



# United Bankers

**SUSTAINABILITY REPORT 2024**







# United Bankers

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## CONTENTS

|   |    |
|---|----|
| Sustainability is part of long-term value creation .....  | 5  |
| Responsible investment contributes to the green transition .....  | 17 |
| Responsibility is a key part of the investment process .....  | 19 |
| United Bankers takes action to fight climate change .....   | 25 |
| Forests, energy, and Finland’s path to carbon neutrality .....  | 31 |
| Biodiversity is an important objective for forest funds .....   | 35 |
| United Bankers is the Most Responsible Workplace of the year .....  | 41 |
| The United Bankers leadership principles were established<br>as a result of the leadership training program ..... | 45 |
| Interaction with stakeholders supports development work .....   | 51 |
| A good client relationship is built on solid trust.....   | 55 |
| Customer orientation is a core value for United Bankers .....   | 58 |

# Sustainability is part of long-term value creation

Sustainability is a key part of United Bankers' value creation and growth strategy, guiding the development of its business operations. United Bankers supports climate-resilient growth and enables its clients to invest in the green transition through its product offering. At United Bankers, sustainability comprehensively encompasses economic, social, and environmental perspectives, making it an essential part of both the business strategy and daily operations.

The importance of sustainability in the financial sector has grown, and investors are increasingly interested in the environmental and social impacts of their investments. United Bankers believes that the company's climate actions, aligned with its climate roadmap, and responsible investment practices support long-term value creation while generating positive impacts on both the environment and society.

United Bankers puts efforts in the assessment, verification, and clear communication of sustainability to meet stakeholder expectations and regulatory developments. The progress of sustaina-

bility efforts is monitored through various indicators, including the offering of products and services, company reputation, customer satisfaction, equality, as well as employee well-being and expertise. Developing sustainability in collaboration with stakeholders is a key part of United Bankers' operations.

In addition to the Sustainability Report published as part of the Annual Report, United Bankers will release a separate Corporate Responsibility Report for 2024. The structure of the report takes into account the guidelines of the EU Sustainability Reporting Standard, which it informally follows as a reference framework.





SUSTAINABILITY DEVELOPMENT 2024

Sustainability is part of long-term value creation

- United Bankers advanced sustainability in line with its selected focus areas, sustainability programme, and established targets.
- United Bankers conducted the double materiality analysis required by the EU Corporate Sustainability Reporting Directive (CSRD). The results of the analysis will be incorporated into the company’s ongoing sustainability development.
- Regarding sustainability risks, United Bankers refined its internal guidelines, particularly concerning the identification and management of climate risks, and took measures to prevent greenwashing.
- The company promoted the actions outlined in its climate roadmap and prepared to set climate targets in accordance with the Science Based Targets initiative (SBTi) by conducting a preliminary study to support the climate roadmap for its real estate funds.

Responsible investment contributes to the green transition

- The fund investing in sustainable and resource efficient forest and bio-based industries, UB Forest Industry Green Growth Fund I LP, made four new investments.
- UB Renewable Energy Fund, focusing on wind and solar power investments, continued to promote wind power development projects and made its first investment in battery energy storage system.
- UB Nordic Forest Fund IV, primarily investing in forests in the Baltic Sea region, launched its investment activities.
- United Bankers introduced a new fund, UB Asuntorahasto I Ky, focused on residential investments in growth centers.
- United Bankers received excellent ratings in PRI’s (Principles for Responsible Investment) assessment of the implementation of responsible investment principles, demonstrating further development of its responsible investment practices.
- The responsibility of investment targets was advanced through active ownership actions, including Proxy Voting services, investor initiatives, and direct engagement with companies.
- United Bankers joined the PRI Spring investor initiative, aimed at encouraging companies to take action to halt biodiversity loss.

United Bankers is the most responsible workplace of the year

- United Bankers received the Most Inspiring Workplaces in Finland recognition for the third consecutive year, and the PeoplePower index measuring employee engagement continued to show positive development.
- Based on the results from the sustainability section of employee surveys, United Bankers was awarded as the Most Responsible Workplace in Finland.
- A new skills development model was created for United Bankers.
- Employee satisfaction continued to develop positively.
- United Bankers focused on leadership by offering a comprehensive training program to strengthen leadership skills for managers. As part of the training, managers developed shared principles for good leadership.

Interaction with stakeholders supports development work

- The responsibility of investment targets was communicated for the first time through a report on the implementation of Ownership Policy.
- In addition to the Sustainability Report published as part of the Annual Report, United Bankers will release a separate Corporate Responsibility Report for 2024. The structure of the report takes into account the guidelines of the EU Sustainability Reporting Standard, which it informally follows as a reference framework.
- Customer satisfaction remained at a very high level, with results improving compared to the previous year, both among private clients and institutional clients.
- According to the Reputation&Trust survey, United Bankers’ reputation was at a moderate level.

Sustainability focus areas were complemented by defining material sustainability themes

United Bankers’ sustainability focus areas were defined in 2023 and remained in effect in 2024. The key focus areas for the business are grouped as follows:

- Sustainable products and good stakeholder and client relations: United Bankers drives the transition to a sustainable economy and increases its clients’ wealth sustainably
- Meaningful and inspiring work: United Bankers offers meaningful work and inspiring opportunities
- Reliable and transparent governance: United Bankers is transparent and accountable for its actions

United Bankers wants to take responsibility for society and the environment and contribute to the achievement of the Sustainable Development Goals. In practice, sustainability is reflected in client and stakeholder relations, responsible investment and the product offering, employee well-being, and sound corporate governance. In addition, climate change, human rights, and biodiversity are relevant cross-cutting sustainability themes.

In 2024, United Bankers conducted the double materiality analysis required by the EU Corporate Sustainability Reporting Directive (CSRD). The goal was to identify the key sustainability themes for United Bankers in accordance with the EU Sustainability Reporting Standard, considering both financial and impact perspectives. The assessment was carried out by following the principle of dou-

FIGURE 1: SUSTAINABILITY FOCUS AREAS AND MATERIAL SUSTAINABILITY THEMES



ble materiality, which took into account United Bankers’ previously identified sustainability focus areas as well as the requirements of the sustainability reporting standard.

In the double materiality assessment conducted in 2024, the key sustainability themes identified were climate change, biodiversity and ecosystems, own workforce, consumers and end-users, and business conduct. United Bankers will report on the key themes for the first time in 2026, based on data from 2025.

Further details on the definition of double materiality and the implementation of the analysis will be included in United Bankers’ separate Corporate Responsibility Report for 2024. The company’s sustainability focus areas and their definition will continue to be updated and developed, including in accordance with new sustainability reporting regulations.

### Commitments and principles guide responsible business practices

Clients and their goals and needs are at the core of United Bankers’ operations. United Bankers operates in an economically, environmentally, and socially responsible manner, and promotes the implementation of corporate responsibility in its operations and investments. The company is guided by not only its values, but also by international commitments, best practices, and financial regulation. The key principles and commitments that guide United Bankers’ sustainability are set out in the [Code of Conduct](#) and [Principles for Responsible Investment](#). United Bankers also requires that the operations of its business partners, such as service providers and suppliers, comply with the company’s sustainability standards. The principles and requirements are set out in United Bankers’ [Supplier Code of Conduct](#).

The commitments contained in these principles are integrated into the company’s governance system, policies and strategies and their implementation is regularly monitored. The way in which monitoring is carried out varies depending on the subject matter and the context in question. The key players in the monitoring process include the Sustainability Steering Group, the risk management

and compliance functions, the company’s executive management and ultimately, the company’s Board of Directors (see Managing and leading sustainability). As the Principles for Responsible Investment are central to United Bankers’ investments and products, their implementation is described in more detail in the chapter Responsible investment contributes to the green transition.

### United Bankers’ Code of Conduct guides common practices

United Bankers’ Code of Conduct guides all employees to act in accordance with shared values, guidelines and principles of operation. The aim of these is to strengthen mutual trust and open communication within the organisation. The Code of Conduct also supports the promotion of equality and non-discrimination, helps build the company’s reputation and creates a secure and confidential framework for managing client and other stakeholder relationships.

The aim of the Code of Conduct is to promote the image of the company to its external stakeholders. It opens the company’s values, business principles, guidelines and practices, which contribute to ensuring responsible behaviour and open interaction with stakeholders. The Code of Conduct also guides the management of responsibility in United Bankers’ value chain. More information about the value chain and its associated ethical guidelines is provided in the separate United Bankers’ Corporate Responsibility Report 2024.

### International commitments

Since 2012, United Bankers has been committed to the UN Principles for Responsible Investment (UN PRI). United Bankers continuously develops its activities in line with these principles and reports annually to the PRI organisation.

United Bankers is committed to setting climate targets for its operations in line with the international Science Based Targets initiative (SBTi). With these targets, United Bankers aims to achieve climate-resilient growth and net zero emissions in accordance with the Paris Agreement by the end of 2050 at the latest. Climate tar-

gets based on SBTi will be set during 2025. The actions needed to achieve them will be identified and integrated into the company’s operations and responsible investment processes. More information on climate targets can be found in the chapter Responsible investment contributes to the green transition.

Since 2022, United Bankers is committed to respecting human rights in its operations in accordance with the UN Guiding Principles on Business and Human Rights (UNGP). United Bankers exercises due diligence and avoids violating human rights in its operations and business relationships. The commitment covers the principles of fundamental rights as defined in the UN Declaration of Human Rights and the International Labour Organisation (ILO) declaration. The integration of human rights considerations into responsible investing and the Group’s activities as a whole were continued during 2024.

United Bankers’ human rights commitments are integrated into the company’s responsible investment processes, including due diligence and monitoring processes. More information on responsible investment processes can be found in the chapter Responsible investment contributes to the green transition.

As of 2021, United Bankers has been committed to assessing the climate risks of its operations according to the international Task Force on Climate-Related Financial Disclosures (TCFD) guidelines. The climate risk assessment is part of the company’s responsible investment processes, such as investment due diligence and monitoring, as well as its risk management guidelines and processes. More information on responsible investment processes can be found in the chapter Responsible investment contributes to the green transition and on risk management in the chapter Managing sustainability risks.

In the spring of 2024, United Bankers joined the PRI Spring investor initiative, which aims to encourage companies to take action to halt biodiversity loss. Throughout 2024, United Bankers also participated in CDP’s Non-Disclosure campaign, which urges companies to set credible, science-based climate targets for their operations.

### Promoting sustainability together with industry advocacy organisations

In addition to its own activities, United Bankers’ policy is to promote the sustainability of the financial sector as well as responsible investment through a range of advocacy organisations and initiatives. United Bankers has been a member of the Finland’s Sustainable Investment Forum (Finsif ry) since 2018. Finsif’s mission is to promote sustainable investing in Finland. Throughout 2024, among others, United Bankers continued its work in the Finance Finland’s Sustainability Committee and participated in the work of the Nature Commitment Working Group. United Bankers is also a member of the Finnish Venture Capital Association and, among other things, is active in the association’s legal working group.

United Bankers’ stakeholders include the following organisations and associations, with which the company actively cooperates:

- Finland’s Sustainable Investment Forum (Finsif ry)
- Finance Finland
- Finnish Venture Capital Association
- European Public Real Estate Association (EPRA)
- Global Listed Infrastructure Organisation (GLIO)
- UN Principles for Responsible Investment (UN PRI)
- Carbon Disclosure Project (CDP)
- Task Force for Climate-Related Disclosures (TCFD)
- Finnish Forest Association
- Science Based Targets initiative (SBTi)

### The impacts of the sustainability programme and operations are reported annually

The management of United Bankers’ sustainability focus areas and the target setting for 2024 are based on the company’s sustainability programme, which is founded on the results of the 2022 materiality analysis. The sustainability programme defines actions as well as short- and long-term goals to enhance the management of the company’s sustainability impacts. The management of material impacts is integrated into the company’s sustainability



policies and guidelines. Additionally, methods and indicators for impact monitoring are outlined in internal process guidelines. The company's risk management and compliance functions oversee the proper functioning of processes related to impact management.

The measures and targets outlined in the sustainability program aim to further improve the management of potential negative impacts while promoting positive outcomes. The Sustainability Steering Group and executive management update the sustainability programme annually. The company's Board of Directors approves the programme and monitors its implementation and progress in accordance with the Board's annual schedule.



TABLE 1:  
SUSTAINABILITY PROGRAMME THEMES, OBJECTIVES, MEASURES AND RELATED PRINCIPLES OF OPERATION

|   | Impacts   | Main policies and guidelines to manage impacts  | Goals 2024   | Measures and achievements 2024  |
|---|---|---|--|---|
| We drive the transition to a sustainable economy and increase our clients' wealth sustainably |   |   |  |   |
| Sustainable products and services   | Climate, social, human rights and biodiversity impacts of UB's products   | Sustainable products and services<br><br>Guidelines on sustainability risk management<br><br>UB's Climate Roadmap   | Increasing the carbon sequestration of investments and reducing the greenhouse gas emissions of investments, creating a climate roadmap for at least one asset class                   | Internal guidelines on climate risk assessment and reference levels for carbon intensity were refined, and training on the topic was provided to portfolio managers. Operational greenhouse gas emissions increased compared to the previous year. Investment-related greenhouse gas emissions increased during 2023 (calculations for 2024 will be completed in H2/2025) |
|   |   |   | Creating a climate roadmap for at least one asset class  | Analysis was conducted to lay the foundation for climate roadmaps for real estate funds   |
|   |   |   | Promoting investment activities in line with the UN Principles for Responsible Investment (UN PRI)   | UB performed excellently in the areas of responsible investment management, strategy, and assurance (4/5 stars), as well as in asset class-specific sections (5/5 stars), slightly improving its overall score from the previous year   |
| Sustainable financial development of the company  | The impact of UB's activities on the realisation of the green transition and the economic impact on investors, clients, employees and other stakeholders              | Policies and guidelines for product development and sales   | 1) SFDR 8 and 9 products account for at least 50% of UB's assets under management<br>2) Sales of SFDR 8 and 9 products at least 50% of UB's sales (excluding external funds and bonds) | 1) The share of SFDR Article 8 and 9 products accounted for more than half of UB's assets under management<br>2) The sales of SFDR Article 8 and 9 products represented more than half of UB's product sales (excluding external funds and bonds)   |
| Client and stakeholder relations  | Impacts for example on the financial situation of clients and investors, client experience and satisfaction with the quality of service, data protection and security | Client relationship management policies and guidelines  | We improve client satisfaction among both retail and institutional clients   | Based on customer satisfaction surveys (SFR study and UB's customer satisfaction survey 2024), satisfaction among both customer groups improved compared to previous surveys  |
|   |   | Policies and guidelines for managing stakeholder relations<br><br>Policies and guidelines on client data protection and security<br><br>Policies and guidelines on client feedback and the whistleblowing channel | Improving the company's reputation among investor target groups  | The results of the Trust & Reputation survey, which measures the organization's reputation, were at a moderate level in 2024<br><br>In 2024, no reports were received through the whistleblowing channel  |



|   | Impacts  | Main policies and guidelines to manage impacts   | Goals 2024   | Measures and achievements 2024   |
|---|--|--|--|--|
| We offer meaningful work and inspiring opportunities      |  |  |  |  |
| Enthusiastic personnel and a close-knit working community | Impact on employees' well-being, rights, skills and equality | Human resources policy and policies and guidelines on staff practices, including the equality plan and the workplace development plan<br><br>UB's Ethical guidelines | 100% of development discussions held   | Development discussions were recorded for 84% of the personnel in 2024   |
|   |  |  | Systematic strengthening of leadership capabilities for supervisors  | The creation of United Bankers' principles of good leadership and training programs to strengthen leadership capabilities for managers                             |
|   |  |  | Employee survey: PeoplePower index at least at the 2023 level. With a rating of "Good" (AA), UB is one of the most inspiring workplaces in Finland | The overall results of the employee survey improved compared to the previous year, and UB once again achieved the Most Inspiring Workplaces in Finland recognition |
| Top-level expertise                                       |  |  | The goal is an annual average of 15 hours of training for expert positions   | Employees spent an average of 11 hours on training in 2024   |
| A diverse work community                                  |  |  | Achieving equality objectives  | UB achieved the equality objectives set for the Group  |
|   |  |  | Implementation of an assessment on gender pay gaps and the establishment of guidelines for pay equity  | A salary gap assessment was conducted, and a working group was established to develop United Bankers' pay equity policy  |



|  | Impacts   | Main policies and guidelines to manage impacts   | Goals 2024  | Measures and achievements 2024  |
|--|---|--|---|---|
| We are transparent and accountable for our actions         |   |  |   |   |
| Direct environmental and social impacts of UB's activities | Climate, social, human rights and biodiversity impacts of UB's activities   | Policies and guidelines on procurement and supply chains<br><br>Supplier Code of Conduct   | Creating an SBTi roadmap for own operations, covering Scope 1, 2, and 3 (excluding Scope 3-15 investments)          | The SBTi roadmap for own operations will be created based on the climate targets to be set in 2025        |
| Managing sustainability risks                              | Climate, social and human rights impacts of UB's products and activities  | UB's Principles for Responsible Investment<br><br>Policies and guidelines on risk management and portfolio management, and in particular on sustainability risk management   | Implementation of a double materiality analysis   | The double materiality assessment was conducted during 2024   |
| Reliable and transparent governance                        | UB's impact on clients' data security, data protection and wealth<br><br>Action to prevent money laundering and corruption<br><br>Tax implications of UB's activities | Policies and guidelines for the management of investments and client assets<br><br>Policies and guidelines on the prevention of money laundering, corruption and conflicts of interest<br><br>Policies and guidelines on reporting, accounting, taxation and financial management<br><br>Policies and guidelines on corporate governance<br><br>Policies and guidelines on data security and data protection | Enhancing supply chain management processes<br><br>Corruption, bribery, or money laundering cases:<br>No violations | Supply chain management processes were refined regarding the implementation of counterparty due diligence |



Managing and leading sustainability

Sustainability is a central part of United Bankers' operations and is integrated into many of the Group's activities. In addition to the United Bankers Board of Directors, subsidiaries' Boards and executive management, the United Bankers Group has a Sustainability Steering Group and an ESG team to organise and implement sustainability and responsible investment.

The Board of Directors of the parent company is responsible for the management and proper organisation of the United Bankers Group. The Board of Directors decides on the organisation and methods of sustainability work within the Group and monitors sustainability activities, their results and the associated risks. The Board of Directors of United Bankers establishes the Group's sustainability principles and Principles for Responsible Investment, which ensure that activities comply with laws, regulations, guidelines and good international practices. Principles for Responsible Investment and the related internal guidelines also include due diligence processes for investment activities. As part

of the organisation of sustainability, the Board of Directors also approves the sustainability objectives contained in the company's sustainability programme and monitors their implementation. The role and responsibilities of the Board of Directors are described in more detail in the section Corporate Governance Statements.

The executive management of the parent company (management team) and the CEOs of each Group company manage the day-to-day administration of the Group companies in accordance with the principles and guidelines set by the Board of Directors of the parent company. A person responsible for sustainability has been appointed to the management team, to whom the Head of ESG reports to.

To steer sustainability and responsible investment, United Bankers Group has a Sustainability Steering Group, chaired by the Head of ESG. The Steering Group reports to the management team. The Steering Group is responsible for developing and monitoring the sustainability of the business. Among other things, the Steering Group plans the company's sustainability programme

and the setting of its targets. It is also responsible for providing guidance on the application of the Principles for Responsible Investment and for preparing an update of the Principles for approval by the Board of Directors.

The ESG team acts as an expert team on sustainability issues, supporting portfolio management, business operations, and risk management on sustainability issues as well as develops the sustainability of operations.

Identifying and managing sustainability risks require continuous commitment

The sustainability risks of United Bankers' activities include both the sustainability risks related to investments and the sustainability risks of the Group's other activities. A significant part of United Bankers' sustainability risks relates to investments and their impacts. United Bankers focuses on identifying and managing the following sustainability risks in its investments:

- Environmental, social and governance risks (so-called traditional ESG risks)
- Human rights risks
- Climate risks

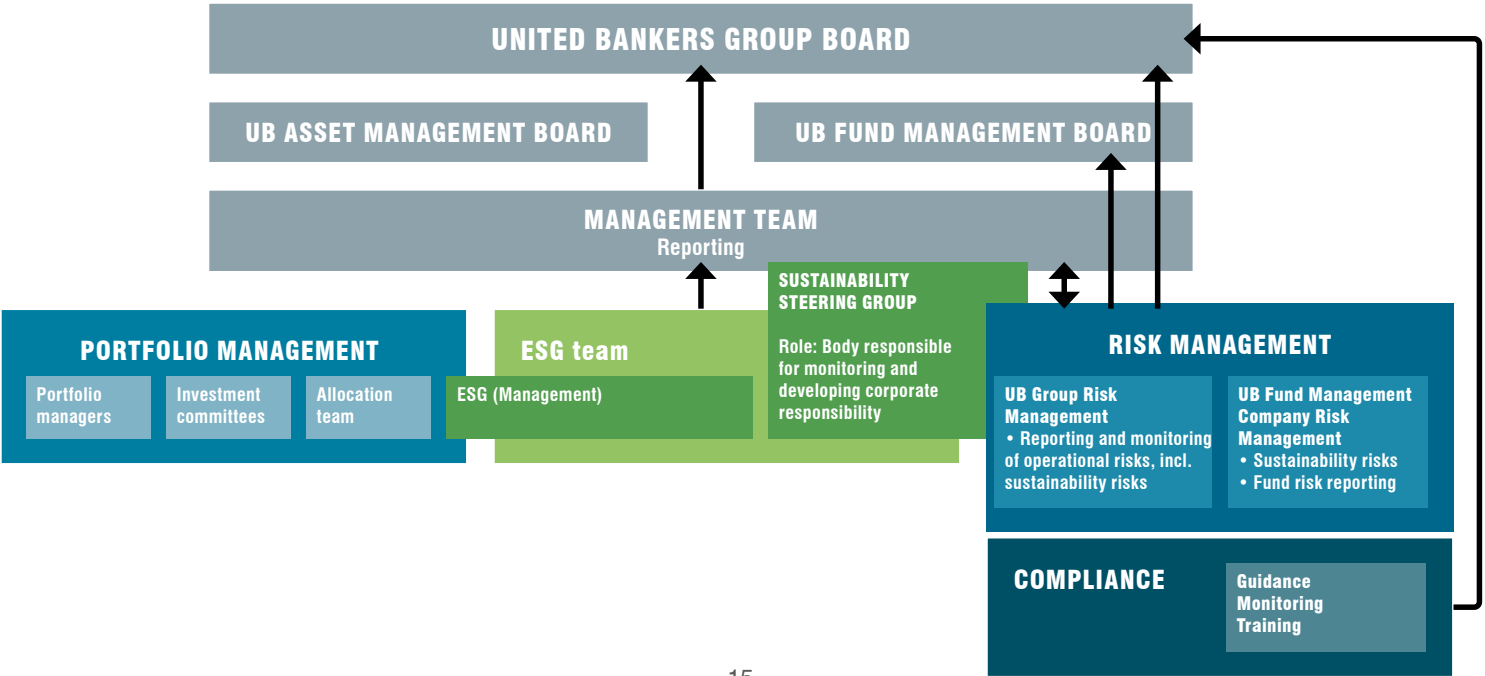
ESG, climate, and human rights risks are identified as part of the due diligence assessments conducted before investment decisions. In 2024, United Bankers further developed its methods and processes for analysing, monitoring, and managing sustainability risks. Special emphasis was placed on identifying climate risks, particularly in United Bankers' real estate and forest funds.

The Sustainability Steering Group monitors sustainability risks related to United Bankers' operations, defines management measures, provides guidance on handling sustainability risks in investments, and enhances overall corporate responsibility. The risk management function integrates sustainability risks into the Group's overall risk management framework.

Especially human rights risks and climate risks are considered not only from an investment perspective but also from the perspective of the United Bankers Group, and are therefore separated into their own entities. This is due to United Bankers' commitment to the principles of the UN Global Compact (UNGC) and to reporting its climate risks in accordance with the TCFD.

Further details on sustainability risks can be found in the separate United Bankers Corporate Responsibility Report, to be published for the year 2024.

FIGURE 2: MANAGING AND LEADING SUSTAINABILITY





# Responsible investment contributes to the green transition

## Achievements 2024:

- The fund investing in sustainable and resource efficient forest and bio-based industries, UB Forest Industry Green Growth Fund I LP, made four new investments.
- UB Renewable Energy Fund, focusing on wind and solar power investments, continued to promote wind power development projects and made its first investment in battery energy storage system (BESS).
- UB Nordic Forest Fund IV, primarily investing in forests in the Baltic Sea region, launched its investment activities.
- United Bankers introduced a new fund, UB Asuntorahasto I Ky, focused on residential investments in growth centers.
- United Bankers received excellent ratings in PRI's (Principles for Responsible Investment) assessment of the implementation of responsible investment principles, demonstrating further development of its responsible investment practices.
- The responsibility of investment targets was advanced through active ownership actions, including Proxy Voting services, investor initiatives, and direct engagement with companies.
- United Bankers joined the PRI Spring investor initiative, aimed at encouraging companies to take action to halt biodiversity loss.

The goal of United Bankers' investment and asset management operations is to achieve the best possible returns for clients at their chosen risk level in a responsible manner, both in the short and long term. United Bankers aims to reduce the negative impacts of investments over the long term, enhance their positive effects on the environment, society, and good governance, and support sustainable business practices.

United Bankers strives to promote sustainable development goals by offering its clients investment products that support the achievement of these objectives. A significant portion of the com-

pany's impact on the environment and society is realised through its investment products and services. United Bankers seeks to enhance the sustainability of investments by considering sustainability risks and the environmental and social impacts of its operations in investment decisions. Currently, some of United Bankers' products are specifically designed to promote certain sustainable development goals. While not all products have a defined sustainability objective within their investment strategy, information is provided where possible on how the product contributes to different aspects of sustainable development.

Clients can choose from United Bankers' diverse fund selection, which focuses on real asset investments. In addition, the offering includes carefully selected investment products from trusted partners. United Bankers' funds and UB 360 asset management solutions consider key sustainability risks specific to each industry, as well as factors related to climate change mitigation and adaptation when selecting investment targets. This approach aims to ensure that the investments will continue to thrive in a world of green transition.

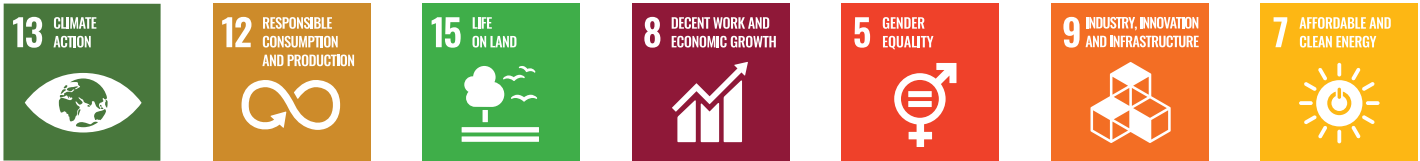
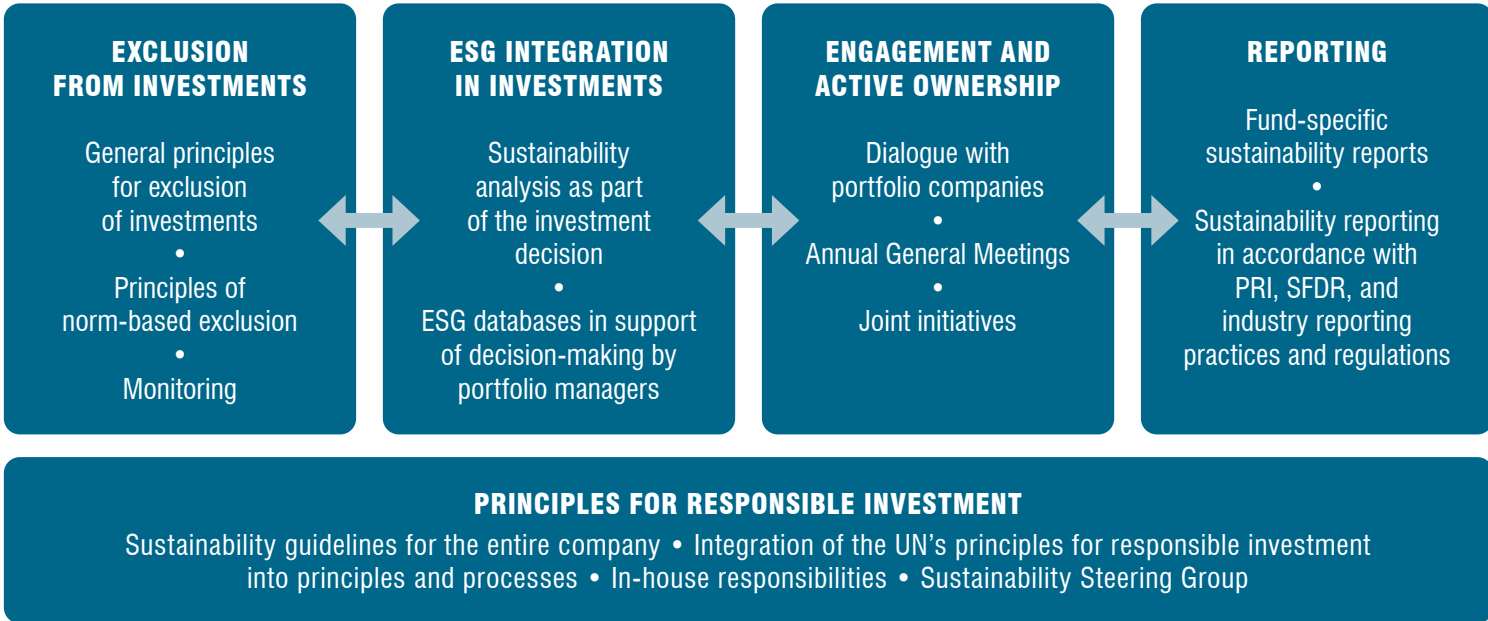
## Responsible investment principles guide investment activities

A responsible investor takes environmental, social, and governance (ESG) factors into account in investment activities. Responsible investing is at the core of United Bankers' products and services. At United Bankers, it is believed that assessing sustainability factors alongside financial key figures enhances the understanding of investment targets and the associated risks and opportuni-

ties. Consideration of these issues is also expected to improve the potential for investment returns.

United Bankers wants to offer its clients the opportunity to make responsible and profitable investments while growing their wealth sustainably. The objective of investment activities is to achieve the best possible returns at the chosen risk level in a responsible manner, both in the short and long term. As part of this goal, investment decisions consider how environmental and social responsibility, as well as good governance, are implemented in the investments.

The consideration of environmental, social, and governance (ESG) factors is an essential part of United Bankers' investment activities, portfolio management, as well as the planning and development of its products and services. United Bankers' Principles for Responsible Investment guide the investment activities of the entire group, defining the company's approach to responsible investing.



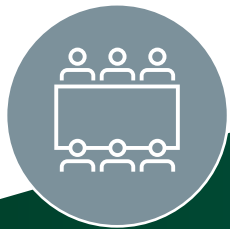




ESG INTEGRATION IN INVESTMENTS

The sustainability of investment targets is analysed as part of investment decisions. Portfolio managers have access to ESG databases provided by Sustainalytics, Morningstar, and Bloomberg. These databases enable portfolio managers to easily access company-specific sustainability data when making equity and fixed income investments. Portfolio managers can retrieve information such as sustainability ratings (ESG scores), details on sustainability risks, the share of revenue from controversial activities, potential ESG violations, data on companies' carbon risks and emission reduction targets, as well as information on principal adverse impacts.

The ESG analysis for each investment is an integral part of all investments, including alternative funds. In these funds, ESG analysis and value creation are central to the investment activities, and ESG analysis is integrated into the due diligence and investment processes, as well as portfolio management for each fund. Approaches and data sources vary by asset class and fund.



ENGAGEMENT AND ACTIVE OWNERSHIP

United Bankers aims to promote the responsibility of its investments by focusing on the environmental, social, and governance aspects of its investment targets. The goal is to support the development of the sustainability of investments in line with responsible investment principles, climate principles, and good international practices. General guidelines for influence are outlined in the ownership governance principles of the funds managed by UB Asset Management Ltd and UB Fund Management Company Ltd, which can be found on United Bankers' website under [Sustainability-related Disclosures](#). United Bankers focuses its engagement activities particularly on the following areas:

- specific themes such as climate change, human rights, energy efficiency, good governance, biodiversity, and water
- norm violations
- investment-specific issues

The methods used by United Bankers include exercising voting rights at shareholder meetings through the ISS Proxy Voting service or personal participation, direct company engagement, participation in joint investor initiatives, stakeholder collaboration, and public discussions.

If United Bankers detects that one of its investment companies is violating the principles of the UN Global Compact, the situation is analysed by the portfolio manager and reviewed by the Sustainability Steering Group, which decides on the next steps. There are two options for further action: initiate engagement activities or exclude the investment. The goal of engagement activities is to encourage the company to adopt more responsible practices. Additional details about United Bankers' human rights-related practices and processes can be found in a separate report on United Bankers corporate responsibility 2024.

United Bankers' fund offering focuses on funds investing in real asset. For example, in funds investing in Finnish and other Nordic real estate and forest, United Bankers is an active owner and promotes the sustainability of these investments through concrete actions in collaboration with partners. These efforts are directly implemented in the management and administration of the funds' investments.



EXCLUSION

Excluding investments is one of the most concrete ways to implement responsible investing. United Bankers does not invest in or will divest from companies it deems not to be responsible. The company has excluded certain industries from its investment portfolio, set revenue limits, and developed more specific sectoral guidelines. The exclusion list is updated as necessary.

In the investment process, a general exclusion list applies to all investments (except for index-based products):

- Companies involved in the production and sale of controversial weapons (landmines, cluster bombs, depleted uranium, as well as biological and chemical weapons) and companies involved in the development and production of nuclear weapon programs.
- Tobacco, coal production, weapons (except for defense industry), gambling, and adult entertainment. A revenue threshold of 5 per cent of total revenue is applied.

A company that violates the principles of the UN Global Compact may be excluded from investment opportunities by the decision of the Responsible Investment Steering Group. Based on the decision, the company may either begin influencing actions to correct the situation or be excluded from the investment portfolio.

Additionally, United Bankers avoids investing in companies where at least 25 per cent of revenue comes from coal-based energy production or oil sands extraction. However, United Bankers may make exceptions if the company has a clear plan for transforming its operations.

United Bankers invests in the oil and gas industry only if the investment passes a detailed ESG analysis, which takes into account factors such as the company's climate goals and investments in the green transition.



REPORTING

United Bankers communicates the responsibility of its investments openly and transparently. The sustainability reporting consists of the Group's overall sustainability reports and product-specific ESG reports, which are regularly published. Reporting is developed in accordance with regulatory requirements and considers the needs of stakeholders.

United Bankers publishes ESG reports of all its equity and fixed income funds, as well as UB 360 asset management (excl. UB 360 bonds), which include details on the development of sustainability risks, ESG scores, Global Compact violations, carbon intensity, carbon risk, and company-specific ESG data for the top 15 holdings. Annual separate sustainability reports are published for United Bankers' alternative investment funds, providing information on each fund's sustainability indicators and progress in responsible investment efforts.





Compliance with the UN Principles for Responsible Investment in international comparison

United Bankers signed the UN Principles for Responsible Investment (PRI) in 2012. In line with these principles, United Bankers has integrated the assessment of sustainability in its investment processes, promotes sustainability goals as an active owner in its investments, and develops sustainability reporting. The company's responsible investment activities are reported annually to PRI. Each year, PRI scores the signatory organisations on how they practice responsible investment and develop their responsible investment practices.

At the end of 2024, United Bankers received excellent scores in the PRI assessment of the implementation of the Principles for Responsible Investment. In asset-class-specific evaluations, United Bankers earned the maximum rating of 5/5 stars across all assessed asset classes. For sections related to responsible investment principles, governance, strategy, and assurance processes, the company received 4/5 stars. Compared to the previous assessment in 2023, United Bankers improved its score in areas related to engagement actions and voting activity.

United Bankers' public PRI results report and transparency report are available on the United Bankers website under the Commitments and Principles section.

|  |           |
|--|-----------|
| • PROCEDURES, GOVERNANCE, AND STRATEGY           | ★ ★ ★ ★ ☆ |
| • DIRECT – LISTED EQUITIES – ACTIVE QUANTITATIVE | ★ ★ ★ ★ ★ |
| • DIRECT – LISTED EQUITIES – ACTIVE FUNDAMENTAL  | ★ ★ ★ ★ ★ |
| • DIRECT – REAL ESTATE INVESTMENTS               | ★ ★ ★ ★ ★ |
| • ASSURANCE MEASURES                             | ★ ★ ★ ★ ☆ |



United Bankers’ funds contribute to the green transition

United Bankers strives to offer its clients opportunities to invest in products that promote the green transition. In particular, United Bankers’ alternative funds and real asset funds provide an opportunity to invest in building a sustainable society, renewable energy, sustainable growth, and innovations. Offering and developing a sustainable and responsible product range that withstands different market conditions is at the heart of United Bankers’ business and growth strategy.

At the end of 2024, United Bankers had four funds focused on sustainable investments (SFDR 9) and 21 funds promoting sustainability characteristics (SFDR 8). In the fall of 2024, United Bankers’ product offering was expanded with the launch of a new fund, UB Asuntorahasto I Ky, which invests in housing companies and individual apartments. The UB Renewable Energy Fund continued to advance wind power development projects and made its first investment in a battery energy storage system. The UB Forest Industry Green Growth Fund, which invests in sustainable and resource-efficient forest and bio-based industries, made several new in-

vestments in 2024. Early in the year, the fund invested in Paptic Ltd, which produces wood fiber-based packaging materials. In the summer, the fund made an investment in Nordtreat Ltd, a technology company focused on developing and producing innovative fire retardants. In September, the fund led a growth investment round for Notpla, a pioneering company in sustainable packaging made from seaweed. By the end of the year, the fund acquired the entire share capital of FiberLean Technologies Ltd, which manufactures equipment for the production of microfibrillated cellulose.

The investment strategies within the UB 360 asset management model (excl. bonds) are SFDR Article 8-compliant investment products that promote environmental and social characteristics. Within the UB 360 asset management model, clients can customise their portfolio by adding a focus on sustainability, selecting preferred funds to complement their core portfolio. Additionally, United Bankers’ personalised asset management solutions allow clients to choose investments that promote environmental and social characteristics, as well as sustainable investments, in accordance with their preferences.

| FORESTRY AND FOREST INDUSTRY FUNDS                |  |                                      |   |   |   |  |
|---|--|--------------------------------------|---|---|---|--|
| UB Forest Industry<br>Green Growth Fund<br>SFDR 8 | UB Timberland<br>Global Fund<br>SFDR 8 |                                      | UB Nordic Forest<br>Fund III<br>SFDR 9  | UB Nordic Forest<br>Fund IV<br>SFDR 9     | UB Timberland<br>Fund<br>SFDR 9           |  |
| REAL ESTATE FUNDS                                 |  |                                      | REAL ESTATE EQUITY FUNDS                |   |   |  |
| UB Nordic<br>Property<br>SFDR 8                   | UB Finnish<br>Properties<br>SFDR 8     | UB Asuntorahasto<br>I Ky<br>SFDR 8   | UB Asia<br>Real Estate Equity<br>SFDR 8 | UB Europe<br>Real Estate Equity<br>SFDR 8 | UB Global<br>Real Estate Equity<br>SFDR 8 | UB North America<br>Real Estate Equity<br>SFDR 8 |
| INFRASTRUCTURE FUNDS                              |  |                                      |   | REGIONAL EQUITY FUNDS                     |   |  |
| UB<br>EM Infra<br>SFDR 8                          | UB<br>Infra<br>SFDR 8                  | UB Renewable<br>Energy<br>SFDR 9     | UB<br>Finland<br>SFDR 8                 | UB<br>Europe AI<br>SFDR 8                 | UB American<br>Equity<br>SFDR 8           |  |
| FIXED INCOME FUNDS                                |  |                                      | OTHER FUNDS                             |   |   |  |
| UB<br>High Yield<br>SFDR 8                        | UB Fixed<br>Income Plus<br>SFDR 8      | UB Short-Term<br>Bond Fund<br>SFDR 8 | UB<br>Smart<br>SFDR 8                   | UB<br>Global<br>SFDR 8                    | Asilo<br>Argo<br>SFDR 8                   | UB Corporate<br>Lending Fund<br>SFDR 8           |



The aim is to influence target companies through active ownership

Investors play a crucial role in promoting sustainability, as financial and capital flows can guide companies towards more responsible practices. United Bankers promotes the sustainability of its funds' investments by voting at the general meetings of its investments and by participating in joint investor initiatives. At the beginning of 2024, United Bankers published for the first time a report on the implementation of its ownership policy, which provides further information on the active ownership and direct engagement undertaken by the company. A report on the implementation of the principles of ownership policy is published annually. The report is available in the Sustainability Reporting section of the United Bankers' website.

Voting at general meetings is a key part of the engagement actions for equity funds

Since 2021, United Bankers' equity funds that are valued daily have been using the Proxy Voting service provided by Institutional Shareholder Services Inc. (ISS ESG). Through the service, United Bankers votes at the general meetings of portfolio companies located outside Finland. United Bankers exercises its voting rights in portfolio companies to promote sustainability-related themes such as transparency, equality, climate change mitigation, and the establishment of climate targets. United Bankers uses voting principles which promote sustainability (International Sustainability Proxy Voting Guidelines), provided by the service provider, under which the service provider's experts prepare voting recommendations concerning funds' portfolio companies. United Bankers' port-

folio managers may choose to modify the pre-drafted positions or opt to follow the predetermined recommendations. In 2024, United Bankers' funds used their voting rights through the Proxy Voting service at a total of 365 general meetings. Additionally, United Bankers participated in the general meetings of companies in Finland with a significant weighting in United Bankers' funds.

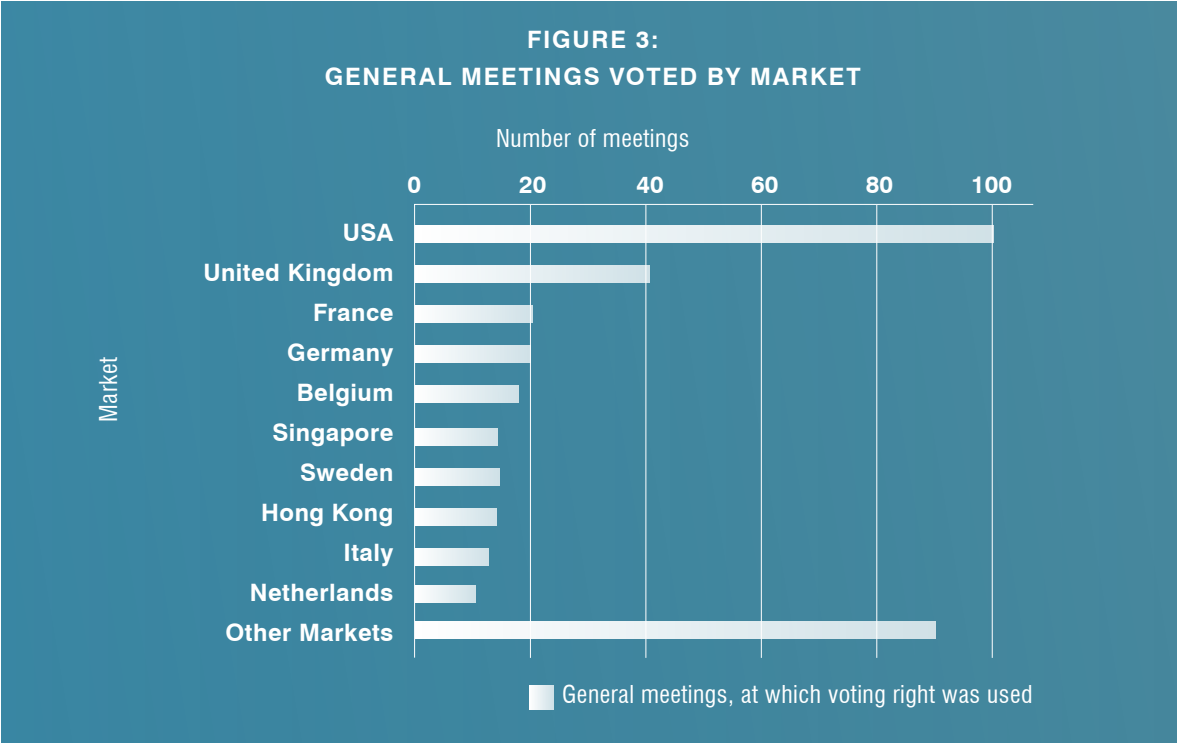
Investor initiatives focus on thematic engagement

In 2024, United Bankers continued its support for the CDP Science-Based Targets climate campaign that began in 2020. This CDP campaign encourages companies to set emissions reduction targets in line with the Science Based Targets initiative (SBTi), covering the entire value chain of a company's emissions. These targets, in alignment with the Paris Agreement on climate change, aim to limit the global temperature increase to 1.5°C.

During the 2023–2024 campaign round, CDP sent letters on behalf of United Bankers and other participating organisations to over two thousand companies worldwide. The companies targeted by the campaign were mainly in high-emission sectors, such as manufacturing, energy production, materials production, and transportation. Of the companies targeted, 71, with a combined market value of approximately USD 1.1 trillion and total scope 1

and scope 2 emissions of 50 MtCO2, joined the SBTi initiative. Since the launch of CDP's SBTi campaign in 2020, over 550 influential companies have been encouraged to join the SBTi initiative across the campaign's four rounds. The 2024 round was the final round of the campaign.

United Bankers continued its support for CDP's Non-disclosure campaign, which encourages companies to report their greenhouse gas emissions and environmental impacts transparently. The campaign is carried out in collaboration with CDP-signatory financial market actors and aims to contact companies that have not responded to requests to disclose information related to climate change mitigation, forests, and/or water in CDP questionnaires. The goal of the campaign is to increase the amount of environmental data reported by companies and enhance their transparency. In the 2024 Non-Disclosure campaign, a total of 1,998 companies that had not previously provided information to CDP were invited to report their data related to climate actions and impacts, forests, and water. This represented a 26% increase compared to the number of companies targeted in the previous year. As a result of the campaign, over 8,000 companies reported climate change, forests, water, plastics, and biodiversity-related data via CDP in 2024. Through CDP, United Bankers and other financial market actors can utilise this data when making investment decisions.



UNITED BANKERS TAKES ACTION TO FIGHT CLIMATE CHANGE

The majority of United Bankers’ environmental and social impacts occur through its investments. United Bankers aims to drive real emissions reductions by offering its clients a product range that enables investment in carbon sequestration and the green transition. United Bankers believes that providing such investment opportunities is at the core of responsible wealth creation.

The Climate Roadmap communicates the level of ambition of climate action

United Bankers aims for climate-resilient growth and seeks to implement its growth strategy in alignment with international long-term climate goals. United Bankers has developed a Climate Roadmap for the years 2023–2050, guiding its climate actions. The Climate Roadmap is available on United Bankers’ website in the Climate Targets section. As part of the actions outlined in the

Climate Roadmap, United Bankers is committed to setting science-based climate targets in line with the Science Based Targets initiative.

United Bankers aims to influence the reduction of its investment targets’ carbon footprint. The company’s goal is to invest in low-carbon and carbon sequestration solutions, as well as to increase the carbon sequestration of its investments to ensure that they exceed the greenhouse gas emissions of its investments by 2030. In addition, the company seeks to reduce its own operational carbon footprint. In the longer term, the goal is to achieve net-zero emissions and net-negative emissions by 2040–2050 at the latest. These actions aim to ensure that United Bankers’ business is aligned with the targets of the Paris Agreement and that the company reaches its long-term Net Zero goals by 2040–2050 at the latest.

GOAL 1: UNITED BANKERS SETS SCIENCE-BASED CLIMATE TARGETS IN LINE WITH THE SCIENCE BASED TARGETS INITIATIVE (SBTi).

GOAL 2: THE CARBON SEQUESTRATION OF UNITED BANKERS’ INVESTMENT PORTFOLIOS WILL EXCEED THE GREENHOUSE GAS EMISSIONS OF INVESTMENTS BY 2030.

| United Bankers’ Climate Roadmap 2023–2050<br>BUILDING WEALTH IN A RESPONSIBLE WAY   |   |  |  |
|---|---|--|--|
| 2023  | 2023–2025   | Interim targets 2025–2030  | 2040–2050                                |
| Commitment to setting interim short-term (2030) and a long-term Net Zero climate targets in accordance with the SBTi  | Setting climate targets according to the SBTi. The targets apply to both United Bankers’ own activities and investments (scope 1, scope 2 and scope 3). | We grow the company’s business in line with United Bankers’ growth strategy and achieve the interim goals set for climate action under the SBTi. | Achieving UB’s long-term Net Zero target |
| Commitment to reducing greenhouse gas emissions from investments and increasing carbon sequestration so that the investments’ carbon sequestration exceeds emissions by 2030. | Preparation of detailed climate roadmaps for UB’s funds and business areas  | Carbon sequestration of our investments will exceed greenhouse gas emissions from our investments by 2030  |  |



According to the Climate Roadmap, United Bankers focuses on setting SBTi targets, creating asset-class-specific action plans, and developing its business in line with the interim goals set for climate actions under SBTi. In addition to reducing greenhouse gas emissions, United Bankers also wants to consider the carbon sequestration of its forest funds in its climate targets. Key climate actions in the roadmap also include integrating climate work into the organisation’s compensation models, improving the analysis and management of climate risks, and increasing internal training on climate change.

The actions outlined in the Climate Roadmap are part of United Bankers’ ongoing climate measures. United Bankers’ carbon footprint was first calculated in 2022 based on 2021 data. The calculation follows the international GHG Protocol standard and methods

developed by the Partnership for Carbon Accounting Financials (PCAF) network for the financial sector.

In 2024, United Bankers advanced the actions outlined in its Climate Roadmap by preparing to set science-based climate targets. Portfolio managers were offered training on utilising climate-related data and indicators, as well as interpreting and assessing climate targets. For high-emission investments, concrete actions were identified to reduce investment emissions. The impact of SBTi-aligned targets on United Bankers’ real estate funds was also reviewed, and key emissions reduction measures were mapped. The work to set United Bankers’ climate targets, as well as to identify and promote emissions reduction actions, will continue throughout 2025 for both the company’s operations and various asset classes.

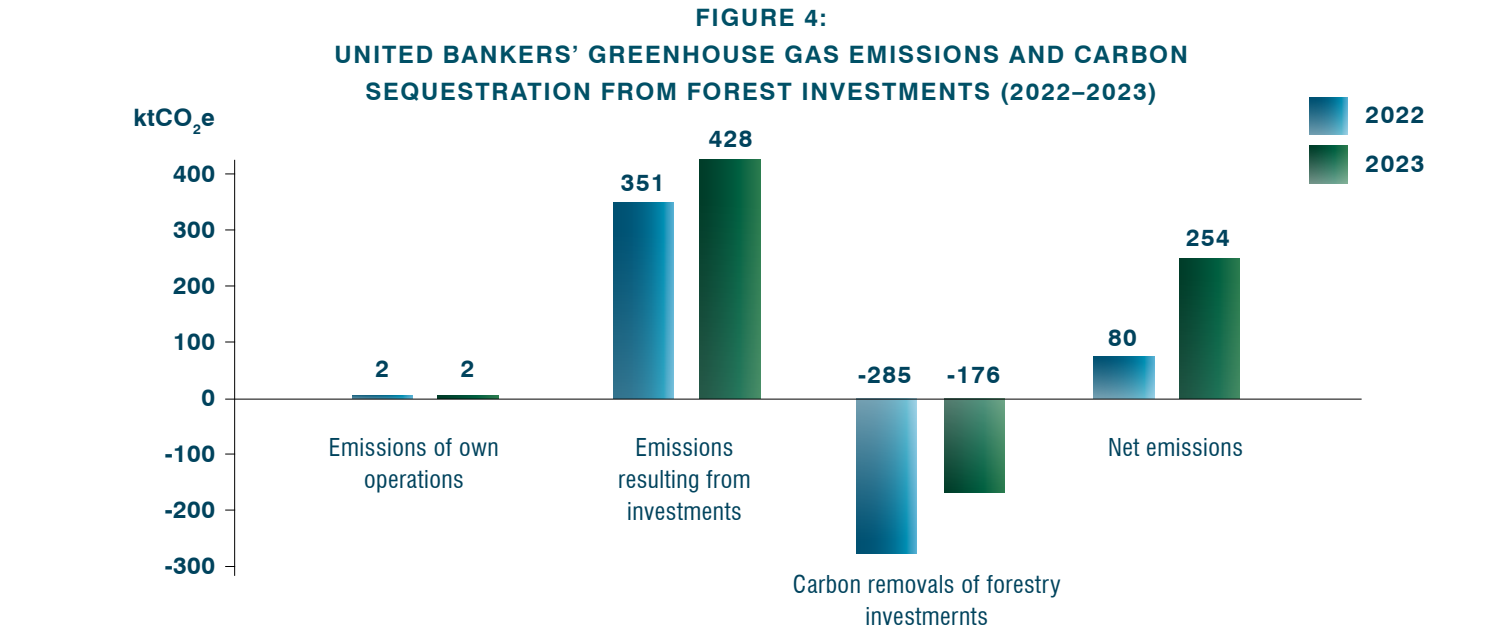
| UNITED BANKERS’ KEY CLIMATE ACTIONS SINCE 2012   |   |   |  |
|--|---|---|--|
| 2012   | 2019  | 2020  | 2021   |
| •Signing of the UN PRI   | • UB’s general climate targets incorporated into the Principles for Responsible Investment  | • Montreal Carbon Pledge<br>• UB’s support to the CDP initiative starts   | • Commitment to reporting climate risks in line with TCFD<br>• Calculation of forest funds’ carbon balances starts |
| 2022   | 2023  | 2024  |  |
| • Calculation of United Bankers’ carbon footprint according to PCAF accounting standard<br>• Climate risks included in annual reporting and sustainability reporting<br>• Tightening of the criteria for climate-based exclusions in investments<br>• Carbon neutrality target set for property funds (2035 carbon neutral for use-phase energy) | • Renewed ESG reporting for Article 8 funds and asset management, including metrics for carbon risk and carbon intensity<br>• United Bankers’ Climate Roadmap 2023–2050 | • Climate risk assessments of real estate and forest funds<br>• Identification of key emission reduction measures for individual funds<br>• Creating guidelines for climate risk identification and improving reporting capabilities<br>• Training for portfolio managers on efficient utilisation of climate-related data and metrics, as well as interpretation and assessment of climate targets |  |



Reducing the emissions of investments requires active measures

Greenhouse gas emissions measurement and monitoring are essential for planning and targeting climate actions. Since 2021, United Bankers has tracked the development of its carbon footprint in accordance with the international GHG Protocol standard and the methodologies developed by the Partnership for Carbon

Accounting Financials (PCAF) for the financial sector. In 2023, United Bankers' investment emissions increased by 22 per cent compared to 2022<sup>1</sup>. The company's 2023 carbon footprint was 430 ktCO<sub>2</sub>e (Scope 1–3), with a carbon intensity of 29 tCO<sub>2</sub>e/MEUR (Scope 1–2) and 8,265 tCO<sub>2</sub>e/MEUR (Scope 1–3) relative to revenue. The vast majority (99.6%) of the carbon footprint resulted from emissions associated with the investments included in the company's investment products.



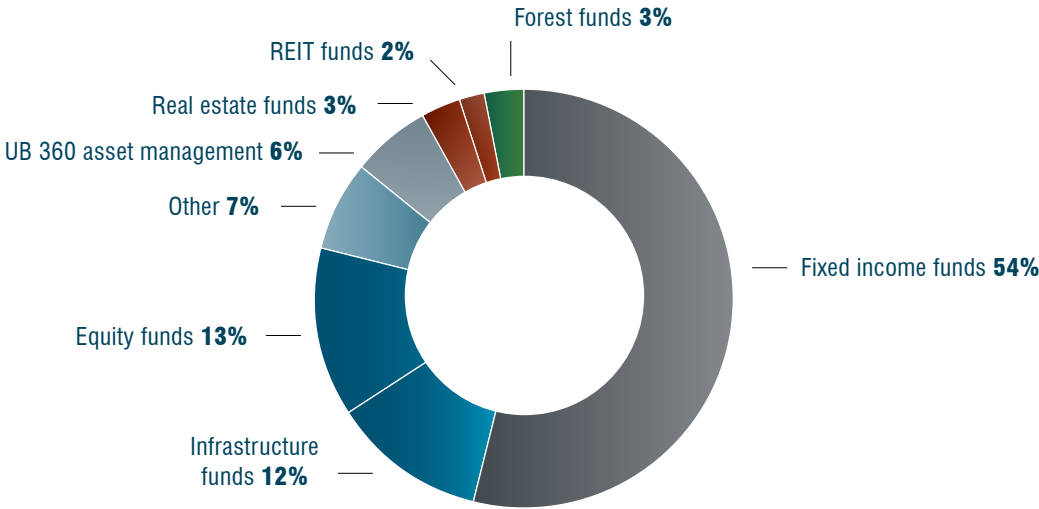
| TABLE 2: UNITED BANKERS' CARBON FOOTPRINT                         |                                     |                                     |
|---|-------------------------------------|-------------------------------------|
| Emissions source  | Emissions 2023 (tCO <sub>2</sub> e) | Emissions 2024 (tCO <sub>2</sub> e) |
| Scope 1   | 0.0                                 | 0.0                                 |
| Scope 2 (Market-based)  | 36.9                                | 26.0                                |
| Scope 3: Category 15 (Investments within United Bankers products) | 428,231.3                           | Available Q4 2025                   |
| Scope 3: Others   | 1,490.1                             | 1,787.0                             |
| Total   | 429,758.3                           | Available Q4 2025                   |

United Bankers' investment portfolio does not only generate greenhouse gas emissions; its forest investments also contribute to carbon sequestration.

The calculation includes United Bankers' funds as well as investment portfolios under discretionary asset management, where United Bankers makes investment decisions on behalf of the client. The calculation takes into account all (Scope 1–3) emissions.

<sup>1</sup>Due to the availability of emissions data, the Scope 3 (Category 15) emissions calculation for investments included in United Bankers' products is carried out in the second half of the year once the previous year's emissions data for the investment targets becomes available.

**FIGURE 5:**  
**BREAKDOWN OF UNITED BANKERS INVESTMENTS' (UB'S FUNDS, UB 360 ASSET MANAGEMENT AND PRIVATE INVESTMENT OFFICE) EMISSIONS BY INVESTMENT TYPE (2023)**



The total carbon footprint of investments included in United Bankers' products was 428 ktCO<sub>2</sub>e in 2023 (Scope 3, Category 15), and the weighted average carbon intensity (WACI, S1+S2+S3) was approximately 197 tCO<sub>2</sub>e per million euros invested. Although investments made through United Bankers' products and services generate emissions, the product range also includes forest funds that sequester carbon. When both investment emissions and carbon sequestration from forest investments are taken into account, United Bankers' net emissions were 254 ktCO<sub>2</sub>e in 2023.

The main sources of emissions in United Bankers' investments are concentrated in funds that invest in more emission-intensive industries, such as fixed income and infrastructure funds, as well as equity funds, which include companies from sectors like basic industries and transportation. When selecting investment targets, it is essential to identify companies with credible plans to advance climate action. Especially in emission-intensive industries, promoting climate efforts within investment targets requires time, for example, for the development and adoption of new technologies. Throughout 2024, actions to reduce investment-related emissions were actively identified. Asset-class-specific plans and measures

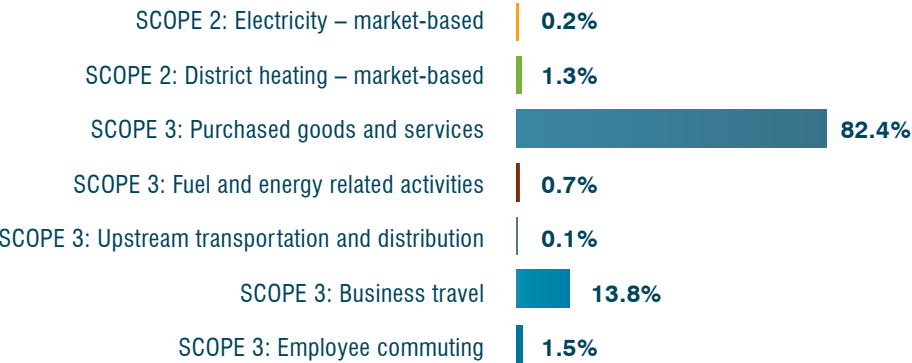
for reducing emissions will be further refined in connection with the establishment of science-based climate targets.

Among United Bankers' investments, there are also significant low-emission sectors, such as forest investments, which account for only 3% of total emissions despite representing over 30% of the assets under management included in the emissions calculation. Similarly, emissions from the real estate sector are relatively low. Real estate investments account for 24% of assets under management<sup>2</sup>, but only 3% of total emissions. In line with SBTi recommendations, United Bankers aims to promote the green transition through its investments and product offering, while also encouraging its portfolio companies to reduce their emissions and set science-based climate targets.

Excluding United Bankers' investment products, the carbon footprint of the Group's other activities, such as office maintenance and business travel, amounted to 1.8 ktCO<sub>2</sub>e in 2024 (2023: 1.5 ktCO<sub>2</sub>e), representing a 20 per cent increase compared to 2023. The biggest change from 2023 is explained by the increase in travel-related emissions. The growth in travel emissions was primarily due to an increase in business travel, reflecting the company's growing efforts to promote international sales.

<sup>2</sup>According to current accounting standards, emissions in the real estate sector include the energy consumption of properties during use but do not account for carbon emissions from the construction phase or the carbon embodied in buildings. United Bankers' real estate funds primarily focus on leasing properties rather than new construction.

**FIGURE 6:**  
**DISTRIBUTION OF UNITED BANKERS' OPERATIONAL EMISSIONS, EXCL. INVESTMENTS**



**Energy consumption**

United Bankers' office buildings consumed approximately 173 MWh of energy in 2024, with electricity accounting for about 110 MWh (63.2%) and heating and cooling consuming about 64 MWh (36.8%). The total energy consumption decreased by approximately 35% compared to 2023. The data used in the calculations include information from energy companies, as well as average

office heating consumption figures from Statistics Finland, Motiva, and Energiföretag.

The electricity in United Bankers' office buildings in Helsinki and Tampere is produced entirely from renewable energy – hydro-power in Helsinki and wind power in Tampere. Additionally, the district cooling used in the offices is also sourced from 100% re-newable energy.

**TABLE 3:**  
**ENERGY CONSUMPTION OF UNITED BANKERS' OFFICE BUILDINGS (2022-2024)**

| MWh  | 2022         | 2023         | 2024         |
|--|--------------|--------------|--------------|
| Electricity consumption                              | 165.9        | 153.1        | 109.5        |
| Consumption of district heating and district cooling | 118.5        | 115.1        | 63.8         |
| <b>Total energy consumption</b>                      | <b>284.4</b> | <b>268,2</b> | <b>173.3</b> |
| Change from previous year (%)                        | 3.3%         | -5.7%        | -35.4%       |





# FORESTS, ENERGY, AND FINLAND’S PATH TO CARBON NEUTRALITY

## Climate policy goals and forest carbon sequestration

It all starts with the sun. Forests and biomass in their various forms act as carbon sinks, capturing carbon dioxide from the atmosphere through photosynthesis. Forests and other land-use sectors can serve as both carbon sinks and sources of emissions. Globally, deforestation, driven by factors such as agricultural expansion and urban development, is one of the largest sources of greenhouse gas emissions. When forests are lost, the capacity for carbon sequestration is also lost.

The EU has set a goal of achieving carbon neutrality by 2050, while Finland aims to reach carbon neutrality even earlier, by 2035. This will require significant emission reductions as well as effective carbon sinks. Forests have been assigned a central role in achieving these targets, as all remaining emissions after reductions must be compensated through carbon sinks. This has sparked intense discussions on how forests should be managed more climate-smartly to meet climate obligations.

## How big is the role of forests in the fight against climate change?

Climate policy emphasises the sustainable use of forests and the expansion of carbon sinks in land use. Carbon sinks can be increased through various actions, such as reducing logging, extending forest rotation periods, reforestation, forest fertilisation, wetland restoration, and applying continuous cover forestry in peatlands. These measures are critical for Finland to meet the carbon sink targets agreed upon in the EU and avoid financial sanctions. However, the impacts of these actions are not limitless. Due to the natural dynamics of forests and the influence of various biotic and abiotic<sup>3</sup> disturbances, the level of carbon sinks is not permanent, and there is uncertainty associated with its development.

The carbon sequestration potential of forests is directly related to the age and development class structure of the forests. Young forests are efficient carbon sinks because their absolute biomass growth is at its highest during this stage. As the trees mature, the growth slows down, and carbon sequestration decreases rapidly until the forest may eventually become a source of emissions due to decay. Old, mature forests are important carbon reservoirs, as significant amounts of carbon have been stored in the biomass and soil over a long rotation period. However, their future potential as carbon sinks has largely been utilised. Due to the natural development of forests, carbon sinks cannot be increased indefinitely. Eventually, regeneration of forests will result in a higher carbon sink in the long run than prolonging the growth of the current tree generation.

The carbon sink capacity of forests may also decrease as climate change progresses, as factors such as forest fires, increased insect damage, and droughts transform forests from carbon sinks into sources of emissions. For example, in Germany, extensive storm and bark beetle damage have rapidly led to a situation where tree removal has significantly outpaced growth, and as a result, forests have turned into sources of emissions. In Canada, large forest fires have similarly transformed local forests into carbon sources. It is possible to avoid widespread impacts caused by climate change by considering climate risks in forest management and implementing actions to mitigate those risks.

The carbon sinks in forests have also significantly decreased in Finland due to factors such as logging, slowed forest growth, and increased soil emissions. According to the latest greenhouse gas inventory results from the Natural Resources Institute Finland (LUKE), forests have overall turned into sources of emissions between 2021 and 2023. The forest biomass still serves as a clear carbon sink, as the growth of trees exceeds logging and natural mortality. However, soil emissions have increased due to the reduction in forest floor litter and the accelerated decomposition of organic material due to climate warming. This development pos-

<sup>3</sup> Biotic factors refer to living elements, while abiotic factors refer to non-living elements, such as climate or soil.



” **Young forests are effective carbon sinks, as their absolute biomass growth is at its peak during this stage**



es challenges to Finland’s carbon neutrality goals. Finland is not alone in this situation, as negative trends in forest carbon sinks have been widely reported across Europe. In many countries, especially due to logging and forest damage as well as the aging of tree stands, carbon sinks have significantly decreased, and they are falling short of national targets.

Forests play an important role in mitigating climate change, but it is clear that this challenge cannot be solved solely through carbon sinks. Climate change is largely a result of carbon dioxide emissions from the use of fossil fuels such as oil, coal, and natural gas. Therefore, moving away from these fuels is key. In this regard, forests can serve as part of the solution, as wood-based products can replace fossil raw materials in many products – on average, one ton of wood results in a two-ton reduction in atmospheric carbon dioxide. By using wood, particularly in long-lasting wood products, a significantly greater positive climate impact can be achieved compared to carbon sink calculations, thanks to this substitution effect.

### What other measures are needed to achieve Finland’s climate goals?

Emissions in Finland are several times higher than the carbon sink capacity of forests, so achieving carbon neutrality will require significant emission reductions in addition to strengthening sinks. Total emissions in Finland have been declining steadily since the early 2000s. The vast majority of emissions, more than two-thirds, come from energy production and consumption. Therefore, Finland’s climate goals require an energy transition away from fossil fuels towards renewable energy sources. Achieving this goal will primarily focus on increasing wind and solar energy.

Wind power is one of the fastest-growing forms of renewable energy in Finland. In particular, offshore wind power holds significant untapped potential, as the coastal areas and the Gulf of Finland provide ideal conditions for large-scale projects. The government aims to increase wind power capacity tenfold by 2035, which could significantly reduce emissions from the energy sector.

Although the potential for solar energy has traditionally been considered limited in Finland due to long winters, its potential has increased in recent years. During the summer months, solar energy production is highly efficient, and the decrease in the cost of solar panels has increased their popularity in residential and commercial properties. By combining solar energy with other renewable energy sources, a balanced and sustainable energy production model can be created.

Bioenergy, particularly the use of forest residues and wood chips, has long been a key part of Finland’s energy system. It provides an opportunity to utilise by-products from forestry in energy production, but its use must be carefully considered to ensure that forests continue to function as carbon sinks. In the future, bioenergy can be complemented by the production of biochar, which allows for the long-term storage of carbon in the soil.

Hydropower has been the backbone of Finland’s energy system for decades. Most of its potential has already been harnessed, but modernising existing plants and reducing environmental impacts can further improve its efficiency. Hydropower also serves as a balancing energy source alongside variable renewables like wind and solar energy.

The potential for reducing emissions by increasing the use of renewable energy is significant. Electrifying transportation and industry, as well as improving energy efficiency in buildings, can substantially cut emissions. By increasing the share of renewable energy to 50-60% by 2030, Finland could reduce emissions from the energy sector by as much as 70-80% by 2035.

Electrifying transportation alone could reduce sector-related emissions by more than half, contributing to an overall emissions reduction of 20-30%. If Finland meets its wind power goals and simultaneously improves energy efficiency, national emissions from the energy sector could be halved compared to current levels.

There are also other effective methods for reducing emissions. Carbon capture and storage (CCS) is a key technology for reducing emissions in sectors that are difficult to fully decarbonise, such

as heavy industries like steel and cement production. Several pilot projects have been launched in Finland with the goal of capturing industrial process emissions and either utilising them as raw materials or storing them underground. Carbon capture and utilization (CCU), where carbon dioxide is used to produce valuable products (such as chemicals and fuels), could also become part of Finland’s energy transition. For example, Metsä Group and ANDRITZ have announced plans for a carbon capture pilot at the Rauma pulp mill next summer. Bioenergy with carbon capture and storage (BECCS) offers the potential for long-term carbon sequestration. Additionally, direct air carbon capture and storage (DACCS) could complement carbon sink solutions in the future.

Modernising the electricity grid and energy storage play a critical role in the energy transition. A flexible and smart grid is necessary when integrating variable renewable energy sources like wind and solar power. This requires investments in battery storage technologies, smart metering systems, and grid optimisation. Efficient energy storage is key to stabilising renewable energy supply, ensuring that energy demand is met even when production is low (such as on calm or cloudy days). The export of clean energy from Finland is increasingly focused on neighboring countries. Connecting

Finland’s grid to the broader European electricity network and the potential development of hydrogen energy could position Finland as a regional exporter of clean energy.

### Conclusions and considerations for reducing emissions

Achieving carbon neutrality by 2035 requires comprehensive actions. Forests and land use play a key role, but due to their limited capacity, the adoption of technological solutions is essential. Climate policy must take into account both nature-based and technological solutions to ensure a balance between emission reductions and strengthening carbon sinks.

Finland’s energy transition to renewable sources, the electrification of transportation, and the use of innovative technologies are essential. At the same time, it is important to ensure that biodiversity is preserved and climate actions support sustainable development. Citizens’ participation in energy-efficient solutions and the sustainable use of natural resources is crucial. Only in this way can Finland achieve carbon neutrality and serve as an international example in combating climate change.





BIODIVERSITY IS AN IMPORTANT OBJECTIVE FOR FOREST FUNDS



Ensuring biodiversity is of utmost importance to United Bankers’ operations. United Bankers constantly strives to increase understanding of the impacts of its activities on biodiversity and to find ways to prevent biodiversity loss. Understanding the effects and risks that biodiversity loss poses to United Bankers’ business is central to building sustainable operations.

The key impacts of United Bankers’ operations on biodiversity arise through the investment products it offers. The methods for assessing the impacts of investments on biodiversity and the associated databases are continuously evolving. At United Bankers, the development of biodiversity-related initiatives and methods is actively monitored, and efforts are made to enhance operations based on them.

Diverse forests are an advantage for investors

The operations of United Bankers’ forest funds are significant from the perspective of biodiversity. Biodiversity is a prerequisite for the health and growth of forests, making it an important aspect for forest investors.

United Bankers’ forest funds invest in sustainable forestry by directly or indirectly investing in forest properties and/or securities of

forestry companies. The funds aim to contribute to climate change mitigation by capturing atmospheric carbon dioxide in growing trees and forest land. In 2024, United Bankers was the fourth largest private forest owner in Finland through its funds. The total forest area owned by the funds was over 140,000 hectares, with approximately 119,000 hectares in Finland and the rest in the Baltic countries. The UB Nordic Forest Fund IV, established in 2023, aims to not only mitigate climate change but also promote biodiversity and sustainable forestry practices in the Baltic Sea region by increasing the area of privately certified forests in the target countries.

United Bankers’ forest investments primarily focus on commercial forests, where forestry practices directly impact forest ecosystems and biodiversity in various ways. Biodiversity is a key condition for the well-being of forests. The forest fund team at United Bankers, consisting of forest managers and forestry experts, continuously develops the management of the funds’ forests in collaboration with operational partners responsible for managing the forest properties. This development considers biodiversity, climate impacts, and economic profitability. The effects and quality of the forest management in United Bankers’ funds are monitored not only by the company itself but also by independent assessors and authorities. Operations are continuously improved through ongoing evaluations, the application of industry best practices, and research collaborations with partners.



PROTECTING BIODIVERSITY IN UNITED BANKERS’ FOREST FUNDS

**Forest certification with FSC and PEFC certifications** – third-party verified sustainable forest management practices in line with international best practices, including stricter conservation measures for biodiversity



**Target-specific selection and planning of forest management methods** – designing the most appropriate treatments and nature conservation actions for each site in commercial forests

**Increasing the proportion of deciduous trees** – the long-term goal is to double the share of deciduous trees in the forests owned by the funds in Finland from the current level to a total of 20 per cent, promoting biodiversity and climate resilience of forests



**Promoting continuous cover forestry on lush peatlands** – positively affects biodiversity, supports peatland water balance, reduces runoff, and increases the overall carbon balance of forests in Finland

**Voluntary protection and restoration of special nature values** – collaboration with authorities and other parties to establish private protected areas in sites with significant nature values





Forest certifications are a sign of quality forest management

United Bankers' forest funds aim to safeguard biodiversity in forest management practices in various ways. The forest management of the funds follows the principles of sustainable forest management. The implementation of sustainable forest management is ensured through certifications, which are also beneficial for investors due to the demand and price trends of certified wood. The goal of United Bankers' forest funds is to have all forest properties in Finland certified by both the PEFC and FSC. Outside of Finland, the funds require at least one of these certifications. Particularly, FSC certification is significant for biodiversity, as in Finland, for example, it mandates that at least 5 per cent of the certified forest area is set aside from commercial use to protect biodiversity.

In 2024, 100 per cent of the forests owned by United Bankers' forest funds in Finland were PEFC certified, and 78 per cent were FSC certified. The certification rate of the funds' forests is relatively high, as approximately 90 per cent of all forests in Finland are PEFC certified, and about 10 per cent are FSC certified. For forests located outside Finland, 45 per cent had FSC certification, and 85 per cent had PEFC certification. The high certification rate indicates that the management of the forests is economically, socially, and ecologically sustainable. The certification criteria for forest management take biodiversity into account, often going beyond national regulations.

For United Bankers' forest funds, forest management actions are planned on a site-specific basis. Forest management follows the

criteria for sustainable forestry set by regulations and certifications, taking into account protected and/or endangered species and valuable habitats to minimise the impacts of forest management. Observations of endangered species in the forests influence, for example, the choice of forest management methods and the potential protection of the area.

Increasing the proportion of deciduous trees promotes biodiversity

In forest ecology, large-scale ecosystems are important in addition to individual species. United Bankers' forest funds have set a long-term goal to double the proportion of deciduous trees in the forests they own in Finland, raising it from the current level to a total of 20 per cent. Increasing the proportion of deciduous trees can promote biodiversity. At the same time, it increases the forest's timber production capacity and improves climate resilience. The proportion of deciduous trees in United Bankers' forest funds has been steadily increasing towards the target level.

In addition to increasing the proportion of deciduous trees, United Bankers' forest funds have aligned their strategy to favor continuous cover forestry on lush peatlands. Continuous cover forestry is a method where the forest maintains a continuous canopy of trees. Large-scale clear-cutting is avoided, and tree removal is done gradually in smaller batches. This method is particularly suitable for lush peatlands. Continuous cover forestry can have a positive impact on biodiversity. Furthermore, the water balance of peatlands remains in better condition, reducing runoff to the environment, and increasing the overall carbon balance of the forests.

TABLE 4: DEVELOPMENT OF DECIDUOUS TREE SHARE IN FORESTS LOCATED IN FINLAND OWNED BY UNITED BANKERS' FUNDS

|                              | 2020  | 2021  | 2022  | 2023  | 2024  |
|------------------------------|-------|-------|-------|-------|-------|
| UB Timberland Fund (AIF)     | 12.3% | 12.4% | 12.5% | 12.8% | 13.7% |
| UB Nordic Forest Fund III LP | 11.1% | 11.4% | 14.9% | 15.6% | 16.4% |

At least 5% of FSC-certified forests are designated as strict protection areas

In 2024, United Bankers' forest funds' total protected area was 8,328 hectares. Of this, approximately 4,590 hectares were set aside from economic use in accordance with the protection requirements of FSC certification. The protected areas include various types of sites, protected under different regulations and criteria such as the Forest Act, the old forest protection programme, Natura, the grove protection programme, peatland protection programmes, other private forest protection, or for example, due to various species occurrences. Depending on the protection criterion, the relevant authority has defined the protection criteria and monitors the implementation of the protection as well as the achievement of any conservation goals.

TABLE 5: PROTECTED SITES IN UNITED BANKERS' FOREST FUNDS

|           | Sites of strict protection, ha (FSC) | Sites subject to special treatment, ha (FSC) |
|-----------|--------------------------------------|--|
| Finland   | 3,738                                | 3,738  |
| Estonia   | 571                                  | 0  |
| Latvia    | 0                                    | 0  |
| Lithuania | 281                                  | 0  |
| Total     | 4,590                                | 3,738  |





Private protected areas are established on sites of particularly valuable nature conservation importance

United Bankers’ forest funds are actively investing in the establishment of private protected areas to safeguard biodiversity. United Bankers’ forestry experts, in collaboration with authorities, assess areas to establish private protected areas on sites of particularly valuable nature conservation importance. During their operations, the funds have established several private protected areas within the framework of programs such as the METSO Conservation Program, the Helmi Action Program, and the Natura 2000 project. Through voluntary protection, the funds aim to secure ecologically significant sites. Whenever possible, the establishment of protected areas is prioritized on sites connected to other existing protect-

ed areas, aiming to create significant ecological habitats through conservation efforts.

In United Bankers’ forest funds, the protected areas include various types of nature conservation-significant old forests and rare and endangered species. During 2024, United Bankers’ forest fund was in the process of establishing a private protected area consisting of an old mixed forest, which contains old deciduous trees, such as aspen. Aspen is particularly important for forest biodiversity as it provides a habitat for many rare and endangered species. Another of the new protected areas established by the United Bankers’ forest fund during the year was a natural wetland in Kainuu, Finland. In 2024, United Bankers’ forest funds had a total of 697.5 hectares of private protected areas. ELY Centers (The Centres for Economic Development) are involved in the establishment and supervision of private protected areas.

TABLE 6:  
PRIVATE PROTECTED AREAS OF UNITED BANKERS’ FOREST FUNDS,  
SITUATION 31.12.2024

| County                | Surface area, ha | Year established | Protected natural values                                      |
|-----------------------|------------------|------------------|---|
| Kainuu                | 71.3             | 2022             | Natural bogs and stream                                       |
| Northern Savonia      | 0.1              | 2020             | Natural bogs and stream                                       |
| Northern Savonia      | 3.6              | 2020             | Deciduous swamp zone, coastal forest                          |
| Central Finland       | 3.0              | 2022             | Various types of swamp  |
| Kainuu                | 33.0             | 2021             | Old natural forest area, decaying wood                        |
| Kainuu                | 113.0            | 2021             | Old pine forest and a natural swamp area                      |
| Central Ostrobothnia  | 320.7            | 2021             | Natural forest area adjacent to the Salamajärvi National Park |
| Northern Savonia      | 4.7              | 2019             | Mixed riverside forest  |
| Northern Ostrobothnia | 57               | 2023             | Natural swamp area  |
| Kainuu                | 78.2             | 2024             | Semi-natural wetland  |
| Päijät-Häme           | 4.7              | 2024             | Old pine-dominated mixed forest                               |
| Total                 | 697.5            |                  |   |



METSO and Helmi are voluntary forest protection and restoration programmes for Finnish forest owners. Voluntary conservation safeguards forest habitats that are representative in terms of tree structure and species diversity. Through these programmes, the natural values of forests are protected and managed to ensure the conservation of biodiversity. The aim of the programme, which combines forest conservation and economic use, is to halt the decline of forest habitats and forest species and to establish a favourable trend in biodiversity.

Contributing to the biodiversity of wetlands and small waters through restoration projects

Forest ecosystem restoration refers to actions aimed at returning forest ecosystems to a more natural state. Through restoration, efforts are made to promote the biodiversity of wetlands, small water bodies, and their surrounding environments. For instance, by filling ditches or damming them in drained wetlands, the natural processes of the area can be restored. Restoration projects targeting small water bodies, such as streams or springs, can help return these water bodies closer to their natural condition.

In discussions about restoration, balancing forest use and restoration efforts is often emphasised. Both national and EU environmental goals have highlighted the importance of restoration as part of combating climate change and promoting biodiversity. Restoration actions can also be implemented in production forests. In 2024, United Bankers’ forest funds were in the process of initiating three new restoration projects focused on restoring wetlands and small water bodies in forests. In 2024, restoration measures for a water protection project, launched in 2023, were completed with the establishment of a wetland and an erosion-protected discharge threshold in a flooded agricultural area.

TABLE 7: THE RESTORATION PROJECTS OF UNITED BANKERS’ FOREST FUNDS,  
SITUATION 31.12.2024

| County                | Surface area, ha | Year established | Project description   |
|-----------------------|------------------|------------------|---|
| Southern Savonia      | 17.5             | 2024             | Restoration of groundwater-impacted drained marshes                         |
| Northern Ostrobothnia | 8                | 2024             | Restoration of a former peat production area                                |
| Kainuu                | 15               | 2024             | Restoring the marsh   |
| Southern Savonia      | 0.45             | 2023             | Water protection project with wetland and erosion control completed in 2024 |

# United Bankers is the Most Responsible Workplace of the year

**Achievements 2024**

- United Bankers received the Finland's Most Inspiring Workplaces recognition for the third consecutive year, and the PeoplePower index measuring employee engagement continued to improve positively.
- Based on the results of the responsibility section in employee surveys, United Bankers was awarded as the Most Responsible Workplace in Finland.
- A new competence development model was created for United Bankers.
- The positive trend in job satisfaction continued.
- United Bankers invested in leadership by offering a comprehensive training program to strengthen managers' leadership skills. As part of the training, managers established shared principles for good leadership.

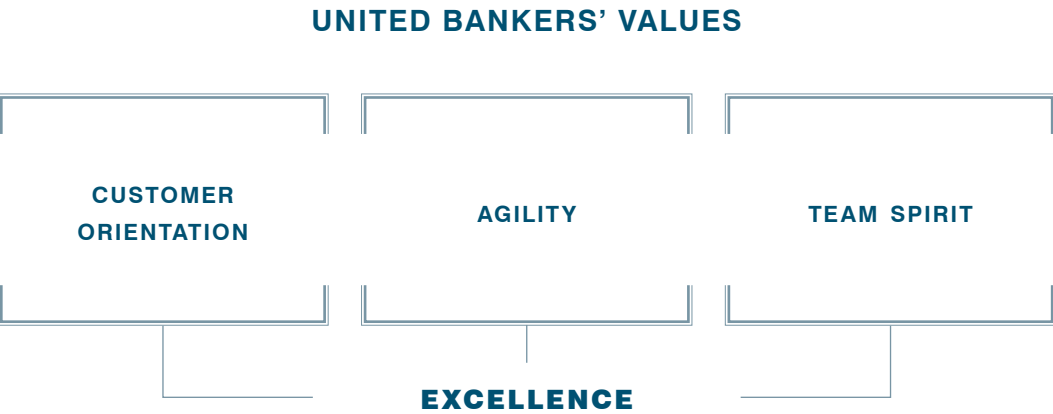


The values of United Bankers – customer orientation, agility, and team spirit – are strongly reflected in the daily work of its employees. At United Bankers, everyone plays a crucial role as part of the team in achieving shared goals. A positive employee experience is a key factor in building excellent customer experiences and driving the company's success. At its best, employee experience provides a unique competitive advantage.

In 2024, United Bankers focused particularly on continuous skills development, maintaining employee well-being and engagement, and strengthening leadership capabilities. The number of training hours increased compared to the previous year, and a competence development model and salary increase process were introduced. Additionally, employees were encouraged to conduct and document development discussions. According to data recorded in United Bankers' HR system, 84 per cent of employees had at least one development discussion in 2024.

The importance of leadership was emphasised throughout 2024, with managers receiving training on recruitment practices as well as a broader leadership development program. As part of this program, managers defined United Bankers' shared leadership principles and committed to good leadership based on them. The goals set for leadership development were achieved, and the final evaluation of the training indicated that participants experienced improvement in all assessed areas of leadership.

During the year, efforts were also made to enhance the employer brand, which was reflected in an increase in the number of job applicants in 2024. The emphasis on responsible leadership were reflected in the positive development of the responsibility section in employee surveys. Additionally, establishment of a framework and guidelines for equal pay was advanced, and work will continue during 2025.





**United Bankers was awarded as the Most Responsible Workplace in Finland**

As part of measuring the employee experience, United Bankers conducts a comprehensive employee survey annually. As in the previous year, the results of United Bankers' employee survey in 2024 were at good level, and even improved slightly compared to 2023. The PeoplePower® index (AA, good) by research company Eezy increased by 1.5 points from the previous year and clearly exceeded the average level of Finnish expert organisations as well as the financial and insurance sector. Overall, United Bankers was considered a good workplace, with as many as 97 per cent of respondents agreeing or somewhat agreeing with this statement. As proof of its success, the company also received the Finland's Most Inspiring Workplaces 2024 recognition based on the employee survey results. Finland's Most Inspiring Workplaces is an annual recognition by Eezy for organisations that have achieved exceptionally strong results in the PeoplePower® employee survey.

The survey highlighted the company's recent development direction and trust in top management's ability to make the right decisions as the most positively received aspects. Areas for improvement were identified in professional development as well as

the adequacy of work tools and systems. Among the indices, the commitment and responsibility indices stood out as particularly strong and clearly above the benchmark data. The sense of meaningful work had also improved compared to the previous year. At United Bankers, the company's values and goals are perceived as worth striving for and are viewed more positively than the Finnish expert organisations' average.

United Bankers' employees describe their workplace with words such as flexible, reliable, innovative, and fair. The majority of respondents feel they are an important part of the work community and want to continue working at the company.

The results of the sustainability section in the employee survey showed excellent progress. In particular, adherence to sustainability principles in the daily operations of different organisational units and encouragement toward responsible actions had developed positively. As proof of this, United Bankers was rewarded as Finland's Most Responsible Workplace in 2024.

United Bankers applies a hybrid work model, allowing employees to work flexibly both remotely and on-site at the office. According to the employee survey, hybrid work is seen as a strong contributor to both individual and organisational productivity.



UNITED BANKERS WAS DESCRIBED WITH THESE WORDS AS AN EMPLOYER

**FLEXIBLE**

**RELIABLE**

**INNOVATIVE**

**FAIR**

**ENTREPRENEURIAL**

**INSPIRING**

Good employee experience strengthens employer image

Strengthening team spirit through various events is important, but equally essential is daily interaction in the workplace. United Bankers aims to foster a sense of community and a good employee experience by organising, among other things, semi-annual kick-off events and various social gatherings throughout the

year, such as work parties and breakfasts. Employees have also had the opportunity to contribute to the development of United Bankers’ operations through joint brainstorming and discussion sessions.

A great experience is easy to share – both for the organisation and its employees. In 2024, United Bankers actively worked on enhancing both employee experience and employer branding. Informative and engaging career pages have significantly improved the candidate experience and provided new opportunities to com-

municate about United Bankers as an employer. The company also participates in student events and hosts visits for student groups – potential future UB employees.

Well-being supports resilience and fosters a positive environment

United Bankers takes care of employee well-being. All employees are covered by occupational health and safety services, with employer obligations integrated into the company’s HR practices. The organisation considers key risks associated with office work and expert roles, focusing on areas such as managing psychosocial stress factors, workplace atmosphere, and leadership. The company’s occupational safety measures cover all offices and organisational levels.

United Bankers provides comprehensive occupational health services to support employee well-being. In addition to statutory healthcare, all employees, including those on fixed-term contracts, are covered by a supplementary medical expense insurance, which includes specialist doctor visits, occupational health psychologist services, medical examinations, and personal vaccinations. Well-being and work-life balance are further supported through sports and cultural benefits, as well as various wellness and sports-related events.

United Bankers utilises an early support model aimed at assisting employees and preventing prolonged sick leaves. In 2024, employee sick leave rates remained very low, although there was a slight increase compared to the previous year. Absences due to musculoskeletal and connective tissue disorders decreased significantly, while mental health-related absences increased over the year. Key workload factors identified include psychosocial stressors as well as static strain on the neck, shoulders, and lower back. Office workstations are equipped with electrically adjustable desks and chairs, and most employees use multiple screens.

Employees have the opportunity to bring up occupational safety concerns for discussion by the occupational safety committee, with the option for confidential handling. The committee regularly

reports on its activities to employees. Occupational safety guidelines and policies are openly accessible to all employees via the company intranet.

United Bankers’ corporate culture is built on close collaboration with its employees. The HR department supports managers and executives in all personnel-related matters. Employees have elected a personnel representative who represents them in employment-related negotiations.

In addition to promoting good health, United Bankers supports employee well-being by providing opportunities to balance work and personal life. Remote work, flexible working hours, and the option for a shortened workweek help employees manage their professional and personal commitments. United Bankers also supports employees with families by offering access to childcare services for sick children.

For more information on developments in employee well-being, see the separate United Bankers Corporate Responsibility Report 2024.

Number of personnel remained stable

At the end of 2024, the United Bankers Group employed 172 people (number of employees), which corresponds to 161 full-time equivalents (FTE). Of the total number of employees, 158 were permanent and 14 were temporary employees. In addition to employees, customer relations at United Bankers are also handled by tied agents. As of 31 December 2024, there were 25 of them.

During the year, a total of 25 new employees joined United Bankers at its Finnish offices. Among them, 17 were men and 8 were women. Regarding age distribution, 16 were under 30 years old, 5 were between 30–50 years old, and 4 were over 50 years old. Out of the new hires, 13 were employed on a permanent basis and 12 on a fixed-term contract. During the year, 22 employees left the company, including 10 permanent and 12 fixed-term employees. United Bankers is known for long employee tenure, and overall personnel turnover remains relatively low. In 2024, the employee turnover rate in Finland was 12 per cent.

THE UNITED BANKERS LEADERSHIP PRINCIPLES WERE ESTABLISHED AS A RESULT OF THE LEADERSHIP TRAINING PROGRAM

A key part of employee well-being is effective leadership. Consistent and high-quality management not only enhances performance and employee experience but also fosters a sense of appreciation and fair treatment. As part of strengthening the employee experience, United Bankers organised a leadership training program in 2024 with the following objectives:

- Further improving leadership quality to create a better leadership experience
- Strengthening self-awareness and interpersonal understanding among leaders
- Providing concrete tools to support leaders in handling various leadership situations in daily work
- Establishing a foundation for shared leadership principles, creating a unified understanding of what good leadership means at United Bankers

The leadership training program was conducted in collaboration with an external partner, Lifted. Throughout the extensive, year-long program, managers gained new insights into their leadership styles and how to lead diverse individuals effectively. Practical tools for handling everyday leadership and communication situations were practiced through hands-on exercises and discussions. The highly committed and actively engaged participants found the program extremely valuable. The success of the training is also reflected in the final assessment, where participants reported improvement in every aspect of leadership evaluation. For example, clarity regarding leadership expectations and goals increased by 22 per cent during the program.

As part of the training program, managers collaboratively defined the key principles of leadership at United Bankers. These principles will serve as the foundation for leadership practices within the company, ensuring that every manager upholds a fair and motivating leadership experience for all employees.

THE LEADERSHIP PRINCIPLES AT UNITED BANKERS ARE SUMMED UP IN THE WORD CONNECT AND ARE AS FOLLOWS:

- C = Collaboration** | I treat all my colleagues with respect. I communicate openly and constructively.
- O = Openness** | I engage with my team members as individuals and build on their strengths. I support my team’s growth and development.
- N = Neutrality** | I am honest, consistent, and fair. I am willing to address challenges and issues directly.
- N = Negotiating** | I am authentic and approachable. I adhere to shared guidelines and principles.
- E = Engagement** | I act in the best interest of United Bankers. I foster a positive team spirit within my team and throughout the organisation.
- C = Commitment** | I am dedicated to my leadership role. I give and receive feedback openly.
- T = Team spirit** | I enable my team to achieve its goals.



United Bankers strives to support the work-life balance of its employees in various ways. In 2024, seven employees (four women and three men) were eligible for parental leave, and all of them took advantage of it.

United Bankers complies with labor legislation. The company is not a unionised employer and does not have collective labor agreements in place. However, it partially follows the financial sector's collective labor agreement where applicable. All employees sign a written employment contract, and those in management positions sign an executive agreement. Regarding notice periods, the company adheres to labor law regulations. Typically, the mutual notice period is one month, or in some cases, two months. If an employee resigns, the length of employment affects the notice period, which is 14 days for employees with 0-5 years' service and 1 month for employees with more than 5 years' service. The company also follows labor legislation in matters such as potential change negotiations.

Training and skills development will continue to be encouraged

United Bankers continuously invests in the professional skills and development of its employees, supporting the organisation's commitment to responsible business practices. Employee expertise is maintained and enhanced through ongoing training, which provides opportunities to deepen, expand, and update knowledge. In addition to regulatory training, United Bankers offers other programs aimed at updating and complementing employees' skills. In 2024, United Bankers employees spent an average of 11 hours on training throughout the year (women 14.7 hours, men 9.1 hours).

TABLE 8:  
DISTRIBUTION BY TOTAL NUMBER OF PERSONNEL

|                      | Total | Women | Men |
|----------------------|-------|-------|-----|
| Number of employees  | 172   | 59    | 113 |
| Permanent employees  | 158   | 55    | 103 |
| Fixed-term employees | 14    | 4     | 10  |
| Full-time employees  | 157   | 53    | 104 |
| Part-time employees  | 15    | 6     | 9   |

FIGURE 7:  
DISTRIBUTION OF PERSONNEL EDUCATION

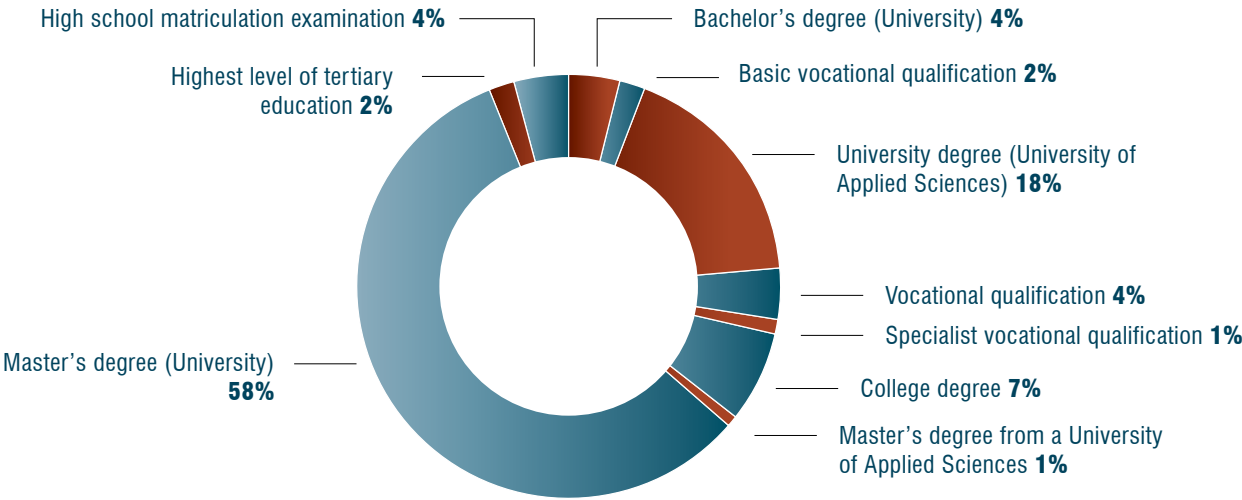
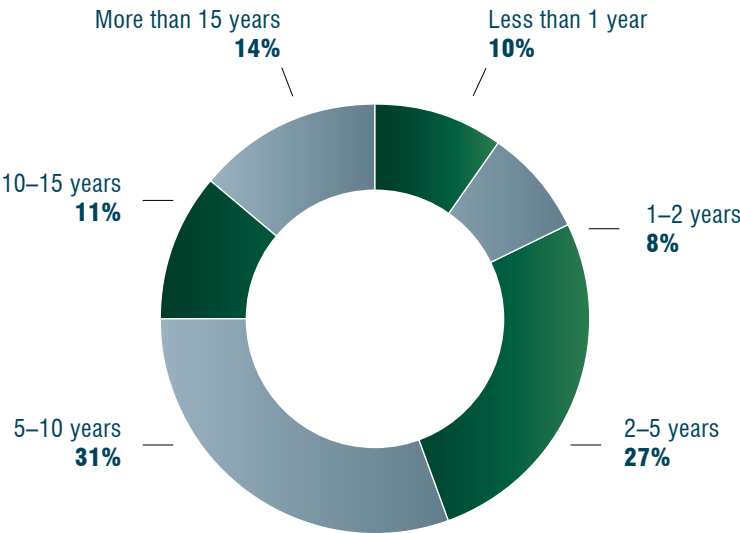


FIGURE 8:  
EMPLOYMENT IN YEARS



The development discussion process ensures regular conversations about each employee's skill development, motivational factors, and job satisfaction. All United Bankers' employees participate in development discussions, except those on long-term leave, such as study leave or parental leave. According to United Bankers' personnel system, 84 per cent of employees (women 89.7%, men 79.2%) had a development discussion in 2024. This figure is based on employees' self-reported data.

Equality and non-discrimination are key objectives at United Bankers

United Bankers is committed to promoting equality, diversity, and inclusivity while preventing all forms of discrimination. The company aims to ensure fair compensation and equal opportunities for career development and professional growth. United Bankers' equality and non-discrimination plan covers the entire Finnish business operations and has been integrated into the company's occupational safety program. The primary goal of this plan is to support the creation of a thriving and inclusive workplace community.

In 2022, United Bankers' Board of Directors established diversity targets for the Group, which remained in effect until 2024. At the end of 2024, the targets set by the company were met.

The recruitment of new employees plays a significant role in achieving diversity goals. United Bankers welcomes all applicants equally and selects talented individuals of different ages, skill sets, educational and cultural backgrounds, regardless of gender. If the applicant situation allows, both genders should be represented in the final stage of the selection process. The most suitable person for the job will always be selected.

The objective remains to maintain and promote workplace diversity, gender equality, and fairness. United Bankers' new diversity targets will be in effect from 2025 onward.

United Bankers aims to ensure that none of its employees experience harassment or other inappropriate treatment. The company has a policy for dealing with inappropriate treatment and harassment under which every incident that comes to its attention is addressed. Harassment or inappropriate treatment can be reported through the company's whistleblowing channel. No incidents of discrimination were brought to the attention of the employer during 2024 and therefore no action was taken. In the 2024 employee survey, two respondents reported having experienced discrimination, but no incidents were brought to the attention of the employer.

UNITED BANKERS' DIVERSITY TARGETS 2022–2024:

- Both genders are represented in at least 1/3 of all specialists in the company.
- Both genders represented in at least 1/3 of all supervisors.
- The composition of the Board of Directors and the management team always includes a sufficient representation of both genders.
- The objective is to increase the number of minority gender representatives on the Board by making recommendations to the largest shareholders, who will prepare a proposal for the composition of the Board of Directors to the Annual General Meeting. The composition of the Board of Directors should be in line with United Bankers' business and strategic needs and its members should have appropriate professional skills, education, experience, and knowledge of the industry.

TABLE 9:  
GENDER AND AGE GROUP DISTRIBUTION

|                    | Women             | Men                | Age distribution   |
|--------------------|-------------------|--------------------|--|
| Board of Directors | 28.6% (2 people)  | 71.4% (5 people)   | Under 30 years 0% • 30–50 years 14.3% (1 person) • Over 50 years 85.7% (6 people)                  |
| Management team    | 16.7% (1 person)  | 83.3% (5 people)   | Under 30 years 0% • 30–50 years 50% (3 people) • Over 50 years 50% (3 people)                      |
| Employees          | 35.2% (57 people) | 64.8% (109 people) | Under 30 years 14.5% (25 people) • 30–50 years 45.9% (79 people) • Over 50 years 36.0% (62 people) |





# Interaction with stakeholders supports development work

### Achievements 2024

- The responsibility of investment targets was communicated for the first time through a report on the implementation of Ownership Policy.
- In addition to this Sustainability Report published as part of the Annual Report, United Bankers will release a separate Corporate Responsibility Report for 2024. The structure of the report takes into account the EU Sustainability Reporting Standard (ESRS) guidelines, which it informally follows as a reference framework.
- Customer satisfaction remained at a very high level, with results improving compared to the previous year among both private and institutional clients.
- According to the Reputation&Trust survey, United Bankers’ reputation was at a moderate level.

Reliable governance and open, interactive communication are key components of United Bankers’ operations. United Bankers’ activities are always based on good corporate governance, applicable legislation, and regulatory guidelines. The core of the business lies in a high level of expertise and responsible business practices.

United Bankers aims to communicate openly, transparently, and equitably with all its stakeholders. The objective is to maintain a positive corporate image and provide an accurate and up-to-date representation of the Group’s operations, goals, strategy, and financial position.

**Stakeholder surveys play an important role in the development of operations**

United Bankers’ key stakeholders are clients, employees, shareholders, investors, public authorities, organisations and expert bodies, investees, business partners and the media. Key stakeholders are defined as those whose views influence United Bankers’ activities or who have a particular interest in the company and those who are particularly affected by United Bankers’ activities.

Feedback from stakeholders on the company’s operations is important to United Bankers for both business development and governance purposes. United Bankers’ private bankers, portfolio managers, ESG team, and Group communications actively engage with stakeholders, aiming to address questions related to sustainability and provide guidance on responsible investing and company operations. Feedback related to sustainability from stakeholder interactions is directed to the ESG team or the Sustainability Steering Group to ensure that operations can be improved based on the received input.

An open and active dialogue with stakeholders provides a basis for understanding their views and needs, and helps United Bankers to identify which areas of its operations should be developed and how. It is also important to communicate with stakeholders concerning the company’s goals, principles of operation and values, and changes in the business environment to build mutual understanding and trust. United Bankers’ ongoing and meaningful dialogue with stakeholders is described in more detail in Table 10.

TABLE 10:  
CHANNELS AND ACTIVITIES USED IN UNITED BANKERS’ STAKEHOLDER DIALOGUE IN 2024

| Stakeholder group and expectations  | Channel  | Activities in 2024   |
|---|--|--|
| <b>Clients</b> <ul style="list-style-type: none"><li>• Competitive and sustainable products and services</li><li>• Taking account of individual objectives and personalised service</li><li>• High level of expertise in services</li><li>• Trustworthiness and data protection</li><li>• Service channels and access to information needed</li><li>• Responsible behaviour</li></ul> | <ul style="list-style-type: none"><li>• Customer feedback</li><li>• Website and social media channels</li><li>• Customer meetings, events and webinars</li><li>• Emails, newsletters and calls</li></ul>   | <ul style="list-style-type: none"><li>• Information on funds and asset management strategies in accordance with the Sustainable Finance Disclosure Regulation</li><li>• Developing internal processes to improve efficiency and customer service</li><li>• Commissioning SFR surveys of institutional investors</li><li>• Conducting customer satisfaction survey for private clients</li><li>• Organising webinars and customer events</li><li>• Providing the whistleblowing channel to stakeholders</li></ul> |
| <b>Employees</b> <ul style="list-style-type: none"><li>• Fair treatment and open communication</li><li>• Job stability and competitive salary</li><li>• Opportunities for professional development</li><li>• Health and well-being at work</li></ul>  | <ul style="list-style-type: none"><li>• Intranet and HR system</li><li>• Occupational health care</li><li>• Development discussions and training sessions</li><li>• Personnel survey and other internal surveys</li><li>• Personnel meetings</li><li>• Personnel magazine UB:Iainen</li></ul>  | <ul style="list-style-type: none"><li>• Developing employees’ skills</li><li>• Increasing training of managers and developing interaction</li><li>• Conducting employee surveys</li><li>• Using employee surveys to develop operations</li><li>• Improving the recruitment process</li><li>• Training supervisors and strengthening leadership capabilities</li></ul>  |
| <b>Shareholders and investors</b> <ul style="list-style-type: none"><li>• Creating long-term value</li><li>• Performance development</li><li>• Favourable share price performance and good dividend yield</li><li>• Solvency</li><li>• Responsible behaviour</li></ul>  | <ul style="list-style-type: none"><li>• Financial statements bulletins, half-year financial reports, annual report</li><li>• Corporate governance statement</li><li>• Remuneration policy and report</li><li>• Stock exchange and press releases</li><li>• Annual General Meeting, investor and portfolio manager meetings</li><li>• Website</li></ul> | <ul style="list-style-type: none"><li>• Long-term business development to achieve stable profit performance</li><li>• Attending several investor events</li><li>• Taking economic, social and environmental responsibility into account in operations</li><li>• Continuing implementation of the growth strategy</li><li>• Participating in the Reputation&amp;Trust survey</li></ul>  |
| <b>Authorities</b> <ul style="list-style-type: none"><li>• Compliance with regulations</li><li>• Integrating sustainable finance regulation into business</li><li>• Open, transparent, and reliable reporting</li><li>• Continuous dialogue</li></ul>   | <ul style="list-style-type: none"><li>• Communication by telephone and electronically</li><li>• Participation in events and trainings</li><li>• Meetings with the authorities</li></ul>  | <ul style="list-style-type: none"><li>• Developing business operations to meet changes in the operating environment, taking into account legislation and regulation</li><li>• Open communication and continuous dialogue</li></ul>   |
| <b>NGOs and expert organisations</b> <ul style="list-style-type: none"><li>• Cooperation on sustainability issues</li><li>• Responsible behaviour</li><li>• Continuous dialogue and exchange of information</li></ul>   | <ul style="list-style-type: none"><li>• Website</li><li>• Communication by telephone and electronically</li><li>• Participation in events and trainings</li></ul>  | <ul style="list-style-type: none"><li>• Participating in the activities of industry associations such as Finsif, the Finnish Venture Capital Association, Finance Finland</li></ul>  |

During 2024, United Bankers continued to promote interaction with its stakeholders. Client satisfaction and asset management service experience were studied through a survey by Scandinavian Financial Research Ltd. for institutional clients and with a customer satisfaction survey for retail and corporate clients. Continuous customer experience feedback was also collected for example on customer on-boarding and events.

Personnel job satisfaction and well-being were again surveyed in an annual personnel survey carried out with an external partner. The results of the survey are reported in more detail in the section United Bankers is the Most Responsible Workplace of the year.

United Bankers also assessed its reputation and investor trust by participating in the Reputation&Trust survey, developed by research company T-Media. The annual survey, conducted for publicly listed companies, examines organisations' reputations and the level of trust they receive from stakeholders across eight key dimensions of reputation. United Bankers regularly takes part in this extensive research to gain insights into investor perceptions, set and advance reputation-building goals, and strengthen its reputation as a competitive advantage.

According to the 2024 results, United Bankers' reputation was at a moderate level. The reputation score declined from 3.58 in the previous year to 3.39. The company's reputation was significantly stronger among those who owned United Bankers' shares (3.83) compared to those who did not (3.35). One of the key takeaways from the survey was that the company should continue to enhance its communication efforts and work on increasing its recognition among stakeholders. The strongest dimensions of United Bankers' reputation remained leadership and financial performance, both of which received good ratings.





## A GOOD CLIENT RELATIONSHIP IS BUILT ON SOLID TRUST

Customer orientation, trust and personal service are core values at United Bankers in building long-term customer relationships. In a nutshell, this means that the needs and wishes of the customer are put first in all the company's activities. This approach requires a profound understanding of clients' financial situation, risk profile, familiarity with investing and long-term goals. As an asset manager, United Bankers' mission is to provide tailored solutions that meet the individual needs of each and every client.

According to the annual satisfaction survey, United Bankers' retail clients feel that the values mentioned above are also reflected in the actual client experience. Things are handled as agreed and the service is professional and reliable. The personalisation of the service and the investment solutions tailored to the individual needs of the client are also praised. The following client stories describe actual experiences behind the survey results.

### A good asset management partner looks in the same direction as the client

A customer-oriented asset manager is an advisor and partner to the client, not just a service provider. Joonas Kairajärvi, head of United Bankers' private banking team, says that this requires active listening, constant interaction and regular monitoring of the client's investments. "When you listen carefully to your clients, it is easy to find the right solutions for them. It is also important to be yourself when you interact with clients. My goal when I talk to a client is always to make sure that we understand things the same way, and that the discussion and the decisions that are made leave the client feeling positive," Joonas Kairajärvi says.

One of Joonas' satisfied clients is the parish of Lohja. Tarja Virtanen, Administrative Director of the parish, says that the parish has been a client of United Bankers since December 2016. At the beginning of the client relationship, she had just started her director role, which includes responsibility for the finances and investments of the parish.

Today, demographic changes are having an impact on parish finances. "Building buffers for the future is more and more important in the management of parish funds today. The declining number of people in younger age groups means we need to prepare for a shrinking congregation. For us, investing is about seeking returns, while maintaining stability," says Tarja Virtanen.

According to her, the parish's investment guidelines are clear and simple: "Our goal in investing is to beat inflation, and to have a reasonable level of risk. With this objective in mind, it is obvious that we cannot deposit our funds in bank accounts alone. We also need to strive for returns. When I started at the parish, funds had accumulated in its accounts, and I set out to find suitable investments for these funds. Our cooperation with United Bankers started with a single investment product. Joonas Kairajärvi has managed our client relationship from the beginning."

Over the years, the cooperation has expanded, and United Bankers is now also one of the parish of Lohja's asset managers. "I have divided the investment activities into two very separate segments, asset management and individual investments. The parish selected its asset management partners through a competitive tender process. What matters most is trust and smooth cooperation, which we build with asset managers over a very long period of time. We obviously want to keep hold of a good partnership. When selecting individual investments, on the other hand, the emphasis is on good diversification and clear product characteristics. Sustainability is also extremely important to us as an investor. From an environmental responsibility perspective, United Bankers' forest fund, for example, is a very well-suited investment for us," Tarja Virtanen says.

Tarja Virtanen emphasises the fact that investors must understand and accept the laws of investing. "Cyclical fluctuations are part of the economy and markets do change. It is natural that not all investments will always perform as expected. United Bankers has, however, also been very successful in this respect. It is essential that investments are always carefully reviewed. I always get clear answers from our contact person to any questions I may have."



**When you listen carefully to your clients,  
it is easy to find the right solutions for them**



Virtanen also points out that the parish is by nature a very long-term investor: “The church is an institution that is many centuries old and its quarters last 25 years. This brings perspective to the approach.”

### Trust and flexibility are at the core of good service

A good asset management partner puts the needs and wishes of its clients first and provides tailored solutions that meet each clients’ particular needs. Tarja Virtanen says that customer orientation and trust are also central in their cooperation: “United Bankers is a good-sized partner for us, because they can provide much better opportunities for customisation than bigger banks. You could say that we enjoy the benefits of a large investor, even though we are a medium-sized one.” She also highlights United Bankers’ flexibility and very prompt service. “The most important qualities of our contact person Joonas Kairajärvi are his solution-oriented approach and reliability. My own role mainly involves other areas of responsibility, so my time for investment matters is limited. Joonas tries to put himself in the client’s shoes, and I can be sure that he will always try to find the best solutions for us. Trust makes cooperation pleasant and effortless,” Tarja Virtanen says.

### Personnel commitment helps build long-term client relationships

United Bankers’ key strength is its highly experienced and knowledgeable personnel. The high level of commitment is reflected by the fact that around 75 per cent of employees and tied agents are also shareholders in the company.

An entrepreneurial mindset is an important value for Antti Palviainen. His company Tilaneuvos Oy became a client of United Bankers in 2018 on the recommendation of a friend. Born into a family of small farmers, Antti Palviainen says that life has taught him to value work and entrepreneurship. Having been involved in running a business for so many years, he feels that the employee ownership at United Bankers is an important factor: “Ownership sends a message of commitment and that is something I value as a client. It also influenced my choice of asset management com-

pany.” Antti Palviainen says that, all in all, his impression of United Bankers’ values has made a positive impression on him over the years. He also likes the company’s clear way of communicating.

Joonas Kairajärvi is also responsible for the Tilaneuvos account. Antti Palviainen describes his relationship with his UB contact as close and confidential. He praises Joonas Kairajärvi’s service-oriented approach: “Joonas is very good at being on the same wavelength as the client. He handles things competently but also in his own relaxed style. I particularly enjoy the fact that I can always ask questions and then get answers in simple language. Joonas also regularly offers me the opportunity to speak directly with portfolio managers. This gives me the feeling that as a client I am important.”

Joonas Kairajärvi also considers the personal nature of the service to be an important value: “I always tell clients that I am there when they need me. I am very happy to meet clients face to face. For example, I visit Antti in North Karelia a couple of times a year. Otherwise, our communication takes place smoothly by phone.”

Antti Palviainen says that he is currently active in several sectors of business with a particular interest in real estate investment and forestry. He has also accumulated investable assets through the sale of his business. In his current stage of life, Antti Palviainen says he is looking for stability in his investments rather than a high return. The assets he has invested are intended to secure his retirement in due course. “For me, the amount of money I have acquired is not important as such, what matters more is quality of life and the meaningfulness of the work I do. I want my asset management company to be a partner that understands what is important for me and my goals as a client. This is the prerequisite for successful cooperation,” says Antti Palviainen.

Antti Palviainen says that he also has a long-term approach. He says that he is so satisfied with his current situation with United Bankers that it would take a lot for him to consider changing his asset management partner. His own positive client experience has led him to recommend United Bankers to friends and acquaintances. “It takes a lot for me to make recommendations. You put your own prestige at stake,” he points out.



## CUSTOMER ORIENTATION IS A CORE VALUE FOR UNITED BANKERS

United Bankers aims to create first-class customer experiences. Therefore, the company continuously seeks to develop its operations and services based on client feedback. Comprehensive customer satisfaction surveys are conducted annually for both private and institutional clients. The purpose of these surveys is to assess the current state of client satisfaction and identify strengths and key areas for improvement.

According to previous surveys, United Bankers has successfully met client expectations. The 2024 results indicate that client satisfaction has further improved, with scores rising in nearly all areas. This demonstrates that the actions taken based on survey feedback have brought positive results.

The survey results for private clients show that United Bankers’ clients are highly satisfied with the service they receive. In the 2024 survey, key areas such as reliability, expertise, and the ability to handle matters as agreed received even higher ratings than before. Additionally, clients expressed high satisfaction with tailored solutions that met their needs, and investment returns aligned well with their expectations.

The Net Promoter Score (NPS)<sup>4</sup>, which measures clients’ willingness to recommend United Bankers, reached an excellent

level of 41 (compared to 32 in 2023), marking the highest result in United Bankers’ survey history. The main reasons given for the recommendation were reliability and expertise, client-oriented service, and the quality of investment products.

For the first time, the 2024 client satisfaction survey also measured the Customer Effort Score (CES), which assesses the ease of doing business. Clients were asked to evaluate their experiences separately in personal service interactions with United Bankers representatives and in the online service OmaUB. The results indicate that clients find both channels highly effortless to use. Smooth communication and expertise enhance the perception of personalised service, while the OmaUB platform was praised for its user-friendliness and the possibility of effortless service.

Client satisfaction also improved further in institutional asset management. In the annual survey conducted by SFR Research for institutional clients, United Bankers ranked second in the category of smaller service providers and won the SFR Gold Award in the Challenger category. In the survey, Finnish institutional investors evaluate their asset managers based on nine different criteria. United Bankers outperformed its peer group in both customer service quality and short- and long-term investment returns.

<sup>4</sup>The NPS score can range from -100 to +100. It is calculated by subtracting the percentage of detractors from the percentage of promoters. A positive NPS score is considered good, while a score above 50 is considered excellent.





### Open and consistent communication builds trust

United Bankers' responsible way of operating is guided by its core values: customer orientation, agility, and team spirit. These values are reflected in everyday work and in the company's approach to communication with its stakeholders. United Bankers aims to build and maintain strong stakeholder relationships through open, constructive, and positive communication and interaction.

As a listed company, United Bankers prioritises providing investors and the market with timely and relevant information. Accurate and well-timed communication enhances the trust and interest of both existing and potential investors. A key objective of disclosure obligations for listed companies is to ensure equal, fair, consistent, and simultaneous access to information for all investors. During

the year, the number of United Bankers' shareholders increased by approximately 10 per cent to around two thousand. United Bankers' stock is the only one on the Helsinki Stock Exchange that has delivered positive total returns to its shareholders for seven consecutive years.

In client relationships, United Bankers strives to build long-term and trusted partnerships. The goal is to create wealth and support customers in achieving success and realising their aspirations. High client satisfaction is built on the strong expertise of the company's employees, as well as high-quality products and services. Marketing and client relationship management are based on a customer-centric, honest, and long-term approach, ensuring equal and fair treatment of all clients. Only well-founded solutions tailored to the customer's situation and objectives are offered. This requires a deep understanding of each client's background, goals, and needs. To earn and maintain customer trust, informa-

tion about products and services is communicated clearly, with a balanced presentation of both risks and opportunities. Finnish legislation sets clear guidelines on the form and scope of the information provided. In addition, United Bankers is committed to responsible communication and marketing by being transparent, knowledgeable, and easy to understand. In 2024, no breaches of marketing and communication regulations were identified within the company, nor were any concerns raised by stakeholders or external parties regarding United Bankers' marketing practices.

### Data protection and security are essential for reliable operations

Investing in data protection and security is a fundamental requirement for reliable and customer-oriented business operations, the development of high-quality services, and a positive client experience. Confidential handling of personal data is a core aspect of United Bankers' business. The company processes a large volume of personal data daily, used for purposes such as client relationship management, marketing, stakeholder communications, risk management, and personnel-related matters. All personal data processing complies with the EU General Data Protection Regulation (GDPR), national data protection laws, and financial sector-specific regulations.

United Bankers ensures information and cybersecurity through both administrative and technical measures. Security is developed systematically in line with a cybersecurity strategy approved by the company's management, taking into account the constantly evolving threat landscape. The foundation of information and cybersecurity is a security policy approved by the Board of Directors, complemented by a data protection policy and various guidelines on security and personal data processing.

Employee awareness and expertise in data protection and security are maintained and enhanced through regular training. In 2024, 95 per cent of employees completed an online cybersecurity training, while 95 per cent of the targeted group completed Data Protection in Customer Service training, and 90 per cent completed Data Protection in Administration training. United Bankers also utilises

an external cybersecurity service provider to manage and protect its IT infrastructure against cyber threats. This service includes a security awareness program featuring regular briefings, tests, and surveys to assess employee readiness. The completion rate for security awareness training was 71 per cent.

In 2024, United Bankers identified or was informed of nine incidents classified as personal data breaches under the GDPR, involving either external data processors or clients. The majority of these breaches resulted from human error. None of the incidents posed a high risk to data subjects, so no reports were filed with the data protection authority.

### Preventing corruption, bribery and money laundering

United Bankers has a zero-tolerance policy towards bribery, corruption, and any form of unethical influence in its operations. The company actively works to combat corruption and promote transparency in all aspects of its business.

Regulations on the prevention and investigation of money laundering and terrorist financing apply to all United Bankers' business activities. Knowing your customer (KYC) is a key obligation of this regulation. This means the company must identify its clients and their representatives, verify their identities, and understand the nature and scope of their activities to detect any unusual transactions. Before establishing any new client relationship, all relevant information is reviewed in accordance with applicable regulations and the company's internal guidelines.

Investment service companies within the United Bankers Group operate a whistleblowing channel, allowing employees and external parties to report suspected violations of financial market regulations, misconduct, or human rights abuses. The whistleblowing channel aims to strengthen good governance, ensure legal compliance, and uphold human rights within the organisation. Additionally, it facilitates the detection of wrongdoing and enhances organisational transparency. More details on United Bankers' whistleblowing channel can be found in the company's 2024 Corporate Responsibility Report.

In 2024, no cases of corruption, bribery, or money laundering related to United Bankers' operations were reported. The company also had no instances of anti-competitive behavior or violations of cartel and antitrust laws. Further information on United Bankers' anti-corruption, anti-bribery, and anti-money laundering measures can be found in the 2024 Corporate Responsibility Report.

Financial value creation benefits multiple stakeholders

United Bankers aims to grow its business, financial performance, and company value over the long term. Financial responsibility is a cornerstone of the company's operations. By maintaining strong capital adequacy and profitability, United Bankers ensures its long-term operational viability and strives to be a secure employer. Through carefully considered and long-term growth investments, the company seeks to create value for both its shareholders and clients.

United Bankers reports on its business and financial performance transparently and accurately, ensuring that stakeholders have a clear and sufficient understanding of the company's financial position and results. The company's operations are always based on good corporate governance, legislation, and regulatory guidelines. Integrity and ethical business practices are fundamental principles that guide all activities.

United Bankers is implementing a growth strategy based on the following elements:

- building long-term customer relationships and exceeding our customers' expectations
- being innovative in creating unique top-quality services and products
- strengthening our dedicated team of experts
- ensuring success by focusing on sustainability
- utilizing modern technology to further improve client experience and operational efficiency
- growing our business organically and through acquisitions
- concentrating on scalable and recurring revenue businesses

A financially strong company can effectively meet clients' needs, take responsibility for the environment, care for its personnel, and contribute to the well-being of society as a whole.

In 2024, United Bankers Group's revenue (income from operations) grew by 19.1 per cent to EUR 62.1 million. The company's dividend policy is to distribute at least 70 per cent of earnings per share or cash flow per share as dividends annually. In recent years, United Bankers has consistently increased its dividend. According to the decision of the 2024 Annual General Meeting, the total distribution of funds for the financial year 2023 amounted to EUR 1.00 per share, consisting of EUR 0.50 in dividends and EUR 0.50 in equity repayment. Fund distribution represents an 11.1 per cent increase compared to the previous year. More details on the Group's financial performance can be found in the Board of Directors' report and the consolidated financial statements.

Tax and tax footprint

United Bankers is headquartered in Finland and in 2024 the company also had operations in Sweden through its subsidiary's branch. United Bankers pays its taxes in accordance with local legislation in both countries where it operates. Most of the Group's business is concentrated in Finland, and therefore, the geographical distribution of taxes is not further detailed in the report. United Bankers is committed to operating in compliance with all its legal obligations, to providing all necessary information to the relevant tax authorities and to engaging in an open and transparent dialogue with them. United Bankers' Principles for Responsible Investment also separately describes the taxation of investments.

In 2024, United Bankers paid a total of EUR 15.4 million in taxes and tax-related payments.

THE SUPPLIER CODE OF CONDUCT DEFINES THE SUSTAINABILITY REQUIREMENTS FOR BUSINESS PARTNERS

United Bankers' environmental and social impacts are realised not only through its investment products but also through the activities of its subcontractors and business partners. Counterparty assessments are conducted to ensure that United Bankers' partners are reliable, financially stable, and reputable. The company has implemented a Supplier Code of Conduct, which outlines the sustainability requirements for service providers and suppliers. This code is based on the UN Global Compact principles and sets minimum standards for responsible business practices in areas such as human rights, labor rights, environmental protection, and anti-corruption efforts. The Supplier Code of Conduct has been gradually integrated into new procurements and contractual relationships, with ongoing efforts to ensure its full implementation in the coming years.

| TABLE 11: TAX AND TAX FOOTPRINT                        |       |       |
|--|-------|-------|
| Tax table, EUR 1,000                                   |       |       |
| Personnel  | 2024  | 2023  |
| Withholding and tax-at-source                          | 5,495 | 5,648 |
| Pension contributions                                  | 2,776 | 2,600 |
| Social security contributions                          | 584   | 637   |
| Income taxes and Taxes on distribution of funds        | 2024  | 2023  |
| Income taxes   | 4,943 | 3,129 |
| Withholding and tax-at-source on distribution of funds | 1,021 | 894   |
| Indirect taxes   | 2024  | 2023  |
| Value added tax on sales                               | 575   | 502   |



**TABLE 12:**  
**UNITED BANKERS' GENERATED ADDED FINANCIAL VALUE**

| <b>Generated added financial value for different stakeholders (EUR 1,000)</b> | <b>2024</b>   | <b>2023</b>   |
|---|---------------|---------------|
| Revenue (customers)   | 62,111        | 52,145        |
| Purchasing (suppliers of goods and services)                                  | 5,214         | 4,825         |
| <b>Gross profit</b>   | <b>56,897</b> | <b>47,320</b> |
| Wages and benefits (personnel)  | 20,985        | 19,007        |
| Taxes (public sector)   | 4,943         | 3,129         |
| Financial expenses (creditors)  | 1,424         | 1,314         |
| Other expenses (operations and business development)                          | 11,107        | 10,033        |
| <b>Retained earnings</b>  | <b>18,439</b> | <b>13,837</b> |
| <b>ECONOMIC VALUE GENERATED AND DISTRIBUTED</b>                               |               |               |
| <b>Society income distribution, EUR 1,000</b>                                 | <b>2024</b>   | <b>2023</b>   |
| Fee and commission income and expense, net                                    | 53,372        | 44,277        |
| Net profit or loss on trading on securities and foreign currencies            | 801           | 712           |
|   | 175           | 74            |
| Net interest income   | 1,118         | 916           |
| Other operating income  | 7             | 28            |
| <b>Total income</b>   | <b>55,473</b> | <b>46,006</b> |
| Personnel expenses  | 17,625        | 15,771        |
| Other administrative expenses   | 7,513         | 6,988         |
| Depreciation, amortization and impairment                                     | 2,732         | 2,209         |
| Other operating expenses  | 861           | 842           |
| Impairment losses on liabilities and other receivables                        | 0             | -6            |
| Society   |               |               |
| Income taxes  | 4,943         | 3,129         |
| Social security costs   | 584           | 637           |
| Pension expenses  | 2,776         | 2,600         |
| Equity holders of the parent company  | 18,042        | 13,289        |
| Non-controlling interest  | 397           | 548           |
| <b>Distribution of income</b>   | <b>55,473</b> | <b>46,006</b> |





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