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GESTION DE PATRIMOINE – FAMILY OFFICE

## Financial Markets Review — Q3 2025

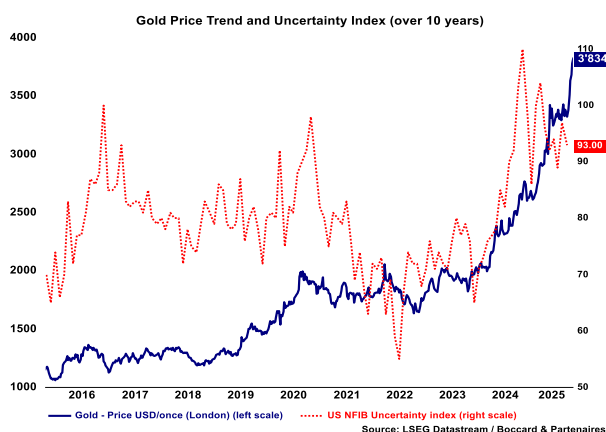
*Perception vs. Reality: Rising Markets, Hotter Tempers*

### The widening disconnect

On the street, the narrative is bleak—ongoing wars, inflation receding only gradually, fatigued public finances, squeezed purchasing power, rising social anger. On screens, sentiment is markedly different: equities—especially where AI is the locomotive—continue to advance, supported by robust earnings and ample liquidity. Perception darkens even as markets climb. That “split screen” defined the quarter.

### Key (non-exhaustive) sources of uncertainty

- United States: political gridlock & weakening labor signals. The October 1 federal shutdown froze key statistics precisely when the strength of the labor market is under scrutiny. In the absence of official prints, private indicators point to softening. This statistical fog sustains near-term uncertainty.
- Europe: tentative cyclical improvement & French political instability. A few green shoots do not offset political fragility, particularly in France, where the institutional crisis prolongs fiscal and regulatory uncertainty.
- Geopolitics : portfolio insurance via gold. Multiple conflicts, broader flashpoints, and fears of a weaker dollar have reinforced gold's role as a hedge.



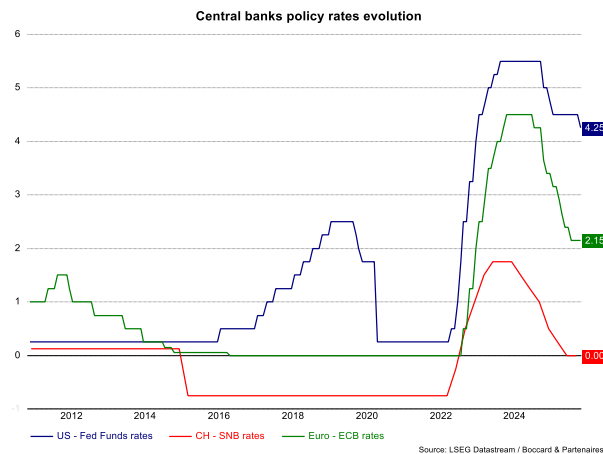
Central banks are adding to their gold reserves for the same reasons, and the prospect of additional US monetary easing underpins demand.

- Trade & tariffs: a loud signal from Washington: The imposition of tariffs—sometimes prohibitive, such as 39% on Swiss imports—made headlines. Direct equity exposure appears limited, but the signal is powerful. The threat of large-scale pharma tariffs adds to the

overhang. By contrast, Pfizer's agreement with the US administration shows a potential path: digestible price concessions plus US investment lead to a truce. European and Swiss majors are positioning for similar exemptions; the initial threat weighed disproportionately on the sector.

Note: the tariff shock from the summer has not fully passed through supply chains and could bite more in the coming months.

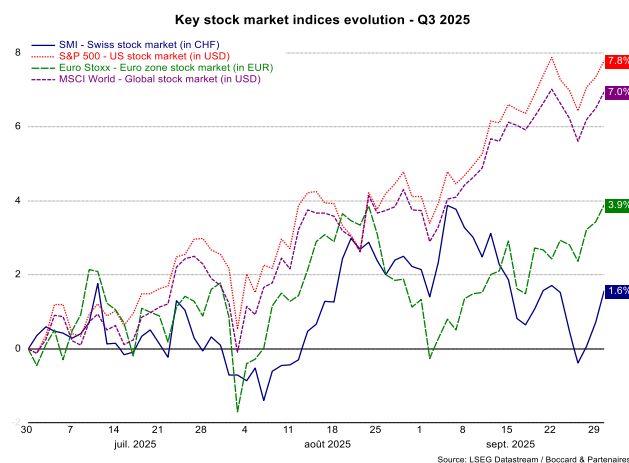
## From macro dynamics to central banks: a logical sequence



In the US, cooler labor signals prompted the Fed to deliver its first policy-rate cut in over nine months in September. In the euro area, the ECB held rates unchanged, judging inflation close to target while remaining vigilant. In Switzerland, the SNB confirmed its pause at 0%, preserving optionality on the franc via potential interventions. The common thread: guide disinflation without derailing real activity, while absorbing tariff and political shocks. This shift toward (or toward the prospect of) looser policy

helps explain support for risk assets and argues that near-term drawdowns should be contained.

## Quarterly performance takeaways



- What worked: US equities led by AI; global equities also buoyed by emerging markets; gold topped defensive assets. High-quality bonds outperformed as markets priced a US rate-cut cycle.
- What disappointed: Europe remained uneven (political noise) and Switzerland more restrained (limited "defensive" bid). FX: the dollar lost ground versus the Swiss franc late in the quarter, while EUR/CHF traded in a tight range.

## Investment stance: keep both hands on the wheel

Our approach matches the quarter's through-line. When sentiment darkens but prices rise, we refuse to anchor to a single narrative. We maintain **active diversification**—within and across asset classes—to avoid being captive to erratic swings. Concretely, we:

- **Favor quality** (solid balance sheets, cash-flow visibility, capital discipline).
- **Maintain a core allocation to Swiss equities** with stable business models and attractive dividends—unfairly neglected by a market that has become too monoline—while still accessing diversified growth (AI and the energy transition).
- **Hold a gold sleeve** as insurance against geopolitical risk and a potentially weaker dollar. If sustained, a softer USD eases emerging markets (EM) USD-debt service, moderates imported inflation, and tends to attract flows into EM assets—additional reasons to keep **diversified EM exposure**.
- In a context where the **SNB** signals floor-level interest rates and the **CHF** stays strong, **Swiss real-estate funds** retain their place as portfolio shock absorbers. This backdrop, however, complicates the search for sufficiently attractive **CHF-denominated yield** solutions.

The objective is simple: **walk the ridgeline**, own companies that execute while accepting that political, tariff, or social fog may periodically thicken.