

Aktia 2025–2029

We will launch an acceleration program to transform into a leading wealth manager empowered by a strong banking heritage

Aktia

Aktia in short

266,000

Private customers

850

Employees

24,000

Corporate and institutional customers

42,000

Shareholders

Business areas



Asset Management



Banking



Life Insurance

Key facts FY 2024:

14.0bn

Assets under management

124.5m

Comparable Operating Profit

15.0%

Return on Equity

2025–2029

Our growth and value creation journey accelerates

Bringing a seamless integration of active wealth management and banking services, with a uniquely human touch to a growing customer base. We are a leading wealth manager empowered by a strong banking heritage.

Developing society and building wellbeing since 1826

Helsingfors Stads Sparbanks Inrättning was opened

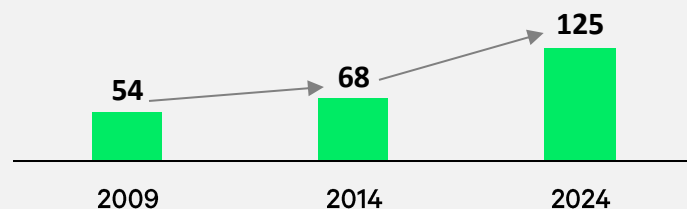
OUR STRATEGY 2025–2029

Our growth and value creation journey accelerates

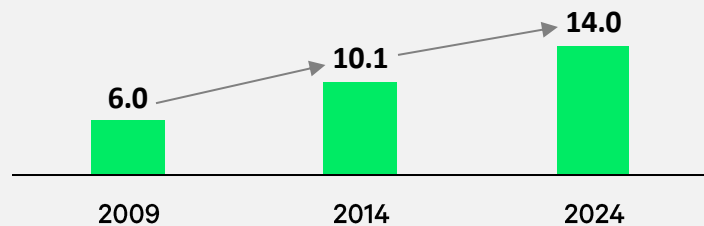


Aktia's journey

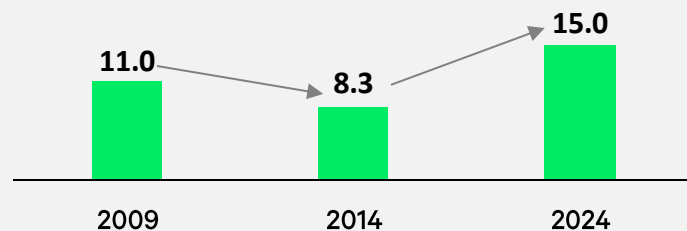
Comparable
operating profit,
mEUR



Assets under
management,
bnEUR



Return on equity,
%



Significantly
increased profits

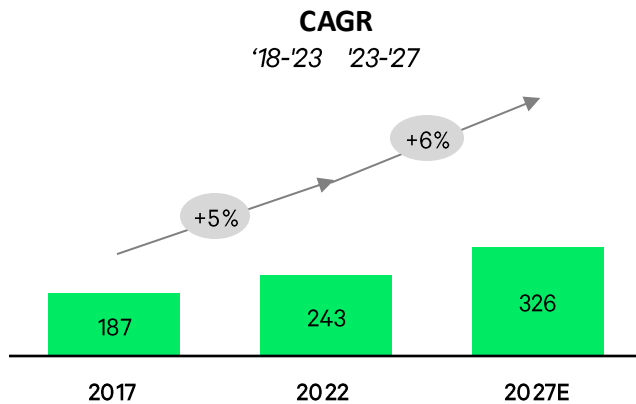
Transformation into
a wealth manager

Increased efficiency
and return on capital

Aiming to differentiate in an attractive and growing, yet competitive market

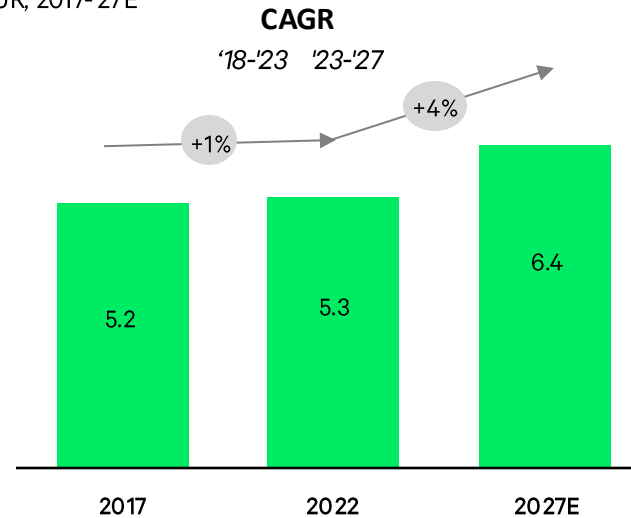
Finnish wealth expected to continue strong growth across segments

Finnish investable wealth
bnEUR, 2017-'27E



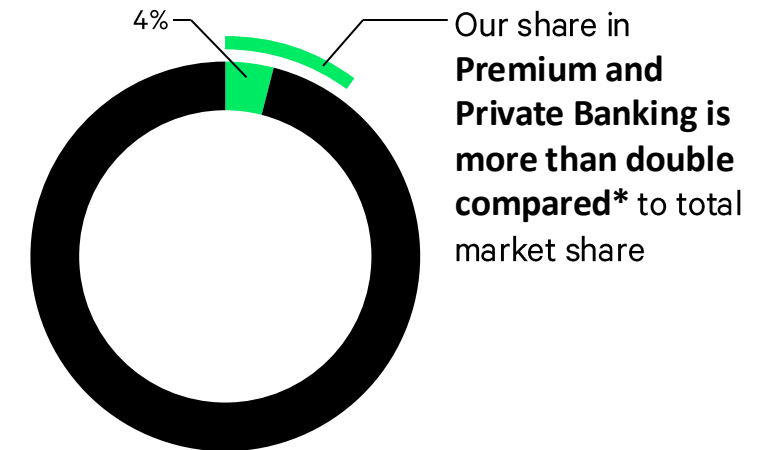
Increasing wealth management revenues, especially in active management

Nordic WM revenue in active management
bnEUR, 2017-'27E



Strong market share in Premium and Private Banking

Market share of mortgage market



*Based on both an internal and external study with focus on volume-based market share

Strong forces are shaping our operational environment, and creating new opportunities

01

Times of unrest

Customers are looking for stability in volatile times of uncertainty and geopolitical instability.

02

Wealth on the move

Changing demographics are creating a move of increasing wealth transfer.

As wealth transfers and disperses over the coming years, the need for comprehensive financial advisory services will grow.

03

Mind and machine

In the midst of rapid technological advancements and increasing regulation, the need for a fusion of technological excellence and human experience grows.

We will accelerate the transformation into a leading wealth manager empowered by a strong banking heritage

A



Unique market position:

Strategic foundation in place

Building on our strengths with a clear focus on execution

B



Robust financials:

Strong historical track record

Growth over time in operating profit and dividend

C



New team, new ambition level:

Ready for a cultural transformation

Changing the way we work and aligning incentive plans and target setting with updated strategy

D



Strategy momentum programme:

Strengthening execution to accelerate change

Strengthening strategy execution to step change and increase operating profit

A Unique market position for acceleration is built on existing strengths

- 01** Strong customer base in core segments and high customer satisfaction demonstrating the value of Aktia's personalised advisory services and product quality.
- 02** Award-winning wealth manager with top-tier expertise in fixed income, manager selection, alternative investments and asset allocation.
- 03** Successful renewal and modernisation of core banking system enable continued development of data-driven operations.

Our share in Premium and Private Banking is more than double compared to our total market share*

Aktia ranks above industry average both in service and product quality

E.g. Aktia EM Local Currency Bond+ awarded Best Fund over 5 & 3 years in its category, by Lipper awards Europe 2024

Modern core banking system renewal in 2017

B Robust financials

- 01** High-quality, well-diversified earnings mix with a high share of commission income and life insurance income, driven by wealth management.
- 02** Strong focus on capital efficiency with demonstrated prudent risk management practices and resilient capital adequacy.
- 03** Solid dividend track record.

Share of commission and life insurance income exceeded 50% in FY 2024

One of the lowest regulatory capital requirement in the industry. Full year CET1 12% in 2024

Consistent dividend payout 60% or more.

Committed new leadership team with a high ambition level



Aleksi Lehtonen
President, CEO



Kati Eriksson
EVP, Asset Management



Anssi Huhta
EVP, Banking Business
(Deputy CEO)




Sakari Järvelä
EVP, CFO




Sini Kivekäs
EVP, Group Functions




Oskari Kurki
EVP, CIO



Clear internal communication of our direction, ambition level and targets in the new strategy period to ensure understanding throughout the organisation



Culture transformation started to support the strategy execution: individual performance and working together at the core and as KPIs for all Aktia employees



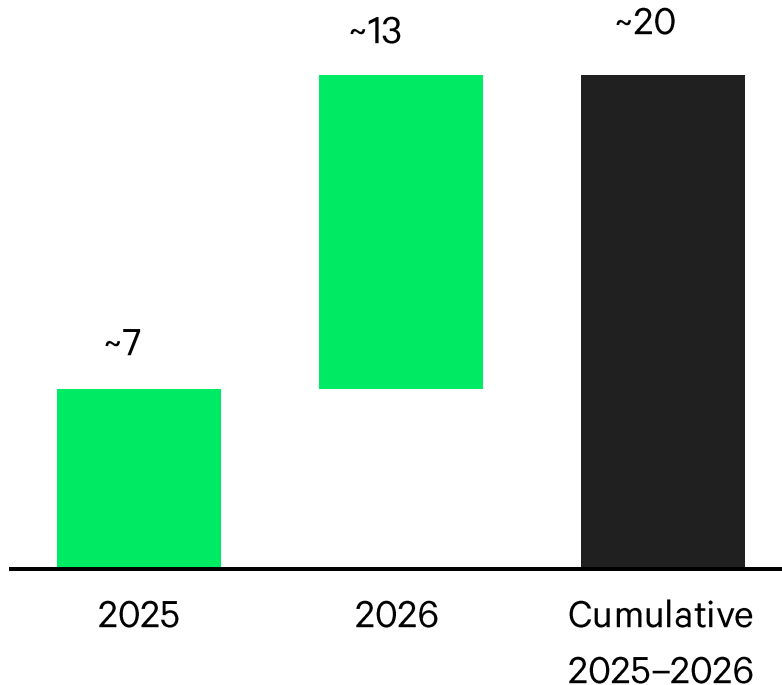
New variable pay plans launched for 2025 and onwards to support strategy execution: New LTI plan strongly linked to TSR development. Leaders trained to lead and coach performance & engagement

D Strategy acceleration programme:
Strengthening execution to increase operating profit run rate with 10 focused streams to accelerate current business operations

<p>Business oriented growth initiatives</p> <p>Succeeding in our strategic priorities</p>	<p>Boost Premium Banking</p>	<p>Strengthen the Premium Banking segment as key growth pillar with a dedicated service model & offering</p>
	<p>Grow Private Banking</p>	<p>Strengthen wealth management by improving advisory, outbound sales, efficiency and new offerings</p>
	<p>Focus SME & Corporates growth</p>	<p>Leverage Corp./SME for cross-selling and as feeder into the Wealth Management segment in wealth transfer moments</p>
	<p>Strengthen Asset Management</p>	<p>Driving Institutional growth with a structured service model. Leading investment expertise with high-quality external managers for active wealth management.</p>
	<p>Streamline Retail Model</p>	<p>Efficient retail service model, with enhanced digital servicing, and improved client prospecting</p>
<p>Other profitability driver</p>	<p>Enhance insurance sales</p>	<p>Boost insurance value through improved cross-selling and new distribution channels</p>
	<p>Cost efficiency & Balance sheet optimisation</p>	<p>Enhance profitability by improving the productivity of the operating model and the balance sheet</p>
<p>Enabling initiatives</p>	<p>Profitability Steering & Data</p>	<p>Establish a profitability steering for both customers and products across the Group to steer profitability effectively</p>
	<p>IT</p>	<p>Enhancing IT setup to enable the growth in a scalable way</p>
	<p>Culture</p>	<p>Shape a culture that emphasises performance, collaboration, and strategic alignment, fostering behaviors that support organisational objectives</p>

D Successful delivery of our strategy acceleration will be measured against concrete targets

Operating profit run rate impact from strategy acceleration, mEUR



Operating profit run rate improvements of

EUR ~7 million

by end of 2025

and cumulatively

EUR ~20 million

by end of 2026

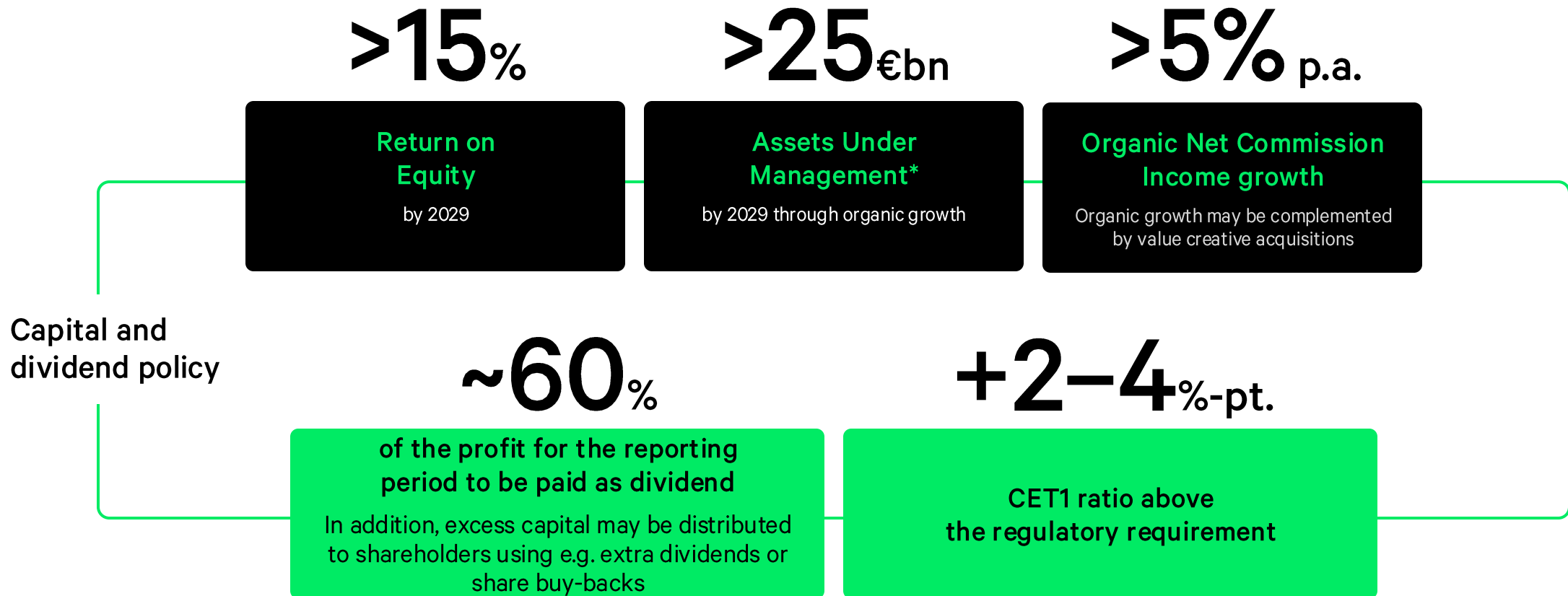
Operating profit run rate outcome to be tracked continuously, and communicated on biannual basis

- Operating profit run rate improvement refers to the projected increase in op. profit on a recurring, annualised basis delivered by initiatives of the program
- This high-quality operating profit boost is recurring and reflects the expected future financial impact of implemented strategic initiatives
- The costs for the programme are success fee based and expected to be approximately EUR 6m for the first year. The costs are related to advisory fees, restructuring and other costs of one-off nature and will be treated as items affecting comparability

TARGETS 2029

Long-term financial targets

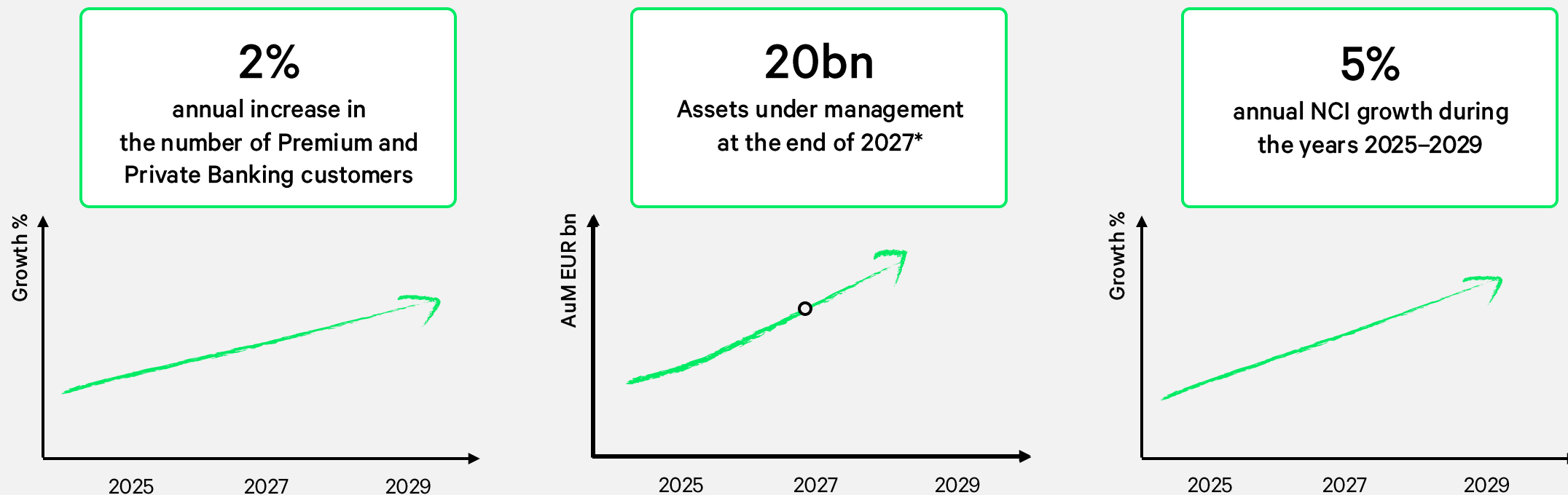
Our long-term financial targets



*This figure reflects gross AuM, which includes all AUM for which Aktia receives fee income from. From Q1 2025 onwards Aktia will report gross AuM, in addition to the current net AuM reporting.

The journey towards our long-term targets

Interim targets to support reaching our ROE target, we will follow up and communicate progress on key metrics



Improving employee experience from good to great



Building on the high level of customer satisfaction in key segments

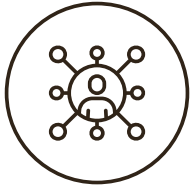
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OUR PRIORITIES

**Succeeding where
it matters most**



Our priorities presented by the leadership team



Active Wealth Management

As wealth transitions across generations, customers need accessible, sustainable financial solutions. Aktia helps customers grow and transfer wealth with clear, long-term plans and a holistic approach.



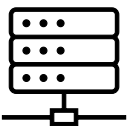
Winning in Strategic Segments

Finland's growth relies on bold investments, family legacies, and thriving communities. Aktia takes an active role in this by driving success in Premium & Private Banking, small and mid-sized enterprises (SMEs), and institutional segments.



The Aktia Experience

We will stand out by specialising in attentive personal service for a growing customer base and bring them the Aktia experience. Skilled and committed employees working together deliver tailored solutions, understanding and responding to the customers financial needs and goals.



Key enabler: Powered by Data and Technology

Enhancing IT setup to enable growth in a scalable and efficient way



Our priorities:

Active Wealth Management

As wealth transitions across generations a growing number of people need accessible and sustainable financial solutions. Aktia helps customers grow and transfer wealth with clear, long-term plans and a holistic approach.

KEY ACTIONS

- Shifting from active fund management to active wealth management, by combining our leading investment expertise and in-house capabilities with high-quality external managers into a holistic, scalable, segment-specific wealth management offering.
- Accelerating the alternative investments platform to provide wealth creation opportunities in private markets via multi-manager evergreen and tailored closed-end solutions.

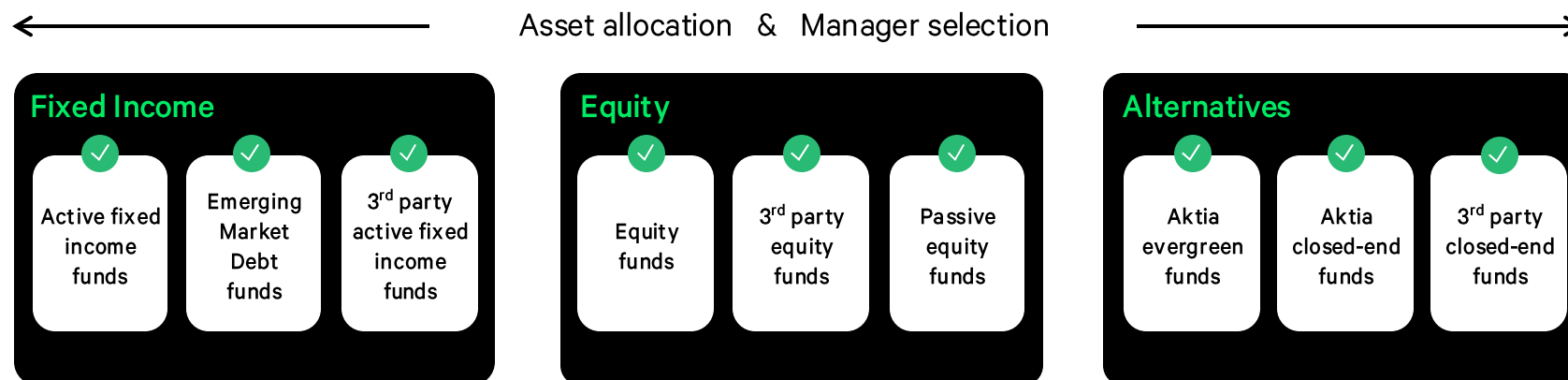
KPIs BY 2029

- Gross AuM EUR 25bn by 2029
- Growing NCI from wealth management
- Increasing Aktia Alternative investments' share of AuM

Our priorities:

Active Wealth Management

Leveraging our existing strengths and bringing our building blocks together



↑ This holistic offering is complemented by banking and life insurance offering

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KEY ACTIONS

- Building a winning Private Banking and Premium customer offering enabled by a personal service model and services for generational wealth shift
- Enabling growth and wealth creation for SMEs and their owners
- Driving growth in Institutional segment by our sharp investment expertise, high quality offering and renewed, structured service model

KPIs BY 2029

- Strong growth of market share among affluent and high net worth individuals
- Increased footprint in small and mid-sized enterprises
- Regained position as one of the top providers for Finnish institutional clients

Our priorities:

Winning in Strategic Segments

Grow Private Banking

- Centralised mandates
- Value-adding tasks
- Growth

Boost Premium Banking

- Private Banking level of service
- Accessibility
- Customer acquisition

Streamline Retail Model

- Digital servicing
- Improved prospecting

Focus SME & Corporates growth

- High-quality personal service
- Holistic offering
- Long-term impact

Enhance insurance sales

- Cross-selling
- New distribution channels

Strengthen Asset Management

- Driving Institutional growth with a structured service model

NPS Private customers

60

Customer service

73

Customer meeting

100

Senior service line

NPS Corporate customers

56

Aktia corporate customers

73

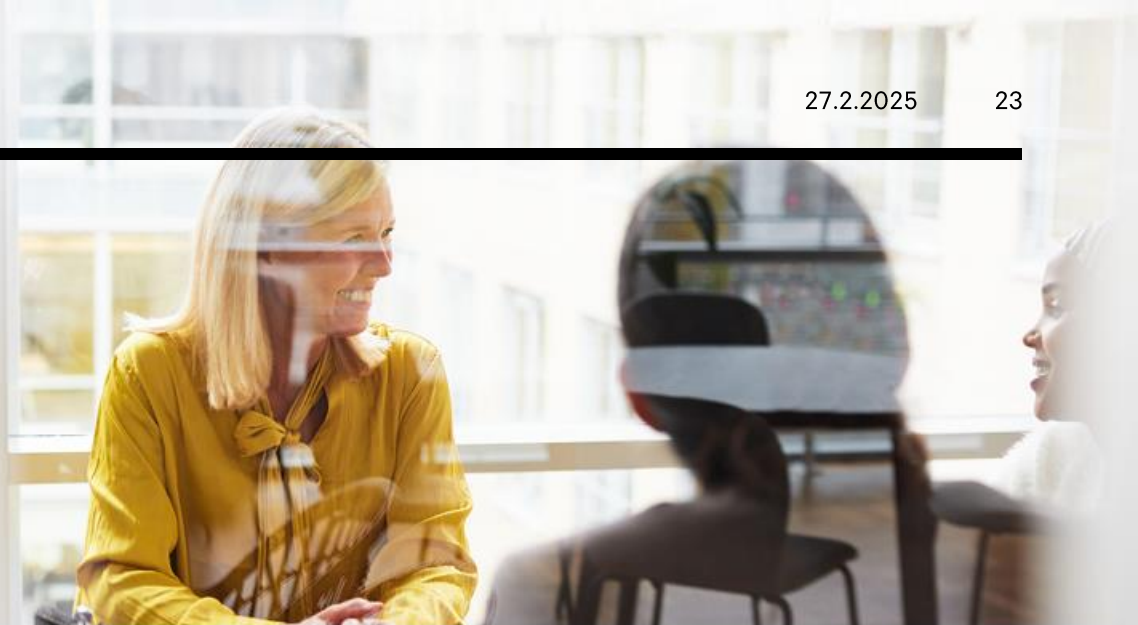
Contact person

6.3

Overall feedback from a scale of 1-7

Our priorities:

The Aktia Experience



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KEY ACTIONS

- Bringing customer and employee experience together through our culture program, Aktia Experience, to support exceptional personal service and accessibility at the core of customer value creation
- Working together for the benefit of our customers included in every Aktia employee's individual targets and taken into account in our remuneration
- Developing our frontline ways of working and competences to serve our customers in a holistic way

KPIs BY 2029

- Improving employee experience from good to great (eNPS)
- Customer experience among the best in our chosen strategic segments

KEY ENABLER: DATA & TECHNOLOGY

We will invest in technology, data and AI to drive resiliency, efficiency and scalable growth for our core segments.

Uplifting the digital customer experience

Strengthening the foundation

SUSTAINABILITY-DRIVEN SUCCESS

Our ambition is to build sustainable wealth for our customers, investors, society, and a better world.

Full year 2024:

-60%

Change in the relative carbon footprint of equity and credit portfolios (tonnes of CO₂ e/ million euros invested) (2025 -30% vs. 2019)

98%

share of capital invested in Aktia's funds that is invested in responsible funds according to SFDR Articles 8 and 9

Sustainability programme and targets will be updated during 2025

VISION:

The leading wealth manager empowered by a strong banking heritage.

MISSION: To democratize private banking services and build wealth for our customer and society.

TRENDS SHAPING OUR OPERATIONS:

TIMES OF UNREST

Customers are looking for stability in volatile times with uncertainty and geopolitical instability.

WEALTH ON THE MOVE

Changing demographics are creating a move of increasing wealth transfer. As wealth transfers and disperses over the coming years, the need for comprehensive financial advisory services will grow.

MIND AND MACHINE

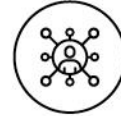
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OUR STRATEGIC PRIORITIES



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Winning in Strategic Segments

Finland's growth relies on bold investments, family legacies, and thriving communities. Aktia supports this by driving success in Premium & Private Banking, SME, and Institutional segments.

VALUES:

Courageously
Skillfully
Together

SUSTAINABILITY IS ESSENTIAL TO SAFEGUARDING OUR CLIENTS' LONG-TERM INTERESTS

THE STRENGTHS TO BUILD ON

Skilled and committed personnel working closely together

High customer satisfaction demonstrating the value of Aktia's personalised advisory services and product quality

Award-winning wealth manager with top-tier expertise in fixed income, manager selection, alternative investments and asset allocation

Strong customer base in core segments

Aktia



Building wealth for our customers and society

Investor Relations contacts

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Aktia