

# Letter from the CEO



## Dear Shareholders,

It has been an honour to serve as Allfunds CEO since June 2025. It has been a period of exceptional activity. We have sharpened our strategic focus with disciplined execution, while delivering strong business performance and progressing towards the transformational milestone of the announcement in January 2026 of the acquisition by Deutsche Börse.

### Sharpening our Strategic Focus with Disciplined Execution

Founded 25 years ago, Allfunds has grown to be a global leader in fund distribution and dealing. Our buy-free model, multi-product offering, and unique combination of global scale and local expertise have played a key role in democratising investment and reshaping the wealth management industry.

In the second half of 2025, as I stepped into the CEO role, we conducted a comprehensive strategic review of our business and in the context of the evolution of the broader wealth ecosystem in which we operate. This resulted in the sharpening of our priorities, the simplification of our operating model and the alignment of the organisation around where we create the most sustainable value. Our refocused strategy is supported by disciplined execution across four pillars. Each is a near-term opportunity and a long-term driver of shareholder value.

#### 1) Accelerating International Growth

The wealth industry remains structurally attractive from a strategic standpoint and is enhanced by recent technological developments. We expect growth to accelerate, driven by ageing populations, increasing savings, and a steady expansion in the use of investment products. Digitalisation is allowing both broader access and a more engaged retail investor base. This growth is increasingly accelerated by artificial intelligence and new models of digital data-driven distribution.

We are now present in 66 markets and there is a clear opportunity for Allfunds to continue to scale. Distributors are expected by their end clients to have broader product shelves, seamless connectivity, and cost-efficient operating models. With more fast moving and complex products such as ETFs and alternatives operational complexity rises. These trends drive the expansion of open architecture and increased outsourcing reinforcing the value of platforms like Allfunds.

Many of these trends are especially visible in the newer wealth hubs in Asia and Latin America, where open architecture demand for a broader product set and digitised delivery are increasing rapidly. In 2025, Asia and Latin America together already represented 25% of our migrations, reflecting the pace at which we are capturing growth in these dynamic markets. We see similar themes in Europe, where we are deepening our position in our established markets as the shift toward a more integrated savings and investment ecosystem continues to progress.

#### 2) Expanding the Fund Range – Alternatives and ETFs

In addition to our traditional strength in local and cross-border mutual funds we have accelerated the modernisation of our offering by expanding our ETFs capabilities and deepening the width and depth of our products and services in alternatives. These are both areas where there are substantial immediate opportunities and strong potential for future growth. We are backing this ambition with targeted investment. Our ETFs capabilities now include fractional share trading and RFQ (Request for quote). The results of our refocus are clear. Our alternatives business is expanding rapidly with assets rising to €33.8 billion, an increase of 74% year on year. During 2025, we added 69 new alternatives fund partners bringing the total to 213.

### 3) Embedding Client Focused Continuous Improvement

We have also sharpened our focus on scalability, speed, and simplification – with our clients at the centre. By streamlining processes and investing among other areas in automation, AI and blockchain, we are strengthening the service quality and consistency, ensuring efficient scalability and agility, and supporting smarter, faster decision-making for both Allfunds and our clients. For example, the expansion of our blockchain-enabled fast track workflow optimisation (FAST) is reducing manual steps and increasing straight-through processing, helping us deliver more accurate and scalable service as client needs evolve.

### 4) Focusing on Synergistic Client Value-Added Services

We are continuing to innovate and invest across a focused suite of capabilities that are: scalable, synergistic, directly supporting our distribution and fund partners businesses; and where our technology and expertise create meaningful differentiation for clients. These include Nextportfolio, Connect, Regulatory and Investment Solutions, and our proprietary blockchain technology. These services enhance portfolio construction, digital data provision and connectivity, operational efficiency, and regulatory compliance.

As part of our strategic review, we conducted a disciplined assessment of all our value-added services. It became clear that we could enhance our overall client offering and improve operational efficiency by delivering some services in partnership with other leading industry players. As such, in 2025, we partnered with MSCI to strengthen our ESG data capabilities and exited our ESG advisory activity. We agreed a partnership with Waystone to deliver and enhance Management Company services for our Luxembourg and Irish Management Company clients while enabling Waystone's clients to benefit from Allfunds' technology and distribution network. Finally, we initiated the divestment of WebFG, an activity that serves a different part of the wealth value chain without strong synergies with the Allfunds model.

By tightening our focus on scalability and strategic fit, we are concentrating our energy, capital, and technology on the areas where we can deliver the greatest impact for clients with sustainable value creation.

### Delivering Strong Business Performance

In 2025 Allfunds delivered strong financial and operational performance. We reached an all-time record of €1.76 trillion in assets under administration, up 17%, embedding a 18% increase in net flow growth which underscores the momentum of our business and the trust our clients place in us. Under constant perimeter, net revenue (excl. NTI) and adjusted profit after tax both rose by 10% to €562 million, and €255 million. Our adjusted EBITDA margin also strengthened, rising from 66% in 2024 to 68% on a forward-looking basis.

Across our 66 countries, we welcomed 64 new distributors and 90 new fund partners, expanding the depth and diversity of our ecosystem to more than 930 distributors and over 1,450 fund partners globally. These achievements highlight the strength of our platform and the key role we play in the global wealth ecosystem.

### Progressing Transformation: Acquisition Agreement with Deutsche Börse

January 2026 also marked an important milestone in our corporate journey when we announced that Allfunds had agreed to be acquired by Deutsche Börse, subject to regulatory approval.

The transaction brings together Allfunds' distribution strength, modern operating platform, and extensive global footprint with Deutsche Börse Group's fund execution and custody expertise, robust European ETF franchise and market infrastructure capabilities. Together, the complementary footprints and capabilities create a world-class player with global reach and local relationships, perfectly positioned to support distributors and fund partners and propel the wealth management industry forward.

The transaction represents a compelling opportunity for Allfunds shareholders to realise value, delivering an attractive premium while allowing future participation in the benefits of the combination and positions Allfunds for continued growth as part of a larger and more diversified group.

### Mobilising and Appreciating our Global Team

This has been an extraordinarily active and transformative period for our Company and our team. Over the past year, the team welcomed new leadership, completed a comprehensive strategic, operational and organisational review, executed it with discipline, and continued to deliver strong business performance, culminating in our agreement with Deutsche Börse Group in 2026.

Our team of 1,149 colleagues, representing 54 nationalities, is one of our greatest strategic assets. With global capability and local insight, our people combine technical excellence, market understanding, and an unwavering commitment to clients, together consistently underpinning our success.

It is this collective talent, resilience, and shared ambition that enables us to deliver outstanding client service, maintain strong financial performance, and continue creating value even as we transform. I am proud of what our teams have achieved and confident in the strength they bring to our future.

To our colleagues, clients and shareholders, thank you for your continued work, partnership and trust.

Yours sincerely,



**Annabel Spring**  
Chief Executive Officer, Allfunds