

Pictet Group

Annual report 2025



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KEY FIGURES

CHF thousand	2025	2024
Consolidated income statement		
Operating income	3 206 805	3 160 208
Total expenses before tax	2 360 723	2 343 921
Operating result	846 082	816 287
Consolidated profit for the year	667 199	665 374
Cost/income ratio	74%	74%
<hr/>		
CHF thousand	31.12.2025	31.12.2024
Consolidated balance sheet		
Total assets	42 928 054	43 236 177
Total equity	3 283 453	3 782 034
Basel III CET1 solvency ratio	20.9%	24.2%
Basel III Total solvency ratio	21.6%	24.5%
Liquidity coverage ratio (LCR)	191%	212%
Return on equity	18.9%	16.9%
Leverage ratio	5.2%	6.5%
<hr/>		
Other indicators		
Assets under management or custody (CHF bn)	757	724
Staff (in FTE)	5 507	5 496
in Switzerland	3 290	3 250
abroad	2 217	2 246
Banque Pictet & Cie SA's rating FitchRatings/Moody's	AA-/Aa2	AA-/Aa2

REFLECTIONS ON 2025

We are honoured to present the Annual Report of the Pictet Group for the year ending 31 December 2025.

Markets delivered another strong performance in 2025, even as the global order continued to fragment, leading to an increase in geopolitical uncertainty.

Although the US tariff announcements in April sparked a major sell-off, equities eventually recovered to new highs. The S&P 500 rose 18%, marking its third consecutive year of gains. International equity markets also delivered impressive returns, with emerging market equities climbing 31% and significantly outpacing those of developed markets. European stocks posted their best year since 2021, with the EURO STOXX 50 up 18%.

Meanwhile, gold returned an extraordinary 63% in USD, its biggest annual gain in more than four decades. The US dollar recorded its sharpest annual decline since 2017, falling by about 12% against the CHF, pressured by expectations of Federal Reserve rate cuts and ongoing policy uncertainty.

In this environment, and bolstered by strong market conditions, Pictet delivered excellent performance, reporting an operating result of CHF 846 million, up 4% from year-end 2024, and a consolidated profit of CHF 667 million. Operating income reached CHF 3.2 billion, a year-on-year increase of 1%.

Assets under management reached a record CHF 757 billion and net new money totalled CHF 19 billion.

The Group continues to maintain its financial strength with a solid equity base and robust total capital and liquidity ratios. As of 31 December 2025, the Group's equity stood at CHF 3.3 billion. The total capital ratio reached 21.6%, well above the 12% requirement set by the Group's Swiss regulator, FINMA. At 191%, the liquidity coverage ratio exceeded the 100% requirement under Basel III.

2025 was a year of firsts. We marked our 220th anniversary, started moving into our new Campus Pictet de Rochemont in Geneva and a new group of Partners worked together for a first full calendar year.

As we look ahead, we remain dedicated to serving our clients with the same spirit of innovation, responsibility and partnership that has defined Pictet for over two centuries. We thank our clients for their loyalty and trust and our colleagues for their commitment to enduring quality.

MARC PICTET

On behalf of the Managing Partners

CONSOLIDATED BALANCE SHEET

Assets (CHF thousand)	Notes	31.12.2025	31.12.2024
Liquid assets		2 902 232	3 234 305
Amounts due from banks	10	3 512 473	2 132 451
Amounts due from securities financing transactions	1	6 430 000	8 775 000
Amounts due from customers	2;16	8 057 271	7 273 379
Trading portfolio assets	3	7 975	19 908
Positive replacement values of derivative financial instruments	4	1 076 389	2 685 209
Other financial instruments at fair value	3	1 532 566	1 463 390
Financial investments	5;10	17 466 017	16 047 839
Accrued income and prepaid expenses		906 421	816 100
Non-consolidated participations	6;7	4 980	5 011
Tangible fixed assets	8	574 284	437 650
Other assets	9	457 446	345 935
Total assets		42 928 054	43 236 177
Liabilities (CHF thousand)	Notes	31.12.2025	31.12.2024
Amounts due to banks		718 312	696 660
Liabilities from securities financing transactions	1	2 737 232	2 971 186
Amounts due in respect of customer deposits	11;16	31 537 281	30 278 141
Trading portfolio liabilities	3	1 419	1 739
Negative replacement values of derivative financial instruments	4	936 741	1 906 681
Liabilities from other financial instruments at fair value	3;13	1 776 818	1 621 784
Accrued expenses and deferred income		1 266 895	1 222 617
Other liabilities	9	418 492	440 008
Provisions	14	251 411	315 327
Total equity		3 283 453	3 782 034
Equity owners' contribution	15;17	487 146	530 897
Capital reserve		10 862	11 664
Retained earnings reserve		2 169 652	2 605 083
Currency translation reserve		(51 406)	(30 984)
Consolidated profit for the year		667 199	665 374
Total liabilities		42 928 054	43 236 177
Total subordinated liabilities		90 000	-

Consolidated off-balance-sheet transactions

CHF thousand	Notes	31.12.2025	31.12.2024
Contingent liabilities	2;23	7 389 559	8 377 998
Irrevocable commitments	2	119 976	68 359

CONSOLIDATED INCOME STATEMENT

CHF thousand	Notes	2025	2024	Change
Interest and discount income	27	729 183	871 835	
Interest and dividend income from financial investments		345 989	474 137	
Interest expense	27	(657 389)	(853 448)	
Gross result from interest operations		417 783	492 524	-15%
Changes in value adjustments for default risks and losses from interest operations	2;14	(147)	(781)	
Subtotal net result from interest operations		417 636	491 743	-15%
Commission income from securities trading and investment activities		3 473 005	3 372 295	
Commission income from lending activities		3 237	2 449	
Commission income from other services		23 723	17 341	
Commission expenses		(934 143)	(917 612)	
Subtotal result from commission business and services		2 565 822	2 474 473	4%
Result from trading activities and the fair value option	26;27	216 701	188 868	15%
Income from other non-consolidated participations		1 602	1 578	
Result from real estate		3 440	2 654	
Other ordinary income		1 604	1 124	
Other ordinary expenses		-	(232)	
Subtotal other result from ordinary activities		6 646	5 124	30%
Subtotal operating income		3 206 805	3 160 208	1%
Personnel expenses	12;28	(1 614 488)	(1 573 017)	
General and administrative expenses	29	(694 064)	(715 116)	
Subtotal operating expenses		(2 308 552)	(2 288 133)	1%
Value adjustments on participations, depreciation and amortisation of tangible fixed assets and intangible assets	6;8	(39 383)	(37 367)	
Changes to provisions and other value adjustments and losses	14;30	(12 788)	(18 421)	
Operating result		846 082	816 287	4%
Extraordinary income	30	-	6 640	
Extraordinary expenses	30	(83)	-	
Taxes	32	(178 800)	(157 553)	
Consolidated profit for the period		667 199	665 374	0%

CONSOLIDATED CASH-FLOW STATEMENT

CHF thousand	2025		2024	
	Cash inflows	Cash outflows	Cash inflows	Cash outflows
Cash flow from operating activities (internal financing)				
Consolidated result for the year	667 199	-	665 374	-
Value adjustments on participations, depreciation and amortisation of tangible fixed assets and intangible assets	39 383	-	37 367	-
Provisions and other value adjustments	17 502	81 418	14 649	25 549
Change in value adjustments for default risks and losses	1 543	2 206	2 979	1 005
Accrued income and prepaid expenses	-	90 321	-	76 292
Accrued expenses and deferred income	44 278	-	2 483	-
Other items	150 514	283 541	96 206	141 713
Previous year's dividends	-	1 070 358	-	830 228
Subtotal	920 419	1 527 844	819 058	1 074 787
Cash flow from shareholders' equity transactions				
Share capital/participation capital/endowment capital, of which, equity owners' contribution	-	43 751	-	143 922
Recognised in reserves	-	51 671	-	12 746
Subtotal	-	95 422	-	156 668
Cash flow from transactions in respect of participations, tangible fixed assets and intangible assets				
Participations	32	1	2 881	3 950
Real estate	394	144 369	86	108 264
Other tangible fixed assets	1 283	33 325	342	29 702
Subtotal	1 709	177 695	3 309	141 916

CHF thousand	2025		2024	
	Cash inflows	Cash outflows	Cash inflows	Cash outflows
Cash flow from banking operations				
Medium- and long-term business (>1 year)				
Amounts due in respect of client deposits	6 126	-	-	6 799
Amounts due from customers	23 185	-	23 462	-
Financial investments	-	143 731	-	508 977
Short-term business (<1 year)				
Amounts due to banks	21 652	-	-	889 016
Liabilities from securities financing transactions	-	233 954	298 194	-
Amounts due in respect of customer deposits	1 253 014	-	4 175 433	-
Trading portfolio liabilities	-	320	-	7 885
Negative replacement values of derivative financial instruments	-	969 940	-	428 117
Liabilities from other financial instruments at fair value	155 034	-	486 613	-
Amount due from banks	-	1 380 022	-	987 716
Amount due from securities financing transactions	2 345 000	-	20 000	-
Amount due from customers	-	806 414	-	129 032
Trading portfolio assets	11 933	-	-	3 557
Positive replacement values of derivative financial instruments	1 608 820	-	-	310 011
Other financial instruments at fair value	-	69 176	-	425 886
Financial investments	-	1 274 447	-	2 645 329
Liquidity				
Liquid assets	332 073	-	1 889 627	-
Subtotal	5 756 837	4 878 004	6 893 329	6 342 325
Total	6 678 965	6 678 965	7 715 696	7 715 696

STATEMENT OF CHANGES IN EQUITY

CHF thousand	Equity owners' contribution	Capital reserve	Retained earnings reserve	Currency translation reserves	Result of the period	Total
Equity at 1.1.2025	530 897	11 664	2 605 083	(30 984)	665 374	3 782 034
Capital increase/(decrease)	(75 000)	-	-	-	-	(75 000)
Currency translation differences	-	-	-	(20 422)	-	(20 422)
Dividends and other distributions	-	-	(1 070 358)	-	-	(1 070 358)
Other allocations to (transfers from) the other reserves	31 249	(802)	634 927	-	(665 374)	-
Consolidated profit for the period	-	-	-	-	667 199	667 199
Equity at 31.12.2025	487 146	10 862	2 169 652	(51 406)	667 199	3 283 453

**PICTET GROUP GOVERNANCE
AT 31 DECEMBER 2025**

Structure and ownership of the Pictet Group

The Pictet Group is a privately owned leader in wealth and asset management. As an investment-led service company, the Pictet Group offers wealth management, asset management and related asset services. The Group does not engage in investment banking, nor does it extend commercial loans.

The Pictet Group comprises all the entities over which the Partners of the Pictet & Cie Group SCA have joint control. These entities are listed in note 7 “Main legal entities of the Group”. The holding entities are listed in the accounting principles section.

The Group's equity comprises contributions from the equity owners, that is the Managing Partners and other holders of equity capital in the companies that, in combination, control the Pictet Group.

The significant equity owners are the Managing Partners: Marc Pictet, Laurent Ramsey, Sébastien Eisinger, Elif Aktuğ, François Pictet, Sven Holstenson and Raymond Sagayam.

Pictet Group governing bodies

The three main governing bodies are the Board of Managing Partners, the Group Executive Committee and the Supervisory Board of Pictet & Cie Group SCA.

The Board of Managing Partners is made up of the Managing Partners of Pictet & Cie Group SCA. It is responsible for the top management of the Group. It defines the Group's strategy, supervises its implementation, sets the Group's risk appetite and exercises consolidated supervision of the Group's activities.

The Group Executive Committee (GEC) is responsible for implementing the Group's strategy as set and approved by the Board of Managing Partners. It monitors the implementation of the strategy within the Group. The GEC also defines the internal control framework.

Together, the Board of Managing Partner and the GEC form the Pictet Group's Management.

The Supervisory Board acts as an independent body that oversees the management of the Pictet Group by the Board of Managing Partners. To support its oversight responsibilities, the Supervisory Board has constituted a Risk & Compliance Committee and an Audit Committee, each comprising three independent members of the Supervisory Board.

Risk management

The 'risk management' note to the Annual Report of the Pictet Group describes the Group's risk policy and the risk profile, as well as the oversight, controlling and management of the risks incurred by the Pictet Group.

Supervisory Board

Members

Shelby du Pasquier, *Chairman**
Hans Isler*
Nicolas Pictet*
Daniel Wanner*
Jürg Brun*
Isabelle Romy*
Susanne Haury von Siebenthal*
Rémy Best*
Renaud de Planta

Audit Committee

Daniel Wanner, *Chairman**
Jürg Brun*
Isabelle Romy*

Risk & Compliance Committee

Hans Isler, *Chairman**
Shelby du Pasquier*
Susanne Haury von Siebenthal*

*Independent members

Organisation

The Supervisory Board is made up of at least three people elected by the annual general meeting of Pictet & Cie Group SCA. The composition of the Supervisory Board meets the independence criteria imposed by FINMA.

The members of the Supervisory Board are elected for a term of one year and may be re-elected. The members of the Supervisory Board cannot be Partners or employees of the Pictet Group.

The Supervisory Board meetings are called at least four times per year.

Responsibilities

As the body with oversight over the Board of Managing Partners, the Supervisory Board verifies that the measures taken by the Board of Managing Partners comply with law, regulations and the articles of association of Pictet & Cie Group SCA. In this context the Supervisory Board, either directly or through its Committees, oversees the risk controls and the following tasks, among others:

- monitoring the existence of a risk management framework and policy that reflect the strategy and risk profile of the Pictet Group,
- critically assessing the main risks and ensuring that the Board of Managing Partners responds to them,
- verifying that the level of equity is in line with the strategy and risk profile of the Pictet Group,
- monitoring the adequacy of the organisation of the Pictet Group's control functions.

The Supervisory Board also exercises a control function over the internal and external audit through its Audit Committee. In this capacity, it examines and approves the annual audit plan and reviews the work carried out by internal and external audit and the measures that have to be taken. It evaluates the integrity of the financial statements of the Group.

The Supervisory Board informs the Board of Managing Partners of its findings relating to the supervision and the controls performed.

Backgrounds of the members of the Supervisory Board

Shelby du Pasquier

Education

- Columbia University School of Law, New York City (LL.M.)
- School of Law (Bachelor's), University of Geneva
- School of Economics and Social Sciences (Bachelor's), University of Geneva

Professional experience

- Since 1988: Lenz & Staehelin, Geneva (partner since 1994)

*Appointments**

- Member of the International Bar Association, Swiss Bar Association, Geneva Bar Association
- Member of the Board of the Grand Théâtre de Genève Foundation, Geneva
- Member of the Board of the Fondation du Musée d'art moderne et contemporain, Geneva

Hans Isler

Education

- Swiss Certified Public Accountant
- Master's in Economics, University of St. Gallen

Professional experience

- Since 2012: independent Board Member
- 2002 – 2011: Ernst & Young SA, Switzerland, Partner and member of the Board of Directors
- 1980 – 2002: Arthur Andersen SA, Switzerland, partner (from 1994 to 2002) and member of the Board of Directors
- 1978 – 1980: Delegate to the International Committee of the Red Cross

*Appointments**

- Vice-chairman of the Board of Directors of Banque du Léman SA, Geneva
- Chairman of the Board of Directors of Valcourt SA, Geneva
- Member of the Board of Directors of MKS Pamp SA, Geneva, of Pamp Ventures SA, Geneva, of MMTc PAMP India pvt. Ltd, Dehli and Goldavenue SA, Geneva
- Chairman of the Compagnie Financière Taler SA, Luxembourg, until 31 August 2025
- Chairman of the Board of Directors of Hymob SA, Le Mont sur Lausanne
- Member of the Board of Trustees of "Geneva Call", Geneva
- Foundation Audemars Piguet pour le Bien Commun, Member of the Board of Trustees, until 31 December 2025

Nicolas Pictet

Education

- Law degree and bar exam, Geneva

Professional experience

- 1984 – 2019: Pictet Group (partner from 1991 to 2019)
- 1982 – 1984: Oppenheimer & Richard Butler, London
- 1978 – 1982: Schellenberg Wittmer Avocats, Geneva

*Appointments**

- Member of various Boards of charitable foundations

Daniel Wanner

Education

- Swiss Certified Public Accountant
- Master's in Economics and Management, HEC Lausanne

Professional experience

- 1995 – 2019: Pictet Group (Group Chief Financial Officer from 2000)
- 1994 – 1995: STG-Coopers & Lybrand SA, Partner in charge of bank audit, Geneva
- 1983 – 1994: Ofor Révision Bancaire SA, Président de la direction, Geneva

*Appointments**

- Chairman of the Board of Foundation Philanthropique Takoha E&D Wanner
- Chairman of the Conseil Paroissial de St-Prex, St-Prex

Jürg Brun

Education

- Swiss Certified Public Accountant
- BA of Economics

Professional experience

- Since 2015: Brun Advisory GmbH
- 1998 – 2014: Ernst & Young AG, Switzerland Partner Financial, Regulatory & IT Audit Chief Knowledge Officer
- 1996 – 1997: Ernst & Young LLP, Cleveland (USA) Lead Technology of Global Audit Innovation
- 1980 – 1995: Ernst & Young AG, Switzerland

*Appointments**

- No other appointments

Isabelle Romy

Education

- Professorial thesis, University of Fribourg
- Doctoral thesis (PhD), University of Lausanne
- Law degree, University of Lausanne

Professional experience

- Since 2021: Attorney at law, Partner at Kellerhals Carrard in Zürich
- University of Fribourg, Ordinary professor
- Federal Institute of Technology in Lausanne (EPFL), Professor
- 2012 – 2021: Attorney at law, Partner at the law firm FRORIEP Legal AG
- 2008 – 2024: Vice-Chair of the Sanction Commission (SaKo) of the SIX Swiss Exchange (since 2008; Member of the commission since 2002)
- 2003 – 2008: Deputy Judge at the Swiss Federal Supreme Court
- 1995 – 2012: Associate (1995-2002), then Partner (2003-2012) at the law firm Niederer Kraft & Frey Ltd in Zurich
- 1994 – 1996: Teaching Assistant at the Law School of the University of Lausanne (Criminal law)
- 1992 – 1994: Visiting scholar at Boalt Hall, School of Law, University of California at Berkeley

*Appointments**

- Board member of the “Institut pour le droit Suisse et international de la construction”, University of Fribourg
- Member of the Committee of the association “Société Suisse des juristes”

Susanne Haury von Siebenthal

Education

- Master of Theology (MTh), University of Bern
- Bachelor of Theology (BTh), University of Bern
- PhD HSG, Doctor of Economics, University of St. Gallen
- Lice. oec. HSG, Licentiate of Business Administration / Economics, University of St. Gallen

Professional experience

- 2004 – 2013: Swiss Federal Pension Fund PUBLICA (Head Asset Management and Deputy CEO)
- 1989 – 2004: Various full-time positions in banks and the Swiss federal administration

*Appointments**

- Since 2021: AOZ Asylorganisation Zürich, Member of the board of directors
- Since 2020: Theologischer Verlag Zürich AG, Member, Chair of the board of directors since 2022
- Since 2020: Wohnbau Zurzach AG, Member of the Board of Directors
- Since 2017: Lang-Stiftung, Member of the Board of Trustees

Rémy Best

Education

- Master's in Business Administration, INSEAD, Fontainebleau
- Bar exam of the Geneva Bar Association, University of Geneva
- Law degree, University of Geneva

Professional experience

- 2003 – 2023: Pictet & Cie Group SCA
Managing Partner
- 2002 – 2003: Pictet & Cie, Geneva
Interim Position between the responsibility of Pictet Luxembourg and the responsibility as Managing Partner
- 1998 – 2002: Banque Pictet & Cie (Europe) SA,
Luxembourg Delegated Administrator
- 1997 – 1998: Pictet & Cie Geneva
Interim position between the arrival at Pictet & Cie, Geneva and the responsibility of Pictet Luxembourg
- 1991 – 1996: McKinsey & Company
Geneva & Zürich – Responsibility of conducting strategic studies for external clients under the leadership of a partner
- 1988 – 1990: Traineeship as lawyer

*Appointments**

- Chairman of the INSEAD Campaign Board, until June 2025
- Chairman of Risk and Audit Committees and Member of the Assembly of the International Committee of the Red Cross, Geneva
- Chairman of the Board of the Cercle du Grand Théâtre de Genève
- Board member of "Fondation pour l'attractivité de Genève" (FLAG), Geneva, since April 2025

Renaud de Planta

Education

- PhD in Financial Economics, University of St. Gallen
- MBA, University of Chicago (Booth School of Business)
- Master's in Economics, University of St. Gallen

Professional experience

- 2019 - 2024: Pictet & Cie Group SCA
Senior Managing Partner
- 1998 – 2019: Pictet & Cie Group SCA Managing Partner
- 1998: UBS Warburg Ltd, London
Global Head of Equity Derivatives (Designated)
- 1995 – 1998: UBS Hong Kong Regional CEO of Hong Kong and North Asia

*Appointments**

- Member of the Board of the Swiss National Bank, Bern
- Vice-Chairman of the “Centre international d'études monétaires et bancaires”, Geneva

* Appointments outside the Pictet Group

Board of Managing Partners

Composition

Marc Pictet
Laurent Ramsey
Sébastien Eisinger
Elif Aktuğ
François Pictet
Sven Holstenson
Raymond Sagayam

Organisation

The Board of Managing Partners meets as often as business requires, at least twice per month, and is chaired by the Senior Managing Partner. It works by consensus.

Responsibilities

The Board of Managing Partners is the most senior level of management of the Pictet Group and its business activities. It defines and implements the Group's strategy and objectives, sets the acceptable level of risks and takes all decisions laying down the general framework of the Group's business activities. The Board of Managing Partners also carries out the consolidated supervision of the activities of the Pictet Group. The responsibilities of the Board of Managing Partners include:

- determining and following up on the strategy, objectives and budget of the Pictet Group,
- setting the risk and compliance policy of the Pictet Group,
- monitoring the internal control system,
- setting the human resources policy,
- appointing and dismissing the Head of Internal Audit and the auditor of the Pictet Group on advice of the Supervisory Board,
- determining the principles to be used for accounting and financial controlling,
- reviewing and approving the interim and annual consolidated financial statements of the Pictet Group,
- allocating equity and determining the cash management principles for the Pictet Group as a whole.

The Board of Managing Partners is responsible for implementing the internal audit, risk management and compliance functions related to the consolidated supervision of the Pictet Group.

These functions are carried out by resources provided by certain entities of the Group.

Apart from their collegiate responsibility, the members of the Board of Managing Partners oversee individual and reporting responsibilities for corporate functions or business lines of the Pictet Group. These responsibilities are decided by the Board of Managing Partners.

Backgrounds of the members of the Board of Managing Partners

Marc Pictet

Education

- MBA, Boston University
- International Management Program, Kobe
- Bachelor of Science, Bryant College, Smithfield, Rhode Island

Professional experience

- Since 2024: Senior Managing Partner of Pictet Group
- Since 2002: Pictet Group (Partner since 2011)
- 2001 – 2002: Sal. Oppenheim, Cologne
- 1997 – 2000: Prudential Investments, Newark

*Appointments**

- Member of the Board of Trustees of Avenir Suisse, Zurich
- Member of the Board of Directors of the Swiss Bankers Association
- Vice-Chairman of the Association of Swiss Private Banks
- Chairman of the Fondation pour Genève, Geneva

Laurent Ramsey

Education

- Certified Portfolio Manager and Financial Analyst (CFPI), Lausanne
- Master's in International Management, HEC Lausanne
- Bachelor's in Business Administration, HEC Lausanne

Professional experience

- Since 1995: Pictet Group (Partner since 2016)

*Appointments**

- Vice-chairman of the Committee of Genève Place Financière Foundation, Geneva
- Vice-chairman of the Building Bridges Foundation, Geneva
- Member of the Board of Directors of the Swiss Finance Council, Zurich

Sébastien Eisinger

Education

- Master's degree in Mathematics, Jussieu, Paris

Professional experience

- Since 1999: Pictet Group (Partner since 2019)
- 1994 – 1999: Lazard Frères Gestion, Paris

*Appointments**

- Member of the FIFDH Foundation (International Film Festival and Forum on Human Rights), Geneva
- Member of the Board of Directors of the Asset Management Association (AMAS), Basel

Elif Aktuğ

Education

- Master of Business Administration, Stanford School of Business,
- MA, Institut d'Etudes Politiques de Paris, major Finance and Economics

Professional experience

- Since 2011: Pictet Group (Partner since 2021)
- 2001 - 2010: Goldman Sachs International, London
- 1997 - 1999: Goldman Sachs International, London

*Appointments**

- No other appointments

François Pictet

Education

- MBL, Master of Advanced Studies (MAS) in Business Law, Universities of Geneva and Lausanne
- Certificate in English Legal Methods, University of Cambridge
- Bachelor's in Law, University of Geneva

Professional experience

- Since 2015: Pictet Group (Partner since 2021)
- 2012 - 2014: AEA Investors, Private Equity Fund, London
- 2008 - 2011: Credit Suisse AG, Zurich
- 2006 - 2007: Aga Khan Agency for Microfinance, Geneva
- 2006: Ethos Foundation, Geneva
- 2004 - 2005: UBS Securities LLC, New York
- 2003: Euroclear, Brussels
- 2002 - 2003: Hennerkes, Kirchdörfer & Lorz, Stuttgart

*Appointments**

- No other appointments

Sven Holstenson

Education

- Certified International Investment Analyst, SFAA
- Master of Business Administration, INSEAD, Paris
- Master's in Production Engineering, Swiss Federal Institute of Technology (EPFL), Lausanne
- Bachelor's in Microengineering, Swiss Federal Institute of Technology (EPFL), Lausanne

Professional experience

- Since 2012: Pictet Group (Partner since 2023)
- 2011 - 2012: McKinsey & Company, Geneva
- 2010: Alphabet, London (MBA internship)
- 2006 - 2009: Procter & Gamble, Geneva

*Appointments**

- Member of the Board of Directors and Audit Committee of the SIX Group, Zürich

Raymond Sagayam

Education

- Master's Degree, Theology - Contemporary Theology in the Catholic Tradition, Heythrop College, University of London
- Bachelor's Degree, Economics, London School of Economics & Political Science (LSE)

Professional experience

- Since 2010: Pictet Group (Partner since 2024)
- 2001 - 2009: Swiss Re
- 1999 - 2001: Bank Brussels Lambert
- 1998 - 1999: FNX
- 1997 - 1998: ING Barings

*Appointments**

- Member of the Advisory Council of Diversity Project Europe (DPE)

* Appointments outside the Pictet Group

Group Executive Committee (GEC)

Composition

Members of the Board of Managing Partners
(above)

Xavier Barde
Jean-Philippe Nerfin
Grégory Petit
Peter Wintsch*
Cynthia O’Gorman Schem
Carole Bonjour
Martin Kunz**

*Until 31st May 2025

**Since 1st June 2025

Composition

The GEC is made up of the seven members of the Board of Managing Partners as ex officio members. The other members of the GEC are appointed by management from among the heads of the Group’s main support functions.

Organisation

The GEC meets as often as business requires, but in principle at least once a month, chaired by the Senior Managing Partner.

Responsibilities

The GEC is responsible for implementing the Group’s strategy as set and approved by the Board of Managing Partners. It monitors the implementation of the strategy within the Group by ensuring that the decisions of the management are properly passed down to the business lines and Group entities. The GEC also defines the internal control framework.

Backgrounds of the members of the Group Executive Committee

Members of the Board of Managing Partners (above)

Xavier Barde

Education

- Swiss Certified Public Accountant
- Bachelor's in Economics, specialisation in banking, University of St. Gallen

Professional experience

- Pictet Group: since 2000
since 2020: Equity partner
since 2018: Group Chief Risk Officer
2000 - 2018: deputy CFO and various positions in the Group
- 1995 - 2000: Arthur Andersen (Audit manager)

Jean-Philippe Nerfin

Education

- Law degree and bar exam, Geneva
- International and European Economic & Commercial Law (LL.M)

Professional experience

- Pictet Group: since 2010
since 2022: Equity partner
since 2019: Group General Counsel
2017 - 2018: General Counsel Pictet Group Banks
2010 - 2016: various positions in the Legal Department
- 2003-2009: Pestalozzi Attorneys at Law, Geneva

Grégory Petit

Education

- Swiss Certified Public Accountant
- Diploma in International Financial Management, Conservatoire National des Arts et Métiers, Paris
- Master's in Finance, Paris School of Business, Paris

Professional experience

- Pictet Group since 2008:
since 2020: Equity partner
since 2018: Group Chief Financial Officer
2008 - 2017: various positions in the Internal Audit Department of the Pictet Group
- 2002 - 2007: Ernst & Young
- 2001 - 2002: Andersen
- 1999 - 2000: Arthur Andersen
- 1996 - 1998: Caisse d'Épargne France

Peter Wintsch

Education

- Bachelor of Science in Economics, specialisation in marketing and information systems, University of Geneva

Professional experience

- Pictet Group from 2000, until 31 December 2025:
 - 2015 until 31 December 2025: Equity partner
 - 2005 until 31 May 2025: Group Chief Technology Officer
 - 2021 - 2024: Group Chief Operating Officer
 - 2000 - 2005: Head of the Organisation Department
- 1995 - 2000: JP Morgan Suisse SA
- 1994 - 1995: Price Waterhouse Management Consultancy Services (Suisse)
- 1989 - 1994: IBM Suisse SA

Cynthia O’Gorman Schem

Education

- Master of Arts, International Business, Webster University, Bellevue
- Bachelor of Arts, Management and Business Administration, Webster University, Bellevue
- High School Academic Diploma, Collège du Léman, Versoix

Professional experience

- Pictet Group since 2013:
 - since 2023: Global Head of Human Resources
 - 2018 – 2023: PAM Ltd, Chief Operating Officer
 - 2017 - 2018: PAM SA, Chief Operating Officer
 - 2013 - 2017: PAM SA, Head of Fund Administration & Portfolio Transitions
- 1998 - 2013: Capital Group Geneva
- 1995 - 1997: HellerSud Servicios Financieros
- 1995: Superintendence of Financial Institutions Banco Central de la República Argentina

Carole Bonjour

Education

- Faculty of Business and Economics (HEC Lausanne), Business management

Professional experience

- Pictet Group since 2002:
 - since 2024: Group Chief Operations Officer
 - 2018 – 2024: Head of Banking Operations, Tech & Ops division
 - 2016 - 2018: Head of Project Management Office, Operations division
 - 2002 - 2016: Senior Program Manager, Operations division
- JP Morgan Switzerland SA:
 - 2001 – 2002: Head of Static data, pricing & reporting, Operations division
 - 1994 - 2001: Project Manager, Operations division

Martin Kunz

Education

- Engineering Diploma in Computer Science, Swiss Federal Institute of Technology (EPFL), Lausanne
- Financial analyst and portfolio manager, AZEK, Zürich
- Financial Risk Manager, GARP

Professional experience

- Pictet Group since 1994:
 - since June 2025: Group Chief Technology Officer
 - 2023 – 2025: Chief Technology & Operations Officer, Pictet Asset Management
 - 2014 - 2022: Chief Technology Officer, Pictet Asset Management
 - 2004 - 2014: Head of Technology, Pictet Asset Management
 - 1994 - 2004: Software Engineer, Project Manager, Head of Front-office Software, Pictet IT
- 1991 - 1994: Software Engineer, UBS Lausanne & Zürich

Remuneration

Board of Managing Partners

The members of the Board of Managing Partners receive a fixed and variable remuneration. They also receive the fee conditions and other benefits offered to staff.

No part of the remuneration of the members of the Board of Managing Partners changed in 2025.

Group Executive Committee

The members of the GEC receive a fixed and variable remuneration. They also receive the fee conditions and other benefits offered to staff.

Supervisory Board

All members of the Supervisory Board receive a fixed remuneration.

The members of the Supervisory Board who used to be Managing Partners or employees of the Pictet Group receive the same fee conditions offered to retired staff.

The members of the Supervisory Board are not entitled to any compensation at the end of their appointment.

No part of the remuneration of the members of the Supervisory Board changed in 2025.

Internal audit

Pascal John*

Head of Group Internal Audit ad interim

Christophe Kratzer**

Head of Group Internal Audit

*until 30th April 2025

**since 1st May 2025

The internal audit unit of the Group provides Pictet & Cie Group SCA's Supervisory Board and Board of Managing Partners with independent assurance on the operations and the control and governance process of the Pictet Group. In addition, it provides independent and objective advice and points of view, in order to create added value and improve the management of the Group.

To ensure the independence of this department, it only reports to the Chairman of the Supervisory Board's Audit Committee and the Senior Managing Partner of the Board of Managing Partners.

Auditors

The external audit is an integral part of the governance. The auditor of the consolidated financial statements of the Pictet Group is PricewaterhouseCoopers Ltd (PwC), Switzerland. The existing appointment was renewed for 2025. Beresford Caloia is the auditor in charge since 2023.

PwC presents the planning of the audit work and their reports to the Supervisory Board.

Note 29 'Other operating expenses' of the Annual Report of the Pictet Group details the fees paid to the external auditor in 2025, including a breakdown between auditing fees and consulting fees. The latter related to assignments that do not impair the independence of the auditors.

NOTES

Accounting principles

Consolidated accounts at 31 December 2025

Name and legal status of the Group

The Pictet Group's (the "Group") accounts comprise the financial statements of all companies in which the Managing Partners of the Pictet Group owned, either directly or indirectly, over 50% of the capital or voting rights at 31 December 2025.

The Group's scope of consolidation therefore covers a number of corporate entities that are either interlinked through business combinations or consolidated into one or more of the business combinations. The link results from these entities coming under the common control of the Managing Partners of Pictet & Cie Group SCA.

Those entities that are directly controlled by the Managing Partners are: Pictet & Partners, Vandoeuvres; Pictet Holding LLP, Singapore; Pictet Capital SA, Vandoeuvres; Sopafin SA, Vandoeuvres, and Pictet Canada LP, Montreal.

Accounting principles and valuation method

The Group's consolidated financial statements have been drawn up in accordance with the provisions of the Swiss Federal Law on Banks and Savings Banks, its relevant implementing ordinance as well as the Swiss Financial Market Supervisory Authority's (FINMA) Accounting ordinance (FINMA-AO) and the accounting rules for banks (FINMA Circular 2020/1).

The financial statements have been compiled to present a true and fair view of the Group's assets, financial position and results.

This report should be read in conjunction with the 'Pictet Group capital adequacy and liquidity disclosure at 31 December 2025' in accordance with the FINMA Ordinance (DisO-FINMA).

The main accounting methods applied are described below.

General valuation principles

Assets and liabilities, together with off-balance-sheet business are valued on an individual basis. All figures in the tables are individually rounded; therefore, totals may differ from the sum of their components due to rounding.

Recording of transactions

All transactions are recorded and valued in accordance with generally accepted principles. As a rule, they will be recognised in the balance sheet as of the settlement date, or the trade date in the case of trading and cash-management transactions.

Consolidation

Entities either directly or indirectly controlled by the Group or over which the Group exercises a dominant influence are consolidated according to the full consolidation method. This means that the assets, liabilities, off-balance-sheet transactions, income and costs of fully consolidated companies are included in the Group's financial statements. All material business relations between consolidated companies are eliminated from assets, liabilities, costs, income and off-balance-sheet transactions. Net assets of Group companies are consolidated according to the purchase method. In the case of combined entities, the combination is an amalgamation of the accounts, performed in keeping with the same rules as described above.

If a significant influence is exercised over an entity, the equity method is used for consolidation purposes. If the consolidated companies' accounts are closed on a date other than 31 December, interim financial statements will be drawn up.

Entities are consolidated as from the date effective control over them passed to the Group; they are removed from the scope of consolidation as from the date such control ceases.

Foreign-currency translation

Costs and income denominated in foreign currencies for each Group company are converted in the individual company accounts at the exchange rate prevailing on the transaction date. Assets and liabilities in foreign currencies are converted at the exchange rate applicable on the period-closing date. Currency gains and losses resulting from translation are included in the respective income statements of the individual companies.

Upon consolidation, the assets and liabilities of Group companies are converted into Swiss francs at the exchange rate on the period-closing date. Group companies' equity is converted at the historical exchange rate. Income and costs are converted at the exchange rate averaged over the reporting period.

Exchange differences resulting from conversion into Swiss francs of individual financial statements are recognised in equity ('Currency translation reserves').

The main exchange rates used to convert foreign currencies into Swiss francs are as follows:

	31.12.2025	31.12.2024	Average exchange rate
EUR	0.9305	0.9384	0.9359
USD	0.7923	0.9063	0.8343
JPY	0.0051	0.0058	0.0055
GBP	1.0656	1.1350	1.0959

Liquid assets

Cash and sight deposits with central banks are booked in the balance sheet at nominal value.

Amounts due from banks and from customers

Amounts due from banks and from clients are booked in the balance sheet at nominal value, with due account being taken of any requisite value adjustments.

Value adjustments for default risk

Impaired loans/receivables are valued on an item-by-item basis. Off-balance-sheet transactions, such as firm commitments, guarantees and derivatives, are also included in this valuation. Any value impairment charge is covered by individual value adjustments to reflect the disparity between the book value of the receivable and the amount expected to be received as reimbursement.

A loan/receivable is deemed to be impaired when telltale signs make future contractual payments due in the form of capital and/or interest unlikely or, at the latest, when any such payments are in arrears for over 90 days.

Amounts due from customers are primarily composed of Lombard loans backed by securities and therefore no value adjustments for non-impaired loans are considered.

*Disclosures concerning the treatment
of past due interest*

Interest due and in arrears by over 90 days is regarded as being past due. The Group does not recognise any past due interest or interest from impaired loans/receivables in the consolidated income statement. Furthermore, all receivables arising from such interest that have accrued by the end of the 90 days are written off using income statement item 'Changes in value adjustments for default risks and losses from interest operations'.

*Methods applied for identifying
default risks and assessing whether value
adjustments need to be made*

When a loan of a client or a group exceeds the limit granted, when a current account is overdrawn without an approved limit in place, or when the value of pledged collateral falls below the relevant limit drawdown, the Credit monitoring team immediately notifies the Client Relationship Manager who must take remedial steps in coordination with the debtor.

If it becomes unlikely the debtor will be able to honour their obligations, an individual value adjustment may be made on a case-by-case basis as decided by the relevant decision-making bodies and based on a proper valuation of any collateral security.

*Valuation of collateral security for credit,
in particular significant criteria
applied to assess current economic values
and the values of pledged assets*

Granting credit to clients comes second to the management and custody of clients' assets, which constitute the Pictet Group's core business. The credit facilities are granted primarily in the form of Lombard loans, i.e. credit that is secured by collateral pledged by the borrower.

Collateral accepted as security for Lombard loans are accounts with Group companies, fiduciary deposits with certain authorised correspondent banks, precious metals and selected negotiable securities.

Current economic values of such assets are based on their ongoing market value. Loan-to-value ratios are conservative, varying depending on the diversification, quality, volatility and liquidity of the assets to be pledged as collateral security.

Securities financing transactions

The Group undertakes repurchase and reverse repurchase (repo/reverse repo) transactions for the purposes of its cash management, as well as securities lending/borrowing transactions on its clients' behalf.

Cash amounts exchanged and accrued interest are recognised in the balance sheet at nominal value. An item is only recognised in the balance sheet for securities where the transferring party also transfers economic control.

In cases where securities are lent or borrowed, those transactions in which the Group acts as principal and for which economic control have been transferred are recognised in the balance sheet. Such transactions undertaken for clients with the Group acting as agent are treated in compliance with rules for fiduciary transactions.

*Trading portfolio assets
and trading portfolio liabilities*

Equities, bonds, precious metals and investment funds not acquired as long-term investments or for the purpose of covering client purchases of certificates issued by the Group are included under 'Trading portfolio assets/liabilities'. Trading positions are valued at fair value on the balance-sheet date. Securities not traded on regular markets are valued at their acquisition cost subject to any requisite write-down of value (principle of the lower of cost or market value).

Interest and dividend income from trading portfolios are booked under 'Result from trading activities and the fair value option'. The refinancing costs of the trading portfolios are offset directly under 'Result from trading activities and the fair value option'. Unrealised income stemming from the valuation, as well as realised income, are booked under 'Result from trading activities and the fair value option'.

*Derivative financial instruments
and their replacement values*

Trading portfolios

Derivative financial instruments ('derivatives') recorded on the balance-sheet date are marked to market ('fair value'). Positive and negative replacement values are recognised in the balance sheet under 'positive replacement values of derivative financial instruments' or 'negative replacement values of derivative financial instruments'.

For derivative contracts traded on clients' behalf on stock exchanges, only that portion of replacement values exceeding the margin calls is recognised in the balance sheet.

Hedging transactions

The Group may use derivatives to hedge interest-rate and currency risks for the purposes of its asset/liability management. Hedging transactions are valued according to the same principles as those for the underlying transactions being hedged. Income/losses on hedging transactions are booked under the same item under which the result from the underlying asset being hedged is booked.

*Other financial instruments
at fair value and liabilities from financial
instruments at fair value*

The Group enables its clients to purchase certificates corresponding, in the main, to shares in equity baskets.

The amount of investments by clients in such certificates is recorded as a liability in the balance sheet under 'Liabilities from other financial instruments at fair value'. Amounts corresponding to the underlying financial assets are recorded on the assets side of the balance sheet under 'Other financial instruments at fair value'.

The difference between the amounts invested by clients, shown under liabilities, and positions held to cover the certificates, shown on the assets side, is essentially due to a cash component recorded under 'Liquid assets' on the assets side of the balance sheet and the replacement values of derivative financial instruments purchased in accordance with the investment strategy of the certificates.

Changes in the value of the certificates and underlying positions are recorded under 'Result from trading activities and the fair value option' in the consolidated income statement.

Financial investments

Debt securities intended to be held to maturity are valued on the basis of amortised cost. Gains/losses resulting from a sales transaction prior to maturity or reimbursed early are accrued over the remaining term to the scheduled maturity date of the sold or reimbursed security and recorded under the items "Other assets" and "Other liabilities". In cases where value adjustments are related to default risk, that portion related to default risk is recognised under 'Changes in value adjustments for default risks and losses from interest operations'.

Debt securities that are not intended to be held to maturity are valued based on the lower of cost or market value. As a rule, negative value adjustments are booked under 'Other ordinary expenses' and positive value adjustments are recorded under 'Other ordinary income'. In cases where value adjustments are broken down into components related to default risk and market conditions, that portion related to default risk is recognised under 'Changes in value adjustments for default risks and losses from interest operations'.

Precious metals are valued at market value on the balance sheet date. They serve primarily as hedges for clients' 'Metal' accounts recorded under 'Amounts due in respect of customer deposits' on the liabilities side of the balance sheet.

Equities and shares of funds intended to be held as long-term investments are valued at the lower of their acquisition cost or market value on the balance-sheet date.

Non-consolidated participations

Non-consolidated participations are valued at their acquisition cost, less any required write-down of their value.

Tangible fixed assets

Tangible fixed assets include buildings, software (excl. self-developed software booked as an expense in the income statement), IT and telecommunications equipment as well as furniture, fixtures and fittings. Tangible fixed assets are valued at their acquisition cost, less accumulated depreciation computed according to the straight-line method over the estimated useful lifetimes of the assets. The accuracy of the valuation is reviewed on an annual basis.

Depreciation charges are booked under 'Value adjustments on participations, depreciation and amortisation of tangible fixed assets and intangible assets' in the consolidated income statement.

Scheduled useful lifetimes

Buildings for own use	50 years
Other buildings	50 years
Software	3 years
IT equipment	3 years
Other equipment and furniture	3-5 years

Provisions

A provision is set aside for any probable obligation, based on a past event, whose amount and/or due date is uncertain, but can be reliably estimated.

Liabilities relating to pension schemes

The Pictet Group has set up several occupational pension schemes for its staff and employees in Switzerland and abroad.

Contributions paid into schemes are presented as 'Personnel expenses' in the income statement for the consolidated financial year to which they apply.

Every year, the Group examines whether, from its standpoint, there are economic benefits (overfunding) or obligations (underfunding) with regard to the pension schemes. Any difference with the corresponding value for the previous reporting period is booked under 'Personnel expenses' in the consolidated income statement.

The annual examination is undertaken on the basis of contracts, annual financial statements (for which the period closing date is not longer than 12 months earlier) drawn up in accordance with Swiss GAAP FER 26 for Swiss pension schemes, and any other calculations.

An economic benefit may be booked if permissible and the intended use of the surplus is to lower future employer contributions, to reimburse contributions to the employer or to utilise them outside regulatory benefits. This benefit (surplus) appears under 'Other assets' in the balance sheet and is booked in the income statement under 'Personnel expenses'. The obligation (shortfall) is registered in the same way in the income statement. It is, however, booked under 'Provisions' in the balance sheet.

Taxes

Current taxes on income and capital are booked as an expense for the reporting period during which the income was generated, respectively, for which the capital is taxable.

Deferred taxes, stemming from temporary timing differences between the taxable and accounting values of assets and liabilities, are booked as deferred taxes under 'Provisions' on the liabilities side of the balance sheet.

Off-balance-sheet fiduciary transaction

Such transactions cover customer deposits, loans, participations, and securities lending and borrowing transactions entered into or granted by the Group in its own name, but exclusively for the customer's account and risk. Amounts reported under other fiduciary transactions in the breakdown of fiduciary transactions relate to customers' deposits held by the Group in its own name as a nominee, on clients' behalf and sole risk.

Change in accounting principles

There were no changes in the accounting principles in 2025.

Risk management

Risk policy

General provisions

Risk management forms a cornerstone of the Pictet Group's corporate strategy and governance. The Pictet Group's Management defines the Group's general risk policy, which is applied to all companies in the Pictet Group and is intended to cover all types of major risk to which the Group is exposed.

Specific factors related to the various categories of risk are covered in specific risk policies or in-house directives or guidelines. The risk policy is implemented at several different levels:

- The Pictet Group's Management ratifies and oversees the implementation of general risk policy;
- The Supervisory Board exercises a permanent supervision of all risk policies from a Pictet Group perspective;
- The Boards of Pictet Group companies supervise the proper implementation of the policy by the Executive Committees, which put operational measures into practice to apply it;
- Specific committees are responsible for managing risks in their respective fields;
- The individual business units and corporate functions are responsible for managing risks specific to them.

In addition, the Pictet Group strives to foster a corporate culture in which risk management is given a high priority and made an integral part of all management activities. As such, risk management (for all risk categories) must be perceived by every member of staff as being one of their responsibilities as well.

Monitoring of overall risk profile

A risk management framework is in place. The Group Risk Department compiles a consolidated report on overall risk exposure for the Pictet Group's management bodies on a quarterly basis. This report presents an impartial overview of the overall situation and level of inherent and residual risk for the Pictet Group.

Attitude to and tolerance for risk

Considering the nature of the Pictet Group's business, risks cannot be entirely eliminated. Risks associated with the Group's business activities are accepted, in compliance with legal or internal regulations, provided they do not exceed the Group's risk tolerance (including in so-called 'stress' situations) and can be monitored and controlled thanks to documented processes in keeping with the Group's general risk policy.

Any new business activity, product or major change within an area of business is subject to a prior risk analysis. The Pictet Group's Management is required to give its formal approval.

The tolerance for market, credit, interest-rate and liquidity risks at the Group level is translated into quantified limits, and the tolerance for other categories of risk, such as operational and business risks, is translated into qualitative as well as quantified limits. These limits on risk are sub-divided into sub-limits where deemed necessary. These limits are regularly reviewed by the Pictet Group's Management.

Risks that do not come under the heading of risks related to the Pictet Group's business activities or which exceed the limits laid down are avoided, lessened or transferred. Similarly, business activities involving risks that are not adequately rewarded are avoided.

Credit risk

Credit risk arises out of the possibility of a counterparty defaulting on its financial obligations towards the Pictet Group. It covers settlement risks and risk factors associated with a particular country. All forms of credit obligations involving non-banking clients, banks or organised markets constitute a credit risk.

Clients

Providing credit to clients comes second to the management and custody of assets on behalf of third parties, which constitute the Pictet Group's core business. Credit facilities granted are primarily in the form of Lombard loans, i.e. credit that is secured by collateral pledged by the borrower.

Risks are limited by stringent criteria in terms of the quality, liquidity, valuation and diversification of assets pledged as collateral, as well as by the application of conservative loan-to-value ratios, differentiated by asset class.

All liabilities stemming from credit granted are reviewed periodically by the Pictet Group's management bodies. Such reports may be compiled more frequently in the event of high market volatility or in the case of credit obligations calling for special monitoring.

Banking counterparties

Counterparty management is considered a key pillar supporting Pictet's financial strength. The Group strives to engage with counterparties with high credit quality.

The same selection and monitoring practices are applied consistently, whether the counterparty is intended for clients' or for Pictet's own use. Ongoing fundamental analysis serves as the bedrock for making informed decisions regarding Pictet's bank counterparties.

Additionally, operational due diligence is regularly conducted where relevant, and various legal and regulatory provisions protect client assets in the unlikely event of the bankruptcy of a custodian or a bank counterparty. Settlement risk is mitigated by utilising centralised settlement systems such as Continuous Linked Settlement (CLS) and Central Clearing Houses, when appropriate.

All limits are set according to a formal process. Limits, including trading and settlement, bank deposits, fiduciary deposits and clearing limits, are set on an individual basis for each counterparty.

The Counterparty Risk Committee (CRC) holds the responsibility for managing the risks that the Pictet Group is exposed to due to banking counterparties.

Financial investments

The Pictet Group invests in top-quality financial assets, mainly including bonds or similar debt securities meeting very stringent criteria. These investments are intended to diversify the Pictet Group's liquidity in medium-term investments and to deliver regular returns.

The choice of investment vehicle is devolved to the Treasury Department in conformity with the investment grid authorised by the Treasury Committee. This grid, reviewed and revised depending on developments, stipulates those instruments, types of issuers and countries that are authorised, the minimum credit ratings to be met, as well as limits and sub-limits by segment, issuer and maturity date.

Market risk

Market risk refers to the Pictet Group's exposure to any adverse movements in market conditions. The main risk factors relate to interest rates, exchange rates and prices of equity securities and precious metals.

Trading operations
for its own account (trading portfolio)

The Board of Managing Partners lays down the overall tolerance for market risks. This is then broken down into sub-limits under the supervision of the Group Market Risk Committee.

The Pictet Group Policy for Managing, Controlling and Monitoring Market Risk sets out the organisational framework and underlying principles with regard to managing market risks.

Trading activities for the Group's own account are aimed essentially at mitigating risk resulting from client orders. It is not the Pictet Group's prime vocation to take large directional positions for its own account with respect to its own funds. Such proprietary trading is undertaken subject to a strict framework of limits and is geared towards accumulating a more thorough understanding of markets in which the Pictet Group is active.

Proprietary trading is used primarily on currency, equity and interest rate markets.

Limits attached to such trading activities are formulated in three ways: as sensitivity or direct exposure (in-house limits), as stress tests (internal limits) and in terms of equity in accordance with FINMA rules relating to calculating capital adequacy requirements for market risks (formulated in FINMA Ordinance: MarO-FINMA).

Structural balance-sheet management
(bank portfolio)

The Pictet Group Liquidity Management Policy sets out the organisational framework and the fundamental principles of structural balance-sheet management.

The purpose of managing the balance sheet, generally referred to as Asset & Liability Management (ALM), is to estimate and achieve a balance between liabilities (inflows) and assets (outflows) in light of the Pictet Group's tolerance for risk, subject to the constraints of achieving a desired level of profitability and adherence to a clearly-delineated regulatory framework. The Treasury Committee analyses liquidity risk and interest-rate risk; it ensures that ratios imposed by FINMA are complied with.

The purpose of the Pictet Group's policy is to keep interest-rate risk at a modest level. This policy is reflected in corresponding risk limits.

The Treasury Department is responsible for implementing the defined strategy at the operational level. The use of interest-rate derivatives for the purposes of hedging or managing durations is allowed as being in line with efficient cash management.

Operational risk

Operational risk can be defined as the risk of loss resulting from inadequacy or failure of internal processes, people or systems, or from external events.

The Pictet Group Operational Risk Policy defines the objectives, priorities and principles for the management of operational risk in the Pictet Group.

A process of identifying and assessing operational risks throughout the Pictet Group is performed on a regular basis. If deemed necessary, action plans are instigated to lessen risks that are assessed to exceed limits set according to the tolerance for risk.

Key risk indicators (KRIs) are defined and regularly analysed. These KRIs measure the level of risk resulting from business activities, systems, processes, etc.

All operating incidents and potentially resultant financial losses are logged so as to have an overall quantifiable view of incidents that have occurred and to ensure that plans to mitigate risk levels or extra checks and controls can be put in place in the event of a major incident.

The Pictet Group has instituted robust corporate governance geared towards anticipating risk. This involves actively exchanging information within the organisation and regular efforts to remind staff of their responsibilities and heighten their awareness about the direct and indirect impact that the Pictet Group's activities might have on its reputation as well as on that of its clients and its staff (such as changes in the political or regulatory climate). Effective management of communications, both in-house and to the outside world, is crucial in safeguarding the Pictet Group's good name and reputation. Group Corporate Communications is responsible for managing risk related to the Group's image. It monitors articles published about the Group and contacts the media if the Group's reputation could be damaged. Measures aimed at limiting risk to the Group's image and reputation include analysing and pinpointing any areas of vulnerability, carrying out internal analyses and escalation procedures as well as rules of conduct applicable to staff. Group Corporate Communications works closely with the Human Resources, Risks, Compliance and Legal Departments. Reputational risk, as well as the monitoring and adequacy of taken measures, are subject to particular attention by Pictet Group's Management.

The Pictet Group has implemented a crisis management process to enable it to take effective and swift action to cope with a variety of crisis events.

A crisis management plan has been drawn up and members of staff appointed as 'Crisis Coordinators' have been trained. Operating procedures and communications plans have been compiled.

Business Continuity Management is geared towards achieving resilience for important business services, safeguarding the sustainability of the Pictet Group and protecting its clients' assets. Contingency solutions have been devised, deployed and kept operational for each Pictet Group company in keeping with the risks incurred, statutory and regulatory requirements, and need in terms of safeguarding the continuity of operations. To this end, emergency off-site workplaces and IT/technical infrastructures are available and regularly tested.

Technology, Information System Security and AI-related risks

As a subset of operational risks, the Group is exposed to technology, information system security and artificial intelligence-related risks arising from the increasing reliance on complex information and communication technologies. The Group places utmost importance on the effective management of these risks.

Such risks include system failures, cyber-attacks, data breaches, unauthorized access, processing errors, model or algorithmic errors, data quality issues, bias, lack of explainability, and the unavailability or compromise of critical information, including risks stemming from outsourced services, cloud solutions, and third-party service providers.

The Group manages these risks through a comprehensive framework covering technology and information security governance, model and AI risk management, policies and controls, continuous monitoring, incident response, business continuity and disaster recovery arrangements, and employee awareness, with regular reporting to senior management and the Board of Directors.

Despite these measures, these risks cannot be entirely eliminated and are managed within the Group's defined risk tolerance, including regulatory requirements.

Sustainability-related risks

Sustainability risk is covered by Pictet's risk policies and risk management framework. A dedicated ESG Risk forum monitors key risk indicators (KRI) and sustainability-related risks stemming from key business activities, within the wider internal control system. Detailed information can be found in the Pictet Group Sustainability report published on www.pictet.com.

Change in risk policy

There have been no material or significant changes in the Group risk policy in 2025.

Hedge accounting

Equity of consolidated companies

Fixed forward contracts are used to hedge exchange-rate risk related to the equity of consolidated companies. The results of hedging contracts are booked in the same way as results for the underlying hedged item, i.e. under 'Currency translation reserve'.

How effective hedging contracts are, is gauged whenever the hedging is renewed or rolled over by comparing the results achieved by the hedging instrument and the hedged item. Hedging transactions that no longer or only partially fulfil their hedging purpose are equated, for their ineffective portion, to trading transactions and are treated as such.

Treasury management

The Pictet Group invests its surplus liquidity from clients' deposits in a portfolio following a long-term strategy. This portfolio holds bonds intended to be held to maturity, although, in particular circumstances (such as a downgrade of an issuer's credit rating), the debt securities may be sold before term. A sizeable portion of the Treasury portfolio is also invested in short-term investments such as cash at central banks or reverse repos.

In order to protect against interest-rate risk that might have an adverse impact on the portfolio's value, the Group makes use of derivatives (in the form of interest-rate swaps). The risk measures used are Basis Point Values (BPV), which indicate how sensitive the portfolio's market value is to a parallel change of one basis point in the yield curves of different currencies. In addition, multiple stress tests (parallel and non-parallel) are applied to the yield curve. This risk is monitored daily.

At least once a year, the hedge effectiveness is verified and documented. The situations of hedge ineffectiveness (if any) are commented.

Events after the balance sheet date

No significant events that might affect Pictet Group's 2025 accounts have occurred since the year-end closing date.

Notes to the balance sheet

1. Breakdown of securities financing transactions (assets and liabilities)

CHF thousand	31.12.2025	31.12.2024
Book value of receivables from cash collateral delivered in connection with securities borrowing and reverse repurchase transactions*	6 430 000	8 775 000
Book value of obligations from cash collateral received in connection with securities lending and repurchase transactions*	2 737 232	2 971 186
Book value of securities lent in connection with securities lending or delivered as collateral in connection with securities borrowing as well as securities in own portfolio transferred in connection with repurchase agreements	784 513	2 792 180
- of which, with unrestricted right to resell or pledge	784 513	2 792 180
Fair value of securities received and serving as collateral in connection with securities lending or securities borrowed in connection with securities borrowing as well as securities received in connection with reverse repurchase agreements with an unrestricted right to resell or repledge	6 429 967	8 831 025
- of which, resold securities	1 940 417	347 300

*Before netting agreements

2. Presentation of collateral for loans/receivables and off-balance-sheet transactions, as well as impaired loans/receivables

CHF thousand	Type of collateral			Total
	Secured by mortgage	Other collateral	Unsecured	
Loans (before netting with value adjustments)				
Amounts due from customers	2 779	8 005 636	79 707	8 088 122
Total loans (before netting with value adjustments)				
31.12.2025	2 779	8 005 636	79 707	8 088 122
31.12.2024	4 000	7 203 883	97 010	7 304 893
Total loans (after netting with value adjustments)				
31.12.2025	2 779	8 005 636	48 856	8 057 271
31.12.2024	4 000	7 203 883	65 496	7 273 379
Off-balance-sheet				
Contingent liabilities	-	7 217 061	172 498	7 389 559
Irrevocable commitments	-	104 048	15 928	119 976
Total off-balance-sheet				
31.12.2025	-	7 321 109	188 426	7 509 535
31.12.2024	-	8 303 204	143 153	8 446 357

Impaired loans/receivables

CHF thousand	Gross debt amount	Estimated liquidation value of collateral	Net debt amount	Individual value adjustments
31.12.2025	30 851	-	30 851	30 851
31.12.2024	31 514	-	31 514	31 514

Impaired loans represent 0.38% of the total amounts due from customers at 31 December 2025 (compared to 0.43% at 31 December 2024).

3. Breakdown of trading portfolios and other financial instruments at fair value (assets and liabilities)

Assets (CHF thousand)	31.12.2025	31.12.2024
Trading portfolio assets	7 975	19 908
Debt securities, money market securities/transactions	6	130
Equity securities	7 969	19 778
Other financial instruments at fair value	1 532 566	1 463 390
Debt securities	275 718	34 622
Equity securities	1 254 190	1 425 959
Precious metals	2 658	2 809
Total assets	1 540 541	1 483 298
<i>of which, determined using a valuation model</i>	1 944	465
Liabilities (CHF thousand)	31.12.2025	31.12.2024
Trading portfolio liabilities	1 419	1 739
Debt securities, money market securities/transactions	6	37
Equity securities	1 413	1 702
Other financial instruments at fair value	1 776 818	1 621 784
Structured products (certificates)	1 776 818	1 621 784
Total liabilities	1 778 237	1 623 523
<i>of which, determined using a valuation model</i>	1 025	349

The Pictet Group enables its clients to purchase certificates corresponding, in general, to shares in equity baskets. The section detailing the accounting principles used in this report describes how these certificates are treated.

4. Presentation of derivative financial instruments (assets and liabilities)

CHF thousand	Trading instruments			Hedging instruments		
	Positive replacement values	Negative replacement values	Contract volume	Positive replacement values	Negative replacement values	Contract volume
Interest-rate instruments						
Swaps	11 166	10 480	1 559 455	221 532	108 953	38 624 241
Futures	6	10	575	-	-	-
Options (exchange-traded)	-	-	159 508	-	-	-
Foreign exchange						
Forward contracts	44 377	68 171	7 880 795	175	9	93 581
Combined interest rate/ currency swaps	420 861	386 395	116 715 444	14 376	36 106	11 742 331
Options (OTC)	20 990	20 103	2 743 966	-	-	-
Precious metals						
Forward contracts	12 185	21 377	191 841	-	-	-
Combined interest rate/ currency swaps	58 295	17 682	673 253	-	-	-
Options (OTC)	140 015	140 039	2 717 886	-	-	-
Equity securities/indices						
Swaps	1 436	1 436	90 679	-	-	-
Options (OTC)	105 992	103 641	7 196 996	-	-	-
Options (exchange-traded)	9 685	6 418	1 912 041	-	-	-
Credit derivatives						
Credit default swaps	15 298	15 922	81 597	-	-	-
Total before netting agreements:						
31.12.2025	840 306	791 673	141 924 037	236 083	145 068	50 460 154
of which, determined using a valuation model	830 615	785 245	139 851 912	236 083	145 068	50 460 154
31.12.2024	1 797 259	1 767 732	141 349 538	887 949	138 949	50 037 399
of which, determined using a valuation model	1 759 450	1 740 772	135 916 077	887 950	138 949	50 037 399

Derivative financial instruments result mainly from transactions on behalf of clients in which Pictet Group entities contract with counterparties on the market.

Furthermore, hedging transactions are mentioned in the section on hedge accounting.

Total after netting agreements

CHF thousand	Positive replacement values (cumulative)	Negative replacement values (cumulative)
31.12.2025	1 076 389	936 741
31.12.2024	2 685 209	1 906 681

Breakdown by counterparty

Positive replacement values (after netting agreements) (CHF thousand)	Central clearing houses	Banks and securities dealers	Other customers
31.12.2025	-	670 609	405 780
31.12.2024	4 886	1 202 633	1 477 690

5. Breakdown of financial investments

CHF thousand	Book value		Fair value	
	31.12.2025	31.12.2024	31.12.2025	31.12.2024
Debt securities	16 436 888	15 276 163	16 446 724	15 085 347
<i>of which</i> , intended to be held to maturity	16 436 888	15 276 163	16 446 724	15 085 347
Equity securities	186 063	186 049	208 818	210 785
Precious metals	843 066	585 627	843 066	585 627
Total	17 466 017	16 047 839	17 498 608	15 881 759
<i>of which</i> , securities eligible for repo transactions in accordance with liquidity requirements	14 375 674	13 553 468	14 364 781	13 382 466

The debt securities portfolio held to maturity is hedged against market fluctuations arising from interest rate movements. Fair value of the portfolio should be considered along with the result of these hedging operations.

Breakdown of counterparties by rating

CHF thousand	Book value	
	31.12.2025	31.12.2024
AAA	12 614 655	11 349 330
AA+	2 446 056	2 853 339
AA	587 341	175 368
AA-	756 189	854 747
A+	32 648	43 379
Total	16 436 888	15 276 163

The Pictet Group uses the specific ratings of three agencies (Standard & Poor's, Moody's and Fitch) assigned to the instruments it holds. Ratings are based on Standard & Poor's rating scale. When three ratings are available, the median value is taken. When two ratings are available, the more prudent one is taken. In the absence of a specific rating, Standard & Poor's long-term rating of the issuer is used.

6. Non-consolidated participations

CHF thousand	Acquisition cost	Accumulated value adjustments and changes in book value (valuation using the equity method)	Book value at 31.12.2024	Additions	Disposals	Changes in book value in the case of participations valued using the equity method/ depreciation reversals	Book value at 31.12.2025	Market value / Fair value
Other participations								
without listing on a stock exchange	7 800	(2 789)	5 011	1	(32)	-	4 980	31 498
Total participations	7 800	(2 789)	5 011	1	(32)	-	4 980	31 498

7. Main legal entities of the Group

Company name and domicile	Business activity	Currency	Company capital (in thousand)	Share of capital (in %)	Share of votes (in %)	Held directly (in %)	Held indirectly (in %)
Bank Pictet & Cie (Europe) AG, Frankfurt	Bank	EUR	60 000	100	100	0	100
Banque Pictet & Cie SA, Carouge	Bank	CHF	90 000	100	100	0	100
Bayside Pictet Ltd, Nassau	Real estate company	CHF	7	100	100	0	100
Finance 1805 SA, Carouge	Financial company	CHF	100	100	100	0	100
FundPartner Solutions (Europe) SA, Luxembourg	Fund management	CHF	6 250	100	100	0	100
FundPartner Solutions (Suisse) SA, Carouge	Fund management	CHF	10 000	100	100	0	100
Pictet & Cie Group SCA, Carouge	Financial company	CHF	148 500	100	100	0	100
Pictet & Partners, Vandoeuvres	Financial company	CHF	300 000	100	100	100	0
Pictet Alternative Advisors SA, Carouge	Wealth management	CHF	3 000	100	100	0	100
Pictet Alternative Advisors Holding SA, Carouge	Financial company	CHF	5 700	100	100	0	100
Pictet Alternative Advisors (UK) Limited, London	Wealth management	GBP	9 450	100	100	0	100
Pictet Alternative Advisors (Germany) GMBH, Frankfurt	Wealth management	EUR	85	100	100	0	100
Pictet Alternative Advisors (Spain) SL, Madrid	Wealth management	EUR	60	100	100	0	100
Pictet Alternative Advisors (Sweden) AB, Stockholm	Wealth management	SEK	600	100	100	0	100
Pictet Asset Management (Europe) SA, Luxembourg	Asset Management	CHF	11 699	100	100	0	100
Pictet Asset Management (Hong Kong) Ltd, Hong Kong	Asset Management	HKD	30 000	100	100	0	100
Pictet Asset Management (Japan) Ltd, Tokyo	Asset Management	JPY	200 000	100	100	0	100
Pictet Asset Management (Singapore) Pte Ltd, Singapore	Asset Management	SGD	2 500	100	100	0	100
Pictet Asset Management Ltd, London	Asset Management	GBP	65 000	100	100	0	100
Pictet Asset Management Holding SA, Carouge	Financial company	CHF	40 000	100	100	0	100
Pictet Asset Management Inc., Montreal	Asset Management	CAD	250	100	100	0	100
Pictet Asset Management SA, Carouge	Asset Management	CHF	21 000	100	100	0	100
Pictet Asset Management (USA) Corp., New York	Asset Management	USD	-	100	100	0	100
Pictet Bank & Trust Ltd, Nassau	Bank	CHF	55 000	100	100	0	100

Company name and domicile	Business activity	Currency	Company capital (in thousand)	Share of capital (in %)	Share of votes (in %)	Held directly (in %)	Held indirectly (in %)
Pictet Canada LP, Montreal	Brokerage	CAD	28 000	100	100	100	-
Pictet Capital SA, Vandoeuvres	Financial company	CHF	90 000	100	100	83	17
Pictet Global Hedging SA, Carouge	Financial company	CHF	100	100	100	-	100
Pictet Holding LLP, Singapore	Financial company	CHF	25 000	100	100	92	8
Pictet Life Insurance Advisors (France) SAS, Paris	Financial company	EUR	500	100	100	-	100
Pictet North America Advisors SA, Carouge	Wealth management	CHF	500	100	100	-	100
Pictet Overseas Inc., Montreal	Brokerage	USD	30 000	100	100	-	100
Pictet Private Fund Management (Shanghai) Limited, Shanghai	Asset Management	CNY	16 505	100	100	-	100
Pictet Sice Ltd, Taipei	Asset Management	TWD	70 000	100	100	-	100
Pictet Technologies Holding SA, Carouge	Financial company	CHF	500	100	100	-	100
Pictet Technologies SA, Esch-sur-Alzette	IT services	EUR	500	100	100	-	100
Pictet Technology Portugal LDA, Lisbon	IT services	EUR	2 100	100	100	-	100
Pictet Wealth Management (Israel) Ltd, Tel Aviv*	Wealth management	ILS	1 000	100	100	-	100
Sopafin SA, Vandoeuvres**	Financial company	CHF	57 140	100	100	100	-

*In liquidation

**During the 2025 financial year, Sopafin SA absorbed Sopafin Luxembourg SA through a merger

The entities listed above are consolidated according to the full consolidation method. Investments in companies that are not significant for the financial reporting are excluded from the consolidation perimeter.

Significant non-consolidated participations at 31.12.2025

The Pictet Group does not have any significant position in equity securities of companies recorded in the assets of the balance sheet under 'Financial investments' (2024: none).

There are no commitments to purchase or dispose of shares (2024: none).

Non-consolidated participations are deemed significant if their value recorded on the balance sheet exceeds CHF 1 million or equivalent. All non-consolidated participations are subject to an equity requirement (risk weighted assets).

8. Tangible fixed assets

CHF thousand	Acquisition cost	Accumulated depreciation	Book value at 31.12.2024	Additions	Disposals	Translation differences	Depreciation	Book value at 31.12.2025
Buildings for own use	345 346	(9 925)	335 421	144 369	(394)	-	(4 316)	475 080
Other real estate	16 440	(16 440)	-	-	-	-	-	-
Separately acquired software	35 898	(33 244)	2 654	534	-	(1)	(1 636)	1 551
Other tangible fixed assets	287 526	(187 951)	99 575	32 791	(30)	(1 252)	(33 431)	97 653
Total tangible fixed assets	685 210	(247 560)	437 650	177 694	(424)	(1 253)	(39 383)	574 284

Operational Leasing

CHF thousand	Off-balance-sheet leasing commitments	
	31.12.2025	31.12.2024
within 12 months	70 972	80 391
between 12 months and 5 years	214 217	235 220
after 5 years	288 220	319 863
Total off-balance-sheet leasing commitments	573 409	635 474
<i>of which, cancellable within 12 months</i>	5 529	1 501

9. Breakdown of other assets and other liabilities

CHF thousand	Other assets		Other liabilities	
	31.12.2025	31.12.2024	31.12.2025	31.12.2024
Compensation account	-	-	58 583	207 701
Deferred income taxes recognised as assets	9 435	9 319	-	-
Indirect taxes	326 187	199 857	72 782	78 772
Clearing accounts	113 227	126 092	278 967	143 388
Other	8 597	10 667	8 160	10 147
Total	457 446	345 935	418 492	440 008

Provisions for deferred taxes (liabilities) are shown in note 14.

10. Disclosure of assets pledged or assigned to secure own commitments and of assets under reservation of ownership

CHF thousand	Book values		Effective commitments	
	31.12.2025	31.12.2024	31.12.2025	31.12.2024
Due from banks	199 457	910 989	199 457	910 989
Financial investments	1 123 527	2 605 940	1 114 303	2 596 704

Assets pledged with banking counterparties correspond to deposits for margin calls associated with transactions in derivatives.

11. Disclosures on pension schemes

The Pictet Group has set up, for the various companies in the Group, pension schemes designed to make provision for their employees and former employees against the economic consequences of retirement, incapacity and death.

These pension schemes may differ depending on national legislation on occupational pensions applicable to the various Group companies and customary market practices.

In the case of employees in Switzerland, the Pictet Group's pension fund is an independent occupational pension scheme registered with the Supervisory Authority for the Canton of Geneva. This pension plan is a defined contributions scheme. The unaudited annual accounts show the funding ratio for the scheme stood at 122.7% as at end-December 2025 (119.3% at end 2024). The value fluctuation reserve represents 25% of pension liabilities (25% at end 2024).

The Pictet Group's Fondation de Prévoyance Complémentaire pension plan having no commitments toward the saving capital of affiliated employees, its funding ratio stands at 100%.

Reassurance cover for death and invalidity risks has been taken out by the pension schemes with an insurance group.

Staff employed abroad are insured via occupational pension funds in the form of collective foundations or collective insurance contracts with life insurance companies or via State-run pension plans in the country of domicile. No economic benefits or liabilities arise out of this array of pension plans other than those that would be recognised in the balance sheet.

Liabilities relating to pension schemes at 31.12

Liabilities relating to own pension schemes (CHF thousand)	31.12.2025	31.12.2024
Amounts due in respect of client deposits	27 698	31 470

12. Disclosure on the economic situation of own pension schemes

Employer contribution reserves (ECR)

There are no employer contribution reserves with the pension schemes relating to the current year or the previous year.

Economic benefit/obligation and the pension expenses at 31 December

CHF thousand	Overfunding/ underfunding at 31.12.2025	Contributions paid for 2025	Pension expenses in personnel expenses	
			2025	2024
Employer sponsored funds/employer sponsored pension schemes	-	7 500	7 500	6 500
Pension plans without overfunding/underfunding	-	19 871	22 550	22 458
Pension plans with overfunding	22.7%	115 463	115 463	115 088

The governing bodies consider that any overfunding, as defined by FINMA's AO (article 29), would be deployed for the benefit of the members of the pension scheme, so there would be no economic benefit accruing to the Pictet Group.

As at 31 December 2025, there was no economic benefit or obligation to be booked in the Pictet Group's balance sheet or income statement.

13. Presentation of issued structured products (book value)

Underlying risk of the embedded derivative (CHF thousand)	Valued as a whole		Valued separately		Total
	Booked in trading portfolio	Booked in other financial instruments at fair value	Value of the host instruments	Value of the derivative	
Equity securities					
With own debenture component (oDC)		1 645 762	-	-	1 645 762
Without oDC		-	-	-	-
Foreign currencies					
With own debenture component (oDC)		86 752	-	-	86 752
Without oDC		-	-	-	-
Commodities/precious metals					
With own debenture component (oDC)		44 304	-	-	44 304
Without oDC		-	-	-	-
Total 31.12.2025		1 776 818	-	-	1 776 818

The Pictet Group enables its clients to purchase certificates corresponding, in general, to shares in equity baskets. The section detailing the accounting principles used in this report describes how these certificates are treated.

14. Presentation of value adjustments,
provisions and changes therein during the current year

CHF thousand	Balance at 31.12.2024	Use in conformity with designated purpose	Foreign exchange differences	Past due interest, recoveries	New creations charges to income statement	Releases to income statement	Balance at 31.12.2025
Provisions for deferred taxes	155 012	-	-	-	-	(53 000)	102 012
Provisions for other business risks	159 351	(12 578)	(601)	-	18 086	(15 210)	149 048
Other provisions	964	(154)	(5)	-	22	(476)	351
Total provisions	315 327	(12 732)	(606)	-	18 108	(68 686)	251 411
Value adjustments for default and country risks	31 514	(2 090)	(209)	1 548	204	(116)	30 851
<i>of which, value adjustments for default risks in respect of impaired loans/receivables</i>	31 514	(2 090)	(209)	1 548	204	(116)	30 851

‘Provisions for deferred taxes’ result mainly from provisions and value adjustments booked in the individual accounts of Banque Pictet & Cie SA that are not recognised in the consolidated accounts of the Pictet Group.

‘Provisions for other business risks’ are mainly intended to cover a variety of risks relating to litigation, including any associated legal expenses, inherent to the Group’s activity.

15. Own shares and composition of equity capital

The Group's equity comprises contributions from the equity owners, namely the Managing Partners and other holders of equity capital in the companies who, in combination, control the Pictet Group.

Other holders of equity capital do not have voting rights.

The Pictet Group does not issue participatory ownership rights or options on such rights, and there is no share ownership scheme.

16. Disclosure of amounts due from/to related parties

CHF thousand	Amounts due from		Amounts due to	
	31.12.2025	31.12.2024	31.12.2025	31.12.2024
Holders of qualified participations	-	-	1 019 371	702 260
Group companies	4 727	3 739	2 274	2 551
Affiliated companies	-	-	9 194	70 191
Transactions with members of governing bodies	-	-	787 542	357 116

Transactions with related parties are concluded at going market conditions.

17. Disclosure of holders of significant participations

The Managing Partners of Pictet & Partners – Marc Pictet, Laurent Ramsey, Sébastien Eisinger, Elif Aktuğ, François Pictet, Sven Holstenson and Raymond Sagayam – are significant equity owners.

Decisions are made by the Managing Partners on a consensus basis, at the level of the holding companies.

18. Maturity structure of financial instruments

CHF thousand	At sight	Cancellable	Due:				Total
			Within 3 months	Within 3 to 12 months	Within 12 months to 5 years	After 5 years	
Assets/financial instruments							
Liquid assets	2 902 232	-	-	-	-	-	2 902 232
Amounts due from banks	587 238	-	2 923 053	2 181	-	-	3 512 473
Amounts due from securities financing transactions	-	-	6 430 000	-	-	-	6 430 000
Amounts due from customers	652	4 523 245	2 712 870	761 061	59 360	83	8 057 271
Trading portfolio assets	7 975	-	-	-	-	-	7 975
Positive replacement values of derivative financial instruments	1 076 389	-	-	-	-	-	1 076 389
Other financial instruments at fair value	1 532 566	-	-	-	-	-	1 532 566
Financial investments	1 029 128	9 223	5 736 493	1 998 634	6 473 904	2 218 634	17 466 017
Total 31.12.2025	7 136 181	4 532 469	17 802 416	2 761 877	6 533 264	2 218 716	40 984 923
Total 31.12.2024	9 497 328	4 104 256	16 363 305	3 035 158	6 807 496	1 823 938	41 631 481

CHF thousand	At sight	Cancellable	Due:				Total
			Within 3 months	Within 3 to 12 months	Within 12 months to 5 years	After 5 years	
Debt capital/financial instruments							
Amounts due to banks	718 312	-	-	-	-	-	718 312
Liabilities from securities financing transactions	36 507	-	2 700 724	-	-	-	2 737 232
Amounts due in respect of customer deposits	18 024 842	7 264 409	4 745 199	1 446 558	56 273	-	31 537 281
Trading portfolio liabilities	1 419	-	-	-	-	-	1 419
Negative replacement values of derivative financial instruments	936 741	-	-	-	-	-	936 741
Liabilities from other financial instruments at fair value	1 776 818	-	-	-	-	-	1 776 818
Total 31.12.2025	21 494 639	7 264 409	7 445 923	1 446 558	56 273	-	37 707 802
Total 31.12.2024	16 024 140	6 357 817	12 287 138	2 756 949	50 147	-	37 476 191

19. Presentation of assets and liabilities
by domestic and foreign origin
in accordance with the domicile principle

Assets (CHF thousand)	31.12.2025		31.12.2024	
	Swiss	Foreign	Swiss	Foreign
Liquid assets	2 828 101	74 131	3 128 380	105 925
Amounts due from banks	23 646	3 488 827	61 048	2 071 403
Amounts due from securities financing transactions	6 300 000	130 000	8 775 000	-
Amounts due from customers	874 593	7 182 678	792 842	6 480 537
Trading portfolio assets	414	7 561	1 036	18 872
Positive replacement values of derivative financial instruments	217 941	858 448	1 007 962	1 677 247
Other financial instruments at fair value	203 642	1 328 924	147 894	1 315 496
Financial investments	7 618 944	9 847 073	5 092 719	10 955 120
Accrued income and prepaid expenses	220 136	686 285	159 384	656 716
Non-consolidated participations	2 195	2 785	2 194	2 817
Tangible fixed assets	548 663	25 621	410 104	27 546
Other assets	335 992	121 454	228 628	117 307
Total assets	19 174 267	23 753 787	19 807 191	23 428 986
Liabilities (CHF thousand)	31.12.2025		31.12.2024	
	Swiss	Foreign	Swiss	Foreign
Amounts due to banks	79 768	638 544	52 510	644 150
Liabilities from securities financing transactions	1 959 072	778 160	200 796	2 770 390
Amounts due in respect of customer deposits	11 899 598	19 637 683	10 512 158	19 765 983
Trading portfolio liabilities	11	1 408	1	1 738
Negative replacement values of derivative financial instruments	213 903	722 838	324 442	1 582 239
Liabilities from other financial instruments at fair value	1 728 547	48 271	1 569 570	52 214
Accrued expenses and deferred income	441 914	824 981	466 964	755 653
Other liabilities	295 285	123 207	300 309	139 699
Provisions	250 689	722	314 270	1 057
Total equity	3 021 286	262 167	3 535 793	246 241
Equity owners' contribution	487 146	-	530 897	-
Capital reserve	10 862	-	11 664	-
Retained earnings reserve	2 169 652	-	2 605 083	-
Currency translation reserve	(51 406)	-	(30 984)	-
Consolidated profit for the year	405 032	262 167	419 133	246 241
Total liabilities	19 890 073	23 037 981	17 276 813	25 959 364

20. Breakdown of total assets by country or by group of countries
(domicile principle)

Assets (CHF thousand)	31.12.2025		31.12.2024	
	Absolute	Share as %	Absolute	Share as %
Switzerland	19 174 267	45%	19 807 191	46%
Europe	12 547 891	29%	12 344 016	29%
The Americas	7 465 361	17%	7 742 197	18%
Asia	3 216 943	8%	3 135 178	7%
Africa and Oceania	523 591	1%	207 595	0%
Total assets	42 928 054	100%	43 236 177	100%

21. Breakdown of total assets by credit rating of country groups (risk domicile view)

Rating according to FINMA mapping tables	Foreign exposure 31.12.2025		Foreign exposure 31.12.2024	
	CHF thousand	Share as %	CHF thousand	Share as %
1 & 2	19 951 768	89%	20 672 293	94%
3	1 447 905	7%	496 698	2%
4	481 600	2%	543 282	2%
5	78 658	0%	19 821	0%
6	1 721	0%	110 820	1%
7	6 634	0%	19 938	0%
Unrated	547 382	2%	312 566	1%
Total	22 515 669	100%	22 175 418	100%

Comments on the rating system used

The Pictet Group uses credit ratings provided by FINMA in its rating concordance ('mapping') tables to calculate capital-adequacy requirements. When three ratings are available, the median value is taken. When two ratings are available, the more prudent one is taken. In the absence of a specific rating, Standard & Poor's long-term rating of the issuer is used.

22. Presentation of assets and liabilities broken down by most significant currencies (at 31 December 2025)

Currencies (CHF thousand)	CHF	EUR	USD	GBP	JPY	OTHERS	TOTAL
Assets							
Liquid assets	2 825 045	72 820	942	263	15	3 147	2 902 232
Amounts due from banks	27 492	2 968 760	304 095	39 470	81 291	91 365	3 512 473
Due from securities financing transactions	6 430 000	-	-	-	-	-	6 430 000
Amounts due from customers	2 065 053	2 875 156	2 362 654	357 348	260 586	136 473	8 057 271
Trading portfolio assets	3 306	132	4 489	1	36	11	7 975
Positive replacement values of derivative financial instruments	696 304	88 024	268 889	13 937	476	8 761	1 076 389
Other financial instruments at fair value	93 624	262 904	1 176 037	-	-	-	1 532 566
Financial investments	7 008 396	3 524 928	4 228 131	512 298	-	2 192 264	17 466 017
Accrued income and prepaid expenses	189 623	519 655	135 643	20 921	39 039	1 540	906 421
Non-consolidated participations	3 962	822	-	50	-	146	4 980
Tangible fixed assets	554 794	8 209	64	5 174	4 179	1 863	574 284
Other assets	312 289	88 694	24 955	9 339	6 906	15 263	457 446
Total assets shown in the balance sheet	20 209 888	10 410 105	8 505 898	958 802	392 528	2 450 833	42 928 054
Delivery entitlements from spot exchange, forward forex and forex options transactions	40 560 749	30 993 346	55 555 567	6 593 661	2 614 076	5 930 639	142 248 039
Total assets	60 770 638	41 403 452	64 061 465	7 552 463	3 006 603	8 381 472	185 176 092

Currencies (CHF thousand)	CHF	EUR	USD	GBP	JPY	OTHERS	TOTAL
Liabilities							
Amounts due to banks	118 104	280 138	286 597	16 974	5 256	11 243	718 312
Liabilities from securities financing transactions	1 692 000	48 815	996 417	-	-	-	2 737 232
Amounts due in respect of customer deposits	9 944 989	5 714 850	12 706 249	1 136 593	252 733	1 781 867	31 537 281
Trading portfolio liabilities	4	396	1 019	-	-	-	1 419
Negative replacement values of derivative financial instruments	659 187	29 844	233 568	4 829	459	8 855	936 741
Liabilities from other financial instruments at fair value	271 483	304 596	1 200 739	-	-	-	1 776 818
Accrued expenses and deferred income	520 834	488 558	57 482	111 775	28 564	59 684	1 266 895
Other liabilities	86 159	132 965	165 180	24 871	179	9 139	418 492
Provisions	251 048	363	-	-	-	-	251 411
Total equity	3 283 453	-	-	-	-	-	3 283 453
Equity owners' contribution	487 146	-	-	-	-	-	487 146
Capital reserve	10 862	-	-	-	-	-	10 862
Retained earnings reserve	2 169 652	-	-	-	-	-	2 169 652
Currency translation reserve	(51 406)	-	-	-	-	-	(51 406)
Consolidated profit for the year	667 199	-	-	-	-	-	667 199
Total liabilities shown in the balance sheet	16 827 262	7 000 524	15 647 249	1 295 041	287 190	1 870 787	42 928 054
Delivery obligations from spot exchange, forward forex and forex options transactions	44 231 800	34 174 459	48 313 038	6 307 082	2 705 710	6 515 950	142 248 039
Total liabilities	61 059 062	41 174 982	63 960 287	7 602 123	2 992 901	8 386 738	185 176 092
Net position per currency	(288 424)	228 469	101 178	(49 660)	13 702	(5 266)	

Notes to off-balance sheet transactions

23. Breakdown and explanation of contingent assets and liabilities

CHF thousand	31.12.2025	31.12.2024
Guarantees to secure credits and similar	7 389 559	8 377 998
Total contingent liabilities	7 389 559	8 377 998
Contingent assets arising from tax losses carried forward	15 793	20 236
Total contingent assets	15 793	20 236

‘Contingent liabilities’ encompass guarantees issued on clients’ behalf and liabilities arising out of commitments contracted by clients in private-equity and real estate transactions. These liabilities are secured by client assets pledged as collateral, in compliance with internal regulations.

24. Breakdown of fiduciary transactions

CHF thousand	31.12.2025	31.12.2024
Fiduciary investments with third-party companies	12 837 047	14 978 838
Fiduciary transactions arising from securities lending and borrowing, which the bank conducts in its own name for the account of customers	814 475	685 080
Other fiduciary transactions	550 537	292 479
Total fiduciary transactions	14 202 059	15 956 397

25. Breakdown of assets under management or custody

Breakdown of assets under management or custody

CHF billion	31.12.2025	31.12.2024
Assets in collective investment schemes managed by the Group	226.1	221.5
Assets under discretionary asset management agreements	133.8	132.8
Other assets under custody	598.8	555.3
Total assets under management or custody (incl. double counting)	958.7	909.6
<i>of which, double counting</i>	202.0	185.6
Total managed assets excl. double counting	756.7	724.0

Change in assets under management or custody (including double counting)

CHF billion	2025	2024
Total assets under management or custody - beginning of year	909.6	802.6
+/- Net new money inflow or net new money outflow	21.7	11.9
+/- Price gains/losses, interest, dividends and currency gains/losses	27.4	95.1
+/- Other effects	-	-
Total assets under management or custody - end of year	958.7	909.6

The nature of the services provided to clients and the reason for clients holding assets at the Bank determine how the assets are classified. As such, assets under management or custody include the assets of clients for which value-added services are provided. Said services are mainly investment advice and discretionary asset management. Pictet funds and third-party funds not managed by the Group are also included in this category.

Assets are classified at the individual account level. As such, only the assets for which value-added services are provided are included in this category.

In contrast, the assets of clients for which the Pictet Group provides only basic safekeeping services are not counted when calculating assets under management or held in custody.

If the nature of a client's relationship with the Pictet Group changes, the classification of the client's assets is systematically reviewed.

This change may, if necessary, result in net new money inflows or net new money outflows being acknowledged.

If different types of services are provided for the same assets, the assets will be counted twice. Practically speaking, these are assets under custody or discretionary management agreements that are invested in collective investment schemes managed by the Bank.

Net new money inflows are made up of a combination of several factors:

- Inflows of funds resulting from the acquisition of new clients, new funds from existing clients as well as cashflows and investments relating to client loans
- Outflows, subtracted from total inflows, comprising partial or total withdrawals of existing clients' assets.

The calculations are based on the direct method and include deposits and withdrawals in cash and financial assets (mainly securities or precious metals). Changes in the value of assets caused by market effects (particularly fluctuations in prices or exchange rates or interest or dividend payments) or interest charges, fees or expenses debited from clients are not included in the calculation of net inflows/outflows.

Notes to the income statement

26. Breakdown of the result from trading activities and the fair value option

Breakdown by business area

CHF thousand	2025	2024
Trading for the account of the customers	139 226	127 071
Trading for own account	77 475	61 797
Trading activity total	216 701	188 868

Trading activities for the Group's own account are aimed essentially at mitigating risk resulting from client orders.

Breakdown by underlying risk and based on the use of the fair value option

CHF thousand	2025	2024
Result from trading activities from:		
Equity securities (incl. funds)	26 796	20 716
Foreign currencies/precious metals/commodities	189 905	168 152
Total result from trading activities	216 701	188 868
<i>of which, from fair value option</i>	7 498	6 149
<i>of which, from fair value option on assets</i>	7 498	6 149

27. Disclosure of material refinancing under
'Interest and discount income as well as
material negative interest'

Refinancing income

The refinancing costs of the trading portfolios are offset directly under 'Result from trading activities and the fair value option'.

Negative interest

CHF thousand	2025	2024
Negative interest on lending business (decrease in interest and discount income)	-	-
Negative interest on borrowing business (decrease in interest expense)	4	42

28. Breakdown of personnel expenses

CHF thousand	2025	2024
Salaries	1 306 647	1 267 017
<i>of which</i> , expenses relating to alternative forms of variable compensation	172 972	183 353
Social insurance benefits	271 449	265 846
Other personnel expenses	36 392	40 154
Total	1 614 488	1 573 017

29. Breakdown of general and administrative expenses

CHF thousand	2025	2024
Office space expenses	123 301	120 418
Expenses for information and communications technology	307 007	299 989
Expenses for vehicles, equipment, furniture and other fixtures, as well as operating lease expenses	12 605	13 601
Professional services	60 009	64 964
Fees of audit firms	5 874	6 161
<i>of which</i> , for financial and regulatory audits	4 524	5 011
<i>of which</i> , for other services	1 350	1 150
Public relations	32 337	41 962
Travel	36 921	40 891
Taxes and indirect taxes	73 167	74 203
Other operating expenses	42 843	52 927
Total	694 064	715 116

30. Explanations regarding material losses,
extraordinary income and expenses,
as well as material releases of hidden reserves and
value adjustments and provisions no longer required

CHF thousand	2025	2024
Changes to provisions and other value adjustments, losses	(12 788)	(18 421)
Extraordinary income	-	6 640
Extraordinary expenses	(83)	-

The 2024 extraordinary income mainly stems from the sale of a non-strategic participation.

The detailed breakdown of value adjustments and provisions is shown in the table presenting value adjustments and provisions in note 14.

31. Presentation of the operating result
broken down by domestic and foreign origin,
according to the principle of permanent establishment

(CHF thousand)	2025		2024	
	Swiss	Foreign	Swiss	Foreign
Interest and discount income	427 474	301 709	562 763	309 072
Interest and dividend income from financial investments	245 453	100 536	282 112	192 025
Interest expense	(443 363)	(214 026)	(560 002)	(293 446)
Gross result from interest operations	229 564	188 219	284 873	207 651
Changes in value adjustments for default risks and losses from interest operations	57	(204)	(684)	(97)
Subtotal net result from interest operations	229 621	188 015	284 189	207 554
Commission income from securities trading and investment activities	1 681 926	1 791 079	1 588 969	1 783 326
Commission income from lending activities	2 521	716	1 577	872
Commission income from other services	47 115	(23 392)	84 216	(66 875)
Commission expenses	(200 226)	(733 917)	(167 315)	(750 297)
Subtotal result from commission business and services	1 531 336	1 034 486	1 507 447	967 026
Result from trading activities and the fair value option	144 439	72 262	121 367	67 501
Result from the disposal of financial investments	-	-	-	-
Income from other non-consolidated participations	1 602	-	1 578	-
Result from real estate	2 739	701	2 252	402
Other ordinary income	1 212	392	909	215
Other ordinary expenses	-	-	(228)	(4)
Subtotal other result from ordinary activities	5 553	1 093	4 511	613
Personnel expenses	(1 057 338)	(557 150)	(1 027 717)	(545 300)
General and administrative expenses	(341 203)	(352 861)	(369 511)	(345 605)
Subtotal operating expenses	(1 398 541)	(910 011)	(1 397 228)	(890 905)
Value adjustments on participations, depreciation and amortisation of tangible fixed assets and intangible assets	(25 378)	(14 005)	(23 555)	(13 812)
Changes to provisions and other value adjustments and losses	(9 216)	(3 572)	(5 330)	(13 091)
Operating result	477 814	368 268	491 401	324 886
Extraordinary income	-	-	5 745	895
Extraordinary expenses	-	(83)	-	-
Taxes	(72 782)	(106 018)	(78 013)	(79 540)
Consolidated profit for the year	405 032	262 167	419 133	246 241

32. Presentation of current taxes, deferred taxes and disclosure of tax rate

CHF thousand	2025	2024
Creation/(release) of provisions for deferred taxes	(53 000)	-
Current tax expenses	231 800	157 553
Total taxes	178 800	157 553
Average tax rate	21.1%	19.3%

Report of the auditor
on the consolidated financial statements



Report of the auditor to the Board of Partners of Pictet & Cie Group SCA, Carouge

Report on the audit of the consolidated financial statements

Opinion

We have audited the consolidated financial statements of Pictet Group ('the Group'), which comprise the consolidated balance sheet as at 31 December 2025, the consolidated income statement, the consolidated cash-flow statement, the statement of changes in equity for the year then ended, and notes to the consolidated financial statements, including a summary of significant accounting policies.

In our opinion, the consolidated financial statements (pages 6 to 10 and 30 to 76) give a true and fair view of the consolidated financial position of the Group as at 31 December 2025 and of its consolidated financial performance and its consolidated cash flows for the year then ended in accordance with accounting rules for banks and comply with Swiss law.

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 consolidated financial statements' section of our report. We are independent of the Group in accordance with the provisions of Swiss law and the requirements of the Swiss audit profession that are relevant to audits of the financial statements of public interest entities. We have also 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 Partners 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 and our auditor's report thereon.

Our opinion on the consolidated 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 consolidated financial statements, our responsibility is to read the other information 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, 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.

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Board of Partners' responsibilities for the consolidated financial statements

The Board of Partners is responsible for the preparation of consolidated financial statements, that give a true and fair view in accordance with accounting rules for banks and the provisions of Swiss law, and for such internal control as the Board of Partners 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 Partners 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 going concern basis of accounting unless the Board of Partners 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 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.

A further description of our responsibilities for the audit of the consolidated financial statements is located on EXPERTsuisse's website: <https://www.expertsuisse.ch/en/audit-report>. This description forms an integral part of our report.

Report on other legal and regulatory requirements

In accordance with art. 728a para. 1 item 3 CO and PS-CH 890, we confirm the existence of an internal control system that has been designed, pursuant to the instructions of the Board of Partners, for the preparation of the consolidated financial statements.

We recommend that the consolidated financial statements submitted to you be approved.

PricewaterhouseCoopers SA

Beresford Caloia
Licensed audit expert
Auditor in charge

Adrien Meyrat
Licensed audit expert

Geneva, 27 April 2026

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