

SUSTAINABILITY REPORT

2024



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A word from the Chairman



MESSAGE FROM ANVARALY JIVA, FOUNDER AND CEO

In 2024, our ambition to make Linedata a committed player at the service of financial players translated into tangible progress in all our environmental, social and governance commitments.

On the environmental front, we have continued to measure and reduce our carbon footprint, with a 7% drop in the intensity of our emissions per employee between 2023 and 2024. This reduction is based on several complementary levers: optimizing the use of workspaces, switching to 100% renewable electricity at several sites, rationalizing our IT infrastructure, and better managing our business travel.

On the social front, 2024 saw a strengthening of our commitments to talent development, inclusion and quality of life at work. Nearly 75% of employees benefited from at least one training course, illustrating our determination to invest in the ongoing development of skills. Diversity within our teams, particularly in managerial positions, remains a priority: women now represent 35% of our workforce, a figure higher than the average for the digital sector, and one that we are committed to improving. This ambition is underpinned by local action plans, adapted to the realities of each region. At the same time, our workplace well-being policy has been enriched with new measures to support mental and physical well-being.

In terms of governance, our sustainability strategy has been structured around the Impact Committee, which is now fully integrated into the Group's governance structure. This committee oversees and validates the various stages of this report, guaranteeing the quality and transparency of our approach. It also supports the gradual integration of ESG criteria into our decision-making and management processes. The dual materiality exercise carried out in 2024 has strengthened this alignment between our strategic priorities, the expectations of our stakeholders and regulatory requirements, notably in the context of the CSRD directive.

This report bears witness to our commitment to building a sustainable growth model, aligned with our values, our responsibilities and the expectations of our ecosystem. We know that sustainable transformation is a demanding path, but we are convinced that it is also a source of innovation, resilience and collective performance.

I would like to thank all the Linedata teams, as well as our partners and customers, for their constant commitment to this meaningful trajectory.

01

INFORMATION GENERAL



1.1 Generic

1.1.1 STRATEGY

Sustainability, a strategic and cultural pillar at Linedata

Sustainability is an essential component of Linedata's DNA, supported by one of its four core values and embodied in its mission statement "We humanize technology". Sustainability is a key lever in Linedata's strategy, enabling the company to adopt a long-term vision and structure its roadmap by integrating sustainability as a key condition for success.

This commitment is also evident in the relationships that Linedata maintains with its ecosystem, in particular its customers and partners, by fostering solid, responsible and long-term collaborations. The Group's independence, guaranteed by a stable shareholder base, 75% of which is held by management and the founding family, is a major asset in pursuing a sustainable strategy and acting with continuity. In particular, it enables it to support initiatives with a strong social impact, such as the Linedata Philanthropy program launched in 2018, which supports around twenty local charity projects each year and has co-financed the student residence at the new teaching hospital in Kampala, Uganda.

Aware of its responsibilities, Linedata has gradually structured its approach by extending it to cover all the social, societal and environmental dimensions of sustainability. This dynamic has led to the creation of an Impact Committee within the Board of Directors, responsible for steering the company's sustainability strategy and ensuring the alignment of its actions with its long-term ambitions (see section "1.2.3 Governance").

Concrete actions and a measurable impact

Over the years, Linedata has strengthened its sustainability commitments and stepped up the implementation of concrete actions. In 2022, the Group carried out its first carbon audit and further integrated sustainability issues into its managerial priorities. It has also introduced rigorous monitoring of key indicators, particularly those relating to diversity, while fostering ongoing dialogue with its employees.

In 2023, Linedata pursued its awareness-raising efforts by deploying reinforced communication to its teams and organizing conferences dedicated to priority themes such as climate and diversity. These initiatives were recognized by the award of the EcoVadis bronze medal.

In early 2024, this recognition was consolidated by the award of the EcoVadis Silver Medal, marking significant progress across all four categories assessed. This distinction testifies to Linedata's ongoing commitment to integrating sustainability principles at the heart of its strategy and operations, while consolidating its positive impact with its stakeholders.

1.1.2 ACTIVITIES AND MARKET SEGMENTS

With over 25 years' experience, a portfolio of 700 customers in 50 countries and a team of 1,300 employees in 20 offices worldwide, Linedata designs and deploys software and services dedicated to the transformation of finance businesses, serving asset managers, fund administrators, insurers, lenders and lessors.

The Group's mission, "We humanize technology", is firmly rooted in sustainability. It translates into an integrated "build & run" approach: the "build" dimension is based on the development of technological solutions and high value-added services, designed to support our customers' business over the long term; the "run" dimension favors long-term support, based on listening, proximity and the co-construction of solutions adapted to each customer's challenges.



Software

Linedata creates software to simplify its customers' operations. Developed by teams of engineers trained in the latest techniques and technological advances, the software platforms are modular, available via the cloud and highly scalable thanks to the continuous delivery of new features and modules.



Data

Data management services make it possible to structure and exploit the right information from multiple sources, without redundancy or additional cost. Linedata's artificial intelligence and machine learning tools provide unique insights to manage operational risks.



Services

Services consist of providing our customers with expertise and human intelligence to meet their operational needs. Highly qualified experts complement customer teams, delivering results, resilience, scalability and efficiency.

Market segments

Financial services are at the heart of sustainability issues, and play an essential role in implementing financial actions and operations that promote the energy transition and the fight against global warming.

Linedata offers solutions specially designed to support financial institutions, whether asset management companies, fund administrators or institutions specializing in credit and financing, and to meet their specific needs in a constantly changing environment.

SOFTWARE	PORTFOLIO MANAGEMENT AND TRADING	ORDER MANAGEMENT	RISK MANAGEMENT	COMPLIANCE		Management assets
	CONTROL OF NET ASSET VALUES	TRANSFER AGENT	FUND ACCOUNTING			Fund administration
	CAPITAL GOODS FINANCING	CAR FINANCING	SYNDICATED LOAN	BUSINESS CREDIT	CONSUMER CREDIT	Credit and financing
DATA	DATA SERVICES	ANALYTICS				
SERVICES	BOARD	RISK MANAGEMENT AND RESEARCH	SERVICES TECHNOLOGI-QUES	MIDDLE-OFFICE SERVICES AND BACK-OFFICE		

Asset management and fund administration
(sales of €121m in 2024)

Against a backdrop of pressure on margins and rising regulatory requirements, asset managers - Linedata's customers - need to integrate ESG criteria, comply with regulations such as the SFDR, and optimize their costs. This requires investment in data access, ESG reporting and the adaptation of technological tools.

Linedata supports its customers in this transformation through its scalable cloud platform, Linedata AMP (Asset Management Platform). Designed to meet the industry's new challenges, this solution enables asset managers to optimize their operations, control compliance costs and strengthen their commitment to sustainability.

Furthermore, with the European DORA regulation coming into force in January 2025, fund administrators and managers will need to strengthen their cybersecurity and operational resilience. Linedata is adapting its offering to help them secure their operations and meet these new obligations.

Credit & financing
(€63 million in sales by 2024)

In a context of accelerating energy transition, the financial institutions served by Linedata are at the heart of the major transformations linked to this evolution. Carmakers, for example, are facing strategic challenges to accelerate the production of electric vehicles while integrating sustainability imperatives. At the same time, financing and credit providers are playing a key role in supporting this transition, by facilitating access to the necessary financing for companies and individuals committed to more responsible approaches.

Linedata supports these players by developing tailor-made front-to-back solutions for all their credit and financing activities: automotive, corporate, consumer, capital goods, real estate and syndicated loans.

By automating and optimizing processes across the entire value chain, Linedata enables them to focus on their core business, while offering their customers simplified and secure financing paths.

1.1.3 GEOGRAPHICAL PRESENCE



20 offices dedicated to sales development and customer support, including three **centers of excellence** focusing on software development and high value-added services:

- **Americas:** Boston, Charlotte, Mexico, New York, Greenwich, Seattle, Toronto
- **Europe:** Dublin, Edinburgh, Lisbon, London, Luxembourg, Madrid, Oxford, Paris, Riga
- **Africa:** Casablanca, **Tunis**
- **Asia:** Chennai, Hong Kong, **Mumbai**, Singapore

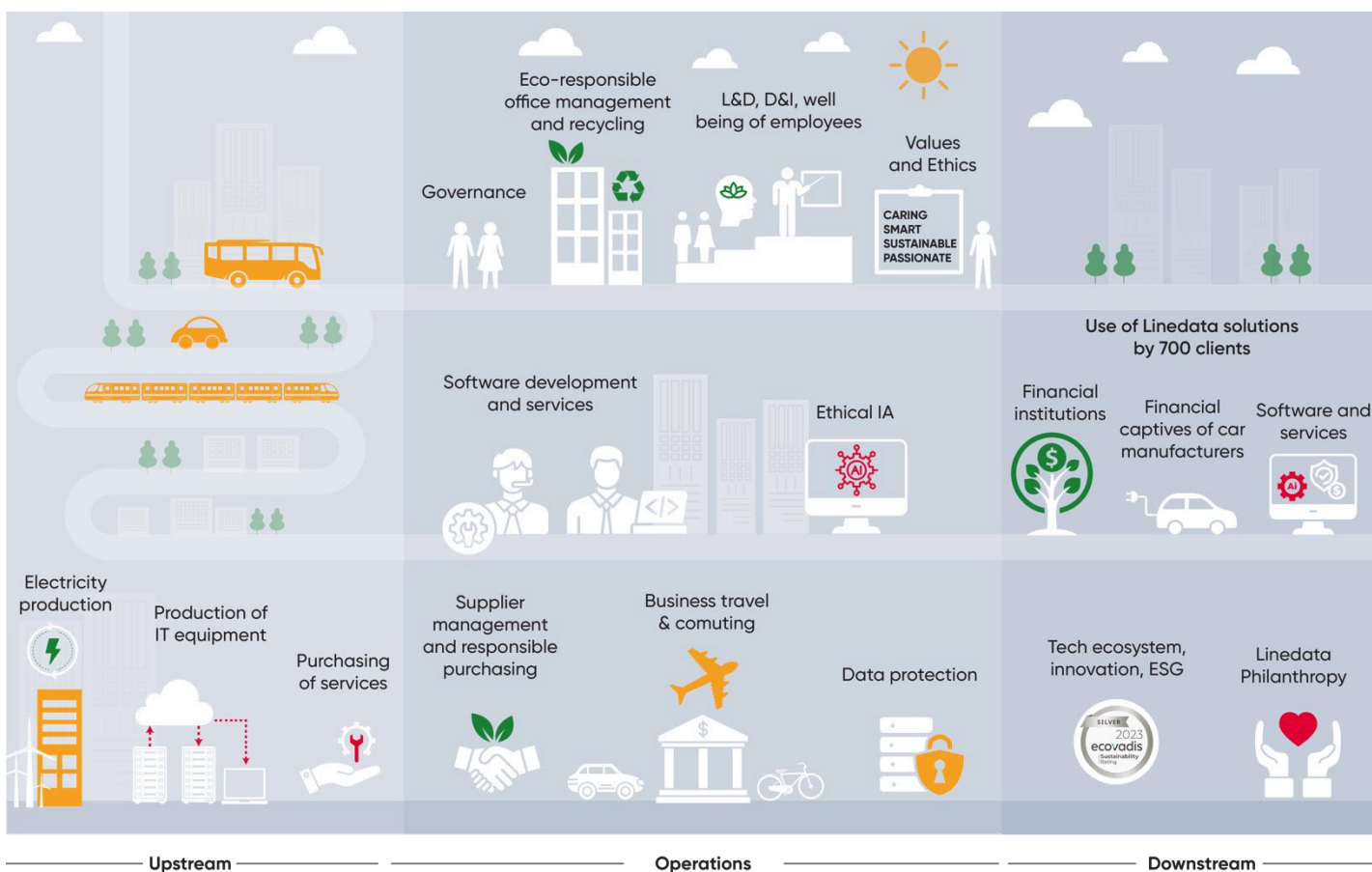
1.1.4 VALUE CHAIN AND DIALOGUE WITH STAKEHOLDERS

Value chain

Linedata's value chain is the concrete expression of its strategy and business model. Linedata's business activities, based on the development of technologies and services, rest on several pillars:

- Upstream: the use of computer hardware, electricity consumption and the use of services.
- At the heart of our operations: support for employees in developing their skills, a stimulating and safe working environment, and eco-responsible office management.
- Downstream: strengthening relationships of trust with customers, engaging with an ecosystem of technological, academic and CSR partners, and supporting philanthropic projects.

Value chain components



Dialogue with stakeholders

Linedata places dialogue and listening at the heart of its sustainability approach, maintaining regular exchanges with all its stakeholders: employees, customers, suppliers, partners and shareholders.

The aim is twofold: to validate the appropriateness of the company's strategy, and to check that its corporate responsibility commitments are in line with external expectations. The aim of these interactions is to build a shared vision, enabling a better understanding of societal trends and emerging issues.











For the year 2025, Linedata plans to deepen this approach through consultations designed to complete the analysis of double materiality and a more detailed consideration of sustainability expectations. This work will be discussed and shared with the Impact Committee, guaranteeing a collaborative and transparent approach.

Main stakeholder groups with which Linedata maintains relations

Stakeholder group	Examples of exchanges	Purpose of the commitment	Commitment organization	Example of engagement results
Employees	<ul style="list-style-type: none"> - Monthly newsletter and PluggedIn blog - Information sessions: CEO Connect, Town halls - Life@Linedata" annual survey - Presentation of the trip to East Africa and discussions about the philanthropic project in Uganda - A moment of exchange with the women's teams in India - Waste collection operation with the city of Neuilly (Linedata headquarters) - Dialogue with employee representatives 	<p>Promote respect and dialogue through regular exchanges.</p> <p>Ensure employee motivation and well-being.</p>	The HR department, along with the communications team, is in charge of relations and communication between employees and the company.	<ul style="list-style-type: none"> - Collective bargaining agreement - Employee feedback taken into account
Shareholders and investors	<ul style="list-style-type: none"> - Presentation to financial analysts and shareholders (SFAF) - Exchanges with potential investors - Exchanges with shareholders 	<p>Explain strategy, performance and ESG risk strategy.</p> <p>Understand and take into account investor expectations.</p>	The Finance Department and the CSR Committee are in charge of investor relations in these areas.	<ul style="list-style-type: none"> - Transparency in non-financial information: financial analysts' meeting, sustainability report
Customers	<ul style="list-style-type: none"> - Exchanges with customers and prospects: CSR questionnaires, satisfaction surveys - Communication via social networks or trade press 	<p>Identify and understand customer expectations in order to better meet their needs.</p> <p>Share information transparently to highlight the company's ESG news.</p>	The sales teams, in liaison with the CSR committee and the communications team, are in charge of customer relations and meeting customer expectations.	<ul style="list-style-type: none"> - Enhanced certification for customers
Industry associations and business partners (suppliers)	<ul style="list-style-type: none"> - Participation in industry associations (Numeum) - Responsible Purchasing Charter - Direct exchanges on sustainability issues with business partners 	<p>Exchanging and challenges with digital trade associations.</p> <p>Integrate business partners into sustainability challenges.</p>	Central and local operating teams, supported by the CSR Committee, exchange views with associations and business partners	<ul style="list-style-type: none"> - Numeum's commitment to digital responsibility - Commitment to business partners
Rating agency	Financial and ESG rating agencies	Enable rating agencies to assess Linedata's financial and extra-financial health and share their analysis transparently.	The Finance Department and the CSR Committee are responsible for relations with rating agencies.	New assessments: Ecovadis, CDP


CSR Ecosystem

Linedata works with specialized partners to deploy and reinforce its sustainability strategy. These partnerships reflect our commitment to integrating sustainability into all aspects of our business.

<div>Carbon footprint calculator</div> <div></div>	<div>CSR assessor since 2022</div> <div></div>	<div>Access to conferences and working groups</div> <div></div>
<div>CSR Coordinator within the Banking Pool</div> <div></div>	<div>Awareness conferences for group employees</div> <div></div>	<div>CSR Club : monthly exchanges</div> <div></div>
<div>Sustainability auditor</div> <div></div>	<div>Eco design of the linedata.com website</div> <div></div>	<div>UN Global Compact conferences and assessments</div> <div></div>

Environment

Linedata is piloting its carbon emissions reduction trajectory thanks to its carbon audit, carried out with the support of Sweep, which provides the tools needed to account for and analyze its emissions.



Awareness

Together with partners such as Gloria, Linedata organizes regular conferences on themes such as climate, diversity and inclusion to involve and raise awareness among employees.




Eco-responsible practices

Résilio helped Linedata eco-design its website, reducing its CO2 emissions by 13% and its water consumption by 25%.




Exchanges and collaborations

Linedata collaborates with institutions such as Numeum, contributing to working groups on ethical AI, and participates in the monthly CSR committee of the town of Neuilly-sur-Seine, which brings together major local companies to discuss best practices.



Regulatory aspects

The Saint Front firm is assisting Linedata with the audit of its sustainability report, after several years of auditing its Extra-Financial Performance Statement.



1.2 Sustainability in the Linedata context

1.2.1 PRESENTATION OF SUSTAINABILITY ISSUES / IRO (IMPACTS RISKS OPPORTUNITIES)

Methodology Double Materiality

The aim of the materiality analysis is to identify the sustainability challenges facing the Linedata Group's value chain.

The analysis involves assessing the materiality of the impact(s) of the company and its value chain on the environment and people, on the one hand, and the materiality of the financial risks and opportunities for the company generated by sustainability issues, on the other.

Stakeholders

The stakeholders involved in Linedata's activities are many and varied. This ecosystem includes stakeholders directly concerned by the Group's activities: main strategic suppliers (IT services, datacenters, subcontractors, lessors), customers (asset managers, credit institutions), employees, investors, local communities, particularly in India and Tunisia where Linedata has a significant presence. The scope also includes stakeholders who use the Sustainability Report, i.e. rating agencies, investors, prospects and potential clients and candidates.

This mapping reflects the complexity and interconnectedness of the ecosystems in which Linedata operates.

IRO identification

As part of its dual materiality analysis, Linedata has identified the impacts, risks and opportunities (IROs) linked to the sustainability challenges facing its value chain.

IROs are identified by taking into account the challenges and dependencies of the company and its stakeholders/value chain. For the first double materiality and IRO identification exercise, stakeholders were not directly involved, but their issues were identified and taken into account by the CSR Committee. For future exercises, exchanges will be organized with the main stakeholders.

The identification of IROs is based on the "issues/topics" mentioned in the last DPEF (2023), to which are added the "issues/topics" identified through the study of the 93 (sub)themes listed in AR16 (ESRS 1).

The identification of IROs is carried out centrally by the CSR Committee, made up of directors from the HR, Communications, Business Development, Finance, IT and Audit & Compliance departments, who have the responsibilities, seniority and knowledge of the Linedata Group that enable them to have both an overall and detailed view of the company's challenges in terms of its activities, geographies and stakeholders/value chain.

This committee is made up of experts on ESG issues related to the Linedata Group. Each member regularly monitors these topics and participates in various ecosystem working groups.

However, the disaggregation of information that is being carried out this year through the CSR Committee's central knowledge base will be strengthened through more in-depth local analysis in future years.

Prioritizing / Scoring IROs

IROs are rated on the basis of impact materiality and financial materiality.

These ratings are made independently of the mitigation measures implemented by Linedata, i.e. the materiality assessment is carried out on the basis of gross impacts, risks and opportunities.

For impact materiality, the severity of the impact is assessed, along with its probability of occurrence for potential impacts. The severity of the impact is assessed according to 3 criteria:

- its scope, in order to rate the importance or seriousness of the impact on human rights or the environment, for example.
- its scope in order to assess the extent (e.g. geographical) of the impact
- its irremediable nature (for negative impacts) in order to assess the extent to which the impact can be repaired.

For financial materiality, which corresponds to the risks and opportunities generated by the economic, social and natural environment on the company's performance, it is the potential scale of the financial effects and the probability of occurrence that are assessed.

In addition, short-, medium- and long-term horizons are also identified for each IRO.

The rating system, defined by the CSR Committee, measures the intensity of each criterion on a scale of 1 to 5. Impact materiality is weighted more heavily in terms of scale, occurrence and irreparability than in terms of scope. The weighting is different for positive and negative impacts.

For IROs with a potential negative impact on human rights, a specific weighting is applied to take into account a greater weighting of severity over probability.

	Materiality Impact				Financial Materiality		
	Gravity Scale	Severity Range / Extent (Geographic)	Severity Remediability	Probability of occurrence	Extent of financial impact	Probability of occurrence	
1	None / NS	No scope	No effect	Almost improbable	1	0% sales - 0	Almost improbable
2	Limited	Limited (Local)	Easily reversible effect	Very rare	2	0.5% of sales - €1M	Very rare
3	Average	Average (National)	Reversible effect	Quite rare	3	1% sales - €2M	Quite rare
4	Strong	Strong (Regional)	Moderately, hardly reversible effect	Likely, very likely	4	2% sales - €4M	Likely, very likely
5	Very Strong	Global / Total (Global)	Irremediable effect	Current	5	5% sales - €10M	Current
Weighting Negative impact	33%	15%	33%	33%			
Weighting Negative Impact / Human Rights	38%	20%	38%	18%			
Weighting Positive Impact	40%	20%	0%	40%			

The materiality threshold (> 2.5) was defined by the CSR Committee in order to classify issues/IROs as material.

Materiality of themes

Following the rating of the IROs, the CSR Committee identified the material sustainability themes. As part of this process, and in order to ensure that the themes identified as material (impact and/or financial) are exhaustive, an analysis of all 93 (sub)themes listed in AR16 (ESRS 1) is carried out, taking into account stakeholder issues. 4.

The rating of the IROs and the verification of the completeness of the themes make it possible to conclude on the materiality of the Linedata Group's sustainability challenges (in the absence of identification of IROs or immaterial rating of the identified IROs, certain themes are not presented in this report). These elements were discussed with CSE elected representatives on December 19, 2024, following on from the general presentation of the CSRD to the CSE on November 19, 2024.

Governance validation

The Board of Directors' Impact Committee is involved in validating the methodology and results of the double materiality analysis.

Thematic (ESRS) materials

ESRS	Sub-theme	Impact	Risk / Financial opportunity	Upstream value chain	Own activity	Downstream value chain
E1 - Climate change	Energy	✓	✓	×		
	Climate change mitigation	✓	✓	×		
	Adaptation au changement climatique	✓	✓	×		
E5 - Circular Economy	Incoming resources	✓	✓	×		
	Outgoing resources	×	×			
	Waste	✓	×	×		
S1 - Company workforce	Working conditions	✓	✓		×	
	Equal treatment and opportunities for all	✓	✓		×	
	Other work-related rights	✓	×		×	
S4 - Consum- and end-users	Information-related impacts for consumers/users	✓	×		×	×
	Consumer personal safety	×	×			
	Social inclusion of consumers	×	×			
G1 - Sales management	Corporate culture	✓	✓		×	
	Whistleblower protection	✓	×	×	×	×
	Animal welfare	×	×			
	Supplier relationship management	✓	✓	×	×	
	Corruption and bribery	✓	✓	×	×	×
	Political commitment and lobbying activities	×	×			

Thematic (ESRS) non-material

The non-material themes are: ESRS E2 - Pollution, ESRS E3 - Marine and water resources, ESRS E4 - Biodiversity and ecosystems, ESRS S2 - Employees in the value chain and ESRS S3 - Communities concerned.

Presentation of the publication requirements integrated into the sustainability report

Following the dual materiality analysis, Linedata has identified the ESRS mandatory disclosure requirements and data points for its material themes in order to assess the materiality of the information. Where no link was found between a specific requirement and a material theme, the information for that publication requirement or data point was not disclosed.

The table summarizing the requirements of the various ESRSs contained in the Sustainability Report and indicating the paragraphs where these requirements can be found can be found in Appendix E (note that Linedata has voluntarily included certain publications subject to a one-year transition period in the social information section).

In order to meet the publication requirement of Appendix B of IRO-2, here are the elements concerning the European Climate Act (the only EU legislative act applicable to Linedata):

Publication requirement	Report section	EU European Climate Law
ESRS E1-1 Transition plan §14	2.1.1	Article 2(1) of Regulation (EU) 2021/1119
ESRS E1-7 GHG absorptions and carbon credits §56	2.1.1.2	Article 2(1) of Regulation (EU) 2021/1119

1.2.2 MANAGING SUSTAINABILITY ISSUES

To control and monitor the material challenges of sustainability, the Group has set up policies and processes accompanied by action plans, Key Performance Indicators (KPIs) and targets.

The CSR Committee is responsible for centrally monitoring the development of issues, the definition of policies, the progress of action plans and the analysis of KPIs throughout the Group.

The tables below summarize the main policies, actions, KPIs and targets developed in each section of this report. Further details on the policies can be found in Appendix A.

Summary of Policies, Actions, Targets - Environment section

ESRS	Theme	Policies	Actions/Action plan	KPI(s)	2024 results	2025 targets
E1 Climate change	Reducing the environmental impact of operations (DR E1-3/4/6/7)	<p>Our environmental policy sets out the objectives and actions we are taking to reduce our impact on the environment.</p> <p>The Group's travel policy focuses on limiting greenhouse gas emissions.</p>	<ul style="list-style-type: none"> • Deployment of the reduction strategy: <ul style="list-style-type: none"> - Green electricity subscription - Optimization of air conditioning/heating systems - Transferring data hosting to the cloud - Building an eco-design approach for software solutions 	<ul style="list-style-type: none"> • Carbon intensity • Carbon intensity of commuting / telecommuting 	<ul style="list-style-type: none"> • 2.95 TeqCO₂/employee (vs. 3.37 in 2023) • 0.98 TeqCO₂ / Employee (vs 1.02 in 2023) 	<ul style="list-style-type: none"> • Not defined: awaiting 2030 reduction trajectory
E1 Change climate	Mastering our energy consumption (DR E1-5)	The environmental policy mentions the objectives and actions implemented to reduce energy consumption.	Optimization of energy consumption (reduction and deployment of green energy contracts)	<ul style="list-style-type: none"> • Offices: consumption KWH / m² • Offices: % green energy consumption 	<ul style="list-style-type: none"> • 99 Kwh/m² (-2% vs 2023) • 58% green energy consumption 	<ul style="list-style-type: none"> • -5% • >70% green energy consumption
E5 Economy Circular	Purchasing management managers (DR E5-4)	The Responsible Purchasing Charter sets out	<ul style="list-style-type: none"> • Commitment to responsible social, environmental and ethical business practices conveyed to suppliers. 	% of suppliers (+15k€/year) who have received the Purchasing Charter managers	96% of suppliers (>15k€) were contacted by e-mail	>95% of suppliers (>15k€)
G1 Sales management	Supplier relationship management (DR G1-2)	Linedata's commitments and expectations of its suppliers.	<ul style="list-style-type: none"> • Reinforced monitoring of the environmental quality of IT purchases 			
E5 Economy Circular	Reducing and optimizing waste (DR E5-3)	Environmental policy integrates economic issues and waste treatment.	<ul style="list-style-type: none"> • Optimization of office and IT waste (reduction, sorting, reuse) • Roll-out of recycled waste reporting • Employee awareness 	Volume of waste recycled	-338kg of waste recycled in France	Not yet defined: awaiting group waste reporting

Policies, Actions, Targets summary - Social section

ESRS	Theme	Policies	Actions/Action plan	KPI(s)	2024 results	2025 targets
S1 Company workforce	Skills and career development (DR S1-13)	Skills and career development revolves around : - a talent management policy: setting objectives, assessing performance and identifying areas for improvement (including employee training) - a mobility policy	<ul style="list-style-type: none"> Expanding our training offering: Coursera platform Strengthening Learning & Development teams in India and the United States Performance appraisal using the Bob tool and Promotion Committee for management positions 	<ul style="list-style-type: none"> % of PDRs (People Development Reviews) completed % professional mobility Training : <ul style="list-style-type: none"> - Number of training hours*/trainee - of employees trained* ** excluding mandatory training 	<ul style="list-style-type: none"> 89.4% of employees had an interview 11% professional mobility 25.1 hours of training* / employee trained 74% of employees trained 	<ul style="list-style-type: none"> >95% of employees between 10 and 15% mobility > 21 hours of training* / employee trained between 75 and 85% of employees trained*.
S1 Company workforce	Employee well-being (DR S1-8/14)	There is a Group-wide policy on well-being at work, as well as a telecommuting policy setting out the rules by region.	<ul style="list-style-type: none"> Annual employee engagement survey Consultants available for employees, especially in India Partial coverage of sports activities in certain countries Training and awareness-raising on psychosocial risks in North America, India and France Summer and end-of-year events in the regions 	<ul style="list-style-type: none"> % attrition % of sick leave Annual survey : % participation Commitment % "I am proud to work for Linedata". 	<ul style="list-style-type: none"> 12% attrition rate (vs. 15% in 2023) 1.42% sickness absence (vs. 1.78% in 2023) 56% participation Score : 3.17/4 	<ul style="list-style-type: none"> Stable or lower voluntary attrition 1,5% sickness absence >65% participation Increased commitment
S1 Company workforce	Compensation and benefits (DR S1-10/16)	Linedata has a global compensation policy, adapted to local legislation, regulations and specificities, to ensure consistency and attractiveness.	<ul style="list-style-type: none"> In India: Introduction of parental insurance cover In the United Kingdom: alignment of salary coverage during maternity leave Review of salaries using the Bob tool, with integration of an analytical section to calibrate proposals 	<ul style="list-style-type: none"> % decent wages 	<ul style="list-style-type: none"> 100% decent wages 	<ul style="list-style-type: none"> 100% decent wages
S1 Company workforce	Diversity & equal opportunity (DR S1-9)	Equal opportunities for men and women is a global commitment, with different responses from one country to another. Linedata has developed a recruitment/promotion policy for women adapted to each country.	<ul style="list-style-type: none"> Recruiting women in India Integration of gender parity KPIs into long-term management compensation plans Ensuring gender equity on promotion committees Regular monitoring of F/H pay discrepancies 	<ul style="list-style-type: none"> % of women in the Group % of women in top management % gender pay gap of men promoted and % of women promoted 	<ul style="list-style-type: none"> 35% women 22.0% women in top management 5.8% pay gap (favorable to men) 2.1% promotion gap (favorable to women) 	<ul style="list-style-type: none"> 35% women 27% women among managers Decrease in gap Less than 2% difference in favor of men
S1 Company workforce S4 End-users	Employee data protection (DR S1-17) and customer data protection (DR S4)	The Linedata Group has implemented a data protection policy.	<ul style="list-style-type: none"> Compliance with applicable Data Privacy and Personal Data Protection legislation Employee training and awareness Adoption of "Privacy by design" best practices 	% new entrants trained in data protection	84% of new employees trained	>95% trained
S4 End users	Digital Responsibility	Our environmental policy takes into account the challenges of Responsible Digitalisation	<ul style="list-style-type: none"> Integrating a responsible digital approach into product innovation and customer offerings Transforming data hosting solutions 	% of employees aware of eco-design (from 2025)	Not applicable	Not yet defined: awaiting training roll-out

Policies, Actions, Targets summary - Governance section

ESRS	Theme	Policies	Actions/Action plan	KPI(s)	2024 results	2025 targets
G1 Driving commercial	Promoting values ethics and the fight against corruption (DR G1-1/3/4)	Linedata's Code of Ethics summarizes the company's ethics, corruption and responsible purchasing policies.	<ul style="list-style-type: none"> • Raising awareness of ethical principles through communications and training. • Compliance with all obligations under the Sapin II law • Inclusion of ethical criteria in all supplier tenders. 	<ul style="list-style-type: none"> • % annual membership ethical code • Employee survey - "I consider Linedata to be an ethical company". • % new entrants trained to fight corruption 	<ul style="list-style-type: none"> • 100% members hip • Score : 3.41/4 • 89% trained 	<ul style="list-style-type: none"> • 100% members hip • Score > 3.5/4 • >95% trained
G1 Driving commercial	Compliance with supplier payments (DR G1-6)	The Linedata Group has set up a responsible purchasing charter and is committed to respecting the supplier payment deadlines set by the legislation in each of its locations.	<ul style="list-style-type: none"> • Compliance with contractual payment terms • Negotiation of payment terms, taking into account the specific characteristics of suppliers (SMEs, self-employed, etc.) 	Supplier payment terms medium	33 days	<35 days

1.2.3 GOVERNANCE

Linedata's governance structure, consisting of its Board of Directors and management team, considers that sustainability issues are likely to improve its performance and consolidate the trust placed in the Linedata Group by both its internal and external stakeholders, thus contributing to the company's overall sustainability.

The purpose of this governance is to accompany and support the company's initiatives, particularly in the fields of the environment, education and health, illustrating its commitment to Corporate Social Responsibility (CSR). For several years now, the Board of Directors and management team have been stepping up their commitment to meeting the challenges of sustainability.

Board of Directors

The Board of Directors of Linedata Services comprises five members, appointed for two years by the Annual General Meeting, with the possibility of renewal. Since the Annual General Meeting and Board of Directors meeting of April 27, 2017, Mr. Anvaraly Jiva, founder of Linedata in 1998, has held the joint positions of Chairman of the Board and Chief Executive Officer.

Of its five directors, three are independent¹ with the exception of Mr. Anvaraly Jiva and Mr. Jamil Jiva, executive members of the Board. At December 31, 2024, the legal proportion of 40% women on the Board had been met, with two women members. There are therefore 0.67 women on the Board for every man. As employees of the Company and the Group hold less than 3% of the Company's share capital, the Board does not include any representatives appointed by employees.

The Board meets regularly in accordance with the missions assigned to it by law and the company's bylaws. Missions are shared with the four committees that report to the Board of Directors, whose expertise and roles in sustainability issues are presented in the "Committee missions and achievements" section of this chapter. The work of the various committees is regularly reported to the Board of Directors.

The commitment of four of the five directors to the Environmental and Social Impact Committee underlines the priority given to environmental, social and governance (ESG) issues in Linedata's global strategy.

Expertise and role of the Board of Directors and its Committees

The Board of Directors is made up of individuals with varied backgrounds and recognized expertise, particularly in the fields of finance, strategy and sustainability.

The directors bring complementary expertise to bear on Linedata's sustainability challenges (IROs):

- in portfolio management, providing invaluable advice on the ESG criteria to be applied to investments (M&A),
- in compliance and internal control to guarantee the reliability of the internal control system for extra-financial reporting, as well as the robustness of the Group's ethics and governance systems (IROs Governance),
- in digital transformation to advise Linedata on the use of technology for sustainable solutions and carbon footprint reduction (IROs Environment),
- in organizational management to advise on social issues (IROs Sociaux),
- in strategy to integrate sustainability issues into Linedata's offering and business development.

The Linedata Group enables its directors to enhance their sustainability expertise by sharing presentations or other reading material on the company's various sustainability issues.

Through an approach focused on sustainable value creation, the directors ensure that:

- Linedata's approach to sustainability issues effectively meets stakeholder expectations and contemporary challenges;
- environmental and social initiatives also support innovation, resource optimization and competitiveness;
- commitments, action plans and the achievement of sustainability objectives, as well as materiality analyses and the internal control system for drawing up the sustainability report, are communicated to them through Impact Committee meetings, which take place at least twice a year.

¹ For more on this point, see chapter 2 on... of the Universal Registration Document.

Committee missions and achievements

	Social and Environmental Impact Committee	Audit Committee	Strategic Committee	Nominating and Compensation Committee
Sustainability missions	<ul style="list-style-type: none"> Identify and analyze issues, risks and opportunities related to social, societal and environmental impact; Assess the resources deployed to meet these challenges. Give its opinion on the integration of these actions into the Group's overall strategy. 	<ul style="list-style-type: none"> Monitor internal control, risk management and compliance systems in relation to sustainability issues; Analysis of the Sustainability Report; Opinion on the appointment or renewal of Sustainability auditors. 	<ul style="list-style-type: none"> Review the Group's strategic orientations, taking into account sustainability issues; 	<ul style="list-style-type: none"> Integrate ESG performance criteria into the remuneration of corporate officers and senior executives to encourage them to adopt sustainable management practices; Ensure that the granting of free shares is conditional on the achievement of specific and ambitious ESG results.
2024 sustainability achievements	<p>Climate change:</p> <ul style="list-style-type: none"> Challenge the impacts, risks and opportunities associated with climate change, particularly in terms of reducing carbon emissions and adapting to climate impacts. Suggest actions and monitor progress. <p>Social responsibility:</p> <ul style="list-style-type: none"> Ensure that company practices promote fair working conditions. Monitoring the company's diversity and inclusion policy and analyzing the results of the employee survey, with a focus on sustainability issues. <p>Corporate Social Responsibility:</p> <ul style="list-style-type: none"> Follow-up on actions carried out as part of the Linedata Charity program, in particular the trip to Uganda. 	<p>Compliance with Sustainability Regulations:</p> <ul style="list-style-type: none"> Ensure that the company complies with sustainability regulations, such as the European Union's CSRD directive. Support in structuring the sustainability report and validation of the double materiality analysis and choice of KPIs. <p>Reporting and Internal Control:</p> <ul style="list-style-type: none"> Ensure the quality and transparency of qualitative and quantitative information on sustainability issues. Ensure that the internal control system oversees the non-financial reporting process. 	<p>Ensures that sustainability is taken into account in Linedata's strategy and business development.</p>	<p>Preparation and follow-up:</p> <ul style="list-style-type: none"> ESG indicators in the variable compensation of the Chairman and Chief Executive Officer the Company's ESG performance criteria as part of the 2024 bonus share plan for Group employees.

Management Team

General Management is headed by the Chairman and Chief Executive Officer and supported by an Executive Committee, which oversees the Group's operational management. This Committee includes heads of central functions as well as representatives of the Asset Management and Credit & Finance businesses. Members of the management team are involved in defining and deploying the sustainability strategy, as well as identifying, monitoring and setting targets for the Linedata Group's sustainability challenges, risks and opportunities. Each member plays a key role by being in charge of specific sustainability issues, but also by being an ambassador of this strategy to employees, thus reinforcing their integration within the organization.

More broadly, all Linedata Group management teams are mobilized around CSR commitments, which are notably integrated into the objectives of the 2022-2025 Free Share Plan. Management teams are regularly informed of the actions taken and the achievement of sustainability objectives. This information is also communicated to all employees during speeches by senior executives visiting the Group's various offices, or during "CEO Connect" events.

Sustainability performance criteria in compensation

To encourage a sustainable approach and align management with the company's environmental, social and governance commitments, Linedata has set up an incentive scheme that incorporates ESG targets into the variable compensation of its Chairman and CEO (weighting of 10%) and the allocation of free shares (weighting of 10%). ESG performance is assessed through the achievement of Linedata's main sustainability performance indicators, such as targets for carbon footprint reduction and representation of women in management.

The Board of Directors and the Remuneration Committee approve and update this system, ensuring that Linedata's commitments and results in terms of sustainability are taken into account in remuneration.

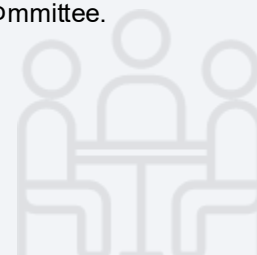
CSR Committee

Linedata has set up a structured governance structure to steer its CSR approach through its CSR Committee.

This CSR Committee, which includes several members of the Executive Committee, is responsible for managing and regularly monitoring sustainability impacts, risks and opportunities, as well as integrating these issues into the company's strategy and practices.

This governance ensures that CSR objectives are set and monitored, and that social, societal and environmental projects are effectively tracked.

The CSR Committee reports directly to the Executive Team and to the Impact Committee.



1.2.4 RISK MANAGEMENT AND INTERNAL CONTROL

Risk management / Due diligence

The Linedata Group considers that being vigilant about the consequences of its activities on stakeholders and the environment is a prerequisite for the sustainability of its activities.

In order to identify major social, societal and environmental risks, the Linedata Group relies on risk mapping and double materiality analysis exercises:

- Every year, the Linedata Group updates its risk map, which also includes its extra-financial risks. A summary of annual risks is published in its universal registration document;
- Since 2024, the Linedata Group has strengthened its system for identifying and assessing its sustainability challenges through its double materiality analysis (see above).

Summaries of the risk mapping and materiality analysis of sustainability issues are shared with the management team and the Audit Committee. The main risks and action plans are presented in this sustainability report and in the Risk Factors section of the universal registration document (Chapter 4).

This work enables the company to strengthen its vigilance by gaining a precise vision of its sustainability challenges in order to:

- define, implement and monitor the effectiveness of action plans ;
- take them into account in the company's strategic decisions.

Vigilance and monitoring of sustainability issues also involve:

- participation in external working groups (e.g. Club RSE des entreprises de Neuilly-sur-seine);
- exchanges with stakeholders (customers, suppliers in particular);
- by attending training courses, webinars and conferences.

Reporting and internal control

This declaration and reporting are based on data consolidated under the responsibility of the Audit & Compliance department and the HR department on the basis of information provided by Linedata Group companies.

The figures published in this report concern all consolidated companies. As soon as a company joins the Group, its social, societal, environmental and ethical data, etc., are included in the case of a shareholding of more than 50%. The scope of consolidation in terms of sustainability is identical to that of the financial statements.

Qualitative information is based on interviews with those responsible for the subjects covered in the various countries where Linedata operates.

The sustainability report covers the company's upstream and downstream value chains.

A multi-disciplinary team comprising the Legal, Finance, HR, Communications, Audit & Compliance Departments is responsible for the global approach adopted in drawing up this report.

In addition to the Group's central resources, a network of local correspondents has been set up in all geographic zones. This organization guarantees the regular flow of information within the Group, the practical implementation of actions at all levels, and dialogue at the highest corporate level on issues relating to corporate responsibility and their publication in this report.

Consistency checks and comparisons with data from previous years are carried out. The data is collected and checked by the Audit & Compliance team to ensure consistency, before the final sustainability report is forwarded to the Independent Third Party for verification.

The CSR Committee and the Impact Committee of the Board of Directors also review the information published in this sustainability report. In addition, the Sustainability Report will be shared with the CSE following its publication.

02

ENVIRONMENTAL INFORMATION



In recent years, climatic events and various reports (including those of the IPCC) have confirmed the urgent need for everyone to take account of environmental issues and the consequences of climate change. As a software publisher, the Linedata Group is aware of the impact of digital activity on the environment, and wishes to make a positive contribution to environmental issues, and in particular to climate change, by reducing its environmental footprint. It is with this in mind that Linedata has defined its environmental policy, covering the main areas of action and the management of material impacts, risks and opportunities in terms of mitigating and adapting to climate change.

Although Linedata's strategy and business model are now resilient in the face of various climate scenarios (see analysis below), we must anticipate and adapt to climate change, which will impact our activities, our employees and our value chain in the more or less long term.

With these objectives in mind, and as part of the double materiality analysis presented in this report, Linedata has identified and assessed its material climate-related impacts, risks and opportunities (IROs):

- Impacts on the climate have been identified by analyzing the activities of the Linedata Group and its main stakeholders (in particular through GHG emissions),
- Physical risks have been identified by taking into account the various short-, medium- and long-term climatic hazards that could affect our business, as well as the supply chain for our IT equipment,
- Transition risks and opportunities have been identified by studying examples of events linked to climate transition (in particular those based on the TCFD classification).

Through the identification of climate-related material IROs (listed below), Linedata has carried out an initial analysis of the resilience of all its activities to the main climate change scenarios.

Linedata, by virtue of the high recurrence of its sales, the geographical spread of its employees over 4 continents, the business continuity plan (possibility of working remotely) and activities with an existing but limited impact on climate change, can today be considered a resilient company in the face of climate change. However, this initial resilience analysis will be completed in 2025 to meet the expectations of the CSRD, and will be accompanied by a transition plan (currently absent) to be carried out in conjunction with the definition of the 2030 sustainability strategy.

Ref IRO	Sub-theme	Risk or opportunity	Positive or negative impact	Value chain	IRO name	Details and link to corporate strategy/operations
E1/1	Climate change mitigation	Risk	Positive	Direct Activities	New regulations: Deployment of a mandatory carbon offset scheme	The introduction of mandatory carbon offsetting, while beneficial to the environment, could result in higher operating costs.
E1/2	Climate change mitigation	Risk	Positive	Upstream	Switch to lower-emission technologies and increase purchasing costs	Anticipating the decarbonization of suppliers' activities, which would have an upward impact on purchasing costs (raw materials, transport, etc.).
E1/3	Climate change mitigation	Opportunity	Positive	Upstream / Direct activities	Deployment of Digital Responsibility initiatives and business development	The deployment of digital responsibility initiatives generates business opportunities as well as savings (equipment lifespan, lower energy consumption).
E1/4	Climate change mitigation	Opportunity	Positive	Direct Activities	Market growth for ESG-related financial products	The evolution of the financial market and investors' expectations regarding ESG data can have a positive impact on demand for adapted software.
E1/5	Adapting to climate change	Risk	Negative	Direct Activities	Rising temperatures impact human activities	As a result of rising temperatures, some offices (Mumbai, Tunis) could be impacted (closing day) or their activities relocated.
E1/6	Energy	Risk	Negative	Upstream and Direct Activities	Higher energy costs	Transition to renewable energy sources could lead to higher energy costs
E1/7	Energy	Risk	Negative	Direct Activities	Increased use of data centers in connection with generative AI	The deployment of generative AI in solutions and the use of AI in business impacts the energy consumption of datacenters given that this technology is data/compute intensive.
E5/1	Resource use and the circular economy	Risk	Negative	Upstream	Dependence on IT equipment: difficulty in sourcing equipment due to mineral scarcity	In connection with the development of microprocessor-consuming activities, risk of dependence linked to the scarcity of minerals required for the production of IT hardware.
E5/2	Resource use and the circular economy	Risk		Upstream	Difficulty in sourcing materials due to regulatory restrictions on certain raw materials	With the development of microprocessor-intensive activities, risk of supply difficulties/regulatory restrictions on computer hardware impacting prices.
E5/3	Waste	Risk	Positive	Upstream and Direct Activities	New regulations: Deployment of a compensation or quota system for untreated waste	Value chain waste that is not recovered may have to be compensated or taxed. Some locations do not have an "optimized" infrastructure for waste treatment (Tunisia).

2.1 Climate change: mitigation and adaptation

2.1.1 CLIMATE CHANGE MITIGATION

As part of its commitment to combating climate change, the Linedata Group has implemented a strategy aimed at reducing its greenhouse gas emissions and strengthening its environmental policy. This approach focuses in particular on two areas: energy consumption linked to data hosting, and business travel.

Given the international dimension of its activities, employee mobility is one of the Group's main sources of carbon emissions. Linedata is therefore committed to managing and optimizing business travel in order to limit its environmental impact.

As a player in the technology sector, data hosting - whether internal or customer data - represents a significant part of Linedata's carbon footprint. This impact results from both the energy consumption of hosting infrastructures and the resources required to manufacture equipment, notably the extraction of minerals for server production.

Commuting to and from work

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

Linedata is also continuing to renew its vehicle fleet, giving priority to low-CO2 emission vehicles (at the end of 2024, 61 % of the 18-vehicle fleet was hybrid or electric, compared with 32% at the end of 2023).



Travel policy

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

- audioconference and videoconference meetings rather than travel (using high-performance IT tools)
- travel by train rather than by plane
- economy class (with a lower carbon footprint than business class)

Linedata uses a group-wide travel and expense management tool. This tool tracks the carbon impact of all business travel in real time.



Public cloud

For several years now, the Linedata Group has been making the transition to Public Cloud hosting, in order to optimize the energy consumption associated with data hosting. The Linedata Group has chosen hosting partners with ambitious targets for reducing their carbon emissions. In addition, Linedata benefits from technological advances and can also optimize its hosting choices to limit the impact of its data hosting.



Partnership strategy

Strategic partnerships with HCL, Inetum (GFI) and Amazon Web Services (AWS) give Linedata immediate access to the best technologies and processes on the market, essential for accelerating its transition to the public cloud.



Evolution of carbon emissions

The Linedata Group annually calculates its carbon emissions with the help of the Sweep solution based on:

- CO2 emission reports available (ie: travel agency);
- The application of emission factors to actual or estimated consumption (e.g. electricity consumption);
- The application of emissions factors on a financial basis according to purchasing volumes (ie: purchase of services).

In 2024, the Linedata Group reduced its carbon intensity per employee by 7% (market based). This reduction is due to:

- stable office-related emissions, despite an increase in headcount (+5% in average headcount);
- Controlling emissions linked to commuting and teleworking;
- lower emissions from data centers.

Carbon footprint calculation

Supported by Sweep, Linedata's carbon footprint is based on the main principles of the GHG Protocol. In addition to Scope 1, which covers direct emissions, and Scope 2, which covers indirect emissions due to energy use, Linedata also accounts for Scope 3 emissions, identifying as far as possible the emissions generated by the upstream and downstream value chain: use of products, purchase of services, etc.

With regard to Scope 2, Linedata calculates market-based emissions by taking into account the renewable electricity contracts set up in the various offices. However, emissions based on location are also calculated (see below the 2 "Location-based" or "Market-based" tables).

The detailed calculation methodology is available in Appendix E 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:

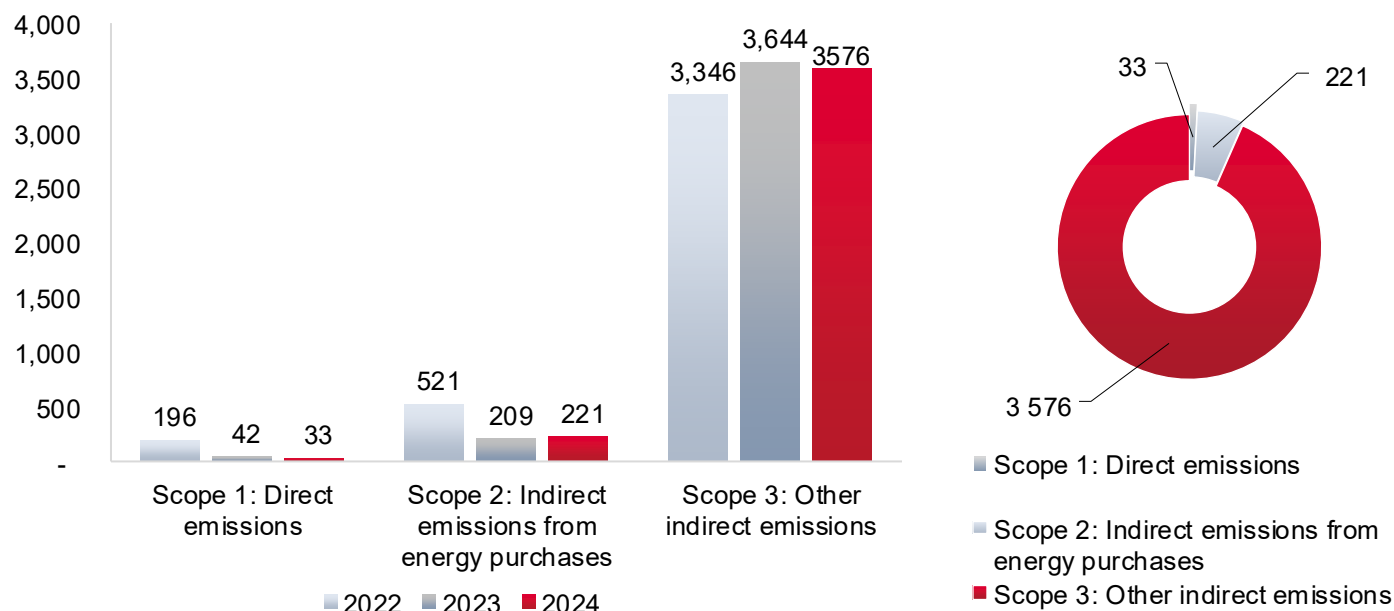
- identify more emissions: IT waste, capex furniture, etc.
- reduce the proportion of emissions calculated on the basis of monetary emission factors, which currently account for over a third of emissions (corresponding to purchases of goods and services).

The Linedata Group has not yet deployed any absorption or mitigation projects financed by carbon credits.

Evolution of the Group's carbon footprint

- Consolidated perimeter, using GHG Protocol methodology
- The year 2022 is used as a reference, corresponding to a representative year of post-pandemic activities.

Emissions



Bilan carbone 2024 - GHG protocol - Market based

In teqCO ₂ - Market based	2022	2023	2024	Variation % 2024/2023
Scope 1: Direct emissions	196	42	33	-22%
Vehicle fuel (combustion)	170	12	4	-66%
Refrigerants	26	29	28	-3%
Scope 2: Indirect emissions from energy purchases	521	209	221	6%
Electricity consumption	521	209	221	6%
Scope 3: Other indirect emissions	3 346	3 644	3 576	-2%
Business travel	348	370	392	6%
Commuting & Telecommuting	755	835	798	-4%
Energy emissions (excluding scope 1 & 2)	175	185	191	3%
Purchases of goods and services	1 683	1 854	1 800	-3%
Leased assets (upstream)	158	149	157	5%
Use of products sold	224	248	235	-5%
Waste	3	3	4	20%
Total emissions	4 063	3 894	3 829	-2%
Average number of employees*	1107	1234	1297	5%
Carbon intensity / Employee	3,67	3,16	2,95	-7%
Consolidated sales (in M€)**	172,7	183,3	183,7	0%
Carbon intensity / M€ sales	23,52	21,25	20,84	-2%

*See Consolidated financial statements 12/31/2024 - Note 6.1

** See Consolidated financial statements 12/31/2024 - Note 5.1

Bilan carbone 2024 - GHG protocol - Location based

In teqCO ₂ - Location based	2022	2023	2024	Variation % 2024/2023
Scope 1: Direct emissions	196	42	33	-22%
Vehicle fuel (combustion)	170	12	4	-66%
Refrigerants	26	29	28	-3%
Scope 2: Indirect emissions from energy purchases	521	475	489	3%
Electricity consumption	521	475	489	3%
Scope 3: Other indirect emissions	3 346	3 644	3 576	-2%
Business travel	348	370	392	6%
Commuting & Telecommuting	755	835	798	-4%
Energy emissions (excluding scope 1 & 2)	175	185	191	3%
Purchases of goods and services	1 683	1 854	1 800	-3%
Leased assets (upstream)	158	149	157	5%
Use of products sold	224	248	235	-5%
Waste	3	3	4	20%
Total emissions	4 063	4 161	4 097	-2%
Average number of employees*	1107	1234	1297	5%
Carbon intensity / Employee	3,67	3,37	3,16	-6%
Consolidated sales (in M€)**	172,7	183,3	183,7	0%
Carbon intensity / M€ sales	23,52	22,70	22,30	-2%

*See Consolidated financial statements 12/31/2024 - Note 6.1

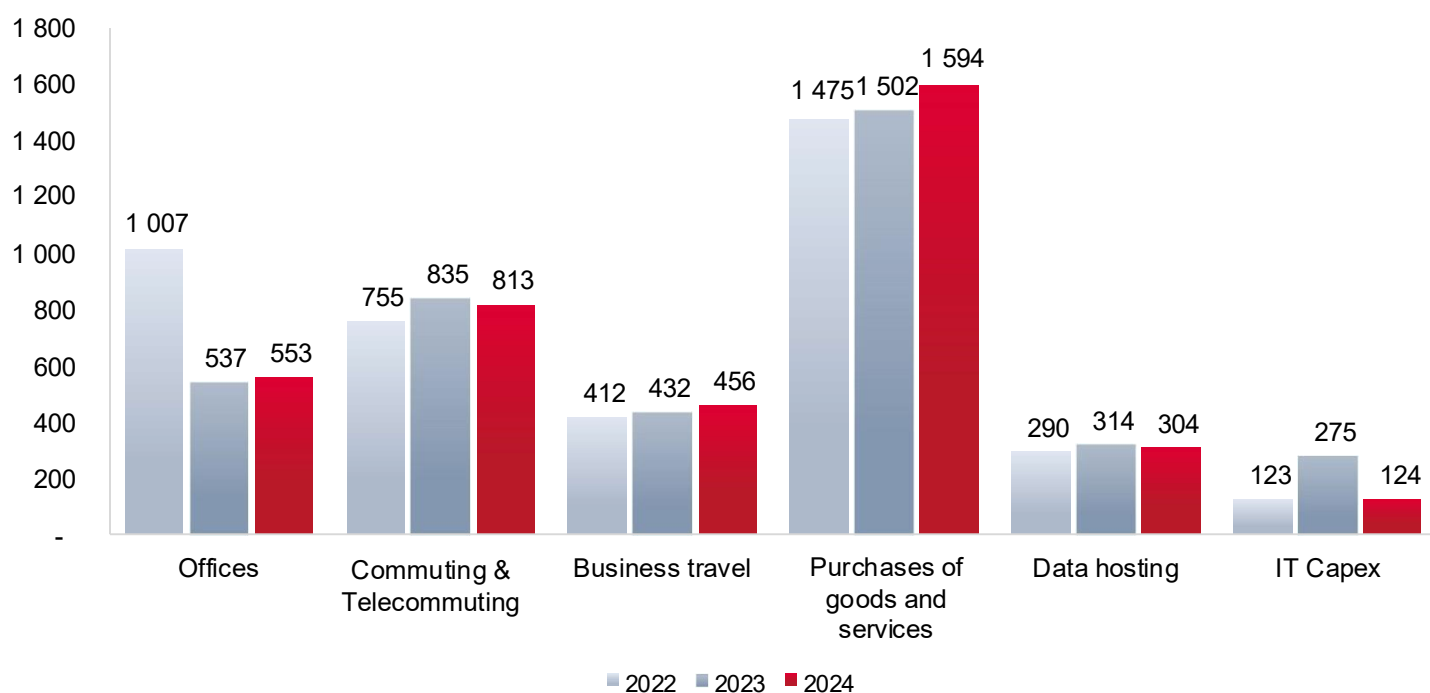
** See Consolidated financial statements 12/31/2024 - Note 5.1

Carbon reporting

Internal reporting by category has been set up to make it easier to monitor our reduction strategy (see below), and also to facilitate internal communication on carbon emissions.

In teqCO ₂ - Market Based	2022	2023	2024
Offices	1 007	537	553
Refrigerants	170	12	4
Offices (m ² occupied)	144	134	140
Electricity	690	387	405
Other (Paper, Waste...)	4	4	5
Commuting & Telecommuting	755	835	798
Commuting to and from work	350	378	441
Teleworking	405	457	357
Business travel	412	432	456
Transportation (Plane, Train, Car)	354	390	410
Hotel	40	32	34
Meals	18	10	12
Purchases of goods and services	1 475	1 502	1 594
IT Services	762	843	891
Other Services: Fees, Insurance...	587	572	622
Communication expenses	71	55	56
Training	54	32	25
Data hosting	290	314	304
Datacenter	228	252	245
Cloud	61	62	55
IT Capex	123	275	124
Total	4 063	3 894	3 829
Number of employees	1107	1234	1297
Carbon intensity / Employee	3,67	3,16	2,95

Emissions 2024 - Market based - Linedata reporting



The carbon emissions reduction strategy

In 2022, following the calculation of its first carbon footprint, the Linedata Group defined its first carbon reduction strategy 2022-2024, focusing on its four main emissions contributors.

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

Main components of the reduction strategy

Office - 14% of emissions

- Optimizing office space

Following on from the teleworking agreement introduced in 2021, the Group has rationalized its office space by reducing space in Arcueil, New York, Seattle and Luxembourg, as well as by closing certain sites, notably in Dublin and Oxford.

- Improving energy performance

Between 2022 and 2023, the Neuilly-sur-Seine and Tunis offices will undergo thermal renovation work, including the installation of new heating and air-conditioning systems, for a total investment of around 1 million euros.

- Selection of eco-responsible buildings

In 2022, Linedata has relocated its Arcueil headquarters to a certified building that meets the highest environmental standards (environmental certifications and labels).

- Optimizing electricity sources

By 2023, the Group has signed renewable electricity contracts for all the offices over which it has decision-making authority.

=> Thanks to these combined actions, Linedata has reduced the carbon intensity of its offices by 50% between 2022 and 2024 (calculated on a market-based basis).

Data hosting - 8% of emissions

- Customer: the Group favors the use of the Public Cloud over external datacenters, with the aim of:
 - Gradually reduce the consumption of physical data centers and Capex investments in servers.
 - Reinforce Cloud consumption, which comes with a commitment to AWS, valid until 2027.
- Corporate: migration to the Cloud

Gradual migration of in-house data centers to the Cloud, notably for the Neuilly-sur-Seine and Tunis sites.
- Cloud optimization choices maximize energy efficiency

=> Thanks to these combined actions, Linedata has succeeded in reducing the carbon intensity of data hosting by 12% between 2022 and 2024.

Service providers - 41% of emissions

- Exchange with key suppliers on their carbon commitment

Business travel & Commuting - 23% of emissions

- Limiting and optimizing travel (trains, new-generation aircraft, electric vehicles)
 - More frequent reporting and awareness-raising campaigns for business travelers.
 - Partnerships with suppliers of eco-friendly cabs to promote the use of "green" vehicles for business travel.
- Encouraging the use of "green" transport for home-work journeys
 - Incentives for soft mobility and mobility packages in France to promote sustainable modes of transport
 - Raising employee awareness

=> These combined actions have reduced the carbon intensity of travel by 7% between 2022 and 2024.

This 2022-2024 carbon reduction strategy was validated in 2022 by the Executive Committee and by the Board of Directors through its Impact Committee, before being communicated to all employees in 2023 along with an awareness-raising conference on climate issues. Several times a year, the Impact Committee receives progress reports on the actions taken.

The carbon reduction strategy will be renewed over the course of 2025, in parallel with the definition of the Group's 2030 strategy, and will be accompanied by a quantification of the investments (Opex and Capex) needed to support it (this quantification has never yet been carried out, although it is understood that the Group will have the necessary resources to support its future reduction strategy). The Group will remain attentive to legislative changes that could impact its operating costs in the event of the deployment of mandatory carbon offsetting schemes. For the time being, the Group has no plans to introduce an internal carbon pricing system, but will keep a close eye on market practices in this area.

Targets for reducing carbon emissions by scope (location based) have been set for 2023, with a horizon of 2028, based on "normative" data from the 2022 carbon footprint - the reference year. The GHG emissions reduction target follows The Shift Project's objective of reducing digital emissions by 30% between 2020 and 2030, which was based on the global target set by the Science Based Target Initiative, adapted to the French context. Linedata did not have the compatibility of its targets and strategy with the Paris Agreement's target of limiting global warming to 1.5°C validated. However, these elements have been validated by the banking pool's Climate teams as part of the process of setting our carbon reduction target for our senior impact debt (sustainability linked loan).

In line with the 2030 carbon strategy to be defined in 2025, future 2030 reduction targets will be set by scope (market-based), taking into account various climate scenarios and ensuring their compatibility with the Paris Agreement, and will be communicated publicly.

Investment focus

With the exception of the replacement of the heating/air-conditioning systems at the Tunis and Neuilly-sur-Seine offices in 2022 and 2023, Linedata has not invested any significant Capex in these various actions (see Taxonomy table). As this first reduction plan for 2022-2024 has not been fully integrated into the company's financial planning, the next reduction/transition plan for 2030 will be integrated into the financial planning process and, more broadly, into the Linedata Group's strategy (see above).

Sobriety and energy transition

An energy-saving audit of the offices was carried out at the end of 2022, verifying the following points: optimized settings for heating and air-conditioning systems, presence detectors for lighting, switching off heating/air-conditioning and lights at the end of the day (if not automatic).

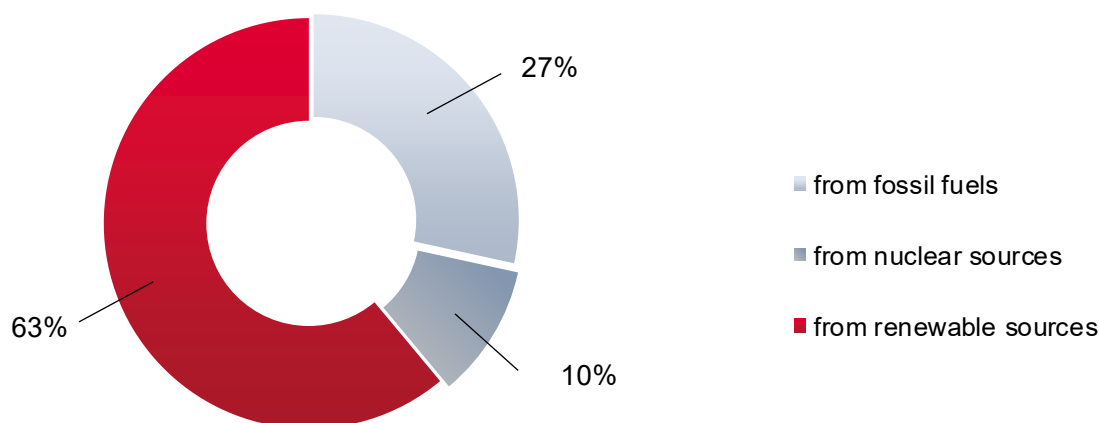
Given the political and environmental stakes involved in the supply of fossil fuels, Linedata is committed to transitioning the energy sources used in its offices. A green electricity contract has been signed at head office, and Linedata is inviting lessors of leased offices to sign a "green" contract if they have not already done so. The Mumbai office, with over 500 employees, is located in the Embassy 247 technology park, which has won numerous environmental awards and uses green energy. For the Tunis office, where 97% of energy comes from fossil sources, Linedata is looking into the possibility of reducing fossil energy consumption (for example, by subscribing to EAC: Certificats d'Attribats Energétiques).

In 2024, the energy mix for offices was 63% renewable energy, 10% fossil fuel and 28% nuclear. Apart from offices with green electricity contracts, Linedata takes into account the country's energy mix (source: <https://lowcarbonpower.org/>).

Energy consumption

Country	City	Office consumption 2024 MWh	Energy contract Green	from of sources fossils	from nuclear sources	from renewable sources
India	Mumbai	242	✓	-	-	242
Tunisia	Tunis	273	✗	265	-	8
France	Neuilly	165	✓	-	-	165
France	Arcueil	211	✗	8	140	62
US	Boston	250	✓	-	-	250
US	New York	33	✓	-	-	33
UK	London	81	✓	-	-	81
HK	Hong Kong	79	✗	79	-	0
Latvia	Riga	60	✗	21	-	39
Morocco	Casablanca	16	✗	14	-	3
Portugal	Sintra	20	✗	5	-	15
Total		1.431		392	140	901

Energy mix Consumption 2024



2.1.2 ADAPTING TO CLIMATE CHANGE

With the impact of global warming intensifying in recent years, Linedata needs to anticipate and adapt to the impact of climate change on its activities, its employees and its value chain.

In the upstream value chain, data centers and hardware suppliers are dependent on the supply of micro-processors, which on the one hand face strong demand, particularly in connection with the development of AI, and on the other can be impacted by limits in mineral extraction or extreme climatic events.

As part of the Linedata Group's activities, some of our offices are located in regions prone to climatic events that can affect transport or power grids.

2.1.3 TAXONOMY

Taxonomy regulations are published in Appendix C.

2.2 Use of resources, circular economy and responsible purchasing

The environmental policy takes into account Linedata's activities and its value chain, through actions on our use of resources as well as responsible purchasing and the development of the circular economy.

2.2.1 USE OF RESOURCES

Linedata is committed to making reasonable use of the resources required for its business.

The Linedata Group also pursues a policy of raising awareness among its employees, involving them in the measures taken to save resources through eco-gestures and technologies likely to reduce the environmental impact of the Group's activities.

In addition to energy consumption, the sustainable use of resources also includes optimized management:

Computer equipment

(main incoming resources with over €1 million of investment in 2024)

Aware of the environmental impact of the manufacture of IT equipment and the challenges posed by the scarcity of the main minerals needed for their production, Linedata is pursuing its commitment with regular initiatives to raise employee awareness (e.g. Gloria conference in 2023) of the "consumption" of IT equipment (screens, computers, etc.) and to extend the lifespan of its servers. When renewing its IT equipment, Linedata favors energy-efficient hardware, in particular by selecting servers equipped with the latest energy-saving technologies. In 2024, the Linedata Group consumed the following volumes of IT equipment: 105 laptops (vs. 300 in 2023), 240 monitors (vs. 267 in 2023) and 252 docking stations (vs. 190 in 2023).



Waste

The Linedata Group attaches particular importance to the environmental impact of its waste, particularly 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 are mainly based on waste sorting (paper, plastic, glass, batteries) in collaboration with an external company or collectively within the buildings where Linedata sites are located, where possible obtaining volumes of recycled waste so that waste volumes can be monitored and optimized. In France, 338 kg of waste were recycled in 2024 (vs. 650 kg in 2023, including a large volume of paper documents that had been destroyed). In the absence of waste reporting for all its offices, Linedata has not yet set a waste reduction target.

Generally speaking, in the absence of available reporting on the consumption volumes (by weight) of its main inputs at Group level, Linedata has not yet set any reduction targets for its incoming resources. Similarly, in the absence of production, Linedata does not track the % of biological materials used to produce products or services.



Impressions

The Group encourages employees to print only when necessary, and some offices have introduced printer access restrictions. Linedata continues to digitize processes that historically consumed paper (accounting, HR, etc.). In 2024, Linedata consumed 1 tonne of paper vs. 1.1 tonne in 2023.



2.2.2 CIRCULAR ECONOMY

The Linedata Group is also committed to the circular economy, in particular by regularly donating our end-of-life IT and office equipment to associations, schools and employees to give them a second life, as well as by purchasing recycled materials (e.g. eco-friendly packages for new arrivals).

2.2.3 RESPONSIBLE PURCHASING

The Linedata Group purchased nearly 41 million euros worth of goods and services in 2024. The Group is committed to responsible purchasing, with a particular focus on environmental issues.

Suppliers' commitment to eco-responsibility

The Responsible Purchasing Charter formalizes the Group's requirements in terms of human rights, personal data protection, business ethics and environmental protection.

This Charter, which is available on the Linedata website and sent annually by email to the Group's main suppliers, calls on business partners to :

- Implement an environmental policy and carry out their activities in such a way as to minimize their impact on the environment.
- Eliminate or reduce sources of pollution generated by its activities, preserve natural resources, limit waste and promote recycling, reduce energy consumption.
- Ensure, where appropriate, that waste considered hazardous is safely managed at all its sites (recycling, storage, etc.), and that it is properly disposed of in safe treatment plants.

Linedata is committed to this approach of selecting "responsible" suppliers, and assumes the financial impact when these suppliers invest in decarbonization (increased manufacturing and transport costs, etc.).

Supplier selection "eco-responsible"

To meet these challenges, the ecological question must be addressed as soon as a new supplier is listed, by including CSR criteria in the evaluation grids for calls for tender. Since 2022, CSR aspects have been systematically included in the selection criteria for calls for tender. The selection of local suppliers is also favored to avoid the environmental impact of transport.





03

SOCIAL DATA

3.1 Company workforce

Introduction

The digital sector is undergoing rapid and constant change. Against this backdrop, the Linedata Group's mission is to support its employees in the continuous acquisition of skills throughout their professional careers. This approach to talent development profoundly influences Linedata's Human Resources policy, which deploys concrete actions to enable everyone to adapt to technological innovations and emerging market trends.

Faced with the emergence of new professions and the need for continuous learning, the HR function now plays a key strategic role. It enables the Group to realize its vision while attracting, training and retaining the best talent in a constantly changing environment.

With teams on four continents, Linedata benefits from a unique human wealth, marked by multiculturalism and multidisciplinary. However, this geographical and cultural diversity also raises major challenges: facilitating knowledge transfer, maintaining commitment and collaboration between dispersed teams, and establishing fluid dialogue on a global scale.

An HR policy rooted in our values

Linedata's Human Resources policy is based on the four fundamental pillars that define its identity. It is reflected in a strong commitment to nurturing talent and fostering professional fulfillment.

Passionate - Encouraging everyone to reach their full potential

Linedata offers its employees a unique environment where they can flourish, make a tangible impact and live out their passion on a daily basis. Everyone has the opportunity to develop their talents and contribute to an inspiring collective adventure.



Sustainable - Building a resilient, forward-looking organization

Working in close collaboration with our operational teams, Human Resources strives to create an agile, sustainable organization. They ensure that employees have the skills and knowledge they need to meet today's challenges and anticipate the future.



Resourceful - Adapt with agility and proactivity

HR teams in each country listen to employees and managers, and offer solutions tailored to local conditions. While guaranteeing fairness and well-being, Human Resources is careful to provide flexible tools and approaches that respond to changes in the workplace and the needs of our teams.



Caring - Promoting holistic well-being

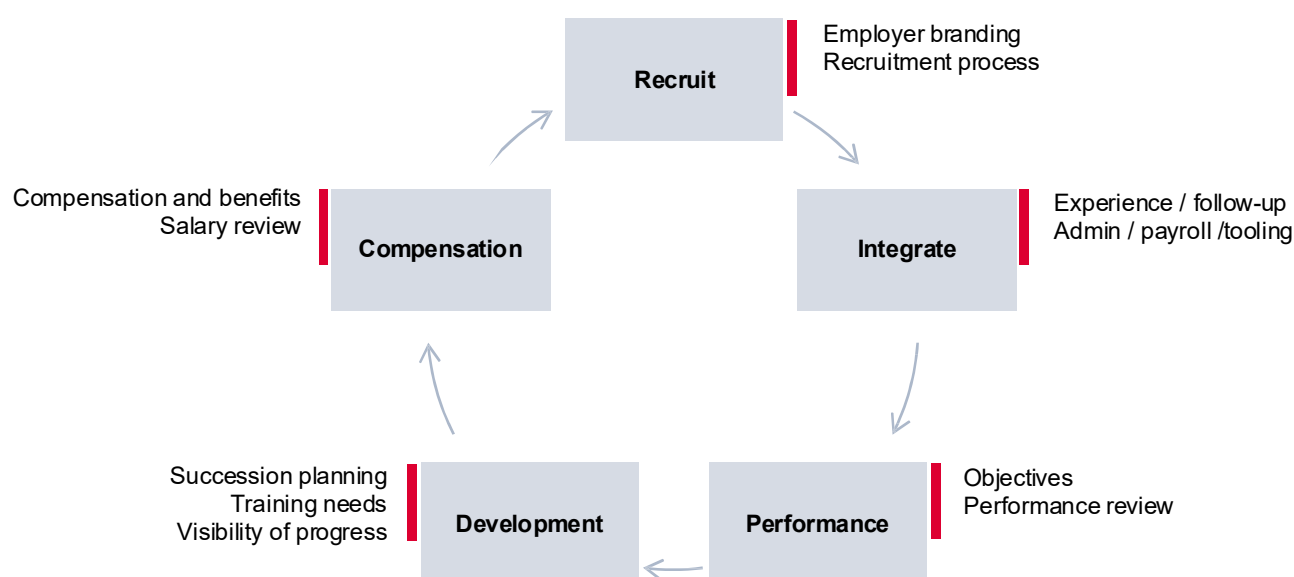
As a guarantor of the physical and psychological safety of our employees, Linedata is committed to creating an environment where everyone can be fully themselves. Our HR teams implement initiatives that encourage commitment, fulfillment and well-being in the workplace, so that everyone can develop in a healthy and stimulating environment.



Transforming HR policy

Linedata's performance relies on the expertise, commitment and performance of its employees worldwide. With this in mind, the Group has embarked on a transformation of its HR policy, accelerated in 2024, structured around five key areas of development:

- Attract and retain the best talent to support growth and transformation objectives;
- Strengthen key HR processes (see diagram below);
- Invest in employee development to achieve the objectives defined in the performance appraisal, in line with business needs;
- Engaging employees: resumption of in-house events and implementation of hybrid work policies to strengthen employee engagement and experience;
- Continue the digital HR transformation with a fully integrated HRIS for a complete employee experience right from the application stage.



Investing in the employee experience with Bob

In 2023, Linedata deployed Bob, a modern and intuitive HRIS platform, at the heart of its strategy to improve the employee experience. Bob is now the single tool that accompanies every employee throughout their career at Linedata.

This centralized solution enables:

- An up-to-date employee profile, guaranteeing the reliability of HR data;
- Easily manage vacations, objectives and annual reviews
- Continuously ask for and give feedback, fostering a culture of transparency and development
- Respond to internal surveys, contributing to the continuous improvement of the working environment.

In 2024, Linedata integrated key processes into Bob, including:

- The performance review, to monitor and evaluate individual contributions;
- Review of salaries and promotions.

Bob offers a clear, centralized view of HR data, reinforcing fairness and efficiency in performance management, development and decision-making processes.

Governance

HR team organization

Linedata's Human Resources team consists of 32 people, with a central team made up of:

- A Group HR Director (Chief People Officer - CPO) ;
- A specialist in compensation policies and HR analysis (Compensation & Benefits - C&B).

This team defines and steers overall HR strategy, in liaison with seven regional HRDs, who ensure that HR policy and initiatives are implemented and adapted locally.

HR governance body

Corporate governance	HR Steering Committee	Regional governance
<p>The CPO is a member of Linedata's Executive Committee, which meets regularly to define the company's strategic priorities.</p> <p>This participation allows:</p> <ul style="list-style-type: none"> • Align HR strategy with business priorities and Linedata's vision, • Promote HR initiatives to senior managers and leaders, • Ensure consistency between human challenges and the Group's growth trajectory. 	<p>The central HR governance body is made up of:</p> <ul style="list-style-type: none"> • CPO, • The C&B • Regional HR Directors. <p>Frequency of meetings:</p> <ul style="list-style-type: none"> • Every 15 days: exchange on global and local HR issues, alignment on priorities, follow-up on current projects. • Once a year: face-to-face seminar to define the HR roadmap and integrate contributions from global and regional business leaders. 	<p>Regional HR managers take part in their region's management committees, which meet once or twice a month, depending on the zone. This enables them to:</p> <ul style="list-style-type: none"> • To be fully integrated into local issues, • Adapt and fine-tune HR policies to meet the specific needs of each region, • Ensure that global initiatives are implemented in a way that is consistent with the realities on the ground.

Stakeholder integration

Collaboration with business leaders

HR policies are drawn up on a collegial basis with global and regional business leaders, who actively contribute to their development. These exchanges ensure strong alignment between HR strategy and operational priorities.

Listening to employees and taking them into account

The HR team, under the responsibility of the CPO, relies on several levers to integrate employee feedback:

- Proximity on the ground: local HR teams interact regularly with employees, and the CPO and C&B travel to offices around the world to meet on-site teams.
- Annual survey (Life@Linedata): the aim of this barometer is to anonymously gather employees' feelings on subjects that matter to them - company strategy, career, compensation, work-life balance, culture and values, relationship with management, atmosphere and collaboration within teams - to identify areas for improvement and adjust regional HR roadmaps. The results are then shared with employees by the CPO.
- Regular exchanges with managers: we create a managerial community through HR cycles and ongoing interactions, encouraging dialogue and support:
 - Gather ideas and feedback on HR practices;
 - Better understand internal dynamics and team expectations;
 - Adjust HR policies in line with operational realities in the field.

Market observation and external monitoring

Linedata is committed to integrating HR best practices through active participation in:

- HR conferences and trade shows,
- Local HR communities,
- Professional HR networks.

This approach makes it possible to anticipate market trends and continuously adapt HR policies to ensure their relevance and effectiveness.

Identifying and managing IROs

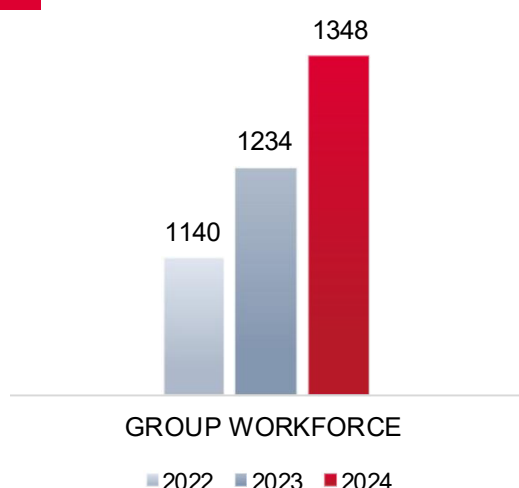
Using the double materiality analysis (see §1.2.1), Linedata has identified the material IROs listed below in relation to its workforce. This identification work took into account the CPO's summary of exchanges and feedback from employees, as well as the monitoring carried out by the entire HR department. This analysis did not lead to the identification of any categories of employees particularly exposed to the risks identified, with the exception of women, who are under-represented in the digital sector, and for whom a specific survey is currently being set up to take their concerns into account. The Group ensures that its internal practices neither cause nor contribute to significant negative impacts on its employees, by integrating impact identification and prevention mechanisms into its HR processes.

Potential or actual IROs are monitored by HR teams, with the implementation of policies and action plans (defined within working groups and presented in this report), accompanied by targets defined by the CPO (in conjunction with its HR teams) and which can be shared with employees. These targets are used to verify the performance and effectiveness of the actions implemented, and are monitored by the governance bodies as part of a continuous improvement process.

Ref IRO	Sub-theme	Risk or opportunity	Impact Positive or negative	Value chain	IRO name	Details and link to corporate strategy/operations
S1/1	Dependency	Risk	Negative	Direct Activities	Dependence of business on human capital	Linedata's business depends on its human capital. A shortage of talent would impact the business.
S1/2	Health & Safety	Risk	Negative	Direct Activities	Psychosocial risks	Psycho-social risks impacting employee health will have consequences for business
S1/3	Work-life balance	Risk	Negative	Direct Activities	Absenteeism and burnout	A work/life imbalance impacting on employees' health will have consequences for the business
S1/4	Work-life balance	Opportunity	Positive	Direct Activities	Reduced absenteeism and increased productivity	A good work/life balance will have a positive impact on your business.
S1/5	Equality and Diversity	Risk	Negative	Direct Activities	Risk of discrimination: lawsuits and image risks	Discrimination can have a major impact on brand image and the attraction of diverse talent. In addition to possible legal action
S1/6	Equality and Diversity	Risk	Negative	Direct Activities	Lack of diversity	Lack of diversity has consequences for business
S1/7	Equality and Diversity	Opportunity	Positive	Direct Activities	New perspectives and innovation through diversity of profiles	Employee diversity can bring new perspectives and foster innovation
S1/8	Training and skills	Risk	Negative	Direct Activities	Skills mismatch	Skills management that fails to adapt to technological change could impact performance, with a loss of productivity and customer appeal.
S1/9	Training and skills	Opportunity	Positive	Direct Activities	Skills development	Skills development can improve company productivity
S1/10	Training and skills	Risk	Negative	Direct Activities	Uncontrolled attrition	Inadequate talent management and employer branding can impact employee attrition or attraction.
S1/11	Privacy policy	Risk	Negative	Direct Activities	Leakage of personal data (employees)	
S1/12	Social commitment	Opportunity	Positive	Direct activities	Philanthropy and social initiatives	Philanthropic and societal commitments have an impact on the lives of local communities, and also on the commitment of our employees.

3.1.1 WORKFORCE

Change in Group workforce



- At December 31, 2024, the Linedata Group had 1,348 employees (excluding trainees/apprenticeship contracts).
- The steady rise in headcount since 2022 has been driven by strong growth in the Services business in India.
- The Group's average workforce in 2024 will be 1,297.

99,9%

of permanent contracts* (2 fixed-term contracts)

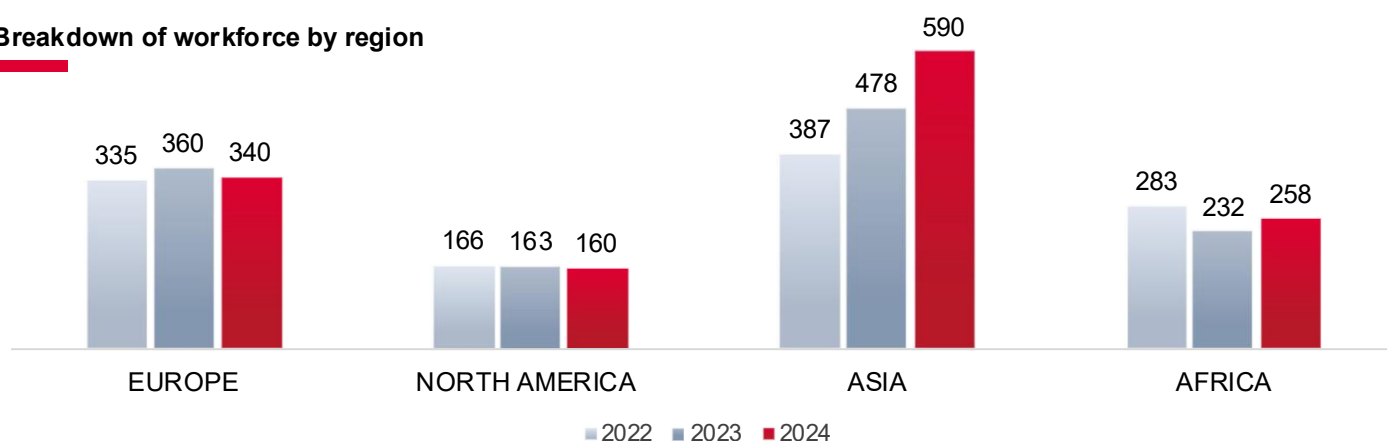
Linedata prefers to recruit on open-ended contracts, with fixed-term contracts reserved for temporary replacements (maternity or parental leave, individual training leave).

See Note 6.1 Employees to the consolidated financial statements.

A global, multicultural Group

Linedata is a Group whose organizational strategy is based on a global, multicultural approach. With over 20 locations worldwide, the Group is distinguished by the diversity of its teams, representing more than 45 nationalities and as many languages. This multicultural dimension is a key feature of the Group's Human Resources policy, which systematically takes into account local specificities. In this way, Linedata is building a dynamic HR approach, reconciling a global strategic vision with a fine-tuned adaptation to local contexts.

Breakdown of workforce by region



Linedata's geographical presence spans four continents, organized around two main hubs:

- 17 offices dedicated to sales development and customer support, representing 38% of the workforce
- The three centers of excellence located in India, Latvia and Tunisia, which account for 62% of the workforce

This organization meets a dual objective of operational efficiency and customer proximity.

The distribution of the Group's workforce is characterized by stability in the European, African and American regions, contrasted by growth in Asia. India will see significant growth in its workforce, with an increase of 60% between 2022 and 2024. This trend is in line with the strategic development of the Services business.

Europe	2022	2023	2024
France	191	191	189
Portugal		42	37
Spain	3	2	2
Luxembourg	6	7	5
UK	88	77	71
Ireland	7	6	6
Latvia	40	35	30
Asia	2022	2023	2024
India	350	440	563
Hong Kong	36	36	26
Singapore	1	2	1
North America	2022	2023	2024
US	154	148	142
Canada	12	15	18
Africa	2022	2023	2024
Tunisia	241	219	248
Morocco	11	13	10

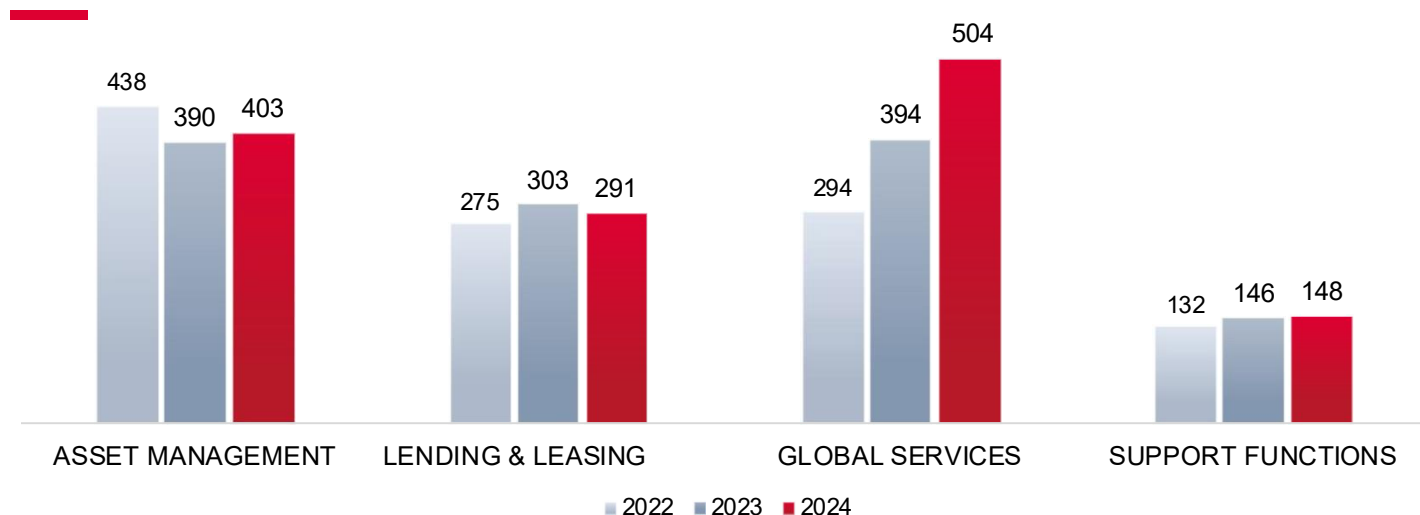
Breakdown by business line

Linedata's organization is based on an agile structure, built around three strategic business segments:

- Asset Management
- Lending & Leasing (credit and financing)
- Global Services (services)

Teams working within the business lines aim to develop solutions tailored to the specific needs of each segment. Support functions provide cross-functional support to optimize the operational performance of all business lines.

Breakdown of employees by business line and support function



Geographical breakdown of business lines and support functions

The Asset Management and Lending & Leasing business lines, as well as the support functions, are deployed in all regions where Linedata is present. In contrast, the Services business line is highly concentrated in India, which accounts for 93% of its workforce.

The uniqueness of the Services division stems from its operating model, which is based on providing asset manager customers with highly specialized teams. In this model, the expertise of our consultants forms the core of our commercial offering, justifying the dynamic growth in headcount specific to this business line.

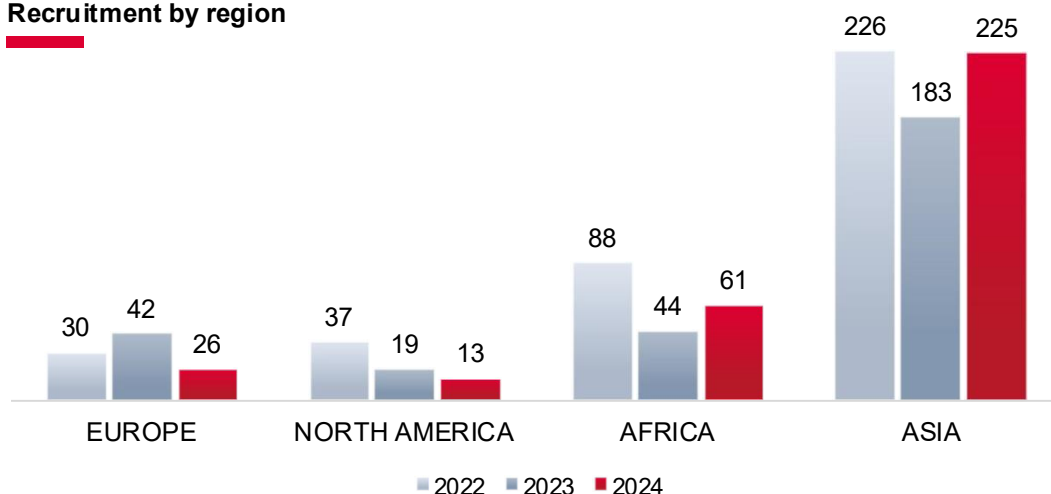
Inputs - Outputs

Recruitment policy

Recruitment is an essential pillar of the Linedata Group's development strategy. In 2024, Linedata welcomed 325 new employees worldwide. The majority of recruitments (92%) were made in the Centers of Excellence in India and Tunisia, in response to the growing needs of our business.

- India: as mentioned in the "Breakdown by business line" section, recruitment in India is mainly focused on strengthening the Services business.
- Tunisia: the vast majority of new recruits are engineering school graduates. To attract young engineers and encourage their integration, Linedata relies on two key mechanisms:
 - End-of-study project (PFE) internships: these internships enable students to carry out a concrete project at the end of their course, providing a gateway to the professional world.
 - Contrats d'Initiation à la Vie Professionnelle (CIVP): this state-supported scheme offers a one-year contract designed to facilitate the hiring of young graduates.
- Europe and North America: in these regions, Linedata is concentrating its recruitment on strategic profiles, particularly within management and product teams, in order to strengthen its expertise and innovation.

Recruitment by region



- Linedata has seen an exceptionally high number of recruitments in 2022, due to a very dynamic job market and a high attrition rate.
- In 2023 and 2024, as the attrition rate falls, recruitment volumes will normalize.

Focus on India: a stronger commitment to recruiting women

Linedata has stepped up its efforts to promote the integration of women in India, with significant results:

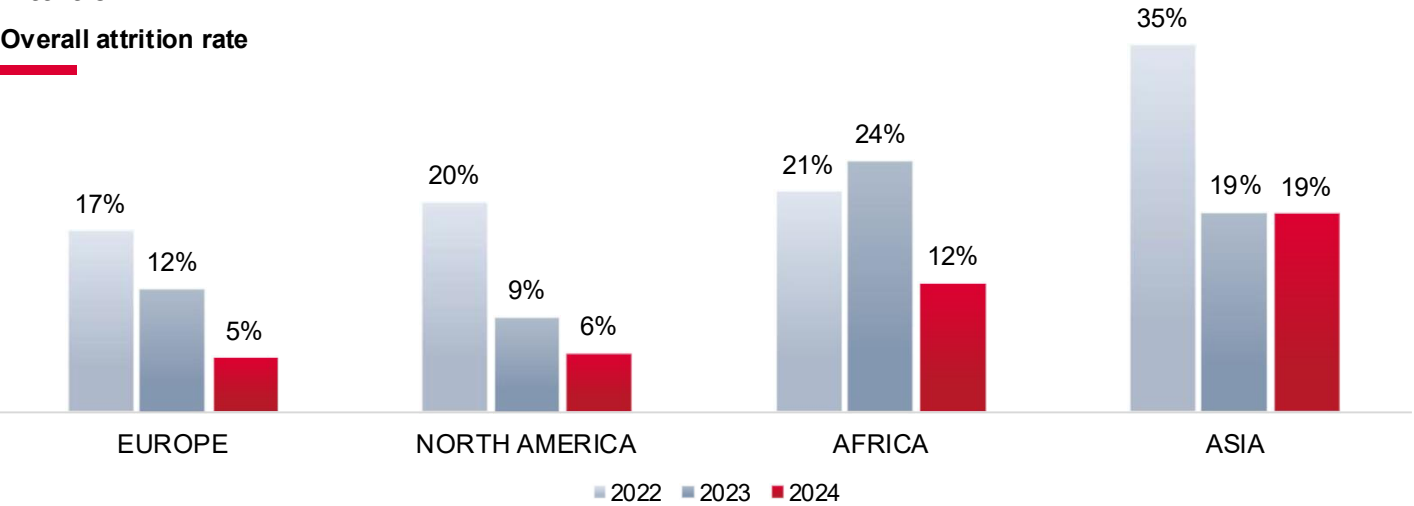
- Between 2020 and 2024, the proportion of women recruited rose from 23% (17 women) to 30% (67 women) over this period;
- The trend in arrivals and departures also illustrates this positive dynamic. The number of arrivals systematically exceeds the number of departures, with a sharply declining ratio of departures to arrivals: from 94% in 2020 to 54% in 2023, then to just 24% in 2024.

This progress confirms the effectiveness of our actions and positions Linedata on a promising trajectory to accelerate this momentum in 2025. With India accounting for over 40% of the Group's workforce, these initiatives are of major strategic importance and demonstrate our commitment to diversity and inclusion.

Year	Arrivals	Departures	Workforce	Ratio
2020	17	16	49	94%
2021	29	23	55	79%
2022	57	38	74	67%
2023	43	24	93	56%
2024	67	16	144	24%

Attrition

Overall attrition rate

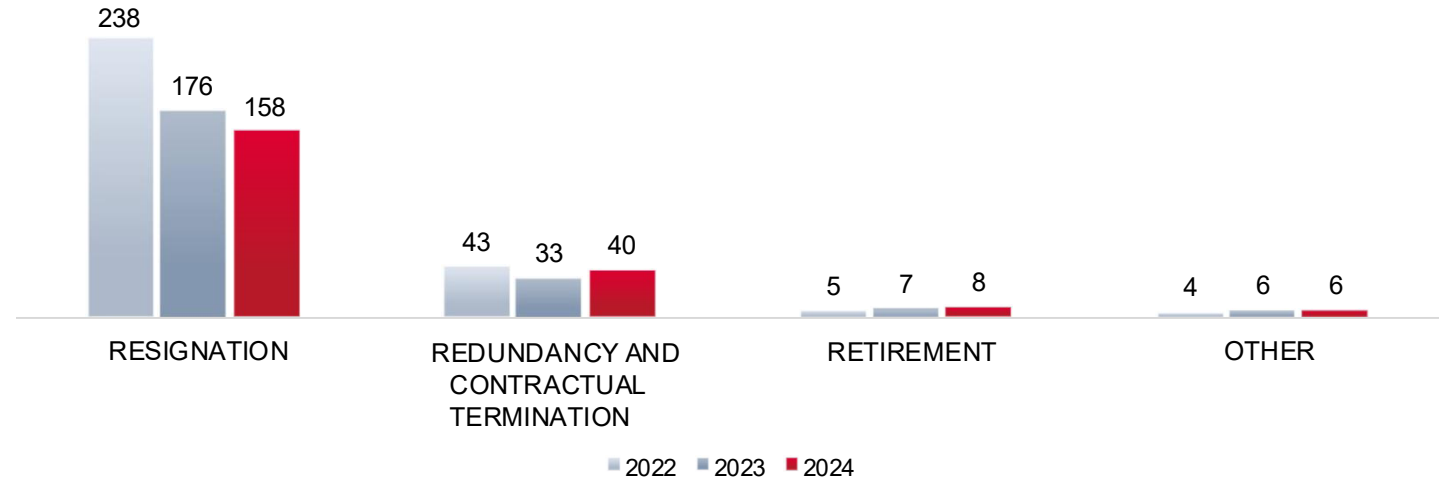


Linedata's attrition rate stands at 12% in 2024, down from 15% in 2023. This marks a return to the level observed prior to the pandemic period. Aware of the challenges linked to turnover, the Group is deploying a proactive strategy built around two main axes:

- Optimizing recruitment mechanisms
- Supporting managers to activate talent retention levers

These actions are designed to stabilize the workforce and maintain team expertise and cohesion.

Departures by reason for leaving



In 2024, Linedata recorded 212 departures, corresponding to a turnover rate of 16.4%. The drop in the number of resignations reflects a return to a more standardized level of attrition. However, certain geographic regions are showing marked specificities. In particular, India and Tunisia stand out for their higher attrition rates, a direct consequence of a highly competitive local labor market for in-demand technological skills. This situation reflects the structural tensions on the human resources market in the digital sector.

Focus on Tunisia: reducing attrition and nurturing talent

The significant drop in the attrition rate in Tunisia is the result of a proactive HR strategy built around two main axes: integration and professional development.

- As soon as they arrive, new employees benefit from a comprehensive support package. They are offered a six-month mentoring program, combining job-specific technical training with cross-functional skills training. This approach is designed to facilitate their integration and strengthen their professional skills.
- Linedata has also developed an ecosystem that fosters professional fulfillment: a transparent, structured career path, ongoing training opportunities, team-building initiatives that reinforce a sense of belonging, and constant attention to work-life balance.

These schemes are essential levers for attracting and retaining talent in Tunisia's highly competitive job market.

3.1.2 PERFORMANCE AND SKILLS REVIEW AND DEVELOPMENT PLAN

Skills development is a key factor in the Group's growth.

The implementation of the Bob tool now enables more efficient and structured HR monitoring, covering three key areas:

- Performance reviews
- Talent magazine
- The training plan

This system offers an integrated and dynamic vision of human potential, facilitating individual employee support and alignment with the Group's strategic objectives.

Evaluation system

Linedata has structured a comprehensive annual appraisal process, placing individual development at the heart of its HR strategy. Each employee has an annual interview with his or her line manager, with multiple objectives: to assess performance and skills, identify areas for improvement, define training needs, specify objectives for the coming year, and consider short- and medium-term development prospects.

The process is based on several pillars:

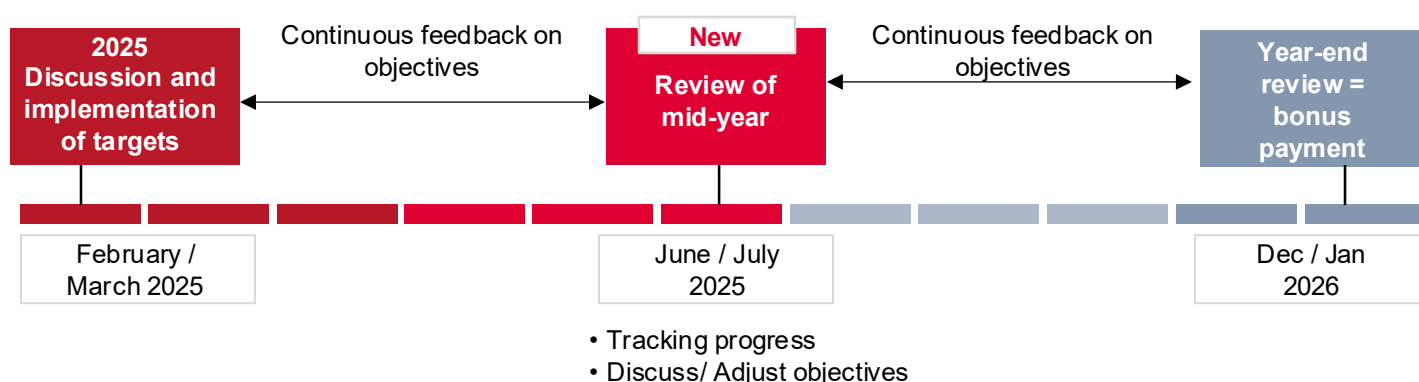
- Year-end results review
- Global self-assessment integrating performance, work-life balance, workload, personal ambitions and training needs.
- Analysis and comments by the manager
- Integration of manager feedback on self-evaluation
- An interview to discuss and clarify the employee's career prospects

This approach enables constructive, personalized dialogue, promoting individual and collective development.

Linedata has deployed the BOB tool, a global individual performance management system common to all employees. This tool makes it possible to assess individual contribution, analyze job-related skills, draw up a development and career plan, and interconnect the various Human Resources processes.

The implementation of BOB brings a more dynamic and fluid dimension to the monitoring of professional development. In 2024, the 2023 performance appraisal campaign covered 89.4% of employees, with almost equal representation between women (89.1%) and men (89.5%).

For 2025, Linedata intends to evolve this approach by developing a more regular and continuous feedback mechanism throughout the year.



Linedata's approach is to promote a culture of continuous learning, deeply rooted in the Group's DNA. The aim is to nurture a dynamic performance perspective by equipping each employee for professional development.

To achieve this, Linedata has set up a process designed to ensure that every employee has SMART (Specific, Measurable, Achievable, Realistic and Time-bound) objectives directly integrated into the management tool. This approach facilitates an objective performance review aligned with strategic challenges.

The Group invests in training its employees and managers in objective-setting methods, thus ensuring a constant link between individual development, collective performance and professional advancement.

Talent review

Since 2020, Linedata has implemented global *Talent Reviews* to align its human resources with its short- and long-term strategic objectives. This process enables us to accurately identify key issues: strategic positions, individual performance, employee potential as well as risks, in order to anticipate and implement appropriate actions in a proactive and targeted manner.

Initially applied to all employees, this approach evolved in 2024 to focus on middle and senior hierarchical levels, enabling more in-depth and strategic discussions.

The Talent Review aims to:

- Anticipate the future and the development of employees by implementing succession plans;
- Identify talent pools and define specific actions for each category.

In addition, and following on from the *Talent Reviews* and the 2024 performance review cycle, Linedata organized calibration sessions to ensure a fair assessment of talent in all regions. These exchanges have helped to define appropriate compensation and development measures, thereby strengthening the motivation and retention of key talent.

Professional mobility

In 2024, 128 employees benefited from horizontal or vertical career mobility, i.e. 11% of employees eligible for the salary review process. This number does not represent all career evolutions, as it only takes into account changes of level in vertical mobility and not sub-levels, which are used in particular in the first career levels (with a higher speed of development and employee needs).

	Vertical mobility	Horizontal mobility	Professional Mobility
Europe	15	7	21
North America	6	0	6
North Africa	35	0	35
Asia	66	1	66
Total	122	8	128

In North America and Europe, as the proportion of employees with a higher level of expertise and seniority is greater, mobility is less regular than in other regions. In North Africa and Asia, the majority of employees are recruited with little or no professional experience at the end of their higher education course, and move more frequently.

Training

Training hours have risen sharply in recent years, and Linedata is determined to continue investing in the development of its teams.

Training is becoming a differentiating factor in Linedata's offering, with countries such as Tunisia and India where access to training and development programs is more natural thanks to structured offerings (i.e. Coursera). While in other countries, Linedata has stepped up face-to-face training to meet growing demand. In 2024, Linedata also invested in Learning and Development teams in the USA and India to support this dynamic.

In 2023 and 2024, the training offering has been expanded with the deployment of Coursera, a platform offering training to acquire or strengthen both technical and behavioral skills. Linedata also invests in raising employee awareness of sustainability issues, including climate change (see 2.2.1).

	2022	2023	2024
Live: Face-to-face, Online Training, Webinar	13 239	18 185	18 061
Platform: Coursera	2 994	3 856	6 035
Total Training Hours	16 233	22 051	24 096
% Live training	82%	83%	75%

Over the course of the year, 24,096 hours of training (excluding mandatory training) were delivered, with a clear predominance of "Live" training (75%), carried out face-to-face or by videoconference, while 25% took place via off-line training platforms.

Including mandatory training hours, the 2024 training volume is 25,631 hours.

	Hours / Employee			% trained		
	Total	Men	Women	Total	Men	Women
Europe	20,8	19,7	23,2	76,5%	75,8%	78,0%
North America	14	16,8	6,1	21,0%	20,4%	22,9%
Asia	15,4	14,0	19,2	88,9%	86,1%	97,4%
Africa	61,1	52,1	65,8	72,0%	71,3%	72,4%
Total	25,1	19,4	35,5	73,9%	72,3%	77,1%

The average time spent on non-compulsory training per employee trained was 25.1 hours, up sharply on 2023 (18.8 hours). On average, women received 35.5 hours of training, compared with 19.4 hours for men.

Differences in training volumes between regions primarily reflect Linedata's strategic priorities. Tunisia (61.1 h) and India (15.4 h) have the highest training levels, due to strong recruitment of young talent and the implementation of structured training programs. Conversely, in other regions, the approach is more personalized, tailored to the specific needs of existing employees.

A total of 74% of employees have been trained, with training rates of almost 90% in Asia.

3.1.3 HEALTH AND WELL-BEING AT WORK

At Linedata, health, safety and well-being in the workplace are at the heart of our commitment to our employees. All Group employees are covered by our health and safety management system.

Health

Since 2021, Linedata has deployed specific training and awareness-raising initiatives in North America, India and France to reinforce the prevention of psychosocial risks, promote psychological and physiological safety (notably by encouraging the practice of sports) and combat stress, while developing tools to better detect it. These initiatives will continue to be progressively extended to all regions, in a structured and systematic manner.

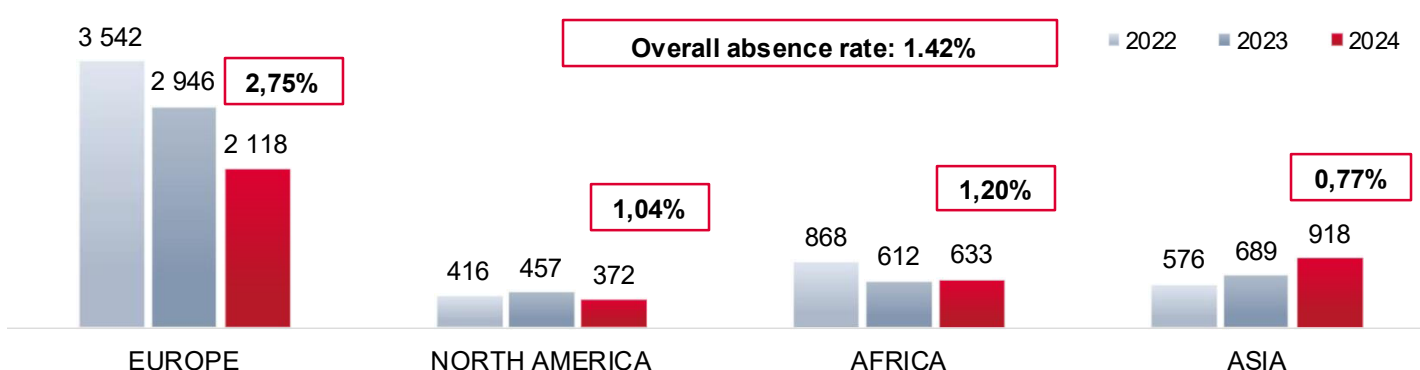
The Linedata Group's Code of Ethics reaffirms that employee health and safety is a fundamental requirement, and that all necessary means must be taken to guarantee it.

Linedata encourages the practice of physical and sporting activities, notably by covering part of the registration fees for sports activities in certain countries. The company also raises employee awareness of health in the workplace through regular communications and "Healthcare" workshops.

In North America, for example, a walking challenge is organized to encourage employees to adopt a more active lifestyle and take better care of their health.

In addition, Linedata implements specific measures in favor of disabled employees, notably by adapting working hours and the work environment to ensure their well-being and inclusion.

Number of days of sick leave by region



Monitoring absenteeism is a key indicator of both employee involvement and satisfaction. It is carried out locally, in compliance with the legislation in force in each country where Linedata operates.

There will be a clear reduction, from 5,402 days in 2022 to 4,041 days in 2024. This decrease is explained by the end of some long-term sick leave in France in 2024.

In 2024, no workplace accidents or occupational illnesses were recorded for the entire Linedata Group. However, two commuting accidents were reported in France.

Wellness

Linedata's policy on well-being is based on two complementary levers: firstly, the organization of working methods, and secondly, the implementation of events to encourage employee commitment and cohesion.

Working mode

Linedata pays particular attention to the working conditions of its employees. To this end, the annual Life@Linedata barometer includes a set of specific questions designed to assess how employees feel about their well-being at work, and more specifically about the hybrid work mode. These themes are also addressed as part of the annual People & Development Review process, enabling us to assess team buy-in and the effectiveness of the hybrid model across the different regions.

Linedata has deployed a hybrid working model at all its sites, with local adaptations to take account of the specific needs of each geographical area.

Events

Every year, Linedata organizes numerous events, both face-to-face and in digital format, aimed at strengthening the sense of belonging and social ties between employees.

In 2024, several initiatives have been implemented to this end, including events bringing together all teams as well as Group Management, in the main offices.



The Life@Linedata barometer, initiated in 2021, has been renewed in 2022, 2023 and 2024. It is in line with the Group's commitment to fostering an agile, stimulating and positive working environment, offering each employee a fulfilling professional experience conducive to the development of their full potential.

Family leave

Linedata is committed to supporting its employees at every stage of their personal lives. To this end, the Group offers a range of family-related leaves accessible to all employees, whatever their region. These leaves cover various situations, such as:

- Maternity, paternity and parental leave ;
- Leave for a sick child ;
- Marriage leave ;
- Leave for birth or adoption.

In 2024, employees benefited from 1,686 days of family leave, divided between 41 women and 55 men.

Other types of family leave are also available, such as bereavement leave, although these were not used in 2024.

	Women	Men	Total
Maternity ward	1 045	0	1 045
Paternity	0	155	155
Parental	45	0	45
Parental for education	181	0	181
Wedding	53	175	228
Birth or Adoption	0	3	3
Sick child	17	13	30
Total	1 341	345	1 686

Philanthropy and local initiatives

Linedata Philanthropy, the company's major philanthropic program, enables Linedata employees to live out their social commitment in the fields of the Environment, Education and Health, throughout the world. The program has two components: local initiatives and a group project.

Local charity initiatives

For the past 25 years, Linedata employees have demonstrated their commitment by supporting local charitable initiatives. These initiatives represent around ten projects each year, such as the "un cartable pour chaque élève" 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, Linedata redistributes part of its profits to causes in the fields of the Environment, Education and Health.

Philanthropic project in Kampala, Uganda: co-financing the construction of a student residence at the new Kampala University Hospital

In 2018, Linedata embarked on a major philanthropic project through the co-financing of the student residence at the new Kampala Hospital in Uganda. The new campus currently under construction includes a training center and teaching hospital with state-of-the-art facilities, as well as a modern, secure student residence that will welcome its first Ugandan students in April 2025.

With this project, Linedata aims to facilitate access to knowledge for Ugandan students, who will in turn contribute to the development of their country. Uganda has one of the youngest and fastest-growing populations in the world, with a fertility rate of 5.8 children per woman. Against this backdrop, health is a key issue.

Linedata is contributing to this fundamental project by developing medical infrastructures and training future leaders in the Ugandan health sector.

First Linedata delegation in East Africa

Linedata wants to involve its employees in this meaningful initiative, enabling them to donate their time, share their experience, or offer the benefit of their expertise. In July 2024, Linedata organized a trip to East Africa with an initial delegation of seven people from four continents. The delegation exchanged views with AKU teams, its partner, and local communities on the impact of the project in this region.



3.1.4 COMPENSATION APPROACH

While HR practices aimed at attracting and retaining talent are essential, a balanced approach to compensation, based on the right balance between reward and contribution, also plays a key role.

Linedata adopts a global approach to compensation, broken down into local approaches adapted to the specific features of each business, the regulations in force and the particularities of each region.

This approach to compensation is based on three major objectives:

- Attract and retain talent with a competitive offering aligned with market practices;
- Reward performance, both individual and collective, by establishing a clear link between results, corporate objectives and compensation,
- Align salary decisions with Group strategy, financial results and operational objectives.

Structured approach to compensation and benefits

Compensation

Linedata's approach to remuneration is based on a combination of fixed and variable pay, aimed at recognizing and rewarding each individual's contribution. The variable portion includes:

- A performance bonus, for which 92.5% of employees are eligible;
- A specific commission for sales teams.

This variable compensation is determined on the basis of targets set by management, in line with the Group's strategic priorities.

The objectives include both a collective dimension (team or company results) and an individual dimension. Payment of this variable component depends directly on the extent to which the defined objectives are achieved.

In addition, an annual salary review is carried out in all regions, according to a three-stage process:

1. Preparation of analysis tools for objective decision-making, including budget definition based on:
 - Financial results by business line ;
 - Market practices ;
 - The local inflation rate.
2. Campaign deployment via the Bob tool, guaranteeing centralized and structured management, and facilitating informed decision-making.
3. Calibration and validation of proposals, based on in-depth analyses of:
 - Internal equity, including gender pay gaps;
 - Correlation with individual and collective performance;
 - Retaining key talent ;
 - Promotion proposals.

Employee benefits

Linedata takes care to offer all its employees social benefits adapted to their needs, in line with market standards and local specificities.

To this end, a number of systems are deployed in the various regions where the Group operates:

- Social protection covering medical expenses, disability and death, set up in French companies and in the majority of offices;
- 92% of employees are affiliated to Linedata's health insurance scheme. The proportion of non-affiliated employees generally corresponds to employees benefiting from their spouse's health insurance scheme;
- Retirement savings plans, including:
 - A Group Collective Retirement Savings Plan (PERCOG) including a company match on voluntary contributions;
 - A defined-contribution group savings plan (Article 83) for employees in France;
 - Since 2021, in Tunisia, a supplementary retirement program in the form of a group life insurance contract accessible to some employees ;
 - In India, the extension of health cover to employees' parents.

In addition, in 2024, a mapping of employee benefits was carried out, with a particular focus on maternity leave policies. This analysis revealed significant discrepancies, particularly in the United Kingdom and Ireland, compared with practices in other Group countries. As a result, adjustments have been made to harmonize the conditions governing salary continuation during maternity leave and bring them into line with Linedata's global standards.

To ensure the effectiveness and consistency of its approach to compensation, Linedata plans to implement several structuring initiatives:

- Training managers to define SMART objectives, with guidelines harmonized at Group level;
- Development of evaluation matrices, establishing a clear link between the achievement of objectives and remuneration, based on a continuous improvement performance review process;
- Systematic use of internal salary bands to identify any discrepancies and make any necessary adjustments.

These actions aim to consolidate the principles of fairness, transparency and recognition within the compensation approach, while strengthening employee commitment and satisfaction.

Decent wages

In line with the requirements of the European CSRD (Corporate Sustainability Reporting Directive), Linedata reaffirms its commitment to ensuring that all its employees receive a decent wage, in line with international and local standards.

To this end, an in-depth analysis was carried out in two stages:

1. Comparison between legal minimum wages (MW) and living wages (LW):
This analysis has shown that, in all the countries where Linedata operates, legal minimum wages are either higher than, or in line with, living wage levels defined by reference sources such as Wage Indicator and Global Living Wage Coalition.
2. Verification of wages actually paid:
In situations where the legal minimum wage was lower than the living wage, a review of salaries paid was carried out. This review confirmed that all salaries paid by Linedata are above the locally applicable living wage thresholds.

As a result of this process, Linedata certifies that none of its employees earn less than a living wage in the countries where the Group operates, in line with its ethical and social commitments.

Collective bargaining agreement

In France*, 100% of employees are covered by a collective bargaining agreement, guaranteeing a clear regulatory framework for working conditions, compensation and benefits. Moreover, France is the only country where the company has employee representatives, ensuring a structured social dialogue and enabling employees to be represented in discussions relating to HR policies and working conditions (France represents 14% of the workforce).

*France is the only country in the European Economic Area (EEA) with more than 50 employees representing at least 10% of the total workforce.

3.1.5 DIVERSITY AND INCLUSION

For the Linedata Group, diversity is not limited to gender parity. It encompasses a wide range of dimensions, such as diversity of age, career paths, levels of responsibility and cultural origins.

Convinced that diversity is an essential lever for performance and innovation, Linedata has enshrined its commitments to non-discrimination, equal opportunity, fairness and the promotion of diversity in its Code of Ethics. These fundamental principles guide the Group's practices and help guarantee an inclusive, respectful and fair working environment.

As part of this approach, diversity is approached from a number of angles, including:

- Intergenerational diversity,
- Gender parity,
- Recruitment practices, with a particular focus on actions taken in India,
- Balanced representation of men and women in top management,
- Analysis of the gender pay gap, by country and hierarchical level.

Workforce by age group

The average age of 37 in the tech industry reflects a good balance between youth and experience. This figure reflects the coexistence of young talent, driving innovation and renewal, and experienced employees, guaranteeing stability, the transmission of skills and leadership. It is representative of the characteristics of a constantly evolving sector.

Age range	Workforce	Distribution
Under 30	491	36,5%
30 to 50 years	631	46,9%
Over 50	224	16,6%
Total	1 346	100,0%

The proportion of employees under the age of 30, representing 36.5% of the workforce, is largely due to the presence of junior experts, particularly in India and Tunisia. This trend is confirmed by the detailed data in the table below, showing the average age by country.

The higher average age observed in France and the United States is explained by the high concentration of profiles occupying managerial and strategic functions. These employees, with their proven expertise and in-depth experience, play an essential role in overseeing the Group's activities, decision-making and strategic direction. Their structural presence mechanically contributes to raising the average age in these regions.

It should be noted that in France and the UK, several employees are close to retirement, which will have a downward impact on the average age in 2025/2026.

Country	Average
India	31
Tunisia	31
Morocco	36
Latvia	39
Hong - Kong	39
Canada	40
Spain	44
US	46
Singapore	46
Portugal	46
Ireland	48
France	48
UK	49
Luxembourg	52
Total	37

Breakdown of workforce by gender

The Linedata Group is actively committed to promoting gender diversity within its workforce, by encouraging women to enter all of its business lines and ensuring fair career paths throughout their careers.

In compliance with current legislation, both in France and internationally, and in particular with provisions relating to the fight against professional discrimination between men and women, the Group scrupulously observes the principles of equal opportunity and fair treatment.

Linedata strictly prohibits any form of discrimination or harassment. To this end, awareness and communication campaigns have been set up, notably in India, in collaboration with local teams and managers, as well as training programs in the United States.

Key facts and figures:

- In 2024, women will represent 35% of the Group's workforce, i.e. 468 female employees.
- In France, this figure stands at 32%, higher than the average for digital companies in Europe, estimated at 22% according to McKinsey's *Women in Tech* study.
- In Tunisia, the proportion of women in the workforce will reach 66% by 2024.
- By business area, women account for 53% of the workforce in support functions and 34% of the workforce in business lines.

		2022	2023	Share of women 2023	2024	Share of women 2024
Women	Europe	106	117	33%	106	31%
	North America	40	39	24%	39	24%
	Asia	89	111	23%	154	26%
	Africa	174	153	66%	168	65%
Men	Europe	229	243		233	
	North America	126	124		121	
	Asia	298	367		43	
	Africa	109	79		89	

Country	Women	Men	Workforce	Distribution
India	144	419	563	26%
Tunisia	163	84	247	66%
France	61	128	189	32%
US	35	107	142	25%
UK	15	55	70	21%
Portugal	11	26	37	30%
Latvia	15	15	30	50%
Hong - Kong	10	16	26	38%
Canada	4	14	18	22%
Morocco	5	5	10	50%
Ireland	2	4	6	33%
Luxembourg		5	5	0%
Spain	2		2	100%
Singapore		1	1	0%
Total	468	879	1 346	35%

Zoom India



A focus on practices implemented in India illustrates the Linedata Group's commitment to diversity and inclusion. The proportion of women in the Indian workforce has risen significantly, from 17% in 2020 (48 women) to 26% in 2024 (144 women).

This commitment is also reflected in concrete measures to promote work-life balance, such as flexible working arrangements and a scheme to cover transport costs for employees working after 8.30pm.

Beyond the numbers, these initiatives aim to create an inclusive working environment, where everyone feels valued and encouraged to contribute to collective performance.

Diversity in top management

Women	Men	Total	Share of women
5	18	23	22%

Among the 23 members of top management, the presence of 5 women, although still limited to 22%, marks a starting point towards greater diversity. This highlights an important area for improvement, but also an opportunity for the organization to move forward and strengthen female representation in strategic positions in the future.

Pay gap by gender

At Linedata, monitoring the gender pay gap is an HR priority. Linedata is deeply committed to ensuring pay equity, an essential pillar of our culture of inclusion and diversity. This reflects the desire to recognize talent fairly, while strengthening the attractiveness and retention of employees in different markets.

The methodology is based on clear thresholds for interpreting deviations:

- Between +5% and -5%: Considered a quasi-equity situation.
- Between -5% and -10%: Moderate deviation requiring closer monitoring to prevent any worsening and, if possible, improve it.
- Above -10%: Critical deviation requiring immediate, targeted corrective action.

The analysis includes only total compensation (base salary + bonus) for employees on permanent contracts (CDI), in hierarchical levels with at least five women and five men, and in countries with more than 30 employees.

With an average pay gap of 5.8% in favor of men in terms of total compensation received (base salary + performance bonus), Linedata is in a positive overall position by market standards. This result reflects our ongoing efforts to achieve pay equity. However, Linedata remains fully committed to reducing the gaps by analyzing them in detail by level, country and business line.

To reinforce efforts to close the salary gender gap, in 2024 the promotion rate for women exceeded that of men by 2.1%.

Linedata continues to reinforce its actions in favor of pay equity. As such, the annual salary review process for 2025 integrates these issues at the heart of considerations on salary increases and promotions.

Gaps by level

Level	Deviation
1	-0,2%
2	-6,8%
3	-4,7%
4	-7,1%
5	-11,0%
Total	-5,8%

Levels 4 and 5 show the greatest disparities, with gaps of -7.1% and -11.0% respectively. These are the hierarchical levels where employees stay the longest, resulting in a diversity of profiles (seniority, career paths) which may partly explain these disparities.

Differences by country

Country	Deviation
France	-10,4%
United States	-9,7%
Tunisia	-1,2%
India	-6,1%
Total	-5,8%

Overall, the average gap was -5.8%, reflecting a positive result largely driven by India and Tunisia, where women account for 73% of the workforce. These countries play a key role in maintaining a moderate average gap. France and the United States are particularly closely monitored during annual salary reviews. However, these figures are partly influenced by the pay gap between support functions and other functions (business). In France and the USA, women in support functions account for 41% and 35% of the female workforce respectively, compared with 11% and 20% in Tunisia and India.

Differences in the tables on the previous page have been calculated on the basis of total compensation in 2024 (base salary + target bonus).

If we carry out the same analysis taking into account only base salary, the gap is slightly reduced, but the findings remain the same as those expressed previously.

Level	Deviation
1	-0,5%
2	-6,6%
3	-5,3%
4	-7,8%
5	-12,0%
Total	-5,6%

Country	Deviation
France	-10,5%
United States	-7,7%
Tunisia	-1,4%
India	-6,0%
Total	-5,6%

Equity ratio

At Linedata, the ratio of total annual remuneration of the highest-paid manager to other employees is 13.7*. This reflects a balanced salary policy, lower than that of large companies where this ratio can reach higher values (between 15 and 20 in Europe). This reflects a more moderate and responsible approach, in line with growing expectations for a reduction in pay inequalities.

*For the sake of consistency, and to avoid bias due to currency differences, differences in local economic conditions and market specificities, Linedata has chosen to focus this analysis on compensation data for employees based in France.

Actions planned as part of the 2025 salary review

As part of the 2025 salary review, Linedata will:

- Ensure gender equity in salary increases by level.
- Track the evolution of gaps by level, paying particular attention to countries where disparities are most pronounced.
- Analyze the proportion of women below the internal median by position to identify and correct imbalances.

3.1.6 HUMAN RIGHTS AND PRIVACY

Respect for human rights

The Linedata Group is committed to respecting the human rights of its employees, suppliers and customers/consumers.

For companies based in the United Kingdom, the Group updates its "Slavery Act" declaration annually to justify the actions taken against modern slavery and human trafficking.

The Group also ensures compliance with the ban on child labor in the emerging countries in which it operates. In India, the Linedata Group complies with the Labour Act in force since 1986.

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

In 2024, the Linedata Group had no incidents relating to discrimination and human rights and received one complaint relating to a discrimination issue that led to an investigation. There have been no fines, penalties or compensation payments in connection with the above-mentioned complaint. In addition, the ethics alert system (described in the section on Business Ethics) received only two alerts in 2024 that were not related to human rights. In the event of a human rights impact, the Linedata Group will take all necessary steps to remedy the situation and prevent any recurrence.

By adhering to the principles of the Global Compact set up under the aegis of the United Nations, Linedata and its management are committed to supporting, within their sphere of influence, the Compact's ten principles in the areas of human rights, international labor standards, the environment and anti-corruption.



Protection of personal data and Data Privacy

The protection of personal data is at the heart of the Linedata Group's concerns. Whether supporting its customers in their digital transformation through its software and services offerings, or ensuring the preservation of the information assets entrusted to it by its own employees, the Linedata Group makes it a point of honor to implement the best possible measures to guarantee the availability, integrity and confidentiality of the personal data it holds. Personal data protection is overseen by the legal department, supported by the information security department, which implements appropriate security practices.

The Linedata Group has equipped itself with data protection policies and an evolving compliance tool in order, in particular, to facilitate the keeping of processing registers and best meet new regulatory requirements (RGPD, CCPA...).

In addition to drafting and/or revising data privacy policies and procedures, Linedata has set up training/awareness modules for new employees (with a target participation rate of 90%) and for all employees (to be followed every two years). This training is accompanied by an internal newsletter, which is distributed annually.

The protection of personal data is also a key criterion in the Linedata Group's choice of service providers/suppliers to ensure the protection of its employees' and customers' data.

3.2 Customers and end users

Linedata's customers are mainly financial institutions.

For asset management and fund administration companies, the end-users are the investors.

For institutions specializing in credit and financing, end-users include companies and private individuals leasing vehicles.

Linedata has identified the hardware IROs for its customers and end-users:

Ref	Sub-theme	Risk or opportunity	Positive or negative impact	Value chain	IRO name	Details and link to corporate strategy/operations
S4/1	Digital Responsibility	Risk	Negative	Upstream, direct business and downstream	Reputation / Attractiveness linked to the absence of a Responsible Digital Policy	As a digital software publisher, loss of competitiveness due to lack of commitment to digital responsibility
S4/2	Digital Responsibility	Opportunity	Positive	Upstream, direct and downstream	Reputation / Attractiveness linked to investment in Responsible Digital Solutions	As a digital software publisher, boosting your competitiveness through digital responsibility
S4/3	Information impacts for end-users	Risk	Negative	Downstream	Leakage of personal data (customers)	A case of data leakage would impact reputation, with commercial consequences and the risk of fines.

3.2.1 A RELATIONSHIP OF TRUST WITH CUSTOMERS

The Group constantly strives to optimize its customer relations in order to establish long-term collaboration in a climate of mutual trust (most of the contracts signed are multi-year). The Group informs and exchanges with its customers on the evolution of its business and its CSR approach through:

- Press releases
- The www.linedata.com website
- MyLinedata customer intranet site
- Social networks: LinkedIn, X(ex-Twitter), Instagram, Facebook
- Customer exchanges: annual satisfaction survey, "Engagement Program", LDX events, questionnaires

The Linedata Group is vigilant about the concerns of its customers, which they can raise via their relationship manager or through the online ethics alert system (see § 4.1.3 Ethics alert system). Linedata can assess awareness of these channels through its annual customer satisfaction survey.

Relationship Managers are in charge of responding to these issues, and play a key role in bringing them to Linedata's attention, so that we can put in place the appropriate correction or remediation plans.

Linedata is committed to transparency if it is necessary to resolve and/or remedy any negative impact on its customers, including those that may impact end-users' human rights (in 2024, no cases of non-compliance with UN or ILO guidelines were reported in its value chain).

In addition to addressing customers' sustainability concerns, Linedata is rolling out sustainability-related offerings, including partnerships with ESG data providers from 2021 to integrate them into solutions made available to asset managers. Linedata follows the evolution of the financial market and investors' expectations regarding ESG data and sustainability issues.

3.2.2 INFORMATION SECURITY AND PERSONAL DATA PROTECTION

The Group is committed to ethical and human rights issues that may have an impact on its customers and end-users. This is particularly the case when it comes to information security and the protection of personal data hosted in software or in research work in the field of artificial intelligence. Linedata has set up a system dedicated to the protection of personal data (see §3.1.6 Human rights).

Personal end-user data may be stored in Linedata's automotive financing software. In this context, Linedata adapts its solutions to limit the integration of any personal data: deleting free fields, raising user awareness, etc. Customer data is also protected by reinforcing information security measures.

In the context of the advent of Large Language Models and generative artificial intelligence, Linedata, which has launched a series of "proofs of concept" dedicated to the use of LLMs for financial institutions, insists on the need to exploit private models, trained on customer data, with a complete anonymization process.

With a presence in different geographies, the Linedata Group is committed to keeping a constant watch on legislative, regulatory, case law and prudential developments in the field of personal data protection, so as to offer its customers effective solutions that meet new regulatory and case law requirements.

3.2.3 DIGITAL RESPONSIBILITY AND AN INNOVATIVE ECOSYSTEM

The challenges of digital responsibility are now at the heart of Linedata's customers' concerns.

Linedata has been invested in the responsible digital approach for several years. As of 2021, the Linedata Group has made a commitment by signing the Planet Tech'Care manifesto as well as the Charter of the Institut du Numérique Responsable (INR). These two networks enable Linedata to obtain advice and exchange best practices in digital environmental responsibility.



Planet Tech'Care is the first initiative to bring together a network of partners (professional organizations, schools, competitive clusters, associations, foundations, think tanks), whose ambition is to support companies wishing to integrate digital technology into their environmental trajectory, and to support training players 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 responsible digital: sustainability, inclusion and ethics."

Linedata's Responsible Digital approach includes the transformation of its data hosting model with partners committed to environmental issues (see §2.1.1.2 Carbon reduction strategy), as well as an innovation system that takes sustainability issues into account.

Linedata's Innovation department, which supports digital transformation and innovative initiatives, is taking Responsible Digital into account in its work. Innovations can have an impact on the environment (e.g. the development of generative AI), but they can also serve sustainability and become great business opportunities (e.g. eco-design, new data hosting systems). With regard to eco-design, Linedata's aim is to roll out an awareness-raising and training program tailored to each population group by 2025.

04

**GOVERNANCE
INFORMATION
BUSINESS ETHICS**



Ethics and compliance in the conduct of business are deeply rooted in the culture of the Linedata Group. The Audit & Compliance and HR departments are responsible for sharing this culture and ensuring that ethical commitments are respected, as well as deploying compliance measures.

The Chairman and CEO, together with his management committee, is committed to disseminating best practices in business ethics, considering that "exemplary practices are needed for sustainable development".

The Board of Directors oversees these issues through regular meetings of the Audit Committee, one of whose members was BNP's Chief Compliance Officer.

The Audit and Compliance department has identified the main material IROs relating to governance and business ethics:

Ref IRO	Sub-theme	Risk or opportunity	Positive or negative impact	Value chain	IRO name	Details and link to corporate strategy/operations
G1/1	Conducting business	Risk	Negative	Direct Activities	Non-compliance with code of ethics	A breach of the Code of Ethics would have a negative impact on Linedata's business and could also have an impact on one or more of its stakeholders.
G1/2	Conducting business	Opportunity	Positive	Direct and upstream activities	Deploying a demanding ethical environment	A strong ethical framework enables healthy business development.
G1/3	Whistleblower protection	Risk	Negative	Downstream , Direct Activities and upstream	No protection for whistleblowers	Failure to protect a whistleblower would have an impact on the whistleblower and expose the company to financial and reputational damage.
G1/4	Supplier relationship management	Risk	Negative	Direct and upstream activities	Non-compliance with payment practices	Non-compliance with payment commitments would have an impact on commercial relations and could affect the financial stability of partners.
G1/5	Corruption	Risk	Negative	Direct activities, upstream and downstream	Business conduct / Corruption	A case of corruption would have a major impact on reputation, with commercial consequences (strong regulation of customers and prospects).

4.1 Business ethics

4.1.1 ETHICAL CORPORATE CULTURE

Linedata Group Code of Ethics and Professional Conduct

The values and principles of the Linedata Group are set out in the Code of Ethics and Professional Conduct.

The Code, which is updated annually, is the cornerstone of the Group's identity, providing each employee with a frame of reference within which to conduct his or her day-to-day business.

New recruits, as well as annual employees, are invited to (re)acquaint themselves with the provisions of the Code of Ethics and to confirm that they have read it by signing it electronically. In 2024, 100% of new recruits and employees signed the Code of Ethics. This annual signature serves as a reminder of Linedata's requirements in terms of ethics and business conduct, and is also accompanied by specific training (harassment, corruption, data protection, etc.).

Employees are considered ambassadors of the Group's ethical standards to third parties. They are responsible for reacting if they identify unlawful behavior or breaches of the Code of Ethics, through the whistle-blowing system or by discussing the matter with their line manager or Human Resources representative.

Through the annual Life@Linedata barometer (January 2024), Linedata ensures that ethical practices are well disseminated by analyzing the score of the question "I consider Linedata to be an ethical company", which obtained a score of 3.41/4 in 2024.

The four values of the Linedata Group



Careful

Our ethical mindset is open, generous and warm. As partners with a strong team spirit, we are direct, straightforward and service-oriented.



Ingenious

Our intelligence is at the service of ethics, we use our expertise with elegance, inspired by innovation.



Perennial

Business ethics are important to us. We are committed to long-term relationships that are honest, serious, trustworthy and transparent.



Passionate

It's our ethics in action, our passion, that drives us to excel, to commit, to take on challenges and achieve our ambitions.

Loyalty to stakeholders

Business ethics/conducting business requires setting rules for interactions with different stakeholders:

Preventing conflicts of interest

All employees must avoid finding themselves in a situation where their interests, or those of persons close to them, could conflict with those of the Group and risk harming their independence of judgment or professional integrity, as well as the Group's image and reputation.

Developing fair trade practices

Our actions must be guided by a commitment to customer satisfaction and respect for the rules of competition law. All the Group's suppliers and service providers are selected and treated with objectivity and loyalty, within a framework of transparent commercial practices and respect for commitments.

Combating tax fraud

In accordance with paragraph 5 of Article L225-102-1 of the French Commercial Code as amended by Law 2018-898 of October 23, 2018 on combating tax fraud, the Linedata Group is committed to combating all types of tax fraud. The Linedata Group is mainly taxed in countries with controlled taxation. The Group does not use its locations in tax-advantaged countries (Luxembourg, Ireland, Hong Kong) to organize tax arrangements that could amount to tax fraud.

Respecting human rights

The Linedata Group is committed to respecting human rights and conducting its business in an honest and ethical manner.

More information in §3.1.6. Respect for human rights

By adhering to the principles of the Global Compact set up under the aegis of the United Nations, Linedata and its management are committed to supporting, within their sphere of influence, the Compact's ten principles in the areas of human rights, international labor standards, the environment and anti-corruption.



4.1.2 FIGHTING CORRUPTION

Linedata is committed to fighting corruption. In accordance with the Sapin II law, Linedata has set up a corruption prevention system that includes policies, awareness-raising, risk assessment, accounting controls and third-party evaluation. In the event of suspected or proven cases of corruption, the Internal Audit and Compliance department would be in charge of the investigation, in complete independence from the people involved. This anti-corruption system is reported twice a year to the Audit Committee. There have been no cases of suspected or actual corruption in recent years.

Anti-corruption policies

• Anti-corruption policy

Linedata's anti-corruption policy defines the risks associated with corruption and sets out the Group's internal system for preventing and combating corruption and influence peddling. The Linedata Group has a Zero Tolerance policy on corruption and influence peddling across all its activities.

• Policy on gifts, invitations and donations

The Linedata Group accepts that gifts/invitations may occasionally be offered to third parties in order to strengthen professional relationships or to comply with local customs, and provided that the gift complies with the Group's policies (in particular the Code of Ethics and the Anti-Corruption Policy).

The Linedata Group authorizes its employees to receive gifts or equivalents in good faith (e.g., invitations to restaurants, sporting events, etc.) or to make donations, if and only if they are reasonable, proportionate and not intended to obtain an unlawful advantage. However, the Linedata Group does not permit the giving or receiving of gifts or equivalents intended or likely to be perceived as intended to improperly obtain or retain business or commercial advantage.

A tool for declaring gifts and invitations given or received, which also extends to donations and contributions to associations or other third parties, enables us to prevent or detect any actions that run counter to Group policy.

Anti-corruption awareness-raising

A series of awareness-raising measures have been put in place to develop best practices and reinforce a culture of prevention and detection of corruption risks, with the aim of combating bribery and influence peddling:

- An anti-corruption and influence-peddling policy
- Training and communications to raise employee awareness of corruption and influence peddling.
- A responsible purchasing charter sent to nearly 300 suppliers.

Linedata considers that anti-corruption training is necessary for all employees. Dedicated e-learning courses are taken by all employees every 2 years, with the last training campaign taking place at the end of 2023. Apart from the 273 new recruits who attended an anti-corruption training module on induction (i.e. almost 90% participation), no other employees received training in 2024.

In recent years, Linedata has also set up training programs covering 100% of the populations most exposed to the risk of corruption: sales teams and management teams.

Evaluation of third parties

An annual third-party assessment system is used to identify suppliers or partners who may represent a risk of corruption. The assessment criteria are: activity, geographical location and volume of business done with the service provider. Linedata also takes into account the reputation of the third parties assessed.

Control procedures

The Linedata Group deploys and maintains accounting and financial control procedures designed to ensure that accounts are not used to conceal or attempt to conceal corruption or influence peddling (e.g. parallel accounting).

4.1.3 WARNING SYSTEM

As of 2018, the Linedata Group has deployed a whistleblowing system, accessible to all employees internally or to any third party externally. The tool is available worldwide and enables the reporting of any fact or action contrary to the law or to the ethics of the Linedata Group, in compliance with the legal and regulatory provisions applicable in each country.

The secure external platform, <https://linedata.integrityline.com/>, enables anonymity to be preserved if requested, and can also be used to ask a question or seek advice on ethical issues.

The head of the Audit & Compliance department and the CPO receive ethical alerts and acknowledge receipt within a maximum of 48 hours, prior to any investigation. Investigations can be carried out internally by experienced employees who are qualified in ethical alert issues (training, conference/webinar attendance, etc.) or externally for reasons of independence or specific qualification.

Through this ethical whistleblowing system, the Linedata Group undertakes to listen to ethical concerns, to be fair in the instructions given, to preserve the confidentiality of information transmitted, to protect against any form of reprisal and to comply with local regulations governing this whistleblowing system. The Audit & Compliance department ensures that these commitments are respected, with a particular focus on confidentiality and protection against any form of reprisal, and reports regularly to the Audit Committee.

A reminder of the existence of this system is regularly communicated internally via the monthly PluggedIn newsletter. Awareness of and confidence in this system is assessed annually in the Life@Linedata barometer through the question "I know about the ethical alert system and feel comfortable using it", which obtained a score of 3.22/4 in January 2024.

4.1.4 TRUSTED / ETHICAL ARTIFICIAL INTELLIGENCE

Alongside the development of AI in its solutions, Linedata is committed to implementing ethical principles in its use of AI.

From 2021, following the European Commission's call for an initial legal framework on artificial intelligence, and in the context of its "Linedata Analytics Services" offering, Linedata has deployed a working group to define Linedata's manifesto on trusted AI.

This working group has drawn up a charter for the ethical use of AI applied to all its initiatives and products, in order to raise awareness among employees and customers, and ensure control over the framework for AI use.

The notion of trusted AI brings together a number of requirements that converge towards the same goal: to make AI an objective, reliable and human-controlled tool that cannot be used for unethical actions. These requirements include the need for algorithm transparency on the one hand, and explicability and pedagogy on the other. It is essential to know when AI is being used, how it works and what the end result is. In addition to these initial requirements, there is also a need to integrate more ethical considerations, to ensure that certain discriminating biases have not been reproduced or introduced during analysis.

Linedata is also involved in the "Ethical AI" initiative led by Numeum (ex. Syntec numérique), taking part in workshops and contributing to the drafting of a Practical Guide proposing a useful method for operationalizing major ethical principles during the design, development and deployment of AI solutions. By adhering to Numeum's "Ethical IA" manifesto, Linedata joins the community of players committed to the development and promotion of more responsible AI solutions.



4.2 Supplier relations and payment practices

4.2.1 SUPPLIER RELATIONSHIP MANAGEMENT

The Linedata Group has drawn up a Responsible Purchasing Charter that formalizes the Group's requirements of its suppliers in terms of sustainability issues. These relate to human rights, personal data protection, business ethics, an eco-responsible purchasing process, and other obligations also linked to sustainability issues. This Charter, available on the Linedata website, is sent by email to the Group's main suppliers (in 2024, 96% of suppliers with a purchasing volume of over €15k received this Charter).

As mentioned in the Environment chapter, the Linedata Group has also identified its key suppliers in managing the environmental impacts of its value chain.

4.2.2 PAYMENT PRACTICES

As indicated below, the Linedata Group is committed to sustainable business practices, including compliance with supplier payment deadlines set by the legislation in each of its locations.

The Group applies a uniform payment practice of 30 days on receipt of invoice for almost all its suppliers, with a few exceptions to suit local practices, in particular for rents or independent consultants. This approach, respected by all subsidiaries, aims to support the financial stability of the supply chain, which is particularly crucial for SMEs. By maintaining these lead times, Linedata seeks to foster long-lasting, mutually beneficial relationships with its business partners, thus contributing to a healthy economic ecosystem. Linedata has no current legal proceedings concerning late payments.

The supplier payment term calculated on the basis of the consolidated financial statements at 12/31/2024 is 33 days, in line with the 30-day payment term used within the Group. It is not possible to know the average payment period by type of supplier.

APPENDICES

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Appendix A: Policy details

Environment section

ESRS	Theme	Policies	Scope of application	Governance	Link with IROs	Stakeholder involvement / interests	Communication
E1 Climate change	Reducing the environmental impact of activities (DR E1-3/4/6/7)	Our environmental policy sets out the objectives and actions we are taking to reduce our impact on the environment. The Group's travel policy focuses on limiting greenhouse gas emissions.	Group	CSR Committee	E1/2, E1/6, E1/7	Employees	Employees: Communication via Pluggedin Governance: Presentation to Comex / Impact Committee
E1 Change climate	Mastering our energy consumption (DR E1-5)	The environmental policy mentions the objectives and actions implemented to reduce energy consumption.	Group	CSR Committee	E1/7	Employees	Communication via Pluggedin Comex presentation
E5 Economy Circular G1 Sales management	Purchasing management managers (DR E5-4) Supplier relationship management (DR G1-2)	The Responsible Purchasing Charter sets out Linedata's commitments and expectations of its suppliers.	Group and Suppliers	CSR Committee	E5/1	Suppliers	Accessible Linedata website Annual email communication to key suppliers
E5 Economy Circular	Reducing and optimizing waste (DR E5-3)	Environmental policy integrates economic issues and waste treatment.	Group	CSR Committee	E5/3	Suppliers	Communication via Pluggedin Comex presentation

Governance section

ESRS	Theme	Policies	Scope of application	Governance	Link with IROs	Stakeholder involvement / interests	Communication
G1 Driving commercial	Promoting values ethics and anti-corruption (DR G1-1/3/4)	Linedata's Code of Ethics summarizes its policies on ethics, corruption and responsible purchasing.	Group	CEO Audit and Compliance Department	G1/1, G1/2, G1/3, G1/5	Employees	Website and annual signature
G1 Driving commercial	Compliance with supplier payments (DR G1-6)	The Linedata Group has set up a responsible purchasing charter committing it to respecting suppliers (including implicitly respecting supplier payment deadlines).	Group	CSR Committee Finance Department	G1/4	Suppliers	Accessible Linedata website Annual email communication to key suppliers

Social part

ESRS	Theme	Policies	Scope of application	Governance	Link with IROs	Stakeholder involvement / interests	Communication
S1 Company workforce	Skills and career development (DR S1-13)	Skills and career development revolves around : - a talent management policy: setting objectives, assessing performance and identifying areas for improvement (including employee training) - a mobility policy: professional and geographical development and mobility	Group	HR Department	S1/6	Employees Customers	HR team communication
S1 Company workforce	Employee well-being (DR S1-8/14)	There is a Group-wide policy on well-being at work, as well as a telecommuting policy setting out the rules by region.	Group	HR Department	S1/8, S1/9, S1/10	Employees, Customers	Internal communication via process launches and manager training Bob tool
S1 Company workforce	Compensation and benefits (DR S1-10/16)	Linedata has a global remuneration policy, adapted to local legislation, regulations and specificities, to ensure consistency and attractiveness.	Group and Local	HR Department	S1/2, S1/3, S1/4, S1/12	Employees	Internal communication
S1 Company workforce	Diversity & equal opportunity (DR S1-9)	Equal opportunities for men and women is a global commitment, but the responses to it differ from country to country. Consequently, Linedata has developed a recruitment/promotion policy for women adapted to each country.	Group and Local	HR Department	S1/10	Employees	Internal communication via process launches and manager training Bob tool
S1 Company workforce S4 Consumer s and end-users	Protection of employee (DR S1) and customer (DR S4) data	The Linedata Group has implemented a data protection policy.	Group	HR Department CSR Committee	S1/5, S1/6, S1/7	Employees Customers	Internal communication
S4 Consumer s and end users	Digital Responsibility	Our environmental policy takes into account the challenges of Responsible Digitalisation	Group	Legal Department / DPO	S1/11, S4/3	Employees, Customers and Suppliers	Accessible Intranet

Appendix A: Details of IROs

Environment section

Ref IRO	Sub-theme	IRO name	Impact on people or the environment	Financial Risks and Opportunities	Time horizon
E1/1	Climate change mitigation	New regulations: Deployment of a mandatory carbon offset scheme	Reducing carbon emissions => combating climate change	Benefit: Increased indirect costs	Long-term (5/10 years)
E1/2	Climate change mitigation	Switch to lower-emission technologies and increase purchasing costs	Reducing carbon emissions => combating climate change	Benefit: Increased indirect costs	Medium-term (2/5 years)
E1/3	Climate change mitigation	Digital Responsibility initiatives and business development	Reducing carbon emissions => combating climate change	Revenues: Increased revenues Profit: Reduced indirect costs	Short-term
E1/4	Climate change mitigation	Market growth for ESG-related financial products	Taking ESG issues into account => combating climate change	Revenues: Increase in revenues	Medium-term (2/5 years)
E1/6	Adapting to climate change	Rising temperatures impact human activities		Profit: Higher labor costs	Long-term (5/10 years)
E1/7	Energy	Increased energy costs	Cost of living	Benefit: Higher purchasing costs	Medium-term (2/5 years)
E1/8	Energy	Increased use of data centers in connection with generative AI	Increasing carbon emissions => combating climate change	Benefit: Increased indirect costs	Short-term
E5/1	Resource use and the circular economy	Dependence on IT equipment: difficulty in sourcing equipment due to mineral scarcity		Revenue: Unavailability of IT equipment (datacenter) impacting our business (loss of revenue) Profit: Increase in purchasing costs	Long-term (5/10 years)
E5/2	Resource use and the circular economy	Difficulty in sourcing materials due to regulatory restrictions on certain raw materials		Benefit: Higher purchasing costs	Medium-term (2/5 years)
E5/3	Waste	New regulations: Deployment of a compensation or quota system for untreated waste	Combating environmental degradation and climate change	Benefit: Higher purchasing costs	Long-term (5/10 years)

Social section

Ref IRO	Sub-theme	IRO name	Impact on people or the environment	Financial Risks and Opportunities	Time horizon
S1/1		Dependence of business on human capital		Benefit: Higher labor costs and lower revenues Influence on company dev	Long-term (5/10 years)
S1/2	Health & Safety	Psychosocial risks	Physical and mental health of employees	Profit: Higher labor costs	Short-term
S1/3	Work-life balance	Absenteeism and burnout	Physical and mental health of employees	Benefit: Increased payroll costs Influence on company dev	Short-term
S1/4	Work-life balance	Reduced absenteeism and increased productivity	Physical and mental health of employees	Profit and Revenue: Lower labor costs and higher revenues Influence on company dev	Short-term
S1/5	Gender equality Diversity	Risk of discrimination: legal proceedings and image risks	Physical and mental health of employees	Earnings and Revenues: Higher labor costs and lower revenues Financial penalty	Short-term
S1/6	Gender equality Diversity	Lack of diversity	Physical and mental health of employees	Earnings and Revenues: Higher labor costs and lower revenues Influence on company dev	Short-term
S1/7	Gender equality Diversity	New perspectives and innovation through diversity of profiles	Physical and mental health of employees	Revenues: Increased revenues Influence on company development	Short-term
S1/8	Training and skills development	Skills mismatch	Employee development	Earnings and Revenues: Higher labor costs and lower revenues Influence on company dev	Short-term
S1/9	Training and skills development	Skills development	Employee development	Profit and Revenue: Lower labor costs and higher revenues Influence on company dev	Short-term
S1/10	Training and skills development	Uncontrolled attrition		Benefit: Increased payroll costs Influence on company dev	Short-term

Social section

Ref IRO	Sub-theme	IRO name	Impact on people or the environment	Financial Risks and Opportunities	Time horizon
S1-/1	Privacy policy	Leakage of personal data (employees)	Theft of personal data (identity theft, etc.)	Benefit: Financial penalty Drop in revenue	
S1-/2	Social commitment	Philanthropy and social initiatives	Improving conditions for local populations and increasing employee commitment	Profit and Revenue: Lower labor costs and higher revenues Influence on company dev	Short-term
S4/1	Digital Responsibility	Reputation / Attractiveness linked to the absence of a Responsible Digital Policy	Increasing carbon emissions => combating climate change	Revenues: Decline in revenues	Medium-term
S4/2	Digital Responsibility	Reputation / Attractiveness linked to investment in Responsible Digital Solutions	Reducing carbon emissions => combating climate change	Revenues: Increase in revenues	Medium-term
S4/3	Impacts linked to information for end-users	Leakage of personal data (customers)	Theft of personal data (identity theft, etc.)	Profit and Revenue: Financial penalties Drop in revenues	Short-term

Governance section

Ref IRO	Sub-theme	IRO name	Impact on people or the environment	Financial Risks and Opportunities	Time horizon
G1/1	Conducting business	Non-compliance with code of ethics	Employee well-being / Physical and mental health of employees	Profit and revenue: Financial penalties & drop in revenue Access to financing	Short-term
G1/2	Conducting business	Deploying a demanding ethical environment	Employee well-being / Physical and mental health of employees	Earnings and Revenues: Lower labor costs and higher revenues	Short-term
G1/3	Whistleblower protection	No protection for whistleblowers	Disclosure of identity affecting the whistleblower	Earnings and Revenues: Financial penalty & drop in revenues	Short-term
G1/4	Supplier relationship management	Non-compliance with payment practices	Late payment by individual third parties (consultant)	Profit and revenue: Financial penalty & drop in revenue	Short-term
G1/5	Corruption	Business conduct / Corruption	Endangering employees' jobs	Profit and revenue: Financial penalties & drop in revenue Access to financing	Short-term

Appendix B: Methodological note - Environment section

Environmental indicators

Carbon footprint

Linedata's carbon footprint follows the GHG protocol methodology with an operational control approach (taking into account 100% of emissions from entities controlled >50%), i.e. the entire Linedata Group.

To calculate Scope 3 emissions, Linedata obtains primary data directly from its suppliers for the following data: office electricity consumption, emissions linked to the consumption of Cloud services/hosting and emissions linked to business travel (air/train). In 2024, these data represent 586 Tons of CO₂ (or 16% of Scope 3 emissions). The remaining Scope 3 data is calculated using non-monetary emission factors (e.g. IT equipment, commuting) or monetary factors (e.g. purchases of goods and services). Linedata prefers to use monetary emission factors instead of estimating emissions from its value chain, despite the high level of uncertainty involved.

The Carbon Footprint does not include the following Scope 3 sub-categories: Upstream goods transport, Capital expenditure, Visitor and customer transport, Downstream goods transport, End-of-life of products sold, Downstream franchising, Downstream leasing and Other indirect emissions.

Linedata believes that publishing information on locked-in GHG emissions from its main assets is not material in view of the company's activities, and therefore does not publish this information in this report.

Below is the methodology by emissions category:

Datacenter (Scope 3):

Retrieve data on power (kVa), % of capacity actually used and datacenter rental to estimate carbon emissions. The emission factors used are the "Combustion" factors of the IEA (International Energy Agency), except for datacenters in the US: EPA US, in order to take into account the different geographies.

Data hosting (Scope 3):

- AWS and Azure: Set up connectors with AWS and Azure for direct retrieval of carbon emissions.
- Microsoft 365: Carbon reporting for Microsoft 365 (Scope 1 to 3).

Business travel (Scope 3):

- Travel agency (Flight, Train): Obtaining CO₂ emission reporting for trips
- Company car (Leasing): Obtain the number of company cars, with the distinction between combustion, hybrid or electric.
- Gasoline consumption (company cars): Based on the amounts of the Expense Notes (NDF) linked to petrol expenses, estimate of the volume of petrol consumed. Emissions are split between upstream (Scope 3) and combustion (Scope 1).
- Gasoline consumption (personal vehicle): Based on NDF amounts for KM allowances, estimate volume of gasoline consumed. No distinction between upstream and combustion.
- Gasoline consumption (cab): Based on NDF figures for cab journeys, estimate the volume of petrol consumed. No distinction between upstream and combustion.
- Meals: Based on NDF extraction, identify the number of meals (breakfast, lunch and dinner) paid for by the company.
- Hotel nights: Based on NDF extraction, identify the number of hotel nights paid for by the company, differentiating by place of travel. Emissions linked to a hotel night differ according to location.

Commuting (Scope 3):

Based on the mobility survey carried out at the end of 2023 (70% response rate), which provided information on the means of transport and the distance between home and work, Linedata applied these results to the average 2024 population of each office, and then applied the presence ratio for the 2024 financial year. No distinction between cities/countries.

Teleworking (Scope 3):

Based on on-site presence monitoring in 2024, estimation of the number of teleworking days per office, enabling us to estimate carbon emissions. Emission factor calculated by Sweep and different by city/country, taking into account: heating, lighting, air conditioning, office electricity.

Office:

The following office data concerns all Linedata offices. At the end of 2024, the Linedata Group had 18 active offices with attached employees, there are no physical offices in Spain, Ireland and Mexico and no employees in the Greenwich offices.

- Leasing (Scope 3): Based on the surface area of leased offices divided by the estimated lifespan of the buildings (50 years), Linedata was able to estimate office emissions. No distinction between cities/countries.
- Electricity (Scope 1 and 2): Either from electricity bills (if Linedata contract) or according to building occupancy rate (if electricity contract at building level). The emissions factors used are the IAE "Upstream" factors and the IEA "Combustion" factors, except for the US: EPA US, in order to take account of different geographies. Distinction between upstream and combustion.
- Printer Paper (Scope 3): Obtain printer paper purchase volumes for the year 2024 (office manager) in offices with printers.
- Printer Toner (Scope 3): Obtain printer toner purchase volumes for 2024 (office manager)
- Refrigerant (Scope 1): Obtain volumes of refrigerant integrated into air-conditioning systems during 2024 in the event of system leakage or equipment replacement (via the air-conditioning maintenance company).
- Waste (Scope 3) : Based on on-site presence monitoring in 2024, estimate of the average number of on-site employees in 2024, enabling waste-related carbon emissions to be estimated. No distinction between cities/countries.

Services:

Based on the expenditure amounts, Linedata was able to estimate the carbon emissions of the following departments:

- Insurance, Banking, Consulting and Fees ;
- Office expenses, Mail ;
- Training.

IT Services (excluding datacenter):

Using the expenditure figures obtained from the CDG IT <(Opex excluding hosting costs), Linedata was able to estimate the impact of IT services:

"Telecommunication" , "Other computer related services, including facilities management" , "Software services".

IT Capex:

Using the purchase order system, inventory purchases of screens, dockstations, laptops and desktops by office. For server-related emissions, use a ratio based on the volume of expenditure, using the Desktop emission factor.

Carbon intensity:

Carbon intensity per employee is based on the average number of employees for the year. Carbon intensity per M€ of sales is based on consolidated sales in the financial statements - see Consolidated financial statements.

Other environmental indicators

Environmental indicators (excluding Bilan Carbone) take into account the number of existing business vehicles in 2 countries (France, Luxembourg).

Concerning the volume of waste recycled, the Linedata Group only has access to the volumes of waste recycled for the Neuilly and Arcueil offices. At the end of 2024, the Linedata Group had 17 active offices with attached employees, there are no physical offices in Spain, Ireland, Mexico and Singapore and no employees in the Greenwich offices.

The list of suppliers > €15k is based on purchases made in 2023.

Appendix C: Taxonomy

Regulatory context

In order to promote transparency and a long-term vision in economic activities by directing capital flows towards sustainable investments, the European Union has created a common system for classifying corporate activities to identify economic activities considered sustainable. This system is defined in the European regulation (EU 2020/852) of June 18, 2020 known as the "Taxonomy Regulation". This regulation is supplemented by the delegated act of June 13, 2023, which defines the new climate activities and completes the new objectives.

Companies must publish the proportion of their sales, capital expenditure and operating expenses associated with economic activities:

- "In other words, they are classified in the European Taxonomy;
- "In other words, they meet one or more of the technical criteria associated with each of the eligible activities: a substantial contribution to achieving one of the six environmental objectives, no harm to the other five environmental objectives, and compliance with minimum social guarantees.

This year, companies must report the three complete taxonomical indicators (eligibility and alignment) relating to all 6 objectives.

The company carried out a detailed analysis of all activities within its various consolidated entities. This analysis was carried out jointly by the CSR Committee and the Finance Department.

Perimeter

The sales, capital expenditure and operating expenses considered cover all the company's activities corresponding to the scope of the companies under its control.

Financial data are taken from the accounts at December 31, 2024. Sales and capital expenditure can be reconciled with the financial statements.

Financial indicators

The denominators of the financial ratios have been defined in accordance with the definitions in the delegated act relating to Article 8 of the Taxonomy Regulation published on July 6, 2021.

For the numerators, there is no definition of the information expected for eligibility, so the Company has reasoned by analogy with alignment ratios to determine the proportion of ratios eligible for Taxonomy.

Sales by activity

The Taxonomy regulation prioritizes the activities that generate the most significant impacts on climate change and offer the greatest potential for reducing greenhouse gas emissions. To date, the Taxonomy has listed around a hundred activities that account for 90% of greenhouse gas emissions, and which are therefore the ones that need to make the greatest effort to meet the EU's commitment to reduce emissions by 55% by 2030 and to become carbon neutral by 2050.

The regulation also includes so-called enabling activities, i.e. those that contribute to the adaptation of other activities by offering products or solutions that prevent and/or limit the negative effects of climate change on the current and future climate.

Linedata activities concerned

Linedata has identified the share of its activities eligible under the six "Environmental Objectives". Under the "Climate change mitigation" environmental objective, Linedata has analyzed the following activities:

- activity 8.1 "Data processing, hosting and related activities": To analyze its eligibility with regard to the objective of mitigating climate change, Linedata drew on the study carried out by Numeum, the trade association for digital companies in France. In 2022, Numeum conducted an analysis of the activities defined in Appendix 1 of the Climate Delegate Act, "Mitigation of climate change", and compared them with those carried out by its members. In a position paper, Numeum presented its interpretation of the activities it considers eligible under Annex 1: [https://numeum.fr/note danalyse/note de position sur la taxinomie verte premiere partie](https://numeum.fr/note%20danalyse/note%20de%20position%20sur%20la%20taxinomie%20verte%20premiere%20partie)

The following are eligible:

- Data storage and processing activities are carried out on the company's own infrastructure. Or, in the case of leasing or collocation of a data center room held by a service provider, the company has full control over the equipment and room specifications;
- specific sales linked to data storage and processing activities can be distinguished by the company;
- this sales figure is achieved as a "principal" and not as an "agent" (the company does not simply purchase the hosting service for resale).

Linedata Services does not store and process data on its own infrastructure, and has no control over the specifications of third-party infrastructures. Furthermore, Linedata Services does not simply purchase hosting services for resale. The related activities of Linedata Services are therefore, at this stage, not eligible under activity 8.1.

- activity 8.2 "Data-driven solutions for the reduction of GHG emissions": the nature of Linedata's offer does not seem to directly adhere to the definition of this article. At this stage, the company does not consider its sales to be eligible under this activity 8.2.

Under the environmental objective "adaptation to climate change", Linedata has analyzed activities 8.1 "Data processing, hosting and related activities" and 8.2 "Programming, consulting and other IT activities". At this stage of the regulations, these activities 8.1 and 8.2 do not constitute enabling activities within the meaning of Regulation (EU) 2020/852.

Under the "transition to a circular economy" objective, Linedata has analyzed activity 4.1 "Provision of data-driven IT/operational solutions". At this stage of regulation, this activity 4.1 does not constitute an enabling activity within the meaning of Regulation (EU) 2020/852.

For the last three environmental objectives, Linedata has no eligible activities. As a result, Linedata does not consider any of its sales to be eligible under any of the 6 environmental objectives.

The analysis carried out leads to the conclusion that Linedata's activities are not among the highest emitters of greenhouse gases targeted by the taxonomy. At the same time, Linedata's activities do not constitute enabling activities. Nonetheless, the company is taking numerous actions in favor of the climate, the results of which are measured through performance indicators published in this Sustainability Report.

In conclusion, Linedata's business activities do not make a substantial contribution to the six environmental objectives. The proportion of sales relating to eligible and aligned sales is therefore nil for the 2024 financial year.

				Substantial contribution criteria					Does Not Significantly Harm (DNSH) criteria										
Economic activities	Code (2)	Absolute sales	Share of sales year N	Climate change mitigation	Adapting to climate change	Aquatic and marine resources	Pollution	Circular economy	Biodiversity and ecosystems	Climate change mitigation	Adapting to climate change	Aquatic and marine resources	Pollution	Circular economy	Biodiversity and ecosystems	Minimum warranties	Share of sales aligned with taxonomy or eligible Year N-1	Enabling activity category	Transitional activity category
		K EUR	%	%	%	%	%	%	%	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	%	H	T
A. ACTIVITIES ELIGIBLE FOR TAXONOMY			0%																
A.1. Environmentally sustainable activities (aligned with taxonomy)																			
No		0	0%	0%	0%	0%	0%	0%	0%								0%		
Sales of environmentally sustainable activities (aligned with taxonomy) (A.1)		0	0%	0%	0%	0%	0%	0%	0%								0%	0%	0%
A.2 Activities eligible for taxonomy but not environmentally sustainable (not aligned with taxonomy)																			
Data processing, hosting and related activities	8.1	0	0%																
Data-driven solutions for GHG emission reductions	8.2	0	0%																
Sales of activities eligible for taxonomy but not environmentally sustainable (not aligned with taxonomy) (A.2)		0	0%																
																	0%		
Total (A.1+A.2)		0	0%														0%		
B. ACTIVITIES NOT ELIGIBLE FOR TAXONOMY																			
Sales of activities not eligible for Taxonomy		183.719	100%																
Total (A+B)		183.719	100%																

Capital expenditure - CAPEX

Capital expenditure corresponds to capitalized costs of property, plant and equipment and intangible assets, including rights of use under IFRS 16.

Linedata's eligible capital expenditure mainly concerns the cost of cars, computer servers and rights to use leased buildings.

Eligible activities

6.5 Transport by motorcycles, passenger cars and commercial vehicles

Technical criteria for alignment with the climate change mitigation objective :

a. For vehicles belonging to categories M1 and N1, both falling within the scope of Regulation (EC) No 715/2007 :

i. until December 31, 2025, specific CO₂ emissions, as defined in Article 3(1)(h) of Regulation (EU) 2019/631, are below 50 g CO₂/km (low-emission or zero-emission light commercial vehicles);

ii. from January 1, 2026, specific CO₂ emissions, as defined in Article 3(1)(h) of Regulation (EU) 2019/631, are zero. b.

For category L vehicles, tailpipe CO₂ emissions are equal to 0 g CO₂ equivalent/km in accordance with the emissions test set out in Regulation (EU) 168/2013.

7.7 Building acquisition and ownership

Technical criteria for alignment with the climate change mitigation objective:

In the case of buildings constructed before December 31, 2020, an energy performance certificate of at least class A has been issued. Failing this, the building is among the top 15% of the national or regional building stock in terms of operational primary energy consumption, as demonstrated by appropriate evidence, comparing at least the performance of the property concerned with the performance of the national or regional building stock built before December 31, 2020, and distinguishing at least between residential and non-residential buildings.

Buildings constructed after December 31, 2020 meet the criteria specified in section 7.1 of this appendix that are relevant at the time of acquisition.

Large non-residential buildings (with an effective rated output of more than 290 kW for heating systems, combined space heating and ventilation systems, air-conditioning systems or combined air-conditioning and ventilation systems) are operated efficiently through energy performance monitoring and assessment.

8.1 Data processing, hosting and related activities

Technical criteria for alignment with the climate change mitigation objective:

The business has implemented all the relevant practices listed as: expected practices in the most recent version of the European Code of Conduct on Data Center Energy Efficiency 307, or in the CEN/CENELEC document CLCTR50600-99-1 entitled "Data center facilities and infrastructure - Part 99-1: Recommended practices for energy management".

The implementation of these practices is verified by an independent third party and audited at least every three years. The Global Warming Potential (GWP) of refrigerants used in data center cooling systems does not exceed 675.

At December 31, 2024, 30% of Linedata's capital expenditure was eligible, out of a total of €8.8 million (see notes 7.2, 7.3 and 7.4 to the consolidated financial statements).

In 2024, the company assessed whether its investments complied with the technical review criteria and concluded that none of the CAPEX carried out in 2024 made a substantial contribution to achieving any of the six environmental objectives.

Under buildings, the Company has:

- renewed the lease on its London office, resulting in the recognition of €1.5 million in rights of use;
 - leased additional floor space at its Sintra office (Portugal), resulting in the recognition of rights of use of the property for €0.2 million and fitting-out costs of €0.1 million;
 - took out a lease on a coworking space in Chennai (India), resulting in the recognition of rights to use the property for €0.1 million.

These 3 investments do not meet the alignment criteria set out above, as they were not made in high-performance buildings.

With regard to the vehicle fleet, long-term investments include only hybrid cars, for which lease rights have been booked in 2024 for €0.3 million. All these investments do not meet the technical alignment criteria.

Under investments in data processing, hosting and related activities, Linedata invested €0.6 million in its servers. These investments do not meet the alignment criteria.

			Substantial contribution criteria							Does Not Significantly Harm (DNSH) criteria									
Economic activities	Code (2)	Absolute CAPEX	Share of CAPEX year N	Climate change mitigation	Adapting to climate change	Aquatic and marine resources	Pollution	Circular economy	Biodiversity and ecosystems	Climate change mitigation	Adapting to climate change	Aquatic and marine resources	Pollution	Circular economy	Biodiversity and ecosystems	Minimum warranties	Share of CAP EX aligned with taxonomy or eligible Year N-1	Enabling activity category	Transitional activity category
		K EUR	%	%	%	%	%	%	%	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	%	H	T
A. ACTIVITIES ELIGIBLE FOR TAXONOMY			30%																
A.1. Environmentally sustainable activities (aligned with taxonomy)																			
No		0,0	0%	0%	0%	0%	0%	0%	0%								0%		
CAPEX from environmentally sustainable activities (aligned with taxonomy) (A.1)		0	0%	0%	0%	0%	0%	0%	0%								0%	0%	0%
A.2 Activities eligible for taxonomy but not environmentally sustainable (not aligned with taxonomy)																			
Motorcycle and car transport	6.5	299,0	3%														0%		
Building acquisition and ownership	7.7	1.781,0	20%														0%		
Data processing, hosting and related activities	8.1	582,0	7%														0%		
CAPEX of activities eligible for taxonomy but not environmentally sustainable (not aligned with taxonomy) (A.2)		2.662,0	30%														0%		
Total (A.1+A.2)		2.662,0	30%																
B. ACTIVITIES NOT ELIGIBLE FOR TAXONOMY																			
CAPEX for activities not eligible for Taxonomy		6.144,0	70%																
Total (A+B)		8.806,0	100%																

Operating expenses - OPEX

Operating expenses are defined as direct non-capitalizable costs and include research and development costs, building renovation costs, maintenance and repair costs, rents reported in the income statement and any other expenses related to the day-to-day upkeep of assets. This total constitutes the denominator of the OPEX KPI for a total of €10.7M in 2024. (0.6M€ rental, 0.6M€ maintenance, 9.5M€ R&D)

Research and development costs (not capitalized), which represent €9.5 million in 2024, are not eligible, as the sales to which these expenses relate are not eligible.

An analysis of the eligibility of these operating expenses has identified that short-term car rentals are eligible, representing €3K in 2024. Linedata Services' share of eligible operating expenses at December 31, 2024 is therefore 0.03%.

			Substantial contribution criteria						Does Not Significantly Harm (DNSH) criteria										
Economic activities	Code (2)	OPEX absolute	Share of OPEX year N	Climate change mitigation	Adapting to climate change	Aquatic and marine resources	Pollution	Circular economy	Biodiversity and ecosystems	Climate change mitigation	Adapting to climate change	Aquatic and marine resources	Pollution	Circular economy	Biodiversity and ecosystems	Minimum warranties	Share of OPEX aligned with taxonomy or eligible Year N-1	Enabling activity category	Transitional activity category
		K EUR	%	%	%	%	%	%	%	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	%	H	T
A. ACTIVITIES ELIGIBLE FOR TAXONOMY			0%																
A.1. Environmentally sustainable activities (aligned with taxonomy)																			
No OPEX from environmentally sustainable activities (aligned with taxonomy) (A.1)		0,0	0%	0%	0%	0%	0%	0%	0%								0%		
		0,0	0%	0%	0%	0%	0%	0%	0%								0%	0%	0%
A.2 Activities eligible for taxonomy but not environmentally sustainable (not aligned with taxonomy)																			
Motorcycle and car transport	6.5	3,0	0,03%															0%	
OPEX from activities eligible for taxonomy but not environmentally sustainable (not aligned with taxonomy) (A.2)		3,0	0,03%															0%	
Total (A.1+A.2)		3,0	0,03%																
B. ACTIVITIES NOT ELIGIBLE FOR TAXONOMY																			
OPEX from activities not eligible for Taxonomy		10.736,1	100%																
Total (A+B)		10.739,1	100%																

Appendix D: Methodological note - Social section

HR reporting repository

To meet the requirements of the CSRD regarding the social part, here are the steps and tools used for data collection and verification:

Data source: Social data comes from our HR Bob tool, through regular extractions directly from the platform and covering 100% of employees.

An HR dashboard on Bob lets you view and check data in real time, ensuring greater responsiveness and reliability.

- Data review process in 2024:
 - July: Import and first review of compensation data in Bob to ensure compliance and completeness.
 - August: Complete review of HR data:
 - o Verification of basic information: gender, percentage of full-time equivalent (FTE%), type of contract, etc.
 - o Updating and validation of job mapping and hierarchical levels.

Linedata carries out regular reviews of the database, ensuring that reliable, consistent and compliant data is used within the CSRD framework.

Explanation of key social indicators

The Linedata Group headcount includes all employees benefiting from an employment contract, an apprenticeship contract or a professionalization contract within the Linedata Group at December 31, 2024, corresponding to the last calendar day of the year. Headcount is expressed in terms of the number of employees, regardless of working hours or date of entry during the year.

It should be noted that, apart from the indicator of headcount by contract, trainees and apprenticeship contracts are not taken into account in the other social indicators.

Hirings and departures exclude all intra-company movements such as transfers between legal entities.

Other" departures include end of probationary period, end of fixed-term contract, employee transfer and death.

To calculate the attrition rate and turnover, Linedata has followed the methodology specified in the CSRD requirements.

Gender equity: total compensation (base salary + bonus) for employees on permanent contracts, in hierarchical levels with at least 5 women and 5 men, and in countries with more than 30 employees.

The % of individual interviews (PDR) and employees trained are based on employees present on 01/06 and no departures during the process.

Live" training hours include training that has taken place face-to-face or online with a trainer.

Platform" training hours include hours spent on Pluralsight, Coursera, Efront, KnowBe4 or other training platforms.

Appendix E: Correspondence table

The following table summarizes the requirements of the various ESRS contained in the Sustainability Report and indicates the paragraphs where these requirements can be found. Note that Linedata has voluntarily included certain publications subject to a one-year transition period in the social information section.

Reference	Title	N° Chapter / Section
Chapter 1 - General information		
Preparation base		
BP-1 & BP2	General basis for sustainability reporting	1.2.4
GOV-1	Role and responsibilities of governance bodies	1.2.3
GOV-2	Information, supervision and handling of IROs by governance bodies	1.2.3
GOV-3	Incentive mechanisms	1.2.3
GOV-4	Due diligence	1.2.4
GOV-5	Risk management system / Internal control	1.2.4
Strategy		
SBM-1	Strategy, business model and value chain	1.1.1, 1.1.2, 1.1.3, 1.2.1
SBM-2	Stakeholder interests and viewpoints	1.2.1
SBM-3	IRO descriptions and interactions with strategy/business model	
IRO-1	IRO identification and assessment	1.2.1
IRO-2	ESRS publication requirements	1.2.1.1 and Appendix E
MDR- PAT	Publication requirements for policies, actions and targets.	1.2.2
Chapter 2 - Environmental information		
E1 - Climate change		
E1.GOV-3	Integrating sustainability performance into incentive mechanisms	1.2.3.3
E1.IRO-1	Identification and assessment of climate-related RIOs	2. Intro
E1.SBM-3	Descriptions of related IROs and interactions with strategy/business model	2. Intro
DR E1-1	Transition plan for climate change mitigation	2.1.1
DR E1-2	Climate change mitigation and adaptation policies	2.1.1 / 2.1.2
DR E1-3	Actions and resources related to climate change policies	2.1.1
DR E1-4	Climate change mitigation and adaptation objectives	2.1.1 / 2.1.2
DR E1-5	Energy consumption and mix	2.1.1.3
DR E1-6	Gross GHG emissions from scopes 1, 2, 3 and total GHGs	2.1.1.1
DR E1-7	GHG removals and mitigation projects financed with carbon credits	2.1.1.2
DR E1-8	Internal carbon pricing	2.1.1.2
DR E1-9	Anticipated financial impact of physical and transitional risks and potential climate-related opportunities (2025)	2.1.1.2 / Publication in 2025
E5 - Circular economy		
E5.IRO-1	Identification and assessment of IROs linked to the circular economy	2. Intro
DR E5-1	Policies on resource use and the circular economy	2.2
DR E5-2	Actions and resources linked to the use of resources and the circular economy	2.2.1 / 2.2.2
DR E5-3	Objectives related to resource use and the circular economy	2.2.1 / 2.2.2
DR E5-4	Resource inputs	2.2.1 / 2.2.3
DR E5-5	Resource outflows	Non-material
DR E5-6	Expected financial effects of resource use and impacts, risks and opportunities associated with the circular economy (2025)	Publication in 2025

Appendix E: Correspondence table (continued)

Reference	Title	N° Chapter / Section
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Chapter 3 - Social information

S1 - Company workforce

S1.SBM-3	Descriptions of related IROs and interactions with strategy/business model	3.1
DR S1-1	Company labor policies	3.1 & Appendix A
DR S1-2	Engagement process with workers and worker representatives on impacts	3.1
DR S1-3	Processes to remedy negative impacts and channels for company workers to voice their concerns	3.1
DR S1-4	Take action in the event of material impacts on its own workforce, approaches to mitigate significant risks and seize material opportunities related to its own workforce, as well as the effectiveness of these actions.	3.1
DR S1-5	Objectives related to managing significant negative impacts, enhancing positive impacts and managing risks and opportunities	3.1
DR S1-6	Characteristics of company employees	3.1.1
DR S1-7	Characteristics of self-employed workers (2025)	Publication in 2025
DR S1-8	Collective bargaining coverage and social dialogue	3.1.4
DR S1-9	Diversity measurement	3.1.5
DR S1-10	Adequate wages	3.1.4
DR S1-11	Social protection (2025)	Publication in 2025
DR S1-12	Disabled people (2025)	Publication in 2025
DR S1-13	Training and skills development measures	3.1.2
DR S1-14	Health and safety indicators (2025)	3.1.3
DR S1-15	Work-life balance measures (2025)	3.1.3
DR S1-16	Compensation parameters (compensation gap and total compensation)	3.1.4
DR S1-17	Incidents, complaints and serious impacts on human rights	3.1.6

S4 - Consumers and end users

S4.SBM-3	Descriptions of related IROs and interactions with strategy/business model	3.2
DR S4-1	Consumer and end-user policies	3.2.2 / 3.2.3
DR S4-2	Engagement process with consumers and end-users on impacts	3.2.1
DR S4-3	Processes to remedy negative impacts and channels for consumers and end-users to voice their concerns.	3.2.1
DR S4-4	Measures to be taken in the event of material impacts on consumers and end-users, and approaches to managing material risks and seeking material opportunities related to consumers and end-users, as well as the effectiveness of these actions.	3.2.1
DR S4-5	Objectives related to managing significant negative impacts, enhancing positive impacts and managing risks and opportunities	3.2.1
Specific	Digital Responsibility and Innovative Ecosystem	3.2.2

Chapter 4 - Corporate governance information

G1.GOV-1	Role of administrative, supervisory and management bodies	1.2.3
DR G1-1	Corporate culture and business conduct policies	4.1
DR G1-2	Supplier relationship management	4.2.1
DR G1-3	Preventing and detecting corruption and bribery	4.1.2
DR G1-4	Confirmed incidents of corruption or bribery	4.1.2
DR G1-5	Political influence and lobbying	Non-material
DR G1-6	Payment practices	4.2.2

Appendix E: Table of missing information

The following table summarizes Data Points from material ESRs not disclosed in the sustainability report.

Reference DR	DR title	Missing data points	DP title
Chapter 1 - General information			
ESRS 2 - Strategy			
SBM-3	Material impacts, risks and opportunities and their link to strategy and business model	DP 48b,d,f	Effects of IROs on strategy, current financial effects and resilience
Chapter 2 - Environmental information			
E1 - Climate change			
DR E1-1	Transition plan for climate change mitigation	DP 14, 15, 16	Transition plan for climate change mitigation
DR E1-1	Transition plan for climate change mitigation	DP19	Resilience of strategy and business model to climate change
DR E1-3	Actions and resources related to climate change policies	DP 29	Investment required to implement the Transition Plan
DR E1-4	Climate change mitigation and adaptation objectives	DP 34	GHG emissions reduction target
DR E1-7	GHG absorptions and mitigation projects financed with carbon credits	All PDs	
DR E1-8	Internal carbon pricing	DP 63	Internal carbon pricing mechanism
E5 - Circular economy			
DR E5-3	Objectives related to resource use and the circular economy	DP 24, 25, 26, 27	Target linked to incoming and outgoing resource flows
DR E5-4	Resource inputs	DP 31, 32	Weight of incoming resource flows
Chapter 3 - Social information			
S4 - Consumers and end users			
DR S4-1	Consumer and end-user policies	DP 15, 16, 17	Strategic policy and commitments on human rights for consumers and end-users
Chapter 4 - Corporate governance information			
DR G1-2	Supplier relationship management	DP 14	Policy to prevent late payment

Sustainability certification report

Sustainability information certification report and verification of information disclosure requirements under Article 8 of Regulation (EU) 2020/852

This is a free translation into English of the independent third party's report on the certification of sustainability information and verification of the disclosure requirements under Article 8 of Regulation (EU) 2020/852 issued in French and it is provided solely for the convenience of English speaking users. This report should be read in conjunction with, and construed in accordance with, French law and the H2A guidelines on Limited assurance engagement - Certification of sustainability reporting and verification of disclosure requirements set out in Article 8 of Regulation (EU) 2020/852.

Year ending December 31, 2024

At the Annual Shareholders' Meeting,

This report (audit opinion) is issued by Cabinet de Saint Front in our capacity as independent third party for the LINEDATA Group. It covers the consolidated sustainability information and the consolidated information provided for in Article 8 of Regulation (EU) 2020/852, relating to the year ended December 31, 2024 and included in the "Sustainability Report" section of the Group's management report.

Pursuant to article L. 233-28-488 of the French Commercial Code, LINEDATA SERVICES is required to include the above-mentioned information (historical or estimated) in a separate section of the Group management report. This information has been prepared in the context of the first-time application of the aforementioned articles, characterized by uncertainties over the interpretation of the texts, the use of significant estimates, the absence of established practices and frameworks, notably for the analysis of double materiality, and by an evolving internal control system. They enable us to understand the impact of the Group's activities on sustainability issues, as well as the way in which these issues influence the development of its business, results and consolidated financial position. Sustainability issues include environmental, social and corporate governance issues.

Pursuant to Article L. 822-24 of the French Commercial Code, our role is to carry out the work required to issue an opinion, expressing limited assurance, on:

- compliance with the sustainability reporting standards adopted pursuant to Article 29 ter of Directive (EU) 2013/34 of the European Parliament and of the Council of December 14, 2022 (hereinafter ESRS for European Sustainability Reporting Standards) of the process implemented by LINEDATA SERVICES to determine the information published, and compliance with the obligation to consult the social and economic committee provided for in the sixth paragraph and last paragraph of Article L. 2312-17 of the French Labor Code;
- compliance of the sustainability information included in the "Sustainability Report" section of the Group management report with the requirements of Article L. 233-28-4 of the French Commercial Code, including the ESRS; and
- compliance with the publication requirements set out in Article 8 of Regulation (EU) 2020/852.

The performance of this mission is carried out in compliance with the ethical rules, including independence, and quality rules prescribed by the French Commercial Code.

It is also governed by the Haute Autorité de l'Audit guidelines "Mission de certification des informations en matière de durabilité et de contrôle des exigences de publication des informations prévues à l'article 8 du règlement (UE) 2020/852".

In the three separate sections of the report that follow, we present the nature of the checks we carried out and the conclusions we drew for each of the areas covered by our assignment.

In support of these conclusions, we present, in the notes to this report, the matters to which we have paid particular attention and the procedures we performed in respect of these matters. We draw your attention to the fact that we do not express a conclusion on these matters taken in isolation, and that the procedures described should be considered in the overall context of the conclusions reached on each of the three aspects of our engagement.

Finally, where we feel it necessary to draw your attention to one or more sustainability-related disclosures made by LINEDATA SERVICES in the Group management report, we have included a paragraph of comments.

The limits of our mission

As the purpose of our assignment is to provide limited assurance, the nature (choice of control techniques), scope (extent) and duration of the work are less than those required to provide reasonable assurance.

Furthermore, this mission does not involve guaranteeing the viability or quality of LINEDATA SERVICES' management, in particular by assessing the relevance of the choices made by LINEDATA SERVICES in terms of action plans, targets, policies, scenario analyses and transition plans, beyond compliance with the ESRS information requirements.

It does, however, allow us to express conclusions concerning the process of determining the sustainability information published, the information itself, and the information published in application of Article 8 of Regulation (EU) 2020/852, as to the absence of identification or, on the contrary, the identification of errors, omissions or inconsistencies of such importance that they would be likely to influence the decisions that readers of the information subject to our verifications might make.

Our assignment does not cover any comparative information or non-material information disclosed in the "Sustainability Report" section.

Compliance with ESRS of the process implemented by LINEDATA SERVICES to determine the information published, and compliance with the obligation to consult the social and economic committee provided for in the sixth and last paragraphs of article L. 2312-17 of the French Labor Code.

Type of checks performed

Our work consisted of verifying that:

- the process defined and implemented by the Group has enabled it, in accordance with the ESRS, to identify and assess its impacts, risks and opportunities related to sustainability issues, and to identify those material impacts, risks and opportunities that have led to the disclosure of sustainability information in the "Sustainability Report" section of the Group's management report; and
- the information provided on this process also complies with the ESRS.

We also checked compliance with the obligation to consult the social and economic committee.

Conclusion of the checks carried out

Based on the checks we have carried out, we have not identified any material errors, omissions or inconsistencies concerning the compliance of the process implemented by LINEDATA SERVICES with the ESRS.

Concerning the consultation of the social and economic committee provided for in the sixth and last paragraphs of Article L. 2312-17 of the French Labor Code, we inform you that as of the date of this report, this has not yet taken place and will take place as specified in paragraph "1.2.4 Risk management and internal control".

Comments

We draw the reader's attention to the methodology used and the limitations of this analysis, as expressed in sections "1.1.4 Value chain and dialogue with stakeholders" and "1.2.1. Presentation of sustainability issues / IRO (Impacts Risks Opportunities)" of the Sustainability Report.

Compliance of the sustainability information included in the "Sustainability Report" section of the Group Management Report with the requirements of article L. 233-28-494 of the French Commercial Code, including the ESRS.

Type of checks performed

Our work consisted in verifying that, in accordance with legal and regulatory requirements, including the ESRS:

- the information provided provides an understanding of the preparation and governance of the sustainability information included in the "Sustainability Report" section of the Group Management Report, including how value chain information is determined and the disclosure exemptions used;
- the presentation of this information ensures that it is easy to read and understand;
- the scope chosen by LINEDATA SERVICES for this information is appropriate; and
- on the basis of a selection, based on our analysis of the risks of non-compliance of the information provided and the expectations of its users, that this information does not contain any material errors, omissions or inconsistencies, i.e. that could influence the judgment or decisions of the users of this information.

Conclusion of the checks carried out

Based on our review, nothing has come to our attention that causes us to believe that the sustainability information included in the "Sustainability Report" section of the Group's management report is materially inconsistent with the requirements of article L. 233-28-4 of the French Commercial Code, including the ESRS.

Comments

We draw the reader's attention to "Appendix E: Table of missing information", which mentions the absence of certain information, in particular the transition plan.

Compliance with disclosure requirements under Article 8 of Regulation (EU) 2020/852

Type of checks performed

Our work consisted in verifying the process implemented by LINEDATA SERVICES to determine the eligibility and alignment of the activities of the entities included in the consolidation.

They also involved checking the information published pursuant to Article 8 of Regulation (EU) 2020/852, which involves verifying:

- compliance with the rules governing the presentation of this information to ensure that it is legible and understandable;
- on the basis of a selection, of the absence of material errors, omissions or inconsistencies in the information provided, i.e. information likely to influence the judgment or decisions of users of this information.

Conclusion of the checks carried out

Based on the checks we have carried out, we have not identified any material errors, omissions or inconsistencies concerning compliance with the requirements of Article 8 of Regulation (EU) 2020/852.

Comments

We draw the reader's attention to "Appendix C: Taxonomy", which presents the methodology for calculating taxonomy indicators.

Toulouse, April 29, 2025

The independent third-party organization

Cabinet de Saint Front

3 rue brindejonc des moulinais

31500 TOULOUSE

Represented by
Pauline de Saint Front

APPENDIX - ELEMENTS THAT RECEIVED PARTICULAR ATTENTION

Compliance with ESRS standards of the process implemented by LINEDATA SERVICES to determine the information published, and compliance with the obligation to consult the social and economic committee provided for in the sixth and last paragraphs of Article L. 2312-17 of the French Labor Code.

ITEMS THAT RECEIVED SPECIAL ATTENTION

Concerning the identification of impacts, risks and opportunities ("IRO")

Information on the identification of impacts, risks and opportunities is given in the Sustainability Report in the Group Management Report.

We have familiarized ourselves with the process implemented by the entity to identify actual or potential impacts (negative or positive), risks and opportunities ("IROs") relating to the sustainability issues mentioned in paragraph AR 16 of the "Application requirements" of ESRS 1 and those specific to the entity.

In particular, we appreciated the approach taken by the entity to determine its impacts and dependencies, which may be a source of risks or opportunities.

We have also exercised our professional judgment to assess the acceptability of the methodological choices made for this first double-materiality analysis, particularly with regard to stakeholder consultation and the level of disaggregation of information.

We also assessed the completeness of the activities included in the scope used to identify IROs.

We have familiarized ourselves with the entity's mapping of identified IROs, including a description of their distribution within the entity's own activities and value chain, as well as their time horizon (short, medium or long term), and assessed the consistency of this mapping with our knowledge of the entity and, where applicable, with the risk analyses carried out by Group entities.

We have:

- assessed the approach used by the entity to gather information on subsidiaries ;
- assessed the way in which the entity has considered the list of sustainability topics enumerated by ESRS 1 (AR 16) in its analysis;
- assessed the consistency of the actual and potential impacts, risks and opportunities identified by the entity with available sector analyses;
- assessed the consistency of current and potential impacts, risks and opportunities identified by the entity, in particular those that are specific to it as not covered or insufficiently covered by ESRS standards, with our knowledge of the entity;
- assessed how the entity has taken into account the different time horizons, particularly with regard to climate issues;
- assessed whether the entity has taken into account the risks and opportunities that may arise from both past and future events as a result of its own activities or business relationships, including the actions taken to manage certain impacts or risks;
- assessed whether the entity has taken account of its dependence on natural, human and/or social resources when identifying risks and opportunities.

Concerning the assessment of impact materiality and financial materiality

Information on the assessment of impact materiality and financial materiality is given in the "Sustainability Report" in the Group Management Report.

Through interviews with management and inspection of available documentation, we have familiarized ourselves with the impact materiality and financial materiality assessment process implemented by the entity, and assessed its compliance with the criteria defined by ESRS 1.

In particular, we assessed the way in which the entity has established and applied the materiality criteria for information defined by ESRS 1, including those relating to the setting of thresholds, in order to determine the material information published:

- For indicators relating to material IROs identified in accordance with the relevant thematic ESRS standards;
- Information specific to the entity.

Compliance of sustainability information included in the "Sustainability Report" section of the Group Management Report with the requirements of Article L. 233-28-4 of the French Commercial Code, including ESRS standards.

Information provided in application of environmental standards (ESRS E1 to E5)

Information published on climate change (ESRS E1) is mentioned in paragraph "2.1 Climate change" of the "Sustainability Report" within the Group Management Report.

We present below the elements that have been the subject of particular attention on our part concerning the compliance of this information with the ESRS.

Our work consisted in assessing:

- on the basis of interviews with the management or persons concerned, a description of the environmental policies, actions and targets implemented by the entity;
- the appropriateness of the information presented in the notes to the environmental section of the sustainability information included in the Group management report, and its overall consistency with our knowledge of the entity.

Information published on environmental issues:

- We have familiarized ourselves with the data collection, consolidation, internal control and risk management procedures implemented by the entity to ensure the conformity of the information published;
- We have assessed the consistency of the scope considered for the social indicators;
- We spoke to management to understand the main changes in operations during the year that could have an impact on environmental data;
- We have implemented analytical procedures;
- We have reconciled, on a test basis, the underlying data used to calculate indicators such as energy consumption and greenhouse gas emissions with the supporting documents;

Information provided in application of social standards (ESRS S1 to S4)

Information published on the number of employees under the entity's control (ESRS S1) is mentioned in "3.1 Company workforce" of the "Sustainability Report" within the Group Management Report.

We present hereafter the elements that have been the subject of particular attention on our part concerning the compliance of this information with the ESRS.

Our work consisted in assessing:

- on the basis of interviews conducted with management or the persons concerned, a description of the policies, actions and targets implemented by the entity at social level;
- the appropriateness of the information presented in the notes to the social section of the sustainability information included in the Group management report, and its overall consistency with our knowledge of the entity.

With regard to information published on social issues:

- We have familiarized ourselves with the data collection, consolidation, internal control and risk management procedures implemented by the entity to ensure the conformity of the information published;
- We have assessed the consistency of the scope considered for the social indicators;
- We spoke to management to understand the main changes in business activities during the year that could have an impact on social data;
- We have implemented analytical procedures;
- We have reconciled, on a sample basis, the underlying data used to calculate the indicators relating in particular to cases, complaints and serious impacts on human rights and training, with the supporting documents;

Information provided in application of the governance standard (ESRS G1)

Information published under the heading of entity governance (ESRS G1) is mentioned in paragraph "4. Information on ethical business governance" of the "Sustainability Report" within the Group Management Report.

We present below the elements that have been the subject of particular attention on our part concerning the compliance of this information with the ESRS.

Our work consisted in assessing:

- on the basis of interviews with management or persons concerned, the description of policies, actions and targets implemented by the entity covers the following area: business conduct ;
- the appropriateness of the information presented in the notes to the governance section of the sustainability information included in the Group management report, and its overall consistency with our knowledge of the entity.

With regard to information published under the governance and business conduct theme:

- We have familiarized ourselves with the data collection, consolidation, internal control and risk management procedures implemented by the entity to ensure the conformity of the information published;
- We have assessed the consistency of the scope considered for the governance indicators;
- We spoke to management to understand the main changes in business activities during the year that are likely to have an impact on the way we do business;
- We have implemented analytical procedures;
- We have reconciled, on a test basis, the underlying data used to calculate the business-related indicators (G1) with the supporting documents;

Compliance with disclosure requirements under Article 8 of Regulation (EU) 2020/852

Information published under the taxonomy is mentioned in paragraph "2.1.3 Taxonomy" of the "Sustainability Report" within the Group Management Report.

The following is a list of items to which we have paid particular attention to ensure compliance with the requirements of the taxonomy regulation.

Regarding information published under the taxonomy:

- We appreciated the process for identifying eligible and aligned activities
- We have familiarized ourselves with the data collection, consolidation, internal control and risk management procedures implemented by the entity to ensure compliance with the requirements for published information.
- We have assessed the consistency of the scope considered for the taxonomy indicators
- We spoke to management to understand the main changes in business activities during the year that could have an impact on the data.
- We have implemented analytical procedures and reconciled, on a test basis, the underlying data used to calculate the indicators with the supporting documents.