UBS 2026 Generalversammlung

Sergio P. Ermotti, Group CEO

15 April 2026

Important information

Forward-looking statements: This presentation contains statements that constitute "forward-looking statements", including but not limited to management's outlook for UBS's financial performance, statements relating to the anticipated effect of transactions and strategic initiatives on UBS's business and future development and goals or intentions to achieve climate, sustainability and other social objectives. While these forward-looking statements represent UBS's judgments, expectations and objectives concerning the matters described, a number of risks, uncertainties and other important factors could cause actual developments and results to differ materially from UBS's expectations. UBS's business and financial performance could be affected by other factors identified in our past and future filings and reports, including those filed with the SEC. More detailed information about those factors is set forth in documents furnished by UBS and filings made by UBS with the SEC, including UBS's Annual Report on Form 20-F for the year ended 31 December 2025. UBS is not under any obligation to (and expressly disclaims any obligation to) update or alter its forward-looking statements, whether as a result of new information, future events, or otherwise.

Alternative Performance Measures: In addition to reporting results in accordance with International Financial Reporting Standards (IFRS), UBS reports certain measures that may qualify as Alternative Performance Measures as defined in the SIX Exchange Directive on Alternative Performance Measures, under the guidelines published by the European Securities Market Authority (ESMA), or defined as Non-GAAP financial measures in regulations promulgated by the US Securities and Exchange Commission (SEC). Please refer to "Alternative Performance Measures" in the appendix of UBS's 2025 Annual Report for a list of all measures UBS uses that may qualify as APMs. Underlying results are non-GAAP financial measures as defined by SEC regulations and as APMs in Switzerland and the EU.

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Basel III RWA, LRD and capital: Basel III RWA, LRD and capital information is based on the Swiss systemically relevant bank framework, unless otherwise stated. Refer to the "Capital management" section in UBS's 2025 Annual Report for more information.

Definitions: "Earnings per share" refers to diluted earnings per share. "Litigation" refers to net additions/releases to provisions for litigation regulatory and similar matters reflected in the income statement for the relevant period. "Net profit" refers to net profit attributable to shareholders. "Tangible equity" refers to tangible equity attributable to shareholders. "PPA" refers to purchase price allocation adjustments made in accordance with IFRS 3, *Business Combinations*, to bring the assets acquired and liabilities assumed to fair value, from the acquisition of the Credit Suisse Group.

Rounding: Numbers presented throughout this presentation may not add up precisely to the totals provided in the tables and text. Percentages and percent changes disclosed in text and tables are calculated on the basis of unrounded figures. Absolute changes between reporting periods disclosed in the text, which can be derived from numbers presented in related tables, are calculated on a rounded basis.

Tables: Within tables, blank fields generally indicate non-applicability or that presentation of any content would not be meaningful, or that information is not available as of the relevant date or for the relevant period. Zero values generally indicate that the respective figure is zero on an actual or rounded basis. Values that are zero on a rounded basis can be either negative or positive on an actual basis.

Numbers presented in US dollars unless otherwise indicated. Currency translation of monthly income statement items of operations with a functional currency other than the US dollar are translated with month-end rates into US dollar.

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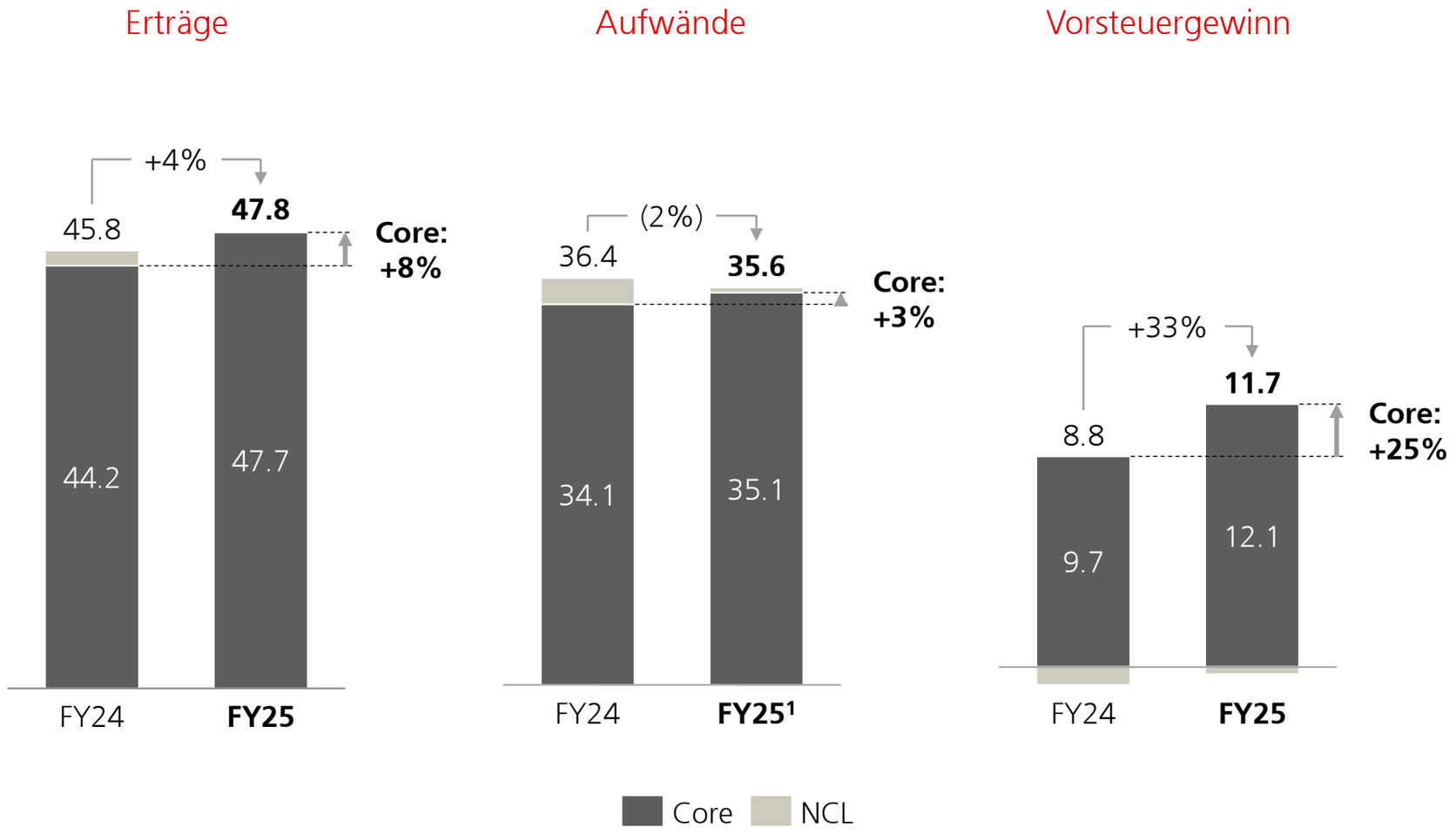
Reingewinn von USD 7,8 Mrd., Kernkapitalrendite von 10,8%

auf zugrunde liegender Basis, in Mrd. USD



1 (7%) exkl. Litigation, variable und FA Vergütung, und FX

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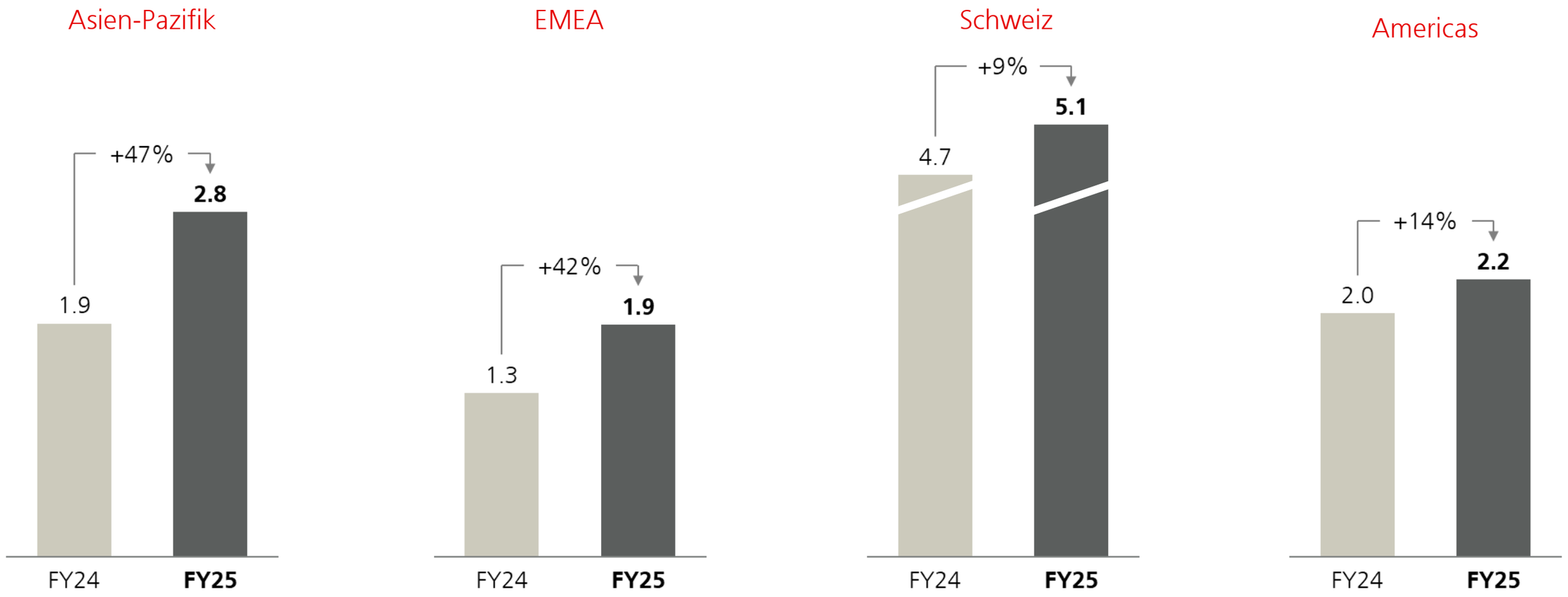
Gestiegene Profitabilität in unserem global diversifizierten Geschäftsmodell

Vorsteuergewinn auf zugrunde liegender Basis exkl. Litigation im Kerngeschäft[1]
in Mrd. USD



1 Vorsteuerergebnis exkl. NCL und Litigation auf zugrunde liegender Basis. Der Vorsteuerergebnis von NCL ohne Litigation auf zugrunde liegender Basis betrug (USD 1,1 Mrd.) bzw. (USD 1,2 Mrd.) in den Geschäftsjahren 2024 bzw. 2025. Die regionale Allokation der Erträge und Kosten erfolgt gemäss dem internen Management-Reporting.

Starke Kundengeschäfte, Kompetenzen und Skaleneffekte

Global Wealth Management

- USD 4,8 Bio. verwaltete Vermögen
- #1 in Asien-Pazifik, EMEA, Schweiz und Lateinamerika; führend in den USA[1]
- Beratungsorientierter Ansatz

Personal & Corporate Banking

- #1 Bank in der Schweiz[2]
- Verlässlicher Partner für die Schweizer Wirtschaft
- Digitalste Bank der Schweiz[3]

Asset Management

- USD 2,1 Bio. verwaltete Vermögen
- #3 europäischer Asset Manager (#12 global)[4]
- Fokus auf differenziertem & skalierbarem Angebot

Investment Bank

- Führend im Aktienhandel und FX
- Stetiger Fokus auf UHNW, GFIW und Schweizer Firmenkunden
- Dank Investitionen Marktanteile im Global Banking gewinnen

Vorsteuergewinn auf zugrunde liegender Basis[5]

UBS

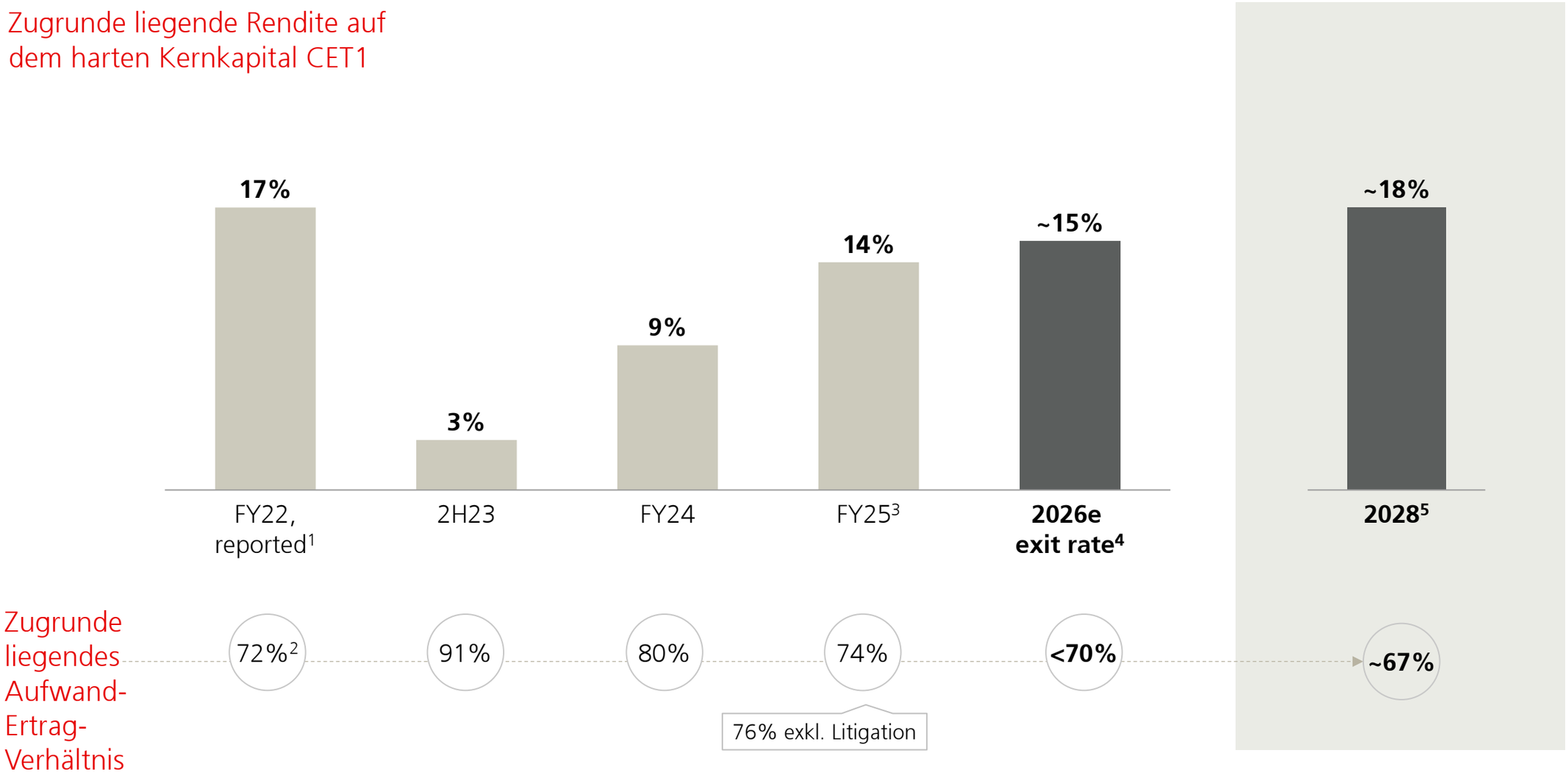
1 Basierend auf externer Publikation und internen Analysen; **2** Euromoney 2025 Award für "Switzerland's best bank"; **3** Hochschule Luzern, 2025; **4** Offenlegung der Konkurrenten nach verwalteten Vermögen, per 30.09.25 oder letzter Veröffentlichung ; **5** exkludiert NCL und Group Items; basierend auf Geschäftsjahr 2025

Strukturelle Trends, die unser langfristiges Wachstum unterstützen

		Leistungen für unsere Kunden
Vermögensbildung & -übertragungen	**USD >83 Bio.** Übertragung in den nächsten 20-25 Jahren[1]	Globale Vernetzung, regionale Expertise
Wachstum in alternativen Anlagen	**3,4-faches** AuM Wachstum in Private Markets 2010-2020[2]	Differenzierte, integrierte Lösungen
Geopolitische Unsicherheiten	Höchststand Unsicherheit seit **20 Jahren**[3]	Resilienz, Risikomanagement und Vertrauen
Technologischer Fortschritt	**USD 4,7 Bio** weltweite KI-Investitionsausgaben 2026 und 2030[4]	Innovation, Sicherheit, Kundenerlebnis

1 UBS Global Wealth Report (2025); **2** UBS CIO Dezember 2025 Bericht, "An introduction to private markets"; **3** World Economic Forum Bericht, "Building Geopolitical Muscle 2026"; **4** UBS CIO November 2025 Bericht, "Year Ahead 2026: Escape velocity?"

Ambition, Profitabilität wie vor Übernahme zu erreichen und weiter zu steigern



Forward-looking Guidance basiert auf einer Quote des harten Kernkaiptals (CET1) von 14%; **1** vor der Credit-Suisse-Übernahme; **2** auf ausgewiesener Basis; **3** 11.5% exkl. Litigation und der Anwendung einer normalisierten Steuerquote / exkl. Litigation und der Anwendung einer strukturellen Steuerquote von 23%; **4** FY26e: ~13%; **5** Ambition: Auf ausgewiesener Basis, basierend auf bestehenden Kapitalanforderungen und einer Quote auf dem harten Kernkapital (CET1) von ~14%

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Cautionary statement regarding Forward looking statements

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UBS's acquisition of the Credit Suisse Group materially changed its outlook and strategic direction and introduced new operational challenges. The integration of the Credit Suisse entities into the UBS structure is expected to continue through 2026 and presents significant operational and execution risk, including the risks that UBS may be unable to achieve the cost reductions and business benefits contemplated by the transaction, that it may incur higher costs to execute the integration of Credit Suisse and that the acquired business may have greater risks or liabilities, including those related to litigation, than expected. Following the failure of Credit Suisse, Switzerland is considering significant changes to its capital, resolution and regulatory regime, which, if adopted, would significantly increase our capital requirements or impose other costs on UBS. These factors create greater uncertainty about forward-looking statements. Other factors that may affect UBS's performance and ability to achieve its plans, outlook and other objectives also include, but are not limited to: (i) the degree to which UBS is successful in the execution of its strategic plans, including its cost reduction and efficiency initiatives and its ability to manage its levels of risk-weighted assets (RWA) and leverage ratio denominator (LRD), liquidity coverage ratio and other financial resources, including changes in RWA assets and liabilities arising from higher market volatility and the size of the combined Group; (ii) the degree to which UBS is successful in implementing changes to its businesses to meet changing market, regulatory and other conditions, including any potential changes to banking examination and oversight practices and standards as a result of executive branch orders or staff interpretations of law in the US; (iii) inflation and interest rate volatility in major markets; (iv) developments in the macroeconomic climate and in the markets in which UBS operates or to which it is exposed, including movements in securities prices or liquidity, credit spreads, currency exchange rates, residential and commercial real estate markets, general economic conditions, and changes to national trade policies on the financial position or creditworthiness of UBS's clients and counterparties, as well as on client sentiment and levels of activity; (v) changes in the availability of capital and funding, including any adverse changes in UBS's credit spreads and credit ratings of UBS, as well as availability and cost of funding, including as affected by the marketability of additional tier one debt instruments, to meet requirements for debt eligible for total loss-absorbing capacity (TLAC); (vi) changes in and potential divergence between central bank policies or the implementation of financial legislation and regulation in Switzerland, the US, the UK, the EU and other financial centers that have imposed, or resulted in, or may do so in the future, more stringent or entity-specific capital, TLAC, leverage ratio, net stable funding ratio, liquidity and funding requirements, heightened operational resilience requirements, incremental tax requirements, additional levies, limitations on permitted activities, constraints on remuneration, constraints on transfers of capital and liquidity and sharing of operational costs across the Group or other measures, and the effect these will or would have on UBS's business activities; (vii) UBS's ability to successfully implement resolvability and related regulatory requirements and the potential need to make further changes to the legal structure or booking model of UBS in response to legal and regulatory requirements including heightened requirements and expectations due to its acquisition of the Credit Suisse Group; (viii) UBS's ability to maintain and improve its systems and controls for complying with sanctions in a timely manner and for the detection and prevention of money laundering to meet evolving regulatory requirements and expectations, in particular in the current geopolitical turmoil; (ix) the uncertainty arising from domestic stresses in certain major economies; (x) changes in UBS's competitive position, including whether differences in regulatory capital and other requirements among the major financial centers adversely affect UBS's ability to compete in certain lines of business; (xi) changes in the standards of conduct applicable to its businesses that may result from new regulations or new enforcement of existing standards, including measures to impose new and enhanced duties when interacting with customers and in the execution and handling of customer transactions; (xii) the liability to which UBS may be exposed, or possible constraints or sanctions that regulatory authorities might impose on UBS, due to litigation, including litigation it has inherited by virtue of the acquisition of Credit Suisse, contractual claims and regulatory investigations, including the potential for disqualification from certain businesses, potentially large fines or monetary penalties, or the loss of licenses or privileges as a result of regulatory or other governmental sanctions, as well as the effect that litigation, regulatory and similar matters have on the operational risk component of its RWA; (xiii) UBS's ability to retain and attract the employees necessary to generate revenues and to manage, support and control its businesses, which may be affected by competitive factors; (xiv) changes in accounting or tax standards or policies, and determinations or interpretations affecting the recognition of gain or loss, the valuation of goodwill, the recognition of deferred tax assets and other matters; (xv) UBS's ability to implement new technologies and business methods, including digital services, artificial intelligence and other technologies, and ability to successfully compete with both existing and new financial service providers, some of which may not be regulated to the same extent; (xvi) limitations on the effectiveness of UBS's internal processes for risk management, risk control, measurement and modeling, and of financial models generally; (xvii) the occurrence of operational failures, such as fraud, misconduct, unauthorized trading, financial crime, cyberattacks, data leakage and systems failures, the risk of which is increased with persistently high levels of cyberattack threats; (xviii) restrictions on the ability of UBS Group AG, UBS AG and regulated subsidiaries of UBS AG to make payments or distributions, including due to restrictions on the ability of its subsidiaries to make loans or distributions, directly or indirectly, or, in the case of financial difficulties, due to the exercise by FINMA or the regulators of UBS's operations in other countries of their broad statutory powers in relation to protective measures, restructuring and liquidation proceedings; (xix) the degree to which changes in regulation, capital or legal structure, financial results or other factors may affect UBS's ability to maintain its stated capital return objective; (xx) uncertainty over the scope of actions that may be required by UBS, governments and others for UBS to achieve goals relating to climate, environmental and social matters, as well as the evolving nature of underlying science and industry and the increasing divergence among regulatory regimes; (xxi) the ability of UBS to access capital markets; (xxii) the ability of UBS to successfully recover from a disaster or other business continuity problem due to a hurricane, flood, earthquake, terrorist attack, war, conflict, pandemic, security breach, cyberattack, power loss, telecommunications failure or other natural or man-made event; and (xxiii) the effect that these or other factors or unanticipated events, including media reports and speculations, may have on its reputation and the additional consequences that this may have on its business and performance. The sequence in which the factors above are presented is not indicative of their likelihood of occurrence or the potential magnitude of their consequences. UBS's business and financial performance could be affected by other factors identified in its past and future filings and reports, including those filed with the US Securities and Exchange Commission (the SEC). More detailed information about those factors is set forth in documents furnished by UBS and filings made by UBS with the SEC, including the UBS Group AG and UBS AG Annual Reports on Form 20-F for the year ended 31 December 2025. UBS is not under any obligation to (and expressly disclaims any obligation to) update or alter its forward-looking statements, whether as a result of new information, future events, or otherwise.

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