

REPORT

2025 Sustainability report

Connecting regulators and the industry to drive financial stability,
tax transparency and a sustainable future.



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What we do

A singular focus on regulatory data and reporting

By combining our deep experience in regulatory reporting and regulatory management, together with our broad technology solutions, we provide a full-service offering across the Regulatory Value Chain to industry players across the globe.

In collaboration with our local experts and our strong partner ecosystem, we build standard software packages and platforms to enable regulators, tax authorities, and firms to increase the efficiency of their regulatory reporting, regulatory management, tax reporting, and data management processes.

Our vision is to create a global platform that connects regulators and the industry to drive financial stability, tax transparency and a sustainable future.




Rob Mackay
CEO
Regnology


Our values

Our values bring us guidance and are embraced daily by everyone at Regnology as we strive to be the best and most reliable partner for our customers.


Grounded in our belief in continual improvement through learning and innovation, we invest in people and provide space for creativity and growth.




Be reliable and responsible



Drive excellence and quality with passion



Empower sustainable innovation



Collaborate for the greater good



Act with respect and embrace diversity

Commitment to sustainability

We are committed to executing our strategy sustainably. This commitment is built on a foundation of robust governance, steadfast ethical conduct, and full compliance with applicable laws and regulations. These principles guide us as we protect our reputation and create sustainable long-term value for Regnology and our stakeholders.

We believe that true success can only be achieved on a sustainable foundation. For us, Environmental, Social, and Governance (ESG) principles are not a separate agenda, they are integral to how we build a resilient, responsible, and high-performing business for the long term.

Building on this belief, we have made significant progress in our sustainability standing in 2025. Our focused efforts were recognized with an improved EcoVadis rating, a testament to the dedication of our teams and the strategic importance we place on sustainability.

This achievement was the direct result of targeted actions. We successfully reduced our absolute Scope 1 and 2 emissions by investing in energy efficiency

measures and transitioning to renewable energy sources. We strengthened our greatest asset—our people—by delivering enhanced employee training programs that foster professional growth and build future-ready skills. Further strengthening our foundation, we also formalized and enhanced our policy governance framework, ensuring our commitment to the highest standards of integrity and compliance is embedded in our daily operations. While we are proud of these results, we view them as milestones on a continuing journey, not a final destination. The challenges and opportunities of the coming years demand even greater ambition.

Looking ahead to 2026, our commitment is to deepen our impact. We will expand our focus to our value chain by tackling our Scope 3 emissions and working toward formalizing our science-based targets. We will continue to innovate our product offerings to help our clients navigate the evolving ESG regulatory landscape. Most importantly, we will continue to foster a culture where every employee is empowered to contribute to our shared sustainable future.

Environmental, Social, and Corporate Governance (ESG)

4.1

Organization

At Regnology, robust governance is the foundation of our ESG performance. Our sustainability strategy is driven and owned by Regnology's CEO and executive leadership team, ensuring it is fully integrated with our core business objectives. The Board of Directors receives regular updates on our progress and provides active oversight, reviewing the progress against our targets.

Operational implementation of the ESG strategy is led by Regnology's Group General Counsel, with dedicated support from the Compliance team.

To ensure accountability is embedded throughout the organization each initiative is assigned an owner responsible for driving performance, managing implementation and reporting on the progress for the respective initiative, including providing the necessary information to include in the periodic updates to the Board of Directors.

This governance structure aligns our sustainability review process directly with our annual financial and strategic planning cycles, making ESG an inseparable part of our business rhythm.

4.2

Risk management

Sustainability is an integral part of Regnology's corporate resilience strategy. Our enterprise risk management framework (ERM) integrates acute and chronic environmental risks, which are periodically assessed, and mitigation measures are defined. Further, we analyse transitory risks, including those arising from climate related shifts in policy, technology and market dynamics.

Social and governance related risks and opportunities are also an essential component of our risk approach and are analysed and managed on a regular basis. This includes safeguarding our critical business functions and service delivery against disruption through a robust business continuity strategy designed to manage crises, emergencies, or disasters.



4.3

External reporting

We believe that transparency is essential for building trust and driving accountability. We voluntarily report on our sustainability performance to provide all stakeholders with a clear view of our goals, progress and commitments.

We have spent time ensuring we are collecting the relevant data sets for the EU Corporate Sustainability Reporting Directive (EU CSRD), however, as changes to CSRD are being proposed by the EU, not only to the date by which companies such as Regnology are required to first report but possibly also to the data sets to be reported on, we have delayed completion of this workstream pending publication of the agreed changes to CSRD.

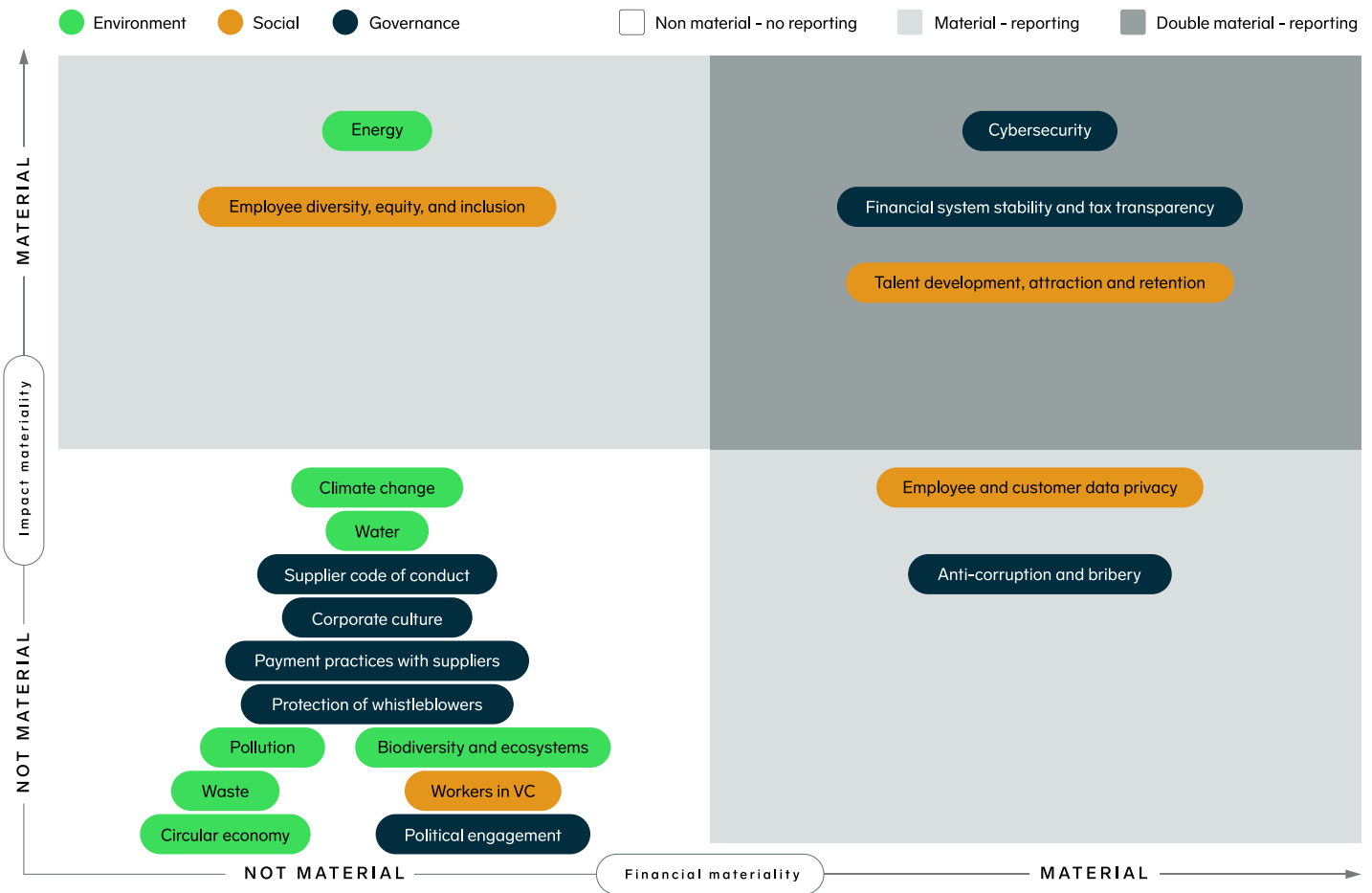
We are taking active steps to continue to promote transparency and accountability within our organization by reporting on our environmental, social and governance (ESG) performance. Our public disclosures, including this report, are a core part of our pledge to operate with integrity and transparency.

Our approach

At Regnology we care about sustainability and have committed ourselves to meet ESG requirements and best practices. Our approach to sustainability is strategic and integrated, embedding ESG principles in our core operations, focusing on areas where we can drive the most meaningful positive impact. This holistic strategy considers both our internal footprint as well as our external influence across our value chain.

We concentrate on the sustainability areas most material to our business and key stakeholders - including our employees, customers, and investors. This focus extends to our value chain, where we practice sustainable procurement by systematically evaluating environmental, social, and ethical aspects during supplier selection and ongoing management. We are committed to partnering with suppliers who share our dedication to responsible business practices, ensuring our entire value chain contributes to a more sustainable future.

SUSTAINABILITY DOUBLE MATERIALITY ASSESSMENT



5.1

Double materiality assessment

To ensure our strategy is focused and effective, we conducted a formal double materiality assessment based on the EU's CSRD framework. We evaluated both our impact on society and the environment (impact materiality) and the sustainability-related risks and opportunities affecting our business performance (financial materiality). This assessment identified that our greatest opportunities to drive positive change lie in two key areas:

Strengthening Customer Partnerships

By ensuring our world-class RegTech, SupTech, Tax, Insurance and Risk solutions remain at the forefront of regulatory innovation.

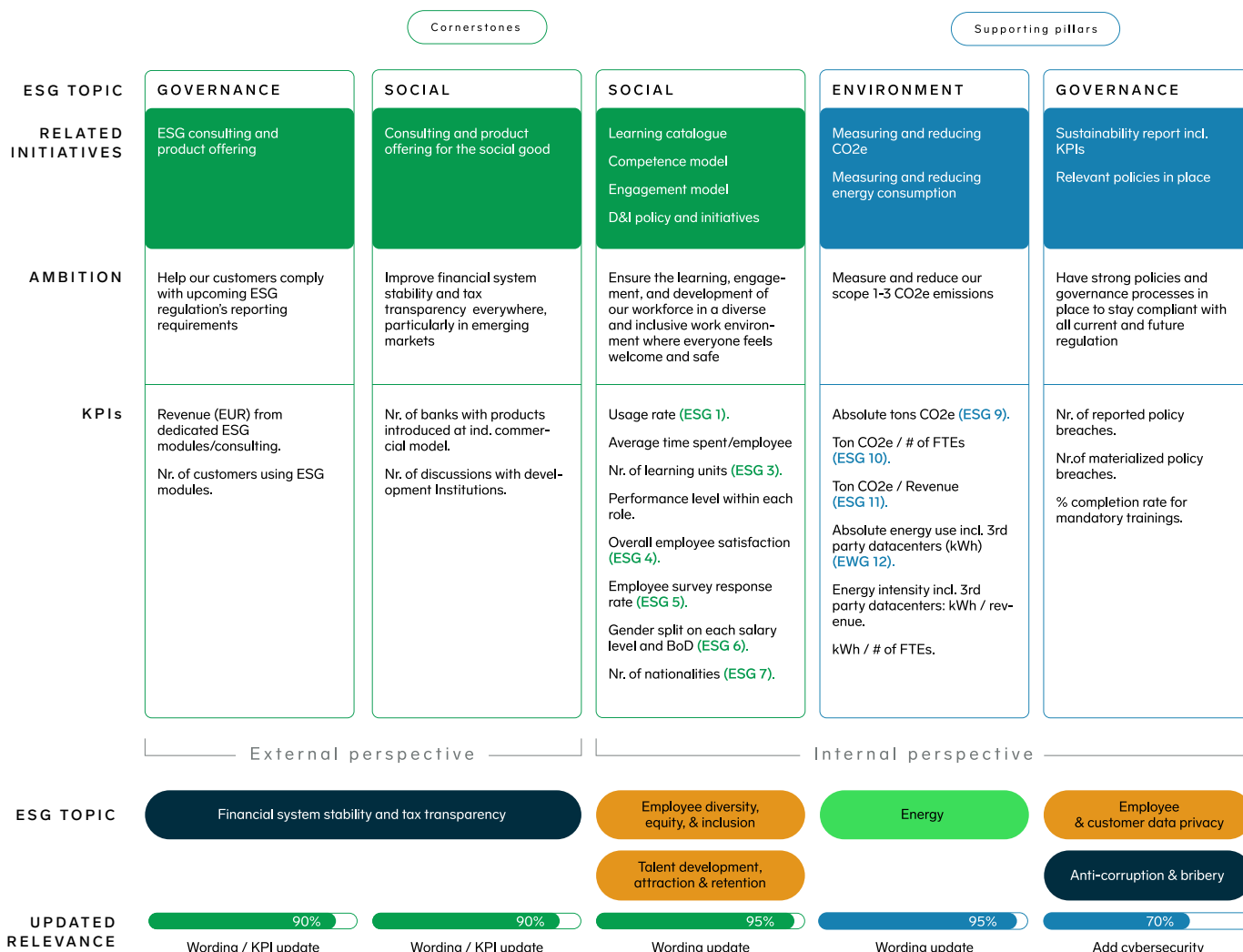
Empowering our people

By investing in their development and well-being while continuing to attract and retain the best talent from all backgrounds.

The resulting material topics, shown in the diagram below, form the cornerstones of our sustainability strategy. They provide a clear roadmap that links our ESG initiatives directly to our corporate vision and long-term value creation.

Our double materiality assessment has defined a clear strategic framework to guide our actions and resource allocation, composed of three core Cornerstones and two Supporting Pillars.

SUSTAINABILITY CORNERSTONES AND SUPPORTING INITIATIVES AFTER THE DMA



Our Cornerstones are the areas where we leverage our unique strengths to create differentiating value for our business and society by:

FORTIFYING OUR DIGITAL STABILITY

We reduce systemic risk for our customers and the financial ecosystem by enhancing our cybersecurity governance and promoting secure and ethical data processing. By protecting critical data, we reinforce the stability of the systems we support.

EMPOWERING SUSTAINABLE FINANCE

We enable our customers to comply with complex ESG reporting requirements thereby driving greater financial system stability and tax transparency. We are focused on expanding these capabilities, especially in underserved markets, to broaden our impact.

CULTIVATING AN EXCEPTIONAL WORKFORCE

We invest in the learning, development and wellbeing of our people within a diverse and inclusive work environment where everyone feels welcome and safe. This commitment is the engine of our innovation and is key to attracting and retaining top talent and drives our success.

Our Supporting Pillars are the non-negotiable responsibilities that underpin our role as a responsible corporate citizen:

DRIVING CLIMATE ACTION

We are committed to measuring and reducing our GHG emissions across scopes 1, 2 and 3. Guided by climate science, we are seeking to formalize our emission reduction targets in line with the Science Based Targets initiative (SBTi) in 2026-2027, ensuring our growth is environmentally responsible.

UPHOLDING STRONG GOVERNANCE

We maintain and continuously strengthen our policies and governance processes to ensure full compliance with all applicable laws and regulations in the countries where we operate. This commitment to integrity is the bedrock of our business and the foundation of stakeholder trust.



6 Initiatives supporting our Sustainability Strategy

To activate our Supporting Pillars and uphold our Cornerstones, we execute a portfolio of targeted initiatives. Our leadership team defines the strategic objectives and KPIs for each, ensuring our actions are ambitious and measurable.

Accountability is embedded throughout this process. Each initiative is championed by a designated owner who is responsible for tracking progress and ensuring performance goals are met. The following sections detail these initiatives and our progress against our 2025 targets.

6.1 Cornerstone: Governance & Social (external)

Helping our customers to comply with upcoming ESG Regulations

RELATED INITIATIVE: ESG CONSULTING AND PRODUCT OFFERING

DESCRIPTION & GOAL

We will continue to develop industry-leading software products and consulting services that will enable our customers to comply with ESG reporting requirements and create transparency for greater financial system stability.

ACTIONS & ACHIEVEMENTS

In 2025, our ESG solutions delivered strong, consistent growth, demonstrating clear market demand. We increased revenue from our dedicated ESG modules by 23%, surpassing our initial target growth by 12%.

This increase was also mirrored in customer data, with a 27% increase in the number of customers using our ESG modules, which also outperformed our initial goal.

A key driver of this success was our strategic focus on market expansion, executed in particular by assigning dedicated sales representatives to developing markets and intensifying our dialogue with development institutions.

This successful execution reinforces our contribution to greater financial stability and transparency in the market.

KPIs

Looking ahead to 2026, we plan to capitalize on the continued market demand for high-quality ESG solutions. Our strategic objective is to achieve approx. 15% growth in both revenue and our client base, further strengthening our contribution to a transparent and compliant market ecosystem. A core component of this strategy will be to introduce our ESG products into new non-core markets, leveraging tailored commercial models to meet local needs and expand our global impact.

Cornerstone: Social (internal)

Championing our people through inclusive development in a safe and respectful workplace.

RELATED INITIATIVE 1 OF 4: STANDARDIZED LEARNING CATALOGUE

DESCRIPTION & GOAL

Our goal is to foster a culture of continuous learning by providing our employees with accessible, relevant, and high-impact development opportunities. We are committed to investing in our people to build the skills necessary for their personal career growth and for the success of our business.

ACTIONS & ACHIEVEMENTS

In 2025, we made significant investments to enhance our learning and development ecosystem. We strategically expanded our standardized learning catalogue, introducing new courses and development paths to meet the evolving needs of our teams. A key part of this strategy was a renewed investment in external training, providing our employees with access to specialized, high-quality content from industry experts.

Alongside this expansion, we continued to mature our data-gathering processes to build a more accurate and comprehensive understanding of our company-wide learning activities. This ongoing work is critical for establishing a robust baseline that will enable us to set credible, data-driven goals and optimize our training programs for maximum impact in the future.

KPIs

In 2025, our continued investment in learning and development of our employees resulted in a total of approx. 51,000 training hours were delivered across the company, which equates to an average of over 26 hours of training per employee, substantially exceeding our 22 hours of training per employee target.

Our 2026 learning and development strategy will shift from measuring volume to optimizing for impact. Our goals are to:

Maintain High Engagement: Sustain our commitment to learning delivering approx. 66K total hours of training, targeting an average increase of 30%, ensuring development remains a core part of our culture.

Enhance Strategic Alignment: Conduct a training needs analysis to ensure our learning catalogue and development programs are directly aligned with our key business priorities and future skill requirements.

Improve the Learning Experience: Leverage feedback to refine the quality, accessibility, and relevance of our training offerings, ensuring our investment in learning delivers maximum value for both our employees and the business.

RELATED INITIATIVE 2 OF 4: STANDARDIZED COMPETENCE MODEL

DESCRIPTION & GOAL

Our goal is to create a transparent and equitable framework that defines clear expectations for every role. This model empowers employees to understand how to succeed and grow their careers at Regnology, while enabling fair and consistent performance evaluation across the business.

ACTIONS & ACHIEVEMENTS

In 2025, we continued to successfully embed our standardized competence model into the core of our talent management processes, transforming it from a theoretical guide into a practical tool.

Key achievements included:

Integrating with Performance and Compensation: We fully integrated the competence model into our year-end review process, creating a direct and transparent link between performance level, role expectations, and the total compensation package.

Enhancing Clarity and Reporting: To drive data-informed talent decisions, we also continued to hold monthly competence level reporting for management, providing clear insights into talent distribution and development needs.

This integration provides a crucial, non-standardized KPI that informs our talent development strategies, succession planning, and upskilling initiatives.

KPIs

Now that the competence model is fully integrated, our 2026 focus will be on driving its adoption and maximizing its value. Our goal is to equip managers with the training and resources needed to use the framework effectively for coaching, providing constructive feedback, and fostering career development conversations with their teams. We will also work to further integrate the model's language into our recruitment and internal mobility processes.

RELATED INITIATIVE 3 OF 4: STANDARDIZED ENGAGEMENT MODEL

DESCRIPTION & GOAL

Our goal is to cultivate a culture of continuous dialogue and engagement, where every employee feels heard, valued, and empowered to contribute to our collective success. We are committed to building a high-trust workplace by implementing systems for continuous, two-way feedback that empower both employees and managers.

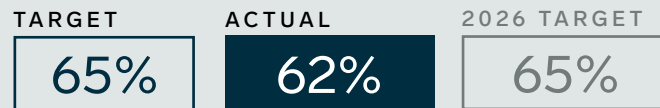
ACTIONS & ACHIEVEMENTS

In 2025, our focus was on strengthening the employee experience, beginning from the moment a new hire joins. We significantly enhanced our onboarding program by introducing dedicated sessions with key teams like Compliance and IT Security, ensuring a deeper understanding of our business from the start. This was complemented by the development of a company lexicon and a responsibility matrix to improve role clarity and speed up integration. Simultaneously, we improved our ability to listen and respond to our teams by standardizing the engagement survey process, which now enables us to more strategically identify and act on the key drivers of employee engagement.

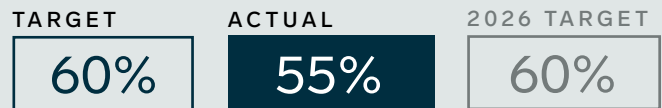
KPIs

In 2025, we saw a positive upward trend in employee engagement. Our engagement score grew to 62% from 59% the previous year, and our survey response rate increased to 55% from 51%. While this marks meaningful progress amidst a continued high-paced work environment from integration activities, it fell short of our ambitious targets of 65% and 60% respectively. We are committed to closing this gap. For 2026, we reaffirm our goals of achieving a 65% engagement score and a 60% survey response rate, supported by targeted actions based on the feedback we have received.

KPI - ESG 4
EMPLOYEE ENGAGEMENT SCORE AVERAGE



KPI - ESG 5
EMPLOYEE SURVEY RESPONSE RATE AVERAGE



RELATED INITIATIVE 4 OF 4: DIVERSITY AND INCLUSION POLICY AND INITIATIVES

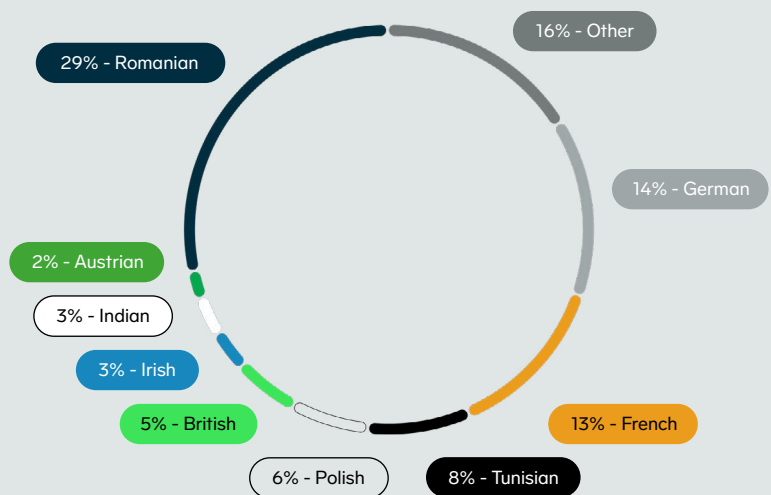
DESCRIPTION & GOAL

Our goal is to foster a diverse, equitable, and inclusive culture where every individual has a sense of belonging and the opportunity to thrive by establishing a modern policy framework and implementing robust analytics to measure our progress and drive data-informed decisions.

ACTIONS & ACHIEVEMENTS

In 2025, we took foundational steps to advance our DE&I strategy, moving from principle to practice. We strengthened our commitment by completing a comprehensive revision of our Diversity & Inclusion policy to align with leading practices. To ensure we can measure our progress and drive accountability, we also enhanced our diversity KPI dashboard, providing leadership with clearer, more actionable insights into our workforce demographics. This combination of a stronger policy framework and better data analytics provides the bedrock for our future initiatives.

KPI - ESG 7
TOP 10 NATIONALITIES



KPI - ESG 6
GENDER REPRESENTATION - 2024



GENDER REPRESENTATION - 2024



Supporting pillar: Environment (internal)

Driving climate action through science-based decarbonization

RELATED INITIATIVE 1 OF 2: MEASURING AND REDUCING CO2 EMISSIONS

DESCRIPTION & GOAL

Our commitment is to take decisive climate action aligned with scientific consensus. This year, we have taken a step forward in this commitment by disclosing our full Scope 1, 2, and 3 emissions breakdown for the first time.

This new level of transparency is foundational to our strategy. It provides a comprehensive, granular view of our entire carbon footprint, enabling us to provide our stakeholders and broader community with enhanced transparency.

Going forward, our goal is to leverage this detailed insight to continue identifying and developing targeted reduction initiatives across our entire value chain, to the end of setting credible, science-based targets for our decarbonization journey.

ACTIONS & ACHIEVEMENTS

In 2025, we executed on our goal to achieve a new level of climate accountability. Our primary achievement was the successful disclosure of our complete Scope 1, 2, and 3 emissions inventory for the first time, a landmark project that moves us beyond a single total to a granular, transparent view of our entire carbon footprint.

This comprehensive analysis has provided critical strategic insights, revealing that the vast majority of our emissions originate from our value chain (Scope 3), particularly from purchased goods and services.

In line with our business expansion, our absolute emissions increased to 5,174.41 tCO2e in 2025. This period of growth also saw a temporary increase in our carbon intensity metrics, with a 5.7% rise per FTE and a 4.2% rise per unit of revenue.

However, this figure represents a significant achievement in our climate journey, as we have successfully decelerated the growth rate of our emissions. While the previous year saw our total emissions grow by approx. 66%, this year's approx. 32% increase demonstrates that the efficiency measures and strategic decisions we are implementing are beginning to take hold. We are starting to decouple our business growth from our emissions growth.

We view this detailed 2025 data not as a setback, but as our most accurate and comprehensive baseline to date. It has sharpened our understanding of our impact, particularly within our Scope 3 value chain. This clarity is now enabling a more targeted climate strategy.

KPIs

Both DEFRA and the US EPA periodically adjusting their spend-based emission factors. In line with these updates, Regnology has adjusted its 2024 GHG inventory calculations to reflect the most accurate data available, in particular for Scope 3 emissions.

Moving forward, the company will use these updated figures as the foundation for future calculations to ensure consistency and transparency in its greenhouse gas reporting. The YOY indications are mirrored against the **adjusted calculations**.

Our climate strategy for 2026 will shift from foundational measurement to strategic, multi-faceted action. We are committed to driving meaningful decarbonization, even as our business continues to grow. Our primary objectives for the year are:

Drive decoupling and intensity reduction: We recognize that in a high-growth phase, absolute emissions may fluctuate. Therefore, we will focus intensely on decoupling our growth from our carbon footprint. Our key internal performance indicator will be the continued reduction of our carbon intensity, measured per employee and per unit of revenue, ensuring we are becoming more efficient as we expand.

Prioritize absolute reductions in our direct operations: While tackling our value chain, we will accelerate efforts to reduce the absolute emissions within our direct control. This includes actively seeking opportunities to improve energy efficiency in our offices.

By pursuing these parallel objectives, we will build a resilient and ambitious climate program that is both aligned with climate science and integrated with the reality of our business growth.

KPI - ESG 9 ABSOLUTE TONS OF CO2e



KPI - ESG 10 ABSOLUTE TONS OF CO2/FTE



KPI - ESG 11 ABSOLUTE TONS OF CO2/REVENUE €M



SCOPE BREAKDOWN 2025

- Scope 1: 30.95
- Scope 2 (Location): 125.41
- Scope 3: 5018.03

RELATED INITIATIVE 2 OF 2: MEASURING AND REDUCING ENERGY CONSUMPTION

DESCRIPTION & GOAL

Our goal is to actively manage and optimize the energy consumption across our entire operational footprint, from our physical offices to our digital infrastructure. We are committed to minimizing our direct environmental impact by pursuing energy efficiency and prioritizing the transition to renewable energy sources

ACTIONS & ACHIEVEMENTS

In 2025, our absolute energy consumption was 930.3 MWh, an increase reflecting our continued business growth and expansion. However, our strategic focus this year was on decarbonizing our electricity supply. We achieved a significant milestone in this area, more than doubling our consumption of renewable energy from 149 MWh in 2024 to 330.2 MWh in 2025.

This represents a fundamental shift in our energy mix: the share of renewable electricity in our total consumption jumped from 20% to over 35% in a single year. This successful transition is a direct result of our proactive energy sourcing strategy and a critical step in reducing our Scope 2 emissions.

KPIs

Our goal for 2026 is to move beyond optimization and establish formal reduction targets. We will focus on two key areas:

Set a formal reduction target: we will develop a time-bound target for absolute energy reduction in our direct operations.

Increase renewable energy sourcing: We will continue to proactively assess and execute opportunities to increase the percentage of renewable energy used in our offices.

KPI - ESG 12

ABSOLUTE ENERGY USE (MWh)

2025 ACTUAL

930.3

RENEWABLE

330.2

6.4

Supporting pillar: Governance (internal)

Building on a foundation of robust governance and trust

RELATED INITIATIVE 1 OF 2: SUSTAINABILITY REPORT

DESCRIPTION & GOAL

Our objective is to deliver credible, transparent, and data-driven communication that provides our stakeholders with a clear and comprehensive view of our ESG performance, challenges, and strategic direction.

ACTIONS & ACHIEVEMENTS

In 2025, we successfully delivered on our commitment to transparency by publishing our annual Sustainability Report. This year's report reflects a significant evolution of our program, detailing the outcomes of a comprehensive ESG strategy review undertaken to sharpen our focus and increase our impact. As a landmark result of this new strategy, we are disclosing our full Scope 1, 2, and 3 emissions breakdown for the first time, demonstrating our commitment to climate accountability. This commitment to continuous improvement was recognized externally, and we maintained our EcoVadis Bronze medal for the second year in the row, while improving our score in all four rating pillars.

KPIs

For 2026, our reporting will evolve to reflect our growing ambition. Our key objectives are to enhance our disclosures in alignment with the Corporate Sustainability Reporting Directive (CSRD), while continuing to evaluate our performance using EcoVadis

RELATED INITIATIVE 2 OF 2: RELEVANT POLICIES AND TRAINING

DESCRIPTION & GOAL

Our objective is to cultivate a culture of uncompromising integrity, underpinned by a robust and proactive governance framework that ensures compliance and builds trust with all stakeholders.

ACTIONS & ACHIEVEMENTS

In 2025, we executed a comprehensive review of our corporate governance framework to fortify our commitment to ethical business practices. This foundational project included:

Strengthening core policies: We reviewed and strengthened all corporate policies, with a particular focus on enhancing our Anti-Bribery and Anti-Corruption (ABAC) Policy (informed by a dedicated ABAC risk assessment) and Conflict of Interest Policy (enhancing it with a specific process on managing institutional conflicts of interest).

Enhancing supply chain integrity: We strengthened our commitments to combatting modern slavery and launched a more robust supplier management program, underpinned by a revised Due Diligence policy to ensure we only partner with organizations that share our values.

Driving Accountability Through Mandatory Training: To ensure our enhanced policies can be operationalized, we deployed a renewed mandatory training curriculum for all employees. Critically, to measure the effectiveness of this rollout, we launched and tracked a new key performance indicator (KPI) for mandatory training completion rates. This was supplemented with specialized, in-person training for key departments, ensuring a deep, practical, and measurable understanding of our compliance expectations across the organization.

Fostering a speak-up culture: To empower our employees and ensure accountability, we reviewed and enhanced our whistleblowing process, providing a secure channel for raising concerns.

KPIs

The success of our enhanced framework in 2025 is reflected in our key performance indicators: we recorded zero policy breaches and achieved high completion rates for our new mandatory training curriculum. This strong result provides the foundation to now focus on enhancing our monitoring and assurance processes to ensure our controls remain consistently effective, while proactively adapting our framework to address emerging risks and regulations.

7 Community engagement & social impact

As a responsible global corporate citizen, Regnology demonstrates its social responsibility by empowering local teams to support initiatives that are most meaningful to their communities. To ensure these contributions are managed with integrity and purpose, all charitable donations and

sponsorships are subject to a formal governance process. This process is managed and authorized by the Chief Human Resources Officer, in consultation with Compliance, to ensure alignment with all applicable laws.

INITIATIVES IN 2025

In 2025 our community engagement focused on fostering local development and enabling digital inclusion. We are proud to have partnered with organizations making a tangible difference:

Supporting Local Development in Romania: We continued our long-standing partnership with Fundația Comunitară Sibiu (the Sibiu Community Foundation). Our support helps fund local projects that strengthen the social, educational, and cultural fabric of a community that is home to many of our valued colleagues.

Enabling Digital Education in Senegal: In partnership with Solidarité au Cœur, we made a targeted contribution to improve educational opportunities in Senegal. Our donation included both funding and laptops, providing students and educators with critical access to digital tools and learning resources. This initiative reflects our commitment to bridging the digital divide and supporting the future of these communities.

Fostering Global Health and Sustainability: Through our partnership with Everphone, we take responsibility for the footprint of our company mobile phones. This program translates our operational usage into positive social impact by funding a certified safe drinking water project in Kenya, improving community health and providing access to life's most essential resource.

Outlook

Our 2025 performance marks a pivotal moment in our sustainability journey. Achieving an improved EcoVadis score is not an end goal, but a validation of our strategic direction and an accelerator for our future ambitions. We have built a strong foundation of governance, accountability, and targeted action.

Our commitment for 2026 and beyond is built on three core pillars of action:

1) Driving decarbonization across our value chain

Having made strides in reducing our Scope 1 and 2 emissions, our primary focus will now enlarge to our value chain. This involves:

Deepening supplier partnerships: we will continue working with our suppliers in setting shared goals, providing support for emissions management, and preferentially engaging with suppliers who demonstrate a clear commitment to climate action.

Innovating for efficiency: We will continue to enhance the energy efficiency of our software products, helping not only our own footprint but also that of our clients.

Finalizing Science-Based Targets: on a medium term, we seek to formalize our commitment by submitting science-based reduction targets to the SBTi for validation, an action point envisioned for 2027. These targets will guide us on our decarbonization journey.

2) Integrating sustainability into the core of our culture

Our goal is to create a culture where every employee sees themselves as a participant in our sustainability mission. We will move beyond annual training to foster a true sustainability mindset. This will be achieved by:

Continuous learning: we will continue to offer relevant training to our employees and look at diversifying ongoing learning opportunities that connect global sustainability challenges and opportunities directly to our business and our clients' needs.

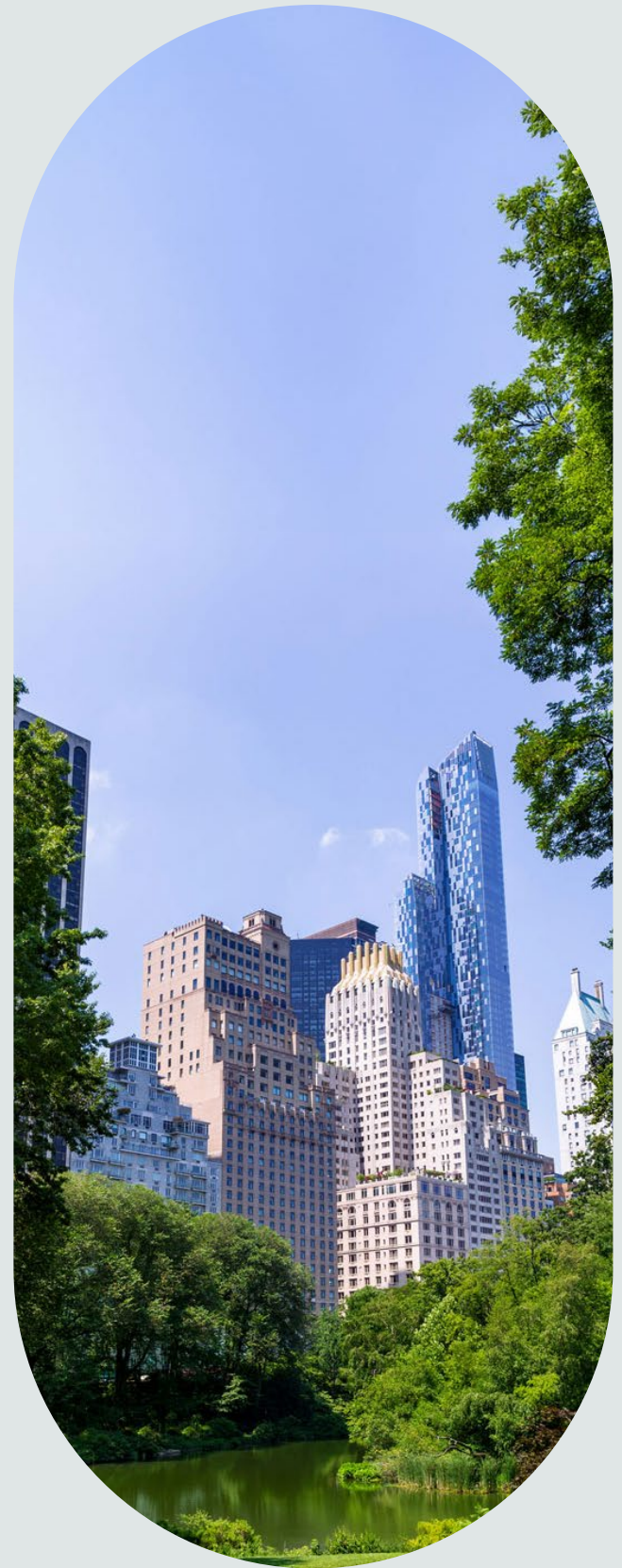
Linking performance to ESG factors: exploring ways to integrate relevant ESG metrics into our performance management frameworks, making sustainability a shared responsibility that is formally recognized and rewarded.

3) Innovating at the intersection of technology and ESG

As a technology leader, our greatest opportunity for impact lies in the solutions we provide. The regulatory landscape for ESG is evolving at an unprecedented pace, and we are uniquely positioned to help our clients navigate this complexity. Our forward strategy includes:

Anticipating regulatory needs: we will continue to develop solutions for ESG data management, reporting, and assurance, staying ahead of requirements like the CSRD and other global standards.

Building a sustainable digital future: we are committed to ensuring that as we innovate, we do so responsibly, building technology that is not only powerful but also ethical, secure, and sustainable by design.



Moving forward, our focus is on the dedicated execution of this strategy.

We are committed to delivering on these goals to create sustainable value for our business, provide transparency for our stakeholders, and strengthen our position as a responsible industry leader.

