

keyrus
make data matter

Humanizing the future

2025 ESG report



Contents

Introduction

- 03 Editorial by Eric Cohen
- 04 Our Manifesto
- 05 **Keyrus** at a glance
- 06 Our Business Model

ESG strategy

- 07 Acceleration of our ESG strategy through a global commitment
- 08 Our long-term ESG approach
- 09 The SDGs at the heart of **Keyrus**' strategy
- 10 Our value chain
- 11 A strategy built with our stakeholders
- 12 An ESG approach supported by structured governance
- 13 **Keyrus** relies on collective intelligence to accelerate ESG
Interview with Marc Stukkens
- 14 Double materiality analysis for the **Keyrus** Group: aligning external impact and internal resilience
- 16 2025 Highlights
- 17 Make AI matter: Structuring responsible AI governance
- 18 Recognitions and certifications

Environment

- 20 **Reducing our environmental footprint**
- 22 **Commitment 1**
Monitoring our carbon footprint to reduce greenhouse gas emissions
- 23 **Commitment 2**
Controlling and reducing the energy consumption of our buildings
- 24 **Commitment 3**
Encouraging more sustainable travel for our employees
- 25 **Commitment 4**
Reducing, sorting and recovering waste
- 26 **Eridanis** – an offer for sustainable and connected territories

Social

- 27 **Supporting and listening to the needs of each employee**
- 29 **Commitment 1**
Developing talent, boosting career paths
- 30 **Commitment 2**
Ensuring health and well-being at work
- 31 **Commitment 3**
Promoting diversity, equity and inclusion

Governance

- 34 **Involving all our stakeholders in a responsible approach**
- 36 **Commitment 1**
Building a Group-wide culture of integrity
- 37 **Commitment 2**
Ensuring the integrity of information systems
- 38 **Opsky** – an offer to strengthen cybersecurity
- 39 **Commitment 3**
Guaranteeing rigorous data protection governance
- 40 **Commitment 4**
Developing and promoting responsible digital technology
- 41 **Commitment 5**
Supervising and strengthening the responsible purchasing policy

43 **Keyrus Foundation**

46 **Appendices**

« Sustainability is a strategic driver of our long-term performance. »



Interview with Éric Cohen, Founder and Executive Chairman

The past year was marked by decisive advances that have profoundly shaped our Group and strengthened our position as a committed player in responsible digital technology.

Obtaining the EcoVadis Platinum medal represents a major milestone in our trajectory. It reflects the high standards and discipline with which we integrate environmental, social and ethical considerations into our decisions. As the group approaches its 30th anniversary in 2026, this recognition goes beyond performance. It embodies our long-term ambition: to make social responsibility a structuring lever for development over the next 30 years. This distinction places our group in the top 1% of companies evaluated internationally and confirms the solidity of our continuous improvement approach. These advances are above all the result of the daily commitment of our employees.

Another major milestone is approaching with the official submission of our decarbonization targets to the Science Based Targets initiative (SBTi) in 2026. This commitment structures our carbon trajectory by requiring alignment with scientific recommendations and by placing carbon considerations at the core of our strategy. It demonstrates our determination to move beyond intentions and to adopt rigorous, measurable and transparent governance.

Despite rapidly evolving ESG regulations, particularly under the CSRD, our ambitions have remained unchanged.

We have chosen to maintain high standards by communicating annually on our progress. In this context, we have decided to continue the external audit of our non-financial data. This deliberate choice reflects our commitment to ensuring the reliability of our indicators and to recognizing the rigor of the teams involved on a daily basis.

We have also laid the foundations of our responsible digital strategy. From developing the skills of our teams to integrating impact criteria into our projects, we are moving forward with clarity and pragmatism. Transforming digital practices is a long-term process that requires method and pedagogy. We are convinced that this approach will enable us to combine innovation with impact control, particularly as the rise of generative AI makes digital sobriety more essential than ever.

Taken together these advances demonstrate strong momentum. They reinforce our credibility and show our ability to combine economic performance, innovation and responsibility. Beyond the results achieved, our ambition is clear: to make responsible digital technology not only a commitment, but a real lever for sustainable transformation for our Group, our customers and our entire ecosystem.

Keyrus Manifesto

"Humanizing the future: at Keyrus, we believe that data holds the answers to humanity's biggest challenges"

Keyrus' vision of the economic, environmental and social challenges of the current decade

This vision is based on



Human Data

Data is a window into our world, its workings, and the way humans interact with and shape it. Data is the story of our past and the script for our future, making it inherently human. This approach allows our clients to put more focus on the individuals they serve. More broadly, it enables them to use data in a way that will positively shape the future.

Essential convictions



Inspirational reality

All our projects are both present and future-oriented. We implement solutions that solve current challenges and add immediate value while also looking ahead at future opportunities for innovation. This enables our clients to proactively reinvent their business models and offerings.



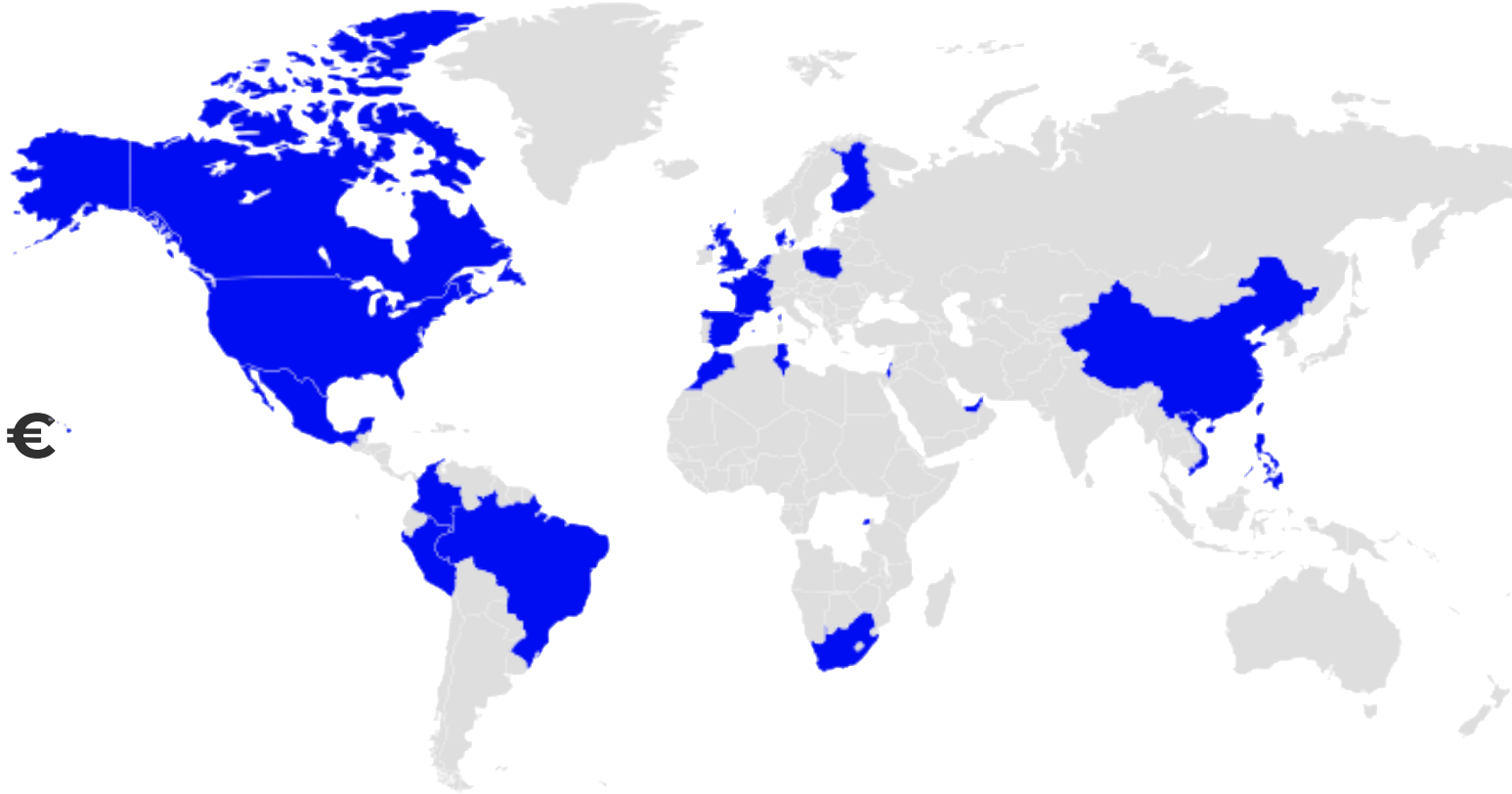
Simplex future

Data is the raw material that businesses need in order to grow and succeed, and data is in our genes. We're experts at tackling complex problems and providing our clients with straightforward, effective and scalable solutions.

Keyrus at a glance

In the age of Artificial Intelligence (AI), where data that feeds AI is the key to business differentiation and competitiveness, **Keyrus** reaffirms its position as a specialist. **Keyrus** helps its customers implement the levers of their growth, transformation and resilience in a changing world, by equipping each of them with the means to combine data and artificial intelligence to develop their business models.

Operating in 28 countries and drawing on the combined expertise and experience of over 2700 people, **Keyrus** is widely recognized as a leader in consulting and solutions, making the opportunities created by data, artificial intelligence (AI) and digital become a reality. By pushing back technological boundaries and activating their ability to leverage their data, **Keyrus** helps companies write their future.



<p>30 Years of experience</p>	<p>28 Countries on 4 continents</p>	<p>More than 2,700 Employees</p>	<p>331,7 M€ Turnover in 2025</p>
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Our expertise

- Data & AI Strategy**
Assess strategic needs and create a roadmap to align data & AI initiatives with strategic challenges.
- Data & AI Foundations**
Establish a robust infrastructure and processes to manage data, enabling scalable AI operations.
- Data & AI Engineering**
Design and maintain technical infrastructures for data processing, storage and analysis.
- Data & AI Applications**
Develop on-demand data & AI applications to create new value-added experiences.



Our 2025 business model

Resources

Human Capital

- + 2,700 employees, including 2,271 employees (40% women)
- Present in 28 countries and on 4 continents
- 59 offices
- 384 recruitments (Group)

Financial Capital

- Solid financial health
- Stable shareholding

Intellectual Capital

- Internal expertise: generative AI, data engineering, data science, cybersecurity, digital solutions, enterprise performance management, business transformation

Relational Capital

- Created 30 years ago
- Keyrus Foundation**
- Signing of the United Nations Global Compact since 2011

Keyrus, a committed Group and trusted partner for the data and AI transformation of companies and public actors.

Drawing on 30 years of experience, **Keyrus** gives meaning to data by revealing its full impact, particularly from a human perspective. Data, whether large, small, human, complex, historical or forward-looking, only makes sense when it is used to develop experiences, refine the understanding of everyday life and make the best decisions: **Economically, Societally, Humanly.**

Our vision: Humanizing the future

Our business lines

Data & Artificial Intelligence

- AI, data & analytics strategy
- Data management & data governance
- Analytics & BI
- Data science & IA
- AI Architecture & data EPM
- IA & data engineering

Digital

- Digital strategy
- Transformation business model
- Digital Operations Performance
- Customer Experience
- Employee experience
- Product-oriented design and innovation
- Solutions digital
- Cloud
- Cybersecurity



Business functions

- Finance
- Operations
- Marketing
- Commercial
- Human Resources
- Transformation
- Digital
- Data
- Innovation
- DSL
- ESG

Industry expertise

- Finance & Insurance
- Industry
- Services
- Retail
- Healthcare & Pharmaceuticals
- Telecommunications, Media & Technology
- Procurement
- Utilities

Our brands



Our offer

- Consulting
- Development and integration
- Maintenance & support
- Sustainability

Our intervention model

- Unit Technical Support
- Bundled Technical Support
- Service Center
- Fixed budget with controlled scope
- Subscription (with or without commitment)

Our ESG commitments

- Group Governance
- ESG Policy: Environment, Social, Responsible Procurement and Governance
- Annual carbon footprint and decarbonization trajectory

Value creation

Human Capital

- 80% of employees trained
- Professional equality index: 82/100 for **Keyrus SA** and 94/100 for Absys Cyborg

Financial Capital

- €354.6 million in revenue

Intellectual Capital

- Renewed partnerships:
 - Qlik : Elite partner
 - Snowflake: Elite Partner
 - IT : Platinum partner
- Certifications ISO 9001 for **Keyrus SA and Keyrus Spain** positions
- CyberVadis Gold for **Keyrus SA**
- EcoVadis platinum, top 1%

Relational Capital


- Member of the Institute for Responsible Digital Technology
- Partnerships with Aivancity for ethical and responsible AI
- 40 associations supported internationally via the Keyrus Foundation



Acceleration of our ESG strategy through a global commitment

In 2025, **Keyrus** not only consolidated its momentum in sustainable development but also strengthened the engagement of its teams on an international level.


Our ESG strategy, initiated in 2011 with the Group's adherence to the United Nations Global Compact, has continued to gain momentum through the deployment of cross-functional action plans involving multiple countries and entities. This structured approach is grounded in close collaboration with the Group's teams, subsidiaries and stakeholders worldwide.

E

Environment

Reducing our environmental impact by limiting our carbon footprint, optimizing our IT equipment and reducing the consumption of our office spaces.



S

Social

Diversity, inclusion and non-discrimination are at the core of Keyrus' values. We promote gender equality, health and well-being at work, and continuous learning throughout the careers of all our employees.



G

Governance

Placing ethics and compliance, data protection and respect, cybersecurity, responsible digital practices and responsible purchasing at the heart of our activities.

Our long-term ESG approach

2011

Joining and signing of the **UN Global Compact**



2017

Creation of the **Keyrus Foundation**



2020

Signing of the manifesto for ethical AI by Planet Tech'Care and #StOpE commitment



2022

Carbon footprint calculation
Launch of the **Group ambassador network**



Adoption of a Responsible Purchasing Charter

2024

Group-wide monitoring & steering of the **deployment strategy**

EcoVadis Silver Medal 68/100

Signing of the **Responsible Digital Charter**



2012

First **EcoVadis** rating

2018

Aligning ESG actions with the **UN Sustainable Development Goals**



2021

Creation of the **ESG department and the Health & Disability mission**

2023

Identification of ESG issues, review of the **materiality matrix** & definition of an **ESG strategy**

Bronze Medal EcoVadis

2025



Platinum medal EcoVadis 85/100 99ème Percentile

Completion of the **double materiality** assessment for the group in line with the **VSME**

Calculation of the **carbon footprint** and definition of a **transition plan**

Signing of the **Responsible AI Charter**

"In 2025, this international integration was strengthened thanks to the increased involvement of our subsidiaries and the appropriation of our environmental, ethical, social and responsible purchasing policies."

"Keyrus' ESG strategy is part of a long-term trajectory. Since joining the United Nations Global Compact in 2011, we have gradually expanded our approach, initially focused on France and progressively extended to all the Group's entities.

In 2025, this international integration was further strengthened through the increased involvement of our subsidiaries and the wider adoption of our environmental, ethical, social and responsible purchasing policies. This collective mobilization led to several major advances, including the completion of our carbon footprint assessment, the creation of a transition plan, and the signing of the Responsible AI Charter, which formalizes our commitment to the responsible use of artificial intelligence.

These efforts were recognized with the award of the EcoVadis Platinum Medal, with a score of 85/100, placing the Group in the 99th percentile worldwide. This milestone reflects our continued progress and the sustained commitment of teams across all our geographies.



Anne-Claire Richardot
Head of ESG France & Group

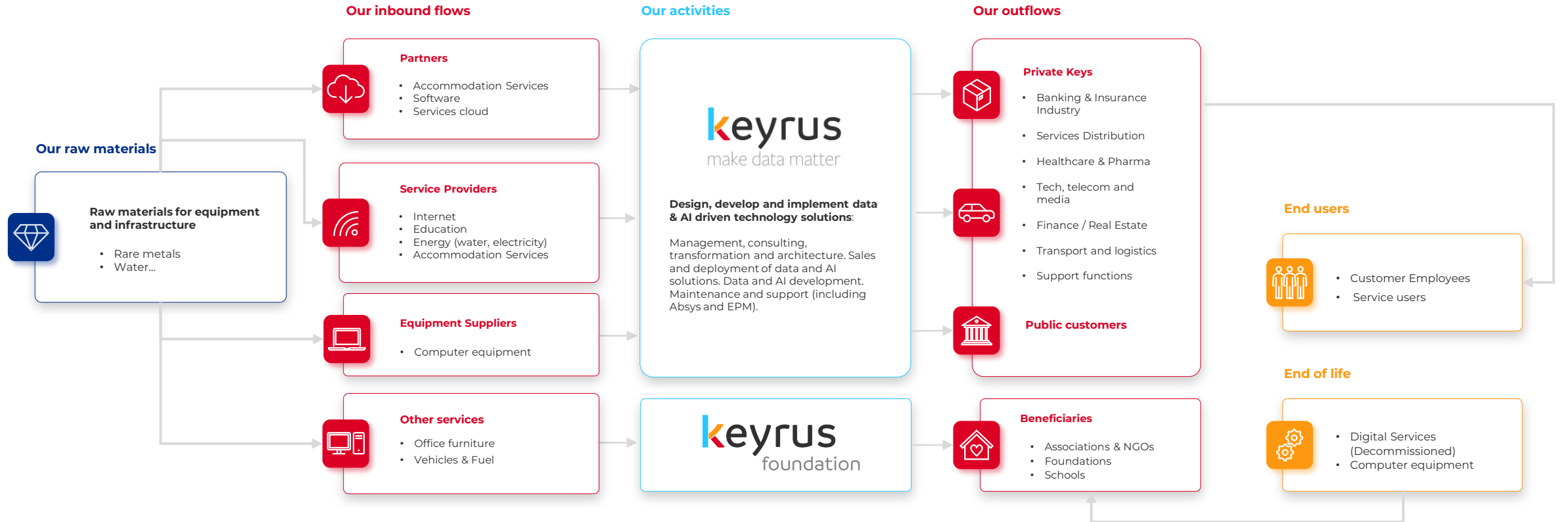
The SDGs at the heart of Keyrus' ESG strategy

The Sustainable Development Goals (SDGs) guide **Keyrus'** commitment to more equitable and responsible development. Through concrete actions in terms of diversity, ethics, environmental transition and responsible purchasing, **Keyrus** integrates these objectives into its ESG strategy. Each initiative aims to generate a measurable and sustainable impact, in line with current social and environmental challenges.

	Targets	Keyrus' contributions	Pages
	Gender equality 5.5 Participation and access to management positions	<ul style="list-style-type: none"> Respect for diversity and fundamental human and social rights. Deployment of the KWIN programme to promote professional equality. France: "Women's Leadership" Training Foundation: actions in favor of diversity and inclusion. 	32 32 32 43-44
			Decent work and economic growth 8.2 Decent work
	Reduced inequalities 10.2 Empowerment and integration	<ul style="list-style-type: none"> To attract and develop talent, to guarantee respect for diversity and fundamental human and social rights. 	29-32, 41
		10.3 Equal opportunities	<ul style="list-style-type: none"> Group: deployment of a training platform, updating of the training catalog and enrichment of the training offer. France: adoption of the Recruitment Ethics Charter. Foundation: initiatives dedicated to training and professional integration.
	Responsible consumption and production 12.2 Sustainable management of Natural Resources	<ul style="list-style-type: none"> To propose offers that enable our customers to support the sustainable transformation of their activities, control and reduce the energy consumption of our buildings. Reducing the negative impacts of our purchases on the environment, encouraging positive impacts. 2026 objective: to extend the work with our value chain, particularly on scope 3 of our carbon footprint 	40-41
		12.5 Waste reduction	<ul style="list-style-type: none"> Definition of an environmental policy and implementation of actions to reduce, recycle and recover our waste.
	Fight against climate change 12.6 Corporate social responsibility	<ul style="list-style-type: none"> Formalization of 4 ESG policies: social, environmental, ethical, responsible purchasing. Definition of dedicated governance and awareness of ESG issues. 2026 objective: to continue the policy dedicated to responsible digital technology. 	7, 12-13, 14-15
		13.2 Climate policies	<ul style="list-style-type: none"> Controlling and reducing the energy consumption of our buildings and encouraging more sustainable travel. Achieved 2025: measurement of our carbon footprint based primarily on physical flows for the group. 2026 objective: Implement decarbonisation pathways and validate targets with the SBTi
	Peace, justice and strong institutions 16.5 Corruption	<ul style="list-style-type: none"> Deploy a continuous improvement approach to the detection and prevention of corruption risks and cyber risks. Group: training on data protection and corruption risks, dissemination of the code of conduct. 	36>37
		16.6 Exemplary Institutions	<ul style="list-style-type: none"> Governance dedicated to ESG issues, EcoVadis assessment, definition of an ESG reporting protocol for the Group.

Our Value Chain

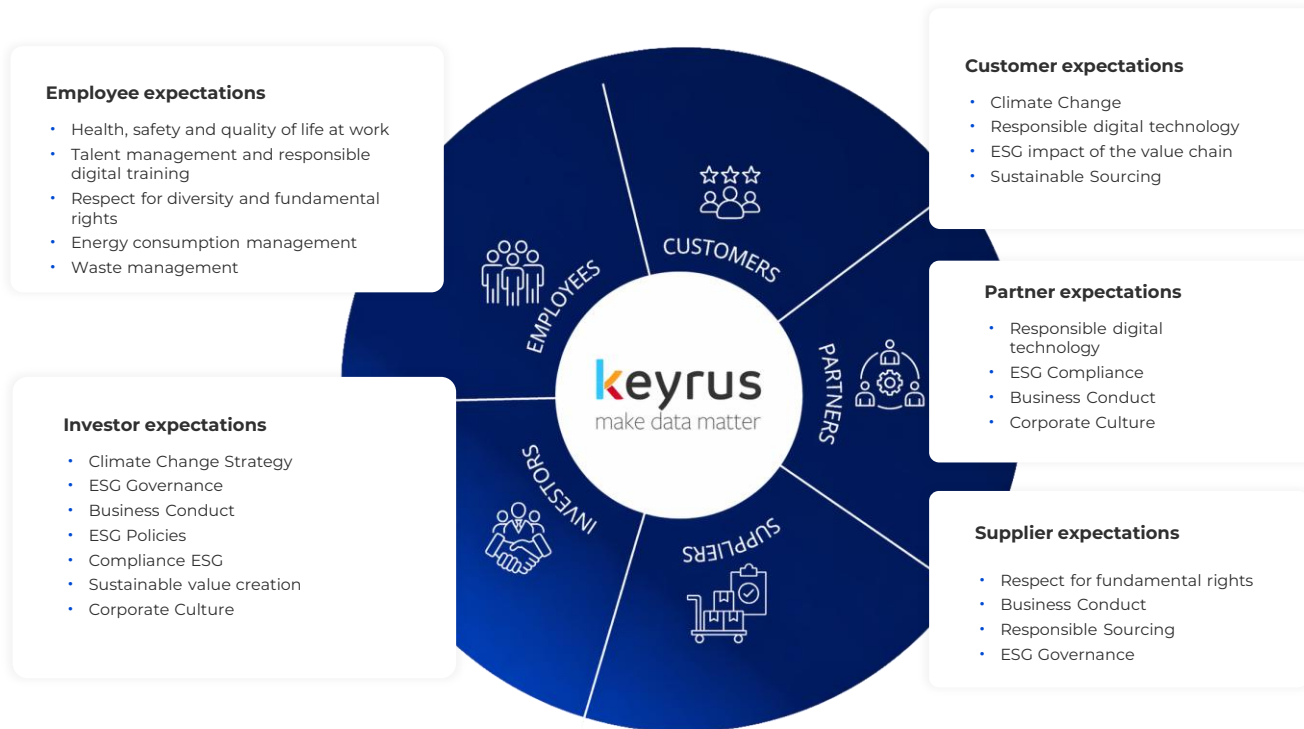
The value chain represents all the actors and steps involved in the creation, distribution and use of our services and solutions, from the selection of suppliers to the final consumption. As part of the changes in ESG transparency, **Keyrus** has re-evaluated this chain to better understand the issues at stake, and to integrate more precisely the environmental, social and economic impacts of its activities.



An ESG strategy built with our stakeholders

Internal and external stakeholders participate in the development of **Keyrus' ESG strategy**. In order to understand their expectations and assess their needs, **Keyrus** asked them about the Group's main challenges.

Mapping of Keyrus Group stakeholders



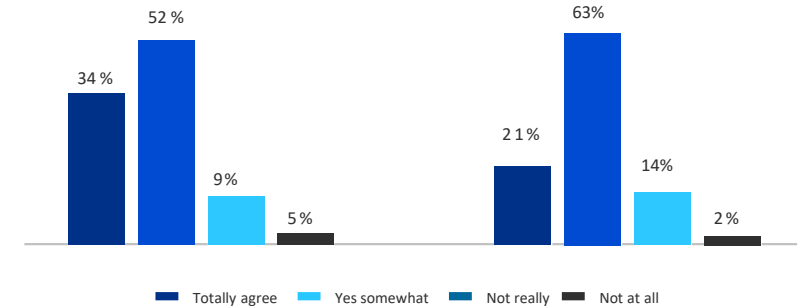
A social barometer of ESG performance

The 2025 edition of **Keyrus** France's social barometer, conducted in October, measures the impact of initiatives in terms of quality of life at work, diversity, inclusion and responsible governance.

The study reveals key findings on ESG themes:

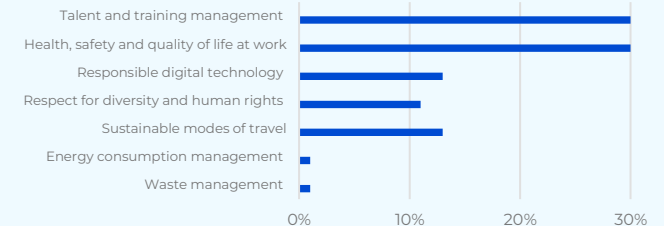
Is **Keyrus'** commitment to social responsibility important to you?
Yes at 86% (vs 82% at 2024)

In your opinion, does **Keyrus'** ESG policy meet current challenges?
Yes at 84% (vs 80% in 2024)



In your opinion, what should be the priority of ESG policy?

- 30% for health, safety and quality of life at work (35% in 2024)
- 30% talent management and training (27% in 2024)
- 11% for responsible digital technology (14% in 2024).



An ESG approach supported by structured governance

ESG is a strategic commitment made at the highest level of **Keyrus**. Reporting directly to the CEO, the ESG team manages a clear and structured strategy, in collaboration with the ESG Committee and in conjunction with all of the Group's stakeholders: employees, customers, suppliers, investors and institutions.



This rigorous governance ensures the effective integration of environmental, social and ethical issues into all of the Group's activities and operations. Initially deployed in France, this strategy is gradually being extended internationally in 2023, anticipating the requirements of the CSRD.

The ESG approach adopted by **Keyrus'** subsidiaries is guided by stakeholder expectations and adapted to regulatory frameworks and local constraints, in order to ensure consistent and effective implementation.



"At **Keyrus**, a dedicated, ambitious and remarkably effective ESG team is driving the momentum needed to mobilize the entire Group, despite realities and priorities that sometimes contrast depending on the region. The intensification of the markets – and in particular those of our clients – in terms of ESG confirms the relevance of the proactive strategy led and supported by the Executive. Obtaining the Ecovadis Platinum Medal is a public testament to this: it reflects the investments made and enshrines ESG not as a simple "side hustle", but as a real lever for performance and cohesion for Keyrus."



Alice Florival
Group Chief
Transformation Officer



Concrete commitments, measurable results

Keyrus is not limited to intentions: our commitments are translated into concrete actions. Enhanced cybersecurity, active promotion of diversity, integration of ESG criteria in our purchases etc. Every decision is designed to combine performance and positive impact.

In 2025, this requirement paid off: we gained 17 additional points in the EcoVadis assessment and reached the Platinum Medal, the highest distinction awarded by the platform. This progress confirms the maturity of our approach and our ability to structure effective, sustainable and international actions.

EcoVadis is a platform for assessing the ESG performance of companies. It covers four main themes: the environment, social practices and human rights, ethics and responsible procurement. Its methodology, based on international standards, allows organizations to measure and continuously improve their sustainability commitments.

Keyrus relies on collective intelligence to accelerate ESG

Interview with Marc Stukkens, CEO of the Keyrus Group

"We have taken a step forward by structuring our ESG approach at Group level, with common standards and more rigorous management of our impacts."

What are the major strategic orientations you would like to see strengthened in the coming years and what ESG issues do you associate with them?

Our ambition is to pursue a trajectory that places digital technology at the heart of sustainable progress. Advances in generative AI, data and cloud technologies offer significant opportunities, while also requiring careful management of their environmental and societal impacts. Our strategy aims to Make Data Matter by placing data and AI at the service of responsible and useful uses, reconciling innovation, frugality and sustainable performance.

How have the subsidiaries mobilized this year around the Group's ESG strategy?

International coordination on ESG has been strengthened through the gradual alignment of local initiatives with the Group's strategy and the sharing of common tools, standards and frameworks. ESG reporting now covers nearly 87% of the Keyrus Group, with the integration of China and CMG Group in 2025.

The reliability of data continues to improve through the ongoing training of local ESG managers.

In terms of diversity and inclusion, international recruitment teams and managers have been trained in inclusive recruitment practices, while HR best practices have been gradually harmonized across subsidiaries. Also, the Group carried out its first carbon assessment covering scopes 1, 2 and 3 in accordance with the GHG Protocol, an essential preparatory step for the SBTi commitment planned for 2026.

How do you perceive the rise in ESG expectations from customers, particularly in certain regions (France/Europe), and how is the company preparing to meet them?

In a context where digital regulation is more structured in Europe, we anticipate regulation driven by the growing expectations of customers, particularly in terms of return on investment and responsible use of AI.

In France and Europe, where ESG evaluation criteria are increasingly integrated into tender processes, these expectations strengthen not only compliance requirements but also our ability to contribute positively to the ESG performance of client organizations. This approach is gradually being extended beyond Europe.

In this context, obtaining the Eco-Vadis Platinum medal reinforces our credibility with major international accounts and confirms the robustness of our ESG practices.

We are also continuing to structure our processes and our annual and audited ESG reporting, in order to maintain this level of requirement and guarantee the transparency and reliability of our approach. Finally, we are gradually integrating ESG criteria into our strategic decisions, offerings and partnerships.

Which ESG themes are you most eagerly awaited for today, and how are you preparing for them?

Cybersecurity is a critical pillar of our approach. We have strengthened our standards, policies, certifications and operational practices to ensure the resilience of our services. Responsible governance remains central, particularly regarding the cybersecurity framework, data protection and the responsible use of AI. These priorities are structured around our pillars of responsibility: Data, AI and IT, Cyber, Data Governance and Ethics.

In addition, our commitment to science-based decarbonization targets is accelerating. This includes the definition of emission reduction trajectories for Scopes 1, 2 and 3 related to digital, travel and cloud infrastructures.

Double materiality assessment for The Keyrus Group: aligning external impact and internal resilience

Keyrus is committed to strengthening transparency and taking ESG issues into account in its corporate strategy. To this end, a double materiality analysis carried out in 2024-2025 made it possible to identify the most strategic priorities and align our actions with the expectations of our stakeholders.

A structured and transparent methodology

To conduct this assessment, **Keyrus** evaluated two dimensions:

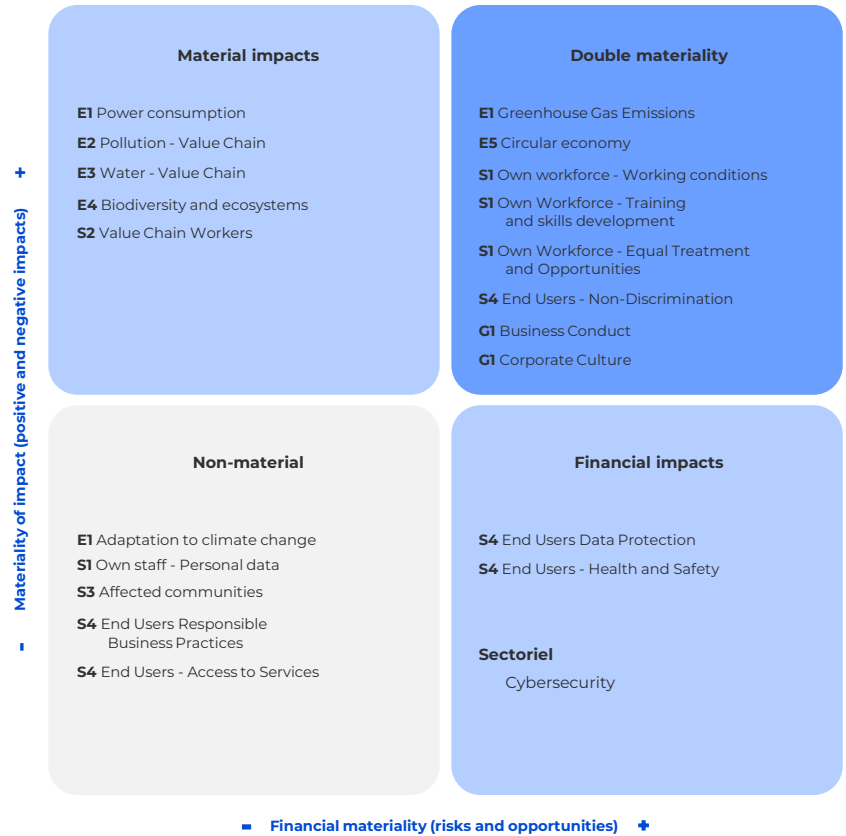
- The impact of its activities on its stakeholders and on the environment.
- The impact of ESG issues on the Group's economic performance.

This process was carried out with the support of external experts and in-depth consultation with our stakeholders. Externally, we canvassed nine stakeholders, including customers, partners and investors, to get an overview of market expectations. Internally, surveys and interviews were conducted with employees and management to ensure that strategic and operational issues were taken into account.

Key lessons learned and a concrete action plan

The assessment identified several priority themes for **Keyrus**. Among them, reducing greenhouse gas emissions, adapting to climate change, cybersecurity and skills development emerged as major challenges. In addition, growing regulatory risks were highlighted, particularly in terms of ESG reporting.

On this basis, **Keyrus** is strengthening its actions in favor of decarbonization, energy optimization and training its teams on ESG issues and responsible AI, thus affirming its commitment to a more sustainable future.



Key lessons and a concrete action plan

The process of identifying sustainability issues includes an assessment of the CSRD themes, sub-themes and sub-sub-themes, the previous simple materiality assessment carried out by the Group in 2023, and a review of industry issues. During this stage, 174 issues were identified.

Impact materiality refers to the **Keyrus** Group's positive or negative contribution to sustainability issues. Scoring was based on magnitude and probability. Note that the irremediability of an issue takes precedence over probability. Financial materiality was defined by a group of internal experts including the CEO, the main departments (Group CFO, Risk Management, Human Resources, etc.), the France and Group ESG teams, and a director of international subsidiaries. It was evaluated according to the type of impact (positive or negative), its probability (actual and level of probability) and the importance of the financial effect in the short, medium or long term.

The **Keyrus** Group's IROs cover a total of 16 ESG themes. A presentation of the double materiality matrix was concluded with the approval of the Group CSR Committee. The audit carried out by the independent third-party organization concerning the methodology used to establish the **Keyrus** Group's double materiality was recognized as relevant, comprehensive and compliant.

ENVIRONMENT	Associated issues (previous simple materiality)	Related Policies	Financial materiality		Impact materiality		Value chain		
			Risk	Opportunity	Negative	Positive	Own operations	Upstream	Downstream
E1 Climate change Climate change mitigation Energy	Energy & GHG assessment Hardware Digital responsibility	Environment chapter Commitment 1, 2 and 3	•	•	• •		• •	• •	• •
E2 Pollution (all sub issues)	Waste & recycling Hardware Digital responsibility	Environment chapter Commitment 4			•			•	•
E3 Water & maritime resources Water (all sub issues)	NEW from double materiality assessment end of 2024	The issue will be taken into account in our ESG strategy			•			•	•
E4 Biodiversity & ecosystems Biodiversity (all sub-issues)	NEW from double materiality assessment end of 2024	The issue will be taken into account in our ESG strategy			•		•	•	•
E5 Circular economy (all sub-issues)	Waste & recycling	Environment chapter Commitment 4	•		•		•	•	•
SOCIAL									
S1 Own workforce Working conditions Training & skills development Equality / inclusion	Health & quality of life at work Training Gender equality, diversity & inclusion	Social chapter Commitment 2 Commitment 1 Commitment 3	• • •	• •	•	• • •	• • •		
S2 Value chain workers de la chaîne de valeur (all sub-issues)	NEW from double materiality assessment at the end of 2024	The issue will be taken into account in our ESG strategy			•			•	•
S4 End consumers Health & safety Non-discrimination Data protection	NEW from double materiality assessment at the end of 2024 Cybersecurity	This issue will be taken into account in our ESG strategy Governance chapter Commitment 2	• •			•		• •	
GOVERNANCE									
Corporate culture Conducting business	NEW from double materiality assessment at the end of 2024 Ethics & Compliance	This issue will be taken into account in our ESG strategy Governance chapter Commitment 1		•				• •	
KEYRUS SPECIFIC									
Cybersecurity	Cybersecurity	Governance chapter Commitment 2	•					•	

2025 Highlights



CSRD developments: a reduction in the scope of the companies concerned

The regulatory adjustments made in 2025 around the CSRD have profoundly changed the scope of companies subject to mandatory ESG reporting. The **Keyrus** Group is therefore no longer eligible for the ESG disclosure obligation according to the CSRD.

To guarantee the continuity, consistency and transparency of our ESG communication, the Group has chosen to voluntarily adopt the VSME standard, a European framework designed for companies not subject to CSRD obligations, in order to preserve our extra-financial transparency vis-à-vis our stakeholders. For the implementation of the VSME, the Group has voluntarily opted for the complete module (basic + complementary) in order to present a global version of our ESG strategy.

The ESG Committee also wanted to maintain the audit by an OTI (Independent Third Party Body) of our ESG data in order to guarantee more transparency to our stakeholders and to continue our internal efforts on data quality.



A market in transition that is redefining priorities

In 2025, the IT services sector will be operating in a more tense market environment, marked by a slowdown in demand, strong caution from customers in their digital arbitrations and a freeze or postponement of many transformation projects. Players in consulting and digital services are facing an unfavourable economic situation, characterised by a decline in activity, a reduction in workload plans and difficulties in converting innovations into concrete investments. In this environment, digital companies are reorienting their model towards value creation, expertise and differentiation, rather than on the volume of services.



A responsible digital approach that is maturing

In 2025, we took a new step in the structuring of our responsible digital approach. **Keyrus SA** has generalized awareness raising for all employees, deployed the first eco-design training courses in an organized manner and strengthened its internal expertise in accessibility in order to further integrate inclusion and compliance into projects.

Our IT practices have also become more sober thanks to the integration of environmental criteria in purchasing and a more circular management of the end-of-life of equipment.

At the same time, eco-design is gradually becoming part of our customer projects, reflecting a concrete evolution of our methods and our support. These advances made by **Keyrus SA** will serve as the basis for the gradual deployment of the responsible digital approach within the Group from 2026.



A distinction that confirms the solidity of our ESG approach

The EcoVadis Platinum Medal in 2025 recognizes the excellence of our practices and places **Keyrus** among the top 1% of companies evaluated. This recognition recognizes the continued progress of our commitments to the environment, human rights & working conditions, ethics and responsible purchasing.

With an overall score of 85/100, an increase of 17 points compared to the previous evaluation, it reflects the solidity of our approach in each of the four themes evaluated: 78/100 in Environment, 91/100 in Social & Human Rights, 80/100 in Ethics and 84/100 in Responsible Purchasing. It illustrates a collective commitment to reconciling economic performance and positive impact, and reinforces the confidence of our customers and partners in the maturity of our CSR practices.



Make AI matter: Structuring responsible AI governance

The introduction of the European AI Act is a structuring milestone in the development and use of artificial intelligence. In this context, **Keyrus** has strengthened its AI governance to ensure the responsible, controlled and compliant use of AI technologies within the Group, while structuring its support for organizations operating in this new regulatory environment.

Supervising the use of AI and strengthening employee awareness

Implementation of an AI governance policy

In 2025, **Keyrus** published its first AI Governance Policy. It aims to structure and supervise the use of AI technologies internally and to ensure their compliance with the AI Act. Regular updates of this policy are required to maintain alignment with technological and regulatory developments.

Evaluating AI practices and uses within the Group

An evaluation questionnaire for AI systems was deployed to assess the compliance of solutions in use and the control of associated risks. In parallel, an internal survey conducted in 2025 made it possible to analyze actual AI uses within the Group, as well as employees' needs and expectations.



The evolving framework in which AI is embedded requires us to continually adapt our rules and practices. In the coming years, we will continue to implement compliance actions in line with the requirements of the AI Act and our ambition to position ourselves as a market leader. This includes the regular update of the AI Governance Policy, ongoing employee training, continuous monitoring of regulatory and technological developments, and updates to our AI systems register.

Training in responsible AI and regulation of AI tools

In 2025, **Keyrus** strengthened its responsible AI approach by training all employees on the uses of artificial intelligence and the associated risks.

To ensure the secure, responsible and transparent use of AI technologies, **Keyrus** established a list of assessed AI tools. Only officially validated solutions may be used in internal projects and customer assignments. This approach reduces risks related to bias, data leaks or non-compliant uses and ensures compliance with minimum quality, ethics and security requirements.

*"AI is no longer just something we advise our clients on — it's also transforming the way we operate. At **Keyrus**, we approach AI as a concrete business lever, and not as a simple technological trend. We have made a deliberate choice to lead by example: to put in place strong governance, to develop the right skills and tools across the Group, and to deploy AI at the heart of our processes — including in our own P&L — to improve productivity, inform decisions and generate tangible performance gains. Our ambition is to become our own best reference case, because the expertise we bring to our clients must be based on lived experience. »*



Guilherme Rosi
CFO Americas

"In town halls, metropolises and decentralised state services, AI is taking hold with a speed that free software, in its time, has never known. The benefits are real: faster processing of citizen applications, simplified procedures, public officials freed from repetitive tasks to devote themselves to the essentials. Have we taken the measure of the promises and risks associated with this fundamental movement? After "shadow IT", here comes "shadow AI", agents who use ChatGPT, Claude or Copilot without a security framework, without audit, without governance. The issue of sovereignty this time is existential: it is no longer the tools that are at stake, but the training data and the decision models. Administrations need partners who guarantee ethical and civic compliance, architects of sovereignty and are responsible for the security and resilience of the services deployed. These third parties will have to build credible alternatives with public actors: French and European models, trusted clouds, open architectures. Trust is one of the most important forces of synthesis within society. »



Laurent Sorbier
Director Public Sector
Business France

The AI Act: turning regulation into opportunity

By setting clear requirements, the AI Act fosters trust and encourages organizations to structure and secure their AI uses. This generates increased demand for support solutions focused on controlled and compliant AI. Keyrus positions itself as a key player in this area by designing responsible offerings and maintaining leading expertise in standards and technologies.



In 2025, **Keyrus** became a signatory of the Responsible AI Charter of the Institute for Responsible Digital Technology.

Recognitions and certifications

Keyrus is committed to maintaining a high level of excellence and responsibility across all its activities. The Group's certifications and distinctions demonstrate its commitment to sustainable development, business ethics and technological performance.

Recognized international certifications to structure our practices

Absys Cyborg and Equinoxes SA operate under an information security management system certified ISO/IEC 27001, ensuring rigorous risk management and the protection of sensitive data in line with international standards. **Keyrus SA** and **Keyrus Spain S.L.** are certified ISO 9001, confirming the reliability of our processes, the quality of our services and our ongoing commitment to operational efficiency. These certifications, which are regularly audited, strengthen our clients' trust and demonstrate our ability to operate in accordance with demanding international standards, at the core of our sustainable performance.

Quality of work life: a lasting commitment

We are proud of the renewal of the Great Place to Work certification for **Keyrus** in Mexico, Colombia and Brazil. This recognition confirms our belief that the Group's performance is built on employee engagement and our ability to provide an inclusive and stimulating work environment.



EcoVadis recognition for our ESG commitment

In 2025, **Keyrus** received the EcoVadis Platinum Medal, placing the Group among the top 1% of evaluated companies. This distinction highlights the continuous progress of our commitments in environment, social and human rights, ethics and responsible procurement. With an overall score of 85/100, an increase of 17 points compared with the previous assessment, our performance is reflected across each category: 78/100 in Environment, 91/100 in Social & Human Rights, 80/100 in Ethics, 84/100 in Responsible Procurement

This recognition illustrates the maturity of our ESG approach and reinforces the trust of our clients and partners.



Security, compliance, trust: Keyrus SA among CyberVadis leaders

In 2025, **Keyrus SA** was awarded the CyberVadis Gold Medal, a distinction recognizing a high level of cybersecurity maturity directly linked to the requirements of our Data & AI activities.

This independent assessment confirms the robustness of our systems, including end-to-end security frameworks for data platforms, pipelines and AI models, alignment with key market standards (ISO 27001, NIS2, GDPR, AI Act), and the ability to sustainably reduce supplier risk.

It confirms that, for **Keyrus**, cybersecurity is not only a compliance requirement but also a strategic lever of trust, essential to the performance and resilience of the transformations we support. This medal also reflects the collective commitment of our teams — IT, Cyber, Data & AI — working together to provide our clients with a reliable, secure and scalable environment.

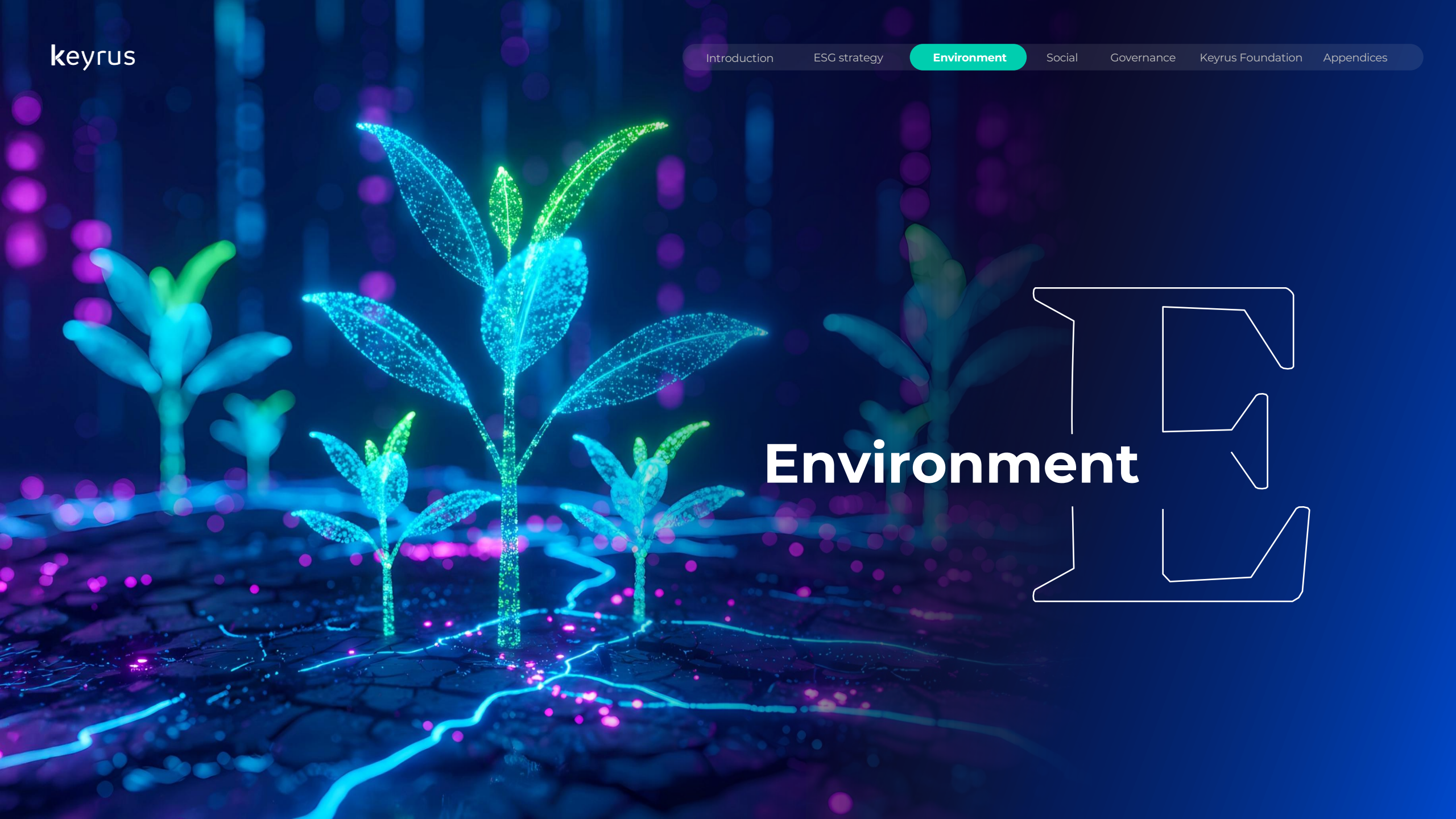
Strategic recognition for the Keyrus SA "Marianne" solution

Keyrus SA is a winner of the Call for Expressions of Interest for "Generative AI solutions for public administrations." Through the "Marianne" solution, we demonstrate our ability to design sovereign, ethical and operational AI solutions that address the challenges of modernizing public services.

Strategic partnerships to accelerate our clients' transformations

Building on the momentum of 2024, we are strengthening an ecosystem of leading partners—including software vendors, hyperscalers and specialized players—to combine the most relevant technologies for Data, Digital & AI use cases. Our approach prioritizes proven architectures, security by design, business value measurement, performance and digital sobriety. All of these priorities aim to accelerate our clients' transformations while ensuring execution quality across the entire project lifecycle.





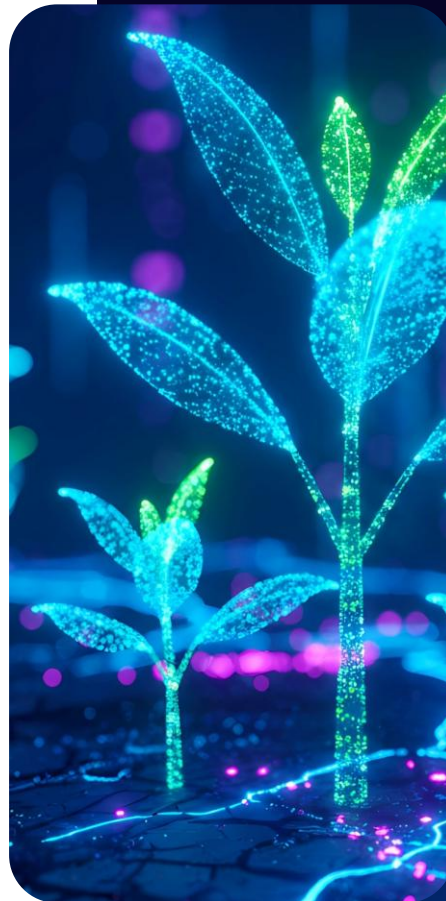
Environment



Collapse Our environmental footprint

As a digital services company, **Keyrus'** environmental footprint has specific aspects. Our main sources of emissions are related to the energy consumption of our offices, business travel and the digital footprint of our activities.

To reduce our impact, we have structured our commitment around four priority areas: managing our carbon footprint, reducing the energy consumption of buildings, promoting more sustainable mobility and responsible waste management.



Commitment 1

Managing our carbon footprint to be part of a trajectory to reduce our greenhouse gas emissions

Commitment 2

Controlling and reducing the energy consumption of our buildings

Commitment 3

Encouraging more sustainable travel for our employees

Commitment 4

Reducing, sorting and recovering our waste

Our commitments



Managing our carbon footprint to be part of a trajectory to reduce our greenhouse gas emissions



Control and reduce the energy consumption of buildings



Encouraging more sustainable travel



Acting on the reduction, recycling and recovery of our waste

Our goals

- Collect the data necessary for the calculation and monitoring of our carbon footprint.
- Conduct annual monitoring of our GHG emissions

-
- Reducing energy consumption by implementing energy reduction principles
 - Promoting eco-gestures
 - Lead the minimalist approach on the sites: raising awareness among employees and identifying a referent in each entity/site

-
- Decarbonising employee mobility
 - Promoting the use of soft mobility
 - Raising employee awareness to encourage sustainable mobility

-
- Increase the collection of information on our waste production
 - Implement reduction strategies and promote a more circular eco-system: waste reduction, separate collection and recycling
 - Encourage waste reduction by raising awareness in favour of sorting, recycling and the use of alternatives to single-use plastic
 - Use waste management service providers that prioritize recycling and waste recovery

1 Manage our carbon footprint to be part of a trajectory to reduce our greenhouse gas emissions

Managing our carbon footprint to sustainably reduce our emissions

To best meet the requirements of our external stakeholders, the **Keyrus** Group is committed to its decarbonization trajectory.

Thanks to strengthened management and the growing mobilization of the Group's subsidiaries on these issues, the Group is positioning itself in an ambitious approach aimed at:

- a better understanding of our GHG emissions,
- a transition aligned with international standards,
- and an active contribution to reducing GHG emissions.

A better knowledge of our GHG emissions

In 2025, **Keyrus** has strengthened the quality and reliability of its carbon data in order to structure a robust reduction trajectory. The ESG team had been trained in the calculation of GHG carbon emissions in 2024, allowing for an increase in internal skills and more precise management.

Our calculations are carried out according to GHG Protocol¹, covering all scopes 1, 2 and 3. We prioritized the use of real data; However, some emission items or subsidiaries are still based on financial estimates, due to the varying maturity of the collection systems. We aim for an annual improvement in the accuracy and completeness of the data feeding our carbon footprint.

The Group is committed to calculating its carbon footprint each year, in order to monitor the evolution of its emissions, measure the impact of its actions and adjust its climate transition plan.

To guarantee the robustness of our approach, the carbon footprints of two French subsidiaries have been checked by an independent third-party body, reinforcing the credibility of the data and their methodological compliance. This is a control requested by a growing number of our customers.

	Sum in TCO2
1 - Scope 1	1 592
1.2 - Direct emissions from mobile combustion sources	7%
1.3 - Fugitive Direct Emissions	2%
2 - Scope 2	55
2.1 Indirect emissions from electricity consumption	<1%
3 - Scope 3	16 503
3.1 - Products and Services Purchased	68%
3.2 - Capital Assets	3%
3.3 - Fuel and energy emissions (not included in Scope 1 & 2)	2%
3.5 - Management of waste generated by operations	>1%
3.6 - Business travel	2%
3.7 - Commuting	6%
3.8 - Upstream Leased Assets (Fleet)	9%
Total carbon footprint 2024	18 150

"By making our scopes 1, 2 and 3 more reliable and aligning our methods with international standards, we are giving the Group the means to sustainably reduce its emissions — with credible, measurable and verifiable trajectories."



Marine Lafitau
Group ESG Project Manager

A transition aligned with international standards

As part of the requirements of VSME³ relating to decarbonisation trajectories, the **Keyrus** Group has defined a clear ambition to reduce its greenhouse gas emissions by 2030. In accordance with the expected framework, the Group has established a reference year of 2024, defined quantified objectives covering all scopes and has committed to monitoring the evolution of its emissions and the progress of the actions carried out annually. This approach is part of a continuous improvement process based both on the gradual consolidation of real data within the Group and on the increase in maturity of collection systems at the subsidiary level.

Keyrus is also in the process of aligning with the methodology of the Science Based Targets initiative (SBTi)². The letter of commitment has already been submitted, marking the Group's desire to align its climate ambition with an internationally recognized framework. The reduction targets will be formally filed with the SBTi in 2026, in accordance with the validation procedure. This approach aims to ensure that the Group's climate trajectory is consistent with scientific scenarios compatible with limiting global warming.

Beyond its societal and regulatory role, this dynamic also responds to the growing expectations of our customers, who are demanding credible, transparent climate commitments from their technology partners that are aligned with international standards.

1. The Greenhouse Gas Protocol (GHG Protocol) is an internationally recognized framework for accounting for and managing greenhouse gas (GHG) emissions. It defines three "scopes" (or categories) to classify an organization's GHG emissions.

2. The Science Based Targets initiative (SBTi) is an international initiative that helps companies set science-based greenhouse gas emission reduction targets, in alignment with the Paris Agreement.

An active contribution to reducing GHG emissions

In order to significantly reduce the carbon footprint, Keyrus deploys targeted actions on the most contributing emission items, in particular the car fleet and the supply chain. At the same time, we are strengthening our internal practices and our requirements for our partners in order to anchor decarbonization at the heart of our operations and our business model.

Decarbonizing our car fleet

- Gradual transformation towards a hybrid and electric fleet, nearly 60% of our car fleet is hybrid or electric.
- Support for teams towards more responsible mobility principles: awareness of eco-driving, reinforced travel policy and preferential use of low-carbon alternatives (4<hour train, soft mobility).

Reducing emissions related to our supply chain (Scope 3)

- Solicitation of our suppliers in order to obtain better visibility on their own emissions and on the actions they are taking to reduce them. This assessment helps to encourage the increase in environmental maturity of our value chain.
- Gradual integration of a carbon criteria into our purchasing processes in order to favor the most responsible solutions and partners. This focus strengthens our ability to sustainably reduce our Scope 3.



Target 2026

Produce our carbon footprint annually and have our decarbonization objectives validated by the SBTi

2 Control and reduce the energy consumption of buildings

More green offices, Controlled consumption

At **Keyrus**, offices are much more than just workspaces: they are places of collaboration and innovation, but also of concrete actions to limit our environmental impact. Because the greenest energy is the energy that we do not consume, we have embarked on an energy optimisation approach. This is the third axis of our decarbonisation strategy.

To achieve the objectives of energy sobriety, **Keyrus** has set up an in-depth monitoring of the consumption of its buildings. Thanks to the collection of data on the energy used, the main sites in Europe can identify sources of waste and deploy appropriate solutions: optimisation of equipment, better regulation of heating and air conditioning, use of LED bulbs for lighting, etc.

Raising awareness for better action

However, an optimized infrastructure is not enough. This is why **Keyrus raises** awareness among its employees about eco-friendly gestures to encourage them to adopt practices that are more virtuous for the environment. As such, in France, an internal project (Drakkar) has enabled the development of a platform for managing and optimizing the consumption of our server and cloud resources.

GROUP

45%

of the sites have put in place principles of Energy reduction

5%

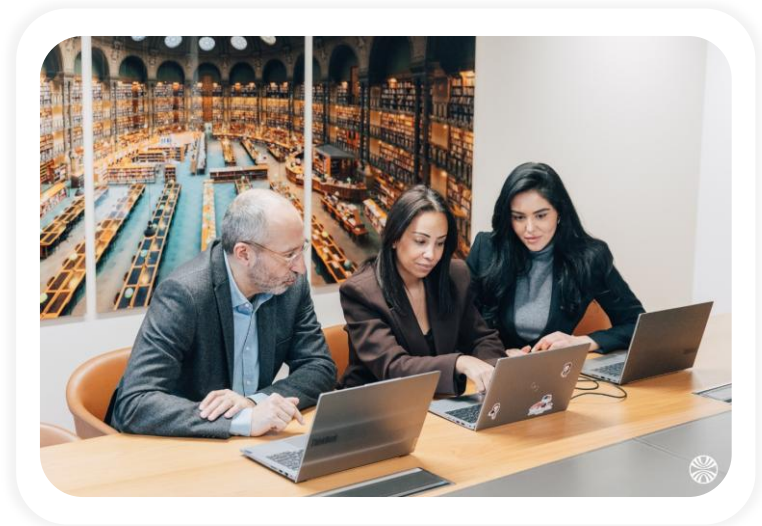
of the electricity consumed at the Group level comes from renewable sources

81%

of sites raise awareness of eco-gestures among their employees

35%

of sites have environmental certification



3 Encourage more sustainable travel for our employees

Decarbonizing mobility: A structured commitment

Transportation accounts for a significant portion of our greenhouse gas emissions. At Keyrus, business and home-work travel is a major lever for reducing our carbon footprint. That's why we've taken action to encourage more sustainable modes of transport and reduce the environmental impact of our employees' journeys.

To limit travel-related emissions, **Keyrus** relies on three lines of action:

- Reduce air travel by favouring the train for journeys of less than three hours when an alternative exists.
- Transforming the company car fleet towards more electric and hybrid vehicles.
- Raise employee awareness of eco-driving to limit fuel consumption and associated emissions.

EUROPE

29% (vs. 25% in 2024)

Employees with company cars are made aware of eco-driving

GROUP

59% (vs. 18% in 2024)

of vehicles are hybrid or electric

Facilitating sustainable mobility in everyday life

In addition to business travel, **Keyrus** is committed to reducing the carbon footprint of commuting by using several levers. Teleworking, which is widely adopted within the Group, is an effective solution for limiting emissions related to daily travel. In addition, we encourage the use of soft mobility, such as cycling and walking, facilitate access to public transport when local infrastructure allows it, and promote carpooling to optimise our employees' journeys.

EUROPE

51%

Kilometres travelled by train for business trips



Target 2026

Efforts are continuing to increase the share of hybrid/electric vehicles or to reduce its vehicle fleet in order to contribute positively to the group's efforts to reduce its carbon footprint.

4 Reduce, sort and recover our waste

Subsidiaries committed to limiting their impact

Although **Keyrus'** activity is mainly focused on services, waste management remains a key issue. Our environmental footprint is not limited to our energy consumption or mobility: it also involves the responsible management of the resources used on a daily basis.

To structure its action, **Keyrus** has defined three fundamental principles:

- Reduce waste production by limiting unnecessary consumption and adopting sustainable solutions.
- Sort waste when local infrastructure allows.
- Recycle and recover recoverable materials by relying on specialized service providers. Even though we strive for a unified approach, waste management, especially in terms of sorting and recycling, varies from country to country.

GROUP

45%

(vs. 45% in 2024)
of sites raise employee awareness of selective sorting and waste reduction

76%

(vs 68% in 2024)
of sites are sorting waste

27%

(vs. 19% in 2024)
of waste is recycled



Target 2026

Keyrus is continuing its efforts to improve the monitoring of its waste in countries where local regulations allow it, in order to strengthen circularity and limit its environmental impact.

5

Eridanis, at the service of tomorrow's connected and sustainable territories

Faced with the challenges of energy transition, control of public spending and infrastructure management, local authorities must now exploit increasing volumes of data from multiple sources. Transforming this data into decision-making tools is becoming an essential lever for guiding public policies and prioritizing investments. It is in this context that Eridanis, a subsidiary of **Keyrus**, has developed the Ouranos solution, capable of managing all local public services from a unified, real-time view of data that was previously compartmentalized.

Optimizing the use of data with Ouranos

In concrete terms, Ouranos is a management platform that allows local authorities to centralise, cross-reference and analyse data from multiple sources: public buildings, urban infrastructure, sensors, business systems or existing databases. By structuring this heterogeneous data within a unified repository, the solution offers a global and real-time vision of the functioning of the territory.

It integrates advanced analysis and modeling capabilities to transform complex data into operational indicators, directly usable by technical teams and public decision-makers. The objective is to move from fragmented data to a concrete, accessible and shared decision-making tool.

1. Accelerating the energy and environmental transition

To meet regulatory and societal requirements, local authorities must now plan and prioritise complex energy renovation and optimisation actions.

Ouranos makes it possible to monitor the energy performance of buildings, identify the most energy-intensive infrastructures and simulate different renovation scenarios.

By integrating analytics and artificial intelligence models, the platform helps compare investment options and direct resources to the most effective actions in terms of environmental impact.

2. Strengthening the sovereignty and control of public data

The ability to steer public action is based on the quality, reliability and control of data. However, these are often dispersed, heterogeneous or dependent on external tools.

Ouranos allows local authorities to regain control of their data by centralizing it in a controlled and transparent environment. The platform guarantees the traceability of information, its contextualization and its reliability, essential conditions for informing public decisions.

In a context where data is becoming a strategic lever, particularly with the rise of artificial intelligence, this control is a key issue of autonomy and governance for territories.

"We deploy use cases that speak to the actors in the field, with a view to impact, simplify and scale. Designed by the regions, for the regions, Ouranos is a game-changer: here, public data becomes a strategic lever for the general interest. This is our vision of a useful and responsible digital world. »



Alexis Semmama
Managing Director
Eridanis

3. Improve the operational efficiency of utilities

In a context of budgetary constraints, local authorities must optimise their resources and strengthen coordination between services.

Ouranos facilitates a more transversal and decompartmentalized management of activities, by offering a consolidated vision of infrastructures and uses. It makes it possible to prioritize interventions, optimize planning and allocate resources where the impact is greatest.

Beyond energy, the platform applies to many areas (water, mobility, public lighting, waste management), helping to improve the overall efficiency of public services and the quality of service provided to citizens.

The example of Noisy-le-Grand: optimising energy renovation

To meet the requirements of the tertiary decree, the city of Noisy-le-Grand must reduce its energy consumption by 40% by 2030 and by 60% by 2050.

Alongside three partners, Eridanis has developed the innovative RECITAL solution, which combines artificial intelligence, energy modelling and data analysis. The tool makes it possible to identify, prioritize and plan the most effective renovation work on a regional scale.

A first AI makes it possible to optimize renovation scenarios on a nationwide scale. A second AI makes it possible to quickly estimate the work needed in buildings.

By analysing building data and simulating different investment scenarios, Noisy-le-Grand has concrete tools to plan and direct resources towards actions with the highest energy impact. The project makes it possible to reconcile energy reduction, budgetary efficiency and climate transition.

The results for approximately 200 public buildings analyzed:

=> 50% reduction in energy consumption, i.e. 7GWh at the end of the program

=> 355 energy optimization actions identified

=> Estimate of the works reduced from €80M to €25M





Social

Supporting and listening to the needs of each employee

For the **Keyrus** Group, sustainable performance is based above all on human development. That's why we put our people at the heart of our ESG strategy, ensuring that we provide a work environment that is conducive to growth and inclusion.

This social pillar is broken down into three concrete commitments: to support our talents in their skills development and career development, to guarantee health and well-being at work, and to promote an inclusive corporate culture that respects diversity. Each of these commitments translates into structured, measurable actions that are aligned with our long-term vision.



Commitment 1

Developing talent, boosting careers

Commitment 2

Ensuring health and well-being at work

Commitment 3

Promoting diversity, equity and inclusion



Our commitments



Developing talent, boosting careers



Ensuring health and well-being at work



Promoting diversity, equity and inclusion

Our Goals

- Establish technical partnerships with partners or academic players for the training and certification of employees
- Lead and expand the training offer offered to employees
- Systematize the existence of an annual review that deals with the employee's training plan and career plan
- Promote internal promotions

-
- Ensuring workplace safety regulations
 - Raise employee awareness on health issues such as nutrition, ergonomics, mental health
 - Rolling out work-life balance initiatives

-
- Promoting the inspiring initiative on women managers
 - Raising awareness among our employees about the subjects of inclusion: disability, non-discrimination, LGBTQIA+ rights...
 - Supporting managers and recruitment teams on the topic of inclusion
 - Strengthen dialogue initiatives between top management and employees
 - Ensure communication with all our geographies on the alert system

1 Développer les talents, propulser les carrières

Cultivating expertise and investing in skills

In a world of constant technological change, the **Keyrus** Group places skills development and career management at the heart of its social strategy. Increasing the skills of our employees is essential to meet our customers' requirements, promote innovation and strengthen the Group's attractiveness. Faced with the shortage of talent and the rapid transformation of professions, we are committed to attracting, training and retaining our teams by setting up structured training systems, mobility opportunities and effective career management tools.

GROUP

80%

trained employees
Women represent 40% of the employees trained, equivalent to the share of women within the Group.

13 h

training on average per year, per employee



Actions for the continuous training of employees

The **Keyrus** Group supports the development of its employees' skills by guaranteeing structured access to continuing education.

Today, 80% of our employees have received at least one training course within the Group in 2025.

We deploy innovative digital platforms such as MyKLX and Keyrus Academy, which are regularly updated with new content, which allow each employee to follow certification courses adapted to market developments. Far from being limited to technical training, our offer covers a wide range of strategic themes, from data and artificial intelligence (Qlik, Microsoft Azure, Python, Snowflake) to leadership, responsible digital technology and business development.

In 2025, a training campaign dedicated to the fundamentals of artificial intelligence was also massively deployed to all employees in order to strengthen the understanding and appropriation of these subjects.

Strengthen the ESG culture through training

Keyrus is committed to raising awareness of societal and environmental issues among its teams. Specific training courses are offered on inclusion, diversity and data protection (GDPR), as well as sessions dedicated to the responsible digital transition, such as the Responsible Digital Fresco.

This cross-functional approach to training plays a key role in integrating the principles of sustainability and responsibility into the Group's culture. By strengthening the commitment of teams and promoting sustainable collective performance, it contributes to the company's evolution towards a more responsible and resilient model, capable of anticipating and adapting to the challenges of tomorrow.

GROUP

1985

Employees considered within the scope of ESG 2025 reporting

- 1350** Europe
- 326** Latin America
- 118** North America
- 106** Middle East & Africa
- 85** Asia

GROUP

95%

permanent staff

5%

temporary workforce

- 97%** Europe
- 100%** Latin America
- 100%** North America
- 100%** Middle East & Africa
- 20%** Asia

- 3%** Europe
- 0%** Latin America
- 0%** North America
- 0%** Middle East & Africa
- 80%** Asia

GROUP

60%

(vs 59% en 2024) d'hommes

40%

(vs 41% en 2024) de femmes

- 41%** Europe
- 37%** Latin America
- 31%** North America
- 36%** Asia
- 48%** Middle East & Africa

Regular follow-up for each employee

In order to support the development of each employee's skills and professional development, an annual appraisal interview and regular career development reviews have been set up to identify aspirations, detect talent and plan appropriate career paths.

Structuring career paths

We also promote internal promotion, relying on a system of workforce reviews and career development that provide visibility on the skills required to evolve. These tools allow employees to identify areas for improvement and opportunities for progress within the Group. In Belgium, the United Kingdom, Spain and Portugal, these grids are integrated into career monitoring, to support progress towards positions of higher responsibility.

In 2025, this system was strengthened by the launch of new career paths dedicated to the Data Engineering and AI Engineering professions in the entities concerned. In addition, **Keyrus SA** completed the restructuring of its career plan, combining training, coaching, mentoring, managerial support and skills mapping, in order to offer more visibility to employees.

Encouraging internal mobility

With a presence in 28 countries, internal mobility opportunities are also offered to employees. These allow them to evolve within their field of expertise, to take on new responsibilities or to consider international opportunities. These internal gateways facilitate access to new assignments without going through external recruitment. **Keyrus** also supports international courses through International Volunteering in Business (VIE) schemes.

GROUP

88% (vs. 86% in 2024)

of employees conducted an annual interview

GROUP

24% (vs. 23% in 2024)

Turnover rate

- 20%** Europe
- 38%** Latin America
- 35%** North America
- 15%** Middle East & Africa

"With enriched training courses, technical certifications and inclusive initiatives such as benevolent management or awareness of responsible digital technology, we support everyone in their professional development. By 2025, more than 90% of our employees have received training: this reflects our desire to invest sustainably in their future."



Rebecca Meimoun
Director of Human Resources and Legal France

Coaching as a lever for professional development

Keyrus has integrated professional coaching as a support tool for employees, managers and directors. It supports performance and new positions, develops managerial skills and promotes professional fulfilment.

At **Keyrus SA**, this system is based in particular on the intervention of an internal coach certified by the International Coach Federation (ICF). It is offered in different formats and accessible on request of the employee or manager.

Similar programs have also been implemented in several Group entities, including Spain, Belgium and EPM Europe



In 2025, **Keyrus SA** was awarded the Talent Management Award at the Rendez-vous des ESN & ICT organized by KPMG and Numeum.

Recognition of its structured HR strategy, integrating career management, loyalty and skills development.

1. Keyrus France: French subsidiaries of the Group excluding Absys Cyborg and CMG.

2 Ensuring health and well-being at work

Create a healthy and fulfilling work environment

We consider health and quality of life at work as levers of attractiveness and loyalty. In the 28 countries where we operate, we strive to ensure a safe, balanced and well-being working environment for our employees. Through prevention actions, initiatives in favour of mental and physical health, as well as specific support measures, we put in place concrete solutions to meet the challenges of well-being at work.

GROUP

83%

of employees are covered by a collective agreement

- 96% Europe
- 52% Latin America
- 0% North America
- 100% Middle East & Africa

Preventing risks and improve working conditions

The **Keyrus** Group focuses on the prevention of musculoskeletal disorders (MSDs) and psychosocial risks (PSR). Employees are made aware of the ergonomics of workstations and good practices to limit stress and prevent burnout through various communications and workshops on good prevention practices.

EUROPE

5.4% (vs. 5.8% in 2024)

Accident frequency rate (occupational safety indicator)

GROUP

2.8% (vs. 2.8% in 2024)

Sickness absenteeism

3.6% Europe

GROUP

Nearly 1,000

Employees made aware of stress and health at work

Collective initiatives for mental well-being

The **Keyrus** Group regularly organises relaxation, sophrology, yoga and meditation workshops, accessible in person or remotely. Nearly 1,000 employees across the Group have been made aware of stress and health at work in 2025.

The subsidiaries are rolling out actions for mental health, such as access to the OpenUp platform in Portugal (psychologists and QWL experts available 24 hours a day) or the Employee Assistance Program (EAP) in the United Kingdom.

In France, "fixed day" interviews allow exchanges between the employee and human resources to check the workload and work/life balance, and to implement corrective measures.

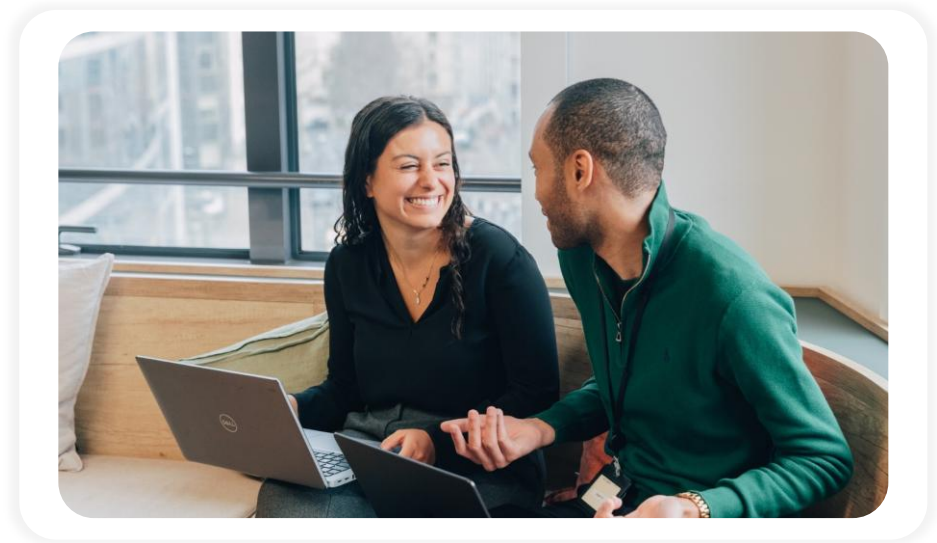
A survey on employee stress levels was carried out in 2025 in Colombia. In France, the 2025 edition of the social barometer once again covered the quality of life at work. Action plans have been launched based on the results. The individual coaching program also covers the quality of life at work.

Work-life balance

The **Keyrus** Group is committed to promoting a better balance between working and rest times. Initiatives have been rolled out in nearly 80% of the subsidiaries. **Keyrus SA** is a signatory of the Charter for Parenthood in the Company and the Right to Disconnect. It also renewed the teleworking agreement (Key@Home) and introduced flexible working time and activity adjustment schemes to adapt to the needs of employees.

Take Keyr' Program

In 2025, **Keyrus SA** will continue to roll out Take Keyr', a prevention program dedicated to the health and well-being of employees. New awareness-raising activities on psycho-social risks (PSR) and musculoskeletal disorders (MSDs) as well as communications supported by occupational medicine professionals (road safety, noise pollution, etc.) were shared, in parallel with coaching actions, the social barometer and the involvement of managers.



3 Promote diversity, equity and inclusion

Making diversity a performance engine

Diversity and inclusion are fundamental pillars of our corporate culture.

Keyrus SA has been a signatory of the Diversity Charter since 2006 and acts through its Foundation to promote equal opportunities in society.

Keyrus SA is committed in particular through a Recruitment Charter that defines our policy on non-discrimination in hiring, and the training of all our managers and recruitment managers.

Since 2023, Keyrus SA has also had a Gender Equality Agreement, renewed every three years, which provides a framework for the equality policy from the time of hiring and at all stages of professional life.

"In its global "Committed Keyrus" strategy, the Group affirms its commitment to making diversity and inclusion a daily reality within its entities. This orientation is reflected in awareness-raising actions, inclusive career paths and ways for each employee to develop, personally and professionally.»



Sara Goris
Group HR Transformation Manager

Encouraging female leadership through concrete measures

"The Keyrus Women In Networking (KWIN) network was launched in 2023 to encourage the representation of women in leadership positions – an important issue in the tech sector where they are traditionally underrepresented. Born from an internal initiative, this network aims to identify the obstacles to the development of women in the company and to propose concrete solutions: mentoring, testimonies of women leaders, specific training and awareness. In 2025, working groups have begun to identify obstacles and biases, share findings and propose concrete courses of action. At the same time, a Women in Leadership program was launched in 2025 to support women in management and influential positions, to reduce the representation gap in a sector that is still unbalanced.

Gender diversity is not just a quota mechanism. It requires organizations to question their selection reflexes, their promotion models and their way of developing talent. It is in the quality of daily management that the real progression of women towards positions of responsibility is at stake.»



Céline Studer
Chief Operating Officer France

Acting for a disability-friendly environment

In 2025, Keyrus SA formalized its first Disability Policy, broken down into action objectives to be implemented by 2028. The policy is based on a Health and Disability Mission, launched in 2021, and is based on several areas on which the company has already begun to act: all positions are open to people with disabilities. An adapted integration process is set up as soon as you are hired, with support for RQTH procedures, adaptation of the workstation, personalised support and monitoring of professional development. Dedicated internal referents, as well as reception teams and managers must be trained: in 2025, ten awareness-raising sessions have been provided.

Local actions for a global inclusive culture

Keyrus promotes an inclusive culture by mobilizing local teams and creating communities dedicated to diversity. For example, a Diversity and Inclusion Committee in Latin America and equality working groups in North America are pushing local actions.

In 2025, concrete actions have animated the field: multicultural day at the Canada; workshops on unconscious bias and "women in tech" in Brazil; generalised training on the fight against bullying in Spain... A "Diversity & Inclusion Tour de France" also took place, combining role-playing and collaborative activities to strengthen understanding, empathy and employee engagement on these issues.



Keyrus SA has also set itself the goal of having 100% of its managers trained in the prevention and management of harassment at work. In 2025, 6 training sessions were held on this subject.

GROUP
39%
women in management positions

- 43%** Europe
- 50%** Latin America
- 32%** North America
- 8%** Middle East & Africa
- 25%** Asia

40%
women in the trained workforce

- 42%** Europe
- 32%** Latin America
- 29%** North America
- 65%** Middle East & Africa

Governance



Involving all our stakeholders in a responsible approach

Our governance is based on five structuring commitments that aim to strengthen transparency, security and accountability within the Group.

We are committed to spreading a culture of integrity shared by all our employees, to guaranteeing the reliability and security of our information systems, and to ensuring rigorous governance for data protection.

We are also working to develop responsible digital technology, limiting the environmental and societal impacts of digital technology, and to systematically integrate ethical, social and environmental criteria into our purchasing practices. By implementing demanding policies, robust control mechanisms and a culture of compliance anchored at all levels, we ensure an ethical, secure and responsible working environment for all our employees, customers, suppliers and partners.



Commitment 1

Building a Group-wide culture of integrity

Commitment 2

Ensuring the integrity of information systems

Commitment 3

Guaranteeing strong data protection governance

Commitment 4

Developing and promoting responsible digital technology

Commitment 5

Supervising and strengthening the responsible purchasing policy

Our commitments



Building a Group-wide culture of integrity



Ensuring the integrity of information systems



Guaranteeing strong data protection governance



Developing and promoting responsible digital technology



Supervising and strengthening the responsible purchasing policy

Our Goals

- Train and raise awareness among all employees on ethics and compliance rules
- Regularly update and disseminate the Code of Conduct
- Deploy an accessible and secure whistleblowing system

- Strengthen internal controls related to IT security
- Update access control procedures and passwords
- Conduct regular cybersecurity audits
- Raising awareness of cyber risks
- Deploy an IS incident response plan

- Update the personal data protection procedure
- Animate the network of DPOs (or internal correspondents)
- Implement GDPR (rights of individuals) request management processes
- Define and maintain processing records and policies

- Raise employee awareness of the challenges of responsible digital technology and train employees in eco-design and responsible AI
- Integrating digital sobriety criteria for internal IT
- Supporting customers in their responsible digital approach

- Engage suppliers in collaborative ESG improvement actions, particularly on their carbon impact
- Generalize supplier risk mapping across all entities
- Disseminate the Responsible Purchasing Charter and the CSR questionnaire for suppliers

1 Building a Group-wide culture of integrity

Strengthening compliance and ethics to strengthen exemplary governance

Compliance is a fundamental pillar of **Keyrus' corporate governance**. As an international player with a presence on four continents and the French parent company (**Keyrus SA**) listed on Euronext Growth Paris, we are responsible for ensuring compliance with the regulations in force and anticipating legislative changes.

Our compliance commitments cover anti-corruption, data protection, preventing conflicts of interest and securing our business practices. We structure our approach around rigorous procedures, continuous awareness and a proven control system.



A structured framework and clear rules

Keyrus has rolled out a Code of Conduct for the Group, updated in 2024, which defines ethical standards and practices in line with local and international requirements. This code applies to all the Group's employees and partners and is based on strong principles: integrity, transparency and accountability.

Increased vigilance and an operational alert system

In order to prevent the risks of fraud and corruption, **Keyrus** has been relying for several years on an anti-corruption code available in 6 languages and a risk map covering seven key processes, including procurement, finance, legal and human resources. Updated regularly, the next update of this map is scheduled for 2026.

The Group applies a rigorous anti-corruption policy, strictly regulating the management of gifts and hospitality, and has a system for preventing money laundering and conflicts of interest. These commitments are reinforced by dedicated training programs for the management teams and employees concerned.

In addition, an internal whistleblowing system, the "**Keyrus SpeakUp Line**", allows all employees to report, in a secure and confidential manner, any suspicion of ethical misconduct or non-compliance. A Group Ethics Committee ensures that these alerts are properly managed, that appropriate corrective measures are applied and that any sanctions are imposed.

GROUP

100%

Alerts received by the ethics committee have been dealt with

Training is the key to effective compliance

For **Keyrus**, training is an essential lever for anchoring a culture of compliance and guaranteeing responsible practices. Since 2024, we have strengthened our training program on the Sapin 2 1 Law, with a module dedicated to the eight pillars of the law, followed by all the Group's managers and directors. Our finance teams have also benefited from specific training on the accounting and financial requirements related to this compliance.

"The year 2025 will have been a year of consolidation of achievements, following the structuring of our compliance model the previous year. We will then start a new strategic cycle in 2026, focused on strengthening the awareness of our employees and updating our control mechanisms."



Karim Mulard-Benjelloun
Group Director
Risks - Corporate
Legal & Compliance



Target 2026

Strengthen our Group-wide compliance systems by extending training to employees exposed to ethical and regulatory risks through a tool under development. The objective is to ensure homogeneous compliance across the Group, by aligning our practices with the most demanding local and international standards.

1. The Sapin 2 Law, adopted in 2016 in France, is an anti-corruption and economic transparency law. Its main objective is to strengthen the prevention and detection of corruption, particularly in large companies.

2 Ensuring the integrity of information systems

Information Systems Security: Governing, Preventing, Reacting

Information Systems Security (ISS) protects data, ensures continuity of services and preserves the trust of customers, partners and employees. In 2025, **Keyrus** strengthened its ISS governance by deploying resources entirely dedicated to this function.

The improvement actions carried out during the year enabled **Keyrus** to obtain the CyberVadis Gold Medal, which is based on recognized ISS standards and attests to the level of maturity achieved.

"In 2025, we structured the ISS by centralising its organisation for the entire group. We rely on OPSKY, our subsidiary specializing in cybersecurity, to strengthen our expertise and accelerate the implementation of improvement projects. The close cooperation between OPSKY's security team, IT teams and consultants guarantees access to cutting-edge skills, adapted to the Group's technical and organizational challenges."



Sébastien Brunin
Chief Information Officer

The internal levers of our IT security

Keyrus' ISS is based on a Security Operation Center (SOC), which continuously monitors all IT assets, and detects abnormal behavior and suspicious flows. In addition, there is a structured monitoring of vulnerabilities and a patching policy, guaranteeing regular updating of systems and the reduction of risks related to known flaws. Automated scanning tools also make it possible to monitor the level of security of services exposed on the Internet and to quickly identify any points of weakness.

Regular checks to ensure resilience

Keyrus conducts internal and external audits every year to assess the overall effectiveness of the security measures deployed. The conclusions feed into a process of continuous improvement of the protection system. In addition, the management of the IS management system is ensured via a GRC (Governance, Risk and Compliance) platform designed to monitor risk management, compliance and corrective actions.



Keyrus has been distinguished by CyberVadis for the excellence of its cybersecurity posture, with a Gold score of 931 out of 1,000 above the global average of 670.

Raising awareness and anchoring digital vigilance

One of the biggest risks when it comes to IT security is the human factor. This is why **Keyrus** delivers an annual and mandatory awareness programme, covering data protection and daily IT risks. Employees have access to an adaptive platform, which distributes short modules and phishing simulations throughout the year. The courses automatically adapt according to errors to help them progress according to their level. Technical courses complete this approach for operational teams.

Security shared with our suppliers and customers

For each new partner, **Keyrus** carries out a multidisciplinary assessment beforehand, integrating GDPR and IT security. At the same time, for our suppliers and main partners, a systematic reassessment every two years allows us to maintain a high level of requirements and anticipate possible changes in risks.

As far as our customers are concerned, we are committed to defining the security requirements applicable to the perimeter concerned in advance of each project. This approach can lead to the implementation of a Security Assurance Plan (SIP) when the context requires it. A dedicated cybersecurity contact is designated within the project teams to ensure continuous monitoring and proactively address the risks identified throughout the project lifecycle.



Target 2026

Keyrus wishes to obtain ISO 27001 certification for its activities related to Data and Artificial Intelligence

GROUP

100%

Anti-virus coverage of our servers

12

Phishing operations carried out in 2025 targeting all the group's subsidiaries

Opsky : a solution to strengthen cybersecurity

Cybersecurity is now a central issue for organizations, regardless of their sector of activity. In an environment marked by the multiplication of threats and the increasing digitalization of activities, information systems are more exposed than ever.

Beyond the protection of infrastructures, cybersecurity is now a strategic lever to ensure business continuity, preserve sensitive data and maintain the trust of stakeholders.

In this context, **Keyrus** is mobilizing the expertise of its dedicated entity Opsky to support organizations in structuring and deploying robust cybersecurity strategies, adapted to their challenges.

A complete offer for a global approach to cybersecurity

Keyrus, through Opsky, supports its clients across the entire cybersecurity value chain, combining strategic expertise, technical tools and operational support.

Anticipate and structure the cybersecurity strategy

Keyrus helps organizations define a cybersecurity strategy adapted to their business and regulatory challenges. This includes identifying risks, ensuring compliance and raising awareness among employees.

Identify vulnerabilities and assess risks

Technical and organizational audits are carried out to detect potential vulnerabilities before they are exploited. These analyses can take the form of penetration tests (pentests), architecture audits or internal practice assessments. They make it possible to anticipate attacks by identifying points of weakness and proposing corrective actions.

Protect systems and reduce the attack surface

Keyrus supports the deployment of technical solutions to secure information systems, such as firewalls, reinforced authentication (MFA) or network segmentation, in order to limit the risk of intrusion.

"An essential dimension of our support is the integration of security by design. We intervene upstream, from the design of systems, applications and infrastructures, to integrate security best practices at each stage of the life cycle. This preventive approach significantly reduces risks, optimizes incident management costs and ensures long-term resilience to threats."



Rémy Cohen
Director
Opsky

Detect, respond and ensure business continuity

With monitoring devices like MicroSOC by Opsky, organizations can quickly detect incidents, respond effectively, and ensure business continuity, including through crisis management and disaster recovery systems.

"By placing cybersecurity at the heart of projects, Opsky transforms a potential constraint into a competitive advantage for its customers, while ensuring compliance with regulatory requirements and international standards."

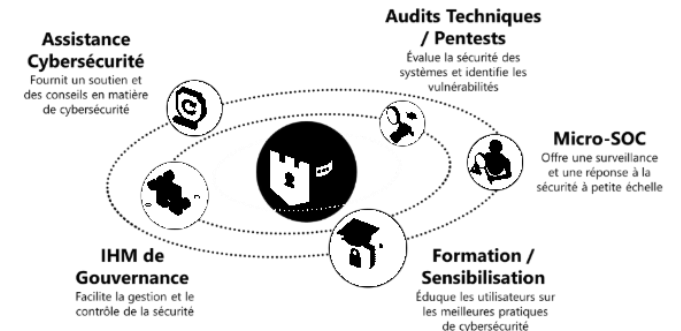


Jonathan Waisman
Director of Operations
Opsky

Cybersecurity and responsible governance: a matter of trust

Beyond the technical aspects, cybersecurity is a vector of trust for stakeholders: customers, employees, partners and regulators.

Keyrus supports its clients in establishing a shared security culture at all levels, involving awareness, training and collaborative governance. This holistic approach contributes to the overall performance of the company, to controlling its risks and to strengthening its responsible governance, in line with the growing expectations in terms of transparency and social responsibility.



4 Guaranteeing strong governance for data protection

A structured framework for optimal compliance

Because **Keyrus** is an international player operating in a digital environment, the protection of personal data is a major complex issue. In accordance with the General Data Protection Regulation (GDPR) and applicable local regulations, we have robust governance in place to ensure compliance and data security.

The organisation is based on a structured network of independent DPOs, including a Group DPO who defines the guidelines and supervises their application across all Group entities. Each entity has a dedicated DPO, who guarantees local compliance and is a privileged point of contact with the supervisory authorities. This system is complemented by DPO relays and Data Protection referents, who provide operational monitoring and support for the teams on a daily basis.

Rigorous tools and processes

Keyrus relies on specialized tools, such as Smart Global Governance, to manage its compliance and ensure proactive management of data protection risks. The main risks identified include personal data breach, customer complaints and other persons concerned, the liability of the company by the customer, the data subject and/or a supervisory authority, the loss of turnover, the loss of the company's assets, significant costs for the restoration of data and the IS, consequences on the company's image (loss of customers, asset for competitors, ...) or fines from regulators. Constant vigilance is ensured by regular monitoring of regulatory developments. It allows the Group to anticipate changes and continuously adapt its practices. Thus, in 2025, an AI governance policy was put in place, as well as an AI checklist including a risk analysis relating to fundamental rights. The latter evolves according to the publication of new guidelines by the supervisory authorities.

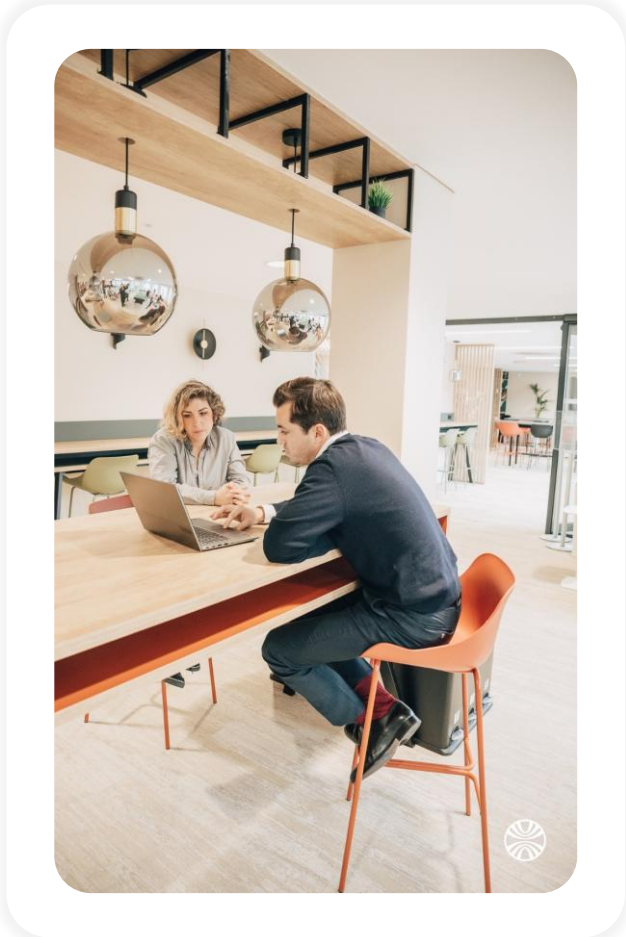
Raising awareness and training to strengthen the Data Protection culture

Employee training and awareness are two key levers for anchoring a data protection culture at all levels of the organization. This awareness is mandatory for all new employees, with a two-hour welcome session given in French and English each month. In addition, employees of entities using My KLX or similar platforms follow a structured course including educational support, a knowledge validation test and optional modules on advanced themes (Data Protection by Design, MOOC CNIL, MOOC ANSSI). An annual reminder in the form of e-learning ensures that knowledge and best practices are maintained. To strengthen the dissemination of key information, the Group's internal social network is used to share data protection and cybersecurity news.

GROUP

70%

of employees are made aware of data protection



*"At **Keyrus**, the DPO network is the key to strong data protection. DPOs and DPO relays work together on a daily basis to ensure strong compliance with the GDPR, with the support of the Group DPO. Independent, committed, and in conjunction with the Data Protection referents, we move forward together to guarantee data security throughout the Group."*



Aéla Berruet
Group DPO - IT Legal counsel -
Risk Manager -
AI compliance officer

5 Developing and promoting responsible digital technology

A member of the Institute for Responsible Digital Technology (INR) since 2024, **Keyrus SA** is structuring and strengthening its approach to more responsible digital technology. The objective is to reconcile technical performance and environmental sobriety.

This commitment is based on:

- the development of the skills of our teams,
- the integration of environmental criteria into our internal processes,
- the development of offers to support our customers in sustainable digital practices.

Skills development in responsible digital technology

Raising awareness of responsible digital technology is now mandatory for all new employees, in order to ensure a common understanding of the environmental impact of digital technology.

We train our consultants in digital eco-design, integrating the principles of sobriety, frugality and optimization of architectures and developments.

In addition to these actions, **Keyrus** is strengthening its commitment to digital accessibility, an essential component of responsible digital technology. An internal referent has been trained specifically on these subjects, in order to have dedicated and operational expertise within **Keyrus SA**. This person now supports the teams and responds to internal requests as well as requests from our eligible customers or projects with accessibility issues, thus ensuring better consideration of user needs and compliance with digital accessibility standards.

Towards a more circular management of IT equipment

In France, our IT purchases are gradually integrating environmental criteria: reparability index, eco-labels, carbon weight of products purchased, refurbished, etc. We have selected a partner dedicated to the end of life of our equipment, guaranteeing its collection, sorting and reconditioning, in a logic of circular economy and reduction of the impact of computer equipment.

We are developing in-house skills dedicated to the repair of IT equipment in order to extend their lifespan. Awareness-raising and communication actions are also deployed among employees to encourage the adoption of sustainable practices in their use.

Supporting our clients towards Responsible Digital Technology

Our approach to supporting sustainable digital technology is in a gradual deployment phase, structured in line with the growing demands of our customers and the evolution of their needs in terms of digital sobriety. The new skills developed in-house – particularly in the eco-design of data architectures, digital projects and developments – are already starting to enrich the services we deliver, and their impact will continue to grow as our teams mature. At the same time, we are gradually integrating recognised standards such as the RGEN (General Standard for the Eco-design of Digital Services) or the RIA 31 (Ethical and Responsible AI Standard), in order to further structure our projects and ensure better compliance with good practices in responsible digital technology, in line with market expectations and those of our customers.

"Responsible digital technology has become an essential pillar of our ESG strategy. As an IT services company, we have a responsibility to support our customers towards more green, more inclusive and more sustainable technological solutions. Our ambition is simple: to put environmental performance and digital ethics at the heart of every project we design, and to demonstrate that innovation can – and must – be compatible with positive impact."



Anne-Claire Richardot
Head of ESG France & Group



Target 2026

Deploy awareness of responsible digital technology within the Group as well as training dedicated to responsible AI and digital eco-design.

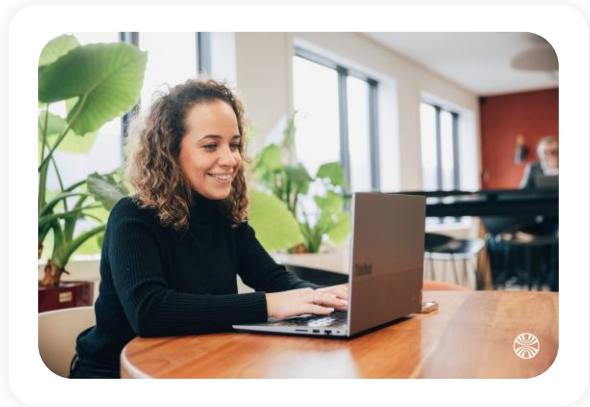
FRANCE

83%

Share of **Keyrus SA employees** who are aware of responsible technology

8

Consultants trained in the challenges of digital eco-design



5 Supervising and strengthening the responsible purchasing policy

Responsible purchasing for a sustainable supply chain

The responsible purchasing approach is supported by Keyrus France. This approach aims to lay the foundation for a wider roll-out in subsidiaries from 2025 onwards. By integrating ethical, environmental and social criteria into its purchasing processes, Keyrus SA ensures that it reduces its carbon footprint and promotes more virtuous practices throughout its supply chain.

Our commitment is based on three strategic axes:

- respect for fundamental rights & reduction of the environmental impact of purchases
- Engaging internal stakeholders
- Building lasting relationships with our suppliers.

FRANCE – Keyrus SA

60%

of targeted suppliers have signed the Code of Conduct

Strengthening our CSR approach in our purchasing processes

Keyrus SA has structured and accelerated its responsible purchasing approach by acting on four complementary levers:

- the redesign and digitisation of the Responsible Purchasing Charter for suppliers, now distinguishing between subcontractors and general suppliers;
- the update of its CSR risk mapping, to integrate criteria related to decarbonization;
- The continuation of the CSR assessment of suppliers*;
- the identification of "strategic" suppliers, based on the volume of purchases, operational criticality, level of ESG risk and contribution to Scope 3.

For strategic suppliers or suppliers with potential for improvement, specific actions may be implemented – eg. request for an ESG progress plan, awareness of climate issues, support for the measurement of emissions etc. The objective is to involve our suppliers in a continuous improvement process.

"Our responsible purchasing policy is an essential lever for reducing our carbon footprint, particularly on our scope 3. Beyond defining commitments, we actively support our suppliers towards low-carbon and more responsible practices. Thanks to our ESG questionnaire, we were able to map the main climate and environmental risks in our supply chain and take targeted actions with the most emitting partners."



Jean-Eudes Oumier
Purchasing Director



2026 Goals

65% of Keyrus SA's strategic suppliers will have to sign the Code of Conduct. Deploying the Responsible Purchasing Charter within the Group's entities.

Acting on integration into purchasing

In 2025, **Keyrus SA** relaunched its orders with ESAT¹, as part of its new Disability Policy. For 2026, we are aiming for an increase in these partnerships, in order to amplify the social impact of our sourcing.

An active contribution to the reduction of Scope 3

The responsible purchasing approach is a key lever in Keyrus' strategy to reduce indirect emissions. In 2025, specific actions have been undertaken, including:

- the promotion of suppliers committed to decarbonisation trajectories,
- taking into account the environmental impact in choices related to IT and cloud infrastructures,
- encouraging the extension of the life cycle of IT equipment and the use of more circular solutions,

These initiatives contribute to better control of our overall carbon footprint.

1. ESAT: Establishment and Service for Assistance through Work. ESATs are medico-social establishments that aim at the social and professional integration of adults with disabilities.

10 principles for responsible purchasing

In 2025, Keyrus SA joined the Responsible Supplier Relations and Purchasing Charter (RFAR), a reference framework of ten commitments for sustainable and ethical supplier relations. Member companies must follow and promote these principles, while being part of a network of actors committed to more responsible business relations.

Charte **RELATIONS FOURNISSEURS ET ACHATS RESPONSABLES**



keyrus
foundation

Innovating for a world of solidarity

Created in 2017, the **Keyrus Foundation** federates and develops the Group's philanthropic actions by mobilizing its employees around projects with a strong social, environmental and cultural impact. Its ambition is twofold: to involve employees through skills-based sponsorship and to financially support projects with a strong social and environmental impact.

The Foundation's action is carried out in line with three major commitments, aligned with **Keyrus'** values: digital education and entrepreneurship, the environment and sustainable development, and art and culture.



The Keyrus Foundation: a commitment internationally

The **Keyrus Foundation** embodies the Group's desire to structure and strengthen its commitment to solidarity. In 2025, it supported 20 associations as well as 20 employee projects, 15 of which were carried out by the Group's subsidiaries, illustrating the local roots of its international action.

20

associations supported in France

60

Involved employees

20

Internationally supported collaborative projects – Call for projects 2025

Other associations supported in France:



The engagements of the Keyrus Foundation:



Fostering digital inclusion

The **Keyrus Foundation** is committed to promoting digital inclusion and entrepreneurship, particularly among young people and people who are remote from digital technology. As part of the Digital and Computer Science Week, the Foundation once again supported Les Intrépides de la Tech, for a day bringing together 100 middle and high school girls and 50 tech professionals, dedicated to diversity, inspiration and orientation towards digital professions. The exchanges made it possible to demystify the Tech professions and to encourage the young participants to project themselves into tech courses accessible to all.



Putting art at the service of social integration

Through its support, the **Keyrus Foundation** promotes participatory artistic approaches that create spaces for meeting and facilitate social reintegration. The **Keyrus Foundation** supported the new project led by Artivista, an association that mobilizes Street Art to enhance living spaces and facilitate social integration through artistic creation. At the Palais de la Femme's Emergency Accommodation Centre for Families, participatory murals have been created, strengthening the social link between the employees of the "Terre de Femmes" integration project and the Palais' residents



Educating and acting for protecting the oceans

The **Keyrus Foundation** contributes to raising awareness of environmental issues among the younger generations. In 2025, it renewed its support for the Maud Fontenoy Foundation, which works for the protection of the oceans and education for sustainable development. Each year, five to ten employees participate in the selection of the student projects that win the Foundation's prize.

"In 2025, we have once again seen the commitment of our employees to causes that are close to their hearts. The fight against breast cancer - supported each year, in particular through participation in the Odyssey Paris race - has seen the birth of a new initiative: on the occasion of Pink October, an employee launched an internal challenge inviting the teams to mobilize around a simple and supportive gesture. Supported by the Foundation, this initiative has made it possible to raise funds for the Vivre comme Avant association, which supports women with breast cancer."



Leslie Saadoun
Head of the **Keyrus** Corporate Foundation

"After the launch of the international call for projects in 2024, the year 2025 allowed us to strengthen the collective momentum around the Keyrus Foundation's call for projects. At the Keyrus Foundation, employee involvement is at the heart of our action and this new edition was an opportunity to further expand the participation of the Group's subsidiaries: three-quarters of the employee projects supported in 2025 are the result of initiatives carried out by the subsidiaries. »



Laetitia Adjadj
Head of the **Keyrus** Corporate Foundation

Appendices

Methodological notes

ESG Data 2025

VSME Matching

Glossary

Independent Third Party Report

Methodological note

Scope of consolidation

The data reported in this non-financial performance statement cover more than 80% of the Keyrus Group's workforce. The scope of this reporting includes the following entities, broken down by region:

Europe Region:

- Belgium : Keyrus NV
- Espagne : Keyrus Spain SL
- France : Keyrus SA, Keyrus Management, Absys Cyborg, CMG Group, CMG Conseil et CMG Advisory
- Portugal : Keyrus Consultadoria Portugal et AXCO Portugal
- United Kingdom: Keyrus UK Ltd

Latam Region (Latin America):

- Brazil : Keyrus Brazil - Serviços de Informática
- Colombie: Keyrus Colombia SAS , IT Performa SA
- Mexico: Bigo Consulting SA de CV

MEA Region (Middle East & Africa):

- Tunisia : Equinoxes SA

North America Region:

- Canada: Keyrus Canada Inc
- United States: Impetus LLC, Keyrus USA Inc.

Asia Region:

- Chine : Keyrus China

Changes in the scope between 2024 and 2025

The implementation of the criteria for entities eligible for ESG reporting has led to a revision of the ESG scope in 2024. Thus, only subsidiaries with more than 30 active employees as of December 31, 2025 have been integrated.

The excluded subsidiaries are: Younicorns, Kernel 42, Opsky, Kadris Consultants, Equinoxes France, Lynx Partners, Mozaik 365, Xiomega Consulting, Financière MyBCC, Keyrus Management NV, ITP Performa SAC, PartnersByu Participacoes Ltda., Ecomfy Tecnologia Ltda, Keyrus Tunisie SARL and Vision BI.

In addition, new entities are entering the ESG 2025 scope:

Europe Region:

- France : CMG Group, CMG Conseil, CMG Advisory
- Portugal : AXCO Portugal

Asia Region:

- Chine : Keyrus China

Finally, two subsidiaries that left the group in 2025 have been excluded from ESG reporting: Keyrus SA, Keyrus Life Science Innovation and Keyrus Life Science SA.

Alignment with the VSME Standard

For the 2025 financial year, the Keyrus Group has structured its ESG reporting according to the VSME standard, based on:

- The core module, which defines the essential information to be published, the minimum indicators, the collection modalities and the comparability criteria.
- The complete module, which provides a framework for the description of the policies, processes, analyses and reasoning used to interpret quantitative data.
- The combined use of these two modules made it possible to:
- Better harmonization of definitions and calculation methods.
- Enhanced traceability of methodological choices.
- Increased comparability of indicator series from year to year.
- A clarification of the role and responsibilities of internal contributors, in accordance with the requirements of the standard.

This VSME structuring guided the design of the questionnaires, the inclusion/exclusion rules, the data processing and the drafting of the qualitative elements.

Methodology and continuous improvement

The Keyrus Group relies on an internal ESG reporting protocol that is structured and updated annually. This protocol specifies the methods for calculating the data collected and the aggregation rules applicable at Group level, taking into account organizational and sectoral specificities.

The protocol has been revised for better alignment with VSME requirements. This standard provides a framework for the basis of establishment, the information principles (relevance, fidelity, comparability, comprehensibility, verifiability) and the requirement for comparative information from one year to the next.

In the implementation of this standard, no classified or sensitive information has been identified that would require documented processing for the Keyrus Group.

Voluntary external audit

In order to guarantee the reliability, quality and traceability of the information published in this 2025 ESG report, Keyrus has chosen to use an external audit carried out on a voluntary basis. Although the company is only subject to the requirements of the VSME, this additional step demonstrates the commitment of the governance to ensure a high level of methodological rigour and to strengthen the credibility of the sustainability data presented.

This voluntary verification is therefore an essential lever for securing the robustness of the collection, consolidation and reporting processes associated with ESG indicators.

The entities included in the ESG reporting scope are those with more than 30 active employees as of December 31, 2025. However, for this year, an exception was made due to organizational specificities related to the data collection campaign: Vision BI Ltd (Israel).

Methodological note

Reporting methods

For the collection of ESG data, we have set up a structured approach using four questionnaires per legal entity and one questionnaire per office, each dedicated to a specific area of the group's extra-financial performance. These questionnaires are as follows:

Social Questionnaire

It collects information on social indicators, such as team well-being, diversity and inclusion, working conditions and employee skills development. The social data presented for the 2025 ESG scope takes into account employees with a direct contract with a legal entity of the Keyrus Group and included in the ESG scope. This scope represents 87% of the Group's workforce. Social indicators are mainly presented in terms of the number of employees.

Environment Questionnaire

It concerns the collection of data relating to the environmental impact of the organization, including the management of employee travel and the consumption associated with the vehicle fleet.

Responsible Purchasing Questionnaire

This questionnaire aims to measure responsible procurement practices, focusing on supplier selection, procurement risk management and the integration of ESG criteria into the supply chain.

The Responsible Purchasing policy concerns Keyrus SA.

Governance Questionnaire

It collects information on anti-corruption measures, business ethics and the protection of personal data.

A final questionnaire was used to collect data on the environmental impact of the offices occupied by Keyrus' teams. This questionnaire allows us to collect precise information on two major areas of our environmental impact:

- **Energy consumption:** This part of the questionnaire measures the energy consumption of offices, by collecting data on electricity, heating, air conditioning, as well as on the use of IT equipment and other energy-intensive devices.
- **Waste generation:** This component assesses waste management in offices, measuring the volume of waste generated, sorting, recycling and disposal, as part of responsible resource management initiatives.

The waste data presented comes from different sources: office managers with prorated values per square meter occupied, or external service providers providing us with real data. The measures presented come from France and Belgium.

The ESG questionnaire was sent to sites with their own leases and more than 30 employees. This selection was made in order to focus the collection of ESG data on sites with significant activity and directly impacting the results of the reporting. The data collected from these sites has been integrated into the overall reporting.

For the 2025 financial year, the Group applied the methodological principles of the VSME standard, referring to both the basic module and the full module, for all sites concerned by environmental reporting. In accordance with the defined scope, these rules apply exclusively to sites leased by the Group, i.e. offices for which Keyrus holds a lease and for which consumption and operational data can be reliably collected.

Collection, consolidation and internal controls

The Keyrus Group has adopted an ESG reporting management platform in order to organize data collection and assist consolidation. This tool ensures data security and supporting document management.

The ESG data collection campaign was conducted over a six-week period, from mid-January 2026 to the end of February 2026. This initiative involved cross-functional collaboration between several departments within the Group's entities. The teams mobilized included key representatives from finance departments, human resources (HR) departments, data protection officers (DPOs), as well as office managers, who coordinated on the various sites. Each entity carries out a validation and a double check of the elements transmitted.

Each department has been tasked with collecting information specific to its area of competence. Coordination between these teams was essential to ensure the reliability, consistency and completeness of the ESG data reported, as well as the provision of supporting documentation as part of the Independent Third Party audit.

Once collected, the data is consolidated by the Group ESG team, which is responsible for aggregating the information from the different entities, along with supporting documents. At the time of consolidation, the team performs a consistency check to verify the integrity of the data. Discrepancies deemed significant are analysed and corrected or explained in detail.

Environment – 2025 data

(ESG scope – group coverage rate 87%)

	Group Value 2024	Europe	Latin America	Middle East and Africa	North America	Asia Pacific	Keyrus Group
Energy consumption							
Non-renewable electricity consumption (MWh)	522	482	-	61	24	-	567
Renewable electricity consumption (MWh)	94	29	2	-	-	-	31
Total electricity consumption (MWh)	616	511	2	61	24	-	597
Share of electricity consumed from renewable sources	19%	6%	100%	0%	0%	-	5%
Waste management							
Weight of non-hazardous waste (kg)	12139	9983	-	-	-	-	9983
Hazardous waste weight (kg)	2602	6	-	-	-	-	6
Total Waste Weight (kg)	14740	9989	-	-	-	-	9989
Share of waste electrical or electronic equipment (D3E Directive) recycled	76%	100%	-	-	-	-	100%
Share of waste recycled	19%	27%	-	-	-	-	27%
Total weight of waste recovered: recycling, reuse, recycling and other (kg)	9225	2812	-	-	-	-	2812
Carbon footprint							
Total greenhouse gas emissions for scope 1				1592			
Direct emissions from mobile combustion sources				1279			
Fugitive Direct Emissions				314			
Total greenhouse gas emissions for scope 2				55			
Indirect emissions from electricity consumption				55			
Total greenhouse gas emissions for scope 3				16216			
Business travel				428			
Capital assets				551			
Purchased Products and Services				11997			
Commuting				1168			
Fuel and energy emissions (not included Scope 1 & 2)				330			
Management of waste generated by operations				29			
Upstream leased assets				1713			
Total greenhouse gas emissions for the 3 X scopes				17863			
Carbon Intensity (tCO ₂ eq/€)				0,05tCO ₂ eq/K€			

Social - Data 2025

(ESG scope – group coverage rate 87%)

	Group Value 2024	Europe	Latin America	Middle East and Africa	North America	Asia Pacific	Keyrus Group
Employment							
Permanent headcount as of December 31, 2025	2100	1 309	326	106	118	17	1 876
Temporary workforce as of December 31, 2025	62	41	0	0	0	68	109
Total headcount as of December 31, 2025	2162	1 350	326	106	118	85	1 985
Men's squad as of December 31, 2025	1274	792	206	55	82	54	1189
Female squad as of December 31, 2025	888	557	120	51	36	31	795
Workforce with a different gender as of December 31, 2025	0	1	0	0	0		1
Workforce with an undeclared gender as of December 31, 2025	0	0	0	0	0		0
Talent Management & Training							
Number of male employees trained	1168	615	242	17	81		955
Number of female employees trained	746	448	115	31	33		627
Total number of employees trained	1914	1064	357	48	114		1583
Number of hours of training for male employees	22761	10371	1837	76	4398		16682
Number of hours of training for female employees	14184	8216	1375	449	3051		13092
Total number of hours of training	36945	18587	3212	525	7449		29774
Average number of hours of training per employee	19	14	10	5	63		15
Turnover rate	23%	20,00%	38,00%	15,00%	35,00%		24,00%
Respect for diversity and fundamental human rights							
Share of women in management positions	37%	43%	50%	8%	32%	25%	39,73%
Share of employees covered by a collective agreement	83%	96,00%	55,00%	86%	0%	100%	83,14%
Share of women in the trained workforce	39%	42%	32%	65%	29%		38,61%
Gender pay gaps	-	11%	18%	32%	4%	1%	
Health and safety at work (Indicator - Scope of France)							
Number of occupational accidents	16,00	12,00	-	-	-	-	
Frequency rate	5	5,35	-	-	-	-	
Number of occupational diseases reported	0	0	-	-	-	-	
Number of deaths due to occupational accidents and diseases	0	0	-	-	-	-	

Governance - Data 2025

Governance body		Group Value 2024	Keyrus Group					
Share of women on the Board of Directors		40%	40%					
Corruption and alerts								
Number of alerts received via the Keyrus SpeakUp Line		0	4					
Number of alerts received processed within 3 months		0	3					
Number of alerts received confirmed		0	3					
Number of convictions for violating anti-corruption and anti-bribery laws		0	0					
Total fines for violating anti-corruption and anti-bribery laws		0	0					
Supplier relations		Group Value 2024	Europe	Latin America	Middle East and Africa	North America	Asia Pacific	Keyrus Group
Average supplier time		32 days	28,66	22,5	45	-	-	
Number of ongoing legal proceedings concerning late payment		0	0	0	0	0	0	0
Responsible digital technology			Keyrus SA					
Share of employees aware of Responsible Digital Technology		New indicator 2025	84,00%					
Number of employees trained in the challenges of Digital Eco-design		New indicator 2025	8					
Responsible Purchasing		Keyrus SA Value 2024	Keyrus SA					
Share of suppliers committed via the group's Responsible Purchasing charter		57%	61%					
Mobility		Value France 2024	France					
Share of the hybrid or electric car fleet		17%	62%					

Correspondence with the VSME standard – General information

B1 Basics for Preparation

B1-01: Choice of modules		OPTION B: Basic Module and Full Module
B1-02: Omissions of classified or sensitive information	(§19)	None
B1-03: Scope of the report: individual or consolidated basis (with subsidiaries)	(§14-15)	Consolidated basis
B1-04: List of subsidiaries included in the report	(§24(d))	Presented in the 2025 Financial Report
B1-05: Legal form of the company	(§24(e)(i))	Presented in the 2025 Financial Report
B1-06: NACE sectoral classification code(s)	(§24(e)(ii))	Presented in the 2025 Financial Report
B1-07: Assessment	(§24(e)(iii))	Presented in the 2025 Financial Report
B1-08: Turnover	(§24(e)(iv))	Presented in the 2025 Financial Report
B1-09: Number of Employees on Strength or Full-Time Equivalent	(§24(e)(v))	Number of employees presented on strength and at the end of the period
B1-10: Country of Major Operations and Location of Significant Assets	(§24(e)(vii))	Presented in the 2025 Financial Report
B1-11: Geolocation of owned, leased or managed sites	(§24(e)(vii), §73-76)	Presented slide 52
B1-12: Description of the sustainability-related labels or certifications obtained (including, if applicable, the issuers of the certification or label, the date and the rating score)	(§25, §77)	EcoVadis, end of validity September 2026, 85/100, Platinum medal

B2 Future practices, policies and initiatives for the transition to a more sustainable economy

B2-01: Have you put in place any specific practices, policies or initiatives on this topic of sustainability?	(§26(a))	For the Keyrus Group, there is a social policy, a responsible purchasing policy, an environmental policy and a policy related to governance. For Keyrus SA, Responsible Digital Policy
B2-02: Are they publicly available?	(§26(b))	Yes, on the Keyrus Group website. Except for Social and Responsible Digital Policy
B2-03: Have you defined objectives in these policies?	(§26(d))	Yes
B2-04: Effective participation of workers, users or other interested parties or communities in governance	(§79(a))	Not relevant
B2-05: Financial investments in the capital or assets of social economy entities covered by the Council Recommendation of 29 September 2023 (excluding grants and contributions)	(§79(b))	Not relevant
B2-06: Limits on the distribution of profits linked to the mutualist nature or the nature of the activities consisting of services of general economic interest (SGEIs)	(§79(c))	Not relevant

C1 Strategy: business model and sustainability

C1-01: Description of Major Groups of Goods and/or Services Offered	(§47)	See Business Model
C1-02: Description of the significant market(s) in which the company operates	(§47)	See Business Model
C1-03: Description of Key Trade Relationships	(§47)	See Business Model and Stakeholder Mapping
C1-04: Estimated number of suppliers, as well as their sectors and geographical areas (i.e. countries) involved	(§47)	See Governance > Responsible Procurement
C1-05: Description of key elements of the company's strategy that relate to or affect sustainability issues	(§47)	See Dual Materiality Matrix

C2 Description of future practices, policies and initiatives for the transition to a more sustainable economy

C2-01: Description of practices, policies or future initiatives on sustainability topics (specify if they relate to suppliers or customers)	B2 (§48)	Details are presented in the body of the ESG report: Environment, Social and Governance Axis
C2-02: Description of objectives on sustainability topics	B2 (§48)	Details are presented in the body of the ESG report: Environment, Social and Governance Axis
C2-03: The highest level of the company responsible for implementing these practices, policies, objectives or future initiatives	B2 (§49)	Details are presented in the body of the ESG report: Environment, Social and Governance Axis

Geolocation of owned, leased or managed sites

Site	Mailing Address	GPS coordinates
Strombeek-Bever, Belgium	Nijverheidslaan 3/2, 1853 Strombeek-Bever	50.91212202975987, 4.361975915346116
Montreal, Canada	1396 Rue Sainte-Catherine Ouest, #205, Montreal QC, H3G 1P9, Canada.	45.496592089028695, -73.57604165538832
Toronto, Canada	211 Yonge Street, Suite 401, Toronto ON, M5B 2H1, Canada.	43.653825948033905, -79.3796003775272
Shanghai, China	Room 2306, No. 145, Pu Jian Road, Pudong New Area, Shanghai	31.20860356944421, 121.52257663869455
Bogotá, Colombia	Cl. 104 #14A-45, Office 301. Bogota	4.688512196905044, -74.04641961985587
Villeneuve-d'Ascq, France	29 rue de la Ladrie 59491 Villeneuve d'Ascq	50.65039629002783, 3.120434667487975
Villeurbanne, France	79, boulevard de la bataille de Stalingrad 69100 VILLEURBANNE	45.77901003181077, 4.859801938282841
Issy-les-Moulineaux, France	3 Carrefour de Weiden 92130 Issy-les-Moulineaux	48.8222813543329, 2.2682253538545556
Levallois-Perret, France	157 Avenue Anatole France, 92300 Levallois Perret	48.897978102951306, 2.278679267351993
Paris, France	160 boulevard Haussmann 75008 PARIS	48.8753616403802, 2.310033596186398
Guadalajara, Mexico	Av Netzahualcóyotl 1597, Interior 504 Cd del Sol, 45050 Zapopan, Jal.	20.65044457702086, -103.40618481031792
Tunis, Tunisia	14 Rue Ahmed Rami, 1002 Tunis	36.8235900063268, 10.183307338801646
New York, United States	252 W 37th St, Suite 1400, New York, NY 10018	40.75369159013208, -73.99134276206709
Artigues, France	35 Boulevard Joliot-Curie 33100 Bordeaux	44.83625040341214, -0.5500534617852718
Limonest, France	52 ALLEE des Cèdres 69760 Limonest	45.80617875002253, 4.774718124793173
La Chapelle-sur-Erdre, France	104 rue du Leinster 44240 La Chapelle sur Erdre	47.27600672106472, -1.5489333650047634
Marseille, France	165 avenue du Prado 13008 Marseille	43.27851284707104, 5.388375819363926
Toulouse, France	37 rue Paule Raymond 31200 Toulouse	43.641558806950826, 1.4881218246383903
Aix-en-Provence, France	Le Tourillon – Bat. C – 235 rue Denis Papin 13290 Aix-en-Provence	43.49632295749461, 5.344949315311363
Guangzhou, China	No. 11, Building 307, Shibei Industrial Road, Dazhishan Street, Panyu District, Guangzhou City	Not available

Correspondence with the VSME standard – Environmental information

B3 Energy and greenhouse gas emissions

B3-01: Total Energy Consumption	(§29, §82-89)	See Appendices> Environment > Energy Consumption
B3-02: Gross Greenhouse Gas Emissions (according to the GHG protocol version 2004) for scope 1 and 2	(§30, §90-107)	See Appendices> Environment > Carbon Footprint
B3-03: Gross Greenhouse Gas Emissions (according to the GHG protocol version 2004) for scope 3	(§50-53, §214-215)	See Appendices> Environment > Carbon Footprint
B3-04: Greenhouse Gas Intensity	(§31)	See Appendices> Environment > Carbon Footprint

B4 Water, air and soil pollution

B4-01: Quantity of Pollutant Emissions	(§32, §110-113)	Irrelevant
B4-02: Medium pollutant emissions	(§32)	Irrelevant
B4-03: Disclosure of pollutants to the public	(§32)	Irrelevant

B5 Biodiversity

B5-01: Number of sites that the company owns, manages, leases in or near biodiversity-sensitive areas	(§33, §134-137)	Irrelevant
B5-02: Area of sites that the company owns, manages, leases in or near sensitive areas from the point of view of biodiversity	(§33)	Irrelevant
B5-03: Names of sensitive areas in or near which sites are located	(§136)	Irrelevant
B5-04: Specification if sites are located in or near sensitive areas	(§136)	Irrelevant
B5-05: Total Land Use	(§34(a), §138-140)	Irrelevant
B5-06: Total Floor Area	(§34(b), §138-140)	Irrelevant
B5-07: Total area of the site oriented towards nature	(§34(c), §138-140)	Irrelevant
B5-08: Off-site total nature-oriented area	(§34(d), §138-140)	Irrelevant

B6 Water

B6-01: Total water withdrawal	(§35, §142-145)	Data not available
B6-02: Quantity of water withdrawn from sites located in areas of high water stress	(§35, §156-158)	Irrelevant
B6-03: Water Consumption	(§36, §150-152)	Irrelevant
B6-04: Water consumption at sites in areas of high water stress	(§36, §156-158)	Irrelevant

B7 Resource use, circular economy and waste management

B7-01: Application of the principles of the circular economy	(§37, §159)	YES
B7-02: Details on how the company applies the principles of the circular economy	(§37)	See Responsible Digital Environment > Axis
B7-03: Total Annual Generation of Hazardous Waste	(§38(a), §160-172)	See Appendices> Environment > Waste Management
B7-04: Total Annual Non-Hazardous Waste Generation	(§38(a), §160-172)	See Appendices> Environment > Waste Management
B7-05: Total Annual Waste Diversion to Recycling or Reuse	(§38(b), §169)	See Appendices> Environment > Waste Management
B7-06: Annual mass flow of the materials concerned used	(§38(c), §173-174)	Irrelevant

C3 GHG Emission Reduction and Climate Transition

C3-01: GHG Emission Reduction Targets: Target Year(s)	(§54)		2030
T3-02: GHG Emission Reduction Targets: Target Year(s) Value(s)	(§54)	SCOPE 1 : -672,8 tCO ₂ e SCOPE 2 : -23 tCO ₂ e SCOPE 3 : -4 054 tCO ₂ e	
C3-03: GHG Emission Reduction Targets: Base Year(s)	(§54)		2024
T3-04: GHG Emission Reduction Targets: Base Year Value(s)	(§54)	SCOPE 1 : 1 592 tCO ₂ e SCOPE 2 : 55 tCO ₂ e SCOPE 3 : 16 216 tCO ₂ e	
C3-05: GHG Emission Reduction Targets: Units Used for Targets	(§54)	SCOPE 1 : -42% SCOPE 2 : -42% SCOPE 3 : -25%	
C3-06: Share of Targets	(§54)	See chapter on carbon footprint	
C3-07: List of the main actions that the company seeks to implement to achieve its objectives	(§54)	See chapter on carbon footprint	
C3-08: Description of the Climate Change Mitigation Transition Plan	(§55)	See chapter on carbon footprint	
C3-09: If and, if so, when the company will adopt a transition plan for climate change mitigation	(§56)	See chapter on carbon footprint	

C4 Climate risks

C4-01: Description of climate-related risks and climate-related transition events	(§57)	See chapter on carbon footprint
C4-02: Description of how the company assessed the exposure and sensitivity of its assets, operations and value chain to these climate-related risks and transition events	(§57)	See chapter on carbon footprint
C4-03: Description of the Time Horizons of Climate-Related Transition Risks and Events	(§57)	See chapter on carbon footprint
C4-04: Has the company taken climate change adaptation measures to address all climate-related risks and transition events?	(§57)	Irrelevant
C4-05: Description of the potential adverse effects of climate-related risks that may affect its financial performance (including whether the company assesses the risks as high, medium, or low)	(§58)	Irrelevant

Correspondence with the VSME standard – Social information

B8 Workforce: general characteristics

B8-01: Number of Employees by Type of Contract	(§39(a), §177)	See Appendices > Social > Employment
B8-02: Number of Employees by Gender	(§39(b), §178-179)	See Appendices > Social > Employment
B8-03: Number of employees by country	(§39(c), §180-181)	See Appendices > Social > Employment
B8-04: Staff Turnover Rate	(§40, §182-183)	See Appendices> Social > Talent Management and Training

B9 Labour: health and safety

B9-01: Number of Recordable Occupational Accidents	(§41(a), §184-185)	See Appendices > Social > Occupational Health and Safety
B9-02: Occupational Injury Rates	(§41(a), §184-186)	See Appendices > Social > Occupational Health and Safety
B9-03: Number of Fatalities Resulting from Work-Related Injuries and Work-Related Health Problems	(§41(b), §187-191)	See Appendices > Social > Occupational Health and Safety

B10 Labour: remuneration, collective bargaining and training

B10-04: Do employees receive remuneration greater than or equal to the minimum wage of the country in which they declare (by law or collective agreement)?	(§42(a), §192-193)	Implementation of the consolidation process on this indicator in 2026
B10-02: Gender Pay Gap	(§42(b), §194-201)	See Appendices> Social > Respect for diversity and fundamental human rights
B10-03: Percentage of Employees Covered by Collective Agreements	(§42(c), §202-205)	See Appendices> Social > Respect for diversity and fundamental human rights
B10-04: Average number of hours of annual training per employee	(§42(d))	See Appendices> Social > Talent Management and Training

C5 Labor (General) Additional Features

C5-01: Executive-level Gender Ratio for the Reporting Period	(§59)	Share of women on the Board of Directors: 40% Share of women managers (ESG scope) = 39.4%
C5-02: Number of non-staff self-employed persons who work exclusively for the enterprise	(§60)	Integration in 2026
C5-03: Number of Temporary Workers Provided by Enterprises Primarily Engaged in "Employment Activities"	(§60)	Integration in 2026

C6 Additional Workforce Information – Human Rights Policies and Processes

C6-01: Does the company have a code of conduct or a human rights policy for its own staff?	(§61)	YES
C6-02: Does the code of conduct or human rights policy cover child labour?	(§61)	YES
C6-03: Does the code of conduct or human rights policy cover forced labour?	(§61)	YES
C6-04: Does the code of conduct or human rights policy cover trafficking in human beings?	(§61)	YES
C6-05: Does the code of conduct or human rights policy cover discrimination?	(§61)	YES
C6-06: Does the code of conduct or human rights policy cover accident prevention?	(§61)	YES
C6-07: Does the code of conduct or human rights policy cover other topics?	(§61)	YES
C6-08: List of Other Topics Covered by the Code of Conduct or Human Rights Policy	(§61)	See Governance > Integrity
C6-09: Does the company have a complaint-handling mechanism or whistleblowing system for its own staff?	(§61)	YES

C7 Serious human rights incidents

C7-01: Has the company found any confirmed incidents among its own staff related to child labour?	(§62)	NO
C7-02: Has the company seen any confirmed incidents of forced labour among its own staff?	(§62)	NO
C7-03: Has the company seen any confirmed incidents among its own staff related to human trafficking?	(§62)	NO
C7-04: Has the company found any confirmed incidents among its own staff related to discrimination?	(§62)	NO
C7-05: Has the company seen any confirmed incidents among its own personnel related to other topics?	(§62)	NO
C7-06: List of Other Subjects for Confirmed Occurrences within its Own Staff	(§62)	No confirmed incidents
C7-07: Description of the measures taken to deal with the incidents described above	(§62)	No confirmed incidents
C7-08: Is the company aware of any confirmed incidents involving value chain workers, affected communities, consumers, or end-users?	(§62)	NO
C7-09: Clarification on confirmed incidents involving value chain workers, affected communities, consumers or end-users	(§62)	No confirmed incidents

Mapping to VSME Standard – Governance Information

B11 Convictions and fines for corruption

B11-01: Number of convictions for violations of anti-corruption and anti-bribery laws	(§43, §206-208)	See Appendices> Governance > Corruption and Whistleblowing
B11-02: Total Fines for Violation of Anti-Corruption and Anti-Bribery Laws	(§43, §209)	See Appendices> Governance > Corruption and Whistleblowing

C8 Revenues from selected sectors

C8-01: Description of Revenues in Controversial Weapons Sectors (Anti-Personnel Mines, Cluster Munitions, Chemical Weapons and Biological Weapons)	(§63)	Irrelevant
C8-02: Description of Revenues in the Tobacco Cultivation and Production Sectors	(§63)	Irrelevant
C8-03: Description of revenues in the fossil fuel sectors (coal, oil and gas) (i.e. the company derives revenues from the exploration, mining, extraction, production, processing, storage, refining or distribution, including the transmission, storage and trade, of fossil fuels as defined in §63 section 2, point (62) of Regulation (EU) 2018/1999 of the European Parliament and of the Council (17))	(§63)	Irrelevant
C8-04: Description of Revenues in Chemical Production Sectors	(§63)	Irrelevant
C8-05: Is the company excluded from EU benchmarks that are aligned with the Paris Agreement, as described in paragraph 241?	(§64)	The Keyrus Group is not included in the EU benchmarks on the Paris Agreement

C9 Diversity ratio of the governance body

C9-01: Gender Diversity Ratio in the Governance Body	(§65)	Share of women on the Board of Directors: 40%
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Glossary

ADEME

French Public Agency for Ecological Transition

AI Act

European regulation governing the use of artificial intelligence

ANSSI

French National Agency for Information Systems Security

BEGES

Greenhouse Gas Emissions Assessment

BI

Business Intelligence

CEO

Chief Executive Officer

CFO

Chief Financial Officer

CNIL

National Commission for Information Technology and Civil Liberties

CSRD

Corporate Sustainability Reporting Directive

CyberVadis

Independent assessment of cybersecurity maturity level

DPO

Data Protection Officer

EcoVadis

International ESG Performance Assessment Platform

EPM

Enterprise Performance Management

ESAT

Establishment and Service of Assistance through Work

ESG

Environment, Social, Gouvernance

GES

Greenhouse Gases

GHG Protocol

International Method for Measuring GHG Emissions (Scope 1, 2, 3)

AI

Artificial Intelligence

INR

Responsible Digital Institute

IRO

Impacts, Risks and Opportunities

ISO

International Organization for Standardization

ISO 9001

International Quality Management Standard

ISO 27001

International Standard for Information Security

IT

Information technology (technologies de l'information)

KWIN

Keyrus Women in Networking

LGBTQIA+

Lesbian, Gay, Bisexual, Trans, Queer, Intersex, Asexual+

MOOC

Massive Open Online Course

NO

Responsible digital technology

SDGs

Objectives of responsible digital technology

HOSE

Organisation non-gouvernementale

UN

United Nations

DONE

Independent third-party organization

QVT

Quality of Life at Work

GDPR

General Data Protection Regulation

NFRD

Non-Financial Performance Statement

CSR

Corporate Social Responsibility

HR

Human Resources

PR

Psychosocial Risks

RQTH

Recognition of the status of disabled worker

SA

Public limited company

SBTi

Science Based Targets Initiative

IT IP

Information Technology Intellectual Property

PSR

PSYCHO-SOCIAL Risks

UNGC

United Nations Global Compact

VSME

Voluntary Sustainability Reporting Standard for non-listed SMEs. A voluntary reporting framework Developed by EFRAG

Independent Third Party Report

Year ended December 31, 2025

To the general meeting,

In our capacity as an independent third-party organization and statutory accountant of your company, we have carried out procedures to express a limited assurance conclusion on the ESG information voluntarily prepared by **KEYRUS** (hereinafter the "Entity"), in accordance with your preparation framework (hereinafter the "Framework"), for the period from January 1, 2025 to December 31, 2025 (hereinafter the "Information"), as presented in the document attached to this report (hereinafter the "ESG Report").

Limited assurance conclusion

Based on the procedures performed, as described in the section "Nature and scope of the work", and on the evidence obtained, nothing has come to our attention that would cause us to believe that the Information has not been prepared, in all material respects, in accordance with the Framework.

Observations

Without calling into question the conclusion expressed above, we draw your attention to the following points:

- The methodological note of the ESG Report specifies that the Information has been prepared by the Keyrus Group in accordance with the VSME reporting standard, relying on both the basic module and the comprehensive module, as well as criteria specific to the Group's sector of activity.
- The greenhouse gas emissions inventory presented in the 2025 report is based on data from the year 2024.

Preparation of the information

The absence of a generally accepted and commonly applied reference framework or established practices on which to base the evaluation and measurement of the Information allows the use of different, but acceptable, measurement techniques, which may affect comparability with other entities and over time. As a result, the Information should be read and understood with reference to the Framework, which is available upon request from the Entity's headquarters, and whose key elements are presented in the ESG Report.

Inherent limitations in the preparation of the Information

As mentioned in the methodological note of the ESG Report regarding the assessment of greenhouse gas emissions, the Information may be subject to inherent uncertainty due to the current state of scientific knowledge and the quality of the external data used. Certain Information is sensitive to methodological choices, assumptions and/or estimates made in its preparation.

Responsibility of the entity

The Information has been prepared under the responsibility of Management, which is responsible for:

- selecting or establishing appropriate criteria for preparing the Information (i.e. the Framework);
- preparing the Information in accordance with the Framework; and
- designing, implementing and maintaining internal control that it considers necessary to ensure that the Information is free from material misstatement, whether due to fraud or error.

Responsibility of the independent third party

Our responsibility is to:

- plan and perform procedures to obtain limited assurance that the Information has been prepared, in all material respects, in accordance with the Framework and is free from material misstatement, whether due to fraud or error;
- express an independent conclusion based on the procedures performed and the evidence obtained;
- communicate our conclusion to the Entity's Management.

As we are required to express an independent conclusion on the Information prepared by Management, we must not be involved in the preparation of such Information, as this could compromise our independence.

Professional doctrine and standards applied

The work described below was performed in accordance with the professional doctrine of the "Ordre des Experts-Comptables" (France) applicable to this type of engagement. It does not constitute an audit or a review performed in accordance with the French professional standards (NEP), nor does it constitute a certification in accordance with the guidelines of the High Authority for Audit (H2A).

Independence and quality control

Our independence is defined by the provisions of Article L.821-28 of the French Commercial Code and by the Code of Ethics of the statutory accounting profession. This independence is based on compliance with the fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behavior.

In addition, we have implemented a quality control system including documented policies and procedures designed to ensure compliance with ethical requirements, professional standards, applicable legal and regulatory requirements, and the professional doctrine related to this engagement.

Nature and scope of the work

We planned and performed our procedures taking into account the risk of material misstatements in the Information.

In the context of our limited assurance engagement, and based on our professional judgment, we:

- obtained an understanding of the Entity and its environment, including relevant aspects of internal control for the preparation of the Information;
- assessed the appropriateness of the Framework in terms of its relevance, completeness, reliability, neutrality and understandability, considering, where appropriate, industry best practices;
- obtained an understanding of the internal control procedures implemented by the Entity to ensure compliance of the Information with the Framework;

Independent Third Party Report

- assessed whether the methods used by the Entity to prepare the Information were appropriate with regard to the Framework and, where applicable, assessed the relevance of changes in methods and assumptions;
- verified that the Information was prepared within the scope specified in the Framework;
- selected, based on our professional judgment, the Information we considered most significant (see Appendix 1), for which we:
 - performed analytical procedures to assess the consistency of trends and, where appropriate, requested explanations from Management for unusual items identified;
 - performed detailed tests, based on sampling or other selection techniques, to verify the proper application of calculation methods and assumptions described in the Framework and to reconcile underlying data with supporting documentation;
 - for estimates, conducted interviews with the relevant departments to understand calculation methods, assess their appropriateness and review the reliability of information sources used;
 - for qualitative Information, reviewed documentary evidence and conducted interviews to corroborate the Information;

- assessed the overall consistency of the Information with our understanding of the Entity.

We believe that the evidence obtained is sufficient and appropriate to provide a basis for our conclusion.

The procedures performed in a limited assurance engagement are less extensive than those required for a reasonable assurance engagement performed in accordance with our professional standards. A higher level of assurance would have required more extensive verification procedures.

Restrictions on distribution and use

This report is prepared for your attention in the context described in the first paragraph and should not be used, distributed or referred to for any other purpose. The procedures performed under this engagement are not intended to replace any procedures that third parties having access to this report might otherwise perform, and we do not express any opinion on the sufficiency of such procedures for their own purposes.

This report is governed by French law. French courts shall have exclusive jurisdiction over any dispute, claim or litigation arising from our engagement letter or this report, or relating thereto.

Paris,
The Independent third party organization,
FID'IMPACT
Sarah Guereau

Registered on the list referred to
In article L.821-13 II of the French commercial code

Signed by Sarah Guereau
April, 27, 2026

Appendix 1 : Informations considered the most significant

1. Quantitative indicators

Themes	Indicators	Entities tested
Social	• Total number of employees as of Dec 31	Keyrus Group
	• Number of training hours, including	Keyrus SA, Absys Cyborg, Keyrus Brazil, Keyrus Belgium, Keyrus UK
	• Employees turnover	Absys Cyborg
Environment	• Gender equality index (women/men)	Absys Cyborg
	• Fleet of hybrid or electric vehicles	Keyrus SA, Keyrus Belgium, Absys Cyborg
Governance	• Greenhouse gas (GHG) emissions inventory	Keyrus SA, CMG
	• Number of alerts	Keyrus SA
Responsible purchasing	• Number of strategic suppliers who signed the responsible purchasing charter	Keyrus SA

2. Qualitative indicators (actions and results), including :

- ISO/IEC 27001 certification – Absys Cyborg and Equinoxes SA
- Responsible purchasing charter– Keyrus SA
- CyberVadis Executive Report – Keyrus SA
- Membership of the United Nations Global Compact



esg@keyrus.com

Keyrus Group warmly thanks: the contributors who participated in the development of this annual ESG report, the employees who shared their local initiatives, illustrating our collective commitment, the members of the Group Committee and the ESG Committee, whose expertise and vision guide our responsible transformation, the Ambassadors Network ESG across all our countries, real drivers of change on the ground, our customers, shareholders, suppliers and partners, whose expertise enriches approach and help us push back our ambitions.

And all the people who, through their daily exchanges and commitments, participate in to build an ever more positive social and environmental impact!

April 2026 - Copywriting, design and layout:

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