

2025

CORPORATE RESPONSIBILITY



UNITED

BANKSHARES

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Message From the CEO

The year 2025 was one of our very best. We achieved record earnings and expanded our footprint through strong organic growth and a successful merger into the Metro Atlanta region. At United, success has always meant more than financial performance alone. It goes hand in hand with our deep conviction of doing what's best for the stakeholders at the heart of our mission — our employees, shareholders, customers, and communities.



As we grow, so does our commitment to shared prosperity. We continue to expand our corporate giving, participation on local nonprofit boards, financial literacy initiatives, and partnerships with high-impact organizations across our footprint to help communities thrive. These efforts are not separate from our business strategy — they are integral to it.

Our core values guide how we conduct business every day. Among them is integrity — demonstrated by accountability, transparency, and ethical decision-making. Strong governance, clear oversight, and disciplined risk management support our approach to operating with honesty and fairness. Trust is earned through consistent actions, and we remain dedicated to upholding the highest standards across our organization.

Equally important is building the best company that we can for our people. We are committed to building an environment where *any* employee, of *any* background, in *any* position, feels respected, heard, and connected. By encouraging open dialogue and elevating employee insights throughout the organization, we aim to create an inclusive, supportive workplace where individuals can build long, meaningful careers.

I am proud of what our team has accomplished and grateful for the trust our stakeholders place in United. Together, we will continue building a strong, sustainable institution — one that delivers value not only through financial results, but through lasting, positive impact.

A handwritten signature in black ink that reads "Richard M. Adams, Jr." The signature is fluid and cursive, with a long horizontal line extending from the end of the name.

Richard M. Adams, Jr., CEO

ABOUT UNITED BANK

Mission

Excellence in service to our:
Shareholders | Employees | Customers | Communities

Values

Integrity | Hard Work | Teamwork | Caring

Culture

Entrepreneurial | Relationship-
Based | Efficient | Service -
Oriented



\$5.4B

market capitalization



2,700

team members



\$33.7B

total assets



41st

largest banking
company in the U.S.*



240+

offices in 8 states and
Washington, DC



52

consecutive years of
dividend increases

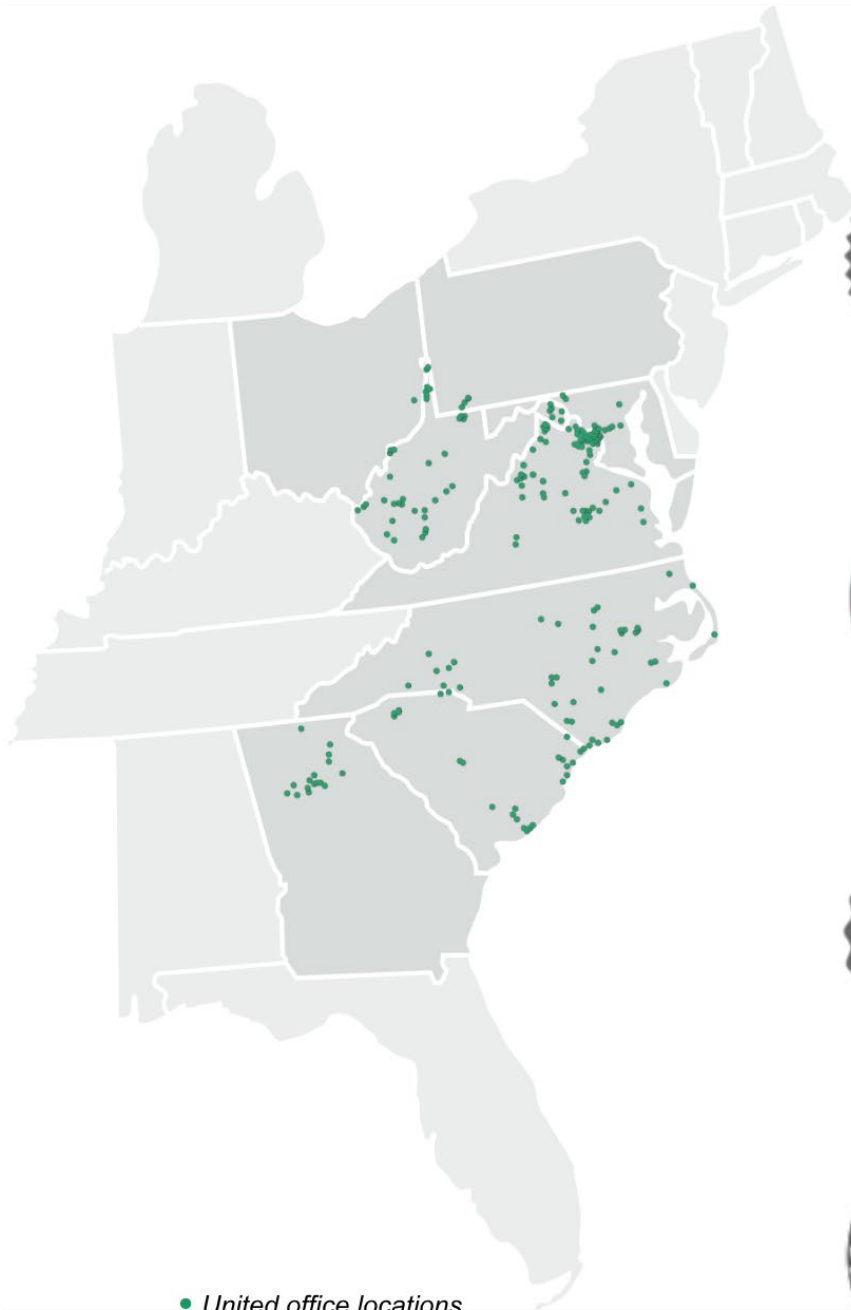


All data is as of 12.31.2025. *Based on market capitalization.

BEST IN CLASS

Award-Winning Customer Service

Throughout United's 186-year history, we have remained steadfast in our mission to provide excellence in service. In 2025, this commitment was recognized on the national stage, as United Bank's Customer Care Team was named the Service Team of the Year in the National Customer Service Association's 2025 All-Star Awards



• United office locations



EMPLOYEES

Employees at a Glance

Guided by our core values of **integrity**, **hard work**, **teamwork**, and **caring**, we seek to promote respect, fairness, and a shared sense of purpose across our organization and in our customer relationships.



Developing Employees

Talent & Development

10 EMPLOYEES

completed Community Development Lenders Certification Program

35 MEMBERS

Leadership Development Program



Engaging Employees

Market-Level Listening Sessions

85 SESSIONS

held

900 EMPLOYEES

attended

LinkedIn Learning

10,500 COURSES

viewed

3,000 HOURS

of viewed content

55,400 VIDEOS

viewed to completion

180 HOURS

spent on career goal planning

Employee Appreciation Program

5 WEEKS

of activities

285 PRIZES

and giveaways

11,000 ENTRIES

submitted into contests

600 PHOTOS

submitted



Caring for Employees

Compensation and Benefits

Health and wellness coverage including ancillary voluntary benefits

Employee stock purchase opportunities

Retirement savings with employer match

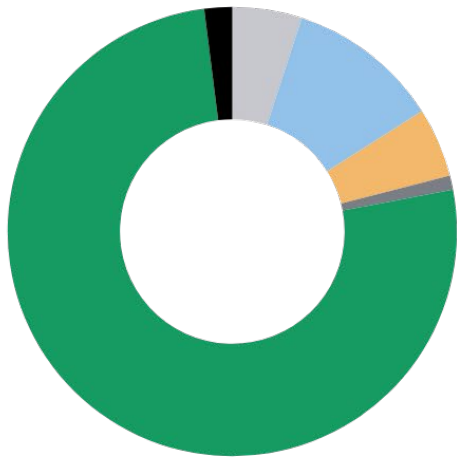
Employee Assistance Program

Paid time off including birthday

Wellness Month including activities, challenges, and contests

Workforce Demographics

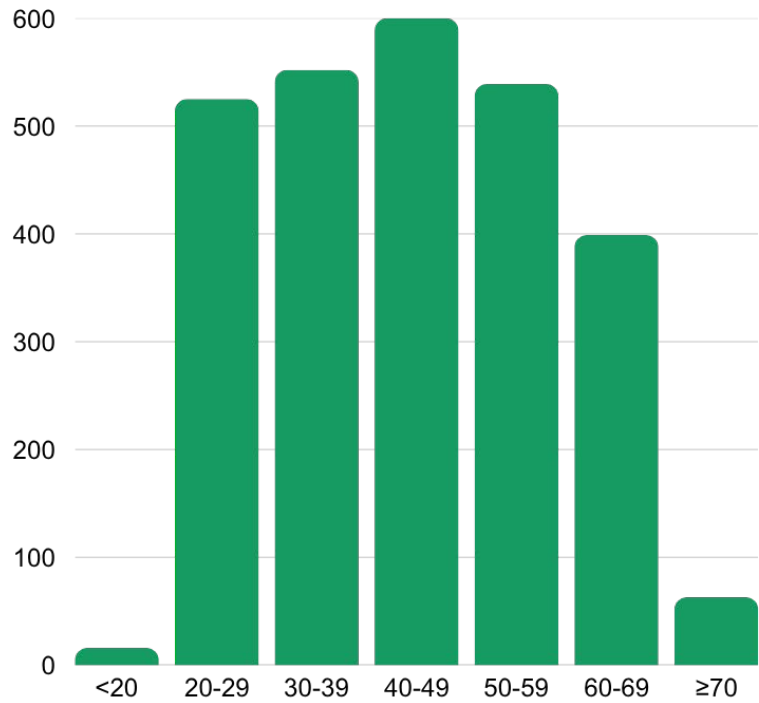
United Workforce Race/ Ethnicity



Asian	5%
Black	11%
Hispanic or Latino	5%
Native Peoples	<1%
White	76%
Multi-racial	2%

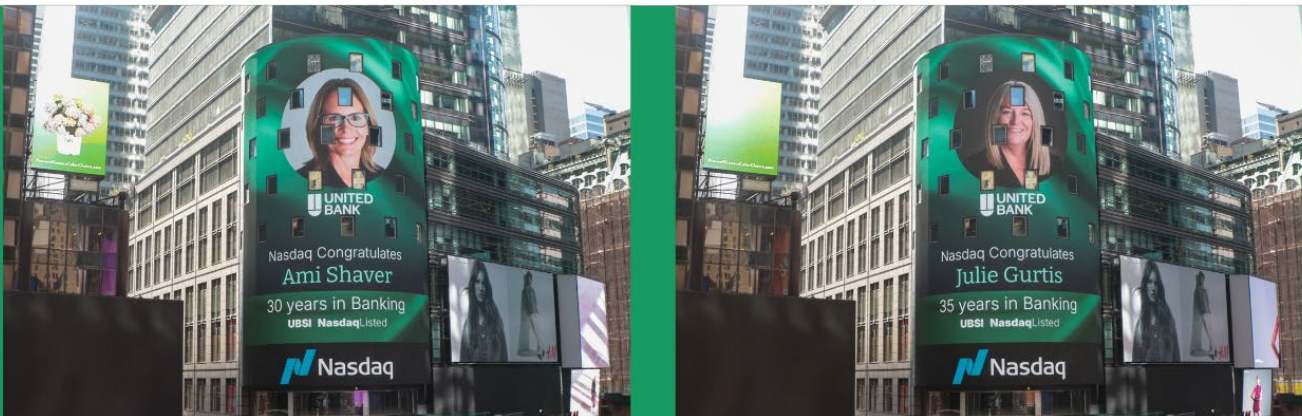
 **2,700 Employees**

Employees by Age Range



Female Workforce 67%

Demographics as of December 31, 2025



Investing in Our People

United's employees are central to our success and pivotal to delivering excellence in service across our footprint. With approximately **2,700 employees**, United's people strategy focuses on attracting, developing, and retaining a skilled, engaged, and values-driven workforce. Our approach to human capital management supports long-term business performance while fostering a culture rooted in integrity, hard work, teamwork, and caring.

United fosters a culture where employees feel respected, supported, and empowered to contribute. We believe that broad perspectives strengthen decision-making and support innovation across the organization. We prohibit discrimination in any form and are committed to providing environments that uphold dignity, fairness, and respect.

To ensure our people's strategies remain grounded in employee experience, United maintains multiple feedback channels. These include companywide engagement surveys, onboarding and exit surveys, pre- and post-training feedback, and facilitated market-level listening sessions. Insights from these channels inform talent, engagement, and development initiatives across the organization.

Talent Attraction and Career Development

Building Talent Pipelines

United's talent strategy is designed to support employees at every stage of their careers — from early talent to senior leadership — by building strong pipelines, expanding internal mobility, and investing in continuous learning. Recruitment efforts focus on college recruiting, internships, early career programs, and strategic partnerships with universities.

As part of this approach, United partners with **West Virginia University** on an academic training program that supports the development of technical, theoretical, and applied skills needed for business, credit, and commercial banking roles. This partnership strengthens United's internal talent pipeline while supporting regional workforce development and long-term leadership readiness.

Career Development and Internal Mobility

Career development at United is a shared responsibility between employees and leaders. United provides structured onboarding, role-specific training, cross-functional exposure, and access to external industry education and certifications, enabling employees to advance



based on performance, capability, and aspiration. One such initiative is **United's In-House, Open House** program. This week-long virtual conference brings employees together to learn more about different departments at United, directly from the teams that lead them. Employees can participate in podcasts, departmental showcases, panel discussions, and career development opportunities, featuring a variety of organizational leaders.

Additionally, learning and development programs are regularly evaluated through employee feedback and assessment tools to ensure alignment with organizational goals and evolving business needs.

Retail, Credit, and Commercial Talent Pipelines

United invests in structured career pathways that support progression across customer facing and specialized banking roles. Retail employees — those who are often the primary face of the organization — receive ongoing training in sales, service, and leadership skills, supported by mentorship initiatives and the **Step Up Program** for Retail and Customer Care employees, which provides pathways for advancement.

To strengthen the commercial banking talent pipeline, United offers targeted programs that upskill employees in credit analysis and commercial lending. The **Credit Prep Program** is an eight-month internal training initiative open to employees across the organization, combining structured curriculum, mentorship, and engagement with Credit and Commercial leaders.

Specialized Community Development Training



In 2025, United introduced a new specialized community lending training program to deepen subject-matter expertise and support risk-aware growth. The **Community Development Lender Certification Program** equips participants from the Bank's Commercial Lending team with the knowledge and skills needed to identify and advance community development loans, including training in Community Reinvestment Act (CRA) lending, credit and underwriting, affordable housing finance, planning concepts, and regulatory requirements. By strengthening internal expertise in community development finance, the program supports professional development while enhancing United's ability to address community needs through its core lending activities.

Leadership Development and Succession Planning

Developing strong leaders and ensuring leadership continuity are critical to the Company's long-term performance, risk management, and culture. United's leadership development and succession planning efforts are designed to build internal talent pipelines, support continuity in key roles, and prepare leaders to effectively serve customers, employees, and communities.



United emphasizes internal advancement and long-term capability building, supported by leadership development programs, executive engagement, and regular succession planning reviews for critical management roles.

Leadership Development Program

United maintains a formal **Leadership Development Program** designed to prepare high-potential employees for expanded responsibilities and future leadership roles. The program focuses on strengthening leadership capabilities such as self-awareness, communication, adaptability, and decision-making, while reinforcing United's values and risk-aware culture.

Members collaborate on cross-functional projects that support strategic priorities, operational effectiveness, and sustainable growth. These experiences provide exposure to multiple business lines, foster internal networks, and build enterprise-wide perspective.

United also offers a **Learning from Leadership** series, which provides employees with direct access to senior executives through interactive sessions focused on leadership journeys, strategic priorities, and organizational values. These sessions encourage dialogue, knowledge sharing, and connection to United's leadership culture.

Succession Planning and Leadership Continuity

United maintains a formal succession plan for critical management roles, which are reviewed and updated annually to support organizational readiness and long-term resilience.

This process helps identify internal talent with the potential to assume expanded leadership responsibilities and informs targeted development opportunities aligned with future business needs. By proactively planning for leadership transitions, United works to reduce operational risk and support consistent execution of strategy.



Spotlight on Internal Advancement to Market President

United supports internal advancement. In 2025, United appointed four internal leaders to commercial market president roles, the prominent leadership position responsible for executing our core business strategy of winning market by market. Each of our geographies is led by a local market president who is the face of the business in their community — often referred to as the “CEO of the market.” These leaders are responsible for creating and executing their own local strategies, from philanthropic initiatives and employee engagement to high-value customer prospecting and market share growth. These promotions reflect the strength of its leadership pipeline.



Emily Bartram is market president of the Bank's Huntington Market. Bartram has spent her entire banking career at United, advancing through retail banking, sales leadership, credit training, and mortgage lending roles prior to her appointment. She continues to lead commercial and retail growth while serving as an active representative of United Bank in the Huntington community.



Peter Warren is market president of the Bank's Winchester Market. Warren, a Winchester native with 17 years of banking experience, has progressed through a range of roles at United since joining in 2012, including positions in financial advising, commercial credit, and commercial banking. As market president, he oversees a market spanning four counties and the City of Winchester, while remaining active in civic organizations, nonprofit boards, and local youth sports.



Hannah Gurtis is market president of the Bank's Charleston, South Carolina Market. Gurtis began her career at United Bank as an intern and progressed through roles in credit and commercial banking before assuming market leadership. As market president, she leads strategic growth efforts while representing United through active engagement in the Charleston community.



Douglas Ernest, Jr. is market president of the Bank's Myrtle Beach Market. A 10-year United Bank veteran, Ernest began his career as a teller and intern before advancing through roles in credit analysis, commercial portfolio management, and commercial banking. As market president, he leads strategic commercial and retail growth, a role that reflects both his career-long dedication to United Bank.

Through structured development programs, regular succession planning, and a focus on internal advancement, United seeks to build a leadership bench that reflects its values, supports long-term performance, and strengthens relationships with customers and communities. United's approach to leadership development reinforces accountability, continuity, and preparedness as the organization continues to grow.

Compensation, Benefits, and Employee Well-being

United offers competitive and equitable compensation and benefits that support employee well-being and financial security. Compensation programs are designed to attract and retain talent while reinforcing performance, accountability, and fairness. United stands wholly committed to providing a fair living wage to all employees, with internal pay ranges all exceeding local minimum wage requirements.

The Company's annual performance evaluation process supports clear communication around expectations, goal setting, and career development. Performance outcomes are directly tied to merit-based compensation. Managers are expected to provide ongoing coaching throughout the year, supported by annual training on effective performance discussions and maintaining fairness. In 2025, United enhanced its goal-setting and career development framework to strengthen feedback, support employee growth, and position our teams for long-term organic success.

Employee well-being is supported through comprehensive benefits, wellness initiatives, healthcare literacy education, and access to an **Employee Assistance Program** offering confidential counseling and resources. We have incorporated employee education into our **Year-Round Learning Series, The More U Know**, to positively impact healthcare spending and employee healthcare costs. United also provides access to a range of supplemental medical programs at little or no cost for those enrolled in our Medical Plan, ensuring employees and their families can obtain the essential care they need without financial barriers. Confidential channels for reporting ethics, compliance, or workplace concerns are also offered to employees at all levels of the business.



Workplace Health, Safety, and Security

United is committed to providing a safe and secure work environment. A dedicated Physical Security team oversees security programs, policies, and training, supported by **24/7 monitoring**, access controls, alarms, and emergency response protocols. Work-related incidents are minimal, impacting **fewer than 1% of employees** annually, and the Company has not experienced any work-related fatalities.

United also maintains business continuity and disaster recovery plans across all locations and departments. Regular risk assessments and training help to ensure that employees are prepared to respond effectively to potential disruptions, protecting both employee safety and operational resilience.

Overview of Occupational Health and Safety Trainings Provided Annually	
Course Title	Audience
Workplace Violence: Abuse in the Workplace	All Employees
Physical Security-Non Retail	All Employees except those in Retail Banking
Physical Security-Retail	All Employees in Retail Banking
Robbery Procedures	All Employees in Retail Banking
UBSI Physical Security Policy	All Employees
Active Shooter	All Employees
Sexual and Workplace Harassment for Employees	All Employees Except Supervisors
Sexual and Workplace Harassment for Managers	All Supervisors

COMMUNITIES

Communities at a Glance

United advances stronger, more resilient communities by aligning its investments with strategic priorities in **affordable housing**, **economic vitality**, and **health**. These efforts are complemented by a deep commitment to **children**, **education**, and **financial literacy** to support long-term opportunity and well-being.



Affordable Housing & Homeownership

Down Payment and Closing Cost Assistance

270+ HOMEBUYERS

purchased homes using United's Down Payment Assistance Grant

\$2.4 MILLION IN GRANTS

for United's Down Payment Assistance

250+ ADDITIONAL CUSTOMERS

participated in third-party grant programs and flexible lending products

Low-Income Housing Tax Credits (LIHTC)

\$30 MILLION

invested in 2025

230+ NEW UNITS

contracted for affordable housing in 2025

3,000+ AFFORDABLE HOUSING UNITS

created or preserved through loans and investments since 2020



Community Development Investment

\$185+ MILLION

in community development loans

\$300+ MILLION

community development investment portfolio

5 CDFIs

supported to expand access to capital for small and minority-owned businesses



Volunteerism and Partnerships

40,000+ HOURS

of employee volunteerism

2,500+ NONPROFIT

and school organizations supported

40 MEMBERS

Community Action Committee advancing local engagement

90+ EMPLOYEES

participated with Junior Achievements

3,300+ HOURS

delivering financial education

700+ BOARD

or committee positions held by employees

Community Impact Strategy and Approach

United's community impact strategy is grounded in expanding economic opportunity, strengthening financial resilience, and supporting inclusive growth across the communities we serve. Our approach combines capital deployment, employee expertise, and local partnerships to address priority needs that are identified through ongoing community engagement.

By aligning enterprise-wide priorities with local insight, United seeks to deliver meaningful, long-term community impact while supporting safe, sound, and responsible growth.

Expanding Access to Homeownership and Affordable Housing

United provides financing that creates and preserves affordable housing while supporting pathways to sustainable homeownership. In addition to increasing the supply



of quality, affordable rental housing, we recognize that expanding homeownership opportunities for historically underserved communities is essential to promoting economic mobility and long-term financial stability.

The Bank regularly engages in mortgage-related outreach activities designed to educate and support prospective homebuyers, with a particular focus on first-time and low- to moderate-income borrowers. These efforts are supported by a range of flexible lending products, targeted education, and specialized expertise aimed at helping families achieve and sustain homeownership.



Stephen Morris, Director of
Community Lending

Through **United Bank Mortgage**, we offer closing cost assistance grants of up to \$10,000 for qualified borrowers in historically underserved communities. In 2025, these programs supported hundreds of households through direct assistance and participation in third-party grant initiatives. Notably, **63% of homebuyers** served through these programs were first-time homebuyers. United's **Director of Community Lending** works closely with a dedicated team of loan officers to deliver targeted outreach strategies, specialized products, and education tailored to community needs.

Community Development Loans and Investments

In 2025, United originated over **\$185 million in loans** and held an investment portfolio of **over \$300 million** to support affordable housing, services for low- and moderate-income families, small business growth, or community revitalization.



CDFI Partnerships

We partner with Community Development Financial Institutions (CDFIs) and micro-lenders that provide capital, financial education, and technical assistance to underserved communities. These organizations play a critical role in expanding access to credit, supporting small business growth, and fostering long-term wealth building.

Affordable Housing Investments

Since 2020, United has invested **more than \$177 million in Low-Income Housing Tax Credit (LIHTC) developments**, creating or retaining **over 3,000 affordable housing units** in communities across the Bank's footprint. Investments in developments that address a critical community need are prioritized. These deals are often complex, as several sources of financing and grant funding are secured and come with a variety of requirements. United may also provide construction or bridge financing until the LIHTC equity is received, an approach that provides economies of scale and the reduction of overall development costs.

United proudly served as a member sponsor in the **Federal Home Loan Bank of Atlanta's 2025 Affordable Housing Program (AHP)** application cycle. Through this program, five impactful projects received **over \$4.7 million in grant funding** — designated for five separate projects that will create **363 new affordable housing units** in Washington, D.C. and Virginia.

*"It is inspiring to see United Bank's **dedication to affordable housing and economic vitality**. Understanding the growing need for more affordable housing, our members like United Bank are working hand in hand with their local developers and nonprofits to make a **lasting impact**, and we are honored to see funds from FHLBank Atlanta support such transformational projects."*

FHLBank Atlanta President and CEO Kirk Malmberk

Community Partnerships and Volunteer Engagement

Employee involvement is a cornerstone of the Bank's community impact. Our employees contribute time, expertise, and leadership to support nonprofit organizations and community initiatives across our footprint.



In 2025, United supported **more than 2,500 organizations** across our footprint through volunteerism, philanthropic giving, and community development lending. These partnerships span priority impact areas such as affordable housing, health, children and education, financial literacy, and economic vitality.

A key component of this engagement is United's **Community Action Committee**. Established in 2017, the Committee is composed of employees from across business lines and geographies who serve as local market representatives, guide community outreach efforts, and strengthen relationships with community partners. Participation also provides employees with leadership development opportunities beyond their day-to-day roles.

United's **Premier Partner** model further deepens our community impact by aligning the Bank with nonprofit organizations focused on serving historically underserved families and small businesses. Through volunteer activities, board service, and financial expertise, employees help extend United's reach and effectiveness.



Financial Literacy and Education



Building financial capability is fundamental to United's role as a relationship-driven bank. Employees provide financial education support designed to drive informed decision-making and long-term financial stability for individuals, families, and small businesses.

Financial literacy efforts are initiated and supported bank-wide and locally delivered, allowing employees to meet people where they are in their financial journeys. Programs address

budgeting and saving, responsible use of credit, fraud prevention, homeownership readiness, and long-term financial planning. Digital resources, providing on-demand tools and education, further extend access to education regardless of banking relationship.

United also supports industry-wide initiatives that promote consumer protection and financial awareness, including cybersecurity and fraud prevention, and invests in tailored resources to address documented financial knowledge gaps.

Together, these efforts reflect United's commitment to equipping communities with the knowledge and confidence needed to make sound financial decisions — helping individuals build resilience, protect their assets, and pursue long-term economic opportunities.



CUSTOMERS

Customers at a Glance

United serves individuals, families, and businesses through a relationship-based model focused on protection, accessibility, and long-term financial well-being. By investing in digital capabilities, responsible banking practices, and inclusive services, United works to build trust and expand financial access for all customers.



CUSTOMER PROTECTION AND TRUST

- Artificial intelligence and machine learning fraud detection
- Ongoing fraud training for frontline staff
- Centralized complaint management with Board oversight

Digital Experience

- Increasing adoption of online and mobile banking
- Secure digital platform for everyday banking and financial education
- Ongoing investment in automation and emerging technologies

Fair and Responsible Banking

- Enterprise-wide Fair and Responsible Banking Program
- Annual UDAAP, fair lending, privacy, and consumer protection training
- Compliance involvement across the product lifecycle



Accessibility and Multicultural Banking

170+ LANGUAGES

supported through Customer Care Center

EXPANDED SPANISH SERVICES

including website content, disclosures, and customer communications



Financial Inclusion and Access

Bank @ Work Program

75+ ORGANIZATIONS

employing low- to moderate-income people served through the program

Veterans Checking Accounts

10,500+ ACCOUNTS

honoring veterans

Bank On-Certified Essential Checking Account

2,300+ ACCOUNTS

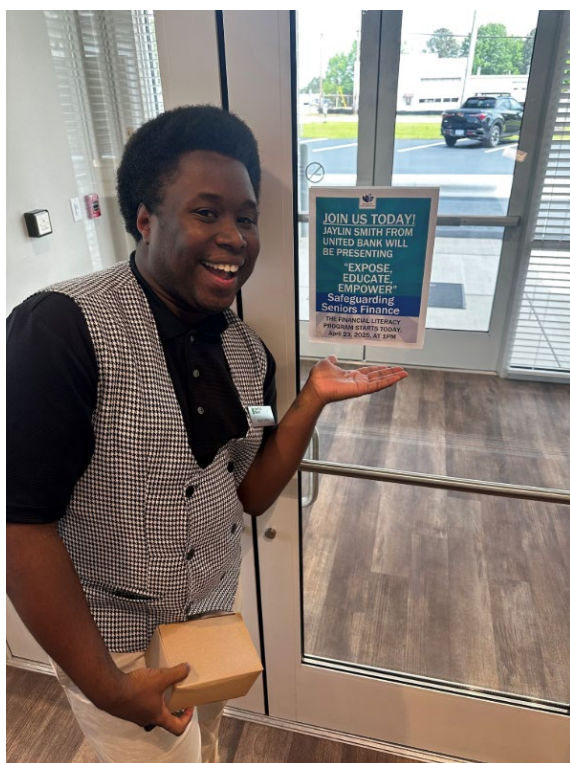
for unbanked and underbanked customers

950+ ACCOUNTS

opened in 2025

United Bank's core values guide how we serve our customers and shape every interaction across the organization. We are committed to providing fair access to credit and other banking services for all customers and potential customers, regardless of gender, race, disability, ethnicity, nationality, religion, sexual orientation, gender identity, or political views. We are dedicated to providing transparent products, responsible banking practices, and accessible services that reflect our relationship-based approach. By understanding our customers' needs and life stages, we strive to deliver solutions that promote trust, financial security, and long-term success.

Protecting Customers from Fraud



Protecting customers from fraud is a shared responsibility across the Bank, supported by advanced technology, strong internal controls, and ongoing employee education. United deploys sophisticated fraud-detection tools, including artificial intelligence and machine learning, to proactively identify and prevent threats such as check fraud, deposit fraud, online account takeovers, and emerging scam tactics. By analyzing activity across multiple channels in real time, these systems help stop fraud before customers are impacted.

Technology is complemented by a strong emphasis on employee education and frontline engagement. United's Fraud team works closely with customer-facing staff to ensure timely communication and practical

training. Fraud specialists regularly participate in monthly sales and frontline meetings to share updates on current fraud trends, emerging risks, and prevention strategies. These sessions help equip employees with the knowledge needed to recognize suspicious activity and support customers effectively.

In addition to ongoing group training, the Fraud team is available to provide targeted, personalized training for specific teams, branches, or business lines as needed. This hands-on approach allows United to tailor education to evolving risks and reinforces a culture of vigilance throughout the organization.

When fraud does occur, United acts quickly — working to stop payments, recover funds when possible, and guide affected customers through resolutions. By combining

advanced analytics with well-trained employees, the Bank strengthens its ability to safeguard customer assets and maintain trust.

Fair and Responsible Banking

United maintains formal policies, programs, and training courses that are designed to ensure credit products are made available to all applicants on a consistent and fair basis. Our **Fair and Responsible Banking Program** is tasked with proactively identifying and addressing emerging risks across the institution. The Fair and Responsible Banking team works to ensure that United's practices across product lines are fair and responsive to all applicants and customers.



United Bank requires its employees to complete several consumer protection courses. These training courses are administered by United's **Learning and Talent Development** team with input and development assistance from compliance and the fair and responsible banking team. Every year, Unfair, Deceptive, or Abusive Acts or Practices (UDAAP) and Fair Lending training is required for all employees, while Identity Theft Red Flag and Consumer Privacy training is required for all customer-facing employees (full- and part-time). Customer complaint training is required for all newly hired customer-facing employees.

United is committed to ensuring that its customers are treated fairly throughout the product lifecycle. As part of this commitment, Compliance is involved in evaluating new products or services. Compliance also collaborates with the Marketing department to ensure United is transparent and clear in product descriptions and that marketing strategies reach historically underserved communities. Marketing has a standalone advertising policy, which incorporates fair lending objectives into its strategic plan. In addition, Marketing employees involved in the creation of advertisements participate in periodic training on the UBSI Advertising Policy & Procedures.

Together, these efforts strengthen trust, improve access to financial services, and

support sustainable relationship growth across diverse communities throughout United's footprint.

Increasing Access to Banking Services



United advances financial inclusion by embedding access, affordability, and inclusion into the design and delivery of its core banking products and services.

Through purpose-built checking accounts, workplace-based banking access, and multilingual service capabilities, United works to reduce barriers that have historically limited participation in the

financial system for certain populations. These efforts reflect United's approach to responsible product governance and long-term customer well-being.

United's inclusive banking strategy is centered on how customers access services, which products are available, and how services are delivered across languages and cultures. This integrated approach supports equitable access for unbanked and underbanked individuals, low- to moderate-income households, veterans and military families, and culturally and linguistically diverse customers.

Expanding Access Through Delivery Channels

United expands access to banking services by meeting customers where they live and work. Through the **United Bank @ Work** program, retail staff visit employers and community development nonprofits to provide on-site financial education and account opening services. This model helps reduce logistical and informational barriers that can prevent individuals from engaging with traditional banking channels.

In 2025, United delivered **Bank @ Work** services to more than **75 organizations through more than 200 events**, serving prospective customers earning less than **80% of area median income (AMI)**. **Bank @ Work** complements United's branch, digital, mobile, and Customer Care Center channels, enabling consistent access regardless of location, work schedule, or prior banking relationship.

Inclusive Products for Underserved Customers

United offers specialized checking products designed to provide safe, transparent entry points into the banking system and to support responsible account use over time.

- **Essential Checking (Bank On-Certified)** is designed for unbanked and underbanked customers, and features no overdraft fees, no minimum balance requirement, and full access to digital and mobile banking.

- **Veterans Checking** supports veterans, active-duty military members, and their families by eliminating common cost barriers and offering enhanced account features aligned with military lifestyles.



Together, these products demonstrate United’s focus on inclusive products — aligning pricing, features, and disclosures with customer needs while supporting long-term financial stability.

Multicultural Banking and Language Accessibility

United’s Multicultural Banking initiative expands access to financial services by aligning service delivery with the needs of culturally and linguistically diverse customers. United provides language interpretation services in **more than 170 languages** through the Customer Care Center, supported by ADA-accessible ATMs with Spanish-language functionality. Throughout 2024 and 2025, the Bank also expanded Spanish-language capabilities across customer touchpoints, including the translation of public-facing website content, key consumer deposit disclosures, and critical customer communications.

To further strengthen in-branch accommodations, United is expanding in-person language offerings through Spanish-language support in designated “multicultural branches.” These branches have at least one fluent Spanish-speaking team member on staff and feature in-branch signage and materials that clearly communicate Spanish-language support.

United has also enhanced internal systems to allow customers to indicate a preferred language, enabling more personalized and effective service across customer touchpoints. These capabilities improve clarity, trust, and customer confidence — particularly for individuals who may otherwise face language-related barriers to financial services.

Integrated Approach to Financial Inclusion



By combining workplace-based access, inclusive product offerings, and multicultural service delivery, United embeds financial inclusion into its core customer strategy rather than treating it as a standalone initiative. This integrated approach supports fair access to banking services, responsible product design, and sustainable customer relationships across United's footprint.

Complaint Management

Our robust complaint management program provides meaningful information that builds trust between United Bank and its customers and improves the overall consumer experience. It is our practice to respond promptly and accurately to any complaint by a customer. Lines of business hold responsibility for resolving complaints, with support from United's Compliance team as needed. Complaints are tracked in a centralized system, assigned a risk rating, and monitored by Compliance. This system helps to ensure that we are responsive and responsible in handling consumer complaints. It also ensures that intelligence gathered from consumer contacts is organized, retained, and used as part of the Bank's overall compliance management system. The **Chief Compliance Officer** oversees the complaint management program, with ultimate oversight by the Board Risk Committee.

OPERATIONAL STEWARDSHIP

Operational Stewardship at a Glance

United demonstrates operational stewardship through efficient resource use and proactive risk management. These efforts support long-term resilience while reducing environmental impact across operations and customer solutions.



0 WEATHER-RELATED LOSSES

related to our locations in 2025

16.2 KWH AVERAGE INTENSITY PER SQUARE FOOT

from purchased electricity

Resource Efficiency and Environmental Stewardship



Estimates based on conversion rates from <https://web.mit.edu/facilities/environmental/recyc-facts.html> and Top Recycling Facts - Things You Must Know in (recycling-revolution.com).



3,300+ PIECES

of IT equipment recycled



\$1.2 MILLION

in facility upgrades



722,000+ POUNDS

of recycled paper

Resulting in:



1,000+ CUBIC YARDS

of landfill saved



3,100+ TREES

saved



1.4 MILLION+ KWH

of energy saved



2.5 MILLION GALLONS

of water saved

Climate-Related Risk Management

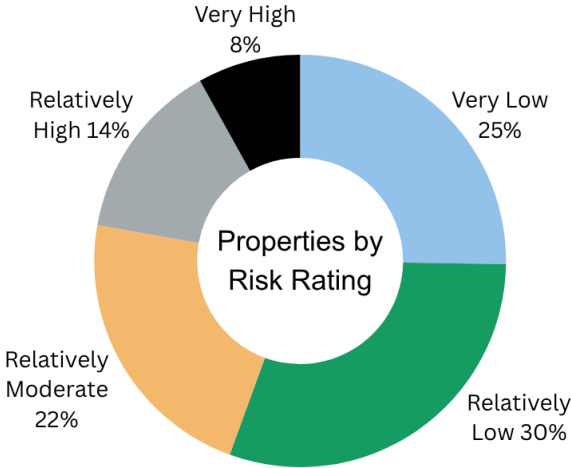
The elements of a successful environmental climate governance program — strong risk management and planning for long-term sustainability — are at the core of what United and Company leadership do every day.

We incorporate climate-related risk into our existing Enterprise Risk Management (ERM) framework, following the same climate risk identification and prioritization assessment process outlined on pg. 36. Our business lines are actively involved with Risk Management in identifying the appropriate, climate-related risk statements, key risk indicators, and tolerance thresholds.

Identified climate-related risks are, at this time, mitigated by geographic diversity, industry diversity, insurance requirements, and existing risk management framework.

Operational Risk

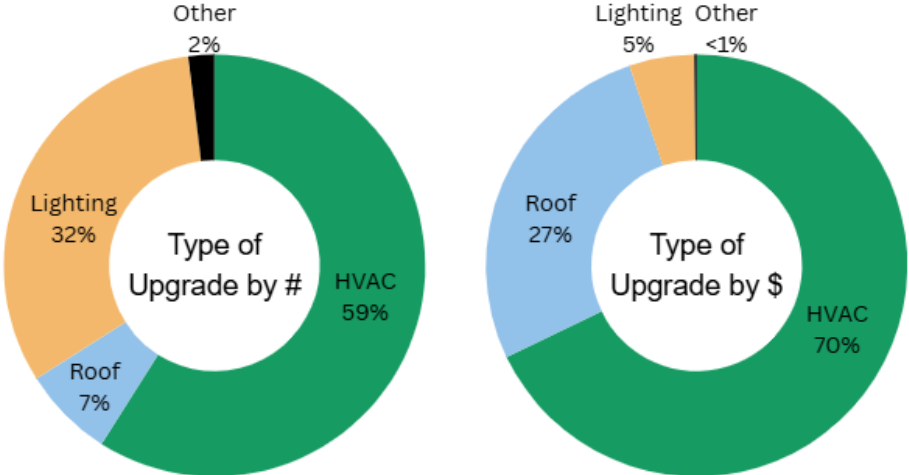
United has Business Continuity/Disaster Recovery Plans in place in case of business disruptions. Threat assessment surveys are completed across the Company’s geographic footprint to evaluate the likelihood and impact that events, including severe weather, may have on the Company. This process helps management understand what areas may have increased acute and chronic physical risks associated with severe weather events or chronic climate shifts and is designed to ensure appropriate processes are in place to mitigate any potential impacts.



United also uses the FEMA national risk index to identify which operational and branch locations face increased physical risk. Approximately **8% of our facilities** are in locations that FEMA rates as facing very high physical risk. While unexpected events could happen at any time, weather-related losses and insurance claims for our locations have been minimal to date — with none in 2025. We maintain property insurance for branches and other properties, providing coverage for losses

caused by weather-related events. Flood protection is maintained for locations located within flood zones as defined by FEMA. While a small percentage of branches are not covered by standard wind damage insurance coverage, separate coverage for wind peril for those branches is provided by United’s participation in various state-sponsored wind pools.

We are working to identify opportunities with dual benefits of cost savings and climate stewardship. In 2025, the Bank implemented **over \$1.2 million of facility upgrades** that are expected to reduce energy or water use. This includes replacing existing lightbulbs with LED lightbulbs for both indoor and outdoor fixtures; upgrading HVAC systems to energy-efficient systems that use more environmentally conscious refrigerants; and upgrading windows. During such upgrades, United makes an effort to recycle previous materials such as fluorescent light bulbs, copper cores of HVAC equipment, copper plumbing parts, scrap steel pieces, and batteries, when possible.



Climate-Aligned Products and Customer Engagement

United’s stewardship includes engaging customers and designing products that support more sustainable behaviors. Increasing digital adoption reduces paper consumption and emissions, while climate-aligned lending helps support lower-emission transportation.

As of year-end 2025, approximately **40% of deposit customers** and **14% of loan customers were enrolled in electronic statements**, reducing paper usage and associated environmental impacts.

United also supports customers’ adoption of cleaner transportation options. In 2025, the Bank originated approximately **\$29 million in electric and hybrid auto loans**.

These efforts complement our broader climate-related risk management framework and resource efficiency initiatives and represent additional opportunities for United to support long-term sustainability while meeting customer needs.

Climate-Related Metrics

United engages a third-party vendor to assist us in calculating the Company’s Scope 1 and 2 GHG emissions following the Greenhouse Gas Protocol Standard.

Greenhouse Gas (GHG) Emissions and Energy Use		
Category	Metric	
2024 Scope 1 emissions from our stationary natural gas and diesel and mobile vehicle combustion powered operations	2,121 MTCO ₂ eq ¹	A third-party expert calculated the Company's scope 1 and 2 greenhouse gas emissions in accordance with the Greenhouse Gas Protocol Corporate Accounting and Reporting Standard and using standard US EPA Emission Factors.
2024 Scope 2 emissions from our purchased electricity powered operations	8,934 MTCO ₂ eq	
2024 electricity intensity from our purchased electricity powered operations	16.2 kWh per square foot <i>(Total kWh / total square feet)</i>	This output calculates emissions based predominantly on actual utility usage across United's footprint of over 240 offices.

We perform internal validations of the calculations, including reviewing evidence in support of underlying data, a variety of analytics to check the reasonableness of the data and calculations, model validation, and review the logic of the assumptions used.

The information contained herein has not been independently validated by third parties. The Company is committed to enhancing the completeness and accuracy of its greenhouse gas emissions reporting over time. The results, our processes, and methodologies, are subject to change or restatement as we continue advancing for efficiency and quality control, as data availability and quality improve, and as market practices regarding standards and methodologies evolve. As part of these continuous improvements, the processes, methodologies, and assumptions used to calculate emissions disclosed in the current year's report may not be comparable to those used to calculate disclosed emissions in prior years. These refinements reflect improvements in our data, methodologies, assumptions, and modeling rather than changes in operational or emissions performance.

A critical success was building a process to inventory data sources across our broad footprint. We primarily use utility bills as our data source. Standard EPA Emission Factors are used to calculate emissions in GHG metrics based on energy usage. Where data are unavailable — for example, on our leased properties for which we do not receive utility bills — we use reasonable assumptions to estimate our energy usage.

¹ MTCO₂eq stands for Metric Tons of Carbon Dioxide Equivalent. It's a unit used to compare the emissions of various greenhouse gases based on their warming effects.

GOVERNANCE, ETHICS, AND OVERSIGHT

Governance, Ethics, and Oversight at a Glance

United's corporate governance is thoroughly outlined in our proxy, which is published and available at [United Bankshares | Financials - Annual Reports \(ubsi-inc.com\)](https://www.ubs-inc.com/ubsi-inc.com). The proxy discusses in detail the board, their role, and their committees. These pages are not an outline of comprehensive corporate oversight, but rather, supplemental details on how United manages select program areas of corporate responsibility.



15 MEMBERS

on Board of Directors



5 BOARD COMMITTEES

Audit | Risk | Governance and Nominating | Compensation and Human Capital | Executive



100% EMPLOYEES

assigned Ethics Training annually



100% EMPLOYEES

assigned Privacy and Security Training



WHISTLEBLOWER HOTLINE

is anonymous and non-retaliation protected



RISK APPETITE

is Board-approved and monitored



3 LINES OF DEFENSE

for Enterprise Risk Management (ERM)



INTERNAL AUDIT

is independent; risk-based review



CYBER OVERSIGHT

Board-level governance



SECURITY FRAMEWORK

NIST CSF / CIS Benchmarks

Corporate Responsibility Oversight

United's Corporate Social Responsibility Officer is accountable for day-to-day management of the Corporate Responsibility program, with oversight by the CIRO, CFO, and CEO. Various committees and working groups execute on program aspects of corporate responsibility. The Board Risk Committee oversees risk-related aspects of corporate responsibility, and the Board Governance and Nominating Committee oversees programmatic progress.

Stakeholder Engagement

We are committed to increasing transparency, and we engage with stakeholders through a wide variety of mediums, summarized below.

Stakeholder	Engagement Tools
Shareholders	Annual meeting Investor calls In-person meetings Investor conferences Quarterly earnings press releases SEC filings and annual report
Customers	Day-to-day customer service, including complaints program and monitoring Call center Social media Email communications and updates Website Regional advisory boards
Employees	Internal <i>News About U</i> newsletter Employee appreciation weeks and activities Intranet In-person meetings CEO communications Companywide email communications Learning from Leadership company-wide calls Various surveys that monitor employee satisfaction including onboarding surveys, exit surveys, pre- and post-training surveys, and feedback surveys Performance reviews
Communities	Volunteer and outreach activities Philanthropic donations Event sponsorships Community development loans and investments Community listening sessions

Ethics and Integrity

The UBSI Code of Business Conduct and Ethics is approved annually by the board of directors and is available here: [United Bankshares | Governance Documents \(ubsinc.com\)](https://www.ubsinc.com/governance). The Human Resources department is responsible for reviewing and investigating any potential and confirmed violations of this Code. The Code outlines that United employees, management, and directors must comply with the Federal Bank Bribery Statute, which makes it a crime to seek or accept bribes, gifts, or anything of value, from any person with the intention to influence or reward the employee in connection with the business transaction. It also includes “Special Ethics Rules for Principal Executive Officers” in compliance with Sarbanes-Oxley Section (SOX) 406. This SOX control is tested annually by United’s Internal Audit department. In addition, Internal Audit reviews all operations at least once every three years, based on the assessed risk. Some of these audits, such as Corporate Governance, would include elements of business ethics and anti-corruption.



United also maintains a whistleblower policy and an anonymous “hotline” in the form of a website submission form. All items reported through the Company’s whistleblower website or reported directly to the Corporate Auditor are researched and followed through to resolution by Internal Audit, or in the case of employee fraud or losses, by Risk Management. All reported items are reported to the Audit and Risk Committees of the board.

United is committed to the highest possible standards of openness, integrity, and accountability. In line with this commitment, we encourage employees and others with serious concerns about any aspect of the Company's work to come forward and voice those concerns without fear of reprisals. The policy outlines that United will do its best to protect the identity of whistleblowers when they do not want their name to be disclosed.² United will not tolerate any retaliation of those who report a concern in good faith and will do what it lawfully can to protect these employees.

All full-time, part-time, and temporary employees are assigned the Code of Business Conduct and Ethics policy and employee handbook, which includes an outline of ethics, anti-bribery, and whistleblower procedures, for review upon hire and with major updates. Employees must certify that they have read these documents.

Government Relations and Public Policy



United supports and participates in various industry trade associations, including support of lobbying efforts on behalf of the banking industry. Currently, we are members of the Consumer Bankers Association, American Bankers Association (ABA), Bank Policy Institute, Mid-sized Bankers Coalition, and Risk Management Association. United's participation as a member of these associations comes with the understanding that we may not always agree with all the positions of an association or its other members, and we often voice our differing views on significant issues to such associations directly or in other ways.

In compliance with federal law, United prohibits corporate financial contributions directly to any local, state, or federal election campaigns. Select United employees opt to give personally to the American Bankers Association's state-level BankPACs. United has, in the past, contributed to some state-level banker association BankPACs.

The American Bankers Association's policy priorities are: drive a healthy economy for all, pursue rational regulation to preserve Main Street access to credit and capital, and foster a competitive financial services market. United generally aligns with those objectives in our own political advocacy. Additional ABA policy information can be found at [What We Stand For | American Bankers Association \(aba.com\)](https://www.aba.com/what-we-stand-for).

² In some cases, the investigation process may reveal the source of the information and a statement may be required as part of the evidence, particularly if law enforcement becomes involved.

Risk Management

United understands the importance of maintaining proper governance and oversight of risk management activities to deliver value to employees, customers, shareholders, and communities. Our **mission, vision, core values**, and **standards of conduct** set the tone for the risk culture and objectives of our organization.

We take a proactive risk management approach. Every employee is considered a risk manager and is accountable for understanding and identifying concerns to management. Our employees are encouraged to identify departures from regulation, policy, or procedures, a culture which executive leadership and the board of directors also promote.



United's Risk Management team continuously builds expertise through external research, collaboration with consultants and third-party vendors, and participation in industry peer groups and trade associations, conferences, and more. This prepares the Risk Management team to collaborate with business lines in identifying risks.

Enterprise Risk Management Framework

United's Enterprise Risk Management (ERM) program establishes our structure for identifying and managing potential risks. Our common framework, applied by the three lines of defense, consists of:

1. First Line of Defense – Business and Operational Unit Management
2. Second Line of Defense – Risk Management
3. Third Line of Defense – Internal Audit

This forms the basis for principal and emerging risks, which are challenged and validated by the various management and executive committees before being presented to the board. In addition, executive and senior management reviews are in place to ensure risks are effectively assessed.

1. Our ***Business and Operational Unit Managers*** make up our First Line of Defense. They help ensure appropriate resources are allocated to Risk Management. The First Line of Defense is responsible for communicating risk policies to employees and incorporating them into daily operations.
2. Our Second Line of Defense is ***Risk Management***. They provide a credible challenge to the First Line of Defense in identifying, assessing, and managing risks across the institution. Risk Management independently assesses the design and effectiveness of the Company's overall ERM Program. They monitor compliance with legal and regulatory requirements and govern risk tolerance through policy reviews and approval, as well as ensuring that appropriate resources are in place to identify, measure, monitor, and control the Company's highest risk issues.
3. ***Internal Audit*** serves as our Third Line of Defense. They independently assess the design and effectiveness of our ERM Program, monitoring compliance with – and governance of – legal and regulatory requirements and risk tolerance. This Line of Defense focuses on our highest risk issues and ensures processes and resources are in place to identify, measure, monitor, and control risk. Internal Audit acts as oversight on behalf of the board and provides updates as necessary.

Effective risk management identifies the nature, likelihood, and magnitude of risk, then determines which risks to accept, reject, or mitigate to find the optimal balance between risk and reward. United's framework is designed to maximize business opportunities consistent with both the Company's strategy and with the risk appetite that is established by our board of directors.

We identify risk through robust assessments developed by Risk Management in collaboration with lines of business. Business lines complete risk assessments to

identify potential risks and then rank those risks based on likelihood, impact, and mitigation strategies.

Likelihood x Impact = Inherent Risk

Inherent Risk - Mitigation Strategies = Residual Risk

Risks and opportunities are assessed by defined values, then prioritized by predetermined target risk levels and tolerance thresholds. United's Risk Management team develops risk appetite statements for the risks identified, consistent with the overall risk appetite established by our board of directors, and works with business lines to identify correlating key risk indicators and tolerance thresholds. Inherent risks facing United are managed to an acceptable residual risk.

Company policies are formalized and establish clear accountability. Risk Management supports the development of these policies by helping management identify where additional processes or controls are necessary. Then, Risk Management and Internal Audit monitor the implementation.

Financial Crimes

United is committed to doing its part to prevent financial crimes. We have an internal policy outlining responsibilities regarding compliance with applicable laws and regulations relating to Anti-Money Laundering/Countering the Financing of Terrorism (AML/CFT), including the Bank Secrecy Act (BSA) and regulations of the Office of Foreign Assets Control (OFAC). The financial crimes program includes internal controls for detecting and reporting activity such as large currency transactions, suspicious or unusual account activity, Know Your Customer policies, Customer Due Diligence (CDD), Enhanced Due Diligence policies, or unusual employee activity. All employees are responsible for reporting suspicious activity to the Bank's BSA Officer.

United maintains an ongoing training program covering money laundering detection procedures for personnel in all departments. The BSA program, including the Bank's BSA Officer, is formally approved by the board of directors. Each quarter, the board of directors reviews program summaries and receives related training. United's Internal Audit department conducts thorough program reviews annually, and the Company is subject to periodic BSA regulatory examinations.

United stands firmly against human trafficking and forced labor of any kind. Through our Financial Crimes team, we work to identify and halt this illegal activity. Using third-party software, we have the ability to identify suspicious transaction behavior patterns and cross-check customer data with contact information of confirmed criminals. Our teams

investigate this activity and, if confirmed, work with the authorities to take appropriate action.

Digital Experience and Innovation

Internally, we leverage technology to create more efficient company processes, assist in managing risk, and enhance customer experience. We also monitor trends and deploy AI solutions when appropriate. In addition, we are expanding our use of Robotic Process Automation (RPA) technologies. These areas represent exciting opportunities for the Bank to enhance our delivery systems.

Our customers' interaction with our digital services increases each year. Along with the mobile app, BankWithUnited.com is the place where customers come to manage all their financial needs virtually. We will continue to expand our content strategy with digital communities like Thrive, our learning hub directed at supporting financial literacy for women.

We continuously work to enhance our platform to deliver improved customer experience, working toward consistent configurations across online and mobile banking, while offering seamless integration with best-in-class applications.

Data Security and Privacy Protection

Trust is crucial to any business — especially those in the banking industry. We are honored to have our customers' trust as we manage sensitive data. At United, we know that continuously investment in enhanced security measures is of the utmost importance to our stakeholders. Today's new and innovative technology presents bold opportunities for the financial industry. However, we recognize that, while technology can improve customer experience, it comes with inherent risks that could leave the organization and customers vulnerable to cyberattacks.

At United, we believe that success requires accountability, and our Information Security Program clearly defines and assigns roles and responsibilities. This starts with oversight by the Board Risk Committee, which receives quarterly updates on key cyber risks and mitigation activities. The program is managed by a Chief Information Security Officer (CISO), who leads enterprise security strategy, incident preparedness, and compliance with data protection and privacy regulations.

The Information Security and Cyber Defense teams are comprised of qualified personnel who stay up to date on industry best practices and participate in industry threat intelligence feeds. The Information Security Program is also integrated with vendor management, business continuity planning, disaster recovery, and incident response. Our teams work day and night to keep our customers' information secure.

Additionally, we have a formal cybersecurity program based on the National Institute of Standards and Technology (NIST) Cybersecurity Framework and the Center for Internet Security (CIS) Benchmarks, which identify and assess cybersecurity risks. United employs an in-depth, layered, defensive approach that leverages people, processes, and technology to manage and maintain cybersecurity controls. A variety of preventive and detective tools are used to monitor, block, and issue alerts on suspicious activity. For additional details on cybersecurity risks and our processes for managing these risks, refer to our most recent annual report on Form 10-K.

Our program includes comprehensive policies and procedures, employee training, and several layers of assessments to protect customer information and our IT systems. We utilize top-of-the-line security equipment, regularly patch software, and continuously monitor and remediate vulnerabilities.

Policies and Procedures

United is subject to the Gramm-Leach Bliley Act (GLBA), which requires financial institutions to explain their information-sharing practices to their customers and to safeguard sensitive data. The Privacy Policy is available on our website: BankWithUnited.com.

Our Privacy Policy describes how we collect, share, and protect personal information, and it applies to all business lines, employees, and contractors. We use physical, technical, and administrative controls designed to ensure a comprehensive approach to security and confidentiality. We have strong access control processes in place, and system users are provisioned based on the principle of least privilege (where permissions are only granted to those who need access to perform their work). Additionally, we employ the latest encryption technologies to further protect sensitive data.

Employees complete Privacy Incident Reports if there is suspicion that a customer's personal privacy has been compromised, and the report is submitted to the Information Security department for further investigation. A comprehensive incident response plan has been developed with designated response teams, and agreements are in place with experienced digital forensics companies and legal firms to assist in any incidents that may arise. Should we need it, a cyber insurance policy is also in place.

Training

All United employees and contractors are responsible for protecting customer information and are required to complete annual training on privacy and security practices. Training is regularly updated to prepare employees and contractors for the threats most recently identified through our risk assessments. Employees and contractors are also tested through monthly simulated phishing attacks.

Assessments

Regulatory agencies and United's Internal Audit team regularly assess the Information Security Program, including established security controls. Risk assessments identify, estimate, and prioritize system risks of products, services, and equipment. United conducts regular vulnerability scans of our environment and annually contracts with third-party security and audit firms to perform penetration testing and vulnerability assessments. While the results of these assessments and audits are confidential, they are reported to the board of directors.

Vendor Management

We are aware that our vendors' vulnerabilities can lead to vulnerabilities for United. Therefore, we maintain a strong Vendor Management Program that vets and continuously monitors our third-party providers. This includes reviewing vendors' security controls and conducting independent assessments.

Caution Regarding Forward-Looking Statements and Important Notice

This report contains "forward-looking statements" within the meaning of the Private Securities Litigation Reform Act of 1995. United desires to provide its shareholders with sound information about past performance and future trends.

Consequently, any forward-looking statements contained in this report or made by management of United in this report involve numerous assumptions, risks and uncertainties. Forward-looking statements can be identified by the use of the words "expect," "may," "could," "intend," "project," "estimate," "believe," "anticipate," and other words of similar meaning. Such forward-looking statements are based on assumptions and estimates, which although believed to be reasonable, may turn out to be incorrect. Therefore, undue reliance should not be placed upon these estimates and statements.

United cannot assure that any of these statements, estimates, or beliefs will be realized and actual results may differ from those contemplated in these "forward-looking statements." United undertakes no obligation to publicly update any forward-looking statements, whether as a result of new information, future events, or otherwise. Factors which may cause actual results to differ materially from those contained in such forward-looking statements include those identified in United's most recent annual report on Form 10-K and subsequent quarterly reports on Form 10-Q filed with the Securities and Exchange Commission (SEC). Furthermore, the climate-related and other metrics described in this report are based on assumptions, estimates and judgements that are believed to be reasonable at the time of the preparation of this report but may subsequently turn out to be inaccurate.

This report does not constitute an offer or a solicitation to buy or sell any security, product or other service and is not intended to provide investment, financial, legal or any other advice. The information contained in this report should not be relied on in connection with any investment decision and the recipient is solely liable for any use of the information contained in this report. United, its affiliates,

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This report is intended to provide information from a different perspective than is required to be included in securities filings and other regulatory reports, including filings with the SEC. While certain matters discussed in this Report may be of interest and importance to our stakeholders, the use of the terms “significant”, “important”, “material” or similar words should not be read as necessarily rising to the level of materiality used for the purposes of securities or other laws and regulations. This report reflects our corporate responsibility-related strategies, approaches, policies, procedures, objectives and goals as of the date of this report, which are subject to change at any time in our sole discretion without notice.

All references in this report to websites are for information only and the websites referenced in this report are not incorporated by reference to this report.