auditing company, senior role in an auditing capacity or member of an audit committee) or a degree in the subject. It also covers a variety of finance aspects such as the function as current or former financial expert, proficiency in financial accounting and reporting as well as academic or advanced degrees in economics, e.g., former CFO role, Chartered Accountant (CA), Master of Business Administration (MBA), Master of Arts (MA) in Economics, Certified Public Accountant (CPA) or Chartered Financial Analyst (CFA).

Relevance: Expertise and experience in Audit/Finance are important prerequisites for soundly evaluating Julius Baer's financial statements, assessing its capital structure, and required regulatory capital strength, and assisting in understanding and overseeing the integrity of the Group's financial reporting.

Risk includes a broad range of expertise related to risk management and risk control in a global environment (e.g., current, or former Chief Risk Officer, current or former front management role with considerable risk exposure, current or former management and/or supervisory role on a risk committee) or a degree related to the subjects. It also covers experience in establishing risk and control frameworks, setting an organisation's risk appetite, and overseeing its risk culture.

Relevance: Besides understanding the Group's financial and regulatory audit reports, expertise in risk management is important to the Board's role of assessing and overseeing the endogenous and exogenous risks facing Julius Baer. In particular, it is a prerequisite for ensuring that appropriate policies and instruments are in place to manage risk effectively.

Compliance/Legal includes a broad range of expertise related to leading a company's compliance function in a global environment (e.g., current, or former Head Compliance, current or former management and/or supervisory role on a company-wide or regional compliance committee), expertise as a current or former legal expert (e.g., current, or former General Counsel, lawyer, partner in a law firm), or general degree in the subjects. It also covers experience in establishing compliance and legal frameworks and setting and monitoring an organisation's compliance culture.

Relevance: Compliance/Legal qualifications and/or practices assist Julius Baer's Board in assessing and meeting its legal requirements and ensuring the Group's adherence to local and international regulations and industry standards in the highly complex financial markets globally.

Specific skills

Specific skills represent expertise in those individual business and functional areas that are particularly important to be represented on Julius Baer's Board. The specific skills shown in the following table and detailed further below are principal requirements given the Group's business portfolio, organisational set-up, and corporate strategy.

Specific skills overview

Board member	Wealth Management	Mergers & Acquisitions	Capital Markets	Credit	IT/Technology/ Operations
Romeo Lacher	x	x		x	x
Richard M. Campbell-Breeden		x	x		
Bruce Fletcher	x			x	x
Juerg Hunziker	x	x	x		x
Andrea Sambo		x	x	x	
Kathryn Shih	x		x	x	
Tomas Varela Muiña		x	x		x
Eunice Zehnder-Lai	x	x	x		
Olga Zoutendijk	x	x	x	x	

Wealth Management encompasses relevant experience gained in senior wealth management functions, including meaningful exposure to some or all of Julius Baer's key markets.

Relevance: With wealth management being the Group's core business, solid representation of wealth management expertise assists in understanding, reviewing, and setting Julius Baer's business focus and strategy.

Mergers & Acquisitions (M&A) represents expertise in the area of corporate M&A gained during current or former roles in investment banking or fund management, through proven experience with M&A or, via current or former corporate advisory roles.

Relevance: Expertise in M&A assists in understanding and evaluating Julius Baer's M&A activities as part of its growth strategy.

Capital Markets represents expertise accumulated during current or former roles in investment banking, fund management, or via leading functions in balance sheet management or executing capital market transactions.

Relevance: Capital markets experience assists in understanding and reviewing Julius Baer's business activities and strategy in this area.

Credit summarises experience gained as current or former private-client-oriented senior credit officer (e.g. Chief Credit Officer) or proven knowledge of the credit business acquired in executive positions in wealth management, investment, or corporate banking.

Relevance: Experience in credit-related business areas assists in understanding, reviewing, and assessing Julius Baer's client-related credit strategy and associated risks.

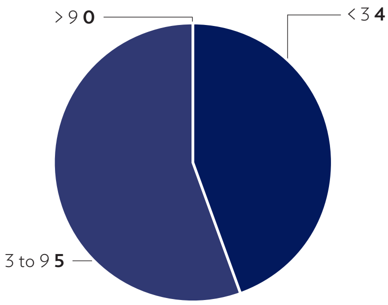
IT/Technology/Operations encompass experience gained in current or former executive roles in the IT/Operations sector or expertise in areas such as software and digital technology or academic degrees in these subjects. Similar competencies include a strong understanding of technology, its impact on innovation and the related development and implementation of initiatives to enhance production and manage-
ment processes as well as organisational structures.

Relevance: Experience in these areas is relevant for Julius Baer in many aspects ranging from client experience to internal operations. In particular, it is instrumental in assessing the impact of new technologies and related corporate investment decisions. Expertise in organisation and process management gives a practical understanding of developing, implementing, and validating Julius Baer's operating plan and business strategy.

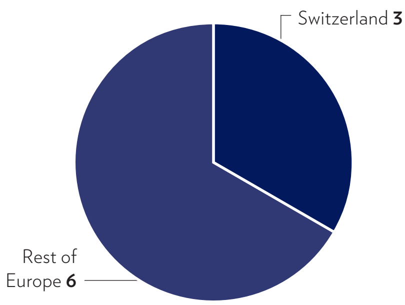
Artificial Intelligence (AI): To ensure the responsible, ethical and safe use of artificial intelligence, the Board of Directors conducted various training sessions in 2024.

Graphical summary of Board attributes

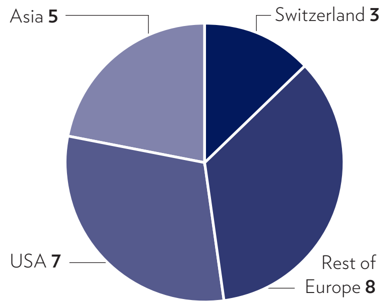
Term of office (years)



Geographic diversity based on primary nationality

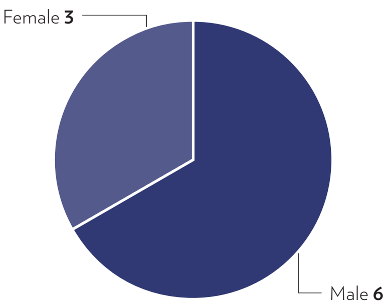


Geographic diversity based on work experience[1]

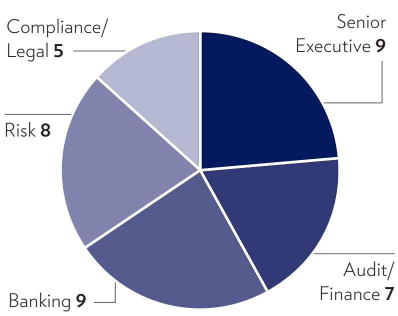


[1] Multiple selections possible

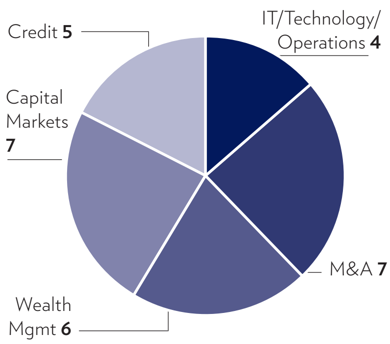
Gender diversity



Core skills



Specific skills



Internal organisational structure

The Board of Directors consists of five or more members. It meets as often as business requires, but at least once per quarter. The presence of a majority of its members is necessary for resolutions to be passed, with the exception of the ascertainment resolution and the resolution concerning the amendment of the Articles of Incorporation, cf. www.juliusbaer.com/cg, as well as the capital increase report in the case of capital increases. Resolutions are passed by an absolute majority of votes of members present. The members of the Board of Directors may also be present by phone or electronic means. Resolutions for urgent or routine businesses of the Board of Directors may also be passed by way of written consent (e-mail) or by way of an electronic data transfer, provided that no member requests oral deliberation. In such cases, the text of written resolutions must be sent to all members and approved by all members of the Board of Directors to be valid.

In the case of a tie vote at meetings, the Chairman shall have the casting vote. For resolutions passed by the Board of Directors with regard to agenda items that have been subject to prior resolution by a committee of the Board of Directors (pre-resolving committee) and if the members of such pre-resolving committee (taking into consideration the casting vote of the Chairman) would represent a majority of votes on the Board of Directors, the casting vote shall not be with the Chairman of the Board but with the Chairperson of the Audit Committee, unless the Chairperson of the Audit Committee is also a member of such pre-resolving committee, in which case the casting vote shall be with the member of the Board of Directors who is not a member of such pre-resolving committee and who has served the longest total term of office on the Board of Directors. The CEO and CFO are standing guests in the meetings of the complete Board of Directors, while the other members of the Executive Board of Julius Baer Group Ltd. are invited to participate as guests for those topics that are within their business responsibility as well as for specific reporting sessions. These meetings generally take up a full day.

In order to gauge the effectiveness of its activities, the Board of Directors as a whole as well as the respective committees carry out an annual self-assessment. The aim is to review and assess what has been achieved relative to the objectives formulated at the beginning of the year. The results of the committees are brought to the attention of the complete Board of Directors.

At intervals, the effectiveness of the Board's activities is also assessed externally. The first such external assessment took place in 2018. Conducted by specialised consultant Egon Zehnder, a comprehensive process meticulously reviewed the use of best industry and other practices at both individual and Board level. The assessment confirmed that the Board of Directors and its committees work effectively and meet the requirements of modern-day corporate governance, which is reflective of the expertise, commitment, and independent stance of the individual Board members at the time.

The second such assessment took place in 2021. Conducted by Egon Zehnder and in close collaboration with the Chairman of the Board of Directors, the Board of Directors undertook a *Board of Directors Effectiveness Review*. The overall objective of the review was to align and, where necessary, improve the Board's focus and effectiveness in order to have a stronger impact. In addition, it served as a basis for each member of the Board of Directors to improve her/his personal effectiveness in the boardroom. The review covered several key dimensions, such as Board structure and composition, personal dynamics, boardroom dynamics, Board committees, Board meetings, and information flow, Company strategy and performance as well as tracking board effectiveness.

The review methodology comprised an online questionnaire that was completed by each Board member as well as feedback collected from all Executive Board members on their relationship with the Board of Directors. The findings were presented to the Chairman of the Board of Directors and subsequently discussed with the whole Board of Directors. Measures to work on the proposed areas for improvement were agreed upon and taken into consideration in the goal-setting process of the Board of Directors and its committees for 2023 and beyond.

In addition, each Board member had to provide feedback on all other Board members in a *Director Peer-to-Peer Assessment* (DPPA). The results of the DPPA were summarised for each Board member in an individual report, which was then discussed in bilateral meetings with the Chairman.

The Board of Directors normally meets for one strategy seminar a year. The purpose of this seminar is to analyse the positioning of the Julius Baer Group as well as to review and, if necessary, redefine its strategic direction in light of the prevailing macroeconomic, sector-related, and company-specific circumstances.

Each Board member must be diligent and invest significant amounts of time and energy in monitoring management's conduct of the business and compliance with the corporation's operating and administrative procedures. It is also important that Board members are able to work together effectively while preserving their ability to differ with one another on particular issues. Consequently, Board members are expected to have the ability and commitment to attend 100% of the Board meetings as well as meetings of the Board committees of which they are a member, with a minimum expected attendance rate of 80%.

In the period under review, the complete Board of Directors of Julius Baer Group Ltd. held eight ordinary (physical or remote) meetings, including a two-day strategy seminar (offsite).

Attendance of the members of the Board of Directors at the respective meetings

First half of 2024	January	March[1]	April	June
Romeo Lacher, Chairperson	x	x	x	x
Gilbert Achermann[2]	x	x	-	-
Richard M. Campbell-Breeden	x	x	x	x
Bruce Fletcher[3]	-	-	x	x
Juerg Hunziker	x	x	x	x
David Nicol[2]	x	x	-	-
Andrea Sambo[3]	G	-	x	x
Kathryn Shih	x	x	x	x
Tomas Varela Muiña	x	x	x	x
Eunice Zehnder-Lai	x	x	x	x
Olga Zoutendijk	x	x	x	x

[1] This meeting was held as a video conference; all other meetings were held in a hybrid format combining video attendance with physical presence.
[2] Left the Board of Directors at the Ordinary Annual General Meeting on 11 April 2024.
[3] Joined the Board of Directors in April 2024.
E = was excused from attending the meeting
G = attended the meeting as a guest

Second half of 2024	July[1]	September	October (offsite)	December
Romeo Lacher, Chairperson	x	x	x	x
Richard M. Campbell-Breeden	x	x	x	x
Bruce Fletcher	x	x	x	x
Juerg Hunziker	x	x	x	x
Andrea Sambo	x	x	x	x
Kathryn Shih	x	x	x	x
Tomas Varela Muiña	x	x	x	x
Eunice Zehnder-Lai	x	x	x	x
Olga Zoutendijk	x	x	x	x

[1] This meeting was held as a video conference; all other meetings were held in a hybrid format combining video attendance with physical presence.
E = was excused from attending the meeting

Except for the election of the Chairman of the Board of Directors and the members of the Compensation Committee (part of the Nomination & Compensation Committee) by the Annual General Meeting, the Board of Directors elects the members of the committees of the Board of Directors from among its members. The Chairpersons of the committees are responsible for seeking advice from external specialists as well as from members of the Executive Board as needed.

According to the Articles of Incorporation of Julius Baer Group Ltd., available at www.juliusbaer.com/cg, the Board of Directors has the following non-transferable and irrevocable duties:

a) to supervise the Company and issue the necessary instructions;
b) to determine the organisation of the Company;
c) to arrange the accounting, financial control, and financial planning inasmuch as they are necessary for the management of the Company;
d) to appoint and remove the persons entrusted with the Company's management;

e) to control those persons entrusted with the management of the Company, also in relation to compliance with laws, statutes, regulations and instructions;
f) to draw up the business report, the remuneration report and, if applicable, the report on non-financial matters pursuant to article 964c CO as well as to prepare the General Meeting of Shareholders and implementation of its resolutions;
g) to adopt resolutions on the change of the share capital or the currency of the share capital to the extent that such power is vested in the Board of Directors, to resolve on the ascertainment of capital changes, to prepare the report on the capital increase, and the respective amendments of the Articles of Incorporation (including deletions);
h) to submit a petition for debt-restructuring moratorium and to notify the court in case of over-indebtedness.

The Board of Directors may assign the preparation and implementation of its resolutions or the supervision of business transactions to committees or individual members. It must make sure that its members are suitably informed.

Within the Board of Directors, responsibilities are divided up in accordance with the definition of the areas of responsibility in the respective section on page 44 of this chapter of the Group's Annual Report.

The responsibilities and composition of the currently existing committees of the Board of Directors
The members of the Board of Directors discuss specific topics in the Board's committees. Each of these committees works under its own charter, available at www.juliusbaer.com/cg > Standards and Policies, and is chaired by an independent director (according to article 15 of the *Swiss Code of Best Practice for Corporate Governance* of the Swiss business federation economiesuisse and the Swiss Financial Market Supervisory Authority FINMA's circular 2017/1 entitled *Corporate governance – banks)*. Each committee Chairperson provides the complete Board of Directors with regular updates on the current activities of the respective committee and on important committee issues. In addition, the minutes and the pre-reading/preparatory material of the committee meetings are made available to the complete Board of Directors.

Governance & Risk Committee
The Governance & Risk Committee (GRC) consists of at least three members of the Board of Directors who are specifically skilled and experienced in areas of finance, corporate governance, and risk control. The GRC is responsible for governance, risk, business conduct, and ethics, as well as compliance topics. In particular, the GRC is responsible for

- ensuring that the requirements for effective compliance and the promotion of an adequate compliance/conduct/ethics culture and organisation are given the necessary attention at the level of the Board of Directors;
- assessing the Group's exposure to risk/compliance/conduct/ethical issues as well as the respective frameworks to address such matters, for example monitoring of regulatory developments, operational/enterprise risk management framework, information/cyber security strategy, and the Group's business continuity management strategy (including policies, procedures, and organisational structure);
- performing an annual assessment of the risks and risk-mitigating measures (including respective exceptions) with regard to relationships with clients from countries with an increased risk of corruption;
- monitoring, and assessing the effectiveness of programmes and processes relating to anti-money-laundering requirements, client identification and know-your-client, client on-boarding, monitoring of off-boarding, politically exposed persons, economic and trade sanctions, anti-bribery, and anti-corruption policies, as well as client tax compliance;
- reviewing the status of ongoing procedures as well as the implementation of key initiatives on compliance/conduct topics;
- reviewing reports (including reports of internal and external auditors, in coordination with the Audit Committee) on material matters related to compliance and matters concerning employee conduct, as well as advising the Nomination & Compensation Committee with regard to the consideration of compliance and conduct topics and issues in the compensation process.

Furthermore, the GRC is responsible for

- developing and upholding principles of corporate governance and corporate sustainability for the Julius Baer Group;
- authorising certain market, credit, and financial risks, taking into consideration the respective risk parameters;
- upholding the standards and methodologies for risk control, which are employed to comply with the principles and risk profile adopted by the Board of Directors or other relevant supervisory or managing bodies.

The GRC determines, coordinates, and reviews the risk limits in the context of the overall risk policy and reviews the policies with regard to risk. The GRC approves and supervises the implementation of the yearly Compliance Programme. The GRC bases its risk-related work on the risk management and risk tolerance framework and the respective processes (cf. chapter *IV. Risk Management* of the Group's Annual Report), as approved by the Board of Directors once a year. The GRC furthermore approves the issuance of guarantees, letters of comfort, and similar items relative to Julius Baer Group Ltd. and the principal operating subsidiaries. It approves the entry into, and the dissolution and modification of joint ventures of strategic importance by the principal operating subsidiaries and approves the issue and amendment of Organisational and Management Regulations of the principal operating subsidiaries, cf. www.juliusbaer.com/cg, including the allocation of responsibilities. The GRC furthermore approves the formation, the change in capital or ownership structure, the change of legal form or licences, and the liquidation or closure of all subsidiaries. The GRC decides on requests from members of the Board of Directors and of the Executive Board to serve on outside boards of directors or advisory boards, boards of trustees, or foundation boards and gives its consent to such members to serve in public office or government.

The GRC generally convenes monthly. During the year under review, it held eleven ordinary (physical or remote) meetings of approximately three and a half hours each. The Chief Executive Officer (CEO), the Chief Financial Officer (CFO), and the Chief Risk Officer (CRO) are permanent guests, while the other members of the Executive Board of the Company participate for specific reporting sessions in the meetings of the GRC.

Members Bruce Fletcher (Chairperson), Richard M. Campbell-Breeden, Romeo Lacher, and Olga Zoutendijk

Attendance of the members of the Governance & Risk Committee at the respective meetings

First half of 2024	January	February	March
Bruce Fletcher, Chairperson[1]	-	G	G
David Nicol[2]	x	x	x
Richard M. Campbell-Breeden	x	x	x
Romeo Lacher	x	x	x
Olga Zoutendijk	x	x	x
Andrea Sambo	-	-	G
Tomas Varela Muiña	G (part.)	G (part.)	G (part.)

[1] Assumed the Chairperson role in April 2024.
[2] Former Chairperson; left the Board of Directors at the Ordinary Annual General Meeting on 11 April 2024.
G = attended the meeting as a guest (part. = attended the meeting partially)

First half of 2024	April[1]	May	June
Bruce Fletcher, Chairperson	x	x	x
Richard M. Campbell-Breeden	x	x	x
Romeo Lacher	x	x	x
Olga Zoutendijk	x	x	x
Andrea Sambo	G	G	G
Tomas Varela Muiña	G (part.)	G (part.)	-

[1] This meeting was held as a video conference; all other meetings were held in a hybrid format combining video attendance with physical presence.
G = attended the meeting as a guest (part. = attended the meeting partially)

Second half of 2024	August[1]	September	October	November[1]	December
Bruce Fletcher, Chairperson	x	x	x	x	x
Richard M. Campbell-Breeden	x	x	x	x	x
Romeo Lacher	x	x	x	x	x
Olga Zoutendijk	x	x	x	x	x
Andrea Sambo	-	G	G	G	G
Tomas Varela Muiña	G (part.)	G (part.)	G (part.)	-	G (part.)

[1] These meetings were held as a video conference; all other meetings were held in a hybrid format combining video attendance with physical presence.
G = attended the meeting as a guest (part. = attended the meeting partially)

Audit Committee
The Audit Committee (AC) is responsible for the integrity of controls for financial reporting and the review of the Company's and the Group's financial statements, including the interim management statements, but in particular the consolidated statements of the Group and the annual and semi-annual financial statements before they are presented to the complete Board of Directors for approval. It also reviews the internal and external communication regarding the financial data and accounting statements and related information. The AC monitors compliance by the Company with its respective legal and regulatory obligations and ensures the receipt of regular information as to compliance by its subsidiaries with such obligations as well as with regard to the existence of an adequate and effective internal control in relation to financial reporting.

The AC monitors the activities of Group Internal Audit and ultimately determines the compensation paid to the Head of Group Internal Audit. The Chairperson of the AC meets with the Head of Group Internal Audit on a regular basis throughout the year, usually every two months.

The AC ensures contact with the external auditors at the level of the Board of Directors and monitors their performance and independence as well as their cooperation with the internal auditors. The committee is also responsible for assessing the performance of the external auditors on an annual basis, cf. section *Audit – External Auditor* of this chapter of the of the Group's Annual Report. It reviews their reports about the rendering of the accounts and the management letter and provides a recommendation to the complete Board of Directors on the election of the external auditor at the Annual General Meeting.

All members of the AC are independent (according to article 15 of the *Swiss Code of Best Practice for Corporate Governance* of the Swiss business federation economiesuisse and the Swiss Financial Market Supervisory Authority FINMA's circular 2017/1 entitled *Corporate governance – banks*) and, based on their education and professional expertise, are financial experts. The AC performs an in-depth annual self-assessment with regard to its own performance. The AC convenes at least four times a year for about four hours on average. The CEO, CFO, and CRO are permanent guests, the other members of the Executive Board of Julius Baer Group Ltd. participate in the meetings of the AC if requested. The Head of Group Internal Audit and representatives of the external auditor participate in every meeting. During the year under review, the AC held seven (physical or remote) meetings of approximately four hours each.

Members Tomas Varela Muiña (Chairperson), Juerg Hunziker, Eunice Zehnder-Lai, and Olga Zoutendijk

Attendance of the members of the Audit Committee at the respective meetings

First half of 2024	January	April	May[1]	June
Tomas Varela Muiña, Chairperson	x	x	x	x
Juerg Hunziker	x	x	x	x
Eunice Zehnder-Lai	x	x	x	x
Olga Zoutendijk	x	x	x	x
Romeo Lacher				G (part.)
Bruce Fletcher				G (part.)
Richard M. Campbell-Breeden				G (part.)

[1] This meeting was held as a video conference; all other meetings were held in a hybrid format combining video attendance with physical presence.
G = attended the meeting as a guest (part. = attended the meeting partially)

Second half of 2024	September	November[1]	December
Tomas Varela Muiña, Chairperson	x	x	x
Juerg Hunziker	x	x	x
Eunice Zehnder-Lai	x	x	x
Olga Zoutendijk	x	x	x

[1] This meeting was held as a video conference; all other meetings were held in a hybrid format combining video attendance with physical presence.

Nomination & Compensation Committee
The Nomination & Compensation Committee (NCC) consists of members of the Board of Directors who are adequately skilled and experienced to assess remuneration and succession topics and assume the related responsibilities.

Compensation-related responsibilities:

The NCC carries out the Board's overall responsibility for drawing up the remuneration principles, remuneration strategy and policies covering the Chairman of the Board of Directors, the further non-executive members of the Board of Directors, the CEO, and the further members of the Executive Board within the Julius Baer Group. This includes reviewing any compensation principles (changes thereof have to be submitted for approval to the complete Board of Directors), reviewing and approving compensation policies relating to the Company as a whole as well as any compensation policies within the Group that are linked to the shares of the Company.

The NCC, with the support of external advisors if needed, undertakes to advise the full Board of Directors on whether the current compensation for the Chairman, the Board of Directors, the CEO, and the Executive Board is in line with market practices.

The NCC annually reviews the compensation elements, and the share ownership programmes by considering possible impacts of new regulatory developments and feedback received from stakeholders.

The NCC is responsible for reviewing and approving the Company's principles of total compensation and benefits (Remuneration Policy). It annually verifies that the principles are operated as intended and that the policy is compliant with national and international regulations and standards.

The NCC determines the compensation of the Chairman and of the Executive Board (excl. CEO) and submits the respective proposals for the other members of the Board of Directors and the CEO to the complete Board of Directors for approval. The compensation proposals for the Chairman, the Board of Directors, the CEO, and in aggregate form for the Executive Board are subsequently submitted to the Annual General Meeting for approval by the shareholders.

The NCC annually prepares and proposes to the Board of Directors, and subsequently to the attention of the shareholders, a Remuneration Report as well as other reports required by law or regulations.

→ The Group's overall compensation framework, including compensation governance, compensation elements, and their application in the period under review, is described in detail in chapter *III. Remuneration Report* of the Group's Annual Report.

Nomination-related responsibilities:

In general, the role of the NCC is to assist the Board of Directors in the effective discharge of its responsibilities, ensuring that the Board of Directors comprises individuals who are best able to discharge the responsibilities of directors, in accordance with applicable laws and regulations as well as the principles of sound corporate governance. The NCC is responsible for the long-term succession planning at the level of the Board of Directors. It assesses candidates as possible new members of the Board of Directors of the Company and prepares respective nominations for approval by the complete Board of Directors as well as for final consideration by the Annual General Meeting.

The NCC is also responsible for the long-term succession planning of the Chief Executive Officer (CEO) and the other members of the Executive Board of the Company, and in this function assesses potential candidates and prepares respective nominations for approval by the Board of Directors. In particular, the NCC has the following powers, duties, and responsibilities:

a) establishment of profiles describing necessary and desirable competencies and skills of members of the Board of Directors and of the CEO;
b) search for and identification of suitably qualified candidates for appointment to the Board of Directors;
c) conduct of exploratory talks and application talks with possible candidates;
d) submission of proposals to the Board of Directors with regard to the election of members of the Board of Directors and nomination of the CEO;
e) preparation of a succession plan for the Board of Directors, the CEO, and other Executive Board members.

The members of the Compensation Committee (as part of the NCC) are elected on a yearly basis by the shareholders at the Annual General Meeting. The Chairman of the Board of Directors shall not be a member of the NCC. The NCC elects its own chairperson. With respect to decisions of a specialised nature, the NCC may seek advice from additional members of the Board of Directors.

The NCC consists of at least three members, of whom all shall be independent Board members. As a rule, the NCC convenes once per quarter. In the period under review, the NCC held six ordinary (physical or remote) meetings for an average duration of approximately three hours.

Members Richard M. Campbell-Breeden (Chairperson), Bruce Fletcher, Kathryn Shih, and Eunice Zehnder-Lai

Attendance of the members of the Nomination & Compensation Committee at the respective meetings

First half of 2024	January	April[1]	June
Richard M. Campbell-Breeden, Chairperson	x	x	x
Gilbert Achermann[2]	x	-	-
Bruce Fletcher[3]	-	x	x
Kathryn Shih	x	x	x
Eunice Zehnder-Lai	x	x	x
Romeo Lacher	G	G	G

[1] This meeting was held as a video conference; all other meetings were held in a hybrid format combining video attendance with physical presence.
[2] Left the Board of Directors in April 2024.
[3] Joined the Board of Directors in April 2024.
G = attended the meeting as a guest except for segments of the meeting in which a conflict of interest might have arisen

Second half of 2024	September	October	December
Richard M. Campbell-Breeden, Chairperson	x	x	x
Bruce Fletcher	x	x	x
Kathryn Shih	x	x	x
Eunice Zehnder-Lai	x	x	x
Romeo Lacher	G	G	G

All meetings were held in a hybrid format combining video attendance with physical presence.
G = attended the meeting as a guest except for segments of the meeting in which a conflict of interest might have arisen

Development & Innovation Committee
The primary aim of the Development & Innovation Committee (DIC) is to support the Board of Directors in its overall oversight responsibilities relating to long-term transformational challenges, business development and innovation as well, as to respective plans as developed by the Executive Board.

The DIC consists of members of the Board of Directors who are adequately skilled and experienced to identify and assess existing and future trends in the financial services industry as well as the means and methods to cope with them successfully and sustainably. Areas of particular interest relate to structural changes in the banking industry in general and the wealth management industry in particular, the business and operating model of the Group, the applied technology and innovation, as well as the assessment of their possible impact on the Group and on new business opportunities.

The DIC acts as both a competence centre and a sounding board and seeks close exchange with related areas of the Group, such as business transformation, people transformation, information technology and processes, automatisation and artificial intelligence, business operations and business development.

The DIC convenes at least twice a year and consists of a minimum of three members of the Board of Directors who are appointed by the Board of Directors. During the year under review, the DIC held four ordinary (physical or remote) meetings for an average duration of approximately three hours.

Members Juerg Hunziker (Chairperson), Romeo Lacher, Kathryn Shih, and Tomas Varela Muiña

Attendance of the members of the Development & Innovation Committee at the respective meetings

	January	June	September	December
Juerg Hunziker[1]	x	x	x	x
Kathryn Shih, Chairperson[2]	x	x	x	x
Gilbert Achermann[3]	x	-	-	-
Romeo Lacher[4]	G	x	x	x
Tomas Varela Muiña	x	x	x	x

All meetings were held in a hybrid format combining video attendance with physical presence.
1 Assumed the Chairperson role in April 2024.
2 Resigned as Chairperson in April 2024.
3 Left the Board of Directors in April 2024.
4 Joined the Committee as member in April 2024.
G = attended the meeting as a guest

Definition of areas of responsibility

Julius Baer's strategic framework for long-term value creation
In line with our purpose, the Group aims to deliver value through wealth management and beyond, by growing and protecting the wealth of our clients and helping them to pass it on to the next generation. We concentrate exclusively on wealth management, which is our core area of expertise, and we are pursuing a business model that combines manageable complexity with steady and predictable returns. Further, we are maintaining our focus on high net worth and ultra-high net worth (HNW/UHNW) clients and on serving intermediaries and family offices. Our business is built and delivered around personal relationships with our clients. The provision of personal client service will continue to be of primary importance in the future and will be enriched through the effective use of digitalisation.

Julius Baer will drive further growth and strive to achieve critical mass, not only at Group level but also in our individual markets. Our open product platform gives clients access to the best solutions on a global scale. We also aim to further strengthen our broad range of in-house product capabilities in the areas that create the greatest value for clients. These cornerstones of our approach, along with our proven security and stability as a bank, form the foundations of the Group's future strategic development. As we work towards our goals, all our employees are driven and inspired by Julius Baer's purpose: creating value beyond wealth.

Sustainability for all stakeholders
At Julius Baer, we strive to be a responsible partner to our clients by continuously developing our range of responsible wealth management products and solutions – spanning sustainable investing, impact investing, and philanthropy services – as well as by providing transparent reporting to our clients to enable them to track the sustainability performance of their portfolios. Environmental, social, and governance (ESG) principles are deeply embedded in Julius Baer's risk management framework. The Group has also launched a climate strategy to reach net zero by 2050. This includes ambitious interim targets and the decarbonisation of the Group's treasury and proprietary portfolios.

Robust risk management
The Board of Directors will continue to focus on reinforcing a strong risk culture, in line with our overarching objective to use our solid balance sheet with the utmost prudence for the benefit of our clients. In addition to making accelerated progress towards completing the exit from the private debt business, Julius Baer has strengthened its overall credit framework.

We will continue to improve our risk management approach and invest in further strengthening our 'know your client', anti-money laundering, and other capabilities. At the same time, we will actively pursue the resolution of legacy legal matters and the steadfast remediation of any new issues that may arise.

Capital management and distribution
We are committed to preserving the quality and strength of the Group's balance sheet and capitalisation. Julius Baer therefore aims to maintain a total capital ratio of at least 15% and a CET1 capital ratio of at least 11%. Both targets represent a prudent buffer above the regulatory minimum requirements.

Reflecting the ability of our business model to generate significant capital, we continue to target an ordinary dividend payout ratio of approximately 50% of adjusted[1] net profit attributable to shareholders. However, excluding any significant unforeseeable events, we intend to distribute an ordinary dividend per share that is at least equal to the previous year's dividend per share.

In addition, any additional capital meaningfully exceeding a CET1 capital ratio of 14% at the end of the financial year will be distributed through a share buy-back programme that is to be launched in the following year, unless opportunities for M&A transactions arise that would fit the Group's strategic and financial criteria.

Executive compensation
The structure of Executive Board compensation, with cumulative economic profit and relative total shareholder return as the main components of the equity performance plan, is aligned with the Group's focus on delivering sustainable, profitable growth and creating long-term shareholder value.

Fundamentals
The governing bodies are responsible for the strategic direction of the Julius Baer Group and the Company as well as for determining and implementing the principles of organisation, management, and monitoring. They are accountable for providing the means necessary to achieve the targeted objectives and bear ultimate responsibility for the overall results. They supervise the maintenance of the Julius Baer Group as a whole and coordinate and oversee all activities carried out by and in the name of the Company. The Board of Directors has a clear strategy-setting responsibility and supervises and monitors the business, whereas the Executive Board, led by the CEO, has executive management responsibility. Julius Baer operates under a strict dual board structure, as mandated by Swiss banking law. The functions of Chairman of the Board and CEO are assigned to two different individuals, thus ensuring a separation of powers. This structure establishes checks and balances and preserves the institutional independence of the Board of Directors from the day-to-day management of the Company, for which responsibility is delegated to the Executive Board under the leadership of the CEO.

→ The individual responsibilities and powers of the governing bodies arise from the Organisational and Management Regulations (OMR). All relevant information contained in the OMR is substantially disclosed in the respective sections of this chapter of the Group's Annual Report. The OMR is available at www.juliusbaer.com/cg.

The decisions of the governing bodies are implemented by the Group companies in compliance with the respective applicable legal and supervisory regulations.

Board of Directors
The Board of Directors is responsible for the ultimate direction, supervision, and control of the Company, which it fulfils within the scope of the duties stipulated in article 716a of the Swiss Code of Obligations and through calling on its various committees. The complete Board of Directors is especially responsible for preparing all topics that fall within the competence of the Meetings of Shareholders (Annual General Meeting and Extraordinary [if any] Meetings) and receives support and advice from the Audit Committee, in particular in matters of financial reporting and other capital management questions. Based on the proposal of the Audit Committee, the complete Board of Directors decides on the external auditors to be recommended for appointment at the Annual General Meeting. Entry into, and dissolution and modification of joint ventures of strategic importance by the Company also fall within the competence of the complete Board of Directors. Moreover, the complete Board of Directors appoints the CEO and the Chief Risk Officer as well as the other members of the Executive Board and based on the proposal of the Audit Committee, decides on the appointment and dismissal of the Head of Group Internal Audit. With regard to the Group's principal operating subsidiaries, the complete Board of Directors decides on the appointment and

dismissal of the Chairman of the Board of Directors, of members of the Board of Directors, and of advisory board members (if any). The complete Board of Directors is responsible for determining the overall risk policy of the organisation as well as for the design of accounting, financial controlling, and strategic financial planning. It also decides on capital market transactions involving shares of Julius Baer Group Ltd., on such transactions resulting in the issue of bonds of the Company as well, as on the issue of bonds by subsidiaries based on a graduated competence schedule regarding the capital and time commitment involved.

Executive Board
The Executive Board is responsible for the implementation of the Company's and the Group's overall strategy – within the respective parameters established by the Board of Directors – and is accountable for all operational and organisational matters as well as for the operating results. Except when delegated by the Board of Directors to another supervisory or managing body, the Executive Board is ultimately responsible for all the day-to-day activities of the Company, including those assigned or delegated by the Executive Board.

The Executive Board is responsible for ensuring the consistent development of the Julius Baer Group in accordance with established business policies, for establishing the organisation of the Executive Board itself and for representing the Executive Board in its relationship with the Board of Directors and third parties.

The Executive Board has the right to issue binding policies to and require reporting or consultation from Group companies before a decision is taken. It proposes the formation, the change in capital or ownership structure, the change of legal form or licenses, and the liquidation or closure of principal operating companies and other subsidiaries to the Governance & Risk Committee for final approval. The Executive Board grants permission to employees (other than the members of the Executive Board) to serve on outside boards of directors or advisory boards, boards of trustees, or foundation boards and gives its consent to serve in public office and government.

In addition, the Executive Board may form committees for specific tasks and regulate their activities. Their formation as well as the areas of responsibility must be approved in advance by the Governance & Risk Committee of the Board of Directors.

The Executive Board is responsible for general corporate administration, in particular the registration of shareholders in and the maintenance of the share register. The Executive Board coordinates media contacts, media conferences, and media releases and is responsible for investor relations and the corporate identity (including corporate design and trademarks) of the Company. It also monitors and evaluates financial and other risks as well as compliance with rules governing equity capital, risk distribution, and liquidity maintenance. Additionally, the Executive Board coordinates the contacts with the regulatory authorities. The Executive Board is empowered to issue binding instructions, which may be of general application or related to specific business matters and may require the submission of reports or consultation with the Executive Board prior to making decisions.

The Executive Board is presided over by the CEO (the President of the Executive Board). The CEO is responsible, in particular, for ensuring the consistent management development of the Company in accordance with established business policies and strategies, representing the Executive Board in its relationship with the Board of Directors and third parties, and establishing the organisation of the Executive Board itself within the framework as provided by the Articles of Incorporation as well as the Organisational and Management Regulations of Julius Baer Group Ltd. Both documents are available at www.juliusbaer.com/cg.

The Executive Board of the Group's principal operating company, Bank Julius Baer & Co. Ltd., is composed of the same members in identical responsibilities as the Executive Board of Julius Baer Group Ltd. Details of the Executive Board's composition can be found in the section *Group Structure and Shareholders* of this chapter of the Group's Annual Report.

Information and control instruments vis-à-vis the Executive Board

In order to control the business activity of the Julius Baer Group, the Board of Directors has formed the committees listed in the section *Internal organisational structure* on page 41 of this chapter of the Group's Annual Report. Each committee Chairperson provides the complete Board of Directors with regular updates on the current activities of the respective committee and on important committee issues. In addition, the minutes of the committee meetings and the pre-reading/preparatory material are made available to the complete Board of Directors.

The different committees are regularly kept informed by means of relevant reports from within the Group. Moreover, these reports are discussed in depth during regular meetings with the relevant bodies.

At the meetings of the Board of Directors, the CEO, the CFO, the CRO, and the other Executive Board members regularly update the Board on important issues, either in writing or verbally. At such meetings, the Board members may request from Board or Executive Board members any information about any matters concerning the Company or the Julius Baer Group that they require to fulfil their duties.

The Executive Board or its individual members submit the following major reports to the Board of Directors and its committees (all such reports are made available to the complete Board of Directors but are discussed in the responsible Board committees. In addition, the complete Board of Directors is provided with the minutes and the pre-reading/preparatory material of all Board committee meetings):

- Written report by the CEO (quarterly to complete Board of Directors);
- Written report by the General Counsel (quarterly to complete Board of Directors);
- Written or oral reporting by the CRO (monthly to Governance & Risk Committee, quarterly to complete Board of Directors);
- Written or oral reporting by the members of the Executive Board (as needed monthly to Governance & Risk Committee and/or quarterly to complete Board of Directors);
- Financial reporting by the CFO (Monthly Financial Report to complete Board of Directors; enlarged written and oral reporting on a quarterly basis to complete Board of Directors);
- Financial statements by the CFO (Interim Management Statements to Audit Committee, half-year and full-year results to Audit Committee and complete Board of Directors);
- Forecast by the CFO (quarterly to complete Board of Directors);
- Pension Fund update by the CFO (annually to complete Board of Directors);
- Treasury/Asset & Liability Management update by the CFO or the Head Treasury (annually to complete Board of Directors);
- Budget, Capital Management, and Scenario Planning by the CEO/CFO (annually to complete Board of Directors);
- List of loans granted to members of the Board of Directors and of the Executive Board and/or affiliated entities and related parties ('Organkredite') (quarterly to Governance & Risk Committee);
- Regulatory reporting of large concentrations of risk ('Klumpenrisiken') (quarterly to Governance & Risk Committee);
- Group Risk reporting by the CRO (quarterly to Governance & Risk Committee, annually to complete Board of Directors);
- Risk Management Framework, Risk Control Framework, and Group Risk Landscape by the CRO (annually to complete Board of Directors).

In addition, the Board of Directors has an independent Group Internal Audit unit at its disposal. The obligations and rights of Group Internal Audit are set forth in a separate code of responsibilities. Group Internal Audit has an unlimited right to information and access to documents with respect to all companies and elements of the Group. Furthermore, in consultation with the Chairman of the Board of Directors and the Chairperson of the Audit Committee, the Executive Board may ask Group Internal Audit to carry out special investigations outside of the planned auditing activities. The Head of Group Internal Audit is appointed by the Board of Directors. The Head of Group Internal Audit submits a report to the complete Board of Directors on a yearly basis and to the Audit Committee usually on a quarterly basis.

Executive Board

Members of the Executive Board

Nic Dreckmann (born 1974), Swiss citizen.
Education:
2021 Harvard Business School, Boston, MA, USA, Advanced Management Program
2003 Global Association of Risk Professionals Financial Risk Manager (FRM)
2002 New York University Various finance seminars
1995 – 1999 University of Zurich Degree in Business Administration and Corporate Finance (lic. oec. publ.)
Professional history:
Since 02/2024 Julius Baer Group Ltd. and Bank Julius Baer & Co. Ltd.
Chief Executive Officer ad interim and Member of the Executive Boards
01/2024 Julius Baer Group Ltd. and Bank Julius Baer & Co. Ltd.
Chief Operating Officer & Head Intermediaries; Deputy Chief Executive Officer and Member of the Executive Boards
2020 – 2023 Julius Baer Group Ltd. and Bank Julius Baer & Co. Ltd.
Chief Operating Officer & Head Intermediaries, and Member of the Executive Boards
2017 – 2019 Julius Baer Group Ltd.
Chief Operating Officer and Member of the Executive Board
2004 – 2019 Bank Julius Baer & Co. Ltd.
09 – 12/2019 Additionally Head Intermediaries & Global Custody (a.i.) and Member of the Executive Board
2016 – 2019 Chief Operating Officer and Member of the Executive Board
2014 – 2016 Program Director JB 2.0
2012 – 2015 Global Head for the integration of Merrill Lynch's International Wealth Management (IWM) business
2006 – 2012 Chief of Staff to the CEO and COO of Bank Julius Baer
2006 Head Strategic Management & Regional Coordination
2005 – 2006 Business Project Manager in the post-merger integration for SBC Wealth Management business
2005 Business Development in private banking
2004 – 2005 Product Management in private banking
2000 – 2004 Accenture AG, Zurich, New York, Munich, Melbourne and Connecticut
Business Project Manager, Consultant
Other activities and mandates:
1. Member of the Council of the "Institute of Marketing and Analytics (IMA)", Luzern, Switzerland (since 29 September 2021)
2. Member of the Steering Committee of digitalswitzerland, Zurich, Switzerland (since 1 July 2021)
   Award «Best Digital Leader» received at PWM Wealth Tech Awards 2023

Oliver Bartholet (born 1966), Swiss citizen.
Education:
1999 Chartered Financial Analyst, CFA®
1995 University of Basle, Ph.D. in Law
1992 Attorney at Law, admitted to the Bar
1990 Universities of Basle and Lausanne, Master of Law
Professional history:
Since March 2018 Julius Baer Group Ltd. and Bank Julius Baer & Co. Ltd.
Chief Risk Officer and Member of the Executive Boards
1998 – February 2018 UBS AG
2008 – Feb. 2018 Group Managing Director
2013 – 2018 Head Legal Regulatory Affairs & Strategic Initiatives
- Member of the Group Legal Executive Committee
- Member of the Group Regulatory Relations & Strategic Initiatives Management Committee

  2009 – 2013 General Counsel Wealth Management & Swiss Bank
- Member of the Wealth Management Executive Committee
- Member of the Group Legal & Compliance Executive Committee

  2004 – 2009 Global Head of Tax
- Member of the Group Legal & Compliance Executive Committee

2002 – 2003 Head International Tax, Zurich
2001 – 2002 International Tax/Projects, Zurich
1999 – 2001 Regional Tax Counsel Europe, Middle East and Africa; Tax Counsel for the Bank's Private Equity Business, London
1995 – 1998 Swiss Bank Corporation

1997 – 1998 Director – Transfer Pricing, Basle and New York
1995 – 1997 Associate Director – Projects
1991 – 1995 Tax Administration, Canton Aargau Legal Department
Other activities and mandates:
1. Member of the Board of the Europa Institute at the University Zurich, since 2019
2. Vice-Director and Lecturer at the IFF, Institute of public finance science, finance law and law and economics, HSG (University of St. Gallen), since 2016

Yves Bonzon (born 1965), Swiss citizen.
Education:
1986 Degree in Economics (lic. oec. HEC), University of Lausanne
Professional history:
Since 01/2020 Julius Baer Group Ltd. and Bank Julius Baer & Co. Ltd.
Investment & Wealth Management Solutions, Chief Investment Officer and Member of the Executive Boards
2016 – 12/2019 Bank Julius Baer & Co. Ltd.
Head Investment Management, Chief Investment Officer and Member of the Executive Board
1989 – 2015 Pictet
2007 – 2015 Member of the Executive Committee Pictet Wealth Management
2006 Group Managing Director, Partner with limited liability
1998 – 2015 Chief Investment Officer Private Banking
1997 – 1998 Member of the Executive Committee Private Banking
1990 – 1997 Member of the Investment Committee Private Banking
1989 – 1990 Junior private banker
1986 – 1989 UBS
Trainee in wealth management and corporate banking
Other activities and mandates:
Member of the Board of Directors of ISREC Foundation, Lausanne, Switzerland
Member of the Board of Directors of ICMB, International Center for Monetary and Banking Studies, Geneve, Switzerland

Nicolas de Skowronski (born 1973), dual Swiss and Polish citizen
Education:
2002 – 2003 Swiss Training Centre for Investment Professionals (AZEK), Chartered European Financial Analyst
1993 – 1998 Swiss Federal Institute of Technology (EPFL), Lausanne Master of Science (MSc.) in Physics
Professional history:
Since 01/2020 Julius Baer Group Ltd. and Bank Julius Baer & Co. Ltd.
Investment & Wealth Management Solutions, Head Wealth Management Solutions, and Member of the Executive Boards
Since 2005 Bank Julius Baer & Co. Ltd.
01 – 12/2019 Head Advisory Solutions and Member of the Executive Board
2015 – 2018 Deputy Head Advisory Solutions; Head Advisory Operations and Development
2013 – 2015 Chief of Staff
2009 – 2015 Head of Investment Advisory and Member of the Investment Committee
2005 – 2009 Head of Advisory Geneva and Member of the Executive Committee Private Banking French-speaking regions
2003 – 2005 Ferrier Lullin & Cie SA, Geneva
Head Asset Allocation and Member of the Investment Committee (IC)
2001 – 2003 Banque Cantonale Vaudoise (BCV), Lausanne Quantitative Financial Analyst
1999 – 2001 UBS Warburg, Zurich
Market Risk Manager for Fixed Income desk
Other activities and mandates:
None

Evangelia (Evie) Kostakis (born 1976), dual Greek and American citizen.
Education:
1997 – 1999 University of Chicago, Master in Public Policy
1993 - 1996 London School of Economics, Bachelor of Social Science in Economics (BSc) Chartered Financial Analyst (CFA)
Professional history:
Since 07/2022 Julius Baer Group Ltd. and Bank Julius Baer & Co. Ltd.
Chief Financial Officer and Member of the Executive Boards
2020 – 2022 Julius Baer Group Ltd. and Bank Julius Baer & Co. Ltd.

Deputy Chief Financial Officer
2013 – 2019 Bank Julius Baer & Co. Ltd.
2017 – 2019 Deputy Head Investment Management and Head Alternatives
2013 – 2017 Deputy Head Corporate Development & Strategy
2009 – 2013 National Bank of Greece, Athens Corporate Finance & Business Development Group
2007 – 2009 Beltest Shipping Ltd., Athens, Portfolio Manager at family office
2005 – 2007 Eurobank EFG, Athens, Head of Investment Strategy & Analysis
2002 – 2005 Webster Financial Corporation, Stamford, Investments
2001 – 2002 Merrill Lynch Investment Managers, New York, Global Strategy Group
2000 – 2001 Morgan Stanley Asset Management, New York, Strategic Planning & Product Development Group
2000 Mitchell Madison Group, New York, Junior Associate, Securities Practice
Other activities and mandates:
Member of the Board of Directors of AMINA Bank, AG, Zug, Switzerland (since May 2020)

Jimmy Lee Kong Eng (born 1962), Singaporean citizen.
Education:
1986–1987 Bachelor of Business Administration with Honours, National University of Singapore
1983–1986 Bachelor in Business Administration, National University of Singapore
Professional history:
Since 1 January 2020 Bank Julius Baer & Co. Ltd. and of Julius Baer Group Ltd.
Head Asia Pacific and Member of the Executive Boards
2015–12/2019 Bank Julius Baer & Co. Ltd.
2016–2019 Head Asia Pacific and member of the Executive Board
10/2015–12/ 2015 Designated Head Asia Pacific
2012–2015 Credit Suisse AG, Asia Pacific
02/2015–09/ 2015 Market Group Head Hong Kong
09/2013–01/2015 Market Leader Hong Kong
02/2013–08/2013 Market Leader Malaysia
04/2012–01/2013 Head Integration Manager
2009–2012 Clariden Leu AG, Singapore, Chief Executive Officer Asia
2004–2009 Deutsche Bank AG, Singapore, Head Private Wealth Management South East Asia/ South Asia
2000–2004 Credit Suisse Private Banking, Singapore, Regional Market Director
1999–2000 Coutts Bank (Schweiz) AG, Singapore, Head of Private Banking South Asia
1996–1998 Morgan Guaranty Trust Company of New York, Singapore, Vice President
1994–1996 Swiss Bank Corporation, Singapore, Associate Director
1991–1993 P.T. Surya Dewata, Indonesia, Executive Director
1990–1991 Morgan Stanley Company Inc., Hong Kong, Officer
1988–1990 Drexel Burnham Lambert (S) Pte Ltd, Singapore, Assistant Vice President
1987–1988 Nikko Merchant Bank (S) Ltd, Singapore, Investment Officer
Other activities and mandates:
1. Member of the Board of Directors of Beijing International Wealth Management Institute Co. Ltd., Beijing, China (since 14 August 2020)
2. Board of Director of SCB-Julius Baer Securities Co Ltd (Thailand) since 21 Oct 2019
3. Donor & Grant Recommendation Committee, Lim Ai Lian Fund: Community Foundation Singapore since July 2023
4. Member of the Board of Councillors for Masason Foundation since June 2024.
5. Member of the Management Council of Juniper at Ardmore Park Condo, Singapore (as of 2 January 2025)

Thomas Frauenlob (born 1970), dual Swiss and Australian citizen
Education:
1996 – 1998 Ph.D. in Banking and Finance, University of Zurich
1989 – 1995 Master's Degree in Business and Economics, University of Zurich
Professional history:
Since 04/2024 Julius Baer Group Ltd. and Bank Julius Baer & Co. Ltd.
Head Intermediaries & Family Offices and Member of the Executive Boards
2016 – 2023 UBS Switzerland AG, Zurich
2021-2023Head Global Financial Intermediaries
2016 – 2021 Head Global Family Office & Ultra High Net Worth Clients Switzerland
2010 – 2016 UBS AG, Zurich, Head of Equities Switzerland, Deputy Head Investment Bank Switzerland

2007 – 2010 Deutsche Bank AG, Zurich, Head of Equity Derivatives Sales and Retail Investor Solutions Switzerland, Deputy Head Institutional Client Group Switzerland
2004 – 2007 Goldman Sachs JB Were, Sydney, Head of Structured Products
1999 – 2004 Goldman Sachs International, Zurich, Country Captain Equity Derivatives Switzerland
1998 – 1999 Lehman Brothers International Europe, 11/1998 – 08/1999 Sales Equity Derivatives, Zurich
03/1998 – 11/1998 Lehman Brothers Associate Class, Zurich, New York, and London
1995 – 1997 UBS Asset Management Switzerland Ltd., Zurich, Business Economist
Other activities and mandates:
None

Sonia Gössi (born 1970,) dual Swiss and Italian citizen
Education:
2023 University of Texas, Austin (McCombs) Postgraduate degree 'Artificial Intelligence for Leaders'
1995 – 1998 Certified Chartered Accountant of England and Wales, London
1990 – 1993 University of Lausanne
Professional history:
As of 2024 Julius Baer Group Ltd. and Bank Julius Baer & Co. Ltd.
Head Switzerland & Europe and Member of the Executive Boards
2004 – 2023 UBS AG, Zurich
2018 – 2023 Sector Head Wealth Management Europe International North
2015 – 2018 Market Head Wealth Management Germany & Austria
2015 Chief of Staff Wealth Management Europe International
2014 – 2015 Business Risk Partner Markets, Latin America & Caribbean
2009 – 2014 Divisional Head Business Risk Management UBS Switzerland
2006 – 2009 Divisional Head Operational Risk Control Global Wealth Management & Business Banking
2004 – 2006 Group Program Manager for Sarbanes Oxley 404 implementation
2002 – 2004 IBM, Zurich, Associate Partner, Business Consulting, SAP Practice Leader for DACH region
1998 – 2002 PwC, Zurich, Senior Manager Business Consulting
1993 – 1998 Arthur Andersen, Geneva and Zurich, Auditor
Other activities and mandates:
1. Chairwoman of Board of Trustees of Foundation Child and Autism, Urdorf, Switzerland, since 2019

Christoph Hiestand (born 1969), Swiss citizen
Education:
2000 Cornell University, Ithaca, New York, Master of Law, LL.M.
1997 Bar exam (Switzerland)
1994 University of St. Gallen, Degree in Law (lic. iur. HSG)
Professional history:
As of 2024 Julius Baer Group Ltd. and Bank Julius Baer & Co. Ltd.
Group General Counsel and Member of the Executive Boards
2009 – 2023 Julius Baer Group Ltd.
Group General Counsel and (until 2019) Member of the Executive Board
2006 – 2009 Julius Baer Holding Ltd., Deputy Group General Counsel
2001 – 2005 Bank Julius Baer & Co. Ltd.
2004 – 2005 General Counsel Corporate Center
2001 – 2003 Legal Counsel
1999 – 2001 BBLP Meyer Lustenberger, Zurich, Attorney-at-law
1997 – 1998 Beiten Burkhardt Mittl & Wegener, Frankfurt am Main and Düsseldorf, Attorney-at-law
Other activities and mandates:
None

Rahul Malhotra (born 1965), British citizen
Education:
2003 Columbia University, New York City, Executive Education (Management) Program
1987 University of Delhi Bachelor's Degree in Commerce
Professional history:
As of 2024 Julius Baer Group Ltd. and Bank Julius Baer & Co. Ltd.
Head Emerging Markets and Member of the Executive Boards
2021 – 2023 Bank Julius Baer & Co. Ltd., Singapore and Dubai
Head Private Banking, Global India & Developed Markets
2010 – 2021 J.P. Morgan, Singapore

2020 – 2021 Strategy & Projects, International Private Bank
2010 – 2020 Head of Southeast Asia
2006 – 2009 Merrill Lynch, Singapore
Head of Asia, Global Wealth Management
1987 – 2006 Citigroup
2005 – 2006 Retail Bank Head Asia-Pacific, Singapore
1999 – 2005 Global Head NRI Business, London
1995 – 1999 Area Director NRI Business Middle East, Dubai
1993 – 1995 Country Head NRI Business, Dubai
1987 – 1993 Vice President Global Consumer Bank, India
Other activities and mandates:
None

Carlos Recoder Miralles (born 1970), Spanish citizen
Education:
2015 Stanford University Executive Program
2000 IESE Business School, Madrid, Management Development Program
1994 – 1995 Fundacio Bosch i Gimpera, Barcelona, Master in Financial Markets
1988 – 1993 University of Barcelona, Degree in Economics and Business Administration
Professional history:
As of 2024 Julius Baer Group Ltd. and Bank Julius Baer & Co. Ltd.
Head Americas & Iberia and Member of the Executive Boards
2016 – 2023 Bank Julius Baer & Co. Ltd.
2020 – 2023 Head Private Banking Western, Northern Europe & Luxembourg
2016 – 2019 Head Private Banking Western Europe
1996 – 2016 Credit Suisse AG
2013 – 2016 Head Private Banking Western Europe, Zurich
2008 – 2013 Market Area Head Private Banking Spain & Portugal, Geneva and Zurich
2001 – 2007 Head Investment Consulting & Products Spain & Portugal, Madrid
1999 – 2000 Senior Relationship Manager for UHNWIs, Madrid
1997 – 1999 Senior Portfolio Manager, Barcelona
1996 – 1997 Relationship Manager, Barcelona
1994 – 1996 Barcelona Stock Exchange
Research Department
Other activities and mandates:
None

Sandra Niethen (born 1971), German citizen
Education:
1992 – 1996 Business School, Mönchengladbach, General Business Administration, Certified Business Economist
Professional history:
As of 2024 Julius Baer Group Ltd. and Bank Julius Baer & Co. Ltd.
Head Client Strategy & Experience and Member of the Executive Boards
2020 – 2023 Bank Julius Baer & Co. Ltd.
Chief of Staff and Head of Strategy
2013 – 2019 DWS AG, Frankfurt
2016 – 2019 Chief of Staff and Head of Client Strategy EMEA & APAC
2013 – 2016 Head Sales Passive Institutional Mandates EMEA & APAC
1999 – 2012 Deutsche Bank AG
2011 – 2012 Head Global Fund Solutions Germany, Frankfurt
2009 – 2011 Senior Relationship Manager, Cologne
2004 – 2009 Head Fixed Income Solutions, Frankfurt
1999 – 2004 Credit Risk Management Analyst, Munich, Hong Kong, and Frankfurt
1998 – 1999 Stadtsparkasse Munich
Client Coverage & Credit Analysis (corporate clients)
1994 – 1998 Stadtsparkasse Kaarst-Buettgen
Credit Risk Management Analyst
1991 – 1994 Deutsche Bank AG, Viersen
Foreign Department cash management and Private & Business clients
Other activities and mandates:
None

Philipp Rickenbacher (born 1971), Swiss citizen.
Education:
1992–1997 Master of Science (MSc.) in Biotechnology, Swiss Federal Institute of Technology (ETH), Zurich
Professional history:
2019 -until 1 February 2024 Bank Julius Baer & Co. Ltd. and of Julius Baer Group Ltd
Member of the Executive Board and Chief Executive Officer

Guido Ruoss (born 1976), Swiss citizen
Education:
2019 Singularity University, Palo Alto
Executive Program
2007 CFA Institute Chartered Financial Analyst
1996 – 2002 University of St. Gallen Master in Business Administration (lic. oec. HSG)
Professional history:
As of 2024 Julius Baer Group Ltd. and Bank Julius Baer & Co. Ltd.
Chief Human Resources Officer & Head Corporate Affairs and Member of the Executive Boards
2008 – 2023 Bank Julius Baer & Co. Ltd.
2015 – 2023 Global Head Human Resources
2011 – 2015 Head Business & Product Management Investment Solutions Group
2009 – 2011 Chief of Staff Investment Solutions Group
2008 – 2009 Head Business Development Portfolio Management
2006 – 2008 47N Capital Management, Pfäffikon SZ
Head of Hedge Fund Manager Selection
2002 – 2006 RMF Investment Management, Pfäffikon SZ
2003 – 2006 Hedge Fund Seeding Transaction Manager
2002 – 2003 RMF Alternative Investment Academy
2000 – 2001 Credit Suisse Private Banking, Singapore, Business Analyst
Other activities and mandates:
1. Member of the Foundation Board (employer representative) at the Pension Funds of the Julius Baer Group, since 2015; Representative of Bank Julius Baer on the Board of the Employers' Association of Swiss Banks

Luigi Vignola (born 1970), dual Swiss and Italian citizen
Education:
1998 University of Zurich, Ph.D. in Economics
1995 University of Zurich Master's Degree in Econometrics
Professional history:
Since 07/2022 Julius Baer Group Ltd. and Bank Julius Baer & Co. Ltd.
Head Markets, and Member of the Executive Boards
Since 12/2009 Bank Julius Baer & Co. Ltd., Zurich and Singapore
Since 07/2019 Head Markets
2017 – 06/2019 Head Structured Products – Zurich
2014 – 2017 Head Markets and Advisory Solutions Asia – Singapore
2012 – 2014 Head Markets Asia – Singapore
2009 – 2011 Head Tailored Solutions Group – Zurich
2006 – 2009 Deutsche Bank, Zurich and London
2008 – 2009 Head Strategic Transactions CEEMEA (Central Europe, Middle East and Africa) – London
2006 – 2008 Head Strategic Transactions Switzerland – Zurich
2000 – 2006 Zürcher Kantonalbank (ZKB), Zurich
2003 – 2006 Head Equity Products and Structured Derivatives; Member of Senior Management
2000 – 2002 Models and Methods: Responsible for the implementation and validation of derivatives pricing models in front office systems.
1999 – 2000 ECOFIN Research & Consulting AG, Zurich
Responsible for developing a prototype for a customized application in the area of Credit Risk Management. Project manager of a customer-based Portfolio Management System for a Swiss private bank
1998 – 1999 Winterthur Insurance Inc., Winterthur
Risk Management and Financial Risk Control
Other activities and mandates:
Chairman of One point 55 Ventures AG, Zürich
Member of the EUREX Disciplinary Committee

Changes in the Executive Board

As per 1 February 2024 Philipp Rickenbacher, CEO since 2019 stepped down in mutual agreement with the Board of Directors, and Nic Dreckmann became ad interim CEO. In July 2024 the Board of Directors announced that Stefan Bollinger, a Partner at Goldman Sachs, has been appointed as Chief Executive Officer of Julius Baer Group. He joined the Group as new CEO on 9 January 2025.

Stefan Bollinger (born 1974), Swiss citizen
Education:
2001 CFA Institute Chartered Financial Analyst
1998 The European Federation of Financial Analysts Societies (EFFAS) Certified EFFAS Financial Analyst
1990 – 1993 Winterthur Business School
Professional history:
Since 01/2025 Julius Baer Group Ltd. and Bank Julius Baer & Co. Ltd.
Chief Executive Officer and Member of the Executive Boards
2004 – 2024 Goldman Sachs, London, Hong Kong
Partner since 2010
2019 – 12/2024 Co-Head of Private Wealth Management Europe, Middle East and Africa
2017 – 2019 Co-Head Global Sales Strats & Structuring
2014 – 2017 Co-Head Europe, Middle East and Africa Equities Sales and Global Head of Private Investor Products Group
2010 – 2014 Head Asia Pacific Private Investor Products Group, Corporate Sales and Bank Solutions
2004 – 2010 Head Europe, Middle East and Africa Private Investors Products Group and Swiss Securities
1999 – 2004 J.P. Morgan, London, New York
Corporate Solutions and Financial Institutions Derivatives Marketing
1996 – 1999 Finex, Zurich
Derivatives Sales
1993 – 1996 Zürcher Kantonalbank, Zurich
Interest Rate Derivatives Trader
Other activities and mandates:
Since 2021 Royal Academy of Arts, London Trustee

Other activities and interest ties

In applying the *Corporate Governance Directive* and the corresponding commentary of the SIX Swiss Exchange as well as the *Swiss Federal Code of Obligations,* the Company fundamentally discloses all mandates and interest ties outside of the Julius Baer Group according to the applicable paragraphs of article 13 ('Mandates outside the Group') of the Articles of Incorporation, available at www.juliusbaer.com/cg, which state:

No member of the Executive Board may hold more than five additional mandates, of which no more than one mandate in listed companies.

The following mandates are not subject to the aforementioned limitations:

a) mandates in companies that are controlled by the Company, or which control the Company;
b) mandates held at the request of the Company or companies controlled by it. No member of the Executive Board may hold more than five such mandates;
c) mandates in associations, charitable organisations, foundations, trusts, and employee welfare foundations. No member of the Executive Board may hold more than ten such mandates.

Mandates shall mean mandates in the supreme governing body of a legal entity, which is required to be registered in the commercial register or a comparable foreign register. Mandates in different legal entities that are under joint control are deemed one mandate.

Mandates in listed companies:

None

Other mandates:

Oliver Bartholet:
- Vice Director and Lecturer at the IFF, Institute of public finance science, finance law and law and economics, HSG (University of St. Gallen);
- Member of the Board of the Europa Institut at the University of Zurich, Switzerland.

Yves Bonzon:
- Member of the Board of Directors of ISREC Foundation, Lausanne, Switzerland;
- Member of the Board of Directors of ICMB, International Center for Monetary and Banking Studies, Geneve, Switzerland

Nic Dreckmann:
- Member of the Steering Committee of digitalswitzerland, Zurich, Switzerland;
- Member of the Council of the 'Institute of Marketing and Analytics (IMA)', University of Lucerne, Switzerland.

Sonia Gössi:
- Chairwoman of Board of Trustees of Foundation Child and Autism, Urdorf, Switzerland, since 2019.

Evie Kostakis
- Member of the Board of Directors of AMINA Bank AG, Zug, Switzerland.

Jimmy Lee Kong Eng:
- Member of the Board of Directors of Beijing International Wealth Management Institute Co. Ltd., Beijing, China;
- Member of the Board of Director of SCB-Julius Baer Securities Co., Ltd., Bangkok, Thailand;
- Donor & Grant Recommendation Committee, Lim Ai Lian Fund: Community Foundation Singapore;
- Member of the Board of Councillors for Masason Foundation.

Guido Ruoss
- Member of the Foundation Board (employer representative) at the Pension Funds of the Julius Baer Group, since 2015;
- Representative of Bank Julius Baer on the Board of the Employers' Association of Swiss Banks.

Luigi Vignola:
- One point 55 Ventures AG, Flims Waldhaus;
- Member of the Sanctionsboard EUREX.

Management contracts

There are no management contracts between Julius Baer Group Ltd. and companies (or individuals) outside of the Group.

Rules about compensation and loans within the Group

The topics of compensation and loans within the Group are fundamentally defined in the Articles of Incorporation of the Company. The outline below provides a summary. The full version of the rules can be found in the current version of the Articles of Incorporation, available at www.juliusbaer.com/cg.

Vote on pay

The approval of compensation by the General Meeting of Shareholders is defined in article 11.1 of the Articles of Incorporation and determines:

a) the maximum aggregate amount of compensation of the Board of Directors for the next term of office;
b) the maximum aggregate amount of fixed compensation of the Executive Board for the financial year following the respective General Meeting of Shareholders;
c) the aggregate amount of variable cash-based compensation elements of the Executive Board for the financial year preceding the respective General Meeting of Shareholders;
d) the aggregate amount of variable equity-based compensation elements of the Executive Board granted in the current financial year.

The supplementary amount for payments to members of the Executive Board appointed after the vote on pay at the General Meeting of Shareholders shall not exceed 40% for the CEO and, for each other member, 25% of the aggregate amounts of compensation last approved by the General Meeting of Shareholders as detailed in article 11.2 of the Articles of Incorporation.

Compensation of the Board of Directors and of the Executive Board

Article 11.3 of the Articles of Incorporation details the compensation of the Group's two main governing bodies. Compensation of the members of the Board of Directors shall comprise a fixed remuneration only. Compensation of the members of the Executive Board shall consist of fixed and variable compensation.

Variable cash-based compensation elements shall be governed by performance objectives and metrics that take into account the performance of the Company or parts thereof, targets in relation to the market, other companies or comparable benchmarks and/or individual objectives, and achievement of which is generally measured during a one-year period. Variable equity-based compensation elements shall be governed by performance objectives and metrics that take into account strategic objectives of the Company, and achievement of which is generally measured during a perennial period.

Compensation may be paid or granted in the form of cash, shares, options (for Executive Board members only), similar financial instruments or units, or in the form of other types of benefits. In 2023 and 2024, the compensation of both bodies did not include any grants of options.

Loans

To loans, separate rules apply as set forth in article 14 of the Articles of Incorporation:

Loans to members of the Board of Directors and of the Executive Board may only be granted if their amount complies with the Bank's market practice and applicable internal guidelines of the Company. The total amount of loans outstanding must not exceed CHF 15 million per member of the Board of Directors or of the Executive Board.

Loans to members of the Executive Board may be granted at employee conditions, which correspond to the conditions for employees of the Julius Baer Group. Loans to members of the Board of Directors shall be granted at market conditions.

The Group's overall compensation framework, including compensation governance, compensation elements and their application in the period under review, is described in detail in chapter *III. Remuneration Report* of the Group's Annual Report.

Shareholders' participation rights (as at 31 December 2024)

Voting-rights restrictions and representation

In relation to the Company, any person entered in the share register shall be deemed to be a shareholder. Shareholders shall exercise their rights in the affairs of the Company at the General Meeting of Shareholders. They may represent themselves or be represented by the independent voting rights representative or a third party at the General Meeting of Shareholders.

The General Meeting of Shareholders shall elect the independent voting rights representative for a term of office expiring after completion of the next Annual General Meeting of Shareholders. Re-election is possible.

The independent voting rights representative shall inform the Company of the amount, kind, nominal value, and category of shares represented by it. The Chairman shall convey this information to the General Meeting of Shareholders.

The Group's shareholders are given the possibility to vote their shares through an electronic voting tool. Such votes will be delegated to the independent voting rights representative.

There are no voting rights restrictions; each share entitles to one vote.

Statutory quorums

Except where otherwise required by mandatory law or article 8.15 of the Articles of Incorporation, available at www.juliusbaer.com/cg, all resolutions of the General Meeting of Shareholders are passed by the majority of the votes represented, excluding blank or invalid ballots. In the event of a tied vote, the Chairman shall have the casting vote.

Convocation of the General Meetings of Shareholders

The convocation of the General Meetings of Shareholders complies with the applicable legal regulations. The convocation of a General Meeting may also be requested by one or more shareholders who, alone or together, represent at least 5 percent of the share capital or votes. The Board of Directors must convene the requested General Meeting of Shareholders within six weeks after the request is received.

Agenda

Shareholders who, alone or together, hold at least 0.5 percent of the share capital or votes may demand that matters be put on the agenda or that a motion relating to matters on the agenda be included in the notice convening the General Meeting of Shareholders. This request must be submitted at least six weeks before the date of the General Meeting of Shareholders.

The request to call a meeting and to put a matter on the agenda must be done in writing including the matters to be handled and the proposals and, in case of elections, the names of the nominated candidates, together with a brief statement of the reasons.

Registrations in the share register

In the invitation to the Annual General Meeting of Shareholders, the Board of Directors states the applicable record date by which shareholders must be registered in the share register to be eligible to participate and vote at the meeting.

Changes of control and defence measures

Duty to make an offer

The Articles of Incorporation, available at www.juliusbaer.com/cg, do not deviate from the standards set by the law (no opting-out or opting-up rules).

Clauses on changes of control

Executive Board members are not entitled to specific payments upon a change of control or upon termination of employment related to a change of control; however, they are eligible to receive such benefits (e.g., accrued holiday pay, death/disability/retirement benefits under the pension plan) as are generally available to other Julius Baer employees. The Executive Board members, however, are not entitled to other severance pay or special termination benefits under the pension plans that may apply to the general staff population.

Special change-of-control provisions may be available under the Equity Performance Plan. All provisions remain subject to the prevailing legislation in each of the applicable jurisdictions at the time of the change of control. More details can be found in chapter *III. Remuneration Report* of the Group's Annual Report.

Audit

Audit is an integral part of corporate governance. While retaining their independence, the External Auditor and Group Internal Audit (GIA) closely coordinate their work. The Audit Committee and ultimately the Board of Directors supervise the adequacy of audit work.

External Auditor

The statutory auditor of the Julius Baer Group is KPMG AG (KPMG), Badenerstrasse 172, 8036 Zurich, Switzerland. The mandate was first given to KPMG for the business year 2006. Since the 2019 Annual General Meeting, Mirko Liberto has been acting as the Lead Auditor. Swiss law requires the Lead Auditor to rotate at least every seven years.

KPMG attends all meetings of the Audit Committee. At each meeting, KPMG reports on the findings of its audit and/or interim review work. The Audit Committee reviews KPMG's audit plan on an annual basis and evaluates the performance of KPMG and its senior representative in fulfilling their responsibilities. Moreover, the Audit Committee recommends to the Board of Directors the appointment or replacement of the External Auditor, subject to shareholder approval as required by Swiss law.

KPMG provides a report as to its independence to the Audit Committee at least once a year. In addition, the policy that governs the cooperation with the External Auditor strives to ensure an appropriate degree of independence of the Group's External Auditor. The policy limits the scope of service that the External Auditor may provide to Julius Baer Group Ltd. or any of its subsidiaries in connection with its audit and stipulates certain permissible types and caps of additional audit-related and other services. In accordance with this guidance and as in prior years, all KPMG audit, audit-related, and other services provided in 2024 were pre-approved. KPMG is required to report to the Chief Financial Officer and the Audit Committee periodically the extent of services provided and the fees for the services performed to date.

The External Auditor is assessed yearly by the Audit Committee. The assessment includes a judgement of the External Auditor's qualification and independence (based on the External Audit Guideline). In addition, the Audit Committee assesses the scope and quality of the reports and management letters submitted to management and the Audit Committee.

Fees paid to External Auditors

	2024 *CHF m*	2023 *CHF m*
Audit fees[1]	6.7	6.7
Audit-related fees[2]	1.1	0.8
Other services fees[3]	1.4	1.5

[1] Fees related to Group and stand-alone financial statement and regulatory audit
[2] Fees related to accounting and regulatory compliance services and other audit and assurance services
[3] Fees related to tax compliance and consultancy services

Group Internal Audit

With 51 professionals as at 31 December 2024, compared with 42 as at 31 December 2023, Group Internal Audit (GIA) performs the global internal audit function for the Julius Baer Group. GIA is an independent and objective function that provides independent and objective assurance to the Board of Directors on safeguards taken by management to (i) protect the reputation of the Group, (ii) protect its assets, and (iii) monitor its liabilities. GIA provides assurance by assessing the reliability of the risk management system, internal controls including operational information, as well as compliance with laws and regulations. All audit reports are made available to all Board members. Audit reports are addressed to the responsible Executive Board member and other relevant functions in the Group. Audit reports with key audit findings are provided to the entire Executive Board, the Audit Committee, and the Chairman. In addition, the Chairman and the Audit Committee members are regularly informed about all audit reports and significant audit findings. GIA further assures the closure and successful remediation of audit findings addressed by management actions.

To maximise its independence from management, the Head of GIA, Ralph Dicht, reports directly to the Chairman and to the Chairperson of the Audit Committee for delegated duties. GIA has unrestricted access to all accounts, books, records, systems, property, and personnel, and must be provided with all information and data needed to fulfil its auditing duties. The Chairman and the Chairperson of the Audit Committee may request special assignments to be conducted. Other Board of Directors members and the Executive Board may ask for such special assignments with the approval of the Chairman or the Chairperson of the Audit Committee.

Coordination and close cooperation with the External Auditors enhance the efficiency of GIA's work.

Information policy

Julius Baer Group Ltd. has four scheduled financial reporting events: the full- and half-year results as well as two so-called interim management statements, published between the full- and half-year results, usually covering the business performance for the first four and the first ten months of each year. It also publishes media releases, presentations, and brochures as needed.

⊖ Current as well as archived news items can be accessed via www.juliusbaer.com/news.

⊖ Stakeholders and interested parties can be kept informed about our Group automatically by subscribing to Julius Baer's News Alert service at the address www.juliusbaer.com/newsalert.

Important dates

17 March 2025	Publication of Annual Report 2024, Sustainability Report 2024
10 April 2025	Annual General Meeting, Zurich
14 April 2025	Ex-dividend date
15 April 2025	Record date
16 April 2025	Dividend payment date

Additional information events are held regularly and as deemed appropriate in Switzerland and abroad.

⊖ Please refer to the corporate calendar at the address www.juliusbaer.com/calendar for the publication dates of financial statements and further important corporate events.

Address and contact

JULIUS BAER GROUP LTD.
Bahnhofstrasse 36
P.O. Box
8010 Zurich
Switzerland
Telephone +41 (0) 58 888 1111
Fax +41 (0) 58 888 5517

www.juliusbaer.com
info@juliusbaer.com

Investor Relations
Alexander van Leeuwen
Telephone +41 (0) 58 888 5256

Quiet periods

To avoid the potential use of non-public share-price sensitive information in a way not commensurate with general market conduct principles and thus not with Julius Baer's Code of Ethics and Business Conduct since the beginning of 2024 Julius Baer restricts trading in its own shares for all employees and members of the board of directors to four annual trading windows. Such windows generally open for six weeks, in February and July following the publication of the annual results and the half year results, respectively, and for a maximum of three weeks following the publication of the interim management statements. Further restrictions apply for example to employees in Markets, Julius Baer's trading, sales, and execution division. This trading windows regime replaced the previous quiet respectively so-called blackout periods imposed prior to the financial reporting publication dates, during which, until the end of 2023, trading in Julius Baer shares and derivatives was prohibited for a specifically defined group of staff (including the executive management and the members of the board of directors) with heightened access to financial information.

III. Remuneration Report

Letter to our shareholders

Dear Shareholders,

Notwithstanding the Group's start to 2024, the Group proved its resilience under the stewardship of our ad interim Chief Executive Officer (CEO a.i.), Nic Dreckmann, and expanded Executive Board (ExB). The management team embraced the Group's strategic initiatives and led the organisation through a challenging time with a focus on our clients and on delivering solid results.

"The Group's results reaffirm our continued efforts to grow the business through organic growth, cost discipline, focussed risk management, our strong balance sheet, and our attractiveness as an employer of wealth management talent."

Alongside the financial results, the Group also made significant progress in executing the commitments announced in February 2024: actively managing the wind-down of our private debt portfolio and strengthening our governance and risk management framework to safeguard our franchise further.

The Group's results reaffirm our continued efforts to grow the business through organic growth, cost discipline, focussed risk management, our strong balance sheet, and our attractiveness as an employer of wealth management talent. Our financial results reflect the effectiveness of our management and employees, who have served as proactive and strategic partners to both clients and prospects: providing solid investment advice in a year filled with elevated geopolitical instability.

Reflections on 2024
The 2024 financial year was an active year for both our Board of Directors and our Group. Nic Dreckmann, as CEO a.i., maintained stability within the organisation which provided the foundation for our continued success throughout the year.

The Board supported the CEO a.i. and the ExB throughout the year, facilitating the on-going execution of the Group's strategy and growth initiatives, as well as addressing the 2024 commitments.

The Board engaged in the search for our new CEO and were excited to welcome Stefan Bollinger to our Group in January 2025. Stefan brings a unique combination of leadership, client, and people skills, alongside a comprehensive understanding of risk, products, and of how to deliver value to global wealth management clients – especially UHNWI – through building scalable client-centric businesses.

While we maintain an eye on our future, it is important that we take this opportunity to thank Nic for his exceptional leadership last year. Nic has relentlessly shown his strength as a leader by restoring confidence in Julius Baer as an organisation with shareholders, clients, and our employees.

Risk awareness and governance
The Group maintains its commitment to ensuring that the management of risk is at the forefront of all our business activities. Over the past years we have firmly established a risk management assessment framework for our employees.

In 2024 we refined both our ExB and Group-wide risk assessment frameworks. At the ExB level, the Group introduced a risk override structure increasing the impact of the risk performance in the overall scorecard assessment in significant over or under achievement scenarios (e.g. Exceeded or Not Met scenarios) and its potential impact on compensation. As evidenced last year, the Group continues to ensure that all variable compensation is subject to full elimination for failure to meet risk objectives in any given year.

From a Group-wide employee perspective, within our variable compensation framework the value and risk behaviour rating structure was adjusted in 2024 (effective 2025) to consolidate all metrics into an overarching Conduct Assessment. The Conduct Assessment maintains our core values (Care, Passion, and Excellence) and risk behaviour elements in a more holistic approach. Through this restructuring, comprehensive guidelines on the consideration of outcomes of key risk indicators and discipline frameworks were established. In addition to the Conduct Assessment the Group's front-facing staff are subject to significant minimum execution standards within our key risk indicator framework.

While these conduct and risk-related elements are embedded firmly in our global compensation framework, we will continue to refine and expand their application further to shape our risk-based culture in support of our disciplinary policies and programmes.

2024 compensation
The Group-wide variable compensation pool was fully aligned with the development of the financial performance of the Group.

The significant decrease in the overall variable compensation paid in 2023 (due to the impact of the loan loss allowance and the elimination of variable compensation for certain employees involved in the private debt business) together with the Group's continued focus on organic growth, supported by relationship manager hiring, result in the bonus pool increasing relative to last year. The ExB variable compensation fully reflects 2024 activities and performance.

As announced in 2023, the Group's 2024 ExB was expanded from 10 to 15 members (including the CEO). The ExB at the end of 2024 included our two new ExB members Sonia Gössi, Head Switzerland & EMEA, and Thomas Frauenlob, Head Intermediaries & Family Office; in addition, our former CEO and former Head Switzerland and Europe were also active members of the ExB for part of 2024. As such, this report describes the compensation proposed to a total of 16 active ExB members during the 2024 calendar year.

Group strategy and transformation
In 2025, Julius Baer enters a new chapter of its history as we welcome Stefan Bollinger as CEO. Through his leadership, we will take steps to future-proof Julius Baer as the leading dedicated private wealth manager and create the optimal conditions for sustainable growth. Our priorities to achieve this are to create value for clients and shareholders in everything we do, to strengthen and to ensure state-of-the-art risk management, and to foster a culture of excellence.

As announced in February 2025, this new chapter will result in new ideas and initiatives. Amongst these changes, the Group has restructured the Executive Board (from 15 to five members, including the CEO) with regional management and products & services divisions transitioning off the Group's ExB. This structure, spearheaded by our CEO, will increase accountability, instil disciplined entrepreneurship top down, and reinforce our enduring client focus. This ExB consolidation, is the first move in creating a leaner and more straight-forward way of running our business.

Annual General Meeting (AGM)
We would like to thank our shareholders and stakeholders for the active engagement and open dialogue we have maintained throughout the year. We appreciate the support you provided in relation to the 2023 remuneration decisions taken by the Group as we drew a firm line in the sand following the credit incident.

The enclosed Remuneration Report provides a summary of the Group's pay decisions for the 2024 ExB. We will again ask for your feedback via the vote on the disclosed compensation arrangements for the BoD and the ExB, alongside a consultative vote on this Remuneration Report.

Under our new leadership, we will be actively looking at aligning our compensation programmes with the new strategic framework which will be announced on 3 June 2025.

In line with our commitment to shareholders, we will continue to engage with you and to take into consideration your meaningful feedback.

On behalf of the Board of Directors,

Romeo Lacher
Chairman of the Board of Directors

Richard Campbell-Breeden
Chairman of the Nomination & Compensation Committee

2024 Remuneration highlights

The following summarises the key elements of Julius Baer Group Ltd.'s compensation programmes and the core performance metrics utilised in the compensation decision-making process.

Group performance summary

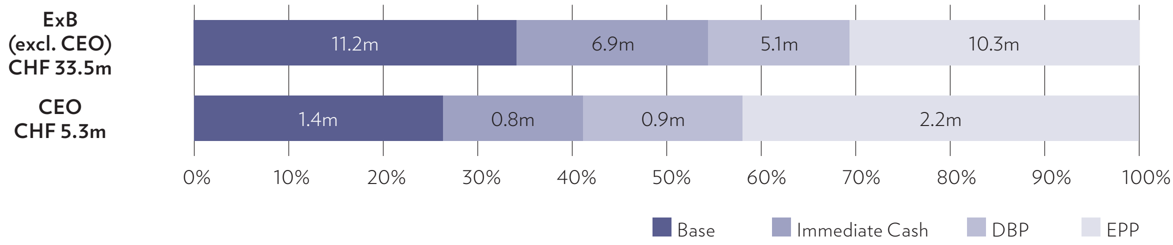
After a slow start to 2024, the Group's solid financial performance is a testament to our ability to overcome business challenges both swiftly and decisively. The Group's performance led to the following results:

	Adjusted cost/income ratio[1]	Adjusted pre-tax margin[2]	Adjusted profit before taxes[2]	RoCET1[3]
Strategic Targets by end 2025	<64%	28–31 bp	>10% avg. growth p.a. over 2023–2025 cycle	>30% over 2023–2025 cycle
2024	**70.9% (69.1% in 2023[4])**	**23.1 bp (25.6 bp in 2023[4])**	**CHF 1,078 million (1,120 million in 2023[4])**	**32% (30% in 2023[4])**
Performance Assessment	Despite meaningful cost savings, remains above strategic targets leading to extension of our cost programme	Down 2.5 bp from 2023 when excluding the 2023 private debt credit loss	Down 3.9% due to stable (underlying[4]) operating income with increased operating expenses	In line with strategic target

[1] Excluding adjusted provisions and losses.
[2] For a reconciliation of adjusted performance measures to reported results under IFRS as well as definitions of adjusted performance measures and other alternative performance measures, please refer to chapter *VII. Alternative Performance Measures* of this Annual Report.
[3] Adjusted return on common equity tier 1 capital.
[4] Based on underlying results (i.e. excluding CHF 586m increase in loan loss allowances against the single largest exposure in private debt).

Pay linked to performance

Executive Board (ExB) compensation reflects the dual objectives of being performance-oriented and risk-appropriate. Compensation decisions made for the 2024 performance year reflect the Group's reported results. The proposed 2024 CEO a.i. and other 15 ExB members compensation allocation (including individuals who left the ExB in 2024), is the following (in millions [m]):



No changes were made to the underlying CEO a.i. and ExB member base salaries. The above excludes pension fund, social security, and varia, replacement awards and restrictive covenant (non-competition) amounts granted to current and/or former members of the ExB (as further described in the audited *Compensation, loans and shareholdings of the Executive Board* section of this Remuneration Report).

Sound compensation governance philosophy and practices

Julius Baer employs strong corporate governance practices, including the following highlights:

✓ **Pay linked to performance**
Directly link bank-wide variable compensation (VC) to Group performance through the use of adjusted net profit before bonus and taxes as baseline for the available bonus pool size

✓ **Robust performance assessment**
Consistent annual target-setting and performance assessment processes including financial, non-financial, behaviour and conduct assessments to support balanced compensation decisions

✓ **Risk governance**
Sound policies to manage operational and behavioural risks via non-financial/qualitative assessment processes

✓ **Compensation benchmarking**
Annual review and assessment of compensation against peers within the Group's defined benchmarking quartiles

✓ **No 'golden' arrangements**
No additional entitlements upon joining/departing the Group or upon a change of control

✓ **Pay at risk**
Significant portion of compensation deferred over 4 to 5 years subject to vesting and/or malus and clawback provisions

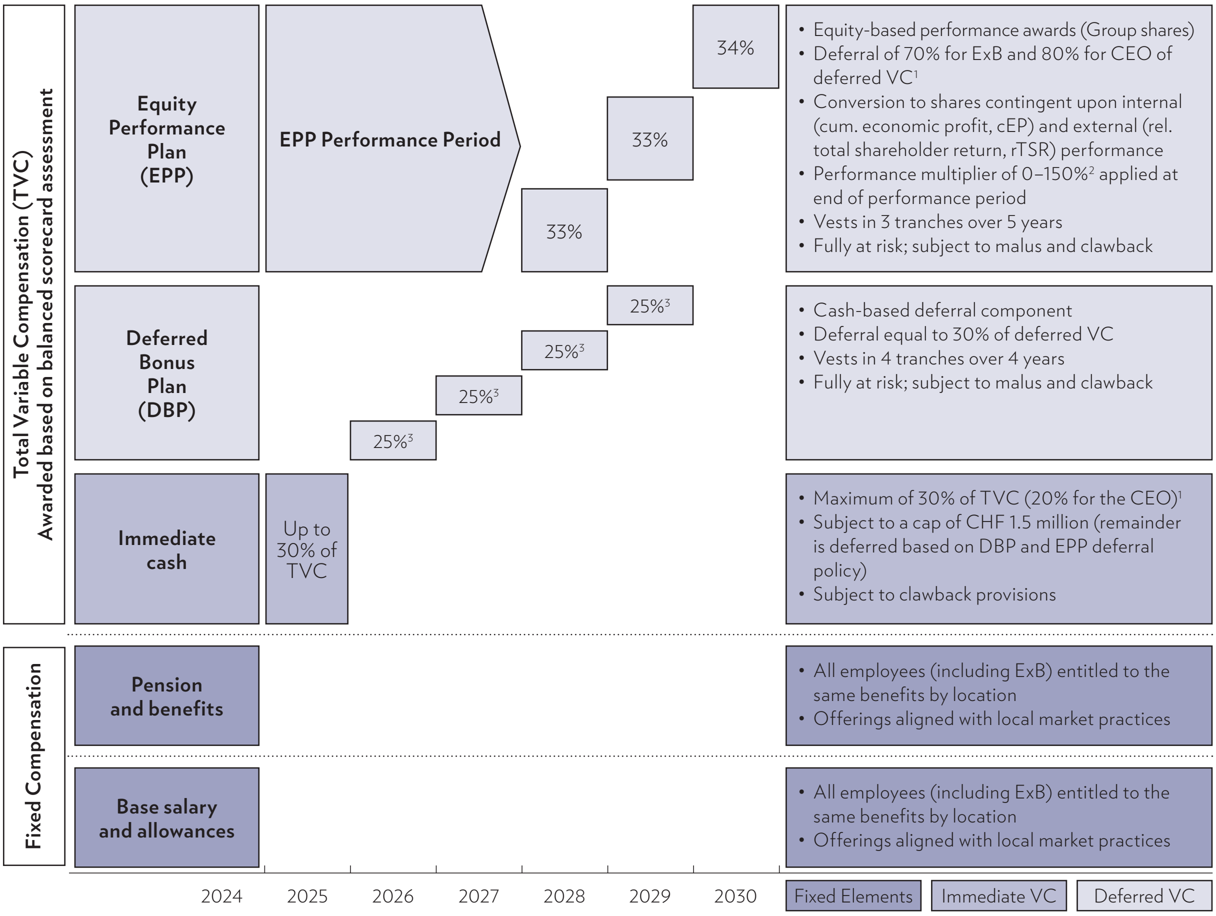
✓ **Shareholder-aligned compensation**
Equity-based deferred compensation linked to share price, relative shareholder return, and Group cumulative economic profit

✓ **Strong shareholding guidelines**
Board of Directors (BoD) and ExB members subject to significant minimum shareholding requirements

✓ **Shareholder engagement**
Actively engage with shareholders and other stakeholders and consider their feedback in making compensation framework decisions

Overview of Executive Board compensation structure

Julius Baer's compensation package links pay to both past performance and future development of the Julius Baer Group. The structure aligns compensation with stakeholder interests and encourages prudent risk management over a multi-year period. No significant changes were made to the underlying compensation structure in 2024.



[1] Deferral rate may decrease below 70% where regulatory requirements mandate blocked share allocations of immediate cash variable compensation.
[2] Subject to KPI Performance assessment on 3rd anniversary of the grant date, share allocation capped at 150% of Performance Units granted; vesting share value dependent on market performance at vesting date.
[3] Represents % of DBP award granted. Cash awards vested/paid in February each year. Residual amounts delivered in the final vesting tranche.

Compensation governance

Nomination & Compensation Committee authority and responsibilities

Julius Baer operates a multi-tiered system of compensation governance with clear processes governing all aspects of compensation. The BoD sets the overall remuneration policy and retains full responsibility for designing and monitoring all aspects of the compensation paid to the BoD and the ExB. All compensation is delivered in line with the compensation principles set forth in the Articles of Incorporation (cf. www.juliusbaer.com/cg). These principles outline the structure and elements of compensation offered to the BoD and the ExB as well as the roles and responsibilities governing the setting of ExB performance objectives and metrics, their measurement, and the related decision-making processes.

The Nomination & Compensation Committee (NCC) supports the BoD by specifically:

- Defining the Julius Baer Group's compensation principles and strategy (changes to which are submitted for approval to the BoD);
- Overseeing compensation of the BoD (including the Chairperson), ExB members (including the CEO), and employees of Julius Baer on a collective basis;
- Controlling compensation policies linked to shares of the Group; and
- Managing the long-term succession planning at the level of the BoD.

If pertinent, the NCC also collaborates with other Board members or other Julius Baer Group committees (e.g. the Audit Committee and the Governance & Risk Committee [GRC]) when shaping policy or when decisions of a specialised nature are required.

Each year, the NCC reviews the compensation elements and the share ownership programmes in the context of Julius Baer Group's current business strategy, market practice, the possible impact of new regulatory developments, and feedback received from stakeholders. The NCC also carries out an annual review of the Group's compliance with these principles and policies and ensures that the relevant policies conform to national and international standards and regulations. For each category of recipients, the following table shows the procedures for recommendations and decisions on compensation:

Compensation recipient	**Recommended by**	**Reviewed and agreed by**	**Approved by**
Chairperson of the BoD	Chairperson of the NCC	NCC	Shareholders
BoD members (excluding the Chairperson)	NCC	BoD	Shareholders
CEO	Chairperson of the BoD and Chairperson of the NCC	NCC/BoD	Shareholders
Executive Board (excluding the CEO)	CEO	NCC/BoD	Shareholders
Regulated staff (e.g. Group Key Risk Takers)	Line management	CEO/ExB	NCC
High-income earners	Line management	CEO/ExB	NCC

To avoid conflicts of interest, the Chairperson of the BoD, the CEO, and other members of the ExB do not participate in those segments of the NCC meetings that serve to discuss and determine their proposed compensation.

The NCC consists of at least three members of the BoD who are elected by the Annual General Meeting (AGM). The current NCC is made up of four members.

Members: Richard M. Campbell-Breeden (Chairperson), Bruce Fletcher, Kathryn Shih, and Eunice Zehnder-Lai. As described in the section *Board of Directors* of chapter *II. Corporate Governance* of the Annual Report, these four individuals are experienced Board members who have a broad range of expertise in the industry as well as in matters of governance.

The NCC convenes as often as required and holds a minimum of three meetings each year. During the year under review, the NCC held six formal meetings, each lasting an average of three hours. The NCC held various additional meetings and workshops in 2024 to evaluate and address pending topics in the pursuit of achieving its annual objectives.

The following tables show the meetings held by the NCC of Julius Baer Group Ltd. in 2024, attendance at such meetings, and the topics covered:

Nomination & Compensation Committee

First half of 2024	January	April[1]	June
Richard M. Campbell-Breeden, Chairperson	x	x	x
Gilbert Achermann[2]	x	-	-
Bruce Fletcher[3]	-	x	x
Kathryn Shih	x	x	x
Eunice Zehnder-Lai	x	x	x
Romeo Lacher	G	G	G

[1] This meeting was held as a video conference; all other meetings were held in a hybrid format combining video attendance with physical presence.
[2] Left the Board of Directors in April 2024.
[3] Joined the Board of Directors in April 2024.
G = attended the meeting as a guest except for segments of the meeting in which a conflict of interest might have arisen

Second half of 2024	September	October	December
Richard M. Campbell-Breeden, Chairperson	x	x	x
Bruce Fletcher	x	x	x
Kathryn Shih	x	x	x
Eunice Zehnder-Lai	x	x	x
Romeo Lacher	G	G	G

All meetings were held in a hybrid format combining video attendance with physical presence.
G = attended the meeting as a guest except for segments of the meeting in which a conflict of interest might have arisen

NCC activities 2024

Topics/activities[1]	Jan	Apr	Jun	Sep	Oct	Nov	Dec
Compensation Strategy and Disclosure							
Compensation design and award plans	x	x	x	x	x	x	x
Pay-for-performance alignment and fair pay	x	x	x	x	x	x	x
Compensation policies							x
Compensation disclosure	x			x			
Talent management and people development	x		x	x			x
HR strategy and workforce planning	x	x	x	x	x	x	x
Risk and Regulatory Landscape							
Regulatory developments and compensation impacts				x	x		x
Disciplinary event and policy breach governance	x	x					
Year-End Compensation Review							
Variable compensation funding	x	x	x	x	x		x
ExB and BoD compensation governance and assessment	x	x			x	x	x
KRT, control function & high earner compensation review	x	x			x		
Nomination Activities and Governance							
NCC governance	x	x					
Nomination activities	x	x	x	x	x		x
External Landscape							
Stakeholder and proxy advisor feedback	x	x		x			
Market trends and benchmarking			x	x		x	

[1] This NCC activities summary includes the NCC's November compensation workshop which is not an official meeting for purposes of the NCC attendance tables previously provided.

Key NCC activities and decisions

The NCC engaged in a set of comprehensive activities that align the Group's compensation policies to its evolving strategy. In addition to ensuring consistency in the Group's compensation practices across all entities, the 2024 NCC activities included, inter alia, the following:

- Nomination of Nic Dreckmann as CEO a.i.;
- Global search for and hiring of Stefan Bollinger as Group CEO as of January 2025;
- Global search for and nomination of Noel Quinn as Group Chairman of the Board of Directors (as proposed at the AGM 2025);
- Recalibration of the weightings of ExB performance targets to foster greater individual accountability and closer alignment to the 2023–2025 strategy;
- Implementation of a risk override (with defined ranges, weightings and progressive compensation impacts) for the ExB;
- Restructuring of the Group-wide Conduct Assessment (encompassing value and risk behaviours) to address misconduct in a more consistent and consequential manner whilst also expanding the role of the second-line-of-defence;
- Review of remediation measures taken with regard to the credit incident;
- Addressing feedback from our regulator, FINMA, following a comprehensive regulatory audit of the Group's compensation framework;
- Monitoring and refinement of the Group's Relationship Manager variable compensation programme;

- Review of the Group's Senior Management variable compensation deferral structure (including initial analysis and consideration of potential structural changes);
- Continued succession planning for roles at the ExB and BoD level;
- Promotion of an inclusive and equitable work environment through diversity & inclusion (DE&I) initiatives and strong support of the Group's gender equality targets; and
- Fostering life-long learning through talent development programmes, including the global rollout of the Group's client-facing career programmes.

The Group will review its senior management compensation structures in light of upcoming changes to the Group's strategy.

Peer benchmarking

It is important to the NCC and the BoD that the Group's compensation practices, structure, and pay levels (adjusted for performance) remain competitive within the marketplace and are comparable with those of its peers. As such, the Group reviews its peer group and relevant peer positioning on an annual basis.

The Group has defined a bespoke industry and Swiss market peer group for the purposes of ExB compensation comparisons and for assessing corporate governance practices and relative performance reviews. Taking into account the Group's market capitalisation and industry complexity, the Group targeted its positioning around the median of selected peers. This selected peer group includes the companies in the table below.

Overview of peer group for compensation benchmarking and relative performance review

Bespoke Peer Group (* denotes entities reviewed mainly on a wealth management division basis)

Bank of Singapore*	Deutsche Bank*	LODH	Vontobel
Barclays*	EFG	Morgan Stanley*	
BNP Paribas*	Goldman Sachs*	Pictet	
Citigroup*	HSBC*	Standard Chartered*	
DBS	JP Morgan*	UBS*	

External advisors

During the year, Willis Towers Watson and McLagan (a business division of Aon) provided compensation survey data and analyses that were utilised internally by the Group for benchmarking purposes. KPMG AG was retained to provide global mobility advisory and expatriate income tax-related services, and Ernst & Young AG (EY) was mandated to prepare an analysis of various aspects of compensation and diversity. HCM International Ltd. advised on equity-based award structures and valuation. The law firm, Homburger AG, was engaged to provide guidance in relation to senior management compensation terms and employment-related contracts. With the exception of HCM, all of the aforementioned advisors also had other mandates within the Group.

Compensation principles

The primary compensation principles of the Group are to:

- Attract and retain industry professionals who are dedicated to contributing value to the Group;
- Foster risk awareness and control, while ensuring full alignment with regulatory compliance;
- Incentivise management by rewarding achieved performance and by providing incentives for the creation of future shareholder value; and
- Ensure that performance-based variable compensation is in line with the Group's business strategy and relevant current market practice.

Compensation remediation measures

As highlighted in the Group's 2023 remuneration report, the Group's private debt related loss allowance for its single largest exposure significantly impacted board of directors', ExB, and senior management pay. The continued impact of this event is reflected in the ongoing suspension of all outstanding deferred compensation for select current and former employees pending the investigations into the private debt business. The multi-year financial impact of the credit incident on all ExB members and our most senior management continues through the negative adjustment to EPP awards outstanding at the end of 2023 (i.e. those granted in relation to performance years 2020, 2021, and 2022 which vest between calendar years 2024 and 2028).

Integration of Sustainability aspects in compensation

Sustainability is a key enabler of Julius Baer's strategy. The Group recognises the importance of integrating sustainability throughout its business activities, including within its compensation systems. Sustainability-related elements are reflected in various aspects of the Group's compensation systems and governance, as well as through performance measurement standards (around values, including sustainability-linked, client satisfaction, and employee development) and risk management considerations.

ExB members have Group-level targets outlined in their performance assessment Scorecard. These targets are linked directly to the goals and priorities set by our Sustainability Committee and approved by the ExB and BoD. Those priorities also include climate-specific and DE&I targets. They are quantitatively and qualitatively measured on an annual basis and taken into account in the ExB's variable compensation. For additional details on the sustainability targets, performance, and achievements, please refer to the *Executive Scorecard* starting on page 93 of this Remuneration Report and to the *Progress towards strategic priorities in 2024* provided on pages 13-15 of the Group's Sustainability Report.

All employees are held to high conduct standards via the Code of Ethics and Business Conduct. Specifically, they are measured on their ability to reflect the core values (Care, Passion and Excellence) and risk behaviours throughout daily business activities via an annual Conduct Assessment, which include sustainability-related elements.

The Group's compensation framework is designed to ensure compliance with global rules and regulations in the context of sustainability. Group and divisional compensation decisions include assessments of metrics related to financial, market, legal, risk and compliance to ensure that compensation properly reflects both internal and external factors. Compensation deferral mechanisms, with risk-adjusted performance metrics, are applied to deter excessive risk-taking.

The Group operates various sustainability-related initiatives with the ambition to empower clients, employees, and broader stakeholder groups to make a positive impact on society and the environment. Internally, this relates to talent management, workforce DE&I, community building, and employee satisfaction, which are strengthened each year to help us attain our employer-of-choice goals.

Equal opportunity

The Group aims to foster an inclusive environment built on 'care', which embraces individuality and supports psychological safety to foster a culture of innovation and performance.

With 'care' firmly in mind, our work on DE&I globally focuses on selected dimensions of diversity: gender, generations, LGBT+, and disability. Our global DE&I Committee includes members from the ExB and has the role of shaping the DE&I strategy, driving actions that help us attract and recruit more diverse candidates, tackling unconscious bias, and fostering inclusion among different stakeholder groups. Our employee-driven networks – such as Women@JuliusBaer in Asia, IWMS H.E.R., Women in Tech and InterBaer, together with around 135 DE&I ambassadors – continue to flourish. They organise dedicated awareness sessions, roundtables and other events; for instance, Julius Baer participated in the Pride events in Zurich, London, Guernsey, and Luxembourg, celebrating diversity and raising awareness for LGBT+ rights.

The impact of the work is manifold: the share of women in the levels of management (internal rank of Director and above) has risen from 29.8% to 30.7% over the year, and our efforts to foster gender equality were also recognised in Julius Baer maintaining its Swiss LGBTI Label. In our engagement survey we measure an average score of 8.1/10 on the question of satisfaction regarding Julius Baer's efforts to support diversity and inclusion.

The Group is committed to compensating employees on a fair, equitable, and gender-neutral basis. Julius Baer believes that it is important to appropriately reward its employees with equal pay for work of equal value. As a safe-guarding measure of pay equity, the Group conducts internal reviews along with an independent, external equal-pay analysis on an annual basis.

Since 2015, Julius Baer has partnered with EY to conduct an equal pay assessment for our major locations worldwide covering over 85% of our total regular staff across all levels. The analysis did not reveal any systemic bias, and the Group remains (on average) substantially below the regulatory pay gap tolerance threshold (5%) of the Swiss Federal Office for Gender Equality. We apply adjustments as needed on an individual level if material pay differences are identified and cannot be fully explained by objective factors such as role, responsibility, experience, performance, or location.

Say-on-pay

In accordance with the Swiss Code of Obligations, Julius Baer reports the compensation awarded to members of both the BoD and the ExB on a business year basis. This Remuneration Report aims to provide sufficient and meaningful information for shareholders to assist them in analysing and interpreting the compensation numbers on which they vote under the Swiss Code of Obligations.

The approval of compensation by the AGM is defined in the Articles of Incorporation (cf. www.juliusbaer.com/cg). As in prior years, the approval at the AGM 2025 determines:

1. the maximum aggregate amount of compensation paid to the BoD for its next term of office (2025 AGM to 2026 AGM);
2. the maximum aggregate amount of fixed compensation of the ExB (newly for five ExB members based on the Group's announcement on 3 February 2025) for the financial year following the respective General Meeting of Shareholders (2026);
3. the aggregate amount of variable cash-based compensation elements of the ExB for the financial year preceding the respective General Meeting of Shareholders (2024); and
4. the aggregate amount of variable equity-based compensation elements of the ExB granted in the current financial year (2025 and relating to performance in the preceding calendar year [2024]).

In addition to the above, a consultative vote on this Remuneration Report is scheduled for the AGM on 10 April 2025. The BoD is committed to maintaining a dialogue with shareholders on compensation matters. The detailed compensation data will be provided to shareholders as part of the invitation to the 2025 AGM.

The following table summarises the outcomes of the binding say-on-pay votes on compensation and the consultative vote on the Remuneration Report held at the 2024 AGM and 2023 AGM.

Results of say-on-pay shareholder approvals

Say-on-pay shareholder approvals	Vote 'for' at 2024 AGM	Vote 'for' at 2023 AGM
Board of Directors maximum aggregate amount of compensation	98.85%	99.15%
Executive Board maximum aggregate amount of fixed compensation	98.30%	99.20%
Executive Board aggregate amount of variable cash-based compensation	n.a.	96.53%
Executive Board aggregate amount of variable equity-based compensation	97.02%	91.33%
Consultative vote on the Remuneration Report	93.84%	88.43%

If the aggregate amount of the fixed compensation approved by shareholders for the ExB is not sufficient to cover the fixed compensation (including any replacement award) of a new member of the ExB (joining after the AGM), the Group may award a supplementary amount. This supplementary amount is defined (in article 11.2 of the Articles of Incorporation, cf. www.juliusbaer.com/cg):

- for a new CEO as a maximum of 40% of the aggregate amounts of compensation last approved by shareholders for the ExB;
- for a new member of the ExB as a maximum of 25% of the aggregate amounts of compensation last approved by shareholders for the ExB.

The supplementary amount was utilised in 2024 for the following:

- To cover the base salary for the five Group employees promoted to the ExB as of 1 January 2024:
  - Christoph Hiestand, Group General Counsel
  - Rahul Malhotra, Head Emerging Markets
  - Sandra Niethen, Head Client Strategy & Experience
  - Carlos Recoder Miralles, Head Americas & Iberia; and
  - Guido Ruoss, Chief Human Resource Officer & Head Corporate Affairs
- To cover the base salaries and replacement awards of two new external employees hired directly into the ExB:
  - Sonia Gössi, Head Switzerland and Europe
  - Thomas Frauenlob, Head Intermediaries & Family Office

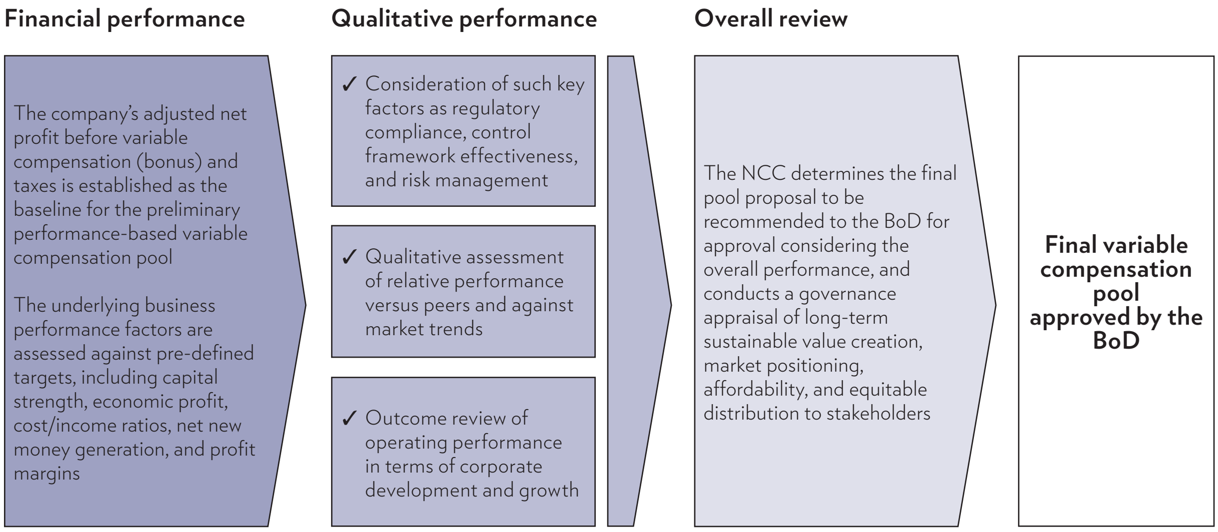
The supplementary amount utilised for financial year 2024 for each ExB member did not exceed 25% of the aggregate amounts of compensation last approved by the General Meeting of Shareholders. The total value of the Supplementary Amount utilised is CHF 9.6 million (including CHF 4.1 million in additional ExB base salary [promoted and hired], replacement awards of CHF 4.3 million [hired only] and social security, pension fund and varia of CHF 1.2 million [promoted and hired]). For additional information regarding the replacement awards, please refer to the *Compensation, loans and shareholdings of the Executive Board* section of this Remuneration Report.

The Group hired the new CEO, Stefan Bollinger, within the available Supplementary Amount for the 2025 financial year provided under Article 11.2 of the Articles of Incorporation period (i.e. 40% of the aggregate amounts of compensation last approved by the General Meeting of Shareholders as applicable to the 2024/2025 AGM period, cf. www.juliusbaer.com/cg).

Group performance and variable compensation funding

Variable compensation funding

Variable compensation funding process



Financial performance assessment

The baseline for calculating the Group's variable compensation pool is the adjusted net profit before variable compensation (bonus) and taxes (ANPbBT, as reconciled by the Audit Committee). Adjusted net profit is derived by excluding from the audited IFRS financial statements items such as integration and restructuring expenses as well as amortisation of intangible assets related to previous acquisitions or divestments, as provided in chapter *VII. Alternative Performance Measures* of this Annual Report. ANPbBT, representing the underlying, sustainable operating profit generated by the business, reflects the Group's actual performance, thus giving the NCC a clear indication of operating performance and providing a reliable baseline for comparing the year-on-year development of the Group. The Group maintains an internal pay-out ratio guideline relative to ANPbBT by which it ensures the variable compensation pool is directly linked to performance.

In determining the pool, the NCC also takes other financial metrics into consideration, such as changes in and/or the development of the capital ratios, adjusted cost/income ratio, gross/adjusted pre-tax margin, economic profit, and net new money (NNM) generation. Quantitative metrics are measured against the overall mid-term plan, the strategic goals of the Group, and its historical results.

Qualitative performance assessment

The qualitative review of performance is multifaceted in order for the NCC to gain a perspective on the sustainability of the financial results and quality of earnings. Firstly, the Group's performance is measured in terms of how successfully key aspects, affecting current and future performance, have been managed with regard to operational achievements, regulatory compliance, control framework effectiveness, and risk. Secondly, the progression and outcomes of key strategic initiatives pertaining to corporate development and growth are also appraised.

Overall review

Before approval, a final review of the proposed variable compensation pool is undertaken (based on financial and non-financial/qualitative performance) to consider factors such as long-term sustainable value creation, affordability, and market positioning. The NCC recommends adjustments only in exceptional cases and does not make adjustments to the pool in subsequent years to take into account reduced or revoked variable compensation due to ex-ante or ex-post performance adjustments made in prior years. This additional governance process ensures a balance between the development of the pool and the Group's corporate performance.

As part of the approval of the final variable compensation pool, the BoD seeks to ensure that the profit distribution among stakeholders (principally through shareholder dividends, global taxes paid to the relevant authorities, employee variable compensation, and reinvestment into the business) is sustainable and reflects an appropriate, equitable distribution.

This approved variable compensation pool is allocated across the various business units and entities based on such factors as headcount, financial performance, significant achievements, regulatory compliance, and contributions to the ANPbBT. This policy has been consistently employed over many years and thus allows meaningful year-on-year comparisons and the continued implementation of a stable compensation system.

2024 Julius Baer Group performance[1]

Despite a difficult start to 2024, Julius Baer's performance has quickly and firmly stabilised. Assets under management (AuM) ended 2024 at a record level of CHF 497.4 billion, up 16% from 2023, driven by net new money of CHF 14.2 billion alongside rising stock markets and a weaker Swiss franc.

As described in detail within this Annual Report, the Group's operating income continued to grow but was moderated by a year-on-year rise in net interest expense, with gross margin decreasing to 83bp from 88bp (underlying results) in 2023. Whilst IFRS net profit increased to CHF 1,022.3 million, the Group incurred higher operating expenses as a result of its significant investment in both hiring and technology. The overall impact of these factors led to a higher than desired adjusted cost/income ratio of 70.9% compared to 81.6% in 2023 (69.1% excluding the private debt related loss allowance). Recognising that there is work to do on the revenue and cost side, the Group has started to address this through the extension of the cost programme to manage rising costs and further streamline the organisation.

The Group's solid results showcase the resilience of Julius Baer. With the highest AuM in the Group's history and solid capitalisation (increased CET1 capital ratio of 17.8%), the Group finished the year strongly and well-positioned in our chosen markets and segments.

[1] This section references certain adjusted performance measures that are not defined or specified by IFRS. For a reconciliation of adjusted performance measures to reported results under IFRS as well as definitions of adjusted performance measures and other alternative performance measures, please refer to chapter *VII. Alternative Performance Measures* of this Annual Report.

2024 Variable compensation pool

The Group considers it fundamental that the amount of performance-based variable compensation available for distribution to its employees is directly linked to the overall performance of the Group, while considering individual and business unit performance.

As noted in the *2024 Julius Baer Group Performance* section above (and in greater detail within this Annual Report) the overall underlying performance of the Group remained largely stable, including the Group's ANPbBT (-1.7%), in 2024 with overall solid financial results.

In contrast to 2023, where a differentiated allocation process distinguished between employees associated with the private debt related loss allowance and the majority of staff, the Group-wide variable compensation pool for 2024 was fully aligned with the development of the financial performance of the Group.

Spread over a larger population, this resulted in a larger variable compensation pool in 2024 (in absolute terms) after the significant cuts applied last year to the Group's senior managers associated with the private debt related loss allowance.

Similarly to prior years, from a qualitative perspective, the variable compensation pool review considered:

- Operational performance and achievements in terms of qualitative elements (such as strategic project achievements, awards and recognition, digitalisation, regional/divisional achievements, wealth management service offerings, cost management, risk management) and external market factors;
- Value creation in terms of Economic Profit;
- Relative performance comparison against peers; and
- Development of the Group's profit distribution (including proposed dividends).

The Group made significant investment in new hires this year, continuing to invest in its future and preserve its underlying operational franchise. This led to a variable compensation payout ratio for 2024 that is above the Group's internally defined payout ratio guidelines. Returning the compensation payout ratio back to guideline levels is a priority for 2025 in support of the Group's efforts to bring down the cost/income ratio.

Overview of 2024 variable compensation plans

The following table summarises the key features of the Group's variable compensation plans funded by the variable compensation pool, including the relevant population eligibility:

Summary of 2024 deferred compensation plans

		Ongoing plans[1]				Hiring-related replacements[2]	Employee share purchase
		Deferred Bonus Plan (DBP)	Equity Performance Plan (EPP)	Deferred Cash Plan (DCP)	Premium Share Plan (PSP)	Long-Term Incentive Plan (LTI)	Staff Participation Plan (SPP)
Eligibility		Executives and selected senior management with bonus of at least CHF 125,000	Executives and selected senior management with bonus of at least CHF 125,000	Employees with bonus of at least CHF 125,000	Employees with bonus of at least CHF 125,000	New hires who lost compensation due to change in employer	All employees who are not participants in other company share plans[3]
Purpose		Align with sustainable value creation	Align long-term performance and retention	Align with sustainable value creation	Align long-term performance and retention	Attraction and long-term alignment	Shareholder alignment
Funding drivers		Company, business, and individual performance		Company, business, and individual performance		Business and company affordability checks	Mainly self-financed[4]
Duration		4 years	5 years	3 years	3 years	3 years	3 years
Pay-out factors	**Instrument price**		•		•	•	•
	Vesting performance conditions		•				
	Forfeiture clauses and clawback	•	•	•	•	•	• (additional shares)
Settlement		Cash	Shares	Cash	Shares/Funds[5]	Shares	Shares

[1] Staff who are participants of the DBP and EPP are not eligible to participate in the DCP and PSP, and vice versa.
[2] The LTI may be used in exceptional cases for retention awards or in lieu of the PSP if restrictions on variable compensation apply. It is also utilised to deliver vested but blocked (if required) shares as part of immediate cash variable compensation to regulated staff.
[3] Employees in some locations are excluded from participating for legal, regulatory or administrative reasons.
[4] For every three shares purchased by the employee, one additional share is delivered free of charge at the end of the three-year vesting period.
[5] Deferral may also be into Julius Baer fund instruments (if required) for regulated employees.

Deferred compensation plan provisions
As further described in the subsequent sections of this Remuneration Report, the Group employs a transparent deferral framework with a single variable compensation decision per employee linked to a mandatory deferral mechanism based on allocated variable compensation. Deferred variable compensation is delivered in both cash- and equity-linked instruments over a three to five calendar year deferral period.

In order to promote sustainable and risk-appropriate performance, the Group's deferred compensation programmes include service-based vesting conditions with pre-defined termination provisions that delineate the treatment in various termination scenarios (e.g. voluntary, involuntary, mutual agreement, good leaver, retirement, death, or disability). Each plan utilised for the deferral of variable compensation contains malus and clawback provisions that enable the Group to reduce, forfeit, and/or claw back outstanding deferred compensation awards when warranted. In all plans, deferred compensation awards shall be forfeited in the event of a termination for cause. The vesting of all share-based awards granted under the Group's compensation programmes are delivered via treasury shares which are purchased in the open market.

Change-of-control provisions are available under the variable compensation plans. Subject to BoD discretion, the plans generally allow for an intrinsic value roll-over of awards and/or early evaluation of performance. All share-based units/shares outstanding (as provided within Note 17 of the 2024 Annual Report under the chapter *V. Consolidated Financial Statements Julius Baer Group 2024, Share-based payments and other compensation plans*) and all outstanding cash-based awards (with an intrinsic value of CHF 113.9 million at the end of the 2024 performance year) would be eligible for such treatment at the time of the change of control. All provisions and treatments remain subject to the prevailing legislation in each of the applicable jurisdictions at the time of the change of control.

Executive Board and Senior Management compensation

This section provides the details of the compensation system for members of the Executive Board and selected members of senior management (Senior Management).

Summary of 2024 compensation components

<table>
<tr><th></th><th>Element</th><th>Payment Structure</th><th>Description</th><th>Governance</th></tr>
<tr><td rowspan="2">Fixed compensation</td><td>Base salary and allowances</td><td>100% in cash (monthly)</td><td>Base salary is set individually taking into account the market value of the function based on role (benchmarked), responsibilities, experience, level of education, degree of seniority, and level of expertise.
Similar to Group employees, Senior Management is eligible for allowances based on rank, function level, and their location of employment.</td><td>Provides an appropriate level of income by function at market rates, while permitting the Group to operate a fully flexible policy for variable compensation.</td></tr>
<tr><td>Pension and other benefits</td><td></td><td>Senior Management (including the ExB) are entitled to the same pension and benefits as other employees within their employment location.</td><td></td></tr>
<tr><td rowspan="3">Variable compensation</td><td>Immediate cash</td><td>100% in cash delivered following shareholder approval</td><td>Variable compensation determined annually based on the Group and individual performance (via Scorecard for ExB). Developed to link compensation to business strategy and to ensure that participants continue to manage Julius Baer for sustainable long-term shareholder value creation, emulate Julius Baer values, and carry out all business activities in a regulatory-compliant manner.

The ExB is subject to deferral at rates from 30% to 70% (80% for the CEO) of variable compensation determined for the performance year. The deferred portion of the variable compensation is awarded via the DBP and EPP. The deferral can exceed the maximum rate if the total non-deferred portion of variable compensation reaches the Variable Compensation Cash Cap (CHF 1.5 million). All amounts in excess of the Variable Compensation Cash Cap are deferred. Amounts below the minimum threshold are not subject to deferral.</td><td>Links compensation to Group performance in a risk-aligned manner.

Immediate cash payment is capped and is delivered to ExB only following shareholder approval.</td></tr>
<tr><td>Deferred Bonus Plan (DBP)</td><td>100% in cash delivered in 4 vesting tranches over 4 years (fully deferred)</td><td>The cash portion of the variable compensation deferral is delivered in the form of DBP awards, which vest on a pro rata basis over 4 consecutive years subject to service-based vesting conditions. The DBP is not eligible for interest or any additional compensation elements during the deferral period. The DBP is subject to forfeiture/clawback provisions.</td><td>Deferral promotes a long-term orientation, allowing for clawback in the event of legal/regulatory breaches, financial losses and other events where conduct has substantially contributed to a financial loss or has caused reputational damage.</td></tr>
<tr><td>Equity Performance Plan (EPP)</td><td>100% in equity delivered in 3 vesting tranches over 5 years (in years 3, 4 and 5) (fully deferred)</td><td>The equity portion of the variable compensation deferral is delivered in the form of Performance Units under the EPP. This incentive functions as a retention element and links compensation to the Julius Baer share price and the Group's future performance via two KPIs (internal: cumulative economic profit [cEP][1] and external: relative total shareholder return [rTSR][2]).

The number of shares delivered under the EPP (assessed in year 3) is 0%–150% of the Performance Units granted (with each individual KPI capped at a maximum multiplying factor of 200%). The cEP target is set based on the strategic three-year budget/plan that is approved by the BoD on an annual basis. KPI targets are set by the NCC each year for the upcoming grant. Multiplier performance target ranges remain unchanged for 2024:
<table>
<tr><th></th><th>Minimum (0% KPI multiplier)</th><th>Target (100% KPI multiplier)</th><th>Maximum (200% KPI multiplier)</th></tr>
<tr><td>cEP</td><td>-50%</td><td>100%</td><td>+50%</td></tr>
<tr><td>rTSR</td><td>-22%</td><td>+3%</td><td>+28%</td></tr>
</table>
Performance of each KPI is measured on a linear basis within the target ranges. The EPP is subject to forfeiture/clawback provisions.</td><td>Aligns compensation with shareholders' interests and ties it more closely to contributions to the future performance of the Group via internal and external metrics which are market-linked and risk-adjusted. Through a capped multiplier, promotes stable growth that does not incentivise excessive risk-taking.

The final cEP is based on figures approved by the Audit Committee. The calculation and all its components are audited. The NCC reviews and approves the final multiplier.</td></tr>
<tr><td>Other</td><td>Other compensation</td><td></td><td>Senior Management (including the ExB) are not entitled to receive any other special compensation elements which are not offered to other employees within their employment location.</td><td></td></tr>
</table>

[1] cEP = ANPbB – Taxes – CoC; where ANPbB = adjusted net profit before variable compensation (as defined previously) adjusted for non-performance-related extraordinary events approved by the NCC. Fair value calculated externally using a probabilistic model of potential deviation from the Group's strategic plan (MTP).

[2] The Julius Baer Group's TSR is compared against the performance of the STOXX Europe 600 Banks (gross return) Index (the Index).

Total compensation assessment and pay mix

The total compensation of the members of the ExB (including the CEO a.i.), consists of a base salary in cash and performance-linked variable compensation, which is partially deferred in cash (under the DBP) and partially in equity (under the EPP).

In 2024, the weightings of the performance targets for the ExB were adjusted by role and responsibility to more specifically differentiate between Group and regional/divisional targets. The CEO a.i.'s 2024 targets were allocated as 50% financial, 10% non-financial, 30% risk and business conduct, and 10% personal objectives.

The weightings of the other ExB members (excluding the CEO a.i.) were adjusted in 2024 to account for the larger ExB and the need to support both Group collaboration and the individual ExB member's mandates for the year. The Group put a higher focus on the regional and divisional targets (differentiated between the revenue and non-revenue business units) to ensure that each ExB member focussed on the development of their business unit. This resulted in a distribution of goals as follows: Group financial (20%), Group non-financial (10%), regional/divisional financial (20-40%), regional/divisional non-financial (20-40%), and risk & business conduct (10%).

In addition, to further emphasise sound risk alignment, the Group introduced a risk override structure to increase the impact of the risk KPI in the overall scorecard assessment. This new mechanism has been added to magnify the impact on variable compensation when expected standards either are not achieved or are over-achieved. In all cases, variable compensation is subject to full elimination (100%) for failure to meet risk objectives/targets in any given year.

Variable compensation

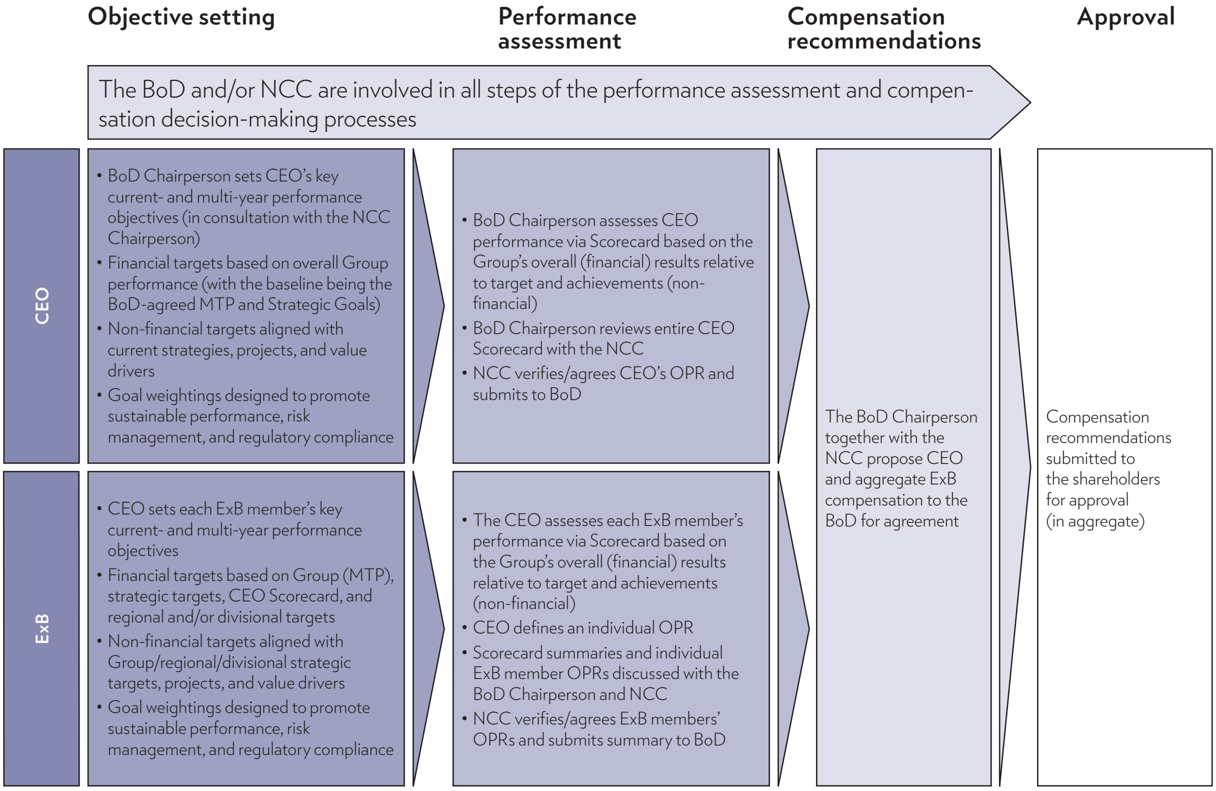
Performance assessment process
Julius Baer rewards ExB members who contribute to enhancing value by employing investor capital efficiently while at the same time managing risk, adhering to regulatory requirements, and meeting Julius Baer's corporate culture standards.

Julius Baer's variable compensation framework is discretionary. The final amounts allocated are based on a careful assessment of the attainment of a mix of specific financial and non-financial objectives. These objectives are individually weighted to support the alignment of managerial actions with shareholder interests as part of a balanced scorecard (Scorecard), which results in an overall performance rating (OPR).

The NCC places substantial importance on aligning compensation decisions each year, not only with financial performance, but also with non-financial and risk-related considerations. The Scorecard assessment process considers not only 'what' was achieved but 'how' it was achieved, ensuring that the ExB is both invested in the growth of the business whilst also being committed to implementing strong controls and supporting risk-appropriate decision-making. Performance in 2024 was assessed and is disclosed with due consideration to the Group's overall performance alongside the steps taken in 2024 to stabilise and continue to grow and develop the organisation.

Given the discretionary nature of the compensation system, there is not a direct translation of the OPR into a compensation change. The following illustration provides an overview of this process:

Executive Board objective setting and performance assessment



The following Scorecard summarises the key performance objectives set for the Group CEO a.i. and the ExB in 2024, along with the individual assessments leading to the related OPRs.[2]

Financial objectives

	Weight			Performance against Target (Not Met / Mostly Met / Fully Met / Exceeded)
	CEO a.i.	ExB (avg)[1]	Fully Met Target Range	
Adjusted profit before taxes (CHFm)	25%	10%	1'112–1'360	CHF 1'078m
CET 1 capital ratio (%)	12.5%	5%	16%–17.2%	17.8%
Adjusted cost/income ratio (%)	6.3%	2.5%	67.3%–70.3%	70.9%
Adjusted pre-tax margin (bp)	6.3%	2.5%	26–30bp	23.1 bp
Regional/Divisional KPIs	n.a.	29.0%	Various	
			CEO a.i. Financial Performance Rating:	
			ExB Financial Performance Rating:	

[1] Weightings for Group-based financial Key Performance Indicators (KPIs) apply equally to all ExB members. Regional/divisional-based financial KPIs can account for 20% (minimum) up to 40% (maximum) per ExB member (depending on role/responsibility).

[2] Performance achievement utilised for purposes of the OPR determination is defined as: Exceeded (>105%), Fully Met (>95% to >= 105%), Mostly Met (>85% to <= 95%), Not Met (<85%).

			CEO a.i.	ExB (Average)
Non-financial objectives			10% weighting	40% weighting
	Group Non-financial Goals	**Progress and Achievements**	**Performance Assessment**	**Performance Assessment**
Focus	Recurring revenue generation and cost reduction	• The Group's streamlined cost programs yielded gross cost savings of CHF 140 million on a run-rate basis by year-end 2024 (above the CHF 120-130 million target) • Recurring revenue streams were enhanced through strategic pricing and product innovation, as well as, through capitalising upon cross-selling opportunities - resulting in growth in recurring income margins	Fully Met	Fully Met
	Balanced investment in core markets to achieve growth targets and greater market purity	• Overall client satisfaction increased across all regions, with 81% of respondents indicating that they are extremely satisfied (up from 78% in 2023) • Achieved growth consistently across the Group's global market footprint, with limited exceptions, and increased forecasting precision • Additional commercial benefits attained through increased market purity as a consequence of fulfilling regulatory-based thresholds		
Scale	Net positive growth in client-facing staff and integration efficacy	• Successfully hired and onboarded 170 RMs in 2024 • RM hiring supported by the launch of a more in-depth onboarding programme which supports client onboarding and development (increasing the likelihood of hiring success) as well as establishing an amalgamated (one-stop-shop) review mechanism	Fully Met	Fully Met
	Client value proposition across key client segments	• Newly introduced Cross-Generation Asset Allocation strategies to meet the needs of our UHNW clients and their families • In early 2024, the Group further enhanced its client advisory offering through the '360 Planning' initiative in Switzerland (other markets due to follow) - a digital innovation combined with a newly designed personal advisory approach empowering RMs to systematically deliver holistic financial advice based on a personalised roadmap • Established the Wealth Planning Centre of Excellence to equip client-facing teams with the latest trends and developments		
	Internal talent development and generational client support	• Continued investment in strategic talent development programmes, scalable employee upskilling and dedicated career path programmes, increasing overall scope and penetration of our learning programmes in 2024		
Innovate	Digital Wealth Management (DWM)	• Management delivered on various DWM targets along the prioritised client journeys: (1) new e-Banking modules, (2) convergence of client apps, and (3) expansion of the Julius Baer (JB) Connect capabilities - a digital community platform dedicated to support client communities and enhance client connections - via links to the global Young Partners community, Sustainability Circle and Longevity Circle	Fully Met	Fully Met
	Banking technology	• Progress continued in 2024 on the Group's banking technology improvements. With operational resiliency at its core, the Group took significant steps in establishing strategic design, workstream, and governance frameworks to support its technological development goals		
	Client experience and client activation	• Significant investment made in the review of front processes across our main hubs - identifying over 150 opportunities to streamline operations with more than one-third of them implemented by year-end		
Enabler	Progress against priorities of our sustainability	• Climate Strategy: The Group launched its stewardship framework outlining our approach towards engagement, voting, and public policy advocacy; the Group further reduced its scope 1 and 2 emissions by 18% vs. 2023 and its scope 3 emissions by 23% vs. 2023. The Group's business travel emissions fell by 18% vs. 2023 • AuM in sustainability discretionary mandates increased 7.6% to CHF 2.9 billion, mainly driven by an upward market trend with subdued client demand • Sustainability Circle community activities were offered for over 100 clients and prospects globally, and over 330 client-facing employees are now Sustainability Ambassadors, having completed an in-depth sustainability training For further details please see the Group's 2024 Sustainability Report (cf. www.juliusbaer.com/sustainability)	Fully Met	Fully Met

Non-financial objectives			ExB (Average)
			29% weighting
Regional & Divisional Non-financial Goals		Progress and Achievements	Performance Assessment
Regional and Divisional objectives	Market strategies	• Dedicated global and local initiatives to further develop and grow selected markets, while managing the closing of the sale of Kairos Partners SGR and signing of the agreement to sell Julius Baer Brazil • Established group-owned service companies in key strategic locations to create additional leverage in our operating model • Strategic partnership with GROW Investment Group officially obtained the registration as a 'Qualified Domestic Limited Partnership' (QDLP) in Greater China, approved by the AMAC (Asset Management Association) and CSRC (China Securities Regulatory Commission) to raise funds for offshore investments	Fully Met
	Sales management and client experience	• Focus-to-Scale initiative, supported by other small client initiatives, was launched successfully across the globe to enhance efficiency whilst providing an economically viable solution for smaller clients • Continued engagement with our next generation investors through the new Young Partners Executive Programme and the Asian Young Partners programme • Rolled out the Client Action Plan (CAP) tool, as a foundation for client activity planning, within the IWMS product specialist organisation	
	Core function	• Implemented the standards of the Capital Adequacy Ordinance of the Basel III (effective as 1 Jan 2025) • Strengthened our product shelf through new offerings in our Derivatives Toolbox (Knock-Out Daily Accumulator (KODA) and Decumulator (KODD) products), actively managed currency exchange certificates, capital protection notes, recovery notes, and tracker certificates on the Swiss Equity Income Optimizer Index • Launched the Julius Baer Equity Global Excellence Mid Cap Fund. Partnership' (QDLP) in Greater China, approved by the AMAC (Asset Management Association) and CSRC (China Securities Regulatory Commission) to raise funds for offshore investments	
	Human capital	• Front target operating model reinforced through roles/teaming • Integration of the Real Estate business into the Switzerland and Europe Management Committee • Focus on leadership, team development and consistent succession planning	
	Business conduct	• Established a dedicated Responsible Artificial Intelligence (AI) Council to oversee the AI risk management framework across the Group • Restructuring of Group's credit organisation across the CFO and CRO divisions • Revamping of the Conduct Assessment approach to address misconduct more consequently and expand the role of the second-line-of-defence	

Risk and business conduct objectives			CEO a.i.	ExB (average)
			30% weighting	12% weighting
Goal		Achievement	Performance Assessment	Performance Assessment
Risk Alignment	Model and drive the Group's sustainable corporate risk culture - conducting business with sound risk appetite and judgment & ensure organisational focus and respect in all business activities	• Management demonstrated a clear focus on creating sustainable growth in 2024 with business growth demands appropriately balanced against the Group's risk appetite • The Group's risk management agenda was evident throughout the organisation this year via: (1) De-risking measures execution; (2) Engagement in broad-based client risk reviews; (3) Stringent event-based client review process implemented; and (4) Focus on first-line-of-defence risk governance structure with regional committee alignment • The newly established Reputation Risk Decision Board provided additional governance in support of the strengthened compliance protocols (focus on reputational and credit risk)	Fully Met	Fully Met

Personal Objectives		CEO a.i.
		10% weighting
Goal	**Achievement**	**Performance Assessment**
Franchise soundness	• The CEO a.i. took immediate ownership of the role - stabilising the organisation internally and externally, leading the newly expanded ExB, and maintaining motivation and momentum throughout the year • Capital, liquidity, and funding ratios were either maintained or improved • An open and constructive relationship with our regulator FINMA was established in support of ongoing discussions throughout the year • The winddown of the Private Debt business was diligently managed with a reduction in overall book size	Exceeded

Overall scorecard assessment	Final CEO a.i.	Final ExB (Average)
Final OPR (weighted average including financial and non-financial performance)	Fully Met	Fully Met

In addition to the above performance achievements, the Group's success was also recognised through the receipt of the following awards during the 2024 calendar year:

Organisation	Award
2024 Asian Private Banker	• Wins: Julius Baer wins Best Private Bank - Pure Play (5th win); Best Pure Play Private Bank - Discretionary Portfolio Management (3rd win); Best International Private Bank - Thailand (3rd consecutive win); Best Private Bank – Global Indians (5th consecutive win) • Highly commended: Best Private Bank Singapore – HNW, Best Private Bank – India at the Asian Private Banker Awards 2024
The Asset: Triple A Awards 2024 Private Capital	Best Boutique Private Bank in Asia (15th consecutive year)
Euromoney Global Private Banking Awards 2024	Awarded Global Best for Discretionary Portfolio Management amongst a total of 25 wins in global and local categories including: Global Best for Non-Resident Indians, Asia's best International Private Bank, Asia's Best for Ultra High Net Worth Individuals (UHNWI), Singapore's best for High Net Worth Individuals (HNWI), Switzerland's Best Domestic Private Bank. See page 19 of this Annual Report for a full list.

Organisation	Award
LSEG Lipper Fund Awards 2024	• Best overall Small Fund Family Group over 3 years in Switzerland (2nd consecutive win) • Best Bond Emerging Markets Global Corporates Fund (for the JB Fixed Income EM Corporate USD B Fund) over 5 years in: Austria, Europe, Germany, Netherlands, Switzerland, UK and in the Arabian Markets over 5 and 3 years • Best Bond Global Corporates USD over 3 years (for the JB Fixed Income Investment Grade Corporate USD Fund) in the Arabia Markets
Swiss Derivative Awards 2024	Best Market Maker
PWM Wealth Tech Awards 2024	Best Client Relationship Management for Private Banking

CEO ad interim compensation decisions
Nic Dreckmann's base salary was temporarily increased to CHF 1.5 million per annum, in line with the base salary of the former CEO, upon assuming the CEO a.i. role on 1 February 2024.

The performance assessment for the CEO a.i. was adjusted to be more heavily focused on risk and business conduct. The new weighting scale (50% financial, 10% non-financial, 10% personal objectives and 30% risk & business conduct) reflects the overall focus of the NCC on continuing to deliver on strategic goals in a sound and risk-appropriate manner and ensure this culture is embedded and cascades throughout the organisation.

Nic Dreckmann took decisive leadership of the Group in early 2024, with immediate steps to stabilise the organisation, retain key people, and restore the Group's financial stability. He continued to make progress on strategic priorities throughout the year, including dedicated programmes to increase recurring revenues and grow organically. He actively supported the winddown of the private debt business and established the Group-wide tone in support of a sustainable risk culture. He engaged with the newly expanded ExB to develop a collaborative environment under which senior leaders were able to jointly deliver along our strategic initiatives.

Under Nic Dreckmann's leadership, the Group continued to grow its AuM base to record levels and maintain solid financial performance in a year which began with significant challenges.

When considering these factors, Nic Dreckmann's meaningful accomplishments resulted in a Fully Met OPR. The NCC proposes total variable compensation of CHF 3.9 million for 2024. This is subject to deferral at a rate of 80% (70% of which delivered in share-based awards).

The proposed value is in line with the Group's target pay mix and caps and is deemed appropriate given the Group's overall financial performance and the CEO a.i.'s 2024 achievements.

ExB compensation decisions
This section relates specifically to the fifteen (15) members who were part of the Group ExB during the 2024 calendar year (up from 9 ExB members in 2023). It excludes any compensation related to the CEO a.i.

The ExB's average OPR (Fully Met) reflects their 2024 achievements against overall financial targets (Mostly Met), non-financial targets (Fully Met) and risk and business conduct targets (Fully Met).

Financial results at the Group and regional/divisional levels have a significant influence over the final assessment of our ExB members. This year, with the shift to the expanded ExB and the adjusted ExB scorecard weightings, each ExB member was held more accountable in the performance review process for their area of responsibility. In this regard, performance diversification amongst the individual ExB members ranged from Mostly Met to Fully Met.

The ExB's achievements, as described in the above scorecard, are varied but are highlighted by: continuing growth in recurring revenue, overachievement of cost reduction targets, strong NNM and significant revenue target achievements in nearly all regions, strong relative fund performance (first quartile) on target grids and funds, achievement of organic growth hiring targets, and key technology deliverables which led to higher relationship manager and client satisfaction.

The NCC proposes an overall total variable compensation of CHF 22.4 million in 2024 for all members of the 2024 ExB. This amount is not comparable to 2023 given the very significant reductions in variable compensation for ExB members last year, including 100% elimination of variable compensation for five ExB members. This proposal results in the ExB being subject to deferral at an average rate of 71% of total variable compensation (with 67% of deferred variable compensation delivered in equity-based awards).

The proposed values are in line with the Group's target pay mix and deemed appropriate given the Group's and individuals' performance.

Compensation caps

The NCC stipulates the importance of benchmarking ExB compensation and subjecting it to defined caps that set an appropriately balanced pay mix. There are no changes to the prior year's compensation caps.

2024 maximum caps for the Executive Board (all caps as a multiple of base salary)

	Cap	
	Average ExB	CEO
Total variable compensation (bonus, DBP and EPP)	4.0	4.0
Cash-based variable compensation (bonus and DBP)	2.0	2.0
Equity-based variable compensation (EPP)	2.0	2.0

For 2024, the variable compensation caps applicable to the ExB are unchanged and remain as follows:

- The total sum of the variable compensation allocated to the members (in aggregate) of the ExB (including the CEO) shall be capped at four times the total sum of the base salaries paid to the entire ExB.
- The total sum of the bonus and DBP and the total sum of the EPP allocated to all members (in aggregate) of the ExB (including the CEO) will each be capped at two times the total sum of the base salaries paid to the entire ExB.
- The total sum of the variable compensation allocated to the CEO shall be capped at four times the CEO's base salary.
- The total sum of the bonus and DBP and the total sum of the EPP allocated to the CEO will each be capped at two times the CEO's base salary.

The NCC is responsible for ensuring that the total variable compensation paid to the ExB members is compliant with the applicable compensation caps.

Share ownership requirements

Under the Group's share ownership requirements (SOR) the ExB members are required to build up the following shareholdings:

Executive Board member	Share ownership requirement (in Julius Baer Group Ltd. Shares/Awards)
Chief Executive Officer (CEO)	100,000 shares/awards
Executive Board members (excluding the CEO)	50,000 shares/awards

Individual shareholdings shall include all vested and fully-owned shares and non-performance-linked equity awards, plus 75% of any equity awards that are linked to performance. The members of the ExB have a period of five (5) full calendar years starting from the beginning of their appointment to the ExB to build up their Julius Baer Group Ltd. shareholdings. The final measurement will be performed on 31 December of the fifth calendar year following the ExB member's appointment to the ExB.

Details of the shareholdings of each member of the ExB can be found in the *Compensation, loans and shareholdings of the Executive Board* section of this Remuneration Report. In accordance with the NCC's instructions, 50% of all outstanding equity-based grants may be held back from any ExB member who has not reached his or her target at the measurement date until the defined level has been reached.

ExB members are not permitted to hedge Julius Baer Group Ltd. shares.

Employment contracts

As part of article 12.2 of the Articles of Incorporation (cf. www.juliusbaer.com/cg), employment agreements for the ExB may have a maximum notice period of twelve months.

The ExB members are not entitled to any special severance payments or special termination benefits under the pension plans compared to the general staff population. The termination provisions applicable to the ExB members' deferred compensation are no different than those offered to the broader senior management population in the same programmes.

Furthermore, non-competition agreements (also referred to as restrictive covenants) for members of the ExB for the time after the termination of an employment agreement are permissible (see article 12.3 of the Articles of Incorporation, cf. www.juliusbaer.com/cg) for a duration of up to two years. The consideration payable to such former members in respect of such agreements shall not exceed the total annual compensation last paid to them prior to termination.

Other variable compensation

Newly joining ExB members are not entitled to hiring bonuses; however, they may be eligible to receive a replacement of compensation that was forfeited at their previous employer (including unpaid current-year and/or prior-year outstanding variable compensation). All replacements of lost compensation must be documented prior to being replaced by Julius Baer and are replaced based on the associated fair market value (i.e. no increase to the documented replacement value). Current-year compensation replacements are partially deferred at rates in line with the Group's standard variable compensation deferral policy and will be delivered partly in immediate cash and partly in deferred awards. Prior-year outstanding deferred compensation shall be replaced on a like-for-like basis to the extent administratively practical and possible. In 2024, Thomas Frauenlob (Head Intermediaries & Family Office) was eligible for replacement awards linked to current and prior year variable compensation lost upon his termination from his former employer. Further details are provided in the *Compensation, loans and shareholdings* (audited) section of this Remuneration Report.

Clauses for change of control

ExB members are not entitled to specific payments upon a change of control or upon termination of employment related to a change of control; however, they are eligible to receive such benefits (e.g. accrued holiday pay, death/disability/retirement benefits under the pension plan) as are generally available to other Julius Baer employees.

The ExB members are not entitled to other severance payments or special termination benefits under the pension plans compared to the general staff population; nor are they entitled to special change-of-control provisions under the deferred compensation plans compared to the general staff population.

Other employee compensation

This section provides details of the ongoing compensation system for the employees of Julius Baer (excluding the ExB and Senior Management, whose compensation was addressed in the previous section). Swiss rules regarding the disclosure of compensation concern only the BoD and the ExB; thus, it is on these groups that this Remuneration Report focuses. However, Julius Baer's success depends on the continued excellence of all its employees. Accordingly, this section describes the salient features of the compensation system for non-executive employees.

Summary of 2024 employee compensation components

Element	Payment structure	Description	Governance
Base salary and allowances	100% in cash (monthly)	Base salary is set individually based on the Group's functional model comprising ten function levels, each of which represents an increasing degree of job complexity. Salary bands are assigned to each function level which define the target base salary range for jobs assigned to the respective function level. Individual salaries are then determined in accordance with these salary bands, taking market benchmarks into account. Group employees are eligible for allowances based on rank, function level and their location of employment.	Provides an appropriate level of income by function at market rates while permitting the Group to operate a fully flexible policy for variable compensation.

Short-term variable compensation	100% in cash or partially deferred into cash- and equity-based awards	Individual variable compensation amounts depend on the formal year-end assessment of performance against a range of quantitative and qualitative objectives (e.g. adherence to compliance and regulatory standards and to the Group policies, core values and procedures) as well as skills, expertise, and conduct and value behaviours.
		
		In addition to the plans offered to the members of Senior Management (as described previously), Julius Baer also offers equity- and cash-based deferred plans to members of the global staff population. Participation in these plans depends on various factors such as function level, overall variable compensation and/or nomination for participation in the relevant plan on an annual basis. The deferral structure is generally as follows:
		• Variable compensation below the annual deferral threshold: 100% immediate cash payment
		• Variable compensation at or above the annual deferral threshold: deferral applies to the full variable compensation amount (based on the same linear deferral scale and rates applicable to Senior Management). Unless required otherwise by regulation, deferred awards are subject to 3-year pro rata vesting with service-based vesting, malus and clawback provisions. The deferral structure generally results in a maximum deferral of the following:
		  • 50% of immediate cash (subject to the Variable Compensation Cash Cap of CHF 1.5 million)
		  • 25% deferred cash (Deferred Cash Plan [DCP])
		  • 25% deferred equity (Premium Share Plan [PSP]) plus a premium equity component equal to one-third of the granted PSP
		
		Variable compensation in excess of the Group's Variable Compensation Cash Cap is fully deferred (equally under the DCP and PSP).
			In line with market practice, the Group's balanced variable compensation scheme targets deferral for the more senior and/or high-performing members of staff and provides immediate cash to the remainder.
			
			For eligible staff members, the deferral programme serves as a retention mechanism, promotes long-term orientation allowing for clawback (including the same provisions as noted in the DBP) and aligns compensation with shareholders' interests. The Variable Compensation Cash Cap augments the deferral programme and increases the overall deferral for the Group's highest earners.

Pension and other benefits		Julius Baer offers competitive and market-appropriate pension and benefit programmes throughout its global offices. All programmes are in compliance with rules and regulations of the country in which they operate.	
Other compensation		Benefits and other compensation arrangements are offered globally by Group entities based on the prevailing market practices and the local rules and regulations.	

Compensation arrangements in strategic partnerships

In certain current or former strategic partnerships, Julius Baer may operate special compensation arrangements unique to the organisation concerned. Such arrangements can include compensation linked to the strategic partner entity's shares or, where required by regulations, compensation linked to the performance of the strategic partner entity's managed investment funds.

Key risk takers and regulated staff

Julius Baer takes particular care in identifying staff whose professional activities may have a material impact on the Group's (or a Group subsidiary's) risk profile (the so-called key risk takers [KRTs]) and in applying a risk-appropriate pay-out structure for such employees. The Group's role-based guidelines for identifying KRTs take into consideration both quantitative and qualitative criteria in the identification process. KRTs of Julius Baer Group Ltd. are considered Senior Management for the purpose of their deferral and are thereby subject to higher rates of deferral (up to 70%) and a longer deferral horizon than other employees. KRTs of Group subsidiaries may be considered as Group KRTs depending on their role or function.

The European regulatory requirements include a number of provisions that impact the variable compensation awarded to employees and directors of the Group entities that fall under the jurisdiction of the European Economic Area. Julius Baer has adopted pay-out process rules to ensure that the variable compensation of certain employees (e.g. identified KRTs) in applicable European Union subsidiaries meets the legislative requirements of the jurisdiction. To comply with the applicable regulatory requirements, identified KRTs may be subject to pay-out process requirements that differ from the Group's standards: fixed deferral rates/thresholds, minimum deferral periods, and instrument-based variable compensation (i.e. vested/blocked shares, share awards, and/or fund-linked instruments).

Furthermore, one of the central provisions of the European Capital Requirements Directive (CRD) requires that variable compensation paid to specific individuals (e.g. regulated KRTs) shall not exceed the value of their fixed remuneration unless shareholder approval is obtained to increase this cap. The Julius Baer entities within the European Economic Area requested and were granted approval by their respective shareholders to increase the variable compensation cap to two times fixed compensation.

Control functions

Control functions (which, among others, include Internal Audit) at Julius Baer are critical roles with responsibility for independently monitoring and managing our risks effectively. In order to ensure proper remuneration governance, the Group places a stronger emphasis on fixed compensation and operates a fully discretionary variable compensation programme whereby employees are rewarded independently from the performance of the operating business units' corporate functions they monitor or control. As a best practice, the Group has also implemented internal caps on variable compensation payable for individuals in specific divisional control functions. In order to ensure effective risk management and avoid conflicts of interest, role-based objectives remain the key driver of variable compensation awards, and achievement of the core functional objectives is rewarded regardless of the results of the business activities.

Other variable compensation

Although Julius Baer only offers performance-based compensation to its current staff (including the ExB), it may in the course of its recruitment processes offer incentives (e.g. replacements of forfeited compensation from their previous employment) for specific new hires when they join the Group. Such incentives may be made in the form of cash (subject to a minimum one-year clawback from hiring date) and/or deferred awards (generally under the Group's Long-Term Incentive Plan [LTI]). As a general policy, Julius Baer offers such forms of remuneration only on an exceptional basis, typically in the first year of employment.

Additionally, retention payments may be made to current staff in extraordinary or critical circumstances (e.g. restructuring situations). Such incentives are generally in the form of deferred shares (under the Group's LTI Plan) but may also be in the form of deferred cash (under the Group's DCP).

Actual parameters may vary according to location, local regulation, and the specific individual circumstances. In all cases where equity-based awards are not permitted in a specific location, such awards are made in cash in accordance with the terms and conditions in the DCP.

Long-Term Incentive Plan (LTI)
Group LTI awards generally run over a minimum plan period of three years (pro rata vesting permitted). The shares are transferred to participants at the time of vesting, subject to continued employment and any other conditions set out at grant. The plan allows for the addition of post-vesting blocking periods and/or performance metrics.

Employee share purchase

Staff Participation Plan (SPP)
The SPP is offered to most of Julius Baer's global employee population. Individuals may be excluded from participating because, for example, the SPP cannot be offered in a particular jurisdiction for legal, regulatory, or administrative reasons. Under this plan, eligible participants may voluntarily purchase Julius Baer Group Ltd. shares at the prevailing market price, and for every three shares purchased, they will be granted one additional matching share award. These matching shares vest after three years, subject to continued employment. Purchases under the SPP only occur once a year.

The objective of this plan is to strengthen the employee's identification with the Group, to encourage entrepreneurial spirit, to generate greater interest in the business through ownership, and to provide employees with financial recognition for their long-term dedication to the Group.

Board of Directors compensation

This section provides details of the compensation system for members of the Board of Directors (BoD).

Summary of compensation components

Element	Payment Structure	Description	Governance
Fixed compensation	Cash and share-based awards	Members of the Board of Directors (including the Chairperson) are only entitled to fixed compensation for their term of office in the form of a combination of cash and share-based awards. This fixed compensation is determined by the workload of the individual Board member based on the Board committees on which he or she serves and his or her committee position. The cash-based compensation is paid in December each year for all members of the Board of Directors except the Chairperson, who receives the cash element on a quarterly basis. Share-based awards are granted under the Group's Long-Term Incentive Plan at the beginning of each term based on a fixed total compensation value. The grant price is equal to a five-day volume-weighted average price with a one-year, service-based vesting period (equal to that of the individual's term of office). Under the award's forfeiture provisions, the award will only vest if the Board member concerned fulfils the entire term for which he or she has been elected or re-elected. No dividends are payable on unvested awards; all shares are delivered unrestricted at vesting (subject to the Guidelines on Share Ownership provided below). No additional compensation is paid to members of the Board of Directors for attending meetings.	Reflecting the independent status of all members of the Board of Directors (including the Chairperson), the remuneration package does not include a variable component and is therefore not dependent on the financial performance of the Group. However, a share-based element is included to align their compensation with shareholder interests.
Other benefits		Members of the Board of Directors benefit from preferential staff conditions for transactions (e.g. in securities) executed in-house.	In order to avoid conflicts of interest, no other preferential staff conditions (e.g. lower rates on mortgages or Lombard loans) are offered to members of the Board of Directors.

The cash element of fixed compensation is disclosed on a business-year basis (i.e. split across the two calendar years that make up a Board member's term) and the share-based element is disclosed at grant value in the year of election or re-election.

The NCC benchmarks BoD compensation against a selected peer group, including the lower quartile of the Swiss Market Index (SMI) and the upper quartile of the Swiss Market Index Mid-cap (SMIM). The Chairperson's and the overall BoD's compensation pay mix remains in line with market standards, and pay levels are in line with Julius Baer's target pay levels.

The maximum aggregate compensation amount will again be presented to shareholders for approval at the 2025 AGM for the subsequent compensation period (2025 AGM to 2026 AGM).

Share ownership requirements

Share ownership is considered an additional factor underscoring commitment towards Julius Baer. The BoD believes these requirements will strengthen the ownership mentality of Board members and ensure the alignment of the BoD's decisions with the interests of our shareholders.

The members of the BoD will be required to build up their total vested shareholdings until they reach the following levels:

Board member	Share ownership requirement (in vested Julius Baer Group Ltd. shares)
Chairperson of the Board of Directors	25,000 shares
Members of the Board of Directors (excluding the Chairperson)	7,500 shares

The members of the BoD will have a period of three full calendar years starting from their initial election to the BoD to build up their Julius Baer Group Ltd. shareholdings. The final measurement will be performed on 31 December of the third calendar year following the Board member's election to the Julius Baer Group Ltd. BoD. If the above shareholding requirements are not reached by the measurement date, 50% of the shares vesting from the individual's equity-based compensation grant may be held back until the defined level of shareholding has been reached.

Under these rules, all individuals who were members of the BoD from May 2021 have been required to build up the aforementioned Julius Baer Group Ltd. shareholdings by 31 December 2024. All members of the BoD with at least three full years of tenure have fulfilled their Share ownership requirements as at 31 December 2024.

Details of the shareholdings of each member of the BoD can be found in the *Compensation, loans and shareholdings of the Board of Directors* section of this Remuneration Report.

Contracts

The members of the BoD do not have contracts with Julius Baer Group Ltd. that provide for benefits upon termination of their term of office on the BoD.

Compensation, loans and shareholdings of the Executive Board (audited)

This section provides the data for 2024 and 2023. The details of the compensation system for members of the Executive Board are presented in the *Executive Board and Senior Management compensation* section of this Remuneration Report.

			Variable compensation (VC)[7]				
				Deferred elements[8]			
				Cash-based	Equity-based		
		Base salary[3] CHF 1,000	Immediate cash CHF 1,000	Deferred cash[10] CHF 1,000	Units[11] CHF 1,000	Pension fund, social security contributions and varia[13] CHF 1,000	Total CHF 1,000
Total compensation Executive Board 2024 (16 members; excluding replacements & restrictive covenant compensation)[1]	**2024**	**12,649[4, 5]**	**7,689[9]**	**6,065**	**12,502[12]**	**4,259[5, 14]**	**43,164[5]**
Highest Paid (when excluding replacement awards & restrictive covenants) Nic Dreckmann, CEO ad interim		*1,438*	*780*	*936*	*2,184*	*471[15]*	*5,809*
Total compensation Executive Board 2023 (10 members)[2]	**2023**	**8,235[6]**	**0[9]**	**0[12]**	**3,084[12]**	**1,701[14]**	**13,020**
Highest Paid Nic Dreckmann (COO & Head Intermediaries)		*750*	*0*	*0*	*1,024*	*222[15]*	*1,996*
Philipp Rickenbacher (CEO)		*1,500*	*0*	*0*	*0*	*224[16]*	*1,724*

[1] Details provided relate to 10 ExB members in 2023 and 16 members in 2024 (including two members who left the ExB during 2024). The foreign exchange rates applied were SGD 0.659 for 2024 (0.668 for 2023) and AED 0.240 for 2024.

[2] Includes the full value of any variable compensation awarded for performance year 2023 to the 2023 ExB members.

[3] All current members of the ExB have a full-time (100%) employment relationship with the Group. The disclosed amounts include an allowance of SGD 50,000 for the ExB member in Singapore and lump sum expense allowances up to CHF 22,800 p.a. per member of the ExB in Switzerland and CHF 24,000 p.a. to the CEO.

[4] Includes total 2024 expense allowance of CHF 314,078.

[5] Excludes the value of replacements awarded to Thomas Frauenlob, Head Intermediaries & Family Office, in the amount of CHF 4,342,534 plus CHF 273,862 in social security, pension fund and varia (delivered with an underlying award value of CHF 450,000 in immediate cash and LTI of CHF 3,892,534 in replacement of lost variable compensation and forfeited deferred compensation [like-for-like vesting on the latter]). All LTI awards were granted on 1 April 2024 with a fair value of CHF 52.04 per unit. When considering Thomas Frauenlob's replacement awards, his total 2024 compensation would amount to CHF 6,830,338 making him the highest paid ExB member.

Excludes the value of restrictive covenant (non-competition) payment awarded to the former Head Switzerland & EMEA, Yves Robert-Charrue. The 9-month non-compete period was compensated with a total award of CHF 1,700,000 commencing upon his termination on 1 April 2024. Of this total value, CHF 1,360,00 (plus social security, pension fund and varia of CHF 87'351) was awarded to him in 2024. The remainder is payable in 2025.

When including the replacement awards and restrictive covenant compensation, the total compensation paid to the ExB was CHF 49,229 million.

[6] Includes total 2023 expense allowance of CHF 239,800.

[7] Variable compensation for 2024 relates to the 2024 performance and is subject to shareholder approval at the AGM in April 2025. Includes all performance-based variable compensation awarded to ExB members who served on the ExB at any time during calendar year 2024. Variable compensation disclosed for 2023 relates to 2023 performance and was approved by shareholders at the AGM in April 2024. No amounts are paid unless and until shareholder approval has been granted at the AGM.

[8] All deferred elements are subject to malus and/or clawback provisions.

[9] Includes the portion of variable compensation delivered in blocked shares to the ExB member subject to deferral rates and pay-out restrictions under the European Securities and Markets Authority (ESMA) requirements. Such vested shares are granted under the Group's LTI programme and subject to a 6-month blocking period.

[10] Deferred cash amounts are paid in equal tranches in February over four years.

[11] Units include any awards granted under the Group's Equity Performance Plan (EPP). EPP grant date fair value of CHF 48.63 (SGD 72.70; AED 197.96, grant date: 1 March 2025) and CHF 32.56 (SGD 48.75; grant date: 15 February 2024).

[12] The average ratio of fixed to variable compensation amounted to 33%:67% in 2024 (73%:27% in 2023) with 33% deferred over four years in DBP and 67% deferred over five years in EPP (compared to 100% deferred into EPP in 2023).

[13] Includes actual employer contributions to social security (AHV/ALV) for base salaries and estimated future contributions based on the grant values of the DBP and the fair value of the Performance Units/EPP awards granted for performance years 2024 and 2023. These amounts also include premiums for additional accident insurance.

[14] Includes social security and accident insurance costs of CHF 2,059,332 in 2024 and CHF 644,063 in 2023.

[15] Includes social security and accident insurance costs of CHF 333,743 in 2024 and CHF 107,343 in 2023.

[16] Includes social security and accident insurance costs of CHF 96,097 in 2023.

The above tables are based on the accrual principle, which means that the amounts shown are compensation earned for the respective year. The actual payment of a portion of the amounts for the performance-related components, however, may be effected at a later date. In particular, under the DBP, a portion of the cash-based variable compensation is paid following shareholder approval (generally in April) with the remainder being deferred over a four-year period (disbursed in equal instalments in February over the following four years).

Loans to the members of the Executive Board (audited)

Loans to the members of the Executive Board	**31.12.2024** Loans CHF	**31.12.2024** Loans to related parties CHF	31.12.2023 Loans CHF	31.12.2023 Loans to related parties CHF
Total	**16,636,234**	**122,315**	**25,059,000**	-
of which the highest amount: *Yves Bonzon, Chief Investment Officer*	*8,060,000*	*122,315*	*8,236,000*	

The loans granted to the members of the ExB consist of Lombard loans on a secured basis (through pledging of securities portfolios or other marketable coverage), fixed-rate mortgages (on a fixed-rate basis), and floating-rate mortgages (on a variable-rate basis). Such loans are made on substantially the same terms as those granted to employees, including those relating to interest rates and collateral. For investment properties, the standard mortgage conditions for external clients apply, including those relating to pricing and amortisation.

No loans to former members of the ExB (and their related parties) were outstanding at year-end 2024 or were granted in 2024 at conditions that were not in line with market conditions.

Members of the ExB benefit from preferential staff conditions for transactions (e.g. in securities) executed in-house.

Shareholdings of the members of the Executive Board (audited)

The table below provides the (audited) aggregate holdings of both shares held by and awards made to members of the Executive Board. In 2024 awards were significantly impacted by: (a) the decreased allocation of equity-based compensation for performance year 2023 (no awards in the case of four ExB members reported for 2024 as a consequence of the credit incident); and (b) the EPP 2022 final multiplier (0.227) as reported on page 110 of this Remuneration Report.

Shareholdings of the members of the Executive Board[1]	**2024** Number of shares/awards	2023 Number of shares/awards
Nic Dreckmann, Chief Operating Officer until 31 January 2024, Chief Executive Officer ad interim as of 1 February 2024	99,661	100,026
Philipp Rickenbacher, Chief Executive Officer (left the Executive Board on 31 January 2024)	n.a.	177,006
Yves Robert-Charrue, Head Switzerland and EMEA (left the Executive Board on 3 January 2024)	n.a.	95,322
Evangelia Kostakis, Chief Financial Officer	23,984	24,332
Oliver Bartholet, Chief Risk Officer	41,255	66,177
Yves Bonzon, Co-Head IWMS and Chief Investment Officer	74,079	85,969
Jimmy Lee Kong Eng, Head Asia	99,226	124,007
Beatriz Sanchez, Head Americas (left the Executive Board on 31 December 2023)	n.a.	81,559
Nicolas de Skowronski, Co-Head IWMS and Head Wealth Management Solutions	51,122	57,875
Luigi Vignola, Head Markets	35,190	49,657
Sonia Gössi, Head Switzerland & Europe (as of 1 January 2024)	-	n.a.
Thomas Frauenlob, Head Intermediaries & Family Offices (as of 1 April 2024)	74,793	n.a.
Carlos Recoder Miralles, Head Americas & Iberia (as of 1 January 2024)	30,890	n.a.
Rahul Malhotra, Head Emerging Markets (as of 1 January 2024)	46,492	n.a.
Sandra Niethen, Head Client Strategy & Experience (as of 1 January 2024)	11,990	n.a.
Guido Ruoss, Chief Human Resources Officer & Corporate Affairs (as of 1 January 2024)	20,697	n.a.
Christoph Hiestand, Group General Counsel (as of 1 January 2024)	23,822	n.a.
Total	**633,201**	**861,930**

[1] Including shareholdings of related parties (the 2023 and 2024 figures are disclosed according to the revised share ownership requirements; for details see Chapter *III. Remuneration Report* of this Annual Report).

None of the members of the ExB held any option positions on Julius Baer Group Ltd. shares as at year-end 2024 and 2023.

The Share ownership requirements (SOR) for the members of the ExB were introduced with effect from 2014 and revised in 2021.

According to the current SOR, the CEO is required to build up and maintain 100,000 (all other ExB members 50,000 each) shares/awards of Julius Baer Group Ltd. (build-up over five full calendar years from the promotion to the new role). The SOR may be covered by awards subject to vesting conditions, with only a portion (75%) of the outstanding awards that are subject to performance-based conditions counting towards the SOR. The SOR apply for the duration of the ExB member's tenure in the applicable ExB role.

Former executives (audited)

No additional compensation was granted and paid to former members of the ExB (i.e. members not active in 2024) that related to such member's prior function within the ExB.

No compensation was granted to parties related to members of the ExB or former members of the ExB. No severance payments to members of the ExB or former members were effected in 2024 or 2023.

Mandates (audited)

In accordance with the Group's Articles of Incorporation (cf. www.juliusbaer.com/cg), no member of the ExB may hold more than five additional mandates, of which, no more than one mandate in listed companies. The following table lists the mandates of the ExB members (serving on the ExB as of 31 December 2024) that are comparable to BoD or ExB mandates in entities with a commercial purpose which are not part of Group:

Mandates of the members of the Executive Board
Evangelia (Evie) Kostakis
Member of the Board of Directors of AMINA Bank AG (Switzerland)
Jimmy Lee Kong Eng
Member of the Board of Directors of Beijing International Wealth Management Institute Co. Ltd (China)
Member of the Board of Directors of SCB-Julius Baer Securities Co. Ltd. (Thailand, Joint-venture relationship)
Luigi Vignola
Chairman, One Point 55 Ventures AG (Switzerland)

For a list of mandates within the meaning of the SIX Corporate Governance Directive, please refer to the *Corporate Governance* section of this Annual Report.

Additional honoraria, related parties, other important information (audited)

The compensation disclosed for the ExB members includes the compensation for the same function those members assume at the level of the ExB of Bank Julius Baer & Co. Ltd., the principal entity of Julius Baer Group Ltd.

No compensation has been granted to parties related to members of the ExB.

Vested compensation

The EPP vesting is contingent upon the performance of the two KPIs (namely, the cEP and the rTSR). The number of shares delivered under the EPP is between 0% and 150% (final multiplier of 0 to 1.5) of the number of Performance Units granted in any given year (with each individual KPI being capped at a maximum multiplying factor of 200%).

The final multiplier for the 2022 EPP programme (grant related to performance year 2021 and vesting 15 February 2025) reflects the Group's performance from 2022 through 2024 is 0.227. The multiplier was calculated as follows:

Final multiplier	**Weighting**	**KPI Performance**	**Target range**	**Multiplier**
rTSR	50.0%	-53.3%	-22% / +28%	-
cEP	50.0%	-27.4%	+/- 50%	0.453
Final multiplier				**0.227**

Of which the individual KPI performance was calculated as follows:

	2022 to 2024		
rTSR Performance	**INDEX**[1]	**BAER**	**rTSR**
rTSR performance (+3% target):	**62.36%**	**9.07%**	**-53.3%**

cEP Performance 2022–2024 cumulative totals in CHF m	**TARGET**	**ACTUAL**	**cEP**
Operating income	**12,931**	**10,954**	
Adjusted operating expenses[2]	-8,478	-8,076	
of which adjusted bonus	-1,391	-1,105	
Operating expenses before bonus	-7,087	-6,971	
Adjusted net operating profit before bonus and taxes	**5,844**	**3,983**	
Adjusted income taxes before taxes and bonus	-902	-357	
Adjusted net operating profit before bonus and after taxes	**4,943**	**3,626**	
Cost of capital[2]	-822	-633	
Economic profit before bonus[2]	**4,120**	**2,993**	
cEP performance:			**-27.4%**

[1] STOXX Europe 600 Banks (gross return) Index
[2] Economic profit before bonus is calculated as the sum of adjusted profit before bonus (using the same tax rate as for the full adjusted profit calculation), cost of capital and non-compensable items. The definition of adjusted profit is provided in chapter *VII. Alternative Performance Measures* of this Annual Report. The cost of capital charge is calculated by applying a pre-defined cost of capital rate to the average required capital for the period, with a lower pre-defined cost of capital rate being applied to average excess capital for the period.

Compensation, loans and shareholdings of the Board of Directors (audited)

This section provides the data for 2024 and 2023. The details of the compensation system for members of the BoD are presented in the *Board of Directors compensation* section of this Remuneration Report.

Compensation of the members of the Board of Directors[1]	Base salary[2] *CHF 1,000*	Share-based payments[3] *CHF 1,000*	Social security contributions and varia[4] *CHF 1,000*	**2024** **Total** *CHF 1,000*
Romeo Lacher – Chairman	400	450	53	**903**
Gilbert Achermann (left the Board at AGM 2024)	32	30	10	**72**
Heinrich Baumann (left the Board at AGM 2023)	n.a.	n.a.	n.a.	**n.a.**
Richard M. Campbell-Breeden	210	90	41	**341**
Bruce Fletcher (joined the Board at AGM 2024)	131	90	18	**239**
Ivo Furrer (left the Board at AGM 2023)	n.a.	n.a.	n.a.	**n.a.**
Juerg Hunziker	141	120	26	**287**
David Nicol (left the Board at AGM 2024)	37	n.a.	5	**42**
Andrea Sambo (joined the Board at AGM 2024)	112	90	16	**218**
Kathryn Shih	132	120	21	**273**
Tomas Varela Muiña	163	120	28	**311**
Eunice Zehnder-Lai	140	120	26	**286**
Olga Zoutendijk	175	90	35	**300**
Total	**1,673**	**1,320**	**279**	**3,272**

Compensation of the members of the Board of Directors[1]	Base salary[2] *CHF 1,000*	Share-based payments[3] *CHF 1,000*	Social security contributions and varia[4] *CHF 1,000*	**2023** **Total** *CHF 1,000*
Romeo Lacher – Chairman	400	150	104	**654**
Gilbert Achermann (left the Board at AGM 2024)	127	120	29	**276**
Heinrich Baumann (left the Board at AGM 2023)	37	30	15	**82**
Richard M. Campbell-Breeden	210	30	59	**299**
Bruce Fletcher (joined the Board at AGM 2024)	n.a.	n.a.	n.a.	**n.a.**
Ivo Furrer (left the Board at AGM 2023)	32	30	14	**76**
Juerg Hunziker	96	90	13	**199**
David Nicol (left the Board at AGM 2024)	150	30	42	**222**
Andrea Sambo (joined the Board at AGM 2024)	n.a.	n.a.	n.a.	**n.a.**
Kathryn Shih	145	120	28	**293**
Tomas Varela Muiña	154	120	32	**306**
Eunice Zehnder-Lai	140	120	30	**290**
Olga Zoutendijk	175	30	53	**258**
Total	**1,666**	**870**	**419**	**2,955**

At the end of 2024 and 2023, the BoD consisted of nine members. Raymond J. Baer remains Honorary Chairman of the Board of Directors. For 2024, he was compensated with CHF 87,399 (incl. VAT) through a third-party agreement for his activities on behalf of Julius Baer (CHF 51,292 incl. VAT in 2023).

[1] The members of the BoD of Julius Baer Group Ltd. assume similar director roles on the BoD of Bank Julius Baer & Co. Ltd. For more information on the detailed compensation components of the BoD please refer to the *Board of Directors compensation* section of this Remuneration Report.

[2] The base salaries are disclosed on a business year basis according to the requirements of the Swiss Code of Obligations.

The Chairman is paid a fixed base salary in cash of CHF 400,000 per term (AGM to AGM); no further compensation is paid for his work at the level of the Board Committees.

The work on the Board committees (excl. the Chairman) is compensated as follows (all figures per term AGM to AGM): (1) General base payment: CHF 90,000; (2) Governance & Risk Committee: membership and chairmanship: CHF 60,000; (3) Audit Committee: chairmanship CHF 60,000, membership CHF 25,000; (4) Nomination & Compensation Committee: chairmanship CHF 60,000, membership CHF 25,000; and (5) Development & Innovation Committee: chairmanship CHF 30,000, membership CHF 12,500.

[3] The share-based elements reflect a fixed amount in CHF (currently CHF 120,000 for BoD members). Such awards are granted each year upon election or re-election to the BoD and are rounded up to the nearest whole share. The share-based payments are valued at fair value at the grant date (CHF 49.03 per share of Julius Baer Group Ltd. on 2 May 2024; CHF 63.61 per share of Julius Baer Group Ltd. as at 2 May 2023).

Share-based payments for 2023/2024 AGM period to the Chairman of the BoD and the GRC members were forfeited due to the private debt related loss allowance. The provided share-based payment values for these BoD members are linked to the awards granted in 2024 and vesting in 2025 for the 2024/2025 AGM period.

At the AGM in 2024, Romeo Lacher (Chairman), Richard M. Campbell-Breeden, Juerg Hunziker, Kathryn Shih, Tomas Varela Muiña, Eunice Zehnder-Lai and Olga Zoutendijk were re-elected for a term of one year, Gilbert Achermann and David Nicol did not stand for re-election and left the BoD; and Bruce Fletcher and Andrea Sambo were elected as new BoD members.

[4] The amounts reported for 2024 and 2023 include Julius Baer's actual contributions to social security in the respective reporting period in accordance with the Swiss Code of Obligations, amounting to CHF 182,786 for 2024 and CHF 339,099 for 2023. Depending on the domicile of the BoD member and the applicable local legislation, contributions to social security vary despite the similar level of compensation among members of the BoD.

The value of the share-based payments shown in the above table cannot be compared with the figures in Note 17 of the 2024 Annual Report under the chapter V. Consolidated Financial Statements Julius Baer Group 2024, Share-based payments and other compensation plans because the latter discloses the compensation expense for the shares that have been recognised during the applicable reporting periods.

Under the forfeiture clause, the members of the BoD are only entitled to the shares granted to them if they fulfil the entire term for which they have been elected or re-elected. Should a BoD member resign between two AGMs, any unvested shares are generally forfeited. In that event, the cash element of their compensation will, however, be paid on a pro rata basis. In the event of dismissal of the Chairperson or a BoD member by an Extraordinary General Meeting, both the cash and the share elements will be paid on a pro rata basis. In the event of disability or death, all awards granted may be retained by the BoD member and no forfeiture applies.

BoD members are not entitled to participate in any performance-related share or cash programme at either Group or Bank level.

No compensation was granted to parties related to members of the BoD.

Loans to the members of the Board of Directors (audited)

Loans to the members of the Board of Directors	31.12.2024 Loans CHF	31.12.2024 Loans to related parties CHF	31.12.2023 Loans CHF	31.12.2023 Loans to related parties CHF
Romeo Lacher – Chairman	-	-	-	-
Gilbert Achermann (left the Board at AGM 2024)	**n.a.**	**n.a.**	-	-
Richard M. Campbell-Breeden	-	-	-	-
Bruce Fletcher (joined the Board at AGM 2024)	-	-	n.a.	n.a.
Juerg Hunziker	-	-	-	-
David Nicol (left the board at AGM 2024)	**n.a.**	**n.a.**	-	-
Andrea Sambo (joined the Board at AGM 2024)	-	-	n.a.	n.a.
Kathryn Shih	-	-	-	-
Tomas Varela Muiña	-	-	-	-
Eunice Zehnder-Lai	-	-	-	-
Olga Zoutendijk	-	-	-	-
Total	**-**	**-**	-	-

The loans granted to members of the BoD may consist of Lombard loans on a secured basis (through pledging of securities portfolios or other marketable coverage), fixed-rate mortgages (on a fixed-rate basis), and floating-rate mortgages (on a variable-rate basis).

The interest rates on the Lombard loans and the mortgages for BoD members and related parties are in line with normal market rates at the time the loans were granted and do not include any preferential conditions.

Members of the BoD benefit from preferential staff conditions for transactions (e.g. in securities) executed in-house.

Shareholdings of the members of the Board of Directors (audited)

Shareholdings of the members of the Board of Directors[1]	2024 Number of shares	2023 Number of shares
Romeo Lacher – Chairman	51,561	51,561
Gilbert Achermann (left the Board at AGM 2024)	n.a.	10,090
Richard M. Campbell-Breeden	25,477	21,477
David Nicol (left the Board at AGM 2024)	n.a.	7,177
Kathryn Shih	10,575	8,688
Tomas Varela Muiña	6,077	4,190
Eunice Zehnder-Lai	12,201	10,314
Olga Zoutendijk	10,314	10,314
Juerg Hunziker	2,387	500
Bruce Fletcher (joined the Board at AGM 2024)	-	n.a.
Andrea Sambo (joined the Board at AGM 2024)	-	n.a.
Total	**118,592**	**124,311**

[1] Including shareholdings of related parties.

None of the BoD members held any option positions on Julius Baer Group Ltd. shares as at year-end 2024 and 2023.

Share ownership requirements (SOR) for the members of the BoD were introduced with effect from 2014.

The Chairperson of the BoD is required to build up and maintain 25,000 vested shares of Julius Baer Group Ltd., the other members of the BoD 7,500 each.

The targeted number of Julius Baer Group Ltd. shares must be built up over a period of up to three years following election (and reached at year-end of the respective year) and maintained until the Board member leaves the BoD.

BoD members who were elected and/or re-elected in 2021 or earlier (i.e. all BoD members except for Bruce Fletcher, Juerg Hunziker, Andrea Sambo, and Tomas Varela Muiña) were required to reach the targeted number of shares on or before the end of calendar year 2024. Tomas Varela Muiña is required to reach such target by 2025, Juerg Hunziker by year-end 2026, and Bruce Fletcher and Andrea Sambo by year-end 2027.

Former Directors (audited)

In 2024, no compensation was granted to BoD members who left the BoD in 2023 or earlier. No loans to former members of the BoD (or their related parties) were outstanding at year-end 2024 or were granted in 2024 at conditions that were not in line with market rates.

Mandates (audited)

In accordance with the Group's Articles of Incorporation (cf. www.juliusbaer.com/cg), no member of the BoD may hold more than ten additional mandates, of which, no more than four mandates in listed companies. The following table lists the mandates of the BoD members (serving on the BoD as of 31 December 2024) that are comparable to BoD or ExB mandates in entities with a commercial purpose which are not part of Group:

Mandates of the members of the Board of Directors
Romeo Lacher – Chairman
Vice-Chairman of the Bank Council of Swiss National Bank, including member of the Nomination Committee and Chairman of the Compensation Committee (Switzerland)
Richard M. Campbell-Breeden
Member of the Board of Arq Inc. (former Advanced Emissions Solutions, Inc. (ADES)) (USA)
Founder of Omeshorn Capital Advisors (United Kingdom)
Director of Omeshorn Holdings Ltd. (British Virgin Islands)
Chairman of the Board of Directors of Arq Limited (incl. Arq International Limited, Arq UK Management Limited and Arq IP Limited) (United Kingdom)
Director of Bittescombe Manor Estate Ltd.(United Kingdom)
Bruce Fletcher (joined the Board at AGM 2024)
Chairman of the Board of Directors of the Professional Risk Managers International Association (USA)
Senior Advisor Boston Consulting Group (United Kingdom)
Juerg Hunziker
Chairman of the Board of Directors of Adcubum AG (Switzerland)
Member of the Board of Directors of Swisspeers AG (Switzerland)
Kathryn Shih
Member of the Counsel of Advisors of the Hong Kong University of Science and Technology Business School (Hong Kong)
Tomas Varela Muiña
Member of the Board of Directors of Aena S.M.E., S.A. including Chairperson of the Audit Committee[1] and Member of the Nomination and Remuneration Committee (Spain)
Independent Director of Finalbion (Spain)
Trustee of Fundacion Espanola de Estudios Financieros (Spanish Foundation of Financial Studies) (Spain)[1]
Eunice Zehnder-Lai
Member of the Board of Directors of DKSH Group (Switzerland)
Vice-Chairwoman & member of the Board of Directors of Geberit Group (Switzerland)

[1] Denotes a new or augmented role in comparison to prior year for members joining the Board prior to AGM 2024

For a list of mandates within the meaning of the SIX Corporate Governance Directive, please refer to the *Corporate Governance* section of this Annual Report.

Abbreviations

AGM	Annual General Meeting
ANPbBT	Adjusted net profit before variable compensation (bonus) and taxes
AuM	Assets under management
BoD	Board of Directors of Julius Baer Group Ltd.
bp	Basis points
CEO	Chief Executive Officer
CEO a.i.	Chief Executive Officer ad interim
cEP	Cumulative economic profit
CET1	Common equity tier 1
CFO	Chief Financial Officer
CRO	Chief Risk Officer
CRD	Capital Requirements Directive
DE&I	Diversity, Equity & Inclusion
DBP	Deferred Bonus Plan
DCP	Deferred Cash Plan
DWM	Digital Wealth Management
ExB	Executive Board of Julius Baer Group Ltd.
EMEA	Europe, Middle East & Africa
EPP	Equity Performance Plan
GRC	Governance & Risk Committee
IFRS	International Financial Reporting Standards
Index	STOXX® Europe 600 Banks Index (gross return)
KPI(s)	Key Performance Indicator(s)
KRT(s)	Key Risk Taker(s)
LTI	Long-Term Incentive Plan
MTP	Strategic 3-year Mid-Term Plan
NCC	Nomination & Compensation Committee
NNM	Net new money
OPR	Overall Performance Rating
PSP	Premium Share Plan
RoCET1	Return on common equity tier 1 capital
rTSR	Relative total shareholder return
SMI	Swiss Market Index
SMIM	Swiss Market Index Mid-cap
SOR	Share ownership requirements
SPP	Staff Participation Plan
TSR	Total Shareholder Return
TVC	Total variable compensation
VC	Variable compensation

Report of the Statutory Auditor

KPMG

Report of the statutory auditor

To the General Meeting of Julius Baer Group Ltd., Zurich

Report on the Audit of the Remuneration Report

Opinion

We have audited the Remuneration Report of Julius Baer Group Ltd. (the Company) for the year ended 31 December 2024. The audit was limited to the information pursuant to Art. 734a-734f of the Swiss Code of Obligations (CO) in the tables marked “audited” on pages 106 to 115 of the Remuneration Report.

In our opinion, the information pursuant to Art. 734a-734f CO in the Remuneration Report complies with Swiss law and the Company’s articles of incorporation.

Basis for Opinion

We conducted our audit in accordance with Swiss law and Swiss Standards on Auditing (SA-CH). Our responsibilities under those provisions and standards are further described in the “Auditor’s Responsibilities for the Audit of the Remuneration Report” section of our report. We are independent of the Company in accordance with the provisions of Swiss law and the requirements of the Swiss audit profession, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Information

The Board of Directors is responsible for the other information. The other information comprises the information included in the annual report, but does not include the tables marked “audited” in the Remuneration Report, the consolidated financial statements, the stand-alone financial statements and our auditor’s reports thereon.

Our opinion on the Remuneration Report does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the Remuneration Report, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the audited financial information in the Remuneration Report or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Board of Directors' Responsibilities for the Remuneration Report

The Board of Directors is responsible for the preparation of a Remuneration Report in accordance with the provisions of Swiss law and the Company’s articles of incorporation, and for such internal control as the Board of Directors determines is necessary to enable the preparation of a Remuneration Report that is free from material misstatement, whether due to fraud or error. The Board of Directors is also responsible for designing the remuneration system and defining individual remuneration packages.

Auditor's Responsibilities for the Audit of the Remuneration Report

Our objectives are to obtain reasonable assurance about whether the information pursuant to Art. 734a-734f CO is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Swiss law and SA-CH will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this Remuneration Report.

As part of an audit in accordance with Swiss law and SA-CH, we exercise professional judgement and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement in the Remuneration Report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made.

We communicate with the Board of Directors or its relevant committee regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the Board of Directors or its relevant committee with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

KPMG AG

Mirko Liberto Licensed Audit Expert Auditor in Charge	Corina Wipfler Licensed Audit Expert

Zurich, 11 March 2025

KPMG AG, Badenerstrasse 172, CH-8036 Zurich

IV. Risk Management

Comment on risk management

In pursuing its strategy and business, Julius Baer Group (the Group) is exposed to risks, e.g. events that may have an impact on its financial, business, regulatory, and reputational standing. Therefore, risk management is an integral part of the Group's business model and is designed to protect its franchise and reputation.

Risk management framework

The Group's Risk Management Framework (RMF) links and integrates all relevant activities, governance, and processes of the Group to identify, assess, manage, monitor, and report risks across the organisation.

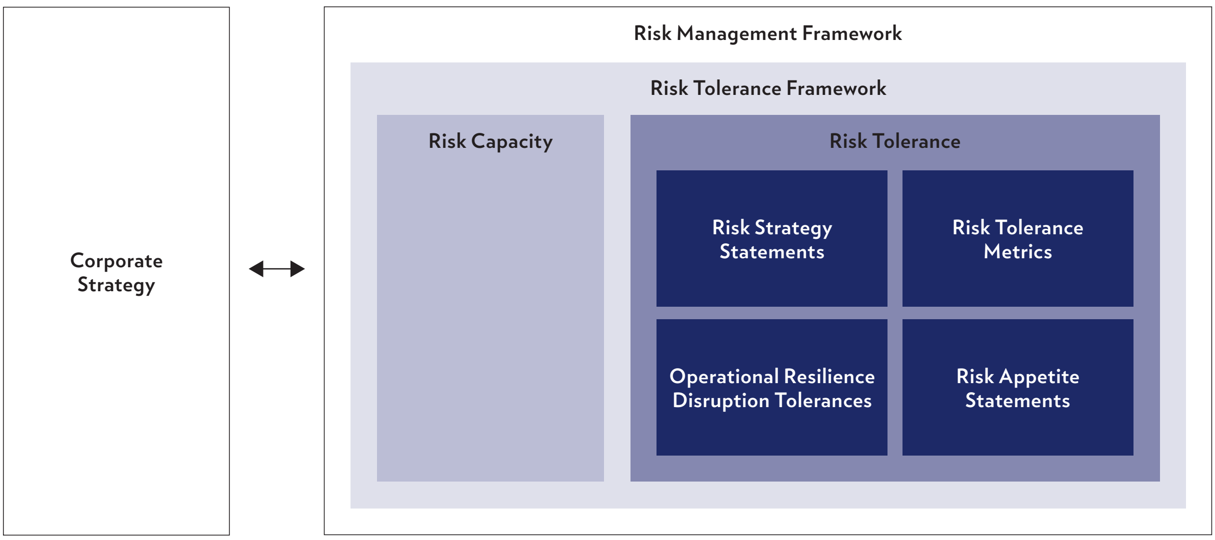
Risk management activities are structured according to the Group's risk categorisation, which represents the material risks the organisation is exposed to. Besides credit, market, and treasury risk, the Group is exposed to non-financial risks, covering operational risk, compliance and legal risk, as well as strategic, business, and reputational risk. The risk categorisation allows for individual assignment of responsibilities to Risk Type Owners (RTOs), who maintain the risk management framework of each material risk type by means and in accordance with the RMF.

Risk tolerance framework

Not all risks can be eliminated, fully controlled, or mitigated at all times. However, the Group's Risk Tolerance Framework (RTF) supports and ensures that risk-taking is in line with the strategic objectives and within the Group's overall risk capacity. The Group's risk tolerance is defined as the aggregate level of risk, subject to appropriate mitigating actions, that the Group is willing to accept across all relevant risk categories. It is formalised by a set of qualitative risk statements and quantitative risk metrics along the Group's key risk categories.

The risk capacity describes the maximum level of risk the Group can assume given its capabilities and resources, taking account of capital, earnings, and liquidity constraints (financial risk capacity), regulatory requirements, and the Group's reputational standing (regulatory and reputational risk capacity). The latter reflects all relevant laws and regulations that affect the overall business operations and conduct of the Group.

The key components of the Group's RTF are illustrated by the following figure:



Risk governance

The Group has established robust risk governance, involving several stakeholders across the organisation and various committees, functions, and business units.

The Board of Directors (BoD) is responsible for establishing the strategic course of the Group and the guiding principles for the Group's corporate culture. It approves the Group-wide RMF and RTF. This ensures that risks are managed effectively at Group level and that suitable processes are in place.

Regular reporting enables the BoD to monitor whether the risk tolerance, policies, instructions, and mandates are being complied with and whether they remain appropriate, given the Group's business model, risk profile, and strategy. In addition, the BoD regularly reviews reports analysing the Group's risk exposure.

The BoD has established the following committees to supervise specific risk management-related areas and to prepare topics for consideration by the complete board:

- Governance and Risk Committee (GRC)
- Audit Committee of the BoD (AC)
- Nomination & Compensation Committee (NCC)
- Development & Innovation Committee (DIC)

For further details, please refer to the Board of Directors section of this report.

The Executive Board (ExB) is overall responsible for developing and maintaining the RMF and the RTF for approval by the BoD. As part of its responsibility for managing the core (wealth management) business of the Group as laid down in the Group's and Bank Julius Baer's Organisational and Management Regulations (OMR), the ExB defines specific instructions with regard to risk management, implements the RMF, and ensures that the Group's risk management practices are sound and in accordance with the business model, strategy plan, risk tolerances, and the defined mitigating actions set out in them. In doing so, executive boards assume the responsibilities for the management of business, strategic, and reputational risks.

The following committees enable the ExB to delegate decision-making in the daily course of business:

- Credit Committee (CCEB)
- Risk Committee (RC)
- Asset and Liability Management Committee (ALMCO)
- Business Transformation Committee (TC)
- Sustainability Committee (SC)

For further details, please refer to the Executive Board section of this report.

The CRO (Chief Risk Officer) division develops and oversees the global framework for risk identification, assessment, management, and monitoring and reporting within the risk tolerance for the various business activities of the Group, aiming for sustainable growth of the franchise. It accomplishes this mission by being an independent partner in constructively challenging the business activities from a risk management perspective.

Further, it is responsible for the control of market risk, treasury risk, credit risk, and non-financial risk. Additionally, the CRO division oversees the interaction between risks and supports the mitigation of risks together with other divisions. The CRO coordinates his activities with regard to legal risk (including regulatory risk) matters with the Group General Counsel (GGC).

The CFO (Chief Financial Officer) division oversees the Group's financial reporting, budgeting, and strategic business analysis, including the tools used by the business units for performance follow-up. It is also responsible for balance sheet, capital, funding and liquidity management. The CFO's duties thus include maintaining a sound ratio of eligible capital to risk-weighted positions and ensuring that sufficient liquidity is available. In doing so, the division maintains monitoring systems to ensure compliance with supervisory regulations on the above topics.

Risk culture

The Group recognises that successful risk management requires a combination of sound and well-recognised risk culture, organisation and supporting processes, and effective controls.

- A sound risk culture is the key pillar in effectively managing risks. It promotes sound risk-taking and ensures that emerging risks or risk-taking activities beyond the Group's risk tolerance are appropriately identified, assessed, escalated, and mitigated in a timely manner. The following four levers are viewed as critical elements in ensuring a strong alignment between the expected behaviour standards and the strategic objectives of the Group:
    - Strong leadership and tone from the top
    - Accountability and clear roles and responsibilities
    - Effective communication and challenge
    - Employee life cycle and incentives
- Based on Julius Baer's long-standing core values 'Care, Passion, and Excellence', a set of guiding principles and professional standards for ethical business conduct have been established and documented in the Group's Code of Ethics and Business Conduct (the Code). The Code, which is globally applicable, covers a range of topics, from values and adherence to culture, on how behaviour affects clients, employees, and business activities. It supports the Group's aspiration to act with the utmost professional expertise and integrity, and articulates the Group's expectation to adhere to high standards of ethical business conduct and to comply with all applicable laws and regulations.
- To ensure adherence to the Code, employees are regularly trained on its content and provide regular confirmations of their understanding and compliance through a formal self-attestation framework. Further, non-adherence to the Code is reflected in an employee's value and risk behaviour assessment and rating, and may lead to disciplinary action.
- At Julius Baer, employees are encouraged to raise any concerns or suspicions regarding deficient or ineffective processes and/or any type of unethical or improper behaviour, including any breaches of law and/or policy. The Group instructs employees to report any such concerns directly to their line management, a member of the CRO function, and/or Human Resources. Alternative channels are also made available to report any concerns, observations, or complaints, such as contacting the Group's internal Ombudsman or reporting the incident anonymously through the Group's whistleblowing reporting tool (Integrity Line). The Group will not retaliate against any employee who reports a concern in good faith.
- The Group's remuneration philosophy is geared towards ensuring that Julius Baer attracts and retains industry professionals who are dedicated to contributing sustainable value to the Group. It fosters risk awareness while ensuring alignment with regulatory compliance.
- The procedures dealing with policy breaches by employees are defined in a global policy to ensure a standardised Group-wide sanction approach to non-compliant behaviour as well as policy and regulation infringements. Depending on the severity of the non-compliant behaviour, a variety of measures can be imposed, such as reprehension, reprimand, warning, promotion ban, financial sanction, or termination of work contract.

Group risk landscape

In order to make risks transparent and to put them into perspective, a Risk Landscape is compiled annually and continuously maintained. To comprehensively and holistically identify and assess existing and emerging risks as well as disclose them transparently to the BoD and ExB, the following multilayered approach is applied:

- A yearly bottom-up Risk and Control Self-Assessment (RCSA) of non-financial risks is performed by the Group's entities and the Business Functions at Head Office and challenged by the second line of defence.
- The RCSA is complemented by the top-down Risk Type Owner Assessment (RTOA), which is performed annually by the RTOs for all non-financial risk types.
- All risk categories are assessed, depicting both a 'normalised' and a 'stressed' risk profile (with low probability).
- The above is supplemented by a review and a top-down assessment by ExB (under the auspices of the CRO) of strategic, reputational, and major risks – and subsequently 'back-tested' against the Group's overall risk capacity.

The Risk Landscape, which is discussed and evaluated at ExB and BoD level, is an integral part of the Group's strategic capital planning process.

Capital planning and liquidity contingency plan

Regulatory capital standards require banks to calculate their capital requirements by quantifying all of the inherent risks the Group is exposed to.

In the capital planning process of the Group, its ability to withstand the impact of credit, market, and other risk events is assessed. The current and future required capital is planned in relation to the strategic targets of the Group and is therefore an integral part of the yearly budgeting and mid-term planning process. It provides a reliable forecast of available capital on the basis of business planning and budgeting, future profits, dividend policy, and targeted corporate transactions.

In assessing whether the capital base is adequate, the Group takes into account the economic cycle and shows in its capital planning that it is in a position to meet its capital adequacy requirements over a three-year horizon, even in the event of an economic downturn with sharply falling revenues and a funding stress scenario.

This includes the risk of unplanned pension liabilities since the present value of future pension obligations minus plan assets currently calculated under IAS 19 is recorded in retained earnings and, as such, risk events could reduce the available eligible regulatory capital of the Group. In case of extraordinary situations, the capital plans are reviewed on an ad hoc basis.

The Group Liquidity Contingency Plan sets out procedures and action plans for the various departments to respond to severe disruptions in the Group's ability to fund the ongoing business and payments due.

In order to trigger the Liquidity Contingency Plan, the CFO (deputised by the Head Treasury) or the CRO convokes the Liquidity Crisis Committee and Liquidity Analysis Committee, whose members and responsibilities are defined in the Contingency Plan. A trigger can be based either on the development of early warning indicators or on an extraordinary event threatening the Group's liquidity. Well-defined escalation steps related to the number of triggered early warning indicators, which are monitored on a daily basis, are in place.

The Group Liquidity Contingency Plan is reviewed at least once a year by the ALMCO, and its effectiveness is also tested at least once a year.

Stress testing

Stress tests and severe scenario analysis play an important role in assessing risks in the future, driving risk tolerance levels, facilitating risk mitigation strategies, supporting communications, assessing potential modelling limitations, and helping to drive liquidity and capital planning procedures.

The Group's stress testing framework outlines the guiding principles and foundational concepts of how stress testing shall be conducted, defines the procedures, and details the roles and responsibilities of the stakeholders involved.

The risks identified in the Risk Landscape process enter the capital planning process by means of direct stress impacts for financial risks and indirect stress impacts for idiosyncratic risks.

- Direct stress impacts, which are calibrated to the macroeconomic scenarios used as the foundation of the capital plan, cover market-driven financial risk events, including but not limited to market risk in the trading and banking book, as well as credit risk materialising in the Lombard lending, mortgages, and investment book, significant decrease of assets under management and general margin erosion.
- Indirect stress impacts are used to cover non-correlated or idiosyncratic risk events as identified in the Risk Landscape.

Stress testing results are generated without considering any mitigating management actions to provide an unfiltered view of the adverse impacts on the financial results statement and capital position. Mitigating actions to restore capital adequacy are defined as part of the capital planning process.

Further stress testing may be conducted regularly or ad hoc both on a singular business or risk level (to assess the exposure in certain areas of the business or in specific risk categories) as well as for single entities or Group-wide.

The following financial risks are regularly stress-tested and are reported to the ExB and BoD on a regular basis:

- Credit risk: regular stress tests are carried out twice a year. Pledged portfolios (consisting of securities, cash, and precious metals) and derivative exposures (consisting of over-the-counter interest options/swaps, foreign exchange margins) are stress-tested to assess the potential negative market impact on the Lombard credit book. The negative impact on the mortgage book is evaluated by reducing the assigned property market value. Also, professional counterparty risk exposures are stress-tested.
- Market risk: on a daily basis, a set of granular and standardised scenarios are calculated and the results are measured against a set of limits. Further, once per week, historical stress tests provide insight into the risks in the trading book.
- Treasury risk: on a daily basis, liquidity stress tests serve to assess the liquidity position of the Group in a combined (idiosyncratic and market) stress scenario over a 30-day horizon. The interest rate risk in the banking book is assessed both from an economic value of equity (EVE) and earnings (net interest income, NII) perspective applying regulatory prescribed and internally developed stress scenarios.

Stress testing of non-financial risks as well as strategic, business, and reputational risks is performed at least annually as part of the Group Risk Landscape process. The risks are assessed and reported within a structured process concentrating on the major risks relevant for the Group. The compilation of such risks follows a stress scenario assumption, e.g. focuses on events that may happen, but only rarely, and whose severity upon happening is exceptionally high. In addition, the estimated losses are being used in reverse stress testing of the risk capacity.

All models that are used in the stress testing framework are subject to an independent review by the internal Model Risk Management unit to mitigate the inherent model risk.

Risk reporting

As a key component of an effective risk management framework, risk reporting is used to understand, monitor, manage, and mitigate risks and escalate them to senior management. It mainly aims to inform the respective management tiers up to the BoD and the ExB of the overall risk profile, particular risk exposures, and the levels of the Group's financial ratios and capital and risk indicators. It takes place in the form of regular reports on financial risk and key ratios prepared by the CRO and CFO throughout the year.

The frequency and depth of the reporting is defined, assessed, and aligned where appropriate by the recipients of the reports depending on the size and complexity of the respective areas. The reports generally serve to provide reassurance on the adherence to risk tolerance, trigger escalation in case of non-adherence, and to provide early warning on exposures approaching risk levels, which may in turn exceed the Group's RTF.

The GRC and ExB are periodically (at least quarterly) informed by the CRO about the general risk situation (including follow-up on the residual risk assessment as set in the Group Risk Landscape) and adherence to risk tolerance statements and thresholds through the Group Risk Report. Once a year, the Group Risk Report is also discussed in the BoD.

Additionally, management informs the BoD immediately in case of exceptional events. The Group allocates a sufficient level of resources to risk monitoring against approved risk limits. Processes are established for reporting changes in risks to the relevant management bodies and risk committees. This enables the BoD and the ExB to review their risk and establish crisis management frameworks in a timely manner to implement new regulatory requirements, expand risk and crisis management capabilities, and improve efficiency.

The three lines of defence

The Group has adopted the 'Three Lines of Defence' model as a guiding organisational framework for managing risk in the functions operating across the Group. This encompasses the Internal Control System (ICS), which is, among other things, the sum of controls and processes that operate across the three lines of defence to ensure that risk is being incurred in a deliberate and disciplined manner.

The Group seeks to follow an approach of assigning clear accountability in identifying, assessing, managing, monitoring, and reporting risks. In doing so, the Group has implemented and continues to strengthen the Three Lines of Defence model across its global business operations.

Credit risk

Credit risk is the risk of financial losses due to a client or a counterparty being either unable, or only partially able, to meet an obligation owed to the Group.

The Group assumes credit risk primarily in the following two areas: (1) lending to clients in the form of Lombard loans or as mortgages to foster wealth management relationships (as part of the core business, i.e. an investment portfolio held with the Group and related Wealth Management services) and (2) in the context of its treasury, trading, and banking operations.

Professional counterparty exposure

The Group engages in transactions with banks, brokers, and selected institutional clients on both a secured and unsecured basis. This involves individual risk limits and settlement limits being approved for each counterparty. The credit exposures arising from these transactions are monitored on a daily basis, and netting agreements and collateral agreements are used to mitigate exposures further.

As a result, the vast majority of the replacement values of the exposure arising from trading transactions are covered by collateral. The Group places excess liquidity with central banks. It also makes short-term money-market placements with banks and invests in high-quality, repo-eligible bonds and secured debt instruments issued by governments, public institutions, banks, and corporations.

The Group has a credit system for managing and monitoring credit risks in the 'due-from-banks book'. Several controls are incorporated in the system to ensure timely risk management and granting of credit facilities according to delegated credit approval authorities. Credit approvals are processed using a four-eye principle. Approval authorities are continuously kept up to date taking into consideration a number of factors such as risk type, counterparty risk rating, and limit size. The credit risks associated with all the counterparties and issuers are subject to a wide range of rules and limits. These ensure that the Group's consolidated credit exposure, both on a single-counterparty and a counterparty-group basis,

- is not subject to concentration by exposure type;
- is not disproportionate to the size, shareholders' equity, and scale of business of the counterparty; and
- is clearly within the Group's risk capacity and the applicable regulatory limits.

The Group settles a substantial proportion of its trading and derivatives business indirectly through central counterparties (CCPs). The credit risks associated with CCPs are negligible, because the Group works through a variety of specialised service providers and therefore generally does not directly participate in the clearing systems concerned.

Given the focused nature of its activities, the Group is not exposed to any material correlation risk or wrong-way risk (i.e. the risk that arises when exposure to a counterparty is negatively correlated to its credit quality). Furthermore, the Group holds cash collateral for the majority of the counterparty risk arising from its open derivatives positions. The Group's securities lending business policies explicitly prohibit transactions involving correlation risk.

The Group has a general policy of avoiding group-rating triggers in its collateral agreements for derivatives transactions. As a result, were its rating to decline below a given level, the Group would not be required to provide additional collateral.

For professional counterparties, a regular stress test is in place. The current exposure is stressed and set against current limits and against stressed equity of the counterparty.

Lombard lending

The Group has a policy of lending to wealth management clients on a collateralised basis. The credit risk results from lending activities and derivatives transactions requiring a margin.

The Group uses credit risk models and frameworks to assess the riskiness of its portfolio in line with the respective lending policies. On that basis, conservative collateral values are determined as a percentage of the market value. These collateral values can be determined or adjusted for a specific collateral or for individual clients.

Every counterparty with a credit line is assigned an internal credit rating. The risk rating reflects the underlying credit risk and primarily depends on the collateral provided by the counterparty, collateral concentration, and client-specific conditions. In the case of the rating classes R1 to R6 (neither past due nor impaired), the outstanding balances are serviced; the lending value of the collateral (at fair value) pledged for collateralised exposures equals or exceeds the balances, and repayment of the balance is not in doubt. Balances in rating class R7 are considered impaired, but the exposure is still covered by collateral. For balances in rating classes R7 to R10, specific loan loss allowances are established on a case-by-case basis.

The risk rating and size of the counterparty's credit limit also determines the level of approval authority, the degree of monitoring, and the frequency of review.

The Group's objective is to achieve growth in Lombard lending commensurate with the evolution of its wealth management business. To that end, the Group has implemented a set of regularly reviewed limits for the ongoing management and systematic monitoring of various credit risk concentrations in the Lombard business in line with its risk strategy. This includes limits related to single asset collaterals, large client group concentrations, single obligors, geographical (on country-of-risk level), certain product sub-categories or risk rating concentrations; each of these limits has the same significance and is adhered to equally. Any breach of the limits becoming apparent would be dealt with in line with the general risk governance policy described above. Furthermore, management triggers exist for these limits, which allows management to take the necessary actions at an early stage so that any potential breach can be avoided. None of the internal risk limits has been exceeded during the business years 2024 and 2023. For the new single obligor limit introduced in 2024, a very limited number of positions became subject to transition plans under the general risk governance framework.

Additionally, an internal guideline for the maximum loan-to-deposit ratio, which is reviewed and validated periodically, is in place. The maximum ratio has not been exceeded during the business years 2024 and 2023.

Regular and ad hoc stress tests are performed. These are calibrated to reflect the prevailing market and political situation. The results are reviewed by the credit risk control units and reported to the relevant decision-making committees. All distressed and non-performing loans are identified at an early stage and managed proactively. Collateral shortfalls (e.g. margin calls) are processed on a daily basis and prioritised according to their severity.

The Group is using a credit system for managing and monitoring Lombard risks (including the legacy Private Debt book). The system draws the relevant position data from the bookkeeping systems of Group companies that grant loans. The system enriches this data with credit-specific information and consolidates it with data on client and counterparty positions from the various booking centres. Several controls are incorporated in these systems. All Lombard risks are monitored daily, as are current limit usage and the quality of the collateral pledged. In addition, for clients with derivatives positions whose exposure requires intraday monitoring, real-time systems are also available.

Private Debt loans: as communicated with the publication of the Annual Report 2023 the bank has decided to exit the Private Debt business. The wind-down of the Private Debt legacy portfolio is ongoing and controlled under a respective governance framework.

Mortgages

The Group grants mortgages to wealth management clients in Switzerland and in a limited number of international locations. The properties pledged are assessed and valued individually as part of the credit risk management process. These valuations are carried out either based on a factor model or by qualified internal and external appraisers. Maximum mortgage amounts are determined based on the characteristics of each property and client. An additional financial sustainability assessment is also carried out before a mortgage is granted. In many cases, supplementary collateral in the form of securities is provided in addition to the pledged property itself. Every mortgage is assigned a risk rating. The rating reflects the underlying credit risk, which primarily depends on the counterparty assessment, the property, and potentially supplementary collateral. The risk rating for the requested limit size also determines the approval level and review frequency. The Group tends to assign comparatively low mortgage values and adopt a relatively conservative approach to mortgage risk.

The Group conducts regular stress tests with different scenario sizes depending on the type, the location, and the size of the property, and ad hoc portfolio analysis to assess potential negative market impacts on the mortgage book.

The mortgage positions are monitored in a supervision system globally. Additionally, workflow systems for limit processing, monitoring, and managing credit risks for the mortgage book are in place. Several controls are incorporated in these systems to ensure timely registration and collateral valuation, the granting of credit facilities according to delegated credit approval authorities, and formalised monitoring procedures.

Market risk

Market risk refers to the potential losses from changes in the valuation of the Group's assets and liabilities because of changes in market prices, volatilities, correlations, and other valuation-relevant factors.

Julius Baer assumes market risk exposure through activities of the Markets Division and the Treasury department as well as through the purchase of participations and financial investments.

The identification of market risks is ensured with a strict product approval process, including the assessment and validation of models, and their implementation in trading and risk systems to assure the capture of all risk components. A regular review of positions and models in trading and banking books assures an ongoing identification of new risks or the need for changing models or processes. The Group uses statistical models and measures, i.e. value-at-risk (VaR) and expected shortfall, to assess trading and non-trading market risks and to represent these risks in the Risk Landscape.

Further, the Group performs market risk portfolio analyses and stress testing on a regular basis as well as in relation to specific events.

Specific frameworks apply for business lines and positions which go beyond pure trading market risk but include other risk elements like credit risk.

The complexity of the methodologies ranges from simple sensitivity analyses to complex scenario stress testing.

For market risk assumed in the Markets Division, the Market Risk unit in the CRO division and the Product Control unit in the CFO division oversee the application of the framework set by the BoD.

Authorities and responsibilities for trading activities are cascaded down from the ExB to the Division Head of Markets to Business Line Heads and Trading Desk Heads.

For market risk managed within the Treasury department, the above mentioned units oversee the application of the framework set by the BoD and the ALMCO.

A control environment for market risk has been implemented and integrated into key business processes. This ensures that products are approved to be in line with the strategy and risk tolerance, limits are in place and adhered to, front-to-back reconciliation processes are in place, and the valuation of positions follows a fair value approach.

The Group uses a variety of metrics and models to continuously measure and control market risk exposures. Limits reflecting Julius Baer's risk tolerance are set using these models, including:

- VaR limits
- Scenario, stress scenario and sensitivity limits (including credit risk components)
- Nominal/market value limits
- Stop loss limits and/or profit and loss volatility limits

Internal models are developed and maintained for the pricing and risk management of financial products that cannot be valued directly or risk-managed on the basis of quoted market prices.

Regulatory back-testing is performed daily to document the performance of the internal VaR model.

Treasury risk

Treasury risk consists of asset and liability management (ALM) risk and treasury investment risk. ALM risk is inherent in the mismatch of assets and liabilities regarding their tenor structure, interest rate commitment and repricing behaviour, and currency denomination. For instance, market moves may adversely influence the economic value of equity, or the firm may be unable to convert assets into cash at a sufficient pace to match contractual obligations.

Treasury investment risk is the risk that treasury equity or fixed income assets may lose value in unfavourable market conditions.

Identification of Treasury risks is ensured via ongoing analysis of balance sheet and Treasury trading positions by Treasury Risk Control. A regular review of models ensures timely identification of new risks or the need for changing models or processes. Special transactions and new products are assessed regarding their impact on risk metrics, models, and infrastructure prior to approval. The body overseeing Treasury Risk identification and discussing developments of financial markets and the Group's balance sheet is the Group ALMCO.

The assessment of Treasury risk is performed with the following risk indicators:

ALM risks:

- Liquidity risk: liquidity stress testing, early warning indicators, liquidity coverage ratio
- Funding/financing risk: funding gaps, funding concentrations, net stable funding ratio, loan-deposit ratio
- Interest rate risk in the banking book (IRRBB): economic value sensitivity, net interest income sensitivity (internal and external IRRBB scenarios)
- Foreign currency risk: FX scenario stress testing, FX mix of capital

Treasury investment risk:

- Credit spread risk: credit spread stress testing
- Equity risk: notional limits, purpose classification, holding period limits

The stress testing models and parameters are regularly reviewed and approved by the ALMCO and Group Model Validation.

Treasury risks are managed on Group level by Group Treasury as the 1st line of defence. Risk management activities include the composition of Treasury assets, the steering of Markets and Private Banking borrowing and lending activity through the setting of internal transfer prices, the hedging of positions with derivatives (incl. the maintenance of hedge accounting programs), and the execution of capital markets transactions.

Treasury risk management activity is guided and constrained by the ALMCO and Treasury risk policies and manuals.

Treasury activity is independently controlled by Treasury Risk Control as the 2nd line of defence, i.e. by challenging risk management processes and practices in Treasury/ALM and supervising their investment strategy.

Key indicators to assess Treasury risks are monitored on a daily or monthly basis by Treasury Risk Control against the Group's risk tolerance and the targets set by the ALMCO. Treasury Risk Control conducts deep dives on risk exposures and analyses the underlying drivers on the balance sheet, business activity, and Treasury trading.

Analyses of the Group's risk exposure and relevant market developments related to Treasury/ALM activity are regularly presented to the ALMCO by Treasury Risk Control to inform qualitative and quantitative discussions on prudent balance sheet management.

Non-financial risk

Non-financial risk is the threat of losses resulting from the inadequacy or failure of internal processes, people, or systems, or as a consequence of external events. Non-financial risk includes compliance risks, which comprise financial loss or damage resulting from a breach of applicable laws, regulations, internal or external rules, market practice, and legal risks.

Strategic risk is defined as the risk of employing a strategy that fails to secure the adequate returns available from the capital employed in the long run. The Group is exposed to strategic risk in the pursuit of its profitable growth strategy. Business risk is the risk arising from a bank's long-term business strategy of pure wealth management. It deals with a bank not being able to keep up with changing competition dynamics and/or an unfavourable fiscal, political, or regulatory environment. Reputational risk describes the risk that the reputation the Group has with its stakeholders (including regulators, shareholders, clients, employees, and the general public) deteriorates and the trust in its franchise and brand value is negatively influenced.

The Group is subject to various non-financial risks by providing services to clients and counterparties, by receiving services from third parties, and by operating in a regulated industry.

The Group has defined the underlying risk management processes for every risk type along a Risk Management Cycle.

The continuous identification (step 1) of relevant risks is a key risk management activity. This relates to both emerging threats/risks as well as to increasing risk profiles. New and emerging risks may be identified by a single source of information or by assessing the relationship between various sources, such as key risk indicators (KRIs) and key performance indicators (KPIs), client complaints, audit issues, control failures, regular risk meetings, meetings with regulators, or specific internal or external events. Further, a concept for the identification, capturing, and tracking of self-identified risk issues (SIRIs) has been developed and operational risk incidents are systematically captured in a central Group-wide database (BaerGRC). The analysis of these incidents is another important source to identify deficiencies in the organisation and to take appropriate measures to mitigate them.

The assessment (step 2) of identified risks consists of the qualitative analysis and quantification of the inherent risk, the control risk, and finally the residual risk along defined risk management principles and methods. It also includes the development, testing, and validation of models to measure risks, as well as stress-testing procedures to assess and measure risks in predefined scenarios.

The day-to-day risk management (step 3) has to ensure an adequate response to identified risks and the set risk tolerance. It includes all activities from risk evaluation to the definition and implementation of risk mitigation measures that aim to prevent or reduce risks and damages, e.g. the setting of global standards and controls, education and training, automation of processes, and the implementation of limits and metrics.

Monitoring activities (step 4) include the performance of control activities or quality assurance procedures on implemented standards and controls to ensure that the risk profile and exposure is kept within the risk tolerance, e.g. via risk metrics (KRIs or KPIs) and limits.

The reporting (step 5) supports all hierarchy levels to have a transparent and accurate overview of the underlying risk profile and risk exposure. This also includes timely escalation in case of breaches of set risk tolerances. The frequency and depth of the reporting is defined, assessed, and aligned where appropriate by the recipients of the reports depending on the size and complexity of the respective areas.

V. Consolidated Financial Statements Julius Baer Group

Primary financial statements

Consolidated income statement

	Note	**2024** CHF m	2023 CHF m
Interest income on financial instruments measured at amortised cost or FVOCI		2,508.9	2,593.1
Interest expense on financial instruments measured at amortised cost		2,131.6	1,751.3
Net interest income	1	377.3	841.9
Commission and fee income		2,456.9	2,156.6
Commission expense		252.7	227.1
Net commission and fee income	2	2,204.3	1,929.5
Net income from financial instruments measured at FVTPL		1,282.1	1,057.8
Net credit losses/(recoveries) on financial instruments		14.8	606.3
Other ordinary results	3	12.0	16.7
Operating income		**3,860.9**	**3,239.6**
Personnel expenses	4	1,789.1	1,709.2
General expenses	5	772.8	771.8
Depreciation of property and equipment	8	100.2	102.6
Amortisation and impairment of intangible assets	9	144.6	142.2
Operating expenses		**2,806.7**	**2,725.8**
Profit before taxes		**1,054.1**	**513.8**
Income taxes	6A	31.9	60.3
Net profit		**1,022.3**	**453.4**
of which attributable to:			
Shareholders of Julius Baer Group Ltd.		*1,022.1*	*454.0*
Non-controlling interests		*0.1*	*-0.5*

Share information	Note	**2024** CHF	2023 CHF
Basic earnings per share (EPS)	14	4.98	2.21
Diluted earnings per share (EPS)	14	4.97	2.21

Consolidated statement of comprehensive income

	2024 CHF m	2023 CHF m
Net profit recognised in the income statement	**1,022.3**	**453.4**
Other comprehensive income (net of taxes):		
Items that may be reclassified to the income statement		
Net unrealised gains/(losses) on debt instruments measured at FVOCI	166.4	194.4
Net realised (gains)/losses on debt instruments measured at FVOCI reclassified to the income statement	-0.6	-0.4
Effective portion of changes in fair value of hedging instruments designated as cash flow hedges	18.1	24.8
Cost of hedging related to cash flow hedges	-	-1.7
Translation differences	29.3	-138.9
Realised (gains)/losses on translation differences reclassified to the income statement	11.9	-1.0
Items that will not be reclassified to the income statement		
Net unrealised gains/(losses) on equity instruments measured at FVOCI	-34.8	53.8
Gains/(losses) from own credit risk on financial liabilities designated at fair value	-1.3	-4.5
Remeasurement of defined benefit obligation	-23.9	-27.2
Other comprehensive income	**165.0**	**99.4**
Total comprehensive income	**1,187.3**	**552.8**
of which attributable to:		
Shareholders of Julius Baer Group Ltd.	*1,187.2*	*553.4*
Non-controlling interests	*0.1*	*-0.5*

Consolidated balance sheet

	Note	**31.12.2024** *CHF m*	31.12.2023 *CHF m*
Assets			
Cash and balances at central banks		8,231.6	9,680.2
Due from banks	21	5,523.7	3,848.1
Receivables from securities financing transactions	18	5,732.2	1,774.9
Lombard loans	21	33,093.7	30,665.5
Mortgages	21	8,508.9	8,241.9
Financial assets measured at FVTPL	7B	14,680.5	12,180.5
Derivative financial instruments	19	3,767.0	2,297.9
Financial assets designated at fair value		179.1	188.9
Financial assets measured at FVOCI	7C/21	10,697.7	12,922.5
Other financial assets measured at amortised cost	7D/21	5,295.6	5,590.2
Property and equipment	8	659.4	648.7
Goodwill and other intangible assets	9	2,616.7	2,565.0
Accrued income and prepaid expenses		849.3	769.1
Deferred tax assets	6C	17.1	24.1
Other assets	12	5,219.0	5,388.7
Total assets		**105,071.5**	**96,786.3**

	Note	**31.12.2024** CHF m	31.12.2023 CHF m
Liabilities and equity			
Due to banks		5,228.8	2,323.8
Payables from securities financing transactions	18	2,592.5	5,873.1
Due to customers		68,700.0	63,235.8
Financial liabilities measured at FVTPL	7B	778.6	795.5
Derivative financial instruments	19	2,963.3	2,757.3
Financial liabilities designated at fair value		12,156.2	10,187.4
Debt issued	10	3,721.9	3,409.2
Accrued expenses and deferred income		1,107.2	1,103.3
Current tax liabilities		199.9	248.4
Deferred tax liabilities	6D	45.4	56.8
Provisions	11	51.5	34.5
Other liabilities	12	697.3	598.0
Total liabilities		**98,242.6**	**90,623.1**
Share capital	13	4.1	4.1
Retained earnings		7,578.8	7,106.1
Other components of equity		-693.7	-882.4
Treasury shares		-61.8	-66.6
Equity attributable to shareholders of Julius Baer Group Ltd.		**6,827.4**	**6,161.3**
Non-controlling interests		1.5	1.9
Total equity		**6,828.8**	**6,163.2**
Total liabilities and equity		**105,071.5**	**96,786.3**

Consolidated statement of changes in equity

	Share capital CHF m	Retained earnings CHF m	OCI related to equity instruments at FVOCI CHF m	OCI related to debt instruments at FVOCI CHF m
At 1 January 2023	**4.3**	**7,536.0**	**150.9**	**-579.2**
Net profit	-	454.0	-	-
Items that may be reclassified to the income statement	-	-	-	194.0
Items that will not be reclassified to the income statement	-	-27.2	53.8	-
Total other comprehensive income	-	-27.2	53.8	194.0
Total comprehensive income	**-**	**426.8**	**53.8**	**194.0**
Net realised gains reclassified from OCI to retained earnings	-	108.8	-108.8	-
Capital reduction	-0.2	-399.9	-	-
Changes in non-controlling interests	-	-0.3	-	-
Dividends	-	-535.6[1]	-	-
Dividend income on own shares	-	0.6	-	-
Share-based payments expensed for the year	-	88.6	-	-
Share-based payments vested	-	-116.5	-	-
Changes in derivatives on own shares	-	8.8	-	-
Acquisitions of own shares	-	-	-	-
Disposals of own shares	-	-11.2	-	-
At 31 December 2023	**4.1**	**7,106.1**	**95.9**	**-385.1**

	Share capital CHF m	Retained earnings CHF m	OCI related to equity instruments at FVOCI CHF m	OCI related to debt instruments at FVOCI CHF m
At 1 January 2024	**4.1**	**7,106.1**	**95.9**	**-385.1**
Net profit	-	1,022.1	-	-
Items that may be reclassified to the income statement	-	-	-	165.8
Items that will not be reclassified to the income statement	-	-23.9	-34.8	-
Total other comprehensive income	-	-23.9	-34.8	165.8
Total comprehensive income	**-**	**998.2**	**-34.8**	**165.8**
Net realised gains reclassified from OCI to retained earnings	-	0.3	-0.3	-
Changes in non-controlling interests	-	-1.1	-	-
Dividends	-	-535.6[1]	-	-
Dividend income on own shares	-	0.6	-	-
Share-based payments expensed for the year	-	74.1	-	-
Share-based payments vested	-	-74.7	-	-
Changes in derivatives on own shares	-	-4.3	-	-
Acquisitions of own shares	-	-	-	-
Disposals of own shares	-	14.9	-	-
At 31 December 2024	**4.1**	**7,578.8**	**60.8**	**-219.3**

[1] Dividend payment per share CHF 2.60 (2024)/CHF 2.60 (2023).
[2] Includes the effective portion of changes in fair value of hedging instruments designated as cash flow hedges as well as cost of hedging related to cash flow hedges.

Other components of equity						
Cash flow hedges[2] CHF m	Own credit risk on financial liabilities designated at FV CHF m	Translation differences CHF m	Treasury shares CHF m	Equity attributable to shareholders of Julius Baer Group Ltd. CHF m	Non-controlling interests CHF m	**Total equity** CHF m
-52.8	**-0.0**	**-419.2**	**-352.9**	**6,287.2**	**2.5**	**6,289.7**
-	-	-	-	**454.0**	-0.5	**453.4**
23.2	-	-139.9	-	**77.3**	-	**77.3**
-	-4.5	-	-	**22.1**	-	**22.1**
23.2	-4.5	-139.9	-	**99.4**	-	**99.4**
23.2	**-4.5**	**-139.9**	**-**	**553.4**	**-0.5**	**552.8**
-	-	-	-	**-**	-	**-**
-	-	-	400.0	**-**	-	**-**
-	-	-	-	**-0.3**	-0.1	**-0.4**
-	-	-	-	**-535.6**	-	**-535.6**
-	-	-	-	**0.6**	-	**0.6**
-	-	-	-	**88.6**	-	**88.6**
-	-	-	116.5	**-**	-	**-**
-	-	-	-12.0	**-3.2**	-	**-3.2**
-	-	-	-389.6	**-389.6**	-	**-389.6**
-	-	-	171.4	**160.2**	-	**160.2**
-29.6	**-4.5**	**-559.1**	**-66.6**	**6,161.3**	**1.9**	**6,163.2**
-29.6	**-4.5**	**-559.1**	**-66.6**	**6,161.3**	**1.9**	**6,163.2**
-	-	-	-	**1,022.1**	0.1	**1,022.3**
18.1	-	41.2	-	**225.1**	-	**225.1**
-	-1.3	-	-	**-60.1**	-	**-60.1**
18.1	-1.3	41.2	-	**165.0**	-	**165.0**
18.1	**-1.3**	**41.2**	**-**	**1,187.2**	**0.1**	**1,187.3**
-	-	-	-	**-**	-	**-**
-	-	-	-	**-1.1**	-0.5	**-1.6**
-	-	-	-	**-535.6**	-	**-535.6**
-	-	-	-	**0.6**	-	**0.6**
-	-	-	-	**74.1**	-	**74.1**
-	-	-	74.7	**-**	-	**-**
-	-	-	2.2	**-2.0**	-	**-2.0**
-	-	-	-205.2	**-205.2**	-	**-205.2**
-	-	-	133.1	**148.0**	-	**148.0**
-11.5	**-5.8**	**-517.9**	**-61.8**	**6,827.4**	**1.5**	**6,828.8**

Consolidated statement of cash flows

	2024 CHF m	2023 CHF m
Net profit	**1,022.3**	**453.4**
Adjustments to reconcile net profit to cash flow from/(used in) operating activities:		
Non-cash items included in net profit and other adjustments:		
– Depreciation of property and equipment	100.2	102.6
– Amortisation and impairment of intangible assets	144.6	142.2
– Change in loss allowance	14.8	607.6
– Deferred tax expense/(benefit)	-3.3	-10.1
– Net loss/(gain) from investing activities	-103.6	-84.1
– Other non-cash income and expenses	75.6	87.6
Net increase/decrease in operating assets and liabilities:		
– Net due from/to banks and securities financing transactions	-300.1	4,849.5
– Net financial assets measured at FVTPL and derivative financial instruments	-3,765.0	1,359.6
– Net Lombard loans, mortgages and due to customers	2,764.5	-8,123.0
– Issuance and repayment of financial liabilities designated at fair value	1,978.5	-1,295.2
– Accrued income, prepaid expenses and other assets	68.5	951.6
– Accrued expenses, deferred income, other liabilities and provisions	175.1	61.4
Adjustment for income tax expenses	35.2	70.5
Income taxes paid	-81.6	-102.7
Cash flow from operating activities	**2,125.8**	**-929.1**
Purchase of property and equipment and intangible assets	-253.8	-239.6
Disposal of property and equipment and intangible assets	0.7	0.4
Net (investment in)/divestment of financial assets measured at FVOCI	2,674.8	562.2
Net (investment in)/divestment of other financial assets measured at amortised cost	436.0	-2,015.9
Disposal in subsidiaries, net of cash and cash equivalents disposed	8.1	-
Deferred payments of acquisition of subsidiaries	-1.9	-1.5
Cash flow from investing activities	**2,863.9**	**-1,694.4**
Net movements in treasury shares and own equity derivative activity	-58.6	-232.0
Dividend payments	-535.6	-535.6
Changes in debt issued	186.4	847.3
Changes in non-controlling interests	-1.6	-0.4
Cash flow from financing activities	**-409.4**	**79.3**
Net (decrease)/increase in cash and cash equivalents	**4,580.2**	**-2,544.2**

	2024 CHF m	2023 CHF m
Cash and cash equivalents at the beginning of the year	16,220.3	18,912.4
Cash flow from operating activities	2,125.8	-929.1
Cash flow from investing activities	2,863.9	-1,694.4
Cash flow from financing activities	-409.4	79.3
Effects of exchange rate changes on cash and cash equivalents	12.0	-147.8
Cash and cash equivalents at the end of the year	**20,812.6**	**16,220.3**

	31.12.2024 CHF m	31.12.2023 CHF m
Cash and cash equivalents are structured as follows:		
Cash and balances at central banks	8,231.6	9,680.2
Due from banks[1]	5,471.8	3,771.3
Receivables from securities financing transactions[1]	5,607.6	1,593.3
Debt instruments measured at FVOCI[1]	1,501.6	1,175.5
Total	**20,812.6**	**16,220.3**

[1] Original maturity of less than three months

	2024 CHF m	2023 CHF m
Additional cash flow information		
Interest received in cash	3,242.3	3,106.7
Interest paid in cash	2,786.2	2,599.8
Dividends on equities received in cash	257.6	246.8

Notes to the consolidated financial statements

Note 1 Net interest income

The interest in the following table is accounted for under the effective interest method:

	2024 CHF m	2023 CHF m
Interest income on amounts due from banks	284.7	337.1
Interest income on Lombard loans and mortgages	1,626.7	1,756.8
Interest income on debt instruments at FVOCI	412.3	341.5
Interest income on debt instruments at amortised cost	185.1	157.3
Negative interest received on financial liabilities	-	0.4
Interest income on financial instruments measured at amortised cost or FVOCI	**2,508.9**	**2,593.1**
Interest expense on amounts due to banks	188.5	97.0
Interest expense on amounts due to customers	1,812.9	1,543.8
Interest expense on debt issued	118.0	99.7
Interest expense on lease liabilities	12.2	10.6
Negative interest paid on financial assets	0.0	0.2
Interest expense on financial instruments measured at amortised cost	**2,131.6**	**1,751.3**
Total	**377.3**	**841.9**

Note 2 Net commission and fee income

The Group recognises fee and commission income from its wealth management-related services either at the time the service is performed, i.e. upon execution of a transaction, or in the corresponding periods over the life of a contract if services are provided over a certain period of time. Income and income components that are based on performance are recognised to the extent that it is highly probable that a significant reversal will not occur.

	2024 CHF m	2023 CHF m
Advisory and management fees	1,704.9	1,547.2
Brokerage commissions and income from securities underwriting	715.6	566.8
Commission and fee income on other services	36.5	42.6
Total commission and fee income	**2,456.9**	**2,156.6**
Commission expense	252.7	227.1
Total	**2,204.3**	**1,929.5**

Note 3 Other ordinary results

	2024 CHF m	2023 CHF m
Dividend income on equity instruments at FVOCI	3.2	3.2
Result from disposal of debt instruments at FVOCI	1.9	1.0
Loss on investments in associates	-0.8	-19.8
Real estate income	6.3	6.0
Other ordinary income	22.1	27.8
Other ordinary expenses	-20.7	-1.6
Total	**12.0**	**16.7**

Note 4 Personnel expenses

	2024 CHF m	2023 CHF m
Salaries and bonuses	1,417.3	1,332.8
Contributions to staff pension plans (defined benefits)	84.5[1]	72.6
Contributions to staff pension plans (defined contributions)	43.8	42.0
Other social security contributions	114.8	112.3
Share-based payments	74.1	88.6
Other personnel expenses	54.6	60.8
Total	**1,789.1**	**1,709.2**

[1] Includes the gain from a curtailment to the Swiss pension plan in the amount of CHF 5.5 million.

Note 5 General expenses

	2024 CHF m	2023 CHF m
Occupancy expense	32.8	33.2
IT and other equipment expense	114.4	106.0
Information, communication and advertising expense	198.6	199.5
Service expense, fees and non-income taxes	376.0	362.0
Provisions and losses	43.9	61.9
Other general expenses	7.0	9.2
Total	**772.8**	**771.8**

Note 6 Income taxes

Income tax expense comprises current taxes, top-up taxes, and deferred taxes.

Current income taxes are calculated on the basis of the applicable tax laws of the respective countries and are recognised as expense in the financial year in which the related taxable income arises.

Top-up taxes are determined on the basis of the applicable top-up tax laws of the respective countries and recognised as expense at the level of the constituent entity in the financial year in which the related GloBE-income (Global Anti-Base Erosion – Pillar 2) arises.

Deferred tax assets and deferred tax liabilities are taken into account for the expected future tax consequences of all temporary differences between the carrying amounts of assets and liabilities for financial Group reporting purposes and the corresponding local tax values.

6A Tax effects recognised in the income statement

The following table presents the reconciliation between the product of accounting profit multiplied by the applicable (statutory) tax rate and the effective tax expense of the Group:

	2024 *CHF m*	2023 *CHF m*
Income tax on profit before taxes (statutory tax expense)	200.3	97.6
Effect of tax rate differences in foreign jurisdictions	-2.1	0.0
Effect of domestic tax rate differences	4.2	4.6
Income subject to a reduced tax rate	-63.6	-58.3
Effect of change in applicable tax rate on temporary differences	-0.0	-0.7
Effect of utilisation of prior-year losses	-2.0	-2.9
Effect from unrecognised tax losses	7.2	6.2
Non-deductible expenses	22.3	28.8
Top-up taxes	0.3	-
Adjustments related to prior years	-143.1[1]	-16.3
Change in deferred tax recognition	3.3	2.6
Other	4.9	-1.3
Actual income tax expense	**31.9**	**60.3**

[1] The vast majority of the adjustments related to prior years resulted from a substantial release of tax provisions following the completion of a Swiss corporate income tax audit covering the financial years 2017-2022.

The basis for the above table is the statutory income tax rate of 19% (2023: 19%), which corresponds to the average tax rate in Switzerland.

The Group applies management judgement in identifying uncertainties related to income tax treatments and the respective interpretations by local tax authorities. In addition, management judgement also adequately considers court decisions and aligns its estimates accordingly. The Group operates in an international tax environment that has become more complex and challenging in recent years because of multinational (e.g., Base Erosion and Profit Shifting [BEPS] project by OECD/G20) and unilateral initiatives. Among other things, the Group applies transfer pricing arrangements among different Group entities due to its cross border operations to correctly align taxable profits with value creation. Therefore, the Group subsidiaries' tax filings in different jurisdictions include deductions related to such transfer pricing arrangements and the local tax authorities may challenge the applied tax treatment. However, based on its ongoing analysis of the tax regulations and the respective application in the different locations as well as the benchmarking process, the Group is of the opinion that its transfer pricing arrangements will be accepted by the tax authorities. Moreover, the tax treatment of various items requires an interpretation of local tax law and practice in many jurisdictions to the best of the Group's knowledge. In addition, the Group books provisions where adequate to cover future potential tax. Due to reach of statute of limitation and favourable closing of various tax periods by final assessments, the Group was able to release a substantial part of tax provision relating to various jurisdictions for various periods. After considering the above, the Group is of the opinion that the tax expense and tax liabilities in the financial statements are adequate and based on reasonable judgements by tax professionals.

The OECD/G20 introduced a new minimum taxation regime under GloBE Model Rules, which applies to multinational groups that have consolidated revenues of EUR 750 million or more. The Group is in scope of this new regime. Various countries have changed their tax laws accordingly as of 1 January 2024.

In Switzerland, the Qualified Domestic Minimum Top-up Tax (QDMTT) has been applicable as of 1 January 2024.

In 2024, the Group is subject to the OECD GloBE Model Rules in various jurisdictions. Based on these rules, the Group recognised top-up taxes (QDMTT) only in Ireland as of 31 December 2024.

The Group applies the exception to recognising and disclosing information about deferred tax assets and liabilities related to Pillar 2 income taxes, as provided in the amendments to IAS 12 issued in May 2023.

	2024 *CHF m*	2023 *CHF m*
Domestic income taxes	-70.9	-7.2
Foreign income taxes	102.8	67.5
Total	**31.9**	**60.3**
Current income taxes	35.2	70.5
Deferred income taxes	-3.3	-10.1
Total	**31.9**	**60.3**

6B Tax effects recognised outside the income statement

Current and deferred taxes are credited or charged outside the income statement (i.e. directly in equity or in other comprehensive income) if the taxes refer to items that are credited or charged outside the income statement.

			2024
	Before-tax amount *CHF m*	Tax (expense)/ benefit *CHF m*	Net-of-tax amount *CHF m*
Items that may be reclassified to the income statement			
Net unrealised gains/(losses) on debt instruments measured at FVOCI	178.7	-12.2	**166.4**
Net realised (gains)/losses on debt instruments measured at FVOCI reclassified to the income statement	-0.6	-0.0	**-0.6**
Effective portion of changes in fair value of hedging instruments designated as cash flow hedges	18.1	-	**18.1**
Translation differences	29.3	-	**29.3**
Realised (gains)/losses on translation differences reclassified to the income statement	11.9	-	**11.9**
Items that will not be reclassified to the income statement			
Net unrealised gains/(losses) on equity instruments measured at FVOCI	-42.9	8.1	**-34.8**
Gains/(losses) from own credit risk on financial liabilities designated at fair value	-1.3	-	**-1.3**
Remeasurement of defined benefit obligation	-29.8	5.9	**-23.9**
Other comprehensive income	**163.3**	**1.7**	**165.0**

			2023
	Before-tax amount *CHF m*	Tax (expense)/ benefit *CHF m*	Net-of-tax amount *CHF m*
Items that may be reclassified to the income statement			
Net unrealised gains/(losses) on debt instruments measured at FVOCI	210.3	-15.8	**194.4**
Net realised (gains)/losses on debt instruments measured at FVOCI reclassified to the income statement	-0.4	-0.0	**-0.4**
Effective portion of changes in fair value of hedging instruments designated as cash flow hedges	24.8	-	**24.8**
Cost of hedging related to cash flow hedges	-1.7	-	**-1.7**
Translation differences	-138.9	-	**-138.9**
Realised (gains)/losses on translation differences reclassified to the income statement	-1.0	-	**-1.0**
Items that will not be reclassified to the income statement			
Net unrealised gains/(losses) on equity instruments measured at FVOCI	66.7	-12.9	**53.8**
Gains/(losses) from own credit risk on financial liabilities designated at fair value	-4.5	-	**-4.5**
Remeasurement of defined benefit obligation	-33.4	6.3	**-27.2**
Other comprehensive income	**121.9**	**-22.5**	**99.4**

6C Deferred tax assets

	31.12.2024 CHF m	31.12.2023 CHF m
Balance at the beginning of the year	**24.1**	**45.4**
Income statement – credit	5.0	3.8
Income statement – charge	-6.3	-17.7
Recognised directly in OCI	-5.0	-7.0
Translation differences and other adjustments	-0.7	-0.5
Balance at the end of the year	**17.1**	**24.1**

The components of deferred tax assets are as follows:

	31.12.2024 CHF m	31.12.2023 CHF m
Operating loss carryforwards	-	0.2
Employee compensation and benefits	14.0	12.3
Financial assets measured at FVOCI	13.6	22.7
Property and equipment	2.4	2.9
Other	0.4	2.2
Deferred tax assets before set-off[1]	**30.4**	**40.3**
Offset	-13.3	-16.2
Total	**17.1**	**24.1**

[1] For balance sheet purposes, the Group recognises either a deferred tax asset or a deferred tax liability for each consolidated company if that company is allowed to net its deferred tax assets and deferred tax liabilities in line with the local tax rules. Disaggregation of these net balances (in this case deferred tax assets) into the single components may result in negative amounts (in this case deferred tax liabilities), which are disclosed as offsetting amounts.

As of 31 December 2024, the Group has cumulative unrecognised loss carryforwards of CHF 31.2 million (2023: CHF 28.6 million) that expire and CHF 81.7 million (2023: CHF 75.6 million) that do not expire. Therefore, the Group has potential related deferred tax assets on losses carried forward in the total amount of CHF 28.0 million (2023: CHF 25.5 million) which are allocated to the individual countries as follows:
Brazil CHF 15.3 million (2023: CHF 11.8 million),
India CHF 7.8 million (2023: CHF 9.6 million),
Switzerland CHF 4.3 million (2023: CHF 3.8 million),
and Qatar CHF 0.6 million (2023: CHF 0.4 million).

Expiry dates of unrecognised tax losses carried forward	31.12.2024 CHF m	31.12.2023 CHF m
Within 1 to 2 years	7.8	8.8
Within 3 to 5 years	10.9	11.4
Within 6 to 8 years	12.5	8.4
No expiry	81.7	75.6
Total	**112.9**	**104.2**

In addition, the Group has unrecognised temporary differences resulting in a potential tax benefit in the amount between CHF 0 million and CHF 99 million, which arose from the Swiss tax reform measures 2019/2020 and for which a respective agreement with the Swiss tax authorities from December 2019 is available. The position will reverse by 2029 at the latest.

In general, deferred tax assets arising from temporary differences and from loss carryforwards eligible for offsetting are only capitalised if it is likely that sufficient future taxable profits will be available against which those temporary differences or loss carryforwards can be offset; those related to operating loss carryforwards are assessed at each year-end with regard to their sustainability based on the actual three-year business forecast.

6D Deferred tax liabilities

	31.12.2024 *CHF m*	31.12.2023 *CHF m*
Balance at the beginning of the year	**56.8**	**65.6**
Income statement – charge	4.8	4.0
Income statement – credit	-9.4	-28.1
Recognised directly in OCI	-6.7	15.5
Translation differences and other adjustments	-0.2	-0.2
Balance at the end of the year	**45.4**	**56.8**

The components of deferred tax liabilities[1] are as follows:

	31.12.2024 *CHF m*	31.12.2023 *CHF m*
Provisions	4.7	1.2
Property and equipment	32.4	30.9
Financial assets measured at FVOCI	15.5	23.0
Intangible assets	1.4	1.9
Pension asset	3.5	3.4
Other	1.2	12.7
Deferred tax liability before set-off[2]	**58.7**	**73.0**
Offset	-13.3	-16.2
Total	**45.4**	**56.8**

[1] The temporary differences associated with investments in subsidiaries do not lead to deferred tax liabilities since the Group is able to control the timing of the reversal of the temporary difference and since it is probable that the temporary differences will not reverse in the foreseeable future.
[2] For balance sheet purposes, the Group recognises either a deferred tax asset or a deferred tax liability for each consolidated company if that company is allowed to net its deferred tax assets and deferred tax liabilities in line with the local tax rules. Disaggregation of these net balances (in this case deferred tax liabilities) into the single components may result in negative amounts (in this case deferred tax assets), which are disclosed as offsetting amounts.

Note 7 Financial assets and financial liabilities

7A Classification of financial assets and financial liabilities

	FVTPL *CHF m*	Designated as at FVTPL *CHF m*	FVOCI *CHF m*	Amortised cost *CHF m*	31.12.2024 **Total** *CHF m*
Financial assets					
Cash and balances at central banks	-	-	-	8,231.6	**8,231.6**
Due from banks	-	-	-	5,523.7	**5,523.7**
Receivables from securities financing transactions	-	-	-	5,732.2	**5,732.2**
Lombard loans	-	-	-	33,093.7	**33,093.7**
Mortgages	-	-	-	8,508.9	**8,508.9**
Financial assets measured at FVTPL	14,680.5	-	-	-	**14,680.5**
Derivative financial instruments	3,767.0	-	-	-	**3,767.0**
Financial assets designated at fair value	-	179.1	-	-	**179.1**
Financial assets measured at FVOCI	-	-	10,697.7	-	**10,697.7**
Other financial assets measured at amortised cost	-	-	-	5,295.6	**5,295.6**
Accrued income/other financial assets	-	-	-	799.7	**799.7**
Total	**18,447.5**	**179.1**	**10,697.7**	**67,185.3**	**96,509.6**
Financial liabilities					
Due to banks	-	-	-	5,228.8	**5,228.8**
Payables from securities financing transactions	-	-	-	2,592.5	**2,592.5**
Due to customers	-	-	-	68,700.0	**68,700.0**
Financial liabilities measured at FVTPL	778.6	-	-	-	**778.6**
Derivative financial instruments	2,913.3	-	50.0	-	**2,963.3**
Financial liabilities designated at fair value	-	12,156.2	-	-	**12,156.2**
Debt issued	-	-	-	3,721.9	**3,721.9**
Accrued expenses/other financial liabilities	-	-	-	619.8	**619.8**
Total	**3,691.9**	**12,156.2**	**50.0**	**80,862.9**	**96,761.1**

	FVTPL CHF m	Designated as at FVTPL CHF m	FVOCI CHF m	Amortised cost CHF m	31.12.2023 Total CHF m
Financial assets					
Cash and balances at central banks	-	-	-	9,680.2	**9,680.2**
Due from banks	-	-	-	3,848.1	**3,848.1**
Receivables from securities financing transactions	-	-	-	1,774.9	**1,774.9**
Lombard loans	-	-	-	30,665.5	**30,665.5**
Mortgages	-	-	-	8,241.9	**8,241.9**
Financial assets measured at FVTPL	12,180.5	-	-	-	**12,180.5**
Derivative financial instruments	2,284.1	-	13.8	-	**2,297.9**
Financial assets designated at fair value	-	188.9	-	-	**188.9**
Financial assets measured at FVOCI	-	-	12,922.5	-	**12,922.5**
Other financial assets measured at amortised cost	-	-	-	5,590.2	**5,590.2**
Accrued income/other financial assets	-	-	-	714.8	**714.8**
Total	**14,464.6**	**188.9**	**12,936.4**	**60,515.6**	**88,105.5**
Financial liabilities					
Due to banks	-	-	-	2,323.8	**2,323.8**
Payables from securities financing transactions	-	-	-	5,873.1	**5,873.1**
Due to customers	-	-	-	63,235.8	**63,235.8**
Financial liabilities measured at FVTPL	795.5	-	-	-	**795.5**
Derivative financial instruments	2,722.9	-	34.5	-	**2,757.3**
Financial liabilities designated at fair value	-	10,187.4	-	-	**10,187.4**
Debt issued	-	-	-	3,409.2	**3,409.2**
Accrued expenses/other financial liabilities	-	-	-	605.0	**605.0**
Deferred payments related to acquisitions	3.6	-	-	-	**3.6**
Total	**3,522.0**	**10,187.4**	**34.5**	**75,446.8**	**89,190.7**

7B Financial assets and financial liabilities measured at FVTPL

	31.12.2024 *CHF m*	31.12.2023 *CHF m*
Financial assets measured at FVTPL		
Trading securities – debt at FVTPL	3,691.3	3,433.9
of which listed	*2,260.3*	*1,919.2*
of which unlisted	*1,431.1*	*1,514.8*
Trading securities – equity at FVTPL	10,544.0	8,226.0
of which listed	*9,408.7*	*6,701.6*
of which unlisted	*1,135.3*	*1,524.4*
Other financial assets mandatorily measured at FVTPL	445.1	520.6
Total	**14,680.5**	**12,180.5**
Financial liabilities measured at FVTPL		
Debt instruments at FVTPL	153.7	117.7
of which listed	*148.7*	*106.3*
of which unlisted	*5.0*	*11.3*
Equity instruments at FVTPL	624.9	677.9
of which listed	*594.1*	*512.3*
of which unlisted	*30.8*	*165.5*
Total	**778.6**	**795.5**

7C Financial assets measured at FVOCI

	31.12.2024 *CHF m*	31.12.2023 *CHF m*
Government and agency bonds	3,575.9	5,897.8
Financial institution bonds	5,480.4	4,930.7
Corporate bonds	1,519.2	1,929.7
Debt instruments at FVOCI	**10,575.5**	**12,758.2**
of which listed	*7,233.0*	*7,539.6*
of which unlisted	*3,342.5*	*5,218.6*
Equity instruments at FVOCI	**122.2**	**164.3**
of which unlisted	*122.2*	*164.3*
Total	**10,697.7**	**12,922.5**

7D Other financial assets measured at amortised cost

	31.12.2024 CHF m	31.12.2023 CHF m
Government and agency bonds	2,871.1	3,085.4
Financial institution bonds	1,861.3	1,962.5
Corporate bonds	563.2	542.4
Total	**5,295.6**	**5,590.2**
of which listed	*4,894.5*	*4,893.4*
of which unlisted	*401.1*	*696.8*

7E Financial assets pledged or ceded

		31.12.2024		31.12.2023
	Carrying value CHF m	Effective commitment CHF m	Carrying value CHF m	Effective commitment CHF m
Cash and balances at central banks[1]	26.0	26.0	31.2	31.2
Securities	1,009.2	1,009.2	1,623.3	1,623.3
Other	31.7	12.1	34.5	23.6
Total	**1,067.0**	**1,047.3**	**1,689.0**	**1,678.1**

1 The line item 'Cash and balances at central banks' includes the pledged cash at the Swiss National Bank related to the Swiss deposit guarantee institution.

The assets are mainly pledged for Lombard limits at central banks, stock exchange securities deposits, and collateral in over-the-counter (OTC) derivatives trading. Not included in these numbers are financial assets provided as collateral in securities transactions (refer to Note 18 for details).

Note 8 Property, equipment, and leases

Property and equipment includes bank premises, IT, communication systems, leasehold improvements, and other equipment. Items of property and equipment are depreciated over their estimated useful lives using the straight-line method. Bank premises are depreciated over a period of 66 years, leasehold improvements over the shorter of the residual lease term or useful life, IT hardware over three years, and other items of property and equipment generally over five to ten years.

Current maintenance and servicing costs are recognised in general expenses.

	Bank premises *CHF m*	Leases *CHF m*	Other property and equipment *CHF m*	**Total property and equipment** *CHF m*
Historical cost				
Balance at 01.01.2023	**439.6**	**491.1**	**195.3**	**1,126.1**
Additions	4.0	84.4	58.8	**147.3**
Disposals/transfers[1]	1.8	40.0	19.0	**60.9**
Translation differences	-	-7.9	-2.8	**-10.8**
Balance at 31.12.2023	**441.8**	**527.6**	**232.3**	**1,201.8**
Additions	6.5	69.4	37.7	**113.6**
Disposal of subsidiaries	-	12.9	3.7	**16.6**
Disposals/transfers[1]	-	60.3	22.7	**83.0**
Translation differences	-	2.1	1.0	**3.1**
Balance at 31.12.2024	**448.4**	**526.0**	**244.5**	**1,218.9**

	Bank premises *CHF m*	Leases *CHF m*	Other property and equipment *CHF m*	**Total property and equipment** *CHF m*
Accumulated depreciation and impairment losses				
Balance at 01.01.2023	**164.9**	**215.1**	**138.3**	**518.3**
Charge for the period	9.9	61.3	31.4	**102.6**
Disposals/transfers[1]	1.8	39.8	19.0	**60.6**
Translation differences	-	-4.9	-2.3	**-7.2**
Balance at 31.12.2023	**172.9**	**231.7**	**148.5**	**553.1**
Charge for the period	10.3	55.2	34.8	**100.2**
Disposal of subsidiaries	-	9.1	3.7	**12.8**
Disposals/transfers[1]	-	59.6	22.7	**82.3**
Translation differences	-	0.8	0.4	**1.2**
Balance at 31.12.2024	**183.2**	**219.0**	**157.2**	**559.4**

	Bank premises *CHF m*	Leases *CHF m*	Other property and equipment *CHF m*	**Total property and equipment** *CHF m*
Carrying value				
Balance at 31.12.2023	**268.9**	**295.9**	**83.9**	**648.7**
Balance at 31.12.2024	**265.1**	**307.0**	**87.3**	**659.4**

[1] Includes also derecognition of fully depreciated assets.

A lessee recognises right-of-use assets and lease liabilities for all leases with a term of more than 12 months, unless the underlying asset is of low value. The vast majority of lease contracts where the Group is the lessee relates to office leases, with a limited number of leases of vehicles and other items. The Group does not apply lease accounting to software or other intangible assets.

As the implicit rate in leases is generally not available, the Group as a lessee applies its incremental borrowing rate. This rate is determined based on the Group's actual funding rate (by currency and term), which is provided to the Group by external sources on a regular basis.

The following information relates to the Group's lease activities:

	2024 *CHF m*	2023 *CHF m*
Amounts recognised in the income statement		
Depreciation charge	55.2	61.3
Interest expense on lease liabilities	12.2	10.6
Expense related to short-term/low-value leases	1.8	2.2
Total	**69.2**	**74.1**
Cash outflows for leases (excluding short-term/low-value leases)		
Cash payments – leases	47.8	47.8
Cash payments – interest paid	12.2	10.6
Total	**60.1**	**58.4**

	31.12.2024 *CHF m*	31.12.2023 *CHF m*
Maturity analysis – contractual undiscounted cash flows for lease liabilities		
Less than one year	61.3	55.9
One to five years	185.9	177.3
More than five years	148.7	154.7
Total	**395.8**	**387.8**

Note 9 Goodwill and other intangible assets

Customer relationships comprise long-term customer relationship intangibles from business combinations. They are initially recognised at fair value at the date of acquisition and are amortised over their estimated useful life not exceeding ten years, using the straight-line method.

The capitalised software is amortised using the straight-line method over its useful life not exceeding ten years.

	Goodwill CHF m	Customer relationships CHF m	Software CHF m	**Total intangible assets** CHF m
Historical cost				
Balance at 01.01.2023	**2,039.3**	**1,413.1**	**1,399.3**	**4,851.6**
Additions	-	-	176.7	**176.7**
Disposals/transfers[1]	-	-	18.3	**18.3**
Translation differences	-6.3	-2.1	-2.8	**-11.2**
Balance at 31.12.2023	**2,033.0**	**1,411.0**	**1,554.9**	**4,998.9**
Additions	-	-	209.6	**209.6**
Disposal of subsidiaries	1.1	0.2	0.7	**2.0**
Disposals/transfers[1]	-	-	36.9	**36.9**
Translation differences	-12.3	-5.9	0.1	**-18.1**
Balance at 31.12.2024	**2,019.6**	**1,404.9**	**1,727.1**	**5,151.5**
Accumulated amortisation and impairment losses				
Balance at 01.01.2023	**317.2**	**1,388.9**	**609.4**	**2,315.5**
Charge for the period	-	12.8	129.4[2]	**142.2**
Disposals/transfers[1]	-	-	18.1	**18.1**
Translation differences	-0.1	-4.5	-1.2	**-5.7**
Balance at 31.12.2023	**317.1**	**1,397.2**	**719.5**	**2,433.8**
Charge for the period	-	6.4	138.2[3]	**144.6**
Disposal of subsidiaries	1.1	0.2	0.6	**2.0**
Disposals/transfers[1]	-	-	36.9	**36.9**
Translation differences	0.0	-4.9	0.1	**-4.8**
Balance at 31.12.2024	**316.0**	**1,398.5**	**820.3**	**2,534.8**
Carrying value				
Balance at 31.12.2023	**1,715.9**	**13.7**	**835.4**	**2,565.0**
Balance at 31.12.2024	**1,703.5**	**6.4**	**906.8**	**2,616.7**

[1] Includes also derecognition of fully amortised assets.
[2] Includes impairment of CHF 8.8 million related to software not used anymore.
[3] Includes impairment of CHF 3.8 million related to software not used anymore.

Goodwill – impairment testing
To identify any indications of impairment of goodwill, the recoverable amount based on the value in use is determined for the respective cash-generating unit (CGU, i.e. for the smallest identifiable group of assets that generates cash inflows independently from other assets) and is subsequently compared with the carrying amount of that unit. Within the Group, cash inflows are not attributable to either any dimension (e.g. geographical areas, booking centres, clients, or products) or group of assets. In addition, management makes operating decisions based on information at the Group level (see also Note 26 regarding the determination of the segments). Therefore, the goodwill is allocated to and tested at the level of the Group.

In 2023, following some changes within the Group (sale of the former subsidiary NSC Asesores, impairment of Kairos goodwill recognised in 2022), the Group performed a review of its organisational set-up. Part of this review was a full integration of the former CGU Julius Baer Family Office Brasil (JBFO, the Group's Brazilian subsidiary) into the CGU Julius Baer Wealth Management (JBWM). This integration was triggered by the fact that JBFO and its business became much more closely aligned to the rest of the Group by harmonising, among others, its business offering and management structure. As a result, the CGU JBFO does not exist anymore and the remaining goodwill is tested for impairment together with the JBWM business.

The Group uses a proprietary model based on the discounted cash flow method to calculate the recoverable amount. The Group estimates the free cash flows expected to be generated from the continuing use of the CGU based on its regular financial planning, taking into account the following key parameters and their single components:

- assets under management;
- return on assets (RoA) on the average assets under management (driven by fees and commissions, trading income, and net interest income);
- operating income and expenses; and
- tax rate applicable.

To each of these key parameters, reasonably expected growth assumptions are applied in order to calculate the projected cash flows for the next five years, whereof the first three years are based on the detailed budgeting and the remaining two years on the less detailed mid-term planning (particularly net new money). The Group expects in the medium and long term favourable development of the wealth management activities, which is reflected in the respective growth of the key parameters, although the Group cannot exclude short-term market disruptions. The Group also takes into consideration its relative strength as a pure wealth management provider vis-à-vis its peers, which should result in better-than-average business development in the respective market. Additionally, the estimates of the expected free cash flows take into account the projected investments that are necessary to maintain the level of economic benefits expected to arise from the underlying assets in their current condition.

The resulting free cash flows are discounted to present value, using a pre-tax discount rate of 9.3% (2023: 10.6%). The discount rate used in the calculation represents the Group's specific risk-weighted rate based on factors such as the risk-free rate, market risk premium, adjusted Beta, size premium, and country risk premium.

The Group's approach to determine the key assumptions and related growth expectations is based on management's knowledge and reasonable expectations of future business, using internal and external market information, planned and/or started business initiatives, and other reasonable intentions of management. For that purpose, the Group uses historical information by taking into consideration the current and expected market situations as well as the current and expected future relative market position of the Group vis-à-vis its respective competitors and in its industry. The long-term growth rate beyond management's planning horizon of five years for assets under management is assumed at 1%.

Changes in key assumptions

Deviations of future actual results achieved vs. forecast/planned key assumptions, as well as future changes of any of the key assumptions based on a future different assessment of the development of relevant markets and/or businesses may occur. Such deviations may result from changes in products and client mix, profitability, required types and intensity of personnel resources, general and company-specific personnel cost development, and/or changes in the implementation of known or the addition of new business initiatives, and/or other internal and/or external factors. These changes may cause the value of the business to alter and therefore either increase or reduce the difference between the carrying value in the balance sheet and the recoverable amount, or may even lead to a partial impairment of goodwill.

Management has performed sensitivity analyses on the discount rate and growth rate applied to a forecast period. Under all these scenarios with reasonably possible changes in key assumptions (i.e. discount rate and growth rate), the recoverable amount is considerably above the carrying amount of the CGU.

Note 10 Debt issued

	31.12.2024 *CHF m*	31.12.2023 *CHF m*
Money market instruments	502.0	311.2
Bonds	3,219.9	3,098.0
Total	**3,721.9**	**3,409.2**

Changes in bonds

	2024 *CHF m*	2023 *CHF m*
Balance at the beginning of the period	**3,098.0**	**2,479.8**
Changes from financing cash flows:		
– Proceeds from issuance of new bonds	929.0	753.8
– Repayment of bonds	-933.4	-
Total changes from financing cash flows	**-4.4**	**753.8**
Amortisation of premiums/discounts	0.3	1.0
Foreign exchange	89.6	-164.5
Offsetting own bonds	6.2	-4.9
Hedge accounting	30.3	32.8
Balance at the end of the period	**3,219.9**	**3,098.0**

Bonds

Issuer/year of issue		Currency	Notional amount m	Stated interest rate/ effective interest rate %	31.12.2024 Carrying value[1] CHF m	31.12.2023 Carrying value CHF m
Julius Baer Group Ltd.						
2017	Perpetual tier 1 subordinated bond	USD	300.0	4.750/4.910	-	249.7
2017	Domestic senior unsecured bond	CHF	200.0	0.375/0.324	-	196.9
2019	Perpetual tier 1 subordinated bond	CHF	350.0	2.375/2.487	349.8	349.1
2020	Perpetual tier 1 subordinated bond	USD	350.0	4.875/5.242	295.8	266.5
2021	Perpetual tier 1 subordinated bond	USD	320.0	3.625/3.743	287.2	262.6
2022	Perpetual tier 1 subordinated bond	USD	400.0	6.875/7.033	361.1	334.9
2023	Perpetual tier 1 subordinated bond	EUR	400.0	6.625/6.762	373.4	367.8
2024	Domestic senior unsecured bond	EUR	500.0	3.875/3.978	470.1	-
Bank Julius Baer & Co. Ltd.						
2021	Domestic senior unsecured bond	CHF	260.0	0.125/0.103	256.7	245.1
2021	Senior unsecured bond	EUR	500.0	0.000/0.092	-	464.6
2023	Senior unsecured bond	CHF	160.0	2.375/2.328	164.7	160.3
2023	Senior unsecured bond	CHF	200.0	2.500/2.461	200.4	200.5
2024	Senior unsecured bond	CHF	460.0	2.375/2.353	460.6	-
Total					**3,219.9**	**3,098.0**

[1] The Group applies fair value hedge accounting for certain bonds by means of specific interest rate swaps. The changes in the fair value that are attributable to the hedged risk are reflected in an adjustment to the carrying value of the bond.

Perpetual tier 1 subordinated bonds

The maturities of the perpetual tier 1 subordinated bonds issued by Julius Baer Group Ltd. are essentially perpetual. These bonds are unsecured, subordinate to all borrowings (with the exception of the remainder of the tier 1 capital), fully paid up, capable of sustaining losses, and devoid of any voting rights. The bonds can first be redeemed, at the issuer's discretion, five to seven years after their issue date, and at yearly or half-yearly intervals thereafter, provided the regulator approves such redemption. In addition, the bonds may also be redeemed upon a regulatory event or tax event, as described in the prospectus. In the case of a viability event occurring, i.e. at a point in time where there is a threat of insolvency ('point of non-viability' or 'PONV'), as described in Article 29 of the Capital Adequacy Ordinance (CAO) of the Swiss Financial Market Supervisory Authority (FINMA), all monies (including par value and any interest) due on the bonds will automatically cease to be payable and the bonds will be completely written off (i.e. their value will be written down to zero). Should a trigger event occur – i.e. should tier 1 common equity (under Basel III) fall below 5.125% (2019, 2021, 2022 and 2023 issues) or 7.000% (2020 issues) – the value of the bonds will be written down to ensure that the write-down threshold ratio that originally triggered the event is restored to a level equal to or exceeding its trigger level. Here, too, in a worst-case scenario all monies due on the bonds will cease to be payable in their entirety. In the event of the monies payable on the bonds ceasing to be payable either in part or in full, no subsequent increase in the value of the bonds is envisaged or permitted. From the issue date to the reset date, the bonds will pay interest at a fixed rate. Thereafter, the interest payable on the bonds will be refixed for the next five years at a rate equal to the sum of the benchmark rate and a margin. Interest on the bonds is payable, in arrears based on the respective day count convention, until the bonds have either been redeemed or fully written off. Interest payments on the bonds are prohibited in the event of this being ordered by the regulator (FINMA) or should there be insufficient retained earnings on the balance sheet of Julius Baer Group Ltd. to finance the payment of interest on tier 1 capital and to make any distributions already planned in respect of the previous financial year. Once suspended, any interest payments will permanently cease to be payable. Such interest payments are not cumulative, nor will they be paid at any future date. In the event of interest payments on the bonds being suspended, the Board of Directors of Julius Baer Group Ltd. will not be permitted to recommend any dividend payments to the Annual General Meeting until such time as interest payments on the bonds are resumed. Moreover, in the event of interest payments on the bonds being suspended, Julius Baer Group Ltd. will not repurchase any of its own shares, neither directly nor indirectly.

2017 issue
The perpetual tier 1 subordinated bond, which is denominated in USD, was issued by Julius Baer Group Ltd. on 12 September 2017. From the issue date to the first reset date (12 September 2024), the bonds paid interest at a fixed rate of 4.750% per annum, payable semi-annually in arrears on 12 March and 12 September in each year. The bond was paid back on the first possible redemption date (12 September 2024) at par value plus accrued interest.

2019 issue
The perpetual tier 1 subordinated bond, which is denominated in CHF, was issued by Julius Baer Group Ltd. on 25 June 2019. The bonds can be redeemed at the issuer's discretion anytime in the three months prior to and including the first reset date (25 September 2025) and on every annual interest payment date thereafter. From the issue date to the first reset date (25 September 2025), the bonds will pay an annual interest at a fixed rate of 2.375% on 25 September of each year (first long coupon on 25 September 2020). Thereafter, the interest payable on the bonds will be refixed for the next five years equal to the sum of the benchmark rate (i.e. the five-year CHF mid-market swap rate) and a margin of 2.861%. Interest on the bonds is payable annually on 25 September of each year.

2020 issue
The perpetual tier 1 subordinated bond, which is denominated in USD, was issued by Julius Baer Group Ltd. on 8 October 2020. The bonds can be redeemed at the issuer's discretion anytime in the six months prior to and including the first reset date (8 October 2026) and on every semi-annual interest payment date thereafter. From the issue date to the first reset date (8 October 2026), the bonds will pay interest at a fixed rate of 4.875% per annum. Thereafter, the interest payable on the bonds will be refixed for the next five years at a rate equal to the sum of the benchmark rate (i.e. the yield for US Treasury securities at 'constant maturity' for a designated maturity of five years) and a margin of 4.616%. Interest on the bonds is payable semi-annually in arrears on 8 April and 8 October in each year.

2021 issue
The perpetual tier 1 subordinated bond, which is denominated in USD, was issued by Julius Baer Group Ltd. on 23 September 2021. The bonds can be redeemed at the issuer's discretion anytime in the six months prior to and including the first reset date (23 September 2028) and on every semi-annual interest payment date thereafter. From the issue date to the first reset date, the bonds will pay interest at a fixed rate of 3.625% per annum. Thereafter, the interest payable on the bonds will be reset for the next five years at a rate equal to the sum of the benchmark rate (i.e. the yield for US Treasury securities at 'constant maturity' for a designated maturity of five years) and a margin of 2.539%. Interest on the bonds is payable semi-annually in arrears on 23 March and 23 September each year.

2022 issue
The perpetual tier 1 subordinated bond, which is denominated in USD, was issued by Julius Baer Group Ltd. on 9 June 2022. The bonds can be redeemed at the issuer's discretion anytime in the six months prior to and including the first reset date (9 December 2027) and on every semi-annual interest payment date thereafter. From the issue date to the first reset date, the bonds will pay interest at a fixed rate of 6.875% per annum. Thereafter, the interest payable on the bonds will be reset for the next five years at a rate equal to the sum of the benchmark rate (i.e. the yield for US Treasury securities at 'constant maturity' for a designated maturity of five years) and a margin of 3.940%. Interest on the bonds is payable semi-annually in arrears on 9 December and 9 June each year.

2023 issue
The perpetual tier 1 subordinated bond, which is denominated in EUR, was issued by Julius Baer Group Ltd. on 15 February 2023. The bonds can be redeemed at the issuer's discretion anytime in the six months prior to and including the first reset date (15 February 2030) and on every semi-annual interest payment date thereafter. From the issue date to the first reset date, the bonds will pay interest at a fixed rate of 6.625% per annum. Thereafter, the interest payable on the bonds will be reset for the next five years at a rate equal to the sum of the benchmark rate (i.e. the then-prevailing annual five-year EUR Mid-Swap Rate) and a margin of 3.847%. Interest on the bonds is payable semi-annually in arrears on 15 February and 15 August each year.

Senior unsecured issues
2017 issue
The senior unsecured bond, which is denominated in CHF, was issued by Julius Baer Group Ltd. on 6 December 2017. The bonds had a final maturity on 6 December 2024 and paid interest at a fixed rate of 0.375% per annum paid annually on 6 December each year. The bond was paid back on 6 December 2024 at par value plus accrued interest.

2021 issues
The senior unsecured bond, which is denominated in CHF, was issued by Bank Julius Baer & Co. Ltd. on 27 April 2021. The bonds have a final maturity on 27 April 2028 and pay interest at a fixed rate of 0.125% per annum payable annually in arrears on 27 April.

The senior unsecured bond, which is denominated in EUR, was issued by Bank Julius Baer & Co. Ltd. on 25 June 2021. The bonds had a final maturity on 25 June 2024 and paid interest at a fixed rate of 0.000% per annum. The bond was paid back on 25 June 2024 at par value plus accrued interest.

2023 issues
The senior unsecured bond, which is denominated in CHF, was issued by Bank Julius Baer & Co. Ltd. on 6 September 2023. The bonds have a final maturity on 6 September 2027 and pay interest at a fixed rate of 2.375% per annum payable annually in arrears on 6 September.

The senior unsecured bond, which is denominated in CHF, was issued by Bank Julius Baer & Co. Ltd. on 6 September 2023. The bonds have a final maturity on 6 September 2030 and pay interest at a fixed rate of 2.500% per annum payable annually in arrears on 6 September.

2024 issue
The senior unsecured bond, which is denominated in EUR, was issued through ELM B.V., a repackaging issuance entity incorporated in the Netherlands. Julius Baer Group Ltd. issued loan notes to, and which are held by, ELM B.V. (or a nominee acting on its behalf), which in turn issues its own notes to investors secured by the Julius Baer Group Ltd. loan notes. The loan notes have a final maturity on 13 September 2029 and pay interest at a fixed rate of 3.875% per annum payable annually in arrears on 13 September.

The senior unsecured bond, which is denominated in CHF, was issued by Bank Julius Baer & Co. Ltd. on 4 April 2024. The bonds have a final maturity on 4 April 2031 and pay interest at a fixed rate of 2.375% per annum payable annually in arrears on 4 April.

Note 11 Provisions

	Legal risks CHF m	Other CHF m	2024 Total CHF m	2023 Total CHF m
Balance at the beginning of the period	**32.1**	**2.5**	**34.5**	**42.5**
Utilised	-12.7	-4.2	**-16.9**	-56.1
Provisions made	17.1	20.8	**37.8**	56.9
Provisions reversed	-5.4	-0.0	**-5.4**	-4.0
Translation differences	1.4	0.1	**1.5**	-4.8
Balance at the end of the period	**32.4**	**19.1**	**51.5**	**34.5**
Maturity of provisions				
Up to one year	0.9	19.1	**20.0**	**12.5**
Over one year	31.5	0.1	**31.6**	**22.1**

Introduction

The Group operates in a legal and regulatory environment that exposes it to significant litigation, compliance, reputational, and other risks arising from disputes and regulatory proceedings.

Non-compliance with legal and/or regulatory requirements may result in authorities taking regulatory enforcement action or initiating criminal proceedings against the Group and/or its employees. Possible sanctions could include the revocation of licences to operate certain businesses, the order to suspend or limit certain activities, the suspension or expulsion from a particular jurisdiction or market of any of the Group's business organisations or their key personnel, the imposition of fines, the disgorgement of profit as well as claims for restitution, and censures on companies and employees with respective impact on the reputation of the Group and its relation with clients, business partners, and other stakeholders. In certain markets, authorities, such as regulatory or tax authorities, may determine that industry practices, e.g. regarding the provision and charging of services, are or have become inconsistent with their interpretations of existing local and/or international laws and regulations. Also, from time to time, the Group is and may be confronted with information and clarification requests and procedures from authorities and other third parties (e.g. related to conflicting laws, sanctions) as well as with enforcement procedures and/or litigations relating to certain topics such as environmental, social, governance, sustainability, suitability, disclosure, crypto, and artificial intelligence-related issues. As a matter of principle, the Group cooperates with the competent authorities within the confines of applicable laws to clarify the situation while protecting its own and other stakeholders' interests.

The risks described above and below may not be the only risks to which the Group is exposed. The additional risks not presently known, or risks and proceedings currently deemed immaterial, may also impair the Group's future business, results of operations, financial conditions, and prospects. The materialisation of one or more of these risks may individually, or together with other circumstances, have a materially adverse impact on the Group's business, results of operations, financial condition, and prospects.

Legal proceedings/contingent liabilities
The Group is involved in various legal, regulatory, and administrative proceedings concerning matters arising within the course of normal business operations. The current business environment involves substantial legal and regulatory risks, the impact of which on the financial position or profitability of the Group – depending on the status of related proceedings – is difficult to assess.

The Group establishes legal provisions for pending and threatened legal proceedings in accordance with applicable accounting standards if management is of the opinion that such proceedings are more likely than not to result in a financial obligation or loss, or if the dispute for economic reasons should be settled without acknowledgement of any liability on the part of the Group and if the amount of such obligation or loss can already be reasonably estimated.

In rare cases in which the amount cannot be reasonably estimated due to the early stage of the proceedings, the complexity of the proceedings, and/or other factors, no provision is recognised but the case is recorded as a contingent liability. The contingent liabilities may result in a materially adverse effect on the Group or may for other reasons be of interest to investors and other stakeholders.

Open proceedings
In 2010 and 2011, litigation was initiated against Bank Julius Baer & Co. Ltd. (the 'Bank') and numerous other financial institutions by the liquidators of the Fairfield funds (the 'Fairfield Liquidators'), which funds had served as feeder funds for the Madoff fraudulent investment schemes. In the direct claims against the Bank, the Fairfield Liquidators are seeking to recover a total amount of approximately USD 64 million in the courts of New York (including approximately USD 17 million that relates to redemption payments made to clients of ING Bank (Suisse) SA, which merged with the Bank in 2010, and approximately USD 25 million that relates to redemption payments made to clients of Merrill Lynch Bank (Suisse) SA, which merged with the Bank in 2013, such claims in principle being subject to acquisition-related representation and warranties provisions). The proceedings in the courts of the British Virgin Islands, where an amount of approximately USD 8.5 million had been claimed from the Bank, were finally dismissed in favour of the Bank with a ruling of the Privy Council, the highest court of appeals for the British Virgin Islands. In addition to the direct claims against the Bank, the Fairfield Liquidators have made combined claims in the amount of approximately USD 1.8 billion against more than 80 defendants, with only a fraction of this amount being sought from the Bank (and ultimately its clients concerned). The combined claims aggregate the damages asserted against all defendants, such that a reliable allocation of the claimed amounts between the Bank and the other defendants cannot be made at this time. Finally, in further proceedings, the trustee of Madoff's broker-dealer company (the 'Trustee') seeks to recover approximately USD 110 million in the courts of New York (including approximately USD 46 million that relates to redemption payments made to clients of Merrill Lynch Bank (Suisse) SA, which merged with the Bank in 2013, such claims in principle being subject to acquisition-related representation and warranties provisions), largely in relation to the same redemption payments that are the subject matter of the claims asserted by the Fairfield Liquidators. The Bank is challenging these actions on procedural and substantive grounds and has taken further measures to defend and protect its interests. In the proceedings initiated by the Trustee, the Bankruptcy Court in New York dismissed the case against the Bank and other defendants in November 2016 based on extraterritoriality principles. The Trustee appealed this decision, and, in February 2019, the Court of Appeal reversed the decision by the Bankruptcy Court. The Supreme Court refused to review this decision, therefore the proceedings continued with the Bankruptcy Court. The Bankruptcy Court has denied the Bank's motion to dismiss and the Bank has filed an answer to the Trustee's amended complaint. The case has begun with the fact discovery phase, which, per the case schedule, will continue until approximately September 2025. In the proceedings initiated by the Fairfield Liquidators, the Bankruptcy Court in New York decided in December 2018 on certain aspects, which were appealed by the Fairfield Liquidators. The Bankruptcy Court additionally decided on certain other aspects in the Bank's favour in late 2020. That decision was also appealed by the Fairfield Liquidators. Both appeals were consolidated. In August 2022, the U.S. District Court for the Southern District of New York ruled on the pending

appeals and confirmed the Bankruptcy Court's decision. The Fairfield Liquidators have appealed the decision to the Court of Appeals, where the appeal is currently pending. Further, in October 2021, the Bank filed a motion to dismiss for lack of personal jurisdiction. In response, the Fairfield Liquidators requested jurisdictional discovery, which has been completed. Following jurisdictional discovery, Fairfield filed its opposition to the Bank's motion to dismiss for lack of personal jurisdiction. In September 2024, the Bankruptcy Court denied the Bank's motion to dismiss, along with the motions of other similarly situated defendants.

In the context of an investigation against a former client regarding alleged participation in tax fraud relating to environmental-certificate trading in France, a formal procedure into suspected lack of due diligence in financial transactions/money laundering was initiated against Bank Julius Baer & Co. Ltd. in June 2014 and dismissed for formal reasons by a court order in March 2017. The deposit in the amount of EUR 3.75 million made in October 2014 by the Bank with the competent French court as a precautionary measure representing the amount of a potential fine was accordingly reimbursed to the Bank. However, in July 2017 the same amount was deposited again as a new investigatory procedure with respect to the same matter was initiated against the Bank. In May 2020, following an application by the prosecutor, the court admitted a new indictment against the Bank in this matter. A trial in the matter took place in December 2021, at which a fine of EUR 5 million and a restitution amount of EUR 2 million were proposed to be charged against the Bank. The competent court of first instance issued its decision on 14 March 2022 and found the Bank guilty of aggravated money laundering and confirmed the fine of EUR 5 million but reduced the claimed restitution amount to EUR 0.4 million. The Bank has appealed this decision and continues to protect its interests.

In November 2019, a former employee filed a labour law-based claim in the amount of USD 34.1 million in Venezuela against several Julius Baer companies, including Bank Julius Baer & Co. Ltd., combined with a respective precautionary seizure request in double the amount. In December 2023, the competent court of first instance and, in January 2024, the Superior Labour Court decided to partially uphold the claim, such decision having been appealed by both parties. Julius Baer continues to defend its interests.

In May 2021, Bank Julius Baer & Co. Ltd. became aware that a writ of summons ('the Writ') had been registered against it at the Registry of the High Court of the Hong Kong Special Administrative Region, Court of First Instance. The writ had been filed by SRC International (Malaysia) Limited claiming the sum of approximately USD 112 million (plus interest) from the Bank, alleging the Bank was in breach of its fiduciary duty of care by accepting and processing payment instructions for the transfer of funds during the period 25 October 2013 to September 2016. On 4 May 2022, the amended writ and statement of claim in the amount of USD 112.5 million was served on the Bank. The Bank is contesting the claim while taking appropriate measures to defend its interests.

In the context of a credit event that occurred in Bank Julius Baer & Co. Ltd.'s private debt business (being run down) and which led to a loan loss allowance in the amount of CHF 586 million reflected in the 2023 consolidated financial statements, recovery activities by the Bank are ongoing, subject to material uncertainties related to the enforceability of collateral, including competing third-party claims and counterclaims as raised by liquidators in charge of the defaulted borrower. The credit event and its wider context are also subject to regulatory enforcement assessments by the Swiss Financial Market Supervisory Authority FINMA.

Note 12 Other assets and liabilities

Other assets

	31.12.2024 CHF m	31.12.2023 CHF m
Precious metals (physical)	3,286.9	3,699.6
Tax receivables	1,801.2	1,574.3
Accounts receivable	27.7	14.5
Deposits	27.5	15.3
Pension asset	15.6	14.5
Other	60.1	70.6
Total	**5,219.0**	**5,388.7**

Other liabilities

	31.12.2024 CHF m	31.12.2023 CHF m
Lease liability	336.4	319.1
Pension liability	3.0	6.0
Non-income tax payable	91.3	89.2
Accounts payable	36.2	28.0
Deferred payments related to acquisitions	-	3.6
Other	230.4	152.1
Total	**697.3**	**598.0**

Note 13 Share capital

	Registered shares (CHF 0.02 par)	
	Number	*CHF m*
Balance at 01.01.2023	**213,801,240**	**4.3**
Decrease	7,799,460	0.2
Balance at 31.12.2023	**206,001,780**	**4.1**
Decrease	-	-
Balance at 31.12.2024	**206,001,780**	**4.1**
of which entitled to dividends	*206,001,780*	*4.1*

Note 14 Earnings per share and shares outstanding

Basic consolidated earnings per share is calculated by dividing the net profit for the reporting period attributable to shareholders of Julius Baer Group Ltd. by the weighted average number of shares outstanding during the reporting period. Diluted consolidated earnings per share is calculated using the same method as for basic consolidated earnings per share, with the determinants adjusted to reflect the potential dilution that could occur if outstanding options, warrants, convertible debt securities, or other contracts to issue shares were converted or exercised into shares.

	2024	2023
Basic earnings per share		
Net profit attributable to shareholders of Julius Baer Group Ltd. (CHF m)	1,022.1	454.0
Weighted average number of shares outstanding	205,396,858	205,625,030
Basic earnings per share (CHF)	4.98	2.21
Diluted earnings per share		
Net profit attributable to shareholders of Julius Baer Group Ltd. (CHF m)	1,022.1	454.0
Less (profit)/loss on equity derivative contracts (CHF m)	-0.5	-
Net profit attributable to shareholders of Julius Baer Group Ltd. for diluted earnings per share (CHF m)	**1,021.6**	**454.0**
Weighted average number of shares outstanding	205,396,858	205,625,030
Dilution effect	7,645	10,644
Weighted average number of shares outstanding for diluted earnings per share	**205,404,503**	**205,635,674**
Diluted earnings per share (CHF)	4.97	2.21

	31.12.2024	31.12.2023
Shares outstanding		
Total shares issued at the beginning of the year	206,001,780	213,801,240
Cancellation	-	7,799,460
Share buy-back programme	-	-
Treasury shares	1,143,688	1,186,177
Total	**204,858,092**	**204,815,603**

Note 15 Related party transactions

	31.12.2024 *CHF m*	31.12.2023 *CHF m*
Key management personnel compensation[1]		
Salaries and other short-term employee benefits	27.3	17.0
Post-employment benefits	1.7	1.0
Share-based payments	10.7	16.1
Total	**39.7**	**34.1**
Receivables from		
key management personnel	13.8	25.2
own pension funds	1.5	1.1
Total	**15.2**	**26.3**
Liabilities to		
key management personnel	11.5	15.4
own pension funds	16.0	8.9
Total	**27.5**	**24.3**
Credit guarantees to		
key management personnel	0.1	0.1
Total	**0.1**	**0.1**
Income from services provided to		
key management personnel	0.5	0.6
Total	**0.5**	**0.6**

[1] Key management personnel consists of the Board of Directors and the Executive Board of Julius Baer Group Ltd.
Refer to chapter *II. Corporate Governance* of this Annual Report for an overview of the members of the Executive Board as of the end of 2024.

For shareholdings of the Board of Directors and the Executive Board, see chapter *V. Financial Statements Julius Baer Group Ltd. 2024* of this Annual Report.

The loans granted to key management personnel consist of Lombard loans on a secured basis (through pledging of the securities portfolios) and mortgages on a fixed and variable basis.

The interest rates of the Lombard loans and mortgages are in line with the terms and conditions that are available to other employees, which are in line with the terms and conditions granted to third parties adjusted for reduced credit risk.

Note 16 Pension plans

Group pension plans

The Group maintains various defined contribution and defined benefit pension plans in Switzerland and abroad. The pension plans in Switzerland have been set up on the basis of the Swiss method of defined contributions under the Swiss pension law. Employees and pensioners or their survivors receive statutorily determined benefits upon leaving the Group or retiring and in the event of death or invalidity. These benefits are the result of the conversion rate applied to the accumulated balance of the individual plan participant's pension account at the retirement date. The accumulated balance equals the sum of the regular employer's and employee's contributions that were made during the employment period, including the accrued interest on these amounts. However, these plans do not fulfil all the criteria of a defined contribution plan according to IAS 19 and are therefore treated as defined benefit plans for the purpose of the Group's financial statements.

The pension obligations are largely covered through plan assets of pension funds that are legally separated and independent from the Group. In case the plans become significantly underfunded over an extended period as per the Swiss pension law, the Group and the employees share the risk of additional payments into the pension fund. The pension funds are managed by a board of trustees consisting of representatives of the employees and the employer. Managing the pension funds includes pursuing a medium- and long-term consistency and sustainability balance between the pension plans' assets and liabilities, based on a diversified investment strategy correlating with the maturity of the pension obligations. The organisation, management, financing, and investment strategy of the pension plans comply with the legal requirements, the foundation charters, and the applicable pension regulations.

Defined benefit plans

For defined benefit plans, the net defined benefit liability recognised in other liabilities in the balance sheet is the present value of the defined benefit obligation less the fair value of the plan assets as of the reporting date. If the fair value of the plan assets is higher than the present value of the defined benefit obligation, the recognition of the resulting net asset is limited to the present value of economic benefits available in the form of refunds from the plan or reductions in future contributions to the plan ('asset ceiling').

The Group applies the projected unit credit method to determine the present value of the defined benefit obligation and the current and past service cost. The corresponding calculations are carried out by independent qualified actuaries.

1. Development of pension obligations and assets	**2024** *CHF m*	2023 *CHF m*
Present value of defined benefit obligation at the beginning of the year	**-3,400.8**	**-2,987.8**
Change in consolidation scope	3.9	-
Current service cost	-79.6	-69.0
Employees' contributions	-53.5	-50.3
Interest expense on defined benefit obligation	-55.3	-65.9
Past service cost, curtailments, settlements, plan amendments	-0.9	-1.5
Benefits paid (including benefits paid directly by employer)	118.5	84.7
Transfer payments in/out	-0.2	0.6
Experience gains/(losses) on defined benefit obligation	-74.8	-96.2
Actuarial gains/(losses) arising from change in demographic assumptions	1.2	-18.4
Actuarial gains/(losses) arising from change in financial assumptions	-109.6	-200.4
Translation differences	-2.6	3.4
Present value of defined benefit obligation at the end of the year	**-3,653.7**	**-3,400.8**
of which due to active members	***-2,565.3***	*-2,377.3*
of which due to deferred members	***-31.9***	*-28.4*
of which due to pensioners	***-1,056.5***	*-995.1*
Fair value of plan assets at the beginning of the year	**3,550.3**	**3,313.9**
Interest income on plan assets	59.1	74.8
Employees' contributions	53.5	50.3
Employer's contributions	114.9	106.9
Curtailments, settlements, plan amendments	-4.4	-2.6
Benefits paid by fund	-117.9	-83.3
Transfer payments in/out	0.2	-0.6
Administration cost (excluding asset management cost)	-1.2	-1.1
Return on plan assets (excluding interest income)	226.6	95.1
Translation differences	2.7	-3.1
Fair value of plan assets at the end of the year	**3,883.8**	**3,550.3**

2. Development of effect of asset ceiling	**2024** *CHF m*	2023 *CHF m*
Effect of asset ceiling at the beginning of the year	**-141.0**	**-320.2**
Interest income/(expenses) on effect of asset ceiling	-2.2	-7.2
Change in effect of asset ceiling excluding interest expense/(income)	-74.2	186.4
Effect of asset ceiling at the end of the year	**-217.4**	**-141.0**

3. Balance sheet	**31.12.2024** *CHF m*	31.12.2023 *CHF m*
Fair value of plan assets	3,883.8	3,550.3
Present value of funded defined benefit obligation	-3,650.8	-3,394.7
Surplus/(deficit)	**233.0**	**155.5**
Effect of asset ceiling	-217.4	-141.0
Present value of unfunded defined benefit obligation	-2.9	-6.1
Net defined benefit asset/(liability)	**12.6**	**8.4**

4. Income statement	**2024** *CHF m*	2023 *CHF m*
Current service cost	-79.6	-69.0
Interest expense on defined benefit obligation	-55.3	-65.9
Past service cost, curtailments, settlements, plan amendments	-5.3	-4.1
Interest income on plan assets	59.1	74.8
Interest income/(expense) on effect of asset ceiling	-2.2	-7.2
Administration cost (excluding asset management cost)	-1.2	-1.1
Defined benefit cost recognised in the income statement	**-84.5**	**-72.6**
of which service cost	*-86.1*	*-74.2*
of which net interest on the net defined benefit (liability)/asset	*1.6*	*1.7*

5. Movements in defined benefit asset/(liability)	**2024** *CHF m*	2023 *CHF m*
Net defined benefit asset/(liability) at the beginning of the year	8.4	5.8
Change in consolidation scope	3.9	-
Defined benefit cost recognised in the income statement	-84.5	-72.6
Benefits paid by employer	0.6	1.4
Employer's contributions	114.9	106.9
Remeasurements of the net defined benefit asset/(liability)	-30.8	-33.4
Translation differences	0.1	0.3
Net defined benefit asset/(liability) at the end of the year	**12.6**	**8.4**

Remeasurements of the net defined benefit asset/(liability)	**2024** *CHF m*	2023 *CHF m*
Actuarial gains/(losses) of defined benefit obligation	-183.2	-314.9
Return on plan assets (excluding interest income)	226.6	95.1
Effect of asset ceiling	-74.2	186.4
Total recognised in other comprehensive income	**-30.8**	**-33.4**

6. Composition of plan assets	31.12.2024 CHF m	31.12.2023 CHF m
Cash	232.8	176.8
Debt instruments	946.2	895.9
Equity instruments	1,539.4	1,406.7
Real estate	727.6	682.9
Alternative investments	380.0	336.9
Other	57.8	51.0
Total	**3,883.8**	**3,550.3**

7. Aggregation of plan assets – quoted market prices in active markets	31.12.2024 in %	31.12.2023 in %
Cash	6.0	5.0
Debt instruments	22.0	22.7
Equity instruments	39.6	39.6
Real estate	7.5	6.6
Alternative investments	0.5	0.5
Other	0.6	0.6
Total	**76.2**	**74.9**

8. Sensitivities	2024 CHF m	2023 CHF m
Decrease of discount rate -0.25%		
Effect on defined benefit obligation	-90.1	-85.4
Effect on service cost	-3.4	-3.2
Increase of discount rate +0.25%		
Effect on defined benefit obligation	85.2	78.9
Effect on service cost	3.2	3.0
Decrease of salary increase -0.25%		
Effect on defined benefit obligation	13.5	13.5
Effect on service cost	1.4	1.3
Increase of salary increase +0.25%		
Effect on defined benefit obligation	-13.9	-13.8
Effect on service cost	-1.5	-1.4
Life expectancy		
Increase in longevity by one additional year	-74.9	-67.6

Actuarial calculation of pension assets and obligations

The latest actuarial calculation was carried out as at 31 December 2024. The actuarial assumptions are based on local economic conditions and are as follows for Switzerland, which accounts for about 98% (2023: 98%) of all defined benefit obligations and plan assets:

	2024	2023
Discount rate	0.95%	1.50%
Average future salary increases	0.75%	1.75%
Future pension increases	0.00%	0.00%
Duration (years)	14	14

Investment in Julius Baer Group Ltd. shares

The plan assets are invested in accordance with local laws and do not include shares of Julius Baer Group Ltd.

Expected employer contributions

The expected employer contributions for the 2025 financial year related to defined benefit plans are estimated at CHF 108.4 million.

Outstanding liabilities to pension plans

The Group had outstanding liabilities to various pension plans in the amount of CHF 16.0 million (2023: CHF 8.9 million).

Defined contribution plans

The Group maintains a number of defined contribution plans, primarily outside Switzerland. In the case of defined contribution plans, the pension expenses are charged to the income statement in the corresponding financial year. The expenses for contributions to these pension plans amounted to CHF 43.8 million for the 2024 financial year (2023: CHF 42.0 million).

Note 17 Share-based payments and other compensation plans

The Group maintains various share-based payment plans in the form of share plans for its employees. When such payments are made to employees, the fair value of these payments at grant date serves as the basis for calculating the personnel expenses and, unless subject to non-market performance criteria, is not remeasured for subsequent changes in the fair value of the underlying equity instruments. Share-based payments that are subject to the completion of a service period or to other vesting conditions are expensed over the respective vesting period. The amount recognised as an expense is adjusted to reflect the number of share awards for which the related services and non-market performance vesting conditions are expected to be met.

The programmes described below reflect the deferred variable compensation plan landscape as at 31 December 2024. All plans are reviewed annually to reflect any regulatory changes and/or market conditions. The Group's overall compensation landscape is described in chapter *III. Remuneration Report* of this Annual Report.

Equity-based variable compensation

Equity Performance Plan

The Equity Performance Plan (EPP) is a robust long-term incentive mechanism that awards performance units to eligible participants subject to individual performance in the reporting period and future performance-based criteria. It is an equity plan that seeks to create a retention element for key employees and to link a significant portion of the executive compensation to the future performance of the Group.

Eligibility for the EPP is determined annually based on various factors, which include nomination by the CEO, overall role within Julius Baer, total variable compensation, and individual contribution in the reporting period. All members of the Executive Board, key employees, and employees defined as risk takers of the Group by virtue of their function within the organisation are considered for the EPP based on their specific role (some exclusions may apply). An EPP grant is made once a year (annual, rolling basis) and award levels are determined in reference to the annual performance-based variable compensation awarded to the individual concerned.

Vesting of the EPP is subject to future performance with the goal of incentivising participants in two ways:

- Firstly, by the nature of its construction, the ultimate value of the award to the participants fluctuates with the market value of Julius Baer Group Ltd. shares.
- Secondly, the performance units are contingent on continued service and two key performance indicators (KPIs): cumulative Economic Profit (cEP) and relative Total Shareholder Return (rTSR). The service condition requires that the participant generally remains with the Group for five years after the grant (plans vest pro rata in years three, four, and five following the grant date). Under all plans, the performance of the two KPIs is assessed during the three-year performance period to determine the number of shares the participant ultimately receives.

The number of shares delivered under the EPP is between 0% and 150% of the number of performance units granted in any given year (with each individual KPI being capped at a maximum multiplying factor of 200%). The cap serves to limit EPP awards so as to avoid any unforeseen outcome of the final EPP multiplier resulting in unintentionally high or excessive levels of compensation. A high level of performance is required to attain a maximum share delivery (creating a maximum uplift of 50% of the performance units granted), while low-level performance potentially leads to nil compensation.

The KPI targets are set based on the strategic three-year budget/plan that is approved by the Board of Directors on an annual basis. Extremely high (and unrealistic) performance targets are avoided, so as not to incentivise excessive risk-taking by executives and other managerial staff.

Premium Share Plan

The Premium Share Plan (PSP) is designed to link a portion of the employee's variable compensation to the long-term success of the Group. A PSP grant is made once a year as part of the annual variable compensation awarded to the individual concerned, and participation is determined on an annual basis. The employee is granted a number of shares equal in value to the deferred element. These awards vest in equal tranches over at least three years. At the end of the plan period, subject to continued employment, the employee then receives an additional premium award representing a further one-third of the number of awards granted to them at the beginning of the plan period.

Long-Term Incentive plan (LTI)
In certain specific situations, the Group may also offer incentives outside the annual compensation cycle by granting an equity-based LTI. The LTI awards may include, but are not limited to, such items as compensatory payments to new hires for lost or forfeited compensation, reward programmes, or retention awards to key employees during extraordinary or critical circumstances. The LTI may also be used as a replacement of the PSP or for the delivery of blocked shares where required for regulatory reasons.

LTI grants generally run over a three-year plan period. The Group typically operates two different vesting schedules for this plan: (1) three equal one-third tranches vesting over a three-year period, or (2) cliff-vesting of all granted shares in one single tranche at the end of a three-year period.

Staff Participation Plan (SPP)
The SPP is offered to most of the Group's global employee population. Some individuals or employees in specific locations are excluded from participating for legal, regulatory, policy, or other administrative reasons. Under this plan, eligible participants may voluntarily purchase Julius Baer Group Ltd. shares at the prevailing market price, and for every three shares so purchased they will receive one additional share free of charge. These free shares vest after three years, subject to continued employment. Purchases under the SPP only occur once a year.

The objective of this plan is to strengthen the employee's identification with the Group, to encourage entrepreneurial spirit, to generate greater interest in the business through ownership, and to provide employees with financial recognition for their long-term dedication to the Group.

Cash-based variable compensation
Deferred Cash Plan
The Deferred Cash Plan (DCP) promotes sound business activities by remaining subject to forfeiture while providing an inherently less volatile payout than shares. The DCP grant is generally made once a year as part of the annual variable compensation awarded to the individual concerned, and participation is determined on an annual basis.

These annually granted deferred cash awards vest in equal tranches over at least three years subject to continued employment. The DCP may be granted outside the annual variable compensation cycle in cases where share-based plans are not permissible under local legislation, as an alternative to a LTI plan award, or in other situations where deemed reasonable and appropriate to apply cash-based deferral. In such cases vesting terms may vary.

Deferred Bonus Plan
Similar to the DCP, the Deferred Bonus Plan (DBP) promotes sound business activities by remaining subject to forfeiture while providing an inherently less volatile payout than shares. The DBP grant is typically made once per year and is determined in reference to the annual variable compensation awarded to the individual concerned.

Eligibility for the DBP is based on various factors, including nomination by the CEO, overall role within Julius Baer, total variable compensation, and individual contribution in the reporting period. All members of the Executive Board, key employees, and employees defined as risk takers of the Group by virtue of their function within the organisation are considered for the DBP based on their specific role.

These annually granted deferred cash awards vest in equal tranches over at least four years subject to continued employment.

Movements in shares/performance units granted under various share plans are as follows:

	31.12.2024 Number of units Economic Profit	**31.12.2024** Number of units Total Shareholder Return	31.12.2023 Number of units Economic Profit	31.12.2023 Number of units Total Shareholder Return
Equity Performance Plan				
Unvested units outstanding at the beginning of the year	907,075	907,075	959,169	959,169
Granted during the year	241,879	241,879	295,977	295,977
Exercised during the year	-263,609	-263,609	-337,673	-337,673
Forfeited during the year	-19,512	-19,512	-10,398	-10,398
Unvested units outstanding at the end of the year	**865,833**	**865,833**	**907,075**	**907,075**

	2024	2023
Premium Share Plan		
Unvested shares outstanding at the beginning of the year	**1,773,822**	**1,674,469**
Granted during the year	937,991	809,297
Vested during the year	-728,644	-663,966
Forfeited during the year	-52,842	-45,978
Unvested shares outstanding at the end of the year	**1,930,327**	**1,773,822**
Weighted average fair value per share granted (CHF)	46.65	61.44
Fair value of outstanding shares at the end of the year (CHF m)	113.2	83.6
Long-Term Incentive plan		
Unvested shares outstanding at the beginning of the year	**400,622**	**554,572**
Granted during the year	406,928	227,796
Vested during the year	-220,106	-302,964
Forfeited during the year	-18,139	-78,782
Unvested shares outstanding at the end of the year	**569,305**	**400,622**
Weighted average fair value per share granted (CHF)	50.38	57.48
Fair value of outstanding shares at the end of the year (CHF m)	33.4	18.9
Staff Participation Plan		
Unvested shares outstanding at the beginning of the year	**141,568**	**159,902**
Granted during the year	67,922	50,022
Vested during the year	-41,346	-64,780
Forfeited during the year	-4,822	-3,576
Unvested shares outstanding at the end of the year	**163,322**	**141,568**
Weighted average fair value per share granted (CHF)	50.05	60.94
Fair value of outstanding shares at the end of the year (CHF m)	9.6	6.7

Compensation expense recognised for the various share plans is as follows:

	2024 *CHF m*	2023 *CHF m*
Share-based payments		
Equity Performance Plan	14.7	28.2
Premium Share Plan	44.1	46.5
Long-Term Incentive plan	12.4	11.3
Staff Participation Plan	2.9	2.6
Total	**74.1**	**88.6**

Note 18 Securities financing transactions

The Group enters into fully collateralised securities borrowing and securities lending transactions and repurchase and reverse repurchase agreements. Generally, the transactions are carried out under standard agreements employed by market participants (e.g. Global Master Securities Lending Agreements or Global Master Repurchase Agreements). The related credit risk exposures are controlled by daily monitoring and adjusted collateralisation of the positions. The financial assets that continue to be recognised on the balance sheet are typically transferred in exchange for cash or other financial assets. The related liabilities can therefore be assumed to be approximately the same as the carrying amount of the transferred financial assets.

	31.12.2024 *CHF m*	31.12.2023 *CHF m*
Receivables		
Receivables from cash provided in securities borrowing transactions	454.2	-
of which with banks	*454.2*	-
Receivables from cash provided in reverse repurchase transactions	5,277.9	1,774.9
of which with central banks	*800.0*	*900.0*
of which with banks	*4,477.9*	*874.9*
Total	**5,732.2**	**1,774.9**
Payables		
Obligations to return cash received in securities lending transactions	137.4	981.2
of which with banks	*137.4*	*981.2*
Obligations to return cash received in repurchase transactions	2,455.1	4,891.8
of which with banks	*2,455.1*	*4,891.8*
Total	**2,592.5**	**5,873.1**
Securities collateral		
Own securities lent as well as securities provided as collateral for borrowed securities under securities borrowing and repurchase transactions	5,744.0	8,175.3
of which the right to pledge or sell has been granted without restriction	*5,744.0*	*8,175.3*
of which recognised in financial assets measured at FVTPL	*2,147.0*	*1,702.3*
of which recognised in financial assets measured at FVOCI	*1,901.8*	*3,905.3*
of which recognised in other financial assets measured at amortised cost	*1,695.2*	*2,567.8*
Securities borrowed as well as securities received as collateral for loaned securities under securities lending and reverse repurchase transactions	17,137.7	10,139.4
of which repledged or resold securities	*10,743.8*	*7,214.2*

Fees received or paid in connection with securities lending and borrowing transactions are recognised as commission income or commission expenses on an accrual basis.

Interest income from reverse repurchase transactions and interest expenses from repurchase transactions are accrued in the corresponding periods over the life of the underlying transactions in the respective interest positions.

Note 19 Derivative financial instruments

Derivatives held for trading or other purposes

	Contract/ notional amount CHF m	Positive replacement value CHF m	Negative replacement value CHF m
Foreign exchange derivatives			
Forward contracts	75,761.1	1,564.1	990.5
Futures	65.9	0.1	0.8
Cross-currency swaps	196.2	5.2	-
Options (OTC)	26,201.2	360.9	297.0
Options (traded)	11.4	0.8	-
Total foreign exchange derivatives at 31.12.2024	**102,235.8**	**1,931.0**	**1,288.3**
Total foreign exchange derivatives at 31.12.2023	95,002.6	1,046.8	1,614.5
Interest rate derivatives			
Swaps	29,035.6	177.5	142.4
Futures	552.3	3.5	0.5
Options (OTC)	1,543.6	13.0	23.2
Total interest rate derivatives at 31.12.2024	**31,131.5**	**194.0**	**166.1**
Total interest rate derivatives at 31.12.2023	25,169.4	239.7	186.6
Precious metals derivatives			
Forward contracts	8,536.1	126.7	159.5
Futures	254.7	0.7	0.2
Options (OTC)	11,676.9	226.3	147.8
Options (traded)	4,330.2	14.6	125.2
Total precious metals derivatives at 31.12.2024	**24,797.9**	**368.4**	**432.7**
Total precious metals derivatives at 31.12.2023	15,277.1	220.4	239.3
Equity/indices derivatives			
Total return swaps	2,870.8	57.7	18.4
Futures	829.5	12.5	11.5
Options (OTC)	12,258.9	359.8	234.1
Options (traded)	27,040.6	809.1	683.0
Total equity/indices derivatives at 31.12.2024	**42,999.9**	**1,239.0**	**947.1**
Total equity/indices derivatives at 31.12.2023	33,467.6	756.1	576.6

Derivatives held for trading or other purposes (continued)

	Contract/ notional amount *CHF m*	Positive replacement value *CHF m*	Negative replacement value *CHF m*
Credit derivatives			
Credit default swaps	267.3	3.8	1.0
Total return swaps	1,242.2	6.8	39.8
Total credit derivatives at 31.12.2024	**1,509.5**	**10.6**	**40.8**
Total credit derivatives at 31.12.2023	1,260.4	15.0	48.7
Other derivatives			
Futures	114.1	1.1	1.7
Total other derivatives at 31.12.2024	**114.1**	**1.1**	**1.7**
Total other derivatives at 31.12.2023	111.0	2.3	0.7
Total derivatives held for trading or other purposes at 31.12.2024	**202,788.6**	**3,744.0**	**2,876.7**
Total derivatives held for trading or other purposes at 31.12.2023	170,288.1	2,280.4	2,666.4

Derivatives held for hedge accounting

Derivatives designated as fair value hedges			
Interest rate swaps	2,912.1	23.0	36.6
Derivatives designated as cash flow hedges			
Interest rate swaps	587.2	-	21.0
Derivatives designated as net investment hedges			
Foreign exchange forward contracts	448.8	-	29.1
Total derivatives held for hedge accounting at 31.12.2024	**3,948.0**	**23.0**	**86.6**
Total derivatives held for hedge accounting at 31.12.2023	3,538.0	17.5	91.0
Total derivative financial instruments at 31.12.2024	**206,736.7**	**3,767.0**	**2,963.3**
Total derivative financial instruments at 31.12.2023	173,826.1	2,297.9	2,757.3

Note 20 Fair values

20A Fair values and carrying values

Financial assets

	31.12.2024 Carrying value CHF m	31.12.2024 Fair value CHF m	31.12.2023 Carrying value CHF m	31.12.2023 Fair value CHF m
Financial assets measured at amortised cost				
Cash and balances at central banks	8,231.6	8,231.6	9,680.2	9,680.2
Due from banks	5,523.7	5,527.6	3,848.1	3,850.7
Receivables from securities financing transactions	5,732.2	5,732.2	1,774.9	1,774.9
Lombard loans	33,093.7	33,437.6	30,665.5	30,990.6
Mortgages	8,508.9	8,601.3	8,241.9	8,290.0
Debt instruments	5,295.6	5,295.6	5,590.2	5,590.2
Accrued income/other financial assets	799.7	799.7	714.8	714.8
Total	**67,185.3**	**67,625.6**	**60,515.6**	**60,891.5**
Financial assets measured at FVTPL				
Financial assets measured at FVTPL	14,680.5	14,680.5	12,180.5	12,180.5
Derivative financial instruments	3,767.0	3,767.0	2,297.9	2,297.9
Financial assets designated at fair value	179.1	179.1	188.9	188.9
Total	**18,626.6**	**18,626.6**	**14,667.3**	**14,667.3**
Financial assets measured at FVOCI				
Financial assets measured at FVOCI	10,697.7	10,697.7	12,922.5	12,922.5
Total	**10,697.7**	**10,697.7**	**12,922.5**	**12,922.5**
Total financial assets	**96,509.6**	**96,949.9**	**88,105.5**	**88,481.3**

Financial liabilities

	31.12.2024 Carrying value CHF m	31.12.2024 Fair value CHF m	31.12.2023 Carrying value CHF m	31.12.2023 Fair value CHF m
Financial liabilities measured at amortised costs				
Due to banks	5,228.8	5,252.5	2,323.8	2,352.3
Payables from securities financing transactions	2,592.5	2,592.5	5,873.1	5,873.1
Due to customers	68,700.0	68,914.6	63,235.8	63,449.0
Debt issued	3,721.9	3,756.0	3,409.2	3,210.0
Accrued expenses/other financial liabilities	619.8	619.8	605.0	605.0
Total	**80,862.9**	**81,135.4**	**75,446.8**	**75,489.4**
Financial liabilities measured at FVTPL				
Financial liabilities measured at FVTPL	778.6	778.6	795.5	795.5
Derivative financial instruments	2,963.3	2,963.3	2,757.3	2,757.3
Financial liabilities designated at fair value	12,156.2	12,156.2	10,187.4	10,187.4
Deferred payments related to acquisitions	-	-	3.6	3.6
Total	**15,898.1**	**15,898.1**	**13,743.9**	**13,743.9**
Total financial liabilities	**96,761.1**	**97,033.5**	**89,190.7**	**89,233.3**

Financial liabilities designated at fair value
The Group issues to its wealth management clients structured notes for investment purposes. As the redemption amount on the structured notes is linked to changes in stock prices, indices, currencies, or other assets, the Group cannot determine the difference between the carrying amount and the amount the Group would be contractually required to pay at maturity to the holder of the structured notes.

Changes in the fair value of financial liabilities designated at fair value are primarily attributable to changes in the market risk factors of the embedded derivatives. The impact of the credit rating of the Bank on the fair value changes of these liabilities amounted to CHF -1.3 million (2023: CHF -4.5 million) which have been recognised in other comprehensive income (OCI).

20B Fair value determination

The following methods are used in measuring the fair value of financial instruments:

Financial instruments measured at amortised cost
Short-term financial instruments: financial instruments measured at amortised cost with a maturity or a refinancing profile of one year or less are generally classified as short-term. This includes the balance sheet items cash and balances at central banks, and, depending on the maturity, due from banks, loans (Lombard loans and mortgages), due to banks, due to customers, and debt issued. For short-term financial instruments that do not have a market price published by a recognised stock exchange or notable market (referred to hereinafter as a market price), the carrying value generally approximates the fair value.

Long-term financial instruments: financial instruments measured at amortised cost with a maturity or refinancing profile of over one year are included in the following balance sheet items: due from banks, loans, due to banks, due to customers, and debt issued. The fair value of the long-term financial instruments, which do not have a market price, is derived by using the net present value method. For loans, generally, the Swiss Average Rate Overnight (SARON) is used to calculate the net present value of the loans, as these assets are fully collateralised and therefore the specific counterparty risk has no material impact on the fair value measurement. For amounts due to banks and due to customers, a SARON-based internal rate is used. For bonds issued, the quoted prices of the bonds determine the fair value.

Financial assets and liabilities measured at FVTPL, financial assets measured at FVOCI, derivative financial instruments, and financial liabilities designated at fair value
For financial instruments measured at fair value through profit or loss (FVTPL) as well as for financial assets measured at fair value through other comprehensive income (FVOCI), the fair values are determined as follows:

Level 1
For financial instruments for which prices are quoted in an active market, the fair value is determined directly from the quoted market price.

Level 2
For financial instruments for which quoted market prices are not directly available or are not derived from active markets, fair values are estimated using valuation techniques or models based wherever possible on assumptions supported by observable market prices or rates existing on the balance sheet date. This is the case for most OTC derivatives, most unquoted financial instruments, the vast majority of the Group's issued structured notes, and other items that are not traded in active markets. The main pricing models and valuation techniques applied to these financial instruments include forward pricing and swap models using present-value calculations and option models such as the Black-Scholes model. The values derived from applying these models and techniques are significantly impacted by the choice of the valuation model used and the underlying assumptions made, such as the amounts and timing of future cash flows, discount rates, volatility, or credit risk.

Level 3
For certain financial instruments, neither quoted market prices nor valuation techniques or models based on observable market prices are available for determining the fair value. In these cases, fair value is estimated indirectly using valuation techniques or models based on reasonable assumptions that reflect market conditions.

Financial assets measured at FVTPL and *financial assets measured at FVOCI:* the Group holds shares in companies in related business areas, which are mandatorily measured at FVTPL. Additionally, the Group holds shares in service providers such as SIX Swiss Exchange and SWIFT, which are required for the operation of the Group and are reported as financial assets measured at FVOCI, with changes in the fair value recognised in other comprehensive income.

The determination of the fair value of these equity instruments is either based on the reported or published net asset value of the investees or recent similar transactions in the instruments. The net asset values, as well as the transaction prices, are adjusted by management for any necessary impacts from events that may have an influence on the valuation (adjusted net asset method, and market approach, respectively). Changes in the net asset value of the equity instruments result in corresponding changes in the fair values. However, reasonably realistic changes to these values have no material impact on the consolidated financial statements of the Group.

In 2024, dividends related to the investments measured at FVOCI in the amount of CHF 3.2 million (2023: CHF 3.2 million) have been recognised in the income statement.

Financial assets designated at fair value: the Group issues to its wealth management clients a limited number of specific structured notes, which are intended to be fully invested in private equity investments. Since the notes may not be fully invested in private equity as from the beginning, the portion currently not yet invested is placed in money market funds, short-term debt funds, or held in cash. Although the clients contractually bear all the related risks and rewards from the underlying investments, these financial instruments are not derecognised from the Group's balance sheet due to the strict derecognition criteria required by International Financial Reporting Standards (IFRS). Therefore, the private equity investments as well as the money market instruments are recorded as financial assets designated at fair value. Any changes in the fair value or any other income from the private equity investments or the money market instruments are recorded in the income statement. However, as the clients are entitled to all rewards related to the investments, these amounts net out in the respective line item in the income statement. Hence, any change in the valuation inputs has no impact on the Group's income statement or shareholders' equity.

To measure the fair values of the private equity investments, the Group generally relies on the valuations provided by the respective private equity funds managing the investments. These funds in turn use their own valuation techniques, such as market approaches or income approaches, including their own input factors into the applied models. Therefore, the private equity investments are reported in level 3 of the fair value hierarchy, as the fair values are determined based on models with unobservable market inputs. The related issued notes are reported as financial liabilities designated at fair value and classified as level 3 instruments, due to the related private equity investments being part of the valuation of the notes.

The fair value of financial instruments measured at fair value is determined as follows:

	Quoted market price Level 1 CHF m	Valuation technique market-observable inputs Level 2 CHF m	Valuation technique non-market-observable inputs Level 3 CHF m	31.12.2024 Total CHF m
Financial assets and liabilities measured at fair value				
Trading – debt instruments at FVTPL	2,569.7	1,093.7	28.0	**3,691.3**
Trading – equity instruments at FVTPL	9,409.7	1,098.1	36.2	**10,544.0**
Other securities mandatorily measured at FVTPL	114.3	161.4	169.5	**445.1**
Total financial assets measured at FVTPL	**12,093.7**	**2,353.1**	**233.7**	**14,680.5**
Foreign exchange derivatives	0.1	1,931.0	-	**1,931.0**
Interest rate derivatives	3.5	213.5	-	**217.0**
Precious metal derivatives	0.7	367.7	-	**368.4**
Equity/indices derivatives	12.5	1,226.5	-	**1,239.0**
Credit derivatives	-	10.2	0.3	**10.6**
Other derivatives	1.1	-	-	**1.1**
Total derivative financial instruments	**17.8**	**3,748.8**	**0.3**	**3,767.0**
Financial assets designated at fair value	2.6	45.5	131.1	**179.1**
Debt instruments at FVOCI	7,650.4	2,925.1	-	**10,575.5**
Equity instruments at FVOCI	-	-	122.2	**122.2**
Total financial assets measured at FVOCI	**7,650.4**	**2,925.1**	**122.2**	**10,697.7**
Total assets	**19,764.5**	**9,072.4**	**487.4**	**29,324.3**
Debt instruments at FVTPL	153.6	0.1	-	**153.7**
Equity instruments at FVTPL	593.8	30.8	0.3	**624.9**
Total financial liabilities measured at FVTPL	**747.4**	**30.9**	**0.3**	**778.6**
Foreign exchange derivatives	0.8	1,316.5	-	**1,317.4**
Interest rate derivatives	0.5	223.1	-	**223.6**
Precious metal derivatives	0.2	432.5	-	**432.7**
Equity/indices derivatives	11.5	935.6	-	**947.1**
Credit derivatives	-	10.5	30.3	**40.8**
Other derivatives	1.7	-	-	**1.7**
Total derivative financial instruments	**14.7**	**2,918.3**	**30.3**	**2,963.3**
Financial liabilities designated at fair value	-	11,916.9	239.2	**12,156.2**
Total liabilities	**762.1**	**14,866.1**	**269.9**	**15,898.1**

	Quoted market price Level 1 CHF m	Valuation technique market-observable inputs Level 2 CHF m	Valuation technique non-market-observable inputs Level 3 CHF m	31.12.2023 Total CHF m
Financial assets and liabilities measured at fair value				
Trading – debt instruments at FVTPL	2,163.6	1,196.9	73.5	**3,433.9**
Trading – equity instruments at FVTPL	6,700.8	1,464.5	60.7	**8,226.0**
Other securities mandatorily measured at FVTPL	126.6	345.6	48.4	**520.6**
Total financial assets measured at FVTPL	**8,991.0**	**3,006.9**	**182.6**	**12,180.5**
Foreign exchange derivatives	0.0	1,060.6	-	**1,060.7**
Interest rate derivatives	1.7	241.7	-	**243.4**
Precious metal derivatives	1.0	219.4	-	**220.4**
Equity/indices derivatives	18.5	735.8	1.8	**756.1**
Credit derivatives	-	15.0	-	**15.0**
Other derivatives	2.3	-	-	**2.3**
Total derivative financial instruments	**23.5**	**2,272.5**	**1.8**	**2,297.9**
Financial assets designated at fair value	2.6	55.3	131.0	**188.9**
Debt instruments at FVOCI	9,555.9	3,202.3	-	**12,758.2**
Equity instruments at FVOCI	-	0.6	163.7	**164.3**
Total financial assets measured at FVOCI	**9,555.9**	**3,202.9**	**163.7**	**12,922.5**
Total assets	**18,573.1**	**8,537.6**	**479.1**	**27,589.9**
Debt instruments at FVTPL	112.5	5.1	-	**117.7**
Equity instruments at FVTPL	512.1	165.4	0.4	**677.9**
Total financial liabilities measured at FVTPL	**624.6**	**170.5**	**0.4**	**795.5**
Foreign exchange derivatives	0.0	1,614.5	-	**1,614.5**
Interest rate derivatives	8.8	268.8	-	**277.6**
Precious metal derivatives	0.3	239.0	-	**239.3**
Equity/indices derivatives	4.8	569.5	2.3	**576.6**
Credit derivatives	-	6.2	42.5	**48.7**
Other derivatives	0.7	-	-	**0.7**
Total derivative financial instruments	**14.7**	**2,697.9**	**44.8**	**2,757.3**
Financial liabilities designated at fair value	-	9,964.0	223.4	**10,187.4**
Deferred payments related to acquisitions	-	-	3.6	**3.6**
Total liabilities	**639.3**	**12,832.5**	**272.1**	**13,743.9**

The fair value of financial instruments disclosed at fair value is determined as follows:

Financial assets and liabilities disclosed at fair value	Quoted market price Level 1 CHF m	Valuation technique market-observable inputs Level 2 CHF m	Valuation technique non-market-observable inputs Level 3 CHF m	31.12.2024 Total CHF m
Cash and balances at central banks	8,231.6	-	-	8,231.6
Due from banks	-	5,527.6	-	5,527.6
Receivables from securities financing transactions	-	5,732.2	-	5,732.2
Lombard loans	-	33,437.6	-	33,437.6
Mortgages	-	8,601.3	-	8,601.3
Other financial assets measured at amortised cost	5,295.6	-	-	5,295.6
Accrued income/other financial assets	-	799.7	-	799.7
Total assets	**13,527.2**	**54,098.5**	**-**	**67,625.6**
Due to banks	-	5,252.5	-	5,252.5
Payables from securities financing transactions	-	2,592.5	-	2,592.5
Due to customers	-	68,914.6	-	68,914.6
Debt issued	3,756.0	-	-	3,756.0
Accrued expenses/other financial liabilities	-	619.8	-	619.8
Total liabilities	**3,756.0**	**77,379.4**	**-**	**81,135.4**

Financial assets and liabilities disclosed at fair value	Quoted market price Level 1 CHF m	Valuation technique market-observable inputs Level 2 CHF m	Valuation technique non-market-observable inputs Level 3 CHF m	31.12.2023 Total CHF m
Cash and balances at central banks	9,680.2	-	-	9,680.2
Due from banks	-	3,850.7	-	3,850.7
Receivables from securities financing transactions	-	1,774.9	-	1,774.9
Lombard loans	-	30,990.6	-	30,990.6
Mortgages	-	8,290.0	-	8,290.0
Other financial assets measured at amortised cost	5,590.2	-	-	5,590.2
Accrued income/other financial assets	-	714.8	-	714.8
Total assets	**15,270.4**	**45,621.1**	**-**	**60,891.5**
Due to banks	-	2,352.3	-	2,352.3
Payables from securities financing transactions	-	5,873.1	-	5,873.1
Due to customers	-	63,449.0	-	63,449.0
Debt issued	3,210.0	-	-	3,210.0
Accrued expenses/other financial liabilities	-	605.0	-	605.0
Total liabilities	**3,210.0**	**72,279.4**	**-**	**75,489.4**

20C Transfers between fair value level 1 and level 2

	31.12.2024 CHF m	31.12.2023 CHF m
Transfers from level 1 to level 2		
Financial assets measured at FVTPL	1.8	1.8
Transfers from level 2 to level 1		
Financial assets measured at FVTPL	3.4	1.0
Financial assets measured at FVOCI	5.9	-
Financial liabilities	0.4	-

The transfers from level 1 to level 2, and vice versa, occurred due to changes in the direct availability of quoted market prices. Transfers between the levels are deemed to have occurred at the end of the reporting period.

20D Level 3 financial instruments

The following table presents the changes in level 3 financial instruments:

	Financial assets measured at FVTPL CHF m	Financial assets designated at FVTPL CHF m	Financial assets measured at FVOCI CHF m	Financial liabilities designated at FVTPL CHF m
Balance at 1 January 2023	**431.1**	**160.5**	**339.7**	**317.9**
Investments	42.4	-	-	5.4
Disposals	-284.7	-15.1	-168.8	-75.0
Net gains/(losses) recognised in the income statement	-4.9	-14.4	-	-28.9
Net gains/(losses) recognised in other comprehensive income	-	-	-7.2	-
Transfers to level 3 from level 1 or 2	0.6	-	-	4.0
Transfers from level 3 to level 1 or 2	-2.0	-	-	-
Balance at 31 December 2023	**182.6**	**131.0**	**163.7**	**223.4**
Investments	23.2	-	1.4	-
Disposals	-105.5	-7.0	-0.3	-35.0
Net gains/(losses) recognised in the income statement	5.8	7.1	-	32.6
Net gains/(losses) recognised in other comprehensive income	-	-	-43.1	-
Transfers to level 3 from level 1 or 2	127.6	-	0.6	18.3
Balance at 31 December 2024	**233.7**	**131.1**	**122.2**	**239.3**

Note 21 Credit risk

21A Expected credit losses

Expected credit loss model
An entity is required to recognise expected credit losses (ECL) at initial recognition of any financial instrument measured at amortised cost or FVOCI (debt instruments only) and to update the amount of ECL recognised at each reporting date to reflect changes in the credit risk of the respective instruments. Refer to chapter *IV. Risk Management* (credit risk section) of this Annual Report for more background information on the risk management process.

In general, the expected credit loss model uses a dual measurement approach:

- If the credit risk of a financial instrument has not increased significantly since its initial recognition, the instrument will attract a loss allowance equal to the 12-month ECL ('stage 1' ECL);
- If the credit risk of a financial instrument has increased significantly since its initial recognition, the instrument will attract a loss allowance equal to lifetime ECL ('stage 2' ECL) or the instrument is impaired ('stage 3' ECL).

If a significant increase in credit risk has occurred to the financial instrument, the instrument moves from stage 1 to stage 2 ECL. The threshold applied varies depending on the original credit quality of the counterparty. For financial instruments with lower default probabilities at origination due to good credit quality of the counterparty, the threshold for a significant increase in credit risk is set at a higher level than for instruments with higher default probabilities at origination. This implies that for financial instruments with initially lower default probabilities, a relatively higher deterioration in credit quality is needed to trigger a significant increase than for those instruments with originally higher probabilities of default.

The model is symmetric, meaning that if the transfer condition (significant increase) is no longer met, the financial instrument is transferred back into the 12-month ECL category (stage 1).

Due to the remote credit risk, the Group does not recognise ECL for balances at central banks.

ECL stage allocation
Each credit exposure is classified in one of the three ECL stages. At initial recognition, the Group classifies all financial instruments in stage 1 because it does not acquire or originate credit-impaired instruments. If a significant risk increase has occurred to the financial instrument, the instrument moves from stage 1 to stage 2 ECL or stage 3 ECL.

The Group generally classifies loans and balances in the category due from banks at the time of origination in its internal rating classes R1–R4, which reflect balances with low to medium credit risk. The same applies to the investment grade debt instruments held for investment purposes (measured at either FVOCI or amortised cost), which are generally classified as R1–R4. Certain private debt loans are an exception to this rule, as they may be initially classified as R5.

The Group determined that moves within the rating classes R1–R4 do not qualify as indicators of a significant increase in credit risk, whereas a move from an initial R4 (or lower) rating to R5 or R6, or a move from an initial R5 rating to R6, generally triggers such a credit risk increase. Hence, under this approach, moves from R4 to a higher risk class (or from R5, in the case of the exceptions mentioned above) generally trigger a move from stage 1 to stage 2 ECL.

In addition, and to supplement this quantitative criterion, qualitative criteria based on other available internal data are applied to identify increased risk situations. These qualitative criteria are specific to the respective type of financial instrument (Lombard loans including private debt loans, mortgages, due from banks, debt instruments). For example, if payments related to the instrument are 30 days past due, the counterparty is generally moved to stage 2 and lifetime ECL are applied.

Financial instruments are credit-impaired and therefore recognised in stage 3 if they are classified in R7–R10 of the internal credit rating. These ratings are applied to positions with high credit risk; they are carried in the Group's internal list of exposures that are in a loss position. Such positions show a significant increase in credit risk and objective evidence of impairment and are referred to as defaulted. Generally, Lombard loans and mortgages are moved to these rating classes if the respective position is not fully covered anymore, i.e. the market value of the collateral provided is lower than the credit exposure, (critical) credit covenants are not complied with, or any payments are 90 days past due, to name some of the criteria.

ECL measurement
An entity should measure expected credit losses of a financial instrument in a way that reflects:

- an unbiased and probability-weighted amount that is determined by evaluating a range of possible outcomes, i.e. based on probability of default;
- reasonable and supportable information that is available without undue cost or effort at the reporting date about past events, current conditions, and forecast future economic conditions; and
- the time value of money.

Generally, ECL calculations are based on the four components probability of default (PD), exposure at default (EAD), loss given default (LGD), and the discount rate (IR). These four components are used in the following basic formula: ECL = PD * EAD * LGD * IR.

Based on the above requirements, the Group has modelled its impairment loss estimation methodologies to quantify the impact of the expected credit losses on its financial statements for stage 1 ECL and stage 2 ECL. The five models (for the Lombard loans business and separately for the subcategory of private debt, the mortgages business, the due from banks business and the debt instruments in the treasury business, respectively) are generally based on the specific instrument's PD, its LGD and the EAD including any unused credit commitments, where applicable. These models have been tailored to the Group's collateralised Lombard loans (and within Lombard loans separately for the subcategory of private debt) and mortgages, and the high-quality debt instruments in the treasury portfolio as outlined below.

For the credit-impaired financial instruments in stage 3, the loss allowances are determined individually according to the specific facts and circumstances and are no longer based on the model approach.

Wherever the Group uses scenarios in the ECL calculation process, three different settings are applied to take possible future market situations into account: a baseline, an upside, and a downside scenario. Expected probabilities are allocated to the respective scenario; the weightings used for the current year's ECL calculation are 70% for the baseline scenario, 20% for the downside scenario, and 10% for the upside scenario. However, the calculation of the ECL is mostly driven by the downside scenario, whereas the baseline and upside scenarios have only very limited impact on the measurement of the ECL due to the Group's credit policy (fully collateralised loan portfolios and investment grade debt instruments). Therefore, an increase in the weighting of the downside scenario would consequently increase the ECL in stages 1 and 2.

To apply the expected future economic conditions in the models, the Group determined the forecast world gross domestic product (GDP) as the main economic input factor for the expected credit losses on its financial instruments portfolios, since the counterparties typically have fully collateralised Lombard loans or mortgages with the Group or the portfolios consist of investment grade debt instruments. Other forward-looking main macroeconomic factors proved to be of lesser relevance to the Group's portfolios as a whole. A decrease in the expected GDP would have a negative impact on the ECL in stages 1 and 2.

In addition, for each portfolio, supplementary product-specific factors are used as outlined in the following paragraphs. These scenario factors are based on the assessment of the Group's credit department and the risk department for current and expected market developments in the respective product areas. These factors are updated and confirmed on a regular basis by the Group's ECL committee, which comprises officers from the risk, credit risk, treasury, and finance departments.

Due from banks

For due-from-banks positions, the input factors are determined as follows:

Probability of default: publicly available PDs per rating class are applied, using the same PDs for stage 1 and stage 2, since the outstanding balances have a maximum term of 12 months. PDs for an expected life shorter than one year are derived from the available 12 month PDs by linear reduction. The ratings and the related PDs are shifted up and down by one notch of the internal rating, using publicly available data sources for the respective PDs. The three scenarios are weighted based on the generally applied probabilities.

Exposure at default: the EAD equals either the nominal value (money market issues, time accounts) or the carrying value (current and transactional accounts).

Loss given default: an average LGD per rating class is applied. This factor is derived from publicly available data sources.

Lombard loans

For conventional Lombard loans, the input factors are determined as follows:

Probability of default: the PD factors are derived from the Group-internal 'margin call process' in Lombard lending. This process reflects internal procedures to avoid loan losses and is based on

- the probability that the credit position gets into a significant shortfall within one year;
- the probability that the credit position becomes unsecured within 10 days; and
- the liquidation process to cover the exposure,

taking into consideration their respective probabilities.

This margin call process is simulated for each rating class (R1–R6) and for stage 1 and stage 2 separately. The resulting PDs are then applied uniformly across all counterparties and related Lombard loans in the respective rating class.

Exposure at default: the EAD equals the higher of a) the current exposure (based on data from the internal credit supervision system comprising the following credit exposures: cash exposure, derivative exposure, credit guarantees and reservations) and b) the lower of the lending value or approved limit. The Group therefore assumes the highest possible risk (i.e. the highest outstanding) in determining the EAD, including any unused credit commitments. Consequently, even if no exposure is currently drawn under the limit, an ECL is calculated for the respective position.

Loss given default: the LGDs are formula-based, including the market value of the collateral at a client pledge group level. Scenario calculations on the market value of the collateral are performed, resulting in different LGDs per scenario. Three scenarios (baseline, upside, and downside), including the probability of the respective scenario, are applied in the process.

For the limited number of private debt loans within the Lombard loans, the Group uses a separate ECL model which has been developed in order to account for the inherently higher credit risk in the private debt business and is therefore different from the model applied to conventional Lombard loans as outlined above. This separate model is similar to the models used for balances in the category due from banks and for the debt instruments in the treasury portfolios. Consequently, for each private debt loan, publicly available data sources are used for the respective input factors PD and LGD, and separately for each stage (stage 1 or stage 2). The EADs are determined similar to Lombard loans. The assigned issuer ratings and the related PDs are shifted up and down by one notch; the three resulting scenarios are weighted based on the generally applied probabilities.

Mortgages

For mortgages, the input factors are determined as follows:

Probability of default: the PD factor is specifically determined for each counterparty and the related property based on the following input criteria:

- economic area of the counterparty domicile;
- counterparty domicile and property location (country) is the same;
- sufficient assets/collateral within the Group to pay interest/amortisation;
- counterparty self-used vs. rented-out real estate; and
- stage 1 or stage 2.

For each of these criteria, fixed parameters are determined (based on Group experience), which then add up to the mortgage counterparty-specific PD factors. These criteria have been selected because they are assumed to influence directly the default behaviour of the counterparty behind the mortgages.

Exposure at default: the EAD equals the carrying value (exposure).

Loss given default: the LGD is based on scenario calculations on the market value of the real estate collateral and other pledged assets, which is then set in relation to the loan amount (loan-to-value ratio; LTV). Three scenarios (baseline, upside, and downside), including the probability of the respective scenario, are applied in the process. However, instead of applying a fixed percentage for the negative scenario to all real estate uniformly, the negative scenario is based on the combination of a base factor and additional penalties depending on the following real estate-specific criteria:

- property location (country/region);
- property size as a function of the property market value;
- property type (e.g. residential, office, commercial); and
- holiday home regions.

For each of these criteria, fixed parameters (based on Group experience) are determined, which then add up to the mortgage-specific negative scenario. These criteria are selected because the resulting different characteristics of the real estate market generally respond differently to market fluctuations and hence the achievable collateral liquidation value. The total simulated market value is then compared with the exposure to determine the LGD.

Treasury portfolios
For the debt instruments measured at FVOCI and at amortised cost in the treasury portfolios, the input factors are determined as follows:

Probability of default: publicly available PDs per rating class are applied to debt securities and money market instruments, separately for stage 1 (one-year PD or shorter) and stage 2 (respective PD according to expected life). These ratings and the related PDs are shifted by two notches up and down, using publicly available data sources for the respective PDs. The three scenarios are then weighted based on the generally applied probabilities. PDs for an expected life shorter than one year are derived from the available 12 month PDs by linear reduction.

Exposure at default: the EAD equals the amortised cost value.

Loss given default: an average LGD per rating class is applied. These factors are derived from publicly available data sources.

Recognition of loss allowances and write-offs
The credit losses recognised in the income statement (net credit losses/(recoveries) on financial instruments) is the amount required to adjust the loss allowance from the previous reporting date to the current reporting date due to the periodic detailed ECL calculation.

In the balance sheet, the loss allowance related to financial instruments measured at amortised cost is included in the carrying amount of the instrument. For debt instruments measured at FVOCI, the loss allowance is recognised in other comprehensive income (equity) and therefore does not reduce the carrying amount of the instrument in the balance sheet. This ensures that the carrying amount of these debt instruments is always measured at the fair value.

The gross carrying amount of a financial instrument is written off when there is no reasonable expectation of recovery of the amount, i.e. the amount outstanding is deemed uncollectible or forgiven. The time of each write-off is individually determined on a case-by-case basis once the Group credit department decides that there is no reasonable expectation of recovery. For collateralised loans, it is only after a foreclosure sale of the pledged assets that a write-off takes place for any remaining uncovered balance.

21B Credit quality analysis

The following tables provide an analysis of the Group's exposure to credit risk by credit quality and ECL stage; they are based on the Group's internal credit systems.

	Moody's rating	12-month ECL (Stage 1) CHF m	Lifetime ECL not credit-impaired (Stage 2) CHF m	Lifetime ECL credit-impaired (Stage 3) CHF m	31.12.2024 Total CHF m
Due from banks, at amortised cost					
R1–R4: Low to medium risk		5,346.8	-	-	**5,346.8**
R5–R6: Increased risk		176.9	0.1	-	**177.0**
R7–R10: Impaired		-	-	-	**-**
Total		**5,523.7**	**0.1**	**-**	**5,523.8**
Loss allowance		-0.1	-	-	**-0.1**
Carrying amount		**5,523.6**	**0.1**	**-**	**5,523.7**
Lombard loans, at amortised cost[1]					
R1–R4: Low to medium risk		31,928.9	2.9	-	**31,931.9**
R5–R6: Increased risk		886.5	274.8	-	**1,161.3**
R7–R10: Impaired		-	-	714.5	**714.5**
Total		**32,815.4**	**277.7**	**714.5**	**33,807.7**
Loss allowance		-11.4	-7.2	-695.5	**-714.0**
Carrying amount		**32,804.1**	**270.5**	**19.1**	**33,093.7**
Mortgages, at amortised cost					
R1–R4: Low to medium risk		8,236.6	1.0	-	**8,237.6**
R5–R6: Increased risk		31.3	90.2	-	**121.4**
R7–R10: Impaired		0.0	-	159.5	**159.5**
Total		**8,267.9**	**91.2**	**159.5**	**8,518.6**
Loss allowance		-4.5	-0.1	-5.2	**-9.7**
Carrying amount		**8,263.4**	**91.1**	**154.3**	**8,508.9**
Debt instruments, at FVOCI					
R1–R4: Low to medium risk	Aaa – Baa3	10,567.0	-	-	**10,567.0**
R5–R6: Increased risk	Ba1 – B3	-	-	-	**-**
R7–R10: Impaired	Caa1 – C	-	-	-	**-**
Unrated		8.4	-	-	**8.4**
Carrying amount		**10,575.5**	**-**	**-**	**10,575.5**
Loss allowance		-0.6	-	-	**-0.6**
Debt instruments, at amortised cost					
R1–R4: Low to medium risk	Aaa – Baa3	5,295.9	-	-	**5,295.9**
R5–R6: Increased risk	Ba1 – B3	-	-	-	**-**
R7–R10: Impaired	Caa1 – C	-	-	-	**-**
Unrated		-	-	-	**-**
Total		**5,295.9**	**-**	**-**	**5,295.9**
Loss allowance		-0.3	-	-	**-0.3**
Carrying amount		**5,295.6**	**-**	**-**	**5,295.6**

[1] This position includes loss allowances on overdue interest payments on mortgages.

31.12.2023

	Moody's rating	12-month ECL (Stage 1) CHF m	Lifetime ECL not credit-impaired (Stage 2) CHF m	Lifetime ECL credit-impaired (Stage 3) CHF m	Total CHF m
Due from banks, at amortised cost					
R1–R4: Low to medium risk		3,756.2	-	-	**3,756.2**
R5–R6: Increased risk		92.0	-	-	**92.0**
R7–R10: Impaired		-	-	-	**-**
Total		**3,848.2**	**-**	**-**	**3,848.2**
Loss allowance		-0.1	-	-	**-0.1**
Carrying amount		**3,848.1**	**-**	**-**	**3,848.1**
Lombard loans, at amortised cost[1]					
R1–R4: Low to medium risk		29,048.7	19.9	-	**29,068.6**
R5–R6: Increased risk		1,492.9	114.6	-	**1,607.5**
R7–R10: Impaired		-	-	710.7	**710.7**
Total		**30,541.6**	**134.5**	**710.7**	**31,386.8**
Loss allowance		-18.8[2]	-1.2	-701.3[3]	**-721.3**
Carrying amount		**30,522.8**	**133.3**	**9.4**	**30,665.5**
Mortgages, at amortised cost[1]					
R1–R4: Low to medium risk		7,630.5	304.3	-	**7,934.8**
R5–R6: Increased risk		-	231.2	-	**231.2**
R7–R10: Impaired		-	-	91.0	**91.0**
Total		**7,630.5**	**535.5**	**91.0**	**8,256.9**
Loss allowance		-5.0	-0.8	-9.2	**-15.0**
Carrying amount		**7,625.5**	**534.7**	**81.8**	**8,241.9**
Debt instruments, at FVOCI					
R1–R4: Low to medium risk	Aaa – Baa3	12,526.7	-	-	**12,526.7**
R5–R6: Increased risk	Ba1 – B3	-	-	-	**-**
R7–R10: Impaired	Caa1 – C	-	-	-	**-**
Unrated		231.5	-	-	**231.5**
Carrying amount		**12,758.2**	**-**	**-**	**12,758.2**
Loss allowance		-1.0	-	-	**-1.0**
Debt instruments, at amortised cost					
R1–R4: Low to medium risk	Aaa – Baa3	5,590.6	-	-	**5,590.6**
R5–R6: Increased risk	Ba1 – B3	-	-	-	**-**
R7–R10: Impaired	Caa1 – C	-	-	-	**-**
Unrated		-	-	-	**-**
Total		**5,590.6**	**-**	**-**	**5,590.6**
Loss allowance		-0.4	-	-	**-0.4**
Carrying amount		**5,590.2**	**-**	**-**	**5,590.2**

1 Loss allowance on overdue interest payments on certain mortgages (CHF 5.4 million), as well as their corresponding exposures (CHF 5.6 million) are reported as Lombard loans.
2 The increase relates primarily to the application of a specific ECL model for private debt loans.
3 The increase relates primarily to credit losses on the private debt portfolio.

The macroeconomic scenarios used in the ECL calculation models have been reviewed in light of the major changes in geopolitical realities and macroeconomic data and expectations. As a result of this review, the growth assumption (based on the gross domestic products) used in the baseline scenario has been slightly increased for the year-end reporting 2024. At the same time, the Group decreased the weighting of the downside scenario and increased the weighting of the up scenario by the same amount, with the weighting of the baseline scenario held stable. The other input factors applied in the ECL calculation models did not have to be adjusted, as they generally proved to be reliable and robust. In 2023, the Group introduced a specific model in relation to the private debt loans based more on external data instead of internal factors. The models used for the ECL calculation in relation to the other credit activities were not modified.

The ECL calculations did not reveal any material losses to be recognised for year-end reporting 2024.

However, as significant uncertainty regarding the development of the macroeconomic situation persists, the input factors used in the ECL models are monitored on an ongoing basis and may have to be adjusted in the next reporting periods.

21C Movements in loss allowance

The following tables present the development of the Group's ECL by stage:

	12-month ECL (Stage 1) CHF m	Lifetime ECL not credit-impaired (Stage 2) CHF m	Lifetime ECL credit-impaired (Stage 3) CHF m	2024 Total CHF m
Due from banks, at amortised cost				
Balance at 1 January 2024	**0.1**	**-**	**-**	**0.1**
Transfer to/(from) lifetime ECL not credit-impaired	-0.0	0.0	-	-
Net remeasurement of loss allowance	-0.0	0.0	-	**-0.0**
New/increase financial assets	0.0	-	-	**0.0**
Financial assets that have been derecognised	-0.0	-	-	**-0.0**
Changes in models/risk parameters	-0.0	-	-	**-0.0**
Balance at 31 December 2024	**0.1**	**0.0**	**-**	**0.1**
Lombard loans, at amortised cost				
Balance at 1 January 2024	**18.8**	**1.2**	**701.3**	**721.3**
Transfer to/(from) 12-month ECL	0.1	-0.1	-	-
Transfer to/(from) lifetime ECL not credit-impaired	-1.4	1.4	-	-
Transfer to/(from) lifetime ECL credit-impaired	-0.2	-0.6	0.8	-
Net remeasurement of loss allowance	2.2	0.5	12.8	**15.5**
New/increase financial assets	2.3	0.0	31.2[1]	**33.5**
Financial assets that have been derecognised	-10.0	-0.2	-4.4	**-14.6**
Write-offs	-	-	-64.9	**-64.9**
Recoveries of amounts previously written off	-	-	1.2	**1.2**
Changes in models/risk parameters	-0.5	5.1	-	**4.6**
Foreign exchange and other movements	-	-	17.5	**17.5**
Balance at 31 December 2024	**11.4**	**7.2**	**695.5**	**714.1**

[1] Including outstanding accumulated interest.

Mortgages, at amortised cost	12-month ECL (Stage 1) CHF m	Lifetime ECL not credit-impaired (Stage 2) CHF m	Lifetime ECL credit-impaired (Stage 3) CHF m	**Total** CHF m
Balance at 1 January 2024	**5.0**	**0.8**	**9.2**	**15.0**
Transfer to/(from) 12-month ECL	0.4	-0.4	-0.0	-
Transfer to/(from) lifetime ECL not credit-impaired	-0.0	0.0	-	-
Transfer to/(from) lifetime ECL credit-impaired	-0.0	-0.2	0.2	-
Net remeasurement of loss allowance	0.2	0.0	6.9	**7.1**
New/increase financial assets	0.5	-	1.3	**1.9**
Financial assets that have been derecognised	-0.4	-0.2	-5.0	**-5.6**
Write-offs	-	-	-0.6	**-0.6**
Changes in models/risk parameters	-1.2	-0.0	-	**-1.2**
Foreign exchange and other movements	-	-	-6.9	**-6.9**
Balance at 31 December 2024	**4.5**	**0.1**	**5.2**	**9.7**
Debt instruments, at FVOCI				
Balance at 1 January 2024	**1.0**	**-**	**-**	**1.0**
Net remeasurement of loss allowance	-0.3	-	-	**-0.3**
New financial assets purchased	0.2	-	-	**0.2**
Financial assets that have been derecognised	-0.4	-	-	**-0.4**
Changes in models/risk parameters	-0.0	-	-	**-0.0**
Foreign exchange and other movements	0.0	-	-	**0.0**
Balance at 31 December 2024	**0.6**	**-**	**-**	**0.6**
Debt instruments, at amortised cost				
Balance at 1 January 2024	**0.4**	**-**	**-**	**0.4**
Net remeasurement of loss allowance	-0.1	-	-	**-0.1**
New financial assets purchased	0.0	-	-	**0.0**
Financial assets that have been derecognised	-0.0	-	-	**-0.0**
Changes in models/risk parameters	-0.0	-	-	**-0.0**
Foreign exchange and other movements	0.0	-	-	**0.0**
Balance at 31 December 2024	**0.3**	**-**	**-**	**0.3**

	12-month ECL (Stage 1) *CHF m*	Lifetime ECL not credit-impaired (Stage 2) *CHF m*	Lifetime ECL credit-impaired (Stage 3) *CHF m*	2023 Total *CHF m*
Due from banks, at amortised cost				
Balance at 1 January 2023	**0.1**	**0.0**	**-**	**0.1**
Transfer to/(from) 12-month ECL	0.0	-0.0	-	**-**
Net remeasurement of loss allowance	0.0	-	-	**0.0**
New/increase financial assets	0.1	-	-	**0.1**
Financial assets that have been derecognised	-0.1	-0.0	-	**-0.1**
Changes in models/risk parameters	-0.0	-	-	**-0.0**
Balance at 31 December 2023	**0.1**	**-**	**-**	**0.1**
Lombard loans, at amortised cost				
Balance at 1 January 2023	**11.3**	**0.9**	**87.3**	**99.5**
Transfer to/(from) 12-month ECL	0.4	-0.4	-	**-**
Transfer to/(from) lifetime ECL not credit-impaired	-0.0	0.0	-	**-**
Transfer to/(from) lifetime ECL credit-impaired	-0.1	-0.0	0.1	**-**
Net remeasurement of loss allowance	1.1	1.0	599.5[1]	**601.6**
New/increase financial assets	5.7	0.0	27.0[2]	**32.8**
Financial assets that have been derecognised	-6.9	-0.2	-2.0	**-9.1**
Write-offs	-	-	-0.3	**-0.3**
Recoveries of amounts previously written off	-	-	1.0	**1.0**
Changes in models/risk parameters	7.2[3]	-0.1	-	**7.1**
Foreign exchange and other movements	-	-	-11.4	**-11.4**
Balance at 31 December 2023	**18.8**	**1.2**	**701.3**	**721.3**

1 The increase relates primarily to credit losses on the private debt portfolio.
2 Including outstanding accumulated interest.
3 The increase relates primarily to the application of a specific ECL model for private debt loans.

	12-month ECL (Stage 1) *CHF m*	Lifetime ECL not credit-impaired (Stage 2) *CHF m*	Lifetime ECL credit-impaired (Stage 3) *CHF m*	Total *CHF m*
Mortgages, at amortised cost				
Balance at 1 January 2023	**6.3**	**1.3**	**6.3**	**13.9**
Transfer to/(from) 12-month ECL	0.3	-0.3	-	**-**
Transfer to/(from) lifetime ECL not credit-impaired	-0.1	0.1	-	**-**
Transfer to/(from) lifetime ECL credit-impaired	-	-0.1	0.1	**-**
Net remeasurement of loss allowance	-0.2	0.1	0.2	**0.1**
New/increase financial assets	2.5	0.2	3.3	**6.0**
Financial assets that have been derecognised	-2.6	-0.4	-0.1	**-3.0**
Write-offs	-	-	-0.5	**-0.5**
Changes in models/risk parameters	-1.2	-0.2	-	**-1.4**
Foreign exchange and other movements	-	-	-0.0	**-0.0**
Balance at 31 December 2023	**5.0**	**0.8**	**9.2**	**15.0**
Debt instruments, at FVOCI				
Balance at 1 January 2023	**1.5**	**-**	**-**	**1.5**
Net remeasurement of loss allowance	-0.2	-	-	**-0.2**
New financial assets purchased	0.1	-	-	**0.1**
Financial assets that have been derecognised	-0.3	-	-	**-0.3**
Changes in models/risk parameters	-0.0	-	-	**-0.0**
Foreign exchange and other movements	-0.1	-	-	**-0.1**
Balance at 31 December 2023	**1.0**	**-**	**-**	**1.0**
Debt instruments, at amortised cost				
Balance at 1 January 2023	**0.4**	**-**	**-**	**0.4**
Net remeasurement of loss allowance	-0.0	-	-	**-0.0**
New financial assets purchased	0.2	-	-	**0.2**
Financial assets that have been derecognised	-0.1	-	-	**-0.1**
Changes in models/risk parameters	-0.0	-	-	**-0.0**
Foreign exchange and other movements	-0.0	-	-	**-0.0**
Balance at 31 December 2023	**0.4**	**-**	**-**	**0.4**

21D Credit risk exposure

The following table shows the Group's theoretical maximum exposure to credit risk as of the balance sheet date, which represents the exposure in the event of other parties failing to perform their obligations, without taking account of any collateral held or other credit enhancements. For financial assets, these exposures are typically the carrying amount.

Maximum exposure to credit risk

	31.12.2024 Gross maximum exposure *CHF m*	31.12.2023 Gross maximum exposure *CHF m*
Due from banks	5,523.7	3,848.1
Receivables from securities financing transactions	4,932.2	874.9
Lombard loans	33,093.7	30,665.5
Mortgages	8,508.9	8,241.9
Financial assets measured at FVTPL	3,691.3	3,433.9
Derivative financial instruments	3,767.0	2,297.9
Financial assets designated at fair value	179.1	188.9
Financial assets measured at FVOCI	10,575.5	12,758.2
Other financial assets measured at amortised cost	5,295.6	5,590.2
Accrued income/other financial assets	799.7	714.8
Total[1]	**76,366.7**	**68,614.5**
Off-balance sheet		
Irrevocable commitments[2]	666.8	708.6
Total maximum exposure to credit risk	**77,033.5**	**69,323.1**

1 Cash, including balances held with central banks, is not considered a credit risk and hence excluded from all credit risk analyses.
2 These amounts reflect the maximum payments the Group is committed to making.

Refer to chapter *IV. Risk Management* (credit risk section) of this Annual Report for discussions on concentration of credit risk.

21E Collateral analysis

For Lombard loans, the principal types of collateral are readily marketable debt and equity securities as well as other eligible assets; for mortgages, residential properties serve as main collateral. The following table provides information regarding the loan-to-value (market value) ratio for the respective credit products, based on the carrying amount, i.e. net of any respective loss allowances.

	31.12.2024 *CHF m*	31.12.2023 *CHF m*
Loan-to-value ratio (LTV)		
Lombard loans (not credit-impaired)		
Less than 50%	20,863.1	18,537.5
51–70%	8,298.5	7,819.6
71–90%	3,540.2	3,695.7
91–100%	351.9	537.0
More than 100%	20.9	66.3
Total	**33,074.6**	**30,656.1**
Mortgages (not credit-impaired)		
Less than 50%	4,505.3	4,547.6
51–70%	3,219.8	3,030.7
71–90%	629.4	581.0
91–100%	-	0.9
More than 100%	-	-
Total	**8,354.5**	**8,160.2**
Credit-impaired Lombard loans		
Less than 50%	4.1	0.0
51–70%	0.0	-
71–100%	6.2	-
More than 100%	8.8	9.4
Total	**19.1**	**9.4**
Credit-impaired mortgages		
Less than 50%	97.0	15.7
51–70%	11.2	20.7
71–100%	24.1	8.0
More than 100%	22.0	37.4
Total	**154.3**	**81.8**

Note 21F Financial instruments – offsetting

As a wealth manager, the Group enters into securities transactions and derivative financial instruments. In order to control the credit exposure and reduce the credit risk related to these transactions, the Group applies credit mitigation strategies in the ordinary course of business. The Group enters into master netting agreements with counterparties to mitigate the credit risk of securities lending and borrowing transactions, repurchase and reverse repurchase transactions, and OTC derivative transactions. Such arrangements include Global Master Securities Lending Agreements or Global Master Repurchase Agreements, as well as ISDA Master Agreements for derivatives.

The majority of exposures to securities transactions and OTC derivative financial instruments are collateralised, with the collateral being prime financial instruments or cash.

However, under IFRS, to be able to offset transactions with the same counterparty on the balance sheet, the Group must have a legally enforceable right to set off the recognised amounts, and the intention to either settle on a net basis, or to realise the asset and settle the liability simultaneously. In addition, the offsetting right must not only be legally enforceable in the normal course of business, but must also be enforceable for all counterparties in the event of default, insolvency, or bankruptcy. Since the Group's arrangements may not fulfil the strict offsetting criteria as required by IFRS, the Group does not offset the respective amounts related to these transactions on the balance sheet. Consequently, the remaining credit risk on securities lending and borrowing as well as on repurchase and reverse repurchase transactions is fully mitigated.

Securities transactions: since the Group does not apply netting on its balance sheet, the cash collateral provided in securities borrowing and reverse repurchase transactions in the amount of CHF 5,732.2 million (2023: CHF 1,774.9 million) and the cash collateral received in securities lending and repurchase transactions in the amount of CHF 2,592.5 million (2023: CHF 5,873.1 million), as disclosed in Note 18 are not offset with the respective counterparty positions in the balance sheet.

Derivative financial instruments: the derivative financial instruments consist of OTC as well as exchange-traded derivatives. The majority of OTC derivatives, i.e. positive replacement values in the amount of CHF 3,685.5 million (2023: CHF 2,271.7 million) and negative replacement values in the amount of CHF 2,930.2 million (2023: CHF 2,627.1 million) are subject to an enforceable netting agreement. Transactions with other banks are generally collateralised with other financial instruments (derivatives) that are recognised on the Group's balance sheet. With non-banking counterparties, the collateral recognised is generally cash balances. None of these balances related to the derivatives transactions are offset on the balance sheet.

Note 22 Risk measures

22A Market risk measures

Market risk refers to the potential losses from changes in the valuation of the Group's assets and liabilities because of changes in market prices, volatilities, correlations, and other valuation-relevant factors. Refer to chapter *IV. Risk Management* (market risk section) of this Annual Report for the relevant background information related to the Group's market risk.

Market risk measurement, market risk limitation, back-testing, and stress testing
The following methods are used to measure and limit market risk: value-at-risk (VaR) limits, sensitivity or concentration limits (delta, vega, basis-point, and nominal limits as well as scenario analyses), and country limits for trading positions. VaR, the key risk figure, measures the magnitude of the loss on a portfolio that, under normal circumstances and for a specific probability (confidence interval), will not be exceeded during the observed holding period.

Whereas VaR forecasts identify potential losses during normal market conditions, daily stress tests are carried out in order to estimate the consequences of extreme market swings. Limits are set for both these risk metrics, and their utilisation is monitored on a daily basis. The daily stress tests are periodically complemented by additional tests based on historical scenarios. Additional stress tests, reflecting specific market and political situations, are also carried out.

The following table is a summary of the VaR positions of the Group's trading portfolios (one-day holding period, 95% confidence interval):

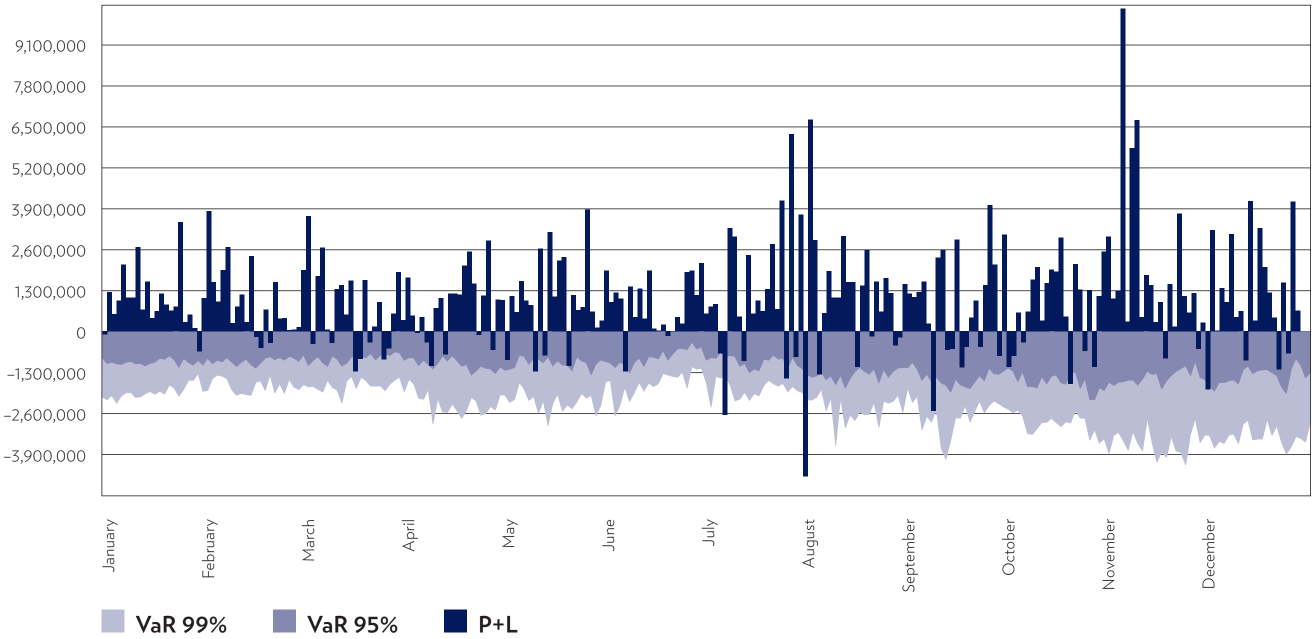
Market risk – VaR positions by risk type

				2024
	At 31 December CHF m	Average CHF m	Maximum CHF m	Minimum CHF m
Equities	-1.2	-0.7	-2.0	0.0
Interest rates	-0.9	-0.9	-1.4	-0.5
Foreign exchange/precious metals	-0.1	-0.4	-1.7	-0.0
Effects of correlation	1.0			
Total	**-1.2**	**-1.3**	**-2.4**	**-0.4**

				2023
	At 31 December CHF m	Average CHF m	Maximum CHF m	Minimum CHF m
Equities	-0.2	-0.5	-1.6	0.1
Interest rates	-1.2	-1.8	-2.4	-1.1
Foreign exchange/precious metals	-0.4	-0.3	-1.4	0.0
Effects of correlation	0.8			
Total	**-0.9**	**-1.7**	**-3.4**	**-0.8**

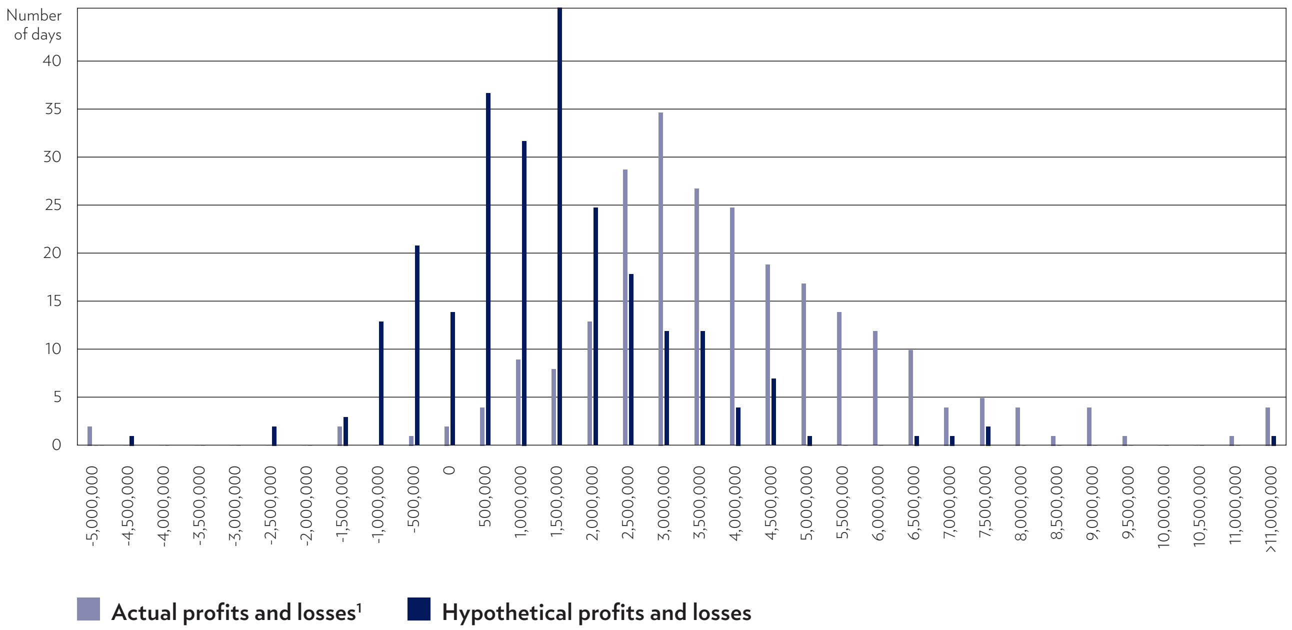
The adequacy of the VaR calculation, which is based on historical market movements, is monitored through regular back-testing. This involves the comparison of the VaR values calculated each day with the hypothetical gains or losses that would have occurred if the end-of-day positions had been left unchanged on the next trading day. The following chart shows the daily calculations of VaR in 2024 (at confidence intervals of 95% and 99% and for a one-day holding period) compared with these hypothetical gains or losses. A back-testing exception occurs when the change in overall position value resulting from the back-testing simulation is negative and its absolute value is greater than the VaR (at a confidence interval of 99%) for the relevant day's closing positions.

Back-testing of Julius Baer Group trading book positions in 2024 (CHF)



The following chart compares these hypothetical gains and losses with the actual profit and loss generated by the trading operations of the Group. To ensure comparability, pure commission income has been removed from these results.

Distribution of daily revenues from trading activities of Julius Baer Group for 2024 (CHF)



[1] Pure trading revenues excluding commissions and fees

At the beginning of 2024, the preceding 12-month period contained one back-testing exception that fell out of the observation period during 2024. For the 12-month period starting on 1 January 2024 and ending on 31 December 2024, we have registered two additional back-testing exceptions:

- On 9 July 2024, a back testing loss was recorded in Markets and Treasury. The loss comes from an increase in volatility driven by unexpected inflation data and altered market expectations regarding the Federal Reserve interest rate policy leading to a material rally in equity instruments.
- On 2 August 2024, a back testing loss was recorded in Markets and Treasury. The loss comes from an increase in volatility driven by unexpected Bank of Japan rate hike, less than hoped for technology company earnings and recession fears.

As of 31 December 2024, the overall number of back-testing exceptions stands therefore at two. As such, the VaR capital multiplier applied by the Group was at 3.2.

All back-testing violations are examined individually, and each is reported to the Chief Executive Officer, the Chief Risk Officer, the internal and external auditors, and FINMA.

VaR method and regulatory capital
For its VaR calculation, the Group uses historical simulation with a complete revaluation of all trading positions in each instance. The historical simulation is based on empirically observed changes in market parameters (prices, yield curves, volatilities) over the last 300-trading-day period. As a result, correlation is taken into account implicitly, without having to draw on calculations and assumptions based on a correlation matrix. The risk management platform and the internal market risk models of the Group fulfil the relevant regulatory requirements and have been approved by FINMA for use in determining the capital requirement for market risks in the trading book.

In addition to the normal VaR calculations detailed above, a so-called stress-based VaR calculation is also carried out. Instead of the historical prices observed over the last 300 trading days, this stress-based VaR calculation uses those observed during a highly volatile period in the past (the stress period). Under FINMA regulations, the capital requirement for market risk is the sum of the normal VaR and the stress-based VaR.

The specific risk of the Group's fixed-income trading positions is calculated according to the standard method. The incremental risk charge and comprehensive risk-capital charge requirements are not applicable.

In 2025, the Group will transition from the current internal model to the standard approach under Fundamental Review of the Trading Book (FRTB) from 1 January 2025.

For additional information regarding the calculation of the Group's minimum regulatory capital requirements under Basel III Pillar 3, refer to the separate Basel III Pillar 3 Report published in the Regulatory Disclosures section of the www.juliusbaer.com website (this will be available at the end of April 2025).

22B Interest rate risk measures

One measure of interest rate risk is the impact of a positive change of 1% (+100 basis points) on the entire yield curve across all currencies on the economic value of equity. This includes modelled liabilities, of which the most significant items are client demand deposits and equity. The table below, broken down according to maturity bands and currencies, shows the results of such a scenario per 31 December 2024. Negative values under this scenario reflect a potential drop in fair value within the respective maturity band; positive values reflect a potential increase in fair value. This risk measure is also used to carry out scenario analyses on a regular basis. Since there are no material option structures in the banking book, a negative change of 1% in the yield curves would result in scenario values of a similar magnitude but with the opposite sign.

Interest sensitivity by time bands and 100 bp parallel increase

	Within 1 month	1 to 3 months	3 to 12 months	1 to 5 years	Over 5 years	**Total** *CHF m*
CHF						
2024	2.9	2.9	36.9	37.0	20.8	**100.6**
2023	3.1	1.3	33.1	26.5	-7.1	**56.9**
USD						
2024	0.4	-5.3	-18.2	-39.7	-3.3	**-66.2**
2023	2.5	-0.3	-1.2	-61.7	0.0	**-60.7**
EUR						
2024	-0.1	-4.0	-1.3	35.4	-0.6	**29.4**
2023	-0.6	-4.9	0.5	18.4	15.6	**29.0**
Other						
2024	0.7	-2.0	-0.8	26.0	-0.0	**23.8**
2023	2.1	-2.5	-1.4	26.1	-0.1	**24.3**

In addition, the effect on interest-driven income resulting from changes in the yield curve is measured. In this analysis, the interest-bearing assets and liabilities are offset within maturity bands. Based on the assumptions described above, and further assuming that the Group took no mitigating action, interest-driven income is adversely sensitive to declining interest rates. Interest-driven income over the one-year horizon would decline by CHF -52.1 million assuming a parallel -100bps shift of the yield curves and CHF -74.4 million if faced with the 'parallel down' scenario defined in the Interest Rate Risk in the Banking Book (IRRBB) regulation.

Note 23 Hedge accounting

23A Fair value hedges

Fair value hedge (FVH) accounting
The risk being hedged in a fair value hedge is a change in the fair value of an asset or liability, or an unrecognised firm commitment that is attributable to a particular risk and could affect the income statement. The changes in fair value might arise from changes in interest rates, foreign exchange rates, or equity prices, i.e. the item to hedge is 'some fixed item', which however underlies variability due to market changes, which shall be prevented.

For a FVH, an adjustment is made to the carrying value of the hedged item to reflect the change in the value due to the hedged risk, with an offset to the income statement for the change in value of the hedging instrument. Where the offset is not complete, this will result in ineffectiveness to be recorded in the income statement.

As permitted under IFRS 9, the Group continues to apply the hedge accounting requirements of IAS 39 to fair value hedges of portfolio interest rate risk related to Lombard loans.

Fair value hedges of interest rate risk
The Group hedges part of its interest rate exposure from fixed-rate CHF-denominated mortgages to changes in fair value by using interest rate swaps on a portfolio basis. Such portfolio hedges are based on mortgages with similar maturities, and the hedge relationships are rebalanced on a monthly basis. The amount of fair value hedge adjustments remaining in the balance sheet for any hedged items that have ceased to be adjusted for hedging gains and losses are amortised over the remaining terms to maturity of the hedged items using the straight-line method.

In addition, different interest rate swaps are used to hedge the interest rate risks of some of the bonds issued by the Group that are denominated in USD, CHF, or EUR, as well as a very limited number of individual mortgages measured at amortised cost and debt instruments measured at FVOCI. The fixed legs of these swaps are in correspondence to the respective (fixed-rate) bonds and mortgages. As such, the interest rate risk of each financial instrument is substantially reduced to the interest rate risk of the floating-rate leg of the respective swap.

The counterparties of the swap transactions used for portfolio hedges as well as those used for single hedges are investment-grade counterparties. However, the Group does not incur any credit risk with these derivative instruments, as all credit risk is eliminated through clearing or because of collateral agreements in place. Prior to committing to a hedge relationship, an assessment takes place in order to justify that the fair value of the hedged item and the hedging instrument do offset their interest rate risks, and that the economic hedge relationships meet the hedge accounting criteria. Besides this qualitative assessment, regular quantitative assessments are carried out based on prospective (i.e. forward-looking, using regression analysis) as well as retrospective effectiveness tests. These tests allow assessing whether the hedging instrument is expected to be or has been highly effective in offsetting changes in the fair value of the hedged item. Hedge ineffectiveness may arise from minor differences in the core data of the bond and swap fixed leg, or the interest rate sensitivities of the floating leg of the swap.

	Hedges of bond issues (single hedges) *CHF m*	Hedges of mortgages (single hedges) *CHF m*	Hedges of mortgages (portfolio hedges) *CHF m*	**31.12.2024** Hedges of bonds (single hedges) *CHF m*
Hedged items				
Amortised cost value	1,211.0	19.4	229.5	n/a
Accumulated amount of fair value hedge adjustment on the hedged item, included in the carrying amount of the hedged item	15.3	-0.2	15.7	-13.7
Carrying amount hedged items	**1,226.3**	**19.2**	**245.2**	**1,479.3**
Hedging instruments – interest rate swaps				
Notional amount (overall average fixed interest rate: 1.09%)	1,190.7			
– of which remaining maturity 1–5 years (average fixed interest rate: 1.09%)	*1,190.7*			
Notional amount (overall average fixed interest rate: -0.31%)		18.0		
– of which remaining maturity > 5 years (average fixed interest rate: -0.31%)		*18.0*		
Notional amount (overall average fixed interest rate: 1.50%)			220.0	
– of which remaining maturity 1–5 years (average fixed interest rate: 1.36%)			*100.0*	
– of which remaining maturity > 5 years (average fixed interest rate: 1.61%)			*120.0*	
Notional amount (overall average fixed interest rate: 3.77%)				1,483.4
– of which remaining maturity 1–5 years (average fixed interest rate: 3.77%)				*1,483.4*
Positive replacement value	7.3	0.5	-[1]	15.1
– related notional amount	*619.2*	*18.0*	-	*1,227.9*
Negative replacement value	22.6	-	12.6[1]	1.4
– related notional amount	*571.4*	-	*220.0*	*255.5*
Hedge effectiveness testing and related ineffectiveness				
Change in fair value of hedged item used for calculation of hedge ineffectiveness	15.3	-0.2	-0.7	-13.7
Change in fair value of interest rate swaps used for calculation of hedge ineffectiveness	-15.3	0.5	0.6[1]	13.8
Amount of hedge ineffectiveness recognised in the income statement	**0.0**	**0.4**	**-0.1**	**0.0**
Termination of hedge relationship				
Accumulated amount of fair value hedge adjustments remaining in the balance sheet for any hedged items that have ceased to be adjusted for hedging gains and losses	-	-	16.1	-

1 The change in fair value of the interest rate swaps used for the calculation of the hedge effectiveness of the portfolio hedges reflects the changes in the fair value of the latest hedge period only, whereas the sum of the positive and negative replacement values reflects the differences in fair values of the interest rate swaps between inception and reporting date.

	Hedges of bond issues (single hedges) *CHF m*	Hedges of mortgages (single hedges) *CHF m*	Hedges of mortgages (portfolio hedges) *CHF m*	31.12.2023 Hedges of bonds (single hedges) *CHF m*
Hedged items				
Amortised cost value	876.4	19.7	291.6	n/a
Accumulated amount of fair value hedge adjustment on the hedged item, included in the carrying amount of the hedged item	45.6	-1.3	23.5	7.1
Carrying amount hedged items	**921.9**	**18.4**	**315.2**	**1,242.5**
Hedging instruments – interest rate swaps				
Notional amount (overall average fixed interest rate: 1.09%)	875.5			
– of which remaining maturity < 1 year (average fixed interest rate: 1.22%)	*326.2*			
– of which remaining maturity 1–5 years (average fixed interest rate: 1.09%)	*549.3*			
Notional amount (overall average fixed interest rate: -0.31%)		18.0		
– of which remaining maturity > 5 years (average fixed interest rate: -0.31%)		*18.0*		
Notional amount (overall average fixed interest rate: 1.50%)			270.0	
– of which remaining maturity < 1 year (average fixed interest rate: 0.27%)			*50.0*	
– of which remaining maturity 1–5 years (average fixed interest rate: 1.36%)			*100.0*	
– of which remaining maturity > 5 years (average fixed interest rate: 1.61%)			*120.0*	
Notional amount (overall average fixed interest rate: 3.77%)				1,259.0
– of which remaining maturity 1–5 years (average fixed interest rate: 3.77%)				*1,259.0*
Positive replacement value	-	1.6	0.3[1]	1.8
– related notional amount	-	*18.0*	*50.0*	*425.8*
Negative replacement value	45.0	-	5.0[1]	6.5
– related notional amount	*875.5*	-	*220.0*	*833.2*
Hedge effectiveness testing and related ineffectiveness				
Change in fair value of hedged item used for calculation of hedge ineffectiveness	45.6	-1.3	1.5	7.1
Change in fair value of interest rate swaps used for calculation of hedge ineffectiveness	-45.0	1.6	-1.6[1]	-4.8
Amount of hedge ineffectiveness recognised in the income statement	**0.6**	**0.3**	**-0.1**	**2.3**
Termination of hedge relationship				
Accumulated amount of fair value hedge adjustments remaining in the balance sheet for any hedged items that have ceased to be adjusted for hedging gains and losses	-	-	22.0	-

1 The change in fair value of the interest rate swaps used for the calculation of the hedge effectiveness of the portfolio hedges reflects the changes in the fair value of the latest hedge period only, whereas the sum of the positive and negative replacement values reflects the differences in fair values of the interest rate swaps between inception and reporting date.

23B Cash flow hedges

Cash flow hedge (CFH) accounting
The risk being hedged in a cash flow hedge is the exposure to variability in cash flows that is attributable to a particular risk associated with a recognised asset or liability, an unrecognised firm commitment, or a highly probable forecast transaction and could affect the income statement. The item to hedge is 'some variable item', i.e. producing some variable cash amount, which shall be stabilised (i.e. the amount shall be fixed).

For a CFH, the carrying amount of the hedged item, which may not even be recognised yet, is unchanged. The effect of hedge accounting is to defer the effective portion of the change in value of the hedging instrument in OCI. Any ineffective portion remains in the income statement as ineffectiveness.

Cash flow hedges of interest rate risk
The Group uses longer-term interest rate swaps (maturities of 1–5 years) to hedge the variability of future interest rate payments on selected Lombard loans with short maturities (and rollover assumption). These loans share the same currency and type of risk.

The following table relates to the derivatives (FX options, interest rate swaps) used for the cash flow hedges and the related amounts recognised in OCI and the income statement:

	31.12.2024 Interest rate hedges *CHF m*	31.12.2023 Interest rate hedges *CHF m*
Hedging instrument – derivatives		
Positive replacement values of derivatives	-	-
Negative replacement values of derivatives	21.0	34.5
Nominal value of derivatives	587.2	545.4
Amounts recognised in OCI		
OCI on cash flow hedges	-11.5	-29.6
Amounts recognised in the income statement		
Hedge ineffectiveness recognised in net income from financial instruments measured at FVTPL	0.8	-
Amortisation of time value of the derivatives into income statement	4.6	5.8

23C Net investment hedges

Net investment hedge (NIH) accounting
The risk being hedged in a net investment hedge is the currency risk associated with the translation (into the consolidated financial statements) of the net assets of subsidiaries reporting in a different currency. The item to hedge is a net investment in a foreign operation.

For an NIH, the carrying amount of the hedged item is unchanged. The effect of hedge accounting is to defer the effective portion of the change in value of the hedging instrument (i.e. the change in the foreign exchange rate of the derivative) in OCI. Any ineffective portion remains in the income statement as ineffectiveness.

Net investment hedges of foreign currency risk related to foreign operations
The Group applies NIH accounting on part of the foreign currency risks related to its foreign operations. An NIH is a specific type of a foreign currency cash flow hedge used to eliminate the foreign currency exposures arising from translating the Group's net investment in a foreign operation (with a different functional currency than the CHF) into the Group currency CHF. Upon consolidation of the net investment in a foreign operation into the Group financial statements, the foreign currency gain or loss is recognised in OCI under the respective accounting treatment.

The Group uses rolling FX forwards as hedging instruments applying the forward rate method, which means the full marked-to-market on the hedge is booked to OCI, provided the hedge is effective.

The amount of net investment hedges designated to hedge the foreign currency investment should, for each hedging period, be less than or equal to the hedged item at the end date of the hedged period. This critical term matching is proven on a prospective period for each month-end. Hedges are allocated to specific foreign currency net investments at inception of the hedge. Ineffectiveness is recognised only to the extent that the periodic change in the fair value of the derivative instrument exceeds the periodic change in the FX translation ('overhedge'). Given that only a fraction of foreign currency investments is hedged, hedge effectiveness should be obtained at all times.

The following table relates to FX forwards used for net investment hedges in foreign operations and the related amounts recognised in OCI:

	31.12.2024 *CHF m*	31.12.2023 *CHF m*
Hedging instruments – FX forwards		
Positive replacement values of FX forwards	-	13.8
Negative replacement values of FX forwards	29.1	-
Nominal value of FX forwards	448.8	570.2
Amounts recognised in OCI		
OCI on foreign currency operations hedged with net investment hedges	-102.0	-184.3
OCI on net investment hedges	-23.6	31.3

Note 24 Liquidity analysis

The following table shows an analysis of the Group's financial liabilities by remaining contractual maturities as of the balance sheet date. Contrary to the balance sheet presentation, these amounts include the total of contractual undiscounted interest payments related to these financial liabilities. Liabilities without a stated maturity, i.e. that can be called for repayment at any time, are classified as on demand. All derivative financial instruments held for trading are classified as on demand since there are no single derivatives or classes of derivatives for which the contractual maturities are relevant to the timing of the total cash flows of the Group.

Remaining contractual maturities of financial liabilities

Financial liabilities	On demand *CHF m*	Due within 3 months *CHF m*	Due within 3 to 12 months *CHF m*	Due within 12 months to 5 years *CHF m*	Due after 5 years *CHF m*	**Total** *CHF m*
Due to banks	4,722.2	195.6	306.3	48.3	-	**5,272.4**
Payables from securities financing transactions	137.4	1,841.8	613.3	-	-	**2,592.5**
Due to customers	43,241.9	23,180.6	2,247.6	338.2	-	**69,008.3**
Financial liabilities measured at FVTPL	778.6	-	-	-	-	**778.6**
Derivative financial instruments	2,876.7	29.4[1]	0.9[1]	46.1[1]	10.1[1]	**2,963.3**
Financial liabilities designated at fair value	2,699.1	4,351.4	3,460.6	1,777.5	134.6	**12,423.2**
Debt issued	-	437.8	534.6	2,180.3	1,074.2	**4,226.9**
Accrued expenses/other financial liabilities	-	619.8	-	-	-	**619.8**
Total financial liabilities 31.12.2024	**54,455.8**	**30,656.5**	**7,163.3**	**4,390.4**	**1,218.9**	**97,885.0**
Due to banks	2,311.2	60.7	-	-	-	**2,371.9**
Payables from securities financing transactions	981.2	4,891.8	-	-	-	**5,873.1**
Due to customers	37,056.0	23,704.5	2,807.7	1.0	-	**63,569.2**
Financial liabilities measured at FVTPL	795.5	-	-	-	-	**795.5**
Derivative financial instruments	2,666.4	-[1]	5.2[1]	81.6[1]	4.2[1]	**2,757.3**
Financial liabilities designated at fair value	2,521.6	3,131.1	2,934.1	1,570.8	219.4	**10,377.0**
Debt issued	-	310.3	1,014.8	1,895.7	615.5	**3,836.3**
Accrued expenses/other financial liabilities	-	605.0	-	-	-	**605.0**
Deferred payments related to acquisitions	-	-	0.3	3.3	-	**3.6**
Total financial liabilities 31.12.2023	**46,332.0**	**32,703.3**	**6,762.1**	**3,552.4**	**839.1**	**90,188.9**

Off-balance sheet (irrevocable commitments)[2]

	On demand *CHF m*	Due within 3 months *CHF m*	Due within 3 to 12 months *CHF m*	Due within 12 months to 5 years *CHF m*	Due after 5 years *CHF m*	**Total** *CHF m*
Total 31.12.2024	224.8	413.7	12.0	16.3	-	**666.8**
Total 31.12.2023	243.5	400.9	12.7	48.7	2.8	**708.6**

[1] These derivatives are not held for trading but for hedging purposes.
[2] These amounts reflect the maximum payments the Group is committed to making.

Note 25 Interests in subsidiaries and other entities

25A Companies consolidated

Listed company that is consolidated

	Place of listing	Head Office	Currency	Share capital m	Capitalisation as at 31.12.2024 m
Julius Baer Group Ltd.	SIX Swiss Exchange	Zurich	CHF	4.1	12,084
Swiss securities number: 10 248 496, Ticker symbol: BAER					

Unlisted operational companies that are consolidated as at 31 December 2024

	Head Office	Currency	Share capital m	Equity interest %
Bank Julius Baer & Co. Ltd.	Zurich	CHF	575.000	100
Branches in Basle, Berne, Crans-Montana, Geneva, Guernsey,				
Hong Kong, Lausanne, Lucerne, Lugano, Singapore, Sion,				
St. Gallen, St. Moritz, Verbier, Zurich				
Representative Offices in Bogotá, Istanbul, Johannesburg,				
Mexico City, Santiago de Chile, Shanghai, Tel Aviv				
including				
Bank Julius Baer Nominees (Singapore) Pte. Ltd.	*Singapore*	*SGD*	*0.000*	*100*
Bank Julius Bär Deutschland AG	Frankfurt	EUR	15.000	100
Branches in Berlin, Düsseldorf, Hamburg, Hanover,				
Mannheim, Munich, Stuttgart				
Offices in Kiel, Würzburg				
Bank Julius Baer Europe S.A.	Luxembourg	EUR	95.734	100
Branches in Dublin, Madrid				
Office in Barcelona				
Bank Julius Baer (Monaco) S.A.M.	Monaco	EUR	160.000	100
Julius Baer (Bahrain) B.S.C. (c)	Manama	BHD	1.000	100
Julius Baer (Chile) SpA	Santiago de Chile	CLP	498.928	100
Julius Baer Brasil Gestão de Patrimônio e Consultoria de Valores Mobiliários Ltda.	São Paulo	BRL	952.153	100
Offices in Belo Horizonte, Rio de Janeiro				
Julius Baer Family Office & Trust AG	Zurich	CHF	0.100	100
Julius Baer Fiduciaria S.p.A.	Milan	EUR	0.100	100
Julius Baer Financial Services (Channel Islands) Limited	Jersey	GBP	0.025	100
Julius Baer Financial Services (Israel) Ltd.	Tel Aviv	ILS	11.000	100

	Head Office	Currency	Share capital m	Equity interest %
Julius Baer Gestión, SGIIC, S.A.U.	Madrid	EUR	2.100	100
Julius Baer International Advisory (Uruguay) S.A.	Montevideo	UYU	124.912	100
Julius Baer Investment Ltd.	Zurich	CHF	0.100	100
including				
Julius Baer Trust Company (Singapore) Limited	*Singapore*	*SGD*	*2.812*	*100*
Julius Baer International Limited	London	GBP	80.200	100
Branches in Belfast, Edinburgh, Leeds, Manchester, Newcastle, Glasgow				
Julius Baer (Middle East) Ltd.	Dubai	USD	22.000	100
Julius Baer Nomura Wealth Management Ltd.	Zurich	CHF	5.700	60
Branch in Tokyo				
Julius Baer (QFC) LLC	Doha	QAR	46.260	100
Julius Baer (South Africa) Proprietary Limited	Johannesburg	ZAR	22.357	100
Julius Baer Wealth Advisors (India) Private Limited	Mumbai	INR	12,728.635	100
Offices in Bengaluru, Chennai, Hyderabad, Kolkata, New Delhi, Pune				
including				
Julius Baer Capital (India) Private Limited	*Mumbai*	*INR*	*4,310.691*	*100*
Office in New Delhi				
Julius Baer Securities (India) Private Limited	*Mumbai*	*INR*	*0.100*	*100*
Julius Baer Investment Management (India) Private Limited	*Mumbai*	*INR*	*0.100*	*100*
Julius Baer Wealth Management (Monaco) S.A.M.	Monaco	EUR	0.465	100
Julius Baer Real Estate Holding Ltd.	Zurich	CHF	0.117	100
including				
Julius Baer Real Estate Ltd.	*Zurich*	*CHF*	*0.530*	*100*
Branch in Geneva				
Three Rock Capital Management Limited	Dublin	EUR	5.073	100
LOTECO Foundation	Zurich	CHF	0.100	100

Major changes in the companies consolidated (2024):

- Kairos Partners SGR S.p.A., Milan, sold
- KM&P Holding Ltd., Zurich, was renamed to Julius Baer Real Estate Holding Ltd., Zurich
- Kuoni Mueller & Partner Ltd., Zurich, was renamed to Julius Baer Real Estate Ltd., Zurich
- Julius Baer Securities (India) Private Limited, Mumbai, new
- Julius Baer Investment Management (India) Private Limited, Mumbai, new

25B Unconsolidated structured entities

The Group is involved in the set-up and operation of a limited number of structured entities such as segregated portfolio companies, private equity feeder funds, and umbrella funds, as well as similar vehicles in the legal form of limited partnerships (LPs) that are invested in segregated portfolios or feeder funds. All the LPs serve as investment vehicles for the Group's clients. The Group generally acts as investment manager and custodian bank and generally also holds the management shares of the LPs. These shares are equipped with voting rights, but do not provide any participating rights in the underlying investments. The Group receives a market-based fixed fee for its services and has no interests in the underlying segregated portfolios or feeder funds. Therefore, due to the missing exposure, or rights, to variable returns from its involvement with the segregated portfolios or feeder funds, the Group does not have control over the underlying investments, but only consolidates the LPs.

25C Acquisitions and disposals

The following transaction was executed:

Kairos Partners SGR
On 16 November 2023, the Group announced the sale of Kairos Partners SGR S.p.A. to Anima Holding S.p.A. The transaction was closed on 2 May 2024.

The difference between the proceeds from the disposal and the book value is recognised in the Group's income statement, resulting in a loss of CHF 16.5 million reported in Other ordinary results.

Note 26 Reporting by segment

The Group engages exclusively in wealth management activities primarily in Switzerland, Europe, Asia, and South America. This focus on pure-play wealth management includes certain internal supporting functions that serve entirely the core business activities. Revenues from wealth management activities primarily encompass commissions charged for servicing and advising wealth management clients as well as net interest income on financial instruments.

The Group's external segment reporting is based on the management approach, i.e. the internal reporting to the chief operating decision maker, which is responsible for allocating resources and assesses the financial performance of the business. The Executive Board (ExB) has been identified as the chief operating decision maker since it is responsible for the implementation of the overall strategy and the operational management of the whole Group.

Refer to chapter *II. Corporate Governance* of this Annual Report for an overview of the members of the ExB as of the end of 2024.

Various management reports with discrete financial information are prepared at regular intervals for various management levels. However, the ExB reviews and uses for its management decisions the consolidated financial reports at the Group level only.

Based on the analysis of the relevant factors determining segments, the Group consists of a single reportable segment. This is in line with the strategy and business model of the Group, and reflects the management structure and the use of information by management in making operating decisions.

Therefore, and given that the external reporting in these financial statements reflects the internal management accounting, the Group does not disclose separate segment information.

Geographical information

	31.12.2024 Non-current assets *CHF m*	31.12.2023 *CHF m*	**2024** Operating income *CHF m*	2023 *CHF m*
Switzerland	2,436	2,396	2,144	1,583
Europe (excl. Switzerland)	267	249	813	800
Americas	98	115	51	63
Asia and other countries	482	462	1,060	976
Less consolidation items	-	-	208	182
Total	**3,284**	**3,221**	**3,861**	**3,240**

The information about geographical areas is based on the domicile of the reporting companies. This geographical information does not reflect the way the Group is managed.

Note 27 Off-balance sheet items

	31.12.2024 *CHF m*	31.12.2023 *CHF m*
Contingent liabilities	980.3	821.4
Irrevocable commitments	666.8	708.6
Total	**1,647.1**	**1,530.0**

Contingent liabilities mainly include credit guarantees. The irrevocable commitments relate to unused irrevocable credit lines and the commitments to the Swiss deposit guarantee institution.

Note 28 Events after the balance sheet date

On 7 January 2025, Julius Baer Group announced the signing of an agreement to sell its domestic Brazilian wealth management business Julius Baer Brasil Gestão de Patrimônio e Consultoria de Valores Mobiliários Ltda. to Banco BTG Pactual S.A. for a total cash consideration of BRL 615 million (CHF 91 million at the time of the announcement). The closing of the transaction is subject to customary regulatory approvals and is expected in the first quarter of 2025. The difference between the proceeds from the disposal and the book value, including the 'recycling' of the negative currency translation adjustment, will be recognised in the Group's income statement 2025. However, the 'recycling' of the currency translation adjustment will be neutral on the Group's equity, as it has already been recognised in Other comprehensive income in previous years.

Note 29 Summary of selected accounting policies

Basis of accounting

Julius Baer Group Ltd. is a Swiss corporation that is committed to the wealth management business. The consolidated financial statements as at 31 December 2024 comprise those of Julius Baer Group Ltd. and all its subsidiaries (the Group). The Board of Directors approved these financial statements on 31 January 2025. In addition, they are submitted for approval to the Annual General Meeting on 10 April 2025.

Amounts in the consolidated financial statements are stated in Swiss francs. The consolidated financial statements are prepared in accordance with IFRS Accounting Standards as issued by the International Accounting Standards Board (IASB). Generally, the historical cost principle is applied, with the exception of financial assets measured at fair value through profit or loss or at fair value through other comprehensive income, derivative financial instruments, as well as certain financial liabilities that are measured at fair value and precious metals that are measured at fair value less costs to sell.

Use of estimates in preparing the consolidated financial statements

In preparing the consolidated financial statements, management is required to make estimates and assumptions that affect reported income, expenses, assets, liabilities, and disclosure of contingent liabilities. Actual results in future periods could differ from such estimates.

Estimates and assumptions are used mainly in the following areas of the consolidated financial statements and are in part discussed in the corresponding notes: determination of the fair values of financial instruments, assessment of the business model when classifying financial instruments, uncertainties in measuring provisions and contingent liabilities, loss allowances (measurement of expected credit losses), pension assets and liabilities (measurement of defined benefit obligation), income taxes (judgement regarding the interpretation of the applicable tax laws and the respective tax practice, such as top-up taxes, transfer pricing or deductible versus non-deductible items, and anticipation of tax audit issues), share-based payments, and goodwill and other intangible assets (determination in a business combination and measurement of recoverable amount).

Summary of most important accounting policies

All Group companies apply uniform accounting and measurement principles, which have remained the same as in the previous year.

Foreign currency translation
The Group companies prepare their financial statements in their respective functional currency. The balance sheets of Group companies that are denominated in foreign currencies are translated into Swiss francs at the closing exchange rates on the balance sheet date. Average exchange rates for the reporting period are used for the income statements. Exchange differences arising from consolidation using closing and average exchange rates for the reporting period are recognised in other comprehensive income. When a foreign operation is disposed of such that control or significant influence is lost, the cumulative amount in the translation reserve related to that foreign operation is reclassified to the income statement as part of the gain or loss on disposal.

In the individual financial statements of the Group companies, income and expenses denominated in foreign currencies are translated at the exchange rate on the date of the respective transaction. Assets and liabilities are translated at the closing exchange rate on the balance sheet date. The resulting gains and losses on monetary assets and liabilities are recognised in the income statement in Net income from financial instruments measured at FVTPL.

The following exchange rates are used for the major currencies:

	Year-end rates		Average exchange rates for the year	
	31.12.2024	31.12.2023	**2024**	2023
USD/CHF	0.9062	0.8416	0.8818	0.8962
EUR/CHF	0.9385	0.9297	0.9518	0.9701
GBP/CHF	1.1349	1.0728	1.1267	1.1178

Financial instruments

Recognition

All financial instruments are initially measured at fair value; for financial instruments not at fair value through profit or loss, eligible transaction costs are included.

Foreign exchange, securities, and derivatives transactions are recorded in the balance sheet on the trade date. All other financial instruments are recorded on the settlement date.

Measurement

Two criteria are used to determine how financial assets should be classified and subsequently measured:

- the entity's business model for managing the financial assets; and
- the contractual cash flow characteristics of the financial asset.

A business model refers to how an entity manages its financial assets in order to achieve a particular business objective and to generate cash flows; either by collecting contractual cash flows, by buying and selling the financial asset, or by a combination of the two models.

The additional criterion for determining the classification of a financial asset is whether the contractual cash flows are solely payments of principal and interest (SPPI criterion). Interest under this model mainly comprises returns for the time value of money, credit risk, administration costs, and a profit margin. Interest is accounted for under the effective interest method.

Based on the analysis of the business model and the nature of the contractual cash flows, a financial asset is allocated at initial recognition to one of the three principal classification categories and subsequently measured at either amortised cost, fair value through other comprehensive income (FVOCI), or fair value through profit or loss (FVTPL).

Amortised cost: the Group originates Lombard and mortgage loans related to its business with wealth management clients. Such loans are held to maturity and to collect the contractual interests during the loan term, and they also fulfil the contractual cash flow characteristics criterion. The Group's loans are therefore measured at amortised cost.

The Group holds balances with other banks, which are accounted for at amortised cost if the above conditions are fulfilled.

As part of its treasury activities, the Group holds a portfolio of bonds, which are accounted for at amortised cost.

Fair value through other comprehensive income (FVOCI): the Group acquires debt instruments (bonds, money market instruments) for its asset and liability management purposes, i.e. to collect the contractual cash flows, and/or for sale. The Group's debt instruments in this portfolio are therefore measured at FVOCI if the contractual cash flow characteristics criterion is fulfilled as well.

Fair value through profit or loss (FVTPL): the Group applies this measurement principle to its trading portfolio, its derivatives, and some financial instruments mandatorily measured at FVTPL.

In addition, at initial recognition, an entity has the option to irrevocably designate financial instruments as at FVTPL if doing so eliminates or significantly reduces a measurement or recognition inconsistency (an accounting mismatch) that would otherwise arise from measuring financial assets or liabilities, or recognising the gains or losses on them, on different bases. The Group applies this fair value option to certain financial assets related to its issued structured notes.

Equity instruments: equity instruments are generally accounted for at FVTPL. However, at initial recognition, an entity may make an irrevocable election, on an instrument-by-instrument basis, to present in other comprehensive income (OCI) changes in the fair value of an equity instrument that is not held for buying and selling. The Group applies the OCI option to its investments in service providers that are necessary to run the Group's daily business. All other equity investments, including the equities held for trading purposes, are measured at FVTPL.

Financial liabilities: financial liabilities are classified and subsequently measured at amortised cost, except for instruments that are held for trading (including derivatives), which are recognised at FVTPL. The Group applies the amortised cost principle to its amounts due to banks and customers (deposits) and its debt issued (bonds).

Financial liabilities may initially be designated as at FVTPL (the fair value option – see conditions above). This fair value option for financial liabilities requires that the amount of change in fair value attributable to changes in the own credit risk of the liability be presented in other comprehensive income without reclassification to the income statement. The remaining amount of total gain or loss is included in the income statement. The Group applies the fair value option to its issued structured notes.

Changes in accounting policies

As of 1 January 2024, the Group did not apply any material new or amended standards.

New standards and interpretations not yet adopted

The following new standards – or revisions or published new interpretations of existing standards – may have an impact on the Group's consolidated financial statements.

IFRS 18 Presentation and Disclosure in Financial Statements
This new standard introduces the following new requirements to improve companies' reporting of financial performance and provide the users of the financial statements with a better basis for analysing and comparing companies:

- improved presentation in the income statement;
- enhanced transparency of management-defined performance measures; and
- more useful grouping of information in the financial statements.

The new standard will be effective 1 January 2027. The effect on the Group's consolidated financial statements is currently being assessed.

Amendments to the Classification and Measurement of Financial Instruments – Amendments to IFRS 9 and IFRS 7
The amendments to IFRS 9 Financial Instruments and IFRS 7 Financial Instruments: Disclosures include the following guidance:

- clarification on the classification of financial assets with environmental, social and corporate governance (ESG) and similar (contingent) features – ESG-linked features in loans could affect whether the loans are measured at amortised cost or fair value;
- clarification on the settlement of a financial asset or a financial liability via electronic cash transfers regarding the date on which such assets or liabilities are derecognised; and
- disclosures on equity instruments measured at FVOCI.

The amendments will be effective 1 January 2026 and are not expected to have a material impact on the Group's consolidated financial statements.

Additional information

Note 30 Assets under management

Assets under management include all bankable assets managed by or deposited with the Group for investment purposes. Assets included are portfolios of wealth management clients for which the Group provides discretionary or advisory asset management services. Assets deposited with the Group held for transactional, safekeeping, custody, or administrative purposes, and for which the Group does not offer advice on how the assets should be invested, are excluded from assets under management. Assets under management take into account client deposits as well as market values of securities, precious metals, and fiduciary investments placed at third-party institutions.

Assets with discretionary mandate are defined as assets for which the investment decisions are made by the Group, and include assets deposited with the Group as well as assets deposited with a third-party institution. Other assets under management are defined as assets for which the investment decision is made by the client itself. Assets in collective investment schemes managed by the Group include investment products and solutions developed by the Group and for which the Group provides services on an ongoing basis.

When assets under management are subject to more than one level of asset management services, double counting arises within the total assets under management. Each such separate discretionary or advisory service provides additional benefits to the respective client and generates additional revenue to the Group.

Net new money consists of in- or outflows attributable to new clients, departed clients, and existing clients. It is calculated by the direct method, which is based on individual client transactions. New or repaid loans to clients and related interest expenses result in net new money flows. Interest and dividend income from assets under management, market performance, and currency impacts as well as fees and commissions are not included in the net new money result. Effects resulting from any acquisition or divestment of a Group subsidiary or business are stated separately. Generally, reclassifications between assets under management and assets under custody result in corresponding net new money in- or outflows.

Assets under management that are managed by or deposited with associates of the Group are not considered assets managed by or deposited with the Group and are therefore not included in the respective numbers.

Assets under management are disclosed according to the Guidelines of FINMA governing financial statement reporting.

Assets under custody are defined as assets held for transactional, safekeeping, custody, or administrative purposes and for which additional services, for example analysis and reporting or securities lending and borrowing, are provided.

Client assets comprise the aggregate of assets under management and assets under custody.

Non-bankable assets (e.g. art collections, real estate), asset flows driven more by liquidity requirements than investment purposes, assets primarily used for cash management, funding, or trading purposes or deposited assets held purely for transactional or safekeeping/custody purposes are excluded from client assets.

Assets under management

	31.12.2024 *CHF m*	31.12.2023 *CHF m*
Assets with discretionary mandate	86,042	75,620
Other assets under management	388,385	331,941
Assets in collective investment schemes managed by the Group	22,958	19,808
Total assets under management (including double counting)	**497,386**	**427,369**
of which double counting	*20,485*	*16,720*

	2024 *CHF m*	2023 *CHF m*
Balance at the beginning of the period	427,369	424,120
Net new money	14,151	12,457
Market performance and currency impacts	63,586	1,817
Acquisitions/(divestments)[1]	-6,177	-2,693
Other effects[2]	-1,543	-8,332
Balance at the end of the period	**497,386**	**427,369**

	31.12.2024 *CHF m*	31.12.2023 *CHF m*
Client assets	590,236	511,259

[1] In 2024, the decline was primarily due to the disposal of Kairos Partners SGR SpA. In both 2024 and 2023, assets under management were also impacted by the Group’s decision to discontinue its offering to clients from selected countries, in particular Russia.
[2] In 2023, the Group conducted a review of its policy and guidelines concerning assets under management in light of regulatory requirements and market practice. As a result of the review, one category of service offering was reclassified as assets under custody in 2023 and in 2024 to a lesser extent, and one class of funds was double counted for the first time and reclassified as assets under management in 2023. In both 2023 and 2024, reclassifications into assets under custody resulted from externally imposed restrictions impacting the service offering to clients, including Russia-affected clients.

Breakdown of assets under management

	31.12.2024	31.12.2023
	%	%
By type of investment		
Investment funds	31	30
Equities	29	29
Bonds (including convertible bonds)	16	16
Client deposits	13	14
Structured products	5	5
Money market instruments	4	5
Precious metals	2	1
Total	**100**	**100**
By currency		
USD	54	50
EUR	17	19
CHF	9	10
Other	20	21
Total	**100**	**100**

Note 31 Differences between IFRS and Swiss GAAP

The Group is subject to supervision by FINMA, which requires Switzerland-domiciled banks using International Financial Reporting Standards (IFRS) as their primary accounting standard to provide a narrative explanation of the major differences between IFRS and Swiss GAAP. Swiss GAAP is based on the regulations of the Swiss Code of Obligations, on Swiss Banking Law and the Ordinance thereto, on the FINMA Accounting Ordinance (RelV-FINMA) and the Guidelines of the FINMA Circular 2020/1 'Accounting Banks'.

The following main differences between IFRS and Swiss GAAP (true and fair view) are relevant to the Group:

Under IFRS, goodwill is not amortised but tested for impairment annually, and a write-off is made if the recoverable amount is less than the carrying amount. Under Swiss GAAP, goodwill is amortised over its useful life, generally not exceeding five years, and tested for impairment.

Under IFRS, changes in the fair value of financial instruments measured at fair value through other comprehensive income (FVOCI) are directly recognised in equity. Under Swiss GAAP, such financial instruments are measured at the lower of cost or market (LOCOM), with the changes in fair value where required recognised in the income statement.

Under IFRS, the remeasurement of the net defined benefit liability comprises movements in actuarial gains and losses and return on plan assets (excluding net interest cost); these components are recognised directly in equity. Swiss GAAP allows the general application of IAS 19 for the accounting for defined benefit plans. However, these components are recognised in the income statement.

Under IFRS, a lessee recognises right-of-use assets and lease liabilities for all leases with a term of more than 12 months, unless the underlying asset is of low value. Under Swiss GAAP, no right-of-use assets or lease liabilities are recognised, but operating lease expenses are expensed as incurred.

Under IFRS, all income and expenses are attributed to ordinary business operations. Under Swiss GAAP, income and expenses are classified as extraordinary if they are from non-operating transactions and are non-recurring.

Note 32 Capital management

32A Capital management, including regulatory capital

In managing its capital, the Group considers a variety of requirements and expectations. Sufficient capital must be in place to support current and projected business activities, according to both the Group's own internal assessment and the requirements of its regulators, in particular its lead regulator (FINMA). Capital is also managed in order to achieve sound capital ratios and to ensure a strong external credit rating.

Ensuring compliance with minimum regulatory capital requirements and targeted capital ratios is central to capital adequacy management. In this ongoing process, the Group manages its capital on the basis of target capital ratios for common equity tier 1 (CET1) capital and total capital. In the target-setting process, the Group takes into account the regulatory minimum capital requirements and regulatory expectations that the Group will hold additional capital above the minimum required for each capital category, the Group's internal assessment of aggregate risk exposure requiring equity capital provision, the views of rating agencies, and comparison with peer institutions based on the Group's business mix and market presence.

In 2024 and 2023, the scope of consolidation used for the calculation of capital adequacy is identical to that applied for accounting purposes. Note 25A provides an overview of the Group's consolidated companies.

The Group's calculations of its risk-weighted assets published in the Annual Report are identical to those carried out for regulatory reporting purposes. For reporting dates starting 1 January 2025, risk-weighted assets are calculated according to the final Basel III standards now having come into force in Switzerland.

The Basel III international standard approach requires CET1 capital equivalent to be at least 4.5% of risk-weighted assets, plus a CET1 capital buffer of 2.5%, plus 1.5% of additional tier 1 (AT1) capital (or better-quality capital), plus 2% of supplementary tier 2 capital (or better-quality capital). In aggregate, this amounts to an overall capital requirement of at least 10.5% of risk-weighted assets. FINMA minimum capital requirements for the Group are 7.8% for CET1, 1.8% for AT1, and 2.4% for tier 2, which puts its overall minimum capital requirement at 12% of risk-weighted assets. At present, the Group is also required to hold an additional anticyclical CET1 capital buffer. This adds a further 0.5% to its minimum capital requirement of 12% of risk-weighted assets. The capital held by the Group at 31 December 2024 and at 31 December 2023 was sufficient to meet the relevant Bank for International Settlements (BIS) and FINMA requirements as well as internal capital thresholds and buffers set by the ExB and BoD.

Capital ratios

	31.12.2024 Basel III CHF m	31.12.2023 Basel III CHF m
Risk-weighted assets[1]		
Credit risk	11,797.1	11,710.7
Non-counterparty-related risk	659.4	648.7
Market risk	1,560.5	1,670.5
Operational risk	6,179.1	6,282.5
Total	**20,196.1**	**20,312.4**
Eligible capital		
CET1 capital	3,589.0	2,961.8
Tier 1 capital	5,256.3	4,792.4
of which hybrid tier 1 capital instruments[2]	*1,667.3*	*1,830.6*
Tier 2 capital	70.3	85.4
Total capital	**5,326.6**	**4,877.9**
CET1 capital ratio	17.8%	14.6%
Tier 1 capital ratio	26.0%	23.6%
Total capital ratio	26.4%	24.0%

1 To align risk-weighted assets (RWA) disclosure in the consolidated financial statements to those presented in the Basel III pillar 3 report, as at 31 December 2024, CHF 200.9 million RWA (31 December 2023: CHF 186.0 million) resulting from threshold items from trading assets are now shown as credit risk RWA in the consolidated financial statements (previously reported as market risk RWA).
2 The hybrid tier 1 instruments are tier 1 bonds issued by Julius Baer Group Ltd. (see Note 10 Debt issued).

Further details regarding tier 1 capital instruments can be found on www.juliusbaer.com under Media & Investors > Financial Information > Capital & Debt instruments. Also refer to Note 10 Debt issued.

The principal adjustment to the Group's total equity under IFRS for the purpose of determining total eligible capital is the deduction of intangible assets. These and other capital components are shown in the following table. In addition to the table below, a separately prepared Basel III Pillar 3 Report shows the full reconciliation between all components of the Group's eligible regulatory capital and its reported IFRS balance sheet as at 31 December 2024. This report, which is published in the Financial Reporting section of www.juliusbaer.com, has been prepared in accordance with the FINMA regulations governing the disclosure of the composition of eligible regulatory capital and will be available at the end of April 2025.

Basel III capital components

	31.12.2024 *CHF m*	31.12.2023 *CHF m*
Gross CET1 capital	6,828.8	6,163.2
of which non-controlling interests	*1.5*	*1.9*
Goodwill and other intangible assets[1]	-2,615.3	-2,563.1
Other deductions	-624.5	-638.2
CET1 capital	**3,589.0**	**2,961.8**
Tier 1 capital instruments	1,667.3	1,830.6
of which tier 1 bonds (Basel III-compliant capital instruments)	*1,667.3*	*1,830.6*
Additional tier 1 capital	**1,667.3**	**1,830.6**
Tier 1 capital	5,256.3	4,792.4
Tier 2 capital	70.3	85.4
of which other tier 2 capital	*70.3*	*85.4*
Total capital	**5,326.6**	**4,877.9**

1 Net of taxes

Required capital (see table below) for credit risks arising from amounts due from banks, securities financing transactions, loans, financial assets measured at FVOCI, other financial assets measured at amortised cost, and derivative financial instruments accounts for 58% (2023: 58%) of the total required capital. Capital required for non-counterparty risk (2024: 3%; 2023: 3%) is of minor significance. The capital required to cover market risk accounts for 8% (2023: 8%) and operational risk accounts for 31% (2023: 31%) of total required capital.

Basel III minimum capital requirement

	31.12.2024 *CHF m*	31.12.2023 *CHF m*
Credit risk	943.8	936.9
Non-counterparty-related risk	52.8	51.9
Market risk	124.8	133.6
Operational risk	494.3	502.6
Total	**1,615.7**	**1,625.0**

32B Leverage ratio

In addition to the existing requirement for banks to hold eligible capital proportionate to their risk-weighted assets, the leverage ratio is a non-risk-based metric. The leverage ratio is defined as the ratio between eligible (tier 1) core capital and total exposure. Total exposure encompasses all balance sheet and off-balance sheet positions, and the leverage ratio circular defines how these are to be calculated. The minimum leverage ratio requirement is 3% for 2024 (and 2023).

Basel III regulations also require the publication of the leverage ratio. The relevant qualitative and quantitative information is contained in a separate disclosure report (Basel III Pillar 3 Report). The report will be available on www.juliusbaer.com/reports at the end of April 2025.

Abbreviations

AT1 bonds	additional tier 1 bonds
BoD	Board of Directors
CCP	central counterparty
CET1	common equity tier 1
CFH	cash flow hedge
CGU	cash-generating unit
EAD	exposure at default
ECL	expected credit loss(es)
EPS	earnings per share
ExB	Executive Board
ESG	Environmental, social and corporate governance
FINMA	Swiss Financial Market Supervisory Authority
FVH	fair value hedge
FVOCI	fair value through other comprehensive income
FVTPL	fair value through profit or loss
FX	foreign currency
GDP	gross domestic product
IAS	International Accounting Standards (part of IFRS)
ICS	internal control system
IFRS	International Financial Reporting Standards
ISDA	International Swaps and Derivatives Association
KPI	key performance indicator
LGD	loss given default
NIH	net investment hedge
OCI	other comprehensive income
OTC	over-the-counter
PD	probability of default
RoA	return on assets
R1–R10	risk classes in the Group's internal rating system
RWA	risk-weighted assets
SARON	Swiss Average Rate Overnight
SWIFT	Society for Worldwide Interbank Financial Telecommunication
VaR	value-at-risk

Report of the Statutory Auditor

KPMG

Statutory Auditor's Report

To the General Meeting of Julius Baer Group Ltd., Zurich

Report on the Audit of the Consolidated Financial Statements

Opinion

We have audited the consolidated financial statements of Julius Baer Group Ltd. and its subsidiaries (the Group), which comprise the consolidated balance sheet as at 31 December 2024, the consolidated income statement, the consolidated statement of comprehensive income, the consolidated statement of changes in equity and the consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements, including material accounting policy information.

In our opinion, the consolidated financial statements including the information on Risk Management (pages 119 to 225) give a true and fair view of the consolidated financial position of the Group as at 31 December 2024, and of its consolidated financial performance and its consolidated cash flows for the year then ended in accordance with IFRS Accounting Standards and comply with Swiss law.

Basis for Opinion

We conducted our audit in accordance with Swiss law, International Standards on Auditing (ISA) and Swiss Standards on Auditing (SA-CH). Our responsibilities under those provisions and standards are further described in the "Auditor's Responsibilities for the Audit of the Consolidated Financial Statements" section of our report. We are independent of the Group in accordance with the provisions of Swiss law, together with the requirements of the Swiss audit profession, as well as those of the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (including International Independence Standards) (IESBA Code), and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Key Audit Matters

LITIGATION AND REGULATORY PROCEEDINGS

VALUATION OF FINANCIAL INSTRUMENTS

IMPAIRMENT OF LOANS

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the consolidated financial statements of the current period. These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

KPMG

LITIGATION AND REGULATORY PROCEEDINGS

Key Audit Matter

As at 31 December 2024, the Group recognizes provisions for legal risks of CHF 32.4m arising from litigation and regulatory proceedings (together 'legal and regulatory matters').

The Group is involved in a number of legal and regulatory matters which could have a material effect on the Group but do not qualify for the recognition of a provision. These matters are disclosed as contingent liabilities.

The recognition and measurement of provisions and the measurement and disclosure of contingent liabilities in respect of legal and regulatory matters requires significant judgment.

Our response

Our procedures included the assessment of key controls over the identification, evaluation and measurement of potential obligations arising from legal and regulatory matters.

We paid particular attention to significant matters that experienced notable developments or that emerged during the period. For matters identified, we considered whether an obligation exists, the appropriateness of provisioning and/or disclosure based on the facts and circumstances available.

In order to assess the facts and circumstances, we obtained and assessed the relevant regulatory and litigation documents and interviewed the Group's internal and external legal counsels. We also critically assessed the assumptions made and key judgments applied and considered possible alternative outcomes.

Additionally, we considered whether the Group's disclosures of the application of judgment in estimating provisions and contingent liabilities adequately reflected the uncertainties associated with legal and regulatory matters

For further information on litigation and regulatory proceedings refer to note 11 to the consolidated financial statements on pages 161 to 163.

VALUATION OF FINANCIAL INSTRUMENTS

Key Audit Matter

As at 31 December 2024, the Group reports financial assets of CHF 29,324.3m and financial liabilities of CHF 15,898.1m measured at fair value representing 27.9% and 15.1% of total assets and total liabilities and equity respectively.

The fair value of financial instruments that are traded in an active market is determined based on quoted market prices. The exercise of judgment and the use of estimates and assumptions is in particular required for instruments where observable market prices or market parameters are not available. For such instruments the fair value is determined through the use of valuation techniques or models applied by the Group.

Due to the significance of such financial instruments to the balance sheet and the degree of complexity involved, there is estimation uncertainty with regard to the valuation of financial instruments.

Our response

Our procedures included the assessment of key controls over the identification, measurement and management of valuation risk, as well as evaluating the methodologies and input parameters used by the Group in determining fair values.

For the Group's fair value models, we involved our own valuation specialists to assess the appropriateness of the models and inputs. We further compared observable inputs against independent sources and externally available market data and re-performed independent valuations for a sample of instruments with the assistance of our own valuation specialists.

Additionally, we assessed whether the fair value determination is appropriately disclosed.

For further information on valuation of financial instruments refer to notes 20A and 20B to the consolidated financial statements on pages 178 to 184.

KPMG

IMPAIRMENT OF LOANS

Key Audit Matter

As at 31 December 2024, the Group reports loans of CHF 41,602.6m representing 39.6% of total assets and records a loan loss allowance of CHF 723.7m. Lombard loans represent 79.5% of the loan portfolio (CHF 33,093.7m) including a loss allowance of CHF 714.0m, while mortgage loans represent 20.5% of the loan portfolio (CHF 8,508.9m) including a loss allowance of CHF 9.7m. CHF 695.5m of the loss allowance for lombard loans relates to Stage 3 ECL, primarily due to credit losses on the private debt portfolio.

Loans are measured at amortized cost considering any impairment losses. The impairment of loans is estimated through the application of judgment and use of assumptions. This particularly applies to the specific allowances measured on an individual basis for credit losses established for impaired loan amounts.

The loan portfolios which give rise to the greatest uncertainty are typically those with concentration risks in collaterals that are potentially more sensitive to global economic trends.

Our response

Our procedures included the assessment of key controls over the approval, recording and monitoring of loans and an evaluation of the methodologies, inputs and assumptions used by the Group to assess the adequacy of impairment allowances for individually assessed loans.

For a sample of loans with specific allowances for credit losses we evaluated the Group's individual impairment assessment and specifically challenged the Group's assumptions used, including the value of realizable collateral and the estimated recoverability. Based on a retrospective review, we further critically assessed whether the Group revised its estimates and assumptions for specific allowances established in prior year.

We also tested a sample of individually significant exposures which had not been identified as potentially impaired by the Group and assessed whether appropriate consideration was given to the collectability of future cash flows and the valuation of the underlying collaterals.

For further information on impairment of loans, refer to note 21A to the consolidated financial statements on pages 186 to 189.

Other Information

The Board of Directors is responsible for the other information. The other information comprises the information included in the annual report, but does not include the consolidated financial statements, the stand-alone financial statements of the company, the sections marked “audited” in the Remuneration Report and our auditor's reports thereon.

Our opinion on the consolidated financial statements does not cover the other information and we do not and will not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work we have performed on the other information that we obtained prior to the date of this auditor's report, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Board of Directors' Responsibilities for the Consolidated Financial Statements

The Board of Directors is responsible for the preparation of the consolidated financial statements which give a true and fair view in accordance with IFRS Accounting Standards and the provisions of Swiss law, and for such internal control as the Board of Directors determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, the Board of Directors is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern, and using the

KPMG

going concern basis of accounting unless the Board of Directors either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Swiss law, ISA and SA-CH will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with Swiss law, ISA and SA-CH, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made.
- Conclude on the appropriateness of the Board of Directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the Group as a basis for forming an opinion on the consolidated financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

We communicate with the Board of Directors or its relevant committee regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the Board of Directors or its relevant committee with a statement that we have complied with relevant ethical requirements regarding independence, and communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated with the Board of Directors or its relevant committee, we determine those matters that were of most significance in the audit of the consolidated financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report, unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

KPMG

Report on Other Legal and Regulatory Requirements

In accordance with article 728a para. 1 item 3 CO and PS-CH 890, we confirm that an internal control system exists, which has been designed for the preparation of the consolidated financial statements according to the instructions of the Board of Directors.

We recommend that the consolidated financial statements submitted to you be approved.

KPMG AG

Mirko Liberto Licensed Audit Expert Auditor in Charge	Corina Wipfler Licensed Audit Expert

Zurich, 31 January 2025

KPMG AG, Badenerstrasse 172, CH-8036 Zurich

VI. Financial Statements Julius Baer Group Ltd.

Income statement

	2024 CHF m	2023 CHF m
Interest income	156.7	137.0
Interest expense	92.2	79.0
Result from interest	64.5	58.0
Income from participations	709.5	621.8
Revaluation of participations	-	46.1
Depreciation of participations	101.1	77.6
Result from participations	608.4	590.3
Other ordinary income	143.3	87.3
Other ordinary expense	40.4	118.0
Operating income	**775.8**	**617.5**
Personnel expenses	24.6	27.2
General expenses	26.2	26.3
Operating expenses	**50.7**	**53.5**
Gross profit	**725.1**	**564.1**
Extraordinary income	0.0	0.0
Taxes	14.6	2.6
Net profit	**710.5**	**561.5**

Balance sheet

	31.12.2024 CHF m	31.12.2023 CHF m
Assets		
Due from banks	1,308.0	1,208.0
Other assets	98.5	67.7
Accrued income and prepaid expenses	743.2	659.8
Total current assets	**2,149.6**	**1,935.5**
Other financial investments	2,492.9	2,440.6
Participations	4,057.6	4,098.3
Total non-current assets	**6,550.6**	**6,538.9**
Total assets	**8,700.2**	**8,474.4**
of which due from Group companies	*3,778.7*	*3,624.4*
Liabilities and equity		
Interest-bearing liabilities	1,129.5	1,194.3
Other liabilities	34.7	5.4
Accrued expenses and deferred income	65.3	63.5
Total short-term liabilities	**1,229.6**	**1,263.3**
Interest-bearing liabilities	1,330.0	1,330.0
Debt issued	2,164.2	2,074.9
Other liabilities	2.8	7.7
Total long-term liabilities	**3,497.1**	**3,412.5**
Total liabilities	**4,726.7**	**4,675.8**
Share capital	4.1	4.1
Statutory capital reserve	0.0	0.0
Statutory retained earnings reserve	63.0	65.6
of which reserve for treasury shares	*62.1*	*64.7*
Voluntary retained earnings reserve	3,191.5	3,138.9
Profit carried forward	4.4	28.5
Net profit	710.5	561.5
Total equity	**3,973.5**	**3,798.6**
Total liabilities and equity	**8,700.2**	**8,474.4**
of which due to Group companies	*2,488.6*	*2,524.3*

Notes

Basis of accounting

The stand-alone financial statements of Julius Baer Group Ltd. are prepared in accordance with the guidelines of the Swiss Code of Obligations.

Participations

Refer to chapter *V. Consolidated Financial Statements*, Note 25A, for a complete list of the participations.

The participations are measured based on the principle of individual evaluation. For recently acquired participations, the transaction price is used as a measurement basis. For material or strategic participations, a multiple method based on values for assets under management or revenues is applied. For smaller participations, generally the net asset value according to IFRS is used.

Income from participations (i.e. dividends) is recorded based on an economic standpoint, i.e. at the same time as the corresponding income is recorded at the subsidiary.

Debt issued

Refer to chapter *V. Consolidated Financial Statements,* Note 10, for a complete list of the debt issued.

Debt issued is recorded at nominal value. Any agios are recognised in other liabilities and amortised up to the maturity date or the first possible redemption date, respectively.

Share capital

In 2024, there were no changes to the share capital. Effective 29 June 2023, the capital reduction as resolved by the Annual General Meeting of Julius Baer Group Ltd. on 13 April 2023 was executed by cancellation of 7,799,460 Julius Baer registered shares, bought back until 28 February 2023 under the share buy-back programme launched in 2022.

Statutory capital reserve

The statutory capital reserve represents the additional proceeds (premium) received from the issue of shares by Julius Baer Group Ltd. The redemption of this statutory capital reserve is exempt from taxation, similar to the share capital.

Treasury shares

In the statutory financial statements of Julius Baer Group Ltd., treasury shares held by Julius Baer Group Ltd. itself are deducted directly from equity. For treasury shares held by other Group companies, a reserve for treasury shares is stated in equity.

While Julius Baer Group Ltd. held no treasury shares as at 31 December 2024 and 2023, different Group entities held 1,143,688 treasury shares as at 31 December 2024 (31 December 2023: 1,186,177).

Conditional capital

Refer to the capital structure section in chapter *II. Corporate Governance* of this Annual Report for information on the outstanding conditional capital components of Julius Baer Group Ltd.

Contingent liabilities

Contingent liabilities	31.12.2024 CHF m	31.12.2023 CHF m
Surety and guarantee obligations and assets pledged in favour of third parties	1,380.7	1,482.9

Fees paid to auditor

Fees paid to auditor	2024 CHF m	2023 CHF m
Audit services	1.6	1.5
Other services	0.1	0.2
Total	**1.7**	**1.7**

Share-based payments

Plans based on shares	2024 Number of shares	2024 Value of shares CHF m	2023 Number of shares	2023 Value of shares CHF m
Total granted during the year	34,297	1.7	31,060	2.0
of which members of executive bodies	*31,822*	*1.6*	*24,529*	*1.6*
of which employees	*2,475*	*0.1*	*6,531*	*0.4*

Plans based on units	2024 Number of units	2024 Value of units CHF m	2023 Number of units	2023 Value of units CHF m
Total granted during the year	39,717	1.3	71,290	3.2
of which members of executive bodies	*27,401*	*0.9*	*57,204*	*2.6*
of which employees	*12,316*	*0.4*	*14,086*	*0.6*

Employees - full-time equivalents

The annual average number of full-time equivalents for the reporting year, as well as the previous year, did not exceed 50.

Significant shareholders/participants

Based on notifications received by Julius Baer Group Ltd., each of the following shareholders/participants held 3% or more of the voting rights in Julius Baer Group Ltd. as at 31 December 2024[1]:

Shareholder/participant[3]	Disclosure of purchase positions[2]	Disclosure of sale positions[2]
MFS Investment Management[4]	9.98%	
T. Rowe Price Associates Inc.[5]	5.06%	
BlackRock, Inc.[6]	5.06%	0.004%
UBS Fund Management (Switzerland) AG[7]	5.02%	

1 The percentage holding of voting rights as well as the other terms as used herein have to be defined and read in the context of the relevant and applicable stock exchange rules. Please note that some of the above figures are based on reports made before the following event: capital reduction on 1 July 2021 following the share buy-back programme reduced the number of registered shares of Julius Baer Group Ltd. by 2,585,000 to 221,224,448 (as from 1 July 2021); capital reduction on 24 June 2022 following the share buy-back programme reduced the number of registered shares of Julius Baer Group Ltd. by 7,423,208 to 213,801,240 (as from 24 June 2022); capital reduction on 29 June 2023 following the share buy-back programme reduced the number of registered shares of Julius Baer Group Ltd. by 7,799,460 to 206,001,780 (as from 29 June 2023).
2 Purchase positions disclosed pursuant to Art. 14 para. 1 a FINMA Financial Market Infrastructure Ordinance (FMIO-FINMA) and sales positions pursuant to Art. 14 para. 1 b FMIO-FINMA.
3 Please note that a change in the holding of voting rights within reportable thresholds does not trigger a notification duty. Further details on individual shareholdings can be found at www.juliusbaer.com/shareholders or on the reporting and publication platform of the Disclosure Office of SIX Swiss Exchange at the address www.ser-ag.com in the section Fundamentals > Notices Market Participants > Significant Shareholders, issuer "Julius Bär Gruppe AG".
4 MFS Investment Management, Boston/USA, and its subsidiaries (reported on 30 December 2013).
5 T. Rowe Price Associates Inc., Baltimore/USA (reported on 26 January 2024).
6 BlackRock, Inc., New York/USA (reported on 23 June 2021).
7 UBS Fund Management (Switzerland) AG, Basel/Switzerland (reported on 12 February 2024).

Significant events after the balance sheet date

On 7 January 2025, Julius Baer Group announced the signing of an agreement to sell its domestic Brazilian wealth management business, Julius Baer Brasil Gestão de Patrimônio e Consultoria de Valores Mobiliários Ltda., to Banco BTG Pactual S.A. for a total cash consideration of BRL 615 million (CHF 91 million at the time of the announcement). The closing of the transaction is subject to customary regulatory approvals and expected in the first quarter of 2025. At year-end 2024, the value of the participation in Julius Baer Brasil Gestão de Patrimônio e Consultoria de Valores Mobiliários Ltda. was adjusted to the agreed sale price. No further financial impact is expected in 2025.

Shareholdings of the Board of Directors and Executive Board

Shareholdings of the members of the Board of Directors[1]	2024 Number of shares	2023 Number of shares
Romeo Lacher – Chairman	51,561	51,561
Gilbert Achermann (left the Board at AGM 2024)	n.a.	10,090
Richard M. Campbell-Breeden	25,477	21,477
David Nicol (left the Board at AGM 2024)	n.a.	7,177
Kathryn Shih	10,575	8,688
Tomas Varela Muiña	6,077	4,190
Eunice Zehnder-Lai	12,201	10,314
Olga Zoutendijk	10,314	10,314
Juerg Hunziker	2,387	500
Bruce Fletcher (joined the Board at AGM 2024)	-	n.a.
Andrea Sambo (joined the Board at AGM 2024)	-	n.a.
Total	**118,592**	**124,311**

[1] Including shareholdings of related parties.

None of the Board members held any option positions on Julius Baer Group Ltd. shares as at year-end 2024 and 2023.

Share ownership requirements for the members of the Board of Directors were introduced with effect from 2014.

The Chairman of the Board of Directors is required to build up and maintain 25,000 vested shares of Julius Baer Group Ltd., the other members of the Board 7,500 each.

The targeted number of Julius Baer Group Ltd. shares has to be built up over a period of three years following election (and reached at year-end of the respective year) and maintained until the Board member leaves the Board of Directors.

Board members who were elected and/or re-elected in 2020 or earlier (i.e. all Board members except for Tomas Varela Muiña, Juerg Hunziker, Bruce Fletcher and Andrea Sambo) were required to reach the targeted number of shares by year-end 2024. Tomas Varela Muiña is required to reach such number by year-end 2025, Juerg Hunziker by year-end 2026, and Bruce Fletcher and Andrea Sambo by year-end 2027.

Shareholdings of the members of the Executive Board[1]	2024 Number of shares/awards	2023 Number of shares/awards
Nic Dreckmann, Chief Operating Officer until 31 January 2024, Chief Executive Officer ad interim as of 1 February 2024	99,661	100,026
Philipp Rickenbacher, Chief Executive Officer (left the Executive Board on 31 January 2024)	n.a.	177,006
Yves Robert-Charrue, Head Switzerland and EMEA (left the Executive Board on 3 January 2024)	n.a.	95,322
Evangelia Kostakis, Chief Financial Officer	23,984	24,332
Oliver Bartholet, Chief Risk Officer	41,255	66,177
Yves Bonzon, Co-Head IWMS and Chief Investment Officer	74,079	85,969
Jimmy Lee Kong Eng, Head Asia	99,226	124,007
Beatriz Sanchez, Head Americas (left the Executive Board on 31 December 2023)	n.a.	81,559
Nicolas de Skowronski, Co-Head IWMS and Head Wealth Management Solutions	51,122	57,875
Luigi Vignola, Head Markets	35,190	49,657
Sonia Gössi, Head Switzerland & Europe (as of 1 January 2024)	-	n.a.
Thomas Frauenlob, Head Intermediaries & Family Offices (as of 1 April 2024)	74,793	n.a.
Carlos Recoder Miralles, Head Americas & Iberia (as of 1 January 2024)	30,890	n.a.
Rahul Malhotra, Head Emerging Markets (as of 1 January 2024)	46,492	n.a.
Sandra Niethen, Head Client Strategy & Experience (as of 1 January 2024)	11,990	n.a.
Guido Ruoss, Chief Human Resources Officer & Corporate Affairs (as of 1 January 2024)	20,697	n.a.
Christoph Hiestand, Group General Counsel (as of 1 January 2024)	23,822	n.a.
Total	**633,201**	**861,930**

[1] Including shareholdings of related parties (the 2023 and 2024 figures are disclosed according to the revised share ownership requirements; for details see Chapter *III. Remuneration Report* of this Annual Report).

None of the members of the Executive Board held any option positions on Julius Baer Group Ltd. shares as at year-end 2024 and 2023.

Share ownership requirements (SOR) for the members of the Executive Board were introduced in 2014 and revised in 2021.

According to the SOR, the CEO is required to build up and maintain 100,000 (all other Executive Board members 50,000 each) shares of Julius Baer Group Ltd. (build-up over five full calendar years from the promotion to the new role or inception of the SOR). The SOR may be covered by awards subject to vesting conditions, with only a portion (75%) of the outstanding awards that are subject to performance-based conditions counted towards the SOR.

The SOR apply for the duration of the Executive Board member’s tenure in the applicable role.

Proposal of the Board of Directors to the Annual General Meeting on 10 April 2025

The Board of Directors proposes to the Annual General Meeting that the disposable profit for the 2024 financial year be distributed as follows:

	CHF
Net profit for the year	710,518,295
Profit carried forward	4,400,068
Profit at the disposal of the Annual General Meeting	**714,918,363**
Total dividend proposed (CHF 2.60 per share at CHF 0.02 par value)	535,604,628[1]
Allocation to voluntary retained earnings reserve	175,000,000
Profit carried forward	**4,313,735**

[1] Total dividends on the 206,001,780 shares entitled to dividends are charged to retained earnings.

Julius Baer Group Ltd. held no treasury shares at 31 December 2024. No dividend will be paid on treasury shares held by Julius Baer Group Ltd. Therefore, the total distribution amount and the respective charges to retained earnings may change, taking into account any treasury shares that might be repurchased up to the dividend record date. This would have no impact on the dividend per share.

Dividends

	Gross *CHF*	35% withholding tax *CHF*	Net *CHF*
On approval of this proposal, the dividends amount to:			
Dividend per share	2.60	0.91	1.69

The dividends will be paid from 16 April 2025.

On behalf of the Board of Directors

The Chairman

Romeo Lacher

Report of the Statutory Auditor

KPMG

Statutory Auditor's Report

To the General Meeting of Julius Baer Group Ltd., Zurich

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of Julius Baer Group Ltd. (the Company), which comprise the balance sheet as at 31 December 2024, and the income statement for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the financial statements (pages 232 to 241) comply with Swiss law and the Company's articles of incorporation.

Basis for Opinion

We conducted our audit in accordance with Swiss law and Swiss Standards on Auditing (SA-CH). Our responsibilities under those provisions and standards are further described in the "Auditor's Responsibilities for the Audit of the Financial Statements" section of our report. We are independent of the Company in accordance with the provisions of Swiss law and the requirements of the Swiss audit profession, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Key Audit Matters

VALUATION OF PARTICIPATIONS

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the financial statements of the current period. These matters were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

VALUATION OF PARTICIPATIONS

Key Audit Matter

As at 31 December 2024, the Company reports participations of CHF 4,057.6m. Participations consist of a portfolio of subsidiaries in the banking and financial services industry.

Participations are valued at a maximum of the acquisition costs less necessary value adjustments, taking into account the general principle of individual valuation. Participations are subject to annual impairment testing.

Although these participations are not considered to represent a higher risk of a material misstatement, their valuation is of significance due to their materiality in the context of the financial statements as a whole.

Our response

Our procedures included the assessment of the investment valuation process. We evaluated the applied valuation methodologies considering relevant accounting standards and industry practice and validated the techniques used to determine the value in use of the participations.

For the most significant participations where valuation methodologies were used, we recalculated the valuations and agreed the data inputs with available market information. For less significant participations where we had indications of possible impairment, we assessed their recoverability by comparing the carrying amount to their net asset value.

For further information on participation refer to the notes to the financial statements on page 235.

Other Information

The Board of Directors is responsible for the other information. The other information comprises the information included in the annual report, but does not include the consolidated financial statements, the stand-alone financial statements of the Company, the sections marked “audited” in the Remuneration Report and our auditor’s reports thereon.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Board of Directors’ Responsibilities for the Financial Statements

The Board of Directors is responsible for the preparation of the financial statements in accordance with the provisions of Swiss law and the Company’s articles of incorporation, and for such internal control as the Board of Directors determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Board of Directors is responsible for assessing the Company’s ability to continue as a going concern, disclosing, as applicable, matters related to going concern, and using the going concern basis of accounting unless the Board of Directors either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

Auditor’s Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor’s report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Swiss law and SA-CH will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Swiss law and SA-CH, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

— Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

— Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company’s internal control.

— Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made.

— Conclude on the appropriateness of the Board of Directors’ use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company’s ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor’s report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor’s report. However, future events or conditions may cause the Company to cease to continue as a going concern.

KPMG

We communicate with the Board of Directors or its relevant committee regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the Board of Directors or its relevant committee with a statement that we have complied with relevant ethical requirements regarding independence, and communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated with the Board of Directors or its relevant committee, we determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report, unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Report on Other Legal and Regulatory Requirements

In accordance with article 728a para. 1 item 3 CO and PS-CH 890, we confirm that an internal control system exists, which has been designed for the preparation of financial statements according to the instructions of the Board of Directors.

Based on our audit in accordance with Art. 728a para. 1 item 2 CO, we confirm that the proposal of the Board of Directors complies with Swiss law and the Company's articles of incorporation. We recommend that the financial statements submitted to you be approved.

KPMG AG

Mirko Liberto	Corina Wipfler
Licensed Audit Expert	Licensed Audit Expert
Auditor in Charge	

Zurich, 31 January 2025

KPMG AG, Badenerstrasse 172, CH-8036 Zurich

VII. Alternative Performance Measures

Introduction

The Management Report and other communication to investors contain certain financial measures of historical and future performance and financial position that are not defined or specified by International Financial Reporting Standards (IFRS).

Management believes that these alternative performance measures (APMs) provide useful information regarding the Group's financial and operating performance. These APMs should be regarded as complementary information to, and not as a substitute for, the IFRS results.

This chapter provides the definitions of APMs used by Julius Baer Group Ltd. in its communication to investors, together with reconciliations to the most directly reconcilable IFRS line items.

APMs as defined and used by the Group may not be comparable to similarly titled APMs reported by other companies.

Adjusted results

Julius Baer Group Ltd. defines adjusted results as follows:

Adjusted results are derived by excluding from the IFRS financial results the operating expenses related to acquisitions or divestments (M&A) and the taxes on those respective items.

These excluded items related to M&A can include adjustments to each of the four reported IFRS expense lines (personnel expenses, general expenses, depreciation of property and equipment, amortisation and impairment of intangible assets).

The M&A-related adjustments can represent inter alia items such as amortisation of acquired customer relationships; goodwill impairment charges; M&A-related restructuring costs (examples of which include employee termination benefits that relate directly to the restructuring; contract termination costs; onerous contract provisions; consulting fees that relate directly to the restructuring; expected costs from when operations cease until final disposal); fees paid to advisers on the planning, execution, or financing of M&A transactions; integration-related IT or other general expenses; additional provisions set up for litigation or the recovered amount from the seller.

Reconciliation to the corresponding IFRS line items

CHF m	**2024** *IFRS results*	**2024** *M&A-related adjustments*	**2024** *Adjusted results*	2023 *IFRS results*	2023 *M&A-related adjustments*	2023 *Adjusted results*
Operating income	**3,860.9**	**-**	**3,860.9**	**3,239.6**	**-**	**3,239.6**
Personnel expenses	1,789.1	-11.6	1,777.5	1,709.2	-1.7	1,707.4
General expenses	772.8	-5.8	767.0	771.8	-6.0	765.8
of which provisions and losses	*43.9*	-	*43.9*	*61.9*	-	*61.9*
Depreciation of property and equipment	100.2	-0.5	99.7	102.6	-0.0	102.6
Amortisation and impairment of intangible assets	144.6	-6.4	138.2	142.2	-12.8	129.4
of which customer relationships	*6.4*	*-6.4*	-	*12.8*	*-12.8*	-
Operating expenses	**2,806.7**	**-24.3**	**2,782.5**	**2,725.8**	**-20.6**	**2,705.2**
Profit before taxes	**1,054.1**	**24.3**	**1,078.4**	**513.8**	**20.6**	**534.3**
Income taxes	31.9	-0.1	31.7	60.3	2.3	62.6
Net profit	**1,022.3**	**24.4**	**1,046.7**	**453.4**	**18.3**	**471.7**
Net profit attributable to:						
Shareholders of Julius Baer Group Ltd.	1,022.1	24.4	1,046.5	454.0	18.1	472.1
Non-controlling interests	0.1	0.0	0.2	-0.5	0.1	-0.4
EPS attributable to shareholders of Julius Baer Group Ltd. (CHF)	4.98	0.12	5.10	2.21	0.09	2.30

CHF m	**2024**	2023
IFRS amortisation and impairment of customer relationships	**6.4**	**12.8**
of which		
IWM	*0.8*	*6.3*
GPS	-	*0.7*
Commerzbank Luxembourg	*1.7*	*1.7*
Leumi	*1.0*	*1.0*
Reliance	*2.1*	*2.3*
KM&P	*0.8*	*0.8*

CHF m	H2 2024 IFRS results	H2 2024 M&A-related adjustments	H2 2024 Adjusted results	H1 2024 IFRS results	H1 2024 M&A-related adjustments	H1 2024 Adjusted results
Operating income	**1,916.3**	**-**	**1,916.3**	**1,944.5**	**-**	**1,944.5**
Personnel expenses	874.7	-10.4	864.3	914.4	-1.1	913.2
General expenses	403.1	-2.1	401.0	369.7	-3.6	366.0
of which provisions and losses	*31.6*	*-*	*31.6*	*12.4*	*-*	*12.4*
Depreciation of property and equipment	51.1	0.0	51.1	49.1	-0.5	48.6
Amortisation and impairment of intangible assets	75.3	-2.9	72.4	69.3	-3.5	65.9
of which customer relationships	*2.9*	*-2.9*	*-*	*3.5*	*-3.5*	*-*
Operating expenses	**1,404.2**	**-15.5**	**1,388.7**	**1,402.5**	**-8.8**	**1,393.7**
Profit before taxes	**512.1**	**15.5**	**527.6**	**542.0**	**8.8**	**550.8**
Income taxes	-58.2	-1.2	-59.3	90.0	1.0	91.1
Net profit	**570.3**	**16.6**	**586.9**	**452.0**	**7.8**	**459.7**
Net profit attributable to:						
Shareholders of Julius Baer Group Ltd.	570.2	16.6	586.8	452.0	7.7	459.7
Non-controlling interests	0.2	0.0	0.2	-0.0	0.0	0.0
EPS attributable to shareholders of Julius Baer Group Ltd. (CHF)	2.78	0.08	2.86	2.20	0.04	2.24

CHF m	H2 2024	H1 2024
IFRS amortisation and impairment of customer relationships	**2.9**	**3.5**
of which		
IWM	*0.2*	*0.6*
GPS	*-*	*-*
Commerzbank Luxembourg	*0.8*	*0.8*
Leumi	*0.5*	*0.5*
Reliance	*1.0*	*1.1*
KM&P	*0.4*	*0.4*

CHF m	H2 2023 *IFRS results*	H2 2023 *M&A-related adjustments*	H2 2023 *Adjusted results*	H1 2023 *IFRS results*	H1 2023 *M&A-related adjustments*	H1 2023 *Adjusted results*
Operating income	**1,210.5**	**-**	**1,210.5**	**2,029.1**	**-**	**2,029.1**
Personnel expenses	827.5	-1.1	826.3	881.7	-0.6	881.1
General expenses	373.8	-3.6	370.2	398.0	-2.4	395.6
of which provisions and losses	*2.5*	*-*	*2.5*	*59.3*	*-*	*59.3*
Depreciation of property and equipment	53.0	-0.0	52.9	49.7	-	49.7
Amortisation and impairment of intangible assets	75.8	-4.8	71.0	66.4	-8.0	58.4
of which customer relationships	*4.8*	*-4.8*	*-*	*8.0*	*-8.0*	*-*
Operating expenses	**1,330.1**	**-9.6**	**1,320.5**	**1,395.8**	**-11.0**	**1,384.8**
Profit before taxes	**-119.6**	**9.6**	**-110.0**	**633.4**	**11.0**	**644.3**
Income taxes	-41.6	0.8	-40.8	102.0	1.5	103.5
Net profit	**-78.0**	**8.8**	**-69.2**	**531.4**	**9.5**	**540.9**
Net profit attributable to:						
Shareholders of Julius Baer Group Ltd.	-77.8	8.7	-69.1	531.8	9.4	541.2
Non-controlling interests	-0.2	0.1	-0.1	-0.4	0.1	-0.3
EPS attributable to shareholders of Julius Baer Group Ltd. (CHF)	-0.38	0.04	-0.34	2.58	0.05	2.63

CHF m	H2 2023	H1 2023
IFRS amortisation and impairment of customer relationships	**4.8**	**8.0**
of which		
IWM	*1.9*	*4.4*
GPS	*-*	*0.7*
Commerzbank Luxembourg	*0.8*	*0.8*
Leumi	*0.5*	*0.5*
Reliance	*1.2*	*1.2*
KM&P	*0.4*	*0.4*

Derivation of key performance ratios

	2024	**H2 2024**	**H1 2024**	2023	H2 2023	H1 2023
Adjusted cost/income ratio	**70.9%**	**70.8%**	**71.0%**	**81.6%**	**108.9%**	**65.3%**
Operating income (CHF m)	3,860.9	1,916.3	1,944.5	3,239.6	1,210.5	2,029.1
Adjusted operating expenses excl. adjusted provisions and losses (CHF m)	2,738.5	1,357.2	1,381.4	2,643.4	1,317.9	1,325.4
of which adjusted operating expenses (CHF m)	*2,782.5*	*1,388.7*	*1,393.7*	*2,705.2*	*1,320.5*	*1,384.8*
of which adjusted provisions and losses (CHF m)	*43.9*	*31.6*	*12.4*	*61.9*	*2.5*	*59.3*

	2024	**H2 2024**	**H1 2024**	2023	H2 2023	H1 2023
Gross margin (basis points)	**82.7**	**80.4**	**85.1**	**74.2**	**55.3**	**93.0**
Operating income (CHF m)	3,860.9	1,916.3	1,944.5	3,239.6	1,210.5	2,029.1
Average assets under management (CHF bn)	466.9	476.8	457.0	436.9	437.5	436.3

	2024	**H2 2024**	**H1 2024**	2023	H2 2023	H1 2023
Adjusted expense margin (basis points)	**58.7**	**56.9**	**60.5**	**60.5**	**60.2**	**60.8**
Adjusted operating expenses excl. adjusted provisions and losses (CHF m)	2,738.5	1,357.2	1,381.4	2,643.4	1,317.9	1,325.4
of which adjusted operating expenses (CHF m)	*2,782.5*	*1,388.7*	*1,393.7*	*2,705.2*	*1,320.5*	*1,384.8*
of which adjusted provisions and losses (CHF m)	*43.9*	*31.6*	*12.4*	*61.9*	*2.5*	*59.3*
Average assets under management (CHF bn)	466.9	476.8	457.0	436.9	437.5	436.3

	2024	**H2 2024**	**H1 2024**	2023	H2 2023	H1 2023
Adjusted pre-tax margin (basis points)	**23.1**	**22.1**	**24.1**	**12.2**	**-5.0**	**29.5**
Adjusted profit before taxes (CHF m)	1,078.4	527.6	550.8	534.3	-110.0	644.3
Average assets under management (CHF bn)	466.9	476.8	457.0	436.9	437.5	436.3

	2024	**H2 2024**	**H1 2024**	2023	H2 2023	H1 2023
Adjusted tax rate	**2.9%**	**-11.2%**	**16.5%**	**11.7%**	**-37.1%**	**16.1%**
Adjusted profit before taxes (CHF m)	1,078.4	527.6	550.8	534.3	-110.0	644.3
Adjusted income taxes (CHF m)	31.7	-59.3	91.1	62.6	-40.8	103.5

	2024	H2 2024	H1 2024	2023	H2 2023	H1 2023
Return on tangible equity (RoTE), adjusted	**28.0%**	**30.1%**	**25.6%**	**12.8%**	**-3.8%**	**29.1%**
Adjusted net profit attributable to shareholders of Julius Baer Group Ltd. (CHF m)	1,046.5	586.8	459.7	472.1	-69.1	541.2
Average equity attributable to shareholders of Julius Baer Group Ltd. (CHF m)	6,332.9	6,499.4	6,166.3	6,237.3	6,205.8	6,268.7
Average goodwill and other intangible assets (CHF m)	-2,589.5	-2,602.4	-2,576.6	-2,556.2	-2,563.4	-2,549.0
Average tangible equity (CHF m)	3,743.4	3,897.0	3,589.8	3,681.1	3,642.4	3,719.8

	2024	H2 2024	H1 2024	2023	H2 2023	H1 2023
Return on common equity tier 1 (RoCET1), adjusted	**32.0%**	**34.3%**	**29.5%**	**15.0%**	**-4.4%**	**34.0%**
Adjusted net profit attributable to shareholders of Julius Baer Group Ltd. (CHF m)	1,046.5	586.8	459.7	472.1	-69.1	541.2
Average CET1 capital (CHF m)	3,268.5	3,425.3	3,111.7	3,157.8	3,136.6	3,178.9

Definitions

Gross margin	Operating income divided by monthly average assets under management.[1]
Cost/income ratio	Operating expenses excluding provisions and losses, divided by operating income.
Adjusted cost/income ratio	Adjusted operating expenses excluding adjusted provisions and losses, divided by operating income.
Adjusted expense margin	Adjusted operating expenses, excluding adjusted provisions and losses, divided by monthly average assets under management.[1]
Adjusted pre-tax margin	Adjusted profit before taxes divided by monthly average assets under management.[1]
Adjusted earnings per share (EPS) attributable to shareholders of Julius Baer Group Ltd.	Adjusted net profit attributable to shareholders of Julius Baer Group Ltd., divided by the weighted average number of shares outstanding for diluted earnings per share.
Return on tangible equity (RoTE)	Adjusted net profit attributable to shareholders of Julius Baer Group Ltd., divided by (half-yearly) average of shareholders' equity less goodwill and other intangible assets.[1]
Return on common equity tier 1 (RoCET1)	Adjusted net profit attributable to shareholders of Julius Baer Group Ltd., divided by the (half-yearly) average CET1 capital.[1]
Loan-to-deposit ratio	The balance sheet loans position divided by the balance sheet due to customers position.
Dividend pay-out ratio	Total dividend distribution amount divided by adjusted net profit attributable to shareholders of Julius Baer Group Ltd.
Total shareholder return	The change in a company's share price over a period plus any dividends paid by the company in this period, divided by the company's share price at the start of the period.

[1] If the reported period is not a full year (e.g. a half year), the result will be made comparable to a full-year equivalent.

Assets under management (AuM)	All bankable assets managed by or deposited with the Group for investment purposes. Assets included are portfolios of wealth management clients for which the Group provides discretionary or advisory asset management services. Assets under management take into account client deposits as well as market values of securities, precious metals, and fiduciary investments placed at third-party institutions.
Assets with discretionary mandate	Assets for which the investment decisions are made by the Group, and include assets deposited with the Group as well as assets deposited with a third-party institution.
Other assets under management	Assets for which the investment decision is made by the client itself.
Assets under custody (AuC)	Assets held for transactional, safekeeping, custody, or administrative purposes and for which additional services, for example analysis and reporting or securities lending and borrowing, are provided.
Client assets	Aggregate of assets under management and assets under custody.
Assets in collective investment schemes managed by the Group	Investment products and solutions developed by the Group, and for which the Group provides services on an ongoing basis.
Double counting assets under management	When assets under management are subject to more than one level of asset management services, double counting arises within the total assets under management. Each such separate discretionary or advisory service provides additional benefits to the respective client and generates additional revenue to the Group.
Net new money (NNM)	In- or outflows attributable to new clients, departed clients, and existing clients, calculated by the direct method, which is based on individual client transactions. New or repaid loans to clients and related interest expenses result in net new money flows. Interest and dividend income from assets under management, market performance and currency impacts as well as fees and commissions are not included in the net new money result. Generally, reclassifications between assets under management and assets under custody result in corresponding net new money in- or outflows.
Net new money growth rate	Net new money as a percentage of assets under management at the end of the previous period.[1]

[1] If the reported period is not a full year (e.g. a half year), the result will be made comparable to a full-year equivalent.

Important dates

Annual General Meeting: 10 April 2025
Publication of Interim Management Statement: 22 May 2025
Strategy update: 3 June 2025
Publication of 2025 half-year results: 22 July 2025

Corporate contacts

Group Communications
Larissa Alghisi Rubner
Telephone +41 (0) 58 888 5777

Investor Relations
Alexander van Leeuwen
Telephone +41 (0) 58 888 5256

Media Relations
Jan Vonder Muehll
Telephone +41 (0) 58 888 8888

International Banking Relations
Armin Hinterholzer
Telephone +41 (0) 58 888 5593

Realisation: Management Digital Data AG, www.mdd.ch

Julius Bär

JULIUS BAER GROUP

Head Office
Bahnhofstrasse 36
P.O. Box
8010 Zurich
Switzerland
Telephone +41 (0) 58 888 1111
Fax +41 (0) 58 888 5517
www.juliusbaer.com

The Julius Baer Group is present in around 60 locations worldwide, including Zurich (Head Office), Bangkok, Dubai, Dublin, Frankfurt, Geneva, Hong Kong, London, Luxembourg, Madrid, Mexico City, Milan, Monaco, Mumbai, Santiago de Chile, Shanghai, Singapore, Tel Aviv, and Tokyo.

17.03.2025 Publ. No. PU00064EN