



DECLARATION OF EXTRA-FINANCIAL PERFORMANCE 2022

LINEDATA, AN INTERNATIONAL COMPANY ON A HUMAN SCALE



1156*

Employees worldwide



20

Offices Worldwide



172,7

2022 Turnover
In millions of Euros (7,8% vs
2021)



3

**Strengthened
Partnerships**

6

**Labs
innovations**



35%

**Of women in
the Group**

60%

**Of women on
the Board of
Directors**



18 years

**Average
length of
service in
France**

8 years

**Average length
of service in
the Group**

* L'effectif est de 1140 collaborateurs hors contrats d'apprentissage



MESSAGE FROM ANVARALY JIVA, FOUNDER AND CEO OF LINEDATA

The year 2022 marks a further step in our commitment to Corporate Social Responsibility (CSR).

We have reasserted our ambition and strengthened our governance by creating an Impact Committee within the Board of Directors. This committee enables us to set our major CSR orientations and to steer our action plans in these three fields: social, environmental and societal.

On the social front, we are pursuing our efforts to ensure diversity, equity and well-being among our employees. Today, 35.4% of Linedata's employees are women and we plan to exceed 37% by 2024. To achieve this, we have developed a proactive promotion and remuneration policy, adapted to each country in which we operate.

Linedata continues to work on reducing its environmental impact and has launched its first carbon footprint assessment to determine its carbon path. Each employee is also contributing to the reduction of our CO₂ emissions by adopting pro-environmental behaviours, such as maximising the use of collaborative tools and modifying their digital behaviour. We also strive to reduce our environmental impact in other areas of business life, through various actions, including – reducing carbon emissions from business travel, promoting environmentally friendly home-to-office transport and ensuring environmental best practice in all our offices.

Linedata Charity's societal programme continues through support of local charities in the fields of Education, Health and Environment. As for our major project in Uganda, we have launched a call for ambassadors to represent our four regions: North America, Europe, Africa and Asia. In 2023, we are planning to select ambassadors and organise a trip to East Africa.

The positive impacts of these many actions have been recognised through the award of a first Ecovadis rating with a bronze medal, alongside a growing Gaïa and Egapro score again this year.

I would like to thank all the teams for their commitment and their contribution in implementing an ambitious, inclusive and responsible company project.

Yours sincerely,

Anvaraly Jiva

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1

AN INDEPENDENT AND WELL-ESTABLISHED GROUP

1

A CSR strategy
contributing to the
company's sustainability

80%

Share held by the
management and the
employees

1

AN INDEPENDENT AND WELL- ESTABLISHED GROUP

- 1.1 Linedata Group's activities
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1.1 Group activities

Linedata is a software publisher and a provider of services and value-added data. The combination of these three components brings unique and exceptional operational capabilities to our 700 clients, including traditional and alternative assets managers, fund administrators and credit and finance institutions.

Software

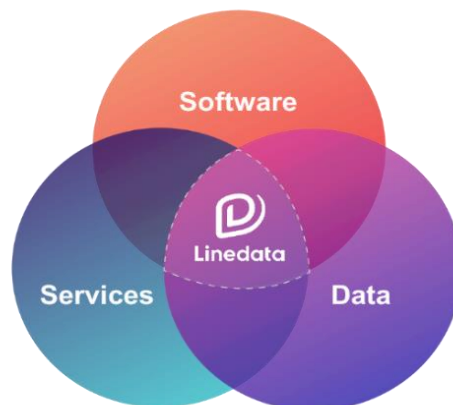
For 25 years, Linedata has been creating powerful software to simplify our clients' operations. Developed by a team of engineers at the leading edge of the latest scientific and technological developments, our software platforms are modular, available in the cloud and highly scalable with the ongoing delivery of new features and modules.

Data

Our data management services enable the structuring and exploitation of the proper data from multiple sources, without redundancy or additional cost. Our artificial intelligence and machine learning tools provide unique insights to manage operational risks and help our clients develop effective mitigation strategies.

Services

Our services offer human expertise to make the most of our software and data. Our highly skilled experts supplement our clients' teams in key operational positions, ensuring results, resilience, scalability and efficiency.



Our offices worldwide



1.2 Our Market Segments

Linedata provides a global offering of software, services and value-added data to **asset managers, fund administrators, lenders and lessors.**

Asset Management

- **Asset Management**

The asset management industry is undergoing tremendous change: digital transformation, regulatory challenges, cost pressures and the evolving needs of its worldwide client base. Asset managers are required to adapt constantly and rapidly to manage the complexity of their business and stimulate growth.

Our agile and collaborative asset management cloud platform, Linedata AMP (Asset Management Platform), structured around a powerful data offering is powered by innovative software.

- **Fund Administration**

For 25 years, we have been supporting fund administrators, fund managers and start-ups with robust solutions and customised services designed by our experts.

Our well-established offering of fund accounting, transfer agency and net asset value oversight, is transforming our clients' back-office operations to help them achieve operational excellence.

Lending & Finance

We develop tailor-made front-to-back solutions for all of our clients' lending and finance activities: automotive finance, commercial lending, consumer finance, equipment finance, real estate finance and syndicated lending.

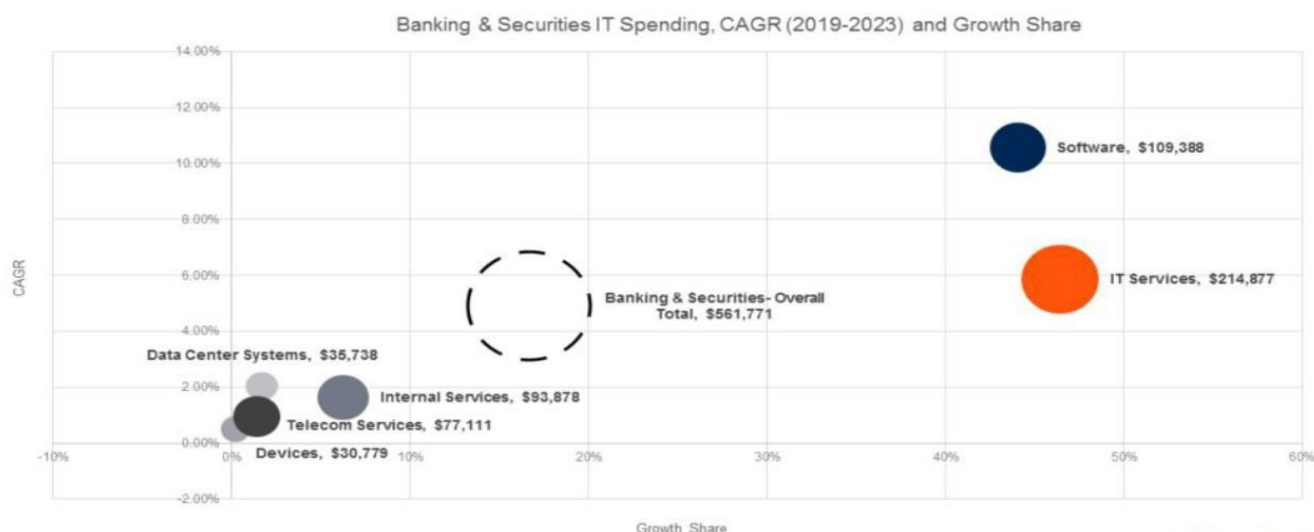
Through the automation and streamlining of processes along the value chain, financial institutions can focus on their business and their customers. These customers enjoy faster funding and a smooth customer experience, while also managing their risks.

1.3 Our Market Trends

✓ Market Trend

To illustrate the annual growth in global IT spending across Linedata Group's markets between 2019 and 2023, the chart below shows that Software and Services offerings remain the most profitable IT sectors, both in terms of growth (6-10% CAGR) and volume (bubble size).

Industry Market Size, CAGR and Growth Share by Product Segment, Software and Services Lead the Growth



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Gartner

CAGR stands for "Compound Growth Rate" which is the average annual growth rate.

1.3 Our Market Trends (Continued)

✓ Trend per Market Segment

Beyond the main trends pertaining to the public cloud and the strong demand for software supporting operational efficiency, Linedata has identified the following key trends per market segment:

Asset Management

• Asset Managers:

- Global market growing at a forecasted CAGR of 3-5% from 2023 to 2026 depending on banks' actions following the Covid-19 pandemic recovery period.
- Strong competitive intensity resulting in a demand for software that improves operational efficiency, often with a view to reducing costs
- Growing demand for a high value-added data offering (including data analytics, as offered by Linedata Analytics Services)

• Hedge Fund Managers:

- Global market concentrated in the US, UK and Hong Kong, with a consolidation in favour of larger players and a dynamism in Europe and Asia, which are Linedata's preferred markets in this segment
- Mid-sized or niche players seeking a packaged a Software and Services offering, such as offered by Linedata
- Emergence of ESG frameworks and concepts and increased integration into the investment process, as offered by Linedata ESG Inside.

• Fund Administrators:

- Market highly concentrated on large and growing players, with a focus on Asia and the US
- Development of niche players, including « Third Party Administrators Specialists »

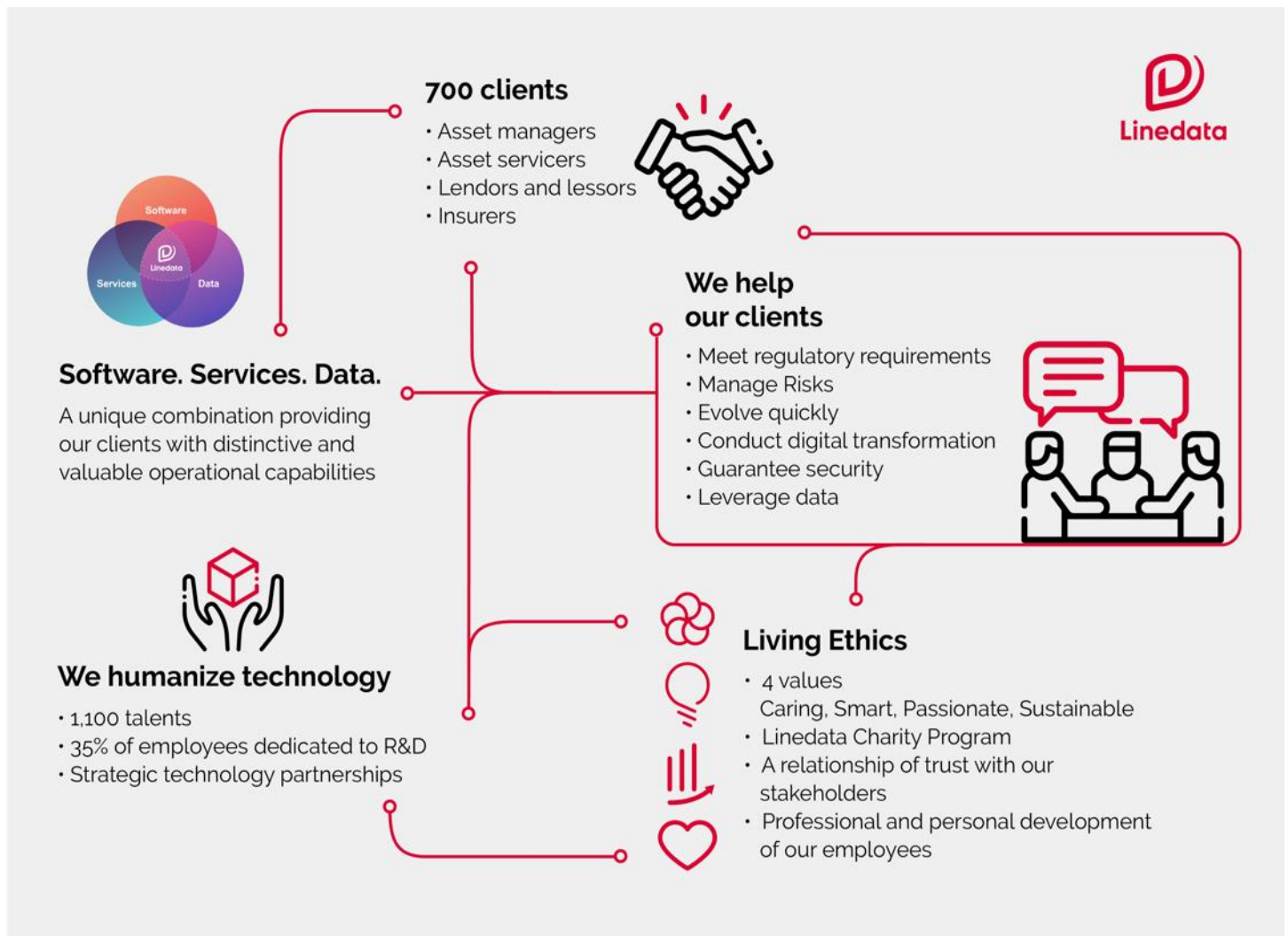
Credit & Finance

• Automotive and capital goods funders:

- Global impact of the transition from an ownership economy of to a leasing economy, on BtoB players and now also on BtoC, for both short-term and long-term rentals
- Financing players' shift towards second-hand vehicles/equipment (new asset classes requiring funding).
- Growth recovery in markets impacted by the pandemic, such as the automotive market
- Reorganization of historical players to grow in size while improving the service offered

• Lenders:

- Growing expectation from funding applicants for a fully digital and flexible experience
- Bank's growing expectations for software solutions that meet cybersecurity requirements



1.4 Our long-term strategy

Linedata is pursuing its transformation by implementing an ambitious strategy based on three pillars: the provision of an offer at the forefront of innovation including software, services and data analysis, the establishment of value-added partnerships and an innovation strategy to support its customers.

Deploying our software, services and data offer

The commercialisation of our software, services and data offerings is taking place around the world:

- Our next generation Asset Management, Lending & Leasing and Fund Services platforms are in the process of being implemented by our clients,
- Our global Services offering is being deployed, driven by the success of co-sourcing offers,
- Following the initial success of Data Analytics, our new data offering is expanding, and we are strengthening our relationships with partners in this area.

The relationship of trust established with our clients enables us to continuously enrich our offer and develop new opportunities with them, notably through various initiatives such as the Client Engagement Program and the annual satisfaction survey and its associated action plans.

Partnership Strategy

Our strategic partnerships with HCL, Inetum (GFI), and Amazon Web Services (AWS) provide us with immediate access to best-of-breed technologies and processes that are essential to accelerate our transition to the public cloud and leverage artificial intelligence. We also identify and establish high-value partnerships for our customers on an ongoing basis.

1.5 Organisation and structure of Linedata Group

Board of Directors

Linedata Services is a French limited liability company with a Board of Directors. The Board meets regularly in cases related to the tasks assigned to it by the law or by the Articles of Association of the company. It is composed of 3 independent members and 5 directors. The members of the Board of Directors are appointed by the General Assembly for a period of two years and are re-eligible.

The legal requirement of 40% of women at the Board of Directors is met with the presence of 3 women representing 60% of the members of the Board of Directors.

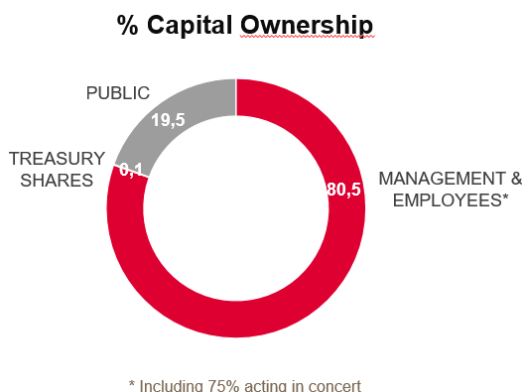
Management team

The General Management is composed of a Chief Executive Officer and an Executive Committee in charge of the operational management of the Group. It is composed of 50% members of the central functions and 50% members of our Asset Management and Lending & Leasing activities.

Listed company : Reference shareholders

The reference shareholders, Anvaraly Jiva and his family, are the guarantors of the project by jointly controlling the company (75% of the shares and 83% of the voting rights). This independent model is based on a long-term vision and on economic performance with due respect for stakeholders.

Linedata Group employees are eligible to participate in the employee savings plan (5% of shares held by the employees and former employees).



1.6 Governance of the CRS process

Linedata's governance considers that CSR issues are likely to improve its performance and strengthen the trust placed in the Linedata Group by both its internal and external stakeholders, thereby contributing to the company's overall sustainability.

The Corporate Social Responsibility (CSR) approach is integrated into the global strategy and that of the countries where the Group operates. Through its culture, represented by its 4 values, and aside from working on the sustainability of its business model, Linedata has always been naturally active in setting the development and well-being of its employees at the centre of its strategy, while also fostering its contribution to many humanitarian areas through donations and volunteer activities.

After setting up a CSR strategy steering committee to oversee at Group level composed of senior executives, as well as members of the Human Resources (HR) and Audit & Compliance departments with representatives in the main offices, the Linedata Group has further strengthened its CSR governance with the establishment in 2022 of an Impact Committee within the Board of Directors. Under the guidance of this committee and in coordination with the Executive Committee, the Linedata Group's CSR strategy has been updated and specific short-term and medium-term objectives have been set. The entire Linedata Group management is committed, through achieving the CSR objectives integrated into the 2022/2025 free share plan.

Additionally, the Group has also made a commitment to its banking partners to achieve CSR objectives integrated into the new syndicated loan which was contracted in 2022.

Through this strategy, Linedata carries a message that unites all its stakeholders (employees, partners and clients) towards the achievement of common goals.



To ensure continuous progress in the development and implementation of its CSR strategy, the Linedata Group has chosen to evaluate its CSR performance in 2022. For this first assessment, Linedata was awarded the Ecovadis bronze medal in recognition of the initiatives implemented over the past several years in the fields of ethics, environment and social/societal issues

A COMPANY BEING VIGILANTE ABOUT ITS RISKS

**11**

Extra-Financial risks
identified

4

Key areas

25

Key performance
indicators

2

A COMPANY BEING VIGILANTE ABOUT ITS RISKS

- 2.1 Identification and risks mapping
- 2.2 Major risks management and monitoring
- 2.3 Description of major risks
- 2.4 Major risks policies and KPIs
- 2.5 Action plan to control risks

2.1 Identification and risks mapping, first step towards vigilance

Linedata Group believes that being vigilant about its activities' impact on stakeholders and on the environment, is a condition for the sustainability of its activities.

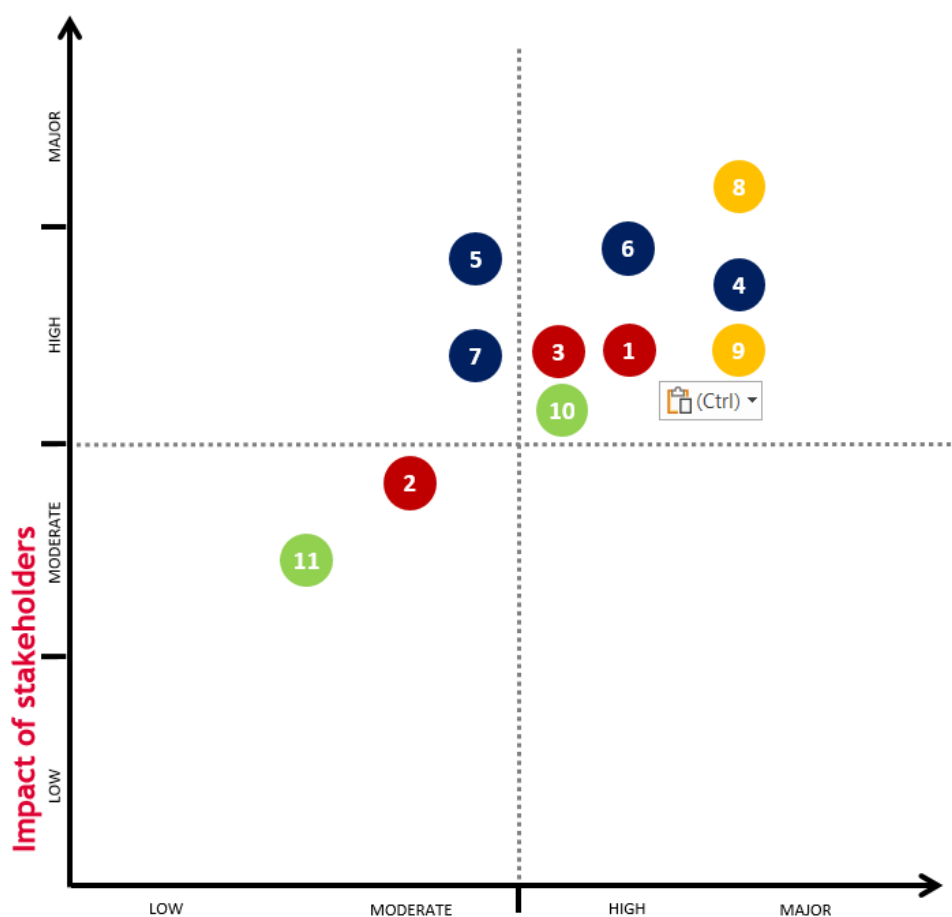
To identify major social, societal and environmental risks, Linedata Group relies on a dialogue with internal stakeholders. This dialogue takes into consideration, in particular:

- International CSR standards, such as ISO 26000 standard
- French "Grenelle II" law and the European "Taxonomy" regulation
- The 10 Principles of the "Global Compact"
- UK's "Modern Slavery Act"
- General Data Protection Regulation (GDPR)
- Sapin II law on the fight against corruption and influence peddling

On an annual basis, Linedata Group updates its mapping of risks, which also covers extra-financial risks. A summary of the annual risks is published in its Universal Registration Document (URD).

Linedata Group has identified 11 major social, societal and environmental risks that have been validated by the panel of internal stakeholders represented by the members of the CSR Committee. These major risks have been recorded on a risk mapping indicating their criticalness for the company's performance and their relevance for stakeholders.

The 11 identified risks were grouped into 4 topics



Ethic & Governance:
As an international company, Linedata Groupe must be a solid ethical player and have strong corporate governance from "Management" to stakeholders.

Employees :
As a human and technological company, Linedata Group must acquire, develop and maintain talents while guaranteeing diversity, equity and equal opportunity in its teams

Clients & Innovation :
Linedata Group must generate added value for its clients through innovative and sustainable solutions.

Environnement :
Linedata Group shall support the ecological transition by controlling its environmental impact and having a responsible procurement policy

■ Impact on company's performance

2.2 Major risks management and monitoring

In order to control and monitor identified risks, the Group has implemented policies and processes with Key Performance Indicators (KPIs) and action plans. The CSR steering Committee monitors the evolution of risks, the progress of action plans and the analysis of KPIs.

2.3 Description of identified risks

N°	Categories	Nature of risks	Risk referent	Description	
				Key issues for the stakeholders	Risks for Linedata Group
1	Governance	Governance of the CSR approach	CSR Committee and Management Committee	Promote CSR in organization and business practice.	Non-achievement of CSR goals due to lack of support and/or monitoring of social, societal and environmental projects.
2	An ethical company	Promotion of ethical values and fight against corruption	Internal Audit & Compliance	Living Linedata's ethical values and code of conduct. Share and develop preventive actions against corruption.	Risk of stakeholder's lack of trust, reputational risk and financial risk (including fines)
3		Protection of personal data	Legal counsel	Ensuring the protection of our employees' and clients' personal data.	
4	A company with a human dimension	Skills and careers development	RH manager	Contribute to employees' development and talent management.	Skills mismatch, loss of company's performance
5		Compensation and evolution	RH manager	Strengthen employees' commitment and Linedata's attractiveness.	Risk of attrition (employees' departures), loss of knowledge, loss of business performance and loss of attractiveness to future employees
6		Employees' wellness	RH manager	Promote the development of a pleasant working environment and employees' wellness.	
7		Diversity & equal opportunities	RH manager	Living the best practices in terms equality of gender, opportunities, seniority, etc.	
8	A corporate citizen	Commitments to stakeholders (customers, suppliers, society...)	Project Manager and CSR Committee	Ensure our client's satisfaction with products/services that meet their expectations, as well as the satisfaction of our stakeholders by being an engaged company	Risk of attrition (loss of clients, reputational risk ...)
9		Strengthening an innovative and digital ecosystem	Innovation and R&D Directors	Develop with the assistance of the ecosystem, products/services innovations that meet clients' current and future expectations.	
10	Towards an eco-responsible company	Reduction of our activities environmental impact	CSR Committee	Control the environmental impact of our activities.	Risk of stakeholders' lack of trust Reputational risk Loss of attractiveness to future employees
11		Responsible procurement management	CSR Committee	Control the environmental impact of our purchases	

2.4 Description of the implemented policies & KPI(s)

N°	Nature of the risk	Policies	KPI(s)	2022 Results	2024 Goals
1	Governance and CSR	A CSR Committee Charter presents its organisation and its challenges.	ESG and Ecovadis ratings	Bronze medal (54/100)	Silver medal (>60/100)
2	Promotion of ethical values and fight against corruption	Linedata Group has set up an ethical framework including: <ul style="list-style-type: none"> • 4 core values • A Code of Ethics and Professional Conduct • A whistleblowing process • An anti-bribery & influence peddling policy • A declaration policy for gifts, invitations and donations • A Business Partners Charter 	<ul style="list-style-type: none"> • % of annual adherence to the Code of Ethics • Employee survey - "I consider Linedata to be an ethical company" • % of new employees trained on fight against corruption 	<ul style="list-style-type: none"> • 98% of adherence • Score: 3.51/4 • 96% trained 	<ul style="list-style-type: none"> • 100% of adherence • Score >3.5/4 • >95% trained
3	Data Protection	Linedata Group has set up a data protection policy.	<ul style="list-style-type: none"> • % of new employees trained on data protection 	<ul style="list-style-type: none"> • 70% of new employees trained 	<ul style="list-style-type: none"> • >95% trained
4	Skills and career development	The different career paths and associated skills are available via CareerStudio and assists employees to get a clear picture of the choices available based on their career development expectations, their skills, experience and career opportunities. The annual review and individual plans, including training rely on this tool and allows managers to support and guide their teams in their professional career.	<ul style="list-style-type: none"> • Number of training hours/trained employee • % of trained employees * • * other than for mandatory training (compliance) 	<ul style="list-style-type: none"> • 17 training hours/trained employee • 67% of trained employees (other than mandatory training) 	<ul style="list-style-type: none"> • 19 of training hours*/employees trained • 90% of staff trained
5	Compensation and evolution	Linedata is committed to being competitive and fair in its compensation policies in France and internationally. Both external and internal benchmarks are carried out. Our approach to performance management is simple and transparent. Linedata has implemented an annual review of talents in addition to the annual review of compensation and career development	<ul style="list-style-type: none"> • % of PDR (People Development Review) • Number and % of professional mobility 	<ul style="list-style-type: none"> • 96% of the employees with an interview • 181 mobilities, i.e. 22% of present employees > 1 year (16% in 2021). 	<ul style="list-style-type: none"> • >95% of employees • Maintain a mobility rate of 20-30%.
6	Employees' Wellness	A policy on well-being at work has been established for the entire Group. Well-being in the workplace is a major challenge in building employee loyalty and thus ensuring the long-term viability of Linedata Group's activities. Since 2021, the Linedata Group has launched a global employee engagement survey.	<ul style="list-style-type: none"> • % of voluntary attrition • % of absence: <ul style="list-style-type: none"> - Illness - work-related accidents or occupational diseases Annual Survey: <ul style="list-style-type: none"> • % Participation • Commitment Score "I am proud to work for Linedata" 	<ul style="list-style-type: none"> • 22% voluntary attrition (vs 21% in 2021) • 2.1% sick leave and 0,02% of work-related accidents • 51% of participation vs 41% in 2021 • Score: 3,41 / 4 vs 3.17 in 2021 	<ul style="list-style-type: none"> • <15% voluntary attrition • 1.5% absence due to illness • >65% of participation • Increased employee engagement

N°	Nature of the risk	Policies	KPI(s)	2022 Results	2024 Goals
7	Diversity, equity & equality of opportunities	<p>Diversity, equity and equality of opportunities are Group values. The global structure of the organisation and the strong exchanges between countries have added cultural diversity to our DNA.</p> <p>Equality of opportunity between men and women is a global commitment, but requirements are different from one country to another. Therefore, Linedata has developed a women's promotion policy adapted to each country.</p>	<ul style="list-style-type: none"> • % of women in the Group • % of women among the "managers" • Difference between the % of men promoted and the % of women promoted 	<ul style="list-style-type: none"> • 35,4% of women • 26,3% of the "managers" are women (+2.8 points) • -2,5% difference (in favour of women) 	<ul style="list-style-type: none"> • 37% of women • 30% of women among the "managers" • Difference of less than 2%
8	Commitments to stakeholders (customers, suppliers, society...)	<p>Linedata conducts an annual clients' satisfaction survey as well as a post-implementation satisfaction survey.</p> <p>Linedata's policy in terms of corporate social responsibility covers the fields of the Environment, Education and Health.</p>	<ul style="list-style-type: none"> • % response to the clients' satisfaction survey • Employees survey: "I see Linedata as a committed company". 	<ul style="list-style-type: none"> • 10,9% of response to the survey • Score: 3,36/4 	<ul style="list-style-type: none"> • 15% of response • >3,5
9	Strengthening an innovative and digital ecosystem	<p>To encourage innovation within the Group, Linedata has set up innovation "Labs" in the main offices.</p> <p>Since 2021, Linedata launched Tech'Talks aimed at raising awareness among Linedata teams on current technological topics.</p>	<ul style="list-style-type: none"> • % of offices with an active Labs • Number of employees that attended Tech'Talks 	<ul style="list-style-type: none"> • 37,5%, e.i. 6 Labs • 20% of the employees 	<ul style="list-style-type: none"> • Maintain 6 active Labs • >60%
10	Reduction of environmental impact and promotion of eco-responsible actions	<p>Linedata Group environmental policy was drafted in 2019, specifying the main actions implemented. This policy was further strengthened in 2022 with the completion of Linedata's first carbon audit, which added reduction targets and a detailed action plan.</p> <p>Linedata Group Travel policy points out the limitation related to greenhouse gas emissions.</p>	<ul style="list-style-type: none"> • Carbon intensity • Travel / telework carbon intensity • Office carbon intensity 	<ul style="list-style-type: none"> • 23.76 TeqCO2 / M€ of turnover • 1.09 TeqCO2 / Employee • 0.91 TeqCO2 / Employee 	<ul style="list-style-type: none"> • - 30% • Stable (travel resumes in 2022) • -20%
11	Responsible procurement management	<p>Linedata Group has implemented a Code of Ethics for business partners.</p> <p>The Group procurement Policy requires the integration of CSR criteria in the evaluation grids related to calls for tenders for suppliers.</p>	<ul style="list-style-type: none"> • % of suppliers (+15K€) which have received the Business Partner charter • % of supplier tenders including CSR criteria 	<ul style="list-style-type: none"> • 98% of the suppliers (>15K€) have been contacted via email • 100% of the tenders 	<ul style="list-style-type: none"> • >90% of the suppliers (>15K€) • 100%

2.5 Action plan to control risks

Being aware of its civic responsibility, Linedata has implemented an action plan based on the identified risks. This roadmap aims to promote good practices within the Group and bring employees together around clear and common goals.

Categories	Nature of the risks	Action plan 2024
Gouvernance	Governance of the CSR approach	<ul style="list-style-type: none"> Follow up on CSR strategy and CSR goals validated and conveyed by the Management.
An ethical company	Promotion of ethical values & fight against corruption	<ul style="list-style-type: none"> Continue to raise awareness of ethical principles through communications. Systematize the integration of ethical criteria in RFQ's issued to vendors.
	Data protection	<ul style="list-style-type: none"> Ensure Linedata's compliance to applicable data privacy and data protection legislations. Train and raise awareness among Linedata's employees with regard to personal data protection requirements and provide them with guidance in adopting best practices in terms of "Privacy by design".
A company with a human dimension	Skills and careers development	<ul style="list-style-type: none"> As a continuation of the « talent reviews », develop rich and diverse talent pools of individuals that are both well suited and aspire to grow within the Company. In addition to our efforts to recruit external candidates, we will increase our focus on the intentional development of internal candidates, with defined target roles. Continue to develop the performance measurement and development approach to ensure 360° feedback on a regular basis and several times during the year.
	Compensation and evolution	<ul style="list-style-type: none"> We hold a global salary review on an annual basis. Each employee is evaluated based on various criteria: performance, promotion, potential for career development within the company, and market positioning. Particular attention is paid to diversity in order to guarantee equity.
	Employees' wellness	<ul style="list-style-type: none"> Strengthen the employee experience to live the Linedata culture and the Group's values on a daily basis. Global, local, digital and (when possible) face-to-face events are organized on a regular basis Continue to assist teams in implementing the hybrid working system and use the Life@Linedata barometer to receive continuous feedback. Improving the integration and retention of young people through the development of a structured integration approach with a common base across the Group and regional specificities where necessary. Systematic implementation of Exit Interviews shared with the management to ensure continuous improvement of our practices and policies.

Categories	Nature of the risks	Action plan 2024
A company with a human dimension	Diversity, equity & equality of opportunities	<ul style="list-style-type: none"> Strengthen the monitoring of all our global processes with respect to equal opportunity and access to opportunities. We will actively pilot our « Diversity, Equity and Inclusion » actions to ensure that they are integrated into all our HR processes and that they are present throughout the employee's life cycle, from recruitment to exit from the Linedata Group. Our biggest challenge in terms of equal opportunities is to ensure that no technical and/or cultural barrier affects the professional activity or career development of any of our employees and, at the same time, to promote diversity both within the company and among our partners and clients. To this end, we will continue and strengthen actions to encourage awareness, inclusion and support towards all Linedata communities.
A corporate citizen	Commitments to stakeholders (customers, suppliers, society...)	<ul style="list-style-type: none"> Strengthen client relationship by monitoring satisfaction and discussing their expectations in terms of CSR Strengthen customer relations by monitoring Involve our suppliers in our CSR objectives Strengthen social actions around 3 pillars: Environment, Education and Health
	Strengthening of an innovative and digital ecosystem	<p>Innovation is implemented in two forms at Linedata: the first one aims at transforming our products and accompanying our clients on specific projects, guiding them in their digital transformation. The second one aims at transforming our tools, our processes and our way of doing business, in order to ensure the best possible service to our clients. Each of these two forms has its own action plan, which includes the following major components:</p> <p>(1) Innovation</p> <ul style="list-style-type: none"> Strengthen the ecosystem strategy by covering all our key geographical markets with academic, institutional and start-up related partnerships, Strengthen the Innovation Labs network and the capacity to incubate innovation projects, Contribute to the training of employees, particularly in the areas of Contribute to the training of employees, particularly in the fields of Artificial Intelligence and Blockchain, <p>(2) Transformation</p> <ul style="list-style-type: none"> Rationalize the use of different tools within the group, Supporting and accompanying central functions and operational entities in the definition the definition and implementation of key processes.
Towards an eco-responsible company	Reducing the environmental impact of our activities	<ul style="list-style-type: none"> Deployment of the reduction strategy around 4 pillars: Office, Data Hosting, Service Providers and Travel. Raising employee awareness of environmental issues Regular monitoring of our carbon emissions
	Sustainable procurement management	<ul style="list-style-type: none"> Systematize the integration of environmental and social parameters in the evaluation grids of tenders for vendors



3

AN ETHICAL COMPANY

98%

Of the employees have read and adhered to the code of ethics

3,51

Employees' perception of Linedata as an ethical company (out of 4)

96%

Of the new employees trained on fight against corruption

3

AN ETHICAL COMPANY

- 3.1 Code of Ethics and Professional conduct
- 3.2 Fight against Corruption
- 3.3 Whistleblowing process
- 3.4 Trusted/Ethical Artificial Intelligence « AI »
- 3.5 Personal Data Protection

Ethics and compliance are embedded in Linedata Group's culture. The Audit & Compliance department is responsible for sharing this culture and ensuring that ethical commitments are respected. This department is also in charge of piloting and monitoring compliance and risk management issues in a cross-functional approach.

3.1 Code of Ethics and Professional Conduct of Linedata Group

Linedata Group's values and principles are gathered in a Code of Ethics and Professional Conduct.

Available in English and in French, this Code is the identity cement that provides a reference framework to Group employees for carrying out their day-to-day professional activity. The Code is updated on a yearly basis, supplemented as needed and managed by the Audit & Compliance department.

On a yearly basis, every employee and new recruit are invited to read the provisions of the Code of Ethics and to confirm their reading by adding their electronic signature. Our employees are considered as ambassadors of the Group's ethical standards vis-à-vis third parties.

Below are the 4 values of Linedata Group:

Living Ethics



Caring

our ethical mindset is open and warm, we're a partner with a generous team spirit. We're direct, simple and geared to collaborative service



Smart

we use intelligence to drive ethics forward, we use our expertise, we're elegant, premium even - but even more, we're inspired by innovation



Sustainable

ethics in business means a great deal to us and we invest in long term relationships by being transparent, honest, serious and highly trustworthy



Passionate

above all, we're known for our ethics in action: our passion - stimulating us to excel, to commit, rising to a challenge and reaching our ambitions

3.2 Fight against Corruption

Anti-corruption awareness

Linedata is committed to fighting corruption. In compliance with the Sapin II Law, Linedata has set up a system to prevent corruption through an awareness program that fosters good practices and strengthens a culture of prevention and detection of risks of corruption.

A set of elements has been implemented to fight and raise awareness against corruption and influence peddling:

- An anti-bribery and influence peddling policy
- Training and communications to raise employee awareness with respect to detection of corruption and influence peddling.
- A Business Partner Charter was sent to about 300 suppliers.

Policies relating to gifts, invitations, donations

Linedata Group allows gifts/invitations to be occasionally offered to third parties (customers, suppliers, business partners) to strengthen business relationships or to comply with local customs, and to the extent that the gift remains in line with Group's policies (including the Code of Ethics and the Anti-Corruption Policy).

Linedata Group allows its employees to receive gifts or equivalent in good faith (e.g.: invitation to restaurant, sporting event, etc.) or to make donations, if and only if they are reasonable, proportionate and are not intended to obtain an unlawful benefit.

However, Linedata Group does not allow the offering or receipt of gifts or equivalents, that are intended or could be perceived to be intended to obtain or improperly retain a market or a commercial advantage.

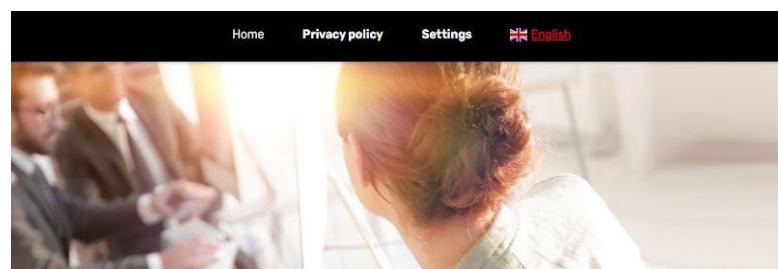
A tool for reporting gifts and invitations that are given or received, extends to donations and contributions to associations or other third parties, enables the prevention or detection of behaviour contrary to the Group's policy.

Third-parties assessment

A third-party assessment process is used to identify suppliers or partners that may represent a risk related to corruption. The evaluation criteria are: activity, geographical location and volume of business generated with the supplier. Linedata also considers the reputation of the third parties being assessed.



By adhering to the principles of the United Nations Global Compact, Linedata and its management are committed to supporting, within their sphere of influence, the ten principles of this Pact in the fields of Human Rights, international labour standards, the environment and the fight against corruption.



Linedata alert system



Linedata is committed to acting in accordance with its ethical principles and the laws and regulations of the countries in which it operates.

The ethics alert system allows Linedata employees and third parties to honestly **report** a proven or potential **breach of human rights, compliance, health, safety or the environment** (see below "Whistleblowing Policy - Linedata").

This system also makes it possible to **ask a question** or seek advice on the attitudes to followed in face of **actions or behaviors that are disagree with the values and ethical code of Linedata** and/or which can affect the image and interests of Linedata.

In order to facilitate the resolution of the incident, we invite you to provide detailed information and to communicate your identity. Reports are treated in a **strictly confidential manner** and the "secure mailbox" allows to communicate with you.

The alert system is not intended to replace other existing alert channels (hierarchical channel, HR, staff representatives...), it is not an emergency service, please contact the relevant authorities in case of imminent danger.

Your report can help to limit the risks faced by Linedata, employees or third parties, and to protect our common and special interests.



3.3 Whistleblowing Process

As of 2018, Linedata group has deployed a whistleblowing process, which is accessible to all employees internally and to former employees and third parties externally. The tool is available worldwide and allows report of any fact or behaviour contrary to the law or to the ethics of Linedata Group, in compliance with the legal and regulatory provisions applicable in each country.

Since 2021, a new secured external platform has been implemented: <https://linedata.integrityline.com/>

This platform, which allows to preserve anonymity if requested, can also be used to ask a question or seek advice. The Linedata Group undertakes to acknowledge receipt of alerts within 48 hours.

A reminder regarding the existence of this process is regularly issued through internal communication.

The question "I am aware of the ethical alert system and feel comfortable using it" received a score of 3.41/4 according to the Life@Linedata 2022 barometer.

We will continue to provide opportunities to promote this tool via the monthly PluggedIn Newsletter.

3.4 Trusted / Ethical Artificial Intelligence « AI »

Alongside the European Commission's April 2021 proposal to establish the first-ever legal framework on artificial intelligence to support the development of this technology and ensure that its fields of application are well defined and better understood by the public, and as part of its "Linedata Analytics Services", Linedata has deployed a working group to define Linedata manifesto on "Trusted AI".

This working group has rapidly established a charter for the ethical use of AI applied to all Linedata's initiatives and products, to raise awareness among employees and clients, and to ensure proper monitoring of the framework for AI use.

The notion of trusted AI gathers several requirements that all converge towards the same goal: turning AI into an unbiased, reliable, and human-mastered tool, which cannot be used for unethical actions. Among these requirements, on the one hand, there is the necessary transparency of algorithms and, on the other hand, the need for explicability and pedagogy. It is essential to know when AI is being used, as well as the way it works and reaches the final result delivered. In addition to these initial requirements, it is necessary to integrate more ethics, to ensure that certain discriminating biases are not reproduced or introduced during the analysis.

Linedata is also involved in the "Ethical AI" initiative led by Numeum (for example: Syntec numérique) through its participation in workshops and its contribution to the drafting of a practical guide proposing a useful method for implementing major ethical principles as part of the design, development and deployment of AI solutions.



By adopting Numeum's "Ethical AI" manifesto, Linedata is part of the community of players committed to the development and promotion of more responsible AI solutions.



3.5 Personal Data Protection and Data Privacy

The protection of the personal data of both its clients and employees Data protection is at the heart of Linedata Group's concerns and actions.

Whether it is a question of supporting its clients in their digital transformation via its software and services offerings or ensuring the preservation of the data entrusted by its employees to the Linedata Group, Linedata Group is committed to implementing the most appropriate measures to guarantee the availability, integrity and confidentiality of the personal data for which it is responsible.

In 2020, Linedata Group adopted a new and evolving compliance tool in order to facilitate the keeping of data processing registers and to better meet the new regulatory requirements (RGPD, CCPA).

In addition to drafting and/or updating data privacy policies and procedures, and implementing mandatory training/awareness sessions for all employees worldwide, the Linedata Group continuously monitors legislative, regulatory, case law and supervisory developments in the field of personal data protection and data privacy, in particular when developing artificial intelligence-based solutions, so as to offer its clients appropriate and effective solutions that meet new regulatory and case-law requirements. This monitoring is shared with all employees via a newsletter.

Additionally, Data protection is a key criterion used by the Linedata Group to select its service providers and suppliers.



4

A COMPANY WITH A HUMAN DIMENSION

1140

Employees in the Group

35,4%

Women in the Group

8 ans

Average seniority in the Group

4

A COMPANY WITH A HUMAN DIMENSION

- 4.1 We humanize technology
- 4.2 Dynamic and sustainable human resources
- 4.3 Skills and Career Development
- 4.4 Employee recognition and well-being
- 4.5 Diversity & equal opportunities

The technology and financial sectors are rapidly changing markets. Linedata Group is committed to supporting not only its partners, but also its employees in this transformation. The development and well-being of our employees, while guaranteeing equity, equal opportunities and diversity, are at the heart of all our human resources actions and policies.

4.1 We humanize technology

The Group is structured around global Business Lines and is present in 4 continents. While Linedata's teams are multicultural and multidisciplinary, thus fostering human richness, it is still a challenge to ensure their diversity, facilitate knowledge transfer, motivate and involve employees and enable continuous social dialogue throughout the group, while contributing to its growth and sustainability.

Linedata has chosen to position the HR function as a Group key function to support our strategic vision by attracting, developing and retaining the best talents in an agile and global environment.

Thus, as part of its mission to leverage growth while offering a unique experience to all, the People strategy is being developed based on 4 axes related to our values:

- Encourage everyone to reach their full potential (passionate): To provide a unique experience in a work environment where everyone can work together to achieve their full potential.
- An organisation that stands the test of time (sustainable): People teams work closely with operational teams to establish an "always ready" organisation with the right skills and adequate knowledge for today and tomorrow, around widely adopted processes.
- Proactively adapting (smart): a network of People Business Partners in all countries of the Group that listen to employees and managers, ensure fairness and offer data-driven solutions tailored to regions and businesses.
- Around a holistic wellness approach (caring): Guarantors of the physical and psychological safety of all, the group ensures that all employees can be fully themselves within the Company. Communication and engagement actions are regularly implemented such as newsletters, simultaneous physical and remote events. Communication and engagement actions are regularly implemented, such as newsletters, simultaneous physical and remote happenings. Each country is regularly updated with other countries' news and success stories.

The HR continue to ensure a complete and integrated, innovative and digital employee experience: based on continuously enhanced solutions, as well as on our external website. Updated tools and platforms support this unique experience for all employees. We continue to digitalize the employee experience by building on what has been achieved while simplifying and focusing on the use and adoption of the solutions offered.

The project that best characterizes this ambition is CareerStudio. It is a digital platform for visualizing career paths at Linedata, specifying the associated skills and training paths for each position. Each employee and manager can automatically compare the skills differential between the current position and the target position, while having direct access to the associated e-learning training paths.



4.2 Dynamic and sustainable human resources

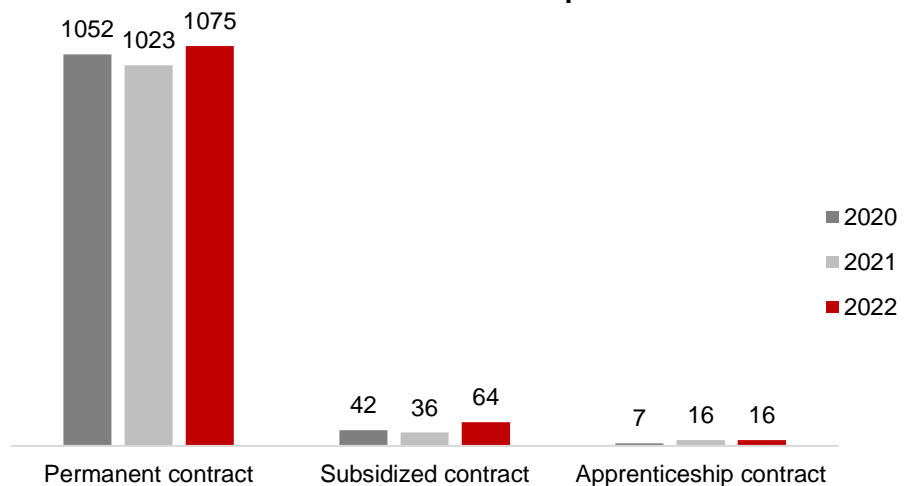
After a year of adapting Human Resources to an uncertain environment and to a talent market under post-COVID severe pressure, Linedata's ambitious HR policies have taken into account:

- A paradigm shift: what was true yesterday must be redefined
- A need to express and bring to life our philosophy of "Life@Linedata" or 'how we think about work at Linedata
- The need to address basic needs (compensation, welfare) to ensure business continuity while strengthening the retention of talent and skills in a long-term vision.

The year 2022 has seen a continuation of new Talents practices in the market, as observed since 2021, with a very high volatility of our resources and a contraction in the talent market in all the regions where we operate. Despite this, we have been able to stabilise the impact for Linedata and we continue to strengthen our employer brand and all actions to attract and retain talent.

In parallel, we have strengthened our organization to build a recruitment and 'market targeting' plan adapted to our challenges, in line with our values, which represent a real competitive advantage.

Evolution of the Group workforce



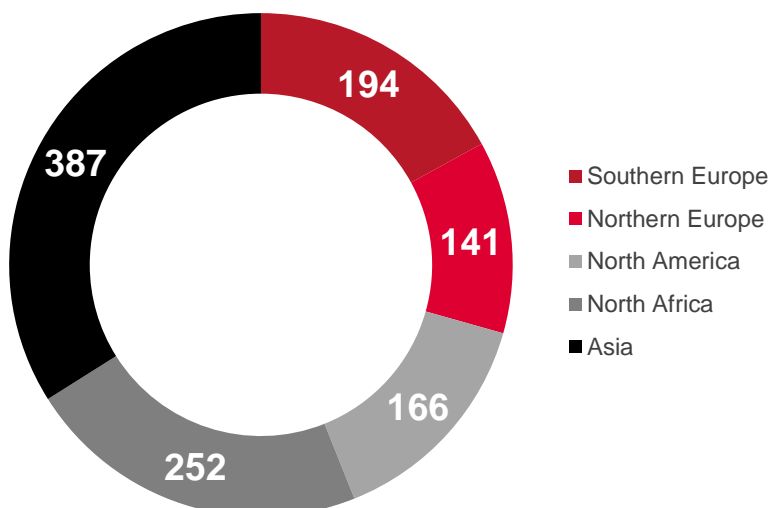
• The evolution of the Group workforce

On December 31, 2022, Linedata Group had 1156 employees (1140 employees, excluding apprenticeship contracts).

99,9%

Permanent Contracts

Linedata favors hiring under permanent contracts, the use of fixed-term contracts is reserved for temporary replacements (maternity or parental leave, individual training leave).



• Breakdown of workforce by region

Half of the workforce is located in our major markets and the other half in Centre of excellence to ensure operational efficiency and proximity to our customers

Cf Annex 8.2

• Breakdown of Group workforce by activity

A classification system of the activities tailored to our expertise

Career management consists in the search for a match between the employees' aspirations and the positions in the company, in the short, medium and long term. This quantitative adequacy concerns jobs and workforce. In case of inadequacy, imbalances can generate risks for Linedata Group:

- A large workforce represents a social and economic risk
- Insufficient workforce impacts production capacity and generates tension.

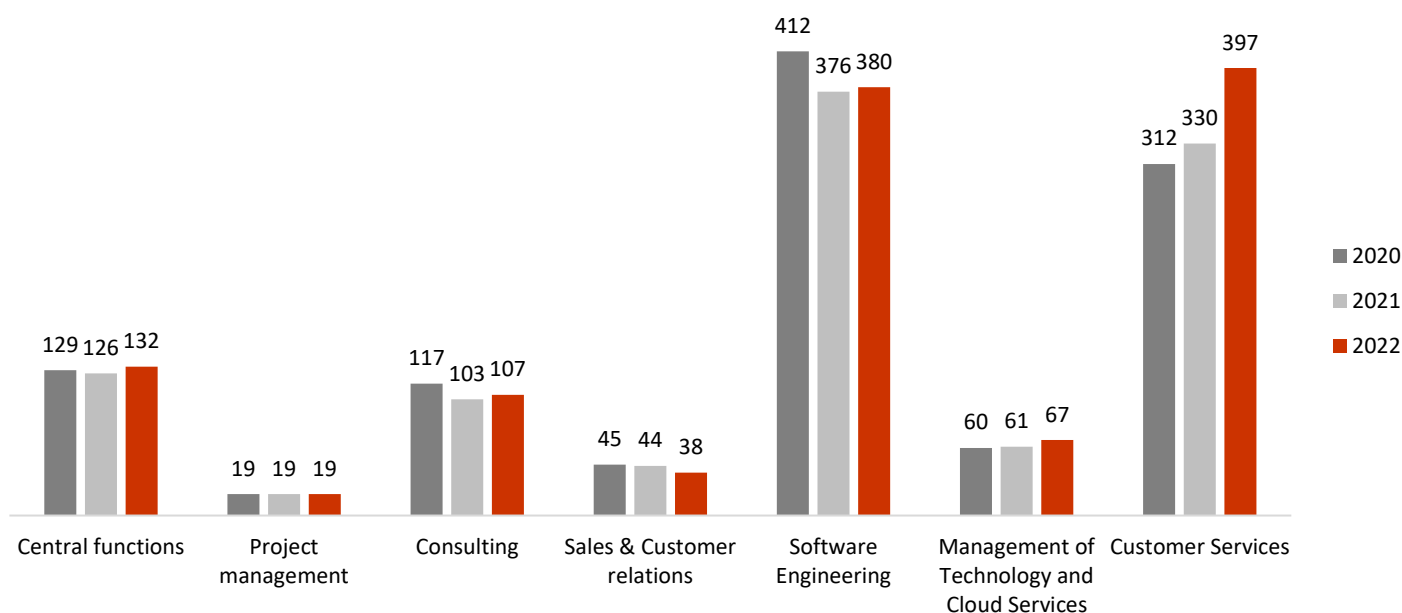
Additionally, these imbalances can simultaneously cause a global overstaffing on one hand and an understaffing in a specific unit on the other hand.

Jobs management influences various levers of Human Resources management, in terms of recruitment, mobility, training, etc.

For this reason, Linedata Group has deployed an internal job classification called "Job Mapping" and an associated suite of processes and tools. The aim of job mapping is to improve the visibility of employees over their career path, but also their positioning within the company. This has been achieved by developing the CareerStudio application which gathers the skills for each job according to jobs level. Finally, with the help of the PDR (People Development Review), an annual assessment of these skills is made and career aspirations of each employee are recorded.

The management and HR teams then analyse this information to lead employees career development, individually and collectively, in order to best meet the company's present and future needs.

Breakdown of workforce by activity



Considering the Software publisher business, the Software Engineering (33%), Consulting (9%) and Customer Services (35%) functions represent the core of the Group's workforce. In 2022 and in the future, we are pursuing the sustainable reinforcement of our technical and customer service functions.

• Evolution of the breakdown of managers

	2020	2021	2022
Managers	213	200	224
Non Managers	881	859	916
Total	1094	1059	1140
% Managers	19,5%	18,9%	19,6%

Apprenticeship contracts are excluded from the scope.

In 2022, the proportion of managers versus individual contributors has stabilized.

In addition, a management development program was implemented in Tunisia in 2020 to provide our managers with retention and development tools. It is being reviewed in order to be deployed more widely within the Group while remaining adapted to the various professions. We plan to reinforce this initiative in 2023 and in the years to come in all regions.

• Recruitment Policy

Recruitment is a driving force in Linedata Group's development strategy.

To meet the growing needs of the Group, most of the hires concern graduates. A special effort is then dedicated to their integration process, including through training, to ensure new hires' development within Linedata.

The vast majority of the Group's employees are managers who have graduated from engineering schools, graduate and postgraduate academic training and business schools. They have either technical or functional skills, or even combine both technical and functional skills.

Being a software publisher and service provider to the financial world requires Group companies to master not only technical but also functional aspects. The strong functional skills of the teams enable a better understanding of the customers' needs and business.

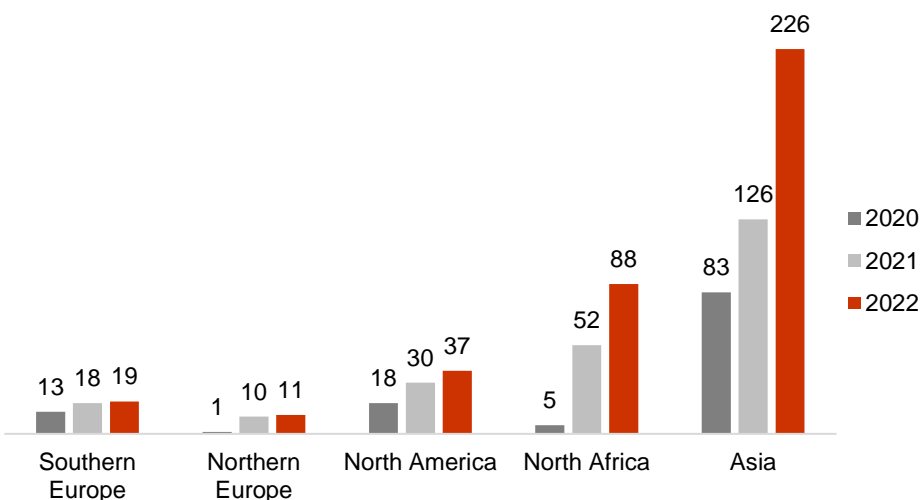
Linedata promotes the integration of young people into the world of work by using internships, apprenticeship or professionalization contracts to encourage the employability of young people.

In one of its Centres of excellence in Tunis, Linedata Group uses:

- Final Project Internships: The objective of these internships is to have a complete final project, which is done at the end of the studies/end of the academic course. This final project aims at developing innovation and independence, strengthen the sense of responsibility and spirit of teamwork. Students are expected to innovatively implement what they have learned during their academic years in their final project and demonstrate their knowledge and skills.

- Initiation to Professional Life Contracts (CIVP): a one-year contract is issued by the State to encourage companies to recruit juniors. This type of contract can only be obtained once during a professional career.

Evolution of hires by region



After 2 years of cautious recruitment in terms of recruitment, due to the COVID-19 crisis, Linedata has resumed recruitment, in particular of Centre of Excellence in Tunisia and India.

Cf Annex 8.4

• Talent attraction

Our ambition is to turn the Linedata Group into a magnet for talent. With a focus on the future, the Group HR function has launched a program to harmonize recruitment processes and methods on a global level.

Since 2019, the "Pathmotion" platform has been an integral part of career page. It allows ambassador employees to share their experience and feelings about Linedata. The goal is to create closer relationship with our candidates. These ambassadors speak freely and guarantee the authenticity of the content shared on social networks to ensure better engagement of the candidates and to reflect our slogan "We Humanize Technology".

Since 2020, 4 Live Chats were organised to cover all our regions. This gave the opportunity for a very dynamic and direct exchange between dozens of candidates and Linedata experts. They gave the opportunity for a very dynamic and direct exchange between dozens of candidates and Linedata experts. Linedata relies on the participation of 20 employees, representing all of our regions and businesses, who are engaged on our career page and are always available to directly answer questions from potential candidates.

In 2021, Linedata launched its new smart career site offering an optimal experience to candidates.

With social networks becoming an increasingly important part of the recruitment process, Linedata is continuing its digital transformation: the Linedata account on "LinkedIn" is followed by more than 85,000 subscribers as of the end of 2022, representing an increase of 40% in the number of subscribers compared to the end of 2021, and the Group has nearly 1,400 "followers" on Twitter.

4.3 Skills and career development at the heart of our strategy

• Performance and skills review and Development Plan

At least once a year, each employee attends an assessment interview with his or her supervisor to evaluate his/her performance, skills and possible areas for improvement. These interviews enable to assess the employee's training needs, determine his goals for the coming year and consider his short and medium-term perspectives.

Linedata Group has deployed a tool for monitoring individual performance and annual assessment ("Development Review") global, common to all employees, which allows to assess the employee's contribution to his position and associated skills and to establish a development and career plan for the coming year. This tool makes it easier to share and monitor employees' development plans. In 2022, 96% of the employees had an interview about their performance and development set out in this tool.

In 2023, we will continue to improve this approach of performance measurement and development, to ensure that 360° feedback is regularly and periodically conducted throughout the year. The goal of this approach is to stimulate the performance perspective and better equip everyone in their development while reinforcing a culture of ongoing training already embedded in Linedata's DNA. Thus we will have the goal setting approach change as from 2023 to strengthen the link between development, performance and career development.

The French companies of the Group have implemented an action plan for employment and skills maintenance, in accordance with the legislation in force. This plan focuses on the following fields of action:

- Anticipation of professional career path
- Improvement of working conditions and prevention of arduous work
- Development of skills and qualifications, and access to training
- End-of-career planning and transition from work to retirement
- Transmission of knowledge and skills, and development of mentoring

• Talent review

Since 2020, the global "talent reviews" have been initiated to enable our organization to achieve its short-term and long-term objectives through the accurate identification of human challenges: key positions, individual performance, opportunities and risks in order to proactively and deliberately take the necessary actions. The talent review enables us to:

- better anticipate the future and the evolution of our employees using succession plans for example,
- identify various talent pools and implement actions specific to each identified "category".

In 2022, our goal was to develop the identification of diverse talent pools, to specify development plans in relation to growth aspirations within the Company. In addition to our efforts to source external candidates, we have focused more on intentional development of internal candidates, with specified target roles. In 2023, we will be implementing a platform to provide greater visibility to internal open role opportunities.

• Mobility, a vector for successful skills development

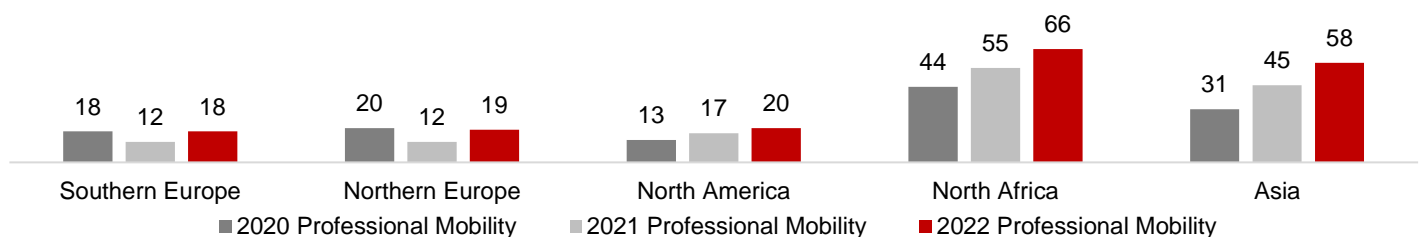
The Linedata Group differentiates between 2 types of mobility:

- Professional mobility: this includes vertical mobility (increasing a "job mapping" level) and horizontal mobility (change of discipline in the "job mapping").
- Geographical mobility

Professional mobility facilitates the acquisition and restructuring of skills according to market needs. It provides new experiences for personal development and allows knowledge sharing with other employees. The wide range of activities within Linedata Group offers employees many opportunities to acquire new skills and develop their careers.

Linedata Group believes that the professional mobility of its employees is the key to the deployment of its corporate strategy.

Evolution of professional mobility



In 2022, 181 employees benefited from horizontal or vertical professional mobility, representing 21.5%. This number does not reflect all of the professional developments. Only changes in levels are recorded in terms of vertical mobility. Sub-levels are used in particular in the first career levels, as this is where the development speed and the employees' needs are most important.

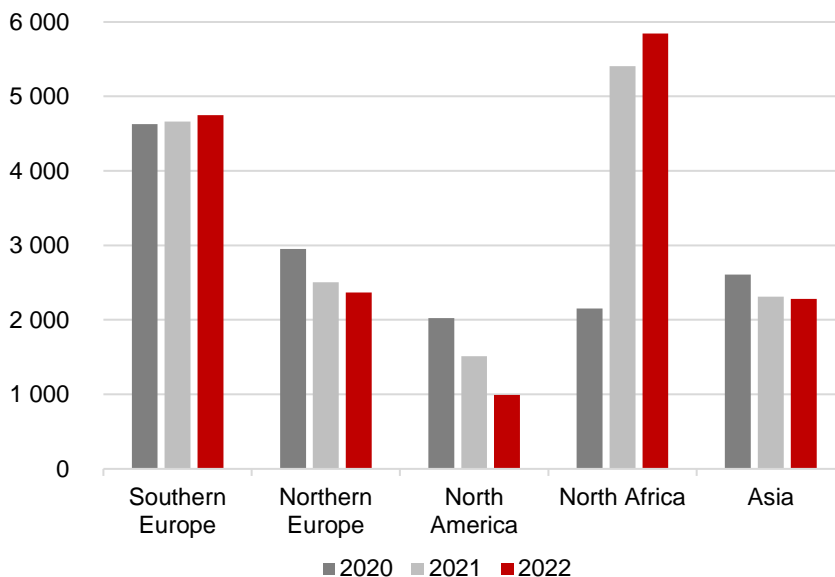
	2022		
	Vertical Mobility	Horizontal Mobility	Professional Mobility
Southern Europe	18	1	18
Northern Europe	15	5	19
North America	15	10	20
North Africa	63	9	66
Asia	58	9	58
Total	163	34	181

In North America and Europe, there are proportionally more employees with a higher level of expertise and higher seniority.

Mobility is therefore less frequent than in other regions, where most employees are recruited with limited or no professional experience upon completion of their graduate studies and evolve rapidly.

• Training and skills development of Talents

Evolution of number of training hours



	2020	2021	2022
Live: In person, Online Live Training, Webinar	6 452	9 890	13 239
Platform: Efront, Pluralsight...	7 907	6 504	2 994
Total Training hours	14 360	16 394	16 233
% Live Training	45%	60%	82%

For several years now, Linedata has been following best practices in the field of training and development to promote the development of its employees.

Our training strategy has been further strengthened to promote knowledge sharing and to create enjoyable learning experiences for employees; these are key success factors in creating a long-term learning and development path.

In 2022, the deployment of Pluralsight, a platform dedicated to technical training has been refocused around R&D users to reinforce its use. A development programme for our sales teams has also been tested in our various regions.

As for 2023, we are considering moving to a platform that will also provide access to functional and behavioural skills development. We are also looking at other training and development solutions.

16,233 training hours were delivered over the year (+14% compared to 2020), of which 60% were "Live" training provided in person or by videoconference and 40% were "Offline" training provided on training platforms. Whereas 2020 had a strong impact on the volume of in-person training, the use of videoconferences (which represent 75% of "Live" training) has enabled a recovery in this training.

At Group level, the proportion of employees who took part in non-mandatory training over the year represents two thirds of the total employees. The average training time per employee trained (excluding mandatory training) is 17.1 hours, an increase compared to 2021 (15.8 hours)

Given the increasing number of recruitments, the priority has been to set up a rich onboarding experience, shared worldwide and specific to each business line. The focus on commercial skills this year will be followed in 2023 by reinforced technological and functional subjects: Financial Services Business Lines, Diversity and Inclusion, Leadership & Management, etc.

4.4 Employee recognition and well-being

• Well-being at work

At Linedata, health, safety and well-being at work are central concerns.

Health: From the very beginning of the Covid 19 pandemic, the local HR and Office management teams adopted health protocols to ensure employees' safety at their workplaces. In 2021 and 2022, vaccination campaigns were organised at our sites in India.

In 2021 and 2022, specific training and awareness-raising actions were conducted in North America, India, France and Latvia to raise awareness about Psychosocial Risks, psychological and physiological safety (by encouraging sport) and about stress prevention and their detection. These initiatives will continue to be deployed more systematically in the different regions.

Linedata encourages the practice of physical and sport activities (e.g., partial reimbursement of sports fees in certain countries) and regularly communicates on health at work ("Development Tips", "Healthcare" workshop). For example, in India, Linedata teams have twice organised a ping-pong tournament and participated in the Linedata Cricket Championship League. In North America, a walking challenge is organised to reinforce health awareness.

Linedata adopts all necessary measures to help disabled employees, including adjustments to working hours and the working environment.

Working mode: The COVID19 crisis has profoundly changed the way people work, we have included in our Life@Linedata* barometer a number of questions concerning employees' feelings about their well-being at work and notably about hybrid work methods. These questions are also included in the "People & Development Review" to understand the effectiveness and adherence to the implementation of this work mode in our different regions.

In 2022, numerous face-to-face and digital events were organised throughout the year to strengthen the spirit of belonging and social ties that are so important to us. We also organised events gathering all our employees and the Linedata Group management in our main offices.



The "Life@Linedata" barometer launched in 2021 was renewed in November 2022, with the aim of continuing to make Linedata an agile, positive working environment and offering a unique employee experience where everyone can develop and fully unleash his or her potential.

• Compensation policy

The Group's compensation policy is based on a global approach applied according to applicable laws, regulations and regional specificities.

This policy aims to:

- Attract, identify and retain talent
- Reward both individual and collective performance
- Implement the Group's strategy while considering the financial and operational objectives

A variable compensation policy is implemented for most employees to encourage performance.

The principles for increasing compensation, including fixed and variable components, are defined every year based on guidelines provided for the entire Group and considering local regulations.

The review of annual salary increases is based on the company's performance, the local economic situation and market practices. Where legislation so provides, negotiations are conducted with employee representative bodies.

The comparative analysis of salary positioning is carried out each year based on Willis Tower Watson's compensation surveys in the high-tech and financial services sectors. "Job Mapping" makes it possible to coordinate the positions within the company with the local reference market. It is important for Linedata Group to acknowledge the expertise of company's talents.

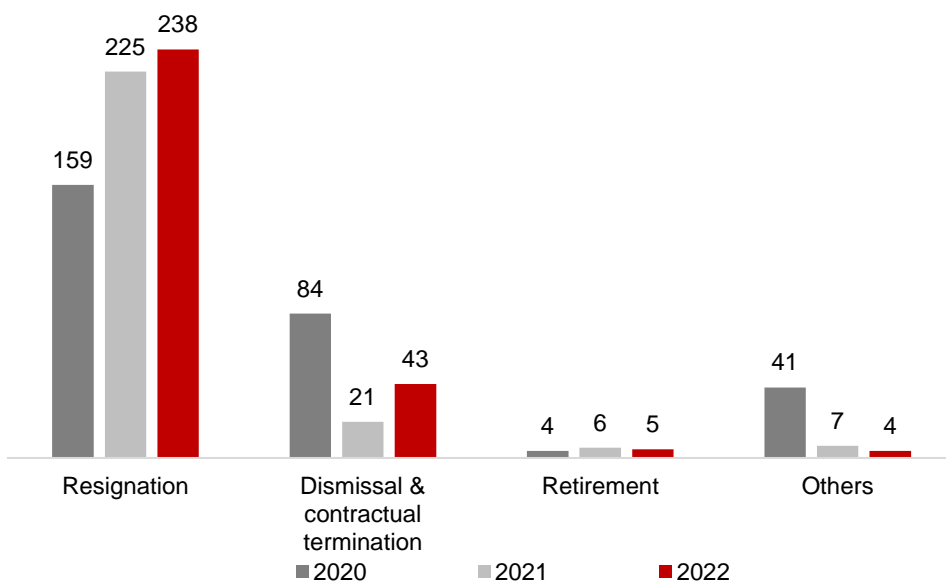
Social protection for the reimbursement of medical expenses and/or insurance covering the risks of invalidity or death is provided for French companies and most subsidiaries.

New pension schemes were negotiated or instituted in 2014 for French companies. These arrangements, applicable since 2015, include: a Collective Pension Savings Group Plan (PERCOG, including an employer contribution added to employees' voluntary contributions) and a collective defined-contribution savings plan (Article 83, including contributions paid by the company). In 2021, as part of its efforts to encourage employee loyalty, Linedata has decided to offer a "supplementary retirement" program in Tunisia for some of its employees in the form of a group life insurance plan.

Given the heterogeneity between the different countries where Linedata is located, the publication of average salaries would not add value to the readers of this document.

Linedata Group maintains a link between company's performance and employees' contribution to such performance. Since 2017, Linedata Group has set up monitoring on performance and skills development to better assess employees' performance.

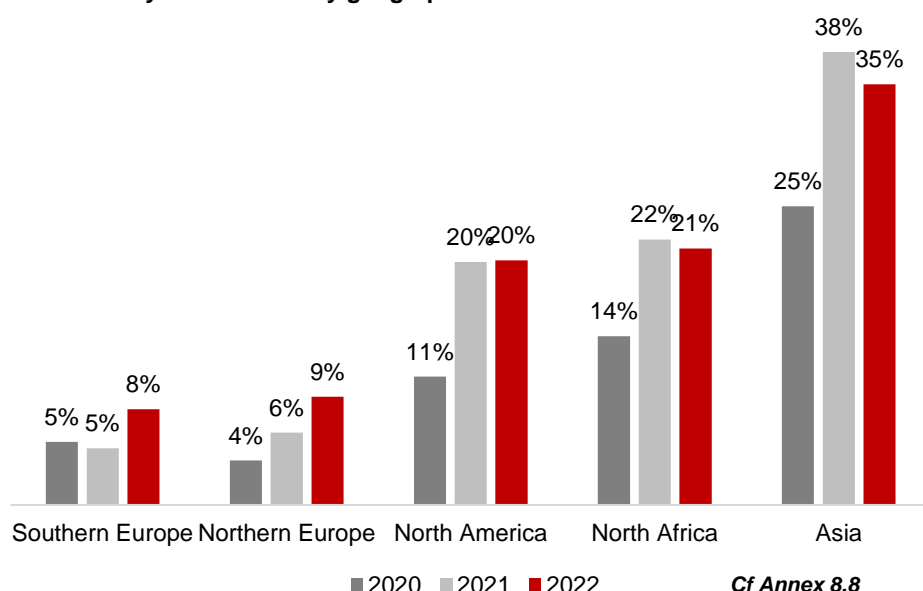
• Evolution of departure by nature



The increase in the number of resignations in 2021 is explained by the labour market conditions which strongly impacted voluntary attrition (see below). Voluntary attrition remains almost stable in 2022, with an average increase in the workforce over the year.

In 2020, the volumes of dismissals and contractual terminations as well as the number of transfers (category: "Other") are explained by the savings plan implemented from the second half of 2020 and the transfer of the IT department's activities at the end of 2020.

• Voluntary attrition rate by geographic areas



The labour market conditions had an impact on Linedata, like many other companies. The "Great Resignation" phenomenon transcends geographical boundaries and impacts all companies. We witness an increased number of resignations in 2021. In 2022, while attrition seems to have stabilised, it remains a challenge that we wish to address by adapting our recruitment mechanism and working with managers to activate the retention levers.

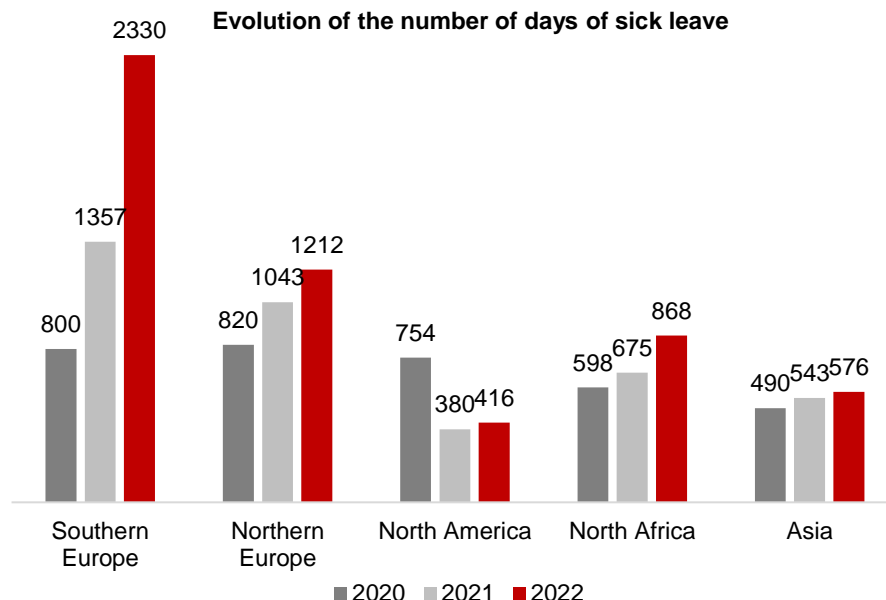
• Sick leave

The Code of Ethics of Linedata Group stipulates that health and safety of all employees is a requirement for the Group and that all necessary means must be implemented to guarantee such. The monitoring of absenteeism allows to measure the involvement but also the satisfaction of our employees at work.

Absenteeism is monitored locally in accordance with the legislation in force in the various countries where Linedata operates.

The strong increase in Southern Europe can be explained by an exceptionally low level of absence in 2020 due to lockdown and teleworking and the impact of 4 long term stoppages in 2022

Evolution of the number of days of sick leave



4.5 Diversity & equality of opportunities

For Linedata Group, the concept of diversity is not only linked to gender parity, but also to a multitude of differences, such as age, career level and cultural diversity.

Employees' diversity is an important lever. For this reason, Linedata Group's Code of Ethics incorporates its main commitments in the areas of non-discrimination, equal opportunities and the promotion of diversity, to ensure that each employee or candidate during the recruitment process, may have access to training, remuneration policy, internal mobility and professional development.

A global and multicultural company

Our organisation operates globally on a daily basis to serve our clients. Multicultural in its DNA and organisational structure, our teams work in union in more than 20 geographical locations. We have over 43 nationalities and at least as many languages spoken within the Group.

Gender Parity

Linedata Group promotes gender diversity in its workforce, by increasing women's access to its various business activities and ensuring fairness in career development.

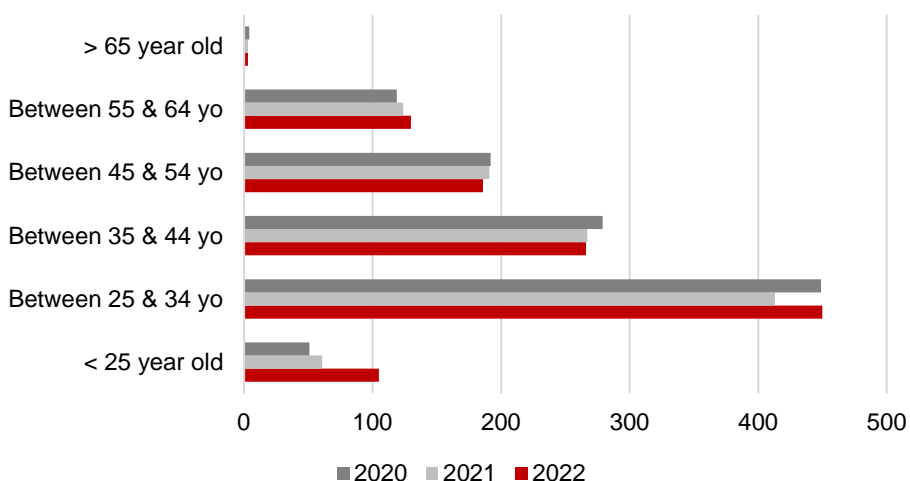
French and foreign companies are subject to specific laws, in particular with regard to the fight against professional discrimination between men and women.

The Group has deployed communication actions, notably in India with the support of local teams and managers, as well as training in the United States.

A few figures:

- Women represent 35,4% of the Group's workforce in 2022.
- In France, this figure rises to 33%, which is higher than the 10 largest French IT services companies (between 20% and 30% according to a study of the Journal du net¹). In France, Linedata has set up a Commission for Professional Gender Parity. This Commission did not notice any employment discrimination but noted that there are more male candidates than female candidates.
- In Latvia and in Tunisia, women respectively represent in 2022 more than 45% and 67% of the workforce.
- The company's efforts in terms of professional equality between men and women are also reflected in our score on the Egapro index (specific to France): :91/100 in progress for fiscal year 2022.

Breakdown of the Group workforce by age range



Linedata Group believes that a balanced distribution of age classes is a vector for dynamism and innovation.

Over the year 2022, work-study students and trainees received training from more experienced mentor teams. In France, managers have estimated that 70 hours of work-linked training are required per new recruit.

As for tutor training, with 35 hours available per tutor on an e-learning system, we have observed that 219 hours were used in 2022.

These positive elements however have not stopped Linedata from embarking on an intentional action plan to recognize, celebrate and increase diversity and inclusion within the company with stronger governance and regular review of key indicators.

Managers' understanding and responsibility in terms of Diversity & Inclusion strategy and value proposition, will be further addressed (recruitment, sponsorship, inclusive dialogues).

¹ <https://www.journaldunet.com/management/ressources-humaines/1497587-toujours-peu-de-femmes-embauchees-dans-les-esn/>



5

A CORPORATE CITIZEN

700

Clients worldwide

6

Group labs

3

Strengthened
partnerships

13

Charity initiatives
in 2022

5

A CORPORATE CITIZEN

- 5.1 Dialog with stakeholders
- 5.2 Loyalty towards stakeholders
- 5.3 Strengthened an innovative and digital ecosystem
- 5.4 Corporate Philanthropy & Volunteering

5.1 Dialog with stakeholders

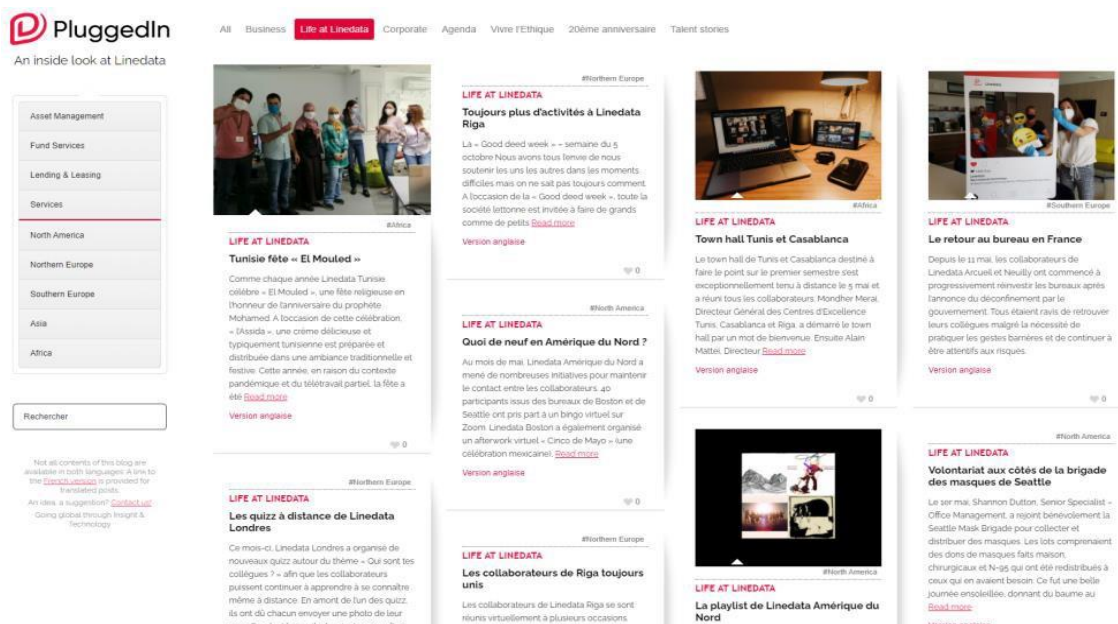
Linedata dialogues with its stakeholders (employees, clients, suppliers, partners and shareholders) about the various company's projects, to ensure that both its strategy and its commitments as a responsible company, are in line with their expectations. Listening and, above all, dialoguing are major components of Linedata Group's strategy. These discussions and collegial meetings promote the development of a shared vision with its stakeholders regarding the Group's engagement: a better understanding and identification of societal changes, challenges, etc.

• With the employees

An open and transparent dialogue is essential to ensure the understanding and adherence to Linedata Group's strategy and activities.

Information, exchange, and the sharing of ideas, play an important role in the company and are carried out via several channels and tools:

- Information sessions such as town halls organised at business lines or at group level.
- A monthly newsletter and PluggedIn blog that gather all local and Group information - 500 monthly visits on average on the 4 continents.
- Following the feedback from a survey launched in 2022 among all employees, new sections have been created:
 - ✓ Focus on our Linedata solutions via a simplified dedicated product sheet
 - ✓ A section dedicated to all CSR actions carried out locally and at group level by Linedata
- An intranet (KEN/SharePoint) which provides documentation and corporate tools



Linedata is eager to listen to its employees on a more regular basis, so each year they are invited to participate in the "Life at Linedata" barometer. This survey encourages employees to share their point of view and contribute to the evolution of the group.



• With the suppliers

Linedata Group has set up a Business Partner Charter which formalises the Group's requirements regarding human rights, personal data protection, business ethics, an eco-responsible procurement process and other obligations. This Charter, which is available on the Linedata website, is communicated by email to the Group's main suppliers.



• With the clients

The Group is continuously working on the optimization of client relationship to establish a long-term collaboration in a climate of mutual trust (most of the contracts signed by the Linedata Group are multiannual).

The Group regularly informs its clients on the development of its activities through various channels:

- Its Press Releases
- Its Company's website: www.linedata.com
- The client intranet website MyLinedata
- Its social networks: LinkedIn, Twitter, Instagram, Facebook
- Its various thematic programs: Annual customer satisfaction survey, Client Engagement Program

The Group informs its clients of its CSR approach through this DEFP and by systematically responding to all enquiries or requests for information clients may have concerning our CSR commitments.

The importance of clients' satisfaction

Our clients' satisfaction is measured through a key indicator: Net Promoter Score (NPS), an indicator based on the following concept: the overall satisfaction level of our clients, to understand if they would recommend Linedata Group, its products or services.

To meet the growing demands of its customers, Linedata has therefore set up an annual survey for all our customers since 2014, enabling us to evaluate the NPS but also their level of satisfaction on several aspects: product performance, ability to innovate, quality of communication and customer relations, etc...

Since 2019, the survey was restructured to include a questionnaire tailored to the needs of 4 distinct populations: C-Level, Senior Manager, IT Specialist and End User. In January 2022, the customer satisfaction survey has enabled Linedata to gather the opinions of more than 10% of its customers.

In addition to this survey, Linedata has set up, like every year, an action plan dedicated to its customers:

- Dedicated contact and action plan for each customer who has reported areas for improvement in Linedata's services during the annual satisfaction survey or during a one-off meeting.
- Integration of product related feedback into R&D roadmaps

In order to continue to improve the quality of the client relationship, Linedata has implemented its commitments for the year 2022 in the following two areas:

- Globalisation and extension of the **Client Engagement Program** with the integration of the innovation dimension and the implementation of a "Product Portal" dedicated to the collection of client's feedback on our roadmap
- Strengthening client relationship with a close monitoring of the contact frequency

In 2023, Linedata will intensify its action with its clients, with the creation of an Ambassadors programme to allow our long-standing clients to share their successes with Linedata and benefit from additional offers.



By completing the Ecovadis assessment in 2022, the Group met the expectations of its clients and stakeholders for transparency in our CSR system.

As of 2023, Linedata will also invite its main suppliers to respond to the Ecovadis assessment. This approach is in line with our commitment to improve the Group and its partners' social, societal and environmental performance.

5.2 Loyalty to stakeholders

• Fight against tax fraud

Pursuant to paragraph 5 of Article L225-102-1 of the French Commercial Code amended by Law 2018-898 of October 23, 2018 on the fight against tax fraud, Linedata Group undertakes to fight against any type of tax fraud.

Linedata Group is mainly taxed in countries with a tax system. The Group does not use its locations in low-tax countries (Luxembourg, Ireland, Hong Kong) to organize tax planning which could be construed as tax fraud.

• Prevent conflicts of interest

Employees should avoid being in a situation where their interests, or those of people close to them, may conflict with the Group's interest and may impair the independence of their judgment or professional integrity, as well as the Group's image and reputation.

Linedata is aware that, from time to time, business relationships may arise or develop between Group employees or with an employee of a third-party company (client / supplier).

If these relations are likely to create a problem of independence or a conflict of interest, de facto or in appearance, in the opinion of our clients or our employees, such relations must be formally declared by the persons concerned to their direct managers in order to determine whether notifications or assignment changes are necessary.

• Develop fair business practices

Our actions shall be guided by a commitment of our services to achieve customers' satisfaction and compliance with competition law rules. All Group's suppliers and service providers are selected and dealt with objectivity and loyalty, within the framework of transparent business practices and compliance to commitments.

Employees are prohibited from participating in any agreements or practices that could impede freedom of competition.

• Respect Human Rights

Linedata's commitment is based on the recognition and respect of applicable national laws, as well as basic standards relating to social rights and protection of the environment.

For companies based in the United Kingdom, the Group has made its "Modern Slavery Act" statement, which is updated on a yearly basis. This statement is published under the UK "Modern Slavery Act", which came into force on October 29, 2015.

Linedata Group continues to implement human rights initiatives and is committed to carry out its activities in an honest and ethical manner to prevent all forms of slavery and human trafficking in its supply chain.

• Reject forced child labour

Linedata Group is committed to fighting against forced labour or any other form of child labour through the implementation of a Code of Ethics.

Linedata Group ensures that child labour is prohibited in the emerging countries in which it operates. In India, Linedata Group has taken into account compliance with the "Labour Act" in force since 1986.



By adhering to the principles of the United Nations Global Compact, Linedata is committed to supporting, within its sphere of influence, the ten principles of the UN Global Compact relating to Human Rights, International Labour Standards, the Environment, and the Fight against Corruption.



5.3 Enhancing an innovative and digital ecosystem

For a few years now, the innovation department is dedicated to support the digital transformation, pilot experiments on key topics and support employees' innovative initiatives. After the launch of its digital transformation in 2018 and the establishment of the fundamental conditions for its deployment, and after focusing on product innovation in 2019, the Group has dedicated 2020 to expanding the culture of innovation allowing every employee to realize that they can have an impact on the transformation of the Group, for the benefit of all employees and customers. 2021 had enabled prestigious partnerships to be built with leading academic players, such as the MIT Laboratory of Computer Science and Artificial Intelligence.

In 2022, Linedata has strengthened its Innovation strategy in three major areas:

i. Strengthened partnerships with innovative players on three continents

Linedata's ecosystem strategy is designed to gather key technological and innovative expertise and share it with its employees and clients. To this end, Linedata has renewed three partnerships in 2022 with:

- MIT's Computer Science and Artificial Intelligence Laboratory. This alliance allows Linedata employees to access all CSAIL's resources (research results, incubated start-ups, researchers, events, online courses) and thus improve our offering to clients.
- WILCO incubator, based in Paris. Linedata participates in the selection process of start-ups incubated and financed by Wilco, as well as in their mentoring (8 volunteer employees within the French teams). Joint events are planned in 2023 to intensify the ties between WILCO start-ups and Linedata employees.
- The Tunisian entity of the Founders Institute. This institution will host, among others, 5 to 6 Linedata employees in Tunis to accompany them in their intrapreneurship project (by training them in all aspects of entrepreneurship).

ii. Intensification of Innovation projects dedicated to our clients

In 2022, the Innovation team completed 3 customer projects related to the mobile user experience, the creation of an "audit trail" on our workflow management tool and finally the creation of a platform for creating credits secured by crypto-assets. In 2023, we will be intensifying this strategy.

iii. Evolution of the employee training strategy on key innovation topics

In 2022, the Innovation team has been updating its training methods aimed at raising awareness among Linedata's teams of innovative topics, in line with the challenges of their businesses.

For instance, the Innovation team organized a training session for 20 individuals (from the development teams), focused on creating a Blockchain, and led by 3 experts from the Amazon Web Services team.

As from 2023, the Innovation team will intensify this strategy by providing specific training for developers, as well as for the sales teams.

Linedata has also deployed an ambitious internal **Digital Transformation program**.

As of 2020, Linedata is partnering with HCL and Inetum to manage its IT function. These partnerships enable Linedata to strengthen its technical infrastructure and focus the efforts of its teams on the evolution and digital transformation of its information systems (for example: streamlining of tools, migration to the public cloud). In 2021 and 2022, Linedata has also strengthened its relationship with Amazon Web Services to better support its clients in their migration to the Public Cloud.

All Linedata's Innovation and Transformation initiatives are designed to strengthen the position of Linedata as a leading technology player, dedicated to financial services players worldwide.

5.3 Corporate philanthropy & volunteering

For 25 years, ethics and human values have been at the heart of Linedata's identity. Our major corporate charity program, Linedata Charity, expresses Linedata's commitment to society in three areas - Environment, Education and Health - and consists of two parts.

LOCAL CHARITY INITIATIVES

For the past 25 years, Linedata employees have demonstrated their commitment by supporting local charity initiatives. Each year, these initiatives represent about ten charity projects, such as the "one schoolbag for each student" operation in Tunisia, the distribution of school kits with the Seva Sahyog Foundation in India, or the AITEC charity golf tournament in the United States. Through these initiatives, we redistribute part of our profits to environmental, educational and health causes.



FINANCING THE RESIDENCE OF A NEW UNIVERSITY IN UGANDA

We are participating in the construction of a medical university in Uganda, under the sponsorship of AKU (Aga Khan University), by financing the university residence.

With this project, Linedata aims to facilitate access to knowledge for Ugandan students, who in return will participate in the development of their country. Uganda has one of the world's youngest and fastest growing populations, with a fertility rate of 5.8 children per woman. In this context, health is a major challenge to which we are contributing through the development of medical infrastructures and the training of future leaders in the health sector in Uganda.

Linedata employees are invited to participate in this project by representing our four regions - North America, Europe, Africa and Asia - during a trip to East Africa in 2023.



TOWARDS AN ECO-RESPONSIBLE COMPANY



1st

Carbon footprint
assessment conducted in
2022

3,70

Tons of carbon emissions
per employee

6

TOWARD AN ECO-RESPONSIBLE COMPANY

- 6.1 Carbon Footprint Assessment
- 6.2 Reduction of the environmental impact of our activities
- 6.3 Sustainable procurement management

These last years, with the release of the IPCC report and the COP21, have confirmed the urgent need for everyone to take into account environmental issues and the consequences of climate change. As a software company, Linedata is aware of the impact of digital activity on the environment and wishes to make a positive contribution to environmental issues by reducing its environmental footprint.

In 2021, the Linedata Group joined the Planet Tech' Care manifesto and the Charter of the Institut du Numérique Responsable (INR). These 2 networks will allow us to get advice and exchange best practices in terms of environmental responsibility of digital.



"Planet Tech'Care is the first initiative gathering a network of partners (professional organizations, schools, competitive clusters, associations, foundations, think tanks), which aims to support companies wishing to integrate Digital in their environmental path and to support training actors in the development of responsible digital skills."



"INR is a Think and Do Tank created in 2018. Its purpose is to be a place of reflection on the three key issues of Digital Responsibility: sustainability, inclusion and ethics."

6.1 Carbon Footprint Assessment

The Linedata Group conducted its first carbon assessment in 2022 in order to identify its main emission sources and define its action plan / reduction strategy.

With the help of the Sweep solution, a calculation of CO2 emissions was carried out based on:

- Available CO2 emissions reporting (example: travel agency)
- The application of emission factors on real or estimated consumption (example: electricity consumption)
- The application of emission factors on a financial basis according to the volume of expenditure (example: purchase of services)

Below are the results of the 2022 Carbone Footprint assessment according to the categories of the GHG Protocol:

teqCO2	2022	%
Scope 1 : Direct emissions	196	5%
Vehicle fuel (combustion)	26	1%
Refrigerants	170	4%
Scope 2 : Indirect emissions related to energy purchase	521	13%
Electricity consumed	521	13%
Scope 3 : Other indirect emissions	3 386	83%
Business travels	389	9%
Commuting & Work from home	755	18%
Energy emissions (excluding Scope 1 & 2)	175	4%
Purchases of goods and services	1 683	41%
Leased assets (upstream)	158	4%
Use of products sold	224	5%
Waste	3	0%
Total	4 103	
Carbon intensity / employee	3,71	
Carbon intensity / €M Turnover	23,76	

Below are the results according to the categories of the Carbon Reporting system implemented within Linedata:

Carbon emissions 2022 - in teqCO2



teqCO2	Scope 1	Scope 2	Scope 3	Total	%
Offices	170	521	316	1 007	25%
Refrigerant	170			170	4%
Offices (m ² occupied)			144	144	4%
Electricity		521	169	690	17%
Other (Paper, Waste...)			4	4	0%
Commuting & Work from Hom	-	-	755	755	18%
Commuting			350	350	9%
Work from home			405	405	10%
Business travels	26	-	427	453	11%
Transport (Plane, Train, Car)	26		328	354	9%
Hotel			81	81	2%
Meals			18	18	0%
Purchases of goods & services	-	-	1 475	1 475	36%
IT services			762	762	19%
Other services : fees, insurance			587	587	14%
Communication fees			71	71	2%
Training			54	54	1%
Data Hosting	-	-	290	290	7%
Datacenter			228	228	6%
Cloud			61	61	1%
IT Capex			123	123	3%
Total	196	521	3 386	4 103	100%



GREENHOUSE
GAS PROTOCOL

Methodology: Accompanied by Sweep, Linedata's carbon assessment was carried out following the main principles of the GHG Protocol. In addition to Scope 1, linked to direct emissions, and Scope 2, linked to indirect emissions due to the use of energy, Linedata also accounted for Scope 3 emissions by trying to group together as many emissions as possible generated by the upstream and downstream value chain: use of products, purchase of services, etc.

The detailed calculation methodology is available in the Methodological Appendix of this document. The Linedata Group is committed to continuous improvement in order to enhance the completeness and accuracy of its carbon footprint. In particular, work is underway to

- identify more emissions: IT waste, furniture capex, etc.
- reduce the proportion of emissions calculated on the basis of monetary emission factors, which currently represent more than 36% of emissions.

6.2 Carbon Strategy

Following the calculation of its first carbon footprint, the Linedata Group was able to define a 2024 carbon reduction strategy focusing on the 4 main contributors to emissions:

- **Office (representing 25% of emissions)**
 - Optimisation of office space
 - Thermal renovation work
 - Optimisation of electricity sources
- **Data hosting (representing 7% of emissions)**
 - Customer: Preference for Public Cloud vs. external data centers
 - Corporate:
 - ✓ Migration of internal data centers to the Cloud
 - ✓ Optimisation choices in the use of the Cloud
- **Service providers (representing 36% of emissions)**
 - Exchange with the main suppliers on their carbon commitment
- **Business trips from home to work commute (representing 20% of emissions)**
 - Limiting and optimising travel (train, greener aircraft selection, electric car)
 - Encouraging the use of « green » transport for home / work trips

=> Linedata has also set for itself the goal of developing its software solutions to reduce their environmental impact : eco-design study, optimised hosting, etc..

6.3 Reduction of environmental impact of our activities

In line with its 2024 reduction strategy, Linedata Group has strengthened its environmental policy, the main actions of which are presented below:

• Sustainable Use of the Resources

Linedata Group is engaged in raising employees' awareness by involving them in measures taken to save resources through eco-gestures and technologies likely to reduce the environmental impact of the Group's activities. The sustainable use of resources is based on various actions:

In terms of IT equipment

When renewing its IT equipment, Linedata favors energy-efficient hardware, in particular by selecting servers that use the latest technologies to reduce energy consumption.

In terms of electricity

An energy savings plan was drawn up at the end of 2022, which verified the following points: Optimised settings for heating and air conditioning systems, Presence detector settings for lighting, Switching off heating/air conditioning at the end of the day (if non-automatic), Switching off lights at the end of the day (if non-automatic).

In terms of paper

The Group encourages employees to print documents only when necessary and preferably use double-sided printing and has introduced containers dedicated to recycling paper.

• Recycling and waste management

Linedata Group attaches a special importance to the environmental impact of its waste, including its IT equipment.

Recycling is generally carried out by companies or associations that comply with local environmental standards for the treatment of electronic waste.

Other recycling and waste elimination actions mainly relate to waste sorting (paper, plastic, glass, batteries) in collaboration with an external company or jointly within the buildings where the Linedata sites are located, including, when possible, the communication of recycled waste volumes in order to be able to monitor and optimize waste volumes. In France, 900kg of waste was recycled in 2022 (vs. 2700kg in 2021, including 1800kg linked to the move of the Arcueil site).

• Transportation

Due to the Group's international activity, transportation is also a source of greenhouse gas emissions.

Travel to and from work

The Group has opted to locate offices close to public transport, thus limiting the use of personal vehicles and thereby reducing air pollution and greenhouse gas emissions. Initiatives such as the "Forfait Mobilités Durables" in France are designed to encourage employees to use "green" mobility".

Linedata also continues to renew its vehicle fleet, giving priority to vehicles with low CO2 emissions (5 hybrid/electric vehicles out of the Group's 18 company vehicles).

Travel policy

The Group has implemented a travel policy which aims to limit the environmental impact of travel:

- Audio and video conference meetings rather than travel (by means of high-performance IT tools),
- Travel by train rather than by plane,
- Economy class for air travel (which has lower carbon footprint than Business class).

Since 2020, Linedata has been using a Group-wide travel and expense management tool. This tool enables to monitor the carbon impact of all business travel in real time.



6.4 Sustainable procurement management

Linedata Group purchased nearly 40 million euros in goods and services in 2022. The Group is committed to being responsible in its purchases in order to meet environmental challenges.

• Selection of « eco-friendly » suppliers

To meet these challenges, the environmental concerns shall be addressed as soon as a new supplier is referenced, by including CSR criteria in the evaluation grids in the context of calls for tenders. Since 2022, the integration of CSR aspects in the selection criteria of a call for tenders is systematic.

The selection of local suppliers is also encouraged to avoid the environmental impact of transport.

The Business Partner Charter formalises the Group's requirements regarding Human Rights, personal data protection, business ethics, as well as environmental protection. This Charter, which is available on the Linedata website and sent by email to the Group's main suppliers, encourages our business partners to:

- Establish an environmental policy and conduct their business in a way that minimises the impact of their activities on the environment
- Ensure that they eliminate or reduce sources of pollution generated by their activities, preserve natural resources, limit waste and promote recycling, and reduce their energy consumption
- Ensure, where appropriate, that waste considered to be hazardous, is managed safely at all its sites (recycling, storage, etc.), and that it is properly destroyed in safe waste treatment plants.

• Data hosts

As a software editor, the hosting of internal and client data represents a significant portion of the Group's carbon emissions.

For several years now, the Linedata Group has been making the transition to Public Cloud hosting, which optimises the energy consumption of data hosting. The Linedata Group has chosen hosting partners that have ambitious targets for reducing their carbon emissions. In addition, Linedata will be able to benefit from technological advances and optimise its hosting choices in order to limit the impact of its data hosting.

METHODOLOGY NOTE



7

METHODOLOGY NOTE

- 7.1 Introduction
- 7.2 Linedata & its stakeholders
- 7.3 Scope
- 7.4 Non-relevant information
- 7.5 Reporting explanation

7.1 Introduction

Due to the increasing number of social, societal and environmental risks that have been identified, Linedata Group has already started reporting the impacts of its activity under the ordinance n ° 2017-1180 of July 19, 2017. This ordinance amends the legislative framework for the publication of extra-financial information to be consistent with the requirements of the Corporate Social Responsibility (CSR) directive n ° 2014/95 of 22 October 2014.

This enables the Group to create a risk map which identifies risks, not only of a CSR nature but also of an economic, financial, ethical and other nature, that have a decisive impact on the Group's ability to carry out its missions on the long term.

7.2 Linedata & its stakeholders

The objective of Linedata Group's CSR program is to rely on a constant dialogue with all its stakeholders: business partners, employees, suppliers, etc.

This dialogue allows us to create high growth opportunities and maintain Linedata Group's ethical reputation.

Internally, this approach exists at all levels of the Group:

- at Headquarters, employees are the main interlocutors and coordinate initiatives within Linedata Group.
- in each entity of Linedata Group, employees have a special relationship with our stakeholders.

The purposes of this close relationship with our stakeholders are as follows:

- to list their expectations
- to prioritize CSR topics according to their needs
- to define KPIs for evaluating Linedata Group's performance

This approach is based on ISO 26000.

Externally, Linedata Group communicates and interacts with:

- its business partners, clients and suppliers
- Shareholders that have access to information through the universal registration document. Investors can access all communications through the "Investor Relations" area on Linedata Group website.
- The Civil society, since Linedata Group organizes partnerships, philanthropy and volunteering with charities through various actions.

7.3 Scope

• Consolidation scope

The figures published in this report concern all consolidated companies. When a company enters the Group, its social, societal, environmental, ethical, other data are integrated regardless of the percentage of ownership.

• Change in the scope

In 2021, it was decided that trainees would no longer be included in the total workforce. Historically, they were included in the "Trainees and similar" category. From now on, only apprenticeship contracts will be added to permanent and subsidised contracts (CIVP) for the calculation of the total workforce.

7.4 Non-relevant information

Considering its software publisher activity, part of obligation III paragraph 2 of the law L225-102.1 on "the fight against food waste, food insecurity, the respect for animal welfare and responsible, fairly traded and sustainable food" is not applicable to Linedata Group.



7.5 Reporting explanation

• Reporting standards

Common reporting standards have been implemented within the Group to ensure consistency between indicators across all subsidiaries.

About social data: since 2019, Talentsoft HR platform covers all Linedata Group employees (99.99% of the workforce). This platform was implemented throughout the Group in 2017 to facilitate personnel management and provide managers and employees with access to a wide range of HR tools and information.

• Explanation of main indicators

Social indicators

Group workforce: Linedata Group's workforce includes all individuals with an employment contract, an apprenticeship contract or a professional training contract at Linedata Group as of December 31, 2022, corresponding to the last calendar day of the year.

Workforce is based on the number of employees, regardless of the working time or the start date during the year.

The number of Trainees includes all individuals benefiting from an internship contract between January 1 and December 31, 2022.

Regions appearing in the social indicators' tables are determined as follows:

- Southern Europe region: France, Spain
- Northern Europe region: United Kingdom, Luxembourg, Ireland, Latvia
- North America region: United States, Canada
- Asia region: Hong Kong, India
- North Africa region: Tunisia, Morocco

Hiring and departure: Hiring and departures exclude all intra-company transfers, such as transfers between legal entities.

The category of departures « other » includes : end of probationary period, end of fixed-term contract, transfer of employees and death.

Percentage of work-related accidents of sickness: It corresponds to the number of days of absence following an accident at work or an occupational disease, out of the estimated number of working days (220 days per year / employees).

The % of individual interviews (PDR), mobility and trained employees are based on employees in place from 01/01 to 31/12/2022.

« **Live** » **training hours** include training performed face-to-face or online with an instructor.

« **Platform** » **training hours** include hours of training completed via platforms: Pluralsight, Efront (data available since 2020) or other training platforms (data available since 2021).

« **Mandatory** » **training** includes « Compliance » training (Anti-Corruption, Data Protection, Harassment, etc.).

Environmental indicators

Carbon footprint

The 2022 Carbon Footprint follows the GHG protocol methodology with an operational control approach (taking into account 100% of the emissions of controlled entities >50%), Below is the methodology by emissions category:

Datacenter: Recovery of power data (kVa), of the % of capacity actually used as well as the rental of the datacenter in order to estimate its carbon emissions. The emission factors used are the IEA "Combustion" factors except for data centres in the US: US EPA in order to take into account the different geographies.

Data hosting: - AWS and Azure: Implementation of connectors with AWS and Azure to directly retrieve carbon emissions. - Microsoft 365: Obtained carbon reporting for Microsoft 365 (Scope 1 to 3).

Business travel: - Travel agency (flight, train): Obtained carbon emission reporting for our travel

- Company car (Leasing): Obtaining the number of company cars with a distinction: thermal, hybrid or electric.

- Petrol consumption (company cars) : From the amounts of the Expense Notes (NDF) linked to petrol expenses, estimate the volume of petrol consumed. Emissions are split between upstream and combustion.

- Petrol consumption (personal vehicle): From the NDF amounts related to KM allowances, estimate the volume of petrol consumed. No distinction between upstream and combustion.

- Meals: From the NDF extraction, identification of the number of meals (breakfast, lunch and dinner) paid by the company.

- Hotel nights: From the NDF extraction, identification of the number of hotel nights paid by the company, differentiating the place of travel. The emissions linked to a hotel night are different depending on the location.

Home - Work travel: Based on the mobility survey (60% of responses), which provides information on the means of transport and the distance between home and work, we applied these results to the average population of each office in 2022 and then applied the attendance ratio for the year 2022. No distinction between cities/countries.

Teleworking: From the 2022 on-site presence monitoring, estimate the number of teleworking days per office to estimate the carbon emissions. Emission factor calculated by Sweep and different by city/country taking into account: heating, lighting, air conditioning, office electricity.

Office:

- Leasing: Based on the surface area of the leased offices, which we divided by the estimated life span of the buildings (50 years), we were able to estimate the emissions of the offices. No distinction between cities/countries.

- Electricity: Either from electricity bills (if Linedata contract) or from the building occupancy rate (if building level electricity contract). The emission factors used are the IAE "Upstream" factors and the IEA "Combustion" factors except for the US: US EPA in order to take into account the different geographies. Distinction between upstream and combustion.

- Printer Paper: Obtaining the purchase volumes of printer paper for the year 2022 (office manager)

- Printer Toner: Obtaining the purchase volumes of printer toner over the year 2022 (office manager)

- Refrigerant: Obtaining the volumes of refrigerant integrated into air conditioning systems during the year 2022 in case of system leakage or equipment replacement (via the air conditioning maintenance company).

- Waste: Based on the monitoring of on-site presence in 2022, estimate of the average number of staff in attendance in 2022 to estimate the carbon emissions related to waste. No distinction between cities/countries.

Services: Based on expenditure amounts, we were able to estimate the carbon emissions of the following services: - Insurance, Banking, Consulting and Fees; - Office expenses, Mail; - Training.

IT Services (excluding datacenter): From the expenditure amounts obtained via the monitoring of the IT CDG (Opex excluding hosting costs), we were able to estimate the impact of the following IT services: "Telecommunication", "Other computer related services, including facilities management", "Software services".

IT Capex: Using the purchase order system, a census of purchases of screens, docking stations, laptops and desktops by office.

Other environmental indicators

The environmental indicators (excluding Carbon footprint assessment) are based on the number of existing business vehicles in 2 countries (France, Luxembourg).

As for the volume of recycled waste, Linedata Group has access to the volumes of recycled waste for the Neuilly and Arcueil offices only. At the end of 2022, the Linedata Group had 16 active offices with staff attached. There are no physical offices in Spain, Ireland and Mexico and no employees in the Greenwich offices.

Concerning the sending of the business partners charter, the list of suppliers > €15k is based on purchases made in 2021.

European Green Taxonomy

Pursuant to Regulation 2080/852 of 18 June 2020 (known as the "Taxonomy Regulation") and the Delegated Climate Regulation of 4 June 2021, the Linedata Group is required to publish, for the 2022 financial year, the share of its revenue, investments and certain operating expenses resulting from economic activities considered eligible under the climate change mitigation and adaptation objectives.

The denominators of the financial ratios have been defined in accordance with the definition of the delegated act of 6 July 2021 and its annexes supplementing the Taxonomy Regulation. The underlying financial information was checked with the finance teams to ensure consistency and reconciliation with the annual accounts. They cover the entire scope of consolidation of the Linedata Group.

The Linedata Group conducted a detailed analysis of all activities and service lines within its various consolidated entities. This analysis, conducted with the Finance Department, concluded that there were no aligned activities for the fiscal year ended December 31, 2022. To be aligned, an activity must comply with the substantial contribution criteria of one of the objectives of the delegated act of 6 July 2021, comply with the "do not cause significant harm" criteria and respect the minimum safeguards.

The following are the tables required by Annex II of the Taxonomy Regulation:

Turnover:

Economic Activities (1)	Code (2)	Absolute turnover (3)	Proportion of Turnover (4)	Substantial Contribution Criteria						DNSH criteria ("Does Not Significantly Harm")						Minimum Safeguards (17)	Taxonomy aligned proportion of total turnover, year N (18)**	Category (enabling activity) (20)	Category (transitional activity) (21)
				Climate Change Mitigation (5)*	Climate Change Adaptation (6)	Water (7)	Pollution (8)	Circular Economy (9)	Biodiversity and ecosystems (10)	Climate Change Mitigation (11)	Climate Change Adaptation (12)	Water (13)	Pollution (14)	Circular Economy (15)	Biodiversity (16)				
Text		KEUR	%	%	%	%	%	%	%	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	%	E	T
A. TAXONOMY-ELIGIBLE ACTIVITIES																			
A.1. Environmentally sustainable activities (Taxonomy-aligned)																			
None			0	0%	0%	0%	0%	0%	0%								0%		
Turnover of environmentally sustainable activities (Taxonomy-aligned) (A.1)			0	0%	0%	0%	0%	0%	0%								0%	0%	0%
A.2 Taxonomy-Eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)																			
None			0	0%															
Turnover of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)			0	0%															
Total (A.1+A.2)			0	0%															
B. TAXONOMY-NON-ELIGIBLE ACTIVITIES																			
Turnover of Taxonomy-non-eligible activities			172 674	100%															
Total (A+B)			172 674	100%															

Capital expenditures:

Economic Activities (1)	Code (2)	Absolute CapEx (3)	Proportion of CapEx (4)	Substantial Contribution Criteria						DNSH criteria ("Does Not Significantly Harm")						Minimum Safeguards (17)	Taxonomy aligned proportion of total CapEx, year N (18)**	Category (enabling activity) (20)	Category (transitional activity) (21)
				Climate Change Mitigation (5)*	Climate Change Adaptation (6)	Water (7)	Pollution (8)	Circular Economy (9)	Biodiversity and ecosystems (10)	Climate Change Mitigation (11)	Climate Change Adaptation (12)	Water (13)	Pollution (14)	Circular Economy (15)	Biodiversity (16)				
Text		KEUR	%	%	%	%	%	%	%	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	%	E	T
A. TAXONOMY-ELIGIBLE ACTIVITIES																			
A.1. CapEx of environmentally sustainable activities (Taxonomy-aligned)																			
None			0	0%	0%	0%	0%	0%	0%								0%		
CapEx of environmentally sustainable activities (Taxonomy-aligned) (A.1)			0	0%	0%	0%	0%	0%	0%								0%	0%	0%
A.2 Taxonomy-Eligible but not environmentally sustainable activities (not Taxonomy-aligned)																			
None			0	0%															
CapEx of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)			0	0%															
Total (A.1+A.2)			0	0%															
B. TAXONOMY-NON-ELIGIBLE ACTIVITIES																			
CapEx of Taxonomy-non-eligible activities			3 520	100%															
Total (A+B)			3 520	100%															

Operating expenses:

Economic Activities (1)	Code (2)	Absolute OpEx (3)	Proportion of OpEx (4)	Substantial Contribution Criteria						DNSH criteria ("Does Not Significantly Harm")						Minimum Safeguards (17)	Taxonomy aligned proportion of total OpEx, year N (18)**	Category (enabling activity) (20)	Category (transitional activity) (21)
				Climate Change Mitigation (5)*	Climate Change Adaptation (6)	Water (7)	Pollution (8)	Circular Economy (9)	Biodiversity and ecosystems (10)	Climate Change Mitigation (11)	Climate Change Adaptation (12)	Water (13)	Pollution (14)	Circular Economy (15)	Biodiversity (16)				
Text		K EUR	%	%	%	%	%	%	%	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	%	E	T
A. TAXONOMY-ELIGIBLE ACTIVITIES				0%															
A.1. Environmentally sustainable activities (Taxonomy-aligned)																			
None			0	0%	0%	0%	0%	0%	0%								0%		
OpEx of environmentally sustainable activities (Taxonomy-aligned) (A.1)			0	0%	0%	0%	0%	0%	0%								0%	0%	0%
A.2 Taxonomy-Eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)																			
None			0	0%															
OpEx of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)			0	0%															
Total (A.1+A.2)			0,00	0%															
B. TAXONOMY-NON-ELIGIBLE ACTIVITIES																			
OpEx of Taxonomy-non-eligible activities			39 523	100%															
Total (A+B)			39 523	100%															

- Consolidation and internal control**

This statement and this report are based on consolidated data, which are the responsibility of the Audit & Compliance Department and the HR Department and are based on information provided by Linedata Group's Holding company and its subsidiaries. The qualitative information is derived from interviews with the persons in charge of the relevant matters, in the various countries where Linedata operates.

A multidisciplinary team composed of the Legal, Finance, HR, Audit & Compliance Departments, ensures the comprehensive approach adopted regarding the Group.

In addition to the Group's core resources, a network of local correspondents has been established in all geographical areas. This organization ensures consistency of information flows within the Group, effective implementation of actions at all levels, as well as a dialogue at the highest level of the company about matters relating to the business responsibility of the Group.

Consistency checks and comparison checks with data from the previous accounting periods are carried out. Data is collected and checked by the Audit & Compliance team, which ensures its consistency before sending the final statement of extra-financial performance to the Independent Third-Party Body for verification.

The CSR Committee and the Impact Committee of the Board of Directors also review the information published in this Extra Financial Performance Statement.

APPENDIXES (2020-2022 Numbers)



8.1 Workforce evolution by type of contract

	2020	2021	2022
Permanent contract	1052	1023	1075
Fixed-term contract	0	0	1
Subsidized contract	42	36	64
Apprenticeship contract	7	16	16
Total	1101	1075	1156
Internship contract*	30	62	67
Total including internship contract	1131	1137	1223

8.2 Workforce evolution by region

	2020	2021	2022
Southern Europe	217	206	194
Northern Europe	152	146	141
North America	178	166	166
North Africa	227	223	252
Asia	320	318	387
Total	1094	1059	1140

8.3 Breakdown of workforce by activity

	2020	2021	2022
Central functions	129	126	132
Project management	19	19	19
Consulting	117	103	107
Sales and clients relations	45	44	38
Software engineering	412	376	380
Management of Technology and Cloud services	60	61	67
Customer services	312	330	397
Total	1094	1056	1140

* The "Internship contract" workforce corresponds to the number of interns who started an internship during the year and not the number of intern on 31/12/2022. Linedata mainly recruits interns in Tunis: Summer internship (2 months) and end-of-study internship (6 months).

8.4 Recruitment evolution by region

	2020	2021	2022
Southern Europe	13	18	19
Northern Europe	1	10	11
North America	18	30	37
North Africa	5	52	88
Asia	83	126	226
Total	120	236	381

8.5 Evolution of departures by nature

	2020	2021	2022
Resignation	159	225	238
Dismissal & contractual termination	84	21	43
Retirement	4	6	5
Others	41	7	4
Total	288	259	290

8.6 a Evolution of geographical mobility by region

	2020		2021		2022	
	Horizontal Mobility	Vertical Mobility	Horizontal Mobility	Vertical Mobility	Horizontal Mobility	Vertical Mobility
Southern Europe	2	0	5	1	5	0
Northern Europe	1	2	1	0	3	3
North America	2	0	0	3	1	0
North Africa	0	3	0	2	0	5
Asia	1	1	0	0	1	2
Total	6	6	6	6	10	10

8.6b Evolution of mobility – Horizontal / Vertical by region

	2020		2021		2022	
	Horizontal Mobility	Vertical Mobility	Horizontal Mobility	Vertical Mobility	Horizontal Mobility	Vertical Mobility
Southern Europe	9	9	3	9	1	18
Northern Europe	4	17	0	12	5	15
North America	2	12	4	16	10	15
North Africa	3	43	11	51	9	63
Asia	3	29	3	44	9	52
Total	21	110	21	132	34	163

8.7a Evolution in the number of training hours by region (excluding mandatory training)

	2020	2021	2022
Southern Europe	4 628	4 663	4 749
Northern Europe	2 950	2 503	2 368
North America	2 023	1 510	991
North Africa	2 153	5 407	5 843
Asia	2 607	2 312	2 279
Total	14 360	16 394	16 230

8.7b –Evolution in the number of “Live” training hours by region (excluding mandatory training)

	2020	2021	2022
Southern Europe	4 385	4 464	4 489
Northern Europe	857	1 142	718
North America	8	625	650
North Africa	715	2 829	5 615
Asia	488	831	1 765
Total	6 453	9 890	13 236

8.7c –Evolution in the number of “Platform” training hours by region (excluding mandatory training)

	2020	2021	2022
Southern Europe	243	199	260
Northern Europe	2 093	1 361	1 650
North America	2 015	885	341
North Africa	1 437	2 578	228
Asia	2 119	1 481	514
Total	7 907	6 504	2 994

8.7d – Analysis– Training by region (excluding mandatory training)

	2021				2022			
	Number of training hours	Number of trained employees	Number of hours / trained employees	% trained employees*	Number of training hours	Number of trained employees	Number of hours / trained employees	% trained employees*
Southern Europe	4 663	193	24,2	82%	4 749	152	31,2	70%
Northern Europe	2 503	137	18,3	85%	2 368	114	20,8	73%
North America	1 510	164	9,2	89%	991	166	6,0	81%
North Africa	5 407	249	21,7	90%	5 843	197	29,7	56%
Asia	2 312	292	7,9	74%	2 279	321	7,1	59%
Total	16 394	1 035	15,8	83%	16 230	950	17,1	67%

8.7e –Analysis- “Compliance” mandatory training

	2021			2022		
	Number of training hours	Number of trained employees	Number of hours / trained employees	Number of training hours	Number of trained employees	Number of hours / trained employees
Southern Europe	11	20	0,5	9	10	0,9
Northern Europe	156	131	1,2	35	10	3,5
North America	264	183	1,4	7	39	0,2
North Africa	40	45	0,9	96	82	1,2
Asia	227	258	0,9	115	153	0,8
Total	698	637	1,1	262	294	0,9

* The % of employees trained is based solely on employees present from January 1 to December 31, 2022

8.8 Evolution of attrition by region

	2020	2021	2022
Southern Europe	5%	5%	8%
Northern Europe	4%	6%	9%
North America	11%	20%	20%
North Africa	14%	22%	21%
Asia	24%	38%	35%
Total	13%	21%	22%

8.9 Evolution of the number of days of sick leave by region

	2020	2021	2022
Southern Europe	800	1357	2330
Northern Europe	820	1043	1212
North America	754	380	416
North Africa	598	675	868
Asia	490	543	576
Total	3462	3998	5402

8.10 Workforce breakdown by age range

	2020	2021	2022
Under 25	51	61	105
Between 25 and 34	449	413	450
Between 35 and 44	279	267	266
Between 45 and 54	192	191	186
Between 55 and 64	119	124	130
Above 65	4	3	3
Total	1094	1059	1140

REPORT OF THE INDEPENDENT THIRD-PARTY BODY (OTI)



Report by the independent third party, on the consolidated non-financial statement included in the management report

Linedata Services

27 rue d'Orléans, 92 200 Neuilly sur Seine

For the year ended December 31, 2022

To the shareholders,

As an independent third party and certified by COFRAC under number 3-1055 (information available on www.cofrac.fr), we hereby report to you on the non-financial statement for the year ended December 31, 2022, included in the management report pursuant to the legal and regulatory provisions of articles L. 225-102-1, R. 225-105 and R. 225-105-1 of the French Commercial Code (Code de commerce).

Company's responsibility

It is the responsibility of the Board of Directors to draw up a Statement per legal and regulatory provisions, including a presentation of the business model, a description of the main non-financial risks, a presentation of the policies applied concerning these risks as well as the results of these policies, including key performance indicators.

The Declaration was established using internal procedures.

Independence and quality control

Our independence is defined by the provisions of Article L. 822-11-3 of the French Commercial Code. In addition, we have a quality control system in place that includes documented policies and procedures, and a program available upon request to ensure compliance with applicable laws and regulations.

Liability of the independent third party body

Based on our work, our responsibility is to formulate a reasoned opinion expressing a moderate conclusion of assurance on:

- Compliance of the Declaration with the provisions of Article R. 225-105 of the French Commercial Code;
- The sincerity of the information provided according to part 2° and 3° section I of Article R. 225-105 of the French Commercial Code, namely the results of policies, including key performance indicators, and actions, relating to the main risks, hereinafter the "Information".

However, it is not our responsibility to comment on the entity's compliance with other applicable legal and regulatory provisions, in particular the French duty of care law and anti-corruption and tax evasion legislation and the compliance of products and services with the applicable regulations.

Nature and scope of our work

The work described below was performed in accordance with article A. 225-1 and following articles of the French Commercial Code:

- We carried out provisional planning of the mission, carried out an internal kick-off meeting and a kick-off meeting with the client to take note of the declaration, the scope, the risks of inaccuracies and adjust the planning;
- We carried out a critical review to assess the overall coherence of the non-financial performance statement;
- We have verified compliance: we have verified that the Declaration covers each category of information provided for under Article L. 225-102-1 section III in social and environmental matters as well as respect for human rights and the fight against corruption and tax evasion, we have verified that the Declaration presents the information provided for in section I of Article R. 225-105 and the information provided for under Article R. 225-105 section II when they are relevant with regard to the main risks and includes, where applicable, an explanation of the reasons justifying the absence of the information required under Article L.225-102-1 section III paragraph 2°;
- We presented our intermediate conclusions and reviewed the corrections made;
- We have verified that the Statement covers the consolidated scope, i.e. all the companies included in the scope of consolidation in accordance with Article L. 233-16 with the limits specified in the Statement;
- We have identified the individuals in charge of the collection processes and reviewed the processes of collection, compilation, processing and control aimed at the completeness and sincerity of the Information;
- We conducted a review of the consistency of the evolution of results and key performance indicators;
- We have identified the detailed tests to be carried out and listed the evidence to be collected;
- We consulted literature and conducted interviews to corroborate the qualitative information we considered most important.
- We verified the sincerity of a selection of key performance indicators and quantitative results (historical data) that we considered most important through detailed tests (verification of the correct application of definitions and procedures, verification of consolidation, reconciliation of data with supporting documents). This work was carried out with a selection of contributing entities and covers between 17 and 100% of the data selected for these tests;
- The LINEDATA Group has published the indicators of green turnover, green investments and green expenditure in accordance with Regulation (EU) 2020/852, this publication has not been subject to a truthfulness check on our part in accordance with the provisions of that Regulation.

Means and resources

Our work mobilized the skills of 4 people and took place between November 2022 and March 2023 over a 5-month intervention period. We have conducted 9 interviews with those in charge of preparing the non-financial performance statement.

Conclusion

Based on our work, we have not identified any significant anomaly likely to cause us to believe that the non-financial performance statement does not comply with the applicable regulatory provisions and that the Information, taken as a whole, is presented in a sincere manner.

Signed at Toulouse, April 3rd 2023

SAS CABINET DE SAINT FRONT

Pauline de Saint Front

Présidente



Linedata