

# 2025 Annual Report



## 2025 Annual Report

### 133<sup>rd</sup> Report of the Board of Directors to the Cantonal Parliament



Year founded

**1892**

Shareholders' equity

**2.7**

billion Swiss francs

Headcount

**495**

full-time positions  
as of 31 December 2025,  
according to the FINMA directive

Network

**26**

BCF, headquartered in Fribourg,  
has 26 branches covering the  
entire canton.

Renovation of the Bulle branch,  
Place du Tilleul

# Banque Cantonale de Fribourg (BCF) at a glance

## State Guarantee

All financial commitments are guaranteed by the Canton of Fribourg.

## Collaboration

- Swiss Bankers Association (SBA)
- Association of Swiss Cantonal Banks (ASBC)
- Central Mortgage-Bond Institution of Swiss Cantonal Banks
- SIX Group AG
- BCF Third Pillar - Savings 3 Foundation
- BCF Vested Benefits Foundation
- Capital Risque Fribourg SA
- Viseca Payment Services AG

## Legal Status

Non-governmental legal entity under public law

## Objectives

- Contribute to the economic development of the Canton
- Provide for the financial needs of the people of Fribourg and offer secure investment opportunities for their savings and capital
- Furnish financial resources to the Canton

## Address

BCF, Bd de Pérolles 1, Post Office Box, 1701 Fribourg  
Phone: 0848 223 223  
www.bcf.ch

## 2025–2015 Balance Sheet

(in thousand CHF)

	2025	2015
Total assets	29'482'297	20'623'237
Loans to customers	24'272'408	16'502'389
Customer deposits	17'453'937	12'462'370
Shareholders' equity (after appropriation)	2'731'333	1'680'393

## 2025–2015 Income Statement

(in thousand CHF)

	2025	2015
Total income	333'820	253'951
Total expenses	140'194	91'483
Operating profit	187'750	152'599
Net profit for the year	154'012	122'690
Payments to the Canton, municipalities and parishes	84'238	64'000



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Daniel Wenger, Chairman of the Executive Board, and Alex Geissbühler, Chairman of the Board of Directors

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# Transforming today to create value tomorrow

Banque Cantonale de Fribourg is steadily moving forward as a bank. This is encouraging news and, above all, a testament to our clear and coherent strategic approach.

We have continued to invest significantly in structural projects, and the drive towards digitalisation in particular – an essential catalyst for modernising our services and increasing the efficiency of our processes. Nearly thirty new people have joined our teams to support this transformation and strengthen our key capabilities. Renovation work has also continued at our branches, allowing us to consolidate our presence throughout the Canton and provide our clients with more modern, functional and welcoming premises.

These investments are fully aligned with our strategic priorities and serve a clear purpose, that of generating sustainable value for our clients. As part of the same dynamic, we have worked extensively to develop our product range, the first offshoots of which will be seen in 2026.

Interest rates in 2025 had a much less favourable impact on our financial performance. The reduction in the Swiss National Bank's key rate led to a fall in the interest result in excess of CHF 40 million compared with the previous year. Yet this reversal needs to be seen in perspective, given that the exceptional results of the past two years were buoyed by a particularly advantageous interest rate environment. Despite this setback, a net profit of CHF 154 million in 2025 goes down as one of the Bank's best three results on record.

This outcome demonstrates the robustness of our business model, the quality of our management and our ability to absorb external shocks without compromising our stability. The Bank remains on a solid footing with a good financial cushion, fully equipped to continue evolving.

2025 also saw large-scale projects managed in partnership with businesses across the Canton come to fruition, reinforcing our position as a leading economic player.

Lastly, the rating agencies have recognised our efforts in recent years in relation to ESG issues. We are quietly but systematically improving our practices, in line with our roadmap. Adopting the double materiality approach represents a milestone. It will allow us to assess our impacts more precisely – particularly those linked to our property portfolio – and embed sustainability even more into our strategic thinking.

Banque Cantonale de Fribourg is making consistent progress – true to its values, mindful of its heritage, and looking firmly to the future.



**Alex Geissbühler**  
Chairman of the  
Board of Directors



**Daniel Wenger**  
Chairman of the  
Executive Board



Renovated branch in Domdidier

# Our successes at BCF



bcf.ch  
**3.5** million visits  
**6.2** million seen pages  
**6,300** online orders



More than  
**10,000** new customers



**602** employees  
**41** higher education courses including  
**8** certifications



**84.2** million CHF payments to the Canton, municipalities and parishes



**5.5** million e-banking accesses  
**13.9** million mobile banking access



**20.8** million CHF in work and orders with SMEs



**45%** CIR  
 Cost/Income Ratio\*  
 \*Cost/revenue ratio before depreciation and amortisation



**Achieved** Fribourg "Carbon Fri" certification



**57,046** users  
**9.2** million transactions  
**404** million CHF of transactions



**Free** basic services



**216** contests organised  
**466** winners



**Achieved** Fair-On-Pay Advanced Certificate

# Corporate Governance

Clearly defined powers and responsibilities, combined with transparent interaction between the Management and the supervisory bodies at all levels of the company, are the pillars of effective corporate governance at BCF.

The Swiss Code of Best Practice for Corporate Governance is aimed at Swiss public companies. It contains rules of conduct and recommendations. Each company is free to develop its own organisational principles. In this respect BCF has chosen to adopt certain of its recommendations.

## Distribution of powers

The Bank's General Regulations define how the executive bodies are organised, the scope of their responsibilities and authority, and the principles of BCF's business operations as a bank. In accordance with the provisions of the Banking Act, responsibility for operational management is delegated to the Management team.

## Structure

Banque Cantonale de Fribourg is a legal entity under public law, separate from the government, and does not constitute a group within the meaning of the accounting standards applicable to the Bank. The Bank's structure and organisation are presented in the organisational chart on pages 22-23. BCF has no controlling interests, and is therefore not required to prepare consolidated financial statements. The participations are listed in the notes to the annual financial statements on pages 72-73 of this Annual Report.

## Owner

The Canton of Fribourg owns 100% of BCF.

## Cross-shareholdings

BCF does not have any cross-shareholdings.

## Capital structure

The endowment capital of Banque Cantonale de Fribourg amounted to CHF 70 million as of 31 December 2025.

Over the past few years, equity (before profit distribution) has developed as follows, based on the accounting rules in force:

Values in million CHF after appropriation of profit	2025	2024	2023	2022
Endowment capital	70	70	70	70
Reserve funds	2'661	2'558	2'429	2'290
<b>Total shareholders' equity</b>	<b>2'731</b>	<b>2'628</b>	<b>2'499</b>	<b>2'360</b>

## Governance Bodies

### Board of Directors

#### Election and term of office

Under Article 20, paragraphs 1, 4 and 5 of the Law establishing the Banque Cantonale de Fribourg (BCF Law), the Board of Directors (BoD) is composed of seven members. Three members are appointed by the Cantonal Parliament, three by the Cantonal Council and one by the BoD itself. The members appointed by the Cantonal Council and the Cantonal Parliament are chosen on the proposal of a selection committee governed by Articles 27 and 28 of the Swiss law on the Banque Cantonale de Fribourg (LBCF).

This committee, responsible for proposing candidates for the position of member of the BoD to the Cantonal Parliament and the Cantonal Council, is composed of seven members: four from the Cantonal Parliament, two from the BoD, including the Chairman of the Board of Directors, and one member from the Cantonal Council. The Chairman of our BoD chairs the selection committee.

Members of the BoD are appointed for a period not exceeding four years. They may be re-appointed, but their term of office may not exceed twelve years. The term of office of the Chairman is limited to total of sixteen years if he or she has served as a Board member for at least the first four years of his or her term.

#### Duties and powers

The powers of the BoD are set out in Article 25 of the BCF Law. The BoD is responsible for the overall management and supervision of the Bank. It decides on the general principles of the establishment's policy.

##### In particular, the BoD has the following powers:

- exercises overall supervision over the persons entrusted with managing the Bank, in particular with respect to compliance with the LBCF, regulatory provisions, the articles of association and regulations;
- adopts general regulations and determines internal regulations;
- appoints the Chairman of the Executive Board, the employees at all levels requiring registration in the Commercial Register, the Head of Internal Audit and the auditors; determines their initial salary and may dismiss them. It also appoints the members of the Executive Board;

- approves the general organisation of the Bank, drawn up by the Executive Board;
- decides on the opening or closing of branches;
- determines the salary policy and compensation of the Bank's governing bodies;
- grants powers of attorney to plead matters within its competence and confers powers to deal with specific matters;
- appoints the persons whose signatures may commit the Bank with respect to third parties;
- decides on the purchase and sale of real property for the Bank's use, as well as the maintenance and renovation of real estate exceeding the amount fixed by the General Regulations;
- authorises the Bank to become a member of associations of the banking sector or join Swiss or foreign companies or banks created within the framework of the cantonal banks or similar organisations;;
- decides on the acquisition of holdings in public or private companies;
- adopts the general budget and approves the annual financial statements and the Annual Report;
- regularly reviews any loans granted by the Executive Board, the reports of the external auditors and internal audit, and the quarterly financial statements presented by the Chairman of the Executive Board;
- appoints the external auditors within the meaning of the Federal Law on Banks and Savings Banks (Banking Law);
- determines authority levels with respect to credit;
- determines the salaries of the Chairman and members of the Executive Board and the Head of Internal Audit within the guidelines of the salary policy. The Board may delegate this task to a committee in accordance with Article 26, paragraph 2.

#### Internal organisation

The Board of Directors is convened by the Chairman when circumstances so require, normally once a month, but at least eight times a year. It can make decisions if at least four members are present at the meeting.

## Committees of the Board of Directors

The Board of Directors meets both in plenary sessions and in special committees organized in accordance with Article 26, paragraph 2, of the BCF Law.

### Audit and Risk Committee

#### Composition and term of office

The Audit and Risk Committee is composed of at least three members, in accordance with Article 3.8.2 of the BCF General Regulations. They are elected for a term of four years. The members of the committee may be re-elected, but their maximum term of office may not exceed twelve years. The committee is composed of Yves Riedo (chairman), Urs Gauch (vice-chairman), Thomas Bachmann (member) and Paul Such (member).

#### Activities

The committee's activities are governed by FINMA circulars and are defined in the regulations of the Audit and Risk Committee.

### Compensation and Nomination Committee

#### Composition and term of office

The Compensation and Nomination Committee consists of three members and one deputy member. They are elected for a term of four years. The members of the committee may be re-elected, but their maximum term of office may not exceed twelve years. The committee consists of Alex Geissbühler (chairman), Dominique Jordan Perrin (member), Paul Such (member) and Yves Riedo (deputy member).

#### Activities

The Compensation and Nomination Committee is responsible for reviewing the Bank's compensation policy and determining the compensation of the Executive Board and the Head of Internal Audit. If necessary, it reviews and recommends the appointment of a new member of the Executive Board.

### Information and control instruments

BCF has a well-developed and standardised management information system (MIS) that enables the Board of Directors to fulfil its supervisory duties and check the powers delegated to the Management team. Each month, the Board of Directors receives a summary of the financial statements comparing the period's results with the budget and the previous year, as well as reports on risk. It then compares the current situation with the corresponding limits. BCF also has an internal control system (ICS) designed to ensure that the Bank is operating properly. The systems and processes in place keep the Board of Directors periodically informed of relevant facts, events and developments.

At Board of Directors' meetings, the Chairman and other members of the Executive Board report on business operations within their divisions. The Chairman of the Board will immediately inform the Board of Directors in the case of extraordinary events.

### Risk Management and Compliance

The BCF has independent Risk Management and Compliance functions that report directly to the Audit and Risk Committee.

The Board of Directors and the Audit and Risk Committee are regularly informed about the functioning and adequacy of the internal control system as well as the strict compliance with regulatory provisions. In addition, they take note of the annual activity report of the risk and compliance functions.

In addition, in the event of irregularities or behaviour contrary to the law, FINMA circulars, or the bank's regulations and directives, the compliance function can be contacted directly by all employees, at any time and in complete discretion, via an anonymous whistleblowing platform.

## Internal Audit

### Composition as of 31 December 2025

Fabien Emery, Head of Internal Audit  
Julien Mardon, Senior Internal Auditor  
Constantin Anatrà and Lionel Carron, Internal Auditors

### Activities

The activities of the Board of Directors and in particular the Audit and Risk Committee are supported by the independent Internal Audit function and by the external auditor. Internal Audit reports to the Board of Directors. Internal Audit and the external auditing firm maintain an ongoing dialogue on risk assessment and the risk situation. Internal Audit and the external auditing firm each perform an independent risk analysis.

The Audit and Risk Committee adopts Internal Audit's annual plan. The auditing services of Internal Audit and of the external auditing firm are coordinated with regard to their respective tasks. The Audit and Risk Committee monitors the activities of Internal Audit. A separate regulation defines Internal Audit's working method. The results of Internal Audit's controls are discussed at every Audit Committee meeting. In addition, Internal Audit prepares annual and semi-annual activity reports for the Board of Directors.

## External auditors

Ernst & Young SA, Lancy  
Appointed by the Board of Directors on 31/10/2017.

The external auditing firm prepares its overall report and that of the financial auditor (in accordance with Article 728b, paragraph 1 of the Swiss Code of Obligations) as well as the report on the basic prudential audit. The overall report covers the financial year and is submitted to the Board of Directors. The report on the prudential audit covers the calendar year and is submitted to the Swiss Financial Market Supervisory Authority (FINMA), with a copy to the Board of Directors. Both reports are discussed by the Audit and Risk Committee of the Board of Directors in the presence of the external auditing firm.



Renovation of the Estavayer-le-Lac branch

## Board of Directors as of 31 December 2025



From left to right: Yves Riedo, Alex Geissbühler, Thomas Bachmann, Dominique Jordan Perrin, Jean-Pierre Siggen, Paul Such, Urs Peter Gauch

### Alex Geissbühler

Born 12 November 1964, Swiss.  
Chairman of the Board of Directors since 1 June 2022, term expires on 31 May 2029. Vice-chairman of the Board of Directors from 1 June 2017 until 31 May 2022.

### Dominique Jordan Perrin

Born 18 July 1962, Swiss.  
Member of the Board of Directors since 1 January 2017, term expires on 31 December 2028.

### Yves Riedo

Born 22 March 1968, Swiss.  
Member of the Board of Directors since 1 October 2015, term expires on 31 May 2027.

### Urs Peter Gauch

Born 18 September 1960, Swiss.  
Vice-chairman of the Board of Directors since 1 June 2022, term expires on 31 May 2026.

### Thomas Bachmann

Born 9 May 1969, Swiss.  
Member of the Board of Directors since 1 January 2017, term expires on 31 December 2028.

### Paul Such

Born 22 September 1978, Swiss and French.  
Member of the Board of Directors since 1 January 2017, term expires on 31 December 2028.

### Jean-Pierre Siggen

Born 1 June 1962, Swiss.  
Member of the Board of Directors since 1 June 2022, term expires on 31 May 2026.

## Governance Bodies

### Executive Board

#### Responsibilities and organisation

According to the General Regulations in compliance with the provisions of the Banking Law, the Executive Board is responsible as a collective body for the overall management of BCF's business. The Executive Board consists of the CEO and five other members, who report to the CEO.

BCF has five divisions and has structured both front office units uniformly around the Corporate Clients and Private Clients segments. These two units are supplemented by the Products and Services, Finance, and Legal, Risk and Compliance divisions.

Over the past 12 months, BCF has continued to develop its business models.

In November 2025, Marylaure Baechler, head of the Private Clients division, and Cédric Yerly, head of the Technology and Solutions division, decided to leave the Bank. The recruitment process to find their successors is ongoing. In the interim, François Briguet is heading Technology and Solutions and Daniel Wenger is in charge of the Private Clients division.

The powers of the Executive Board are defined in Article 33 of the BCF Law.

#### **In particular, the Executive Board has the following responsibilities:**

- is responsible for the proper functioning and development of the Bank and for maintaining unity in managing the Bank's affairs;
- issues advance warning on matters to be submitted to the Board of Directors;
- sets the interest rates;
- hires the Bank's employees and determines their salaries within the guidelines of the salary policy defined by the Board of Directors; it may also dismiss them;
- decides on the purchase and sale of real property mortgaged to the Bank in the event of a compulsory sale.

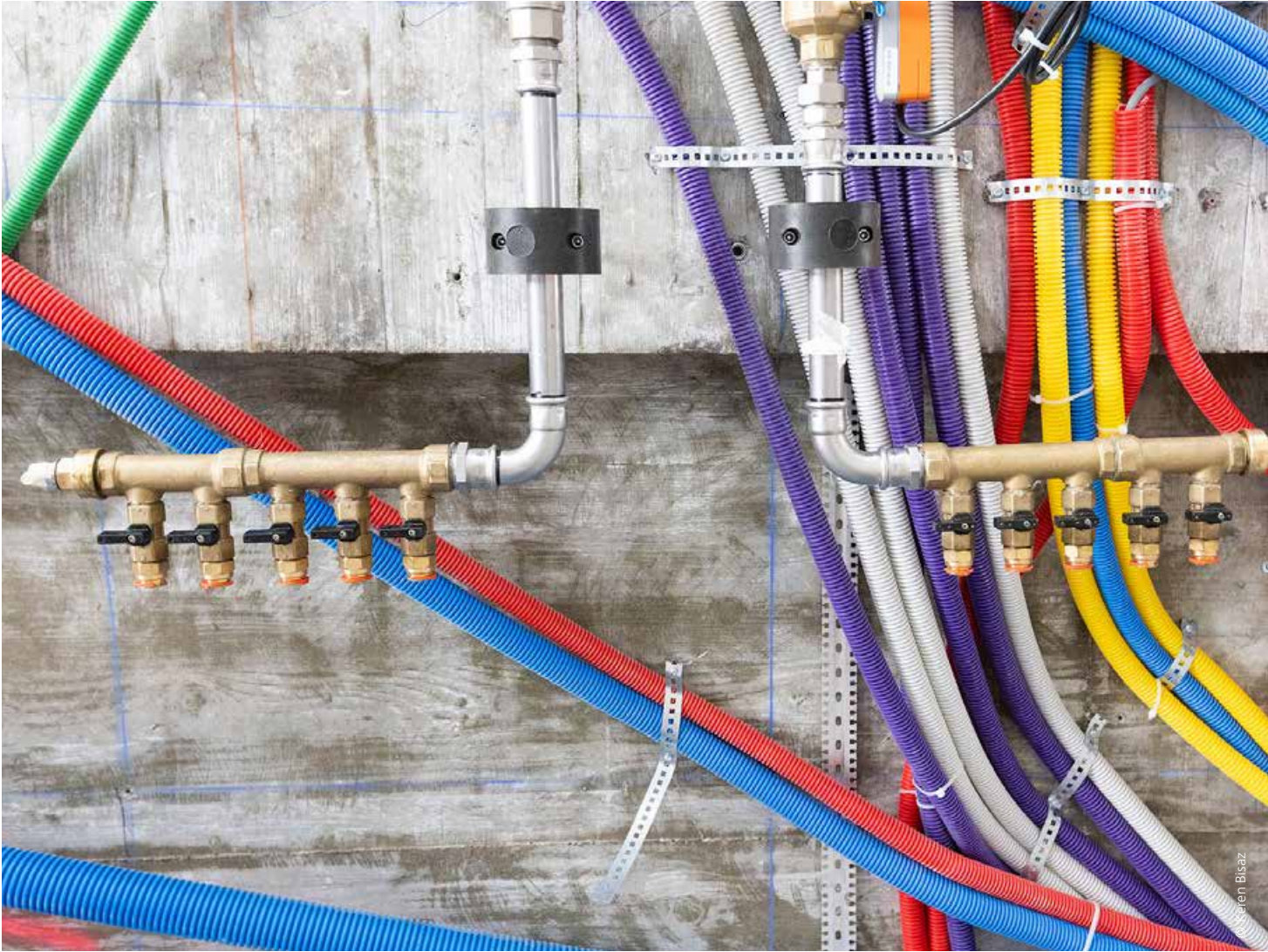
The tasks of the Executive Board are distributed among the members by the Chairman. As a rule, the Executive Board meets once a week.

#### Rules on authorised activities

Acceptance of any other officer position (in the highest management or administrative body of a legal entity, associations, charitable foundations, family foundations and employee benefit foundations, etc.) is always subject to approval by the Board of Directors.

#### Management contracts

There are no management contracts between the Bank and external companies.



Guin branch



Reconfiguration of the Executive Board offices at headquarters

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## Executive Board as of 1 January 2026



From left to right: Laurent Wicky, Luc Jacquat, Daniel Wenger, Christophe Mettler, François Briguet

### Daniel Wenger

Born 1 December 1966, Swiss.  
Chairman of the Executive Board since 1 January 2021.

### Christophe Mettler

Born 27 February 1967, Swiss.  
Member of the Executive Board since 1 April 2021.

### Luc Jacquat

Born 25 May 1964, Swiss.  
Member of the Executive Board since 1 January 2023.

### Laurent Wicky

Born 16 December 1970, Swiss.  
Member of the Executive Board since 1 March 2023.

### François Briguet

Born 19 February 1963, Swiss.  
Member of the Executive Board a.i. since 1 December 2025.

# Principles of the Compensation Policy

## Compensation system

The BCF compensation policy applies to all employees of the Bank. It describes the principles, objectives and process for determining compensation. For BCF, compensation is an important component in attracting, motivating and retaining qualified employees with the necessary knowledge and experience.

## Principles

Continuity and equal treatment are extremely important aspects of BCF's compensation policy. Salary levels and hiring conditions are regularly compared with trends in the labour market and with cantonal banks of comparable size. The salary system is designed to exclude any gender discrimination. To this end, BCF regularly conducts equal pay analyses. The study conducted in 2024 showed that we at the Bank abide by the principle of equal pay for men and women. These analyses were verified by the Société Générale de Surveillance (SGS) and were confirmed when the Bank was issued the "Fair-ON-Pay Advanced" label.

## Compensation components

Compensation consists of a base salary ("fixed salary"), performance bonus ("variable bonus"), pension contributions and family allowances.

Compensation depends on the employee's function. Consequently, their fixed salary is based on each employee's skill level and falls within the framework of salary scales defined by function.

The performance bonus is a share in BCF's net profits and represents a gesture of the Bank's goodwill. It is determined according to individual performance and the Bank's profit results and may vary over time.

It is based on system of management by objectives. Each year, individual objectives (contributions, competencies, risk and conduct) are defined for every employee and are formally documented in the qualification system (annual performance appraisal). All of these criteria, which are weighted differently depending on the function, are taken into account when measuring individual performance.

## Powers and determination process

Based on a recommendation of the Executive Board, the Board of Directors determines the total amount of salary adjustments and the annual performance bonus each year. In doing so, it takes into account the Bank's financial results (for example, performance indicators such as changes in income, operating profit and the cost/income ratio), as well as other criteria, such as the economic environment and inflation.

The maximum amount of the performance bonus, variable compensation, and the maximum amount of the individual bonus for each function are linked to fixed salaries.

## Employees

Each year, the heads of the divisions and organisational units recommend salary increases and performance bonuses for their employees, in accordance with the instructions issued by the Executive Board. The performance bonus is based on a reference value and takes into account the employee's individual performance and conduct. The bonus is paid in March of the following year. Social security contributions, occupational pension provisions and family allowances are regulated.

## Executive Board

The compensation of the Chairman of the Executive Board and each member of the Executive Board is aligned with the average compensation of a reference group chosen by the Bank's Board of Directors.

The variable bonus is determined based on the individual performance of the members of the Executive Board and the Bank's business performance. As for the employees, the bonus amount is determined by a model that takes into account whether the individual goals and overall objectives set for the Bank are achieved.

The bonus is paid in March of the following year. For 2025, the compensation paid to members of the Executive Board totalled CHF 3,414,500. Social security contributions, occupational pension provisions and family allowances are regulated.

### Other employment conditions

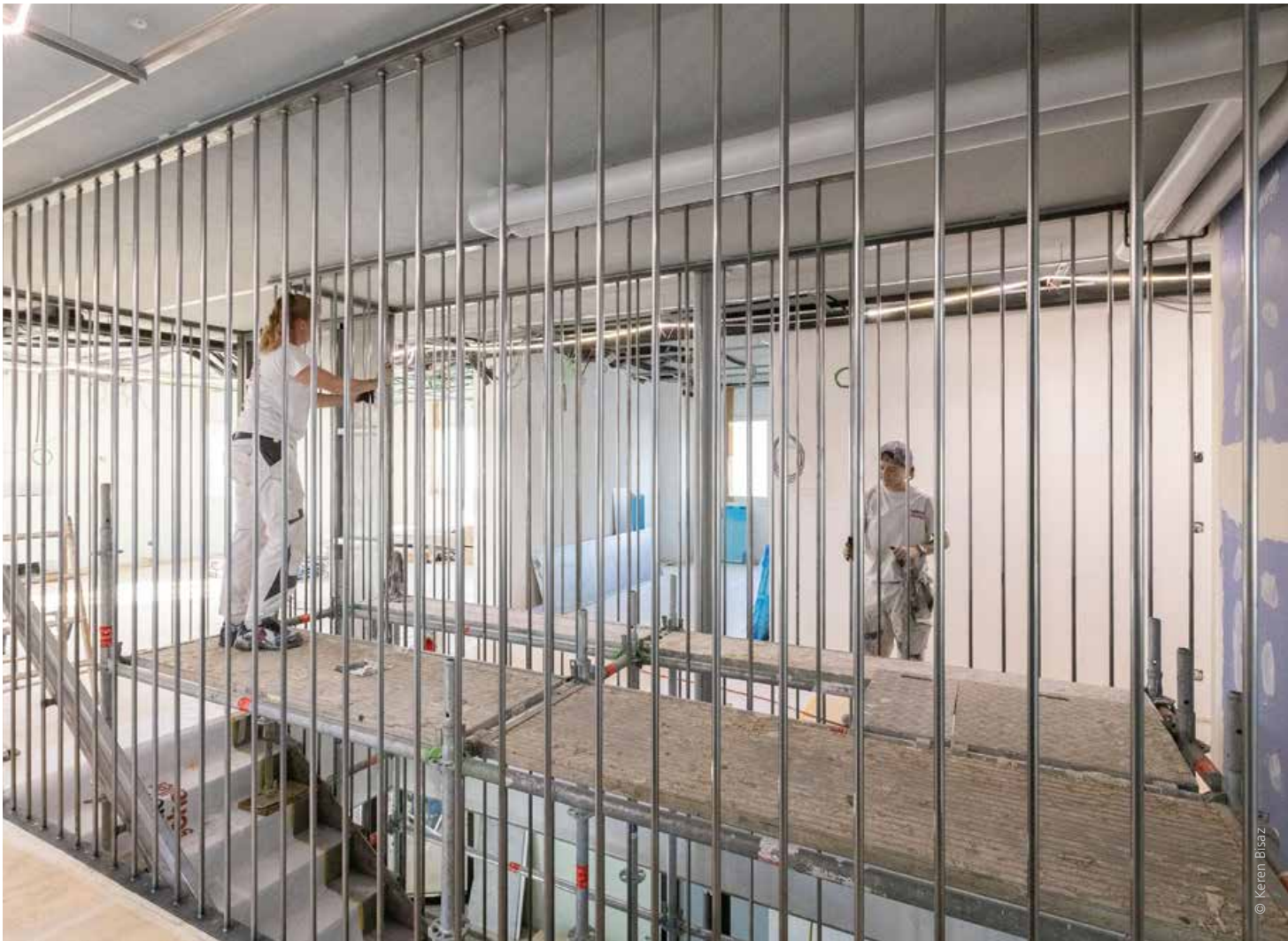
The Bank pays all expenses associated with engaging in BCF's business activity. In order to simplify procedures, lump-sum expenses are paid to a defined group of employees.

BCF grants special terms and conditions to all employees, including the Executive Board, on all the Bank's services. With respect to loans, the preferential interest rate is in line with the industry and the amount is capped. The Board of Directors decides whether to grant loans or extend credit to members of the Executive Board.

### Board of Directors

The members of the Board of Directors are compensated for their services on the Board and the Board committees with a basic lump sum, directors' fees and, where appropriate, a lump sum for additional duties in accordance with Article 18 of the BCF Law. For loans, BCF grants all members of the Board of Directors the same terms and conditions as employees, i.e. a preferential interest rate in line with the industry, applied to a capped amount. In 2025, the compensation paid to members of the Board of Directors totalled CHF 1,060,580.

Renovation of the Guin branch



## Organisation as of 1 January 2026

<b>Board of Directors</b> Alex Geissbühler Chairman	<b>Audit and Risk Committee</b> Yves Riedo Chairman	<b>Compensation and Nomination Committee</b> Alex Geissbühler Chairman	
<b>Internal Audit</b> Fabien Emery			
<b>Chairman of the Executive Board</b> Daniel Wenger	<b>Corporate management centre</b> Alexander Hayoz		
<b>Corporate Center</b> Daniel Wenger	<b>Corporate Clients</b> Laurent Wicky		<b>Private Clients</b> Daniel Wenger a.i.
<b>Communication</b> Christine Carrard	<b>Corporate clients 1</b> Miguel Alverca	<b>Corporate clients Regions</b> Laurent Wicky	<b>Private clients Regions</b> Daniel Wenger a.i.
<b>Marketing and Sponsorship</b> Steeve Helbling	<b>Corporate clients 2</b> Eric L'Eplattenier	<b>Broye</b> Stéphane Niklaus	<b>Broye</b> Matthieu Tombez
<b>Corporate social responsibility</b> Sandra Galliker	<b>Special Financing</b> Christophe Grivel	<b>Glâne</b> David Buchs	<b>Glâne</b> Ludovic Bürgi
<b>Human Resources</b> Patrick Betticher	<b>Corporate consulting and support</b> Camille Nussbaumer	<b>Gruyère</b> Jean-Daniel Ducrest	<b>Gruyère</b> José Reboredo
<b>Security</b> Frank Irrausch		<b>Lac</b> Adrian Benninger	<b>Lac</b> Ralf Kaltenrieder
		<b>Singine</b> Andreas Zbinden	<b>Singine</b> Johannes Spring
		<b>Veveyse</b> Christian Rouiller	<b>Veveyse</b> Philippe Dupasquier
			<b>Sarine</b> David Sturny

	<b>Technology and Solutions</b> François Briguet a.i	<b>Finance</b> Luc Jacquat	<b>Legal, Risk and Compliance</b> Christophe Mettler
<b>Private clients Regions</b> Daniel Wenger a.i.	<b>Innovation &amp; Transformation</b> André Diogo	<b>Accounting</b> Manuel Burri	<b>Compliance and Central File</b> Pierre-Yves Jonin
<b>Wealth Management</b> Alexandre Renevey	<b>Projects</b> Patrick Wicky	<b>Management Control and Data</b> Grégory Baumann	<b>Legal and Litigation</b> Pierre-Yves Cotting
<b>Institutional Clients and External Asset Managers</b> Nicolas Tercier	<b>IT</b> Nicolas Zbinden	<b>Asset &amp; Liability Management</b> Julien Kolly	<b>Risk Management</b> Pierre Romanens
	<b>Banking Operations</b> Jacques Pierret	<b>Treasury and Financial Markets</b> Thomas Roggo	<b>Credit Risk Management</b> Alain Pauli
	<b>Products and services</b> Valentin Overney		<b>Credit Control</b> Rodolphe Gobet
	<b>Investment Office</b> Julien Yerly		
	<b>Real Property and Logistics</b> Patrick Neuhaus		

Renovation of the heating and ventilation systems in the Bulle branch, Place du Tilleul



# A Bank committed to sustainability

**BCF's corporate responsibility is reflected in its commitment to addressing economic, ecological and social issues.**

As the Canton's leading bank, BCF plays a key role in contributing to the Canton of Fribourg, its municipalities and its parishes by paying funds that include the remuneration for the Canton's guarantee and for the endowment capital, and taxes.

BCF is one of the founding members of the Carbon Fri Foundation, which aims to promote reduced CO<sub>2</sub> emissions by businesses in Fribourg. All the funds collected are redistributed throughout the economic fabric of the Canton by supporting local projects.

BCF's purchasing policy is a concrete example of the Bank's support of local SMEs. The Bank also offers training and information to our clients in the area of cybersecurity and data protection.

BCF plays an active role in society by staunchly supporting local sports, cultural and social activities in the Canton. The Bank has entered into more than 100 partnerships that foster close ties with nearly a thousand clubs and entities affiliated with various umbrella organisations.

## A clearly defined sustainability policy

**At BCF, our business activities are focused on long-term success and on the creation of sustainable added value. We aim to have a positive influence on the region in which the Bank operates by supporting sustainable development for many years.**

For BCF, choosing sustainable development means doing business successfully over the long term, while acting responsibly with respect to society and the environment. This approach is spelled out in concrete terms in our Sustainable Development Charter and our Sustainability Report.

At BCF, ESG (Environmental, Social, Governance) responsibility is exercised through an internal working group. Composed of representatives from the Bank's various sectors, it evaluates the achievement of objectives, guarantees the consistent implementation of ESG principles in all activities and ensures a transparent presentation of sustainable development performance.

BCF is committed to meeting the Sustainable Development Goals (SDGs) and aligning its management and core business more and more closely with these goals. In the BCF Sustainable Development Charter, it sets goals and defines the principles that the Bank commits to uphold.

## Environmental commitment

BCF is deeply concerned about the Bank's environmental impact. BCF is Carbon Fri certified, which confirms that it has achieved a carbon footprint in compliance with ISO 14064 and that it has a plan of measures to reduce its emissions.



### CO<sub>2</sub> emissions

With its Carbon Fri label, BCF invests in proportion to its CO<sub>2</sub> consumption in sustainable projects run by the Carbon Fri Foundation, which helps improve the regional ecosystem.



### Gentle mobility

BCF offers its employees the Half Fare Travelcard to encourage gentle mobility when going to work and in their own time.



### e-banking

Since 2011, BCF has measured the impact of e-banking and the website. The scope of analysis will be extended in 2026 to better represent the actual reality of the Bank's online services. BCF is committed to factoring this impact into its decarbonisation plan as of next year.



### Products

BCF offers several eco-responsible products, such as the Eco Mortgage and the Eco Renovation Mortgage loans, and an ESG management mandate for wealth management.



### Renewable electricity

BCF chose the PLUS product offered by Groupe E SA (for those branches where it can be installed). This product is guaranteed to supply electricity entirely from renewable sources, with a guarantee of origin mainly from Groupe E hydraulic installations and independent producers from the region, notably solar energy providers.



### Buildings

The modernisation of the BCF buildings takes into account best practices to optimise the energy balance.



### Paper

100% of the paper used by BCF is FSC-certified recycled paper. BCF gives its clients the opportunity save paper by replacing mailings with e-documents.



### Governance

The Executive Board proposes the corporate social responsibility (CSR) strategy, which is approved by the Board of Directors. For several years, a working group – led by the CSR manager and comprising representatives from all the divisions –, has elaborated measures relating to the daily execution of the CSR strategy and submitted them to the Executive Board.

## Social commitment

BCF is actively involved in the areas of culture, society and sports. It is an employer of choice, offering favourable working conditions and encouraging its employees to develop their skills.



### Staff

With 602 employees, BCF is one of the largest employers in the Canton. In addition to its headquarters in Fribourg, its physical network of 26 branches ensures client proximity.



### Public transport

BCF supports the purchase of public transportation passes for its employees. It also offers them an SBB Half Fare Travelcard. Business trips are made by public transport whenever possible.



### Youth

BCF is committed to training, investing the necessary resources in the supervision and training of the Bank's apprentices and trainees. In 2025, 20 apprentices and four trainees were trained at BCF.



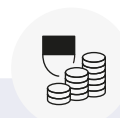
### Suppliers

BCF works with local suppliers whenever possible as a means to contribute to the economic life of the Canton. In 2025, CHF 20.8 million worth of work and orders were awarded to local SMEs.



### Health and safety at work

BCF is committed to providing favorable working conditions. It takes measures to protect health and safety in the workplace.



### Contributions/Taxes

In 2025, BCF played a key role as contributor by paying CHF 84.2 million to the Canton, municipalities and parishes of Fribourg. This amount includes the remuneration for the Canton's guarantee and for the endowment capital, and taxes.



### Equal pay

BCF is committed to gender-equal pay.



### Sponsorship

BCF sponsors a number of local associations and events, thereby contributing to the social fabric of the Canton. We engage with those who create the diversity in our Canton. The projects we sponsor are local and for the people of the Canton of Fribourg. In 2025, the amount the Bank spent on sponsorships reached CHF 4.7 million.



### Continuing education

BCF encourages the professional development of its employees by offering continuing education programs that allow employees to develop their skills.

# Financial year 2025

## Strategy

BCF has progressively implemented the first phases of its 2025–27 strategic plan. The first initiatives and initial strategic projects have been realised. BCF continues to stand out through its proximity to its customers. Support for businesses in the Canton's economic fabric remains a key element of its operations.

On the private customer side, solutions will be adapted more to the different segments expanding its advisory and investment offers.

## Profitability

Operating profit reached CHF 187.8 million, a decrease of CHF 48.8 million.

## Efficiency

Once again this year, BCF has been very economical with its resources. The cost/income ratio (the ratio between operating expenses and operating income after depreciation) stands at 45%.

## A strong capital base

FINMA has defined a minimum capital ratio of 12% for category 3 banks such as BCF in order to ensure their solidity. With a CET1 ratio (core capital) of 18.02%, BCF fully complies with FINMA's regulatory requirements.

## Investments in the network

For BCF, personal ties and close contact with its clients is essential. That is why it continued to invest in its branch network in 2025, notably with renovation work in Bulle, Guin and Estavayer-le-Lac. In Siège, three floors were entirely renovated to provide our employees with modern and pleasant workplaces.

## CHF 84 million allocated to the Canton

Thanks to its good 2025 results, BCF is paying the Canton the sum of CHF 75.5 million. Taking into account the taxes paid to the Canton, the municipalities and the parishes, a total of CHF 84.2 million is being paid to the Canton's public authorities.

## Human resources

With 602 employees, Banque Cantonale de Fribourg is one of the main employers in the Canton of Fribourg. It offers its employees a secure job in a successful company, attractive working conditions and top-quality training.

In 2025, BCF employees successfully completed 41 higher education courses, including 3 postgraduate diplomas, 2 HES-SO Bachelor's degrees, 8 federal diplomas, 7 CYP, 11 diplomas or certificates, and 8 certifications. 20 apprentices and five trainees are currently in training.

## Support for businesses in Fribourg

BCF fulfils its mission by contributing to the support of the cantonal economy. The Corporate Clients division offers a comprehensive range of products and services as well as individualised service for the various economic players in the region. This division, essentially a "bank for business and entrepreneurs" actively provides expert advice to all types of companies. It supports the development of industrial, independent, and professional real estate entities as well as municipalities and public-law corporations by providing a wide range of products and services essential for their operational and financial activities. For example, BCF covers companies' needs for working capital, financing, foreign exchange, and bank guarantees.

Launched in 2025, BCF Multibanking enables transparent and efficient payment and liquidity management with just one e-banking login for all accounts held by a company at different banks.

With advisors firmly rooted in the economic fabric of the region, BCF delivers pragmatic and appropriate solutions. The expertise and solid experience of the special financing team provides additional support to start-ups, complex financial arrangements, and corporate succession transactions. Corporate succession is a central, essential concern given that one out of every two business leaders is over the age of 50.

With its presence comprising 26 branches throughout the canton, BCF maintains and develops lasting relationships with its business clients by effectively determining viable proposals while understanding local constraints.

## Real estate

Real estate prices rose again in 2025, with marked differences between the cost of apartments and single-family homes, as well as major location-related differences. In parallel, the Swiss National Bank (SNB) continued to reduce its key rate from 0.50% to 0.00%. The study of the property market in Fribourg confirms these trends. Population growth and the increase in the number of small households influenced demand, reducing the vacancy rate and pushing rents upwards. Despite an uncertain economic backdrop, property confirmed its robustness and appeal to investors.

Layout of the new Marly branch



As at 31 December 2025, the division dedicated to real estate companies and professionals had client receivables totalling more than CHF 13 billion.

BCF complies with the guidelines in effect issued by the Swiss Bankers Association (SBA) that govern the review, evaluation and processing of loans secured by real estate pledges as well as the guidelines on minimum requirements for mortgage financing. Its rules governing the granting of mortgage loans are based on the principles of caution and thorough analysis. BCF's methods are based, among other factors, on the client's financial situation and the property being financed.

## Wealth Management

The positive financial market momentum supported a strong progression in assets under management in 2025. High net worth private clients saw double-digit growth from net inflows with advisors as well as by market performance. Measures taken since 2023 are confirming their relevance and reinforcing the position of BCF in wealth management.

The Bank works with two major segments: high net worth private clients and institutional clients. With 19 expert advisors based in Fribourg, Bulle and Morat, it has the largest on-site presence in the Canton of Fribourg. Its approach is based on holistic advice integrating all the components of wealth, enabling the proposal of coherent solutions aligned with the personal and professional goals of each client.

The management mandates are based on an efficient and transparent approach. Mainly structured around ETFs (Exchange Traded Funds), they were strengthened in 2025 by integrating more themes, qualitative filters and more precise tactical adjustments. These changes have enabled greater portfolio diversification and improved the Bank's ability to capture market trends. BCF has stayed in the top performance quartile relative to its peers since 2022, a position once again confirmed in 2025 through rigorous and consistent management.

The mandates are also based on an approach combining local expertise and international perspectives. A team of ten experts assumes responsibility for the management from Fribourg on the basis of global financial research from the world's biggest asset managers, guaranteeing investment decisions aligned with the best international practice.

The combined impact of proximity, transparency and open architecture reinforces the added value of the management mandates by offering personalised support, clear pricing plus independent and diversified portfolio construction.

The expertise of Wealth Planning completes this support. Comprising four Fribourg specialists, it favoured customised planning in 2025, based on the best software in the market and integrating in-depth analyses and sophisticated wealth management scenarios. It covers preparation for retirement, tax optimisation, succession planning, liquidity management, risk analysis, coordination between private and professional wealth as well as the modelling of financial scenarios, enabling a clear demarcation between short, medium and long-term solutions.

### Advances to customers by business line (as a % of advances to customers)

1.2	Agriculture	3.6	Financial and insurance activities
1.8	Manufacturing industries	17.4	Real estate activities
0.6	Water production, waste management	1.8	Scientific and technical activities
3.2	Construction	3.2	Public administration
2.4	Trade	0.7	Education
0.8	Hotel and restaurant industry	2.5	Health and social work
0.2	Information and communication	0.5	Arts and entertainment
1.1	Transportation and storage	1.7	Miscellaneous
		57.4	Private households

## Serving the public

BCF is committed to serving the population of the Canton of Fribourg. The 'Private Clients' division accompanies individuals through every stage of their financial life, offering personalised advice and customised solutions.

Including the headquarters, BCF has a network of 26 branches spread across the seven districts of the Canton. Direct and local advice is a key priority for the Bank. It offers an extensive range of services mainly covering financing, wealth management, pension provision and financial planning. The division also ensures dedicated advice and follow-up for institutional clients as well as third-party managers to meet the complex needs of these segments with the same degree of quality and proximity.

## Products and Services

### **Launch of the new BCF Banking application**

The full range of e-banking applications has been made even easier to use with the new BCF Banking application launched in 2025. Checking your balance, paying a QR bill, issuing a stock market order or keeping track of spending: all these operations are now consolidated in one application, even more intuitive than before.

The main new features include a simplified login process fully integrated in the application as well as direct validation of new payments and new beneficiaries.

The application also offers the option of personalising the homepage, searches of all past transactions and a secure messaging channel for direct correspondence between client and advisor. It also offers the option of changing your telephone without having to order an activation letter.

Client migration to the new application started in the autumn of 2025 and runs until spring 2026.

### **Pro Senectute training courses and conferences**

Fraud cases are continuing to grow significantly, affecting senior citizens in particular. As a result, collaboration is being reinforced between BCF and Pro Senectute to step up preventive actions for people at risk.

In addition, every Wednesday afternoon, personalised technical support is offered to customers on the topics of e-banking, mobile banking and TWINT. These sessions, which are very popular, illustrate the Bank's sustained commitment to providing support and digital security.

This initiative will continue in 2026 with several conferences as well as training for Pro Senectute volunteers.

## Real estate

The Bank is continuing its branch renovation programme as part of its development strategy. This approach aims to offer clients more welcoming, modern and functional premises. BCF aims to create an environment conducive to interaction by refitting its infrastructure, thus emphasising the quality of the welcome and service while meeting growing client expectations.

BCF thus continued its branch renovation programme in 2025. The work centred mainly on transforming the Avry Centre site and continuing the work started in Bulle and Guin at the end of 2024. These two sites have been fully redesigned and will be completed during the first half of 2026.

Moreover, the Ependes branch will be replaced by a new location in the heart of Marly. This site will be designed to offer a modern setting adapted to the needs of customers. By choosing this strategic location, we aim to improve accessibility and guarantee an optimum and local service. The work on the layout of the branch started in November 2025 and will be complete by the summer of 2026.

The transformation of the upper floors of the Bank's headquarters is proceeding at a rapid pace. Three levels now provide employees with optimal working conditions to conduct their everyday business. The plans for the layout of the future main hall at the headquarters have been approved by Management. Work will begin during the first half of 2026.



The renovated Avry branch

Renovation of the Guin branch



# BCF's Commitments

BCF's commitment to the social, cultural and sporting life of the Canton reflects our desire to partner with the people who make Fribourg so vibrant.

In 2025, the Bank invested CHF 4.7 million in the development of culture, sports, education and social activities. The Bank aspires to long-term collaborations through renewable partnerships of generally three years. This allows its partner associations to benefit from stable financing so they can devote themselves fully to their activities. BCF has entered into more than 100 partnerships, thereby boosting its brand image and supporting the Bank's business strategy. These partnerships create close contact with nearly 1,000 clubs, groups and affiliated organisations.

In 2025, BCF was proud of its commitments to:

## Festival Textures

The 2025 "Textures – Rencontres littéraires" festival graced Fribourg from 19 to 23 February, offering more than 50 events dedicated to contemporary creative writing. Spread over various cultural venues in the town, the whole event facilitated dialogue among authors and the public through lectures, performances, discussions and exhibitions. The invitation to the Quebec literary scene added to what was a multilingual and open programme. Supported by solid institutional partnerships, the event strengthened its role as a platform for meeting and appreciating literature from Fribourg and elsewhere.



## Seislermäss

Seislermäss 2025, which took place at Tafers from 14 to 18 May, transformed the heart of Singine into a veritable regional showcase. For five days, over 250 exhibitors presented their products, innovations and know-how, attracting tens of thousands of visitors. The festive ambiance, punctuated by varied animations, concerts and professional meetings, highlighted the energy and creativity of Singine's economic fabric. BCF also profited from this major event to organise an evening for customers as well as its corporate evening.



© Marco Mischler

## Passage Festival

Passage Festival – Point76, which took place on 24 and 25 May 2025 in Fribourg, brought in the crowds for 36 hours of electronic music and artistic performances at bluefactory and Fri-Son. The event focused on involving young people with dedicated creative spaces and an inclusive programme mixing emerging artists and international talents. The festival provided a structured framework promoting discovery, active crowd participation and the appreciation of the next generation of artists in the Canton of Fribourg.



© Laetitia Schaller

## Grue'Zik 2025

The 24<sup>th</sup> cantonal festival of Fribourg music Grue'Zik 2025 was held at Bulle from 27 May to 1 June 2025, with over 25,000 visitors in attendance. Over a week, 81 bands took part in the indoor competitions, processions and concerts organised around the Espace Gruyère exhibition centre, the focal point of the event. The 2025 edition underlined the importance of this event in showcasing the Canton's music associations and promoting community life in Fribourg.



© Fred Betscher

## RFI Kids

Organised from 12–15 June as part of the 50<sup>th</sup> anniversary of "Rencontres de Folklore Internationales", RFI Kids saw more than 1,500 children attend spectacles, workshops and intercultural gatherings. Groups of children from six countries as well as from Fribourg livened up the Jardins de l'Université Miséricorde, the Aula at the Jolimont CO and the children's parade, which had over 800 people. Thanks to the commitment of over 120 volunteers, RFI Kids provided the children with a dynamic immersion in traditions worldwide.



## Tir cantonal fribourgeois

The 31st "Tir cantonal fribourgeois" shooting event, which ran from 19 June to 6 July 2025, brought together several thousand participants from throughout the Canton, spanning three weekends of intense activity. Over 30 shooting clubs took part in different disciplines, mobilising a large network of volunteers and organisers. The event brought the districts of Glâne and Veveyse to life, as big crowds came to find out what it was all about and discover a tradition deeply rooted in the heritage of Fribourg. The event showcased the conviviality, precision and community spirit of recreational shooting in the region, confirming its important role in cantonal community life.



# The Banque Cantonale de Fribourg Foundation

The Banque Cantonale de Fribourg Foundation, with a capital of CHF 2.25 million, was created on the occasion of BCF's 100th anniversary in 1992. The purpose of the BCF Foundation is to promote the achievement and development of cultural, artistic and scientific activities and events. Since its creation, more than one million Swiss francs have been invested in a variety of large-scale projects.

## Erzählfest Ueberstorf

The month of October saw the 'Kultur allTag' group organise the Ohrenschmaus festival of stories in dialect in the magnificent and sun-kissed setting of the Ueberstorf Castle gardens. The stories, for both children and adults, were extremely diverse. The Town Musicians of Bremen was told to the youngest, while the audience listened to a series of eight surprise tales in different German dialects. Sagas in Singine dialect preceded a story about clairvoyance for the adults. The storytellers then met in a grand final before the glittering night-time closing spectacle.



## Si le colibri – Songe d'une nuit d'hiver

In December 2025, the Fribourg contemporary circus group 'Si le colibri' presented its cabaret show *Songe d'une nuit d'hiver* at Tour Vagabonde in Fribourg. Circassian artists, professionals from Fribourg and experienced performers from outside the Canton excited and charmed their audience in a warm and unique atmosphere. Clowning, juggling hats, balls and other items, balancing on chairs, acrobatic dance and harp, song and music made a great spectacle, poetic, colourful and charged with emotion as part of a rich and unexpected sensory journey.





# 2026 Perspectives

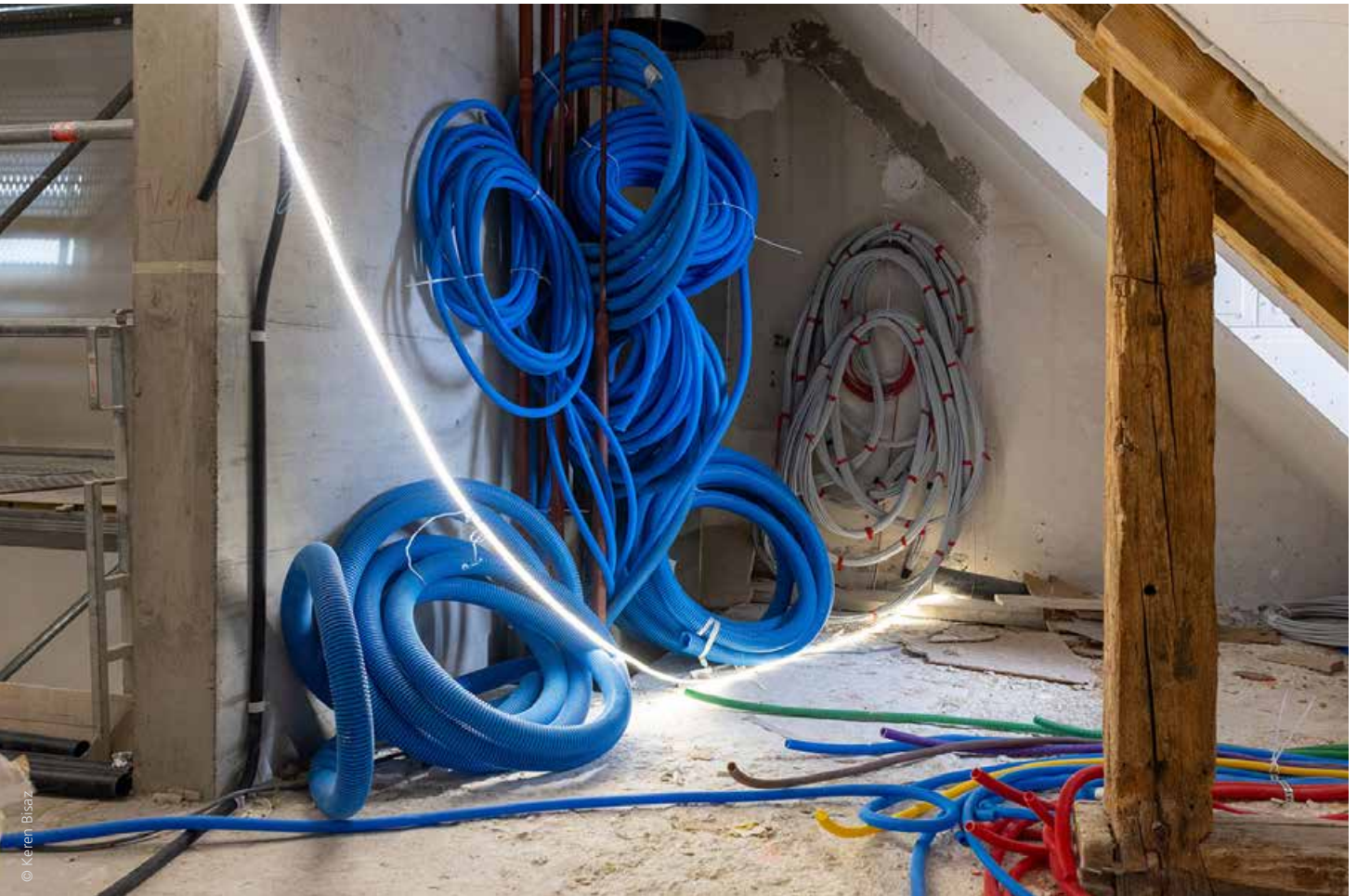
## Stability maintained despite prevailing uncertainty

The unpredictability of the current geopolitical situation continues to pose major challenges to the Swiss economy and is influencing earnings prospects for 2026.

Despite these uncertainties, BCF anticipates a result for 2026 comparable to that of 2025. Thanks to its solid financial situation, the Bank will pursue its strategy of investing in process innovation, digitalisation and simplification projects to improve the client experience.

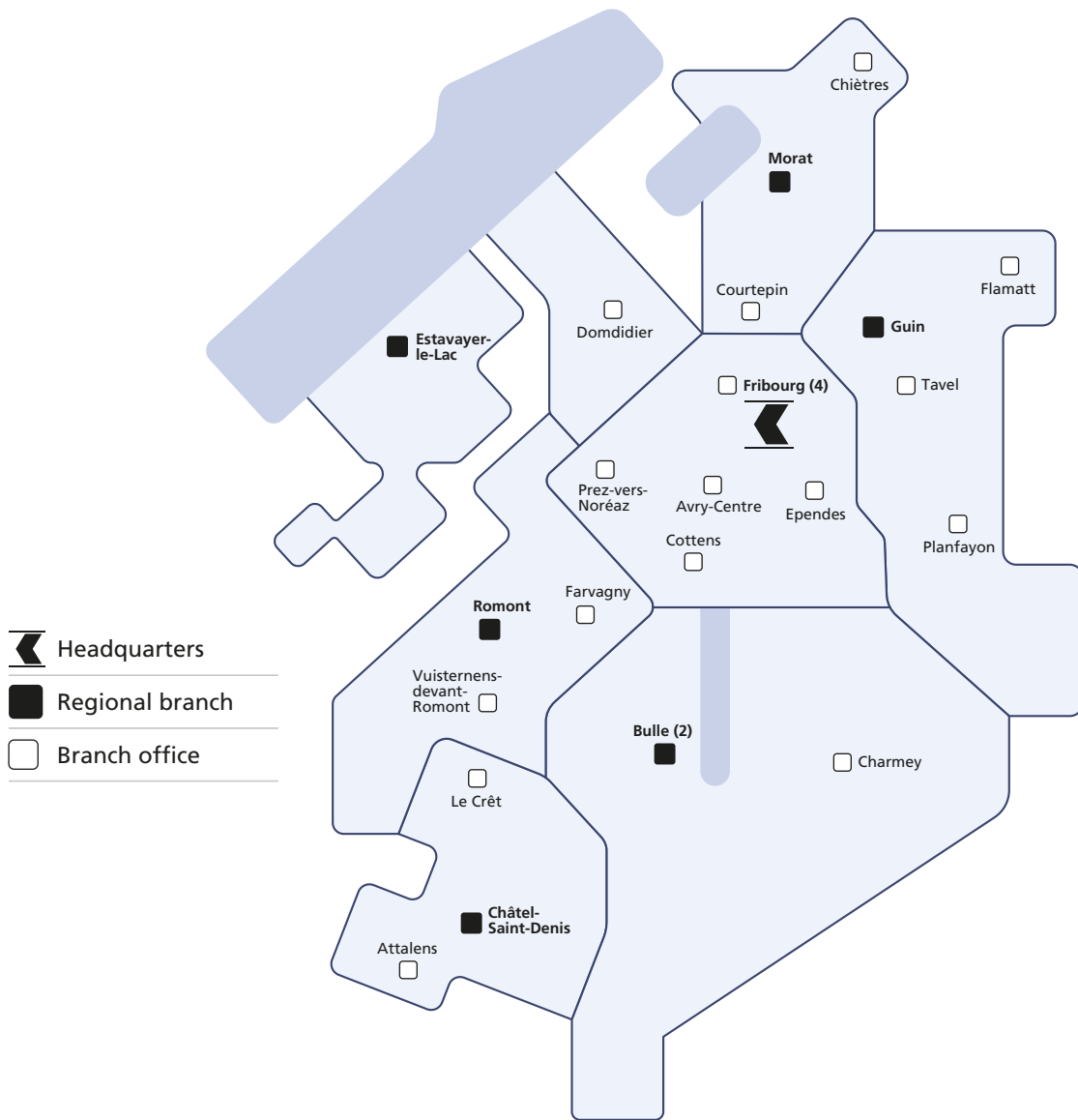
BCF is staying true to its values by providing vital and sustainable support to the Canton's economy and by reaffirming its commitment to the people of Fribourg.





Renovation of the Bulle branch, Place du Tilleul

# Network 2026





# Financial Report 2025

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# Report on the Financial Statements 2025

## Balance sheet (in CHF thousands)

	2025	2024	Change as %
Total assets	29,482,297	28,700,190	+2.7
Advances to customers	24,272,408	23,510,029	+3.2
Financial investments	1,238,589	1,425,603	-13.1
Customer deposits	17,453,937	16,983,336	+2.8
Equity (after repartition)	2,731,333	2,627,821	+3.9

In 2025, total assets came to CHF 29.5 billion, up CHF 0.8 billion or 2.7%.

This change relates to the sustained growth of advances to customers of CHF 0.8 billion or 3.2%. Mortgage loans alone passed CHF 20 billion at CHF 20.6 billion.

Customer deposits, in all forms, grew from CHF 0.5 billion to CHF 17.5 billion.

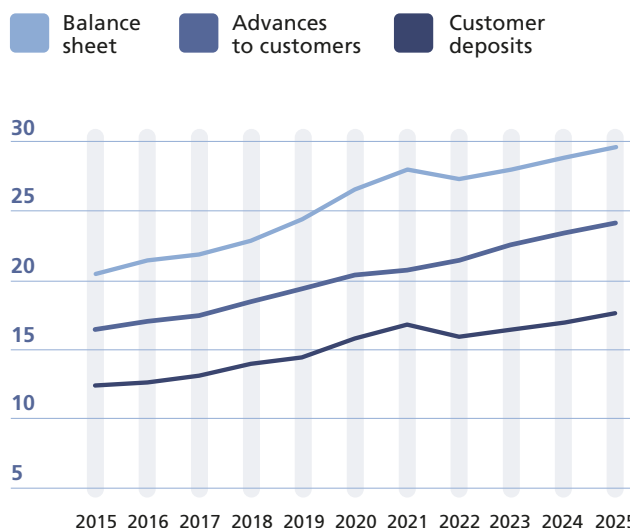
## Cash and cash equivalents

According to Article 13 et ff. of the Ordinance to the Federal Act on the Swiss National Bank (OBN) of 18 March 2004, the average monthly liquidity requirement for the reference period from 20 December 2025 to 19 January 2026, amounts to CHF 507.8 million. In December 2025, the daily average for that period shows a balance of CHF 4,030.1 million, which is CHF 3,522.3 million above the required amount.

In terms of liquidity reserves, the short-term liquidity ratio (LCR) based on the Basel III agreement is 155%, well above the regulatory limit of 100%.

## Balance sheet overview 2015 - 2025

(in CHF billion)



## Assets

**Receivables from banks**, consisting mainly of short- and medium-term deposits placed with investment-grade banks, amounted to CHF 0.1 billion.

At the end of 2025, as at the end of 2024, the balance sheet contains no **receivables from securities financing transactions** (reverse repo).

**Advances to customers**, less value adjustments for default risks, increased by CHF 0.8 billion to CHF 24.3 billion (+3.2%).

Mortgage loans rose by CHF 0.8 billion to CHF 20.6 billion (+3.9%). Other amounts due from customers amount to CHF 3.7 billion.

The valuation adjustments for default risks are deducted from the corresponding balance sheet items. They came to CHF 243.8 million at the end of 2025.

The significant increase in advances to customers demonstrates BCF's strong support for the economy of the Canton of Fribourg, particularly for SMEs and the real estate market, while practicing sound risk management.

**Financial investments** amounted to CHF 1.2 billion. They include securities acquired for investment purposes and as a cash reserve (over 99%), precious metals stocks and real estate held for resale.

**Tangible fixed assets**, consisting mainly of buildings used by the Bank, are recorded in the balance sheet at CHF 91.2 million, after depreciation.

### Assets breakdown in %

<b>69.9</b>	Mortgage loans
<b>12.4</b>	Amounts due from customers
<b>12.2</b>	Cash and cash equivalents
<b>4.2</b>	Financial investments
<b>0.4</b>	Receivables from banks
<b>0.3</b>	Tangible fixed assets
<b>0.3</b>	Participations
<b>0.1</b>	Other assets
<b>0.1</b>	Accrued expenses and deferred income

## Liabilities

On the liabilities side, **total liabilities to banks** remained stable at CHF 1.3 billion.

At the end of 2025, BCF had no **receivables from securities financing transactions**.

**Customer deposits** rose from CHF 0.5 billion to CHF 17.5 billion.

**Cash bonds** increased by 19.6% to 0.4 billion.

**Total borrowings and loans from the central mortgage bond institution** amounted to CHF 7.8 billion. In 2025, the Bank issued two new bonds of CHF 485.0 million and subscribed to the various issues of the Pfandbriefzentrale Schweizer Kantonalbanken for a total amount of CHF 203.0 million. During the same period, CHF 350.0 million of the Pfandbriefzentrale Schweizer Kantonalbanken were repaid and CHF 313.0 million of the bonds were repaid.

**Provisions** comprise amounts to hedge the Bank's operational risks and value adjustments for default risks on off-balance-sheet liabilities. They total CHF 8.2 million compared with CHF 11.8 million at the end of 2024.

The **reserves for general banking risks**, considered as equity capital, were increased by an allocation of CHF 25 million. They amount to CHF 807.0 million.

### Liabilities breakdown in %

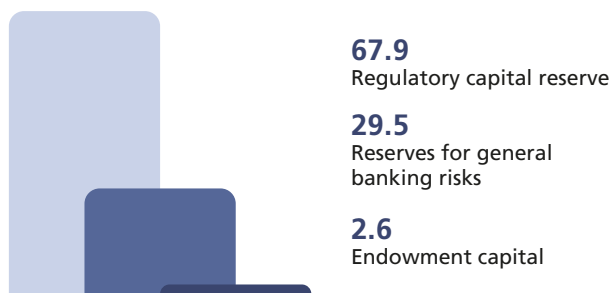
<b>57.5</b>	Amounts due in respect of client deposits
<b>26.5</b>	Bond and central mortgage institution loans
<b>9.5</b>	Shareholders' equity
<b>4.3</b>	Amounts due to banks
<b>1.7</b>	Cash bonds
<b>0.3</b>	Accrued expenses and deferred income
<b>0.1</b>	Negative replacement value of derivative financial instruments

## Shareholders' equity

Shareholders' equity consists of the endowment capital, the legal reserve and the reserves for general banking risks. The endowment capital of CHF 70 million, which has remained unchanged since 1981, is made available in its entirety by the State of Fribourg.

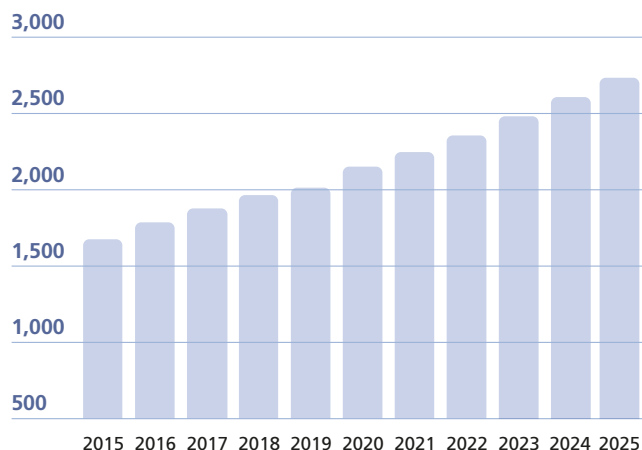
After allocating funds to reserves for general banking risks and after profit distribution, total equity increased by CHF 103.5 million to CHF 2.7 billion. The CET1 (Common Equity Tier 1) ratio was 18.02%. BCF thus largely complies with the relevant requirements.

### Breakdown of equity in % after distribution of profit



### Evolution of equity 2015 - 2025

(in million CHF)



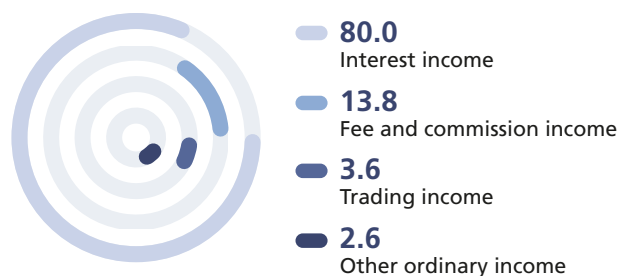
## Income statement

BCF had a good financial year in 2025 with its third-best result ever. As a result, BCF is able to pay CHF 75.5 million to the Canton. Taking into account the taxes paid to the Canton, the municipalities and the parishes, CHF 84.2 million is being paid to the Canton's public authorities.

These results also enable BCF to strengthen its equity base and allocate CHF 25.0 million to reserves for general banking risks and CHF 82.5 million to the retained earnings reserve.

This confirms BCF's strong market position by offering a local service and decisive and sustainable support to the Canton economy, while at the same time achieving very good operational profitability.

### Breakdown of operating revenues in %



## Operating income

Operating income totalled CHF 333.8 million, down CHF 60.8 million (-15.4%).

### Interest operations

Gross profit from interest operations, the Bank's main source of income, was CHF 305.5 million, equating to a reduction of CHF 46.3 million. This is due to the liquidity reserves deposited with the Swiss National Bank (SNB) where interest fell from 1.75% to 0% in two years. After deducting value adjustments to cover the default risk, net interest income amounted to CHF 267.2 million.

The share of interest income represents 80% of the total operating income.

### Commission and service operations

The result of commission, wealth management and service operations, progressed substantially from CHF 3.5 million to CHF 45.9 million (+8.3%).

### Trading operations

Income from trading operations, which is mainly composed of income from foreign exchange and precious metals, progressed from CHF 0.4 million to CHF 12.2 million (+3.5%).

### Other ordinary results

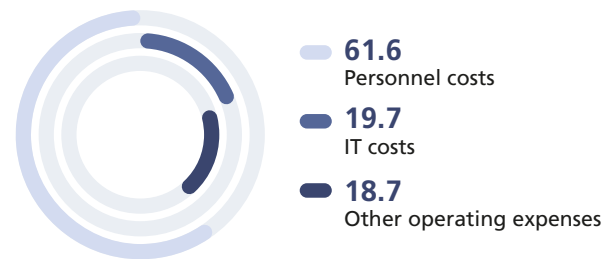
Other ordinary results show income of CHF 8.5 million, compared with CHF 4.1 million in the previous year.

## Operating expenses

Operating expenses totalled CHF 140.2 million, an increase of CHF 8.6 million or 6.5%. In line with budget forecasts, this again reflects the stated desire to invest in the future. The Bank has accordingly built up its workforce significantly. It has also continued to modernise its headquarters and branch network by increasing its investment in innovation, digitalisation and process simplification.

The cost/income ratio after depreciation rose to 45.0% compared with 35.3% in the previous year.

### Breakdown of operating expenses in %



## Results

### Value adjustments on participations, depreciation and amortisation of tangible fixed assets and intangible assets

Depreciation of tangible fixed assets and value adjustments on investments totalled CHF 10.2 million, compared with CHF 26.7 million in the previous year.

### Changes in provisions and other value adjustments, losses

The positive change in provisions and other value adjustments and losses came to CHF 4.3 million compared with CHF 0.1 million in 2024.

### Operating income

Operating income totalled CHF 187.8 million, a decrease of CHF 48.8 million or 20.6%.

### Taxes

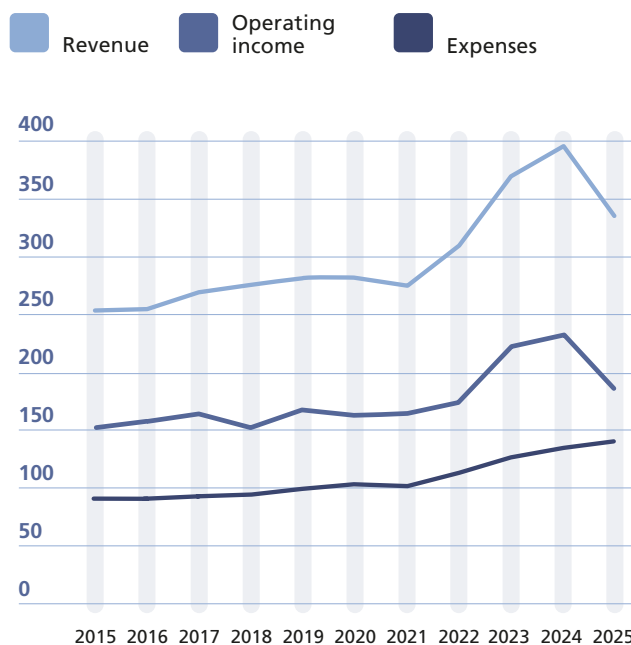
The municipalities received CHF 3.5 million, the parishes CHF 0.4 million and the Canton CHF 4.8 million.

### Profit for the year

After an allocation of CHF 25.0 million to the reserves for general banking risks, profit amounted to CHF 154.0 million, down CHF 9.7 million (-5.9%).

### Development of results 2015 - 2025

(in million CHF)



## Breakdown of profit

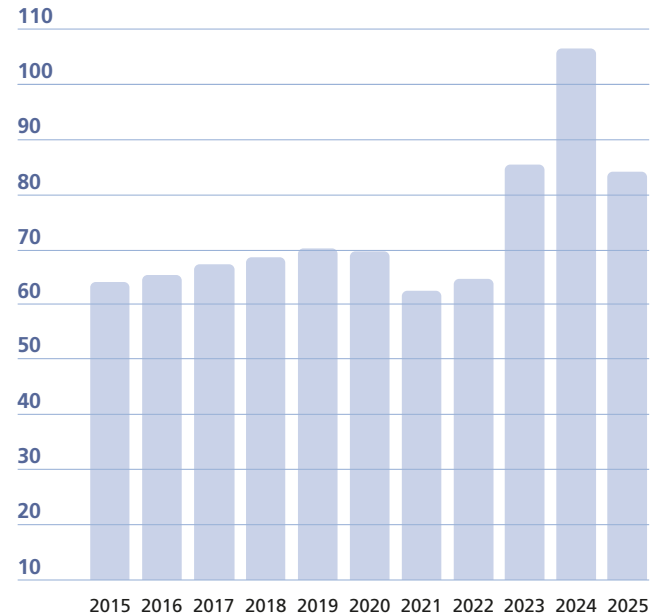
At their meeting on 31 January 2026, the Board of Directors approved the presented financial statements. It recommends the following appropriation of profit and distributions:

(in CHF)

Profit of the year	CHF	154,011,895
Retained earnings	CHF	4,820,761
Profit shown on the balance sheet	CHF	158,832,656
<b>Breakdown of profit</b>		
Compensation for the State guarantee	CHF	30,000,000
Remuneration of the endowment capital	CHF	38,000,000
Additional payment to the State	CHF	7,500,000
Allocation to reserve fund	CHF	82,500,000
Retained earnings	CHF	832,656

## Evolution of the annual payment (including taxes) to the State 2015 - 2025

(in CHF million)



The Bank expresses its gratitude to its loyal clientèle for their trust. It is committed to continuously improving the quality of its services.

On behalf of the Board of Directors: A. Geissbühler, Chairman  
On behalf of the Executive Board: D. Wenger, Chairman

## Balance sheet as of 31 December 2025

(in thousand CHF)

	31/12/2025	31/12/2024	Change	
			In CHF	In %
<b>Assets</b>				
Cash and cash equivalents	3,597,004	3,363,115	233,889	7.0
Receivables from banks	120,115	129,150	-9,035	-7.0
Amounts due from securities financing transactions	0	0	0	0.0
Amounts due from customers	3,663,805	3,677,813	-14,008	-0.4
Mortgage loans	20,608,603	19,832,216	776,387	3.9
Trading portfolio assets	6,994	8,916	-1,922	-21.6
Positive replacement value of derivative financial instruments	13,202	18,343	-5,141	-28.0
Other financial assets at fair value	0	0	0	0.0
Financial investments	1,238,589	1,425,603	-187,014	-13.1
Accrued expenses and deferred income	25,999	38,436	-12,437	-32.4
Participations	79,487	79,487	0	0.0
Tangible fixed assets	91,155	80,630	10,525	13.1
Intangible assets	0	0	0	0.0
Other assets	37,344	46,481	-9,137	-19.7
<b>Assets</b>	<b>29,482,297</b>	<b>28,700,190</b>	<b>782,107</b>	<b>2.7</b>
Total subordinated assets	67,256	75,257	-8,001	-10.6
Of which subject to mandatory conversion and/or conditional write-off	0	0	0	0.0
<b>Liabilities</b>				
Amounts due to banks	1,274,458	1,241,199	33,259	2.7
Liabilities arising from securities financing transactions	0	0	0	0.0
Amounts due in respect of customer deposits	16,953,275	16,554,827	398,448	2.4
Trading portfolio liabilities	0	0	0	0.0
Negative replacement values of derivative financial instruments	39,095	56,889	-17,794	-31.3
Other financial liabilities at fair value	0	0	0	0.0
Cash bonds	500,662	428,509	72,153	16.8
Bonds and central mortgage institution loans	7,809,000	7,564,000	245,000	3.2
Accrued expenses and deferred income	80,200	96,790	-16,590	-17.1
Other liabilities	10,568	20,382	-9,814	-48.2
Provisions	8,206	11,773	-3,567	-30.3
Reserves for general banking risks	807,000	782,000	25,000	3.2
Endowment capital	70,000	70,000	0	0.0
Retained earnings	1,771,000	1,710,000	61,000	3.6
Retained profit	4,821	146	4,675	>100.0
Profit of the year	154,012	163,675	-9,663	-5.9
<b>Total liabilities</b>	<b>29,482,297</b>	<b>28,700,190</b>	<b>782,107</b>	<b>2.7</b>
Total subordinated liabilities	0	0	0	0.0
Of which subject to mandatory conversion and/to debt waiver	0	0	0	0.0
<b>Off-balance-sheet transactions</b>				
Contingent liabilities	250,182	214,233	35,949	16.8
Irrevocable commitments	157,746	191,011	-33,265	-17.4
Commitments relating to calls on shares other equity securities	48,552	48,552	0	0.0
Confirmed credits	0	0	0	0.0

## Income statement 2025

(in thousand CHF)

	2025	2024	Change	
			In CHF	In %
Interest and discount income	408,331	510,534	-102,203	-20.0
Interest and dividend income from trading operations	102	157	-55	-35.0
Interest and dividend income from financial investments	11,197	15,185	-3,988	-26.3
Interest expense	-114,164	-174,142	-59,978	-34.4
<b>Net interest income before loan impairment charges/reversals</b>	<b>305,466</b>	<b>351,734</b>	<b>-46,268</b>	<b>-13.2</b>
Changes in value adjustments for default risks and losses on interest transactions	-38,260	-15,211	23,049	151.5
<b>Net interest income after loan impairment charges/reversal (NII)</b>	<b>267,206</b>	<b>336,523</b>	<b>-69,317</b>	<b>-20.6</b>
Fees and commissions on securities and investment transactions	22,338	20,246	2,092	10.3
Fees and commissions on credit operations	2,498	2,041	457	22.4
Fees and commissions on other services	24,700	23,494	1,206	5.1
Fee and commission expense	-3,597	-3,379	218	6.5
<b>Net fee and commission income</b>	<b>45,939</b>	<b>42,402</b>	<b>3,537</b>	<b>8.3</b>
<b>Net trading income and fair-value adjustments</b>	<b>12,159</b>	<b>11,748</b>	<b>411</b>	<b>3.5</b>
Gains/losses on disposals of financial investments	1,279	5,950	-4,671	-78.5
Income from participations	3,428	2,849	579	20.3
Real-estate income	668	68	600	>100.0
Other ordinary income	3,171	477	2,694	>100.0
Other ordinary expenses	-30	-5,268	-5,238	-99.4
<b>Other ordinary income</b>	<b>8,516</b>	<b>4,076</b>	<b>4,440</b>	<b>&gt;100.0</b>
<b>Total operating revenues</b>	<b>333,820</b>	<b>394,749</b>	<b>-60,929</b>	<b>-15.4</b>
Personnel costs	-86,292	-82,868	3,424	4.1
Other operating expenses	-53,901	-48,713	5,188	10.7
<b>Operating expenses</b>	<b>-140,193</b>	<b>-131,581</b>	<b>8,612</b>	<b>6.5</b>
Value adjustments in relation to investments, depreciation of tangible fixed assets and intangible assets	-10,179	-26,743	-16,564	-61.9
Change in provisions and other value adjustments, losses	4,302	117	-4,185	>-100.0
<b>Operating profit</b>	<b>187,750</b>	<b>236,542</b>	<b>-48,792</b>	<b>-20.6</b>
Extraordinary income	0	0	0	0.0
Extraordinary expenses	0	0	0	0.0
Change in reserves for general banking risks	-25,000	-63,000	-38,000	-60.3%
Taxes	-8,738	-9,867	-1,129	-11.4%
<b>Profit of the year</b>	<b>154,012</b>	<b>163,675</b>	<b>-9,663</b>	<b>-5.9%</b>
Retained earnings	4,821	146	4,675	>100.0
<b>Profit shown on the balance sheet</b>	<b>158,833</b>	<b>163,821</b>	<b>-4,988</b>	<b>-3.0</b>
<b>Appropriations</b>				
Compensation for the State guarantee	30,000	30,000	0	0.0
Remuneration of the endowment capital	38,000	48,000	-10,000	-20.8
Additional payment to the State	7,500	20,000	-12,500	-62.5
Allocation to fund reserve	82,500	61,000	21,500	35.2
Retained earnings	833	4,821	-3,988	-82.7

## Cash flow statement as of 31 December 2025

(in thousand CHF)

	Reporting year		Previous year	
	Source	Use	Source	Use
<b>Cash flow from operations:</b>				
Net profit for the year	154,012		163,675	
Change in reserves for general banking risks	25,000		63,000	
Value adjustments on participations, depreciation on tangible and intangible assets	10,178		26,743	
Provisions and other value adjustments		3,567		7,293
Changes in value adjustments for default risks and losses	34,563		7,727	
Active delimitations	12,437		5,228	
Passive delimitations		16,591	2,788	
Payment to the State		98,000		75,000
<b>Balance</b>	<b>236,190</b>	<b>118,158</b>	<b>269,161</b>	<b>82,293</b>
<b>Cash flow from investments</b>				
<b>Balance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Cash flow from investments:</b>				
Participations		165		32,835
Real property		11,162		7,282
Other tangible fixed assets		9,377		6,604
<b>Balance</b>	<b>0</b>	<b>20,703</b>	<b>0</b>	<b>46,721</b>
<b>Cash flow from banking operations:</b>				
Due to banks – short term	445,260			91,966
Due to banks – long term		412,000		55,000
Receivables from banks – short term	9,035		135,297	
Receivables from banks – long term				
Liabilities arising from securities financing transactions – short term				
Liabilities arising from securities financing transactions – long term				
Amounts due from securities financing transactions – short term				
Amounts due from securities financing transactions – long term				
Amounts due in respect of client deposits	398,448		406,053	
Amounts due from customers		12,231		1,805
Mortgage loans		784,711		841,407
Negative replacement value of derivative financial instruments		17,794	7,047	
Positive replacement value of derivative financial instruments	5,141		41,017	
Cash bonds	183,861	111,708	114,160	43,965
Borrowings	485,000	350,000	250,000	150,000
Long-term borrowings	313,000	203,000	520,000	363,000
Financial investments	187,014		35,971	
Trading operations	1,922			4,439
Other liabilities		9,814		758
Other receivables	9,137			40,888
<b>Balance</b>	<b>2,037,818</b>	<b>1,901,258</b>	<b>1,509,545</b>	<b>1,593,228</b>
<b>Cash and cash equivalents status:</b>				
Cash and cash equivalents		233,889		56,464
<b>Balance</b>	<b>2,274,008</b>	<b>2,274,008</b>	<b>1,778,706</b>	<b>1,778,706</b>

## Statement of changes in equity as of 31 December 2025

(in thousand CHF)

	Endowment capital	Reserves for general banking risks	Retained earnings	Retained profit/loss	Result for the period	Balance
<b>Equity at the beginning of the reporting period</b>	<b>70,000</b>	<b>782,000</b>	<b>1,710,000</b>	<b>163,821</b>		<b>2,574,146</b>
Dividends and other distributions				-98,000		-98,000
Other allocations to (withdrawals) from reserves for general banking risks		25,000				25,000
Other allocations (withdrawals) from other reserves			61,000	-61,000		0
Profit/loss for the year					154,012	154,012
<b>Equity at the end of the reporting period</b>	<b>70,000</b>	<b>807,000</b>	<b>1,771,000</b>	<b>4,821</b>	<b>154,012</b>	<b>2,806,833</b>

Layout of the new offices at the Bank's headquarters



# Notes to the Financial statements

## Comments on the activity

The Banque Cantonale de Fribourg (BCF) is a legal entity under public law distinct from the State. Its headquarters are in Fribourg.

### Staff

As at 31 December 2025, the Bank had 602 employees (compared with 548 as at 31 December 2024), representing 495 full-time positions according to the FINMA directive (compared with 458 as at 31 December 2024).

### Activities

BCF offers the services of a local universal bank. It plays a key role in the Fribourg banking market thanks to its knowledge of the economic fabric and its strong presence. It offers its clients tailor-made solutions. It concentrates its activities in the following areas:

#### Interest operations

With a share of 80% of total revenues, interest operations are the main source of income. Advances are generally granted in return for mortgage cover on residential, commercial and industrial buildings. Commercial loans are granted in particular to SMEs in all economic sectors of the Canton.

Changes in value adjustments for default risks and losses related to interest transactions are deducted from gross interest income and thus directly impact the interest margin.

The majority of interbank transactions are short- and medium-term. For long-term refinancing, BCF uses recourse to the capital market. It issues bonds in its own name at irregular intervals and, as a member of the Pfandbriefzentrale Schweizer Kantonalbanken, participates in the bonds issued by this organisation.

Interest rate risks are managed mainly through interest rate swaps.

Customer deposits, including cash bonds, cover 72% of the advances to customers.

#### Commission and service business

The commission and service business accounts for 13.8% of total revenues. Securities trading, investment advisory, wealth management, and payment transactions make up the majority of the commission and service business. These financial services are used by private clients, institutional investors and commercial companies.

#### Trading business

Trading business, which accounts for 3.0% of total revenues, consists mainly of foreign exchange, precious metals and currency transactions carried out on behalf of clients. These transactions are carried out within specific limits, without any significant open positions.

#### Other areas of activity

To meet liquidity requirements, the Bank manages its own securities portfolio. It consists mainly of fixed-interest positions that can be discounted with the Swiss National Bank for high-quality repo transactions (Repurchase and Reverse Repurchase Agreements). In addition to its headquarters in Fribourg, BCF operates across a network of 26 branches throughout the canton. It also operates 56 ATMs, 24 depots and 11 self-service areas.

#### Outsourcing

BCF notably outsourced as per FINMA Circular 2018/3 ("Outsourcing – banks and insurers") its IT operations to Swisscom (Switzerland) Ltd, its rating, financial and credit pricing analysis models to RSN Risk Solution Network AG, its real estate evaluation models to Wüest Partner AG and document digitalisation operations to SPS Holding AG.

#### Exceptional or subsequent events

No events to report.

## Accounting and valuation principles

### General principles

The accounting and valuation principles comply with the Code of Obligations, Swiss Banking Act ("BankA") and its implementing ordinance ("BankO"), the FINMA Accounting Ordinance ("OEPC-FINMA") and its associated circular (FINMA 2020/1 "Accounting – banks"). The financial statements are established in accordance with the true and fair view principle (statutory individual accounts) as of 31 December.

The figures in the notes and supplementary information have been rounded for publication purposes. Potential discrepancies in addition are therefore possible.

### Recording of transactions

All transactions are recorded in the Bank's books on the day they are concluded (trade date accounting).

### Translation of foreign currency transactions and balances

Assets and liabilities expressed in foreign currencies are translated at the exchange rates prevailing at the balance sheet date. Income and expenses are translated at the exchange rates prevailing at the dates of the transactions. Gains and losses are recorded in the result of "Trading operations" or in "Other ordinary results".

Applied prices:	31/12/2025	31/12/2024
EUR	0.9309	0.9416
USD	0.7933	0.9045
GBP	1.06565	1.13405

### Cash and cash equivalents

Cash and cash equivalents are recorded in the balance sheet at nominal value.

### Loans and advances to banks and customers, mortgage loans

Loans and advances to customers and banks are recorded at nominal value. Impaired loans, i.e. loans for which there are indications that the contractual clauses will not be fully complied with, are valued at their liquidation value. Taking account of the guarantees provided, the risks of residual losses on these receivables are covered in part or in full by individual value adjustments depending on the counterparty's ability to repay. All of the counterparty's commitments are taken into account in measuring individual value adjustments.

When the value adjustment is first made, the expense is entered globally under the heading "changes in value adjustments for default risk and losses from interest transactions". Releases of value adjustments or provisions that have become free are also recorded under "changes in value adjustments for default risk and losses from interest transactions". In the event of changes in credit utilisation, the Bank makes a non-income-relevant reclassification between the value adjustment applicable to the corresponding balance sheet position and the provision made for the undrawn portion of the limit. The individual value adjustments are offset on the assets side of the balance sheet against the corresponding active positions.

Interest due and unpaid for more than three months, i.e. impaired interest, are automatically and fully classified as provision.

Amounts recovered from receivables written off in previous years are released through the income statement item "changes in value adjustments for default risks and losses from interest transactions".

At the end of each quarter, each impaired receivable is reassessed and the value adjustment is adjusted if necessary.

A value adjustment is also made to cover the inherent risk of default on the non-impaired loan portfolio.

Value adjustments for inherent default risks are created, used or released via the item "changes in value adjustments for default risks and losses from interest transactions" for off-balance sheet positions.

Provisions are made for interest on impaired loans and loans with collection problems, or interest due and unpaid after 90 days.

### Securities and precious metals held for trading

Securities and precious metals trading portfolios are always valued and carried on the balance sheet at fair value. Price gains and losses are recognised in the result of "Trading operations". Interest and dividend income from trading portfolios is recognised in the result of "Interest operations".

### Financial assets

Interest-bearing securities classified as financial assets are recorded in the balance sheet at their acquisition value, with the premium or discount being amortised until the maturity of the securities (accrual method).

Other financial asset securities and precious metals are valued according to the lowest value principle. The balance of the adjustments in value is recorded under "Other ordinary expenses" or "Other ordinary income".

Properties held for resale are valued at the lower of cost or liquidation value. The liquidation value also takes into account the retention period of the properties.

### Repurchase and reverse repurchase agreements

Repurchase and reverse repurchase agreements are accounted for as follows:

- The cash amounts exchanged are reported in the balance sheet under "Receivables from securities financing transactions", respectively "Liabilities arising from securities financing transactions".
- Securities transferred for collateral purposes do not require a balance sheet entry, as the transferring Bank remains the beneficial owner.
- The subsequent disposal of securities received involves a balance sheet entry. This results in a non-monetary liability being recorded at market value.

### Participations

Participating interests are valued at no more than their acquisition cost, less economically necessary depreciation.

In the case of participations in companies whose securities are listed on the stock exchange, the valuation is based on the stock exchange value, but not more than the acquisition cost.

Participations of an economic support or sponsoring nature, irrespective of the percentage holding, whose liquidation value is not significant, are valued at CHF 1 in the balance sheet.

### Tangible fixed assets

Bank-owned buildings and land, carried at acquisition cost, are depreciated using the declining balance method based on their expected economic life. Land is not depreciated. Renovation work and investments are capitalised if the market value or value in use is increased on a permanent basis or if they lead to an increase in the useful life.

Fixed installations and conversions in own or leased bank premises, the costs of which exceed CHF 50,000, are capitalised and depreciated over a maximum life of 10 years. For leased premises, the remaining term of the lease is taken into account.

Other tangible fixed assets, such as furniture, machinery and vehicles, with a cost of more than CHF 5,000, as well as computer software licenses with a cost of more than CHF 50,000,

are recorded in the balance sheet at their acquisition value and depreciated over their useful life, but over a maximum of 5 years.

The principle of individual valuation is applied.

### Accrued expenses and deferred income

The timing of income and expenses for the year is recorded in the accruals and deferrals accounts.

### Provisions

Provisions for operating risks and for the economically necessary default risks of off-balance-sheet liabilities are valued individually on the reporting date.

Value adjustments to balance sheet receivables are deducted from the corresponding items and are therefore not included in this position.

### Reserves for general banking risks

Reserves for general banking risks are set aside to cover latent risks in the business by debiting the item "Changes in reserves for general banking risks". They are recognised as core capital within the meaning of the Swiss Federal Banking Ordinance and are not subject to tax.

Reserves for general banking risks are exempt from income tax and tax on capital.

### Commissions on credit business

The Bank records lending fees under «Interest income». Commissions on the conversion of variable rates into fixed rates are recorded under "Commission transactions".

## Derivative financial instruments

As part of its Asset and Liability Management activities, the Bank enters into interest rate swaps (IRS) on its own behalf (payer swap and receiver swap) to hedge fixed-rate loans granted to customers as well as fixed-rate debt. These hedging transactions are subject to periodic effectiveness tests. The Bank documents the connection between the IRS hedging instrument and the basic operation on conclusion of the hedge.

Hedging transactions in derivatives are valued at market prices. The results of IRS hedging transactions are recorded under the same statement heading as hedged transactions.

The Bank also carries out forward exchange transactions and covered options on behalf of its clients and for its own account.

The positive and negative replacement values of open derivative financial instruments on the balance sheet date are recorded under the heading "Positive replacement values of derivative financial instruments" or "Negative replacement values of derivative financial instruments".

The volumes of all open contracts are shown off balance sheet.

## Pension commitments

The Bank has an independent pension fund for the occupational benefits of its employees, known as the «Caisse de prévoyance du personnel de la Banque Cantonale de Fribourg», which is an institution under public law. The pension fund is registered with the Bernese supervisory authority for pension funds and foundations in accordance with Article 48 LPP.

The financial statements are prepared in accordance with Swiss GAAP FER 26.

The employer has no contribution reserves in the Fund.

As of 1 January 2026, 572 active insured and 218 pensioners are affiliated to the pension fund (previous year: 524 and 214).

The pension plan adopted is a so-called «defined contribution plan» and covers the usual pension risks, i.e. retirement and disability pensions, as well as the risk of death. The contributions paid by the Bank to the pension fund for 2025 amounted to CHF 10.3 million (see table on page 74).

## Taxes

Taxes are calculated on the basis of the Bank's results and take into account the principle of linking to the reporting period.

There are no deferred taxes in the Bank's accounts. Therefore, no provision has been set aside for deferred taxes.

## Changes in accounting and valuation principles

No changes were made.

## Factors affecting the Bank's economic situation

The unpredictability of the current geopolitical situation continues to pose major challenges to the Swiss economy and is influencing prospects for 2026 and the probability of results. These uncertainties also impact our clients' financial situation depending on the business line. Where appropriate, the increase in risks stemming from credit transactions could necessitate extra value adjustments.

## The Bank's approach to risk management

### Objectives

Banking activities consist of taking strategic and business, credit and market risks in order to generate economic profit and, indirectly, by gaining an exposure to operational risks. Within BCF, all risks are managed in an integrated and consistent manner by a process that concerns all functions of the Bank and whose overall objectives are:

- Knowledge of risk exposure, in the sense that it is assessed, monitored and carried forward appropriately in relation to the economic and regulatory environment.
- A match between the Bank's risk-taking capacity and its risk profile.
- An optimisation of returns in comparison to the risks taken and thus to the equity capital committed.

### The Bank's risk management is based on the following principles:

- The Bank takes strategic and business risks, credit risks and market risks with the aim of generating economic profit.
- The Bank seeks to minimize its exposure to operational risks arising from its operations.
- All risk-taking is clearly in line with the Bank's business activities and the risk profile concerned.
- The risk-taking level must be in line with the risk tolerance in terms of variability of the operating result and the target level of equity capital.
- The Bank shall enter into and maintain solely positions of which it is aware and can manage the risks.

- All risks are assessed and monitored with regard to their financial impact, their regulatory impact and their impact on the Bank's reputation.
- Risk management applies the same definitions, methodological principles and organisational principles throughout the Bank.
- The Bank is continuously improving its risk assessment and control methods and processes by seeking quality approaches in line with the risks taken.
- The Bank aims for a high level of risk management culture and skills. It is based on the Basel Committee's best practices and recommendations.

## Risk structure

The Bank monitors five risk categories for all of its activities:

- **Strategic and business risk** that, in the case of strategic risk, results from the occurrence of a change in the economic or regulatory environment that affects the Bank's strategic choices in a negative way or, in the case of business risk, for a given strategy, results from the effects of economic or competitive changes that negatively affect business decisions.
- **Credit risk** that results from the possible event of default by a counterparty. Credit risk is intrinsically associated with any credit exposure.
- **Market risk** arising from the possible event of adverse changes in market parameters, in particular prices and rates, implied volatilities, and other underlying effects in the markets.
- **Liquidity risk** is also considered to be a market risk both in terms of the possible difficulty of structural refinancing of the business and the potential problems associated with short-term liquidity management. Market risk is intrinsically linked to market exposures.
- **Operational risks** arising from the possible occurrence of an inadequacy or malfunction due to inappropriate processes, persons or systems, or to malicious acts. Operational risk includes non-compliance in the sense of risk of non-compliance with the Bank's legal provisions, norms and rules. Operational risks are intrinsically related to business operations. These risks are analysed and managed according to their potential impact.

There are three types of impact:

- **Financial impact**, i.e. a decrease in net profit, the book value and/or the economic value of the equity.
- **Regulatory impact**, i.e. intervention by the authorities resulting from a breach of the legal and regulatory framework to which the Bank is subject.

- **Reputational impact**, i.e. adverse public information about the Bank, the seriousness of which depends on the reaction of the Bank's main stakeholders.

## Risk management governance

BCF's risk management governance and organisation are defined according to the same basic principles for all risks. The main responsibilities for risk management are summarised as follows:

- The Board of Directors (BoD) decides on the basic principles of risk management and the Bank's risk-taking strategy. The BoD adopts the BCF risk policy developed by the Executive Board (DIGE) and ensures that an effective internal control system (ICS) is in place.
- The Audit and Risk Committee (CAuR) is responsible for establishing and operating risk management in accordance with the framework defined by the BoD.
- The Executive Board (DIGE) is responsible for the development, implementation and operation of risk management and the ICS. It establishes the guidelines and instructions that regulate responsibilities, competencies and risk control measures.
- To this end, the DIGE has set up a Risk Committee. Each month, the Committee analyses the status of the main risks incurred by the Bank and of environmental and social risk factors.
- Risk Management coordinates risk management between the different units. It is responsible for developing and improving the Bank's risk control principles and methods. It is also responsible for monitoring the institution's risk profile and insuring risk reporting. It also reviews the suitability and effectiveness of the ICS in coordination with the business and risk managers.
- For any exposure to the Bank's credit risk, the Credit Risk Management is responsible for the portfolio-wide risk analysis and the monitoring of counterparty exposure. Responsibility for designing and monitoring the credit risk assessment models for the positions, particularly when dealing with credit processes, lies with the Bank. It is also responsible for defining and implementing criteria and standards for decision-making and credit monitoring.

Renovation of the Bulle branch, Place du Tilleul



## Credit risk

Credit risk refers to a potential inability of a party to meet its obligations to the Bank. The non-performance or imperfect performance of a counterparty's commitments may ultimately result in a financial loss for the Bank.

More specifically, credit risk refers to the risk of default by the counterparty, i.e. the risk of losses incurred as a result of the default by a borrower of its contractual obligations. In addition to the financial loss of the total or partial amount of the credit (settlement risk or principal risk), credit risk includes also unrealised gains resulting from the non-payment of the debt (replacement cost risk).

As regards the entire credit risk, the Bank aims to protect itself against three possible types of impact, namely financial risk, regulatory risk and reputational risk.

### - Credit activity, general control and monitoring of credit risk

The Bank offers a wide range of conventional loans, covered or uncovered, conditional commitments as well as irrevocable commitments to both natural persons and legal persons.

The aim of the credit policy, laid down and validated by the Board of Directors, is to define the mandate for the organisation of credit risk, the strategy for taking credit risk, the delegated roles, responsibilities and competencies with regard to organisation and the process of analysing and granting credit as well as the rules and principles governing the control of credit risk. Moreover, the aim of the credit policy is to control exposure and distribution of credit risk by means of limits and thresholds that are applicable and useful to the conduct of credit risk. Its application is designed to achieve expected quality targets across the credit portfolio. Thus, the pursuit of the objective of profitability for the credit business is framed by the risk approach arising from the credit policy in accordance with the applicable prudential rules.

Overall, the Bank aims to maintain a portfolio of high quality credit in line with the internal regulatory framework (maximum lending rate, maximum repayment and redemption periods, financial capacity calculation, debt capacity calculation, etc.) and, to limit the risk of concentration diversified in terms of client segments, economic sectors, types of loans and geographical location with respect to both counterparties and real estate collateral in Switzerland.

In particular, the internal rulebook aims to ensure a uniform, credit-risk-appropriate analysis and authorisation practice. As a matter of precision, the internal regulatory framework sets out the rules, standards, principles and guidelines in effect and aims to establish an appropriate working framework and uniform code of conduct for the management and oversight of credit risk on a regular, accurate and comprehensive basis. On this basis, the Bank is in a position to monitor credit risk at both the level of individual transactions and at the level of the credit portfolio.

The organisation and operational delegation of powers with regard to granting loans is determined by the Board of Directors through the loan policy. Both the organisation and the delegation are risk-oriented and are based on multiple dimensions, such as counterparty risk (rating class), counterparty segment, level of overall exposure, type and coverage of collateral received as well as type of financing. The Credit Committee is the highest authority for granting credit within its competence. The Committee is chaired by the CEO, is composed of members of the Executive Board and is managed by the Credit Risk Management organizational unit. At the same time, the granting of credit to the governing bodies (members of the Board of Directors and members of the Executive Board) is the responsibility of the Board of Directors.

All counterparties requiring credit approval are subject to risk assessment. The creditworthiness of the counterparty is an essential component of the credit analysis. As such, any credit commitment requires prior analysis and validation of the counterparty's rating. The rating or risk class reflects the default risk of a counterparty. To measure and manage the risk of counterparty default, the Bank evaluates counterparties using a rating system that classifies debtors into twelve risk classes. At the same time, the Bank relies on segmentation using different risk models depending on the nature of the debtor. Counterparty ratings are determined and managed by means of expert rating systems for the following client segments: private clients, corporate clients (SMEs and big companies) and real estate professionals (natural or legal persons). The expert rating systems for counterparty ratings used by the Bank are provided by RSN Risk Solution Network AG. Counterparties are assessed on the basis of dedicated models and homogeneous criteria for the same population. These systems allow the Bank to adequately determine the requirements and conditions applicable to each financing.

Updating counterparty rating classes allows the Bank to monitor the default risk effectively and regularly throughout the term of the commitments. In addition, all credit commitments are reviewed periodically as part of a dynamic credit management, based on their risk, and then submitted for an extension of jurisdiction.

Generally, the Bank limits credit risk by splitting them and demonstrating a high level of caution about the quality of counterparties and collateral. Accordingly, the Bank will exclusively grant loans to counterparties who have the financial capacity to meet their commitments and ultimately repay them. Counterparties must be both solvent, honourable and trustworthy. Indeed, the integrity of counterparties, knowledge of the subject matter of financing, plausibility and proportionality of credit transactions are key aspects of the analysis and decision from the Bank's perspective.

The Bank conducts credit transactions primarily in the Canton of Fribourg and in an area bordering the cantonal borders. Alternatively and to a limited extent, the Bank exercises credit activity in a geographical area that is extended and limited to Switzerland's borders. Geographical exposure to

credit risk is controlled by means of risk tolerance and monitoring indicators.

Loans constituting one or more Exceptions to Policy (EtP) are specifically monitored both at the level of individual loans and at the level of the credit portfolio. EtP are loans secured by pledged real estate with one or more exceptions to the rules on lending rates, repayment periods and/or financial capacity calculation.

Throughout the individual credit management cycle, at regular intervals and in the absence of extraordinary events, a risk-based periodic control procedure is applied, depending on the counterparty segment and risk, the type and amount of credit commitments, the nature and coverage of collateral, and the presence or absence of EtP. The main purpose of this procedure is to reassess the creditworthiness of the counterparty (rating), to analyse the stability and development of contingent collateral and to conduct a financial capacity review. In addition, counterparty and collateral-related warnings and special events that have an impact on credit risk are actively monitored. If such signals or events are detected, a review of the credit exposure is carried out.

In addition, with respect to the loan portfolio of the Bank as a whole, additional aggregated risk measures are implemented in the form of both past and advanced indicators, such as the calculation of the migration of counterparty ratings or in the form of stress tests on all or part of the portfolio and according to the course of various stress scenarios. To this end, periodic reports are produced by the Credit Risk Management organisational unit and presented to the Bank's various committees and bodies. These reports also include a monitoring of the credit risk appetite as well as an analysis of the credit portfolio structure covering the allocation of the portfolio using multiple structural characteristics based on counterparty risk and concentration risk.

#### - Credit collateral evaluation

Collateral pledged and deposited as security for loans is valued in accordance with standard, uniform norms.

#### Mortgage-backed loans

The market value of the properties is periodically estimated in accordance with established supervision rules and principles and by means of computer-based real estate valuation tools in line with the typology and allocation of the properties. In this regard, macro- and micro-location, construction standards, obsolescence and renovation cycles, as well as the sustainability of actual or projected income and vacancy rates for investment properties are taken into account.

The value of mortgages will be reviewed or in the event of an increase in credit risk caused by a restatement of the credit position (e.g. adjustment of credit limit, adjustment of depreciation, etc.) or detected in the context of normal monitoring activity.

Delays in payment of interest and/or principal are monitored and analysed in order to identify mortgage loans with actual risk exposure. On this basis, these claims are subject to detailed scrutiny which may require the implementation of risk reduction measures (e.g. partial redemption requirement, request for additional collateral, etc.) or individual adjustments in the event that there is insufficient collateral after calculating the liquidation value of the collateral.

#### Securities-backed loans

The liabilities and the value retained to cover loans secured by securities admitted by the Bank are calculated daily and monitored on a regular basis. These credits are provided against the pledge of securities such as book balances, current and liquid market securities, rights arising from insurance policies or any other eligible security under multiple applicable criteria taking into account mainly their transferability, liquidity and marketability.

The Bank calculates and applies discounts on market values in order to hedge against market and monetary risks of marketable and liquid securities as well as to determine the cover value or lending amount. Discounts are also calculated and applied for other types of securities that are not officially listed on a market, depending on the nature of the product or contract and the associated underlying risks.

If the pledged value of the collateral falls below the amount of the credit commitment, the Bank requires either a partial reduction of the debt or additional collateral in order to re-establish credit cover. If the collateral shortfall or extraordinary market conditions persist or increase, the Bank can realize the guarantees in order to unwind the credit commitment.

#### Unsecured loans

Unsecured loans are generally granted to counterparties in the segments of corporate clients, public-law entities or entities treated as public-law entities. These are commitments in the form of commercial loans and unsecured overdrafts or accounts overdrafts covering all counterparty segments.

The solvency of such counterparties is monitored annually through the provision and analysis of the annual financial statements, and, if necessary, through the provision of interim financial statements or other useful information enabling an appropriate monitoring of the development of the financial condition of the counterparty at periodic intervals. The underlying analysis carried out with this information may lead to the identification of a deterioration in the counterparty risk, respectively credit risk. The risk assessment may therefore lead to restructuring or reorganisation measures being defined, with individual value adjustments being issued at the same time if the credit exposure is considered impaired.

- **Determination of the need for individual value adjustments for credit default**
- **Identification of credit default risks**

#### Overdue receivables

Overdue receivables are valued and monitored separately. Overdue receivables are receivables with contractually agreed payments of interest (including accrued interest), associated commissions and/or depreciation that are more than 90 days overdue and unpaid.

#### General monitoring of credit commitments

The general monitoring of credit commitments is organised and performed according to the nature of the counterparty and of the guarantees and other contractual credit clauses, using appropriate instruments and measures at appropriate intervals corresponding to the inherent or actual risks.

#### Determination of individual value adjustments for credit default risks relating to impaired receivables

Individual value adjustments are made and booked on a quarterly basis to prevent the risk of default on impaired receivables.

Any impaired receivables, that is, those resulting from a situation in which it is unlikely that the counterparty will be able to meet its future obligations, are valued at the liquidation value of the collateral. Any resulting decrease in value is covered by individual value adjustments. This impairment is measured by the difference between the value of the receivable and the amount that is likely to be recoverable, taking into account counterparty risk and the net proceeds from realising contingent collateral. The value of the receivable corresponds either to the credit limit or to the amount of credit used. The likely recoverable amount of the collateral, i.e. the liquidation value, is the alienation value that can potentially be realised after deducting the expected holding and liquidation costs. This approach is applied to the entire credit commitment of an individual counterparty or a group of related counterparties forming an economic group in order to take into account the whole perimeter with credit default risk.

Counterparties at risk, or risk positions, that are known and identified as such, are revalued four times a year. In addition to the review of the appropriate level of individual value adjustments, the strategy and related measures are reviewed. The Credit Risk Management organisational unit evaluates all individual value adjustments on risk positions and submits them to the Credit Committee, the decision-making body, for approval.

The Bank reviews the creditworthiness of the counterparties using risk models and rating models specific to the various client segments in order to determine the probabilities of default. The Bank applies the CreditMaster expert rating system of RSN Risk Solution Network AG. The Bank measures the creditworthiness of counterparties based on a 12-class ratings scale which is structured into three risk sub-categories:

- Actual risk-free counterparty in rating classes 01 to 08: no individual value adjustments are created on the receivables of such counterparties.
- Heavily supervised counterparty in rating class 09: no individual value adjustments are created on the receivables of such counterparties.
- Actual risk counterparty in rating classes 10 to 12 and subject to individual value adjustments. Counterparties in rating class 12 are in fact in actual or selective default and may, as the case may be, not require the booking of individual value adjustments.

Impaired receivables are again classified at their full value on the balance sheet when the principal and interest due and outstanding are paid according to contractual provisions and other credit-worthiness criteria are met.

- **Determination of individual value adjustments for inherent risks of default relating to non-impaired loans/receivables**

Non-impaired receivables arise from situations where it is likely that the debtor will be able to meet its future commitments.

As a category 3 bank in accordance with Appendix 3 OB, the Bank is obliged under Article 25 para. 1 letter b of the Ordinance on the Swiss Financial Market Supervisory Authority (FINMA) to make value adjustments for inherent risks of default on non-impaired receivables.

Inherent risks of default result from risks present on the balance sheet date in an apparently healthy loan portfolio, which will only be realized later.

Accordingly, the inherent default risks of non-impaired loans, i.e. loans classified in rating categories 1 to 9, are also subject to value adjustments according to an internal model.

All receivables relating to banks, customers and public authorities, as well as debt securities held to maturity, included in the balance sheet or off-balance sheet, are taken into account.

A value adjustment rate (risk factor) expressed as a percentage is applied to the volume of each rating class concerned. This is reviewed annually and adapted if necessary.

The Bank has applied various macroeconomic and economic lead indicators, i.e. economic or real estate crisis risk indicators, to determine whether loss rates need to be adapted.

- Switzerland's KOF Economic Barometer
- Switzerland's Manufacturing PMI (Purchasing Managers' Index)
- Level of use of credit limits (SNB)
- Scope: banks in Switzerland; non-mortgage loans
- Swiss Real Estate Bubble Index from UBS Switzerland AG
- Level of loans to the private sector in Switzerland (SNB)
- Monthly change in mortgage loans in Switzerland (SNB)

Changes in the risk factors used to determine the value adjustments for inherent default risks are disclosed, where applicable, in these notes to the annual financial statements, respectively in the notes to the half-yearly financial statements.

The monitoring of the inherent risk indicators did not require a change in the adjustment rates applied to each rating class. They were unchanged in 2025.

#### **Use**

Use of value adjustment and provisions (off-balance sheet positions) for inherent default risks depends on the need to create value adjustments for default risks pertaining to impaired loans. So, if there is a significant need for it, the Bank can use value adjustments and provisions for inherent default risks pertaining to unimpaired loans by reducing the creation of value adjustments for impaired loans. There is documentation with regard to this procedure. The need for individual value adjustments and provisions for impaired loans is considered high when it exceeds 10% of "Gross profit from interest operations".

#### **Reconstitution**

If value adjustments and provisions for inherent default risks for unimpaired loans are used to cover the need to create value adjustments for default risks from impaired loans (Art. 24 para. 1 OEPC-FINMA) and provisions (Art. 28 para. 1 OEPC-FINMA), reconstitution of the sums used must ensue within a maximum of five years.

At the end of the current financial year, a table summarising the calculation of the value adjustments for inherent risks per rating class will show the sum calculated and the actual amount of the adjustment made. In the event of a shortfall, it will be disclosed in the annual report in accordance with Art. 25 para. 8 of OEPC-FINMA.

As of 31 December 2025, the need for value adjustments for inherent risks is fully covered.

Renovation of the Guin branch



## Market risks

Market risks represent the potential for losses due to fluctuations in exchange rates, interest rates, securities prices and indices on all positions held by the Bank.

### Interest rate risk

Interest rate risk arises from mismatches between the size and terms (rate-setting maturities) of the Bank's asset and liability balance sheet positions. For variable positions (variable-rate mortgages, savings and current accounts), models are used to replicate as closely as possible the pace and magnitude of changes in client rates in response to changes in market rates. Movements in the market yield curve, and the resulting changes in client behaviour, are the source of interest rate risk. These changes directly affect interest income and the present value of the Bank's equity.

Through its "Asset and Liability Management" (ALM) Committee, the Bank monitors various indicators relating to interest rate risk on the balance sheet:

**Static indicators.** The Bank calculates the duration of equity capital on a monthly basis, as well as the sensitivity of the value of equity capital to an interest rate shock.

**Dynamic indicators.** The Bank establishes quarterly interest rate and business scenarios combined with a refinancing/hedging strategy.

These dynamic simulations take into account the behavior of clients according to the interest rate scenarios and make it possible to simulate the interest margin, the duration of equity capital and the economic value of equity capital over different periods. In order to measure, assess, limit and manage this risk, a management and monitoring policy has been put in place by the ALM Committee. Risk tolerances are approved annually by the BoD.

The Bank uses derivative financial instruments (IRS) as part of its asset and liability management activities, mainly to manage its exposure to interest rate risk. These transactions are recorded as "Micro Hedges" and thus only their net interest flow impacts the income statement under «Interest and discount income». No ineffectiveness was observed at December 31, 2025.

Operational management of interest rate risk is carried out by the ALMT structural unit.

## Other market risks

Other market risks, including foreign exchange risk and security price fluctuation risk, are constantly monitored within the limits set. The majority of the Bank's transactions are customer transactions. In principle, these transactions are carried forward to the market to cover the risk of losses. The residual exchange risk on foreign currency positions is thus limited.

### Liquidity risks

Liquidity risk is the risk that the Bank will not have sufficient resources to meet its commitments at all times and on a continuous basis.

The Bank, through its "Asset and Liability Management" (ALM) Committee, monitors its exposure to liquidity risk by producing schedules of outstanding balance sheet items and by calculating balance sheet structure ratios. It also develops stress scenarios and carries out dynamic simulations of the future balance sheet structure. Using leading indicators, the Bank anticipates the occurrence and impact of potential crises and has drawn up a plan of measures for this purpose. These simulations enable the Bank to define its refinancing program on the capital market.

It thus complies with the quantitative and qualitative requirements of FINMA circular 2015/2.

Operational liquidity risk management is carried out by the ALMT structural unit.

### Operational risks

Operational risks are defined as risks that the Bank does not actively incur. In doing so, the Bank has defined a method for managing operational risks and dedicated control approaches for certain specific diversities, particularly the key risks managed by Compliance, which are set out below. The overall concept of operational risk management used by the Bank is based on the best practice formulated by the Basel Committee and is in line with FINMA Circular 2023/1 on operational risks and resilience.

Operational risk management aims to control operational risk drivers by identifying areas for improvement and reinforcing operational and managerial control systems. In particular, the Bank aims to reduce its exposure:

- to a breach of the Bank's legal and regulatory requirements, standards or rules, including the possibility of an event of control risk (inadequate design of the control mechanism, implementation of the non-compliant control mechanism or lack of rigour in the application of the control mechanism);

- to inappropriate or malicious behaviour on the part of the actors, i.e. employees, suppliers, bank counterparties, clients or other external actors;
- to inappropriate characteristics of information systems (applications, interfaces and hardware) or other communication systems (telephony, fax, emails and social networks);
- to inadequate infrastructure;
- to an organisation – bringing together the concept (method, process, organisational chart) and the organisational framework (regulations, policies, directives and manuals) – which is inappropriate in relation to the Bank's activities;
- to natural hazards.

Reviews are conducted periodically to identify the main operational risks. They are supplemented by ad-hoc analyses, e.g. if new potential threats emerge, if FINMA requests it or if a significant risk event is detected at another bank. These reviews and analyses are conducted by the Management and professionals and seek to identify possible improvements to the risk management system, particularly operational and managerial controls.

In order to monitor the evolution of the operational risk profile, tolerance is expressed with regard to operational incidents in general and for each operational risk category. In the event of a significant operational risk event, the Bank bases its management of the incident on the application of clearly defined measures.

Operational risks are limited by an adequate organization and by the implementation of an appropriate and efficient internal control system (ICS) that respects the principle of separation of functions.

## Risks in the compliance sector

FINMA defines compliance as «abiding by the relevant statutory, regulatory and internal rules and observing generally accepted market standards and codes of conduct». In this context, the Compliance function includes generalists from the global regulatory framework specializing in banking.

Compliance supports the Bank's governing bodies by ensuring compliance with due diligence obligations and standards to combat money laundering and terrorist financing, limiting reputational risks, and participating in meeting deadlines. This is the case in particular for the monitoring of new client relationships and transactions, the reporting of suspicious activity reports, the monitoring of market abuse as well as the implementation of economic sanctions. The Compliance function will thus ensure that the Bank offers assurance of proper business conduct, a sine qua non condition for maintaining the operating licence as a financial intermediary.

It also applies to limiting the occurrence of so-called compliance risks as part of the Risk Management function. These risks can take many forms, but can be broken down into BCF's risk of money laundering and terrorist financing, risk of cross-border activities, and the wider risk of non-compliance with the regulations.

## Internal control system

The Bank's Internal Control System (ICS) has been defined in line with the Basel Committee's recommendations and in application of FINMA circulars 2017/1 on corporate governance and 2023/1 on operational risks and resilience. The aim of the ICS is to ensure the Bank's activities broadly correspond with the pursuit of its objectives.

The ICS contains all the control structures and processes to ensure the proper conduct of day-to-day business, adherence to legal, regulatory and internal provisions as well as the completeness and reliability of the reporting. The framework conditions underpinning the ICS, which ensure its smooth operation, are defined at the level of the control environment, the elements of which include, in particular, internal regulations, independent control bodies, organisational charts and job profiles required. At the level of processes, there is a clear interaction between processes, risks and controls. Risks are captured and evaluated for each process. On this basis, key controls are then defined, all of which are documented and recorded in the processes. In addition to key controls, there are numerous other risk mitigation measures. Conceptually, internal control at the Bank comprises three lines of defence. The first two are from the Executive Board (DIGE) and the third one from the BoD:

- The first line of defence comprises income-generating business units as well as support and back office units.
- The second line of defence comprises independent control units.
- The third line of defence is ensured by Internal Audit, which performs periodic independent audits of the first two lines of defence.

The Risk Management unit conducts a review of the adequacy and effectiveness of the ICS at least once a year and monitors the implementation of the resulting improvement measures. The reporting relating to the ICS is established quarterly in the context of the Risk Committee.

## Business Continuity Management

As part of Business Continuity Management (BCM), the Bank implemented comprehensive measures to maintain its operations even in the event of a failure of critical resources (personnel, IT system, buildings, suppliers). A number of strategic options have been identified for specialised sectors so that they can maintain the functioning of key business processes.

All of the core IT systems were set up and implemented redundantly at several locations. In order to limit the damage as much as possible and to enable an effective and coordinated response by the Management, the Bank has prepared emergency plans. Regular tests and exercises are conducted to verify that the plans and organisation are up-to-date and operational. In order to guarantee their ability to ensure business continuity, the crisis unit and the organisation are regularly trained and tested using several scenarios. This procedure has proven successful in cushioning the impact of the pandemic and confirms the soundness of the BCM.

## Data protection

The processing of customer data and the related security are handled in strict compliance with data protection legislation and FINMA circular 2023/1 "Operational risks and resilience – banks". Governance, as well as technical, organisational and infrastructural measures have been put in place to ensure optimal security of client data. These measures are active 24/7. In addition, employees are regularly made aware of the importance of complying with the standards and measures, through awareness campaigns and training, which are also addressed to interested customers. With regard to cybersecurity in particular, the effectiveness of the system is regularly reassessed and its resistance to cyberattacks tested.

In addition, the Bank relies on specialised information sources. In particular, it monitors the following categories of cyberattacks in collaboration with its service providers: malware attacks and phishing, cyber espionage, sophisticated cybercrime, denial of service attacks (DoS or DDoS), social engineering and unauthorised access. For each category of threat, measures have been defined to identify threats specific to the Bank, protect critical assets, and detect and respond to cyberattacks. Crisis governance and related exercises complement the protective measures in place to ensure that the Bank's operations can be reasonably maintained in the event of an attack.

## Information relating to the balance sheet

### Breakdown of securities financing transactions (assets and liabilities)

(in thousand CHF)

	Reporting year	Previous year
Book value of claims arising from cash collateral pledged in connection with securities borrowing or reverse repurchase agreements*	0	0
Book value of liabilities arising from cash collateral received in connection with securities lending or repurchase agreements*	0	0
Book value of securities held for own account, lent or transferred as collateral in connection with securities borrowing or repurchase agreements		
- Of which those that can be sold or repledged without restriction		
Fair value of securities received as collateral in connection with securities lending and those received in connection with securities borrowing and under reverse repurchase agreements, which can be sold or repledged without restriction	0	0
- Of which securities repledges as collateral	0	0
- Of which sold securities		

\* Before netting agreements

Bulle branch, Place du Tilleul



## Risk mitigants for loans and off-balance-sheet transactions

### Impaired loans

(in thousand CHF)

	Type of risk mitigant			Total
	Mortgage	Others	Unsecured	
<b>Loans (before impairment charges/reversals)</b>				
Amounts due from customers	701,965	682,860	2,406,323	3,791,148
Mortgages	20,714,499		9,741	20,724,240
- Residential real estate	16,708,441			16,708,441
- Office and business premises	1,259,042			1,259,042
- Commercial and industrial property	1,182,122			1,182,122
- Other	1,564,894			1,564,894
<b>Loans (before impairment charges/reversals)</b>	<b>20'724'241</b>			<b>20'724'241</b>
Reporting year	21,416,465	682,860	2,416,064	24,515,389
Previous year	20,618,212	747,257	2,352,979	23,718,448
<b>Loans (after impairment charges/reversals)</b>				
Reporting year	21,305,431	550,912	2,416,064	24,272,408
Previous year	20,514,538	642,513	2,352,979	23,510,029
<b>Off-balance-sheet transactions</b>				
Contingent liabilities	13,506	27,217	209,460	250,183
Irrevocable commitments			157,746	157,746
Commitments relating to calls on shares and other equity securities			48,552	48,552
Confirmed credits				
<b>Off-balance-sheet transactions</b>				
Reporting year	13,506	27,217	415,758	456,481
Previous year	13,830	26,502	413,464	453,797

### Impaired loans

(in thousand CHF)

	Gross receivables	Realization value of risk mitigants*	Net receivables	Individual impairment charge/reversal
Reporting year	469,475	327,153	142,322	148,482
Previous year	433,593	320,117	113,476	117,998

\* Debt/realisation value per client: the lower of the two amounts is taken into account. The BCF determines the individual value adjustments on the basis of the credit limits granted, the total positions of the clients concerned and the impaired interests. The individual value adjustments therefore exceed the net amount of impaired loans.

## Trading portfolio assets and liabilities / other financial assets and liabilities at fair value

(in thousand CHF)

	Reporting year	Previous year
<b>Assets</b>		
<b>Trading portfolio assets</b>	<b>6,994</b>	<b>8,915</b>
Debt securities	965	755
- Of which listed on a recognised stock exchange	949	755
Equity securities	5,620	7,484
Commodities and precious metals	409	677
Other		
<b>Total</b>	<b>6,994</b>	<b>8,915</b>
- Of which determined using a valuation model		
- Of which securities eligible for repurchase agreements in accordance with liquidity regulations		

No passive transactions as of 31 December 2025.

### Renovation of the Guin branch



## Derivative financial instruments (assets and liabilities)

(in thousand CHF)

	Trading instruments			Hedging instruments		
	Positive replacement value	Negative replacement value	Value of underlying asset	Positive replacement value	Negative replacement value	Value of underlying asset
<b>Interest-rate instruments</b>						
- Swaps				12,953	38,978	2,640,818
<b>Foreign currencies and precious metals</b>						
- Forward contracts and swaps	249	117	126,650			
<b>Equity securities / indices</b>						
- Options (exchange traded)						
<b>Total before netting agreements:</b>						
Reporting year	249	117	126,650	12,953	38,978	2,640,818
- Of which determined using a valuation model				12,953	38,978	2,640,818
Previous year	573	479	83,722	17,770	56,409	3,303,620
- Of which determined using a valuation model				17,770	56,409	3,303,620
<b>Total after netting agreements:</b>						
	Positive replacement value			Negative replacement value		
Reporting year	13,202			39,095		
Previous year	18,343			56,889		

### Breakdown by counterparty:

	Central clearing houses	Banks and securities dealers	Other clients
Positive replacement value (after netting agreements)		13,177	25

## Financial investments

(in thousand CHF)

	Book value		Fair value	
	Reporting year	Previous year	Reporting year	Previous year
<b>Debt securities</b>	1,174,766	1,185,690	1,177,029	1,182,374
- Of which securities intended to be held until maturity	1,174,766	1,185,690	1,177,029	1,182,374
- Of which securities available for sale				
<b>Equity securities</b>	48,863	226,383	74,423	247,501
- Of which significant participations (minimum of 10% of capital or voting rights)				
<b>Precious metals</b>	780	780	8,616	5,952
<b>Real estate</b>	14,180	12,749	14,180	12,749
<b>Total</b>	<b>1,238,589</b>	<b>1,425,603</b>	<b>1,274,248</b>	<b>1,448,576</b>
- Including securities eligible for repurchase agreements in accordance with liquidity regulations	984,795	987,702		

## Counterparty breakdown

(in thousand CHF)

	Best quality	High quality	Average quality	Speculative	In default	not rated
<b>Debt securities: book value</b>	1,025,210	110,439	39,118			

## Participations

(in thousand CHF)

				Reporting year						
	Cost	Accumulated depreciation and write-offs	Book value at year-end	Change in allocation	Investments	Divestments	Depreciation and write-offs	Value adjustments in case of equity method / reversal of depreciation	Book value at year-end	Market value
<b>Other participations</b>										
- Listed										
- Unlisted	123,033	43,546	79,487						79,487	
<b>Participations total</b>	<b>123,033</b>	<b>43,546</b>	<b>79,487</b>						<b>79,487</b>	

## Companies in which the bank has a significant long-term direct or indirect holding

(in thousand CHF)

Company name and headquarters	Main business	Capital (in 1'000)	% of share capital held	% of voting rights held	% of stake held directly	% of stake held indirectly
Investissements Fonciers SA, Lausanne	Fund management	1,000	28,6	28,6	28,6	0
Capital Risque Fribourg SA, Fribourg	Investment company	12,000	31,6	31,6	31,6	0
EdgEvooq Holding SA, Fribourg	Investment company	684	48,7	46,0	48,7	0
BCF SICAV in liquidation, Fribourg	Real estate funds	500	100,0	100,0	100,0	0

The Bank does not create or publish consolidated financial statements, as majority shareholdings are insignificant for financial information or the risk situation within the meaning of Art. 35 para. 1 (a) BankO.

## Tangible fixed assets

(in thousand CHF)

	Acquisition value	Accumulated depreciation and write-offs	Book value at end of pre- vious year	Reporting year					Book value at year-end
				Changes in allocation	Investments	Divestments	Depreciation and write-offs	Repossessions	
Bank premises	187,574	123,582	63,992		11,070		-3,343		71,719
Other real estate	16,478	-12,403	4,075		92		-117		4,049
Computer programs separately acquired or internally developed	15,572	-4,053	11,519		7,126		-5,767		12,878
Other tangible fixed assets	2,579	-1,534	1,045		2,251		-787		2,509
<b>Tangible fixed assets</b>	<b>222,202</b>	<b>-141,573</b>	<b>80,630</b>		<b>20,538</b>		<b>-10,013</b>		<b>91,154</b>

## Other assets and liabilities

(in thousand CHF)

	Other assets		Other liabilities	
	Reporting year	Previous year	Reporting year	Previous year
Offset accounts	26,025	38,546		
Order accounts	8,058	4,738	7,154	7,179
Balances arising from internal bank business operations	5	257		
Coupons / coupons and securities due				16
Indirect taxes	3,257	2,940	3,414	13,188
<b>Total</b>	<b>37,344</b>	<b>46,481</b>	<b>10,568</b>	<b>20,383</b>

## Assets pledged or assigned as collateral for own liabilities\*

(in thousand CHF)

	Amount or book value of pledge	Real liability
Total assets pledged or assigned		
BNS guarantee account covering irrevocable commitments towards esisuisse	85,193	42,597
Mortgage-backed securities to cover claims pledged to the Pfandbriefzentrale Schweizer Kantonalbanken	7,129,066	4,739,000
Securities deposited as collateral for SNB Lombard loan	58,193	-
Other pledged assets with counterparties for margin calls on derivative financial products	27,899	31,804

\* Without securities financing transactions (see separate breakdown of related transactions on page 68).

## Commitments relating to own occupation pension funds as well as shares held by own occupational pension funds

(in thousand CHF)

	Reporting year	Previous year
Amounts due in respect of client deposits	11,174	23,776
Cash bonds	1,750	1,500
<b>Total</b>	<b>12,924</b>	<b>25,276</b>

## Economic situation of own occupational pension funds

(in thousand CHF)

Economic benefit/liability and pension expenses	Surplus / deficit at reporting year end	Economic share of the bank / financial group		Change in the economic share compared to the previous year (economic benefit / commitment)	Contributions paid for reporting year	Pension costs in personnel expenses	
		Reporting year	Previous year			Reporting year	Previous year
Pension plans with no surplus or shortfall					10,321	10,321	9,683

The assessment is based on the annual financial statements of the pension fund as at 31/12/2024. As of 31/12/2024, the coverage ratio of the Pension Fund is over 100%. Further information is provided on page 57 under "Pension liabilities".

## Outstanding bonds

(in thousand CHF)

Year of issue	Rate in %	Reimbursement	Nominal value
2018	0.200	20/02/2026	200,000
2023	1.900	08/09/2026	150,000
2017	0.300	17/02/2027	200,000
2015	0.600	09/04/2027	150,000
2012	1.450	07/06/2027	175,000
2019	0.500	23/02/2028	260,000
2024	0.8125	05/12/2028	150,000
2025	0.7999	09/02/2029	110,000
2019	0.250	24/05/2029	200,000
2020	0.000	26/02/2030	200,000
2020	0.140	12/06/2030	165,000
2021	0.000	05/02/2031	240,000
2024	1.100	09/09/2031	100,000
2022	0.3126	02/02/2032	140,000
2025	0.9524	02/02/2035	175,000
2025	1.300	02/05/2040	200,000
2019	0.100	01/11/2044	255,000
<b>Total reporting year</b>			<b>3,070,000</b>
<b>Total previous year</b>			<b>2,935,000</b>

None of the bonds issued by BCF can be called in for redemption before the maturity date.

## Bonds and mortgage-backed bonds

(in thousand CHF)

<b>Total reporting year</b>	<b>4,739,000</b>
<b>Total previous year</b>	<b>4,629,000</b>

## Provisions, reserves for general banking risks and variation during reporting year

(in thousand CHF)

	Status at end of previous year	Used as allocated	Changes in scope	Currency translation differences	Recoveries, overdue interest	New provisions changed to income statement	Releases credited to income statement	Status at end of reporting year
Provisions for credit risks	5,332	-515					-772	4,045
Provisions for other operating risks	100							100
Other provisions	6,341	-710				500	-2,070	4,061
<b>Total provisions</b>	<b>11,773</b>	<b>-1,225</b>				<b>500</b>	<b>-2,842</b>	<b>8,206</b>
<b>Reserves for general banking risks</b>	<b>782,000</b>					<b>25,000</b>		<b>807,000</b>
<b>Provisions for credit risk and country risk</b>	<b>214,839</b>	<b>-3,939</b>				<b>36,235</b>		<b>247,136</b>
- Of which provisions for impaired loans	117,998	-3,939				34,422		148,482
- Of which provisions for non-impaired loans	96,841					1,813		98,654

## Share capital

(in thousand CHF)

	Reporting year	Previous year
Endowment capital	70,000	70,000

The endowment capital is made available in its entirety by the Canton of Fribourg, in accordance with the law on the Banque Cantonale de Fribourg.

## Receivables and commitments with respect to related parties

(in CHF thousands)

	Receivable		Commitment	
	Reporting year	Previous year	Reporting year	Previous year
Significant shareholder *	188,000	149,000	394,075	390,292
Affiliated companies *	230,412	260,043	102,946	92,539
Governing cases **	27,664	26,045	14,491	12,463
Other related parties *			11,174	25,276

## Receivables and commitments with respect to related parties

(in thousand CHF)

	Receivable		Commitment	
	Reporting year	Année précédente	Reporting year	Année précédente
Affiliated companies *			2,434	1,503
Governing cases **			18	21

\* Transactions were granted on the terms for customers.

\*\* Transactions with members of the Board of Directors and with members of the Executive Board were granted on the standard terms for customers, respectively on those on the standard terms for BCF employees.

## Maturity structure of financial instruments

(in thousand CHF)

		Maturity							
		Sight	Callable	up to 3 months	3 to 12 months	12 months to 5 years	Over 5 years	Fixed assets	Total
<b>Assets / Financial instruments</b>									
	Cash and cash equivalents	3,554,407	42,597						3,597,004
	Receivables from banks	120,115							120,115
	Amounts due from securities financing transactions								
	Amounts due from customers	5,966	1,130,929	644,849	233,356	1,021,980	626,726		3,663,805
	Mortgage loans	7,805	4,447,544	921,543	1,979,588	8,794,204	4,457,919		20,608,603
	Trading portfolio assets	6,994							6,994
	Positive replacement value of derivative financial instruments	13,202							13,202
	Financial investments	107,355			135,483	416,410	565,162	14,180	1,238,589
<b>Total</b>	<b>Reporting year</b>	<b>3,815,843</b>	<b>5,621,069</b>	<b>1,566,392</b>	<b>2,348,427</b>	<b>10,232,595</b>	<b>5,649,806</b>	<b>14,180</b>	<b>29,248,312</b>
<b>Total</b>	<b>Previous year</b>	<b>3,735,989</b>	<b>3,979,131</b>	<b>1,883,962</b>	<b>2,030,934</b>	<b>10,913,225</b>	<b>5,899,166</b>	<b>12,749</b>	<b>28,455,156</b>
<b>Foreign funds / Financial instruments</b>									
	Due to banks	47,458		202,000	275,000	530,000	220,000		1,274,458
	Repurchase agreements								
	Amounts due in respect of client deposits	4,405,130	8,693,735	1,316,821	865,538	1,226,050	446,000		16,953,275
	Negative replacement value of derivative financial instruments	39,095							39,095
	Cash bonds			22,076	82,423	341,748	54,415		500,662
	Bonds and mortgage-backed bonds			261,000	524,000	3,948,000	3,076,000		7,809,000
<b>Total</b>	<b>Reporting year</b>	<b>4,491,683</b>	<b>8,693,735</b>	<b>1,801,897</b>	<b>1,746,961</b>	<b>6,045,798</b>	<b>3,796,415</b>		<b>26,576,490</b>
<b>Total</b>	<b>Previous year</b>	<b>3,687,601</b>	<b>8,060,500</b>	<b>1,943,190</b>	<b>1,804,206</b>	<b>6,116,016</b>	<b>4,233,910</b>		<b>25,845,424</b>

## Notes to off-balance-sheet transactions and to income statement

### Contingent liabilities

(in thousand CHF)

	Reporting year	Previous year
Credit hedging commitments	101,716	78,525
Performance guarantees and similar	119,202	104,379
Other contingent liabilities	29,265	31,329
<b>Total contingent liabilities</b>	<b>250,182</b>	<b>214,233</b>

### Fiduciary transactions

(in thousand CHF)

	Reporting year	Previous year
Fiduciary investments with third parties	0	0

### Net trading income

(in thousand CHF)

	Reporting year	Previous year
Securities transactions / realised and unrealised income	573	308
Currencies	11,280	11,098
Precious metals	306	343
<b>Net trading income</b>	<b>12,159</b>	<b>11,748</b>

### Disclosure of significant refinancing income under interest and discount income and significant negative interest

(in thousand CHF)

	Reporting year	Previous year
<b>Negative interest</b>		
Negative interest on active operations (reduction of interest income)	-4	0
Negative interest on passive operations (reduction of interest expenses)	72	0

### Personnel costs

(in thousand CHF)

	Reporting year	Previous year
Fixed and variable compensation	63,035	59,631
Employee benefits / Contribution to staff pension funds	20,243	20,350
Other personnel expenses	3,014	2,887
<b>Total personnel costs</b>	<b>86,292</b>	<b>82,869</b>

## Other operating expenses

(in thousand CHF)

	Reporting year	Previous year
Premises	5,377	5,157
IT and communication costs	27,616	24,403
Machinery, furniture and vehicles costs	222	183
Auditor fees	390	399
- Of which for financial and prudential audits	377	370
- Of which for other services	12	29
Other operating expenses	20,296	18,571
<b>Total other operating expenses</b>	<b>53,902</b>	<b>48,713</b>

## Comments on significant losses and extraordinary income

(in thousand CHF)

	Reporting year	Previous year
Extraordinary income	0	0
Extraordinary expenses	0	0

## Taxes and payments to Fribourg communities

(in thousand CHF)

	Reporting year	Previous year
<b>Payments to Fribourg communities</b>		
Cantonal, municipal and parish taxes	8,738	9,867
Compensation for cantonal guarantee	30,000	30,000
Remuneration of the endowment capital	38,000	48,000
Extraordinary payment to the State	7,500	20,000
<b>Total</b>	<b>84,238</b>	<b>107,867</b>
<b>Weighted average tax rate *</b>	<b>44.87%</b>	<b>45.60%</b>
<b>Tax payment details</b>		
Cantonal taxes	4,783	5,278
Municipal taxes	3,512	4,057
Parish taxes	443	532
<b>Total paid taxes</b>	<b>8,738</b>	<b>9,867</b>
<b>Weighted average tax rate *</b>	<b>4.65%</b>	<b>4.17%</b>

\* Based on operating profit





Refurbished offices on the 4<sup>th</sup> and 5<sup>th</sup> floors of BCF's headquarters in Fribourg



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Report of the statutory auditor to the Grand Council of Fribourg  
on our audit of the financial statements as of 31 December 2025 of

Geneva, 18 March 2026

**Banque Cantonale de Fribourg, Fribourg**

## Report of the statutory auditor

### Report on the audit of the financial statements



#### Opinion

We have audited the financial statements of Banque Cantonale de Fribourg (the Company), which comprise the statement of financial position as at 31. December 2025, the statement of income, the statement of changes in equity and the statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the financial statements (pages 50 to 79) give a true and fair view of the financial position of the Company as at 31 December 2025 and of its financial performance and its cash flows for the year then ended in accordance with the applicable financial reporting framework for banks and comply with Swiss law and the law on Banque Cantonale de Fribourg.



#### Basis for opinion

We conducted our audit in accordance with Swiss law and Swiss Standards on Auditing (SA-CH). Our responsibilities under those provisions and standards are further described in the "Auditor's responsibilities for the audit of the financial statements" section of our report. We are independent of the Company in accordance with the provisions of Swiss law and the requirements of the Swiss audit profession 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.



#### Key audit matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the financial statements of the current period. These matters were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters. For each matter below, our description of how our audit addressed the matter is provided in that context.

We have fulfilled the responsibilities described in the "Auditor's responsibilities for the audit of the financial statements" section of our report, including in relation to these matters. Accordingly, our audit included the performance of procedures designed to respond to our assessment of the risks of material misstatement of the financial statements. The results of our audit procedures, including the procedures performed to address the matters below, provide the basis for our audit opinion on the financial statements.



### Valuation of loans and advances to customers and mortgages

**Risk** Lending operations constitute the Bank's main activity. Their assessment is based on an internal control system set up by the Bank to limit and manage credit risks. All credit commitments require prior analysis and definition of a counterparty rating, which allows for an assessment of the credit risk on a scale of 1 to 12 (1 being the best credit rating and 12 the worst). Subsequently, each receivable is subject to a periodic internal review at a frequency defined in the credit manual. Based on these ratings, overdue and non-performing loans are identified and are subject to a specific procedure. The identification of risks and the evaluation of the corresponding value adjustments are thus based on ratings and analyses that involve a significant degree of judgment on the part of the Executive Board. Given the volume of loans granted, the assessment of customer loans and mortgages is considered a key element of the audit. The procedures for monitoring and handling overdue and non-performing loans are set out on page 62 and following. The amounts of value adjustments are shown on page 75 of the notes to the financial statements.

**Our audit response** Our work consisted in assessing and testing the key controls relating to the granting (compliance with internal directives and validation competencies), recording, release and monitoring of loans, as well as the methodology for identifying default risk and assessing value adjustments. In addition, we have performed detailed procedures which consisted in particular in:

- verifying, on the basis of a sample of overdue receivables, their correct treatment and recording in the accounts, as well as their validation by the competent authorities;
- verifying the correct treatment and accounting of interest on impaired receivables;
- verifying, based on a sample of impaired receivables, their correct treatment and accounting in the accounts, as well as their validation by the competent authorities;
- verifying the general IT controls relating, in particular, to the Finnova and CreditMaster IT systems;
- verifying, based on a sample of "non-impaired" loans, that there are no indications that the evaluation of the credits was not appropriate, and that the classification of the latter was erroneous.

Finally, we have audited the compliance with the accounting standards applicable to banks with regard to the valuation and presentation of advances to customers and mortgages in the financial statements. Our audit procedures did not give rise to any reservations regarding the valuation of loans and advances to customers and mortgages.

### Assessment of the latent risk of default

**Risk** The assessment of the latent risk of default on the non-impaired loan portfolio, respectively on receivables not covered by individual value adjustments, is also considered a key element of the financial audit because of the potential impact on the result and the margin of appreciation in defining the method to be applied.



The calculation corresponds to the provisioning based on an individual loss rate fixed for each of the first nine rating classes. The current rates are justified by the Bank by considering the evolution of its loan portfolio, the volume of new loans granted, the evolution of the real estate market and its risk analysis. The amounts of these value adjustments are the subject of an internal procedure presented on page 63 and the amounts are presented on page 75 of the notes to the annual accounts.

**Our audit response**

We have performed the following procedures:

- verification of the determination of the amount of the value adjustments for latent risk;
- review of the loss rates applied to the rating classes and the underlying assumptions.



**Other information**

The Board of Directors is responsible for the other information. The other information comprises the information included in the annual report but does not include the stand-alone financial statements and our auditor's report thereon.

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

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

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



**Board of Directors' responsibilities for the financial statements**

The Board of Directors is responsible for the preparation of the financial statements, which give a true and fair view in accordance with the applicable financial reporting framework for banks, the provisions of Swiss law and the Law on the Cantonal Bank of Fribourg and for such internal control as the Board of Directors determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Board of Directors is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern, and using the going concern basis of accounting unless the Board of Directors either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.



#### **Auditor's responsibilities for the audit of the financial statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Swiss law and SA-CH will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on EXPERTsuisse's website at: <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 that an internal control system exists, which has been designed for the preparation of the financial statements according to the instructions of the Board of Directors.

Based on our audit in accordance with Art. 728a para. 1 item 2 CO, we confirm that the proposal of the Board of Directors complies with Swiss law and the law on Banque Cantonale de Fribourg. We recommend that the financial statements submitted to you be approved.

Ernst & Young Ltd

**Stéphane Muller**  
Licensed audit expert  
(Auditor in charge)

**Marc Amruthalingam**  
Licensed audit expert

## Equity and liquidity as of 31 December 2025

### Key regulatory figures

(in thousand CHF)

	31/12/2024	30/06/2024	31/12/2024
<b>Equity taken into account (CHF)</b>			
1 Common equity tier 1 (CET1)	2,731,333	2,627,821	2,627,821
2 Tier 1 Capital (T1)	2,731,333	2,627,821	2,627,821
3 Total equity	2,735,378	2,632,751	2,633,153
<b>Risk-weighted assets (RWA) (CHF)</b>			
4 RWA	15,160,249	15,149,813	13,878,975
<b>Risk-based capital ratios (as % of RWA)</b>			
5 CET1 Ratio (%)	18.02%	17.35%	18.93%
6 Core capital ratio (%)	18.02%	17.35%	18.93%
7 Total capital ratio (%)	18.04%	17.38%	18.97%
<b>CET1 requirements (as a % of RWA)</b>			
8 Capital buffer in line with the Basel minimum standard (2.5%)	2.50%	2.50%	2.50%
11 Total buffer requirements in CET1 quality (%)	2.50%	2.50%	2.50%
12 Available CET1 to meet buffer requirements (line 11) following deduction of CET1 affected by the covering of minimum requirements and, where applicable, the covering of requirements under total loss absorbing capacity (TLAC) (%)	10.04%	9.38%	10.97%
<b>Target capital ratios according to Appendix 8 of the OFR (in % of RWA)</b>			
12a Equity ratio according to Appendix 8 OFR (%)	4.00%	4.00%	4.00%
12b Countercyclical capital buffer (Art. 44 and 44a OFR) (%)	1.24%	1.23%	1.13%
12c CET1 target ratio (in %) according to Appendix 8 of the OFR increased by the countercyclical buffers according to Articles 44 and 44a OFR	9.04%	9.03%	8.93%
12d T1 target ratio (in %) according to Appendix 8 of the OFR increased by the countercyclical buffers according to Articles 44 and 44a OFR	10.84%	10.83%	10.73%
12e Overall equity ratio target (in %) according to Appendix 8 of the OFR increased by the countercyclical buffers according to Articles 44 and 44a OFR	13.24%	13.23%	13.13%
<b>Leverage ratio according to the Basel minimum standards</b>			
13 Total commitment (LRD) (CHF)	30,054,471	29,759,969	29,173,698
14 Leverage ratio, expressed in Tier 1, as % of LRD, including the repercussions of a provisional exception of central bank assets	9.09%	8.83%	9.01%
14a Minimum equity (Art. 42 CAO)	1,212,820	2,195,108	1,110,318
<b>Liquidity coverage ratio (LCR)</b>			
15 LCR numerator: sum of high quality liquid assets (CHF)	3,875,971	3,865,920	3,883,684
16 LCR denominator: net cash outflow (CHF)	2,347,620	2,175,910	1,959,892
17 Liquidity ratio, LCR (in %)	165%	178%	198%
<b>Net stable funding ratio (NSFR)</b>			
18 Available stable financing (CHF)	24,759,180	25,265,544	24,749,338
19 Necessary stable financing (CHF)	19,846,038	19,823,047	18,873,448
20 Funding ratio, NSFR (in %)	125%	127%	131%

## Overview of risk-weighted assets (RWA)

(in thousand CHF)

	RWA 31/12/2025	RWA 30/06/2025	Minimum equity 31/12/2025
1 Credit risk, with the exception of counterparty credit risk (4)	14,394,847	14,198,192	1,151,588
2 determined by the international standard approach for credit risks (AS-BRI)	14,394,847	14,198,192	1,151,588
6 Counterparty credit risk	24,865	22,963	1,989
7b determined by the market value method approach (7)	24,865	22,963	1,989
10 Credit value adjustments for derivatives and securities financing operations (CVA)	45,407	52,825	3,633
13 Share of collective assets under management – determined by the mandate-based approach (MBA)	10,055	187,569	804
14 Share of collective assets under management – determined by the fallback approach	55,691	95,384	4,455
20 Market risk (12)	26,988	17,465	2,159
20a Of which determined by the simple standard approach for market risks	26,988	17,465	2,159
24 Operational risks	602,396	575,416	48,192
29 Total	15,160,249	15,149,813	1,212,820

## Table - statistics

### Overview of some balance sheet items and annual results from 2015 to 2025

(in thousand CHF)

	Commitments to customers in the form of savings and investments	Other com- mitments to customers	Cash bonds	Amounts due from customers	Mortgage loans	Profit for the year	General legal reserve	Payment to the State of Fribourg	Payment to municipal- ities and parishes	Balance sheet sum
2015	6,048,407	6,165,552	248,410	3,068,517	13,433,871	122,690	988,000	55,000	9,000	20,623,237
2016	6,193,006	6,203,723	231,070	3,000,335	14,123,667	123,687	1,066,000	55,800	9,250	21,560,833
2017	6,487,431	6,489,395	213,147	2,912,767	14,666,367	126,365	1,144,000	57,224	9,533	21,996,450
2018	6,868,944	6,944,332	224,576	3,081,746	15,427,864	128,765	1,224,000	58,990	9,964	22,926,714
2019	7,313,619	6,866,847	264,550	3,121,864	16,242,304	131,611	1,305,000	60,033	10,034	24,639,422
2020	8,074,448	7,576,730	295,970	3,187,449	17,045,531	133,344	1,388,000	66,353	3,590	26,714,326
2021	8,367,783	8,161,689	299,226	3,046,747	17,704,392	135,089	1,459,000	59,134	3,129	28,034,820
2022	8,582,650	7,210,705	293,563	3,248,436	18,321,239	141,146	1,539,000	61,238	3,366	27,324,676
2023	8,081,104	8,067,670	358,314	3,675,499	18,999,045	161,496	1,623,000	80,764	4,998	27,960,449
2024	8,199,943	8,354,884	428,509	3,677,813	19,832,216	163,675	1,710,000	103,278	4,589	28,700,190
2025	8,922,990	8,030,285	500,662	3,663,805	20,608,603	154,012	1,771,000	80,283	3,955	29,482,297

## Board of Directors Appendix

### Professional career



**Alex Geissbühler** is a qualified lawyer. After working in the Legal and Compliance department of the Banque Cantonale Bernoise, he handled various responsibilities as a senior partner at KPMG AG and Capco. He is a founding member of Geissbühler Weber & Partner AG. Alex Geissbühler is Chairman of the Foundation Board of the Banque Cantonale de Fribourg Foundation and Chairman of the BCF Compensation and Nomination Committee.



**Urs Peter Gauch** has a degree in economics and has completed courses at the Swiss Banking School. He also completed the Advanced Management Program (AMP) at Harvard Business School in Boston and a Breakthrough Program for Senior Executives at IMD Business School in Lausanne. After starting his career at Banque Populaire Suisse in New York, he led various departments at Credit Suisse beginning in 1995 and was a member of the Executive Board of the Raiffeisen Group, responsible for commercial clients and branches, thereby acquiring key competencies in the banking sector. Urs Peter Gauch is a member of the Audit and Risk Committee and of the Pension Fund Committee of the Banque Cantonale de Fribourg, and member of the Foundation Board of the Banque Cantonale de Fribourg Foundation.



**Dominique Jordan Perrin** is an economist and holds a PhD in political economics from the University of Fribourg. Between 1999 and 2008, she held various positions at the Swiss Confederation, in the DEFR, and in the FDFA, including a post as Embassy Counselor in Hanoi, Vietnam. Currently head of the OECD & G20 sector at the SECO, she has recognised expertise in international economics. Dominique Jordan Perrin is a member of the Foundation Board and Chairwoman of the Executive Committee of the Banque Cantonale de Fribourg Foundation, a member of the Pension Fund Committee of the Banque Cantonale de Fribourg and of the Compensation and Nomination Committee.



**Thomas Bachmann** is a lawyer and holds an MAS in Taxation/LL.M. from the Kalaidos Fachhochschule Schweiz. He has held the position of chief clerk in the Seebezirk. In 1999, he joined the fiduciary company Fiduconsult as a lawyer, where he was director and head of the legal and tax department from 2014. Since October 2022, he has been Head of Tax & Legal at the fiduciary company CORE Partner AG. Since January 2023, he has been a partner at CORE Partner AG. Thomas Bachmann is Vice-Chairman of the Foundation Board of the Banque Cantonale de Fribourg Foundation and member of the Audit and Risk Committee of the Banque Cantonale de Fribourg.

### Other activities

Director of CAS course for compliance in the financial industry at Lucerne University of Applied Sciences and Arts. Member of the Foundation Council of the University of Fribourg. President of the Board of Trustees of the Football is more Foundation. Member of the Board of Directors of Legato Vermögensmanagement SA; President of the Marie-Lou Ringenberg Foundation.

Chairman of the Board of Directors of Metalcolor AG. Member of the Board of Directors of HRS AG, Catisa SA as well as various other mandates.

Member of the Board of the Intercantonal Service intercantonal d'entretien du réseau routier Genève/Vaud/Fribourg (SIERA). Chairwoman of the SIERA Audit and Risk Committee.

Chairman of the Board of Directors of EdgEvoq Holding Ltd and Evoq SA in Fribourg and of Edge Laboratories SA in Lausanne. Member of the Board of the FONDATION BAY.

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## Professional career



**Yves Riedo** is a certified public accountant. He held various positions in fiduciary companies before founding axalta Fiduciaire SA and its affiliated companies. Yves Riedo is Chairman of the Audit and Risk Committee of the Banque Cantonale de Fribourg and member of the Foundation Board of the Banque Cantonale de Fribourg Foundation.

## Other activities

Chairman of the Boards of Directors of axalta Fiduciaire SA and its group companies, as well as of various SMEs.



**Paul Such** is a systems and network security engineer. After working as a security engineer at various service companies between 1999 and 2002, he founded the company SCRT SA, which he managed until 2017. He then created Hacknowledge SA in 2016, a company he has been managing since then. He is also involved in several cybersecurity training courses at the HEIG-VD (Yverdon), the HES-SO Valais-Wallis, the Swiss Federal Institute of Technology in Lausanne (EPFL) and the University of Geneva. Paul Such is a member of the Foundation Board of the Banque Cantonale de Fribourg Foundation, of the Pension Fund Committee of the Banque Cantonale de Fribourg and of the Compensation and Nomination Committee.

Member of the organising committee of several cybersecurity conferences, including Blackalps in Yverdon and Global Security Days in Paris. Founder of Insomnihack. ISO 27001 Lead Auditor and project management professional since 2011. Member of the Board of Directors of EdgEvoog Holding SA and Evoog SA in Fribourg.



**Jean-Pierre Siggen** holds a law degree and a degree in political economics from the University of Lausanne. Former vice-director of the Swiss Union of Arts and Trades (USAM), then advisor for economic and social issues to Federal Councillor Flavio Cotti and for Federal Council affairs to Federal Councillor Joseph Deiss, he headed the Employers' Union of the Canton of Fribourg and was deputy secretary general of the Federation of French-Speaking Companies. A member of the Cantonal Parliament of the Canton of Fribourg, he was elected to the Cantonal Council in 2013 and currently heads the Finance Department. He represents the Canton of Fribourg on the Board of Directors. Jean-Pierre Siggen is a member of the Foundation Board of the Banque Cantonale de Fribourg Foundation.

As a Cantonal Councillor, he is Chairman of the Committee of the State Personnel Pension Fund and a member of the Confederation of Cantonal Finance Directors, the Latin Conference of Finance Directors and president of the Latin Conference of Digital Directors.

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## Executive Management Appendix

### Professional career



**Daniel Wenger** is a business economist (ESCEA). He has been Chairman of the Executive Board of the Banque Cantonale de Fribourg since January 2021, and previously held several management positions at Credit Suisse, particularly in the management of subsidiaries in Europe. From Zurich to New York, via Luxembourg, Gibraltar and London, he has gained extensive experience in the financial services sector. Daniel Wenger is also Chairman of the Committee of the staff pension fund of the Banque Cantonale de Fribourg, and a member of the Executive Committee of the BCF Foundation.

### Other activities

Vice-chairman of the Board of Directors of the Chambre de commerce et d'industrie du canton de Fribourg. Vice-chairman of the Board of Directors of Investissements Fonciers SA. Member of the Board of Directors of the Union of Swiss Cantonal Banks. Member of the Board of Directors of Capital Risque Fribourg SA. Member of the Management Board of the Fund for Culture of the Canton of Fribourg (Fonds de la culture de l'Etat de Fribourg). Chairman of the staff pension fund of the Banque Cantonale de Fribourg. Member of the Executive Committee of the BCF Foundation.



A lawyer by training, **Christophe Mettler** was legal counsel at UBS SA in Geneva and Zurich from 1999 to 2005. He was head of legal, risk and compliance at Crédit Agricole Financement (Suisse) SA from 2006 to 2014, and served as deputy managing director until 2015. An associate lawyer in a law firm in Lausanne specialized in banking, real estate and economic crime between 2015 and 2017, he joined BCF in 2016 as Head of Compliance and Legal. A member of the Executive Board since 1 April 2021, Christophe Mettler is responsible for the Legal, Risk and Compliance division.

Member of the Board of Directors of BCF SICAV since 2020 and Chairman of the Board of Directors of BCF SICAV, in liquidation since 2023.



**Luc Jacquat** has a federal diploma in banking economics and has held various positions at BCF since 1982. He has been responsible for risk management, ALM management, financial planning and management. As CFO and member of the Executive Board since 1 January 2023, Luc Jacquat is in charge of the Finance Division.

Vice-chairman of the Board of Directors of BCF SICAV in liquidation. He is a member of the Board of the BCF Vested Benefits Foundation, a member of the Board of the BCF Savings 3 Pension Fund, a member of the Committee of the Federation of Family Allowances Offices of Fribourg, a member of the Committee of the Family Allowance Office (CAFAB), a member of the Swiss Association of Foreign Exchange Dealers (ACI Suisse), and the auditor of the Fribourg Chamber of Real Estate (CFI).

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## Professional career



**Laurent Wicky** has a federal diploma in banking economics and began his career in 1986 at the Banque Populaire Suisse. He joined BCF in 1990 and, after a short time in various branches, moved into the credit business as of 1993. He joined the Executive Board on 1 March 2023 and heads the Corporate Clients division.

## Other activities

Member of the Fribourg Tourism Committee. Member of the Committee of the Fribourg Chamber of Real Estate.



**François Briguet** is heading the Technology and Solutions division ad interim. Since joining BCF in 1998, he has held a number of roles, notably as head of the IT and logistics team. Holder of a federal diploma in organisation, he is also a certified project manager (IPMA – level A). Having managed the "Service centre" division until 2022, and subsequently assuming responsibility for Transformation/ESG/Strategy, he has spent the past few years managing major projects for the Bank in the role of PMO and project leader.

President of IT Valley, the association of ITC companies in Fribourg and the region.

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## Impressum

Concept and realisation  
RMG Design, Fribourg

Photos  
Keren Bisaz, Mirages Photography, Fribourg

**Note: This document is translated from its original and official French version.**

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