



2025

Responsibility in BankInvest

Marketing Material

BANKINVEST

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Foreword

Responsibility in Motion

At BankInvest, we have worked with responsible investment for a long time — not as a separate track, but as an integrated part of how we analyse, select and follow up on our investments. That approach remains unchanged, and we continue to develop it.

That is exactly what we did in 2025 — a year marked by significant progress. We have substantially strengthened our active ownership work. Through our partnership with Federated Hermes EOS, we conducted more than 2,600 engagement processes with companies around the world — covering everything from climate targets and board effectiveness to human and digital rights. We believe dialogue drives change, and we have seen it happen.

Further important advances have been made in the area of technology. Digitalisation and AI are constantly opening new opportunities to enhance our work. We are increasingly using AI to analyse the enormous volumes of data associated with responsible investment — from screening for controversies and early warning signals to assessing companies not covered by traditional data providers.

AI does not replace our analyst’s judgement. It sharpens it, and enables us to operate with greater precision and a more forward-looking perspective.

The year 2025 also saw the launch of the fund European Defence and Foresight. The fund reflects a new world order in which Europe must increasingly stand on its own two feet, and where defence and security are recognised as part of sustainable societal development.

Finally, we are investing in our own organisation. All employees are currently participating in a development programme focused on personal leadership and relational skills, in partnership with the company True North. As the world continues to change, so does our sector — placing new demands on all of us. The employee of the future must do more than master their field. They must be able to navigate complexity, make sound decisions under pressure, and collaborate across the organisation in a world that never stands still.

You can read about how all of this is implemented in practice in this sustainability report. We hope it provides you with a clear picture of what responsibility means at BankInvest — and how we act on it.

At BankInvest, responsibility is not an end in itself; it is a prerequisite for delivering responsible and attractive returns over the long term. That is our goal, and we hope you find it an engaging read.

Lotte Månsson, CEO, BankInvest

Investing in People:

BankInvest Sends All Employees on a Development Programme

Professional expertise is the foundation of any investment firm or asset manager. But the ability to collaborate, make sound decisions under pressure and navigate a complex working day is equally important. That is why BankInvest entered into a partnership with True North in 2025, offering a shared development programme for all employees.

A shared language

The True North programme is built on a simple but important premise: we must be able to lead ourselves before we can be there for others. The first module, Personal Leadership, focuses precisely on this — what drives us, what holds us back, and how can we stand stronger as individuals and colleagues.

The programme gives employees and managers a shared language for collaboration, conflict management, resilience and reflection. The shared language is not an end in itself — it is a tool that creates clarity in everyday interactions and makes it easier to act consistently and constructively across the organisation.

“The financial sector is changing rapidly, and that requires us to change with it. True North is about equipping our employees for the future — professionally, personally and as an organisation,” says CEO Lotte Månsson.

Wellbeing and competencies go hand in hand

BankInvest views employee development as a dual investment: in the individual and in the organisation as a whole. When employees strengthen their emotional intelligence and their ability to process information, handle complex situations and collaborate across teams, both wellbeing and the quality of work improve.

Emotional intelligence is not a soft quality — it is a concrete competence that only grows more important as AI becomes more embedded in our working lives. The real advantage emerges when the two forms of intelligence are combined. The organisations that benefit most from AI are not those that use it to replace people — but those that use it to free up human capacity for what truly requires a human being: building trust, forming relationships and navigating the complex and unpredictable.

A culture that can be felt

BankInvest’s ambition with the programme extends beyond the individual employee. The goal is an organisation with shared direction, high quality in how people work together and a culture that actively supports the company’s values: decisiveness, responsibility and team spirit.

When clients encounter BankInvest, they meet not only our products and expertise — they meet a culture. True North is an investment in ensuring that culture remains a genuine strength and a competitive advantage.

The programme also provides tools that employees carry with them beyond their working lives. Competences in personal leadership, communication and collaboration are values they can take with them — and which reflect our ambition to invest seriously in our people.

Employee development is an ongoing priority

Beyond the True North programme, BankInvest continuously ensures that employees have the opportunity to develop — whether through education, conferences or travel to the countries and markets we invest in. This gives them close contact with financial decision-makers, local actors and the reality that shapes our investments. We believe that this kind of first-hand insight and strong networks is an investment that pays off — for our employees and for our clients.



A Year of Strengthened Active Ownership

BankInvest invests in thousands of companies across the globe, which is why we rely on experts who serve as our eyes and ears and can engage directly with those companies.

To strengthen our work on active ownership and accountability, BankInvest entered into a partnership with Federated Hermes EOS in 2024 — one of the leading providers of active ownership services.

2025 was therefore the first full year with EOS as a partner, and we can now take stock. In 2025, BankInvest — through EOS — conducted more than 2,600 engagement processes with the management of companies in our portfolio.

In practice, this was carried out by EOS analysts who held regular meetings with management at companies identified as relevant for dialogue.

Themes in 2025 engagement processes:

- Climate change (672 processes)
- Human & Labour Rights (342 processes)
- Board Effectiveness (297 processes)
- Human Capital (266 processes)
- Biodiversity & Nature (150 processes)
- Digital Rights & AI (121 processes)

The figures show the engagement processes in 2025 distributed across the focus areas that BankInvest, together with other investors, has prioritised for EOS to work on.

Example: Engagement with textile companies

EOS has been conducting dialogues with a number of companies in the textile/fast fashion industry based on observations about the industry’s contribution to a throwaway culture and the large-scale release of chemicals into the environment.

The processes have demonstrated that it is possible to influence corporate behaviour — for example towards increased use of recycled materials and a certain reduction in the use of hazardous chemicals.

One example is EOS’ dialogue with Adidas, the largest producer of sportswear in Europe. The process, which included climate-related risks, was one of the factors behind Adidas moving from a mid-ranking to a top-ranking position

among assessed companies in the industry between 2022 and 2025. This was partly due to more comprehensive and validated climate commitments, including the setting of concrete short-term climate targets and a long-term net-zero commitment.

Another example is H&M, which has now set a target for all its garments to be made from recycled or more sustainably sourced materials.

Japanese Fast Retailing, which owns Uniqlo, has also set a target to use 50% recycled materials and achieve zero waste by 2030. Its Re-Uniqlo programme now offers repairs and garment collection, although fibre-to-fibre recycling is still under development.

A more responsible direction

The overarching purpose of active ownership is to promote the long-term value of companies. This includes ensuring that companies operate responsibly. At BankInvest, active ownership is used as a tool to steer investments in a more responsible direction and to promote responsible business conduct.

Engagement processes are just one of the tools available to us. Another is voting at company general meetings, where our partnership with EOS ensures an even stronger connection

between our corporate dialogues and the way we vote.

”A central element of BankInvest’s approach to responsible investment is that we work to change corporate behaviour through dialogue — rather than simply divesting as soon as a challenge is identified,” says Linnea Rindorf Adler, Head of ESG at BankInvest.



Why more engagement?

At BankInvest, we naturally want to invest in companies that will perform well over the long term. We expect that only companies with management teams that can adapt to shifts in consumer expectations and the demands of future generations and society at large will be able to succeed. Engaging with company management can uncover and contribute to this. In short: companies that already understand and position themselves strategically in relation to the changes and threats their business faces will thrive, while those that do not will fall behind.

Emerging Markets:

When ESG Is More Than an Add-On

Emerging Markets offer attractive investment opportunities — but they also come with complex risks. Political instability and limited regulatory frameworks, for example, make ESG an essential component of the investment process. This is certainly the case for BankInvest’s Emerging Markets fixed income team. Over more than 24 years, the team has built a strong combination of deep market insight, robust processes and sustainability into one integrated investment model.

In the team’s investment process, ESG is not merely an add-on to financial analysis. ESG factors are incorporated at every stage — from the assessment of governance, climate risks and social conditions to the pricing of ESG-related risk premiums and potential market reactions.

The team draws on data from multiple international ESG providers and combines quantitative models with qualitative assessments — including direct meetings with bond issuers.

”If we identify warning signs — such as low transparency or a concerning sustainability profile — this feeds directly into our decision to reduce, maintain or sell a position,” says Søren Bertelsen, Chief Portfolio Manager for Emerging Markets bonds.

Active dialogue as an investment tool

Engagement is also a central part of the team’s approach. The team maintains ongoing dialogue with issuers on topics such as CO₂ reduction and the management of social and environmental challenges. The starting point is straightforward: constructive dialogue creates better conditions for investment.

”In markets where ESG standards are still developing, a qualified investor can make a real difference — for the companies and for returns,” says Søren Bertelsen.

ESG also plays a role when new bonds are issued. If a company has a weak ESG profile, the

team actively uses this as grounds for demanding a higher yield — simply because the risk is greater. This approach is supported by a positive trend in the market: management teams at Emerging Markets companies are increasingly taking ESG challenges seriously and acting on them.

Expertise as a foundation

Several of the team’s portfolio managers and analysts have completed CFA Institute certifications in sustainable investing and climate risk. This has established a shared knowledge base and sharpened the methodological approach across the team.

The combination of experience, market knowledge and ESG specialisation makes the team a strong contributor to BankInvest’s responsible investment efforts, and a clear demonstration that responsible investing and sound risk management are not opposite forces. They reinforce each other. And they make it possible to build resilient portfolios that also contribute positively to development in growth economies around the world.

Investment case: GreenKo — renewable energy that never sleeps

Renewable energy has come a long way, but one challenge remains: how do we make it available exactly when we need it? That requires solutions capable of storing energy in a reliable and responsible way. BankInvest’s Emerging Markets fixed income team has invested in the Indian company GreenKo, which has found an elegant answer.

Renewable energy on demand

Solar and wind power have become two of the world’s widely adopted renewable energy sources in just a few decades. But they are weather-dependent and power systems need electricity around the clock.

The technology enables both households and industries to rely on clean power without the risk of supply disruptions or significant price volatility. For countries like India, with rapidly growing energy demand and wide geographic variation in solar and wind resources, solutions like this are critical.

GreenKo has established itself as a pioneer — not just in the production of renewable energy, but in developing systems that make it reliable, flexible and constant. The company has developed an integrated hydropower and storage system based on the pumped hydro principle: during periods of surplus electricity from solar and wind, water is pumped to

higher terrain and released back down when the energy is needed. The system is designed to deliver electricity on demand, around the clock. Surplus power that would otherwise be lost is instead stored, reducing the need for fossil fuel backup sources.

”When we first invested in GreenKo, they were focused on expanding wind and solar capacity. Since then, the rapid growth in renewable energy has created a need to store that energy for use at night, when the sun isn’t shining — and GreenKo has been at the forefront of pumped storage in India. Through this investment, we are part of an exciting development while delivering a positive return for investors,” says Søren Bertelsen.





Fund Launch

A New Perspective on Defence

For many years, investments in the defence industry has been regarded as incompatible with responsible investments. However, the EU's new geopolitical reality has created a growing re-cognition of the defence sector's role in protecting democratic values and civilian lives.

This recognition is now reflected in the work of the European Commission¹, in the investment landscape and in demand from clients: namely in the form of a desire to invest in Europe's agenda of building a competitive and resilient defence industry, deemed essential for strengthening Europe's defence, security and autonomy.

It was against this backdrop of growing investor interest in defence that BankInvest introduced European Defence and Foresight, a new investment fund launched in August 2025.

Compatible with social sustainability

The European Commission has made clear, in a published white paper, that the defence industry is compatible with the EU's social sustainability framework. Peace and security safeguard the basic living conditions and fundamental human rights that underpin the UN's sustainability goals².

"The fundamental shift is that defence is no longer evaluated solely on what it is, but also on what it does. That is exactly why defence is no longer an automatic exclusion, but an area that requires careful thought, professional judgement and clear principles — which we practise in this investment fund," says Head of ESG Linea Rindorf Adler.

BankInvest does not invest in controversial weapons³ and the European Defence and Foresight fund invests with clear principles in mind, ensuring broad and dynamic exposure to the EU's security agenda.

Themes aligned with the political agenda

The fund invests in companies directly or indirectly involved in one of three themes relating to the strengthening of Europe's:

- Defence
- Critical infrastructure
- Critical energy supply.

The selection of the specific themes is carried out in collaboration with an independent advisory board consisting of, among others, experts from Think Tank EUROPA. The board helps ensure that the themes remain relevant and aligned with developments across Europe.

"The partnership with Think Tank EUROPA gives BankInvest a unique opportunity to strengthen the investment process for our fund, European Defence and Foresight. We gain access to knowledge and insight that allows us to make investments that follow Europe's security and sovereignty agenda to an even greater degree. This creates value for our investors — and for Europe's future," says Andrea Panzieri, Investment Director at BankInvest.

At the turn of the year, the fund passed DKK 1.1 billion under management. The significant investor interest demonstrates that the themes of European defence, critical infrastructure and critical energy supply address an important agenda — both politically and economically.

1. [European Commission](#)

2. [Article 51 of the UN Charter refers to the right of collective self-defence](#)

3. [The fund does not invest in companies involved in the production of controversial weapons such as cluster munitions, landmines, chemical and biological weapons, and nuclear weapons outside the non-proliferation treaty](#)



AI in portfolio management

In BankInvest's global equities team, AI has also supported work on ESG and responsibility. AI is being gradually incorporated as it demonstrates value alongside an already strong toolkit of processes and methods. It has helped identify companies at the forefront of new technologies, strengthened the robustness of risk management and further embedded sustainability in the investment process.

AI as a Key Tool in ESG Work

ESG work rests on a solid data foundation. From international providers, BankInvest receives thousands of data points on companies' carbon footprints, social conditions and governance.

This data is used to monitor developments, assess risks and make better investment decisions. As transparency requirements continue to grow, so too do the demands on how we manage and apply the data available to us.

Data can be divided into two categories:

- **Structured data**, comprising quantitative information such as CO₂ figures, key ratios and scoring models.
- **Unstructured data**, comprising text and content-based sources such as annual reports, articles, NGO reports, social media and analyses.

Traditionally, the analysis of unstructured data has relied on manual processes, sampling and expert assessments — limiting both the scope and timeliness of ESG monitoring. With modern AI technologies such as language models and vectorisation, unstructured data can now be analysed far more efficiently.

As data volumes grow and requirements for documentation and transparency intensify, the ability to combine structured and unstructured data using AI will become an increasingly important competitive advantage in asset management.

How far have we come?

In addition to structuring data, the ESG team uses AI to:

- Help portfolio managers quickly identify potential red flags for new investments — such as negative news stories, unusually high staff turnover or other signals that may

indicate issues with the working environment, management culture or corporate conduct.

- Screen for exposure to high-risk areas by examining whether a company is involved in activities BankInvest wishes to avoid.
- Assess smaller and recently listed companies not covered by our data providers.

What are the perspectives?

In the area of ESG, we see significant potential in using AI in our processes. Today, we can readily avoid companies with documented violations — but going forward, we will also be able to detect early warning signals in news flows and research universes, such as references to discrimination or poor working conditions.




Looking ahead, we expect language models and vectorisation to assist with:

- ongoing monitoring of controversies
- identification of negative trends and warning signals
- assessment of the quality of corporate policies and targets
- summarising relevant ESG signals for portfolio managers.

Thereby, AI becomes a supplement to analytical judgement — not a replacement. It enables ESG analysis that is more forward-looking and strengthens the ability to tailor portfolios to different strategies, values and screening criteria.

ESG Key Figures

Key figures for the BankInvest Group

	Unit	2024	2025	
ENVIRONMENT				
	CO2e scope 1	Tonnes	25,84	5,13
	CO2e scope 2	Tonnes	15,48	22,03
	CO2e scope 3	Tonnes	946.489	1.161.019
	Energy consumption	GJ	1.977	1.524
	Renewable energy share	%	75	85
	Water consumption	Litres	1.459.000	1.412.250
	Waste and recycling ¹	Tonnes	13,35	76,8
SOCIAL				
	Number of employees	FTE	118	121
	Under-represented gender	%	30,6	31,4
	Under-represented gender, management levels	%	50	42
	Employee turnover rate	%	18,9	20
	Sick leave	FTE / days	2,7	2,1
	Employee well-being ²	%	81	81
	Client satisfaction ³	Ranking	1	1
GOVERNANCE				
	Under-represented gender - board ⁴	%	25	13
	Attendance at board meetings	%	91,1	95
	Pay ratio: CEO vs. employees	Multiple	4,8	4,8

Note: Figures are unaudited.

1. Covers BankInvest's emissions from, among other things, wastewater and its treatment. The increase from 2024 to 2025 is primarily attributable to wastewater treatment and an increased emission factor, as water consumption in 2025 was lower than in 2024.

2. Annual employee wellbeing survey via the Financial Sector Employee Barometer

3. Prospera Fund Distributors & Selectors satisfaction survey, produced by the independent research institute Kantar.

4. BI Holding

CO₂-emissions from BankInvest's investments

Figures cover direct corporate investments managed by BankInvest

	Unit	2023	2024	2025
Equities				
CO2 SCOPE 1				
Carbon footprint	Tonnes/mio. USD inv.	33.93	33.03	32.44
Total CO2 emissions	Tonnes	431,716	572,696	690,188
CO2 SCOPE 2				
Carbon footprint	Tonnes/mio. USD inv.	7.48	6.22	6.33
Total CO2 emissions	Tonnes	95,422	107,571	134,308
CO2 SCOPE 3				
Carbon footprint	Tonnes/mio. USD inv.	278.20	251.67	242.27
Total CO2 emissions	Tonnes	3,703,182	3,937,867	5,090,625
Bonds				
CO2 SCOPE 1				
Carbon footprint	Tonnes/mio. USD inv.	52.79	39.08	56.20
Total CO2 emissions	Tonnes	222,078	220,040	284,207
CO2 SCOPE 2				
Carbon footprint	Tonnes/mio. USD inv.	12.37	7.97	9.91
Total CO2 emissions	Tonnes	51,999	45,217	49,887
CO2 SCOPE 3				
Carbon footprint	Tonnes/mio. USD inv.	304.30	247.13	324.01
Total CO2 emissions	Tonnes	1,350,318	1,178,838	1,414,523

CO₂ and EVIC data from MSCI are used. Coverage rate refers to the percentage of the portfolio that is not held in cash and for which both CO₂ and EVIC data are available. Green bond emissions are set to zero. A position's share of a company's absolute CO₂ emissions is calculated as "Market value/EVIC × Company's CO₂ emissions".



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