

ANNUAL REPORT 2025

Corporate Governance Statement



CapMan Plc – Corporate Governance Statement 2025

CapMan Plc (“CapMan”) complies with the Finnish Corporate Governance Code 2025 for listed companies issued by the Securities Market Association which entered into force on 1 January 2025 (the “Code”). CapMan complies with all of the recommendations of the Code. This Corporate Governance Statement (the “Statement”) has been prepared in compliance with the Code’s Corporate Governance reporting guidelines, it has been reviewed by the Audit and Risk Committee of CapMan’s Board of Directors (the “Board”) and it is issued separately from the report by the Board. CapMan’s corporate governance model also follows the Finnish laws, the Articles of Association of the company and the rules and directions of Nasdaq Helsinki Ltd.

The Code is publicly available on the website of the Securities Market Association at www.cgfinland.fi/en. For further information regarding CapMan’s corporate governance, please visit the company’s website at www.capman.com/shareholders/governance/.

1. CapMan’s governance model

CapMan is a Finnish public limited liability company headquartered in Helsinki, Finland. The parent company CapMan Plc and its subsidiaries form CapMan group. CapMan’s shares are publicly listed in Nasdaq Helsinki. CapMan’s governance model consists of the General Meeting of shareholders, the Board of Directors and the CEO. In the operative management of the company the CEO is supported by the management group.

2. General Meeting of the shareholders and the Articles of Association

The highest decision-making power at CapMan is held by the General Meeting of shareholders. Among other things, the General Meeting adopts the financial statements, decides on distribution of assets based on the proposal of the Board, elects the members of the Board and the auditor, decides on the discharge from liability and on amendments to the Articles of Association. The notice to the General Meeting, the documents to be presented and the proposals for the General Meeting are published on the company’s website and, if needed, as a stock exchange release three weeks prior to the General Meeting at the latest.

In 2025, CapMan’s Annual General Meeting (AGM) was held on 25 March in Helsinki. In total 100 shareholders representing approximately 39 % of the registered share capital and voting rights attended the meeting in person or by voting in advance. The decisions are available on the company’s website at www.capman.com/shareholders/governance/general-meetings/.

CapMan’s Articles of Association and material related to the General Meeting are available on the company’s website at the address: www.capman.com/shareholders/governance/.

3. Shareholders’ Nomination Board

CapMan Plc’s AGM decided in 2018 to establish a Shareholders’ Nomination Board to prepare proposals concerning the election and remuneration of the members

of the Board to the General Meeting. The AGM also adopted a Charter for the Nomination Board. The Shareholders’ Nomination Board shall serve until further notice. The term of office of the members of the Shareholders’ Nomination Board expires annually after the new Shareholders’ Nomination Board has been nominated.

The Shareholders’ Nomination Board consists of representatives nominated by the four largest shareholders of the company and the Chairman of CapMan Plc’s Board, serving as an expert member. As an expert member the Chairman of the Board of CapMan Plc does not take part in the decision-making of the Shareholders’ Nomination Board.

The following members were nominated to the Shareholders’ Nomination Board in September 2025: Stefan Björkman (representative of Silvertärnan Ab) (Chairman of the Nomination Board), Olli Haltia (representing Hozainum Partners Oy), Rami Vehmas (representing Ilmarinen Mutual Pension Insurance Company), and Peter Immonen (representing Dolobratos Oy Ab). Additionally, Joakim Frimodig, the Chairman of the Board of CapMan Plc, served as the expert member on the Shareholders’ Nomination Board. All members nominated to the Shareholders’ Nomination Board in September 2025 are men.

The Nomination Board convened twice in 2025. The Nomination Board discussed, in particular, the size, composition and diversity of the Board as well as the areas of expertise that are deemed most beneficial for the company. The Nomination Board also reviewed the remuneration of the Board and gave its proposals to the

Annual General Meeting on 20 January 2025. The proposals were included in the notice to the Annual General Meeting and published as a stock exchange release.

The Charter of the Shareholders’ Nomination Board is available on CapMan’s website at: [CapMan_Plc_Shareholders_Nomination_Board_Charter.pdf](#)

4. Board of Directors

4.1 Composition of the Board of Directors

All members of the Board are elected annually by the Annual General Meeting. There is no specific order for the appointment of Board members in the Articles of Association. According to the Articles of Association, the Board comprises at least three and at most nine members, who do not have deputies. Members are elected for a term of office, which starts at the close of the Annual General Meeting at which they were elected and ends at the close of the Annual General Meeting following their election. The Board elects a Chair and a Vice Chair from among its members. The Shareholders’ Nomination Board makes the proposals on the composition of the Board and the remuneration for the Board and Committee Members to the Annual General Meeting. The Shareholders’ Nomination Board’s proposals are typically published as a separate stock exchange release and are also included in the notice to convene the Annual General Meeting.

Board members’ competencies relevant to the impacts of the organisation are partly reported through disclosures of

Board members' backgrounds and stakeholder representation is reported through the disclosures and independence evaluation of the Board members.

The Annual General Meeting held on 25 March 2025 elected six members to the Board of Directors. Mr. Johan Bygge, Ms. Catarina Fagerholm, Mr. Joakim Frimodig and Ms. Mammu Kaario were re-elected to the Board and Mr. Ari Kaperi and Ms. Eva Lindholm were elected as new members of the Board. Mr. Johan Hammarén and Mr. Olli Liitola had informed the Shareholders' Nomination Board that they were not available for re-election. At its organisational meeting on 25 March 2025, the Board elected from among its members Joakim Frimodig as its Chair and Mammu Kaario as Vice Chair.

The biographical details of the Board members are presented in the table **Board of Directors in 2025** on section 5.

4.2 Diversity of the Board of Directors

The Shareholders' Nomination Board shall take into account the Board's diversity principles and independence requirements set forth in the Code when preparing the proposal on the Board composition to the shareholders' meeting. The company values that its Board members' have diverse backgrounds taking into account the competencies that are relevant for CapMan's business, such as know-how of the financial sector. The aim is that the Board consists of representatives of both genders and different age groups, that the Board members have versatile educational and professional backgrounds and that the Board of Directors as a whole has sufficient experience on an international operating environment.

The company considers that the composition of its Board is in its current form sufficiently aligned with the

objectives set for the diversity of the Board composition. In 2025 both genders were represented in the Board. Of the Board members, 50 % were women (Mammu Kaario, Catarina Fagerholm and Eva Lindholm) and 50 % men (Johan Bygge, Joakim Frimodig and Ari Kaperi). The Board members were between 47 and 69 years of age, their educational backgrounds were relevant to the company's operations, and they had experience on both international and local operating environments.

4.3 Independence of the Board members

The majority of the Board must be independent from the company. At least two of the members that are independent from the company shall also be independent of the company's significant shareholders.

The Board made an assessment on the independence of the Board members in its organisational meeting on 25 March 2025. According to the assessment Johan Bygge, Catarina Fagerholm, Mammu Kaario, Ari Kaperi and Eva Lindholm were independent of both the company and its significant shareholders. Joakim Frimodig was non-independent of the Company since he has had an employment relationship with the Company in the last three years, and non-independent of a significant shareholder since he is a board member in Silvertärnan Ab which holds more than 10 % of CapMan shares.

Shares and share-based rights of each Board member and corporations over which he/she exercises control in the company and its group companies are presented in the table **Board of Directors in 2025** on section 5.

4.4 Duties and responsibilities of the Board

The Board is responsible for the administration and the proper organisation of the operations of the company. The Board is also responsible for the appropriate arrangement of the controls of the company's accounts

and finances. The Board deals with all the matters pertaining to its area of responsibilities under the Finnish law and the Articles of Association as well as rules and regulations applicable to Finnish publicly listed companies. One of the Board's key tasks is to approve, and monitor the progress of, the strategic goals, including linking those to sustainability targets. The Board has confirmed a written charter for its work, which describes the main tasks and duties, working principles and meeting practices of the Board, and an annual self-evaluation of the Board's operations and working methods.

In accordance with the charter, the main duties of the Board were to:

- appoint and dismiss the CEO
- approve the appointment of the management group members
- decide on the CEO's remuneration as well as on the remuneration policy for other executives and CapMan's key employees
- ensure that the company has a proper organisation
- supervise the operative management
- approve strategic and financial objectives
- approve the budget
- decide on the establishment of new CapMan funds and approve CapMan's own commitments therein
- decide on fund investments to other than CapMan funds and direct investments exceeding EUR 5 million
- decide on major changes in the business portfolio
- monitor the Company's financial performance and approve the company's financial and statutory sustainability reports
- monitor that there are proper arrangements in place to ensure that the business complies with applicable rules and regulations

- approve the key principles of corporate governance, internal control and risk management as well as other key policies
- confirm the central duties and operating principles of the Board committees
- convene the general meetings of shareholders and make proposals to the general meetings
- monitor and assess related-party transactions
- monitor and assess the efficiency of the internal control, internal audit and risk-management systems
- monitor and assess the company's financial reporting system and process and the statutory sustainability reporting system and process
- monitor the statutory audit and statutory sustainability report assurance
- monitor and assess the performance and the independence of the auditor and the provision of non-audit and non-assurance services by the auditor
- prepare the proposals for the election of the auditor and the sustainability report assurer and their fees

The Board may also make decisions on certain matters based on the authorisation given by the general meetings. These may include e.g. deciding on dividends, share issues and charitable donations. The Board shall also annually make a proposal on the election of board members to the CapMan for Good Foundation.

The Chair of the Board ensures and monitors that the Board fulfils the tasks appointed to it under legislation and by the company's Articles of Association.

4.5 Work of the Board in 2025

In 2025, the Board of Directors met eight times. The Board had seven meetings in the composition as elected by the 2025 AGM and one meeting in the composition as elected by the 2024 AGM. The Board evaluates its work, including sustainability matters, generally in the autumn

of each year to ensure that the results of the evaluation are available for the Nomination Board work. External consultants may be used in the evaluation.

The table **Board of Directors in 2025** on section 5 presents Board members' attendance at the meetings in 2025.

5. Board Committees

The Board may establish Committees to ensure efficient preparation of the matters under its responsibility. The Committees are established, and their members are elected from among the members of the Board in the Board's organisational meeting to be held after the AGM for the same term as the Board. The Committees shall consist of at least three members. The charters for each committee shall be confirmed by the Board. The Chairs of the committees report to the following Board meeting on the topics discussed in the committee meetings. Also, the materials presented, and the minutes of the committee meetings are delivered to the Board for information. The committees generally do not have autonomous decision-making power, but the Board makes the decisions within its competence collectively.

In its organisational meeting held on 25 March 2025, CapMan's Board of Directors established an Audit and Risk Committee and People and Remuneration Committee.

5.1 Audit and Risk Committee

The Audit and Risk Committee has been established to ensure the efficient preparation of the matters pertaining to the duties of the Board which relate to, e.g. financial and sustainability reporting, internal control, internal audit, risk management, statutory audit and auditor selection.

The duties of the Audit and Risk Committee included:

Duties related to the statutory audit and sustainability report assurance:

- monitor the statutory audit and the assurance of the sustainability report
- review the auditor's report and the supplementary reports presented by the auditor
- evaluate the independence of the statutory auditor and the audit process
- monitor the services offered by the auditor, in particular the provision of non-audit and non-assurance services
- prepare the proposal for the election of the auditor and when needed the election of the sustainability report assurer
- other communications with the auditor and the sustainability report assurer

Duties related to financial and sustainability reporting process:

- monitor the financial and sustainability reporting processes
- monitor procedures for identifying the information to be reported in accordance with the sustainability reporting standards
- monitor the procedures for digital reporting
- assess effectiveness of internal control, internal audit and risk management in relation to the aforementioned processes

Other duties:

- monitor the financial position of the company
- evaluate the use and presentation of alternative performance measures
- approve the operating instructions for internal audit
- review the plans and reports of the internal audit function

- assess the processes aimed at ensuring compliance with laws and regulations
- define the principles concerning the monitoring and assessment of related party transactions
- monitor of the funding and tax position
- monitor the most significant financial, tax and sustainability risks
- monitor of the processes and risks relating to IT security
- review the corporate governance statement
- monitor and assess any special issues allocated by the Board and falling within the competence of the Audit and Risk Committee

The Board has in its organisational meeting on 25 March 2025 elected Mammu Kaario (Chair), Johan Bygge and Ari Kaperi as members of the Audit and Risk Committee. In 2025, the Committee met five times. The table **Board of Directors in 2025** on section 5 presents the Committee members' attendance at the meetings.

All members of the Audit and Risk Committee were independent of the company and its significant shareholders. All members of the Audit and Risk Committee are experienced in demanding positions in financial administration and business management and they hold degrees suitable for Audit and Risk Committee members.

5.2 People and Remuneration Committee

The People and Remuneration Committee has been established to ensure efficient preparation of matters concerning the remuneration of the CEO, other executives and the overarching remuneration principles of the company. Additionally, the Committee is tasked with overseeing talent management, personnel development, and fostering a diverse and inclusive workplace.

The main duties of the People and Remuneration Committee in accordance with the charter were to assist the Board by preparing the Board decision-making on:

- CEO remuneration
- company's executive remuneration principles and the remuneration of individual executives as required
- company's general remuneration principles
- Remuneration Policy and Report for the governing bodies.

The Committee further contributed to:

- ensuring the objectivity and transparency of the decision-making regarding remuneration matters in the company
- systematic alignment of remuneration principles and practice with the company strategy and long-term and short-term targets, including sustainability targets
- talent management and succession planning
- personnel development
- fostering diverse and inclusive workplace

The Board has in its organisational meeting on 25 March 2025 elected Joakim Frimodig (Chair), Catarina Fagerholm and Eva Lindholm as members of the People and Remuneration Committee. The Committee met four times in 2025. The table **Board of Directors in 2025** on section 5 presents the Committee members' attendance at the meetings.

Catarina Fagerholm and Eva Lindholm are independent of the company and its significant shareholders. Joakim Frimodig is not independent of the company or its significant shareholder. Further information on the independence of the Board members is available in section 4.3.

Board of Directors in 2025

Name	Personal information		Shares and share-based rights as of 31 Dec 2025	Attendance at the Board meetings	Attendance at the Committee meetings
Joakim Frimodig	<ul style="list-style-type: none"> Chair of the Board since 2023 Member of the Board since 2023 Born: 1978 Education: BA (Oxon) 	<ul style="list-style-type: none"> Main occupation: Chair of the Board of CapMan Plc Chair of the People and Remuneration Committee Expert member of the Shareholders' Nomination Board Non-independent of the company and the significant shareholder 	1,135,168	8/8	People and Remuneration Committee: 4/4 Nomination Board: 2/2
Johan Bygge	<ul style="list-style-type: none"> Member of the Board since 2021 Born: 1956 Education: BA (Econ.) 	<ul style="list-style-type: none"> Main occupation: Board professional Member of the Audit and Risk Committee Independent of the company and significant shareholders 	54,900	8/8	Audit and Risk Committee: 5/5
Catarina Fagerholm	<ul style="list-style-type: none"> Member of the Board since 2018 Born: 1963 Education: M. Sc. (Econ.) 	<ul style="list-style-type: none"> Main occupation: Board professional Member of the People and Remuneration Committee Independent of the company and significant shareholders 	120,000	8/8	Audit and Risk Committee: 1/1 People and Remuneration Committee: 4/4
Johan Hammarén*	<ul style="list-style-type: none"> Member of the Board since 2020 Born: 1969 Education: LL.M., Bachelor of Science (Econ.) 	<ul style="list-style-type: none"> Main occupation: Managing Director, Oy Hammarén & Co Ab, board professional Independent of the company and non-independent of the significant shareholder 		1/1	
Mammu Kaario	<ul style="list-style-type: none"> Member of the Board since 2017 Born: 1963 Education: LL.M., MBA 	<ul style="list-style-type: none"> Main occupation: Board professional Chair of the Audit and Risk Committee Independent of the company and significant shareholders 	38,071	8/8	Audit and Risk Committee: 5/5
Ari Kaperi**	<ul style="list-style-type: none"> Member of the Board since 2025 Born: 1960 Education: M. Sc. (Economics) 	<ul style="list-style-type: none"> Main occupation: Board professional Member of the Audit and Risk Committee Independent of the company and significant shareholders 	50,000	7/7	Audit and Risk Committee: 4/4
Olli Liitola**	<ul style="list-style-type: none"> Member of the Board since 2019 Born: 1957 Education: M.Sc. (Tech.) 	<ul style="list-style-type: none"> Main occupation: Board professional Member of the People and Remuneration Committee Independent of the company and non-independent of the significant shareholder 		1/1	People and Remuneration Committee: 2/2
Eva Lindholm**	<ul style="list-style-type: none"> Member of the Board since 2025 Born: 1963 Education: MBA (Finance) 	<ul style="list-style-type: none"> Main occupation: Board professional Member of the People and Remuneration Committee Independent of the company and significant shareholders 	0	7/7	People and Remuneration Committee: 2/2

* A member of the Board until the AGM held on 25 March 2025.

** A member of the Board as of the AGM held on 25 March 2025.

In addition, Johan Hammarén's controlling interest company Oy Hammarén & Co, Olli Liitola's controlling interest company Momea Invest Oy and Joakim Frimodig's controlling interest company Boldhold Oy are minority owners in Silvertärnan Ab, which owns 12.82% of the shares in CapMan Plc.

6. Chief Executive Officer (CEO)

In 2025, CapMan's CEO was Pia Käll (born 1980, M.Sc. (Eng.)). Käll's shares and share-based rights and those of the companies over which she exercises control are presented in the table **Management Group in 2025**.

The Board elects the company's CEO. The terms and conditions of the CEO's service are specified in writing in the CEO's service contract, which is approved by the Board. The CEO manages and supervises the company's business operations according to the Finnish Companies Act and in compliance with the instructions and authorisations issued by the Board. The CEO shall see to it that the accounts of the company are in compliance with the law and that its financial affairs have been arranged in a reliable manner. Generally, the CEO is independently responsible for the operational activities of the company and for day-to-day decisions on business activities and the implementation of these decisions. The CEO appoints the heads of business areas. The Board approves the recruitment of the CEO's immediate subordinates. The CEO cannot be elected as Chair of the Board.

7. Management Group

The main tasks of the Management Group consist of (i) coordination of team strategy, fundraising, resources, sustainability as well as coordination of marketing and brand, (ii) implementation of decisions by the Board, (iii)

supporting decision-making through providing information and active participation, and (iv) sharing information within the teams and implementing decisions as agreed in the Management Group. The composition of the Management Group, responsibilities and the shares and share-based rights of the members of the Management

Group and of the companies over which they exercise control in the end of the financial year of 2025 are presented in the table below.

Management Group in 2025

Name	Responsibilities	Personal information	Shares and share-based rights on 31 Dec 2025
Pia Käll	CEO	<ul style="list-style-type: none"> Born: 1980 Education: M.Sc. (Eng.) Gender: Female 	Shares: 331,320
Atte Rissanen	CFO	<ul style="list-style-type: none"> Born: 1987 Education: M. Sc. (Econ.) Gender: Male 	Shares: 321,748
Heidi Sulin	COO	<ul style="list-style-type: none"> Born: 1979 Education: LL.M. Gender: Female 	Shares: 180,172
Olli Haltia Until 15 September 2025	Managing Partner of CapMan Natural Capital	<ul style="list-style-type: none"> Born: 1963 Education: Ph.D. (Econ.), M.Sc. (Econ.), M.Sc. (Forest Econ.) Gender: Male 	
Jyri Hietala As of 16 September 2025	Managing Partner of CapMan Natural Capital	<ul style="list-style-type: none"> Born: 1983 Education: M.Sc. (Forest Econ.) Gender: Male 	Shares: 0
Mika Koskinen	Managing Partner of CapMan Wealth Services	<ul style="list-style-type: none"> Born: 1967 Education: Lic.Sc. (Econ.) Gender: Male 	Shares: 30,000
Antti Kummu	Managing Partner of CapMan Growth Equity	<ul style="list-style-type: none"> Born: 1976 Education: M.Sc. (Econ.), CFA Gender: Male 	Shares: 81,117

Name	Responsibilities	Personal information	Shares and share-based rights on 31 Dec 2025
Mika Matikainen	Managing Partner of CapMan Real Estate	<ul style="list-style-type: none"> Born: 1975 Education: M. Sc. (Econ), M.Soc.Sc Gender: Male 	Shares: 204,259
Michael Morgenroth As of 31 July 2025	Managing Partner of CapMan Real Asset Debt	<ul style="list-style-type: none"> Born: 1966 Education: chartered surveyor (MRICS), property economist (VWA), legal economist (VWA) Gender: Male 	Shares: 0
Anna Olsson	Head of Sustainability	<ul style="list-style-type: none"> Born: 1982 Education: M.Soc.Sc. Gender: Female 	Shares: 64,160
Ville Poukka	Managing Partner of CapMan Infra	<ul style="list-style-type: none"> Born: 1981 Education: M.Sc. (Econ.) Gender: Male 	Shares: 296,787
Mari Simula	Head of Fund Investor Relations	<ul style="list-style-type: none"> Born: 1982 Education: M.Sc. (Tech.) Gender: Female 	Shares: 440,260
Antti Uusitalo	Managing Partner of Special Situations	<ul style="list-style-type: none"> Born: 1982 Education: M.Sc. (Econ.) Gender: Male 	Shares: 15,000

8. Internal control and risk management

The aim of CapMan's internal control and risk management is to ensure that the company's operations are efficient, appropriate, reliable and in compliance with regulation, and that risks associated with the company's business and objectives are identified and appropriately monitored and managed. The group's internal control system is an essential part of the group's management system and consists of organization structure, policies, processes, working instructions, allocation of tasks and responsibilities, approval authorizations, manual and automated controls, monitoring reports and reviews. The Board and the CEO are responsible for the internal control and the risk management but the internal control is conducted on all levels of the organization, in all business and support functions. Each employee is individually responsible for the compliance of policies and instructions and for reporting the faults and malpractice to his/her supervisor or other designated persons.

9. Internal control and risk management pertaining to the financial reporting

The internal control and risk management pertaining to the financial reporting process is part of CapMan's overall internal control framework. The key roles and responsibilities for internal control and risk management have been defined in the group's internal guidelines which are approved and updated by the management and/or the Board of Directors of the company.

CapMan's internal control and risk management concerning financial reporting is designed to provide, inter alia, reasonable assurance concerning the reliability, comprehensiveness and timeliness of the financial

reporting and the preparation of financial statements in accordance with applicable laws and regulations, generally accepted accounting principles and other requirements for listed companies. The objective is also to promote good corporate governance and risk management practices and to ensure the compliance with laws, regulation and CapMan's internal policies.

9.1 General description of the financial reporting process

CapMan's operating model is based on having a local presence in Finland, Sweden, Denmark, Norway, Luxembourg, Germany and the UK, and operating the organisation across national borders. CapMan's subsidiaries and branches in nine countries report their results on a monthly or quarterly basis to the parent company. The bookkeeping function is mainly outsourced.

Financial information is assembled, captured, analysed, and distributed in accordance with existing processes and procedures. The group has a common reporting and consolidation system that facilitates compliance with a set of common control requirements. The monthly accounting entries of the most significant subsidiaries and branches are transferred to the group's reporting system on an entry-by-entry level. The other subsidiaries submit their figures either monthly or quarterly to Group Finance & Accounting to be entered to the group reporting system for consolidation. The reported figures are reviewed by subsidiaries' accountants as well as by Group Finance & Accounting, which also monitors the balance sheet and income statement items by analytically reviewing the figures. The consolidated accounts of CapMan are prepared in compliance with the International Financial Reporting Standards (IFRS) as adopted by the EU.

9.2 Control and risk management of the financial reporting process

The Board has the overall responsibility for the proper arrangement of internal control and risk management over financial reporting. The Board has appointed the Audit and Risk Committee to undertake the more specific tasks in relation to financial and sustainability reporting process control such as monitoring the financial statements reporting process, the supervision of the financial reporting process, overview of sustainability (including climate) risks and monitoring the efficiency of the company's internal control. The Audit and Risk Committee also reviews regularly the main features of the internal control and risk management systems pertaining to the financial reporting process.

The management of the group is responsible for the implementation of internal control and risk management processes and for ascertaining their operational effectiveness. The management is also responsible for ensuring that the company's accounting practices comply with laws and regulations and that the company's financial and sustainability matters are managed in a reliable and consistent manner.

The CEO leads the risk management process by defining and allocating responsibility areas. The CEO has nominated the group's COO as risk manager to be in charge of coordinating the overall risk management process. The risk manager reports to the Audit and Risk Committee on matters concerning internal control and risk management. The management has allocated responsibility for establishing more specific internal control policies and procedures to personnel in charge of different functions. The group's management and accounting departments possess appropriate levels of authority and responsibility to facilitate effective internal control over financial reporting.

9.3 Risk assessment and control activities

Risks related to the financial reporting process are identified through the objectives of financial reporting. The risk assessment process is designed to identify financial reporting risks and to determine how these risks should be managed. The risk assessment process also considers sustainability risks that relates to material financial outcomes. Control activities based on risk assessments are determined for all levels of the organisation. These activities include guidelines and instructions, approvals, authorisations, verifications, reconciliations, analytical reviews, and segregation of duties.

In the annual risk assessment process of the group, the identified risks are reviewed, the risk management control activities are mapped and the effects of potential new identified risks are evaluated. The objectives and responsibilities of the risk management process as well as the determination of the risk-appetite were reviewed during 2025.

9.4 Information and communication pertaining to the financial reporting

CapMan has defined the roles and responsibilities pertaining to financial reporting as a part of the group's information and communication practices. External and internal information regarding financial reporting and its internal control is gathered systematically, and relevant information on the group's transactions is provided to the management. Up-to-date information relevant for the financial reporting is presented in a timely manner to the relevant functions such as the Board and the Management Group. All external communications are carried out in accordance with the group disclosure policy, which is available on the company's website: www.capman.com/shareholders/governance/policies/.

9.5 The organisation and monitoring of internal control activities

To ensure the effectiveness of internal control pertaining to financial reporting, monitoring activities are conducted at all levels of the organisation. Monitoring is performed through ongoing follow-up activities, separate evaluations or a combination of the two. Separate internal audit assignments may be initiated by the Board or management. The scope and frequency of separate evaluations depend primarily on the assessment of risks and the effectiveness of ongoing monitoring procedures. Internal control deficiencies are reported to the management, and serious matters to the Audit and Risk Committee and the Board.

Group Finance & Accounting performs monthly consistency checks of income statement and balance sheet for subsidiaries and business areas. The Group Finance & Accounting team also conducts management fee and cost analysis, quarterly fair value change checks, impairment and cash flow checks as well as control of IFRS and other applicable regulatory changes. The Audit and Risk Committee and the Board regularly review group-level financial reports, including comparison of actual figures with prior periods and budgets, other forecasts, monthly cash flow estimates and covenant levels. In addition, the Audit and Risk Committee monitors in more detail, among others, the reporting process (including the management's discretionary evaluations), risk management, internal control and audit.

The Risk and Valuations team, which is independent from the investment teams, is responsible for the quarterly valuation process, monitoring and forecasting fair value movements and preparing the models for and calculating carried interest income for the funds under the management of the Group.

CapMan's subsidiaries holding a license to act as alternative investment fund manager or investment firm granted by the Finnish Financial Supervisory Authority, have separate risk management and internal audit functions as required by applicable laws.

The compliance function oversees that the operations of the CapMan group comply with regulation and that the group companies will adopt the relevant new regulations promptly.

10. Other information

10.1 Procedures related to insider administration

CapMan complies with the Market Abuse Regulation's ("MAR", 596/2014) rules on managers' transactions and insider management and the guidelines for insiders issued by Nasdaq Helsinki. In addition, CapMan has its own internal policy regarding insider management. The group's compliance function is responsible for insider administration and shall e.g. monitor that employees comply with insider rules and trading restrictions, maintain project-specific insider lists, arrange internal trainings for employees on insider rules and on disclosure responsibilities of listed companies.

CapMan maintains an internal, non-public list on managers and persons closely associated with them, which are, according to MAR, obliged to disclose all transactions made with financial instruments issued by CapMan. CapMan has determined the members of the Board and the Management Group (including the CEO) as managers defined in the MAR (hereinafter "Manager(s)"). Each Manager has been instructed to inform the persons closely associated with them about the obligation to disclose transactions. CapMan publishes a release on each transaction which has been executed by a Manager

or his/her closely associated person with the financial instruments issued by CapMan in case the total value of all transactions of this person exceeds EUR 20,000 within a calendar year. The total holding of CapMan's shares and share-based rights of each Manager is annually published as a part of the Annual Report.

CapMan maintains project-specific insider lists for the projects, as set out in MAR, which may have a significant effect on the prices of the financial instruments issued by CapMan. These project-specific insider lists are drafted and maintained in accordance with the MAR and CapMan's internal policies and are established following a decision to delay the disclosure of inside information. The persons added to the project-specific list and other persons who possess inside information related to CapMan, are advised not to trade in financial instruments issued by CapMan. Prior to trading in CapMan's financial instruments, each manager and employee is obliged to personally assess whether he/she is in the possession of inside information related to CapMan.

CapMan's Managers (as defined above) or employees who receive financial information related to CapMan Plc are not permitted to trade in financial instruments issued by CapMan during a closed period of 30 calendar days prior to the publication of CapMan's interim reports, half year financial report or financial statements bulletin (closed period). The publication dates are announced annually over a stock exchange release. CapMan's Managers and employees have been instructed to inform their closely associated persons regarding closed periods and trading restrictions on CapMan's financial instruments during the closed period. According to the internal trading pre-approval procedure, the Managers of CapMan group are obliged to request a written pre-approval from the group's compliance function before trading in financial instruments issued by CapMan.

10.2 Whistleblowing

CapMan has a whistleblowing channel for personnel which offers a possibility to alert CapMan about suspicions of misconduct in confidence and/or anonymously. The channel is available on the company's intranet. During 2025, two whistleblowing reports were received. Reports were processed in accordance with the company's whistleblowing process.

CapMan also has an external whistleblowing channel on the company's website for all stakeholders. Both internal and external channels help CapMan to promote responsible business practices. Reporting through the channels is secured and reports may be submitted anonymously.

10.3 Principles regarding Related Party Transactions

The Board has approved the principles regarding related party transactions for the company. Related party transactions are monitored by the financial administration and legal functions as part of the company's customary reporting and control processes. Any significant and out of the ordinary transaction with related parties deviating from market terms are reported to and approved by the Board. Key management personnel are instructed of the related party matters. The company maintains a list of its related parties and related-party transactions are reported in the interim reports and financial statements in accordance with regulations and financial reporting standards. Significant related-party transactions will be published as stock exchange releases.

The company's related party transactions typically involve purchase of internal services or are related to other services or products that are part of the normal business operations of the company. The company does not

customarily enter into transactions with its related parties which would be significant for the company and deviate from the ordinary course of business or would be conducted in deviation from customary market terms.

10.4 Audit fees

Ernst & Young Oy, authorised public accountants, acted as auditor of the company in 2025. Ms. Kristina Sandin, APA, acted as the lead auditor. The audit fees paid to the auditor amounted to 311 000 euros (437,000 euros 2024) and the fees related to other non-audit related services amounted to 150 000 euros (111,000 in 2024).

10.5 Internal audit

Taking into account the nature and extent of the company's business CapMan has not considered it necessary to organise internal audit as a separate function. The internal audit of the licensed operations has been outsourced to an external service provider.

CapMan

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