

Julius Bär

FY 2020 RESULTS AND BUSINESS UPDATE

Presentation for Investors, Analysts & Media
Zurich, 1 February 2021



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INTRODUCTION

PHILIPP RICKENBACHER, CEO

OUTSTANDING PERFORMANCE IN A CHALLENGING YEAR

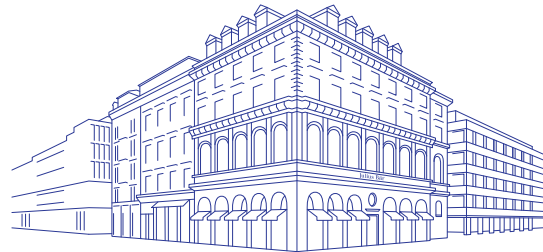
Results underline high resilience of our wealth management business model

TRUSTED ADVISOR

- More interactions and touchpoints with clients than ever before
- Strong NNM inflows as a result of client trust in times of uncertainty

RESILIENCE & STABILITY

- Seamless client service through stable operations, scalable infrastructure
- Solid balance sheet and robust risk management



- Well-calibrated, focused wealth management business model
- Strong local presence, international reach and global expertise

- Holistic focus on profitability: smart asset growth, gross margin stabilisation, enhanced cost efficiency
- Targeted investments to modernise the organisation and build critical mass

HIGH-QUALITY BUSINESS MODEL

ROBUST STRATEGIC PLAN

FINANCIAL RESULTS FY 2020*

DIETER A. ENKELMANN, CFO

*Financial Results are presented on adjusted basis - see “Scope of Presentation of Financials” on the next page

SCOPE OF PRESENTATION OF FINANCIALS

As in previous years, financial results and analysis are presented on adjusted basis

- Adjusted: *Excluding* expenses related to acquisitions or divestments (M&A-related expenses) and the taxes on those respective items
- In 2019, the M&A-related expenses included (next to other M&A-related items) two larger adjustments:
 - As announced on 4 December 2019: CHF 153 million provision (CHF 119 million net of taxes) related to the claim by the Bundesanstalt für vereinigungsbedingte Sonderaufgaben (BvS) against Bank Julius Baer & Co. Ltd. as successor to Bank Cantrade Ltd. (which Julius Baer acquired in 2005 through the acquisition of Bank Ehinger & Armand von Ernst Ltd. from UBS AG) in relation to alleged unauthorised withdrawals between 1990 and 1992 from a Cantrade account (“BvS provision”)
 - As announced on 19 November 2019: CHF 99 million non-cash goodwill impairment charge related to the Group’s investment in Kairos, which was acquired in steps between May 2013 and January 2018 (“Kairos 2019 impairment”)
- In 2020, the M&A-related expenses included (next to other M&A-related items) one larger adjustment:
 - As announced on 19 October 2020: The goodwill on the Group’s investment in Kairos was impaired further and the amortisation of the value of acquired customer relationships accelerated, resulting in a CHF 190 million non-cash charge (“Kairos 2020 impairment”)
- Please refer to the Julius Baer Group Ltd. Consolidated Financial Statements 2020¹ for the IFRS results
- A reconciliation from the IFRS results to the adjusted results is outlined in the Appendix
- A more detailed explanation of the adjustments, a definition of (non-IFRS) Alternative Performance Measures, as well as a more comprehensive reconciliation from the adjusted results to the most directly reconcilable IFRS line items, are provided in the Alternative Performance Measures document available from www.juliusbaer.com/APM

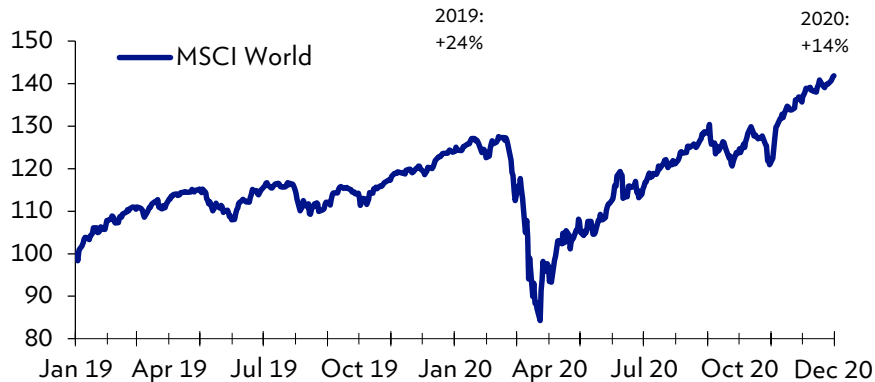
¹ Available from www.juliusbaer.com

2020 MARKET ENVIRONMENT

Extreme moves in stock markets | Drop in US rates | US dollar weakened

Strong stock market recovery after Q1 crash

2019-2020 development MSCI All-World Index¹



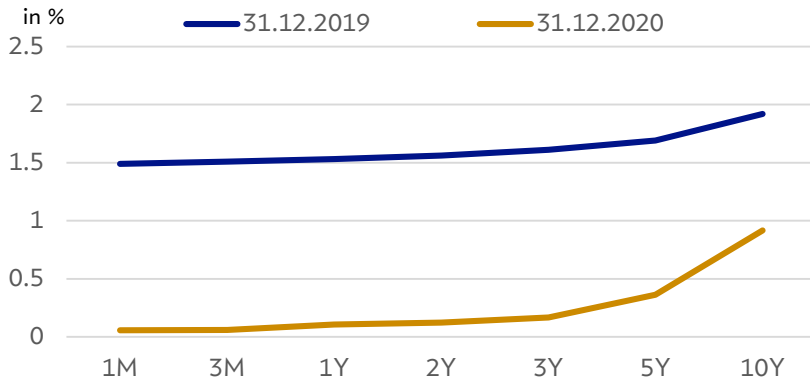
Elevated volatility, also after massive spike in March

2019-2020 development CBOE Volatility Index on S&P 500¹



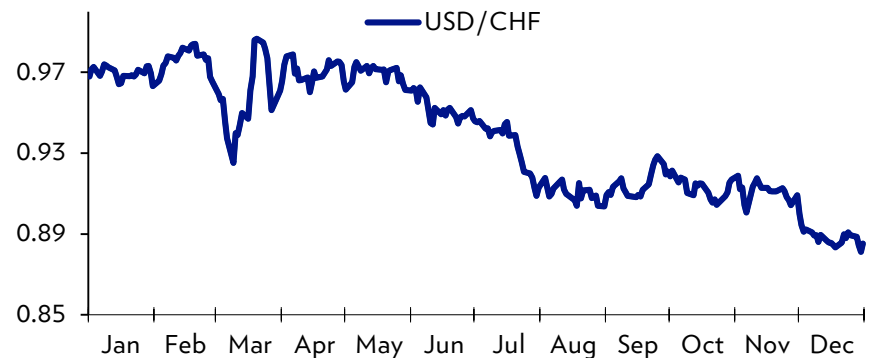
Significant fall in US interest rates

2020 development of US 1M-10Y treasury yield curve²



US dollar weakened substantially

2020 development of USD against CHF¹

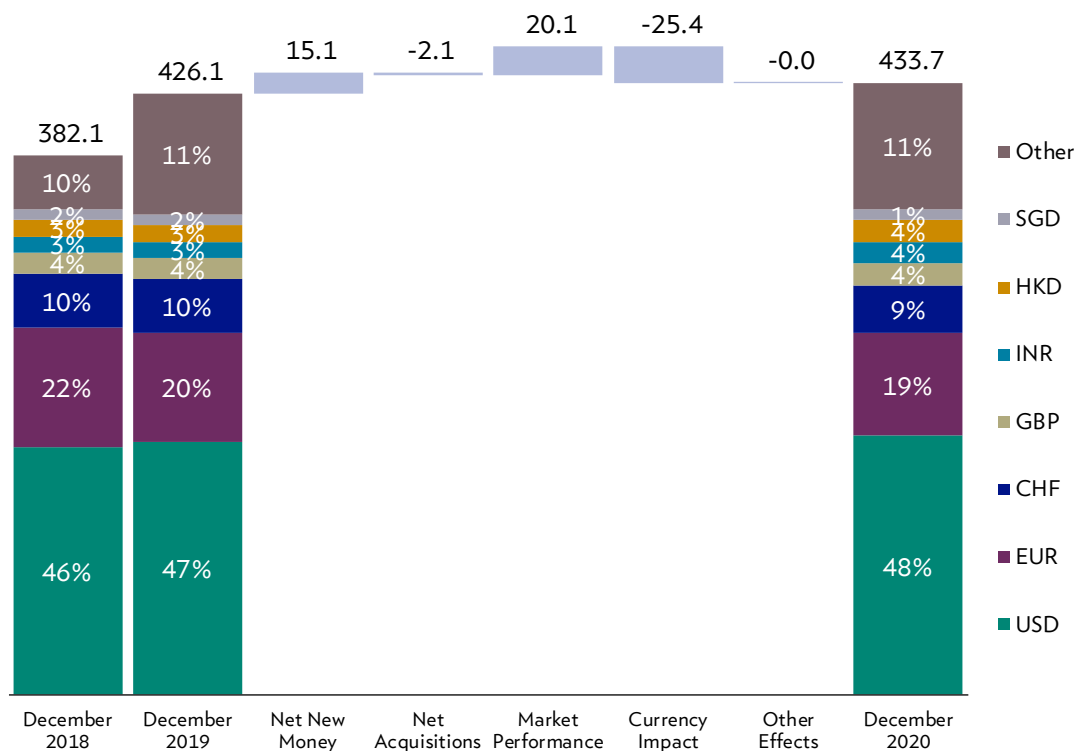


¹ Source: Datastream, Julius Baer | ² Source: Bloomberg Finance L.P., Julius Baer

AUM UP CHF 8bn (+2%) TO CHF 434bn

Market performance (+5%) and NNM (+4%) more than offset currency impact (-6%)

Development of Assets under Management



- AuM CHF 434bn, up 7.6bn, +2%
 - Net new money CHF +15.1bn
 - Net acquisitions¹ CHF -2.1bn
 - Market performance² CHF +20.1bn
 - Currency impact³ CHF -25.4bn
- Monthly average AuM CHF 409bn
 - -1% from CHF 414bn in 2019
 - Impacted by Q1 stock market crash
- Assets under custody CHF 72bn, -2%
- Total client assets CHF 505 billion, +1%
 - Crossing above half trillion CHF mark for first time

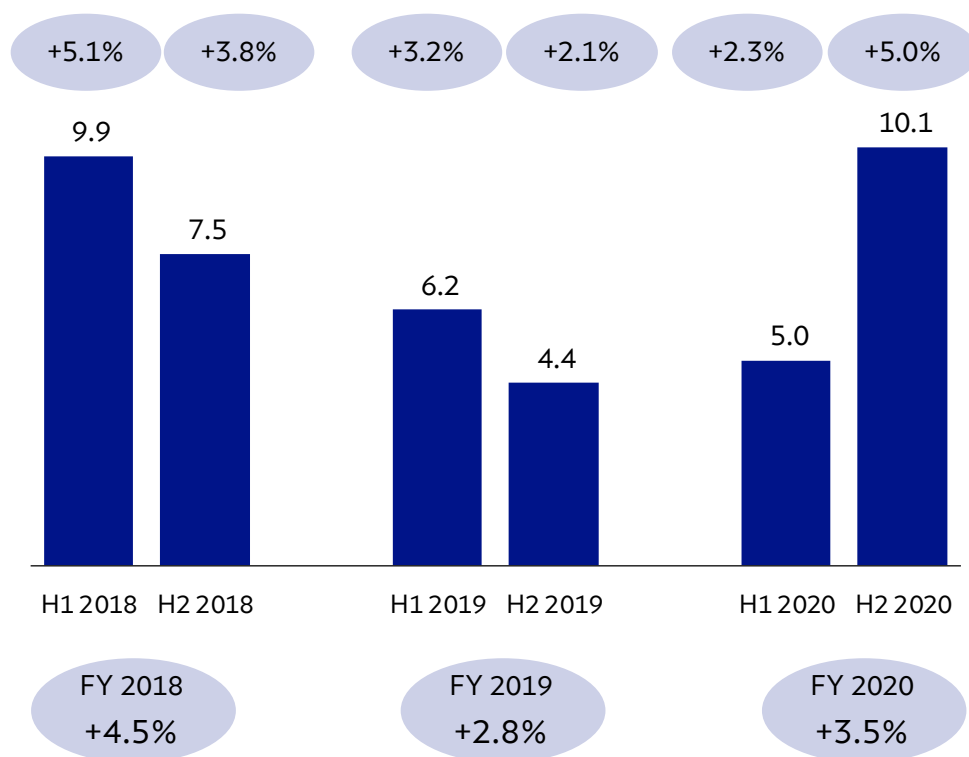
¹ Resulting from discontinuation of offering to clients from selected countries | ² Market performance is determined through the change in AuM that remains after accounting for net new money, net acquisitions, currency impact, and other effects (if any) | ³ Currency impact is determined by applying the changes in the currency exchange rates in the period to AuM at the end of the preceding year

NET NEW MONEY CHF 15.1bn (+3.5%¹)

Without Kairos net outflows and AuM-to-AuC reclassification: +4.8%¹

Net New Money

in CHF bn and %¹



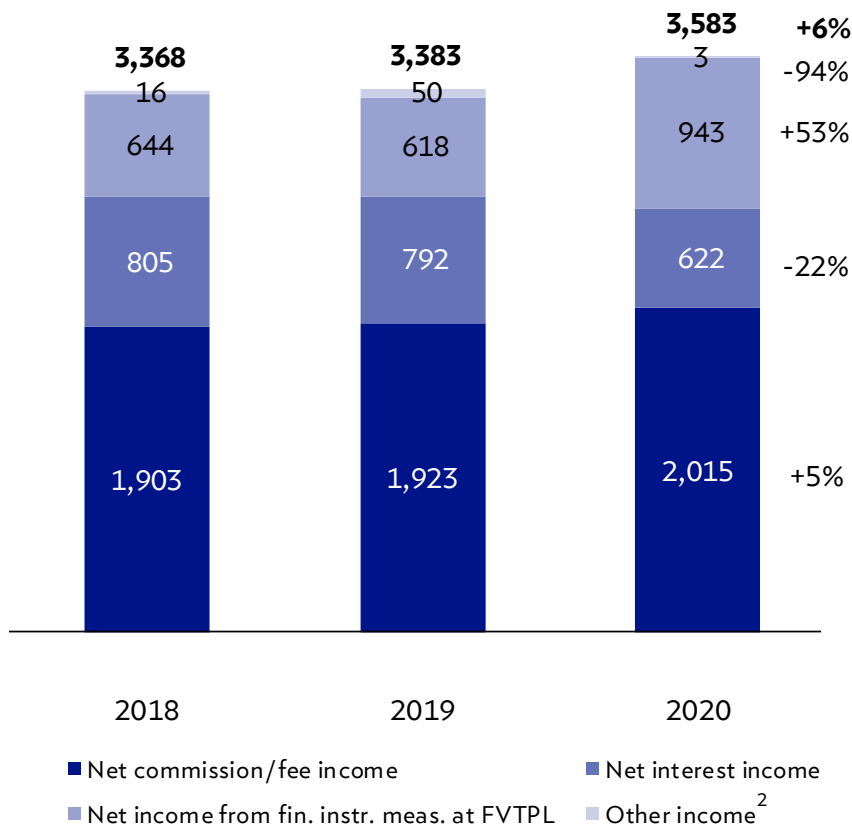
- Strong improvement in H2
- Solid inflows, especially from clients domiciled in
 - Europe (especially Germany, the UK, Spain, Luxembourg, Ireland and Russia)
 - Asia (especially Hong Kong, China, India, Thailand and Japan)
 - UAE and Mexico
- NNM negatively impacted by
 - CHF 2.1bn net outflows at Kairos
 - CHF 2.8bn end-of-year AuM-to-AuC reclassification

¹ Annualised NNM in % of AuM at the beginning of the period

OPERATING INCOME +6% TO CHF 3.6bn

Increase in client activity significantly outweighed negative impact from lower NII

CHF m vs. 2019



Net commission/fee income: +5% to CHF 2,015m

- Significant rise in transaction-driven income
- Recurring income slightly lower on y-o-y decrease in average AuM and lower contribution from Kairos

Net interest income: -22% to CHF 622m

- Mainly due to y-o-y decrease in US interest rates
- While decrease in interest income on loans was matched by decrease in deposit expense ...
- ... the decrease in US rates also drove down interest income from treasury portfolio

Net income financial instruments¹: +53% to CHF 943m

- Significant rise in market volatility drove strong increase in FX, derivatives & precious metals trading
- Higher income from structured products

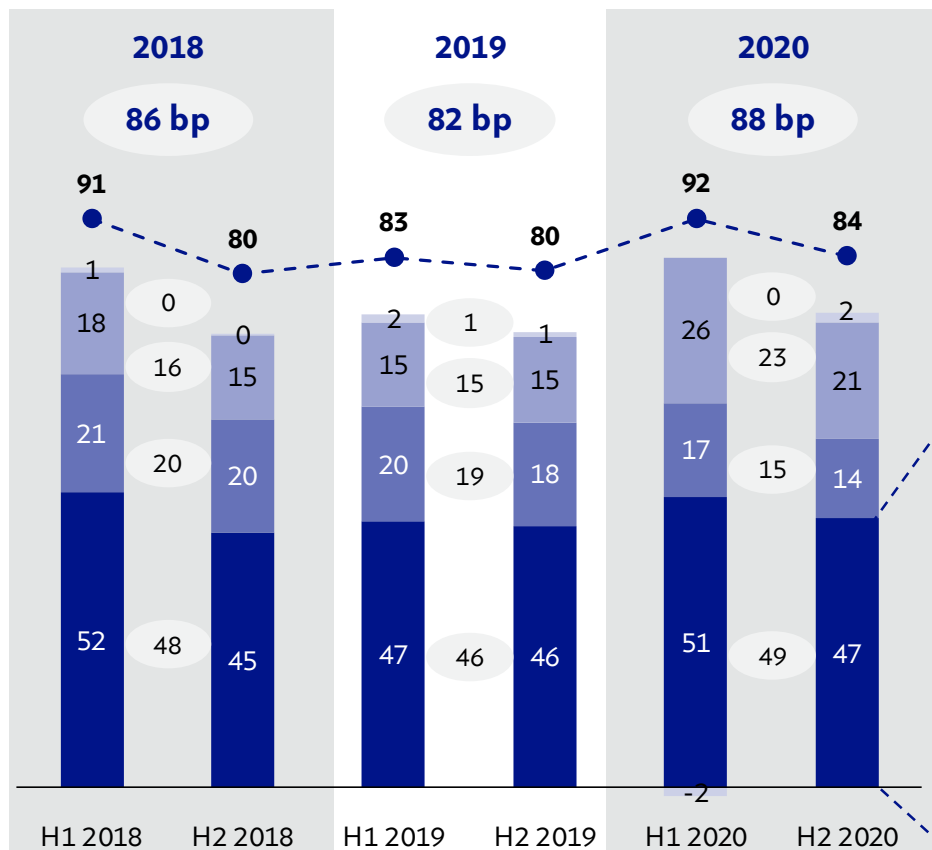
Other income² from CHF 50m to CHF 3m

- Net credit provisioning CHF -36m (2019: CHF -9m), which improved from CHF -49m in H1 to a net recovery of CHF 13m in H2

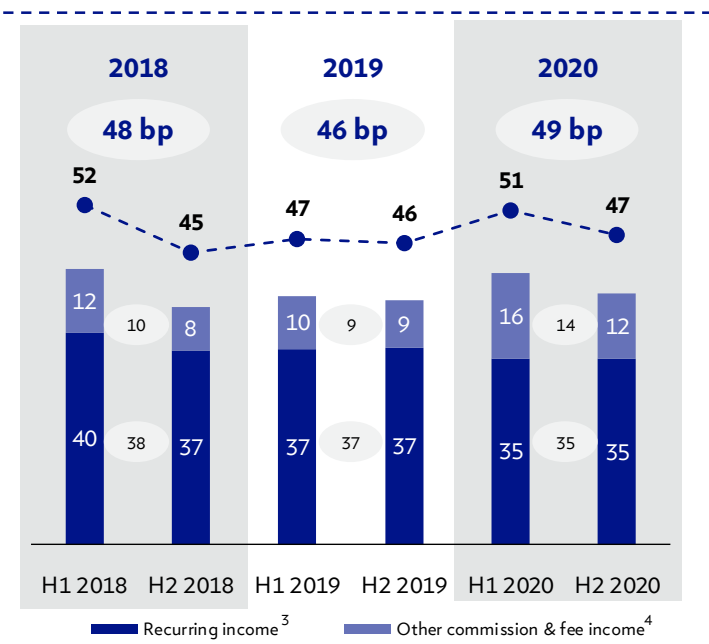
¹ At fair value through profit or loss | ² Other income is the total of income statement items "other ordinary results" and "net credit losses/(recoveries) on financial assets"; includes "net credit losses/(recoveries) on financial assets" of CHF -36m in 2020, CHF -9m in 2019 and CHF -3m in 2018

GROSS MARGIN¹ IMPROVED BY 6BP

Driven by very strong H1 and solid H2



Net commission/fee income: Recurring vs transaction-driven income



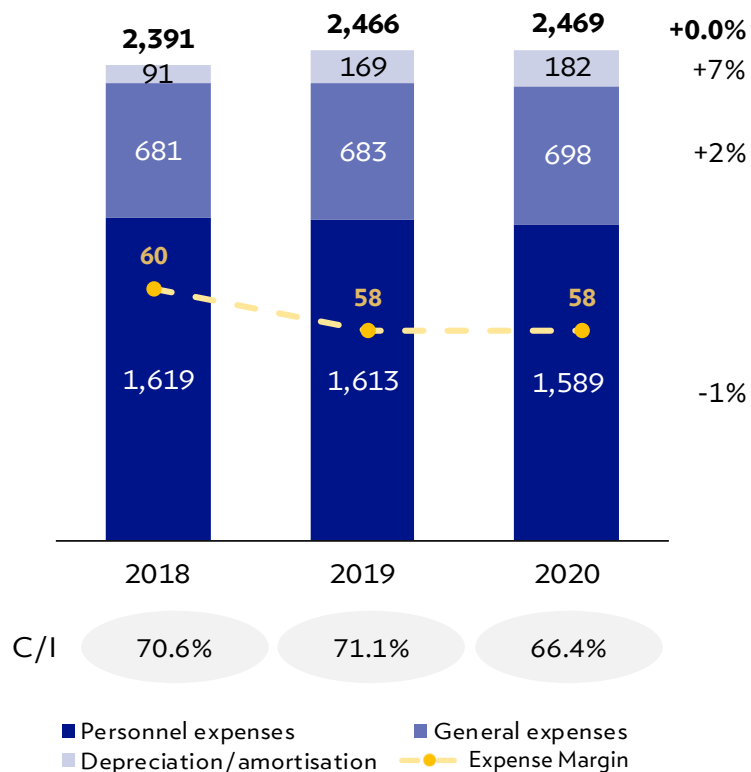
■ Other income²
■ Net interest income
■ Net income from fin. instr. meas. at FVTPL
■ Net commission/fee income
 Full year gross margin

¹ Operating income divided by average AuM in basis points. Average AuM H2 2020: CHF 415bn, down 1% from CHF 420bn in H2 2019 and up 3% from CHF 404bn in H1 2020 | ² Other income is the total of IFRS income statement items "other ordinary results" and "net credit losses/(recoveries) on financial assets" | ³ Total of IFRS income statement items "advisory and management fees", "commission income from credit-related activities" and "commission and fee income on other services" | ⁴ IFRS income statement item "brokerage commissions and income from securities underwriting" minus IFRS income statement item "commission expense"

ADJUSTED OPERATING EXPENSES STABLE

Excluding DoJ provision: down 3% to CHF 2.4bn

CHF m vs. 2019



Personnel expenses: -1% to CHF 1,589m

- Benefit of cost reduction measures coming through in H2, which more than offset...
- ... higher performance-related remuneration resulting from increase in operating income and...
- ... severance costs CHF 31m, linked to 2020 cost reduction programme (2019: CHF 19m)

General expenses: +2% to CHF 698m

- Adjusted general expenses were impacted by CHF 73m provision related to agreement in principle with US DoJ to settle investigation in FIFA matter (announced 9 November 2020)

General expenses excl. DoJ provision: -9% to CHF 625m

- Rise in non-capitalised IT spend, more than offset by...
- ... lower provisions and losses (from CHF 61m to CHF 16m) ...
- ... non-recurrence of costs related to finalisation of client documentation project in 2019, and ...
- ... lower expenses for travel and client events

Depreciation/amortisation +7% to CHF 182m

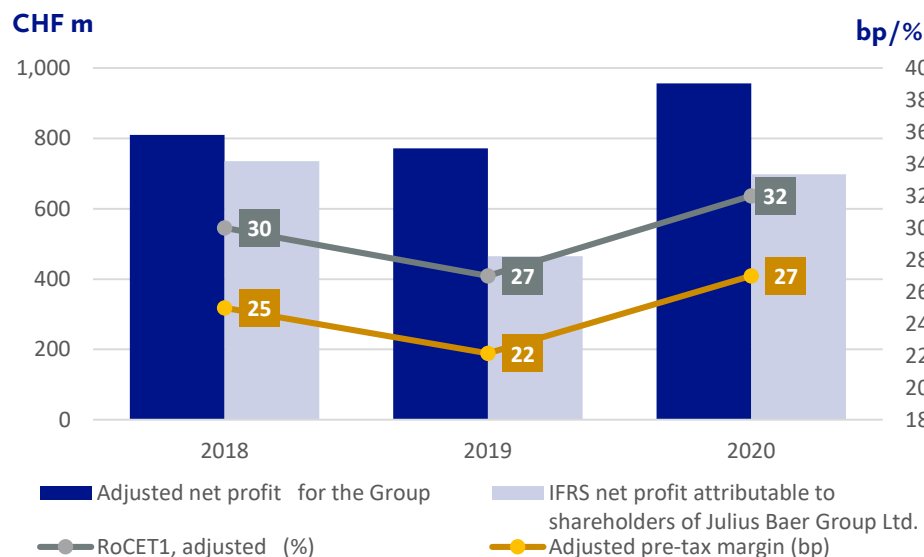
- Reflecting rise in IT-related investments in recent years

Cost/income ratio improved to 66.4% (2019: 71.1%)

FY2020 adj. operating expenses approx. breakdown by currency

CHF	55%	SGD	10%	USD	4%	BRL	1%
EUR	14%	HKD	7%	GBP	5%	Other	4%

ADJUSTED NET PROFIT¹ CHF 957m (+24%)



- Adjusted PBT: +22% to CHF 1,114m
(excl. DoJ provision: +29% to CHF 1,187m)
- Pre-tax margin: +5 bp to 27 bp
(excl. DoJ provision: +7 bp to 29 bp)
- Adjusted net profit¹: +24% to CHF 957m
- Adjusted EPS²: +25% to CHF 4.44
- IFRS net profit^{2,3}: +50% to CHF 698m

CHF m	2018	2019	2020	Change 2019/2020
Average assets under management	393.9	414.0	409.2	-1%
Operating income	3,368	3,383	3,583	+6%
Adjusted operating expenses	2,391	2,466	2,469	+0%
Adjusted profit before taxes	977	917	1,114	+21%
Adjusted pre-tax margin (bp)	24.8	22.1	27.2	+5.1 bp
Income taxes	167	145	158	+9%
Adjusted net profit¹	810	772	957	+24%
Adjusted EPS attributable to shareholders ^{2,3}	3.72	3.55	4.44	+25%
RoCET1, adjusted (%)	30%	27%	32%	+5 pt
Tax rate (%)	17.1%	15.8%	14.2%	-1.6 pt
IFRS net profit attributable to shareholders^{2,3}	735	465	698	+50%

Update tax guidance:

Adjusted tax rate (FY 2020: 14.2%) currently expected ~14% in next few years mainly following tax reform in canton of Zurich and increased profit contribution from lower-tax jurisdictions (including Asian platforms)

¹ Reconciliation to IFRS result available in Appendix and from www.juliusbaer.com/APM | ² attributable to shareholders of Julius Baer Group Ltd. | ³ Further explanations can be found on page 6

UPDATE ON 3-YEAR REVENUE AND COST IMPROVEMENT PLAN¹

On track to deliver on 3-year targets

CLIENT VALUE & REVENUES

Gross revenue improvements of >CHF 150m by 2022 to offset gross margin pressure

Achieved CHF ~70m on run-rate basis, o/w ~70% in 2020 results

Including through:

- Repricing (incl. negative rates and price enforcement)
- Derivatives toolbox
- Fixed-maturity funds
- Further roll-out advisory mandates

Further improvements expected in 2021 and 2022, including through:

- Reducing cash holdings
- Further re-pricing
- Private Markets/direct investments
- UHNWI clients

PRODUCTIVITY & EFFICIENCY

Gross cost savings of CHF 200m by 2022

Achieved CHF ~130m on run-rate basis, o/w ~50% in 2020 results

Mainly through:

- FTE optimisation (front/back)
- Internalisation of formerly external staff
- Sale of Bahamas operations
- Uruguay restructuring

Further improvements planned in 2021

Restructuring costs CHF ~60m

Restructuring costs in 2020: CHF 31m

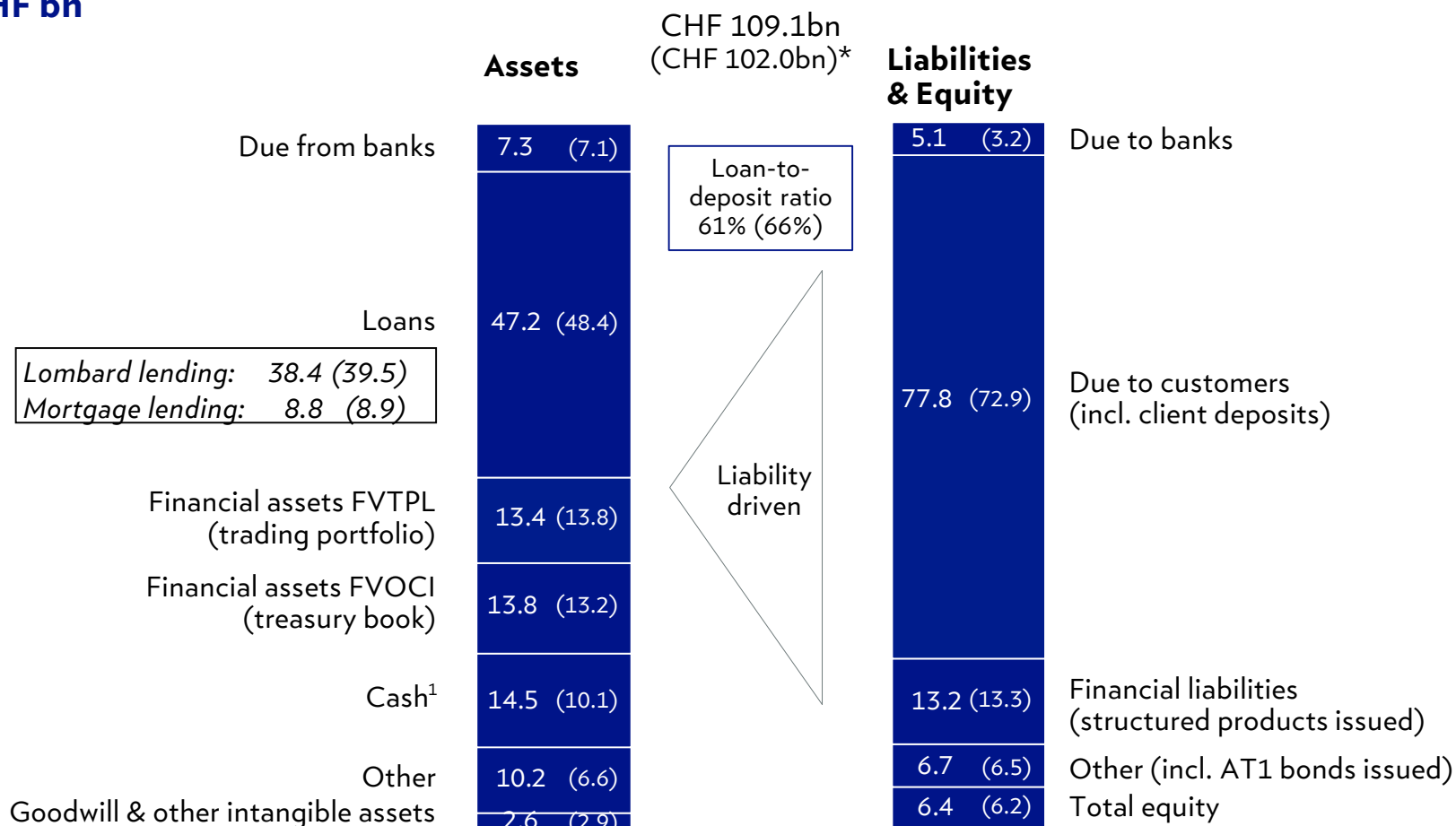
2021: further CHF ~29m restructuring costs expected

¹ 3-year improvement plan as presented in Strategy Update February 2020

SOLID BALANCE SHEET – LOW RISK PROFILE

Loans -3%, deposits +7% (both impacted by lower USD)

CHF bn

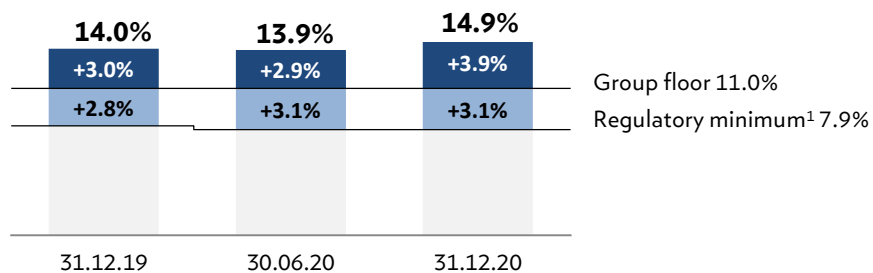


Figures as at 31 December 2020, summarised and regrouped from Financial Statements (*in brackets: figures as at 31 December 2019) | ¹ Cash held mainly at Swiss National Bank as well as at Deutsche Bundesbank, Banque centrale du Luxembourg and Banque de France

STRONGLY CAPITALISED

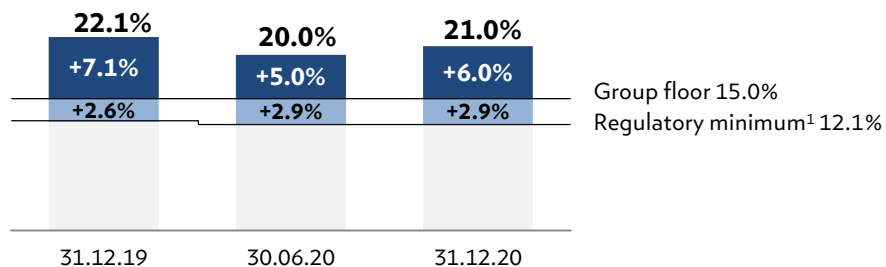
CET1 ratio +90 bp to 14.9%

BIS CET1 capital ratio

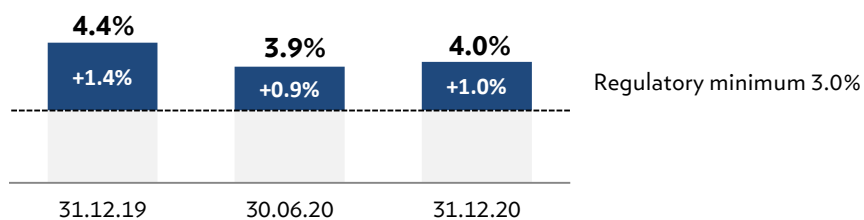


- **CET1 ratio 14.9%**, up ~90 bp from end 2019, driven by:
 - CHF 0.3bn (+10%) CET1 capital build, despite:
 - CHF 163m negative FX translation differences
 - CHF 77m share buy-back (in 2020)
 - Higher dividend accrual
- **CHF 0.6bn (+3%) RWA increase**, mainly on:
 - + CHF 0.4bn market RWA (higher market volatility)

BIS total capital ratio



Tier 1 leverage ratio²



RWA positions, capital, leverage exposure

BIS approach / CHF m	31.12.2019 Basel III	30.06.2020 Basel III	31.12.2020 Basel III
Risk-weighted positions			
Credit risk	13,749	14,194	13,755
Non-counterparty-related risk	613	576	581
Market risk	671	903	1,117
Operational risk	5,462	5,612	5,668
Total risk-weighted positions	20,495	21,285	21,121
Capital			
CET1 capital	2,877	2,950	3,157
Tier 1 capital	4,421	4,119	4,296
- of which hybrid tier 1 capital instruments	1,544	1,168	1,139
Total capital	4,522	4,250	4,430
Leverage exposure	101,002	106,078	107,194

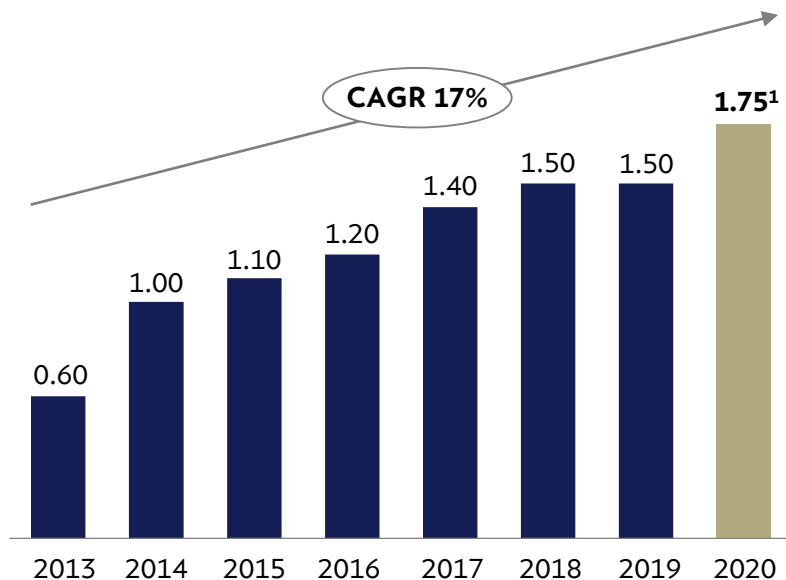
¹ Regulatory minimum of 8.2% (CET1 capital ratio) and 12.4% (total capital ratio) applicable until 31.12.19. As of 30.06.20 and 31.12.20, the countercyclical buffers of Switzerland and other countries have been (temporarily) deactivated or reduced, resulting in a 30bp lower capital requirements to 7.9% and 12.1% respectively

DIVIDEND INCREASED, IN LINE WITH POLICY

New share buy-back programme up to CHF 450m over 12 months

DIVIDEND FOR FINANCIAL YEARS 2013-2020

in CHF



Year	Dividend pay-out ratio ²
2013	28%
2014	38%
2015	35%
2016	38%
2017	40%
2018	41%
2019	44%
2020	41%

Dividend pay-out ratio²

Increased dividend proposed

- Dividend +17% to CHF 1.75 per share¹
- Representing 41% dividend pay-out ratio², in line with dividend policy
- Payable 20 April 2021¹

Current share buy-back until end-February 2021

- Programme launched 20 November 2019
- CHF 113m / 2,585,000 shares repurchased (o/w CHF 77m / 1,830,000 in 2020)

New share buy-back programme starting March 2021

- Up to CHF 450m purchase value
- Until end February 2022
- Subject to market conditions

¹ Subject to approval at the Annual General Meeting of shareholders on 14 April 2021 | ² Total dividend distribution amount divided by adjusted net profit attributable to shareholders of Julius Baer Group Ltd. (2015: excluding CHF 521m US provision [CHF 422m net of tax]). For 2020, total dividend amount determined based on total number of shares currently outstanding (223,809,448) net of 2,585,000 shares currently repurchased under the existing share buy-back programme (and for which the cancellation will be proposed at the AGM on 14 April 2021)

BUSINESS UPDATE

PHILIPP RICKENBACHER, CEO

THE PACE OF CHANGE IN WM IS FASTER THAN EVER

Key industry trends of the new decade have accelerated

Projected UHNW allocations to direct investments in illiquid/alternative asset classes in 2024, in USD¹

24
tn



'Global citizens' with **complex needs and high expectations** are on the search for returns, customised solutions and truly personalised services

Increase in 'client money in motion' shifted between banks, compared to pre-pandemic times²

3.5
X



Quest for **personal connections, human interactions and trusted relationships** increases further in times of social distancing and radical change

New high of global assets in sustainable funds in Q3 2020, in USD – up 19% from Q2 2020³

1.2
tn



With a generational shift underway, differentiation through **purpose, meaning and sustainability** further gains in importance

Operating income margin decline in the Swiss private banking industry since 2010⁴

19
bp



Decline in profit pools and resulting margin pressure call for different ways of creating value for and together with clients

Median cost-income ratio in the Swiss private banking industry at the beginning of 2020⁴

80
%



Structural costs of doing business are increasing, with higher share of non-revenue-generating workforce and transformation for the digital age

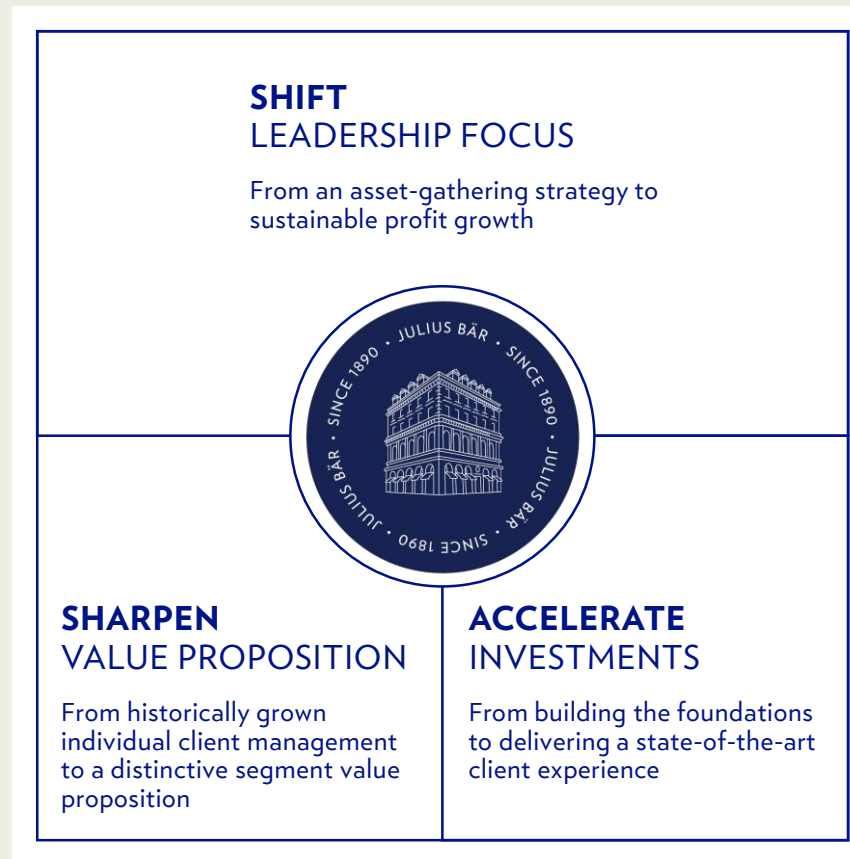
¹ Oliver Wyman Global Wealth Management Report, June 2020

² McKinsey North American Wealth Management Survey, December 2020

³ Morningstar Global Sustainable Fund Flows Report Q3 2020, October 2020

⁴ KPMG Report 'Clarity on Performance of Swiss Private Banks', August 2020

STRONG ACHIEVEMENTS IN FIRST YEAR OF OUR 3-YEAR STRATEGIC PLAN



SHIFTING OUR FOCUS TO SUSTAINABLE PROFIT GROWTH

~130m

Gross run-rate cost savings
from measures implemented
in 2020, in CHF

~70m

Run-rate revenue enhancement
from measures implemented
in 2020, in CHF

61%

RMs onboarded to the
new RM compensation
model in 2020

All 6,500+

Employees trained and
signed the 'Code of
Ethics & Business Conduct'

DISCIPLINED EXECUTION OF PRODUCTIVITY PROGRAMME

- Streamlining of the organisation; implementation of staff reductions
- Review of geographic footprint, e.g. liquidation of Cairo representative office

IMPLEMENTATION OF SUSTAINABLE REVENUE MEASURES

- Broader access and expanded range of sophisticated products and first-class solutions
- Fair, value-based pricing and rollout of fee-based advisory models in the Middle East

INTRODUCTION OF NEW RM COMPENSATION MODEL

- Comprehensive performance measurement, re-calibrated to create value for all stakeholders
- Roll-out started in Switzerland, Hong Kong, Singapore, UAE, Lebanon and Bahrain

EVOLUTION OF THE JULIUS BAER CULTURE

- Strengthening of our risk culture in all areas of the organisation
- Reaffirming the organisation's guiding business principles and entrepreneurial culture

SHARPENING OUR VALUE PROPOSITION: STRATEGIC FOCUS ON KEY GEOGRAPHIES



BUILDING ON OUR STRENGTHS

STRENGTHENING HOME MARKET SWITZERLAND

Launch of a strategic 3-year plan
to solidify and extend our
strong position in Switzerland

MARKET DEVELOPMENT CHINA ONSHORE

Expansion of our business and
partnership with Beijing International
Wealth Management Institute

REINVIGORATING GROWTH

KAIROS/ITALY STRATEGY NEXT CHAPTER

New ownership structure and CEO at Kairos;
repositioning as strong investment house
with revised product & distribution strategy

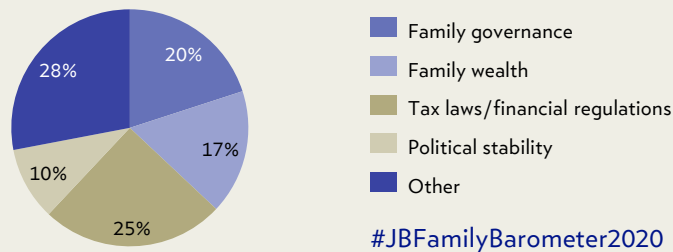
NEW FOCUS AND GROWTH TRAJECTORY IN THE AMERICAS

Sale of booking centre Bahamas, strengthening
of our position in Brazil and intensified
hiring for the Hispanic Americas business

SHARPENING OUR VALUE PROPOSITION: BESPOKE SOLUTION PLATFORM FOR UHNWI

FAMILY OFFICE SERVICES

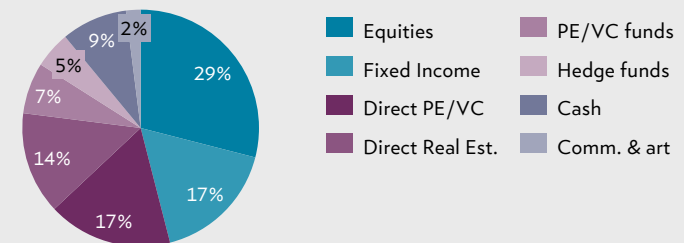
KEY TALKING POINTS
WITHIN UHNW FAMILIES IN 2020¹



- **Family is in Julius Baer's DNA** – expert services for our largest and most sophisticated clients
- **Holistic approach:** Family purpose and governance, family roadmap, wealth structuring, succession planning, family networks
- **Professional sparring partner** for family offices

PRIVATE INVESTMENTS

COMPOSITION OF AVERAGE
FAMILY OFFICE PORTFOLIO IN 2020²



- **Extended key capabilities** in private equity and other unlisted or illiquid assets
- Various **new PE investment vehicles** in Private Markets; USD ~1bn raised
- New **Global Private Direct Investments team** hired in 2020, giving exclusive access to institutional investment opportunities

**'Wealth architect' for clients
with most sophisticated needs**

**Highly bespoke, flexible and
multidisciplinary solutions**

**Global coverage, open archi-
tecture, structured lending**

¹ Julius Baer Family Barometer 2020

² Campden 2020 Family Office VC Report, Julius Baer estimates

SHARPENING OUR VALUE PROPOSITION: TECHNOLOGY-ENABLED CUSTOMISATION OF PRODUCTS & SERVICES

MARKETS: PERSONALISATION THROUGH TOOLBOXES

- › Continuous investments in and expansion of **toolbox landscape and offering** since 2009
- › Facilitation of **individually structured derivatives, FX options and FX solutions**
- › Latest additions: **‘SPARK’** engine for tailor-made structured products and **‘EPIC’** for handling of actively managed certificates

ADVISORY: HUMAN ADVICE POWERED BY TECHNOLOGY

- › **Digital Advisory Suite ‘DiAS’** supports individual, fully MiFID-compliant client servicing
- › **Highly efficient advisory cockpit** incl. risk monitoring, investment ideas, analytics and reporting
- › Effective technology support for the RM in **personalised client advisory process**

DISCRETIONARY MANDATES: CUSTOMISATION AT SCALE

- › **New digital Mandate Solution Designer** launched in summer 2020
- › **Broadened client access to customised mandates** based on the CIO house view
- › **Guided tailoring** with modular building blocks and efficient end-to-end handling of individual client portfolios

SMART USE OF TECHNOLOGY FOR TRULY PERSONALISED SOLUTIONS AND A UNIQUE CLIENT EXPERIENCE

SHARPENING OUR VALUE PROPOSITION: SUSTAINABILITY FOCUS & IMPACT INVESTING

TAKING AN INTEGRATED & HOLISTIC APPROACH TO SUSTAINABILITY



CLIENT ADVISORY & RELATIONSHIPS

- Enabling clients to make educated decisions
- Providing transparency and guidance



PRODUCTS & SOLUTIONS

- Expansion of ESG investment offering
- Sustainability client portfolio reporting



BUSINESS PROCESSES & CORPORATE RESPONSIBILITY

- Full ESG integration into processes and systems
- Advisor certification, CS&RI awareness training

BUILDING AN ECOSYSTEM AROUND IMPACT INVESTING

- First proprietary investment solution on the 'Blue Economy' launched under Julius Baer's key theme 'overuse of natural resources'
- Advisory board with impact investing experts created to shape the future Julius Baer impact investing platform and offering
- Thought leadership in sustainability and impact investing: white paper 'Earth Matters' will be published in Q1 2021



Signatory of



Recognition

MSCI ESG
Rating A

SAM Corporate Sustainability Assessment
85th percentile ranking

SXI Switzerland Sustainability 25 Index

FTSE4GOOD index

ACCELERATING OUR INVESTMENTS IN TECHNOLOGY AND PEOPLE

~90m

Strategic investments in digital and client-facing solutions and tools in 2020, in CHF

>40%

Share of the Bank's most commonly used data on global data platform for application of analytics

>1,200

Participants in leadership trainings offered by JB Academy in 2020

~2,000

Julius Baer employees using agile ways of working by 2025

STRENGTHENING THE DIGITAL CLIENT EXPERIENCE

- Redirection of resources to the evolution of digital client channels in light of COVID-19
- Examples: Digital onboarding incl. video ID, state-of-the-art e-Signature, chat functionalities

DATA MANAGEMENT, ARTIFICIAL INTELLIGENCE & ROBOTICS

- New pricing tool for early revenue impact and structured discount management
- Enhanced systems for prospecting, client data and flow management incl. data analytics

WORKFORCE OF THE FUTURE

- Systematic leadership development programme – from team leaders up to top mgmt level
- Dedicated training programmes for Front staff, starting with Assistant RM certification

AGILE WAYS OF WORKING

- Solutions for remote connectivity and new flexible office occupation models post-COVID-19
- Implementation of agile practices along the value chain; launch of Agile Competence Centre

RESOLVING THE PAST

Key milestones achieved

ADDRESSING LEGACY ISSUES RESOLUTELY AND CONSTRUCTIVELY

Culmination of multi-year effort in 2020 - all critical design elements of the comprehensive overhaul of our risk-related standards and processes in place

CHF
>150m

Investments in upgraded
risk management systems
and infrastructure
2016-2020

Global KYC upgrade
programme 'ATLAS'
completed in 2019 ✓

Due diligence in RM
onboarding and ongoing
RM conduct risk
assessment extended ✓

Enhanced Group risk
mgmt framework
established, incl. Front
Risk Mgmt units ✓

Revised 'Code of Ethics
and Business Conduct'
rolled out globally ✓

Various AML transaction
monitoring processes
and tools upgraded ✓

Global client view
(e.g. PEP database and
Unwanted Client List)
implemented ✓

New client risk
rating methodology
introduced ✓

New disciplinary
policy and process
implemented ✓

AGREEMENT TO RESOLVE THE FIFA MATTER IN THE US

- Agreement in principle with the US Department of Justice to settle investigation into FIFA matter after close cooperation since 2015
- Three-year deferred prosecution agreement and financial component – provision of CHF 73m charged against 2020 results

OUTLOOK ON PRIORITIES 2021

Second leg of our strategic 3-year programme



ENHANCE CLIENT VALUE

Enable RMs and Front teams to bring the whole of Julius Baer to our clients

Invest in solution range and segment-specific offerings for UHNWI, HNWI, Intermediaries

Create client communities for next-level client relationships



DRIVE PRODUCTIVITY

Finalise rebasing of cost structure with further run-rate reduction of CHF 70m

Accelerate revenue generation with our strategies for geographies, segments, products

Drive sustainable asset growth – existing clients, growth in key markets & joint ventures



SHAPE THE FUTURE

Develop training curriculum for all staff, further **roll out new RM compensation model**

Drive diversity and create the workforce of the future to serve the next client generation

Focus on Julius Baer culture and purpose

LONG-TERM SUSTAINABLE VALUE CREATION

Reconfirming our 2022 targets and capital return policy

ALL TARGETS BASED ON ADJUSTED RESULTS

Cost/income ratio¹

Pre-tax margin

Profit before taxes

RoCET1

MEDIUM-TERM TARGETS

<67%
by 2022

25-28 bp
by 2022

>10% growth p.a.
over 2020-22 cycle

>30%
by 2022

DIVIDEND & CAPITAL RETURN FRAMEWORK

- Intention to distribute ~40% via ordinary dividends
- Unless justified by significant events, per-share ordinary dividend at least equal to previous year's ordinary dividend
- At all times considering capital floors, business and market outlook, and significant near-term investment requirements and opportunities
- From time to time, if justified, special dividends and share buy-backs might be considered

¹ Excluding adjusted provisions and losses

DELIVERING ON OUR AMBITION



OUTSTANDING PERFORMANCE 2020

We achieved strong results in 2020, reflecting the quality of our business and the trust our clients place in us



FIRST LEG OF 3-YEAR JOURNEY ACCOMPLISHED

We truly delivered on our plan and will stay the course; clear roadmap for 2021 and beyond; on track to reach our targets



MOST REPUTABLE AND ADMIRABLE BRAND IN WM

We are forming the wealth management company of the future – to be highly successful in the new decade

APPENDIX

MEDIUM-TERM FINANCIAL TARGETS

All targets based on adjusted results

	Medium-Term Targets	2020	2019	Change 2020/2019
Cost/income ratio	<67% by 2022	66.4%	71.1%	-4.7% pt
Pre-tax margin	25-28 bp by 2022	27.2 bp	22.1 bp	+5.1 bp
Profit before taxes	>10% growth p.a. over 2020-22 cycle	CHF 1,114m	CHF 917m	+22%
RoCET1	>30% by 2022	32%	27%	+5% pt

RECONCILIATION CONSOLIDATED FINANCIAL STATEMENT¹

IFRS to adjusted net profit

CHF m	2020	H2 2020	H1 2020	2019	H2 2019	H1 2019
IFRS net profit attributable to shareholders of Julius Baer Group Ltd.	698.0	207.1	490.9	464.8	121.7	343.1
Non-controlling interests	0.6	0.6	0.0	0.2	0.4	-0.2
IFRS net profit	698.6	207.7	491.0	465.0	122.1	342.9
Total adjustments to personnel expenses	6.1	1.8	4.3	2.9	0.9	2.0
Total adjustments to general expenses ²	13.2	7.6	5.6	167.5	160.3	7.2
Total adjustments to depreciation	0.1	0.1	-	-	-	-
Total amortisation and impairment of customer relationships adjustments related to previous acquisitions	70.1	40.8	29.3	81.2	38.0	43.2
o/w ING	-	-	-	16.3	8.2	8.2
o/w IWM	35.9	18.2	17.7	40.6	17.6	23.0
o/w GPS	2.8	1.3	1.5	3.8	1.9	2.0
o/w Kairos	20.3	15.9	4.5	8.9	4.5	4.5
o/w Commerzbank Luxembourg	1.7	0.8	0.8	1.7	0.8	0.8
o/w Leumi	1.0	0.5	0.5	1.0	0.5	0.5
o/w Fransad	0.9	0.5	0.5	0.9	0.5	0.5
o/w Wergen	0.8	0.4	0.4	0.8	0.4	0.4
o/w WMPartners	1.4	0.7	0.7	1.4	0.7	0.7
o/w Reliance	2.3	1.1	1.2	3.3	1.6	1.7
o/w NSC Asesores	3.0	1.5	1.5	2.5	1.5	1.0
Total adjustments to amortisation and impairment of intangible assets ³	179.0	179.0	-	99.2	99.2	-
Total adjustments to operating expenses and profit before taxes^{2,3}	268.5	229.3	39.2	350.7	298.4	52.3
Impact of total adjustments on income taxes	-10.6	-4.8	-5.8	-43.7	-39.0	-4.7
Adjustments to net profit	257.9	224.5	33.5	307.0	259.4	47.6
Adjusted net profit	956.6	432.1	524.4	772.0	381.5	390.5
Adjusted non-controlling interests	1.5	1.0	0.5	0.9	0.8	0.1
Adjusted net profit attributable to shareholders of Julius Baer Group Ltd.	955.1	431.1	524.0	771.1	380.7	390.4

Further details on acquisition-related amortisation:

- | | |
|---|---|
| <ul style="list-style-type: none"> • IWM: approx. CHF 36m p.a. in 2020 and 35m in 2021, declining to approx. CHF 10m in 2022, and approx. CHF 1m in 2023 and 2024 (ending September 2024)⁴ • GPS: BRL 15.4m p.a. until March 2023 • Leumi: CHF 1.0m p.a. until February 2025 • Fransad: CHF 0.9m p.a. until October 2024 | <ul style="list-style-type: none"> • Kairos: CHF 8.9m p.a. until December 2024 • Commerzbank Luxembourg: CHF 1.7m p.a. until June 2025 • Wergen: CHF 0.8m p.a. until January 2026 • WMPartners: CHF 1.4m p.a. until December 2022 • Reliance: BRL 12.9m p.a. until May 2027 • NSC Asesores: CHF 3.0m p.a. until February 2028 |
|---|---|

¹Please see detailed financial statements in the Consolidated Financial Statements 2020, the Half-Year Report 2020 and the Alternative Performance Measures document, available from www.juliusbaer.com | ² H2 2019 includes CHF 152.9m for "BvS case" | ³ H2 2020 includes CHF 179.0m and H2 2019 CHF 99.2m for Kairos goodwill impairment | ⁴ The acquisition of Bank of America Merrill Lynch's international wealth management business outside the US (IWM) took place in steps and is to a small extent subject to CHF translation

ADJUSTED¹ FULL YEAR PERFORMANCE

CHF m	2020	2019	2018	Change 2020/2019	2020 in %
Net interest income	622	792	805	-22%	17%
Net commission and fee income	2,015	1,923	1,903	+5%	56%
Net income from financial instruments measured at FVTPL	943	618	644	+53%	26%
Other income ²	3	50	16	-94%	0%
<i>o/w net impairment losses/recoveries</i>	-36	-9	-3	+288%	-1%
Operating income	3,583	3,383	3,368	+6%	100%
Personnel expenses	1,589	1,613	1,619	-1%	64%
General expenses	698	683	681	+2%	28%
<i>o/w provisions and losses</i>	89	61	14	+46%	4%
Depreciation and amortisation	182	169	91	+7%	7%
Operating expenses	2,469	2,466	2,391	+0%	100%
Profit before taxes	1,114	917	977	+22%	
Income taxes	158	145	167	+9%	
Adjusted net profit for the Group ³	957	772	810	+24%	
AuM & NNM					
Net new money (CHF bn)	15.1	10.6	17.4	+42%	
Assets under management (CHF bn)	433.7	426.1	382.1	+2%	
Average assets under management (CHF bn)	409.2	414.0	393.9	-1%	
Key Metrics & Ratios					
Adjusted EPS attributable to shareholders of Julius Baer Group Ltd. (CHF)	4.44	3.55	3.72	+25%	
RoTE, adjusted (%)	27	24	28	+3% pt	
RoCET1, adjusted (%)	32	27	30	+5% pt	
Gross margin (bp)	87.6	81.7	85.5	+5.9 bp	
Expense margin (bp)	58.2	58.1	60.4	+0.1 bp	
Pre-tax margin (bp)	27.2	22.1	24.8	+5.1 bp	
Cost/income ratio (%)	66.4	71.1	70.6	-4.7% pt	
Tax rate (%)	14.2	15.8	17.1	-1.6% pt	
FTE					
Staff (FTE)	6,606	6,639	6,693	-0%	
RMs (FTE)	1,376	1,467	1,501	-6%	

¹ Financial Results are presented on adjusted basis. Further information provided in “Scope of Presentation of Financials” page in this presentation and in the Alternative Performance Measures document available from www.juliusbaer.com | ² Other income is the total of income statement items “other ordinary results” and “net credit losses/(recoveries) on financial assets” | ³ Including non-controlling interests (2020: CHF 1.5m; 2019: CHF 0.9m; 2018: CHF -0.1m)

ADJUSTED¹ HALF YEARLY PERFORMANCE

CHF m	H2 2020	H1 2020	H2 2019	H1 2019	Change H2 20/H1 20	Change H2 20/H2 19	Change H2 20/H1 19	H2 2020 in %
Net interest income	288	333	381	411	-14%	-24%	-30%	17%
Net commission and fee income	982	1,033	967	956	-5%	+2%	+3%	57%
Net income from financial instruments measured at FVTPL	428	515	317	302	-17%	+35%	+42%	25%
Other income ²	33	-31	19	31	-210%	+77%	+9%	2%
<i>o/w net impairment losses/recoveries</i>	13	-49	-12	3	-127%	-207%	+325%	1%
Operating income	1,732	1,851	1,684	1,699	-6%	+3%	+2%	100%
Personnel expenses	740	850	780	833	-13%	-5%	-11%	60%
General expenses	397	300	367	317	+32%	+8%	+25%	32%
<i>o/w provisions and losses</i>	87	2	39	22	+5k%	+124%	+292%	7%
Depreciation and amortisation	97	84	90	80	+15%	+8%	+22%	8%
Operating expenses	1,234	1,234	1,237	1,229	-0%	-0%	+0%	100%
Profit before taxes	498	616	447	470	-19%	+11%	+6%	
Income taxes	66	92	66	79	-28%	+0%	-17%	
Adjusted net profit for the Group³	432	524	381	391	-18%	+13%	+11%	
AuM & NNM								
Net new money (CHF bn)	10.1	5.0	4.4	6.2	+104%	+128%	+64%	
Assets under management (CHF bn)	433.7	401.8	426.1	412.3	+8%	+2%	+5%	
Average assets under management (CHF bn)	414.6	403.7	419.7	408.3	+3%	-1%	+2%	
Key Metrics & Ratios								
Adjusted EPS attributable to shareholders of Julius Baer Group Ltd. (CHF)	2.01	2.43	1.75	1.79	-18%	+14%	+12%	
RoTE, adjusted (%)	24	31	24	25	-7% pt	+0% pt	-1% pt	
RoCET1, adjusted (%)	28	36	27	28	-8% pt	+2% pt	+0% pt	
Gross margin (bp)	83.6	91.7	80.2	83.2	-8.1 bp	+3.3 bp	+0.3 bp	
Expense margin (bp)	55.3	61.1	57.1	59.1	-5.7 bp	-1.8 bp	-3.8 bp	
Pre-tax margin (bp)	24.0	30.5	21.3	23.0	-6.5 bp	+2.7 bp	+1.0 bp	
Cost/income ratio (%)	66.2	66.6	71.1	71.0	-0.4% pt	-4.9% pt	-4.8% pt	
Tax rate (%)	13.2	14.9	14.7	16.9	-1.7% pt	-1.5% pt	-3.6% pt	
FTE								
Staff (FTE)	6,606	6,729	6,639	6,768	-2%	-0%	-2%	
RMs (FTE)	1,376	1,456	1,467	1,490	-5%	-6%	-8%	

¹ Financial Results are presented on adjusted basis. Further information provided in "Scope of Presentation of Financials" page in this presentation and in the Alternative Performance Measures document available from www.juliusbaer.com | ² Other income is the total of income statement items "other ordinary results" and "net credit losses/(recoveries) on financial assets" | ³ Including non-controlling interests (H2 2020: CHF 1.0m; H2 2019: CHF 0.1m; H1 2019: CHF 0.1m)

DETAILED RWA AND CAPITAL RATIO DEVELOPMENT

BIS approach / CHF m	31.12.2019 Basel III	30.06.2020 Basel III	31.12.2020 Basel III
Risk-weighted positions			
Credit risk	13,749	14,194	13,755
Non-counterparty-related risk	613	576	581
Market risk	671	903	1,117
Operational risk	5,462	5,612	5,668
Total risk-weighted positions	20,495	21,285	21,121
CET1 capital ¹	2,877	2,950	3,157
Tier 1 capital ¹	4,421	4,119	4,296
- of which hybrid tier 1 capital instruments	1,544	1,168	1,139
Total capital ¹	4,522	4,250	4,430
CET1 capital ratio ¹	14.0%	13.9%	14.9%
Tier 1 capital ratio ¹	21.6%	19.3%	20.3%
Total capital ratio ¹	22.1%	20.0%	21.0%
Leverage ratio (LERA, Tier 1 capital divided by Leverage exposure)	4.4%	3.9%	4.0%
Liquidity coverage ratio (LCR)	179.2%	181.6%	178.5%
Net stable funding ratio (NSFR)	116.5%	129.7%	127.6%
Leverage exposure ²	101,002	106,078	107,194

¹ After dividend accrual | ² Leverage exposure excludes central bank deposits adjusted for dividend payments in Q2 2020 and Q4 2020 as required by FINMA

CAPITAL DEVELOPMENT

CHF m	31.12.2019 <i>Basel III</i>	31.12.2020 <i>Basel III</i>	Change last 12 months	30.06.2020 <i>Basel III</i>	31.12.2020 <i>Basel III</i>	Change last 6 months
Equity at the beginning of the period	6,042	6,189	+2%	6,189	6,290	+2%
Julius Baer Group Ltd. dividend	-336	-332		-166	-166	
Net profit (IFRS)	465	699		491	208	
Change in treasury shares	-54	-41		-68	26	
Treasury shares and own equity derivative activity	30	-11		-46	35	
Remeasurement of defined benefit obligation	-75	21		-44	65	
Other components of equity	112	-88		-67	-21	
<i>Financial assets measured at fair value through other comprehensive income</i>	165	79		50	30	
<i>Own credit risk on financial liabilities designated at FV</i>	0	-4		-5	1	
<i>FX translation differences</i>	-53	-163		-112	-51	
Others	6	-3		-1	-2	
Equity at the end of the period	6,189	6,434	+4%	6,290	6,434	+2%
- Goodwill & intangible assets (as per capital adequacy rules)	-2,842	-2,622		-2,807	-2,622	
- Other deductions	-471	-655		-533	-655	
CET1 capital	2,877	3,157	+10%	2,950	3,157	+7%
+ Tier 1 capital instruments	1,544	1,139		1,168	1,139	
= BIS tier 1 capital	4,421	4,296	-3%	4,119	4,296	+4%
+ Tier 2 capital	101	133		132	133	
= BIS total capital	4,522	4,430	-2%	4,250	4,430	+4%

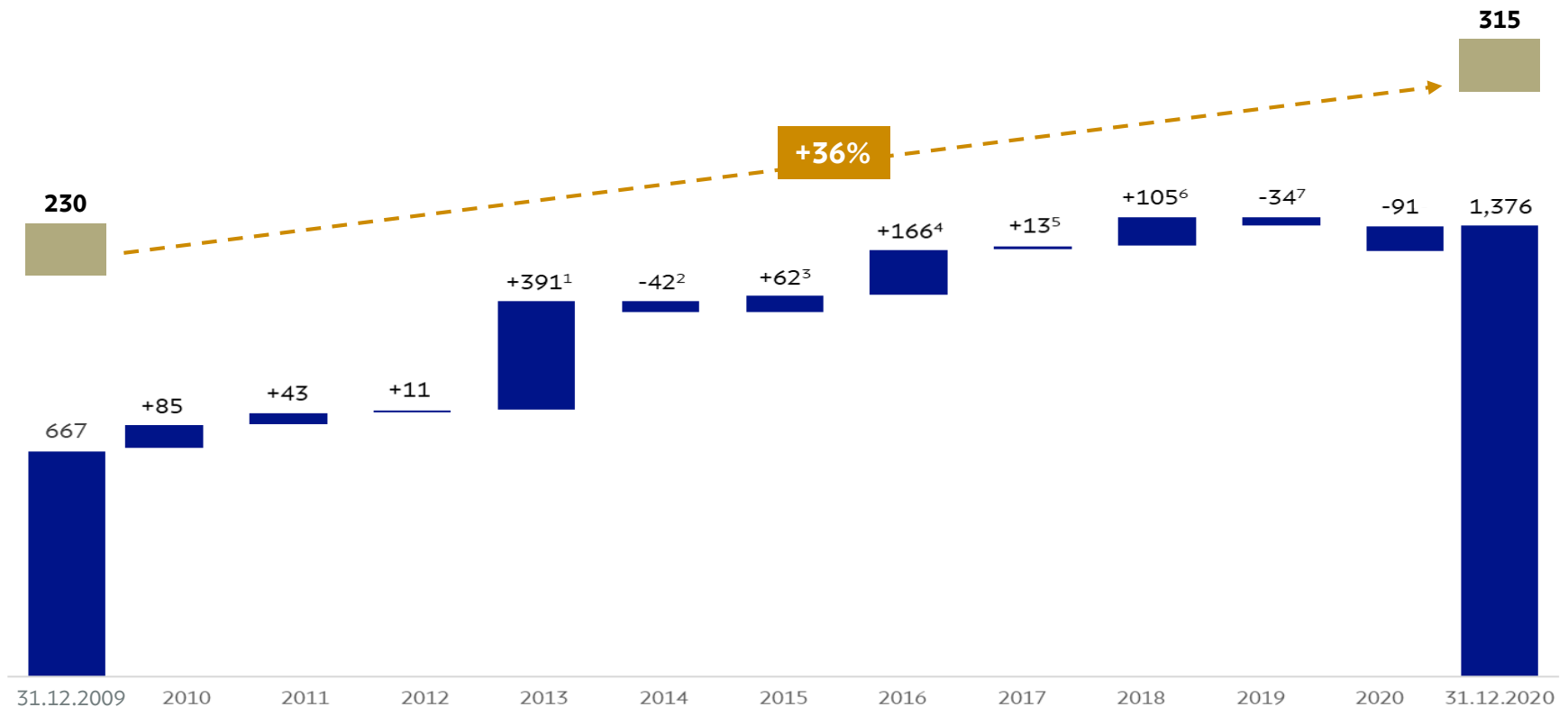
BALANCE SHEET – FINANCIAL ASSETS (FVOCI)

CHF m	31.12.2018	31.12.2019	31.12.2020	in %	Change vs. 31.12.2019
Debt instruments	14,442	12,934	13,523	98%	+5%
Government and agency bonds	3,291	5,017	4,301	31%	-14%
Financial institution bonds	7,113	4,695	5,357	39%	+14%
Corporate bonds	4,038	3,222	3,865	28%	+20%
Equity instruments	145	232	274	2%	+18%
Total financial assets measured at FVOCI	14,588	13,166	13,796	100%	+5%
Cash with central banks	15,811	10,071	14,493		+44%

Debt instruments by credit rating classes	Moody's	31.12.2018	31.12.2019	31.12.2020	in %	Change vs. 31.12.2019
1-2	AAA – AA-	Aaa – Aa3	8,775	8,480	59%	-5%
3	A+ – A-	A1 – A3	4,718	3,901	37%	+29%
4	BBB+ – BBB-	Baa1 – Baa3	933	536	4%	-11%
5	BB+ – BB-	Ba1 – Ba3	17	17	0%	-100%
Total		14,442	12,934	13,523	100%	+5%

LONG TERM RM DEVELOPMENT

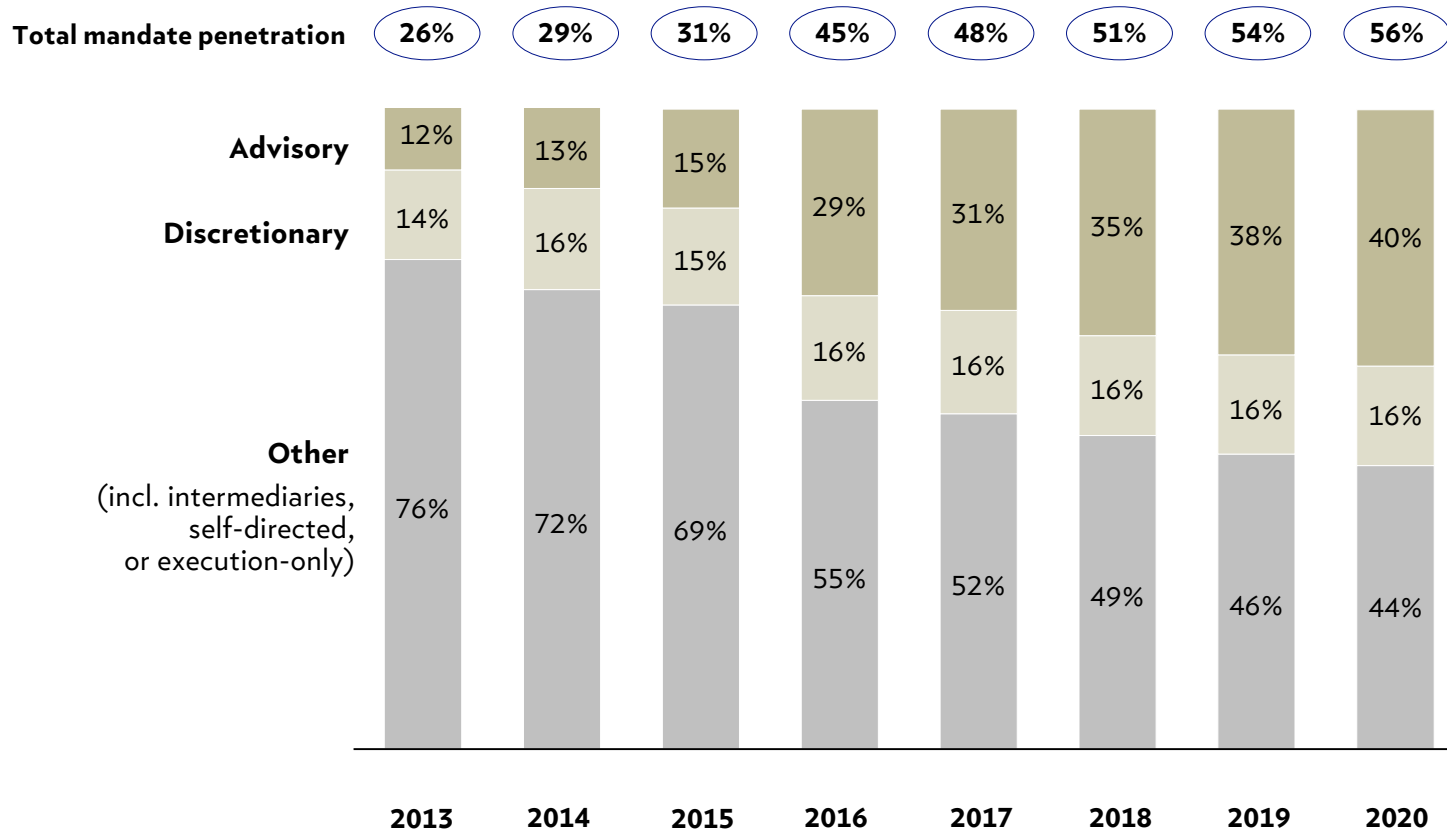
Development of Number of RMs & AuM per RM (in CHFm)



2020: RM net decrease of -91 FTEs

¹+391, mostly from RMs transferring in from Bank of America's International Wealth Management business (IWM) outside the US | ²-42, driven by IWM transaction-related synergy realisations | ³+62, of which net +40 from hiring, remainder from acquisitions | ⁴Incl. +50 RMs transferring following the consolidation of Kairos and Commerzbank International S.A. Luxembourg | ⁵+13, of which +41 net from hiring, -28 following internal transfers | ⁶Incl. +13 RMs from the acquisition of Reliance Group | ⁷Incl. +20 RMs from the acquisition of NSC Asesores

MANDATE PENETRATION



BREAKDOWN OF AUM

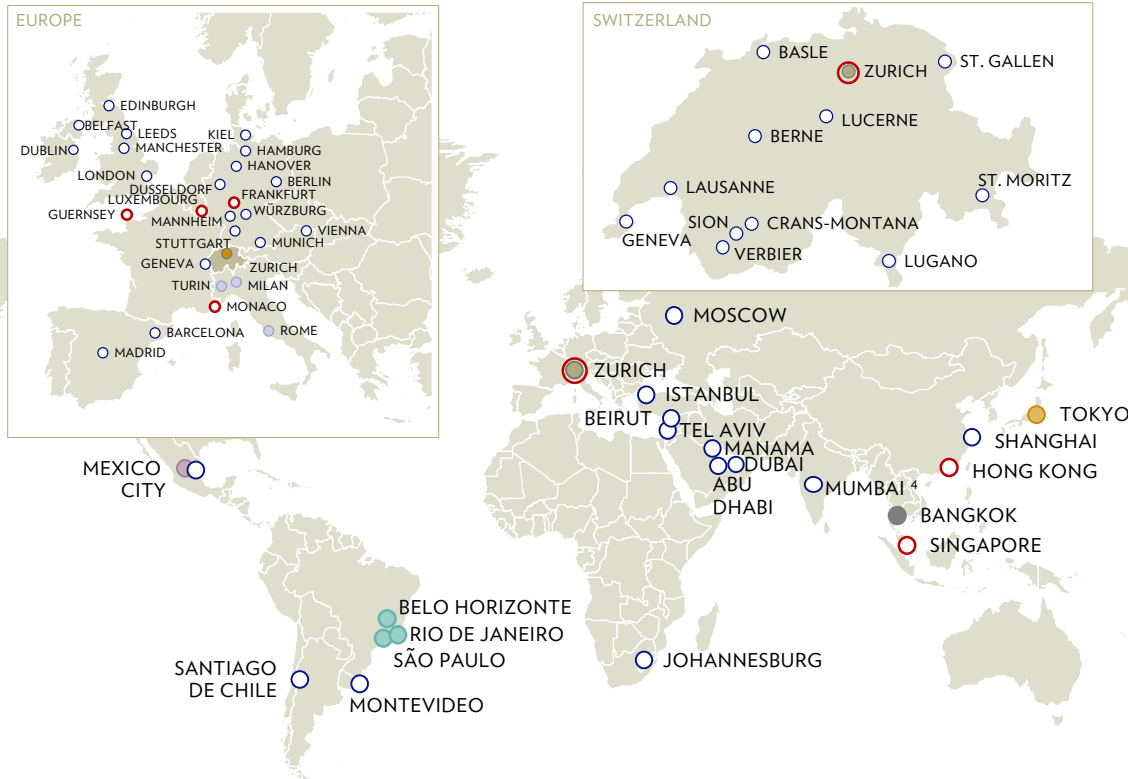
Asset mix	31.12.2018	31.12.2019	31.12.2020
Equities	26%	28%	30%
Bonds (including Convertible Bonds)	20%	19%	17%
Investment Funds ¹	25%	26%	27%
Money Market Instruments	4%	4%	2%
Client Deposits	19%	17%	18%
Structured Products	5%	5%	5%
Precious Metals	1%	1%	1%
Total	100%	100%	100%

Currency mix	31.12.2018	31.12.2019	31.12.2020
USD	46%	47%	48%
EUR	22%	20%	19%
CHF	10%	10%	9%
GBP	4%	4%	4%
HKD	3%	3%	4%
INR	3%	3%	4%
BRL	2%	2%	2%
SGD	2%	2%	1%
JPY	1%	1%	1%
AUD	1%	1%	1%
CNY	1%	1%	1%
CAD	1%	1%	1%
Other	4%	5%	5%
Total	100%	100%	100%

¹ Includes, amongst other asset classes, further exposure to equities and bonds

JULIUS BAER: PURE-PLAY WEALTH MANAGEMENT GROUP

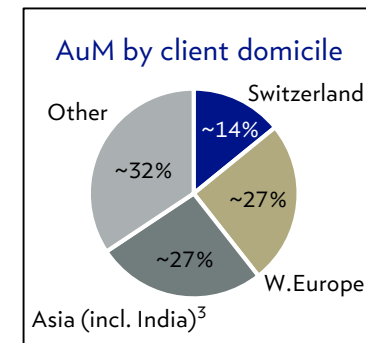
Well positioned for further growth



Legend

- Head office ○ Location ○ Booking centre
- Julius Baer Family Office Brasil ● Kairos ● SCB-Julius Baer Securities (40%)
- NSC (70%) ● Julius Baer Nomura Wealth Management (60%)

- World's largest wealth management Group, with premium brand
- Client-centric approach
- Balanced exposure to traditional and growth markets
- Present in more than 50 locations
- More than 6,600 staff, incl. close to 1,400 RMs¹
- AuM CHF 434bn¹
- Strongly capitalised:
 - BIS total capital ratio 21.0%¹
 - BIS CET1 capital ratio 14.9%¹
- Moody's long-term deposit rating Bank Julius Baer & Co. Ltd: Aa3/stable outlook
- Market capitalisation: CHF 12 bn²



¹ At 31 December 2020 | ² At market close on 29 January 2021 | ³ Not including Middle East | ⁴ Additional advisory locations in Bangalore, Chennai, Hyderabad, Kolkata and New Delhi

Julius Bär

