



2025 ANNUAL REPORT

The expert in connecting talent with businesses



SYNERGIE

Our energies together

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SUMMARY

1 SYNERGIE OVERVIEW

2 MANAGEMENT AND GOVERNANCE BODIES

3 MESSAGE FROM THE CHAIRMAN

4 OUR 2025 RESULTS KEY FIGURES AND HIGHLIGHTS

8

2025 ACTIVITY REPORT

- 9 Management report
- 123 Report of de the board of directors on corporate governance
- 147 Special report of the statutory auditors on regulated agreements
- 150 Resolutions submitted to the combined ordinary and extraordinary shareholders' meeting of 4 june 2026

154

CONSOLIDATED FINANCIAL STATEMENTS OF SYNERGIE GROUP

- 155 Financial data
- 184 Statutory Auditors' Report on the Consolidated Financial Statements

5 MORE THAN 50 YEARS OF SUCCESS

6 OPERATIONS IN 17 COUNTRIES

7 THE GROUP AND ITS COMPANIES

188

CORPORATE FINANCIAL STATEMENTS OF SYNERGIE SE

- 189 Financial data
- 204 Statutory Auditors' Report on the Annual Financial Statements

208

OTHER INFORMATION

- 209 General legal information
- 210 Statutory Auditors' Report on the capital reduction
- 211 List of the Group's companies 30 April 2026

SYNERGIE OVERVIEW

SYNERGIE is an international group providing companies and institutions with a comprehensive range of services in Human Resources management and development.

An international network, teams at your service



Multi-sector and multi-expertise know-how



MANAGEMENT AND GOVERNANCE BODIES

Board of Directors

Victorien VANEY
Chairman

Vera CVIJETIC BOISSIER
Independent Director,
Chair of the Audit Committee

Nathalie GAUTIER
Independent Director

Julien VANEY
Director

HB COLLECTOR represented
by **Christoph LANZ**
Director

Mickaël MARTIN
Director
representing employees

Management

Victorien VANEY
Chairman & Chief Executive Officer

Yannick OUVRARD
Chief Financial Officer

Florence KRYNEN
Head of Legal

Sabine DUCROUX
Head of Compliance

Philippe DELFORGE
Human Resources Director

Jérôme LUCET
International Development
Director

Phillipe BOURBOTTE
Chief Information Officer

Amélie CLEMENT
Marketing Director

Statutory Auditors

KPMG
GRANT THORNTON

MESSAGE FROM THE CHAIRMAN



Ladies and Gentlemen, Dear Shareholders,

In a year marked by a challenging economic environment and geopolitical uncertainty, SYNERGIE Group, a European leader in the Human Resources sector, once again demonstrated its resilience and capacity for innovation by achieving revenue of €3.2 billion, up +1.8%. Thanks to the commitment of our 5,500 employees across 17 countries, we have continued to support our clients and candidates, while maintaining our growth trajectory and strengthening our balance sheet despite ongoing market volatility.

2025 was also characterized by the continuation of our targeted acquisition strategy, as illustrated by the signing of the House of Flexwork transaction at year-end, further expanding our portfolio and reinforcing our international footprint, where we now generate over 61% of our revenue. In this context, the launch of the HRed brand reflects our ambition to broaden our service offering through a 360° approach, providing our clients and partners with increasingly innovative and inclusive solutions.

Our strong commercial performance, achieved in a complex and difficult-to-predict economic environment, has enabled us to outperform the market and further strengthen our financial structure. This robustness is essential to maintaining the flexibility and agility required to pursue our growth strategy, particularly in key markets.



Victorien VANEY
Chairman and Chief Executive Officer

Our social, societal and environmental commitment has once again been recognized through several major awards in 2025. SYNERGIE Group received the “Best Workplace in Europe” and “Leader in Diversity” distinctions from the Financial Times, as well as “Top Recruitment Firms” from Les Echos, highlighting the strength of our inclusive culture and the diversity of our teams. We also ranked among the top companies in the “Diversity Champions” ranking in the Employment Services sector published by Capital magazine. In addition, our commitment to transparency was reaffirmed through our early compliance with the new European sustainability reporting standards.

In this uncertain environment, the continued trust of our shareholders and partners remains a valuable foundation. It enables SYNERGIE to meet the growing need for flexibility among companies, while offering candidates an ethical and responsible framework that promotes training, equal opportunities, well-being and professional integration.

As a token of our appreciation, at the General Meeting on June 4, 2026, we will propose the payment of a dividend of 60 cents per share.



OUR 2025 RESULTS KEY FIGURES AND HIGHLIGHTS

Strong investment levels:

**€15.9
MILLION**



A year of resilience

- Revenue growth exceeding 2024, demonstrating the resilience of the Group's activities in an uncertain economic and geopolitical environment.
- Strong international development driven by both acquisitions and solid momentum in Southern Europe.
- Successful diversification with a multi-client and multi-sector positioning.

Recognized and awarded CSR policy

- Recognized for the second consecutive year at the international level as a diversity leader by the Financial Times.
- SYNERGIE voted "Best Employer" in Europe for 2025 by the Financial Times.
- Implementation of CSRD principles and requirements to address ESG challenges.

Equity:

**€754
MILLION**

Revenue:

**€3.2
BILLION**

Cash position net of any debt:

**€317
MILLION**



EBITDA:

**€134.4
MILLION**

MORE THAN 50 YEARS OF SUCCESS

2025

Launch of HRed in Italy / Synergie rebranding (Australia & Poland)

2024

Acquisition of IPA PERSONNEL SERVICES (Australia)

2023

Acquisition of the RUNTIME Group (Germany)

2022

Acquisition of INTERKADRA (Poland)

2021

Acquisition of a 100% stake in DCS Easyware

2020

SYNERGIE achieves results in an unprecedented crisis situation. AFNOR label for professionalgender equality

2019

Acquisition of Entire Recruitment in AUSTRALIA and Tigloo in SPAIN. SYNERGIE sets up business in CHINA

2018

Majority stake acquired in DCS Easyware

2017

Acquisition of a branch network in AUSTRIA

2016

SYNERGIE becomes a European Company. Acquisition of a branch network in Bavaria

2012

SYNERGIE creates a new business activity in AUSTRALIA

2011

SYNERGIE sets up business in GERMANY (acquisition of GMW)

2009

Acquisition of a branch network in SPAIN

2008

SYNERGIE sets up business in the NETHERLANDS and SWITZERLAND

2006

SYNERGIE sets up business in the United Kingdom (acquisition of Acorn). Group turnover surpasses €1 billion

2003

SYNERGIE sets up business in PORTUGAL and LUXEMBOURG

2001

Acquisition of Intersearch France, a recruitment firm (direct recruitment) and networks in BELGIUM and CANADA

1999

Creation of a network of branches in ITALY and set-up of business in SLOVAKIA

1996

Acquisition of an agency network in SPAIN

1993

First SYNERGIE business set up abroad (PRAGUE)

1989

Creation of the SYNERGIE brand and logo

1987

Listed on the secondary market

1984

Listed on the Paris unlisted securities market

1979

Acquisition of Europe Technique Assistance (ETA)

1971

Creation of SIDERGIE

OPERATIONS IN 17 COUNTRIES

The values that unite us

- PROXIMITY
- DIVERSITY
- TEAM SPIRIT
- INNOVATION

€3.2

Billion revenue
in 2025

850

Branches and
recruitment centers
worldwide

In 2025

61%

of revenue
generated
internationally

Synergie operates
in

17

countries

FRANCE

39.1%*
26,000 temporary
workers
400 branches

SOUTHERN EUROPE

35.4%*
26,500 temporary
workers
230 branches

NORTHERN & EASTERN EUROPE

22.2%*
12,500 temporary
workers
200 branches

OUTSIDE EUROPE

3.3%*
3,000 temporary
workers
20 branches

* Revenue generated internationally

THE GROUP AND ITS COMPANIES

Consolidated companies by geographic segment (April 2026)

FRANCE

SYNERGIE
SYNERGIE INSERTION
SYNERGIE CARE
IK FRANCE
SYNERGIE EXECUTIVE
HRED
SYNERGIE CONSULTANTS
DCS EASYWARE

SOUTHERN EUROPE

Italy

SYNERGIE HR SOLUTIONS SRL
SYNERGIE ITALIA SPA
SYNERGIE ACADEMY SRL
DCS ITALIA SRL

Portugal

SYNERGIE EMPRESA DE
TRABALHO TEMPORARIO SA
SYNERGIE OUTSOURCING –
SERVICOS DE OUTSOURCING SA

Spain

SYNERGIE TT EMPRESA DE
TRABAJO TEMPORAL SA
SYNERGIE HUMAN RESOURCE
SOLUTIONS SL
SYNERGIE OUTSOURCING SL
SYNERGIE INTERNATIONAL
EMPLOYMENT SOLUTIONS SL
SEIN TIC SL

NORTHERN & EASTERN EUROPE

Germany

SYNERGIE PERSONAL DEUTSCHLAND GmbH
SYNERGIE PERSONAL SOLUTIONS GmbH
SYNERGIE PERSONAL HR GmbH
DG TIMEWORK GmbH
UNISTAFF GmbH
WISE WORKFORCE MANAGEMENT

Belgium

SYNERGIE BELGIUM NV
DCS BELGIUM SPRL

Netherlands

SYNERGIE INTERNATIONAL RECRUITMENT B.V.
SYNERGIE B.V.
SYNERGIE HUMAN RESOURCES BV

Luxembourg

SYNERGIE TRAVAIL TEMPORAIRE SARL
ACCESS TRAVAIL TEMPORAIRE SA

United Kingdom

ACORN RAIL LTD
ACORN RECRUITMENT LTD
ACORN GLOBAL RECRUITMENT LTD
CONCEPT STAFFING
ACORN (SYNERGIE) UK LTD

Switzerland

HOUSE OF FLEXWORK AG
INDUSERV CORPORATE SERVICES AG
INDUSERV (Nordwestschweiz) AG
INDUSERV (Bern) AG
INDUSERV (Aarau) AG
INDUSERV (Dübendorf ZH) AG
SYNERGIE (SUISSE) SA
SYNERGIE INDUSTRIE & SERVICES SA
PAYROLL HOUSE AG
HARDWORKER SCHWEIZ AG

Czech Republic

SYNERGIE SRO
SYNERGIE TEMPORARY HELP SRO
SYNERGIE HR SOLUTIONS SRO

Slovakia

SYNERGIE SLOVAKIA SRO
SYNERGIE TEMPORARY HELP SRO
SYNERGIE HR SOLUTIONS SRO

Austria

SYNERGIE PERSONAL AUSTRIA GmbH
SIES AUSTRIA BETEILIGUNGS GmbH

Poland

SYNERGIE POLAND SP.Z.O.O.
SYNERGIE HR SOLUTIONS SP.Z.O.O.

NORTH AMERICA

Canada

SYNERGIE HOLDING CANADA LTD
SYNERGIE HUNT INTERNATIONAL INC.
AGENCE DE PLACEMENT SYNERGIE
MAXSYS STAFFING & CONSULTING INC
MICHAEL WAGER CONSULTING INC
MAXSYS PERSONNEL INCE

ASIA & OCEANIA

Australia

SYNACO GLOBAL RECRUITMENT PTY LTD
SYNACO RESOURCES PTY LTD
ENTIRE RECRUITMENT SYNACO PTY LTD
IPA BY SYNERGIE PTY LTD

China

SYNERGIE QINGDAO

2025 ACTIVITY REPORT

FOR THE SHAREHOLDERS'
MEETING OF 4 JUNE 2026

| | |
|--|------------|
| MANAGEMENT REPORT | 9 |
| 9 SYNERGIE group's activity and key events in 2025 | |
| 10 Consolidated financial statements and corporate financial statements | |
| 16 Events after the reporting period and outlook | |
| 17 Sustainability statement | |
| 113 Statutory auditors' report on the sustainability statement | |
| 119 SYNERGIE shares | |
| 122 Other information and legal notices | |
| REPORT OF THE BOARD OF DIRECTORS ON CORPORATE GOVERNANCE | 123 |
| SPECIAL REPORT OF THE STATUTORY AUDITORS ON REGULATED AGREEMENTS | 147 |
| RESOLUTIONS SUBMITTED TO THE COMBINED ORDINARY AND EXTRAORDINARY SHAREHOLDERS' MEETING OF 4 JUNE 2026 | 150 |

MANAGEMENT REPORT

1 SYNERGIE GROUP'S ACTIVITY AND KEY EVENTS IN 2025

1.1 The Synergie Group

SYNERGIE: a leading European provider of Human Resources management services

Founded over 50 years ago, the Synergie Group is now established as one of Europe's leading providers of Human Resources management services. International operations now account for 60.9% of consolidated revenue.

With a presence in 17 countries across Europe, North America and Australia, and thanks to its multi-sector positioning, the Group operates through a close-knit network of over 850 branches, covering a wide variety of job markets.

Activity during the 2025 financial year breaks down as follows:

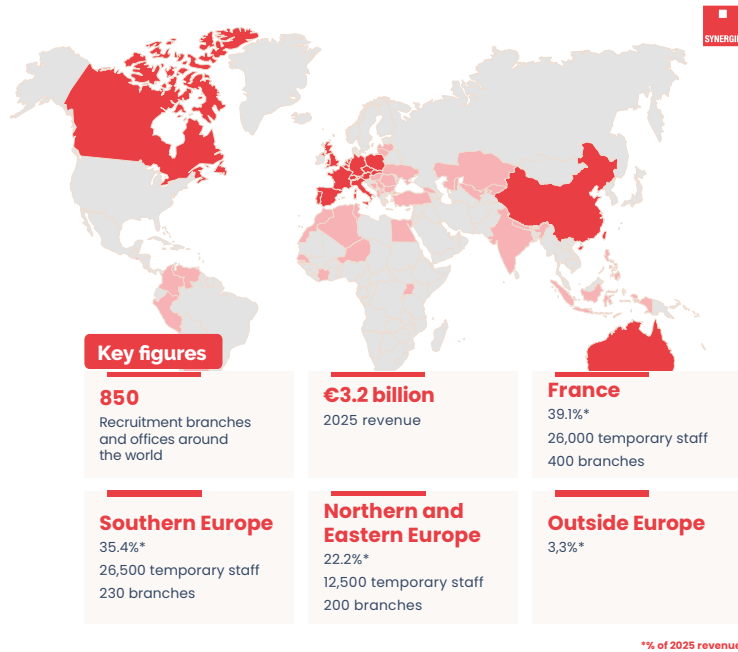
Synergie around the world



Synergie operates in 17 countries and recruits in 49 countries through Synergie Global Talent

The values that unite us

- Proximity
- Team spirit
- Diversity
- Innovation



SYNERGIE has established itself as one of Europe's leading providers of HR solutions, offering a comprehensive range of services covering temporary work, recruitment, outplacement, social engineering, consultancy and training. Each of these business lines requires responsiveness, adaptability and rigorous standards in order to meet our customers' requirements, whether they are private companies or public institutions with whom we work as trusted partners.

With our 5,500 permanent employees, we work daily to place more than 68,000 employees in France and internationally.

1.2 Key events in 2025

The 2025 financial year was marked by economic and geopolitical instability in Europe, with a decline in the temporary work market, particularly in France, and mixed trends across different countries. Despite

this challenging environment, the Synergie Group posted record revenue of €3,241 million, up +1.8% compared with the 2024 financial year (+1.0% on a like-for-like basis and at constant exchange rates).

Synergie's strategic choices and the investments made over the past several years (digital transformation, recruitment of expert consultants and training of permanent and temporary staff) have enabled the Group to make progress in this environment:

- maintaining a multi-sector and multi-client strategy, a key resilience factor in a challenging economic climate. This diversification enables the Group to absorb temporary slowdowns in certain sectors while seizing growth opportunities in others;
- the ongoing roll-out of the Synergie brands, particularly in Poland and Australia, enables us to offer our customers a comprehensive range of services in the countries where we operate. The teams continued to consolidate the range of services offered in recently integrated countries and to enhance our market presence with key accounts and SMEs;
- the launch and ramp-up of Synergie Academy in Italy, a strategic programme designed to provide professional development, training and retention for internal and external talent. This strategic initiative strengthens local expertise, supports the upskilling of teams and serves as a key differentiator in a competitive market;
- the launch of HRed, the Synergie Group's consulting practice, designed to support and accelerate HR

transformation and skills development, and to bolster the Group's expertise in a constantly changing environment;

- a strengthened ESG commitment, in line with European sustainability requirements. The Group is continuing to implement its environmental and social roadmap, notably through the consolidation of reporting mechanisms, the harmonisation of processes and the implementation of local initiatives aligned with the Group's priorities;
- synergie's strong focus on local presence sets it apart, particularly in times of crisis: with its 850 branches, Open Centers and recruitment firms spread across regions and job markets, the teams, who also participate in a number of job forums, maintain a close relationship with both companies and temporary staff;
- the management of temporary staff is also optimised by the fact that employees work on the customer's premises alongside their teams, representing a further step towards the complete outsourcing of human resources;
- the ongoing digital transformation of Synergie's operations, enabling the Group to respond more effectively to companies' needs;

2 CONSOLIDATED FINANCIAL STATEMENTS AND CORPORATE FINANCIAL STATEMENTS

The consolidated and corporate financial statements for the financial year ended 31 December 2025 were approved by the Board of Directors on 1 April 2026.

Pursuant to European Regulation No 1606/2002 of 19 July 2002, companies listed on a regulated market in

one of the Member States must present their consolidated financial statements in accordance with the IFRS (International Financial Reporting Standards) as adopted by the European Union.

2.1 Group consolidated financial statements

2.1.1 Income statement

Key figures (consolidated data)

| <i>In € million</i> | 2025 | 2024 | Change |
|---|----------------|----------------|---------------|
| Revenue | 3,241.2 | 3,184.9 | 1.8% |
| EBITDA ⁽¹⁾ | 134.4 | 130.6 | 2.9% |
| Operating depreciation and amortisation | (31.8) | (26.8) | 18.4% |
| EBITA ⁽²⁾ | 102.6 | 103.7 | -1.1% |
| Amortisation and impairment of intangible assets arising from business combinations | (5.3) | (5.7) | -7.6% |
| Current operating profit | 97.3 | 98.0 | -0.7% |
| Other operating income and expenses | (8.0) | (2.4) | 235.0% |
| Operating profit | 89.3 | 95.6 | -6.6% |
| Financial result | 0.9 | 7.4 | -88.2% |
| Net profit before tax | 90.2 | 102.9 | -12.4% |
| Tax expense | (36.0) | (35.8) | 0.4% |
| Consolidated net profit | 54.2 | 67.1 | -19.2% |
| of which Group share | 54.2 | 63.1 | -14.1% |

(1) Current operating profit before depreciation of operating assets and before amortisation and impairment of intangible assets arising from business combinations.

(2) Current operating profit before amortisation of assets arising from business combinations.

2.1.1.1 Activity and results by region

Group revenue

| | Revenue | |
|--|----------------|----------------|
| <i>In € million</i> | 2025 | 2024 |
| FRANCE | 1,265.9 | 1,264.8 |
| Italy | 844.3 | 827.9 |
| Spain and Portugal | 301.5 | 265.5 |
| SOUTHERN EUROPE | 1,145.8 | 1,093.4 |
| Belgium | 298.8 | 305.0 |
| Northern and Eastern Europe | 421.7 | 433.2 |
| TOTAL NORTHERN AND EASTERN EUROPE | 720.5 | 738.1 |
| CANADA AND AUSTRALIA | 109.0 | 88.6 |
| TOTAL INTERNATIONAL | 1,975.3 | 1,920.2 |
| TOTAL | 3,241.2 | 3,184.9 |
| of which DCS Group | 73.0 | 72.6 |

In 2025, the Synergie Group reported consolidated revenue of €3,241.2 million, an increase of +1.8% compared with the previous financial year (+1.0% on a like-for-like basis and at constant exchange rates). In a still mixed economic climate in Europe, this performance demonstrates the robustness of the Group's business model and the effectiveness of its diversification strategy.

International operations, which account for 60.9% of the Group's revenue, grew by +2.9% in 2025 (+1.5% on a like-for-like basis and at constant exchange rates). This growth was driven by Southern Europe, which rose by +4.8%, buoyed by the performance of Spain and Italy, as well as the full-year impact of the acquisition of IPA in Australia, completed in the second half of 2024. By contrast, Northern and Eastern Europe, which saw a decline of -2.4%, was operating in a mixed economic environment. Some markets remained resilient, while others continued to be hampered by a difficult economic climate, notably Germany and Belgium. The United Kingdom and Poland, however, made positive contributions to the region, supporting the overall momentum of international growth.

Consolidated results by region

EBITDA

| | EBITDA | |
|--|--------------|--------------|
| <i>In € million</i> | 2025 | 2024 |
| FRANCE | 56.7 | 60.5 |
| Italy | 57.2 | 53.4 |
| Spain and Portugal | 6.1 | 3.3 |
| SOUTHERN EUROPE | 63.3 | 56.7 |
| Belgium | 10.0 | 12.0 |
| Northern and Eastern Europe | 2.7 | 1.2 |
| TOTAL NORTHERN AND EASTERN EUROPE | 12.7 | 13.2 |
| CANADA AND AUSTRALIA | 1.7 | 0.1 |
| TOTAL INTERNATIONAL | 77.7 | 70.0 |
| TOTAL | 134.4 | 130.6 |
| of which DCS Group | 5.5 | 4.7 |

In France, revenue amounted to €1,265.9 million, stable compared with 2024 (+0.1%). In an environment characterised by limited economic visibility and persistent pressures across several sectors, the business performed better than the domestic market, which continued to contract. This performance reflects both the dedication of our teams and the Group's ability to continually adapt its range of services and support solutions, thereby enabling us to maintain business activity levels while contributing to the gradual stabilisation seen over the course of the year.

The DCS Group's subsidiaries, which specialise in digital services, generated revenue of €73.0 million in 2025, an increase of +0.5% compared with 2024. This performance reflects a market that continues to be characterised by more selective demand and persistent pressures on access to talent.

In 2025, Synergie generated EBITDA of €134.4 million (4.1% of revenue) – an increase of +2.9% compared with 2024. This improvement reflects the Group's ability to deliver profitable growth by streamlining its oper-

ations, leveraging the diversification of its customer portfolio and geographical footprint, and maintaining strict cost control in a challenging operating environment and a turbulent economic climate.

EBITA

| In € million | EBITA | |
|--|--------------|--------------|
| | 2025 | 2024 |
| FRANCE | 42.4 | 48.8 |
| Italy | 51.3 | 48.9 |
| Spain and Portugal | 4.5 | 1.6 |
| SOUTHERN EUROPE | 55.8 | 50.5 |
| Belgium | 6.5 | 9.4 |
| Northern and Eastern Europe | (3.1) | (4.5) |
| TOTAL NORTHERN AND EASTERN EUROPE | 3.5 | 4.9 |
| CANADA AND AUSTRALIA | 0.9 | (0.5) |
| TOTAL INTERNATIONAL | 60.2 | 54.9 |
| TOTAL | 102.6 | 103.7 |
| of which DCS Group | 4.4 | 3.5 |

In France

In France, the temporary staffing market fell by -4.0% compared with 2024. Against this backdrop, SYNERGIE outperformed the market by maintaining virtually stable revenue at €1,265.9 million (€1,217.2 million excluding digital services), a slight increase of +0.1% compared with 2024, while domestic activity continued to contract.

This resulted in EBITDA of €56.7 million, down by -6.3%, reflecting the impact of ongoing investments in digital transformation and the efforts made to support the network and the Group in their growth.

Outside France

Despite an economic climate that remains mixed in several countries, the international business continued to grow in 2025. Revenue rose by +2.9% (+1.5% on a like-for-like basis and at constant exchange rates), confirming the key role of the international business in the Group's performance. Excluding acquisitions, this growth was mainly driven by the very solid performance of Southern Europe, which rose by +4.8%, underpinned by the consistently strong trends in Spain and Italy. Northern and Eastern Europe, which saw a decline of -2.4%, showed more mixed trends, reflecting contrasting market conditions across the region.

a) Southern Europe

The performance of Southern Europe improved significantly in 2025, with a +4.8% increase in revenue. Italy, the region's largest contributor, remained a key driver of this growth, while Spain recorded particularly strong momentum, reinforcing the positive trend across the region as a whole.

Italy

In a still mixed market environment, Synergie Italia continued its growth and strengthened its market position. The subsidiary reported revenue of €844.3 million, up +2.0% on 2024, confirming its ability to gain market

share thanks to a dense regional network and the ongoing development of its range of services.

Another highlight of 2025 was the ramp-up of Synergie Academy, a strategic Group initiative designed to support the professional development of teams and help boost operational efficiency across the Italian network.

This momentum was reflected in the financial performance, with EBITDA of €57.2 million, up +7.1% compared with 2024. Italy therefore remains one of the pillars of Southern Europe and a major contributor to the Group's growth.

Spain

In 2025, our Spanish subsidiary posted an excellent performance, with revenue of €264.8 million, a significant increase of +15.2% compared with 2024. This growth was driven by the development of major partnerships, the expansion of the customer portfolio and a more diversified service offering.

Synergie Spain thereby confirmed its ability to bolster its presence in growth sectors while consolidating its position in an environment still shaped by a number of regulatory changes. This strong momentum demonstrates the soundness of the strategic choices made and the subsidiary's ability to drive further growth.

b) Northern and Eastern Europe

Belgium

In a shrinking market where demand for temporary work is contracting in several key sectors and legal changes are putting pressure on the profitability of the temporary work sector, Belgium recorded a decline in activity in 2025. Revenue came in at €298.8 million, a decrease of -2.0% compared with 2024, reflecting a more pronounced slowdown in the industry as well as a more cautious approach to recruitment among companies.

EBITDA amounted to €10.0 million, representing a decrease of -17.3% compared with 2024.

United Kingdom

In a still uncertain market, characterised by pressure on recruitment and a slowdown in demand in certain sectors in the UK in 2025, the subsidiary managed to maintain positive momentum throughout the year. Revenue totalled €103.3 million, representing an increase of +1.6% (+2.8% on a like-for-like basis and at constant exchange rates) compared with 2024.

This performance was driven by a solid customer portfolio and rapidly expanding sector diversification (IT, public procurement and hospitality), increased sales of our hosted branch solutions (Proxi), and the continued roll-out of the Group's specialist recruitment brand (S&You) and the Acorn by Synergie and Acorn by S&You brands.

Germany

In a sharply declining German market (-9.6% compared with 2024), Synergie's business saw a decline in 2025. Revenue amounted to €99.3 million, down -9.5%, broadly in line with market trends.

This decline reflects persistently weak demand, particularly in the manufacturing and service sectors, as well as a more cautious approach to recruitment. Against this backdrop, the subsidiary managed to reduce its operating loss thanks to the optimisation measures implemented, enabling it to gradually stabilise its operations in a German market that remains structurally more challenging than in the rest of Europe.

Austria

In the Austrian market, which was down -6.6% in 2025, Synergie Personal Austria also saw a decline in its business. Revenue came in at €74.9 million, down -3.3% compared with 2024, reflecting a slowdown in demand across several industrial sectors.

This trend was also reflected in a decline in profitability, with EBITDA falling by -15.4% to €2.8 million, driven by the combined effect of lower volumes and a still challenging operating environment.

Despite this situation, the subsidiary continued to develop the range of services it offers, notably through S&You, and continued to improve its internal processes to enhance operational efficiency.

Eastern Europe

The other Eastern European countries continued to grow in 2025, generating revenue of €95.1 million, an increase of +3.2% compared with 2024.

This growth was mainly driven by Poland, where business rose by +4.8%, bolstered by a solid customer portfolio and the now fully operational integration of INTERKADRA BY SYNERGIE.

Slovakia also posted growth of +4.1%, confirming the strong momentum in its traditional sectors.

It continues to act as an incubator for the Group by testing new sourcing channels, both within and outside the Schengen area. Thanks to Synergie Global Talent, the Polish, Czech and Slovak subsidiaries are helping to address the talent shortage in several European markets.

In operational terms, Eastern Europe generated EBITDA of €4.0 million, compared with €3.3 million in 2024.

c) Markets outside Europe

Canada

In Canada, business activity declined in 2025, with revenue of €7.9 million and EBITDA of -€1.1 million (-€0.8 million in 2024). This decline was linked to weaker demand in key sectors and adverse exchange-rate effects.

Australia

In Australia, business grew significantly in 2025, driven by the acquisition of IPA Personnel Services. Revenue totalled €101.1 million, up +28.6%, of which €26.2 million was due to changes in the scope of consolidation. On a like-for-like basis and at constant exchange rates, business grew by +1.9%.

2.1.2 Other consolidated income statement items

Operating profit

Current amortisation of intangible assets acquired, excluding IFRS 16 restatements, amounted to €5.3 million, compared with €5.7 million in 2024.

Operating profit came in at €89.3 million, down €6.3 million, mainly due to the impairment of goodwill in the UK, in a less favourable market environment.

Financial result

The financial result was €0.9 million, compared with €7.4 million in 2024, a decrease of -€6.5 million.

The cost of net financial debt was €2.8 million, down €4.3 million on the previous financial year, due to a €4.6 million decrease in financial income.

Exchange rate fluctuations resulted in a foreign exchange loss of €1.4 million over the period (compared with a gain of €0.5 million in 2024).

Profit before tax

As a result of the above, profit before tax amounted to €90.2 million (compared with €102.9 million in 2024).

Net profit

Consolidated net profit came in at €54.2 million at 31 December 2025, compared with €67.1 million last year.

This change reflects the factors outlined above and income tax of €36.0 million, compared with €35.8 million in 2024. In France, the tax expense includes the company added value tax (CVAE), which amounted to €3.3 million in 2025 (compared with €3.1 million in 2024), and €2.2 million in additional tax on the profits of large French companies, of which €1.3 million relates to the tax base for the previous financial year.

2.1.2 Balance sheet structure

Synergie's consolidated balance sheet shows:

On the assets side

- Goodwill and other intangible assets (customer base, brand, etc.) totalling €163.4 million;
- property, plant and equipment used in the Group's operations, amounting to €58.8 million;
- right-of-use assets amounting to €80.9 million;
- non-current financial assets totalling €7.9 million;
- trade receivables of €693.9 million;
- other receivables increasing to €123.9 million;
- a marked improvement in cash and cash equivalents to €439.1 million.

On the liabilities side

- Shareholders' equity of €754.0 million;
- a €19 million decrease in non-current liabilities resulting from the reclassification to current liabilities of the deferred payment of €20 million due in 2026 relating to the buyback of minority interests in SYNERGIE Italia;
- current liabilities up €68.7 million due to the deferred payment of €20 million for the buyback of minority interests in SYNERGIE Italia and an increase in operating liabilities.

2.1.3 Group financing

| <i>In € million</i> | 2025 | 2024 |
|---|--------------|--------------|
| SHAREHOLDERS' EQUITY | 754.0 | 719.6 |
| Net cash position | 414.0 | 387.0 |
| Net cash position excluding lease liabilities | 398.2 | 362.2 |
| Lease liabilities | (81.0) | (73.5) |
| CASH POSITION NET OF ALL DEBT | 317.2 | 288.7 |
| Cash flow | 93.6 | 91.0 |
| Change in working capital requirement | (0.6) | (17.6) |
| Cost of net financial debt/revenue | -0.1% | -0.2% |

Consolidated shareholders' equity amounted to €754.0 million; the net profit of €54.2 million and the payment of dividends (-€11.4 million) account for the change compared with the end of the previous financial year.

The cash position net of bank loans amounted to €414.0 million and, net of all debt, to €317.2 million (after lease liabilities of €81.0 million).

Thanks to its strong financial position, the Group has the necessary financial resources to continue its growth and seize new acquisition opportunities.

2.2 Corporate financial statements of SYNERGIE SE

2.2.1 Income statement

| <i>In € million</i> | 2025 | 2024 |
|---------------------|----------------|----------------|
| REVENUE | 1,205.7 | 1,195.8 |
| Operating result | 31.9 | 42.8 |
| Financial result | 12.2 | 24.3 |
| NET PROFIT | 33.7 | 50.2 |

SYNERGIE SE's net profit came in at €33.7 million (compared with €50.2 million in 2024), on revenue of €1,205.7 million. The decline in profit is partly due to the fall in operating profit and financial result.

- the financial result of €12.2 million was down, due to a decline in financial income of €8.7 million, combined with an increase in financial expenses of €2.6 million.

The following should be noted:

- an increase in revenue in a declining market in France;
- the impact of the key accounts/SME and SMI mix and the sector mix;

2.2.2 Balance sheet structure

SYNERGIE SE's balance sheet at 31 December 2025 shows:

On the assets side

- Net fixed assets, which increased by €82.6 million, due to the capital increase at the subsidiary SIES through the capitalisation of receivables (€72.9 million) and the share buybacks carried out during the financial year;
- current assets, which increased in line with business activity;
- a substantial cash surplus of €339.3 million (compared with €294.9 million in 2024).

On the liabilities side

- A high level of shareholders' equity at €632.5 million, affected by the profit for the financial year and the payment of dividends;
- provisions for risks amounting to €5.2 million (of which €4.4 million relating to foreign exchange risk);
- financial liabilities consisting mainly of current accounts held by subsidiaries with surplus cash, with Synergie SE acting as a cash pooling centre;
- current operating liabilities of €14.7 million, compared with €13.8 million in 2024.

2.2.3 Financing of SYNERGIE

At 31 December 2025, Synergie SE had a positive net cash position of €365.0 million (taking into account current accounts with the Group's subsidiaries), down by -11.0% compared with December 2024.

| In € million | 2025 | 2024 |
|--|--------------|--------------|
| Transferable securities and other shares | 111.3 | 101.2 |
| Cash and cash equivalents | 227.1 | 192.5 |
| Accrued interest/financial accounts | 0.9 | 1.2 |
| Cash and cash equivalents | 228.0 | 193.7 |
| Current receivables | 92.3 | 147.9 |
| Current payables | (66.7) | (32.7) |
| TOTAL | 365.0 | 410.1 |

SYNERGIE SE also provides part of the working capital requirements of some subsidiaries by making current account contributions, and provides guarantees to local banks.

Payables

Article D. 441-6 1.-1e: Invoices received and due but not paid at year-end

| In € thousands | 0 day (indicative) | 1 to 30 days | 31 to 60 days | 61 to 90 days | 91 days and more | Total (1 day and more) |
|---|--------------------------------------|-----------------|------------------|------------------|---------------------|---------------------------|
| (A) CATEGORIES OF OVERDUE PAYMENTS | | | | | | |
| Number of invoices concerned | 1,926 | 46 | 29 | 46 | 679 | 802 |
| Total amount of invoices concerned including VAT | 4,448 | (281) | 924 | 84 | 1,351 | 2,078 |
| Percentage of total purchases including VAT for the financial year | 4.35% | - 0.28% | 0.90% | 0.08% | 1.32% | 2.03% |
| Percentage of revenue excluding VAT for the year | | | | | | |
| (B) INVOICES EXCLUDED FROM (A) RELATING TO DISPUTED OR UNRECOGNISED PAYABLES AND RECEIVABLES | | | | | | |
| Number of invoices excluded | | | | | | - |
| Total amount of invoices excluded | | | | | | - |
| (C) REFERENCE PAYMENT TERMS USED (CONTRACTUAL OR LEGAL TERM – ARTICLE L. 441-10 OF THE FRENCH COMMERCIAL CODE) | | | | | | |
| Payment terms used to calculate overdue payments | X Contractual terms o Legal terms | | | | | |

Receivables

Article D. 441-6 I.-2e: Invoices issued and due but not paid at year-end

| In € thousands | 0 day (indicative) | 1 to 30 days | 31 to 60 days | 61 to 90 days | 91 days and more | Total (1 day and more) |
|---|---|-----------------|------------------|------------------|---------------------|---------------------------|
| (A) CATEGORIES OF OVERDUE PAYMENTS | | | | | | |
| Number of invoices concerned | 40,350 | 5,2987 | 2,008 | 743 | 2,735 | 10,784 |
| Total amount of invoices concerned including VAT | 206,343 | 16,973 | 3,893 | 219 | 5,921 | 27,006 |
| Percentage of total purchases including VAT for the financial year | | | | | | |
| Percentage of revenue excluding VAT for the year | 17.11% | 1.41% | 0.32% | 0.02% | 0.49% | 2.24% |
| (B) INVOICES EXCLUDED FROM (A) RELATING TO DISPUTED OR UNRECOGNISED PAYABLES AND RECEIVABLES | | | | | | |
| Number of invoices excluded | | | | | | - |
| Total amount of invoices excluded | | | | | | - |
| (C) REFERENCE PAYMENT TERMS USED (CONTRACTUAL OR LEGAL TERM – ARTICLE L. 441-10 OF THE FRENCH COMMERCIAL CODE) | | | | | | |
| Payment terms used to calculate overdue payments | <input checked="" type="checkbox"/> Contractual terms <input type="checkbox"/> Legal terms | | | | | |

2.2.4 Appropriation of earnings

In view of the results set out above and the company's continued sound financial position, the Board of Directors will submit a proposal to the Shareholders' Meeting regarding the appropriation of the profit for the financial year, in accordance with the relevant legal and statutory provisions:

| | |
|---------------------------------------|----------------------|
| Net profit for the year | € 33,708,385 |
| Retained earnings from previous years | € 421,619,532 |
| RESERVES AND AVAILABLE PROFIT | € 455,327,917 |
| Reserve for treasury shares | € (8,583,413.57) |
| DISTRIBUTABLE PROFIT | € 446,744,504 |
| Dividends | € (14,617,200.00) |
| RETAINED EARNINGS | € 432,127,304 |

A dividend of €0.60 per share, i.e. €14,617k, will be proposed to the Shareholders' Meeting of 4 June 2026, although treasury shares held on the date of payment will not entitle their holders to the dividend.

Distribution of dividends

Pursuant to the law, it should be noted that the respective dividends for the last three years were as follows:

| Financial year | Total dividend | Dividend per share |
|----------------|----------------|--------------------|
| 2022 | €19,489,600 | € 0,80 |
| 2023 | - | - |
| 2024 | €12,181,000 | € 0,50 |

3 EVENTS AFTER THE REPORTING PERIOD AND OUTLOOK

3.1 Significant events after the reporting period

On 2 February 2026, Synergie completed the acquisition of a majority stake in the Group House of Flexwork. House of Flexwork was founded in 1998 and is a leading player in the temporary staffing sector in Switzerland, operating through its well-known brands Induserv, Hardworker and Payroll House. House of Flexwork is expected to generate revenue of around CHF 75 million in 2025, equivalent to nearly €80 million.

On 16 March 2026, Synergie completed the acquisition of a majority stake in the Group Agilus Work Solutions.

The company was founded in 1976 and ranks as the eighth-largest temporary staffing agency in Canada. The group has a solid national network of 14 branches and is expected to generate revenue of CA\$300 million in 2025, equivalent to €190 million. It offers temporary staffing and payroll management solutions, mainly for specialist technicians and engineers, in natural resources and information technology related sectors.

The conflict in the Middle East had no significant impact on the company's business.

3.2 Outlook in France and abroad

In an environment characterised by ongoing economic and geopolitical tensions, the Group is approaching 2026 with caution and determination. Thanks to the resilience of its business model and the diversification of its activities, the Group is confident that it will be able to generate higher revenue than in 2025.

2026 will see the completion of two strategic acquisitions that will further strengthen the Group's international expansion.

Through these transactions, Synergie is confirming its strategy of targeted acquisitions to support its international expansion and enhance its range of HR solutions

4 SUSTAINABILITY STATEMENT

4.1 A word from the Chairman

The SYNERGIE Group operates at the heart of the social, societal and environmental changes that are reshaping our economy for the long term. In every country where we operate, we support our customers with integrity and responsibility across all their performance, recruitment and human resources management needs, whilst ensuring that our permanent and temporary workers enjoy a secure legal framework that fosters skills development and respects everyone's aspirations.

Our sustainability priorities remain clear: reducing our carbon footprint, promoting diversity and inclusion, ensuring health and safety at work, and improving employment conditions and career prospects for our employees and job applicants. These commitments underpin our strategy and guide the day-to-day work of all our staff.

In 2025, our Group continued to strengthen its environmental policy and, in particular, its decarbonisation pathway, which is in line with the Paris Agreement and aligned with the European ambition to achieve carbon neutrality by 2050. This year, this policy resulted in the implementation of concrete and measurable actions: stepping up the monitoring of our carbon footprint, rolling out low-environmental-impact solutions in our branches, and supporting our customers in their own environmental transition. The Group also continued to strengthen its social and diversity policy by renewing its Gender Equality label and again receiving several awards. SYNERGIE was named "Leader in Diversity" and "Best Employer" in Europe by the Financial Times and Statista. At the end of 2025, the Group was also awarded the EcoVadis gold medal, placing it amongst the top 2% of temporary staffing companies and the top 5% of all companies across all sectors. The Group is thus continuing its efforts to promote environmental protection and social and societal equity, whilst placing people at the heart of its priorities.

These advances are underpinned by well-structured and committed governance, which is a key pillar of our approach. The CSR Committee, appointed by the Board of Directors, ensures that the sustainable development strategy is implemented effectively, working closely with the relevant operational departments.

All of these initiatives ensure that responsible development and the energy transition remain at the heart of our strategy. They offer our customers, candidates, employees and partners the assurance that, working alongside us, they are helping to build a more sustainable model that creates value for future generations.

4.2 Sustainability statement

Table of contents

| | | |
|-----------|---|-----------|
| 1. | General information (ESRS 2) | 21 |
| 1.1 | Basis for establishing the sustainability statement (BP-1) | 21 |
| 1.1.1. | Scope of consolidation | 21 |
| 1.1.2. | Value chain | 21 |
| 1.2 | Disclosures in relation to specific circumstances (BP-2) | 21 |
| 1.2.1 | Time horizons | 21 |
| 1.2.2 | Estimates and uncertainties | 21 |
| 1.2.3 | Significant changes in consolidation scope during the baseline year | 22 |
| 1.2.4 | Partially disclosed or undisclosed information | 22 |
| 1.2.5 | Changes to the presentation of information | 24 |
| 1.3 | Governance of sustainability issues (GOV) | 25 |
| 1.3.1 | Role and responsibilities of governance bodies (GOV-1) | 26 |
| 1.3.2 | Information provided to governance bodies and sustainability issues addressed by these bodies (GOV-2) | 27 |
| 1.3.3 | Integration of sustainability-related performance in incentive schemes (GOV-3) | 27 |
| 1.3.4 | Statement on due diligence (GOV-4) | 27 |
| 1.3.5 | Risk management and internal controls over sustainability reporting (GOV-5) | 28 |
| 1.4 | Sustainability strategy (SBM) | 29 |
| 1.4.1 | Strategy, business model and value chain (SBM-1) | 29 |
| 1.4.2 | Taking into account interests and views of stakeholders (SBM-2) | 30 |
| 1.4.3 | Material impacts, risks and opportunities (SBM-3) | 31 |
| 1.5 | Impact, risk and opportunity management (IRO) | 31 |
| 1.5.1 | Process for identifying and assessing material impacts, risks and opportunities (IRO-1) | 31 |
| 1.5.2 | Disclosure requirements in ESRS covered by the sustainability statement (IRO-2) | 37 |
| 2. | Environmental responsibility | 36 |
| 2.1 | Climate change | 36 |
| 2.1.1 | Climate governance | 36 |
| 2.1.2 | Climate strategy (E1-1) | 38 |
| 2.1.3 | Material impacts, risks and opportunities (SBM-3) | 38 |
| 2.1.4 | Policies (E1-2) and targets (E1-4) | 39 |
| 2.1.5 | Actions (E1-3) and performances (E1-5, E1-6) | 41 |
| 2.2 | Use of resources and circular economy (E5) | 51 |
| 2.2.1 | Circular economy governance (GOV-1) | 51 |
| 2.2.2 | Material impacts, risks and opportunities (SBM-3) | 51 |
| 2.2.3 | Policies and actions (E5-2), targets (E5-3) and performances (E5-4) | 51 |
| 3. | Social responsibility | 53 |
| 3.1 | Own workforce (S1) | 53 |
| 3.2 | Human resources policy and Group governance (S1-1, S1-2) | 55 |
| 3.3 | Group commitments regarding consultation and information for internal stakeholders (S1-3) | 56 |
| 3.4 | The Group's commitments to respect for human rights | 56 |
| 3.5 | Social dialogue and collective bargaining | 58 |
| 3.5.1 | Impacts, risks and opportunities (SBM-3) | 58 |
| 3.5.2 | Policy (S1-1) and targets (S1-5), actions and performances | 59 |

| | | |
|-------------|--|------------|
| 3.6 | Attracting and retaining talent (specific issue) | 61 |
| 3.6.1 | Impacts, risks and opportunities (SBM-3) | 61 |
| 3.6.2 | Policies (S1-1) and targets (S1-5) | 61 |
| 3.6.3 | Actions and performances | 62 |
| 3.7 | Work-life balance | 64 |
| 3.7.1 | Impacts, risks and opportunities (SBM-3) | 64 |
| 3.7.2 | Policies (S1-1) and targets (S1-5) | 64 |
| 3.7.3 | Actions and performances | 64 |
| 3.8 | Gender equality in the workplace | 67 |
| 3.8.1 | Impacts, risks and opportunities (SBM-3) | 67 |
| 3.8.2 | Policies (S1-1) and targets (S1-5) | 67 |
| 3.8.3 | Actions and performances | 69 |
| 3.9 | Adequate wages | 71 |
| 3.9.1 | Impacts, risks and opportunities (SBM-3) | 71 |
| 3.9.2 | Policies (S1-1), actions and performances | 71 |
| 3.10 | Diversity, inclusion and measures against violence and harassment in the workplace | 71 |
| 3.10.1 | Impacts, risks and opportunities (SBM-3) | 71 |
| 3.10.2 | Policies (S1-1) and targets (S1-5) | 74 |
| 3.10.3 | Actions and performances | 74 |
| 3.11 | Training and skills development | 77 |
| 3.11.1 | Impacts, risks and opportunities (SBM-3) | 77 |
| 3.11.2 | Policies (S1-1) and targets (S1-5) | 78 |
| 3.11.3 | Actions and performances | 79 |
| 3.12 | Working time and secure employment | 81 |
| 3.12.1 | Impacts, risks and opportunities (SBM-3) | 81 |
| 3.12.2 | Policies (S1-1) and targets (S1-5), actions and performances | 82 |
| 3.13 | Health and safety, quality of life at work | 83 |
| 3.13.1 | Impacts, risks and opportunities (SBM-3) | 83 |
| 3.13.2 | Policies (S1-1) and targets (S1-5) | 84 |
| 3.13.3 | Actions and performances | 84 |
| 3.14 | Protection of privacy and personal data (specific issue) | 87 |
| 3.14.1 | Impacts, risks and opportunities (SBM-3) | 87 |
| 3.14.2 | Policies (S1-1) and targets (S1-5) | 88 |
| 3.14.3 | Actions and performances | 88 |
| 3.15 | Revitalising regions and supporting the local economy (specific issue) | 89 |
| 3.15.1 | Impacts, risks and opportunities (SBM-3) | 89 |
| 3.15.2 | Policies (S3-1) and targets (S3-5), actions (S3-4) and performances | 90 |
| 4. | Business conduct | 92 |
| 4.1 | Governance of business conduct (GOV-1) | 92 |
| 4.2 | Material impacts, risks and opportunities (SBM-3) | 92 |
| 4.3 | Policies and targets, actions and performances | 94 |
| 4.3.1 | Corporate culture and business conduct policies (G1-1) | 94 |
| 4.3.2 | Prevention and detection of corruption and bribery (G1-3), (G1-4) | 94 |
| 4.3.3 | Protecting whistleblowers | 97 |
| 4.3.4 | Management of relations with suppliers (G1-2), payment practices (G1-6) and respect for human rights in business relations | 99 |
| 5. | European taxonomy | 102 |

PREAMBLE

With a presence in 17 countries, the SYNERGIE Group employs nearly 5,500 permanent employees with diverse backgrounds and career paths, all united by a shared purpose: to make it easier for everyone to find work.

This ambition is matched by an equally strong commitment to making progress in the areas of accountability and transparency. This sustainability statement reflects the SYNERGIE Group's commitment to meeting regulatory requirements while strengthening the management and steering of its sustainability strategy and ensuring transparent and accessible communication with all its stakeholders. By streamlining and enhancing the reliability of its reporting process, the SYNERGIE Group is now able to assess more accurately the impact of its activities on the environment and people, as well as the impacts of environmental, social and societal changes on its performance.

This deeper understanding of the impacts, and the associated risks and opportunities, forms the basis of the Group's commitments. It enables us to set clear and ambitious priorities for action: reducing our carbon footprint, promoting diversity and equal opportunities, ensuring health and safety, and making lasting improvements to working conditions and career prospects for employees and candidates.

To ensure rigorous and collaborative governance of these issues, a CSR Committee reporting to the Board of Directors monitors the effectiveness of the Group's sustainability strategy.

This sustainability statement is therefore part of a process of continuous improvement and reflects the SYNERGIE Group's belief that sustainable performance is a key driver of value creation for the company, its stakeholders and society.

1 GENERAL INFORMATION (ESRS 2)

1.1 Basis for establishing the sustainability statement (BP-1)

This section of the Annual Report constitutes the sustainability statement in accordance with the requirements of European Directive 2022/2064 of 16 December 2022 “Corporate Sustainability Reporting Directive” (CSRD), which came into force on 1 January 2024. This was transposed into French law by Decree no. 2023-1394 of 30 December 2023, in application of Ordinance no. 2023-1142 of 6 December 2023 on the publication and certification of sustainability information and on the environmental, social and corporate governance obligations of commercial companies.

1.1.1 Scope of consolidation

The SYNERGIE Group has prepared its consolidated sustainability statement based on a scope of consolidation that corresponds to that of the Group’s financial statements, as set out in the introduction to the annual report, and covering the period from 1 January to 31 December 2025.

All companies over which the SYNERGIE Group exercises financial and operational control are fully consolidated. All countries in which the Group operates are included in the sustainability reporting, unless otherwise stated for each datapoint. Where applicable, scope restrictions are specified for each data item in the relevant sections of the sustainability statement.

Only the following entity is excluded from the reporting scope, due to limited access to data and the immaterial nature of its activity (no employees and no operational activity – exclusively a representative/commercial role):

SYNERGIE (QINGDAO) MANAGEMENT CONSULTING CO. LTD

The indicators included in this sustainability statement are presented in accordance with the requirements of the European Sustainability Reporting Standards (ESRS),

drawn up by the European Financial Reporting Advisory Group (EFRAG), and the legal and regulatory provisions resulting from the transposition of the CSRD into French law. In this sustainability statement, the Group does not present sustainability disclosures based on other standards or reporting frameworks.

In accordance with regulatory provisions, and for these first two financial years, the SYNERGIE Group has, by default, chosen not to include information related to phased-in requirements or voluntary requirements. The Group has chosen to focus exclusively on mandatory information in order to ensure the reliability, quality and clarity of the data published. However, some of this information, which is considered relevant and material in relation to the Group’s activities, is published in the sustainability statement. The remaining disclosures will be included in future sustainability statements as soon as their publication becomes mandatory under the relevant standards.

1.1.2 Value chain

The sustainability statement includes information on the Group’s entire value chain: the Group’s own operations, but also upstream (candidates, temporary workers and suppliers) and downstream (customers) where material impacts, risks or opportunities have been identified. In such situations, the Group publishes narrative disclosures detailing how these issues are anticipated, managed and incorporated into its strategy. The value chain is described in more detail in section 1.4.1.2. *Value chain*. The Group publishes certain quantitative information on its suppliers, customers, temporary staff and candidates, particularly in connection with the calculation of the Group’s greenhouse gas emissions, which cover scope 3, and certain social indicators relating to the activities of temporary staff.

1.2 Disclosures in relation to specific circumstances (BP-2)

1.2.1 Time horizons

This sustainability statement covers the sustainability information for the baseline year of 1 January to 31 December 2025. It also includes estimates, prospects or objectives for the short, medium or long term.

The Group has retained the option of defining time horizons adapted to the specific characteristics of its business model. The definition used for the three time horizons is identical to that used in the financial statements, i.e.:

- the definition of short term has been set at 2025;
- the definition of medium term has been set at 2030;
- the definition of long term has been set at 2050.

1.2.2 Estimates and uncertainties

The sustainability disclosures in this sustainability statement are based on the data and knowledge available at the time of its preparation.

Uncertainties inherent in calculating greenhouse gas emissions

The data on greenhouse gas emissions presented in section 2.1. *Climate change* was compiled using the GHG Protocol's methodological framework. They are derived from calculations based on various types of data (physical measurements, financial data or statistical estimates) and rely on emission factors that necessarily involve a degree of uncertainty. In 2025, the calculation of greenhouse gas emissions is subject to a 30% margin of uncertainty. Further details on the source of these estimated data are set out in section 2.1. *Climate change*. It should be noted that, for a given category of greenhouse gas emissions, once a figure is estimated, the entire category is considered to be an estimate and is therefore subject to uncertainty. The level of uncertainty is therefore assessed on the basis of a conservative assumption (high-end assumption).

As part of its commitment to continuous improvement, the SYNERGIE Group takes measures each year to ensure the reliability of its greenhouse gas emissions data. These measures are outlined in the dedicated section.

Uncertainties associated with estimates and extrapolations

In 2024, the quantitative and qualitative data presented in the sustainability statement included the five countries that contributed the most – France, Italy, Belgium, Spain and the United Kingdom – which together accounted for 83% of the Group's revenue. For the other countries where the Group operates, quantitative data have been extrapolated on the basis of the number of permanent employees and temporary staff in these countries at 31 December 2024. This extrapolation may therefore have given rise to some uncertainty and may explain the discrepancies between the 2024 and 2025 figures presented in the sustainability statement. To improve data accuracy and reduce these uncertainties, the Group expanded the scope of its reporting in 2025, depending on the data category.

Quantitative data

For the "environment" section, the scope of the calculation was extended to all countries where the Group operates, with the exception of Switzerland and Luxembourg, for which data were estimated based on full-time equivalent (FTE) employee numbers and an average of the five main countries per FTE, in accordance with the methodology of the service provider in charge of calculating greenhouse gas emissions.

For the "governance" section, the scope of the calculation was extended to all countries where the Group operates, with the exception of Switzerland, for the

same reasons mentioned above. The data was estimated based on the workforce at the end of the period. Luxembourg, on the other hand, is included in the reporting scope.

Lastly, in the "social" section, the scope of the 2025 calculation is identical to that used in 2024, namely the Group's five main countries (France, Italy, Belgium, the United Kingdom and Spain), which account for 83% of the Group's revenue, based on actual data. For the remainder of the scope, the data was estimated based on the workforce at the end of the period. Over the coming financial years, the Group's integration process will see a gradual expansion of the reporting scope, with coverage of projected revenues reaching 90% in 2026 and 100% in 2027.

The methodological limitations inherent in the calculation of the quantitative data presented in the sustainability statement will be outlined in the relevant sections.

Qualitative data

The collection of qualitative data was extended to all countries where the Group operates.

1.2.3 Significant changes in consolidation scope during the baseline year

Acquisitions and disposals during the reporting period are detailed in section 1.2. *Key events in 2025* of the management report.

These movements have had no impact on material sustainability issues.

Where there are changes in the scope of consolidation, data relating to the new entities are included in the sustainability statement in accordance with financial consolidation rules, unless otherwise specified in section 1.1.1. *Scope of consolidation*.

1.2.4 Partially disclosed or undisclosed information

For some material sustainability issues, information required by the ESRS and the CSRD may not be disclosed, or may only be disclosed in part, due to the unavailability of data. These specific cases are set out in the relevant sections of the sustainability statement to ensure clarity. The Group is also developing an action plan to improve the reliability of data collection; details of this plan are also set out in the relevant sections, where applicable.

(1), Netherlands, Germany, Luxembourg, Portugal, Austria, Switzerland, Czech Republic, Slovakia, Poland, Australia, Canada and the subsidiary DCS EASYWARE.

(2) Excluding greenhouse gas emissions, for which the estimation methodology is described below.

| DP / DR | Remarks | Sections |
|---|---|---|
| Energy intensity based on net revenue | Energy intensity is calculated by dividing total energy consumption by the Group's consolidated revenue. The 2024 data was corrected in 2025 following the identification of a calculation error. | <i>4. Compensation policy for corporate officers</i> |
| GHG intensity based on net revenue | GHG intensity is calculated by dividing the volume of greenhouse gas emissions by the Group's consolidated revenue. In 2024, this intensity was calculated using a scope limited to the numerator only (five main countries). Corrected data is presented in 2025 in the dedicated section, for comparability purposes. | <i>2.1. Climate change</i> |
| Resource inflows | Information regarding the disclosure requirements for resource inflows is not published as it is not available. | <i>2.2. Use of resources and circular economy</i> |
| Total number of employees and breakdown by gender and country | The "other" gender category was added in 2025, primarily to include employees who do not wish to disclose their gender; in practice, only Belgium reports temporary employees in this category, as it does not have information regarding their gender. The tools used by most countries do not allow for the collection of this data. | <i>3.1. Own workforce</i> |
| Employee turnover rate | The turnover rate is calculated for all permanent employees and for temporary staff on open-ended temporary contracts only. | <i>3.6. Attracting and retaining talent</i> |
| Family leave | Temporary staff at the UK subsidiary are excluded from the calculation of these indicators, as UK regulations distinguish between the right to paid leave and the right to compensation: temporary workers may receive compensation without being entitled to paid leave, and are only eligible for paid leave if they have worked for 26 weeks in total. Therefore, current tools do not allow us to identify the number of eligible temporary staff. | <i>3.7. Work-life balance</i> |
| Pay | <p>In 2025, the Group's reporting protocol was clarified to improve subsidiaries' understanding of pay indicators, following the identification in 2024 of certain omissions, particularly regarding the inclusion of bonuses in pay calculations.</p> <p>In 2024, the Belgian subsidiary included all employees present on 31 December in the pay calculation, including those who were absent for part of the year, unlike in 2025, when the approach was brought into line with the definition set out in the reporting protocol.</p> <p>The pay ratio is not available at consolidated level, as pay gaps have been calculated for each country included in the reporting scope (five main countries), without any centralised comparison. This comparison will be carried out during the next financial year. Furthermore, the Group pay ratio reported in 2024 contained a calculation error.</p> | <i>3.8. Gender equality in the workplace</i> |
| Senior management | The figures for the number of senior management staff and the gender breakdown relate solely to permanent employees on permanent contracts. | <i>3.8. Gender equality in the workplace</i> |
| Disability | The United Kingdom is excluded from the calculation of indicators relating to the scope of temporary workers, as the data is not available. | <i>3.10. Diversity, inclusion and measures against violence and harassment in the workplace</i> |
| Training and skills development | Deferred training hours apply only to permanent employees. We are currently working to improve the reliability of the training hours recorded for temporary staff, as the current tools do not always allow us to obtain comprehensive data. The Group is working to improve this reporting and plans to disclose this data, where possible, in the next reporting period. | <i>3.11. Training and skills development</i> |

| DP / DR | Remarks | Sections |
|--|---|--|
| Health and safety | <p>In 2025, the methodology for calculating the indicator "Percentage of employees covered by a health and safety management system" was changed from an approach based on employees' health coverage to one focused on the existence of an occupational health and safety management system. The workforce figures quoted are as at 31 December, at the end of the financial year.</p> <p>In 2024, in France, the number of workplace accidents resulting in lost time included the number of commuting accidents as well as the number of accidents that occurred prior to 2024 but were officially recognised during the reporting period. In 2025, the methodology was updated to exclude such accidents.</p> | <i>3.13. Health and safety, quality of life at work</i> |
| Prevention and detection of corruption and bribery | In 2025, a reporting error was identified at the Italian subsidiary regarding the data reported in 2024 for the number of employees in high-risk functions (374 employees reported instead of 308), which resulted in an underestimation of the percentage of employees in high-risk functions who had attended anti-corruption training (78% reported instead of 82%). | <i>4.3.2. Prevention and detection of corruption and bribery</i> |
| Payment practices | The indicator "Percentage of payments aligned with standard payment terms" was not included in the 2024 sustainability statement, as it was not one of the indicators monitored by the Group. In the absence of a specific monitoring process for this data, no information has been reported. By 2025, this indicator was monitored in some countries; however, material differences remained in the calculation methods. Furthermore, some countries that make a significant contribution to this reporting do not yet have the tools and resources required to collect the information. Against this backdrop, the Group has chosen to prioritise data reliability before any disclosure. | <i>4.3.4. Management of relations with suppliers, payment practices and respect for human rights in business relations</i> |
| Adequate wage | At this stage, the concept of "adequate wage" is understood to mean compliance with the legal and contractual minimum wages applicable in each country where the Group operates. Work is, however, underway to gradually broaden this definition and incorporate a more comprehensive approach to adequate wage in the coming financial years. | <i>3.9. Adequate wages</i> |

Furthermore, although operating and/or capital expenditure is allocated to the implementation of sustainability action plans, the corresponding consolidated financial data is not available at this stage. Accordingly, the detailed amounts cannot be disclosed in the sustainability statement. The Group plans to strengthen its processes in order to improve the availability and reliability of this information in the coming financial years.

Furthermore, each section of the sustainability statement features dedicated insets highlighting the key initiatives implemented by the subsidiaries. This list is not exhaustive and reflects only a selection of the most significant initiatives.

Lastly, certain data is included in the sustainability statement by reference to other sections of this report:

| DP / DR | Sections |
|--|--|
| GOV-3 Integration of sustainability-related performance in incentive schemes | <i>4. Compensation policy for corporate officers</i> |

1.2.5 Changes to the presentation of information

To ensure greater clarity, any changes made to the disclosure of information – whether relating to the calculation methodology or the presentation of data – are explained in the relevant section of the sustainability statement, in the form of footnotes or dedicated

inserts. Similarly, any errors relating to the previous tax period are detailed in the relevant sections, along with the corrected figure, where available.

1.3 Governance of sustainability issues (GOV)

1.3.1 Role and responsibilities of governance bodies (GOV-1)

The Group's governance bodies are represented by the Board of Directors and the Executive Management.

1.3.1.1 Role of governance bodies

The Board of Directors

The role of the Board of Directors is based on decision-making and oversight.

With regard to material environmental, social or business conduct issues, it deliberates in particular on:

- All decisions relating to major social policy guidelines;
- The contents of the management report, which includes the sustainability statement;
- Maintaining the social and environmental objectives that the Group wishes to pursue;
- Setting targets for gender diversity in governing bodies;
- Verifying the quality and accuracy of the information provided to shareholders;
- Setting up committees and ensuring they function properly.

The Board also ensures that the measures taken in all countries to combat corruption are appropriate and effective.

The Board of Directors is supported in its duties by specialist committees: the Audit Committee and the CSR Committee.

Audit Committee

The Audit Committee's main tasks are to:

- Review the financial statements and ensure that the accounting methods used to prepare the Company's consolidated and annual financial statements are appropriate and consistent;
- Monitor the process for preparing financial information, the process for preparing sustainability-related information, and the process implemented to determine the information to be disclosed in accordance with sustainability reporting standards;
- Ensure that internal control and risk management procedures, as well as internal audit procedures where appropriate, are in place with regard to the procedures relating to the preparation and processing of accounting and financial information and sustainability-related disclosures;
- ensure that the rules of independence and objectivity are followed by the Statutory Auditors in performing their audits, and monitors the terms and conditions of their reappointment and the determination of their fees.

The Members of the Audit Committee are:

- Vera Cvijetic Boissier, Independent Member, Chairwoman of the Audit Committee,
- Nathalie Gautier, Independent Member,
- HB Collector, represented by Christoph Lanz,
- Julien Vaney.

The Audit Committee meets as often as necessary; it met three times during the 2025 financial year.

CSR Committee

A CSR Committee was established in 2024 to ensure that the Board of Directors takes sustainability issues into account, and in light of the introduction of the CSRD.

At its meeting on 18 January 2024, the Board of Directors determined the composition, remit and operating procedures of the CSR Committee.

Its members are:

- Victorien Vaney, Chairman and Chief Executive Officer;
- Vera Cvijetic Boissier, Independent Director;
- Nathalie Gautier, Chairwoman of the Committee and Independent Director.

The role of the CSR Committee is to assist the Board of Directors in monitoring issues related to social and environmental responsibility. The Board relies on the work of this Committee for matters relating to the CSR strategy and its implementation, in particular through the drafting and publication of the sustainability statement.

The CSR Committee is also tasked with ensuring that the Group anticipates the non-financial challenges, opportunities and risks associated with its business, in order to promote responsible value creation over the long term.

The members of this Committee, like all members of the Board of Directors, were made aware of CSR issues during training sessions organised in 2024, as outlined in section *1.3.1.3. Governance bodies' responsibilities with regard to sustainability*.

Executive Management

Executive Management implements the guidelines set by the Board of Directors, including policies and action plans relating to sustainability issues.

Executive Management provides guidance on and approves the CSR strategy and monitors the implementation of initiatives.

Sustainability issues are regularly on the agenda. In particular, the double materiality analysis and the list of material issues were discussed in 2024, when the analysis was drawn up, and again in 2025, when it was updated. In addition, Executive Management monitors the progress of the collection of qualitative and quantitative sustainability information each year in order to engage the relevant stakeholders. Certain specific sustainability issues are regularly included on the agenda for meetings, depending on the progress of the action plan linked to the Group's sustainability strategy.

Operational sustainability governance

The definition and implementation of the sustainability strategy are coordinated by the CSR Committee, which works with the Group's various business lines depending on the specific issues involved:

- The Internal Audit, Risk and Quality-Safety-Environment Department oversees, amongst other things, the reporting of sustainability information and the operational implementation of the Group's health, safety and environment strategy.
- The Human Resources Department sets out the Group's human resources management processes and priorities, draws up action plans and monitors their implementation, and centralises the data required for management purposes. It is assisted by a team of specialists, organised into three areas of expertise:
 - The Disability Task Force;
 - The Integration Task Force;
 - And the Gender Equality and Seniors Task Force.
- The Purchasing Department is responsible for the Group's responsible purchasing policy, working closely with the Legal Department and the Internal Audit, Risk and Quality-Safety-Environment Department.
- The Compliance Department sets out the guiding principles of the Group's ethics and business conduct policy, ensures that these principles are shared across the Group's entities, and provides them with the support they need to implement them.
- The Information Systems Department establishes the Group's information systems security policy, including security norms and standards, and provides advice and support to the various subsidiaries. It also monitors subsidiaries' overall security levels through audits and controls carried out on the various entities.

Each of these departments oversees the operational implementation of the Group's strategy in each of the 17 countries where it operates, drawing on a network of

coordinators. The coordinators at each subsidiary are responsible for:

- Defining and monitoring action plans tailored to the local situation and regulations, as well as to the specific characteristics of customer business sectors;
- Preparing sustainability statements, submitted annually using ad hoc tools, and analysing performance across various sustainability issues;
- As well as carrying out first-level controls on sustainability information, carried out by their employees, who have been trained for this purpose.

1.3.1.2 Composition of governance bodies

The Board of Directors

In accordance with the Middlednext Code, the SYNERGIE Group ensures a balanced composition of the Board, which has six members (including one executive member and five non-executive members).

The following principles are applied:

- The principle of gender diversity (two women and four men, which complies with the rule that the difference between the number of members of each gender must not exceed two). Women therefore represent 33% of the members of the Board of Directors.
- The presence of independent directors (two female independent directors), representing 33% of the directors.
- Employee representation (one representative) representing 16% of the directors.

Executive Management

The Executive Management, headed by the Chief Executive Officer, comprises eight members representing the Finance, Human Resources, Legal, Compliance, Marketing and Communications, Information Systems, French Sales and International Development departments (38% women, 62% men).

1.3.1.3 Governance bodies' responsibilities with regard to sustainability

In 2024, when the sustainability statement was published for the first time, a training programme was introduced for directors and Executive Management, aimed at strengthening and aligning their skills on CSR issues and the CSRD.

| Title | Organisation | % of executive officers trained | % of directors trained |
|-------|--------------------------|---------------------------------|------------------------|
| CSRD | BMA Conseil et Formation | 100% | 100% |

Members of the Executive Management and Board of Directors attended a two-day in-person training session, enabling them to develop a shared understanding of the regulatory framework, reporting requirements and the key sustainability issues relevant to the Group.

Furthermore, the skills and expertise of the members of the governing bodies are based on both:

- Their professional experience (strategy, risk management, compliance);
- And the training they have received, particularly in the areas of sustainability and the CSRD.

These skills are leveraged to monitor the material impacts, risks and opportunities identified for the Group. To this end, members of the Executive Management and the Board of Directors are informed annually of the results of the double materiality analysis during

a dedicated meeting held to review, approve and integrate these results into the strategic guidelines.

1.3.2 Information provided to governance bodies and sustainability issues addressed by these bodies (GOV-2)

The Board of Directors met five times during the financial year. Each year, it reviews the sustainability statement, along with all the quantitative and qualitative information it contains, at a meeting of the Audit Committee. This information is also reviewed and approved by the CSR Committee.

Since its creation, the CSR Committee has met six times: three times in 2024 and three times in 2025. These meetings provided an opportunity to address the following topics in particular:

- A review of the reporting framework established to comply with the CSRD and the key lessons learned from the review of the sustainability statement;
- The presentation and approval of the double materiality analysis;
- The presentation and approval of the “SYNERGIE for Climate” climate strategy;
- And the monitoring of non-financial assessments by external organisations such as EcoVadis.

In terms of monitoring material impacts, risks and opportunities, the CSR Committee’s work has so far mainly focused on environmental issues, notably through the definition of the Group’s climate strategy. At this stage, no specific sessions have been dedicated to social and governance issues. However, these issues have been addressed in a comprehensive manner, particularly as part of the monitoring of non-financial assessments and during the review and approval of the double materiality analysis.

The network of CSR coordinators in subsidiaries, established in 2024, ensures that quantitative and qualitative information is reported to governing bodies. In this way, this information can be taken into account in the Group’s overall strategy.

Operational departments, as described in section 1.3.1.1. *Role of governance bodies*: they are responsible for providing sustainability information to the governing bodies.

1.3.3 Integration of sustainability-related performance in incentive schemes (GOV-3)

The Shareholders’ Meeting of 4 June 2025, acting on a proposal from the Board of Directors, amended the compensation policy and introduced variable compensation for the Chairman and Chief Executive Officer. The performance criteria were set as follows:

- 33% of the amount based on the achievement of quantitative financial targets;
- 33% of the amount based on the achievement of non-financial / CSR targets;
- 33% of the amount based on the achievement of individual qualitative targets.

defined by the Board of Directors.

On 11 February 2026, the Board of Directors, acting on a proposal from the Compensation Committee, defined the quantitative, qualitative and 2025 CSR targets and the proportion of each of them in the variable portion of the Chairman and Chief Executive Officer’s annual compensation.

In particular, the non-financial/CSR qualitative targets are:

- Digital transformation (including CRM / automation);
- CSR certification (EcoVadis / ISO);
- Employee training (sales / SYNERGIE Academy).

The assessment criteria are currently based on a qualitative assessment of their progress and actual implementation over the period in question.

All information relating to the compensation of corporate officers, as well as the extent to which the associated targets, including non-financial criteria, have been met, is presented in detail in *section 4. Compensation policy for corporate officers* in the management report.

1.3.4 Statement on due diligence (GOV-4)

Article L. 225-102-4 of the French Commercial Code requires “any company employing, at the end of two consecutive financial years, at least five thousand employees in its own company and in its direct or indirect subsidiaries in France, or at least ten thousand employees in France or abroad” to establish and effectively implement a due diligence plan.

In 2025, the SYNERGIE Group did not meet any of the required thresholds, as these are calculated solely on the basis of the number of permanent employees. The Group is therefore exempt from this obligation.

Furthermore, the European Union has adopted a directive on corporate sustainability due diligence (EU 2024/1760 of 13 June 2024), which must be transposed by Member States by 26 July 2027 at the latest. In line with the CSRD, the SYNERGIE Group is closely monitoring developments in European regulations on due diligence and their implications for the Group.

| Core elements of due diligence | SYNERGIE Group's approach | Section |
|--|--|---|
| a) Embedding due diligence in governance, strategy and business model | The Group has structured its due diligence approach within a dedicated governance framework, led by its CSR Committee, which is in turn supported by the relevant operational departments. | <i>1.3.1.1. Role of governance bodies</i> |
| b) Engaging with affected stakeholders in all key steps of the due diligence | The Group engages in regular dialogue with its identified key internal and external stakeholders to incorporate their expectations into its due diligence process. | <i>1.4.2. Taking into account interests and views of stakeholders (SBM-2)</i> |
| c) Identifying and assessing adverse impacts | The Group uses its double materiality analysis to identify the adverse impacts associated with its activities throughout its value chain. | <i>1.5. Impact, risk and opportunity management (IRO)</i> |
| d) Taking action to address those adverse impacts | The SYNERGIE Group implements concrete action plans in the areas of human resources, ethics, responsible purchasing and the environment, which are drawn up and monitored by the Group's relevant operational departments. Depending on the issue, its actions are guided by charters, policies and partnerships aimed at preventing, rectifying or mitigating the identified impacts. | <i>2. Environmental responsibility 3. Social responsibility 4. Business conduct</i> |
| e) Tracking the effectiveness of these efforts and communicating | The Group keeps track of its progress through its CSR Committee, publishes its results on a regular basis (through its annual report and responses to non-financial surveys – EcoVadis, Ethifinance, CDP, the United Nations Global Compact, etc.) and has its performance verified by external parties to ensure transparency and continuous improvement. | <i>2. Environmental responsibility 3. Social responsibility 4. Business conduct</i> |

1.3.5 Risk management and internal controls over sustainability reporting (GOV-5)

The Group's major risk mapping, updated in 2025, takes into account its entire value chain and is based on interviews conducted with the Chairman and Chief Executive Officer, the Group's key departments and several major subsidiaries. These interviews enable risks to be identified and then assessed in terms of their impact, likelihood and level of control. Around ten of these risks are then classified as major, based on their criticality or level of control. They are then tracked by a dedicated sponsor as part of a corresponding action plan. This 2025 process identified several specific risks related to the collection and publication of sustainability information, notably:

- risk related to regulatory changes;
- risk related to internal control;
- risk related to inadequate monitoring of financial and non-financial performance.

In addition, in 2025, the Group's risk mapping was presented to Executive Management and subsequently to the Audit Committee. In addition to the identified risks relating to reporting, any confirmed incidents occurring during the financial year are reported directly to Executive Management.

To prevent such risks and ensure that the sustainability disclosures published in the sustainability statement are complete and accurate, the SYNERGIE Group has set up a robust internal control system. This system is based on several complementary measures:

- **Awareness-raising, training and support for contributors**

The Internal Audit, Risk and Quality-Safety-Environment Department regularly organises awareness-raising activities and training sessions for the teams involved.

These initiatives take the form of workshops held throughout the year, and are stepped up when the annual sustainability data collection campaign is launched.

- **Structured and accessible reporting protocols**

Detailed reporting protocols are drawn up and made available to contributors by the Internal Audit, Risk and Quality-Safety-Environment Department. These documents cover all the sustainability issues addressed in this sustainability statement and set out the definitions, scope, calculation methods and control procedures.

- **Validation process and internal review**

The data collected is subject to consistency controls and successive validations by business line managers and the Internal Audit, Risk and Quality-Health-Safety-Environment Department, in particular:

- A first-level control carried out at local level by the contributors responsible for producing the data and the associated supporting documents. The control must ensure that the data meets the requirements described in the reporting protocol (definition, scope, calculation method) and, in particular, ensure that it follows a logical trend compared to the previous year and that the scope is comprehensive.

- A second-level control is carried out at Group level by the Internal Audit, Risk and Quality-Safety-Environment Department, which verifies the quality of the data against the reporting protocol. In particular, it ensures the data is complete, accurate and traceable in order to provide a reliable audit trail.

The procedures for monitoring and preventing major risks associated with the collection and publication of sustainability information are defined by the Internal Audit, Risk, and Quality-Health-Safety-Environment Department. An action plan will be drawn up in 2026,

based on the risks identified during the reporting campaign, and risk managers will be appointed to ensure that these risks are prevented and mitigated.

Furthermore, the double materiality analysis, developed in 2024 and partially updated in 2025, has enabled the Group to prioritise the impacts, risks and

opportunities related to sustainability issues. These issues are presented in section 1.5. Impact, risk and opportunity management (IRO). In 2025, alignment work was undertaken to incorporate the findings of this analysis into the Group's risk assessment.

1.4 Sustainability strategy (SBM)

1.4.1 Strategy, business model and value chain (SBM-1)

1.4.1.1 Strategy and business model

Founded over 50 years ago, the SYNERGIE Group is now a leading European player in Human Resources management, specialising in temporary work, recruitment, transition management, consultancy and training. Each of these business lines requires responsiveness, adaptability and rigour in order to meet the requirements of clients, companies and public institutions.

Thanks to its 5,500 permanent employees⁽³⁾, the SYNERGIE Group works every day to place temporary employees⁽³⁾ – totalling more than 63,500 in 2025 – in France and internationally. In the 2025 financial year, the Group generated revenue of €3.2 billion.

The Group operates across a range of industrial sectors, including cutting-edge industries such as aero-

space and renewable energy, the automotive sector, transport and logistics, construction and public works, healthcare, the agri-food and service industries, and information and communication technologies.

Through its subsidiary DCS EASYWARE, the SYNERGIE Group is continuing to expand in the rapidly growing digital services market with a range of services that encompasses IT infrastructure management, IT outsourcing, consultancy and technical support, as well as the provision of qualified staff. In 2025, the subsidiary accounted for 2% of the Group's revenue.

The SYNERGIE Group's business model is based on a diversified portfolio of clients, sectors, company types (small and medium-sized enterprises, mid-cap companies – 45%, large corporate clients – 55%) and geographical regions. With a presence in 17 countries and a network of 850 branches, international operations account for 61% of the Group's consolidated revenue.

In the 2025 financial year, activities were distributed as follows:

| Region | Revenue | Workforce |
|-----------------------------|---------|-----------|
| France | 39% | 28% |
| Southern Europe | 35% | 43% |
| Northern and Eastern Europe | 22% | 26% |
| Outside Europe | 4% | 3% |
| Group | 100% | 100% |

The Group's main activities are carried out in five countries (France, Belgium, the United Kingdom, Spain and Italy), which account for 83% of the Group's revenue and 77% of its workforce. Detailed information on the Group's workforce by country is provided in section 3. *Social responsibility*.

The highlights and strategic decisions for the 2025 financial year are set out in section 1.2. *Key events in 2025* of the management report.

The SYNERGIE Group's sustainability approach is fully integrated into its overall strategy and forms part of its core mission: to facilitate access to employment for all.

This strategy is based on three complementary pillars: the environment, social issues and governance. It reflects the Group's commitment to reducing its environmental impact, promoting the inclusion and

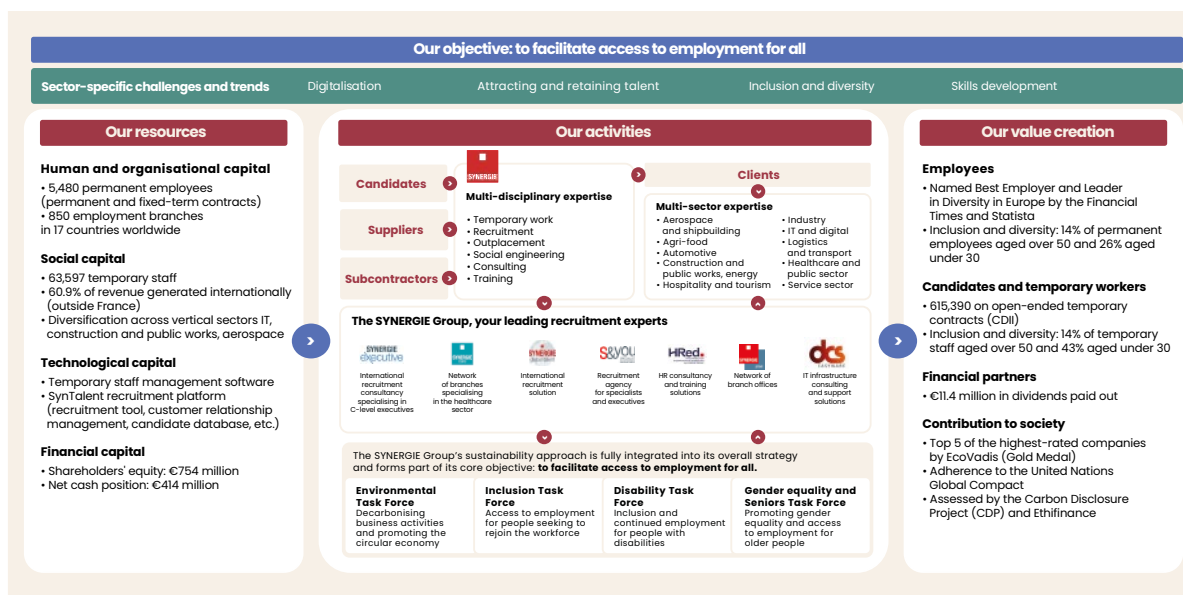
well-being of employees and stakeholders, and ensuring responsible and transparent governance. By embedding these dimensions at the core of its activities, the SYNERGIE Group strengthens its ability to create long-term value for all its stakeholders, in line with its purpose. This approach is also underpinned by the Group's accession in 2017 to the United Nations Global Compact, which guides it in fulfilling its commitments and aligning its practices with universal principles relating to human rights, labour standards, the environment and anti-corruption. This accession, along with the Global Compact's 17 goals and 169 targets, is embedded throughout the Group's corporate culture.

The Group's sustainability strategy and commitments across each of these dimensions are presented in detail in the relevant sections of this report, as well as in the section *A word from the Chairman*.

(3) Workforce as of 31/12

The SYNERGIE Group's business model, set out below, illustrates how the Group's resources, service offering and partnerships create value for all its stakeholders

(candidates, permanent and temporary employees, clients, shareholders, etc.).



1.4.1.2 Value chain

The SYNERGIE Group's main suppliers are:

- providers of training and additional services for temporary employees;
- estate agents with whom recruitment and placement agencies sign leases;
- vehicle fleet managers;
- suppliers of digital solutions and equipment;
- suppliers of general services.

Framework contracts define purchasing practices for administrative supplies or PPE provided to temporary workers.

The impacts, risks and opportunities identified upstream in the value chain are presented in section 1.5. *Impact, risk and opportunity management (IRO)*.

SYNERGIE Group's clients are companies of all sizes, across a wide range of sectors. They do not pose any specific sustainability risks.

Furthermore, given the nature of its business sector, the Group has no direct dealings with consumers or end users.

1.4.2 Taking into account interests and views of stakeholders (SBM-2)

By "stakeholder", the Group means any person, group or organisation with a direct or indirect interest in the company's activities, decisions or results. Internal stakeholders (employees, shareholders) and external stakeholders (clients, candidates, suppliers, public authorities, financial stakeholders, etc.) are taken into account. As part of a broader stakeholder approach, environmental considerations are also taken into account, given that the Group's activities have a direct impact on ecosystems and that, in turn, their preservation is key to the future viability of the business model. Interactions with stakeholders are understood as interdependent relationships.

In 2023, the SYNERGIE Group created a mapping of its stakeholders. This mapping reflects its various circles of mutual influence and interrelationships.

| Circles of importance | Stakeholders |
|--|---|
| First circle Collaborate and engage closely | Customers, employees, candidates, shareholders |
| Second circle Keep satisfied and informed | Suppliers, public authorities, employers' organisations, social partners, financial stakeholders, employment associations |
| Third circle Take into consideration | Competitors, certification bodies, schools, local associations, the general public |

The SYNERGIE Group has always involved its key stakeholders – customers, candidates, permanent and temporary employees, as well as its shareholders – in its strategic thinking. The table below summarises the channels of dialogue and interaction favoured by the Group to take their views and interests into account in its strategy.

| Stakeholder category | Channels of dialogue | Taking their views and interests into account in the strategy |
|----------------------|--|--|
| Customers | Business discussions, satisfaction surveys, mutual sharing of CSR commitments | Continuous adaptation of the service offering and improvement of service quality based on client feedback received by the branches. |
| Candidates | Candidates interviewed at branches, via social media and on the Group's websites | Tailoring recruitment processes and the candidate experience in line with the expectations expressed at branches for temporary staff, and by the Human Resources Department for permanent employees. |
| Employees | Social dialogue, local HR team, satisfaction survey | Implementation of preventive and corrective measures to improve working conditions based on feedback from employees gathered through these consultation mechanisms, led by the Human Resources Department. |
| Shareholders | Meetings with shareholders, Shareholders' Meeting | Incorporation of their expectations into strategic guidelines and value creation policy, via the Finance Department, the primary channel for dialogue with shareholders. |

1.4.3 Material impacts, risks and opportunities (SBM-3)

A double materiality analysis, the methodology for which is described in section 1.5. *Impact, risk and opportunity management (IRO)*, has enabled the Group to identify, in a structured manner, the environmental, social and governance issues that significantly influence the Group's strategy and business model. It has enabled us to establish an overview of the material impacts, risks and opportunities for the SYNERGIE Group. The influence of each IRO on the Group's business model and strategy is presented in a summary table in each section.

The impacts, risks and opportunities identified as part of this analysis are monitored by the Internal Audit, Risk, CSR and Quality-Health-Safety-Environment Department,

in collaboration with the various business lines involved, to ensure they are prevented and managed. To ensure the Group's ability to adapt to these impacts, risks and opportunities and to integrate them into the corporate strategy, Executive Management is regularly updated on developments through meetings, as is the CSR Committee. Employee representative bodies are also consulted on this matter. In particular, opportunities – beyond simply being identified as part of the double materiality analysis – are integrated into the Group's overall management structure, notably through the risk management process (which includes the analysis of associated financial opportunities and their monitoring) as well as during the subsidiaries' budget reviews, during which they are identified, monitored and consolidated at Group level.

1.5 Impact, risk and opportunity management (IRO)

1.5.1 Process for identifying and assessing material impacts, risks and opportunities (IRO-1)

1.5.1.1 Background and objectives

The SYNERGIE Group has a simple materiality matrix, which was developed in collaboration with a specialist consulting firm in 2021 and updated in 2023. This initial work enabled the mapping of the Group's stakeholders, presented in section 1.4.2. *Taking into account interests and views of stakeholders (SBM-2)*, and identifying a set of environmental, social and societal issues deemed relevant and material to the Group and its stakeholders.

In accordance with the requirements of the CSRD and the ESRS, a double materiality analysis was carried out in 2024, with the assistance of a specialist consulting firm, on a centralised basis at Group level, and in consultation with the Group's business lines. This double materiality analysis, revised in 2025, is based on two dimensions:

- **Impact materiality**, which involves assessing the proven or potential impacts, whether positive or negative, of SYNERGIE's business activities across its entire value chain (upstream, direct operations, downstream),

on the environment and people. These impacts, which may arise in the short, medium or long term, reflect the company's contribution – whether positive or negative – to sustainable development.

- **Financial materiality**, which aims to identify the risks and opportunities associated with sustainability issues and to measure their short-, medium- or long-term financial impact on the Group's financial performance. This double materiality analysis enables the SYNERGIE Group to incorporate the identified material issues into its overall strategy and to set out, in its sustainability statement, how it prevents and manages the associated impacts, risks and opportunities.

1.5.1.2 Governance

The SYNERGIE Group's double materiality analysis was carried out in 2024, when the sustainability statement was first published, under a robust governance framework in which Executive Management was actively involved. It included:

- the Internal Audit, Risk and Quality-Safety-Environment Department, which conducted the analysis in collaboration with the Human Resources Department, the International Development Department, the Legal

Department and the Compliance Department.

- The Steering Committee, comprising key executives (Chairman and Chief Executive Officer, Chief Financial Officer, Head of Internal Audit, Risk, CSRD and QSE, Head of Human Resources, Head of International Development), which met every two weeks to approve the key milestones and validate the results of the analysis in 2024.
- The Project Committee, comprising the Chief Financial Officer and the Head of Internal Audit, Risk, CSRD and QSE, which managed, guided and monitored the project.

For the 2024 financial year, a presentation of the results of the double materiality analysis was given to the employee representative bodies.

Executive Management validated the results of the analysis, which were then presented to the CSR Committee and subsequently submitted to the Board of Directors for final approval with a view to publishing the information in the sustainability statement.

1.5.1.3 Scope

The double materiality analysis was conducted centrally at Group level, given the uniform nature of the activities carried out in all the countries where SYNERGIE operates (primarily temporary work and recruitment). This analysis prioritised issues identified through consultation with the five countries making the largest contributions – France, Belgium, the United Kingdom, Spain and Italy – which account for 83% of the Group's revenue for the 2025 financial year.

The other countries in which SYNERGIE operates (the Netherlands, Germany, Luxembourg, Portugal, Austria, Switzerland, the Czech Republic, Slovakia, Poland, Australia and Canada) present similar challenges, due to the comparability of activities and regulatory frameworks. At this stage, the double materiality analysis does not include a specific identification of high-risk geographical regions.

China was excluded from the scope of the analysis, as the Group has only a sales representative office there with no significant operational activity, as described in section 1.1.1. *Scope of consolidation*.

Lastly, issues relating to DCS EASYWARE, a subsidiary specialising in digital services, were included in the scope of the analysis, as they are comparable to those of the Group's core business. In 2025, a reconciliation was carried out between the results of the Group's double materiality analysis, conducted in 2024, and that carried out in 2024 by DCS EASYWARE for commercial purposes.

1.5.1.4 Process

The double materiality analysis was carried out using the following methodology, divided into three main stages:

- preparatory work (identification of stakeholders and relevant issues);
- identification and assessment of impacts, risks and opportunities (identification, for each issue, of the associated impacts, risks and opportunities, and

assessment of financial materiality and/or impact materiality, using a predefined rating scale);

- analysis and validation (determination of the materiality threshold, followed by sharing and validation of the results).

Preparatory work

Stakeholder identification

In 2023, the SYNERGIE Group undertook an in-depth study aimed at identifying the specific challenges facing the sector, pinpointing the main players in the value chain, both upstream and downstream, as well as key stakeholders and existing channels of communication.

A stakeholder mapping was then carried out by a specialist consulting firm, enabling us to identify and consult the key stakeholders with whom the SYNERGIE Group maintains close relationships and a strong engagement. Key stakeholders include permanent and temporary employees of the Group, candidates, customers and shareholders, as outlined in section 1.4.2. *Taking into account interests and views of stakeholders (SBM-2)*. No external experts were consulted during the exercise.

Identification of relevant issues

The ESRS 1 standard, and in particular Application Requirement 16, served as the starting point for identifying issues relevant to the SYNERGIE Group. Based on the list of themes, sub-themes and sub-sub-themes defined by this standard, the Group refined its analysis using several sources:

- the Group's business model, formalised and documented as part of the double materiality analysis, and presented in section 1.4.1.1. Strategy and business model;
- the simple materiality analysis, carried out in 2023 by a specialist consulting firm, was based on qualitative interviews with internal and external stakeholders, as well as a quantitative survey of 1,600 external stakeholders;
- as well as a sector-specific analysis of the material issues identified by peers.

This work ensured that the issues selected were comprehensive. A consolidated list of 26 issues was drawn up.

When these issues were identified in 2024, the Group's stakeholders were not consulted again.

Following these analyses, certain themes, sub-themes and sub-sub-themes defined by Application Requirement 16 of the ESRS 1 standard were excluded, as they were deemed not applicable to the activities of the SYNERGIE Group. These included:

- Standards E2, E3, E4, S2, S3 and S4, which are considered irrelevant given the nature of the Group's activities:
 - ESRS E2 – Pollution: As SYNERGIE is a service provider, its activities are based primarily on administrative processes and the placement of temporary workers, with no production facilities or operations that generate significant pollution.
 - ESRS E3 – Water and marine resources: water

consumption is very low and the company is not involved in the management of marine resources. Its water footprint is therefore negligible compared to industrial or agricultural sectors.

- ESRS E4 – Biodiversity and ecosystems: as there is no activity on natural sites or production infrastructure, the direct impact on biodiversity remains limited. The branches are located in urban areas.

- ESRS S2 – Workers in the value chain: temporary workers employed by SYNERGIE are covered by the ESRS S1 standard – Own workforce.

- ESRS S3 – Affected communities: given the exclusively service-sector nature of the activities and the absence of significant impacts on local or indigenous communities, this theme was not included. However, a specific issue relating to economic, social and cultural rights was included: “Revitalising regions and supporting the local economy” (positive impact identified – entitled “Solidarity and community initiatives” in 2024).

- ESRS S4 – Consumers and end users: as the business focuses on B2B services (recruitment for companies), with no direct relationship with end consumers, this theme was not considered relevant. The material impact relating to privacy and data protection, identified in 2024, was reclassified under ESRS S1 “Own workforce”.

- Certain sub-sub-themes of the ESRS S1 standard, such as “Forced labour” and “Adequate housing”, were excluded from the existing legal frameworks in the countries where the company operates. The sub-sub-theme “Forced labour” was analysed within the scope of the value chain, under the issue “G1 – Respect for human rights in business relationships”.
- Certain sub-sub-themes of the ESRS G1 standard, such as “Animal welfare” and “Political engagement”, were excluded because the Group’s activities do not involve interaction with living organisms or political lobbying.

In addition, three issues specific to the Group’s activities were identified as part of the double materiality analysis:

- S1 – Attracting and retaining talent
- S1 – Protection of privacy and personal data
- S3 – Revitalising regions and supporting the local economy

Identification and assessment of impacts, risks and opportunities

For each issue deemed relevant, the SYNERGIE Group identified and documented the impacts, risks and opportunities in a centralised manner, in order to ensure the consistency and comprehensiveness of the information applicable to all entities. A list of 80 IROs was thus established, covering a wide range of sustainability considerations (environmental, social and governance) and tailored to the Group’s operational circumstances.

The entire value chain – from upstream to downstream, including direct operations – was modelled and analysed to identify the relevant impacts, risks and opportunities.

These impacts, risks and opportunities were defined taking into account the available data sources (busi-

ness models, simple materiality analysis, Group risk mapping, sector analysis). In particular, the following factors were taken into account:

- That both positive and negative impacts could give rise to financial risks or opportunities;
- That the Group’s dependencies on certain resources (particularly human, energy or technological resources) could also generate financial risks or opportunities in the event of disruption, scarcity or changes to these resources;
- That the identified risks and opportunities could arise from past as well as future events.

The impacts, risks and opportunities may materialise in the short term (0 to 1 year), medium term (1 to 5 years) or long term (beyond 5 years). Although these time horizons do not influence the materiality rating, they help to guide planning and prioritise the actions to be implemented. For impacts, it is also specified whether they are positive or negative, proven or potential.

The impacts, risks and opportunities were presented, assessed and validated by the business lines during centralised rating workshops. Additional sessions were organised with the Group’s main countries of operation (accounting for 83% of the Group’s revenue in 2024), enabling the ratings to be adjusted to ensure overall consistency of the analysis.

Given the uniform nature of the activities and the locations where they are carried out, no geographical disaggregation was deemed necessary. However, due to the specific characteristics of temporary and permanent employees, certain information was disaggregated by employee group in order to take into account their specific impacts, risks and opportunities.

Lastly, the materiality assessment was carried out by taking into account the anticipated impacts, risks and opportunities, irrespective of the policies and remedial actions already implemented by SYNERGIE, and in accordance with a predefined rating scale.

Rating scale for assessing impact materiality

An impact is considered material if it has significant effects – proven or potential, positive or negative – on people or the environment, in the short, medium or long term.

The assessment of this materiality is based on two criteria:

- **Severity**, which measures the magnitude or gravity of an impact on people or the environment, is assessed across several dimensions:
 - scale, i.e. the degree of severity (or benefit, in the case of a positive impact) of the impact on people or the environment;
 - scope, i.e. the extent of the impact, whether in terms of the geographical scope concerned or the number of people affected;
 - and the irremediable character, i.e. the extent to which a negative impact and its consequences can be corrected or offset. This criterion applies exclusively to negative impacts and does not cover positive impacts.

- and the probability of occurrence of the impact, taking into account current conditions and future trends.

Rating scale for assessing financial materiality

A risk or opportunity is considered material if it has, or is likely to have, a significant impact on the Group’s net profit.

The assessment of financial materiality is based on two criteria:

- the **magnitude** of the potential financial impact on the Group’s net profit;
- and the **probability** of the risk or opportunity occurring.

The financial materiality rating scale was defined by the Finance Department. The thresholds adopted are aligned with the Group’s Enterprise Risk Management (ERM) framework to ensure overall consistency in risk assessment and management. Although quantitative thresholds were defined to qualify the impact of risks and opportunities on the Group’s net profit, the assessment of financial materiality is based primarily on a qualitative analysis for the first two financial years. The Group plans to continue its work from the next financial year onwards to refine this analysis and enhance the approach with quantitative data.

| Financial magnitude | Qualitative level | Rating |
|---|-------------------|--------|
| Impact on net profit < 1% | Minor | 1 |
| Impact on net profit between 1% and 4% | Moderate | 2 |
| Impact on net profit between 5% and 10% | Significant | 3 |
| Impact on net profit > 10% | Major | 4 |

Analysis and validation

Impacts, risks or opportunities are considered material when they are material either in terms of impact, from a financial perspective, or both.

When the double materiality analysis was developed in 2024, the materiality threshold was set conservatively to ensure that no relevant material issues were omitted from the analysis. This threshold remained unchanged in 2025, but may be revised at a later date depending on changes in business activity, sector trends or the expectations of the SYNERGIE Group’s stakeholders.

The material issues, presented in the sustainability statement, are those associated with at least one material impact, risk or opportunity. In 2025, the list of material issues consisted of 23 issues, each associated with 42 material impacts, risks and opportunities.

As in 2024, the results of the double materiality analysis were reviewed and approved by Executive Management and then submitted to the CSR Committee and the Board of Directors, who are responsible for final approval prior to the publication of the information in the sustainability statement.

1.5.1.5 Review process

The SYNERGIE Group updates its double materiality analysis annually in the event of significant developments that could call the results into question. If no such events occur, an update is carried out every two years. Each year, as part of the review of the Group’s Enterprise Risk Management (ERM) framework, a parallel review of the double materiality analysis is conducted by the Internal Audit, Internal Control and Risk Department. The necessary adjustments are then made, presented and approved by Executive Management.

In 2025, adjustments were made following a consistency review of all identified impacts, risks and opportunities,

as well as their ratings. This work led in particular to:

- a streamlining of the number of impacts, risks and opportunities, including the removal, for some of them, of the distinction between permanent and temporary factors, which was deemed to add little value in terms of the relevance of the analysis;
- a strengthening of the definitions and justifications for rating levels, in order to improve the traceability and robustness of the analysis;
- adjustments relating to the nature and classification of certain impacts, risks and opportunities, particularly those impacts initially classified as positive in 2024, taking into account existing preventive and corrective measures. In line with methodological requirements, the analysis was updated in 2025 on a gross basis, leading to these impacts being reclassified as negative, regardless of the control measures implemented by the Group.

These adjustments had no impact on the number and type of material issues identified, compared with 2024 (23 issues). The number of material impacts, risks and opportunities identified fell from 50 in 2024 to 42 in 2025. These adjustments were presented to and approved by Executive Management and the employee representative bodies.

1.5.1.6 Results

The results of the double materiality analysis, updated in 2025, are shown in the chart below.

Summary tables detailing the names of the impacts, risks and opportunities, their nature, their position in the value chain, their time horizon and their link to the business model are presented in the dedicated sections.

The SYNERGIE Group is not affected by the description of the material impacts on workers that may arise from transition plans aimed at reducing negative environmental impacts, as no such impacts have been identified.

Impact materiality

- E1 Energy - GFG emissions
- E5 Input and use of resources
- S1 Measures against violence and harassment in the workplace
- S1 Collective bargaining
- S1 Gender equality and equal work for equal pay
- S1 Employment and inclusion of person with disabilities
- S1 Diversity
- S1 Social dialogue
- S3 Revitalising regions and supporting the local economy
- G1 Management of relationships with suppliers
- G1 Protecting whistleblowers
- G1 Anti-corruption
- G1 Respect for human rights in business relations

Double materiality

- S1 Secure employment
- S1 Health and safety
- S1 Attracting and retaining talent
- S1 Adequate wages
- S1 Training and skills development
- S1 Protection of privacy and personal data
- S1 Work-life balance

Non materials issues

- S1 Freedom of association, the existence of works councils and the information, consultation and participation rights of workers
- S1 Child labour
- G1 Corporate culture

Financial materiality

- E1 Climate change adaptation
- E1 Climate change mitigation
- S1 Working time

1.5.2 Disclosure requirements in ESRS covered by the sustainability statement (IRO-2)

Information regarding the disclosure requirements under the ESRS covered by the sustainability statement, as well as the list of data points used by other regulations, are set out in notes 1 and 2 of the Appendices.

2 ENVIRONMENTAL RESPONSIBILITY

For several years now, the SYNERGIE Group has been taking environmental issues into account in the way it conducts its business. The main impacts identified relate in particular to climate change and resource use associated with its operational activities and those of its ecosystem (employees, temporary workers, customers and partners).

In order to formalise this approach across the Group, an environmental policy was drawn up at the end of 2025. It sets out the common principles and priority guidelines for reducing environmental impacts. The priority is now to roll it out across the subsidiaries and to support its operational deployment, in order to ensure consistent and effective implementation in all the countries where the Group operates.

Subsidiary initiatives

In parallel with this Group-wide initiative, several subsidiaries have been implementing structured environmental measures for a number of years, in line with their local regulatory and operational constraints.

Some subsidiaries, notably in the **UK, Austria, Spain and Italy**, have introduced an ISO 14001-certified environmental management system. For example, Austria carries out two audits a year – one voluntary, one mandatory – of its management system. In **Spain**, three people in the “Prevention” department are responsible for managing the environmental management system.

Other subsidiaries, such as **Poland** and the **United Kingdom**, have formalised a local environmental policy, approved by their governing bodies, in order to provide a framework for their practices and set qualitative targets tailored to their activities.

2.1 Climate change

In light of environmental challenges and the effects of climate change, the SYNERGIE Group is committed to a strategy aimed at gradually integrating more environmentally friendly practices into its activities. As a key player in the labour market, the Group aims to contribute, within the scope of its activities, to raising awareness among its employees, both temporary and permanent, as well as its customers and partners, of more sustainable practices.

2.1.1 Climate governance

To ensure its commitments are embedded in its day-to-day operations, the Group established a dedicated governance structure with the creation of an Environmental Task Force in September 2023. This unit is primarily responsible for overseeing the “ACT Pas à Pas” programme and the related initiatives, which are outlined below.

At this stage, no climate-related targets have been incorporated into the variable component of executive compensation, so no component of compensation is linked to climate considerations. The details regarding the incorporation of sustainability-related results into incentive schemes are set out in section 4. *Compensation policy for corporate officers* in the management report.

2.1.2 Climate strategy (E1-1)

The SYNERGIE Group has embarked on a systematic decarbonisation programme in order to contribute to the EU’s carbon neutrality target and the Paris Agreement objectives. In order to develop and structure its decarbonisation plan based on scientific assumptions,

the Group joined the “ACT Pas à Pas” programme in 2023, which was developed jointly by ADEME (the French Agency for Ecological Transition), the CDP (Carbon Disclosure Project) and the WBA (World Benchmarking Alliance), and supported by the United Nations. This initiative provides sector-specific methodologies that serve as a framework to help businesses drive climate action and align their strategies with relevant and ambitious low-carbon pathways.

A key step prior to the launch of the programme was the preparation of the Group’s first greenhouse gas (GHG) emissions assessment, carried out in 2022 using data from 2021. This enabled the Group to quantify its climate footprint.

The “ACT Pas à Pas” programme enables businesses to develop and implement a climate vision and action plan, following a five-step method tailored to their sector.

The “ACT Pas à Pas” programme in five stages

1. The initial assessment based on a critical review of the SYNERGIE Group’s greenhouse gas assessment and maturity;
2. Identifying the risks and opportunities associated with climate change;
3. Defining a short-, medium- and long-term vision (for the SYNERGIE Group, committing to a decarbonisation pathway aligned with the 1.5°C global warming limit set out in the Paris Agreement, and compatible with the European target of climate neutrality by 2050);
4. The translation of this vision into strategic terms, including targets. The SYNERGIE Group has therefore identified six strategic priorities:
 - Managing organisational change
 - Mobility of permanent employees and temporary workers
 - Responsible purchasing
 - Supporting customers on the pillars of CSR
 - Digitalisation and the impact of digital technology
 - Use of buildings and working environment
5. The translation of these strategic priorities into an operational action plan.

The action plan, drawn up in 2024, covers the following countries: France, Italy, Belgium, Spain, United Kingdom and Germany. It therefore covers 86% of the Group’s revenue and 86% of its greenhouse gas emissions in 2025⁽⁴⁾.

The initiatives defined as part of the “ACT Pas à Pas” initiative were developed in line with the Group’s business model, the operational priorities of its activities and the key value creation drivers identified. To ensure that it is aligned with the Group’s strategic decisions and growth trajectories, the governance of the decarbonisation plan relies on the involvement of management bodies. The principles of the decarbonisation plan were therefore approved by the Executive Committee and the CSR Committee in March 2024.

The priority initiatives identified and set out in the “SYNERGIE for Climate” action plan, which was approved and is monitored by the CSR Committee, are being gradually incorporated into the operational roadmaps of the relevant functions (purchasing, real estate, human resources, etc.) to ensure that they are effectively implemented.

This approach enables the SYNERGIE Group to gradually integrate its decarbonisation pathway into an overarching management framework, reconciling economic performance, climate risk management and a contribution to European and international climate targets.

The components of the SYNERGIE Group’s decarbonisation plan, developed using the “ACT Pas à Pas” approach, are summarised in the table below. This table refers to the sections detailed below and meets the requirements of the ESRS EI standard.

| Elements of the climate transition plan (EI-1, §16) | Section |
|---|--|
| (a) GHG emission reduction targets consistent with limiting global warming to 1.5°C, in accordance with the Paris Agreement | 2.1.4. Policies (EI-2) and targets (EI-4) |
| (b) Explanation of the identified decarbonisation measures and key actions planned, including: - Changes to the product and service portfolio - Adoption of new technologies in its own operations or in its value chain | 2.1.4. Policies (EI-2) and targets (EI-4) 2.1.5. Actions (EI-3) and performances (EI-5, EI-6) |
| (c) Description and quantification of the company’s investments and financing aimed at supporting the implementation of the transition plan Including reference to taxonomy -aligned CapEx and, where applicable, CapEx plans | The SYNERGIE Group’s investments and financing aimed at supporting the implementation of the decarbonisation plan have not yet been finalised, although expenditure was incurred during the reporting period. |
| (d) Qualitative assessment of locked-in GHG emissions potentially associated with the company’s key assets and products and, where applicable, the plans implemented by the company to manage GHG-intensive and energy-intensive assets and products | 2.1.4. Policies (EI-2) and targets (EI-4) |
| (e) An explanation of any objective or plans (CapEx, CapEx plans, OpEx) that the undertaking has for aligning its economic activities (revenues, CapEx, OpEx) with the criteria set out in the European Taxonomy Regulation. Including significant CapEx amounts invested during the reporting period related to coal, oil and gas-related economic activities . | No targets or plans (CapEx, CapEx plans, OpEx) have been established to align the Group’s activities with the criteria set out in the European Taxonomy Regulation. Information on the Taxonomy is presented in section 5. European taxonomy. The Group has no investments in coal, oil and gas-related economic activities. |
| (f) The undertaking is excluded from the Paris-aligned benchmarks . | The undertaking is not excluded from the Paris-aligned benchmarks. |
| (g) An explanation of how the transition plan is embedded in and aligned with the undertaking’s overall strategy and financial planning | 2.1.4. Policies (EI-2) and targets (EI-4) |
| (h) Information on whether the transition plan has been approved by the governance bodies | 2.1.4. Policies (EI-2) and targets (EI-4) |
| (i) The undertaking’s progress in implementing the transition plan | 2.1.5. Actions (EI-3) and performances (EI-5, EI-6) |

(4) The following countries were not included in the definition of the action plan: Netherlands, Portugal, Luxembourg, Austria, Switzerland, Czech Republic, Slovakia, Poland, Australia, Canada. The countries included in the analysis and the development of the pathway accounted for 86% of the Group’s greenhouse gas emissions in 2024.

The SYNERGIE Group does not have a transition plan as defined by Standard EI, due to the lack of quantification of the investments and financing required to implement such a plan (see points (c) and (e) in the table above).

2.1.3 Material impacts, risks and opportunities (SBM-3)

The double materiality analysis identified the material impacts, risks and opportunities (IROs) set out in the table below, relating to the following significant issues:

- Climate change mitigation;
- Climate change adaptation;
- Energy – GHG emissions.

| Issue | IRO | Type of IRO | Value chain | Time horizon | Link to strategy and business model |
|---------------------------|--|--------------------------|------------------------|--------------|---|
| Climate change mitigation | Synergie's own GHG emissions (e.g., from cars used for business purposes) contribute to an increase in the concentration of GHGs in the atmosphere, which has negative impacts on the climate and public health. | Negative impact (proven) | Own operations | ST, MT, LT | Controlling GHG emissions from operations is a key driver of operational performance and energy cost management, and is essential to the competitiveness and sustainability of the Group's business model. |
| Climate change mitigation | GHG emissions along Synergie's upstream and downstream value chain contribute to an increase in the concentration of GHGs in the atmosphere, with negative impacts on climate and health. | Negative impact (proven) | Upstream Downstream | ST, MT, LT | GHG emissions across the value chain have a direct impact on the carbon footprint of the Group's products and services; reducing this footprint is crucial to maintaining commercial appeal and ensuring compliance with customer requirements. |
| Climate change adaptation | Physical risks associated with climate change, such as flooding, heatwaves or water shortages, could lead to business disruption and loss of revenue. | Risk | Own operations | ST, MT, LT | Physical risks associated with climate change may affect business continuity and the Group's ability to deliver its services, with a direct impact on revenue and value creation. |
| Climate change adaptation | Transition risks associated with climate change, such as market disruptions or new stakeholder expectations, may have a significant financial impact on the Group. | Risk | Own operations | ST, MT, LT | Regulatory, technological and market changes related to the climate transition may alter market access conditions and require the business model to be adapted in order to maintain the Group's profitability. |
| Energy – GHG emissions | Synergie's customers are demanding greater ESG efforts from their suppliers. This could lead to a loss of market share if adequate targets and measures are not reported. | Risk | Own operations | MT, LT | Taking customers' ESG expectations into account is crucial to retaining market share and securing revenue in the medium and long term. |

Description and assessment of material impacts, risks and opportunities

As part of its climate change mitigation and adaptation strategy, the Group draws on the work carried out under the ACT Pas à Pas programme to identify and assess its climate change-related impacts, risks and opportunities. Accordingly, a range of climate-related risks (40 risks), covering in particular regulatory, market transition, physical and reputational risks, as well as opportunities (13 opportunities) relating to the market and resilience, were identified. This analysis was based on high-emission climate scenarios, enabling a conservative assessment of the potential impacts on the Group's activities and assets. The input data for these scenarios, the baselines for which are provided in the section below on policy and targets, are based on general, country-wide data from the countries included in the analysis. The process involved engaging the relevant departments and key subsidiaries to identify, for each time horizon (short, medium and long term), physical climate events likely to affect the Group's activities (such as extreme weather events,

heatwaves or associated operational disruptions), as well as transition risks associated with changes in the regulatory framework, market expectations and operational practices. The climate scenarios used enabled the Group to assess its overall exposure to these risks, as well as any associated opportunities, without prejudging future mitigation measures at this stage.

This analysis was supplemented by an initial assessment of the risk of exposure to physical climate hazards within the geographical scope of the French branches, based on various sources of information (Géorisques, natural disaster decrees and climate projections from Drias – Futur du Climat). This second analysis provides a working framework that is set to be strengthened and gradually extended to the Group's other geographical regions. The decision to expand this resilience analysis will be reassessed in future exercises, taking into account available resources, changes to the scope, the regulatory framework and stakeholder expectations.

These various initiatives informed the Group's double materiality analysis, enabling it to identify and prioritise the material impacts, risks and opportunities for the Group, taking into account their likelihood of occurrence and their time horizon (short, medium and long term).

Furthermore, the assessment of the Group's greenhouse gas emissions allowed us to identify the main sources of emissions and thus determine the Group's carbon footprint. The SYNERGIE Group's main sources of emissions are business travel (88% of the Group's GHG emissions in 2025 – including daily commutes) and the purchase of goods and services (7% of the Group's GHG emissions in 2025).

Like any business, SYNERGIE is therefore exposed to the physical effects of climate change, which could have significant financial implications. These risks include:

- additional prevention costs, for example to adapt real estate assets to new weather conditions;
- more frequent repair costs in the event of extreme weather events;
- costs associated with implementing the environmental policies required to meet regulatory requirements and stakeholder expectations.

Furthermore, failure to effectively implement a transition plan could give rise to strategic and reputational risks, affecting SYNERGIE's competitiveness in tenders and its relationship with all stakeholders, including investors.

The results of these analyses form the basis for the Group's decarbonisation plan and help to inform strategic thinking on adapting business activities and managing climate-related risks.

2.1.4 Policies (E1-2) and targets (E1-4)

| Policy and targets | Scope | Highest managerial level involved | Third-party standards and initiatives | Stakeholders involved |
|--|----------------------------|-----------------------------------|---|---|
| <p>"SYNERGIE for Climate" climate policy:</p> <ul style="list-style-type: none"> -24% reduction in GHG emissions between 2021 and 2030 -71% reduction in GHG emissions between 2021 and 2040 -94% reduction in GHG emissions between 2021 and 2050 | Group (entire value chain) | Group Executive Committee | "ACT Pas à Pas" programme (ADEME, CDP, WBA) | Employees Suppliers Customers Shareholders |

The "ACT Pas à Pas" initiative helped define the key strategic priorities of the SYNERGIE Group's climate policy, which was approved by the Group's Executive Committee in March 2024. This policy applies across the entire Group and covers the Group's three main environmental priorities:

- Climate change mitigation;
- Climate change adaptation;
- Energy management.

Commitment to decarbonisation

The SYNERGIE Group has made the commitment to follow a benchmark pathway, in line with the Paris Agreement, aimed at limiting global warming to 1.5°C by 2050.

Base year

2021 (a representative year with no exceptional weather or operational events).

Methodology

the targets were defined using the Absolute Contraction Approach (ACA⁽⁵⁾) and expressed in absolute values. The location-based method is used to calculate scope 2 emissions.

Scope of calculation

- The following countries were taken into account when calculating greenhouse gas emissions for the base year, 2021: France, Germany, Australia, Austria, Belgium, Canada, Spain, Italy, Luxembourg, Netherlands, Portugal, Czech Republic, United Kingdom, Slovakia, Switzerland. Poland was not included in the Group's scope of consolidation in 2021.

- Most of the greenhouse gas emission reduction measures identified in the Group's projected pathway covered 86% of the Group's greenhouse gas emissions in 2021 (France, Italy, Belgium, Spain, the United Kingdom, Germany).

(5) The Absolute Contraction Approach (ACA) calculates a reduction percentage for all of the company's activities, resulting in a linear reduction pathway. Every company must reduce its emissions at the same rate.

Scope

Targets were set for scopes 1, 2 and 3 combined, calculated using the Bilan Carbone® methodology.

Reduction targets

- 24% reduction in greenhouse gas emissions by 2030 compared with 2021
- 71% reduction in greenhouse gas emissions by 2040 compared with 2021
- 94% reduction in greenhouse gas emissions by 2050 compared with 2021

Standards used

The Group's pathway is a consolidation of several sector-specific pathways, defined for each country on the basis of recognised standards:

- **France:** National Low-Carbon Strategy;
- **Italy:** WOE, SBTi and PNIEC;
- **Other countries:** WOE and SBTi.

These standards are based on sound scientific principles:

- The WEO (World Energy Outlook) is the annual report published by the International Energy Agency (IEA). It serves as a key reference for policymakers and business leaders when developing carbon-neutrality strategies.
- The SBTi (Science-Based Targets initiative) provides a framework for companies to set decarbonisation pathways in line with the recommendations of the IPCC (Intergovernmental Panel on Climate Change).
- The National Energy and Climate Plan (NECP) is the policy document setting out national pathways drawn up by the member states of the European Union.

Strategic priorities and decarbonisation plan

The SYNERGIE Group's climate policy is based on three key priorities:

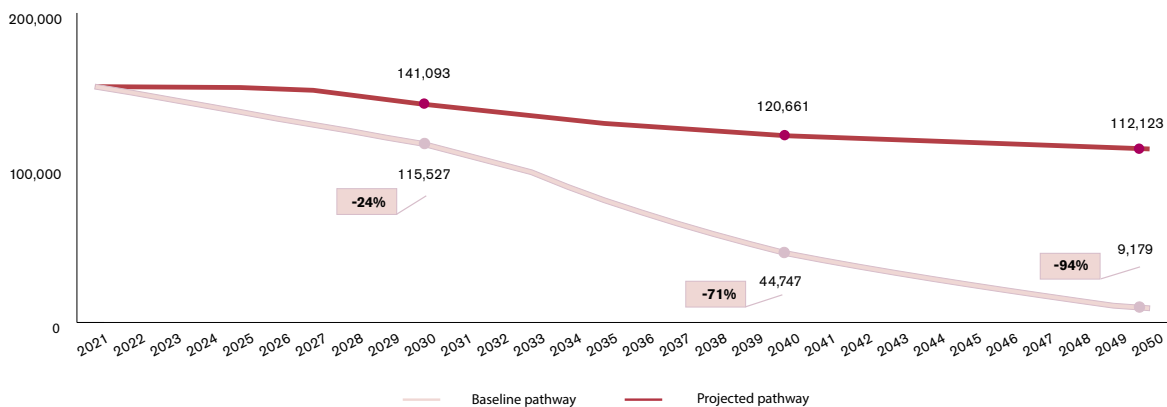
1. Mobility of permanent employees and temporary workers
(88% of greenhouse gas emissions in 2025)
2. Use of buildings and working environment
(5% of greenhouse gas emissions in 2025)
3. Responsible purchasing
(7% of greenhouse gas emissions in 2025)

These priorities form the framework for short-, medium- and long-term operational action plans, allowing us to prioritise actions based on identified impacts, risks and opportunities. Their implementation is coordinated by the Group's Environmental Task Force.

Based on 2021 data, the SYNERGIE Group has drawn up a decarbonisation plan with projections up to 2050. The methodology is based on an annual allocation of emission reductions and an estimate of the gains by strategic priority. The combination of these impacts defines the **projected pathway**.

The actions defined using the "ACT Pas à Pas" method help reduce the Group's greenhouse gas emissions, but do not, at this stage, enable us to fully achieve the **baseline pathway**. SYNERGIE will continue to enhance and adapt its initiatives in order to make progress towards its long-term objectives and thereby **gradually narrow the gap between the projected pathway and the baseline pathway**.

Projected pathway of the consolidated Synergie Group between now and 2050 (in tCO₂e)



The pathways presented were derived from the data, assumptions and methodologies available at the time of the analysis. They provide a snapshot at a given point in time and are intended to be reviewed periodically to take account of changes in business activity, the measures implemented and the gradual improvement in methods for calculating greenhouse gas emissions. During the next reporting period, the need to update the baseline will be assessed in order to improve the comparability of the data. From 2030 onwards, and as required by regulations, the SYNERGIE Group will also be able to update its baseline value.

The Group has not assessed the volume of locked-in greenhouse gas emissions generated by its activities – that is, emissions generated by its long-term assets, such as its infrastructure – nor has it assessed the extent to which these emissions might jeopardise its climate targets. This information is therefore not included in the sustainability statement at this stage.

Given the SYNERGIE Group's business sector, it is considered that these locked-in emissions are structurally limited and unlikely to significantly jeopardise climate targets. The group does not own any heavy industrial assets or long-life energy infrastructure (power plants, factories, networks, specialised vehicle fleets, etc.).

Furthermore, as the detailed climate roadmap was drawn up during 2025, the investment and financing required to implement the decarbonisation plan have not yet been quantified. The Group will examine the conditions under which decarbonisation measures can be gradually incorporated into planning and budgetary decision-making processes, taking into account the group's operational priorities, economic performance and financial viability.

2.1.5 Actions (E1-3) and performances (E1-5, E1-6)

The group is implementing a range of initiatives aimed at reducing its greenhouse gas emissions across its entire value chain. In 2025, the Group formalised its decarbonisation plan and set out the estimated reductions (in terms of greenhouse gas emissions) associated with each measure. This approach now makes it possible to track the progress of the action plan on a regular basis and to analyse the Group's performance in terms of reducing greenhouse gas emissions, in relation to decarbonisation pathways (projected pathway and baseline pathway).

To provide a framework for the implementation of its decarbonisation plan, the SYNERGIE Group has bolstered its governance structure for climate issues by holding regular dedicated meetings with governing bodies. These discussions paved the way for the approval of the action plan and strategic alignment, as described in more detail in section 1.3.1. *Role and responsibilities of governance bodies (GOV-1)*. By 2025, the climate roadmap was refined and a Group-wide environmental policy was drawn up, establishing a common and overarching framework.

The Group's challenge in 2026 will be to monitor and implement the roadmap, raise awareness of environmental issues among its employees, and ensure that the environmental policy is shared across all subsidiaries. Where possible, for each action identified, an indicator is defined to monitor the effectiveness of its implementation.

The key actions carried out during 2025 are summarised in the table below:

| Policy | Key actions in 2025 | Scope | Time horizon | Resources allocated |
|---------------------------------------|--|---------------------------------------|---|---|
| "SYNERGIE for Climate" climate policy | Employee mobility Tender aimed at increasing the proportion of electric and hybrid vehicles in the Group's fleet of company cars | France, Italy, Belgium, Spain, Poland | December 2025 (operational implementation by December 2026) | |
| "SYNERGIE for Climate" climate policy | Employee mobility Provision of shared vehicles (scooters, cars, bikes) for temporary employees | France, Germany, Netherlands | December 2025 | At this stage, the Group has not estimated the financial resources (CapEx/OpEx) allocated to the action plan. |
| "SYNERGIE for Climate" climate policy | Employee mobility Implementation and promotion of a car-sharing scheme | France | December 2026 | However, human resources have been allocated to the implementation and monitoring of these projects. |
| "SYNERGIE for Climate" climate policy | Use of buildings and working environment Raising employee awareness of climate issues | Group | December 2026 | The assessment of CapEx and OpEx will be reviewed over the coming financial years. |
| "SYNERGIE for Climate" climate policy | Use of buildings and working environment Signing of a contract guaranteeing the supply of electricity from renewable sources for 2026 and 2027 | France | December 2025 | |
| "SYNERGIE for Climate" climate policy | Responsible purchasing Training buyers in responsible purchasing | Group | December 2025 | |

Mobility of permanent employees and temporary workers

Increase in the proportion of electric or hybrid vehicles in the Group's company car fleet

In 2025, the SYNERGIE Group's Purchasing Department launched a tender for the vehicle fleets of its main subsidiaries (in France, Italy, Belgium, Spain and Poland), with the aim of reducing the fleet's carbon footprint by increasing the proportion of electric and hybrid vehicles. Driver profiles were defined (light and heavy users) in order to tailor the range of company cars (electric and hybrid) to employees' needs.

For example, Poland and Spain will only offer hybrid vehicles in their fleets, while France and Belgium will offer mainly electric models, supplemented by a few hybrid models. In France in particular, the aim is for 70% of the vehicle fleet to consist of electric vehicles, by gradually replacing company cars when they are due for replacement, i.e. over the next three to four years. Italy will also be offering a majority of hybrid vehicles.

In 2025, this new car policy and the installation of electric charging stations were approved by the SYNERGIE Group's Executive Management. The Group's challenge for 2026 will be to roll out this new vehicle fleet and the charging stations with the partners involved.

Subsidiary initiatives

The **DCS EASYWARE** subsidiary in France is taking a number of measures to reduce its greenhouse gas emissions linked to employee travel, particularly through its vehicle fleet:

- gradual replacement of its fleet with hybrid and electric vehicles;
- raising staff awareness of eco-driving (internal awareness-raising leaflet, participation in the national eco-driving and eco-mobility challenge – GECO Air – for several years, participation in a round-table discussion as part of the AURA Mobility Challenge entitled "Eco-driving: a practical solution for reducing your carbon footprint that applies to everyone").

The **Dutch subsidiary** is also gradually replacing the vehicles in its fleet with hybrid or electric models, without having set a specific target.

In **Germany**, regular analyses are carried out to identify ways in which the subsidiary can reduce its energy consumption. For example, the distance travelled, petrol and diesel consumption, and the resulting greenhouse gas emissions are all indicators that are analysed, enabling the subsidiary to identify measures to reduce them.

Provision of shared vehicles

In order to remove barriers to mobility for temporary employees while promoting sustainable transport solutions, a number of SYNERGIE Group branches in France have launched a pilot partnership with a provider that rents out electric scooter fleets. This scheme helps to facilitate access to employment, reduce emis-

sions from commuting, and make the jobs on offer more attractive. Based on the lessons learnt from this pilot phase, which will be analysed during the first half of 2026, the Group's challenge will be to expand this partnership on a larger scale in France over the coming financial year.

Subsidiary initiatives

In **Germany**, car-sharing schemes are made available to temporary employees to facilitate their travel to work sites, while reducing the number of vehicles used.

In the **Netherlands**, bikes are made available to permanent and temporary employees to facilitate travel and promote sustainable mobility solutions. A repair service is available in the event of malfunctions.

Introduction of sustainable mobility solutions

As part of its "SYNERGIE for Climate" action plan, the Group has identified several ways to reduce its greenhouse gas emissions. Among other things, this includes the introduction of sustainable mobility solutions for employees.

In partnership with a carpooling app, the SYNERGIE Group launched a carpooling scheme in September 2025 for its permanent and temporary employees, which is currently available in France. Its aim is to make employees' daily commutes easier while reducing their environmental footprint. To mark the launch of the partnership and encourage staff to make use of it, a challenge was organised during European Mobility Week, from 16 to 22 September 2025. Regular communication campaigns (tutorials, webinars, email campaigns, etc.) were carried out to raise awareness among all employees of the Group about carpooling.

To assess the effectiveness of the initiatives, tracking indicators were regularly analysed, such as the number of registrations or activations, the number of journeys made, the distance travelled and the greenhouse gas emissions avoided. For example, since its launch, the use of this carpooling solution has prevented nearly 5 tonnes of greenhouse gas emissions.

In 2026, the challenge for the SYNERGIE Group is to enhance its communication and promotional strategy for the carpooling solution in France, in order to increase its uptake and then ensure its gradual roll-out to other subsidiaries where similar partners exist.

Subsidiary initiatives

DCS EASYWARE's French subsidiary has launched several initiatives to promote sustainable mobility among its employees:

- provision of mobility maps for each site, showing how to get there and informing staff about the available mobility solutions;
- introduction of a mobility allowance (a supplement to the public transport reimbursement) for holders of monthly bike and/or e-scooter passes;
- raising awareness of sustainable mobility at events and participating in inter-company mobility challenges in the region;
- participation in the Mobility Fresk during the local AURA Mobility Challenge ceremony.

In **Belgium**, permanent employees have a mobility allowance that can be used in three different ways:

- choosing a company car that meets specific environmental criteria;
- spending all or part of this budget on sustainable mobility solutions, such as buying a bike or electric scooter, paying for a public transport season ticket, using car-sharing services, or contributing towards their housing costs if they live within 10 km of their workplace;
- payment of any unused portion of the budget, which is then paid to the employee after deduction of the applicable social security contributions.

Events such as "Bike to Work" day have been introduced to promote sustainable mobility solutions for commuting.

For temporary employees, solutions are being rolled out in partnership with customers, such as the introduction of shuttle buses.

Lastly, the **Polish subsidiary** is planning to develop a business travel policy in 2026 to formalise the principles and best practices for business travel (reducing and optimising business travel, promoting remote working, etc.).

Use of buildings and working environment

The SYNERGIE Group is taking steps to optimise the use of its buildings and improve the working environment, while reducing its environmental footprint. Energy-efficiency measures are being rolled out gradually across our sites (offices and branches), such as the installation of LED lighting, motion sensors and systems that adjust consumption to actual usage.

Subsidiary initiatives

In **France** and **Italy**, for all newly opened branches, and wherever possible, energy-efficient equipment is being installed (systematic replacement of lighting, installation of thermostats, reversible air-conditioning systems, etc.). In the **UK** too, measures are being taken to reduce consumption (turning off the heating in the two main wings of the head office, installing LED lighting, optimising the HVAC system, etc.). The subsidiary **DCS EASYWARE** has introduced similar practices.

In **France** and **Belgium**, new contracts were signed with the electricity supplier in 2025 to ensure energy supplies from renewable sources. This contract includes guarantees of origin, certifying that the equivalent of these entities' electricity consumption is generated from renewable sources. This initiative is part of the Group's commitment to reducing its carbon footprint and supporting the development of sustainable energy. As a result, in France, in 2026 and 2027, the equivalent of 100% of electricity consumption will be generated from renewable sources. The same applies to Belgium for 2025 and 2026.

In the **Netherlands** and **Austria**, each head office is equipped with solar panels, which enable the subsidiaries to meet part of their electricity needs.

At the same time, the Group places particular emphasis on raising employee awareness of eco-friendly practices in their day-to-day work. This initiative involves distributing an eco-citizen handbook, putting up posters near the main points of energy consumption in offices, and running communication campaigns at special events.

These initiatives aim to embed environmental performance into day-to-day working practices, encouraging staff to rethink their habits (reducing the use of paper, printers and energy – particularly heating – and promoting waste sorting and good digital practices, etc.).

The SYNERGIE Group's priority in 2026 will be to step up efforts to raise employee awareness of climate issues.

Subsidiary initiatives

In the UK, all employees are trained in climate change issues and generally undergo awareness-raising training on this issue throughout the year.

The subsidiary DCS EASYWARE has provided training on climate issues for its Executive Committee and a number of key strategic functions (14 participants) through the organisation of a "Climate Fresk" event, run by the FORSE Association. It also regularly trains its staff on the challenges of responsible digital technology, in particular through:

- half-yearly digital clean-up campaigns;
- posters on responsible digital technology ("the seven best practices for responsible digital technology");
- digital Fresk;
- e-learning and MOOCs: Digital Sustainability.

Poland has also formalised a communication plan comprising six email campaigns to raise awareness among its employees about environmental issues (climate, energy consumption, sustainable transport, and the circular economy). In 2025, a webinar entitled "ESG in practice" was offered to the subsidiary's employees.

In **Spain**, SYNERGIE has added an awareness-raising component on environmental issues for new arrivals to its integration programme.

In **Italy**, SYNERGIE's subsidiary has developed a poster campaign focusing on various environmental themes to raise awareness among its employees about eco-friendly practices in their day-to-day work (reducing paper and energy consumption). The campaign will be rolled out in 2026. Belgium has adopted a similar approach in its main offices, with a view to encouraging behaviour that helps reduce energy consumption at these sites.

Responsible purchasing

The SYNERGIE Group is gradually rolling out a responsible purchasing policy as part of the "ACT Pas à Pas" programme.

In 2025, a Group-wide responsible purchasing policy was drawn up, setting out the Group's engagements and principles in this area. The challenge for 2026 will be to ensure that this policy is rolled out and to raise awareness of it across all subsidiaries. A detailed action plan is currently being drawn up and will be finalised in 2026 to help achieve the objectives set out in the policy.

In addition, training on Corporate Social Responsibility (CSR) and responsible purchasing has been provided to the Group's main buyers (in France, Italy and Belgium – accounting for 85% of spending in 2025). To date, 100% of key buyers have completed the training course on responsible purchasing.

The responsible purchasing policy is described in more detail in section [4. Business conduct](#).

Subsidiary initiatives

In **Italy**, SYNERGIE requires its suppliers to adhere to the principles of the ISO 14001 standard.

Performance in terms of energy consumption and mix (E1-5)

| Indicators | 2024 | 2025 | Evolution (%) and performance analysis |
|---|---------------|---------------|---|
| Total energy consumption | 16,868 | 25,269 | +49% The change is mainly due to the switch from an estimation method to the collection of actual data. Further details are provided below. |
| Total energy consumption from fossil fuels (MWh) | 14,555 | 19,911 | +36% |
| Share of total energy consumption from fossil sources (%) | 86% | 79% | - |
| Total energy consumption from nuclear sources (MWh) | 1,353 | 1,759 | +30% |
| Share of total energy consumption from nuclear sources (%) | 8% | 7% | - |
| Total energy consumption from renewable sources (MWh) | 959 | 3,599 | +275% See below. |
| Of which consumption of fuels from renewable sources, including biomass, biofuels, biogas and hydrogen from renewable sources (MWh) | 0 | 0 | - |

| Indicators | 2024 | 2025 | Evolution (%) and performance analysis |
|--|-------|-------|---|
| Of which consumption of electricity, heat, steam and cooling purchased or generated from renewable sources (MWh) | 959 | 3,560 | +271% The change is due to a methodological adjustment, described below, designed to refine the calculation of renewable energy consumption by taking into account both each country's specific energy mix and any subscriptions to guarantees of origin or other specific contracts relating to renewable energy production. Furthermore, certain subsidiaries will report quantities of electricity certified by guarantees of origin in 2025, such as Belgium – which did not have any in 2024 – and DCS EASYWARE and Austria, which were included in the estimated scope in 2024. |
| Of which consumption of self-generated non-fuel renewable energy (MWh) | 0 | 39 | The subsidiary in the Netherlands, which was included in the 2024 estimate, generates electricity using solar panels installed on the roof of its head office. |
| Share of total energy consumption from renewable sources (%) | 6% | 14% | - |
| Energy intensity (kWh per €k of revenue) | 5.29 | 7.80 | +47% |
| Amount of revenue used in calculating the above intensity (in € million) | 3,185 | 3,241 | +17% |

Scope and methodological limitations:

In 2024, the scope of the calculation covered the Group's five main countries of operation (France, Italy, Belgium, the UK and Spain), which at that time accounted for 83% of the Group's revenue, based on actual data, with the remainder estimated on the basis of the workforce at year-end. In 2025, the scope of the calculation was extended to include all countries in which the Group operates, with the exception of Switzerland and Luxembourg, as described in section 1.2. *Disclosures in relation to specific circumstances (BP-2)*, for which the data has been estimated, in accordance with the methodology of the service provider responsible for calculating greenhouse gas emissions, based on the workforce (FTE) of the countries concerned and a ratio per employee (FTE) for the five main countries.

The breakdown of energy consumption by source (fossil fuels, nuclear, renewable) applies solely to electricity consumption. Where detailed data is not available from local suppliers, this breakdown is estimated using data from the International Energy Agency (IEA), based on the electricity mix of the countries in question. Other forms of energy consumption, such as gas and fuels, are all classified as fossil fuels.

SYNERGIE Group subsidiaries do not use fuels from renewable sources (biogas, renewable hydrogen, industrial and municipal waste, biomass, etc.), nor do they use self-generated non-fuel renewable energy (excluding electricity), nor energy (excluding electricity) from nuclear sources.

Energy intensity is calculated by dividing total energy consumption by the Group's consolidated revenue. The 2024 data was corrected in 2025 following the identification of a calculation error.

The amount of revenue used in calculating the intensity is also presented in section 2. *Consolidated financial statements and corporate financial statements* in the management report.

The SYNERGIE Group does not operate in sectors with a high climate impact.

Apart from the annual sustainability statement, quantitative energy consumption data is not audited by an external third party.

Greenhouse gas emissions performance (EI-6)

| Indicators | 2025 |
|--|----------------|
| Scope 1 greenhouse gas emissions (tCO₂e) | 5,058 |
| Percentage of scope 1 GHG emissions from regulated emission trading schemes (%) | 0% |
| Scope 2 greenhouse gas emissions – location-based (tCO₂e) | 1,035 |
| Scope 2 greenhouse gas emissions – market-based (tCO₂e) | 954 |
| Scope 3 greenhouse gas emissions – location-based (tCO₂e) | 164,829 |
| Scope 3 greenhouse gas emissions – market-based (tCO₂e) | 164,811 |
| Category 1 – Purchased goods and services (tCO ₂ e) | 11,472 |
| Category 2 – Fixed assets (tCO ₂ e) | 2,260 |
| Category 3 – Fuel and energy-related activities (not included in Scopes 1 and 2) – location-based (tCO ₂ e) | 173 |
| Category 3 – Fuel and energy-related activities (not included in scopes 1 and 2) – market-based (tCO ₂ e) | 155 |
| Category 5 – Waste generated in operations (tCO ₂ e) | 64 |
| Category 6 – Business travel (tCO ₂ e) | 150,859 |
| Total greenhouse gas emissions – location-based (tCO₂e) | 170,922 |
| Total greenhouse gas emissions – market-based (tCO₂e) | 170,823 |
| Greenhouse gas emissions intensity (kgCO₂e/€k of revenue) – location-based | 52.7 |
| Greenhouse gas emissions intensity (kgCO₂e/€k of revenue) – market-based | 52.7 |
| Amount of revenue used in calculating the above intensity (in € million) | 3,241 |

Scope and methodological limitations:

In 2024, the scope of the calculation covered the Group's five main countries of operation (France, Italy, Belgium, the United Kingdom and Spain), which at that time accounted for 83% of the Group's revenue, based on actual data. In 2025, the scope of the calculation was extended to include all countries in which the Group operates, with the exception of Switzerland and Luxembourg, as described in section 1.2. *Disclosures in relation to specific circumstances (BP-2)*, for which the data has been estimated, in accordance with the methodology of the service provider responsible for calculating greenhouse gas emissions, based on the workforce (FTE) of the countries concerned and a ratio per employee (FTE) for the five main countries.

The Group's greenhouse gas emissions shown in this table are calculated in accordance with the GHG Protocol methodology.

In 2025, the data used to compile the greenhouse gas emissions footprint was sourced exclusively from the entity's own operations; no primary data was collected from suppliers or other partners in the value chain. As a result, greenhouse gas emissions associated with activities in the upstream and downstream value chain were estimated using average emission factors, which are generally of a monetary nature. The specific methodology used to calculate each item is set out below, in the dedicated "methodological note" section.

GHG intensity is calculated by dividing the volume of greenhouse gas emissions by the Group's consolidated revenue. In 2024, this intensity was calculated using a scope limited to the numerator only (five main countries). Further information is provided below to facilitate comparison of the data.

The calculation of the greenhouse gas emissions footprint in 2025 has an estimated uncertainty of 30%.

The methodological note below sets out the methodology for calculating and reporting each greenhouse gas emission category.

The amount of revenue used in calculating the intensity is also presented in section 2. *Consolidated financial statements and corporate financial statements* in the management report.

Breakdown of greenhouse gas emissions

France and Italy alone account for 64% of the SYNERGIE Group's total greenhouse gas emissions. Together with Belgium and Spain, these four countries account for 82% of the scope of the SYNERGIE Group's analysis in 2025.

Emissions from employee travel accounted for 88% of total greenhouse gas emissions in 2025. Of this travel, nearly 90% of greenhouse gas emissions arise from temporary workers' commutes to and from work.

Changes in greenhouse gas emissions

This section analyses the trend in the Group's greenhouse gas emissions over two complementary periods: firstly, the change noted between 2024 and 2025, which provides an insight into recent trends; and secondly, the change between the base year 2021 and 2025, in order to assess progress made against the decarbonisation pathway defined by the Group.

However, the decarbonisation pathway is an indicative benchmark based on the data and methodologies available at the time of its preparation. Due to changes in the scope of the Group's business, the gradual

improvement in data quality and coverage, and methodological changes relating to the calculation of greenhouse gas emissions, direct comparability with the initial pathway is limited, and any discrepancies identified should be interpreted in the light of these factors. As indicated in section **2.1.4 Policies (EI-2) and targets (EI-4)**, the need to update the baseline value will be assessed during the next reporting period, to improve the comparability of the data.

The steering of the pathway also relies on monitoring intensity indicators and deployment indicators for the main decarbonisation measures.

Comparative analysis 2024 – 2025

The reporting scope changed from 2024 to 2025, from the inclusion of the five main countries only to all countries where the Group operates. At current scope, greenhouse gas emissions rose by 8%, while at constant scope (France, Italy, Spain, Belgium and the United Kingdom only) greenhouse gas emissions fell by 9%.

This decline can be explained by several factors:

- the decline in business in this scope (-1% of revenue between 2024 and 2025);

- methodological developments and improvements to the reliability of greenhouse gas emissions calculations, particularly in relation to the main categories:
 - Travel: in 2025, the input data used was actual data, derived from the results of travel surveys conducted in some of the countries where the Group operates and extrapolated to other countries. In 2024, the results of a 2023 survey covering France were used and extrapolated.
 - Inputs: in 2025, the purchase categories used in the calculation of greenhouse gas emissions were refined in order to use emission factors that are more appropriate for each category.
- measures taken as part of the “SYNERGIE for Climate” action plan, detailed in the table below and in the relevant section of the sustainability statement.

A reduction in carbon intensity was also recorded:

- 2.6 tCO₂e per FTE in 2024 compared with 2.3 tCO₂e per FTE in 2025 (-11%);
- 57.8 tCO₂e per million euros of revenue in 2024, compared with 52.7 tCO₂e per million euros of revenue in 2025 (-9%).

On a like-for-like basis (five main countries), greenhouse gas emissions were as follows:

| Indicators | 2024 | 2025 | Evolution (%) |
|---|---------|---------|---------------|
| Scope 1 greenhouse gas emissions (tCO ₂ e) | 4,182 | 3,866 | -8% |
| Percentage of scope 1 GHG emissions from regulated emission trading schemes (%) | 0% | 0% | - |
| Scope 2 greenhouse gas emissions – <i>location-based</i> (tCO ₂ e) | 557 | 593 | +6% |
| Scope 2 greenhouse gas emissions – <i>market-based</i> (tCO ₂ e) | 519 | 515 | -1% |
| Scope 3 greenhouse gas emissions (tCO ₂ e) | 153,147 | 139,530 | -9% |
| Category 1 – Purchased goods and services (tCO ₂ e) | 21,573 | 9,391 | -56% |
| Category 2 – Fixed assets (tCO ₂ e) | 3,059 | 1,489 | -51% |
| Category 3 – Fuel and energy-related activities (not included in scopes 1 and 2) (tCO ₂ e) | 852 | 131 | -85% |
| Category 5 – Waste generated in operations (tCO ₂ e) | 1,050 | 12 | -99% |
| Catégorie 6 – Déplacements professionnels (tCO ₂ e) | 126,613 | 128,507 | +1% |
| Émissions totales de gaz à effet de serre – <i>location-based</i> (tCO ₂ e) | 157,886 | 143,989 | -9% |
| Émissions totales de gaz à effet de serre – <i>market-based</i> (tCO ₂ e) | 157,789 | 143,893 | -9% |

Comparative analysis: 2021 (baseline) – 2025

To track changes in the Group's greenhouse gas emissions relative to the 2021 baseline used to determine the decarbonisation pathway, we need to analyse the data calculated using the Bilan Carbone® methodology applied in 2021:

| Items | 2021 | 2025 | Evolution (%) |
|------------------|---------|---------|---------------|
| Energy | 2,226 | 1,282 | -42% |
| Excluding energy | - | 1,141 | - |
| Travel | 127,065 | 154,703 | +22% |
| Purchases | 17,222 | 11,472 | -33% |
| Fixed assets | 5,882 | 5,201 | -12% |
| Waste | 81 | 64 | -21% |
| Total | 152,476 | 173,863 | 14% |

At current scope (Group), greenhouse gas emissions increased by 14% between 2021 and 2025.

This increase can be explained by several factors:

- the increase in business across the Group, in particular:
 - New entities have been consolidated since 2021, namely Poland and the subsidiaries of DCS EASYWARE in Italy and Belgium.
 - There was an increase in business between 2021 and 2025 (a +20% increase in revenue and a +10% increase in the number of branches).
- methodological developments and improvements to the reliability of greenhouse gas emissions calculations, particularly in relation to the main categories:
 - travel: in 2025, the input data used was actual data, derived from the results of travel surveys conducted in some of the countries where the Group operates and extrapolated to other countries. In 2024, the input data was derived from country-specific scenarios, calculated using public databases.
 - excluding energy: in 2021, greenhouse gas emissions relating to the use of refrigerants were not calculated.
 - inputs: in 2025, the purchase categories used in the calculation of greenhouse gas emissions were refined in order to use emission factors that are more appropriate for each category.
 - the changes noted can also be explained by improvements in data quality: since 2021, and particularly in preparation for compliance with the CSRD regulations from 2024, systematic reporting procedures have been gradually introduced. As the 2025 exercise marks the first step in this process for most countries, the quality and level of detail of the data are set to improve from year to year.

However, when analysing the SYNERGIE Group's carbon intensity, we see that in 2021, the Group emitted 56.5 kgCO₂e per thousand euros of revenue, compared with 52.7 kgCO₂e in 2025, representing a 5% reduction. This change can be explained by certain methodological changes outlined above, as well as by the measures taken as part of the "SYNERGIE for Climate" action plan, which are detailed in the table below and in the relevant section of the sustainability statement.

As part of the ACT Pas à Pas programme and the "SYNERGIE for Climate" action plan, a number of measures have been taken to reduce the Group's greenhouse gas emissions. These measures are set out in detail and supplemented by other initiatives (electricity from renewable sources, other sustainable mobility solutions, etc.) in section 2.1.5. *Actions (EI-3) and performances (EI-5, EI-6)*. The summary table below shows the current progress and the estimated theoretical savings in greenhouse gas emissions over the long term.

Only the priority measures of the decarbonisation plan have been listed in the table above.

| Priorities | Measures | Progress | Estimated theoretical savings (tCO ₂ e) | Remarks |
|--|---|-------------|--|---|
| Employee travel (88% of GHG emissions in 2025) | Introduction of a carpooling scheme | In progress | 8,976 | The solution has been rolled out in France and is set to be rolled out on a larger scale (outside France) over the coming years. As at 31 December, 5 tCO ₂ e had been avoided in this way. |
| | Increase in the proportion of electric and hybrid vehicles in the vehicle fleet | In progress | 3,881 | A selection of company cars has been finalised, enabling the proportion of electric and hybrid vehicles to be increased across the five countries where the Group operates. The roll-out of this service is currently in progress and will be completed over the next three to four years. At this stage, the associated benefits cannot be quantified. |
| | Introduction of other sustainable mobility solutions | In progress | 23,474 | Some subsidiaries have introduced sustainable mobility solutions (car-sharing schemes, fleets of electric scooters, etc.) or measures to promote sustainable mobility (sustainable mobility passes, communication campaigns). The Group's aim is to roll out these initiatives on a larger scale. At this stage, the associated benefits cannot be quantified. |
| Use of buildings and working environment (5% of GHG emissions in 2025) | Raising employee awareness of eco-friendly practices | In progress | 840 | Some countries have created communication kits for employees. The Group's aim is to roll out these initiatives on a larger scale. At this stage, the associated benefits cannot be quantified. |
| Responsible purchasing (7% of GHG emissions in 2025) | Development of responsible purchasing (policy, training, assessment) | In progress | 7,350 | A responsible purchasing policy and training for buyers have been introduced for the Group's key buyers. The Group's aim is to roll out these initiatives on a larger scale. At this stage, the associated benefits cannot be quantified. |

(6) Ces gains ont été estimés dans le cadre de l'élaboration de la trajectoire de décarbonation par un cabinet spécialisé, par rapport à la valeur de référence (2021), et d'ici à la date fixée pour l'atteinte de l'objectif (entre 2025 et 2050, selon l'action).

Methodological note

The SYNERGIE Group's greenhouse gas emissions footprint is calculated annually by an external service provider specialising in the quantification of greenhouse gas emissions, in accordance with the GHG Protocol methodology. The *Bilan Carbone*[®] methodology is also used to ensure comparability with the baseline. The data presented in the table above complies with the GHG Protocol guidelines. Apart from the audit of the sustainability statement by the statutory auditors, the information presented has not been audited by another external third party.

- **Scope 1 and 2 emissions:** these are greenhouse gas emissions resulting from the energy consumption of infrastructure (electricity, gas) and the vehicle fleet (diesel, petrol). In the case of electricity in particular, a distinction is made between grid electricity (location-based) and electricity supplied under a contract with a guarantee of origin (market-based). The emission factors are largely sourced from ADEME's Carbon Database (v23.9) or the International Energy Agency (IEA) database.

Greenhouse gas emissions associated with the consumption of refrigerants are also accounted for. The emission factors used are taken from the latest IPCC report (AR6).

At this stage, some countries (France, Germany, Poland, Australia, the Czech Republic and Slovakia) do not have the operational capacity to provide reliable and comprehensive data on the quantities of refrigerants consumed. This issue has been identified and is being monitored; however, it is not considered a priority given the immaterial nature of this emissions sub-item for a service company.

- **Scope 3 emissions:** these are greenhouse gas emissions arising from the following categories:
 - 1. Goods and services purchased:** these include goods (furniture, servers, textiles, etc.) and services (financial, advertising and market research, programming and IT, legal and accounting, etc.) purchased during the financial year. For goods in particular, the data is aggregated by unit, where available. Otherwise, the amount of spending is used in the calculation. The emission factors are largely derived from ADEME's Carbon Database (v23.9). A few specific emission factors (originating from the supplier, for example) may be used on a limited basis.
 - 2. Fixed assets:** this refers to the annual share of greenhouse gas emissions associated with the manufacture of vehicles in the fleet, as well as the Group's assets (real estate, IT equipment and furniture), spread over their useful lives. For vehicles, IT equipment and furniture in particular, the data is aggregated by unit, where available. Otherwise, the amount of spending is used in the calculation. The emission factors are largely derived from ADEME's Carbon Database (v23.9). *At this stage, some countries (France, the Netherlands and the United Kingdom) do not have the operational capacity to provide reliable and comprehensive data on the quantities of furniture (tables, desks, chairs, storage units, etc.) that have been classified as fixed assets. This issue has been identified and is being monitored; however, it is not considered a priority given the immaterial nature of this emissions sub-item in relation to total fixed assets.*
 - 3. Emissions related to fuels and energy (not included in scopes 1 and 2):** these are greenhouse gas emissions generated upstream and downstream of the production, transport and distribution of fuels and energy purchased and consumed by the Group, which are not directly included in scope 1 and 2 emissions. The emission factors used are derived from ADEME's Carbon Database (v23.9).
 - 4. Waste:** this refers to office waste generated by employees, mainly permanent employees, at the Group's operational sites (offices and branches), broken down by type of waste (electrical and electronic equipment, plastic, paper and cardboard, household waste, and other). The emission factors used are derived from ADEME's Carbon Database (v23.9). Certain specific emission factors from ADEME's Impacts 3.1 database can be used. *At this stage, some countries (France, Italy, the Netherlands, Austria, Poland, the Czech Republic and Slovakia) do not have the operational capacity to provide reliable and comprehensive data on the quantities of waste generated. This issue has been identified and is being monitored; however, it is not considered a priority given the immaterial nature of this emissions item for a service company.*
 - 5. Business travel: this refers to:** a. Business travel by employees using vehicles that are not part of the Group's fleet (aircraft, train, bus, car). Data is collected in kilometres, where available, or in euros. The emission factors used are derived from ADEME's Carbon Database (v23.9). b. Employees' commutes, examined through a survey⁽⁷⁾. The emission factors used are derived from ADEME's Carbon Database (v23.9).

The categories "Product use" and "End of product life" are considered not applicable, given the Group's business model, which focuses on the provision of services that do not involve the sale of physical products, as well as the lack of direct means of influencing these emission categories.

The "Investments" and "Freight" categories have not been assessed at this stage, as the Group's activities are primarily based on the provision of services and do not generate significant freight transport flows or financial investments likely to result in significant greenhouse gas emissions. Emissions associated with these categories are therefore considered immaterial in relation to the Group's scope and business model.

To date, the Group has no GHG mitigation projects financed through carbon credits (E1-7), nor does it have an internal carbon pricing scheme (E1-8). The Group has not carried out a formal assessment of the expected financial impact of climate-related risks and opportunities (E1-9).

⁽⁷⁾ The following countries have created and distributed a mobility survey to their permanent and temporary employees: Australia, Belgium, Canada, France, Germany, Italy, Poland, Portugal, United Kingdom. For other countries, the figures have been extrapolated on a pro rata basis according to the number of days worked.

2.2 Use of resources and circular economy (E5)

For the SYNERGIE Group, the key challenges of the circular economy mainly concern controlling resource consumption in relation to its purchases, as well as waste management, particularly waste electrical and electronic equipment (WEEE). Given that its activities are predominantly in the service sector, these challenges are addressed through measures designed to optimise the use of equipment, extend its useful life and encourage more responsible practices for the purchase of goods and services.

2.2.1 Circular economy governance (GOV-1)

The SYNERGIE Group's governance approach to the circular economy is based on a division of responsibilities among key functions, depending on the issues at stake.

The Information Systems Department is responsible for managing the lifecycle of electrical and electronic

equipment, including its monitoring, recovery and end-of-life treatment. Each subsidiary retains autonomy over the operational management of its equipment, in line with its local constraints and priorities, as well as the structure of its IT assets.

The Purchasing Department, for its part, is involved at an early stage of the process, incorporating criteria relating to the circular economy and resource use into purchasing decisions wherever appropriate and possible. The responsible purchasing policy is set out in more detail in section 4. *Business conduct*.

2.2.2 Material impacts, risks and opportunities (SBM-3)

The double materiality analysis has identified the material impacts, risks and opportunities (IROs) set out in the table below, relating to the following significant issues:

- Input and use of resources

| Issue | IRO | Type of IRO | Value chain | Time horizon | Link to strategy and business model |
|-----------------------------------|---|--------------------------|-------------|--------------|---|
| Input and use of resources | The use of various types of digital equipment leads to massive consumption of resources (rare metals, copper, lithium, etc.), which present a high risk of causing human rights issues and/or land degradation as well as water consumption and contamination in the value chain. | Negative impact (proven) | Upstream | ST, MT, LT | The systematic use of digital tools in SYNERGIE's operations is a strategic priority for the long-term viability of its business model. The implementation of responsible purchasing practices, the extension of equipment useful life, and the selection of committed suppliers help to strengthen the Group's operational resilience and the viability of its business model. |

Description and assessment of material impacts, risks and opportunities

SYNERGIE's permanent employees are equipped with personal computer tools and handle large volumes of data that require server storage capacity. However, the provision of digital equipment to temporary workers does not fall within the Group's remit. When considered in relation to the total number of employees, the environmental impact of digital technology may therefore appear relatively limited compared to that of other service companies.

Nevertheless, the digital equipment used by permanent employees is a source of significant environmental impacts along the upstream value chain. The extraction of the resources needed to manufacture them, particularly rare earth elements, lithium and copper, is likely to lead to soil degradation, the depletion and contamination of water resources, and a loss of biodiversity. These indirect impacts were identified following an analysis of the Group's value chain, as part of the Group's double materiality analysis, which included an examination of digital equipment purchasing practices and the environmental risks associated with the relevant supply chains.

The risks and opportunities associated with the sourcing and use of resources, meanwhile, were analysed across the board, both throughout the entire value chain and within the SYNERGIE Group's own operations.

This assessment was carried out with the involvement of the relevant business lines, in particular the Purchasing Department and the Information Systems Department. Following this review, no material risks or opportunities were identified in relation to the Group's business model and activities.

2.2.3 Policies and actions (E5-2), targets (E5-3) and performances (E5-4)

Currently, the SYNERGIE Group does not have a formal Group policy or specific targets regarding the sourcing and use of resources. The associated challenges are addressed at a local level, with each subsidiary retaining autonomy in defining and implementing responsible purchasing measures, particularly with regard to electrical and electronic equipment. This organisation allows us to take into account the specific operational and regulatory requirements of each entity.

The responsible purchasing policy, drawn up by the Group at the end of 2025 and described in more detail in section 4. Business conduct, however, includes a qualitative objective regarding the purchase of IT equipment, which is as follows: to ensure the purchase of high-quality and more environmentally responsible IT equipment by:

- strengthening the policy on the recovery and reuse of workstations within the organisation;
- extending the use of refurbished equipment beyond mobile devices (PCs and monitors);

- giving preference to the purchase of equipment made from recycled materials or materials sourced from the circular economy;
- continuing to recycle waste electrical and electronic equipment (WEEE) through partnerships.

The Finance Department, to which the Purchasing Department reports, is responsible for implementing this responsible purchasing policy. The Information Systems Department is also involved in the purchase of IT equipment.

Subsidiary initiatives

Policy on the recovery and reuse of workstations within the organisation

In France, the Information Systems Department has introduced measures designed to improve the efficiency of the collection of unused IT equipment and to encourage its reuse within the organisation. For example, in 2025, the management team strengthened the monitoring system and internal reuse through dynamic inventory checks, carried out on a very regular basis, which make it possible to identify inactive equipment (computers, printers, monitors, routers). These inventory checks regularly identify issues, providing a clearer picture of the existing stock and enabling an optimised process for recovery and reallocation. The challenge for SYNERGIE France is now to strengthen the system to ensure that equipment identified as unused is actually returned by users to the Information Systems Department, which can then ensure that it is reused or reallocated within the entity.

Use of refurbished devices beyond mobile equipment

In France, most of SYNERGIE's mobile phone inventory consists of refurbished devices, reflecting the Group's commitment to extending the useful life of equipment and reducing the consumption of new resources. An in-house mobile phone repair service completes the system. As part of this ongoing effort, the Information Systems Department is exploring the possibility of extending this approach to other categories of IT equipment, such as monitors and computers, with a view to gradually increasing the use of refurbished equipment where operational and security constraints allow.

In Italy too, SYNERGIE seeks to repair damaged equipment until it is no longer usable or repairable.

Purchase of equipment containing recycled materials

In France, as part of its purchasing practices, SYNERGIE endeavours, wherever possible, to incorporate criteria relating to the use of recycled or bio-based materials when selecting its IT equipment. This approach aims to encourage suppliers to offer solutions that incorporate more recycled materials or materials from alternative sources, thereby contributing to a more responsible use of resources. For example, the laptop PC model currently being issued to staff incorporates 21% bioplastics, 30% recycled plastics and 20% recycled carbon fibre in its casing. In addition, rubber pads made from 39% bio-based materials have been added to the underside of the device⁽⁸⁾.

Recycling of waste electrical and electronic equipment (WEEE)

In France, a partnership agreement has been signed with a company specialising in the recycling of electrical and electronic equipment. The company is committed to extending the useful life of refurbished equipment as a matter of priority and, where this is not possible, to disposing of obsolete or defective equipment in accordance with current regulations on the treatment of waste electrical and electronic equipment. Recycling is carried out either by refurbishing equipment and extending its useful life (resale) or by dismantling it and recycling the materials.

The company in charge of recycling electrical and electronic equipment provides the information required to monitor the handling of the collected equipment (a summary table of the equipment collected, a tracking sheet where necessary, etc.), enabling SYNERGIE France to analyse its performance in the collection and treatment of this hazardous waste. Furthermore, this company, through its operations, supports the creation of jobs for persons with disabilities, depending on the volume of equipment collected.

Since 2020, DCS EASYWARE has also been working on the recycling of its used IT equipment in partnership with sheltered workshops.

In Canada, end-of-life electronic equipment is donated to OPEQ (Computers for Quebec Schools). Belgium works with a similar organisation.

SYNERGIE France has internal monitoring indicators, but the Group as a whole has not, at this stage, established a formalised reporting process in this area. The information relating to the disclosure requirements for resource inflows (E5-4), resource outflows (E5-5), considered non-material, and anticipated financial effects from resource use and circular economy (E5-6) during a phase-in is therefore not published.

(8) According to an internal analysis carried out by Dell in November 2021. Percentage of recycled and bio-based content (by weight). Statements applicable to the Latitude 5000 series and future devices from April 2022 onwards. 1. Sustainable materials: recycled plastics (top cover 30%, palm rest 35%, internal frame 35%, battery frame 50%, SSD bracket 35%); recycled carbon fibre (top cover 20%, bottom cover 20%); 2. Bio-based materials (21% for the cover, 39% for the rubber pads); 3. Marine plastic (28% fan housing).

3 SOCIAL RESPONSIBILITY

The SYNERGIE Group’s greatest asset is the men and women who work every day in its 850 branches around the world. Driven by a shared determination to meet customers’ needs, they contribute to the Group’s growth and performance.

SYNERGIE’s mission is based on strict compliance with current regulations and a gradual approach to meeting its customers’ CSR expectations.

In this context, the Group pays particular attention to working conditions, equal treatment and the profes-

sional development of its employees, whether they are employed within the Group’s own structure or working at customer sites. In order to formalise these commitments, SYNERGIE finalised the drafting of Group-wide policies at the end of 2025, with the aim of ensuring the consistent implementation of its action plans. In 2026, the Group will implement these policies across its various subsidiaries, which will be responsible for their operational roll-out, ensuring they are aligned with the guidelines while tailoring them to local circumstances.

3.1 Own workforce (S1)

Description of the Group’s workforce

Given the specific nature of SYNERGIE Group’s business lines, its workforce is classified according to a specific system, in accordance with the ESRS S1 standard. There are three categories:

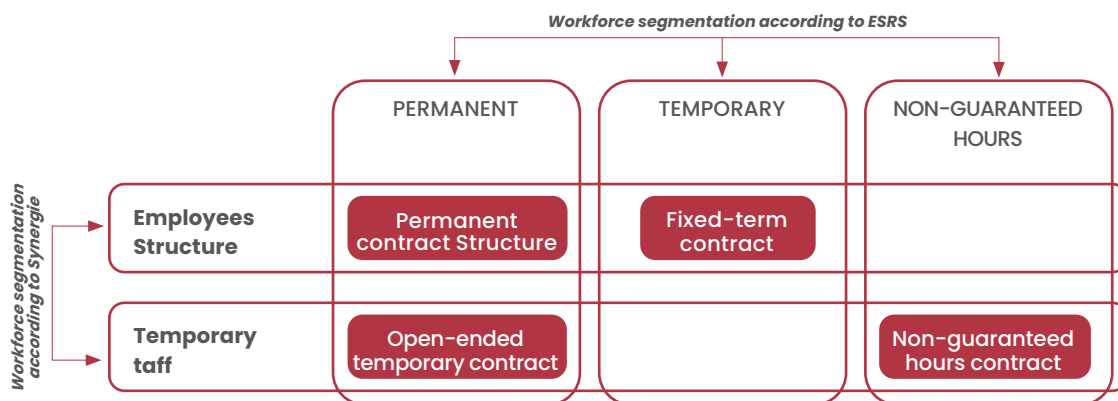
- **The permanent workforce** comprises all employees bound to the SYNERGIE Group by a permanent employment contract. They include staff working in branches or at head office, as well as temporary employees on open-ended temporary contracts (CDII).
- **The temporary workforce** comprises all those employed under a fixed-term contract, including those employed as part of a work-study scheme. They mainly work within sales and administrative teams. As part of its business activities, the SYNERGIE Group employs non-salaried employees as defined in the ESRS S1 standard. However, these non-salaried employees are not included in the calculation of the indicators presented in the sustainability statement, in accordance with the transitional provisions introduced by the Directive.

- **Employees on non-guaranteed hours** refer to those for whom the employer does not guarantee a minimum or fixed number of working hours, whether on a daily, weekly or monthly basis. Within the context of SYNERGIE, this category includes employees on temporary contracts who are seconded to customer companies.

SYNERGIE has traditionally used terminology specific to the temporary employment sector in its financial publications. In this context, employees are categorised as follows:

- So-called “**permanent**” employees, who work at head offices and branches;
- So-called “**temporary**” employees, who are seconded to customer companies.

For the sake of clarity and consistency, these two terms are used throughout the sustainability statement, including in the data tables. This approach ensures consistency with the other sections of the management report and with the terminology used in the Group’s press releases.



In order to clarify the scope of the various action plans, the indicators are, where relevant, published separately for these two categories of employees.

Unless otherwise specified for the indicator in question, the workforce used in calculating the indicators is based on the **number of employees at the end of the financial year**. All employees likely to be materially affected by the company's activities are included in the scope of the information provided.

The SYNERGIE Group had 69,077 employees at 31 December 2025.

Breakdown of workforce by region (S1-6)

| Indicators | 2024 | 2025 | Evolution (%) and performance analysis |
|------------------------------------|---------------|---------------|--|
| Number of employees - Group | 63,327 | 69,077 | +9% This change is due to developments in business activity in 2025 (organic growth, an increase in the number of temporary employees, etc.). |
| France | 18,692 | 18,522 | -1% |
| United Kingdom | 2,920 | 3,109 | +6% |
| Spain | 6,333 | 7,380 | +16% |
| Italy | 20,454 | 20,682 | +1% |
| Belgium | 4,239 | 3,770 | -11% |
| Other countries | 10,689 | 15,614 | +46% |
| Portugal | - | 1,568 | - |
| Netherlands | - | 1,410 | - |
| Luxembourg | - | 71 | - |
| Germany | - | 1,803 | - |
| Austria | - | 1,113 | - |
| Switzerland | - | 64 | - |
| Czech Republic | - | 414 | - |
| Slovakia | - | 195 | - |
| Poland | - | 5,837 | - |
| Australia | - | 1,821 | - |
| Canada | - | 345 | - |
| DCS EASYWARE ⁽⁹⁾ | - | 973 | - |

Scope and methodological limitations:

The workforce figures quoted are as at 31 December, at the end of the financial year. In 2024, workforce figures were provided for the five main countries only, with the rest grouped under the category "other countries"

France, the United Kingdom, Spain, Italy and Belgium accounted for 77% of the Group's workforce in 2025.

Information regarding the workforce is set out in *Note 25 - Group workforce* of the management report. The methodology used for the calculation differs (full-time equivalents - FTE), but it provides the most relevant information available for reconciling the figures presented in the financial statements.

(9) DCS EASYWARE has operations in France, Belgium, Spain and Italy.

Breakdown of workforce by contract type and gender (S1-6)

| Indicators | 2024 | 2025 | Evolution (%) and performance analysis |
|--|---------------|---------------|--|
| Number of employees - Group | 63,327 | 69,077 | +9% See the explanation in the table above. |
| Of which: number of women | 24,329 | 26,620 | +9% |
| Of which: number of men | 38,998 | 42,386 | +9% |
| Of which: number of "other" | - | 72 | - |
| Number of permanent employees (permanent contracts for permanent and temporary staff) | 18,445 | 20,464 | +11% |
| Of which: number of women | 8,661 | 9,653 | +11% |
| Of which: number of men | 9,784 | 10,811 | +10% |
| Of which: number of "other" | - | - | - |
| Number of temporary staff (fixed-term contracts) | 529 | 406 | -23% |
| Of which: number of women | 422 | 328 | -22% |
| Of which: number of men | 107 | 78 | -27% |
| Of which: number of "other" | - | - | - |
| Number of staff on non-guaranteed hours contracts (CTT) | 45,352 | 48,207 | +6% |
| Of which: number of women | 15,245 | 16,639 | +9% |
| Of which: number of men | 29,107 | 31,497 | +8% |
| Of which: number of "other" | - | 72 | - |

Scope and methodological limitations:

In 2024, the scope of the calculation covered the Group's five main countries of operation (France, Italy, Belgium, the UK and Spain), which at that time accounted for 83% of the Group's revenue, based on actual data, with the remainder estimated on the basis of the workforce at year-end. In 2025, the scope of the calculation was similar, with the five main countries in which the Group operates accounting for 83% of the Group's revenue, as described in section 1.2. *Disclosures in relation to specific circumstances (BP-2)*.

The workforce figures quoted are as at 31 December, at the end of the financial year.

The "other" gender category was added in 2025, primarily to include employees who do not wish to disclose their gender; in practice, only Belgium reports temporary staff in this category, as it does not have information regarding their gender. The tools used by most countries do not allow for the collection of this data.

3.2 Human resources policy and Group governance (S1-1, S1-2)

The Executive Management, in collaboration with all subsidiaries and in consultation with all employees, oversees the development of Group-wide human resources policies. These policies are intended to provide a common framework against which all organisations, both in France and internationally, can develop and harmonise their practices. A social policy was drawn up at the end of 2025, setting out the Group's key priorities and main commitments in the area of human resources management. The Group's challenge in 2026 will be to:

- ensure that the policy is communicated and implemented across the Group's various subsidiaries;
- to gradually define quantitative targets, where possible, or, failing that, qualitative targets, for all the material social issues identified.

At this stage, the main human resources issues are managed independently by each country. Since the 2025 financial year, the SYNERGIE Group has been implementing a process to gradually harmonise its social practices across the Group.

The Human Resources Department ensures that the HR policy adequately addresses all impacts, risks and opportunities identified as material. In the coming years, this work may also lead to targeted adjustments to current priorities and their operational implementation in action plans.

The Human Resources Department's current priorities include:

- **attracting talent**, through initiatives aimed at raising SYNERGIE's profile, onboarding programmes and pay policies;
- **employee engagement and retention**, through initiatives relating to working conditions, pay and benefits policies, and the development of a managerial culture;
- **skills development**, particularly the enhancement of key skills – sales, recruitment and managerial – to support the performance of branches and the smooth running of head offices.

The SYNERGIE Group's commitment to fostering a safe, healthy, inclusive, respectful and stimulating working environment is already being put into practice through a range of initiatives and action plans led by the Group Human Resources Department. These arrangements apply to both employees of internal structures and temporary workers.

At Group level, the Human Resources Department defines common HR processes and priorities, supports the development of action plans, centralises the data required for management purposes, and monitors the implementation of initiatives and their outcomes.

At a local level, in line with the Group's culture of decentralisation, each subsidiary is responsible for:

- drawing up action plans tailored to the specific situation, local regulations and the particular characteristics of our customers' business sectors;
- preparing daily, weekly and monthly reports using dedicated tools;
- conducting first-level controls, carried out by local staff trained for this purpose.

3.3 Group commitments regarding consultation and information for internal stakeholders (S1-3)

The Group draws on the information and feedback provided by employees, gathered through various channels (internal surveys, whistleblowing systems, formal consultation processes, etc.), to inform its social policy and, where necessary, to adjust its priorities for action. The procedures for consulting internal stake-

holders are set out in section 1.4.2. *Taking into account interests and views of stakeholders (SBM-2)*, while a section dedicated to social dialogue and collective bargaining provides an insight into the Group's relations and interactions with employee representatives.

holders are set out in section 1.4.2. *Taking into account interests and views of stakeholders (SBM-2)*, while a section dedicated to social dialogue and collective bargaining provides an insight into the Group's relations and interactions with employee representatives. The actions described in this section help to prevent, mitigate and, where necessary, address the potential and actual negative impacts identified in the Group's materiality analysis. They also aim to mitigate the associated financial risks and leverage the financial opportunities arising from social issues. These measures are implemented across the organisation in order to improve the Group's practices and minimise the negative impact on the relevant stakeholders. The SYNERGIE Group has put in place the human, financial and organisational resources required to manage these impacts, risks and opportunities, as described in this section. However, these measures have not been formally identified for each issue, nor have they been specifically outlined in the sustainability statement.

3.4 The Group's commitments to respect for human rights

The SYNERGIE Group affirms that its commitment to human rights is a prerequisite for all its activities. It undertakes to comply with:

- the United Nations Universal Declaration of Human Rights;
- the various conventions of the International Labour Organization (ILO);
- the OECD Guidelines for Multinational Enterprises;
- the "Together for equality in recruitment" charter.

The Group is also a signatory to:

- the Corporate diversity charter, an initiative of "Les entreprises pour la Cité";
- the United Nations Global Compact.

The Group is committed to establishing a set of human resources policies that are consistent with the founding texts on human rights. These commitments are set out in the Group's social policy and in the Code of ethics and business conduct, which provides a framework for the Group's activities and guides the behaviour of all employees. These documents explicitly reaffirm the absolute rejection of all forms of trafficking in human beings, forced or compulsory labour, and child labour. The Code of ethics and business conduct, drawn up by the Group's Compliance Department, is set out in more detail in section 4. *Business conduct*.

In addition, employees can report any human rights violations via the dedicated whistleblowing system, using the Integrity Line platform, as described in section 4. *Business conduct*. In addition, some alerts may be escalated via the HR channel. In such cases, they are handled by the relevant HR managers, in accordance with the rules on confidentiality and the protection of whistleblowers, as set out in that section.

In accordance with the requirements of the ESRS standards, the Group has assessed, as part of its double materiality analysis, whether any of its activities involve a significant risk of forced labour, compulsory labour or child labour. Following this analysis, no significant risks were identified within the Group's activities. The Group's operations are mainly located in countries with robust regulatory frameworks and social welfare systems. Consequently, no specific activities or geographical regions have been identified as posing a significant risk of forced labour, compulsory labour or child labour. No specific category of workers has been identified as being particularly exposed to such risks in connection with the Group's activities.

The Group ensures that its operational and human resources management practices do not cause or contribute to significant adverse impacts on its employees. This due diligence is primarily based on the relevant internal human resources policies and procedures. Situations that could have negative impacts (such as acquisitions, specific business transactions, etc.) are analysed on a case-by-case basis by the relevant functions (mergers and acquisitions, audit and internal control, legal, etc.), in consultation with HR teams and, where appropriate, with employee representatives. Where conflicts may arise between certain operational or business constraints and the prevention

or mitigation of negative impacts on employees, the Group is committed to finding balanced solutions that safeguard working conditions and employees' rights. No actual adverse impacts of this kind were identified during the year.

Furthermore, when a decision to terminate a business relationship is being considered, the Group may assess, on a case-by-case basis, the potential impact on its own workforce. At this stage, the Group's analysis has not identified any significant adverse impacts on employees resulting from the termination of business relationships.

Performance in the management of incidents of discrimination and human rights impacts (S1-17)

| Indicators | 2024 | 2025 | Evolution (%) and performance analysis |
|---|------|-------|---|
| Number of reported incidents of discrimination, including harassment | 18 | 47 | +161 % This change can be attributed to the increase in the number of incidents reported in France (permanent employees) – a rise that can be explained by the strengthening of communication and awareness-raising efforts regarding the whistleblowing system, which has helped to raise awareness of the scheme among employees and increase its usage rate where necessary. The number of incidents reported has also risen in Spain (temporary workers), particularly those relating to administrative procedural errors. |
| Number of complaints made through channels available to the own workforce to raise concerns (including grievance mechanisms) | 18 | 136 | + 655 % In 2024, the number of complaints made through channels available to the own workforce to raise concerns (including grievance mechanisms) related solely to incidents of discrimination. In 2025, the definition was expanded to include all incidents reported by the workforce. |
| Total amount of fines, penalties and compensation for damage resulting from incidents and complaints (euros) | 0 | 6,332 | The change is due to the payment in 2025 by the Italian subsidiary of several fines relating to a failure to provide safety training for an employee, a delay in reporting a workplace accident, and the adjustment of training time. Furthermore, as an estimation methodology was applied (see below for further details), a fine was estimated for the other countries as well, based on the fine paid by the Italian subsidiary. |
| Number of serious human rights incidents affecting the own workforce | 0 | 0 | - |
| Of which: number of cases of non-respect of the UN Guiding Principles on Business and Human Rights, ILO Declaration on Fundamental Principles and Rights at Work or OECD Guidelines for Multinational Enterprises, where applicable | 0 | 0 | - |
| total amount of fines, penalties, and compensation for damages as a result of severe human rights incidents affecting the company's own workforce | 0 | 0 | - |

Scope and methodological limitations:

In 2024, the scope of the calculation covered the Group's five main countries of operation (France, Italy, Belgium, the UK and Spain), which at that time accounted for 83% of the Group's revenue, based on actual data, with the remainder estimated on the basis of the workforce at year-end. In 2025, the scope of the calculation was similar, with the five main countries in which the Group operates accounting for 83% of the Group's revenue, as described in section 1.2. *Disclosures in relation to specific circumstances (BP-2)*.

Information regarding the number of incidents of discrimination, including harassment, the number of

complaints filed through channels for the own workforce to raise concerns, and severe human rights incidents affecting the company's own workforce is sourced from the Group's whistleblowing system and reports submitted through management channels by the various entities. Information on the amounts of fines, penalties, sanctions and related compensation is collected from the legal teams in the countries concerned.

The procedures for managing and handling incidents and complaints filed via the SYNERGIE Group's Integrity Line platform are set out in section 4. *Business conduct*.

3.5 Social dialogue and collective bargaining

3.5.1 Impacts, risks and opportunities (SBM-3)

The double materiality analysis has identified the material impacts, risks and opportunities (IROs) set out in the table below, relating to the following significant issues:

- Social dialogue
- Collective bargaining

| Issue | IRO | Type of IRO | Value chain | Time horizon | Link to strategy and business model |
|------------------------------|---|-----------------------------|----------------|--------------|--|
| Social dialogue | Inadequate or ineffective social dialogue can have a number of negative impacts on employees: frustration, lack of motivation and internal conflicts, which can create a tense working atmosphere, with repercussions on employees' working conditions. | Negative impact (potential) | Own operations | ST, MT, LT | SYNERGIE's business model, which is based on a decentralised organisation and teams spread across numerous sites, makes the quality of social dialogue a crucial factor. The consequences of poor-quality social dialogue can undermine employee engagement and prompt the Group to enhance its consultation mechanisms as part of its social strategy. |
| Collective bargaining | Inadequate social protection (health, life insurance, pensions, and protection in the event of an accident or illness) can affect employees in several ways: - Stress and financial insecurity in the event of illness, accident or unforeseen circumstances - Reduced engagement and motivation if employees feel they are not adequately protected. | Negative impact (potential) | Own operations | ST, MT, LT | Managing a large workforce exposed to a wide range of work situations makes collective bargaining a key component of SYNERGIE's business model. Inadequate social protection can cause stress and a sense of insecurity, affecting employee engagement and retention. These factors may influence the Group's strategy by increasing the emphasis placed on social protection schemes as factors that enhance the attractiveness of the business and ensure its stability. |

Description and assessment of material impacts, risks and opportunities

The methodology for identifying impacts in the areas of social dialogue and collective bargaining is based primarily on qualitative interviews conducted with the business lines and the Group's HR teams. These discussions have made it possible to analyse existing practices, identify local particularities and assess the impacts associated with the organisation of social dialogue in diverse regulatory settings. This field-based approach, supplemented by an analysis of internal procedures and the relevant legal frameworks, has helped identify several potential negative impacts for the Group.

Social dialogue and collective bargaining are key drivers of performance and cohesion for the Group. When managed effectively, they help to build trust, improve the working environment and enhance the company's attractiveness. However, inadequate or poor social dialogue can give rise to risks such as social tensions, a loss of employee engagement or a slowdown in business activity. Conversely, constructive dialogue presents a real opportunity: it enables us to work together to develop tailored solutions, strengthen social rights and contribute to a culture of long-term progress within the Group. Given the specific nature of SYNERGIE's business, it is required to maintain channels of social dialogue with representatives of both permanent and temporary employees. In particular, the

Group's challenge is to ensure consistency in the practices it has implemented in terms of social dialogue and collective bargaining across its entire scope.

3.5.2 Policy (S1-1) and targets (S1-5), actions and performances

Social dialogue forms an integral part of the SYNERGIE Group's social policy, which was formalised at the end of 2025 and is described in section 3.2. *Human resources policy and Group governance (S1-1, S1-2)*. At this stage, the Group has not set any quantitative targets regarding social dialogue and collective bargaining. However, the quantitative indicators set out below are monitored on a regular basis to assess the Group's performance in these areas.

Dialogue channels and processes and targets

In a Group whose business places people at the heart of its priorities, the quality of social dialogue is a key driver of performance.

SYNERGIE Group's Human Resources Department is committed to implementing measures designed to ensure high-quality working relationships, including in countries where the regulatory framework does not provide for employee representation or formalised channels of dialogue.

In accordance with local legislation, social dialogue is organised in each country in accordance with specific procedures, as described below, under the responsibility of the HR teams and, where applicable, the subsidiaries' managers.

HR managers are responsible for maintaining regular dialogue with the social partners and for raising the concerns of both permanent and temporary employees.

These schemes help make the Group attractive to temporary workers by guaranteeing them access to social benefits such as the time-saving account, health insurance and pension schemes, which are set out in collective agreements.

Subsidiary initiatives

In France, in 2025, the social dialogue stakeholders within the SYNERGIE Group met regularly to discuss topics that were either mandatory or agreed upon by the social partners. Pay and working time, health and welfare, time-saving accounts for temporary and permanent employees, seasonal contracts, paid leave, career management and professional development, disability and quality of life at work were among the topics discussed at these meetings. Social dialogue continued at regional level through the Works Council and via meetings between local representatives:

- 13 Works Council meetings (including 11 ordinary and 2 extraordinary meetings);
- 4 workplace health and safety committee (CSSCT) meetings;
- 18 local representative meetings.

The following agreements were signed and came into force in 2025:

- an agreement on gender equality in the workplace;
- and an agreement on seasonal contracts.

In addition to negotiations on the signing of collective bargaining agreements, meetings with employee representatives are held throughout the year to encourage transparent and constructive dialogue. Members of the governing bodies attend negotiation meetings, depending on the topics being discussed.

When a new agreement is signed, tracking indicators are established to ensure that the necessary measures are implemented. For example, following the signing of the agreement on seasonal contracts, a monthly report was introduced to identify temporary workers eligible for an interview following a period on a seasonal contract.

In **Spain**, social dialogue takes place on a quarterly basis between the subsidiary's management and representatives of permanent employees. Employee representatives are elected every four years. Labour relations are also governed by the collective bargaining agreement for temporary employment agencies, which was renegotiated in 2018.

In **Belgium**, social dialogue concerning permanent and temporary employees is organised around two separate mechanisms:

- national negotiations between social partners, which focus in particular on pay conditions, such as the level of indexation and minimum wages;
- and sector-specific agreements, which set out specific working conditions (working time, etc.).

At the Belgian subsidiary, elections for permanent employee representatives are held every four years, as required by law. However, as no candidate has been nominated so far, there is no formal obligation to consult the social partners. Temporary workers can take part in social dialogue in the company where they are working. They are also entitled to vote in the company's works council elections, provided they meet the relevant legal criteria.

In addition, several Group subsidiaries are implementing measures to maintain regular and transparent social dialogue:

- the **subsidiary DCS EASYWARE** regularly distributes an anonymous questionnaire to its employees to assess the working environment;
- in **Poland**, a survey is conducted to measure job satisfaction among permanent employees;
- in the **Czech Republic and Slovakia**, channels of communication with the Executive Management and the Human Resources Department are made available and are introduced during the onboarding of new employees and through regular internal communications.

In 2025, outside France, two new collective bargaining agreements were negotiated, due to come into force in 2026:

- a national collective bargaining agreement covering consultancy and public market research in Spain, within the subsidiary DCS EASYWARE;
- and a collective bargaining agreement on temporary work, adopted by the association of personnel service providers and the trade unions in Germany. It includes framework agreements as well as provisions relating to pay.

In the **Netherlands**, SYNERGIE has organised training sessions for permanent staff on updates to collective bargaining agreements.

Whistleblowing system and channels for own workers to raise concerns (S1-4)

In addition to the usual channels, particularly through management, a new whistleblowing procedure came into force in 2024, enabling any employee, whether

permanent or temporary, to raise concerns. The whistleblowing procedure and the measures for protecting whistleblowers are set out in detail in section 4. *Business conduct*.

Performance in terms of employee representation and collective bargaining coverage (S1-8)

| Coverage rate | Collective bargaining coverage | | Social dialogue | |
|---------------|---|-------------------------------------|---|-------------------------------------|
| | Employees – EEE ⁽¹⁰⁾ | Employees – non EEE ⁽¹¹⁾ | Employees – EEE ⁽¹⁰⁾ | Employees – non EEE ⁽¹¹⁾ |
| 0 – 19% | - | United Kingdom (0%) | Belgium (0%) Spain (temporary staff: 0%) | United Kingdom (0%) |
| 20 – 39% | - | - | - | - |
| 40 – 59% | - | - | - | - |
| 60 – 79% | - | - | - | - |
| 80 – 100% | France (100%) Spain (100%) Italy (100%) Belgium (100%) | - | France (permanent employees: 97.9%, temporary employees: 99.8%) Spain (permanent employees: 90.4%) Italy (permanent employees: 100%, temporary employees: 100%) | - |

At Group level, across these five countries where we operate, the consolidated results are as follows: 83.7% of permanent employees are covered by employee representatives and 97.3% by collective bargaining; 73% of temporary employees are covered by employee representatives and 94% by collective bargaining.

Scope and methodological limitations:

In 2024, the scope of the calculation covered the Group's five main countries of operation (France, Italy, Belgium, the United Kingdom and Spain), which at that time accounted for 83% of the Group's revenue. In 2025, the scope of the calculation was similar, with the five main countries in which the Group operates accounting for 83% of the Group's revenue, as described in section 1.2. *Disclosures in relation to specific circumstances (BP-2)*.

The workforce figures quoted are as at 31 December, at the end of the financial year.

The figures presented regarding social dialogue and the representation of temporary employees appear relatively low compared with those for permanent employees. This discrepancy is mainly due to the fact that, in most countries, temporary employees are covered by collective bargaining agreements as well as by employee representatives at the end-user company.

The SYNERGIE Group has not entered into any agreement with its employees regarding representation by a European Works Council (EWC), a Societas Europaea (SE) Works Council or a Societas Cooperativa Europaea (SCE) Works Council.

(10) For countries with > 50 employees representing > 10% of total employees.

(11) Estimate for regions with >50 employees representing >10% of total employees.

3.6 Attracting and retaining talent (specific issue)

3.6.1 Impacts, risks and opportunities (SBM-3)

The double materiality analysis has identified the material impacts, risks and opportunities (IROs) set out in the table below, relating to the following significant issues:

- Attracting and retaining talent

| Issue | IRO | Type of IRO | Value chain | Time horizon | Link to strategy and business model |
|--|---|--------------------------|-------------------------|--------------|---|
| Attracting and retaining talent | An economic climate characterised by a tighter labour market makes it more difficult to recruit permanent employees and contributes to the growing scarcity of experts. | Risk | Own operations | ST, MT, LT | The tightening labour market and the growing scarcity of experts pose a strategic risk to SYNERGIE's business model, whose value proposition is based on its ability to attract, retain and engage skilled talent to meet its customers' needs. In turn, SYNERGIE's reliance on these key skills increases its exposure to labour market pressures, which could affect its growth, competitiveness and the quality of its services. |
| Attracting and retaining talent | The tight labour market (with a severe shortage of talent in many sectors) is putting increased pressure on internal employees: greater pressure on recruitment teams, a heavier workload, and the risk of stress and burnout – particularly for understaffed teams – as well as professional frustration | Negative impact (proven) | Upstream Own operations | ST, MT, LT | The ongoing talent shortage is having a clear operational and human impact on SYNERGIE's internal teams, particularly within the recruitment function, resulting in increased pressure, a heavier workload and the risk of stress or burnout. These impacts can in turn affect operational efficiency, employee engagement and the company's ability to deliver a service that meets its customers' expectations, thereby directly influencing the performance of the business model. |

Description and assessment of material impacts, risks and opportunities

The risks and impacts related to attracting and retaining talent have been identified and analysed on the basis of in-depth interviews conducted with the relevant business lines within the Group, in particular HR, operational and managerial functions. These discussions highlighted:

- strategic and operational risks related to the growing difficulty in recruiting and retaining experts, which could affect SYNERGIE's ability to meet customer demand, maintain its standard of service and maintain its growth trend;
- actual human and organisational impacts on internal employees, particularly recruitment and support teams, who are facing an increased workload, heightened stress, the risk of burnout, and potential discouragement due to labour market constraints.

Attracting and retaining talent is a key strategic challenge for the Group. In a highly competitive job market, the ability to attract, develop and retain permanent and temporary employees has a direct impact on the company's performance and long-term viability. Challenges in this area can lead to risks such as the loss of key skills, increased employee turnover or a decline in engagement. Conversely, an attractive and inclusive HR policy presents an opportunity to boost innovation, improve service quality and consolidate the company's reputation as a responsible employer.

3.6.2 Policies (S1-1) and targets (S1-5)

The SYNERGIE Group is actively working to enhance its appeal to talent – whether permanent employees or temporary staff – by implementing initiatives designed to foster engagement and loyalty. The Group is focusing its efforts on three main areas:

- promoting its reputation and values: local presence, team spirit, diversity and innovation;
- the employee experience, from recruitment through to day-to-day management;
- quality of life and working conditions, including work-life balance and well-being at work.

The Human Resources Department regularly conducts internal surveys to gain a better understanding of its employees' expectations in terms of attractiveness, work organisation, governance and management, as well as motivation, and to adapt its practices to their changing needs.

Subsidiary initiatives

In **France**, a satisfaction survey was conducted among permanent employees in June 2023. An analysis of the results led to the development of an action plan (career progression and skills development, communication, stress and fatigue, managerial culture), which is being managed and monitored by the Human Resources Department.

Also, in **Poland, Germany, the Czech Republic, Slovakia and Belgium**, satisfaction surveys are regularly conducted among permanent employees.

Attracting and retaining talent is an integral part of the Group's social policy, which was formalised at the end of 2025 and is described in section **3.2 Human resources policy and Group governance (SI-1, SI-2)**. At this stage, the Group has not set a quantitative target in this area.

3.6.3 Actions and performances

Enhancing the Group's reputation

In 2024, the SYNERGIE Group stepped up its presence on social media and launched a television advertising campaign; since then, it has continued its efforts to promote and harmonise its brand. The Marketing teams in France have been working on developing a communication strategy to ensure overall consistency

and highlight the Group's commitments and expertise. At the same time, the International Development Department has established a dedicated marketing function at Group level to support the brand strategy and ensure that initiatives are aligned across all markets in which SYNERGIE operates.

Enhancing the employee experience

Each SYNERGIE Group subsidiary is committed to enhancing the candidate and employee experience by taking concrete actions tailored to its local circumstances and business lines, with a view to improving the satisfaction, engagement and integration of all talent within the Group.

Subsidiary initiatives

In **France**, the Group launched a new integration programme at the end of 2023, which was rolled out on a larger scale in 2024 and 2025. In an industry characterised by high staff turnover, the integration phase is a key factor in building loyalty and retaining staff. This programme has been revamped with the introduction of an integration session at head office, organised in groups of 15 people, with approximately one session per month. This initiative aims to give new recruits a shared understanding of the SYNERGIE Group, its strategic priorities and how its teams operate, in order to facilitate their integration and engagement from the very first weeks. An e-learning onboarding programme is also available to all temporary staff on permanent contracts.

Outside France, integration seminars for new employees vary depending on the size and culture of each subsidiary. However, the introduction in 2023 of international meetings organised by the Group Human Resources Department has gradually facilitated the sharing and promotion of best practices, thereby enhancing the consistency and quality of the employee experience across the Group.

Improving quality of life and working conditions

The SYNERGIE Group places quality of life and working conditions at the heart of its human resources policy, recognising that the well-being of its employees is a key driver of performance and engagement. This initiative is based on several complementary approaches:

- ensuring attractive and fair pay levels (see section **3.9. Adequate wages**);
- developing employees' skills and employability through training and career support (see section **3.11. Training and skills development**);
- promoting recognition and improving the quality of day-to-day management (see section **3.11. Training and skills development**);
- and promoting a balanced approach to work organisation that is tailored to operational needs.

All of these initiatives are designed to create a motivating, safe and inclusive environment capable of supporting the long-term engagement and retention of talent within the Group.

The Group continues to explore ways to enhance employee loyalty and attractiveness in the coming years.

Subsidiary initiatives

Review of pay scales

In order to remain competitive, and in addition to the review of adequate wages, the measures of which are set out in section 3.9. Adequate wages: several of the Group's subsidiaries have introduced pay rises, including a half-yearly review of permanent employees' salaries in **Italy**, an annual review of the pay scale in **Portugal** and at the subsidiary **DCS EASYWARE**, and a salary adjustment in **Austria** in accordance with the collective bargaining agreements in place.

Securing long-term employment: Open-ended temporary contract

Likewise, in **France**, the Group has chosen to actively rely on the recruitment of staff on open-ended temporary contracts through these branches, using this approach as a key tool for staff retention, skills development and long-term integration into the labour market, for the benefit of temporary workers, customers and the regions in which the Group operates. Introduced in 2013, the open-ended temporary contract is designed to achieve the key objective of providing greater job security and enhancing employees' employability. A genuine social advance championed by the industry, this scheme offers job stability while retaining the flexibility inherent in temporary work. This type of contract is also becoming more common in several Group subsidiaries (**Spain, United Kingdom, Italy, the Netherlands, Germany and Austria**).

Monitoring employee satisfaction

SYNERGIE Group subsidiaries monitor the effectiveness of the measures introduced to promote staff retention, according to their local resources. In **Australia**, this effectiveness is measured using indicators such as staff turnover rates, the results of engagement surveys conducted among permanent and temporary staff, salary benchmarking analyses, and management appraisals. In **Poland**, these measures are assessed on a monthly basis by Executive Management. In the **Czech Republic and Slovakia**, their effectiveness is analysed by the Human Resources Department and Executive Management, based on employee feedback, monitoring of their integration and analysis of key HR issues. In **Germany**, the roll-out of the Factorial HR information system will, over the coming years, enable the company to systematically monitor these initiatives, alongside the analysis of staff turnover rates, short-term sick leave and a quarterly NPS survey. The results will be regularly reviewed by management.

The measures taken within the SYNERGIE Group to promote a healthy work-life balance for employees are set out in section 3.7. *Work-life balance*.

Performances in attracting and retaining talent (S1-6)

| Indicators | 2024 | 2025 | Evolution (%) and performance analysis |
|--|------|--------|--|
| Permanent employees | | | |
| Number of employees who left the company | - | 1,693 | - |
| Turnover rate | - | 33% | - |
| Temporary staff | | | |
| Number of employees who left the company | - | 15,350 | - |
| Turnover rate | - | 110% | - |

Scope and methodological limitations:

In 2024, the scope of the calculation covered the Group's five main countries of operation (France, Italy, Belgium, the UK and Spain), which at that time accounted for 83% of the Group's revenue, based on actual data, with the remainder estimated on the basis of the workforce at year-end. In 2025, the scope of the calculation was similar, with the five main countries in which the Group operates accounting for 83% of the Group's revenue, as described in section 1.2. *Disclosures in relation to specific circumstances (BP-2)*.

The staff turnover rate is calculated as follows: number of departures over the period / average workforce. Turnover rates for temporary staff are calculated solely for temporary staff on open-ended temporary contracts.

In 2024, the Group reported the number of employees who had left the company (12,609 employees) and the staff turnover rate (53.04%), without distinguishing between permanent employees and temporary staff. In 2025, the distinction was established in order to analyse the data more accurately, as the management of

these two groups in terms of recruitment and retention presents distinct challenges.

The high staff turnover rates can be explained by the nature of the contracts and the business:

- for temporary staff (on open-ended temporary contracts only), the rate exceeding 100% reflects high staff turnover related to the end of assignments and frequent changes of posting (administrative departure or end of assignment, without the employee leaving the company permanently).
- for permanent employees, the turnover rate can be partly explained by the nature of departures: more than a third of departures are due to the expiry of fixed-term contracts and retirement, and are therefore to be expected. The remainder may reflect a certain amount of staff turnover or organisational changes.

3.7 Work-life balance

3.7.1 Impacts, risks and opportunities (SBM-3)

The double materiality analysis has identified the material impacts, risks and opportunities (IROs) set out in the table below, relating to the following significant issues:

- Work-life balance

| Issue | IRO | Type of IRO | Value chain | Time horizon | Link to strategy and business model |
|--------------------------|--|-----------------------------|----------------|--------------|--|
| Work-life balance | Work-life imbalance can lead to high staff turnover, reduced productivity and service quality, as well as an increased risk of frequent absenteeism or sick leave. | Risk | Own operations | ST, MT, LT | Work-life imbalance poses an organisational and operational risk to SYNERGIE's business model, having a direct impact on revenue from assignments. |
| Work-life balance | Permanent staff may face increased pressure to strike a balance between their professional performance and their personal life, particularly when dealing with demanding assignments or high sales targets. This pressure can result in: stress and excessive workloads, dissatisfaction and a lack of motivation, as well as higher turnover. | Negative impact (potential) | Own operations | ST, MT, LT | Human impacts may affect team engagement and the stability of SYNERGIE's business model. |

Description and assessment of material impacts, risks and opportunities

The risks and impacts related to work-life balance have been identified and assessed through interviews conducted with the Group's business lines and support functions, in particular the HR, operational and management departments. These discussions made it possible to identify:

- the organisational and economic risks associated with a persistent work-life imbalance, linked to high staff turnover, absenteeism and operational performance;
- the potential human impacts on permanent employees, particularly in terms of mental health, engagement and quality of life at work.

Time and workload management are key factors in employees' well-being and engagement. Unsuitable working conditions can lead to risks such as stress, high staff turnover and a decline in motivation. Conversely, a work-life balance that respects working time boosts employee satisfaction, retention and the Group's long-term performance.

3.7.2 Policies (S1-1) and targets (S1-5)

The SYNERGIE Group places particular emphasis on work-life balance, which is recognised as a key factor in well-being, engagement and consistent performance. This is a key priority for the SYNERGIE Group and forms part of its social policy, which was formalised at the end of 2025 and is described in section 3.2. *Human resources policy and Group governance (S1-1, S1-2)*.

The SYNERGIE Group entrusts each subsidiary with the responsibility and autonomy to define and take action tailored to their local circumstances, fields of expertise and organisations. This decentralised approach enables us to respond pragmatically to employee needs, while taking into account operational specificities and local circumstances.

At this stage, the Group has not set any specific targets in this regard, although it is committed to complying with the legal framework governing working time and to taking all reasonable steps to maintain a healthy working environment for everyone.

3.7.3 Actions and performances

Several of the Group's subsidiaries have introduced measures to ensure a degree of flexibility in the organisation of working time and promote a healthy work-life balance.

Subsidiary initiatives

In France, under the agreement on Quality of Life and Working Conditions (QLWC), the Human Resources Department:

- offers training on best practices for remote working;
- has introduced a system for monitoring staff work schedules;
- regularly reminds managers and their teams of the need to schedule their holidays, respect working hours and ensure they take adequate rest;
- reiterates the principle of disconnecting;
- organises workshops to explore best practices in terms of team collaboration;
- pay particular attention to how work is organised for teams that may be understaffed.

Working time arrangements may also be tailored to specific circumstances, such as parenting or caring for relatives, as set out in the relevant collective bargaining agreements. In particular for family caregivers, the company aims, as part of its 2025–2028 company-wide agreement on gender equality in the workplace, described in section 3.8. *Gender equality*

- in the workplace, to enable employees who are “carers” to use days off donated by other employees, and undertakes to:
- set up a system to track the number of days of paid leave and reduced working hours granted;
 - launch a call for donations, based on the number of days available in the system, while ensuring anonymity;
 - match the number of days donated with one additional day for every five days donated by employees, as soon as a day-donation initiative is launched.

For permanent employees on a daily rate, as part of career review meetings, as detailed in section 3.11. *Training and skills development*, an annual “daily rate review” has been introduced to assess five aspects of the workload:

- actual workload;
- organisation of working time;
- observance of rest periods;
- work–life balance;
- mental strain and fatigue.

In addition, a remote working charter was drawn up and rolled out at the end of 2024. It sets out the arrangements for remote working for permanent employees and the best practices to be followed (respect for privacy, the right to disconnect, and workload monitoring).

In **Germany**, a comprehensive working time policy was introduced in 2025 and signed by almost all employees. The aim of this policy is to ensure compliance with the legal maximum working time, as well as existing work restrictions and rest periods.

In several subsidiaries, employees enjoy a range of benefits throughout their careers, designed to improve their work-life balance and working conditions. These measures include remote working in most of the countries where the Group operates, as well as specific working time arrangements (such as a free afternoon in **Spain** and the **Czech Republic**, or a day off on employees’ birthdays in the **UK**, for example). Some schemes are also designed to support family life, offering, for example, specific leave for adoption, time off to care for a sick child, or specific childcare entitlements, depending on the country.

Performances in terms of work-life balance

| Indicators | 2024 | 2025 | Evolution (%) and performance analysis |
|--|------|-------|--|
| Permanent employees | | | |
| Percentage of employees entitled to family-related leave – men | - | 99.8% | - |
| Percentage of employees who have taken family-related leave – men | - | 5.7% | - |
| Percentage of employees entitled to family-related leave – women | - | 100% | - |
| Percentage of employees who have taken family-related leave – women | - | 11.9% | - |
| Percentage of employees entitled to family-related leave – others | - | - | - |
| Percentage of employees who have taken family-related leave – others | - | - | - |
| Temporary staff | | | |
| Percentage of employees entitled to family-related leave – men | - | 92.8% | - |
| Percentage of employees who have taken family-related leave – men | - | 2.4% | - |
| Percentage of employees entitled to family-related leave – women | - | 96.1% | - |
| Percentage of employees who have taken family-related leave – women | - | 2.6% | - |
| Percentage of employees entitled to family-related leave – others | - | 100% | - |
| Percentage of employees who have taken family-related leave – others | - | 3.6% | - |

At Group level, 99.9% of permanent employees are entitled to family-related leave and 10.5% took such leave during the period, while 94% of temporary staff are entitled to family-related leave and 2.5% took such leave during the period.

Scope and methodological limitations

In 2024, the scope of the calculation covered the Group's five main countries of operation (France, Italy, Belgium, the UK and Spain), which at that time accounted for 83% of the Group's revenue, based on actual data, with the remainder estimated on the basis of the workforce at year-end. In 2025, the scope of the calculation was similar, with the five main countries in which the Group operates accounting for 83% of the Group's revenue, as described in section 1.2. *Disclosures in relation to specific circumstances (BP-2)*.

The workforce figures quoted are as at 31 December, at the end of the financial year.

The "other" gender category was added in 2025, primarily to include employees who do not wish to disclose their gender; in practice, only Belgium reports temporary staff in this category, as it does not have information regarding their gender. The tools used by most countries do not allow for the collection of this data.

In 2025, temporary staff at the UK subsidiary are excluded from the calculation of these indicators, as UK regulations distinguish between the right to paid leave and the right to compensation: temporary workers may receive compensation without being entitled to paid leave, and are only eligible for paid leave if they have worked for 26 weeks in total. Therefore, current tools do not allow us to identify the number of eligible temporary staff.

The difference between the rates shown for permanent employees and temporary staff is mainly due to the very nature of temporary work, which is characterised by shorter assignments and a higher turnover rate. In this context, temporary workers are less likely to meet the seniority requirements, where these exist, or to be on assignment at the time they take family-related leave, which may result in less frequent use of these schemes during the reporting period.

3.8 Gender equality in the workplace

3.8.1 Impacts, risks and opportunities (SBM-3)

The double materiality analysis has identified the material impacts, risks and opportunities (IROs) set out in the table below, relating to the following significant issues:

- Gender equality and equal work for equal pay

| Issue | IRO | Type of IRO | Value chain | Time horizon | Link to strategy and business model |
|---|---|--------------------------|----------------|--------------|--|
| Gender equality and equal work for equal pay | A gender pay gap for comparable jobs can lead to a loss of motivation and professional engagement, a sense of unfairness and a lack of recognition, as well as persistent disparities in income and social protection over the long term. | Negative impact (proven) | Own operations | ST, MT, LT | SYNERGIE's ability to attract and retain talent in a tight labour market is based on a pay policy that is perceived as fair and responsible. This issue is directly related to the Group's operational performance and its credibility with customers, who expect exemplary social practices from their HR partners. |
| Gender equality and equal work for equal pay | A disparity in career progression between women and men in comparable roles can lead to unequal access to leadership roles and career opportunities, a slowdown in career progression and, consequently, a negative impact on the organisation's ability to attract and retain staff, as well as on workplace well-being. | Negative impact (proven) | Own operations | ST, MT, LT | Equality in career progression is a strategic tool for SYNERGIE to develop internal skills, secure key expertise and strengthen team engagement. It supports the long-term viability of the business model by ensuring a diverse and sustainable pool of managers and consultants. |
| Gender equality and equal work for equal pay | A lack of gender diversity in jobs (an uneven gender balance or the dominance of one gender in certain roles) can have several negative impacts on employees, including: a perception of unfairness or discrimination, and limited pay prospects for employees or candidates who are unable to access certain jobs. | Negative impact (proven) | Own operations | ST, MT, LT | By promoting gender diversity, SYNERGIE is able to expand the pool of candidates it can offer its customers and better meet the ever-changing needs of the labour market. It also reinforces the Group's position as a committed champion of inclusion, a factor that sets it apart in a highly competitive sector. |

Description and assessment of material impacts, risks and opportunities

Gender pay gaps can affect employee engagement, team performance and SYNERGIE's employer image. In the medium and long term, such gaps may undermine the Group's ability to attract and retain talent, given the fierce competition for talent. A lack of fairness may give rise to material risks: discrimination, social tensions and a loss of motivation. Conversely, actively promoting gender equality fosters diversity, stimulates innovation and enhances the Group's appeal.

These impacts were assessed on the basis of internal qualitative interviews conducted with the HR Department. These discussions provided an opportunity to assess the actual impact in light of current practices, the gaps identified, and regulatory and market expectations, should the SYNERGIE Group fail to take any action.

3.8.2 Policies (S1-1) and targets (S1-5)

Gender equality in the workplace is a fundamental principle and a matter of social justice for the Group. Beyond simply complying with legal obligations, it serves as a catalyst for cohesion, engagement and collective performance.

Promoting gender equality in the workplace, both internally and with customers, is a core cause to which the Group is particularly committed. This issue forms an integral part of the Group's social policy, which was formalised at the end of 2025 and is described in section 3.2 *Human resources policy and Group governance (S1-1, S1-2)*. At this stage, the Group has not set a quantitative target in this area, although it expects every manager to pay close attention to the career development and fair treatment of their direct reports. However, the quantitative indicators set out below are regularly monitored to assess the Group's performance in the area of gender equality in the workplace.

Subsidiary initiatives

In France, since 2015, the SYNERGIE Group has been making a systematic commitment to gender equality in the workplace. In 2025, Executive Management and the trade unions signed a collective bargaining agreement on gender equality in the workplace (for permanent employees) for the 2025-2028 period. Under this company-wide agreement, the Group decided to continue with the measures already taken in previous years. The gender equality and workplace diversity policy is subject to measurable targets that are monitored. Improvement measures are identified and communicated to all internal stakeholders within the company via the intranet, management meetings and training sessions. The gender equality and workplace diversity policy will focus on the following key areas from the end of 2025:

- **Improving gender diversity in the workforce**

The company aims to increase the proportion of under-represented groups in each function in its branches (recruitment officer, customer relationship manager, consultant, branch manager, area manager) by 8 percentage points over the term of the agreement.

- **Promoting access for women to leadership roles**

The company aims to achieve a 30% representation of women in SYNERGIE SE's governing bodies by taking the following measures:

- > Establishment of a mentoring scheme for female employees identified as high-potential talent during People Reviews, with a view to enhancing their visibility and career progression within the company;
- > Communication to staff regarding career pathways (mobility hubs).

- **Combating wage gaps and wage inequality**

The company is committed to tackling the pay gap associated with parenthood by ensuring that no woman returning from maternity leave faces a pay gap.

The company is also committed to tackling the gender pay gap and, as part of the Mandatory Annual Negotiations, will allocate 10% of the budget set aside for pay reviews to reducing any gender pay gap that is identified.

The agreement sets out further commitments regarding the fight against discrimination and workplace violence, as well as work-life balance, particularly for employees who are "caregivers", as described in section 3.7. *Work-life balance*.

The policy pursued for over ten years by Executive Management and the Human Resources teams has been recognised with the award of the Gender equality in the workplace label, which has been issued by AFNOR (the French Standards Association) since 2019. Only two companies in this sector have been awarded this label.

This quality label rewards SYNERGIE's efforts over several years to promote gender equality in the workplace, both for its permanent employees, through its social policy, and for its temporary staff and customers, through initiatives designed to increase the employment of women, particularly in technical fields.

Italy holds UNI/PdR 125 certification, attesting to the implementation of measures that ensure equal treatment for men and women. Issued by the Italian accreditation body Accredia, this certification sets out the guiding principles of the organisation's gender equality management system. Key performance indicators are regularly monitored to assess the effectiveness of the management system. Training courses on unconscious bias are also offered to employees.

In **Spain**, the subsidiary developed an equality plan for the 2022-2026 period aimed at its permanent employees and temporary staff. The plan led to the drafting of policies and the promotion of equal treatment measures.

3.8.3 Actions and performances

The agreement on gender equality in the workplace signed for France provides a solid foundation for the SYNERGIE Group, around which subsidiaries develop and implement their own initiatives to promote gender equality, for both their permanent employees and temporary staff.

Subsidiary initiatives

In **France**, the Gender Equality in the Workplace Task Force, which reports to the Human Resources Department, carries out a wide range of internal initiatives aimed at permanent employees, as well as external initiatives targeting temporary staff and customers, with the aim of promoting equality in the workplace, challenging gender stereotypes and fostering an inclusive working environment.

As an illustration, the Gender Equality Task Force has recently introduced:

| | |
|--------------------------------|---|
| For permanent employees | <ul style="list-style-type: none"> - A system for reporting inappropriate behaviour (sexist remarks, psychological and sexual harassment), ensuring that complaints are dealt with within 30 days, that confidentiality is ensured and that there are no reprisals. Harassment contact persons have been appointed and are in charge of this process. - A permanent poster campaign in the offices to raise staff awareness of banned sexist behaviour and the internal and external points of contact to call on should the need arise. - Regular communication and awareness-raising initiatives (articles, newsletters, quizzes, collaborative workshops, etc.) to embed the fight against sexist behaviour within the company's culture. Awareness-raising campaigns were organised at special events in 2025. - A Sexism Fresk, which was added to the training catalogue in 2024. |
| For temporary staff | <ul style="list-style-type: none"> - Organisation of regular information sessions and company visits to debunk gender stereotypes. - The organisation of the 12th edition of the "Mix&Métiers" forum, held in 2025 and aimed exclusively at women (749 female candidates, 22 companies, 31 exhibitors, 9 employment partners). - The launch of the "YES DAY", designed to facilitate dialogue between potential female candidates and specific customers in so-called "male-dominated" professions, with the aim of challenging stereotypes and limiting beliefs and thereby promoting greater female representation in certain technical fields. In 2025, "YES DAY" events were offered to all branches in the network. 28 career development programmes were organised and 47 women took up new posts. |

The **UK** subsidiary calculates a gender pay gap on an annual basis, which is published on a government portal and on the subsidiary's website. In **Australia**, such pay gaps are reported to the Workplace Gender Equality Agency (WGEA). Mandatory training on preventing discrimination is provided for permanent employees. The French subsidiaries also monitor the gender equality in the workplace index on an annual basis.

In **Germany**, the rollout of a new HR information system makes it possible to collect and analyse data on pay equality among permanent employees.

Performances in terms of gender equality in the workplace (S1-9, S1-16)

| Indicators | 2024 | 2025 | Evolution (%) |
|--|--------|-------|---|
| Permanent employees | | | |
| Gender pay gap | 29.2% | 24.5% | -16% |
| Number of women in senior management | 127 | 130 | +2% |
| Percentage of women in senior management | 60% | 63% | - |
| Number of men in senior management | 86 | 75 | -13% |
| Percentage of men in senior management | 40% | 37% | - |
| Remuneration ratio | - | - | - |
| France | - | 12.36 | - |
| United Kingdom | - | 3.76 | - |
| Spain | - | 4.47 | - |
| Italy | - | 8.57 | - |
| Belgium | - | 3.42 | - |
| Temporary staff | | | |
| Gender pay gap | 12.26% | 12% | -2% |
| Remuneration ratio | - | - | - |
| France | - | 2.25 | - |
| United Kingdom | - | 3.27 | - |
| Spain | - | 1.53 | - |
| Italy | - | 3.54 | - |
| Belgium | - | - | Belgium has no staff on open-ended temporary contracts. |

The gender pay gap stands at 24.5% for permanent employees, meaning that on average, women earn 24.5% less than men. The gap is 12% for temporary staff.

This gap is not based on equivalent jobs and profiles: all employees who were present throughout the year were included in this calculation.

SYNERGIE Group's workforce is characterised by a marked gender imbalance between permanent employees and temporary staff.

Whilst women account for 78% of the Group's permanent employees, 35% of SYNERGIE's temporary staff are women. As regards temporary workers, the subsidiaries in Southern Europe have the highest proportion, with nearly 40% of temporary workers being women. They are followed by subsidiaries outside Europe (Australia and Canada) and those in Northern and Eastern Europe, where women account for 35% and 32% of temporary staff, respectively. In France, the proportion of female temporary staff stands at 30%, a figure influenced by the strong presence of sectors that have traditionally had few female workers.

The gender pay gap is explained in particular by structural factors linked to the distribution of the workforce by job type. Within the SYNERGIE Group, among permanent employees, women are proportionally over-represented in certain operational roles within the branches, particularly in recruitment-related roles, which generally correspond to different pay levels than those associated with managerial or executive positions. This breakdown by job type therefore partly contributes to the pay gap observed. Furthermore, the pay levels specific to each country in which the Group operates may also have an impact on the observed pay gap.

In the case of temporary workers, the gender pay gap is mainly due to the distribution of assignments by sector and job type. Men are proportionally over-represented in certain sectors, such as manufacturing, logistics and construction and public works, which on average offer higher pay, while women are more likely to be assigned to jobs in the service or administrative sectors.

Scope and methodological limitations:

In 2024, the scope of the calculation covered the Group's five main countries of operation (France, Italy, Belgium, the UK and Spain), which at that time accounted for 83% of the Group's revenue, based on actual data, with the remainder estimated on the basis of the workforce at year-end. In 2025, the scope of the calculation was similar, with the five main countries in which the Group operates accounting for 83% of the Group's revenue, as described in section 1.2. *Disclosures in relation to specific circumstances (BP-2)*.

The workforce figures quoted are as at 31 December, at the end of the financial year.

Remuneration

The gender pay gap is calculated on the basis of the gross annual pay recorded during the reporting period for staff who were present throughout the year, excluding long-term absences (suspension of contract, parental leave, sick leave lasting more than 30 days) and part-time contracts.

The pay ratio is calculated using the following formula: the total annual pay of the company's highest-paid employee divided by the median annual pay of all employees, excluding the company's highest-paid employee. The pay ratio is not available at consolidated level, as pay gaps have been calculated for each country included in the reporting scope (five main countries), without any centralised comparison. This comparison will be carried out during the next financial year. Furthermore, the Group pay ratio reported in 2024 contained a calculation error.

In 2025, the Group's reporting protocol was clarified to make it easier for subsidiaries to understand and apply, following the identification in 2024 of certain omissions, particularly regarding the inclusion of bonuses in pay calculations. This trend may explain the discrepancies between 2024 and 2025.

Also, in 2024, the Belgian subsidiary included all employees present on 31 December in the pay calculation, including those who were absent for part of the year, unlike in 2025, when the approach was brought into line with the definition set out in the reporting protocol, which may explain the discrepancies between the two periods.

Senior management

Senior management comprises the senior managers and executives of the SYNERGIE Group.

The figures for the number of senior management staff and the gender breakdown relate solely to permanent employees on permanent contracts.

3.9 Adequate wages

3.9.1 Impacts, risks and opportunities (SBM-3)

The double materiality analysis has identified the material impacts, risks and opportunities (IROs) set out in the table below, relating to the following significant issues:

- Adequate wages

| Issue | IRO | Type of IRO | Value chain | Time horizon | Link to strategy and business model |
|-----------------------|---|-----------------------------|----------------|--------------|--|
| Adequate wages | Paying a wage that is insufficient to cover employees' basic needs (accommodation, food, travel, healthcare, etc.), taking into account the economic situation, the cost of living and the composition of their household, may jeopardise their ability to meet their basic needs. | Negative impact (potential) | Own operations | ST | For SYNERGIE, whose business model is based on the dedication, availability and performance of its teams, inadequate pay can affect staff motivation, well-being and engagement, with indirect impacts on the quality of support provided to customers and temporary staff. |
| Adequate wages | If pay levels are not competitive, the company could face a higher turnover rate, increased recruitment and training costs, or even a loss of customers or assignments if internal teams lack adequate resources. These factors can affect productivity and service quality, thereby impacting revenue and margins. | Risk | Own operations | ST, MT, LT | Pay levels that are considered uncompetitive in the market pose a strategic and operational risk to SYNERGIE's business model, as they increase the risk of permanent employees leaving for employers offering better terms and conditions. |
| Adequate wages | Rising transport costs, combined with low wages, can affect temporary workers' commute to their place of work (fuel costs, bans on combustion-engine vehicles). | Negative impact (proven) | Own operations | ST, MT, LT | These mobility constraints, exacerbated by rising fuel prices and regulatory changes affecting combustion-engine vehicles, may limit access to the assignments offered by SYNERGIE, thereby affecting the continuity of services for customers and the company's ability to meet demand. |

Description and assessment of material impacts, risks and opportunities

The risks and impacts related to adequate wages have been identified and assessed through interviews conducted with the Group's relevant business lines and support departments, in particular the HR, finance and operations departments.

This work has made it possible to identify:

- the potential and actual social impacts on permanent employees and temporary staff in relation to their ability to meet their basic needs and take on the assignments they are offered;
- the economic and operational risks for SYNERGIE, relating to the attractiveness of pay levels, increased staff turnover, replacement costs and the continuity of service provided to customers.

Access to an adequate wage is a fundamental prerequisite for the dignity and security of both permanent employees and temporary staff. Ensuring fair and equitable pay is a key factor in motivation, staff retention and recognition. Conversely, inadequate wages or wages perceived as unfair expose the SYNERGIE Group to the risks of high staff turnover, lack of motivation or a deterioration in working relations. By ensuring that

the principle of adequate wages is respected, the Group contributes not only to social stability, but also to its social responsibility and its reputation as a committed employer.

3.9.2 Policies (S1-1), actions and performances

In all countries where it operates, the Group ensures strict compliance with all applicable local pay regulations, particularly those relating to minimum wages. It is committed to making this principle a standard throughout its entire scope. This principle is embedded in the Group's social policy, which was formalised at the end of 2025 and is described in section 3.2. *Human resources policy and Group governance (S1-1, S1-2)*.

Regardless of their pay level, both permanent employees and temporary staff also benefit from social protection schemes, in particular through contributions to health and pension schemes. Depending on the subsidiary, whether through public schemes or social benefits provided by the Group, permanent employees and temporary staff are covered by protection against loss of income in the event of major incidents⁽¹²⁾, in all countries where the Group operates. This information is provided to every new employee upon joining the SYNERGIE Group.

(12) This mainly refers to loss of income due to illness, unemployment, workplace accidents, parental leave and retirement.

Over the coming financial years, the Group will undertake a review to assess the discrepancy between actual pay levels and recognised benchmarks for adequate wages, taking into account the specific circumstances of each country. Once reporting on this indicator has stabilised, the Group will begin considering how to set a quantitative target that is appropriate to its local activities and specific circumstances.

The Group considers adequate wages to be a key driver of dignity, motivation and long-term performance, and therefore intends to gradually enhance its approach to adequate wages by incorporating this issue into its medium-term pay policies. This approach will apply primarily to the Group's permanent employ-

ees and temporary staff. The Group also encourages its strategic partners and suppliers to adhere to equivalent principles regarding adequate pay (see section 3.9. *Adequate wages*).

The pay policy is the subject of regular dialogue with the social partners, who are also involved in the SYNERGIE Group's HR review processes.

Within the SYNERGIE Group, all employees are paid a minimum wage in accordance with the applicable local regulations.

Pay-related initiatives are described in detail in section 3.9. *Adequate wages*.

Subsidiary initiatives

Since 2023, SYNERGIE **France** has revised its recruitment pay scale to make the company more attractive to potential employees. This development helps to attract a greater number of candidates whose profiles and skills are better aligned with the Group's needs for permanent positions.

In **Italy**, the subsidiary holds SA 8000 certification, which not only guarantees decent working conditions and fair wages, but also covers broader issues such as health and safety, freedom of association, equality, and the fight against child labour and forced labour.

In **Australia**, permanent employee pay is reviewed annually to ensure competitive and fair wage levels that are in line with the market across all regions where we operate, in accordance with the Fair Work Act and the National Employment Standards. Temporary staff are paid in accordance with the applicable pay scales, in line with the Modern Awards and relevant legislation, with adjustments where enterprise bargaining agreements (EBAs) provide for more favourable wage levels. The entire scheme is subject to regular wage checks and monitoring by management to ensure compliance.

In **Canada**, wages are reviewed annually, with pay rises determined on the basis of market data provided by specialist consulting firms and professional bodies.

In the **UK**, checks are carried out, particularly during the annual pay review in April, to ensure that permanent employees are paid at least the minimum wage. Temporary workers, meanwhile, are paid by customer companies.

In **Belgium**, a clearly defined wage policy ensures compliance with legal and sector-specific requirements. Pay levels are regularly reviewed by Human Resources and senior management to ensure they are in line with and consistent with market levels. For temporary workers, pay is set by the user company in accordance with applicable pay scales, and checks are carried out to ensure compliance with the guaranteed minimum income. The subsidiary also takes part in market studies to ensure competitive and fair wage practices.

Performances in terms of adequate wages (S1-10)

| Indicators | 2024 | 2025 | Evolution (%) and performance analysis |
|---|------|------|--|
| Permanent employees | | | |
| Percentage of employees paid below an adequate wage as defined by applicable benchmarks | 0% | 0% | - |
| Countries where employees earn less than the applicable living wage index | - | - | - |
| Temporary staff | | | |
| Percentage of employees paid below an adequate wage as defined by applicable benchmarks | 0% | 0% | - |
| Countries where employees earn less than the applicable living wage index | - | - | - |

Scope and methodological limitations

In 2024, the scope of the calculation covered the Group's five main countries of operation (France, Italy, Belgium, the UK and Spain), which at that time accounted for 83% of the Group's revenue, based on actual data, with the remainder estimated on the basis of the workforce at year-end. In 2025, the scope of the calculation was similar, with the five main countries in which the Group operates accounting for 83% of the Group's revenue, as described in section 1.2. *Disclosures in relation to specific circumstances (BP-2)*.

The workforce figures quoted are as at 31 December, at the end of the financial year.

At this stage, the concept of "adequate wage" is understood to mean compliance with the legal and contractual minimum wages applicable in each country where the Group operates. Work is, however, under-way to gradually broaden this definition and incorporate a more comprehensive approach to adequate wage in the coming financial years.

3.10 Diversity, inclusion and measures against violence and harassment in the workplace

3.10.1 Impacts, risks and opportunities (SBM-3)

The double materiality analysis has identified the material impacts, risks and opportunities (IROs) set out in the table below, relating to the following significant issues:

- measures against violence and harassment in the workplace
- employment and inclusion of persons with disabilities
- diversity

| Issue | IRO | Type of IRO | Value chain | Time horizon | Link to strategy and business model |
|--|--|--------------------------|----------------|--------------|---|
| Measures against violence and harassment in the workplace | Violence and rude behaviour by temporary staff towards permanent employees have a negative impact on the workforce. | Negative impact (proven) | Own operations | ST, MT, LT | Preventing incidents of violence and harassment is essential for SYNERGIE in order to ensure the stability of its permanent teams and the continuity of its operations, within a business model based on a local presence, operational responsiveness and quality relationships with temporary staff and customers. |
| Employment and inclusion of persons with disabilities | Persons with disabilities may face barriers to employment or career progression (lack of accessibility, prejudice, inadequate facilities). The consequences may include: exclusion or marginalisation within the company or during the recruitment process, loss of income and career opportunities, frustration and lack of motivation, and career instability. | Negative impact (proven) | Own operations | CT, MT, LT | The inclusion of persons with disabilities is central to SYNERGIE's role as an employment services provider, helping to broaden the talent pool and meet the regulatory and societal expectations of customer companies, while enhancing its position as a responsible employer and recruiter. |
| Diversity | Certain groups (young people, long-term unemployed, those returning to work, older people, minorities or vulnerable groups) may face difficulties in finding employment for various reasons: lack of experience, ageism, an unconventional career path, or a long absence from the labour market. The consequences may include: professional exclusion, loss of income and career opportunities, frustration and lack of motivation. | Negative impact (proven) | Own operations | CT, MT, LT | SYNERGIE's ability to support people from diverse backgrounds is a cornerstone of its business model, in line with its goal of helping people to return to work and providing added value to companies facing recruitment challenges. |
| Diversity | Certain groups may face employment discrimination during the recruitment process and when candidates are presented to user companies. | Negative impact (proven) | Downstream | ST, MT, LT | Managing the risk of discrimination in recruitment processes is crucial to SYNERGIE's credibility as a trusted labour market intermediary and determines the quality, compliance and stability of the candidates we place with user companies. |

Description and assessment of material impacts, risks and opportunities

The negative impacts identified mainly relate to fair access to employment, working conditions, the inclusion of vulnerable groups and the quality of workplace relations. These issues can affect individuals' career paths (exclusion, job insecurity, lack of motivation), but also SYNERGIE's social and operational performance, as its business relies on the long-term retention of talent, candidates' trust and customer satisfaction.

These impacts were assessed using a qualitative approach, through interviews with operational departments, HR teams and the relevant specialist functions (diversity and inclusion). This approach made it possible to qualify the impacts as substantiated, based on observed practices, feedback from the field, and the regulatory and societal expectations applicable to the employment services sector.

3.10.2 Policies (S1-1) and targets (S1-5)

As part of its social policy, described in section 3.2. *Human resources policy and Group governance (S1-1, S1-2)*, the SYNERGIE Group is committed to promoting equal treatment for all employees and to upholding fair employment practices. It opposes all forms of dis-

crimination on grounds of ethnicity, lifestyle, age, gender, political, philosophical or religious opinions, trade union membership or disability.

The Group's Code of ethics and business conduct sets out the commitments and internal processes that ensure compliance with the principles of non-discrimination, diversity, inclusion and measures against violence and harassment in the workplace.

At this stage, the Group has not set any quantitative targets in relation to these issues. However, the quantitative indicators set out below are monitored on a regular basis to assess the Group's performance in this area.

3.10.3 Actions and performances

Across the Group, measures are being taken to promote the integration of the long-term unemployed or, more broadly, vulnerable groups, as well as measures against violence and harassment in the workplace.

To tackle rude behaviour in branches, an action plan has been drawn up and is being implemented by the Internal Audit, Risk and Quality-Safety-Environment Department.

Subsidiary initiatives

Measures against violence and harassment in the workplace

In France, a system for reporting inappropriate behaviour, described in detail in section 3.8. *Gender equality* in the workplace has been put in place. Harassment contact persons have therefore been appointed.

In addition, measures and equipment have been put in place to enable permanent employees, particularly those in branches, to tackle rude behaviour. This branch safety plan is based on three main pillars:

- strengthening the complaints process (reporting form, whistleblowing line);
- awareness-raising and training for staff (memos, posters, flyers on how to respond to rude behavior, and e-learning courses – "Dealing with rude behavior" and "Managing aggression");
- the provision of technical solutions for branches (alarm button, alarm bracelet, etc.).

The Human Resources Department also monitors and handles complaints received regarding cases of harassment or discrimination via its Integrity Line platform, which is described in detail in section 4. *Business conduct*.

Furthermore, as part of the company-wide agreement on gender equality in the workplace, SYNERGIE is committed, amongst other things, to reinforcing its measures against harassment and sexist behaviour by:

- appointing a second contact person to ensure that both men and women are represented, and by improving communication and information sharing;
- continuing to raise awareness remotely, for all employees, about combating discrimination (via the "Recruiting without discriminating" module on the SYNERGIE Academy platform).

In addition, the company wishes to support employees who are victims of domestic violence and undertakes to grant two half-days of paid leave per calendar year to enable them to carry out the necessary administrative procedures, upon presentation of supporting documentation.

In **Spain**, the subsidiary has established formal protocols for dealing with reports of discrimination or violence in the workplace. These protocols are accompanied by training and awareness-raising modules on harassment and violence in the workplace.

In **Poland**, awareness is raised among employees through webinars and an information campaign organised to mark the International Day for the Elimination of Violence.

Combating discrimination and promoting diversity

In **France**, in order to embed the Group's principles and commitments into the day-to-day running of its sites, dedicated teams – particularly within the Diversity department – are actively working on specific initiatives to promote:

- gender equality (Gender Equality in the Workplace Task Force, described in more detail in section 3.8. *Gender equality* in the workplace);
- inclusion of persons with disabilities (Disability Task Force);
- integration of so-called "seniors" (Seniors Task Force);
- and professional integration for the long-term unemployed (Integration Task Force).

SYNERGIE France is a signatory to the Diversity Charter, which provides a framework for its initiatives to promote diversity and combat discrimination.





Subsidiary initiatives (continued)

Furthermore, as part of its company-wide agreement on gender equality in the workplace, SYNERGIE France aims to combat gender discrimination by introducing the Sexism Fresk to at least 750 permanent employees by 2028.

In **Belgium**, the anti-discrimination policy is communicated to all employees. All employees involved in recruitment regularly attend both mandatory and optional training courses. "Mystery Call" campaigns are also carried out both in-house and through an external service provider to assess recruitment practices and take corrective action where necessary. The Belgian subsidiary has also been recognised as an "inclusive employer" by JobRoad, a partner organisation that supports people facing barriers to employment.

In **Poland**, the subsidiary has signed the National Diversity Charter and will take part in the "Diversity Check" audit in 2026. Podcasts are available on a range of topics related to diversity, including age (generation Z, older people) and gender (women's career paths).

In **Australia**, a Diversity and Inclusion policy has been introduced, supplemented by compulsory training on preventing discrimination. Partnerships with non-profit organisations and employment service providers, such as JobActive, help under-represented groups gain access to employment.

Facilitating access to employment for all

Youth employment

In **France**, the Integration Task Force regularly conducts outreach activities in targeted secondary schools. SYNERGIE France gives local teams the freedom to develop partnerships with educational institutions.

In **Spain**, access to employment for young people is promoted through agreements with universities and training centres.

In **Belgium**, several branches have developed local partnerships with organisations such as Skillbuilders, which offers training and mentoring to young people.

Employment of older people

In **France**, the Seniors Task Force is a support service dedicated to permanent employees, network branches and their customers. It organises specific initiatives to promote employment opportunities for older people and raises awareness among all staff about ageism and intergenerational relations. Throughout the year, it organises events such as the Senior Coaching Cafés and the Women's Empowerment Breakfasts. It provides branches with a range of documents on the employment of older people (practical guides on combining retirement and work, recruitment support, etc.), as well as sales pitches to help them promote older candidates to their customers. Regular awareness-raising campaigns are carried out (newsletters, quizzes, etc.). It draws on partnerships such as the 45+ Label, the "Les entreprises pour la Cité" network and the FACE Foundation. In 2025, SYNERGIE France launched a new forum format called "Seniors & Talents", aimed at people aged over 50. The first edition attracted 700 candidates and 18 exhibitors. The subsidiary also sponsored Vivagen, an inter-company event aimed at providing practical tools to promote age diversity in recruitment and combat age discrimination.

Employment of persons with disabilities

In **France**, the SYNERGIE Group is reaffirming its commitment to the inclusion of persons with disabilities through the focused efforts of its Disability Task Force. It is part of a comprehensive approach focused on complementary measures: access to employment, long-term job retention, securing career paths, as well as raising awareness and enhancing the professional skills of work groups. It offers a range of tools designed to support the professional inclusion of persons with disabilities:

- handi'matinal©, designed to promote the recruitment of talented persons with disabilities;
- handi'sensib©, designed to raise awareness among staff and encourage voluntary applications for recognised status as a disabled worker (RQTH);
- handi'forma©, which aims to enhance the skills of work groups and management teams regarding disability issues in the workplace.

To raise staff awareness, the Disability Task Force takes part in a range of initiatives organised by its institutional partners, such as DuoDay and the European Disability Employment Week.

It also provides local support for its permanent employees to help vulnerable staff remain in their jobs by making adjustments to their workstations.

Lastly, as part of the Disability Task Force, SYNERGIE pursues a proactive policy to promote the employment of disabled workers with its customers and has created the "Handi c'est oui" label, a distinction awarded to the branches in the network that show the greatest commitment to employing persons with disabilities. This label is based on strict criteria regarding the support provided to customers and the follow-up of candidates and temporary staff with disabilities. As of 31 December 2025, 108 branches had been awarded the 'Handi c'est oui' label. In 2025, 7,598 assignments were entrusted to persons with disabilities in France. In addition, 132 temporary workers classified as BOETH (Beneficiaries of the Obligation to Employ Disabled Workers) were given open-ended temporary contracts.

Subsidiary initiatives (continued)

In **Spain**, teams are working in partnership with organisations such as the Multiple Sclerosis Foundation, DCA Anoaia and Grupo Envera to help persons with disabilities find employment.

In **Italy**, SYNERGIE organises recruitment days through its "Synergie & Inclusion" programme, offering candidates with disabilities real opportunities to meet companies face-to-face.

In **Belgium**, several branches have established local partnerships with organisations such as Groep Intro, Emino and GTB, which offer specialist support to help persons with disabilities find employment.

At the subsidiary **DSC EASYWARE** in Spain, a range of initiatives have been implemented, including awareness campaigns, staff training and partnerships with charitable foundations, as well as a policy on inclusive recruitment. In France, a disability coordinator has been appointed to raise awareness. The subsidiary is actively committed to improving working conditions, with a dedicated budget, its membership of the *Activateur de Progrès* community managed by AGEFIPH (Association for the management of the fund for the integration of people with disabilities) and the implementation of the 2007 agreement, which provides for a monthly integration allowance and a specific allowance for any employee obtaining RQTH status for the first time or upon renewal.

Employment for the long-term unemployed

In **France**, since 2012, the Integration Task Force has been supporting the 180 branches in the network that are designated as providers of integration support. Its aim is to facilitate access to employment for the long-term unemployed, to help companies meet their legal obligations regarding employment integration, and thereby to promote diversity among its corporate customers. In partnership with local authorities, a variety of support measures are provided: skills assessment, assistance in defining a career plan, organisation of personal interviews, social support, training programmes, and assessment and follow-up of integration. SYNERGIE France has also partnered with the Ministry for Urban Affairs by signing the "PAQTE" initiative in 2018 to support the professional integration of people living in so-called "priority" neighbourhoods (QPV). In addition, an integration programme, the "Parcours Dynamique Emploi", was launched in 2021. Since 2021, this programme has enabled 301 people (including 49 in 2025) to benefit from a tailored training and support programme. This programme allows beneficiaries to be offered as open-ended temporary contract at the end of the programme. Lastly, the subsidiary SYNERGIE Insertion ETTI (Temporary Employment Agency for Integration) has continued to expand since it was first established in 2020. In total, in 2025, 1,350 long-term unemployed were supported by the Integration Task Force.

In **France**, branches have been participating in the Hope programme since 2018, in partnership with government organisations and local businesses, to train and help refugees find jobs. Since 2018, 305 refugees have been trained and supported in the region.

The subsidiary **DSC EASYWARE** has entered into agreements with organisations in Spain such as the Spanish Red Cross to help support the integration of the long-term unemployed and to participate in their vocational integration programme.

Breakdown of workforce by age and gender (S1-9)

| Indicators | 2024 | 2025 | Evolution (%) |
|---|---------------|---------------|---------------|
| Permanent employees | 5,723 | 5,480 | |
| Employees aged under 30 – men | 313 | 263 | -16% |
| Employees aged between 30 and 50 – men | 797 | 776 | -3% |
| Employees aged over 50 – men | 183 | 182 | -1% |
| Employees aged under 30 – women | 1,322 | 1,178 | -11% |
| Employees aged between 30 and 50 – women | 2,559 | 2,516 | -2% |
| Employees aged over 50 – women | 549 | 566 | +3% |
| Employees aged under 30 – others | - | - | - |
| Employees aged between 30 and 50 – others | - | - | - |
| Employees aged over 50 – others | - | - | - |
| Temporary staff | 57,604 | 63,597 | |
| Employees aged under 30 – men | 16,709 | 18,451 | +10% |
| Employees aged between 30 and 50 – men | 16,007 | 17,439 | +9% |
| Employees aged over 50 – men | 4,988 | 5,274 | +6% |
| Employees aged under 30 – women | 7,235 | 8,549 | +18% |
| Employees aged between 30 and 50 – women | 9,296 | 10,222 | +10% |
| Employees aged over 50 – women | 3,369 | 3,591 | +7% |
| Employees aged under 30 – others | - | 46 | - |
| Employees aged between 30 and 50 – others | - | 20 | - |
| Employees aged over 50 – others | - | 5 | - |

Scope and methodological limitations

In 2024, the scope of the calculation covered the Group's five main countries of operation (France, Italy, Belgium, the UK and Spain), which at that time accounted for 83% of the Group's revenue, based on actual data, with the remainder estimated on the basis of the workforce at year-end. In 2025, the scope of the calculation was similar, with the five main countries in which the Group operates accounting for 83% of the Group's revenue, as described in section 1.2. *Disclosures in relation to specific circumstances (BP-2)*.

The workforce figures quoted are as at 31 December, at the end of the financial year.

The "other" gender category was added in 2025, primarily to include employees who do not wish to disclose their gender; in practice, only Belgium reports temporary staff in this category, as it does not have information regarding their gender. The tools used by most countries do not allow for the collection of this data.

For the permanent workforce, we have noted a downward trend in the workforce, which is particularly pronounced among those aged under 30, while the workforce aged over 30 remains relatively stable (with a slight increase among women). Conversely, for the temporary staff, all age groups show an increase in workforce figures, particularly among women aged under 30.

Performance in terms of disability (H1-12)

| Indicators | 2024 | 2025 | Evolution (%) and performance analysis |
|--|------|-------------|--|
| Permanent employees | - | 3.7% | |
| Percentage of employees with disabilities – men | - | 2.4% | - |
| Percentage of employees with disabilities – women | - | 4.1% | - |
| Percentage of employees with disabilities – others | - | - | - |
| Temporary staff | - | 1.5% | |
| Percentage of employees with disabilities – men | - | 1.6% | - |
| Percentage of employees with disabilities – women | - | 1.4% | - |
| Percentage of employees with disabilities – others | - | - | - |

Scope and methodological limitations

In 2024, the scope of the calculation covered the Group's five main countries of operation (France, Italy, Belgium, the UK and Spain), which at that time accounted for 83% of the Group's revenue, based on actual data, with the remainder estimated on the basis of the workforce at year-end. In 2025, the scope of the calculation was similar, with the five main countries in which the Group operates accounting for 83% of the Group's revenue, as described in section 1.2. *Disclosures in relation to specific circumstances (BP-2)*.

The workforce figures quoted are as at 31 December, at the end of the financial year.

The "other" gender category was added in 2025, primarily to include employees who do not wish to disclose their gender; in practice, only Belgium reports temporary staff in this category, as it does not have information regarding their gender. The tools used by most countries do not allow for the collection of this data.

Disability data is collected solely on the basis of voluntary employee declarations and relates exclusively to employees who have an official recognition of disability issued by the relevant authority in the country where they work.

In particular, in the United Kingdom, disability data includes disability and long-term health conditions as defined by the Equality Act 2010, which does not require official recognition by an administrative authority. The scope may therefore be broader than in countries where official certification of disability is required. Furthermore, for this same subsidiary, temporary staff figures are not available.

Information on incidents of discrimination is set out in section 3.4. *The Group's commitments to respect for human rights*.

3.11 Training and skills development

3.11.1 Impacts, risks and opportunities (SBM-3)

The double materiality analysis has identified the material impacts, risks and opportunities (IROs) set out in the table below, relating to the following significant issues:

- Training and skills development

| Issue | IRO | Type of IRO | Value chain | Time horizon | Link to strategy and business model |
|--|---|-----------------------------|----------------|--------------|---|
| Training and skills development | Training and skills development for employees can lead to productivity gains for the company. | Opportunity | Own operations | MT, LT | Employee skills development is a key driver of SYNERGIE's business model, supporting the operational efficiency of its teams, the quality of service delivered to customers and the Group's ability to adapt to rapid changes in the labour market. |
| Training and skills development | Training and skills development for temporary staff and candidates, through programmes focusing on changing job roles, can help improve their employability and enhance their skills. | Positive impact (potential) | Own operations | MT, LT | Training programmes for temporary staff and candidates reinforce SYNERGIE's value proposition by better matching available skills with the needs of corporate customers, while helping to ensure secure and stable career paths. |

Description and assessment of material impacts, risks and opportunities

The positive impacts identified relate to improved operational performance, adaptation to changing job roles, and enhanced employability for employees, temporary staff, and candidates supported by SYNERGIE. Skills development helps internal teams build expertise, underpins the quality of the services provided and helps ensure the smooth functioning of the labour market in response to shortages in certain job categories. Skills development presents an opportunity for the SYNERGIE Group, enabling it to stand out from its competitors by offering its customers higher-quality candidates.

These impacts were assessed on the basis of interviews conducted with operational management and HR and training teams. This approach identified actual positive impacts for employees and potential positive impacts for temporary staff and candidates, depending on the roll-out and ongoing tailoring of training programmes to market needs.

3.11.2 Policies (S1-1) and targets (S1-5)

Skills development and access to training are key drivers in ensuring the performance, adaptability and employability of the Group's employees. These issues form part of the social policy, which was drawn up at the end of 2025 and is set out in section *3.2. Human resources policy and Group governance (S1-1, S1-2)*. However, the Group does not have a formalised training and career management policy that applies across the entire scope. Each subsidiary is required to develop monitoring programmes and procedures to ensure that the skills required for its activities are matched with the training and career development plans followed by permanent employees and temporary staff.

For this reason, the Group has not set a quantitative target. However, key performance indicators are regularly monitored to assess the Group's performance in this area.

Subsidiary initiatives

For example, in France, SYNERGIE has set itself the target of implementing 80% of the measures set out in its training plan each year. Career development and training are governed by a company-wide agreement on Strategic Workforce Planning (SWP), signed in June 2018 and extended until the end of 2025 in consultation with all trade unions.

SYNERGIE France has therefore implemented a comprehensive training and skills development policy, designed to promote continuous professional development, employability and the preparation of future talent. This policy is based on several pillars:

- developing professional skills (recruitment, sales, management);
- supporting career development;
- anticipating the company's future needs;
- equal access to training for all employees.

The policy is implemented among teams through management channels and by providing documentation for staff (tutorials, guides, and a revised induction booklet). Formalised processes are in place to ensure that annual and mid-year reviews are conducted for all employees and that a tailored training programme is set up (incorporating training needs identified following the reviews).

This policy is regularly reviewed by the governing bodies through:

- the sharing of challenges relating to talent and skills;
- the approval of strategic HR guidelines to ensure alignment with the Group's strategy;
- as well as the monitoring of key initiatives (job classification, quality of life and working conditions, career paths, employer brand).

For temporary staff on open-ended temporary contracts, regular skills assessments are offered. Career development interviews are offered from the first year onwards for new employees on open-ended temporary contracts, and then every two years. Requests for internal transfers between branches are considered on a case-by-case basis with the temporary staff concerned.

In the **United Kingdom**, a training plan is drawn up and approved by management each year. A Training and Development Manager is appointed to oversee the training plan. In 2025, a survey on training and skills development was conducted among permanent employees to inform the action plan.

3.11.3 Actions and performances

The Group's subsidiaries are taking measures to strengthen training and skills development for both permanent employees and temporary staff.

Subsidiary initiatives

Career management

In **France**, the skills assessment interview programme is carried out annually by all managers. It provides an opportunity for the manager and the employee to have a number of in-depth discussions about the employee's career path, their experiences and any plans for professional development. Annual performance reviews and mid-year progress reviews are mandatory for permanent employees. In addition, requests for internal mobility are tracked during these interviews and, where a vacancy arises, priority is given to internal candidates. Performance indicators are monitored annually, such as the completion rate for these interviews.

SYNERGIE France has also launched a talent review. The aim is to encourage the analysis of key functions within each department, to identify potential, and to support employees in their career development. This process is based on regular dialogue with line managers, which enables the performance level and potential of each employee concerned to be assessed. On this basis, SYNERGIE implements personalised support plans designed to promote professional success, anticipate career developments and support skills development. This skills mapping exercise also helps to identify key areas of expertise and the support required to strengthen them. The frequency with which it is carried out depends on the target groups and the Group's strategic priorities.

In **Spain**, a new assessment tool, Synerview, was introduced in 2025 to provide better support for employees and managers in skills management and training. The tool outlines a set of skills to be developed, tailored to each employee's job and career prospects.

In **Austria**, permanent employees attend a formal annual review, which includes setting targets, while temporary staff are assessed at the end of each assignment based on their skills and performance. Similarly, **DCS EASYWARE** has introduced an annual career development review. Each employee may also, at any time, approach their manager or the HR department to express an interest in mobility.

Training and skills development

This year, SYNERGIE **France** further diversified its training offering in response to collective needs. Each year, a training plan is drawn up, taking into account the compulsory training programme as well as the training requirements identified during the annual and mid-year review meetings. Depending on the type of training, the modules may be presented and conducted by external service providers or occasionally by internal trainers. A training programme tailored to specific roles (sales, recruitment, management) is currently being developed.

For temporary workers, induction interviews, progress reviews and a post-assignment review are carried out, in particular to:

- conduct a skills assessment;
- set professional goals and identify the steps needed to achieve them;
- and identify new training needs and provide support for potential job retraining.

The network's branches pay particular attention to any periods of inactivity that a temporary worker may experience between assignments: they systematically offer a personalised meeting to review the worker's professional situation, explore potential assignments and assess the need for further training, if necessary.

In **Italy**, any permanent employee who changes job receives training to acquire the necessary skills. In addition, a Factory Training programme has been set up to train 'high potential' staff in preparation for future management roles, with support from experienced managers who pass on their knowledge during their assignments. In addition, innovation workshops involve employees in the generation and development of innovative ideas and projects, particularly in the field of artificial intelligence. Lastly, a six-month programme, entitled "New Resources Calendar", comprises 12 compulsory training courses designed to enable permanent employees to acquire the essential skills required for specific roles.

In **Austria**, each new employee receives a personalised training programme, comprising: participation in specialised in-house training days, and a specialised e-learning course with knowledge checks. Depending on the role, specific training modules may be assigned to employees.

In **Australia**, the Workpro platform, which specialises in e-learning and assessments, is available to temporary staff before they start their assignment. It covers recruitment support, health, safety and environmental requirements, as well as training tailored to each sector.

Training and skills development performance (S1-13)

| Indicators | 2024 | 2025 | Evolution (%) and performance analysis |
|--|------|------|--|
| Permanent employees | | | |
| Percentage of employees having taken part in regular performance and career development reviews - men | - | 71% | - |
| Average number of training hours per employee - men | - | 23 | - |
| Percentage of employees having taken part in regular performance and career development reviews - women | - | 72% | - |
| Average number of training hours per employee - women | - | 21 | - |
| Percentage of employees having taken part in regular performance and career development reviews - others | - | - | - |
| Average number of training hours per employee - others | - | - | - |

Across the Group, 71% of permanent employees took part in regular performance and career development reviews, and the average number of training hours per employee was 21.

Scope and methodological limitations

In 2024, the scope of the calculation covered the Group's five main countries of operation (France, Italy, Belgium, the UK and Spain), which at that time accounted for 83% of the Group's revenue, based on actual data, with the remainder estimated on the basis of the workforce at year-end. In 2025, the scope of the calculation was similar, with the five main countries in which the Group operates accounting for 83% of the Group's revenue, as described in section *1.2. Disclosures in relation to specific circumstances (BP-2)*.

The workforce figures quoted are as at 31 December, at the end of the financial year.

The "other" gender category was added in 2025, primarily to include employees who do not wish to disclose their gender; in practice, only Belgium reports temporary staff in this category, as it does not have information regarding their gender. The tools used by most countries do not allow for the collection of this data.

Deferred training hours apply only to permanent employees. We are currently working to improve the reliability of the training hours recorded for temporary staff, as the current tools do not always allow us to obtain comprehensive data. The Group is working to improve this reporting and plans to disclose this data, where possible, in the next reporting period.

3.12 Working time and secure employment

3.12.1 Impacts, risks and opportunities (SBM-3)

The double materiality analysis has identified the material impacts, risks and opportunities (IROs) set out in the table below, relating to the following significant issues:

- Secure employment
- Working time

Material issues relating to workload and work-life balance are addressed in the dedicated section [3.7. Work-life balance](#).

| Issue | IRO | Type of IRO | Value chain | Time horizon | Link to strategy and business model |
|--------------------------|---|--------------------------|----------------|--------------|--|
| Secure employment | Advances in Artificial Intelligence (AI) and Information Technology (IT) make it possible to boost productivity and reduce the time spent on “administrative” tasks in branches and for certain head office functions. | Opportunity | Own operations | MT, LT | The development of artificial intelligence and IT technologies presents a strategic opportunity for SYNERGIE’s business model, enabling productivity gains and a reduction in low-value-added administrative tasks within the branches and certain head office functions. By streamlining internal processes, these technologies can boost operational efficiency, free up time for higher-value-added activities (customer relations, consulting, talent development) and bolster the Group’s competitiveness in a changing recruitment market. |
| Secure employment | The growing adoption of information technology and artificial intelligence may lead to a reduction in the need for staff, both in-house (permanent) and external (temporary). These consequences may result in direct financial impacts (falling revenue, lower margins) and indirect financial impacts (costs associated with retraining and upskilling, investment in AI and IT). | Risk | Own operations | MT, LT | The growing adoption of information technology and artificial intelligence poses a strategic, operational and human resources risk for SYNERGIE, which could lead to a reduction in certain internal staffing requirements, particularly in recruitment functions and administrative tasks that can be automated. This risk may have a greater impact on temporary staff, as some of their assignments are directly exposed to automation, leading to a decline in the volume of temporary work managed by the Group. |
| Secure employment | Cyberattacks or data breaches that result in the suspension of SYNERGIE’s operations may lead to the termination of temporary contracts. | Negative impact (proven) | Upstream | CT, MT, LT | Such incidents may affect customer confidence, disrupt assignment management and have a direct impact on revenue and job stability, both for temporary staff and for the in-house teams involved in managing operations. |
| Secure employment | Pandemics (e.g. COVID-19) or civil unrest may disrupt the availability of workers, which directly affects the business model of a recruitment firm (reduced volume of temporary assignments, additional costs to ensure business continuity, and lower revenue). | Risk | Own operations | ST, MT, LT | Pandemics, such as COVID-19, or civil unrest pose a major risk to SYNERGIE’s business model by disrupting the availability of workers and customer demand. Such situations may lead to a significant reduction in the volume of temporary assignments and a slowdown in permanent recruitment, resulting in lower revenue. |
| Working time | IT issues (such as problems with the internet, intranet, IT tools, equipment or infrastructure) may lead to a loss of productivity among permanent employees. | Risk | Own operations | LT | Such events may affect staff productivity and have a direct impact on the Group’s business continuity and revenue. |

Description and assessment of material impacts, risks and opportunities

Whilst job security and working time are key issues for the SYNERGIE Group, their materiality is primarily reflected in terms of business continuity. The development of new information technologies and generative artificial intelligence is radically transforming the way work is organised. It offers opportunities for increased productivity and streamlined workflows, but also exposes companies to risks.

The risks, impacts and opportunities relating to job security, technological change, business continuity and working time were identified and assessed through interviews conducted with the Group's business lines and support departments, in particular the HR, IT, Operations and Finance departments. This work has made it possible to:

- identify opportunities for productivity gains and business transformation linked to AI and IT technologies;
- identify the social, operational and financial risks associated with automation, health or social crises, cyber threats and digital infrastructure failure;
- assess their impact on employment, work organisation, economic performance and the resilience of SYNERGIE's business model.

As the Group's business is heavily reliant on the use of information systems and key confidential, sensitive or personal data, the challenge is to strike a balance between modernisation and job security.

3.12.2 Policies (S1-1) and targets (S1-5), actions and performances

The Group's business relies heavily on the use of information systems and the processing of key, confidential, sensitive or personal data. In this respect, and like any other company, the Group is exposed to the risk of cyberattacks and cybersecurity incidents, which could have a significant impact on employees' ability to carry out their duties.

IT security plan

To ensure a secure IT environment, the SYNERGIE Group is implementing measures designed to:

- prevent cyber risks at all levels of the organisation;
- continuously strengthen threat detection and protection measures;
- strengthen incident response procedures.

A General Information Systems Security Policy was drawn up in 2018 by the SYNERGIE Group's Information Systems Department for all subsidiaries. The aim of this policy is to provide a reference framework that ensures consistency in the security of the Group's information systems. It sets out the general security principles to be observed within the Group, as well as the organisational structure and responsibilities relating to information system security. It covers the Group's entire range of activities, as well as those of its partners and subcontractors, and applies to any individual with access to the Group's information systems. It is distributed to all permanent employees upon their arrival. These principles are communicated to business partners at the time the contract is drawn up.

In particular, to ensure business continuity, the Group has, since 2023, implemented a comprehensive IT security plan designed to prevent and protect against cyberattacks. It is overseen by the Information Systems Department and rolled out across all subsidiaries. By way of illustration, it includes the following measures⁽¹³⁾:

- A procedure for identifying risks associated with IT disasters (hardware failures, cyberattacks, data loss, service interruptions and physical damage);
- A business continuity strategy comprising:
 - Infrastructure redundancy;
 - Server classification based on criticality and a recovery protocol;
 - State-of-the-art firewalls and intrusion detection systems;
 - Automated backups;
 - Regular employee training programmes;
 - Widespread use of multi-factor authentication systems;
 - Access management;
 - As well as a contingency plan for physical damage.
- Incident monitoring carried out by an in-house SOC (Security Operations Centre);
- And continuous monitoring of critical infrastructure and processes.

Thanks to these efforts, several subsidiaries are ISO 27001-certified (DCS EASYWARE, Poland, Italy) or Cyber Essential-certified (United Kingdom).

At this stage, the Group has not set any quantitative targets in relation to these issues. Each subsidiary establishes and monitors cybersecurity performance indicators internally and at its individual level.

IT security training for staff

To ensure that its employees develop their skills, the SYNERGIE Group is continuing to expand and enhance its training programme. This initiative aims to keep pace with changes in our business and meet growing needs, particularly in the field of IT, and specifically in generative artificial intelligence. By staying ahead of technological changes and market expectations, the Group ensures it has the necessary expertise while also addressing its own strategic and operational challenges. This training policy, set out in section 3.11. *Training and skills development* is a key factor in maintaining staff performance and employability, job security and the company's competitiveness. The acquisition of DCS EASYWARE, a company specialising in digital services, had already enabled the Group, a few years ago, to diversify its services into IT outsourcing, consulting and technical support.

(13) For confidentiality reasons, this list is not exhaustive.

Subsidiary initiatives

In **France**, an IT security training programme has been introduced for all permanent employees via the SYNERGIE Academy platform. This training course has been translated and adapted by certain foreign subsidiaries. Other specific training modules on data protection and IT security are available on the platform (on phishing, for example). Mandatory training on phishing prevention has been introduced for employees who have fallen victim to phishing during regular internal phishing simulation campaigns. In addition, an IT Charter is provided to all new permanent employees upon their arrival. It sets out the rules, obligations, prohibitions and precautions to be observed when using the company's information system.

Within the subsidiary **DCS EASYWARE**, communication and awareness-raising initiatives are carried out among employees to ensure they adopt the right user habits and to encourage practices that safeguard the organisation. Workshops with the process management teams are designed to ensure that the organisation's key activities comply with the new requirements of the IT security management system. Educational phishing scenarios, as well as informative emails and quick-reference guides, are shared with staff.

Process optimisation through artificial intelligence

Pilot projects are currently being conducted by certain subsidiaries and within specific departments to assess the potential of artificial intelligence (AI) to streamline certain operational processes. For example, at SYNERGIE France, AI tools are used to streamline sourcing

activities in branches, in particular by automating the sorting of CVs, which makes it possible to efficiently identify the skills and experience relevant to a given job from large volumes of data.

3.13 Health and safety, quality of life at work

3.13.1 Impacts, risks and opportunities (SBM-3)

The double materiality analysis has identified the material impacts, risks and opportunities (IROs) set out in the table below, relating to the following significant issues:

- Health and safety

| Issue | IRO | Type of IRO | Value chain | Time horizon | Link to strategy and business model |
|--------------------------|--|--------------------------|-------------------------|--------------|--|
| Health and safety | The workload for permanent employees can be heavy (limited resources, constraints, technical difficulties, etc.), which may affect their mental health. | Negative impact (proven) | Own operations | MT | The sometimes heavy workload faced by permanent employees has an actual negative impact on their mental health. For SYNERGIE, whose business model is based on the expertise of its teams and their ability to support customers and temporary staff, a deterioration in psychological well-being may affect employee engagement, the quality of interactions and the overall performance of the network. |
| Health and safety | Workplace accidents, whether involving permanent employees or temporary staff on assignment, have direct and often serious human consequences (physical injury, psychological effects, temporary loss of income and increased job insecurity, etc.). | Impact négatif (avéré) | Opérations propres Aval | CT, MT, LT | Such situations may also have an impact on SYNERGIE's business model through assignment interruptions, operational disruption, costs associated with accident management, and a potential deterioration in customer relations. |
| Health and safety | The risk of absenteeism among permanent employees can arise from several factors: workload, sales pressure, a lack of managerial support, insufficient recognition, difficulty in balancing work and personal life, etc.) | Risk | Own operations | ST, MT, LT | Increased absenteeism may lead to team disruption, excessive workload for employees who are present, and a decline in service quality, thereby affecting performance and the viability of the business model. |
| Health and safety | The risk of absenteeism, as described above, can also arise at work sites for temporary staff. | Risk | Own operations | CT, MT, LT | Absenteeism among temporary staff at their work sites poses an operational risk for SYNERGIE, which could affect the continuity of services provided to customers and their satisfaction. This risk may also lead to additional costs associated with replacing temporary staff, managing unforeseen events and placing greater demands on internal teams, with a potential impact on the Group's operational efficiency and reputation. |

Description and assessment of material impacts, risks and opportunities

Health and safety risks and impacts have been identified and assessed through interviews conducted with the Group's business lines and support departments, in particular the HR, HSE and network management departments. These discussions made it possible to identify:

- the actual negative impacts on the mental and physical health of permanent employees and temporary staff, linked to workload and workplace accidents;
- the organisational and operational risks associated with absenteeism, both for in-house teams and at locations where assignments are carried out.

The assessment took into account the probability of occurrence and the severity of the impacts, as well as their impact on business continuity, service quality and SYNERGIE's overall performance, in order to assess their materiality and prioritise preventive measures and continuous improvement initiatives.

3.13.2 Policies (S1-1) and targets (S1-5)

Health and safety at work are among the top priorities for the SYNERGIE Group, which is committed to safeguarding the physical and mental well-being of both permanent employees and temporary staff. This issue is part of the social policy, which was formalised at the end of 2025 and is set out in section 3.2. *Human resources policy and Group governance (SI-1, SI-2)*. The main objective is to help reduce the frequency and severity of workplace accidents through targeted measures that focus primarily on prevention. At this stage, the Group has not set any quantitative targets in the area of health and safety.

The SYNERGIE Group pays particular attention to the health and safety of temporary staff assigned to sectors traditionally exposed to heightened risks, such as construction and public works, logistics, transport and industry.

The introduction of policies, monitoring of preventive and corrective measures, and regular tracking of indicators are the responsibility of, and are carried out independently by, each subsidiary.

Subsidiary initiatives

In **France**, a quality management system (ISO 9001) has been set up and is reviewed annually. This system consists of 29 procedures. As part of this system, health and safety objectives are set, rolled out nationwide and tailored to the operational structure of each branch.

In the **United Kingdom**, a health and safety policy has been introduced that applies to both permanent employees and temporary staff. It provides for the establishment of a dedicated committee that meets every quarter.

Several subsidiaries have set up health and safety management systems based on the ISO 45001 standard (**Austria, Spain and Italy**), CHAS Accreditation (**United Kingdom**), VCU certification (Belgium) and CNESST, WCB and WSIB certification (**Canada**), enabling them to organise their policy and actions in this area.

3.13.3 Actions and performances

Health and safety prevention in the workplace

SYNERGIE France's Quality and Safety Department is developing systematic support and standardised processes across the Group's French subsidiaries. An annual prevention plan is drawn up and presented each year to the Works Council. The best practices identified are shared with all subsidiaries.

Subsidiary initiatives

In **France**, the Quality and Safety Department carries out a physical audit of each facility every year. As part of a continuous improvement process, this audit gives rise to the definition of an action plan, which is monitored annually by management and the relevant branch. This prevention plan is based on:

- safety visits to temporary staff workstations at the customer's premises;
- feedback from temporary staff through questionnaires, meetings and phone calls;
- regular communication with management and branches during awareness-raising campaigns.

In 2025, new awareness-raising initiatives were introduced and rolled out to the network's branches: "safety talk" workshops for temporary staff, and the organisation of "safety days" on customer premises. During the year, 23 customised safety bulletins were produced for some of the Group's customers.

Once again this year, a large number of branches made use of the FASTT's Health and Safety Bus Truck. More than 2,000 temporary staff and almost 3,000 permanent employees on customer premises received training.

In **Belgium**, a Health and safety at work charter applies to all permanent employees and temporary staff. It consists of an action plan that is assessed on a quarterly basis.

The **Portuguese subsidiary** regularly uses an external company to carry out regular safety checks.

To prevent workplace accidents, a range of training modules and awareness-raising workshops have been developed by the Group's various subsidiaries, at the time of onboarding new employees and throughout their career. The formats are detailed in the table below. The scope described may not be exhaustive, depending on the information obtained from the subsidiaries.

| Audience | Training and awareness-raising initiatives | Scope |
|----------------------------|--|--|
| Temporary staff | Regular distribution of practical information sheets specific to certain health and safety at work issues/themes (passenger transport, manual handling, personal protective equipment, etc.) | France, Spain, Belgium, DCS EASYWARE |
| | Development of a mandatory awareness-raising module for all new recruits, before they start work | France, Belgium, Spain, Germany, Czech Republic, Slovakia, Poland, Australia, Canada |
| | Organisation of awareness-raising workshops on customer premises on the topics of health and safety in the workplace (safety talks, health and safety quizzes, simulation exercises, etc.) | France, Germany |
| | Organisation of awareness-raising initiatives on event days | France |
| Permanent employees | Development of a mandatory awareness-raising module for all new recruits, before they start work | France, Spain, Belgium, United Kingdom, Germany, Czech Republic, Slovakia, Poland, Australia, Canada |
| | Organisation of awareness-raising initiatives on event days | France |

Subsidiary initiatives

In particular, in **France**, safety awareness training, specific to the job, is systematically provided before any temporary worker is assigned. It included:

- conducting a safety test;
- handing out a safety booklet;
- a presentation of the specific risks associated with the job, based on the "health and safety" sheet pre-filled by the person in charge of recruitment and validated with the customer;
- the temporary worker signs a safety commitment form;
- as well as checking the personal protective equipment required for the job.

Since 2024, SYNERGIE France has stepped up its prevention activities for temporary staff, focusing on key themes such as manual handling, addictions and safety talks.

In both 2025 and 2024, the Quality and Safety Department organised awareness-raising workshops for permanent employees during the Occupational health and safety week in June. In-branch events were also organised. In total, almost 300 employees took part in these events in 2025.

For its permanent employees, SYNERGIE France has designed specific training modules ("Health and safety awareness", available on the Group's e-learning platform). In 2025, six training modules were launched, with a total of 315 active learners and a 91% completion rate. Since 2024, training has been introduced for operational managers, district managers and sector managers to instil health and safety habits. All employees in the Quality and Safety Department also attended a training course entitled "Becoming a prevention officer 4.0, passing on the safety culture".

Australia has also introduced a compulsory health and safety course for all temporary staff, prior to any assignment, via the Workpro platform.

Procedures for monitoring workplace accidents

Indicators relating to the management of health and safety at work are compiled and monitored annually by the Group in connection with the preparation of the sustainability statement. Each subsidiary regularly monitors the results.

Subsidiary initiatives

For example, in **France**, the Quality and Safety Department ensures, on a daily basis, that all workplace accidents resulting in four or more days' absence are analysed. Preventive and corrective actions are then identified and implemented by the relevant branch. A practical guide has been produced to improve the analysis of workplace accidents.

In addition, a national "Workplace Accidents" unit, set up in 2007, verifies all workplace accident reports submitted by the branches. The Group's Health, Safety and Working Conditions Committee or local representatives are informed of serious accidents virtually in real time.

Each year, the overall review of health, safety and working conditions, as well as the prevention plan for the following year, are shared with the Works Council.

In addition, indicators are automatically uploaded to the tools and monitored regularly by the Quality and Safety Department (incidence rate, severity rate, number of workplace accidents, number of days of absence, etc.).

Lastly, a support scheme for temporary staff who have been victims of workplace accidents was introduced in 2024. As soon as an accident is reported, this system makes it easier to provide appropriate care and support, thanks to the involvement of a dedicated social worker from FAST (the Social Action Fund for Temporary Work). Some of the practical solutions on offer include home meal delivery and childcare arrangements.

Belgium, the **UK**, **Germany** and **Spain** also hold follow-up meetings with management and produce regular reports in order to set out the objectives of their health and safety policy and allocate the resources needed to implement it. In the **UK**, the Health and Safety Committee meets every quarter to review health and safety performance in the workplace.

Mental health prevention

In addition to preventive measures relating to employee health and safety, the whistleblowing systems – via the management line and the Integrity Line platform, described in section 4. *Business conduct* – enable the Group to identify high-risk situations, including those that may affect employees' mental health.

Subsidiary initiatives

In **France**, SYNERGIE offers its employees an anonymous and confidential service, available 24/7 via Stimulus. The service is available by phone, via the website or the Stimulus mobile app. It enables staff to speak to a psychologist and access a wide range of resources to support them in their day-to-day work. The subsidiary **DCS EASYWARE** has also set up a similar anonymous psychological support service.

Performance of health and safety in the workplace (S1-14)

| Indicators | 2024 | 2025 | Evolution (%) |
|---|-------|---------|---------------|
| Permanent employees | | | |
| Percentage of employees covered by a health and safety management system | 100% | 100% | 0% |
| Number of deaths due to workplace accident or occupational illnesses | 0 | 0 | 0% |
| Number of workplace accidents with days lost | 27 | 19 | -30% |
| Number of workplace accidents with and without days lost | - | 35 | - |
| Incidence rate of workplace accidents with days lost | 2.74 | 2.02 | -26% |
| Incidence rate of workplace accidents with and without days lost | - | 3.74 | - |
| Number of occupational illnesses | - | 3 | - |
| Number of days lost due to workplace accidents or deaths resulting from workplace accidents, occupational health problems and deaths resulting from health problems | - | 1,541 | - |
| Temporary staff | | | |
| Percentage of employees covered by a health and safety management system | 100% | 100% | 0% |
| Number of deaths due to workplace accident or occupational illnesses | 5 | 0 | -100% |
| Number of workplace accidents with days lost | 4,089 | 4,250 | +4% |
| Number of workplace accidents with and without days lost | - | 5,186 | - |
| Incidence rate of workplace accidents with days lost | 32.31 | 31.07 | -4% |
| Incidence rate of workplace accidents with and without days lost | - | 37.91 | - |
| Number of occupational illnesses | - | 111 | - |
| Number of days lost due to workplace accidents or deaths resulting from workplace accidents, occupational health problems and deaths resulting from health problems | - | 124,853 | - |

Scope and methodological limitations:

In 2024, the scope of the calculation covered the Group's five main countries of operation (France, Italy, Belgium, the UK and Spain), which at that time accounted for 83% of the Group's revenue, based on actual data, with the remainder estimated on the basis of the workforce at year-end. In 2025, the scope of the calculation was similar, with the five main countries in which the Group operates accounting for 83% of the Group's revenue, as described in section 1.2. Disclosures in relation to specific circumstances (BP-2).

In 2025, the methodology for calculating the indicator "Percentage of employees covered by a health and safety management system" was changed from an approach based on employees' health coverage to one focused on the existence of an occupational health and safety management system. The workforce figures quoted are as at 31 December, at the end of the financial year.

In 2024, in France, the number of workplace accidents resulting in lost time included the number of commuting accidents as well as the number of accidents that occurred prior to 2024 but were officially recognised during the reporting period. In 2025, the methodology was updated to exclude such accidents.

Furthermore, the number of hours worked used to calculate the incidence rate of workplace accidents may be determined, depending on the country, either on the basis of hours actually worked (excluding absences), where such information is available, or on the basis of theoretical hours (including absences).

The safety culture established within the SYNERGIE Group, which encompasses accident prevention as well as employee awareness and training, helps to reduce the incidence rate of workplace accidents among both permanent employees and temporary staff. For temporary staff, who are significantly more at risk of accidents and occupational illnesses, the number of accidents has risen slightly, but the incidence rate continues to fall.

3.14 Protection of privacy and personal data (specific issue)

3.14.1 Impacts, risks and opportunities (SBM-3)

The double materiality analysis has identified the material impacts, risks and opportunities (IROs) set out in the table below, relating to the following significant issues:

- Protection of privacy and personal data

| Issue | IRO | Type of IRO | Value chain | Time horizon | Link to strategy and business model |
|--|--|-----------------------------|----------------|--------------|--|
| Protection of privacy and personal data | Inadequate protection of employees' personal data may have a number of negative impacts: breach of confidentiality regarding sensitive information (health, pay, family circumstances, etc.), stress and anxiety arising from fears of data leaks or misuse, and a loss of trust in the company among employees. | Negative impact (potential) | Own operations | CT, MT, LT | For SYNERGIE, whose business model is based on relationships of trust with its employees, temporary staff and customers, these factors may affect team engagement and the quality of the working environment. |
| Protection of privacy and personal data | Poor management of personal data may have an impact on competitiveness in tenders. | Risk | Own operations | ST, MT, LT | Poor management of personal data represents a strategic and business risk to SYNERGIE's business model, which could affect its competitiveness, particularly in tenders that include more stringent data protection and regulatory compliance requirements. This risk may also expose the company to regulatory sanctions, damage to its reputation and a loss of customer confidence, with potential impacts on market access and economic performance. |

Description and assessment of material impacts, risks and opportunities

The risks and impacts relating to privacy and personal data protection have been identified and assessed through interviews conducted with the Group's business lines and support functions, in particular the legal, compliance and IT departments. This work has made it possible to identify:

- the potential impacts on employees relating to the confidentiality, use and security of personal data;
- the strategic, regulatory and business risks for SYNERGIE relating to compliance with data protection requirements and customer expectations in tendering processes.

3.14.2 Policies (S1-1) and targets (S1-5)

The protection of personal data, whether for permanent employees or temporary staff, is a key factor in ensuring business continuity, driving performance and meeting regulatory requirements.

Accordingly, the SYNERGIE Group has formalised a personal data protection policy. This policy, updated in 2025, applies to all individuals whose personal data is processed by the Group, in particular temporary staff and candidates. The principles applied by SYNERGIE in this regard are, moreover, summarised in the Code of ethics and business conduct. This data protection policy is managed by the Compliance Department at Group level for all employees.

As with any company, and given the growing importance of information technology within its organisation, the SYNERGIE Group is exposed to increased cybersecurity risks. In order to prevent and manage such risks, the Group has established a policy covering the key areas of information systems and data security. This policy is managed by the Information Systems Department, which provides monthly reports to Executive Management, and is implemented across the various subsidiaries. This policy is described in detail in section [3.12. Working time and secure employment](#).

Subsidiary initiatives

In **France**, the mapping of personal data, the updating of processing registers and work on personal data retention periods were the main areas of focus in 2025. The procedure for handling requests to exercise rights, including the online form, has been streamlined to allow for a faster response to data subjects. In **Belgium**, internal GDPR audits have been conducted to identify the main risks and draw up an action plan for 2026.

Italy, **Belgium**, the **United Kingdom**, the subsidiary **DCS EASYWARE** and **Poland** have also appointed a Data Protection Officer (DPO), who ensures compliance with the applicable regulations governing the collection and processing of personal data.

In **Spain**, a GDPR Committee has been set up, comprising the Compliance Officer, the Information Systems Security Officer and the subsidiary's Managing Director. Various procedures relating to the management of information systems and the protection of personal data have been drawn up and approved by this committee.

DCS EASYWARE has an RGPD policy. Revised in January 2025, it is distributed to all employees, suppliers and customers. It can be consulted on the subsidiary's website. In 2025, a comprehensive review of the personal data processing registers was carried out. In addition to the Group policy, other subsidiaries, such as **Poland** and **Australia**, also have their own specific data protection policies.

3.14.3 Actions and performances

Appointment of a Data Protection Officer

Since 2024, a Data Protection Officer (DPO) has been appointed and reports to the Compliance Department of the SYNERGIE Group. Since then, this function has been formalised with the introduction of measures designed to improve data protection and regulatory compliance. This development has been accompanied by a gradual increase in the expertise associated with this role, helping to strengthen the Group's data protection governance.

The DPO relies on internal correspondents within the Group. Each subsidiary has either a DPO registered with the local data protection authority or a GDPR correspondent responsible for coordinating with the Group and ensuring that compliance practices are standardised.

Personal data protection procedures

The personal data protection policy is based, amongst other things, on the following:

- the appointment of a Data Protection Officer (DPO), tasked with ensuring compliance with the applicable data protection regulations;
- keeping a regularly updated record of processing activities;
- raising staff awareness from the moment they are hired;
- securing the Group's information system by taking appropriate technical and organisational measures to prevent the loss, alteration, unauthorised access or destruction of personal data;
- a procedure for responding promptly to requests from data subjects to exercise their rights;
- effective management of incidents relating to personal data breaches;
- the inclusion of a personal data protection clause in subcontracting agreements, requiring the subcontractor to comply with the applicable regulations in force.

Raising employee awareness of personal data protection

The subsidiaries design and use different training and awareness-raising formats to inform employees about the challenges of personal data protection.

Subsidiary initiatives

In **France**, a mandatory e-learning training course on personal data protection and privacy was launched in October 2025 for all permanent employees. A total of 768 employees took part in this training course. It will be made available to the Group's subsidiaries in 2026.

Information is regularly shared with employees via videos ("Compliance Café"), practical guides, information sheets and dedicated newsletters ("Compliance News"). For example, to help employees comply with the General Data Protection Regulation (GDPR), five information sheets have been produced and distributed. These information sheets are available on the intranet and have been shared in a dedicated newsletter. They cover the following topics:

- the GDPR;
- personal data and its processing;
- individual rights and how to exercise them;
- managing a personal data breach;
- and transparency and informing data subjects.

These information sheets have been shared with subsidiaries, and some have translated and adapted them to their specific local circumstances.

The Compliance Department has organised events and awareness-raising activities at both of its French head offices to mark the European Data Protection Day. These discussion sessions brought together a large number of staff to address key data protection issues, strengthen our compliance culture and encourage the adoption of best practices in our day-to-day work.

In addition, the Compliance Department took part in 12 integration seminars, during which 176 new recruits were made aware of business ethics and the protection of personal data.

Most of the subsidiaries – **Italy, Spain, Belgium**, the subsidiary **DCS EASYWARE, Portugal, Germany, Austria, the Czech Republic and Slovakia** – have introduced training courses for permanent employees, particularly on the protection of personal data. In **Italy** in particular, a communication campaign was launched on the European Data Protection Day in early 2025. In **Luxembourg**, senior management completed the DAAZ training modules, a tool designed to assist with GDPR compliance, developed by the National Commission for Data Protection (CNPD).

The Group has established a reporting process, which is reviewed annually with its subsidiaries; however, at this stage, no key performance indicators or quantitative targets have been formalised.

The measures taken in the area of cybersecurity to ensure a secure IT system are set out in section **3.12. Working time and secure employment**.

3.15 Revitalising regions and supporting the local economy (specific issue)

3.15.1 Impacts, risks and opportunities (SBM-3)

The double materiality analysis has identified the material impacts, risks and opportunities (IROs) set out in the table below, relating to the following material issues:

- Revitalising regions and supporting the local economy

| Issue | IRO | Type of IRO | Value chain | Time horizon | Link to strategy and business model |
|--|---|--------------------------|----------------|--------------|--|
| Revitalising regions and supporting the local economy | By facilitating access to local employment (temporary assignments, open-ended temporary contracts, work-study schemes), the company makes a direct contribution to revitalising regions and supporting the local economy by: creating career opportunities for a diverse range of people, meeting the staffing needs of local businesses, and working in partnership with regional authorities and organisations. | Positive impact (proven) | Own operations | CT, MT | Revitalising regions and supporting the local economy are key elements of SYNERGIE's business model, which is based on a strong regional presence, in-depth knowledge of labour markets, and the creation of shared value with local economic stakeholders. It also has a multiplier effect on regions, by boosting the purchasing power of local communities and fostering social cohesion. |

Description and assessment of material impacts, risks and opportunities

The positive impact of revitalising regions and supporting the local economy has been identified and assessed on the basis of interviews conducted with the Group's business lines and operational teams, in close collaboration with the branch network.

These discussions made it possible to qualify:

- the direct impacts on local employment opportunities,

the diversity of the people supported, and the response to the skills needs of regional businesses;

- the indirect impacts on the economic and social development of regions, particularly through sustainable professional integration, the strengthening of the local economy, and partnerships with local authorities, training organisations and local associations.

This impact is helping to shape and evolve the business model by enabling the Group to identify staffing requirements more accurately through active outreach to branches, to tailor its sector-specific service offering (construction and public works, energy, logistics, services, etc.) and to secure its pool of candidates. It is also involved in implementing its local strategy, by strengthening its presence in labour markets and supporting local economic development.

The relevant affected communities, which are likely to be affected by the Group's business model, are as follows: candidates, public authorities, employers' organisations, social partners, employment-related voluntary organisations, schools, local associations and the general public. The procedures for engaging with the Group's key stakeholders are set out in section 1.4.2. *Taking into account interests and views of stakeholders (SBM-2)*. At present, the Group does not have a centralised function dedicated to monitoring its dialogue with local communities. This responsibility lies with the branches, which, given their regional roots, are responsible for maintaining dialogue with local stakeholders and identifying the specific challenges facing their local communities.

Furthermore, in order to identify any potential negative impacts on affected communities, the SYNERGIE Group reviews reports received on this matter via its Integrity Line whistleblowing system, as described in section 4. *Business conduct*.

3.15.2 Policies (S3-1) and targets (S3-5), actions (S3-4) and performances

Currently, the Group does not have a formalised and standardised corporate social responsibility policy at central level. On the other hand, subsidiaries enjoy a high degree of autonomy in defining and implementing their initiatives, enabling them to respond in a pragmatic and tailored manner to the social, economic and regional challenges specific to their markets and local environments.

In this context, SYNERGIE takes concrete action through initiatives led by its subsidiaries, which put the Group's

commitments into practice at the local level and contribute to its overall performance. These initiatives focus in particular on three key areas: creating employment opportunities, meeting businesses' staffing needs, and developing partnerships with local authorities and regional stakeholders.

The business lines involved in implementing the initiatives vary depending on the themes addressed. Initiatives aimed at creating career opportunities and addressing staffing needs fall primarily under the remit of the network management team, working in close collaboration with the branches. On the other hand, the development of partnerships with local authorities and regional bodies may also involve the Human Resources Department, particularly where these partnerships relate to employment, training or professional integration. The Quality and Safety Department also ensures that procedures and systems, particularly those relating to active prospecting and candidate sourcing, are properly followed and implemented in the branches.

Creating career opportunities

Creating career opportunities is a key priority for SYNERGIE, whose primary goal is to promote access to long-term employment and to support the career development of candidates and temporary staff. Against a backdrop of economic and social change, the Group intends to play an active role in the integration, support and development of talent.

As such, SYNERGIE's subsidiaries develop initiatives tailored to their regions and target audiences, aimed in particular at removing barriers to employment, enhancing skills and supporting candidates' employability. These initiatives help to enhance the Group's positive social impact while meeting the expectations of local markets.

The Group's initiatives regarding access to employment for various groups, as well as training and skills development, are outlined in sections 3.10. Diversity, inclusion and the fight against discrimination, violence and harassment in the workplace and *3.11. Training and skills development*.

Subsidiary initiatives

For example, in **France**, systems and tools designed to support the network's branches in their active prospecting efforts have been developed, notably through the use of CRM. These solutions are designed to support the business development of branches while helping to identify new employment opportunities in line with the needs of local labour markets. By organising and streamlining prospecting activities, SYNERGIE France helps to broaden access to employment and revitalise local markets. Quality audits are carried out to ensure that the relevant quality procedures are being properly implemented.

In the **UK**, the co-management of the job centre set up in Port Talbot demonstrates the subsidiary's commitment to supporting those affected by the closure of Tata Steel's blast furnaces.

In **Belgium**, SYNERGIE maintains regular dialogue with local communities through partnerships (Group Intro, Skillbuilders, Emino, GTB) that support employment and inclusion. The subsidiary regularly takes part in local job fairs.

Meeting the staffing needs of local businesses

The ability to respond effectively to businesses' staffing needs is a key driver of SYNERGIE's economic and social performance. As a trusted intermediary between candidates and employers, the Group supports companies in ensuring successful recruitment and optimising their human resources.

SYNERGIE's subsidiaries are therefore implementing targeted measures to anticipate labour market pressures, develop sought-after skills and offer recruitment solutions tailored to sector-specific and regional circumstances. This approach helps to support the continuity of local economic activity and to strengthen our partnership with our corporate customers.

Subsidiary initiatives

To effectively meet its customers' staffing needs, SYNERGIE **France** uses systems and tools designed to support the network's branches in sourcing candidates. In particular, branches have access to specialist job boards as well as internal tools such as SYNTalent, which help to streamline the identification, screening and tracking of candidates.

In addition, the subsidiary has developed "proxi" schemes, which involve setting up branches directly on the premises of corporate customers. This operational proximity allows for a better understanding of needs, a more responsive recruitment process, and the continuous adjustment of human resources to the constraints and changes in the customer's business.

Building partnerships with local authorities and regional bodies

Regional roots are a key pillar of SYNERGIE's work. The Group believes that cooperation with local authorities, institutional bodies and employment stakeholders is essential to addressing labour market challenges in a coordinated manner.

With this in mind, the subsidiaries develop and maintain partnerships with public and private sector stakeholders in their regions, with a view to jointly designing programmes that promote employment, training and professional inclusion. These partnerships strengthen SYNERGIE's capacity for local action and contribute to the socio-economic vitality of the regions.

Subsidiary initiatives

Through its Acorn Impact initiative, the **UK** has committed to dedicating 10,000 hours of voluntary work to integration projects between 2024 and 2028.

In **Belgium**, the subsidiary sponsors the work of Mobile School, which promotes education in developing countries.

In the **Netherlands**, the subsidiary has established a partnership with the organisation "Serious Request" which organises large-scale fundraising events in support of an association ("Spieren voor Spieren" in 2025). A number of events were organised in 2025 as part of this initiative (evening events, quizzes, walks, etc.). The subsidiary has also decided to discontinue the end-of-year gifts traditionally sent to customers, in order to reallocate the budget to charitable causes. As a result, at the end of 2025, €7,500 in donations had been raised.

In **Italy**, the Synergie School project is one of the main drivers of the subsidiary's social impact, with the aim of facilitating interaction between training organisations and employers.

The subsidiary **DCS EASYWARE** has launched several solidarity initiatives across Europe. In France, the company has formed partnerships with La Cravate Solidaire, through donations of clothing and financial support to promote professional integration, as well as with Premiers de Cordée, to help develop sport in hospitals.

In **Poland**, a range of social initiatives are undertaken, such as supporting retirement homes, taking part in local charity runs, and promoting awareness campaigns such as Movember and Pink October.

In **France**, SYNERGIE is actively involved in various projects with local associations: a toy collection for hospitalised children, a clothing collection in partnership with La Cravate Solidaire and the FDCAP (Endowment Fund of the Paris Airport Municipality), and a charity Christmas market to support the inclusion of the long-term unemployed (ESAT, EA).

In **Austria** and **Portugal**, SYNERGIE also makes donations to local associations, particularly in support of causes relating to children.

At this stage, the Group has not defined any key performance indicators or quantitative targets covering its entire scope. Given the autonomy granted to subsidiaries in implementing their initiatives, they are also responsible, across their respective regions, for overseeing the resources allocated and the associated performance indicators. In France, for example, area and district managers regularly monitor their branches' performance in terms of active prospecting and sales visits. Solidarity initiatives, on the other hand, are carried out on a voluntary basis by subsidiaries and branches.

Lastly, the SYNERGIE Group has not yet formalised a specific policy on the human rights of indigenous communities and peoples, as this issue is not considered

material in view of the regions where the Group operates and the nature of its activities. Thus far, no human rights violations or incidents involving affected communities have been identified. Nevertheless, as part of its general practices and code of ethics, the Group ensures that fundamental human rights are respected, in particular by complying with local laws, the principles of non-discrimination and its commitments in terms of social responsibility. This approach reflects the way the company conducts its business across all the regions where it operates. The Group is closely monitoring ongoing developments in its business and operating environment and may, where appropriate, further formalise its approach to these issues.

4 BUSINESS CONDUCT

4.1 Governance of business conduct (GOV-1)

Business ethics falls within the remit of the Group's highest level of governance and is under the responsibility of the Chairman and Chief Executive Officer, to whom the Compliance Department, established in 2023, reports directly.

The Compliance Department is tasked with implementing and coordinating the Group's compliance system, in particular in accordance with French Law No. 2016-1691 of 9 December 2016 on transparency, the fight against corruption and the modernisation of economic life, known as the "Sapin 2 Law".

This system is based on the three pillars recommended by the French Anti-Corruption Agency:

- the commitment of the governing body;
- mapping corruption risks;
- risk management.

The Chief Executive Officer is kept informed on a regular basis by the Group Compliance Officer of the progress of the programme, the actions taken and any issues that have been identified.

Management is also made aware of business ethics and compliance issues, particularly during fortnightly Management meetings, at which the Compliance Officer presents key issues, regulatory developments and updates on the Compliance programme.

The Compliance Department may engage specialist law firms, where necessary, to draw on additional expertise, particularly on complex or evolving issues, or to supplement the company's internal expertise.

4.2 Material impacts, risks and opportunities (SBM-3)

The double materiality analysis has identified the material impacts, risks and opportunities (IROs) set out in the table below, relating to the following significant issues:

- Protecting whistleblowers
- Anti-corruption
- Management of relationships with suppliers
- Respect for human rights in business relations

| Issue | IRO | Type of IRO | Value chain | Time horizon | Link to strategy and business model |
|---|---|-----------------------------|--|--------------|---|
| Protecting whistleblowers | Inadequate protection of whistleblowers can have a number of negative impacts on employees: retaliation, loss of trust in the company, stress, anxiety and lack of motivation, and a poor working environment. | Negative impact (potential) | Own operations | ST, MT, LT | Inadequate protection of whistleblowers undermines staff confidence and internal transparency, which may affect the performance and reputation of the SYNERGIE Group's business model. |
| Management of relationships with suppliers | Late payments or missed payments can have a number of negative impacts on suppliers: financial pressure, operational problems, and repercussions on employment and working conditions at suppliers. | Negative impact (potential) | Upstream Own operations | ST, MT, LT | Poor payment practices may disrupt the SYNERGIE Group's value chain by weakening its suppliers and jeopardising business continuity, whereas integrating responsible practices into supplier relationship management boosts the resilience of the business model, the quality of services and the trustworthiness of partnerships. |
| Anti-corruption | Whenever corrupt practices occur within the value chain or within the Group, they may have negative impacts on individuals (employees, candidates, stakeholders): undermining fairness and equal opportunities, loss of trust, personal risks, or damage to an individual's reputation. | Negative impact (potential) | Upstream Own operations Downstream | ST, MT, LT | Corrupt practices threaten the fairness, trust and reputation on which the SYNERGIE Group's business model is based, whereas the implementation of a comprehensive anti-corruption system that is integrated into the Group's strategy helps to ensure sound decision-making, protect employees and maintain long-term access to markets. |
| Respect for human rights in business relations | Failure to respect human rights in business relations represents a risk to the Group. | Risk | Upstream Own operations Downstream | ST, MT, LT | Failure to respect human rights in business relations exposes the SYNERGIE Group to legal, reputational and operational risks that could affect its business model. Incorporating human rights criteria into the selection and management of partners helps to secure the value chain and foster more responsible growth. |

Description and assessment of material impacts, risks and opportunities

The identification and assessment of negative impacts relating to ethics and business conduct were based on an analysis of the SYNERGIE Group's value chain, covering its own operations as well as its upstream and downstream business relations. This analysis, carried out in collaboration with the relevant business lines, notably the Compliance Department, the Purchasing Department and the Finance Department, identified situations that could have an impact on people, particularly employees and business partners. Given the Group's business model, which is based on frequent interactions with a broad ecosystem of customers, suppliers and partners, as well as on the management of significant contractual and financial flows, negative impacts were identified, particularly in relation to the protection of whistleblowers, responsible practices in supplier relations and anti-corruption.

The identification and assessment of risks relating to ethics and business conduct were based on an analysis of the SYNERGIE Group's value chain, covering its own operations as well as its upstream and downstream business relations. As with the identification of impacts, this analysis was carried out in consultation with the relevant business lines, such as the Purchasing

Department, the Compliance Department and the Finance Department.

In addition, a regularly updated risk mapping exercise is carried out in accordance with the Sapin II Law. This mapping aims to identify the legal, financial, operational and reputational risks that could affect the Group's business model.

In particular, the analysis of the impacts, risks and opportunities associated with business conduct was assessed taking into account the various countries in which the Group operates, the different activities (the vast majority of which are similar from one country to another) and the type of significant transactions undertaken by the Group.

The disclosure requirements relating to political influence and lobbying activities (G1-5) are not presented, as this issue was not identified as material in the double materiality analysis.

4.3 Policies and targets, actions and performances

4.3.1 Corporate culture and business conduct policies (G1-1)

Integrity, transparency and honesty are the core principles of the Group's policy on ethics and business conduct. They guide the behaviour and practices of all employees, both in the performance of their duties and in their relations with external stakeholders, particularly suppliers.

To provide a framework for its approach, the SYNERGIE Group has adopted a Code of ethics and business conduct, which was updated in November 2025. The purpose of this Code is to foster the Group's culture of ethics by ensuring, on a day-to-day basis, heightened awareness and zero tolerance of any breach of the internal and external rules applicable to the SYNERGIE Group. It serves as a reference framework to guide employees in adopting appropriate behaviour when faced with specific situations encountered in the course of their work. The Code of ethics is provided to all employees upon joining the Group, accompanied by a signed acknowledgement confirming that they have read and understood it.

The Code of ethics and business conduct covers the following topics:

Internal rules of conduct:

- working conditions, health and safety;
- fight against harassment;
- social dialogue;
- protection of reputation;
- non-discrimination;
- training, promotion and fairness;
- protection of privacy;
- protection of personal data;
- inside information;
- protection of assets;
- confidentiality and discretion;
- the environment.

External rules of conduct:

- securing relations with third parties;
- management of third parties;
- respect for free competition;
- the fight against breaches of integrity;
- rules specific to public officials;
- relations with third parties;
- gifts and invitations;
- philanthropy, sponsoring and political contributions;
- accounting records and internal controls;
- conflicts of interest.

This Code of ethics is made available to SYNERGIE Group employees via the intranet. The Group's external stakeholders can access it on the website. It applies to all Group subsidiaries.

Subsidiary initiatives

Italy and **Belgium** have a local Compliance Officer. The other subsidiaries have appointed a compliance representative at the local level.

4.3.2 Prevention and detection of corruption and bribery (G1-3), (G1-4)

| Policy and targets ⁽¹⁴⁾ | Scope | Highest managerial level involved | Third-party standards and initiatives | Stakeholders involved |
|------------------------------------|----------------------------|-----------------------------------|---------------------------------------|---|
| Anti-corruption policy | Group (entire value chain) | Group Executive Committee | N/A | Employees Customers Suppliers Partners |
| Third-party management policy | Group (entire value chain) | Group Executive Committee | N/A | Employees Customers Suppliers Partners |
| Gifts and invitations policy | Group (entire value chain) | Group Executive Committee | N/A | Employees Customers Suppliers Partners |

For over 50 years, the SYNERGIE Group has ensured strict compliance with ethical rules and integrity standards. With an international presence, the Group pays particular attention to managing risks associated with corruption and influence peddling.

The Code of Ethics and Business Conduct, which forms part of the Internal Regulations, includes a chapter devoted entirely to preventing and combating corruption. This code applies to all of the Group's subsidiaries and is systematically provided to all new employees, who are required to sign it. It is available on the intranet as well as specific procedures and policies, such as the Gifts and Invitations Policy or the Conflicts of Interest Policy.

⁽¹⁴⁾ In terms of ethics and business conduct, no quantitative targets have been set at this stage. However, qualitative targets are set out in the policies mentioned and are described in this section. The Group will consider setting targets for the coming financial years.

The Compliance Department continuously updates the entire anti-corruption system in line with the corruption risk mapping and internal and external developments.

The key actions carried out during 2025 are summarised in the table below:

| Policy | Key actions in 2025 | Scope | Time horizon | Resources allocated |
|--|--|--------|---------------|---|
| Anti-corruption policy | Anti-corruption Definition of a Group anti-corruption policy | Group | December 2025 | At this stage, the Group has not estimated the financial resources (CapEx/OpEx) allocated to the action plan. |
| Code of ethics and business conduct Anti-corruption polic Gifts and invitations policy | Anti-corruption Organisation of events to mark the International Anti-Corruption Day, with a view to raising staff awareness of ethical issues and anti-corruption measures. | France | December 2025 | |
| Code of ethics and business conduct | Anti-corruption Update to the code of ethics and business conduct. | Group | December 2025 | However, human resources have been allocated to the implementation and monitoring of these projects. |

Anti-corruption policy

In addition, in 2025, a Group anti-corruption policy was drawn up. This Policy supplements the Code of ethics and business conduct by defining and providing examples of situations that may constitute corruption, as well as the conduct required to prevent them. It also reaffirms the SYNERGIE Group's commitment to combating corruption in all its forms and to complying with applicable anti-corruption laws and regulations. The Group has a zero-tolerance policy towards corruption and influence peddling. Under this policy, the Group requires, in particular, that:

- all Group entities, their employees and the third parties with whom they interact must be aware of the risks of corruption and influence peddling to which they may be exposed.
- third parties with whom the Group has business relations – customers, suppliers, intermediaries, partners and subcontractors, including public-sector enterprises – adhere to SYNERGIE's commitments regarding the prevention of corruption and influence peddling.

The management of each Group entity is responsible for ensuring that this Policy is properly implemented and adhered to within its remit.

Furthermore, the SYNERGIE Group also requires its suppliers and partners to enter into a contractual commitment to comply with all applicable laws and regulations relating to the fight against corruption and influence peddling. Furthermore, an anti-corruption

clause must be systematically included in all contracts.

The anti-corruption policy is supplemented by a procedure for declaring conflicts of interest, a third-party management policy and a gifts and invitations policy, all of which are available to all employees via the Group's intranet:

- the **Conflict of interest disclosure procedure** has been developed to ensure the integrity of the Group's business and its compliance with anti-corruption regulations. It sets out the procedure to be followed for reporting and handling situations involving actual or potential conflicts of interest to which Group employees are exposed.
- the purpose of the **Third-party management policy** is to manage the risks associated with third parties identified during the mapping of corruption risks within the SYNERGIE Group, in accordance with the Sapin II Law. More specifically, it aims to:
 - Set the Group's standards in relation to commercial relations with third parties;
 - Prevent potential risks of corruption and breaches of integrity in relations with third parties.
- the **Gifts and invitations policy** provides guidance to employees on their practices regarding gifts and invitations and ensures that they comply with the internal rules set out in the policy as well as with applicable regulations.

Subsidiary initiatives

For example, each year, **Italy** and the **United Kingdom** conduct a campaign to identify any potential conflicts of interest, using a dedicated questionnaire sent to all employees.

Middlenext working group

Since 2019, the SYNERGIE Group has been a member of Middlenext's anti-corruption working group, enabling it to benefit from best practices in the implementation of anti-corruption systems. Middlenext is an independent French trade association representing listed mid-cap companies. Founded in 1987, it brings together more than 150 companies and develops recognised benchmarks, particularly in the area of governance.

Every year, SYNERGIE actively participates in the meetings organised by this working group.

Employee training and awareness

In 2024, the SYNERGIE Group launched a new online training programme on preventing corruption, divided into six modules:

1. Code of conduct
2. Whistleblower
3. Risk mapping

4. Conflicts of interest
5. Gifts and invitations
6. Assessment of third parties

This training, which is compulsory for all staff, aims to enhance staff members' knowledge and understanding of the issues surrounding corruption. The aim is to provide employees with the necessary tools and practical examples to help them recognise, prevent and report any behaviour that is contrary to the ethical principles of the SYNERGIE Group.

The modules have so far been translated and rolled out in France, Italy, Belgium and Spain.

In addition, all new permanent employees are made aware of these matters by the Compliance Department, which takes part in the integration seminars held once a month.

Subsidiary initiatives

In addition to the training module distributed by the Group, several subsidiaries, such as the **United Kingdom** and **Austria**, have developed their own training modules on ethics and business conduct for their employees.

During the year, the **Czech Republic** and **Slovakia** raised employee awareness of business ethics principles through internal communications regarding the Code of ethics and business conduct and the guidelines for preventing the risks of corruption and influence peddling.

Australia regularly communicates its Ethical Behaviour policy to all employees and its branch network. Internal newsletters, team meetings and onboarding sessions help to promote the ethical principles and standards of business conduct relevant to the subsidiary's activities.

In the **United Kingdom** in particular, every new employee must complete the online training course on the UK Bribery Act.

The Compliance Department is also committed to communicating regularly with employees through initiatives such as posters, ad hoc communications and events, such as the International Anti-Corruption Day.

Subsidiary initiatives

For example, in **France** in 2025, the International Anti-Corruption Day was organised by the Compliance Department, which included a team-based activity combining discussion, cooperation and ethical principles, focusing on topics related to ethics and business conduct. Employees were also invited to take part in an online challenge. In all, around 500 employees took part in these various initiatives.

The subsidiary **DCS EASYWARE** also runs an annual awareness campaign on anti-corruption measures to mark the International Anti-Corruption Day.

In addition, in 2025, the Compliance Department launched a newsletter dedicated to its activities, with the aim of raising awareness among all employees of major ethical issues and enhancing the sharing of best practices within SYNERGIE.

All content is shared with subsidiaries, who can use it locally.

Confirmed incidents of corruption or bribery

The Group has not been convicted of any offences under anti-bribery and anti-corruption legislation. It has not had any proven cases or paid any fines.

Anti-corruption performances

| Indicators | 2024 | 2025 | Evolution (%) and performance analysis |
|---|-------|-------|---|
| Percentage of employees in high-risk functions who have attended anti-corruption training (%) | 82% | 39% | - |
| Number of employees in high-risk functions who have attended anti-corruption training (%) | 967 | 467 | -51% This discrepancy is due to the fact that training programmes are not repeated every year in all branches for employees who have already taken part in a training course during the previous year. However, as the majority of the employees concerned have received training over the past two years, the Group will consider adjusting the definition of this indicator to better reflect the training efforts made. |
| Total number of employees in high-risk functions (number) | 1,238 | 1,202 | -2% |
| Number of convictions for violation of anti-corruption and anti-bribery laws (number) | 0 | 0 | - |
| Amount of fines for violation of anti-corruption and anti-bribery laws (€) | 0 | 0 | - |

Scope and methodological limitations:

In 2024, the scope of the calculation covered the Group's five main countries of operation (France, Italy, Belgium, the UK and Spain), which at that time accounted for 83% of the Group's revenue, based on actual data, with the remainder estimated on the basis of the workforce at year-end.

In 2025, the scope of the calculation covers all countries in which the Group operates, based on actual data, with the exception of Switzerland, for which the data was estimated on the basis of the workforce at the end of the financial year, as described in section [1.2. Disclosures in relation to specific circumstances \(BP-2\)](#).

The functions considered as high-risk within the SYNERGIE Group are as follows: buyers, sales representatives, branch, sector or district managers, operations managers, Executive Management and executives. These training courses are also aimed at management bodies.

The workforce included in the calculation of the indicator "Percentage of employees in high-risk functions who have attended anti-corruption training" comprises only those who have attended anti-corruption training during the reporting year.

In 2025, a reporting error was identified at the Italian subsidiary regarding the data reported in 2024 for the number of employees in high-risk functions (374 employees reported instead of 308), which resulted in an underestimation of the percentage of employees in high-risk functions who had attended anti-corruption training (78% reported instead of 82%).

4.3.3 Protecting whistleblowers

The SYNERGIE Group has a whistleblowing system, in accordance with the Sapin 2 Law and Law No. 2022-401 of 21 March 2022 aimed at improving the protection of whistleblowers, known as the "Wasserman Law", or other applicable local regulations, depending on the relevant entities

A new Whistleblowing procedure, setting out the procedures for exercising the right to report and for handling reports, came into force in March 2024. This procedure describes the whistleblowing system set up by SYNERGIE to comply with its legal obligations, minimise the risks to which the Group and its employees may be exposed, and continuously strengthen its corporate culture in terms of ethics and business conduct.

The Whistleblowing procedure sets out:

- the categories of people who may raise an alert;
- the matters that may give rise to an alert;
- the rights and safeguards afforded to whistleblowers;
- the alert handling process.

It is made available to SYNERGIE Group employees via the intranet.

Integrity Line, the whistleblowing platform

The SYNERGIE Group provides a whistleblowing system based on a dedicated platform that is independent of the Group's IT system, known as Integrity Line. This whistleblowing system allows whistleblowers to remain anonymous if they wish and offers the option to report incidents in writing or verbally, with the handling of reports directly integrated into the platform.

The Integrity Line can be accessed via the Group's intranet and website. This system is also promoted through various communication channels, such as posters, welcome packs for new arrivals (both permanent employees and temporary staff), and regular e-mail communications.

The platform is open to all of the Group's stakeholders, including internal employees (permanent employees and temporary staff) as well as third parties (suppliers, customers, consultants, etc.). It is available in all countries where the Group operates and in all local languages.

Incidents that have occurred or are highly likely to occur and that fall within the definition of a whistleblower may be reported, namely:

- any breach of the law or an international commitment;
- any attempt to conceal such a breach;
- a threat to or harm caused to the public interest.

The whistleblowing system can be used to report incidents in the following areas:

- any breach of a Group Charter or Code of conduct;
- corruption, competition, money laundering;
- accounting, finance and banking;
- discrimination and harassment;
- health, hygiene and safety at work;
- protection of public health;
- protection of the environment;
- protection of privacy, personal data and information systems security.

The whistleblowing process

In accordance with SYNERGIE's Whistleblowing procedure, whistleblowing reports received via the secure SYNERGIE Integrity Line server are initially reviewed by the Compliance Department or, in the case of whistleblowing reports received by a subsidiary, by a designated contact person.

Depending on the nature of the facts in question, the Compliance Department or the designated contact person may handle the report directly or delegate its handling to one or more individuals or departments, such as the Human Resources Department, the Internal Audit, Risk and Quality-Safety-Environment Department, or a law firm, in order to ensure that it is handled by competent and objective individuals. The handling of whistleblowing reports by departments other than the Compliance Department is carried out under the latter's supervision in order to ensure compliance with the Whistleblowing procedure and the protection of whistleblowers.

The Compliance Department regularly reiterates the principles of confidentiality and non-retaliation in internal communications and as part of the implementation of the system. Those involved in the investigation are also reminded of their rights. SYNERGIE guarantees confidentiality and protection from reprisals for whistleblowers.

Reports are handled in accordance with the process set out in the Whistleblowing procedure, which is published on the SYNERGIE intranet and websites. The procedure for handling reports is also set out on the Integrity Line platform and in the Whistleblowing procedure⁽¹⁵⁾.

At this stage, the SYNERGIE Group does not have a specific system for formally measuring the level of trust employees place in the whistleblowing mechanism. Nevertheless, the Compliance Department has launched a series of information campaigns to raise awareness of this system among employees and make it easier for them to use.

Subsidiary initiatives

In 2025, **Italy** updated its whistleblowing procedure and launched an internal and external awareness campaign on how to use the system.

The subsidiary **DCS EASYWARE** has a specific whistleblowing system in place, via the World Check One platform.

Performance in terms of protection of whistleblowers

In 2025, 136 reports were received and addressed.

The Group has not received any complaints submitted via the OECD's National Contact Points for Multinational Enterprises.

The Group has not been subject to any fines, penalties or financial compensation arising from incidents of discrimination, including harassment and complaints lodged.

⁽¹⁵⁾ *Frequently Asked Questions, Integrity Line.*

4.3.4 Management of relations with suppliers (G1-2), payment practices (G1-6) and respect for human rights in business relations

| Policy and targets | Scope | Highest managerial level involved | Third-party standards and initiatives | Stakeholders involved |
|---|----------------------------|-----------------------------------|---------------------------------------|------------------------|
| <p>Responsible purchasing policy</p> <p>By 2030, sourcing 80% of our purchases from responsible suppliers.</p> <p>By 2030, reducing greenhouse gas emissions associated with purchases of goods and services by 45% compared with 2021</p> <p>Training 100% of buyers in responsible purchasing</p> <p>Achieving 100% of new suppliers and significant existing suppliers within the Group having signed the responsible purchasing charter</p> | Group (entire value chain) | Purchasing Department | N/A | Employees Suppliers |

SYNERGIE’s responsible purchasing policy, in place since 2012, aims to support its suppliers’ progress on key issues such as environmental protection, labour practices, human rights, business ethics and information system security.

The SYNERGIE Group places particular emphasis on its suppliers and partners – as well as their own subcontractors – adhering to the principles of the Universal Declaration of Human Rights, the International Labour Organisation (ILO) Declaration on Fundamental Principles and Rights at Work, and all applicable laws and regulations relating to corporate social responsibility.

The Group’s approach involves the development and roll-out of:

- **A responsible purchasing charter** for Tier 1 suppliers and partners, updated in 2025, which sets out the standards of conduct expected from the Group’s third parties. It is supplemented by a specific procedure relating to gifts and invitations (see section 4.3.2. *Prevention and detection of corruption and bribery (G1-3, G1-4)*).
- **A Responsible purchasing policy**, updated at the end of 2025, aimed at integrating the principles of sustain-

able development into the Group’s purchasing practices by setting out the Group’s key guidelines and main engagements regarding responsible purchasing. The Group’s challenge in 2026 will be to ensure that the policy is communicated and implemented across the Group’s various subsidiaries.

The development of the Responsible purchasing policy has enabled the Group to set qualitative and quantitative targets in this area. Specifically, the following quantitative targets have been set:

- By 2030, sourcing 80% of the Group’s purchases from responsible suppliers, i.e. those whose sustainability performance has been assessed⁽¹⁶⁾.
- By 2030, reducing greenhouse gas emissions associated with purchases of goods and services by 45% compared with 2021. This target forms part of the Group’s “SYNERGIE for Climate” roadmap (see section 2. *Environmental responsibility*).
- Training 100% of the Group’s buyers in responsible purchasing.
- Achieving 100% of new suppliers and significant existing suppliers within the Group having signed the responsible purchasing charter.

The key actions carried out during 2025 are summarised in the table below:

| Policy | Key actions in 2025 | Scope | Time horizon | Resources allocated |
|-------------------------------|--|--|---------------|---|
| Responsible purchasing policy | Management of relations with suppliers Update to the Group’s Responsible purchasing policy (currently being communicated to subsidiaries). | Group | December 2026 | At this stage, the Group has not estimated the financial resources (CapEx/OpEx) allocated to the action plan. |
| Responsible purchasing policy | Management of relations with suppliers Update to the Responsible purchasing charter and the supplier CSR questionnaire. | Group | December 2025 | |
| Responsible purchasing policy | Management of relations with suppliers Training for the Group’s key buyers | France, Italy, Belgium, DCS EASYWARE, Czech Republic, Slovakia | December 2025 | However, human resources have been allocated to the implementation and monitoring of these projects. |

(16) At this stage, sustainability performance is assessed in two ways: through an analysis of the non-financial assessment carried out by EcoVadis, or through the signing of the SYNERGIE Group’s Responsible purchasing charter.

Responsible purchasing charter and supplier CSR questionnaire

The Group's suppliers and partners must sign the Responsible purchasing charter, adhere to its principles and comply with them throughout the business relationship.

The charter covers all the Group's key issues relating to its value chain activities: environmental, social, ethical, personal data protection and information system security. To ensure consistent practices across all subsidiaries, it is available in six languages.

It sets out the SYNERGIE Group's requirements for its suppliers and partners in relation to human rights, in particular:

- elimination of forced and compulsory labour;
- prevention of harassment and abuse;
- compliance with statutory pay and benefits;
- guarantee of freedom of association and freedom of expression;
- abolition of child labour;
- combating discrimination and promoting diversity and equal opportunities;
- health and safety at work;
- compliance with working hours and rest periods.

In 2025, the vast majority of new suppliers listed by the Procurement Department who received the charter signed it. The other suppliers submitted their own documents or equivalent charters.

Therefore, in order to identify suppliers that may pose environmental, social or ethical risks, or that may be vulnerable in certain respects, a CSR questionnaire – appended to the Responsible purchasing charter – is sent to all new suppliers managed by the Purchasing Department. This questionnaire enables buyers to assess more accurately the level of engagement shown by suppliers across various sustainability topics.

Incorporating CSR criteria in calls for tender

Since the end of 2023, the SYNERGIE Group has incorporated CSR criteria into all its calls for tender, which account for 10% of the supplier's final rating. These criteria include:

- suppliers' acceptance of the United Nations Global Compact principles;
- suppliers' acceptance of the eight fundamental conventions of the International Labour Organization and relevant environmental and social regulations;
- implementation of the necessary measures to ensure compliance with the principles set out;
- the existence of their own CSR and responsible purchasing policies;
- the supplier's EcoVadis rating.

In addition, for certain purchasing categories, specific measures are being implemented to incorporate sustainability criteria into purchasing practices. For example, in France, a range of protective footwear manufactured in France and intended for temporary workers is currently being introduced.

Subsidiary initiatives

In **Italy**, a preliminary assessment of the supplier is carried out, taking into particular account the certifications it holds. SYNERGIE Italy provides information on the principles that suppliers must adhere to in order to be included in the subsidiary's supplier register. Information regarding compliance with the principles of the Group's code of ethics and business conduct, compliance with the SA8000 standard, and a questionnaire to be completed are sent to suppliers.

The subsidiary **DCS EASYWARE** assesses its suppliers annually by sending out a CSR and safety questionnaire, along with a supplier CSR charter. Each supplier is assigned a CSR rating based on the results of the assessment.

In **Austria**, suppliers are assessed using the Refinitiv platform to identify and prevent risks when contracts are drawn up.

Payment practices

Supplier payment practices reflect stable management of payment terms and conditions. Each entity is responsible for defining "standard" payment terms in line with applicable local regulations. For example, for centralised purchases, the "standard" payment terms are set at 45 days, end of the month.

The Group takes care to avoid any late payment, particularly to small and medium-sized enterprises. It ensures that small and medium-sized suppliers are paid earlier than larger suppliers.

Subsidiary initiatives

By way of illustration, in **Belgium**, the **Czech Republic** and **Slovakia**, the subsidiaries have introduced internal rules and control processes to ensure that invoices are approved and processed within the specified deadline. Payment terms are set out in contracts and are monitored regularly in collaboration with the finance department. For vulnerable suppliers in particular (especially small and medium-sized enterprises) these subsidiaries can offer more flexible payment terms or expedited payment processing by mutual agreement.

Buyer training

As part of the “SYNERGIE for Climate” roadmap, presented in section 2. *Environmental responsibility: training in Corporate Social Responsibility (CSR)* and responsible

purchasing has been provided to the Group’s main buyers (in France, Italy and Belgium – accounting for 85% of the Group’s spending in 2025).

As at 31 December 2025, 100% of the Group’s key buyers had completed the training course on responsible purchasing.

Subsidiary initiatives

In addition to France, Italy and Belgium, certain other Group subsidiaries have also introduced a training or awareness-raising module for buyers on responsible purchasing, for example **DCS EASYWARE** and the subsidiaries in the **Czech Republic** and **Slovakia**.

Performance in supplier payment management

| Indicators | 2024 | 2025 | Evolution (%) and performance analysis |
|---|------|------|---|
| Number of legal proceedings currently outstanding for late payments (number) | 0 | 0 | - |
| Average time taken to pay an invoice (number of days) (from the date on which calculation of the contractual or statutory payment begins) | 77.8 | 37.3 | -52% The discrepancy can be explained by: - The transition from an estimation methodology in 2024 to the collection of actual data in 2025. Detailed information on the methodology is provided below. - A methodological change for France, which consisted of eliminating intra-group transactions in 2025. This indicator may therefore vary significantly from one year to the next, as it depends in part on the type and volume of invoices outstanding at the end of the financial year. |

Scope and methodological limitations

In 2024, the scope of the calculation covered the Group’s five main countries of operation (France, Italy, Belgium, the UK and Spain), which at that time accounted for 83% of the Group’s revenue, based on actual data, with the remainder estimated on the basis of the workforce at year-end.

In 2025, the scope of the calculation covers all countries in which the Group operates, based on actual data, with the exception of Switzerland, for which the data was estimated on the basis of the workforce at the end of the financial year, as described in section 1.2. *Disclosures in relation to specific circumstances (BP-2)*.

The average payment term for an invoice (in days) is calculated using the following formula: (total amount of payables including VAT at 31/12 / total amount of purchases including VAT at 31/12) * 365.

The percentage of payments aligned with standard payment terms was not included in the 2024 sustainability statement, as the Group did not track this indicator. In the absence of a specific monitoring process for this data, no information has been reported. By 2025, this indicator was monitored in some countries; however, material differences remained in the calculation methods. Furthermore, some countries that make a significant contribution to this reporting do not yet have the tools and resources required to collect the information. Against this backdrop, the Group has chosen to prioritise data reliability before any disclosure.

5 EUROPEAN TAXONOMY

The European taxonomy forms part of the Sustainable Finance Action Plan launched in 2018 by the European Commission and set out in Regulation (EU) 2020/852 of 18 June 2020. This framework aims to direct financial flows towards economic activities considered sustainable within the meaning of the European Taxonomy Regulation. For the 2025 reporting year, the Group adopted the simplification measures set out in Delegated Regulation (EU) 2026/73 of 4 July 2025, published in the Official Journal of the European Union on 8 January 2026.

Since 2024, companies subject to reporting requirements have been required to disclose the proportion of their activities that are eligible and aligned with the European taxonomy, based on three indicators: turnover, capital expenditure (CapEx) and operating expenditure (OpEx). This assessment is based on six environmental objectives: climate change mitigation, climate change adaptation, sustainable use of water and marine resources, transition to a circular economy, prevention and reduction of pollution, and protection and restoration of biodiversity and ecosystems.

An activity is considered “eligible” if it corresponds to the description of an activity listed in the delegated acts. In order to be considered “aligned”, this activity must comply with all the technical assessment criteria, in particular the substantial contribution criteria, the “Do No Significant Harm” (DNSH) principle, and the minimum safeguards.

The disclosures provided under the European Taxonomy Regulation have been prepared in accordance with Regulation (EU) 2020/850 and the associated delegated acts, namely:

- delegated Regulation (EU) 2021/2139 establishing the technical screening criteria for climate change mitigation and climate change adaptation objectives;
- delegated Regulation (EU) 2021/2178 specifying the content and presentation of information to be disclosed;
- the Delegated Regulation (EU) 2022/1214 on certain economic activities in the gas and nuclear sectors;
- delegated Regulation (EU) 2023/2485 extending the technical screening criteria to new activities related to climate change mitigation and climate change adaptation objectives;
- delegated Regulation (EU) 2023/2486 extending the technical screening criteria to other environmental objectives;
- and Delegated Regulation (EU) 2026/73 amending Delegated Regulations (EU) 2021/2178, (EU) 2021/2139 and (EU) 2023/2486.

This information also takes into account the European Commission’s interpretative communications, in particular the FAQs published regarding the application of the taxonomy framework.

SYNERGIE Group reporting procedures

The SYNERGIE Group followed these steps:

1. Identification of eligible activities

At Group level, an in-depth analysis of the delegated acts and FAQs of the European Taxonomy Regulation was carried out to identify all eligible activities applicable to the Group’s operations, across all its subsidiaries.

This initial list was reviewed and approved at dedicated workshops, with the support of the Group’s business lines, where applicable, or, failing that, the relevant French business lines. These discussions enabled us to assess the relevance of the identified activities in relation to the Group’s business model:

- “CCM 6.5 – Transport by motorbikes, passenger cars and light commercial vehicles”;
- “7.2 CCM – Renovation of existing buildings”;
- “7.3 CCM – Installation, maintenance and repair of energy efficiency equipment”;
- “7.7 CCM – Acquisition and ownership of buildings”;
- “8.1 CCM – Data processing, hosting and related activities”.

At the end of this phase, ineligible activities were excluded from the scope of the analysis.

2. Alignment analysis

The analysis of the alignment of the Group’s activities was organised sequentially, beginning with an examination of compliance with the Minimum Safeguards.

In accordance with Article 18 of Regulation (EU) 2020/852, compliance with the Minimum Safeguards is a prerequisite for an activity to be classified as aligned within the meaning of the European Taxonomy Regulation. As a result, the Group adopted a “funnel” approach, which involves first verifying compliance with the Minimum Safeguards at a consolidated level. This approach ensures, prior to the detailed analysis of the alignment of activities and associated flows, that the across-the-board conditions are met, thereby avoiding the need for in-depth technical analyses of activities that could not, in any event, be deemed aligned if the Minimum Safeguards were not met.

For the purposes of this analysis, and in accordance with prudent practice, it was considered that all the necessary conditions had not been fully met. As there is no formal Group policy on human rights that has been consistently implemented across the entire Group, we did not validate this criterion. This decision was taken despite the fact that most subsidiaries have operational procedures and measures in place to ensure respect for human rights in the conduct of their business. However, these measures, which may vary and are not formalised at Group level, were not deemed sufficient internally to conclusively confirm that the requirements applicable to the Minimum Safeguards had been met.

As the Minimum Safeguards were not deemed satisfactory internally, the substantial contribution and “Do No Significant Harm” (DNSH) criteria were not analysed for each activity and associated project. Therefore, no eligible activity is considered to be aligned for the 2025 financial year.

3. Collection of financial data by country

Based on the list of eligible activities identified in the first step, a data collection exercise (CapEx, OpEx) was launched across the countries where the Group operates. This information, which was used in calculating the numerators, was taken from each country’s financial statements. Revenue figures were provided by the Group Finance Department. For each applicable eligible activity, a brief description of the project is also required.

These figures were aggregated at Group level by simply totalling the amounts. Amounts denominated in currencies other than the euro were converted into euros using the exchange rates prevailing at 31 December, as published by the European Central Bank.

4. Data consolidation and calculation of indicators

The Group’s consolidated quantitative data, including turnover, CapEx and OpEx, were collected from the Group Finance Department in order to calculate the denominators for the key performance indicators set out in the Taxonomy Regulation. This data is derived from the Group’s consolidation tool. The amounts used for turnover, OpEx and CapEx in the denominator were reconciled with the Group’s consolidated financial statements, as presented in the management report.

Regulatory tables

For the 2025 financial year, the SYNERGIE Group used the regulatory table templates set out in Annex II to Delegated Act (EU) 2026/73, published on 4 July 2025, amending Delegated Regulation (EU) 2021/2178 specifying the content and presentation of information to be disclosed pursuant to Article 8 of Regulation (EU) 2020/852.

This decision aims to ensure that the Group’s reports comply with the regulatory templates in force, as updated by the amendment to the European Taxonomy Regulation.

In the numerator, the CapEx figures for the “7.7 CCM – Acquisition and ownership of buildings” and “6.5 CCM – Transport by motorbikes, passenger cars and light commercial vehicles” activities were also reconciled with the Group’s consolidated financial statements.

Summary of the analysis of eligible and aligned activities

Based on this detailed analysis, the SYNERGIE Group determined that:

- 0% of the Group’s turnover is eligible under the six environmental objectives of the European Taxonomy Regulation.
- 65% of the Group’s CapEx is eligible under the six environmental objectives of the European Taxonomy Regulation, of which:
 - 45% relates to activity “7.7 CCM – Acquisition and ownership of buildings”
 - 19% relates to activity “6.5 CCM – Transport by motorbikes, passenger cars and light commercial vehicles”
 - 1% relates to activity 7.2 CCM – Renovation of existing buildings”

OpEx amounted to €17,093 thousand at year-end. In the absence of eligible turnover and CapEx (a), OpEx, as defined by the Taxonomy, is therefore not considered material in relation to SYNERGIE’s business model. Accordingly, the Group chose to apply the materiality exemption permitted under the European Taxonomy Regulation.

An analysis of the alignment criteria in 2025 did not identify any CapEx aligned with the European taxonomy.

| Financial year (N) | 2025 | | | | | | | | | | | | | | |
|--------------------|-----------|--|---------------------------------|---|--|-------------------------------|--------------------------------|----------------------|----------------|----------------------------------|--|--|---|---|---|
| KPI (1) | Total (2) | Proportion of Taxonomy-eligible activities (3) | Taxonomy-aligned activities (4) | Proportion of Taxonomy-aligned activities (5) | Breakdown of Taxonomy-aligned activities by environmental objectives | | | | | | Proportion of enabling activities (12) | Proportion of transitional activities (13) | Proportion of non-material activities not taken into account (14) | Taxonomy-aligned activities during the previous reporting period (N-1) (15) | Proportion of Taxonomy-aligned activities during the previous reporting period (N-1) (15) |
| | | | | | Climate change mitigation (6) | Climate change adaptation (7) | Water and marine resources (8) | Circular economy (9) | Pollution (10) | Biodiversity and ecosystems (11) | | | | | |
| | K€ | % | K€ | % | % | % | % | % | % | % | % | % | % | K€ | % |
| Revenue | 3,241,167 | 0% | 0 | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0 | 0% |
| CapEx | 42,126 | 69% | 0 | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0 | 0% |
| OpEx | 17,093 | 0% | 0 | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0 | 0% |

| Indicator | CapEx | | | | | | | | | | | | | |
|--|----------|---|--------------------------------|--|--|-------------------------------|--------------------------------|----------------------|----------------|----------------------------------|--------------------------|------------------------------|---|--|
| Financial year (N) | 2025 | | | | | | | | | | | | | |
| Economic activities (1) | Code (2) | Proportion of Taxonomy-eligible indicator (3) | Taxonomy-aligned indicator (4) | Proportion of Taxonomy-aligned indicator (5) | Breakdown of Taxonomy-aligned activities by environmental objectives | | | | | | Enabling activities (12) | Transitional activities (13) | Proportion of aligned activities compared with eligible activities (14) | |
| | | | | | Climate change mitigation (6) | Climate change adaptation (7) | Water and marine resources (8) | Circular economy (9) | Pollution (10) | Biodiversity and ecosystems (11) | | | | |
| Text | Text | % | K€ | % | % | % | % | % | % | % | % | % | % | |
| Transport by motorcycles, passenger cars and light commercial vehicles | CCM 6.5 | 19% | 0 | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | |
| Renovation of existing buildings | CCM 7.2 | 1% | 0 | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | |
| Acquisition and ownership of buildings | CCM 7.7 | 45% | 0 | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | |
| Sum of alignment by objective | - | - | - | - | 0% | 0% | 0% | 0% | 0% | 0% | - | - | - | |
| Total CapEx | - | 42,126 | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | |

Methodological changes

Reporting scope

In 2025, the reporting scope for European Taxonomy Regulation indicators (turnover, CapEx and OpEx) was extended to all countries in which the Group operates, as specified in section *1.1.1. Scope of consolidation*.

In 2024, only the five main countries where the Group operates – France, Italy, Belgium, Spain and the United Kingdom, which at that time accounted for 83% of the Group's revenue – were included in the reporting scope.

This change of scope explains the significant discrepancies noted between 2024 and 2025.

Reporting methodology

In 2024, 2% of SYNERGIE's revenue was deemed eligible under the climate change adaptation objective, corresponding at that time to the turnover of the Group's digital subsidiary, DCS EASYWARE. However, in light of recent interpretations of the European Taxonomy Regulation and the clarifications provided by the auditors, the activity "CCA 8.2 – Computer programming, consultancy and related activities", as a transitional activity, cannot be considered eligible turnover. From the 2025 financial year onwards, no Group turnover will be considered eligible for this objective.

APPENDICES

Note 1 – Disclosure Requirements in ESRS covered by the sustainability statement (IRO-2):

| Issues | Disclosure requirements covered |
|--|---|
| ENVIRONMENT | |
| E1 - Climate change mitigation | 2.1. Climate change |
| E1 - Climate change adaptation | 2.1. Climate change |
| E1 - Energy - GHG emissions | 2.1. Climate change |
| E5 - Input and use of resources | 2.2. Resource use and circular economy (E5) |
| SOCIAL | |
| S1 - Social dialogue | 3.5. Social dialogue and collective bargaining |
| S1 - Collective bargaining | 3.5. Social dialogue and collective bargaining |
| S1 - Secure employment | 3.12. Working time and secure employment |
| S1 - Health and safety | 3.13. Health and safety, quality of life at work |
| S1 - Attracting and retaining talent | 3.6. Attracting and retaining talent |
| S1 - Work-life balance | 3.7. Work-life balance |
| S1 - Measures against violence and harassment in the workplace | 3.10. Diversity, inclusion and measures against violence and harassment in the workplace |
| S1 - Working time | 3.12. Working time and secure employment |
| S1 - Adequate wages | 3.9. Adequate wages |
| S1 - Gender equality and equal work for equal pay | 3.8. Gender equality in the workplace |
| S1 - Employment and inclusion of persons with disabilities | 3.10. Diversity, inclusion and measures against violence and harassment in the workplace |
| S1 - Diversity | 3.10. Diversity, inclusion and measures against violence and harassment in the workplace |
| S1 - Training and skills development | 3.11. Training and skills development |
| S1 - Protection of privacy and personal data | 3.14. Protection of privacy and personal data |
| S3 - Revitalising regions and supporting the local economy | 3.15. Revitalising regions and supporting the local economy |
| BUSINESS CONDUCT | |
| G1 - Management of relations with suppliers | 4.3.4. Management of relations with suppliers (G1-2), payment practices (G1-6) and respect for human rights in business relations |
| G1 - Protecting whistleblowers | 4.3.3. Protecting whistleblowers |
| G1 - Fight against corruption | 4.3.2. Prevention and detection of corruption and bribery (G1-3, G1-4) |
| G1 - Respect for human rights in business relations | 4.3.4. Management of relations with suppliers (G1-2), payment practices (G1-6) and respect for human rights in business relations |

Note 2 – List of data points used by other regulations

Only the data points set out in one of the ESRs standards considered material for the SYNERGIE Group are shown in the table below.

| Disclosure Requirement and datapoint | SFDR baseline | Paris 3 baseline | Benchmark regulation baseline | European climate law baseline | Section |
|---|--|---|---|---|--|
| ESRS 2 GOV-1 Board's gender diversity paragraph 21 (d) | Indicator number 13 of Table #1 of Annex 1 | | Delegated Regulation (EU) 2020/1816, Annex II | | <i>1.3.1. Role and responsibilities of governance bodies (GOV-1)</i> |
| ESRS 2 GOV-1 Percentage of board members who are independent paragraph 21 (e) | | | Delegated Regulation (EU) 2020/1816, Annex II | | <i>1.3.1. Role and responsibilities of governance bodies (GOV-1)</i> |
| ESRS 2 GOV-4 Statement on due diligence paragraph 30 | Indicator number 10 of Table #3 of Annex 1 | | | | <i>1.3.4. Statement on due diligence (GOV-4)</i> |
| ESRS 2 SBM-1 Involvement in activities related to fossil fuel | Indicator number 4 of Table #1 of Annex 1 | Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 (6) Table 1: Qualitative information on Environmental risk and Table 2: Qualitative information on Social risk | Delegated Regulation (EU) 2020/1816, Annex II | | Not applicable |
| ESRS 2 SBM-1 Involvement in activities related to chemical production paragraph 40 (d) ii | Indicator number 9 of Table #2 of Annex 1 | | Delegated Regulation (EU) 2020/1816, Annex II | | Not applicable |
| ESRS 2 SBM-1 Involvement in activities related to controversial weapons paragraph 40 (d) iii | Indicator number 14 of Table #1 of Annex 1 | | Delegated Regulation (EU) 2020/1818 (7), Article 12(1), Delegated Regulation (EU) 2020/1816, Annex II | | Not applicable |
| ESRS 2 SBM-1 Involvement in activities related to cultivation and production of tobacco paragraph 40 (d) iv | | | Delegated Regulation (EU) 2020/1818, Article 12(1), Delegated Regulation (EU) 2020/1816, Annex II | | Not applicable |
| ESRS E1-1 Transition plan to reach climate neutrality by 2050 paragraph 14 | | | | Regulation (EU) 2021/1119, Article 2(1) | <i>2.1. Climate change</i> |

| Disclosure Requirement and datapoint | SFDR baseline | Pillar 3 baseline | Benchmark regulation baseline | European climate law baseline | Section |
|---|--|--|---|--|----------------------------|
| ESRS E1-1 Undertakings excluded from Paris-aligned benchmarks paragraph 16 (g) | | Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 Template 1: Banking book – Climate change transition risk: Credit quality of exposures by sector, emissions and residual maturity | | Delegated Regulation (EU) 2020/1818, Article 12.1 (d) to (g), and Article 12.2 | <i>2.1. Climate change</i> |
| ESRS E1-4 GHG emission reduction targets paragraph 34 | Indicator number 4 of Table #2 of Annex 1 | Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 Template 3: Banking book – Climate change transition risk: alignment metrics | Delegated Regulation (EU) 2020/1818, Article 6 | | <i>2.1. Climate change</i> |
| ESRS E1-5 Energy consumption from fossil sources disaggregated by sources (only high climate impact sectors) paragraph 38 | Indicator number 5 Table #1 and Indicator number 5 Table #2 of Annex 1 | | | | <i>2.1. Climate change</i> |
| ESRS E1-5 Energy consumption and mix paragraph 37 | Indicator number 5 of Table #1 of Annex 1 | | | | <i>2.1. Climate change</i> |
| ESRS E1-5 Energy intensity associated with activities in high climate impact sectors paragraphs 40 to 43 | Indicator number 6 of Table #1 of Annex 1 | | | | <i>2.1. Climate change</i> |
| ESRS E1-6 Gross Scope 1, 2, 3 and Total GHG emissions paragraph 44 | Indicators number 1 and n. 2 Table #1 of Annex 1 | Article 449a; Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 Template 1: Banking book – Climate change transition risk: Credit quality of exposures by sector, emissions and residual maturity | Delegated Regulation (EU) 2020/1818, Article 5(1), 6 and 8(1) | | <i>2.1. Climate change</i> |

| Disclosure Requirement and datapoint | SFDR baseline | Pillar 3 baseline | Benchmark regulation baseline | European climate law baseline | Section |
|--|---|---|---|---|----------------------------|
| ESRS E1-6 Gross GHG emissions intensity paragraphs 53 to 55 | Indicator number 3 of Table #1 of Annex I | Article 449a; Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 Template 3: Banking book – Climate change transition risk: alignment metrics | Delegated Regulation (EU) 2020/1818, Article 8(1) | | <i>2.1. Climate change</i> |
| ESRS E1-7 GHG removals and carbon credits paragraph 56 | | | | Regulation (EU) 2021/1119, Article 2(1) | Not applicable |
| ESRS E1-9 Exposure of the benchmark portfolio to climate-related physical risks paragraph 66 | | | Delegated Regulation (EU) 2020/1818, Annex II Delegated Regulation (EU) 2020/1816, Annex II | | Not applicable |
| ESRS E1-9 Disaggregation of monetary amounts by acute and chronic physical risk paragraph 66 (a) | | | | | |
| ESRS E1-9 Location of significant assets at material physical risk paragraph 66 (c) | | Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 paragraphs 46 and 47; Template 5: Banking book – Climate change physical risk: Exposures subject to physical risk. | | | Not applicable |
| ESRS E1-9 Breakdown of the carrying value of its real estate assets by energy-efficiency classes paragraph 67 (c) | | Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 paragraph 34; Template 2: Banking book – Climate change transition risk: Loans collateralised by immovable property – Energy efficiency of the collateral | | | Not applicable |
| ESRS E1-9 Degree of exposure of the portfolio to climate-related opportunities paragraph 69 | | | Delegated Regulation (EU) 2020/1818, Annex II | | Not applicable |

| Disclosure Requirement and datapoint | SFDR baseline | Pillar 3 baseline | Benchmark regulation baseline | European climate law baseline | Section |
|--|---|-------------------|---|-------------------------------|--|
| ESRS E5-5 Non-recycled waste paragraph 37 (d) | Indicator number 13 of Table #2 of Annex 1 | | | | Not applicable |
| ESRS E5-5 Hazardous waste and radioactive waste paragraph 39 | Indicator number 9 of Table #1 of Annex 1 | | | | Not applicable |
| ESRS 2- SBM3 - S1 Risk of incidents of forced labour paragraph 14 (f) | Indicator number 13 of Table #3 of Annex 1 | | | | 3.3. Group commitments regarding consultation and information for internal stakeholders (SI-3) |
| ESRS 2- SBM3 - S1 Risk of incidents of child labour paragraph 14 (g) | Indicator number 12 of Table #3 of Annex 1 | | | | 3.3. Group commitments regarding consultation and information for internal stakeholders (SI-3) |
| ESRS S1-1 Human rights policy commitments paragraph 20 | Indicator number 9 of Table #3 and Indicator number 11 of Table #1 of Annex 1 | | | | 3.3. Group commitments regarding consultation and information for internal stakeholders (SI-3) |
| ESRS S1-1 Due diligence policies on issues addressed by the fundamental International Labour Organization Conventions 1 to 8, paragraph 21 | | | Delegated Regulation (EU) 2020/1816, Annex II | | 3.3. Group commitments regarding consultation and information for internal stakeholders (SI-3) |
| ESRS S1-1 Processes and measures for preventing trafficking in human beings paragraph 22 | Indicator number 11 of Table #3 of Annex 1 | | | | 3.3. Group commitments regarding consultation and information for internal stakeholders (SI-3) |
| ESRS S1-1 Workplace accident prevention policy or management system paragraph 23 | Indicator number 1 of Table #3 of Annex 1 | | | | 3.13. Health and safety, quality of life at work |
| ESRS S1-3 Grievance/ complaints handling mechanisms paragraph 32 (c) | Indicator number 5 of Table #3 of Annex 1 | | | | 4. Business conduct |
| ESRS S1-14 Number of fatalities and number and rate of work-related accidents paragraph 88 (b) and (c) | Indicator number 2 of Table #3 of Annex 1 | | Delegated Regulation (EU) 2020/1816, Annex II | | 3.13. Health and safety, quality of life at work |

| Disclosure Requirement and datapoint | SFDR baseline | ESG Pillar 3 baseline | Benchmark regulation baseline | European climate law baseline | Section |
|--|--|-----------------------|---|-------------------------------|--|
| ESRS S1-14 Number of days lost to injuries, accidents, fatalities or illness paragraph 88 (e) | Indicator number 3 of Table #3 of Annex 1 | | | | 3.13. Health and safety, quality of life at work |
| ESRS S1-16 Unadjusted gender pay gap paragraph 97 (a) | Indicator number 12 of Table #1 of Annex 1 | | Delegated Regulation (EU) 2020/1816, Annex II | | 3.8. Gender equality in the workplace |
| ESRS S1-16 Excessive CEO pay ratio paragraph 97 (b) | Indicator number 8 of Table #3 of Annex 1 | | | | 3.8. Gender equality in the workplace |
| ESRS S1-17 Incidents of discrimination paragraph 103 (a) | Indicator number 7 of Table #3 of Annex 1 | | | | 3.3. Group commitments regarding consultation and information for internal stakeholders (S1-3) |
| ESRS S1-17 Non-respect of the Guiding Principles on Business and Human Rights on Business and OECD guidelines paragraph 104 (a) | Indicator number 10 Table #1 and Indicator number 14 Table #3 of Annex 1 | | Delegated Regulation (EU) 2020/1816, Annex II Delegated Regulation (EU) 2020/1818 Art 12 (1) | | 3.3. Group commitments regarding consultation and information for internal stakeholders (S1-3) |
| ESRS 2- SBM3 – S2 Significant risk of child labour or forced labour in the value chain paragraph 11 (b) | Indicators number 12 and n. 13 Table #3 of Annex 1 | | | | 3.3. Group commitments regarding consultation and information for internal stakeholders (S1-3) |
| ESRS S3-1 Human rights policy commitments paragraph 16 | Indicator number 9 Table #3 of Annex 1 and Indicator number 11 Table #1 of Annex 1 | | | | 3.3. Group commitments regarding consultation and information for internal stakeholders (S1-3) |
| ESRS S3-1 Non-respect of the Guiding Principles on Business and Human Rights on Business, ILO principles or OECD guidelines paragraph 17 | Indicator number 10 of Table #1 of Annex 1 | | Delegated Regulation (EU) 2020/1816, Annex II Delegated Regulation (EU) 2020/1818 Art 12 (1) | | 3.3. Group commitments regarding consultation and information for internal stakeholders (S1-3) |
| ESRS S3-4 Human rights issues and incidents paragraph 36 | Indicator number 14 of Table #3 of Annex 1 | | | | 3.3. Group commitments regarding consultation and information for internal stakeholders (S1-3) |
| ESRS G1-1 United Nations Convention against Corruption paragraph 10 (b) | Indicator number 15 of Table #3 of Annex 1 | | | | 4. Business conduct |

| Disclosure Requirement and datapoint | SFDR baseline | Pillar 3 baseline | Benchmark regulation baseline | European climate law baseline | Section |
|---|--|-------------------|---|-------------------------------|----------------------------|
| ESRS G1-1 Protection of whistleblowers paragraph 10 (d) | Indicator number 6 of Table #3 of Annex 1 | | | | <i>4. Business conduct</i> |
| ESRS G1-4 Fines for violation of anti-corruption and anti-bribery laws paragraph 24 (a) | Indicator number 17 of Table #3 of Annex 1 | | Delegated Regulation (EU) 2020/1816, Annex II | | <i>4. Business conduct</i> |
| ESRS G1-4 Standards of anti-corruption and anti-bribery paragraph 24 (b) | Indicator number 16 of Table #3 of Annex 1 | | | | <i>4. Business conduct</i> |

STATUTORY AUDITORS' REPORT ON THE SUSTAINABILITY STATEMENT

SYNERGIE S.E.

Report on the certification of sustainability information
and verification of the disclosure requirements under
Article 8 of Regulation (EU) 2020/852

(Year ended December 31, 2025)

KPMG S.A.

Tour Egho - 2, avenue Gambetta
92066 Paris-La Défense cedex

Grant Thornton

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Report on the certification of sustainability information and verification of the disclosure requirements under Article 8 of Regulation (EU) 2020/852 for Synergie S.E.

(Year ended December 31, 2025)

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

To the General Meeting of Synergie S.E.,
Synergie S.E.
160 bis, rue de Paris
92100 Boulogne-Billancourt

This report is issued in our capacity as statutory auditors of Synergie S.E.. It covers the sustainability information and the information required by Article 8 of Regulation (EU) 2020/852, relating to the year ended December 31, 2025, and included in section 4 of the group management report.

Our procedures, which relate to this information, have been performed in an evolving context characterized by uncertainties regarding the interpretation of the laws and regulations, and the development of established practices.

Pursuant to Article L. 233-28-4 of the French Commercial Code, Synergie S.E. is required to include the above-mentioned information in a separate section of the group management report.

This information enables an understanding of the impact of the activity of the group on sustainability matters, as well as the way in which these matters influence the development of the business of the group, its performance and position. Sustainability matters include environmental, social and corporate governance matters.

Pursuant to Article L.821-54 paragraph II of the aforementioned Code our responsibility is to carry out the procedures necessary to issue a conclusion, expressing limited assurance, on:

- compliance with the requirements set out in the sustainability reporting standards adopted by the European Commission pursuant to Article 29 b of Directive (EU) 2013/34 of the European Parliament and of the Council of 26 June 2013, as amended by Directive (EU) 2022/2464 of the European Parliament and of the Council of 14 December 2022 (hereinafter ESRS for European Sustainability Reporting Standards) of the process implemented by Synergie S.E. to determine the information reported, including, where applicable, the obligation to consult the social and economic committee provided for in the sixth paragraph of Article L. 2312-17 of the French Labour Code;
- compliance of the sustainability information included in section 4 of the group management report with the provisions of Article L. 233-28-4 of the French Commercial Code, including ESRS; and
- compliance with the reporting requirements set out in Article 8 of Regulation (EU) 2020/852.

This engagement is carried out in compliance with the ethical rules, including independence, and quality control rules prescribed by the French Commercial Code.

It is also governed by the H2A guidelines on *"Limited assurance engagement – Certification of sustainability reporting and verification of disclosure requirements set out in Article 8 of Regulation (EU) 2020/852"*.

In the three separate sections of the report that follow, we present, for each of the sections of our engagement, the nature of the procedures that we carried out, the conclusions that we drew from these procedures and, in support of these conclusions, the elements to which we paid particular attention and the procedures that we carried out with regard to these elements. We draw your attention to the fact that we do not express a conclusion on any of these elements taken individually and that the procedures described should be considered in the overall context of the formation of the conclusions issued in respect of each of the three sections of our engagement.

Finally, where deemed necessary to draw your attention to one or more disclosures of sustainability information provided by Synergie S.E. in the group management report, we have included an emphasis of matters paragraph hereafter.

Limits of our engagement

As the purpose of our engagement is to express limited assurance, the nature (choice of techniques), extent (scope) and timing of the procedures are less than those required to obtain reasonable assurance.

This engagement does not provide guarantee regarding the viability or the quality of the management of Synergie S.E., in particular it does not provide an assessment of the relevance of the choices made by Synergie S.E. in terms of action plans, targets, policies, scenario analyses and transition plans, which would go beyond compliance with the ESRS reporting requirements.

Furthermore, as forward-looking information is inherently uncertain, actual future outcomes may differ, sometimes significantly, from the forward-looking information presented in the group management report.

Our engagement does, however, allow us to express conclusions regarding the entity's process for determining the sustainability information to be reported, the sustainability information itself, and the information reported pursuant to Article 8 of Regulation (EU) 2020/852, as to the absence of identification or, on the contrary, the identification of errors, omissions or inconsistencies of such importance that they would be likely to influence the decisions that readers of the information subject to this engagement might make.

Sustainability information and the information required under Article 8 of Regulation (EU) No 2020/852 may be subject to inherent uncertainty arising from the state of scientific knowledge and from the quality of the external data used. Certain information is sensitive to the methodological choices, assumptions and/or estimates applied in preparing it and presented in the group management report.

Compliance with the requirements set out in the ESRS of the process implemented by Synergie S.E. to determine the information reported, including the obligation to consult the social and economic committee provided for in the sixth paragraph of Article L. 2312-17 of the French Labour Code

Nature of procedures carried out

Our procedures consisted in verifying that:

- the process defined and implemented by Synergie S.E., including the obligation to consult the social and economic committee provided for in the sixth paragraph of Article L. 2312-17 of the French Labour Code, has enabled it, in accordance with the ESRS, to identify and assess its impacts, risks and opportunities related to sustainability matters, and to identify the material impacts, risks and opportunities, that lead to the publication of information disclosed in section 4 of the group management report, and
- the information provided on this process also complies with the ESRS.

Conclusion of the procedures carried out

On the basis of the procedures we have carried out, we have not identified any material errors, omissions or inconsistencies regarding the compliance of the process implemented by Synergie S.E. with the ESRS.

Elements that received particular attention

We present below the matters to which we paid particular attention with regard to the compliance with the ESRS of the process implemented by Synergie S.E. (hereinafter the "entity") to determine the information disclosed.

- **Concerning the identification of stakeholders**

The information relating to the identification of stakeholders is set out in paragraph 1.4.2 of section 4 of the group management report.

We obtained an understanding of the analysis performed by the entity to identify:

- stakeholders that may affect the entities within the scope of the information, or may be affected by them, through their activities and direct or indirect business relationships in the value chain;
- the main users of sustainability statements (including the main users of financial statements).

We held discussions with management and people we considered appropriate and inspected the available documentation. Our procedures consisted in particular in:

- assessing the consistency of the main stakeholders identified by the entity with the nature of its activities and its geographical footprint, taking into account its business relationships and its value chain;
- applying our professional judgment to assess whether the stakeholders identified by the entity are representative;
- assessing whether the description provided of the arrangements implemented by the entity to collect stakeholders' interests and views is appropriate.

- **Concerning the identification of impacts, risks and opportunities**

The information relating to the identification of impacts, risks and opportunities is set out in paragraph 1.5.1 of section 4 of the group management report.

We obtained an understanding of the process implemented by the entity with regard to the identification of actual or potential impacts (whether negative or positive), risks and opportunities ("IROs") related to the sustainability matters referred to in paragraph AR 16 of the "Application Requirements" of ESRS 1 and, where applicable, those that are entity-specific, as presented in paragraph 1.5.1.4 "Process" of section 4 of the group management report.

In particular, we assessed the approach implemented by the entity to determine its impacts and dependencies, which may give rise to risks or opportunities, including, where applicable, the dialogue conducted with stakeholders.

We also assessed the completeness of the activities included within the scope retained for the identification of IROs.

We obtained an understanding of the mapping prepared by the entity of the identified IROs, including in particular a description of their allocation between own operations and the value chain, as well as of their time horizon (short-, medium- or long-term), and assessed the consistency of this mapping with our knowledge of the entity.

We:

- assessed how the entity considered in its analysis the list of sustainability matters set out by ESRS 1 (AR 16);
- assessed the consistency of the actual and potential impacts, risks and opportunities identified by the entity with available sector analyses;
- assessed the consistency of the current and potential impacts, risks and opportunities identified by the entity, in particular those that are entity-specific because they are not covered, or are insufficiently covered, by the ESRS, with our knowledge of the entity;
- assessed how the entity took into consideration the various time horizons, particularly with regard to climate matters;
- assessed whether the entity took into account its dependencies on natural, human and/or social resources in the identification of risks and opportunities.

- **Concerning the assessment of impact materiality and financial materiality**

The information relating to the assessment of impact materiality and financial materiality is set out in paragraph 1.5.1.4 of section 4 of the group management report.

We obtained an understanding, through discussions with management and inspection of the available documentation, of the process implemented by the entity to assess impact materiality and financial materiality, and assessed its compliance with the criteria defined by ESRS 1.

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

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

Compliance of the sustainability information included in section 4 of the group management report with the provisions of Article L.233-28-4 of the French Commercial Code, including the ESRS

Nature of procedures carried out

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

- the disclosures provided enable an understanding of the general basis for the preparation and governance of the sustainability information included in section 4 of the group management report, including the basis for determining the information relating to the value chain and the exemptions from disclosures used;
- the presentation of this information ensures its readability and understandability;
- the scope chosen by Synergie S.E. for providing this information is appropriate; and
- on the basis of a selection, based on our analysis of the risks of non-compliance of the information provided and the expectations of users, that this information does not contain any material errors, omissions or inconsistencies, i.e. that are likely to influence the judgement or decisions of users of this information.

Conclusion of the procedures carried out

Based on the procedures we have carried out, we have not identified material errors, omissions or inconsistencies regarding the compliance of the sustainability information included in section 4 of the group management report, with the provisions of Article L.233-28-4 of the French Commercial Code, including the ESRS.

Emphasis of matters

Without qualifying the conclusion expressed above, we draw your attention to the information provided in paragraph 4 in group management report:

- as indicated in section 1.2.4 "Partially disclosed or undisclosed information" of the Sustainability Statement, the scope limitation relating to the actual quantitative data disclosed for all quantitative disclosure requirements under ESRS S1 concerning the undertaking's workforce referred to in point "3 Social responsibility";
- as also indicated in section 1.2.4 "Partially disclosed or undisclosed information" of the Sustainability Statement, the omission of the information relating to temporary workers' training data under ESRS S1-13 concerning the undertaking's workforce referred to in point "3.11. Training and skills development", and the omission of the information relating to the aggregated quantitative data of the pay ratio under standard S1-16 (97 b) referred to in point "3.8.3. Actions and performances".

Elements that received particular attention

We present below the matters to which we paid particular attention with regard to the compliance of the sustainability information included in section 4 of the group management report with the provisions of Article L. 233-28-4 of the French Commercial Code, including the ESRS.

- **Information provided in accordance with the environmental standards (ESRS E1 to E5)**

The information published in respect of climate change (ESRS E1) is set out in paragraph 2.1 "Climate change" of section 4 of the group management report.

We present below the matters to which we paid particular attention with regard to the compliance with the ESRS of this information.

Our procedures consisted in particular in:

- assessing, on the basis of discussions held with management or people concerned, in particular the CSR department, whether the description of the policies, actions and targets put in place by the entity covers the following areas: adaptation to climate change, climate change mitigation and energy;
- assessing the appropriateness of the information presented in paragraph 2.1 of section 4 of the group management report and its overall consistency with our knowledge of the entity.

With regard to the information published in respect of the greenhouse gas emissions inventory:

- we assessed the consistency of the scope considered for the evaluation of the greenhouse gas emissions inventory with the scope of the consolidated financial statements and the upstream and downstream value chain;
- we obtained an understanding of the protocol used by the entity to prepare the greenhouse gas emissions inventory and assessed how it was applied, on a selection of emission categories and sites, for scope 1 and scope 2;

- with regard to scope 3 emissions, we assessed:
 - the justification for the inclusion and exclusion of the various categories and the transparency of the information provided in this respect;
 - the information collection process.
- we assessed the appropriateness of the emission factors used and the calculation of the related conversions, as well as the calculation and extrapolation assumptions, taking into account the uncertainty inherent in the state of scientific or economic knowledge and in the quality of the external data used;
- we held discussions with the CSR department to understand the main changes in activities that occurred during the year and that may have an impact on the greenhouse gas emissions inventory;
- for physical data (such as energy consumption), on a test basis, including in two contributing countries – France and Poland – we reconciled the underlying data used to prepare the greenhouse gas emissions inventory with the supporting documentation;
- we performed analytical procedures;
- we verified the arithmetic accuracy of the calculations used to prepare this information, where applicable after the application of rounding rules.

With regard to the verification procedures relating to the decarbonization plan for climate change mitigation, our work consisted mainly in:

- assessing whether the information published in respect of the decarbonization plan complies with the requirements of ESRS E1 and appropriately describes the key assumptions underlying this plan, it being specified that we are not required to express a conclusion on the appropriateness or the level of ambition of the objectives of this decarbonization plan and that the latter does not meet all the requirements laid down by ESRS E1 in order to qualify as a transition plan;
- assessing the consistency of the main information provided in respect of the decarbonization plan, in particular as regards the decarbonization levers and the related actions;
- assessing whether this decarbonization plan reflects the commitments made by the entity as declared as part of its climate strategy.

- **Information provided in accordance with the social standards (ESRS S1 to S4)**

With regard to the information provided in accordance with the social standards (ESRS S1)

The information published in respect of the undertaking's workforce (ESRS S1) is set out in paragraph 3.1 of the group management report.

We present below the matters to which we paid particular attention with regard to the compliance with the ESRS of this information.

Our main procedures concerned the following areas: workforce characteristics (S1-6), diversity (S1-9), adequate wages (S1-10), training and skills development (S1-13), health and safety (S1-14), remuneration (S1-16), incidents, complaints and severe human rights impacts (S1-17), and consisted in:

- on the basis of discussions held with management or people we considered appropriate (human resources department, etc.):
 - assessing whether the description of the policies, actions and targets put in place by the entity covers the areas mentioned above;
 - obtaining an understanding of the collection and compilation process for the treatment of qualitative and quantitative information intended for publication in the sustainability statement;
 - examining the available underlying documentation;
 - performing procedures designed to verify the proper consolidation of this data;
- assessing the appropriateness of the information presented in paragraph 3.1 of the "Own workforce" section of the sustainability information included in the group management report and its overall consistency with our knowledge of the entity.

For this information, we also:

- examined the geographical scope on which the information was prepared;
- defined and performed analytical procedures appropriate to the information examined in connection with changes in activities;
- examined, on a test basis, the supporting documentation against the corresponding information.

Compliance with the reporting requirements set out in Article 8 of Regulation (EU) 2020/852

Nature of procedures carried out

Our procedures consisted in verifying the process implemented by Synergie S.E. to determine the eligible and aligned nature of the activities of the entities included in the consolidation.

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

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

Conclusion of the procedures carried out

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

Emphasis of matter

We determined that there were no such matters to report in our report.

Neuilly-sur-Seine and Paris La Défense, April 17, 2026

The Statutory Auditors

KPMG S.A.
Grégoire MENOUE

Grant Thornton
French member of Grant
Thornton International
Laurent BOUBY

5.1 General information and changes in the share

Share capital

The share capital of SYNERGIE SE is €121,810,000, divided into 24,362,000 shares with a par value of €5.

There are no transferable securities likely to give direct or indirect access to the Company's capital.

Listing

SYNERGIE is listed on Compartment B of Euronext Paris under ticker SDG and ISIN code FR0000032658.

During the year, the share price fluctuated between a low of €27.0 (on 29 January 2025) and a high of €35.3 (on 20 August 2025). The closing price at 31 December 2025 was €30.2, compared with €31.1 at 31 December 2024.

An average of 3,167 shares were traded per trading session in 2025, compared with 2,801 in 2024.

The market capitalisation was €778,975 thousand as of 31 December 2025, based on the average closing price over the last 60 trading days.

Liquidity of the share

A liquidity contract was signed on 28 January 2007 between the Company (issuer) and Oddo Midcap (market maker); it was amended during the first quarter of 2019 to take account of new regulatory provisions.

Schedule of financial announcements

| PUBLICATION OF FINANCIAL INFORMATION | ANNUAL | QUARTERLY (Q1) | HALF-YEARLY 2025 | QUARTERLY (Q3) |
|---|-----------------------|--------------------------|--------------------------|-------------------------|
| Provisional date ^(*) | 1 April 2026 | 22 April 2026 | 23 September 2026 | 21 October 2026 |
| PUBLICATION OF REVENUE | QUARTERLY (Q1) | QUARTERLY (Q2) | QUARTERLY (Q3) | QUARTERLY (Q4) |
| Provisional date ^(*) | 22 April 2026 | 22 July 2026 | 21 October 2026 | 27 January 2027 |
| INVESTOR INFORMATION | OSM | ANALYST MEETING 1 | ANALYST MEETING 2 | DIVIDEND PAYMENT |
| Provisional date | 4 June 2026 | 2 April 2026 | 23 September 2026 | 1 July 2026 |

(*) After market close

The average daily liquidity of the share was €97 thousand (compared with €88 thousand in 2024).

Trading of shares and voting rights

SYNERGIE shares may be freely traded and there are no statutory limitations on the exercise of voting rights.

All fully paid-up shares are entitled to double the voting rights conferred on other shares, in proportion to the share of the share capital they represent, provided that they have been registered in the name of the same shareholder for at least two years, as well as to registered shares granted free of charge in the event of a capital increase through the capitalisation of reserves, profits or share premiums, in proportion to the existing shares for which the shareholder is entitled to this right.

Free share awards

No free shares were awarded by the Company during the 2025 financial year.

Stock option plans

There are currently no stock option plans in place within the company.

Shareholders' agreement

To the best of the Company's knowledge, there are no shareholders' agreements other than the one mentioned in section 5.2.

5.2 Shareholder structure

Percentage of share capital held by shareholders with a significant interest

Shareholding structure of SYNERGIE at 31 December 2025

- HB COLLECTOR holds 69.16% of the share capital and 81.50% of the voting rights (AMF notice of 18 December 2025, No. 225C2144),

To the best of the Company's knowledge, there are no other shareholders holding more than 5% of the share capital.

Notifications of threshold crossings reported to SYNERGIE from 1 January 2025 until the date of this report

During the 2025 financial year, SYNERGIE received, pursuant to Article L. 233-7 of the French Commercial Code, the following notifications of threshold crossings:

- The family group comprising Henri Barande and HB Collector, the company he controls, Victorien Vaney, Julien Vaney, Manuela Vaney and Anna-Lena Vaney declared that on 8 December 2025 they had exceeded the thresholds of 5%, 10%, 15%, 20%, 25%, 30%, one-third, 50% and two-thirds of the share capital and voting rights of SYNERGIE, and that they jointly hold 16,859,430 shares representing 33,536,934 voting rights, i.e. 69.20% of the share capital and 81.54% of the voting rights (AMF notice of 18 December 2025, No. 225C2144).

5.3 Share buyback programme

In accordance with the provisions of Articles L.22-10-62 and L.225-210 et seq. of the French Commercial Code, SYNERGIE has established a share buyback programme, which was approved by the Combined Shareholders' Meeting and renewed in accordance with the conditions laid down by the regulations in force.

At the Combined Shareholders' Meeting on 4 June 2026, a proposal will be submitted to renew the Board of Directors' powers, for a period of 18 months, to purchase, on one or more occasions and at times to be determined by the Board, shares in the Company up to a limit of 10% of the share capital.

This authorisation will supersede the approval granted to the Board of Directors by the Combined Shareholders' Meeting of 4 June 2025.

Number of shares and percentage of share capital held by Synergie at 31 March 2026

As at 31 March 2026, SYNERGIE's share capital comprised 24,362,000 shares; on that date, the Company held 1,627,273 treasury shares, representing 6.68% of the share capital, broken down as follows:

In accordance with the provisions of Article L. 233-7(VII) of the French Commercial Code and Article 2223-17 of the AMF's General Regulation, any threshold crossing must be accompanied by a declaration of intent covering the next six months.

These thresholds were crossed as a result of (i) gift-sharing transactions carried out on 8 December 2025 by Henri Barande in favour of his children, Victorien Vaney, Julien Vaney, Manuela Vaney and Anna-Lena Vaney under a Dutreil pact, as well as (ii) the concerted action agreement between Henri Barande, Victorien Vaney, Julien Vaney, Manuela Vaney and Anna-Lena Vaney following the signing of a shareholders' agreement constituting a concerted action coming into effect on 8 December 2025.

This upward crossing of the 30% thresholds for share capital and voting rights in SYNERGIE was the subject of a decision to waive the obligation to file a draft public offering (D&I No. 225C2062), which was published on the AMF website on 4 December 2025.

Treasury shares

As of 31 December 2025, there were 1,521,970 treasury shares held (representing 6.25% of the share capital), of which 12,738 were held under the liquidity agreement and 1,509,232 under the share buyback programme as approved by the Combined Shareholders' Meeting of 4 June 2025.

- 17,751 shares purchased for market liquidity purposes;
- 1,609,522 shares purchased in accordance with the objectives of the share buyback programmes approved each year (held for subsequent transfer as payment or exchange in connection with external growth transactions, or for the transfer of securities upon the exercise of rights attached to securities entitling the holder to the attribution of company shares).

Maximum percentage of the Company's share capital that may be bought back – characteristics of equity securities

Given a maximum limit of 10%, representing 2,436,200 ordinary shares, and the treasury shares held at 31 March 2026, i.e. 1,627,273 shares, the remaining number of shares eligible for buyback is 808,927, representing 3.32% of the share capital.

These terms, which are subject to approval by the Combined Shareholders' Meeting, will be authorised until the date of renewal by the Annual Shareholders' Meeting and for a maximum period of 18 months as of the aforementioned Shareholders' Meeting.

During this period, the Board of Directors will be authorised to buy and/or sell shares in the Company, subject to the specified conditions. It may cancel the shares within a maximum period of 24 months.

Share buybacks shall normally be financed from the Company's own funds or by borrowing to cover any additional requirements exceeding its cash flow.

Report on previous buyback programme

In accordance with Article L.225-211(2) of the French Commercial Code, we would like to inform you of the share buybacks carried out.

The Combined Shareholders' Meeting of 4 June 2025 authorised the Board of Directors, with the power to delegate, to implement a share buyback programme for a period of 18 months, i.e. until 4 December 2026

The following tables provide details of the transactions carried out under this buyback programme.

Summary table

STATEMENT BY THE ISSUER REGARDING TRANSACTIONS IN ITS OWN SHARES: FROM 1 APRIL 2025 TO 31 MARCH 2026

| | |
|--|-------------|
| Percentage of share capital held directly and indirectly | 6.68% |
| Number of shares cancelled over the last 24 months | - |
| Number of shares held in the portfolio | 1,627,273 |
| Carrying amount of the portfolio | €42,290,174 |
| Market value of the portfolio | €42,797,280 |

| | CUMULATIVE GROSS FLOWS | | OPEN POSITIONS AS OF THE DATE OF THE PROGRAMME DESCRIPTION | | | | | |
|-----------------------------|------------------------|-------------------|--|-----------|---------|-------------|----------------|---------------|
| | Purchases | Sales | Long | | | Short | | |
| | | | Purchased calls | Sold puts | Forward | Sold calls | Purchased puts | Forward sales |
| Number of shares | 162,903 | 41,140 | | | | | | |
| of which liquidity contract | 41,187 | 41,140 | | | | | | - |
| Average transaction price | 30.925 | 31.770 | | | | | | |
| AMOUNT | €5,037,720 | €1,307,011 | NONE | | | NONE | | |

The transactions mentioned were carried out under the liquidity contract, the purpose of which is to maintain market liquidity.

5.4 Employee savings schemes

Pursuant to Article L.225-102 of the French Commercial Code, we hereby specify that no employee of the Company holds shares of our Company as part of the collective shareholding schemes governed by the Code.

6 OTHER INFORMATION AND LEGAL NOTICES

Information on the resolutions submitted to the Shareholders' Meeting

Information on related-party agreements is presented in the Report of the Board Of Directors on Corporate Governance and in the Statutory Auditors' Special Report on related-party agreements.

Corporate, social and environmental information

This information is presented in the Sustainability statement.

Acquisitions of equity interests during the year

The table of subsidiaries and equity interests of SYNERGIE SE is presented in Note 33 to the corporate financial statements.

Non-tax-deductible expenses

Non-tax-deductible expenses pursuant to Article 39-4 of the French General Tax Code came to €416 thousand and the corresponding tax to €104 thousand.

Breakdown of profit in the corporate financial statements of SYNERGIE SE over the last five financial years

| <i>In € thousands</i> | 2021 | 2022 | 2023 | 2024 | 2025 ^(**) |
|--|---------|---------|---------|---------|----------------------|
| Net profit after tax | 36,275 | 63,469 | 67,448 | 50,162 | 33,708 |
| Initial retained earnings ^(*) | 280,529 | 297,224 | 338,758 | 394,803 | 421,620 |
| Available earnings | 316,804 | 360,692 | 406,206 | 444,965 | 455,328 |
| Reserves | 396 | 3,011 | 11,403 | 11,915 | 8,583 |
| Dividends | 19,490 | 19,490 | | 12,181 | 14,617 |
| Retained earnings after appropriation | 296,918 | 338,191 | 394,803 | 420,869 | 432,127 |

(*) the "Initial retained earnings" item for financial years 2021 to 2024 includes undistributed dividends relating to treasury shares.
 (**) according to the appropriation of earnings proposed to the Combined Shareholders' Meeting of 4 June 2026.

Research and development

In order to pursue and develop their activities, SYNERGIE and its subsidiaries may independently carry out development and innovation projects to adapt to regulatory change, respond to client expectations, optimise the management of CV libraries and the performance of the temporary employment payroll/invoicing application, by incorporating new modules. Innovative activities are carried out in this regard in relation to IT security and the digital transformation.

It should be highlighted that these are experimental developments using new technologies and do not constitute fundamental applied research.

REPORT OF THE BOARD OF DIRECTORS ON CORPORATE GOVERNANCE

Ladies and Gentlemen, Shareholders,

In accordance with the provisions of Articles L. 225-37 and L. 22-10-10 of the French Commercial Code, we are pleased to report to you in this document:

1. the composition, and the conditions for preparing and organising the work of the Board of Directors;
2. a list of all the offices and positions held in any company by each corporate officer during the financial year, drawn up on the basis of the information provided by each person concerned;
3. a description of the main features of the company's internal control and risk management systems as part of the financial reporting process;
4. the compensation policy for corporate officers;
5. total compensation and benefits of any kind paid or granted to corporate officers in respect of their office during the year ended 31 December 2025;
6. the agreement covered by Article L. 225-38 et seq. of the French Commercial Code;
7. agreements concluded between an Executive or a significant Shareholder and a subsidiary;
8. authorisations to increase the share capital;
9. arrangements for shareholder participation in the Shareholders' Meeting;
10. information about the company's capital structure and factors likely to have an impact in the event of a takeover bid.

This report covers all controlled companies within the Group's scope of consolidation.

In terms of corporate governance, SYNERGIE refers to the Middlednext Code, which offers an alternative for mid caps.

This code is available on the Middlednext (www.middlednext.com).

In addition, in accordance with Article L. 22-10-71 of the French Commercial Code, the Statutory Auditors present, in their report on the annual financial statements, their observations concerning the information relating to items likely to have an impact in the event of a takeover bid and certify that the information required by Articles L. 22-10-9 and L. 22-10-10 and 225-37-4 of the French Commercial Code is present.

This report was approved by the Board of Directors on 1 April 2026.

1 CONDITIONS GOVERNING THE PREPARATION AND ORGANISATION OF THE WORK OF THE BOARD OF DIRECTORS

1.1 Exercise of Executive Management powers - Limitation of powers

The Board of Directors has six members.

The Company has chosen to entrust the Chairman of the Board of Directors with the responsibility of Executive Management.

Victorien Vaney is Chairman and Chief Executive Officer.

The Chairman and Chief Executive Officer is vested with the broadest powers to act on behalf of the Company

in all circumstances. He exercises these powers within the limits of the corporate purpose and subject to those powers expressly granted by law to Shareholders' Meetings and to the Board of Directors. He represents the Company in its dealings with third parties.

The Board of Directors has not imposed any specific limits on the powers of the Chief Executive Officer, with the exception of certain provisions set out in its internal regulations.

1.2 Composition of the Board of Directors and application of the principle of gender balance within the Board

The Board of Directors comprises between three and eighteen Directors appointed by the Shareholders' Meeting.

The Board of Directors currently has six members, including two independent directors and a director representing employees.

Directors are appointed for a term of six years.

Directors may be re-elected under the conditions laid down in the Articles of Association.

The composition of the Board of Directors is as follows:

Victorien Vaney, Director and Chairman and Chief Executive Officer

- appointed Director by the Shareholders' Meeting of 25 January 2022 and Chairman and Chief Executive Officer by the Board of Directors on 25 January 2022;
- His terms of office will expire at the Shareholders' Meeting called in 2027 to approve the financial statements for the year ending 31 December 2026.

Vera Cvijetic Boissier, Independent Director

- appointed Director by the Shareholders' Meeting of 25 January 2022;
- her term of office expires at the Shareholders' Meeting called in 2026 to approve the financial statements for the year ended 31 December 2025.

Nathalie Gautier, Independent Director

- appointed Director by the Shareholders' Meeting of 25 January 2022;
- her term of office expires at the Shareholders' Meeting called in 2028 to approve the financial statements for the year ending 31 December 2027.

HB Collector, Director, represented by Christoph Lanz

- appointed Director by the Shareholders' Meeting of 25 January 2022;
- her term of office expires at the Shareholders' Meeting called in 2026 to approve the financial statements for the year ended 31 December 2025.

Julien Vaney, Director

- appointed Director by the Shareholders' Meeting of 25 January 2022;
- his term of office was renewed for a further six years at the Shareholders' Meeting of 20 June 2024. It will expire at the end of the Shareholders' Meeting called in 2030 to approve the financial statements for the year ending 31 December 2029.

Mickaël Martin, Director representing employees

- appointed Director representing employees by the Works Council on 30 June 2022;
- her term of office expires at the Shareholders' Meeting called in 2028 to approve the financial statements for the year ending 31 December 2027.

The representative of the Company's Works Council was invited to each meeting of the Board of Directors and attended in an advisory capacity.

To the best of SYNERGIE's knowledge, at the date this report was drawn up:

- no Director has been convicted of fraud in the last five years;
- none of the Directors has, in the last five years, been involved in a bankruptcy, receivership or liquidation as a member of an administrative, management or supervisory body;
- no official public incrimination and/or sanction has been pronounced against any of the Directors by statutory or regulatory authorities (including designated professional bodies) in the last five years;
- in the last five years, no Director has been disqualified by a court from acting as a member of an administrative, management or supervisory body or from acting in the management or conduct of the affairs of an issuer.

In accordance with Recommendation R10 of the Middlednext Code, when proposing the appointment or reappointment of a Director to the Shareholders' Meeting, sufficient information on the biography, in particular the list of offices held, experience and skills contributed by each Director is posted on the Company's website prior to the Shareholders' Meeting, and the appointment of each Director is the subject of a separate resolution enabling Shareholders to vote freely on the composition of the Company's Board of Directors.

The Board of Directors has a balanced representation of men and women.

The Board of Directors verifies, beyond the law and taking into account the business context, that a policy aimed at gender balance and equity is implemented at each level of the company's hierarchy (Recommendation R15 of the Middlednext Code).

The terms of office of the Directors are set out in section 2 of this report.

The operating rules of the Board of Directors are set out in the Articles of Association and comply with the provisions of the law.

Each Member of the Board of Directors, with the exception of the Director representing employees, must hold at least ten shares in the Company during his or her term of office.

Pursuant to Article L. 22-10-10 of the French Commercial Code, the table below describes the diversity policy applied within the Board of Directors with regard to gender and other aspects such as age, disability or qualifications and professional experience, as well as a description of the objectives of this policy, its implementation and the results obtained during the 2025 financial year:

| Criteria used | Objectives | Methods of implementation and results obtained during the year |
|---------------------------------|-----------------------|---|
| Composition of the Board | Gender diversity | The Board of Directors is made up of 4 men and 2 women, with a maximum difference of 2 between members of each gender |
| Independence of Board Members | 2 independent members | 2 members of the Board of Directors are independent |
| Director representing employees | | 1 Director representing employees was appointed during the 2022 financial year pursuant to the decision of the Shareholders' Meeting of 25 January 2022 |

1.3 Organisation and operation of the Board

1.3.1 Average Board meeting notice

During the 2025 financial year, Directors received meeting notices on average six days before the Board of Directors meeting.

During the 2025 financial year, the Statutory Auditors were invited to attend meetings of the Board of Directors called to approve the parent company and consolidated annual and interim financial statements, by registered letter with acknowledgement of receipt.

1.3.2 Representation of Board Members

Directors were given the opportunity to be represented at Board meetings by another Director. During the 2025 financial year, no Director made use of this option to hold a meeting of the Board of Directors.

1.3.3 Chairing meetings of the Board of Directors

The meetings of the Board of Directors during the 2025 financial year were chaired by the Chairman of the Board.

Florence Krynen, Group General Counsel, acts as secretary to the Board.

1.3.4 Videoconferencing

The Articles of Association allow Directors to take part in Board meetings by videoconference, as provided for in the Board's internal regulations.

In application of the Articles of Association, the Internal Regulations may provide that Directors who participate in the meeting by videoconference are deemed to be present for the purposes of calculating the quorum and majority, except in cases excluded by law or by the internal regulations.

1.3.5 Procedure for identifying regulated agreements

In accordance with Article L. 22-10-12 of the French Commercial Code, the Board of Directors, at its meeting of 1 April 2026, approved an internal charter governing the procedure for identifying related-party agreements. It should be noted that this charter will formalise the procedure for identifying regulated agreements, which applies prior to the conclusion of an agreement that could be classified as regulated, as well as at the time of any amendment, renewal or termination of an agreement, including agreements that are considered "free" at the time they are concluded.

1.3.6 Information for Directors

To enable Directors to prepare for meetings effectively and to ensure that they are fully informed in accordance with the Board of Directors' internal regulations and Recommendation R4 of the Middlednext Code, the Chairman endeavours to provide them with all documents and information relating to the matters on the agenda and necessary for the performance of their duties in sufficient time before each meeting, in addition to the agenda mentioned in the notice of meeting.

The Chairman ensures that documents, technical files and information relating to the agenda are sent to Directors by e-mail within a reasonable period of time.

In addition, the Directors are regularly informed between meetings of any events or information likely to have an impact on the Company's commitments, its financial situation and its cash position, whenever the Company's current situation so warrants.

1.3.7 Director training

Please note that all members of the Board of Directors attended two training sessions on CSRD in 2024.

The Director representing employees also received training in the governance of listed companies in 2024. (Recommendation R5 of the Middlednext Code).

1.3.8 Directors' compensation

Directors receive compensation, the total amount of which is approved by the Shareholders' Meeting. The allocation of compensation is decided by the Board of Directors (Recommendation R12 of the Middlednext Code).

1.3.9 Directors' code of ethics

At the time of their appointment, all Directors are made aware of their responsibilities: they are encouraged to observe the rules of professional conduct relating to the obligations arising from their office (Recommendation R1 of the Middlednext Code), to comply with the legal rules on holding multiple offices, and to inform the Board of Directors of any conflicts of interest (Recommendation R2 of the Middlednext Code) arising after they have been appointed, attend meetings of the Board of Directors and the Shareholders' Meeting regularly, ensure that they have all the necessary information on the agenda for Board meetings before taking any decision, and observe professional secrecy.

Directors shall endeavour to avoid any conflict that may exist between their moral and material interests and those of the Company. In cases where they cannot avoid finding themselves in a conflict of interest, they shall abstain from taking part in the debates and any decisions on the matters concerned.

With regard to related-party agreements, the Board decides whether it is appropriate to have recourse to an independent expert opinion.

1.3.10 Attendance of members of the Board of Directors and evaluation of the Board of Directors (Recommendation R6 of the Middlednext Code)

The Board of Directors met as often as required in the interests of the Company during the 2025 financial year, convened by any means and at any place, including verbally, by its Chairman.

Decisions were taken under the conditions of quorum and majority provided for by law. In the event of a tie, the Chairman of the meeting had the casting vote.

The Board of Directors met five times during the year ended 31 December 2025.

The average annual attendance rate (present or represented) of Directors for the year ended 31 December 2025 was 100%.

The preparation of this report by the Board of Directors enables it to analyse the work carried out during the year and the way in which it operates. The Board of Directors considers that this takes the place of a procedure for assessing the work of the Board and, in this respect, complies with the spirit of the Middlednext Recommendations (Recommendation R13 of the Middlednext Code).

1.3.11 Assessment of independence (Recommendation R3 of the Middlednext Code)

In accordance with Recommendation R3 of the Middlednext Code, the Board currently comprises two independent Directors in accordance with the five criteria set out in the said recommendation, on the basis of the information provided by each interested party, namely:

- that they have not been an employee or executive corporate officer of the Company or a Group company during the previous five years,
- that they have not been in a significant business relationship with the Company or its Group (customer, supplier, competitor, service provider, creditor, banker, etc.) over the last two years,
- that they are not a reference shareholder of the Company or hold a significant percentage of voting rights,
- that they have no close family ties with a corporate officer or a reference shareholder,
- that they have not been the Company's Statutory Auditor during the last six years.

One of these independent directors chairs the Audit Committee.

1.3.12 Internal regulations of the Board of Directors (Recommendation R9 of the Middlednext Code)

A set of internal regulations for the Board of Directors was approved by the Board of Directors on 2 January 2025.

1.3.13 Establishment of Committees (Recommendations R7 and R8 of the Middlednext Code)

Audit Committee

The Board of Directors has decided on the composition, remit and operation of the Audit Committee.

The Members of the Audit Committee are:

- Vera Cvijetic Boissier, Independent Member, Chairwoman of the Audit Committee,
- Nathalie Gautier, Independent Member,
- HB Collector, represented by Christoph Lanz,
- Julien Vaney.

The main tasks of the Audit Committee are to:

- review the financial statements and ascertain the relevance and consistency of the accounting methods used to prepare the Company's consolidated financial statements and corporate financial statements;
- monitor the financial reporting process, the sustainability reporting process and the process used to determine what information should be published in accordance with sustainability reporting standards;
- ensure that internal control and risk management procedures, as well as internal audit procedures where appropriate, are in place with regard to the procedures relating to the preparation and processing of accounting and financial information and sustainability-related disclosures;

- ensure that the rules of independence and objectivity are followed by the Statutory Auditors in performing their audits, and monitors the terms and conditions of their reappointment and the determination of their fees.

The Audit Committee meets as often as necessary; it met three times during the 2025 financial year.

CSR Committee

The Board of Directors has decided on the composition, remit and operation of the CSR Committee.

The Members of the CSR Committee are:

- Nathalie Gautier, Chairwoman of the Committee and Independent Director,
- Victorien Vaney, Chairman and Chief Executive Officer,
- Vera Cvijetic Boissier, Independent Director,

The role of the Committee is to assist the Board of Directors in monitoring issues related to social and environmental responsibility. The Board relies on the work of this Committee for matters relating to CSR strategy and its implementation, in particular through the drafting of the Sustainability statement.

The CSR Committee is also responsible for ensuring that the Group anticipates the extra-financial challenges, opportunities and risks associated with its business, in order to promote responsible value creation over the long term.

The CSR Committee meets as often as necessary. During the 2025 financial year, it met three times.

Compensation Committee

The Board of Directors has decided on the composition, remit and operation of the Compensation Committee.

The Committee consists mainly of independent Directors, is chaired by an independent Director, and does not include any executive corporate officers.

The members of the Compensation Committee are:

- Nathalie Gautier, Chairwoman of the Committee and Independent Director,
- Vera Cvijetic Boissier, Independent Director,
- HB COLLECTOR, represented by Christoph Lanz.

The Committee's remit is to submit proposals or recommendations to the Board of Directors relating in particular to:

- the overall compensation policy for executive officers,
- individual compensation of executive officers,
- the performance assessment of executive officers and the associated variable components,
- the total compensation package granted to Directors, the rules governing the allocation of such compensation, and the individual amounts to be paid to Directors in respect of Board of Directors' and Committee meetings.

The Compensation Committee meets as often as necessary.

1.4 Implementation of Middelnext Recommendations

In particular, the Board of Directors has taken note of the information set out in the “points to watch” section and the recommendations of the “Corporate Governance Code for Small and Midcaps” drawn up by Middelnext.

It should be noted, however, that:

- directors are appointed for a maximum term of six years in order to ensure the stability of the Board of Directors (Recommendation R11 of the Middelnext Code);
- recommendation R18 of the Middelnext Code does not apply to the Company, as its corporate officers do not have employment contracts.

2 LIST OF ALL OFFICES AND POSITIONS HELD IN ANY COMPANY BY EACH CORPORATE OFFICER DURING THE FINANCIAL YEAR

In order to comply with the provisions of Article L. 225-37-4 of the French Commercial Code, we present below a list of all the offices and positions held in any Group company by each of the Company's officers during the 2025 financial year, drawn up on the basis of the information provided by each person concerned:

| Company | V. VANEY | V.CVIJETIC | N. GAUTIER | C. LANZ | J. VANEY | M. MARTIN |
|--|--------------------------------|------------|------------|------------------------------|----------|------------|
| SYNERGIE SE | CEO | D | D | PR of HB COLLECTOR PR (D) | D | D employee |
| SYNERGIE CARE SAS | C | | | | | |
| HRED SARL | M | | | | | |
| SYNERGIE INSERTION SAS | C | | | | | |
| SYNERGIE EXECUTIVE SAS | C | | | | | |
| SYNERGIE PROPERTY SAS | C | | | | | |
| SYNERGIE CONSULTANTS SARL | M | | | | | |
| ISGSY GIE | SD | | | | | |
| SYNERGIE PERSONAL DEUTSCHLAND GmbH (Allemagne) | M | | | | | |
| SYNERGIE TRAVAIL TEMPORAIRE SARL (Luxembourg) | M | | | | | |
| ACCESS TRAVAIL TEMPORAIRE SA (Luxembourg) | C of the BD | | | | | |
| SYNERGIE PARTNERS SARL (Luxembourg) | M Until 20 November 2025 | | | | | |
| SYNERGIE TT EMPRESA DE TRABAJO TEMPORAL SA (Spain) | SO | | | | | |
| SYNERGIE HUMAN RESOURCE SOLUTIONS SL (Spain) | SD | | | | | |
| SYNERGIE OUTSOURCING SL (Spain) | SD | | | | | |
| SYNERGIE INTERNATIONAL EMPLOYMENT SOLUTIONS SL (Spain) | mD | | | | c | |

CEO: Chairman and Chief Executive Officer, C: Chairman, PR: Permanent Representative, D: Director, M: Manager, C of the BD: Chairman of the Board of Directors, C of the MB: Chairman of the Management Board, SD: Sole Director, SO: Solidarity Officer, MD: Managing Director

| Company | V. VANEY | V. CVIJETIC | N. GAUTIER | C. LANZ | J. VANEY | M. MARTIN |
|---|------------------------------|-------------|------------|---------|----------|-----------|
| SYNERGIE ITALIA SPA (Italy) | C of the BD | | | | | |
| DCS ITALIA SRL (Italy) | D | | | | | |
| SYNERGIE BELGIUM (Belgium) | MD | | | | | |
| SYNERGIE EMPRESA DE TRABALHO TEMPORARIO SA (Portugal) | C of the BD | | | | | |
| SYNERGIE OUTSOURCING SA (Portugal) | C of the BD | | | | | |
| SYNERGIE HUNT INTERNATIONAL INC. (Canada) | C of the BD | | | | | |
| AGENCE DE PLACEMENT INC. (Canada) | C of the BD since 16/05/2025 | | | | | |
| SYNERGIE SRO (Czech Rep.) | PR of SYNERGIE SE (M) | | | | | |
| SYNERGIE TEMPORARY HELP SRO (Czech Rep.) | PR of SYNERGIE (M) | | | | | |
| SYNERGIE HR SOLUTIONS SRO (Czech Rep.) | PR of SYNERGIE SE (M) | | | | | |
| SYNERGIE SLOVAKIA SRO (Slovakia) | M | | | | | |
| SYNERGIE TEMPORARY HELP SRO (Slovakia) | M | | | | | |
| ACORN (SYNERGIE) UK LTD (United Kingdom) | D | | | | | |
| ACORN RECRUITMENT LTD (United Kingdom) | D | | | | | |
| ACORN GLOBAL RECRUITMENT LTD (United Kingdom) | D | | | | | |
| CONCEPT STAFFING LTD (United Kingdom) | D | | | | | |

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| Company | V. VANEY | V. CVIJETIC | N. GAUTIER | C. LANZ | J. VANEY | M. MARTIN |
|---|-------------|-------------|------------|---------|----------|-----------|
| ACORN RAIL LTD (United Kingdom) | D | | | | | |
| SYNACO GLOBAL RECRUITMENT PTY LTD (Australia) | D | | | | | |
| SYNACO RESOURCES PTY LTD (Australia) | D | | | | | |
| ENTIRE RECRUITMENT SYNACO PTY LTD (Australia) | D | | | | | |
| IPA BY SYNERGIE PTY LTD (Australia) | D | | | | | |
| SYNERGIE HUMAN RESOURCES B.V (Netherlands) | M | | | | | |
| SYNERGIE INTERNATIONAL RECRUITMENT B.V (Netherlands) | M | | | | | |
| SYNERGIE B.V (Netherlands) | M | | | | | |
| SYNERGIE (SUISSE) SA (Switzerland) | C of the BD | | | | | |
| SYNERGIE INDUSTRIE ET SERVICES SA (Switzerland) | C of the BD | | | | | |
| SIES AUSTRIA BETEILIGUNGS GmbH (Austria) | M | | | | | |
| SYNERGIE PERSONAL AUSTRIA GmbH (Austria) | M | | | | | |
| SYNERGIE POLAND SP. ZO.O (Poland) | C of MB | | | | | |
| SYNERGIE HR SOLUTIONS SP. ZO.O (Poland) | C of MB | | | | | |

CEO: Chairman and Chief Executive Officer, C: Chairman, PR: Permanent Representative, D: Director, M: Manager, C of the BD: Chairman of the Board of Directors, C of the MB: Chairman of the Management Board, SD: Sole Director, SO: Solidarity Officer, MD: Managing Director

| Company | V. VANEY | V. CVIJETIC | N. GAUTIER | C. LANZ | J. VANEY | M. MARTIN |
|---|--------------------------|-------------|------------|--------------------------|-----------------------------------|-----------|
| HB COLLECTOR Cooperative company organised as a public limited company (Luxembourg) | D since 31/10/2025 | | | D since 31/10/2025 | D since 31/10/2025 | |
| HB BUSINESSES IN HOSPITALITY (HBBH) SARL (Luxembourg) | M | | | | | |
| ROOFGARDEN ARISTOPHANOUS SA (Greece) | C of the BD | | | | | |
| ROOFGARDEN ATHINAS 17 SA (Greece) | C of the BD | | | | | |
| HYDRA PROPERTIES SA (Greece) | C of the BD | | | | | |
| ORSON FILMS SAS (France) | C | | | | | |
| ORSON PICTURES Ltd (United Kingdom) | D | | | | | |
| RSM FUND MANAGEMENT LUXEMBOURG SA (Luxembourg) | | | | D | | |
| IRAF SIF G.P. SARL (Luxembourg) | | | | M | | |
| GGC LUXEMBOURG G.P. SARL | | | | M | | |
| AEPM GP V SARL (Luxembourg) | | | | M | | |
| GGC Luxembourg AIF GP SARL (Luxembourg) | | | | M | | |
| CROSSROADS TECHNOLOGY ADVISORS SARL (Luxembourg) | | | | M | | |
| HB A PARTNER SARL (Luxembourg) | | | | | M | |
| ALLIGATOR INTERNATIONAL DESIGN SL (Spain) | | | | | SD | |
| URBAN NATIVE INTERNATIONAL SARL (Luxembourg) | | | | | M Since 10 December 2024 | |
| URBAN NATIVE LAB UNIPESOALDA (Portugal) | | | | | M Since 2 January 2025 | |

CEO: Chairman and Chief Executive Officer, C: Chairman, PR: Permanent Representative, D: Director,
M: Manager, C of the BD: Chairman of the Board of Directors, C of the MB: Chairman of the Management Board,
SD: Sole Director, SO: Solidarity Officer, MD: Managing Director

| Company | V. VANEY | V. CVIJETIC | N. GAUTIER | C. LANZ | J. VANEY | M. MARTIN |
|---|----------|-------------|------------|---------|----------|-----------|
| CIRCLE 7 CVIJETIC BOISSIER FAMILY OFFICE & Cie SARL (Switzerland) | | M | | | | |
| SWITCHCLOUD SARL (Switzerland) | | M | | | | |
| AMANA CAPITAL SA (Switzerland) | | D | | | | |
| HOTEP SA (Luxembourg) | | | D | | | |

CEO: Chairman and Chief Executive Officer, C: Chairman, PR: Permanent Representative, D: Director,
M: Manager, C of the BD: Chairman of the Board of Directors, C of the MB: Chairman of the Management Board,
SD: Sole Director, SO: Solidarity Officer, MD: Managing Director

3 DESCRIPTION OF THE MAIN FEATURES OF THE COMPANY'S INTERNAL CONTROL AND RISK MANAGEMENT SYSTEMS AS PART OF THE FINANCIAL REPORTING PROCESS

3.1 Risk management

Risk management, a major focus for management.

The Group's risk mapping, updated in 2025, takes into account its entire value chain and is based on interviews conducted with the Chairman and Chief Executive Officer, the Group's key departments and several major subsidiaries. These interviews enable risks to be identified and then assessed in terms of their impact, likelihood and level of control. Around ten of these risks are then classified as major, based on their criticality or level of control. They are then tracked by a dedicated sponsor as part of a corresponding action plan.

In addition, in 2025, the Group's risk mapping was presented to Executive Management and subsequently to the Audit Committee. In addition to the identified risks relating to reporting, any confirmed incidents occurring during the financial year are reported directly to Executive Management.

Information on risks and uncertainties relating to the Group's activities is provided below.

Risk related to the geopolitical crisis

The geopolitical crisis arising from tensions between Russia, Ukraine and countries in the west has had an impact on certain sectors linked to the supply of goods produced in Eastern Europe, but also on labour flows from Eastern Europe.

Furthermore, recent geopolitical developments in the Middle East, which are likely to trigger a lasting rise in energy prices and weigh on growth in Europe, could affect demand for services, particularly in the sectors most exposed to energy costs. Against this backdrop of heightened uncertainty, SYNERGIE is stepping up its budget monitoring to better anticipate the potential impact on its business and profitability.

In general, SYNERGIE's management team closely monitors current geopolitical developments, which may present direct risks in certain areas (such as a strategy to raise tariffs on goods exported from the European Union, a potential tightening of immigration rules, and restrictions on low-wage temporary workers) and opportunities in others (such as industrial investment).

Risk related to the health crisis

The Group remains vigilant concerning the effects of the different variants of the virus, and is maintaining a high level of protection of its placed personnel.

Subject to this reservation, the risk now seems very moderate.

Management of financial risk

Interest rate risk

The Group has very little exposure to interest rate risk, as its level of debt is very marginal compared to its own financial resources. The increase in interest rates was therefore an opportunity for its cash management. In contrast, it has had an impact on economic growth and customer demand.

Loans outstanding as at 31 December 2025 were taken out at a fixed rate, with one exception.

Currency risk

Business conducted outside the Eurozone accounted for 9.5% of consolidated revenue as at 31 December 2025 (compared with 9.0% as at 31 December 2024).

Our expansion in Australia and the UK through a series of acquisitions, financed in part by contributions in the form of shareholder loans, together with fluctuations in these currencies, has made the Group vulnerable to the effects of exchange rate fluctuations.

Exchange rate differences recorded in 2025 and 2024 had an impact of -€1.4 million and +€0.5 million respectively.

Liquidity and credit risks

Given the Group's cash position at 31 December 2025, underpinned by prudent management of investments, liquidity risk can be ruled out in the short term.

Share and investment risks

SYNERGIE implements a very prudent policy in managing its financial investments.

The investments made correspond to term accounts with guaranteed capital, with the possibility of exit at any time before the final maturity date.

Treasury shares are managed under both the liquidity contract and the share buyback programme.

Management of non-financial risks

Client risk

No single customer makes a significant contribution to consolidated revenue.

This means that work on optimising receivables management takes place daily. On this point, over the past number of years, all of our employees have been made aware of the notion of "client risk" and the management of payment delays.

Processes for freezing authorised amounts outstanding, relating to client risk as estimated by the Credit Management service, and incorporated into trade and sales force software, are effective aids in making decisions about and containing this risk.

By employing these methods, the Group ensures that its sales can grow in a secure environment.

Legal risk

Internal control, in legal terms, is based on the precautionary principle, which relies on a responsible attitude on the part of each employee and on upstream intervention on major issues, as well as active resolution of disputes downstream.

Insurance and risk coverage

Exceptional risks are covered by insurance programmes negotiated by Executive Management. These programmes ensure an appropriate level of coverage. They are taken out with insurers with international profiles.

The insurance programmes mainly cover the following operating risks:

- the financial consequences of any implication of the civil liability of Group companies;
- specific areas such as multiline premises insurance, insurance for car fleets and IT equipment, insurance for managers and corporate officers;
- cybersecurity.

Tax risk

Given the regulations governing transfer pricing in the OECD, their evolving nature and differing levels of application in the various states concerned, SYNERGIE has enhanced its vigilance around compliance with international and local standards.

In this context, and in accordance with the regulations in force, the SYNERGIE Group documents its transfer pricing policy in a master file, which is available at the parent company and provides an overview of the Group's organisation, and in a local file for each Group subsidiary.

Brand-related risk

As part of its branding policy, the Group may grant the use of its trademarks and graphic representations to its subsidiaries through negotiated licence agreements.

In line with our image policy, therefore, we regularly file new brands and slogans to adjust our identity to economic developments and our internationalisation.

In addition, the Group is required to conduct an active policy of defending the "SYNERGIE" brand, particularly when third parties use the term "SYNERGIE" to refer to a part of the business which, without being similar or related, can target protected services or otherwise more directly competing activities relating to temporary work or human resources management.

Legislative environment

It is worth noting that Directive (EU) 2018/957, adopted in 2018, came into force on 30 July 2020, thereby strengthening the European framework for posting of workers. This text aims to ensure fair competition and greater protection for posted workers by enshrining the principle of "equal pay for equal work in the same place". Since it came into force, this principle has not been called into question, but the European Commission and the Member States have strengthened the mechanisms for monitoring, interpreting and enforcing it, notably through the European Labour Authority and new digital tools.

Corporate legislation specific to temporary employment

Most of the Group's revenue is generated from temporary work, which is subject – in France and in the other Eurozone countries in which it operates – to specific legislation. The main features of this, which is similar in the various States, enable the activity to be integrated into national economies to enhance flexibility in the labour market.

This context, illustrated by the significant progress made in recent years and the widespread increase in temporary employment legislation in the European Union, attests to the long-term nature of the activity.

It should also be remembered that legislation in various countries requires the submission of a guarantee from a financial institution as security for payment of the salaries of temporary workers and the associated social security contributions.

Given the structure of the income statement and the predominance of salary and social security contribution items within the operating accounts, social measures and decisions with a direct impact on salaries and related charges (measures to support the economy due to partial activity, various relief measures and subsidies, changes in contribution rates, etc.) could affect the Company's financial statements.

Moreover, increases in the minimum wage, if not all wage levels, can have consequences for negotiations with clients and the structural costs of the countries concerned.

IT and cyber risk

In a context in which digital technology has become a key factor in ensuring the Group's day-to-day operation, and to accompany its digital transformation, SYNERGIE has implemented a strategy, steered by the IT security division, to strengthen the security of its information systems.

After an analysis of the risks, a General Information Systems Security Policy was established along with an Information Systems Policy for each subsidiary.

Security audits are performed each year by specialised companies with PASSI certification to ensure

continuous improvements in information system security at all of the Group's subsidiaries.

Environmental risk

The Group's services activities are not exposed to any major environmental risk. However, carrying out our Carbon Review and completing the CDP questionnaire showed us that 88% of SYNERGIE's CO₂ emissions were mainly linked to the travel of our temporary workers and, to a lesser extent, the travel of our permanent employees.

That is why we decided to commit our Group, from 2023, to the "ACT Pas à Pas" programme, supported by the United Nations and ADEME (French Environment and Energy Management Agency), with the aim of reducing our environmental impact, and in particular the CO₂ emissions linked to our activities.

3.2 Internal Control

3.2.1 Internal control procedures established by the Company

3.2.1.1 Definition and objectives of the Company's internal control procedures

Internal control is defined within SYNERGIE Group as a group of measures designed to manage activity and risk and to ensure that its operations are legitimate, safe and effective.

The purpose of the internal control procedure in force within the Company and the Group as a whole is as follows:

- to ensure that management actions and employee conduct are in line with the guidelines issued to the Company's businesses by the management bodies, the applicable laws and regulations and the Company's internal rules;
- to verify that the accounting and financial information provided to the Company's management bodies presents a true reflection of the Company's activity and situation;
- to ensure that the Company's assets are properly safeguarded;
- to prevent and manage risks arising from the Company's activity and the risks of error and fraud.

The internal control system cannot provide an absolute guarantee that these risks are completely eliminated, but is designed to provide a reasonable assurance of this.

3.2.1.2 General organisation of internal control procedures

The Group's international development and the various regulations with which it must comply have led to an overhaul of its procedures, both generally and as implemented within the subsidiaries, outside of France in particular. Management is responsible for ensuring that these procedures are properly implemented.

It should be noted, moreover, that new employees are informed of the internal procedures from their initial orientation, partly through mandatory and tested knowledge of a certain number of internal documents and partly through the provision of training in the internal quality procedures.

The Board of Directors draws on the work of the quality unit, internal audit, the management control team, the legal department, as well as the conclusions issued by the Statutory Auditors as part of their auditing activities.

The key players in this grouping form working groups to ensure that procedures to prevent the effects of risks intrinsic to the activity and operation of SYNERGIE are implemented and operational.

Due to the challenges of organising information systems, a Strategic IT Security Committee was created and meets regularly. A Risk and Compliance Committee was also set up in 2024 to ensure regular progress in this area. It complements the system and meets every six months.

3.2.1.3 Description of the internal control procedures

Financial and accounting internal control procedures

a) Communicating Group information: the reporting system

SYNERGIE Group's financial reporting is structured as follows:

- weekly centralisation of delegated employees and clients undergoing change, the first indicator of a change in activity;
- regular cash pooling;
- monthly management reporting in the form of a detailed management income statement from the subsidiaries.

b) Recognition of revenue

As indicated in the notes to the annual and consolidated financial statements, revenue recognition methods have been developed as part of an integrated process, starting with completion of the service and ending with client billing. This procedure means that the accrual accounting rules can be strictly applied.

From a practical point of view, analysis of differences between hours paid and hours billed ensures that revenue realised is consistent, and enables the exceptions (hours paid but not billed) with a direct impact on margins to be analysed.

c) Collection of trade receivables

The "trade receivables" item, which represents 23.3% of SYNERGIE SE's balance sheet total and 44.2% of the consolidated balance sheet total, is subject to advanced procedures and primarily central control, based on:

- a review of client risk before any service provision;
- authorisation granted to branches for amounts outstanding for each client;
- monitoring of the correct collection of receivables within contractual deadlines;
- litigation procedures.

This organisation is implemented for all of the temporary employment subsidiaries.

Other internal control procedures

a) External growth

The study of any potential target is approved in advance by the members of Management, to uphold the principle of engagement in negotiations, as are the subsequent stages (issue of a letter of intent pursuant to Group standards, selection of auditors and consideration of their findings, establishment of the draft purchase agreement, etc.).

b) Corporate legislation

Dedicated units have been created to ensure compliance with corporate legislation, in order to manage the consequences of its complexity and to prevent related risks.

c) Maintenance and security of information systems

The main purpose of the internal control system is to ensure the permanence and the physical safety of its management tools, particularly its programmes and computer data, to guarantee operational continuity.

d) Delegation of powers

The delegation of power is restricted in both operational and banking matters, and account is taken of local legislation for foreign subsidiaries.

e) Human resources management policy

The Human Resources department pays particular attention to safety, health, quality of life at work and the employability of its employees throughout their career, as well as to social dialogue with social partners.

It ensures that only individuals who are free of any prior commitments are recruited. It ensures that staff comply with the provisions of the Code of business ethics and SYNERGIE's internal regulations.

External control procedures

a) Audit by the Statutory Auditors

The Statutory Auditors perform a limited review of the half-year financial statements and an audit of the financial statements for the year ending 31 December. They begin by reviewing the Group's procedures.

The opinions and recommendations formulated by the Statutory Auditors when performing their task, as well as by external entities, are reviewed by the employees concerned and are included in the consideration of corrective actions or measures to be established within the Group.

b) Auditing by specialised external entities

Specialised external entities (e.g. with ISO 9001 2015 certification) regularly audit the Group's activities.

3.2.2 Monitoring of internal control

Monitoring of priority actions defined for 2025

The work achieved in 2025 showed no notable failure or serious inadequacy in terms of the organisation of internal control.

The following actions were completed or continued in 2025:

- continued updating of guidelines for key Group processes, concomitant with the documentation overhaul;
- regular audits in subsidiaries of the correct application of Group standards, with a focus on specific audits of certain cross-functional subjects;
- strengthening of the internal control system with the establishment of a guide entitled “Golden Rules”, which sets out around five key controls for each significant process within the organisation;
- the distribution of an “Essentials” guide aimed at all employees, explaining in an educational way the right practices to adopt in 15 areas of the organisation’s operations;
- regular control of the smooth functioning of operational powers as part of the acceleration of the development of the foreign subsidiaries, and their implementation for the newly integrated subsidiaries;
- updating Group risk mapping and monitoring action plans to control the associated risks;
- publishing the sustainability statement for the second year running, along with the associated internal controls;
- review of client risk, particularly in view of the complex international context.

Priority actions defined in 2026

The following are regarded as priority areas of work for 2026:

- participating in due diligence and post-acquisition audits;
- regular audits in subsidiaries of the correct application of Group standards, with a focus on specific audits of certain cross-functional subjects;
- implementation of automated accounting controls to meet legal anti-corruption requirements and improve permanent control as part of the digitisation of the function;
- regular control of the smooth functioning of operational powers as part of the acceleration of the development of the foreign subsidiaries, and their implementation for the newly integrated subsidiaries;
- updating Group risk mapping and monitoring action plans to control the associated risks;
- the publication, for the third year running, of the sustainability statement and a tool-based solution to be rolled out across the Group, along with the internal controls that will accompany its implementation.

3.2.3 Internal control relating to the preparation of accounting and financial information

Prior analysis of risks

The risk factors to which the Group could be exposed are described above.

The Administrative and Financial department pays special attention to reviewing the process of drawing up accounting and financial information, in four main stages (planning, reporting, consolidation, review and control), particularly when integrating a new subsidiary, implementing changes in the IT environment, or adding new employees to the overall process.

Planning

The Administrative and Financial department uses a timeline that summarises the Group’s periodical obligations, specifying the nature and maturity of every obligation.

This document is sent to the heads of finance at the Group’s subsidiaries as well as their managers.

Reporting

The income statement for each subsidiary and specific to its type of activity, required to implement consolidation, is sent on a monthly basis to the Administrative and Financial department.

This results in an analysis of changes in activity by subsidiary, gross margins and overheads, so that the necessary decisions for driving the Company forward and preparing market communications can be made.

Consolidation process

The consolidation process is entirely carried out by a dedicated department within the Group Administrative and Financial department, with each subsidiary inputting into the software system a package using the format and providing the level of detail instructed by the Group.

The accounting policies are reviewed annually in light of new regulatory changes. The Administrative and Financial department sends appropriate instructions to the subsidiaries if they require accounting treatment in a package prepared locally.

The prepared financial statements are subject to in-depth controls and analysis, relating specifically to client credit, financial debt, changes in fixed assets and changes in operating expenses.

This analytical review, as well as consistency checks (changes in shareholders' equity, transition of corporate results to consolidated results, tax analysis, inter-company reciprocity, etc.), allow for justification of the financial statements and detection of material errors should these occur.

There is a particular focus on budgets and related updating, as well as the valuation of intangible assets.

The half-year and annual financial statements are drawn up using the same processes, with an additional package produced for subsidiaries when the half-year and annual financial statements are being prepared, so that all the consolidated data produced can be appended.

Review and control

The consolidated annual financial statements thus established are audited by the Statutory Auditors, or undergo a limited review in the case of the statements ended 30 June, and are presented to the governance bodies for approval.

All information provided to the market ("regulated" information) is controlled by the Board of Directors or by the Administrative and Financial department, depending on its nature.

4 COMPENSATION POLICY FOR CORPORATE OFFICERS

In accordance with the provisions of Article L.22-10-8 of the French Commercial Code, we submit for the approval of the Shareholders' Meeting the compensation policy for corporate officers, with reference to the relevant resolutions of the Shareholders' Meeting (Recommendations R16, R19, R20 and R21 of the Middlednext Code).

4.1 Compensation policy for all corporate officers (5th resolution)

The Board of Directors considers that the compensation policy for corporate officers takes account of the principles recommended by the Middlednext Code, particularly as regards transparency, consistency, performance and clarity of the rules.

This policy takes into account the performance of senior executives and the continuity of compensation practices. The Board of Directors ensures that none of the components of executive officers' compensation is disproportionate and analyses compensation as a whole, taking into account all its components.

The compensation policy is set by the Board of Directors on the recommendation of the Compensation Committee.

This Committee also ensures the objectivity of the criteria taken into account for the variable compensation component.

The Compensation Committee ensures that the Company's best interests are upheld, and that the process for determining and reviewing compensation is independent and appropriate.

The Compensation Committee ensures that the performance criteria set out in the compensation policy have been met for the award of variable compensation.

The policy described below is in line with the compensation policy submitted to the Shareholders' Meeting in 2025 and does not introduce any substantial changes to it.

4.2 Compensation policy for the Chairman and Chief Executive Officer and the Deputy Managing Directors

4.2.1 Chairman and Chief Executive Officer (6th resolution)

General principles – Determining, allocating and awarding fixed, variable and exceptional compensation

In accordance with the law, the compensation of the Chairman and Chief Executive Officer is set and reviewed annually by the Board of Directors.

Please note that at its meeting on 2 April 2025, the Board of Directors decided to change the components of the Chairman and Chief Executive Officer's compensation, in particular by adding variable annual compensation and long-term compensation.

Fixed compensation

The fixed annual compensation of the Chairman and Chief Executive Officer is determined taking into account the scope and complexity of the duties and responsibilities, experience, career path, seniority within the Group and expertise of the holder of the position, as well as market practices for identical or similar positions.

At its meeting on 1 April 2026, the Board of Directors decided to maintain the Chief Executive Officer's annual fixed compensation at €1,080,000 gross for the 2026 financial year.

Variable compensation

Please note that the Shareholders' Meeting of 4 June 2025, acting on a proposal from the Board of Directors, amended the compensation policy for the Chairman and introduced variable compensation for the Chairman and Chief Executive Officer.

The purpose of this variable annual compensation is to encourage the Chairman and Chief Executive Officer to achieve the annual performance targets set by the Board of Directors.

Please note that the variable annual compensation may not exceed a maximum expressed as a percentage of the Chairman and Chief Executive Officer's fixed annual compensation, and may not represent more than 30% of fixed annual compensation for the current financial year.

Variable compensation is conditional compensation based on performance criteria linked to the achievement of quantitative, financial and non-financial targets, individual qualitative targets and CSR objectives.

The performance criteria were set as follows:

- 33% of the amount based on the achievement of quantitative financial targets,
- 33% of the amount based on the achievement of non-financial / CSR targets, and
- 33% of the amount based on the achievement of individual qualitative targets,
- defined by the Board of Directors.

For each performance indicator, the Board of Directors has set:

- a target objective, the achievement of which constitutes a 100% rate of attainment enabling the variable compensation linked to this indicator to be obtained,
- a floor value which determines the threshold below which no variable compensation linked to this indicator is due,
- a ceiling value reflecting outperformance in relation to the objectives set, which is set at 120% of its target amount.

Each year, the Board of Directors sets the nature of the quantitative, qualitative and CSR objectives, and the proportion of each of them in the variable part of the variable annual compensation, based on the Group's strategic priorities.

In accordance with Article L. 22-10-34 II of the French Commercial Code, the variable annual compensation for 2025 may only be paid following its approval by the Shareholders' Meeting to be held in June 2026 called to approve the financial statements for the financial year ended December 31, 2025.

The Board of Directors, acting on a proposal from the Compensation Committee, has set the quantitative, qualitative and 2025 CSR targets and the proportion of each of these targets in the variable component of the variable annual compensation.

Long-term compensation

The Chairman and Chief Executive Officer is eligible for a long-term incentive plan decided by the Board of Directors.

The aim of this long-term compensation is to encourage executive directors to take a long-term view of their actions, to build loyalty and to align the interests of executive directors more closely with the company's corporate interests and the interests of shareholders.

The long-term compensation mechanism may consist of the allocation of financial instruments (stock options, free shares) and/or a cash payment as part of deferred or variable multi-year compensation.

The value of long-term compensation at the time of its initial allocation may not exceed 30% of fixed and variable annual compensation.

The Board of Directors will set the vesting period, which may not be less than three years.

The vesting of this plan is subject to:

- the achievement of a condition of presence at maturity, except in exceptional circumstances provided for in the plan regulations, for example in the event of death, disability or a change of control of the Company, it being specified that in the event of termination of their mandate, the in progress plans granted to executive officers are forfeited, unless the Board of Directors expressly decides, justified by special circumstances, to maintain them by applying a pro rata reduction to the number of shares that may still be vested at maturity,
- the achievement of several performance conditions determined by the Board of Directors, including one linked to an economic criterion of the Company (indicator linked to the balance sheet and/or income statement).

Exceptional compensation

The Board of Directors may decide to grant exceptional compensation to the Chairman and Chief Executive Officer in special circumstances.

The special circumstances in which this exceptional compensation may be awarded by the Board of Directors include, in particular, the completion of an operation that significantly transforms the organisation.

Reasons must be given for the payment of this compensation and the event leading to its payment must be explained.

In all cases, this exceptional compensation may not exceed 50% of the fixed annual compensation of the Chairman and Chief Executive Officer.

This compensation may take the form of a cash payment or the allocation of shares or stock options.

In the event of a cash payment, pursuant to Article L.22-10-34 II of the Commercial Code, such payment may only be made following approval by the Ordinary Shareholders' Meeting called to approve the financial statements for the financial year in which the decision to award the exceptional compensation was taken.

Benefits of any kind

The Chairman and Chief Executive Officer may receive benefits of any kind on the decision of the Board of Directors (taking into account, where appropriate, any benefits in kind to which he may otherwise be entitled in other entities of the Group).

This allocation may be determined in the light of the needs generated by the exercise of the mandate.

- **Benefits in kind**

The Chairman and Chief Executive Officer is entitled to a company car and a company flat.

- **Insurance and personal protection schemes**

The Chairman and Chief Executive Officer is eligible for the schemes applicable to the Company's employees.

- **Business expenses**

The Chairman and Chief Executive Officer is entitled to the reimbursement of all business expenses incurred by him in the performance of his duties, on presentation of supporting documents and in accordance with the Company's current procedures.

4.3 Directors' compensation policy (8th resolution)

General principles

Directors are compensated by the allocation of a fixed lump sum allocated by the Shareholders' Meeting under the terms of a specific resolution.

The Company's Shareholders' Meeting has decided to allocate to the Directors, as compensation for their work, a fixed annual sum of €150 000, until the Shareholders' Meeting decides otherwise.

The Board of Directors is responsible for distributing this sum among the members of the Board.

Terms and conditions

The Board of Directors determines how this sum is to be divided between the Directors, taking into account in particular the specific tasks entrusted to some of them.

- **Directors' Liability Insurance**

The Chairman and Chief Executive Officer is covered by the Group Directors' Liability Insurance policy taken out by the Company.

Compensation for directorship

The Chairman and Chief Executive Officer receives Compensation in respect of his duties as Director, determined, allocated and paid in accordance with the rules applicable to all Directors, himself included.

Other compensation received by the Chairman and Chief Executive Officer in respect of his other offices within the Group is set out in paragraph 5.2 below.

4.2.2 Deputy Managing Directors (7th resolution)

General principles

The Deputy Managing Directors do not receive any fixed, variable or exceptional compensation in respect of their corporate office.

Benefits of any kind

- **Business expenses**

The Deputy Managing Directors are entitled to reimbursement of all business expenses incurred in the performance of their duties, on presentation of supporting documents and in accordance with the procedures in force within the Company.

- **Directors' Liability Insurance**

The Deputy Managing Directors are covered by the Group Directors' Liability Insurance policy taken out by the Company.

Fixed, variable and exceptional compensation

Directors entrusted with exceptional tasks may receive exceptional compensation.

Benefits of any kind

- **Business expenses**

Directors are entitled to reimbursement of all business expenses incurred in the performance of their duties, on presentation of supporting documents and in accordance with the Company's current procedures.

- **Directors' Liability Insurance**

Directors are covered by the Group Directors' Liability Insurance policy taken out by the Company.

5 TOTAL COMPENSATION AND BENEFITS OF ANY KIND PAID OR GRANTED TO CORPORATE OFFICERS IN RESPECT OF THEIR OFFICE DURING THE YEAR ENDED 31 DECEMBER 2025

In accordance with the compensation policy approved by the Combined Shareholders' Meeting of 4 June 2025, this section describes the compensation and benefits paid to the corporate officers in respect of the 2025 financial year.

Please note that variable or exceptional compensation, the payment of which would be subject to approval by an Ordinary Shareholders' Meeting, may only be paid after approval by a Shareholders' Meeting of the compensation of the relevant person.

In accordance with the provisions of Article L.22-10-34 of the French Commercial Code, the Shareholders' Meeting must vote on a draft resolution relating to the information mentioned in Article L.22-10-9 of the said Code. This information concerns each corporate officer, including those whose term of office has expired and those newly appointed during the 2025 financial year.

Furthermore, in accordance with the provisions of Article L.22-10-34 of the French Commercial Code, the Shareholders must also be asked to approve the fixed, varia-

ble and exceptional components of the total compensation and benefits in kind paid during the 2025 financial year or granted, in respect of the same financial year by separate resolutions, to the Chairman of the Board of Directors and to the Deputy Managing Directors.

Accordingly, the subsections below set out the information required under the above-mentioned legislative provisions and also specify for each of them the relevant resolutions of the Shareholders' Meeting.

The total compensation for 2025, described below, complies with the compensation policy adopted by the Shareholders' Meeting of 4 June 2025.

Note that the total annual compensation paid to members of the Board of Directors is €150,000.

Board members receive compensation, the amount of which is divided equally by the Board.

5.1 Compensation paid to Victorien Vaney in his capacity as Chairman and Chief Executive Officer (10th resolution)

Fixed compensation

In accordance with the decision taken by the Board of Directors on 2 April 2025, Victorien Vaney received fixed compensation of €1,080,000.

Variable annual compensation

After examining the achievement of the targets assigned to him by the Board of Directors at its meeting on 2 April 2025, the Board decided on the variable component of Victorien Vaney's compensation, which for 2025 may not represent more than 30% of his fixed annual compensation based on performance criteria, linked to the achievement of quantitative financial objectives, non-financial and CSR targets and individual qualitative targets, each with a minimum target, a target and a maximum target defined by the Board of Directors each year on the recommendation of the Compensation Committee.

The table below details the calculation of the variable component for 2025 in accordance with the methods and criteria defined by the Board of Directors and for which the rate of achievement was recorded by the Board of Directors on 1 April 2026:

| Targets | Target achievement rate | Achievement rate as % of variable compensation | Amount in euros |
|---|-------------------------|--|-----------------|
| Quantitative financial targets (33%) | | | |
| Level of consolidated EBITDA (11%) | 100% | 11% | 35,640 |
| Revenue growth (11%) | 100% | 11% | 35,640 |
| External growth (11%) | 100% | 11% | 35,640 |
| Non-financial / CSR objectives (33%) | | | |
| | | | |
| Digital transformation (11%) | 100% | 11% | 35,640 |
| CSR certification (11%) | 100% | 11% | 35,640 |
| Employee training (11%) | 50% | 5.5% | 17,820 |
| | | | |
| Individual qualitative targets (33%) | | | |
| Consistency, clarity and implementation of the strategic vision (16.5%) | 100% | 16.5% | 53,460 |
| Quality of team management (16.5%) | 60.60% | 10% | 32,400 |
| TOTAL | | 87% | 281.880 |

5.2 Compensation of all corporate officers (9th to 10th resolutions)

| | Compensation paid in respect of the 2025 financial year | Compensation paid in respect of the 2024 financial year |
|--|---|---|
| Victorien VANEY | 1,829 | 1,520 |
| Julien VANEY | 170 | 190 |
| HB COLLECTOR | 30 | 30 |
| Vera Cvijetic BOISSIER | 30 | 30 |
| Nathalie GAUTIER | 30 | 30 |
| VALUATION OF OPTIONS GRANTED DURING THE YEAR | - | - |
| VALUATION OF PERFORMANCE SHARES GRANTED DURING THE YEAR | - | - |
| TOTAL | 2,089 | 1,800 |

Compensation as Director of GIE ISGSY: €387 thousand paid in 2025
 Compensation as Director of a subsidiary €50 thousand paid in 2025

| | | |
|---|--------------|--------------|
| Victorien VANEY | | |
| Fixed compensation | 1,080 | 1,180 |
| Variable compensation (to be paid after the 2026 Shareholders' Meeting) | 282 | - |
| | - | - |
| Exceptional compensation | - | - |
| Directors' fees | 30 | 30 |
| Benefits in kind | - | - |
| TOTAL | 1,392 | 1,210 |

| | | | |
|--------------------------|--|-------------|-------------|
| Julien VANEY | | 2025 | 2024 |
| Fixed compensation | | 140 | 160 |
| Exceptional compensation | | - | - |
| Directors' fees | | 30 | 30 |
| Benefits in kind | | - | - |
| TOTAL | | 170 | 190 |

| HB COLLECTOR | 2025 | 2024 |
|--------------------------|-----------|-----------|
| Fixed compensation | - | - |
| Exceptional compensation | - | - |
| Directors' fees | 30 | 30 |
| Benefits in kind | - | - |
| TOTAL | 30 | 30 |

| Vera CVIJETIC BOISSIER | 2025 | 2024 |
|--------------------------|-----------|-----------|
| Fixed compensation | - | - |
| Exceptional compensation | - | - |
| Directors' fees | 30 | 30 |
| Benefits in kind | - | - |
| TOTAL | 30 | 30 |

| Nathalie GAUTIER | 2025 | 2024 |
|--------------------------|-----------|-----------|
| Fixed compensation | - | - |
| Exceptional compensation | - | - |
| Directors' fees | 30 | 30 |
| Benefits in kind | - | - |
| TOTAL | 30 | 30 |

The above compensation was paid or allocated in the year in which it was due, with the exception of directors' fees, which are paid in the year following the year in which they were awarded.

6 EQUITY RATIO

In accordance with 6° and 7° of I of Article L.22-10-9 of the French Commercial Code, the table below shows the ratios between the level of compensation of each executive and:

- firstly, the average compensation on a full-time equivalent basis of employees other than company officers;
- the median full-time equivalent compensation of employees other than corporate officers.

We present below the equity ratio between the average level of compensation of the Chairman and Chief Executive Officer for the financial years ending 31 December 2022, 2023, 2024 and 2025, and the average and median compensation of the employees of SYNERGIE SE.

| For SYNERGIE SE | 2022 | 2023 | 2024 | 2025 |
|-----------------|------|------|------|------|
|-----------------|------|------|------|------|

EQUITY RATIO WITH AVERAGE COMPENSATION

| | | | | |
|--|-------|-------|-------|-------|
| Victorien Vaney, Chairman of the Executive Board from 29 June 2021 to 25 January 2022 and Chairman of the Board of Directors since 25 January 2022 | 32.68 | 41.97 | 46.11 | 47.22 |
|--|-------|-------|-------|-------|

| For SYNERGIE SE | 2022 | 2023 | 2024 | 2025 |
|-----------------|------|------|------|------|
|-----------------|------|------|------|------|

EQUITY RATIO WITH MEDIAN COMPENSATION

| | | | | |
|--|-------|-------|-------|-------|
| Victorien Vaney, Chairman of the Executive Board from 29 June 2021 to 25 January 2022 and Chairman of the Board of Directors since 25 January 2022 | 38,46 | 44,59 | 49,02 | 51,33 |
|--|-------|-------|-------|-------|

7 AGREEMENTS REFERRED TO IN ARTICLE L.225-38 ET SEQ. OF THE FRENCH COMMERCIAL CODE AUTHORISED AND ENTERED INTO DURING THE YEAR ENDED 31 DECEMBER 2025

Agreements authorised and entered into during the past financial year

| Company concerned | Purpose | Amount | Persons concerned | Reason |
|--|---|----------------|-------------------|--|
| SYNERGIE POLAND (formerly INTERKADRA) And SYNERGIE HR SOLUTIONS (formerly GRUPA IK) (Poland) | First demand guarantee in the context of credit lines granted (PLN 12 000 000) up to 120% (Guarantee authorised by decision of 4 June 2025). | PLN 14,400,000 | V. Vaney | Authorisation for the integration of GRUPA IK s.p. Z.o.o. for a first demand guarantee under the credit line granted to the Polish subsidiary Interkadra S.p. Z.o.o. |
| SYNACO GLOBAL RECRUITMENT (Australia) | Renewal of guarantee under credit lines granted (AUD 25,500,000) for 110% of the credit (renewal by decision of 4 June 2025 of the guarantee authorised in 2024). | AUD 31,350,000 | V. Vaney | Renewal of the guarantee under the credit lines granted to the Australian subsidiary SYNACO GLOBAL RECRUITMENT to take account of the acquisition of the assets of IPA Personnel Services. |

Agreements approved in prior years that remained in force during the year

| Company concerned | Purpose | Amount | Persons concerned |
|---|--|----------------------|----------------------|
| SYNACO GLOBAL RECRUITMENT (Australia) | Guarantee under credit lines granted (AUD 25,500,000) for 110% of the loan. | AUD 31,350,000 | V. Vaney |
| SYNERGIE PROPERTY | Guarantee in connection with a loan for the acquisition of a building | €2,703,706 | V. Vaney |
| SYNERGIE PROPERTY | Guarantee in connection with a loan for the acquisition of property | €2,025,477 | V. Vaney |
| SYNERGIE PROPERTY | Property loan guarantee | €0 Repaid in 2025 | V. Vaney |
| DCS EASYWARE | Guarantee in connection with a CIC loan for the acquisition of a group of companies incorporated in Spain | €0 Repaid in 2025 | V. Vaney |
| DCS EASYWARE | Guarantee in connection with a CRCA loan for the acquisition of a group of companies incorporated in Spain | €707,898 | V. Vaney |
| SYNERGIE TEMPORARY HELP (Slovakia) | Shareholder loans treated as equity | €60,000 | V. Vaney |
| SYNERGIE BELGIUM (Belgium) | Property loan guarantee | €0 Repaid in 2025 | V. Vaney |
| SYNERGIE INTERNATIONAL EMPLOYMENT SOLUTIONS (Spain) | Guarantee in connection with a loan for the acquisition of shares in a company incorporated under Austrian law | €0 Repaid in 2025 | V. Vaney J. Vaney |
| SYNERGIE TT EMPRESA DE TRABAJO TEMPORAL (Spain) | Guarantee in connection with a loan for the acquisition of a building | €0 Repaid in 2025 | V. Vaney |

| Company concerned | Purpose | Amount | Persons concerned |
|--|---|---|-------------------|
| SYNERGIE EMPRESA DE TRABALHO TEMPORÁRIO (Portugal) | Agreement concerning a partially blocked and non-interest-bearing shareholder loan | Interest at 1-month EURIBOR + 0.8% from €250,000 with a minimum of 0.8% | V. Vaney |
| SYNERGIE EMPRESA DE TRABALHO TEMPORÁRIO (Portugal) | First demand guarantee in favour of BNP PARIBAS FORTIS to guarantee repayment of the loan granted | €300,000 | V. Vaney |

Agreements and commitments approved in prior years but not performed during the year

| Company concerned | Purpose | Amount | Persons concerned |
|--|--|------------|-------------------|
| HRED (formerly DIALOGUE & COMPETENCES) (Following the merger with EURYDICE PARTNERS) | Debt waiver agreement with financial recovery clause | €1,724,000 | V. Vaney |
| SYNERGIE EXECUTIVE | Debt waiver agreement with financial recovery | €715,170 | V. Vaney |

8 AGREEMENTS BETWEEN A DIRECTOR OR A SIGNIFICANT SHAREHOLDER AND A SUBSIDIARY

We hereby inform you that during the financial year ended 31 December 2025, no agreement was entered into between a Director or a significant Shareholder and a subsidiary.

9 AUTHORISATIONS TO INCREASE THE SHARE CAPITAL

In accordance with the provisions of Article L.225-37-4 of the French Commercial Code, we present below a summary table of the delegations of authority granted by the Shareholders' Meeting of 4 June 2025 to the Board of Directors, in respect of capital increases, pursuant to the provisions of Articles L. 225-129-1 and L. 225-129-2 of the said Code.

| Date of Shareholders' Meeting | Delegation | Duration | Use |
|-------------------------------|--|-----------|-----------------------|
| 4 June 2025 | Purchase of treasury shares | 18 months | See management report |
| 4 June 2025 | Reduction in share capital by cancellation of shares | 24 months | See management report |

10 PROCEDURES FOR SHAREHOLDER PARTICIPATION AT THE SHAREHOLDERS' MEETING

The procedures for shareholder participation in Shareholders' Meetings are set out in the Articles of Association (available at the Company's registered office) and in the notices of meeting provided for in Articles R.225-66 et seq. and R.225-73 (referring to Article R.22-10-22) et seq. of the French Commercial Code.

Shareholders who have held registered shares for at least one month on the date of publication of the notice of meeting are convened by ordinary letter in accordance with the conditions set out in Article R.225-68 of the French Commercial Code.

11 INFORMATION ABOUT THE CAPITAL STRUCTURE AND FACTORS LIKELY TO HAVE AN IMPACT IN THE EVENT OF A TAKEOVER BID

In accordance with Article L. 22-10-11 of the French Commercial Code, the factors likely to have an impact in the event of a takeover bid are as follows:

- **Structure of the Company's share capital**

Pursuant to legal provisions, we hereby inform you that HB COLLECTOR, a company controlled by Henri Barande acting in concert with his four children (Victorien Vaney, Julien Vaney, Manuela Vaney and Anna-Lena Vaney) with respect to Synergie, holds 69.16% of the Company's share capital and 81.50% of the exercisable voting rights at 31 December 2025.

To the best of the Company's knowledge, no other public Shareholder holds more than 5% of the share capital.

- **Treasury stock**

As of 31 December 2025, there were 1,521,970 treasury shares held (representing 6.25% of the share capital), of which 12,738 were held under the liquidity agreement and 1,509,232 under the share buyback programme as approved by the Combined Shareholders' Meeting of 4 June 2025.

The other provisions of Article L.22-10-11 of the French Commercial Code do not apply.

SPECIAL REPORT OF THE STATUTORY AUDITORS ON REGULATED AGREEMENTS

SYNERGIE S.E.

European Company
with a capital of €121,810,000
160 B, rue de Paris
92100 Boulogne-Billancourt

Annual General Meeting to approve the financial statements for the year ended December 31, 2025

This is a free translation into English of the Special report of the statutory auditors on regulated agreements issued in French and is provided solely for the convenience of English-speaking users. This report should be read in conjunction with, and construed in accordance with, French law and professional standards applicable in France.

At the General Meeting of Synergie S.E.,

In our capacity as Statutory Auditors of your company, we present you with our report on regulated agreements.

It is our responsibility to communicate to you, on the basis of the information given to us, the characteristics, the essential terms and conditions as well as the reasons justifying the company's interest in the agreements of which we have been notified or which we have discovered in the course of our mission, without having to rule on their usefulness and validity or to investigate the existence of other agreements. Under the terms of Article R. 225-31 of the French Commercial Code, you are responsible for assessing the benefits arising from these agreements with a view to their approval.

It is also our responsibility, where appropriate, to provide you with the information specified in Article R. 225-31 of the French Commercial Code regarding the implementation, during the financial year, of the agreements already approved by the General Meeting.

We have implemented those procedures that we considered necessary in accordance with the professional standards of the national auditing body (Compagnie National des commissaires aux comptes) relating to this engagement. These procedures consisted in verifying that the information provided to us is consistent with the source documents from which it has been extracted.

AGREEMENTS SUBMITTED TO THE GENERAL MEETING FOR APPROVAL

Agreements authorised and entered into during the financial year

Pursuant to Article L. 225-40 of the French Commercial Code, we have been notified of the following agreements entered into during the past financial year which were authorized by your Board of Directors.

| Company concerned | Purpose | Amountt | Person(s) concerned | Motivation |
|---|--|----------------|--------------------------|--|
| INTERKADRA S.p. Z.o.o. (Poland) | First demand guarantee under the credit lines granted (PLN 12,000,000) up to 120%. Guarantee authorised by decision of 4 June 2025) | PLN 14,400,000 | Monsieur Victorien Vaney | Authorisation of the integration of GRUPA IK s.p. Z.o.o. to the first demand guarantee under the credit line granted to the Polish subsidiary Interkadra S.p. Z.o.o. |
| SYNACO GLOBAL RECRUITMENT PTY (Australia) | Renewal of the guarantee under the credit lines granted (AUD 25,500,000) up to 110% of the credit (renewal by decision of June 4, 2025 of the guarantee authorized in 2024). | AUD 31,350,000 | Monsieur Victorien Vaney | Renewal of guarantee in connection with the lines of credit granted to the Australian subsidiary SYNACO GLOBAL RECRUITMENT to take into account the acquisition of the assets of IPA Personnel Services and renewal of guarantees. |

AGREEMENTS ALREADY APPROVED BY THE GENERAL ASSEMBLY

Agreements approved in prior years

a) Continued to be implemented during the financial year

Pursuant to Article R. 225-30 of the French Commercial Code, we have been advised that the following agreements and commitments, which were approved by the General Meeting in prior years, remained in force during the year:

| Company concerned | Purpose | Amount | Person(s) concerned |
|--|--|---|----------------------|
| SYNACO GLOBAL RECRUITMENT PTY (Australia) | Guarantee under the credit lines granted (AUD 25,500,000) up to 110% of the credit. | AUD 31,350,000 | V. Vaney |
| SYNERGIE PROPERTY | Guarantee in connection with a loan for the acquisition of an immovable property | €2,703,706 | V. Vaney |
| SYNERGIE PROPERTY | Guarantee in the context of a loan for the acquisition of real estate | €2,025,477 | V. Vaney |
| SYNERGIE PROPERTY | Mortgage guarantee | €0 Refunded in the 2025 financial year | V. Vaney |
| DCS EASYWARE | Guarantee in connection with a CIC loan for the acquisition of a group of companies under Spanish law | €0 Refunded in the 2025 financial year | V. Vaney |
| DCS EASYWARE | Guarantee in connection with a CRCA loan for the acquisition of a group of companies under Spanish law | €707,898 | V. Vaney |
| SYNERGIE TEMPORARY HELP (Slovakia) | Current account contribution equivalent to equity | €60,000 | V. Vaney |
| SYNERGIE BELGIUM (Belgium) | Mortgage guarantee | €0 Refunded in the 2025 financial year | V. Vaney |
| SYNERGIE INTERNATIONAL EMPLOYMENT SOLUTIONS (Spain) | Guarantee in connection with a loan for the acquisition of an immovable property | €0 Refunded in the 2025 financial year | V. Vaney J. Vaney |
| SYNERGIE TT EMPRESA DE TRABAJO TEMPORAL (Spain) | Guarantee in connection with a loan for the acquisition of an immovable property | Interest at the 1- month EURIBOR rate + 0.8% from €250,000 with a minimum of 0.8% | V. Vaney |
| SYNERGIE ETT (Portugal) | Current account advance agreement partially blocked and unremunerated | Interest at the 1- month EURIBOR rate + 0.8% from €250,000 with a minimum of 0.8% | V. Vaney |
| SYNERGIE ETT EMPRESA DE TRABALHO TEMPORÁRIO (Portugal) | First demand guarantee in favour of BNP Paribas Fortis Bank as a guarantee for the repayment of the loan granted | €300,000 | V. Vaney |

b) No implementation in the financial year

We have also been advised of the following agreements and commitments, which were approved by the General Meeting in prior years but which remained in force during the year.

| Company concerned | Purpose | Amountt | Person(s) concerned |
|---|---|------------|---------------------|
| DIALOGUE & COMPETENCES (Following the merger with EURYDICE PARTNERS) | Debt Write-Off Agreement with Better Fortune Clause | €1,724,000 | V. Vaney |
| SYNERGIE EXECUTIVE | Debt Write-Off Agreement with Better Fortune Clause | €715,170 | V. Vaney |

Neuilly-sur-Seine and Paris La Défense, April 17, 2026

The Statutory Auditors

Grant Thornton
French member of
Grant Thornton International

Laurent Bouby
Partner

KPMG S.A.

Grégoire Menou Geoffroy Muselier
Associate Partner

RESOLUTIONS SUBMITTED TO THE COMBINED ORDINARY AND EXTRAORDINARY SHAREHOLDERS' MEETING OF 4 JUNE 2026

RESOLUTIONS FOR THE ORDINARY SHAREHOLDERS' MEETING

FIRST RESOLUTION

(Approval of the corporate financial statements for the year ended 31 December 2025)

The Shareholders' Meeting, voting under the quorum and majority conditions required for ordinary shareholders' meetings, after taking due note of the Board of Directors' management report, the Board of Directors' corporate governance report and the Statutory Auditors' report, approves the Company's corporate financial statements for the year ended 31 December 2025 as presented, showing a net profit of €33,708,385.47, and the transactions reflected in these financial statements and summarised in these reports.

The Shareholders' Meeting also approves the expenses and charges referred to in Article 39-4 of the French General Tax Code, amounting to €415,844 for the year ended 31 December 2025, and the corresponding tax of €103,961.

SECOND RESOLUTION

(Approval of the consolidated financial statements for the year ended 31 December 2025)

The Shareholders' Meeting, voting under the quorum and majority conditions required for ordinary shareholders' meetings, after taking due note of the Board of Directors' management report, the Board of Directors' corporate governance report and the Statutory Auditors' report, approves the Company's consolidated financial statements for the year ended 31 December 2025 as presented, showing a consolidated net profit of €54,205,955.09, and the transactions reflected in these financial statements and summarised in these reports.

THIRD RESOLUTION

(Allocation of profit for the year ended 31 December 2025)

The Shareholders' Meeting, voting under the quorum and majority conditions required for ordinary shareholders' meetings, approves the proposal of the Board of Directors and resolves to allocate the net profit for the financial year of €33,708,385.47 as follows:

| | |
|---------------------------------------|-----------------|
| Profit for the year | €33,708,385.47 |
| Retained earnings from previous years | €421,619,531.63 |
| Available profit | €455,327,917.10 |
| Reserve for treasury shares | €(8,583,413.57) |
| Distributable profit | €446,744,503.53 |
| Dividend | €14,617,200.00 |
| Retained earnings | €432,127,303.53 |

A dividend of €0.60 will be distributed for each of the 24,362,000 shares that make up the share capital.

This dividend will be paid out on 1 July 2026.

Treasury shares held by the Company on the dividend payment date are not entitled to payment of the dividend. Any dividends not paid on these shares will be allocated to "retained earnings".

In accordance with the provisions of Article 243 bis of the French General Tax Code, the Shareholders acknowledge that the report as presented states that this dividend payment is eligible, for individuals domiciled in France for tax purposes, to the 40% tax allowance referred to in Article 158-3-2° of the French General Tax Code, where the shareholder has globally and expressly opted for taxation under the general regime at the progressive income tax scale, and will in any event be subject to the non-definitive flat-rate withholding tax of 12.8%.

It is specified in this regard that:

- since 1 January 2018, income from investment, and in particular dividends, received by taxpayers resident in France for tax purposes is subject, based on the option selected in their tax return:
 - either to payment of the single flat-rate deduction of 12.8% in the year following payment of the dividends (not taking into account the 40% allowance and after the non-definitive flat-rate deduction, where relevant, on payment of the dividend);
 - either, by a global and express option (for distributions made from 1 January 2026), subject to income tax at progressive rates after application of a 40% allowance and deduction of the non-definitive flat-rate withholding tax effected, if applicable, at the time of payment of the dividend;
- in any case, dividends and similar payments are subject upon payment to:
 - (i) social security contributions at the overall rate of 18.6% from 1 January 2026; and
 - (ii) a non-definitive flat-rate withholding tax, the rate of which is aligned with the single flat-rate withholding tax, at 12.8%, as an advance payment.

Taxpayers who receive a dividend and whose reference taxable income for the previous year is below (i) €50,000 (for a person who is single, divorced or widowed) or (ii) €75,000 (for persons subject to joint taxation) retain the right to request exemption from the non-definitive flat-rate withholding tax.

The Shareholders' Meeting notes that the dividends paid during the last three financial years were as follows:

| Financial year | Overall dividend | Unit dividend amount |
|----------------|------------------|----------------------|
| 31/12/2022 | €19,489,600 | €0.80 |
| 31/12/2023 | €0 | €0 |
| 31/12/2024 | €12,181,000 | €0.50 |

FOURTH RESOLUTION

(Approval of related-party agreements governed by Articles L.225-38 et seq. of the French Commercial Code authorised during the year ended 31 December 2025)

The Shareholders' Meeting, voting under the quorum and majority conditions required for ordinary shareholders' meetings and after taking due note of the Statutory Auditors' special report on the agreements referred to in Articles L.225-38 et seq. of the French Commercial Code, approves the agreements referred to in the Statutory Auditors' report, and the terms set out in that report.

FIFTH RESOLUTION

(Approval of the remuneration policy for corporate officers in accordance with Article L.22-10-8 of the French Commercial Code)

The Shareholders' Meeting, having fulfilled the quorum and majority conditions required for ordinary shareholders' meetings, pursuant to Article L.22-10-8 of the French Commercial Code and having noted the Board of Directors' report and the corporate governance report prepared in accordance with Article L.225-37 of the French Commercial Code, approves the remuneration policy concerning corporate officers, as presented in the corporate governance report.

SIXTH RESOLUTION

(Approval of the remuneration policy for the Chair and Chief Executive Officer in accordance with Article L.22-10-8 of the French Commercial Code)

The Shareholders' Meeting, voting under the quorum and majority conditions required for ordinary shareholders' meetings, pursuant to Article L.22-10-8 of the French Commercial Code and after taking due note of the Board of Directors' report and the corporate governance report prepared in accordance with Article L.225-37 of the French Commercial Code, approves the remuneration policy for the Chair and Chief Executive Officer, as presented in the corporate governance report.

SEVENTH RESOLUTION

(Approval of the remuneration policy concerning the Deputy Chief Executive Officer(s) in accordance with Article L.22-10-8 of the French Commercial Code)

The Shareholders' Meeting, voting under the quorum and majority conditions required for ordinary shareholders' meetings, pursuant to Article L.22-10-8 of the French Commercial Code and after taking due note of the Board of Directors' report and the corporate governance report prepared in accordance with Article L.225-37 of the French Commercial Code,

approves the remuneration policy for the Deputy Chief Executive Officer(s), as presented in the corporate governance report.

EIGHTH RESOLUTION

(Approval of the remuneration policy for the Directors in accordance with Article L.22-10-8 of the French Commercial Code)

The Shareholders' Meeting, voting under the quorum and majority conditions required for ordinary shareholders' meetings, pursuant to Article L.22-10-8 of the French Commercial Code and after taking due note of the Board of Directors' report and the corporate governance report prepared in accordance with Article L.225-37 of the French Commercial Code, approves the remuneration policy for the Directors, as presented in the corporate governance report.

NINTH RESOLUTION

(Approval of the information relating to the remuneration of the corporate officers referred to in Articles L.22-10-34 and L.22-10-9 of the French Commercial Code)

The Shareholders' Meeting, having fulfilled the quorum and majority conditions required for ordinary shareholders' meetings, pursuant to Articles L.22-10-34 and L.22-10-9 of the French Commercial Code and having noted the Board of Directors' report and the corporate governance report prepared in accordance with Article L.225-37 of the French Commercial Code, including the report on the remuneration of the Company's corporate officers, approves the said information, as presented in the corporate governance report.

TENTH RESOLUTION

(Approval of the different components of remuneration paid or awarded to Victorien Vaney for the financial year ended 31 December 2025)

The Shareholders' Meeting, voting under the quorum and majority conditions required for ordinary shareholders' meetings, after taking due note of the Board of Directors' report and the corporate governance report, approves, in accordance with Article L.22-10-34 II of the French Commercial Code, the fixed, variable and non-recurring components of the total remuneration and benefits in kind paid or awarded for the financial year ended 31 December 2025 to Victorien Vaney in his capacity as Chair and Chief Executive Officer, as presented in the corporate governance report.

ELEVENTH RESOLUTION

(Renewal of the term of office of HB Collector as a Director)

The Shareholders' Meeting, having fulfilled the quorum and majority conditions required for ordinary shareholders' meetings, on the proposal of the Board of Directors, decides to reappoint HB Collector as a Director for another six-year period, until the end of the shareholders' meeting that will be convened in 2032 to approve the financial statements for the financial year ended 31 December 2031.

TWELFTH RESOLUTION**(Renewal of the term of office of Vera Cvijetic Boissier as a Director)**

The Shareholders' Meeting, having fulfilled the quorum and majority conditions required for ordinary shareholders' meetings, on the proposal of the Board of Directors, decides to reappoint Vera Cvijetic Boissier as a Director for another six-year period, until the end of the shareholders' meeting that will be convened in 2032 to approve the financial statements for the financial year ended 31 December 2031.

THIRTEENTH RESOLUTION**(Authorisation to be granted to the Board of Directors to proceed with the buyback by the Company of its own shares)**

The Shareholders' Meeting, voting under the quorum and majority conditions required for ordinary shareholders' meetings, after taking due note of the Board of Directors' report, pursuant to Articles L.22-10-62 and L.225-210 et seq. of the French Commercial Code, authorises the Board of Directors, with the authority to sub-delegate, for a period of 18 months from the date of this Shareholders' Meeting, to purchase, on one or more occasions and at times that it deems appropriate, shares of the Company up to a limit of 10% of the number of shares making up the share capital, i.e. 2,436,200 shares based on the current share capital, it being specified that the maximum percentage of shares acquired by the Company under the buyback with a view to holding them and using them at a later date for exchange in a merger, demerger or contribution transaction is limited to 5% of the share capital in accordance with legal requirements.

This authorisation will enable the Company to, in decreasing order of importance:

- ensure market-making on the secondary market or liquidity for SYNERGIE shares through an investment services provider acting independently under a liquidity contract, pursuant to an ethical charter recognised by the French financial market authority (Autorité des marchés financiers – AMF), or
- award free shares in the Company pursuant to the provisions of Articles L.225-197-1 et seq. and L.22-10-59 et seq. of the French Commercial Code (or any similar plan) to certain categories of employees of the Company and related companies or economic interest groupings pursuant to the applicable laws and regulations, or
- more generally, honour obligations under ordinary share allocation plans to eligible employees and/or corporate officers of the Company or a related company, notably in the context of their fixed and/or variable remuneration, or
- retain the shares acquired for use at a later stage as part of an exchange or payment in the context of potential external growth transactions, or

- reduce the Company's share capital by cancelling shares, within the limits of the law, or
- more generally, implement any transaction or market practice that is or comes to be permitted by the market authorities.

The Shareholders' Meeting resolves that the maximum purchase price per share will be €60 (excluding acquisition costs). This maximum purchase price may, however, be adjusted by the Board of Directors in the event of changes in the par value of the shares, capital increases through incorporation of reserves or other assets, free share awards, and any other transactions affecting shareholders' equity, to take account of the effect of these transactions on the share value.

The maximum theoretical amount for the completion of the share buyback programme covered by this resolution is set at €146,172,000 based on the current share capital of 2,436,200 shares, financed either through the Company's own resources or through external short or medium-term financing.

Share purchases may be carried out by any means, including on the market or over the counter, and at any time, in compliance with the regulations in force.

However, the Company undertakes not to use derivatives (options, negotiable bills, etc.). The part of the buyback programme that may be conducted through block trading may represent the entire programme.

This authorisation may be used, including during public purchase offers, within the limits permitted under the applicable stock market regulations.

The Shareholders' Meeting hereby grants all powers to the Board of Directors, with the authority to subdelegate to the Chair and Chief Executive Officer, to place any stock market orders, conclude any agreements, carry out all formalities and, generally speaking, do what is necessary to ensure the application of this authorisation, and in particular to set forth the conditions and procedures, where applicable, for the protection of the rights of holders of securities giving access to the existing capital, share subscription and share purchase options, or share allocation rights in accordance with the legal, regulatory and contractual provisions in force.

The Board of Directors shall report to the Ordinary Shareholders' Meeting every year on the transactions carried out in the context of this authorisation.

The Shareholders' Meeting also notes that under this authorisation, any previous powers granted for the same purpose shall cease to apply.

RESOLUTIONS FOR THE EXTRAORDINARY SHAREHOLDERS' MEETING

FOURTEENTH RESOLUTION

(Delegation of authority to be granted to the Board of Directors to reduce the share capital through the cancellation of treasury shares)

The Shareholders' Meeting, voting under the quorum and majority conditions required for extraordinary shareholders' meetings and after taking due note of the Board of Directors' report and the Statutory Auditors' report, and pursuant to Article L.22-10-62 of the French Commercial Code, authorises the Board of Directors to cancel, at its own discretion, on one or more occasions, up to a limit of 10% of the share capital, the shares purchased or held under the authorisation granted by the Shareholders' Meeting in its thirteenth resolution, and to reduce the share capital correspondingly.

All powers are hereby granted to the Board of Directors, with the authority to sub-delegate, to carry out the transactions necessary for such cancellations and the corresponding reductions in the share capital, to consequently amend the Company's Articles of Association and to complete the necessary formalities.

This authorisation is granted for a period of twenty-four (24) months from the date of this Shareholders' Meeting. Under this authorisation, any previous powers granted for the same purpose shall cease to apply as of this date.

RESOLUTION FOR THE ORDINARY SHAREHOLDERS' MEETING

FIFTEENTH RESOLUTION

(Powers to perform formalities)

The Shareholders' Meeting, voting under the quorum and majority conditions required for ordinary shareholders' meetings, hereby confers full powers on the bearer of an original, copy or extract of these minutes to carry out all legal and regulatory formalities.

CONSOLIDATED FINANCIAL STATEMENTS

OF THE SYNERGIE GROUP

| | |
|--|------------|
| FINANCIAL DATA | 155 |
| 155 Consolidated balance sheet | |
| 156 Consolidated statement of net income and other comprehensive income | |
| 157 Consolidated statement of cash flows | |
| 158 Consolidated statement of changes in shareholders' equity | |
| 159 Notes to the consolidated financial statements | |
| STATUTORY AUDITORS' REPORT ON THE ANNUAL FINANCIAL STATEMENTS | 184 |

FINANCIAL DATA

1 CONSOLIDATED BALANCE SHEET

| ASSETS - In € thousands | Notes | 31/12/2025 | 31/12/2024 |
|--------------------------------|-------|------------------|------------------|
| Goodwill | 4 | 122,009 | 127,174 |
| Other intangible assets | 5 | 41,383 | 40,044 |
| Property, plant and equipment | 6 | 58,828 | 59,203 |
| Rights of use of leased assets | 7.1 | 80,917 | 73,652 |
| Non-current financial assets | 8 | 7,871 | 6,326 |
| Deferred tax assets | 20.3 | 3,843 | 4,702 |
| NON-CURRENT ASSETS | | 314,850 | 311,100 |
| Trade receivables | 9 | 693,909 | 655,562 |
| Current tax assets | | 6,627 | 17,325 |
| Other current assets | | 117,225 | 102,635 |
| Cash and cash equivalents | 10 | 439,053 | 401,009 |
| CURRENT ASSETS | | 1,256,814 | 1,176,532 |
| TOTAL ASSETS | | 1,571,664 | 1,487,632 |

| LIABILITIES - In € thousands | Notes | 31/12/2025 | 31/12/2024 |
|---|-------|------------------|------------------|
| Share capital | 11 | 121,810 | 121,810 |
| Additional paid-in capital | | 12,181 | 12,181 |
| Treasury shares | | (39,078) | (30,495) |
| Translation reserves | | 2,985 | 2,956 |
| Other consolidated reserves | | 601,876 | 549,960 |
| Net profit for the year | | 54,215 | 63,139 |
| SHAREHOLDERS' EQUITY - GROUP SHARE | | 753,989 | 719,552 |
| Non-controlling interests | | 47 | 55 |
| SHAREHOLDERS' EQUITY | | 754,036 | 719,607 |
| Provisions for employee benefits | 12 | 11,713 | 11,431 |
| Non-current borrowings | 14 | 5,198 | 8,884 |
| Non-current lease liabilities | 7.2 | 61,277 | 55,950 |
| Deferred tax liabilities | 20.3 | 5,335 | 6,093 |
| Other non-current liabilities | | 10,000 | 30,229 |
| NON-CURRENT LIABILITIES | | 93,524 | 112,587 |
| Provisions | 13 | 3,538 | 3,498 |
| Current borrowings | 14 | 10,317 | 15,666 |
| Current lease liabilities | 7.2 | 19,990 | 17,762 |
| Bank overdrafts | 10 | 25,058 | 14,056 |
| Trade payables | 15 | 45,504 | 36,787 |
| Current tax liabilities | | 3,186 | 16,078 |
| Other tax and social security payables | 16 | 559,450 | 532,555 |
| Other current liabilities | 16 | 57,061 | 19,035 |
| CURRENT LIABILITIES | | 724,103 | 655,437 |
| TOTAL LIABILITIES | | 1,571,664 | 1,487,632 |

2 CONSOLIDATED STATEMENT OF NET INCOME AND OTHER COMPREHENSIVE INCOME

| <i>In € thousands</i> | Notes | 2025 | 2024 |
|---|-------|------------------|------------------|
| REVENUE | 17 | 3,241,167 | 3,184,936 |
| Income from ancillary activities | | 11,113 | 10,297 |
| Personnel costs | 18 | (2,925,196) | (2,861,757) |
| External expenses | | (124,817) | (125,366) |
| Taxes | | (63,304) | (73,076) |
| Depreciation of operating fixed assets | 24 | (31,793) | (26,849) |
| Charges to provisions net of reversals | 24 | (1,276) | (2,919) |
| Other current operating income and expenses | | (3,293) | (1,563) |
| CURRENT OPERATING PROFIT BEFORE AMORTISATION OF INTANGIBLE ASSETS ARISING FROM BUSINESS COMBINATIONS | | 102,603 | 103,703 |
| Amortisation of intangible assets arising from business combinations | 24 | (5,306) | (5,745) |
| CURRENT OPERATING PROFIT | | 97,297 | 97,959 |
| Other operating income and expenses | 18.2 | (8,006) | (2,390) |
| OPERATING PROFIT | | 89,291 | 95,569 |
| Income from cash and cash equivalents | | 7,158 | 11,804 |
| Cost of gross financial debt | | (4,334) | (4,677) |
| COST OF NET FINANCIAL DEBT | 19 | 2,824 | 7,126 |
| Other financial income and expenses | 19 | (1,954) | 224 |
| FINANCIAL RESULT | | 870 | 7,350 |
| NET PROFIT BEFORE TAX | | 90,160 | 102,919 |
| Income tax | 20 | (35,955) | (35,797) |
| NET PROFIT | | 54,206 | 67,122 |
| of which attributable to the Group | | 54,215 | 63,139 |
| of which attributable to non-controlling interests | | (9) | 3,983 |
| EARNINGS PER SHARE (IN EUROS) | 21 | 2.37 | 2.70 |
| DILUTED EARNINGS PER SHARE (IN EUROS) | 21 | 2.37 | 2.70 |

| <i>In € thousands</i> | 2025 | 2024 |
|---|---------------|---------------|
| NET PROFIT | 54,206 | 67,122 |
| Translation adjustments | 29 | 345 |
| OTHER COMPREHENSIVE INCOME THAT MAY BE RECYCLED TO PROFIT OR LOSS | 29 | 345 |
| Revaluation of net defined benefit liabilities (assets) (after tax) | 136 | (505) |
| OTHER COMPREHENSIVE INCOME THAT CANNOT BE RECYCLED TO PROFIT OR LOSS | 136 | (505) |
| OTHER COMPREHENSIVE INCOME | 165 | (160) |
| COMPREHENSIVE INCOME | 54,371 | 66,962 |
| of which attributable to the Group | 54,380 | 62,979 |
| of which attributable to non-controlling interests | (9) | 3,983 |

3 CONSOLIDATED STATEMENT OF CASH FLOWS

| <i>In € thousands</i> | Notes | 2025 | 2024 |
|--|-------|-----------------|-----------------|
| NET PROFIT | | 54,206 | 67,122 |
| Depreciation, amortisation and impairments | 24 | 37,099 | 32,593 |
| Net additions to (reversals of) provisions | 24 | 5,974 | 2,919 |
| Other non-cash or non-operating expenses and income | | 758 | (1,140) |
| Net financial result recognised | 19 | (870) | (7,350) |
| Tax expense (including deferred tax) recognised | | 35,955 | 35,797 |
| CASH FLOW BEFORE TAX | | 133,122 | 129,941 |
| Tax paid | | (39,484) | (38,947) |
| CASH FLOW | | 93,638 | 90,994 |
| Change in working capital requirement | 23 | (554) | (17,563) |
| NET CASH FLOW FROM OPERATING ACTIVITIES | | 93,084 | 73,431 |
| Net cash outflows on acquisitions of property, plant and equipment and intangible assets | 5 & 6 | (14,834) | (9,804) |
| Net cash outflows on equity investments and other financial fixed assets | | (1,036) | (28,260) |
| CASH FLOW FROM INVESTING ACTIVITIES | | (15,871) | (38,064) |
| Dividends paid to parent company shareholders | | (11,431) | - |
| Purchases of treasury shares | | (8,583) | (11,915) |
| Bond issues | | 69 | 1,943 |
| Loan repayments | 14 | (8,391) | (3,544) |
| Repayment of lease liabilities | 7.2 | (25,554) | (20,585) |
| Income from cash and equivalents | | 7,158 | 11,297 |
| Interest paid and other financial expenses disbursed | | (3,100) | (2,464) |
| Other impacts of financing activities | | - | 9,956 |
| CASH FLOW FROM FINANCING ACTIVITIES | | (49,833) | (15,312) |
| Impact of changes in exchange rates | | (338) | 438 |
| CHANGE IN NET CASH AND CASH EQUIVALENTS | | 27,043 | 20,493 |
| Cash and cash equivalents at the start of the year | 10 | 386,953 | 366,459 |
| Cash and cash equivalents at the end of the year | 10 | 413,996 | 386,953 |

4 CONSOLIDATED STATEMENT OF CHANGES IN SHAREHOLDERS' EQUITY

| <i>In € thousands</i> | Share capital | Additional paid-in capital | Treasury shares | Translation reserves | Other consolidated reserves | Net profit | Total Group share | Non-controlling interests | Total shareholders' equity |
|---|----------------|----------------------------|-----------------|----------------------|-----------------------------|---------------|-------------------|---------------------------|----------------------------|
| SITUATION AT 01/01/2024 | 121,810 | 12,181 | (18,580) | 2,612 | 462,485 | 74,870 | 655,378 | 3,881 | 659,260 |
| Net earnings for the period | - | - | - | - | - | 63,139 | 63,139 | 3,983 | 67,122 |
| Other comprehensive income | - | - | - | 345 | (505) | - | (160) | - | (160) |
| TOTAL COMPREHENSIVE INCOME FOR THE YEAR | - | - | - | 345 | (505) | 63,139 | 62,978 | 3,983 | 66,962 |
| Appropriation of net earnings | - | - | - | - | 74,870 | (74,870) | - | - | - |
| Transactions involving treasury shares | - | - | (11,915) | - | (40) | - | (11,955) | - | (11,955) |
| Purchase of minority interests in controlled subsidiaries | - | - | - | - | 13,426 | - | 13,426 | (7,809) | 5,617 |
| Other changes | - | - | - | - | (276) | - | (276) | - | (276) |
| SITUATION AT 31/12/2024 | 121,810 | 12,181 | (30,494) | 2,956 | 549,960 | 63,139 | 719,552 | 55 | 719,607 |
| SITUATION AT 01/01/2025 | 121,810 | 12,181 | (30,494) | 2,956 | 549,960 | 63,139 | 719,552 | 55 | 719,607 |
| Net earnings for the period | - | - | - | - | - | 54,215 | 54,215 | (9) | 54,206 |
| Other comprehensive income | - | - | - | 29 | 136 | - | 165 | - | 165 |
| TOTAL COMPREHENSIVE INCOME FOR THE YEAR | - | - | - | 29 | 136 | 54,215 | 54,380 | (9) | 54,371 |
| Appropriation of net earnings | - | - | - | - | 63,139 | (63,139) | - | - | - |
| Dividends | - | - | - | - | (11,431) | - | (11,431) | - | (11,431) |
| Transactions involving treasury shares | - | - | (8,583) | - | 57 | - | (8,526) | - | (8,526) |
| Purchase of minority interests in controlled subsidiaries | - | - | - | - | - | - | - | - | - |
| Other changes | - | - | - | - | 15 | - | 14 | - | 15 |
| SITUATION AT 31/12/2025 | 121,810 | 12,181 | (39,078) | 2,985 | 601,876 | 54,215 | 753,989 | 47 | 754,036 |

5 NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

LEGAL DATA

- Company name: SYNERGIE
- Trade and Companies Register no.: 329 925 010 RCS Nanterre - France
- Registered office: 160 Bis rue de Paris - 92100 Boulogne-Billancourt
- Legal form: A European Company
- SYNERGIE is listed in compartment B of Euronext Paris, the European regulated market of Euronext.

The Group's main corporate purpose is as follows:

- the provision, in France and abroad, of temporary staff of all kinds and with all types of skills to all interested establishments or persons;

- placement activity, as defined by the legislation in force, and more generally any activity involving the provision of employment services in which temporary employment agencies are legally permitted to engage;
- the activity of umbrella company employment, as defined and permitted by the legislation in force;
- any activity as a job-sharing agency and more generally any activity in which job-sharing agencies are permitted to engage by law; and
- any activity in which temporary employment agencies are legally permitted to engage;
- assisting companies in analysing their staffing needs and consultancy, management and support services in relation to human resources.

Note 1 Accounting principles and methods

1.1 Basis for preparation of the consolidated financial statements

Pursuant to the European regulation of July 2002, the accounting policies adopted for the preparation and presentation of the Group's consolidated financial statements at 31 December 2025 comply with IFRS accounting standards and interpretations as adopted by the European Union at that date.

These accounting policies are the same as those used to prepare the consolidated financial statements for the year ended 31 December 2024, with the exception of the standards and/or amendments to standards described below, which have been adopted by the European Union and are mandatory from 1 January 2025.

In 2025, the Group also made a number of improvements to the presentation of its consolidated financial statements, with the aim of making them clearer and more compliant with accounting standards.

These changes include in particular:

- the presentation of current tax assets and liabilities on two separate balance sheet lines;

- the distinction between interest expense and income and between tax recognised and paid in the cash flow statement,
- a clearer presentation of the statement of changes in equity.

Where appropriate, they have been applied symmetrically over the comparative period.

The consolidated financial statements of the Synergie Group cover the 12-month period from 1 January 2025 to 31 December 2025 and are presented in thousands of euros (€k). In some cases, rounding to the nearest thousand euros may result in immaterial discrepancies in the totals and subtotals shown in the tables.

The consolidated financial statements were approved by Synergie's Board of Directors on 1 April 2026 and will be submitted for approval to the Shareholders' Meeting on 4 June 2026.

1.2 Accounting principles and methods applicable to the consolidated financial statements

The consolidated financial statements for the period ended 31 December 2025 have been prepared using the same accounting policies as those applied for the financial year ended 31 December 2024.

The following amendments and interpretations, which came into force on 1 January 2025, have been adopted by the Group. The adoption of the amendments to IAS 21 relating to lack of exchangeability had no significant impact on the consolidated financial statements.

The Group has not anticipated any of the new amendments mentioned below that could affect it and whose application is not mandatory on 1 January 2025:

- Amendments to IFRS 9 and IFRS 7 - "Amendments to the classification and measurement of financial instruments"
- Amendments to IFRS 9 and IFRS 7 - "Contracts referencing nature-dependent electricity"
- Annual Improvements Volume 11 - "Annual improvements to IFRS 1, IFRS 7, IFRS 9, IFRS 10 and IAS 7"
- IFRS 18 - "Presentation and disclosure in financial statements"
- IFRS 19 - "Subsidiaries without public accountability"
- Amendments to IAS 21 - "Translation to a hyperinflationary presentation currency"

Synergie is currently assessing the impact of applying IFRS 18 on the presentation of its consolidated financial statements and will not apply this new standard early.

The Group does not anticipate any significant impact arising from the implementation of the other standards and amendments set out above.

1.3 Main judgements and estimates

The preparation of financial statements in accordance with IFRS requires the use of estimates and assumptions that affect the amounts reported in the financial statements.

These estimates are based on a going concern assumption and are prepared on the basis of the information available at the time of preparing this document. They may be revised if the circumstances on which they were based change or if new information becomes available. Actual results may differ from these estimates.

In the preparation of these financial statements, management has exercised its judgement using the information available to it to estimate the following items:

Valuations used for impairment tests

The assumptions and estimates used to determine the recoverable amount of goodwill and property, plant and equipment relate in particular to the business outlook required to measure cash flows and the discount rates used. Any change in these assumptions could have a material impact on the recoverable amount. The main assumptions used by the Group are described in Note 4.

Valuation of provisions for liabilities and charges

The amount of provisions is determined as accurately as possible by management on the basis of available information, past experience and, in some cases, expert estimates.

Valuation of pension commitments

The Group participates in defined benefit and defined contribution pension schemes. For defined benefit plans, commitments are calculated using the projected unit credit actuarial method, based on assumptions such as the discount rate, future salary increases, staff turnover and mortality tables.

These commitments are subject to change in the event of a change in assumptions, most of which are updated annually. The assumptions used and the methods used to determine them are described in Note 14 "Provisions for employee benefits". The Group believes that the actuarial assumptions used are appropriate and justified in the current circumstances.

1.4 Conversion of the financial statements of foreign subsidiaries whose functional currency is not the euro

Synergie's financial statements are presented in euros.

The financial statements of foreign subsidiaries whose functional currency is not the euro are translated into euros at the exchange rates prevailing at the end of the financial year for balance sheet items and at the average exchange rates for the year for income statement items, provided that these rates are not affected by

Measuring the fair value of identifiable assets and liabilities acquired in a business combination

Business combinations are accounted for in accordance with IFRS 3 "Business combinations" and IFRS 10 "Consolidated financial statements". When the Group acquires control of a company, the impact of the business combination is measured and recognised using the purchase method.

Assets and liabilities are measured at fair value at the acquisition date, with the exception of those falling within the scope of IAS 12 "Income taxes", acquired leases and, where applicable, IAS 19 "Employee benefits". Measuring the fair value of identifiable assets and liabilities requires the use of assumptions and estimates.

As part of its climate action strategy, the Group has identified and assessed its main risks and opportunities related to climate change, drawing in particular on the ACT Pas à Pas programme, developed jointly by ADEME (French Environment and Energy Management Agency), the CDP (Carbon Disclosure Project) and the WBA (World Benchmarking Alliance), and supported by the United Nations. This analysis distinguishes, firstly, between physical risks linked to the intensification of climate hazards (extreme events, heatwaves, operational disruptions) that are likely to result in additional costs for prevention, adaptation and remediation, and, secondly, transition risks, associated with changes in the regulatory framework, market expectations and practices, which may have financial, strategic and reputational impacts in the event of insufficient adaptation. The results of these analyses form the basis for the Group's decarbonisation plan and help to inform strategic thinking on adapting business activities and managing climate-related risks.

Against this backdrop, the Group has embarked on a programme to reduce its greenhouse gas emissions, with the aim of following a reference pathway aligned with the objectives of the Paris Agreement, focusing on three key areas: employee mobility, the use of buildings and the working environment, and responsible purchasing.

significant exchange rate fluctuations. The difference between the balance sheet at the start and end of the period, as well as the difference arising from the application of these exchange rates to the result, is recognised in consolidated reserves under the heading "translation reserves" until these entities are sold. In such cases, these translation differences are recognised either in the income statement if the transaction

results in a loss of control, or directly in changes in shareholders' equity if it involves a change in minority interests without a loss of control.

Note 2 Acquisitions of equity interests and changes in scope of consolidation

There were no significant changes in the Group's scope of consolidation in 2025.

2.1 Summary of the main changes in the scope of consolidation in 2024

Purchase of non-controlling interests in SYNERGIE Italia

On 19 November 2024, the Group exercised the call option granted to it in 2021 by the minority shareholder of this subsidiary on all the shares it held, representing 15% of the capital and voting rights of this subsidiary.

Under the terms of the agreement, the exercise price of €50 million was paid in an initial instalment of €20 million in financial year 2024, with the balance to be paid in two instalments in 2026 and 2027, amounting to €20 million and €10 million respectively. However, payment of the final instalment was made subject to a price adjustment clause under certain conditions, which could also have an impact on the due date.

Insofar as Synergie already controlled Synergie Italia, this agreement constituted a transaction between shareholders within the meaning of IFRS 10. Consequently, the favourable difference between the exercise price and the fair value attributed by the Group to this option was recorded within consolidated shareholders' equity, in the amount of €5.6 million.

Since that date, Synergie has held 100% of the capital and voting rights of Synergie Italia, which in turn is the sole shareholder of the subsidiary Synergie HR Solutions.

Note 3 Significant events in the financial year

Accounting treatment of the new taxes introduced by French 2025 Finance Act

Section 48 of the 2025 Finance Act introduced an exceptional tax on the profits of large companies. This tax is calculated based on the average tax payable in France on subsidiaries for the financial years 2024 and 2025. It falls within the scope of IAS 12 and amounts to €2,211 thousand at 31 December 2025.

However, the Group is not affected by section 95 of the 2025 Finance Act, which introduced a tax on capital reductions resulting from certain share buyback transactions carried out on or after 1 March 2024.

The accretion gain in 2024 recognised in equity attributable to Synergie shareholders against equity attributable to non-controlling interests amounted to nearly €8 million.

Other changes in 2024 consolidation scope

In June 2024, the Group had concluded several transactions that led it to take control of two companies, based in Canada and Luxembourg respectively, and to take over an activity previously carried on by an Australian competitor and now hosted by an ad hoc subsidiary.

These transactions involved a total enterprise value of more than €5 million, paid in full in 2024. Based on the provisional allocation of this amount to the assets and liabilities acquired, the Group recognised goodwill of around €3 million, which was not revised after the 12-month period defined by IFRS 3.

The contribution of these three new business lines to the Group's income statement in 2025 amounted to €51.4 million in revenue and €0.3 million in current operating profit.

6 NOTES TO THE BALANCE SHEET

Note 4 Goodwill and other intangible assets related to goodwill

Accounting principles

Goodwill represents the difference between the purchase price of the acquired business and the Group's share of the fair value of its identifiable assets, liabilities and contingent liabilities at the date of acquisition. The identifiable assets and liabilities of the acquired subsidiary that meet the recognition criteria under IFRS are recognised at their fair value at the acquisition date. Adjustments to the fair values of assets and liabilities acquired in business combinations that were initially recognised on a provisional basis (due to ongoing valuation work or further analysis yet to be carried out) are recognised as retrospective adjustments to goodwill if they arise within 12 months of the acquisition date. After this period, these adjustments are recognised directly in the income statement, unless they relate to the correction of errors.

In the case of an acquisition conferring control with the existence of non-controlling interests, the Group may choose to either recognise goodwill on the entire revalued net assets, including on the share attributable to the non-controlling interests (full goodwill method), or to recognise goodwill on the share acquired (partial goodwill method). This choice is made on a transaction-by-transaction basis.

Goodwill is not amortised, but is tested for impairment as soon as there are indications of impairment, and at least once a year on 31 December of each financial year. Indicators of impairment may include, for example, a shortfall in earnings relative to the budget or a deterioration in the sector environment. For these tests, goodwill is allocated to cash-generating units (CGUs), which are essentially defined on the basis of the countries in which the Group operates. In the event of a loss of value, an irreversible impairment loss is recognised.

Impairment tests are carried out in accordance with IAS 36 "Impairment of assets". This involves comparing the carrying amount of the CGUs with their recoverable amount (the higher of fair value and value in use).

In accordance with IFRS 3, acquisition costs arising from the purchase of a company are recognised as an expense.

4.1 Change in goodwill

As part of this process, the Group verified the five-year business plans drawn up for the 2025 financial year-end based on management's assumptions, in line with macroeconomic forecasts. The sensitivity analysis of the rate used to discount future cash flows was also updated to reflect changes in the market data used to determine this assumption.

Following these analyses, it appears that the UK's business plan has been significantly scaled back. Consequently, an impairment loss was recognised for the

CGU representing the Group's operations in the United Kingdom.

Following the update of cash flow projections for the 2025 financial year, a shortfall compared with previous assumptions was identified for a number of countries, particularly the Germany and Netherlands CGUs. At 31 December 2025, following tests using these new projections, the value in use of the Germany and Netherlands CGU remains higher than their carrying amount.

The breakdown of goodwill on the balance sheet by CGU is as follows:

| CGUS - In € thousand | 31/12/2025 | 31/12/2024 |
|---------------------------|----------------|----------------|
| DCS Group | 39,850 | 39,850 |
| Germany | 30,604 | 30,604 |
| Austria | 11,573 | 11,573 |
| Netherlands | 11,001 | 11,001 |
| France | 7,193 | 7,193 |
| Poland | 9,033 | 8,919 |
| Belgium | 6,493 | 6,493 |
| United Kingdom | - | 4,853 |
| Italy | 2,773 | 2,773 |
| Australia | 1,422 | 1,491 |
| Luxembourg | 1,907 | 1,907 |
| Other CGUs | 160 | 518 |
| TOTAL NET GOODWILL | 122,009 | 127,174 |

It should be noted that the Group's CGUs, like the segment information used by management to monitor operating performance, correspond to the various countries in which Synergie has operating subsidiaries and through which the Group's main businesses (tem-

porary work and human resources consulting) are conducted. However, the DCS Group, which operates mainly in France and Spain, is a separate operating segment due to the specific nature of its digital and IT services business.

The changes in goodwill can be analysed as follows:

| <i>In € thousands</i> | 31/12/2024 | Goodwill recognised during the period | Impairment | Translation adjustment and other items | 31/12/2025 |
|---------------------------|----------------|---------------------------------------|----------------|--|----------------|
| Goodwill | 162,022 | | | (1,464) | 160,558 |
| Impairment losses | (34,848) | | (4,698) | 996 | (38,549) |
| TOTAL NET GOODWILL | 127,174 | - | (4,698) | (468) | 122,009 |

| <i>In € thousands</i> | 31/12/2023 | Goodwill recognised in 2024 | Impairment | Translation adjustment | 31/12/2024 |
|---------------------------|----------------|-----------------------------|------------|------------------------|----------------|
| Goodwill | 157,890 | 3,218 | | 914 | 162,022 |
| Impairment losses | (34,244) | (1) | - | (603) | (34,848) |
| TOTAL NET GOODWILL | 123,646 | 3,217 | - | 311 | 127,174 |

4.2 Impairments of Goodwill

4.2.1 Methodology

The value in use of each CGU is determined using the discounted cash flow method in accordance with the following principles:

- cash flows are derived from the 2026 annual budgets of the CGUs established by local management and approved by Executive Management. A prudent approach was taken in drawing up the 2026 budgets given the current economic uncertainty;
- the cash flow forecast for the next four years is determined by Group Management, taking into account the economic outlook in the regions concerned.
- beyond four years, future cash flow projections are extrapolated using a growth rate to perpetuity of 2%;

- cash flows are discounted using a separate WACC for each CGU. This rate reflects the cost of equity and debt, adjusted for country risks and market conditions. It is calculated using observable market data: risk-free interest rates, equity risk premiums and sector-specific beta coefficients, based on comparable companies (the scope was revised and expanded). This rate corresponds to the rate prior to the application of IFRS 16 restatements.

Discount rates are applied to post-tax cash flows. Their use results in the determination of recoverable amounts comparable to those obtained using a pre-tax rate on pre-tax cash flows, as required by IAS 36.

The assumptions used by CGU regarding the discount rate and the growth rate to perpetuity are as follows for the main CGUs:

| CGU | Discount rate | | Growth rate to perpetuity | |
|----------------|---------------|------------|---------------------------|------------|
| | 31/12/2025 | 31/12/2024 | 31/12/2025 | 31/12/2024 |
| DCS Group | 8.39% | 8.51% | 2.0% | 2.0% |
| Germany | 8.93% | 8.45% | 2.0% | 2.0% |
| Austria | 9.07% | 8.45% | 2.0% | 2.0% |
| Netherlands | 9.06% | 8.45% | 2.0% | 2.0% |
| France | 7.91% | 8.51% | 2.0% | 2.0% |
| Poland | 11.01% | 8.72% | 2.0% | 2.0% |
| Belgium | 10.21% | 8.45% | 2.0% | 2.0% |
| United Kingdom | 8.98% | 8.45% | 2.0% | 2.0% |
| Italy | 9.37% | 9.53% | 2.0% | 2.0% |
| Australia | 8.05% | 8.45% | 2.0% | 2.0% |
| Luxembourg | 8.45% | 8.45% | 2.0% | 2.0% |

4.2.2 Impairment of goodwill

During the financial year, an impairment loss of €4.7 million was recognised for the CGU representing the Group's operations in the United Kingdom. No impairment loss had been recognised as at 31 December 2024.

4.2.3 Sensitivity

A sensitivity analysis was carried out for all the CGUs, by varying the key economic assumptions as follows:

- reduction in the growth rate to perpetuity of 100bp;
- increase in the discount rate of 50bp;

The fair values of the Group's CGUs determined by applying a combined impairment of these two assumptions remain higher than their respective carrying amounts, with the exception of the CGU repre-

senting the Group's operations in the United Kingdom, for which the additional impairment would amount to €1.8 million.

For the CGU comprising the Group's operations in Germany, a cumulative 5.4% decline in revenue or a 105bp reduction in gross margin compared with the plan's assumptions could result in the value in use and the carrying amount of capital employed being in balance.

For the CGU comprising the Group's operations in the Netherlands, a cumulative decline in revenue of 15.8% or a reduction in the gross margin of 55bp compared with the plan's assumptions could result in the value in use and the carrying amount of the capital employed being in balance.

Note 5 Other intangible assets

Accounting principles

Intangible assets are recognised using the historical cost model.

Research costs

In accordance with IAS 38 "Intangible Assets", research costs are expensed in the year in which they are incurred.

Development costs

In order to pursue and develop their activities, each subsidiary must independently carry out development and innovation projects in order to adapt to regulatory changes, meet client expectations, and optimise the management of CV libraries and the performance of the temporary employment payroll/invoicing application. Innovative activities are carried out in relation to IT security and the digital transformation.

Development costs relating to internally developed software are capitalised, provided that all the IAS 38 criteria are met. Other development costs (creation of a non-commercial website, expansion of client base, etc.) are expensed in the year in which they are incurred.

Software is amortised on a straight-line basis over its estimated useful life. Systems design and programming costs, and the costs of establishing user documentation, are regarded as development costs.

Customer relationships

The customer base of the acquired subsidiaries is valued using the discounted cash flow method. The customer base has a definite useful life and is amortised over a period of 10 years.

Brands

Some brands are valued using the discounted cash flow method, while others are valued using the royalty method. This item reflects the brands acquired and operated by the SYNERGIE Group. Brands may or may not be amortised, depending on whether or not they have a definite useful life.

The useful lives applied to concessions, patents and similar rights range from 1 to 5 years.

Impairment of intangible assets

In accordance with IAS 36 "Impairment of assets", the value of property, plant and equipment and intangible assets is tested as soon as there are indications of impairment. This test is carried out at least once a year for assets with an indefinite useful life, a category limited within the Group to brands (excluding goodwill). All brands are allocated to a CGU, which is itself tested as part of the annual impairment test. Impairment losses are recognised under the heading "Impairment of intangible assets arising from acquisitions" in the income statement. They are reversed up to the net carrying amount of the asset as if it had not been impaired (except for goodwill).

Intangible assets break down as follows:

| In € thousands | Customer base | | Brands | | Software and other intangible assets | | Total intangible assets | |
|-------------------------------|---------------|---------------|---------------|---------------|--------------------------------------|--------------|-------------------------|---------------|
| | 31/12/2025 | 31/12/2024 | 31/12/2025 | 31/12/2024 | 31/12/2025 | 31/12/2024 | 31/12/2025 | 31/12/2024 |
| Gross value | 80,540 | 80,719 | 20,541 | 19,838 | 30,225 | 23,281 | 131,306 | 123,837 |
| Depreciation and amortisation | (60,310) | (56,191) | (4,627) | (3,985) | (16,869) | (15,224) | (81,807) | (75,400) |
| Impairment losses | (5,192) | (5,315) | (2,924) | (3,079) | - | - | (8,116) | (8,394) |
| NET VALUE | 15,038 | 19,213 | 12,990 | 12,774 | 13,355 | 8,057 | 41,383 | 40,044 |

Changes in the net value of intangible assets can be analysed as follows:

| <i>In € thousands</i> | Customer base | Brands | Software and other intangible assets | Total intangible assets |
|--|---------------|---------------|--------------------------------------|-------------------------|
| NET VALUE AT 01/01/2024 | 24,080 | 13,579 | 3,151 | 40,810 |
| Acquisitions | - | - | 5,984 | 5,984 |
| Disposals | - | - | (38) | (38) |
| Depreciation and amortisation | (4,942) | (814) | (1,066) | (6,823) |
| Changes in consolidation scope | - | - | 12 | 12 |
| Translation adjustment and other items | 75 | 10 | 14 | 99 |
| NET VALUE AT 31/12/2024 | 19,213 | 12,774 | 8,057 | 40,043 |
| Acquisitions | 452 | 856 | 7,526 | 8,834 |
| Disposals | - | - | (0) | (0) |
| Depreciation and amortisation | (4,678) | (641) | (2,192) | (7,510) |
| Impairment losses | - | - | - | - |
| Changes in consolidation scope | - | - | 6 | 6 |
| Translation adjustment and other items | 51 | 0 | (41) | 10 |
| NET VALUE AT 31/12/2025 | 15,038 | 12,990 | 13,355 | 41,383 |

The Group's investments in 2025, as in 2024, are primarily focused on IT development projects in France.

Note 6 Property, plant and equipment

Accounting principles

Property, plant and equipment are recognised at historical cost, determined at the time of purchase, or at fair value in the case of a business combination. Historical cost includes all costs directly attributable to the acquisition or construction of the relevant assets, as well as borrowing costs directly attributable to the acquisition or production of property, plant and equipment during the period prior to the assets being brought into use.

Property, plant and equipment, with the exception of land, is depreciated on a straight-line basis over a period corresponding to its expected useful life. The depreciable base of an item of property, plant and equipment is its acquisition cost less its residual value (if any).

The useful lives generally used are as follows:

- Buildings: 20 to 80 years
- Fixtures, fittings and furniture: 7 to 10 years
- Equipment, tools and other: 5 to 7 years

Property, plant and equipment break down as follows:

| <i>In € thousands</i> | Land and buildings | | Fixtures, fittings, equipment and other | | Total property, plant and equipment | |
|-------------------------------|--------------------|---------------|---|---------------|-------------------------------------|---------------|
| | 31/12/2025 | 31/12/2024 | 31/12/2025 | 31/12/2024 | 31/12/2025 | 31/12/2024 |
| Gross value | 53,164 | 51,930 | 63,093 | 60,211 | 116,256 | 112,142 |
| Depreciation and amortisation | (9,184) | (8,384) | (48,245) | (44,555) | (57,429) | (52,939) |
| NET VALUE | 43,980 | 43,546 | 14,848 | 15,656 | 58,828 | 59,203 |

Changes in the net value of property, plant and equipment can be analysed as follows:

| <i>In € thousands</i> | Land and buildings | Fixtures, fittings, equipment and other | Total property, plant and equipment |
|--|--------------------|--|--|
| NET VALUE AT 01/01/2024 | 46,315 | 17,589 | 63,904 |
| Investments | 47 | 4,856 | 4,903 |
| Decreases | (2,440) | (2,724) | (5,163) |
| Depreciation and amortisation | (513) | (4,138) | (4,651) |
| Change in scope | - | 67 | 67 |
| Translation adjustment and other items | 137 | 6 | 143 |
| NET VALUE AT 31/12/2024 | 43,546 | 15,656 | 59,203 |
| Investments | 1,389 | 4,873 | 6,263 |
| Decreases | (3) | (1,802) | (1,805) |
| Depreciation and amortisation | (811) | (3,937) | (4,748) |
| Impairment losses | - | - | - |
| Change in scope | - | 98 | 98 |
| Translation adjustment and other items | (142) | (40) | (182) |
| NET VALUE AT 31/12/2025 | 43,980 | 14,848 | 58,828 |

Capital expenditure relates in particular to the fitting out of newly opened temporary employment branches in the various countries where the Group operates and the acquisition of a building in Turin.

The breakdown of net property, plant and equipment by currency area is as follows:

| <i>In € thousands</i> | 31/12/2025 | 31/12/2024 |
|-----------------------|---------------|---------------|
| Eurozone | 55,122 | 55,200 |
| Outside the Eurozone | 3,706 | 4,002 |
| TOTAL | 58,828 | 59,203 |

Note 7 Leases

Accounting principles

Application of IFRS 16 "Leases" requires lessees to recognise leases in the balance sheet, with the recognition of an asset (in respect of the right of use) and a liability (in respect of the obligation to pay fixed lease payments).

Lease liabilities are measured at the present value of outstanding lease payments. Future payments have been discounted.

The Group has opted for the exemption offered by IFRS 16 for short-term, low-value leases, the lease payments for which continue to be recognised as operating expenses.

In assessing the lease term, the Group takes into account the non-cancellable period of each lease as well as any renewal options that the Group is reasonably certain of exercising and any cancellation options that the Group is reasonably certain of not exercising.

7.1 Rights of use relating to leases

Rights of use break down as follows:

| <i>In € thousands</i> | Real estate | | Vehicles and other | | Total rights of use | |
|-------------------------------|---------------|---------------|--------------------|---------------|---------------------|---------------|
| | 31/12/2025 | 31/12/2024 | 31/12/2025 | 31/12/2024 | 31/12/2025 | 31/12/2024 |
| Gross value | 135,052 | 113,725 | 27,693 | 24,503 | 162,745 | 138,228 |
| Depreciation and amortisation | (66,758) | (52,109) | (15,071) | (12,467) | (81,829) | (64,576) |
| NET VALUE | 68,295 | 61,616 | 12,622 | 12,036 | 80,917 | 73,652 |

Changes in the value of rights of use can be analysed as follows:

| <i>In € thousands</i> | Real estate | Vehicles and other | Total rights of use |
|--|---------------|--------------------|---------------------|
| NET VALUE AT 01/01/2024 | 59,942 | 9,262 | 69,204 |
| New leases | 14,757 | 7,974 | 22,731 |
| Change of assumptions | (932) | 846 | (85) |
| Depreciation and amortisation | (13,103) | (6,304) | (19,407) |
| Translation adjustment and other items | 952 | 258 | 1,210 |
| NET VALUE AT 31/12/2024 | 61,616 | 12,036 | 73,652 |
| New leases | 18,035 | 7,883 | 25,918 |
| Change of assumptions | 2,209 | 858 | 3,068 |
| Depreciation and amortisation | (15,092) | (7,596) | (22,688) |
| Change in scope | 991 | 17 | 1,008 |
| Translation adjustment and other items | (40) | (1) | (41) |
| NET VALUE AT 31/12/2025 | 67,719 | 13,197 | 80,917 |

7.2 Lease liabilities

Changes in the carrying amount of lease liabilities presented in the balance sheet can be analysed as follows:

| <i>In € thousands</i> | Non-current lease liabilities | Current lease liabilities | Total |
|-----------------------------------|-------------------------------|---------------------------|---------------|
| VALUE AT 01/01/2024 | 54,617 | 15,760 | 70,377 |
| New leases | 17,533 | 4,621 | 22,153 |
| Change of assumptions | (869) | 746 | (123) |
| Reclassification | (15,138) | 15,138 | - |
| Debt repayment | - | (20,585) | (20,585) |
| Translation adjustment and other* | (193) | 2,083 | 1,890 |
| VALUE AT 31/12/2024 | 55,950 | 17,763 | 73,712 |
| New leases | 21,464 | 5,499 | 26,963 |
| Change of assumptions | 1,934 | 1,034 | 2,968 |
| Reclassification | (18,928) | 18,928 | - |
| Debt repayment | - | (25,554) | (25,554) |
| Change in scope | 771 | 236 | 1,007 |
| Translation adjustment and other* | 87 | 2,085 | 2,171 |
| VALUE AT 31/12/2025 | 61,277 | 19,990 | 81,267 |

*corresponds mainly to interest on lease liabilities

The maturity schedule of the lease liability presented in carrying amount on the balance sheet is as follows at 31 December 2025:

| <i>In € thousands</i> | Total | | Less than 1 year | | 1 to 5 years | | more than 5 years | |
|--------------------------|---------------|---------------|------------------|---------------|---------------|---------------|-------------------|---------------|
| | 31/12/2025 | 31/12/2024 | 31/12/2025 | 31/12/2024 | 31/12/2025 | 31/12/2024 | 31/12/2025 | 31/12/2024 |
| Real estate leases | 67,239 | 61,378 | 13,750 | 12,052 | 37,764 | 34,389 | 15,725 | 14,937 |
| Vehicle leases and other | 14,028 | 12,334 | 6,240 | 5,710 | 7,156 | 6,597 | 632 | 27 |
| TOTAL | 81,267 | 73,712 | 19,990 | 17,762 | 44,920 | 40,986 | 16,357 | 14,964 |

7.3 Impact of IFRS16 on the income statement

In accordance with the IFRS 16 exemption (see accounting policies), it should be noted that external expenses at 31 December 2025 include lease expenses of €7,135 thousand (€10,484 thousand at 31 December 2024).

Note 8 Financial assets and liabilities

Accounting principles

Financial assets include shares in non-consolidated subsidiaries, operating receivables, debt securities, cash equivalents, derivatives and cash. Financial liabilities include borrowings, other financing and bank overdrafts, derivatives and operating liabilities.

In accordance with IFRS 9 "Financial Instruments", financial assets are recognised and measured either at fair value through profit or loss, at fair value through other comprehensive income, or at amortised cost. Classification and valuation are based on the characteristics of the instrument and the management objective for which the assets were acquired.

Financial assets measured at fair value through profit or loss

Equity instruments held for trading or for which the Group has not elected to measure at fair value through other comprehensive income are measured at fair value through profit or loss.

Financial assets measured at fair value through other comprehensive income

IFRS 9 allows an irrevocable choice to be made to present changes in the fair value of an investment in an equity instrument not held for trading in other comprehensive income. This choice is made on an instrument-by-instrument basis and for each new acquisition, in line with the Group's investment strategy. On initial recognition, these assets are measured at fair value, which generally corresponds to their acquisition cost.

Financial assets measured at amortised cost

Financial assets are measured at amortised cost if they are held under a management model aimed at collecting contractual cash flows consisting solely of principal repayments and interest payments on the outstanding principal.

They comprise loans and receivables relating to equity investments, deposits and guarantees, trade receivables and other current receivables. These financial assets are included in the balance sheet under "Non-current financial assets", "Trade receivables" and "Other current financial assets" respectively. These financial assets are initially recognised at fair value and subsequently at amortised cost calculated using the effective interest rate method.

Cash equivalents are short-term investments with a low risk of a change in value. These cash investments are valued at amortised cost, and unrealised or realised gains and losses are recognised in financial result.

Derivative instruments (excluding sales of put options on minority interests).

At 31 December 2025, Synergie Group has no hedging derivative instrument.

Put options for minority shareholders

Where the Group has given the minority shareholders of consolidated subsidiaries firm or conditional commitments to purchase their interests, a financial liability is recognised for an amount corresponding to the estimated present value of the purchase price in accordance with IAS 32, paragraph 23. The counterpart to this financial liability is:

- firstly, the elimination of the carrying amount of the corresponding minority interests; and
- secondly, a reduction in shareholders' equity - Group share: the difference between the estimated exercise price of the put options granted and the carrying amount of the minority interests is presented as a reduction in consolidated reserves - Group share. This balance is adjusted at the end of each period to reflect changes in the estimated exercise price of the put options and the carrying amount of minority interests

Methods for measuring the fair value of financial instruments

In accordance with IFRS 13, the tables in this note, "Financial assets and liabilities" present the Group's assets and liabilities that are measured at fair value or amortised cost. The classification levels are defined as follows:

- level 1: quoted prices (unadjusted) in an active market for identical instruments;
- level 2: observable data other than quotes referred to in level 1, either directly (such as a price) or indirectly (calculated from another price); and
- level 3: fair values that are not determined on the basis of observable market data.

During the 2025 financial year, there were no transfers between

Financial assets and liabilities break down as follows:

| <i>In € thousands</i> | Measurement method | Level | Net amounts 2025 | Fair value 2025 | Net amounts 2024 | Fair value 2024 |
|--|--------------------|-------|------------------|------------------|------------------|------------------|
| Non-controlling investments | Fair value - R | 3 | 2,451 | 2,451 | 2,686 | 2,686 |
| Other long-term investments | amortised cost | 3 | 487 | 487 | 297 | 297 |
| Loans | amortised cost | 3 | 14 | 14 | 14 | 14 |
| Other financial assets | amortised cost | 3 | 4,919 | 4,919 | 3,329 | 3,329 |
| Trade receivables | amortised cost | 3 | 693,909 | 693,909 | 655,562 | 655,562 |
| Cash and cash equivalents | amortised cost | 1 | 439,053 | 439,053 | 401,009 | 401,009 |
| TOTAL | | | 1,140,833 | 1,140,833 | 1,062,897 | 1,062,897 |
| <i>of which non-current financial assets</i> | | | <i>7,871</i> | | <i>6,326</i> | |
| <i>of which current financial assets</i> | | | <i>1,132,962</i> | | <i>1,056,571</i> | |

| <i>In € thousands</i> | Measurement method | Level | Net amounts 2025 | Fair value 2025 | Net amounts 2024 | Fair value 2024 |
|---|--------------------|-------|------------------|-----------------|------------------|-----------------|
| Borrowings and financial liabilities | amortised cost | 3 | 15,515 | 15,515 | 24,550 | 24,550 |
| Trade payables | amortised cost | 3 | 45,504 | 45,504 | 36,787 | 36,787 |
| Other liabilities | FV - AC | 3 | 32,267 | 32,267 | 32,438 | 32,438 |
| Bank overdrafts | amortised cost | 1 | 25,058 | 25,058 | 14,056 | 14,056 |
| TOTAL | | | 118,344 | 118,344 | 107,831 | 107,831 |
| <i>of which non-current financial liabilities</i> | | | <i>15,198</i> | | <i>38,884</i> | |
| <i>of which current financial liabilities</i> | | | <i>103,146</i> | | <i>68,947</i> | |

The Group's financial instruments, with the exception of cash and cash equivalents, are classified as level 3 under IFRS 13; these include unlisted unconsolidated investments, loans and financial liabilities.

Other financial assets consist mainly of security deposits on commercial leases.

Other financial liabilities consist mainly of a put option for minority shareholders and an earn-out (see Note 2.1).

Note 9 Trade receivables

Accounting principles

Trade receivables and other short-term operating receivables are initially recognised at their transaction price.

Impairment in respect of uncertain recovery of receivables

Where current events render the recovery of these receivables uncertain, they are subject to a differentiated impairment based on the nature of the risk (delayed payment, receivership or court-ordered liquidation), the usual payment terms in the various countries where the Group operates, the situation of each customer and the portion covered by insurance.

Impairment for expected losses

IFRS 9, which requires the impairment of performing trade receivables to be measured based on expected rather than non-proven losses, has led the Group to assess whether an additional impairment charge for performing trade receivables is necessary. Impairment for expected credit losses is calculated for all customers for whom no provision has been made. This collective impairment is determined for each subsidiary using an indicator based on historical losses on trade receivables.

Trade receivables can be analysed as follows:

| <i>In € thousands</i> | 0 to 90 days | 90 to 180 days | more than 180 days | 31/12/2025 |
|--------------------------|----------------|----------------|--------------------|----------------|
| Trade receivables | 645,593 | 7,629 | 25,315 | 678,538 |
| Invoices to be issued | 25,792 | - | 4,477 | 30,269 |
| Provision for impairment | (2,160) | (122) | (12,615) | (14,897) |
| TOTAL | 669,224 | 7,508 | 17,177 | 693,909 |
| <i>In € thousands</i> | 0 to 90 days | 90 to 180 days | more than 180 days | 31/12/2024 |
| Trade receivables | 619,306 | 10,165 | 27,029 | 656,499 |
| Invoices to be issued | 16,673 | 54 | 2,870 | 19,598 |
| Provision for impairment | (2,662) | (1,077) | (16,796) | (20,535) |
| TOTAL | 633,317 | 9,141 | 13,104 | 655,562 |

The change in provisions for impairment is primarily attributable to the reversal of the impairment related to expected losses.

The assignment of receivables and factoring arrangements used to finance trade credit are recognised in the consolidated balance sheet, and a non-material financial liability is recognised on the liabilities side of the balance sheet in respect of this financing.

SYNERGIE PERSONAL AUSTRIA has a factoring contract for trade receivables, the main characteristics of which are as follows:

- immediate payment of 90% of customer invoices as soon as they are issued and before the due date;
- management of trade receivables: reminders and debt collection;
- the contract is open-ended and may be terminated at the end of each quarter (subject to 90 days' notice).

At December 31, 2025, this contract was used in the amount of nearly €7.6 million (non-deconsolidating treatment and a consolidated balance sheet amount comparable to that at the end of the previous financial year).

The schedule of trade receivables is as follows:

| in € thousands | Net amount | | < 1 year | | > 1 year | |
|--|----------------|----------------|----------------|----------------|--------------|--------------|
| | 31/12/2025 | 31/12/2024 | 31/12/2025 | 31/12/2024 | 31/12/2025 | 31/12/2024 |
| Doubtful or disputed trade receivables | 1,971 | 2,742 | - | 0 | 1,971 | 2,742 |
| Other trade receivables | 691,937 | 652,820 | 691,937 | 652,820 | - | - |
| TRADE RECEIVABLES | 693,909 | 655,562 | 691,937 | 652,820 | 1,971 | 2,742 |

Note 10 Cash and cash equivalents

Accounting principles

Cash and cash equivalents consist of bank accounts.

In accordance with IAS 7 "Statement of cash flows", cash equivalents are short-term, liquid investments that are readily convertible into a known amount of cash, subject to an insignificant risk of change in value, and intended to meet short-term cash requirements.

Cash and cash equivalents are as follows:

| in € thousands | 31/12/2025 | 31/12/2024 |
|---|-----------------|-----------------|
| Cash equivalents | 114,324 | 106,009 |
| Cash | 324,728 | 295,000 |
| CASH AND CASH EQUIVALENTS | 439,053 | 401,009 |
| recognised as assets | 439,053 | 401,009 |
| BANK OVERDRAFTS | (25,058) | (14,056) |
| Cash and cash equivalents recognised as liabilities | (25,058) | (14,056) |
| NET CASH AND CASH EQUIVALENTS | 413,995 | 386,953 |

Cash equivalents correspond to term deposits with early withdrawal options on terms that do not present a significant risk of impairment and do not call into question the Group's intention to hold these contracts in order to meet cash commitments that may arise in the short term.

Note 11 Shareholders' equity

Accounting principles

Treasury shares

All treasury shares held by the Group are recorded at acquisition cost as a deduction from shareholders' equity. Any proceeds from the sale of treasury shares (net of corporate income tax) are directly credited to shareholders' equity, so that any capital gains or losses do not affect profit for the year.

11.1 Share capital

At 31 December 2025, the Company's share capital was made up of 24,362,000 shares with a par value of €5, for a total of €121,810,000. It did not change over the year.

11.2 Appropriation of 2024 net profit and payment of a dividend

The Group paid a dividend of 50 euro cents per share, or €11.4 million (net of treasury shares), which was approved at the Shareholders' Meeting on 4 June 2025.

11.3 Treasury shares

The number of treasury shares held under the liquidity contract was 12,738 at 31 December 2025 (15,640 at 31 December 2024). Synergie Group also holds 1,509,232 treasury shares outside the liquidity contract (1,215,286 treasury shares at 31 December 2024).

In total, treasury shares represented 6.2% of the share capital at 31 December 2025.

Note 12 Provisions for employee benefits

Accounting principles

For defined-benefit plans, provisions for liabilities are calculated using the projected unit credit method, which involves estimating, for each employee, the present value of the benefits to which they may be entitled based on their length of service. These actuarial calculations incorporate demographic assumptions (retirement age, staff turnover rate, etc.) and financial assumptions (discount rate, salary increase rate, etc.). Actuarial valuations are carried out for each set of financial statements that is published.

Actuarial gains and losses relating to post-employment defined-benefit plans are recognised in "Other comprehensive income", without subsequent reclassification to profit or loss.

12.1 Details of provisions for employee benefits

The breakdown of provisions for employee benefits is as follows:

| <i>In € thousands</i> | 31/12/2025 | 31/12/2024 | Change |
|---|---------------|---------------|------------|
| Pension commitments in France | 10,857 | 10,716 | 141 |
| Other pension commitments | 854 | 714 | 141 |
| TOTAL PROVISIONS FOR EMPLOYEE BENEFITS | 11,712 | 11,430 | 282 |

The change in provisions for employee benefits can be analysed as follows:

| <i>In € thousands</i> | 2025 | 2024 |
|--------------------------------|------------|--------------|
| Cost of services rendered | 784 | 673 |
| Financial cost | 358 | 283 |
| Actuarial gains and losses | (183) | 682 |
| Change of plan | - | - |
| Benefits paid | (819) | (52) |
| SUBTOTAL FRANCE | 141 | 1,585 |
| Other changes (Germany, Italy) | 141 | (142) |
| TOTAL | 282 | 1,444 |

12.2 Information on employee benefits

Pension commitments for permanent employees relating to defined benefit plans are measured using the projected unit credit method in accordance with IAS 19; the assumptions applied as at 31 December 2025 are as follows:

| | 2025 | 2024 |
|--|---------------------------|---------------------------|
| Salary increase rate | 2.0% | 2.0% |
| Staff turnover rate | determined by age groups | determined by age groups |
| Social security contribution rates (based on the actual rates recorded by the subsidiaries) | between 38.89% and 45.71% | between 38.07% and 46.93% |
| Mortality table | INSEE 2019-2021 | INSEE 2018-2020 |
| Discount rate (iBoxx-based) | 3.75% | 3.4% |
| Estimate based on an average | retirement age of 65 | retirement age of 65 |
| Application of the retrospective | method | method |

Retirement benefits paid in 2025 amounted to €0.8 million, compared with €0.1 million in 2024.

A change of plus or minus 0.5 percentage points in the discount rate above would not have a material impact on the projected amount of benefits.

Note 13 Provisions

Accounting principles

A provision is recognised when:

- the Group has a legal, contractual or implied obligation arising from a past event;
- it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation;
- the amount of the obligation can be reliably estimated.

Provisions are measured in accordance with IAS 37, taking into account the most probable assumptions at the reporting date. In the case of restructuring, a liability is recognised once the restructuring has been announced and a detailed plan has been drawn up or implementation has commenced.

The amount of the provision is discounted based on the estimated maturity of the liability. The impact of discounting is recalculated at each reporting date, and the adjustment relating to discounting is recognised in the income statement under "Other financial income and expenses"

The breakdown and changes in reserves for liabilities and charges are as follows:

| <i>In € thousands</i> | 2024 | Increases | Decreases | 2025 |
|---|--------------|--------------|--------------|--------------|
| Provisions for litigation | 2,807 | 1,080 | 1,936 | 1,951 |
| Other provisions for liabilities | 666 | 931 | 36 | 1,561 |
| TOTAL PROVISIONS FOR LIABILITIES | 3,473 | 2,011 | 1,972 | 3,512 |
| Other provisions for charges | 25 | 3 | 2 | 26 |
| TOTAL PROVISIONS FOR LIABILITIES AND CHARGES | 3,498 | 2,015 | 1,975 | 3,538 |

Note 14 Borrowings and financial liabilities

14.1 Borrowings and current and non-current financial liabilities

Analysis by category and repayment schedule based on carrying amount in the balance sheet

| <i>In € thousands</i> | Total | | 1 to 5 years | | over 5 years | |
|--|---------------|---------------|--------------|--------------|--------------|------------|
| | 31/12/2025 | 31/12/2024 | 31/12/2025 | 31/12/2024 | 31/12/2025 | 31/12/2024 |
| Borrowings from financial institutions | 4,692 | 8,172 | 4,692 | 8,172 | - | - |
| Other borrowings and miscellaneous financial liabilities | 505 | 712 | 505 | 712 | - | - |
| NON-CURRENT FINANCIAL LIABILITIES | 5,198 | 8,884 | 5,198 | 8,884 | - | - |
| Borrowings from credit institutions | 10,317 | 15,666 | | | | |
| CURRENT FINANCIAL LIABILITIES | 10,317 | 15,666 | | | | |
| TOTAL FINANCIAL LIABILITIES | 15,515 | 24,551 | | | | |

Total gross liabilities are recognised at amortised cost based on the effective interest rate determined after taking into account the issue costs and issue premiums identified and allocated to each liability.

14.2 Breakdown by currency area and maturity of loan agreements and other borrowings

| <i>In € thousands</i> | Amounts | | | | < 1 year | | 1 year << 5 years | | > 5 years | |
|-----------------------|---------------|-------------|---------------|-------------|---------------|---------------|-------------------|--------------|-----------|----------|
| | 2025 | % | 2024 | % | 2025 | 2024 | 2025 | 2024 | 2025 | 2024 |
| EUR | 6,264 | 40% | 9,173 | 37% | 2,453 | 3,333 | 3,811 | 5,840 | - | - |
| AUD | 9,250 | 60% | 15,378 | 63% | 7,864 | 12,334 | 1,386 | 3,044 | - | - |
| TOTAL | 15,515 | 100% | 24,551 | 100% | 10,317 | 15,666 | 5,198 | 8,884 | - | - |

14.3 Breakdown by type of interest rate and maturity of loan agreements and other financial liabilities

| In € thousands | Amounts | | | | < 1 year | | 1 year << 5 years | | > 5 years | |
|----------------|---------------|-------------|---------------|-------------|---------------|---------------|-------------------|--------------|-----------|----------|
| | 2025 | % | 2024 | % | 2025 | 2024 | 2025 | 2024 | 2025 | 2024 |
| Fixed | 6,264 | 40% | 9,173 | 37% | 2,453 | 3,333 | 3,811 | 5,840 | - | - |
| Variable | 9,250 | 60% | 15,378 | 63% | 7,864 | 12,334 | 1,386 | 3,044 | - | - |
| TOTAL | 15,515 | 100% | 24,551 | 100% | 10,317 | 15,666 | 5,198 | 8,884 | - | - |

14.4 Analysis of borrowings and financial liabilities

The majority of outstanding borrowings at 31 December 2025 were used to finance real estate acquisitions and related works (7-year term) or the acquisition of new subsidiaries.

14.5 Exposure to interest rate, currency and liquidity market risks

The Group's Finance department centralises financing and foreign exchange, interest rate and counterparty risk management.

The exposure to foreign exchange risk arising from shareholder advances in foreign currency made to foreign subsidiaries can be analysed as follows at 31 December 2025:

| In € thousands | Amounts | | Region | | Other |
|----------------------|---------|--------|----------------|-------------------|------------|
| | | | Pound sterling | Australian dollar | currencies |
| Monetary assets 2025 | | 17,149 | 17,149 | - | - |
| Monetary assets 2024 | | 18,301 | 18,301 | - | - |

14.5.3 Liquidity risk

The Group's financing policy is based on the pooling of external financing and a net cash surplus at 31 December 2025 (see Notes 10 and 14.1).

This results in a non-material liquidity risk.

14.5.4 Credit risk

Given the diversification of its activities and its geographical presence, the Group does not face any

14.5.1 Interest rate risk

The analysis of sensitivity to interest rate risk at 31 December 2025 shows that one-third of the Group's financing is at a fixed rate and is therefore not affected by changes in interest rates. The balance is indexed to the Bank Bill Swap Bid Rate (BBSY), and any change in the interest rate would not have a material impact due to the low level of debt.

14.5.2 Foreign exchange risk

As at 31 December 2025, SYNERGIE has financial debt denominated in euros and Australian dollars, with the exception of current bank facilities in the UK.

significant concentration risk in its customer portfolio. There is therefore no dependence on specific customers.

At each reporting date, actual losses are recognised as specific impairment losses, and expected losses are estimated for all receivables based on an average rate derived from historical credit losses, which may be adjusted in the event of a significant change in credit risk.

Note 15 Trade payables

Trade payables can be analysed as follows:

| In € thousands | 31/12/2025 | 31/12/2024 |
|-------------------------|---------------|---------------|
| Trade payables | 27,816 | 20,844 |
| Invoices to be received | 17,688 | 15,943 |
| TOTAL | 45,504 | 36,787 |

Note 16 Other tax and social security liabilities and other current liabilities

Other current liabilities can be analysed as follows:

| In € thousands | Amounts | |
|--|----------------|----------------|
| | 2025 | 2024 |
| Employee-related liabilities | 264,435 | 255,910 |
| Social security liabilities | 176,571 | 154,761 |
| Other taxes and duties | 118,444 | 121,884 |
| OTHER TAX AND SOCIAL SECURITY LIABILITIES | 559,450 | 532,555 |
| Other financial liabilities | 22,267 | 2,438 |
| Other liabilities | 34,291 | 16,014 |
| Deferred income | 503 | 583 |
| OTHER CURRENT FINANCIAL LIABILITIES | 57,061 | 19,035 |
| TOTAL | 616,511 | 551,591 |

7 NOTES TO THE INCOME STATEMENT

Note 17 Revenue

Accounting principles

Revenue is recognised as and when the Group’s staffing services are provided. This procedure ensures strict compliance with the rules set out in IFRS 15 regarding revenue recognition.

Revenue from services other than temporary staffing – relating in particular to recruitment activities and the Digital Services business – is mainly recognised on a percentage-of-completion basis. These activities remain immaterial at Group level.

Revenue is recognised on a continuous basis when the Group fulfils its performance obligation, which corresponds to the point at which the service is provided to the customer, for an amount that reflects the consideration expected in exchange for the service provided. Revenue is recognised net of tax, net of discounts, rebates and refunds granted to customers.

Temporary work accounts for the majority of the Group’s business. In relation to this business, the contracts entered into with customers are not complex and contain only a single performance obligation, namely the temporary provision of an employee.

The same applies to the services provided by the DCS Digital Services Group, whose holding company is DCS EASYWARE.

It also includes invoicing other than temporary work (placement of permanent employees, outsourcing, training, digital services, etc.) amounting to €160 million, representing 4.9% of consolidated revenue.

The breakdown of revenue by region is presented in note 22.

Information on outstanding performance obligations

Temporary work revenue is recognised in accordance with IFRS 15, namely as the amount that the group would be entitled to invoice in respect of consideration that directly corresponds to the value of the service provided to date from the customer’s perspective (a fixed hourly rate). For the Group’s other business activities, particularly digital services, the amounts are immaterial.

Note 18 Operating expenses

18.1 Personnel costs

Personnel costs included in current operating profit comprise the following items:

| <i>In € thousands</i> | 2025 | 2024 |
|-------------------------------|------------------|------------------|
| Salaries and wages | 2,307,897 | 2,258,915 |
| Social security contributions | 616,859 | 598,335 |
| Employee profit-sharing | 440 | 4,507 |
| TOTAL | 2,925,196 | 2,861,757 |

18.2 Other operating income and expenses

Accounting principles

To provide a clearer picture of the Group's operating performance, items that have little predictive value due to their nature, frequency and/or relative significance are included in the operating profit line item entitled "Other operating income and expenses".

This line mainly includes:

- impairment losses on goodwill, impairment losses or, where applicable, reversals of impairment losses on intangible assets;
- transaction costs and capital gains or losses arising from the sale of assets or branches;
- other unusual and material items not directly related to operations

The item "Other operating income and expenses" amounted to €(8) million at 31 December 2025 and mainly consisted of:

- the impairment of the CGU representing the Group's activities in the United Kingdom;

- restructuring costs, including cost-cutting measures, branch closure costs and transaction costs relating to acquisitions.

Note 19 Financial income and expenses

The financial result can be analysed as follows:

| <i>In € thousands</i> | 2025 | 2024 |
|--|----------------|--------------|
| Income from cash and cash equivalents | 7,158 | 11,804 |
| Cost of gross financial debt | (4,334) | (4,677) |
| COST OF NET FINANCIAL DEBT | 2,824 | 7,127 |
| Translation gains or losses | (1,380) | 473 |
| Interest on defined benefit obligations | (358) | (283) |
| Other income and expenses | (217) | 34 |
| OTHER FINANCIAL INCOME AND EXPENSES | (1,954) | 224 |
| TOTAL | 870 | 7,350 |

Income from cash and cash equivalents mainly comprises financial income on these balances and income from financial investments.

Note 20 Corporate income tax

20.1 Tax expense

Accounting principles

The tax expense includes corporate income tax payable and deferred tax on temporary differences between tax bases and consolidated values, as well as on adjustments made during the consolidation process.

It also includes the corporate value added tax (CVAE in France) and various similar taxes, including IRAP in Italy.

The existence of tax loss carryforwards results in the recognition of deferred tax assets on the balance sheet when it is probable that they will be used to offset taxes arising from future profits, or when there are deferred tax liabilities of an equal or greater amount that are likely to be set off against them. In order: deferred tax assets are first recognised up to the amount of deferred tax liabilities falling under the same tax authority and of the same type of tax, then based on expected future taxable profits. The application of this principle has resulted in the tax losses of the Synergie tax group not being capitalised.

Deferred tax assets and liabilities are not discounted, pursuant to IAS 12.

The tax expense recognised in the income statement breaks down as follows:

| <i>In € thousands</i> | 2025 | 2024 |
|-----------------------------------|---------------|---------------|
| Current tax expense / (income) | 29,961 | 31,413 |
| Deferred tax expense / (income) | (113) | (1,665) |
| TOTAL CORPORATE INCOME TAX | 29,848 | 29,748 |
| CVAE (France) | 3,309 | 3,343 |
| IRAP (Italy) | 2,799 | 2,706 |
| TOTAL TAX EXPENSE | 35,955 | 35,797 |

From 2024, Pillar 2 regulations will require groups to pay a tax on profits generated in each country where the “GloBE” effective tax rate (determined in accordance with the OECD’s Global Anti-Base Erosion rules) is below 15%.

The Group falls within the scope of these rules. Pursuant to the exemption provided for in the amendments to IAS 12 published on 23 May 2023 and approved by the European Commission, the Group does not recognise or disclose information regarding deferred tax assets and liabilities under Pillar 2 at the end of the financial year.

The consequences of this regulation have been taken into account in the calculation of the 2025 tax expense and have no material impact.

20.2 Effective tax rate and tax proof

The difference between the amount of corporate income tax calculated at the standard tax rate in France and the actual amount of tax paid can be explained as follows:

| <i>In € thousands</i> | 2025 | 2024 |
|--|---------------|----------------|
| PROFIT BEFORE TAX EXPENSE | 90,160 | 102,919 |
| PROFIT BEFORE TAX AFTER CVAE AND IRAP | 84,054 | 96,870 |
| Statutory tax rate in France | 25.83% | 25.83% |
| THEORETICAL TAX | 21,711 | 25,017 |
| Differences in foreign tax rates | (1,413) | (1,467) |
| Uncapitalised tax losses | 4,471 | 3,990 |
| Permanent differences | 2,040 | 1,821 |
| Exceptional contribution | 2,211 | |
| Tax-neutral transactions and other | 827 | 387 |
| TOTAL CORPORATE INCOME TAX | 29,848 | 29,748 |
| EFFECTIVE TAX RATE | 35.5% | 30.7% |

The expense recognised at 31 December 2025 includes the impact of the exceptional contribution on profits of large French companies (see note 3) amounting to €2.2 million, of which €1.3 million relates to the tax base for the previous financial year.

The observable increase in the effective tax rate compared with 31 December 2024 is mainly attributable to this additional cost.

20.3 Deferred tax

| <i>In € thousands</i> | 31/12/2025 | 31/12/2024 | Change |
|--|----------------|----------------|--------------|
| Tax loss carryforwards | 88 | 89 | (1) |
| Timing differences on pension commitments | 2,804 | 2,768 | 36 |
| Timing differences on provisions | 243 | 1,081 | (838) |
| Timing differences on leases | 20,156 | 18,184 | 1,972 |
| Other timing differences | 4,180 | 4,962 | (782) |
| Offsetting of deferred tax assets and liabilities by tax group | (23,629) | (22,382) | (1,247) |
| TOTAL DEFERRED TAX ASSETS | 3,843 | 4,702 | (859) |
| Revaluation of assets arising from business combinations | 7,326 | 8,534 | (1,208) |
| Timing differences on leases | 20,042 | 18,191 | 1,851 |
| Other timing differences | 1,596 | 1,750 | (154) |
| Offsetting of deferred tax assets and liabilities by tax group | (23,629) | (22,382) | (1,247) |
| TOTAL DEFERRED TAX LIABILITIES | 5,335 | 6,093 | (758) |
| NET DEFERRED TAX | (1,493) | (1,391) | (101) |

The change in deferred tax recognised in other comprehensive income was not material for the 2025 financial year.

At 31 December 2025, the tax saving that would be generated by the future use of uncapitalised tax loss carryforwards amounted to €10.3 million, broken down as follows according to the expiry date of these losses:

| <i>In € thousands</i> | 2025 | 2024 |
|-----------------------|---------------|--------------|
| < 1 year | 576 | 50 |
| 1 year <> 5 years | 367 | 294 |
| > 5 years | 1,158 | 3,027 |
| Unlimited | 8,152 | 4,278 |
| TOTAL | 10,253 | 7,650 |

Note 21 Earnings per share

Earnings per share are calculated by dividing the consolidated net profit for the financial year (Group share) by the number of shares outstanding as at 31 December.

There are no dilutive instruments that could affect net profit or the number of shares used in the calculation, with the exception of the share buyback programme, which had no material impact in 2024 and 2025.

| | 2025 | 2024 |
|---------------------------------|------------|------------|
| Net profit (group share) | 54,206 | 63,139 |
| Number of shares | 24,362,000 | 24,362,000 |
| Number of treasury shares | 1,471,896 | 1,018,716 |
| Number of basic shares | 22,890,104 | 23,343,284 |
| Earnings per share in € | €2.37 | €2.70 |
| Diluted earnings per share in € | €2.37 | €2.70 |

Note 22 Segment information

Accounting principles

Pursuant to IFRS 8, information on operating segments has been organised according to the reporting elements presented to the chief operating decision maker. This distinction is based on the Group's internal organisational systems and management structure.

The reports used by management for its monthly reviews mainly cover revenue and current operating profit, which explains why segment information on these key aggregates is reported by region.

It should be noted that the group has chosen to distinguish between "Current operating profit" and "Other operating income and expenses" in the income statement; the sum of these two items constitutes the Operating profit.

Information by region

| By region | Revenue | | Current operating profit before depreciation of assets arising from business combinations | | Operating depreciation and amortisation | | Depreciation of assets arising from business combinations | |
|-----------------------------|------------------|------------------|---|----------------|---|-----------------|---|----------------|
| | 31/12/2025 | 31/12/2024 | 31/12/2025 | 31/12/2024 | 31/12/2025 | 31/12/2024 | 31/12/2025 | 31/12/2024 |
| <i>In € thousands</i> | | | | | | | | |
| France | 1,265,898 | 1,264,780 | 42,410 | 48,785 | (14,320) | (11,733) | (1,400) | (1,400) |
| Belgium | 298,824 | 304,950 | 6,536 | 9,426 | (3,414) | (2,611) | - | - |
| Northern and Eastern Europe | 421,716 | 433,172 | (3,063) | (4,483) | (5,768) | (5,674) | (3,296) | (3,756) |
| Italy | 844,300 | 827,870 | 51,344 | 48,851 | (5,884) | (4,562) | - | - |
| Spain, Portugal | 301,467 | 265,533 | 4,479 | 1,637 | (1,607) | (1,639) | (542) | (542) |
| Canada, Australia | 108,963 | 88,632 | 896 | (513) | (800) | (630) | (68) | (47) |
| TOTAL | 3,241,167 | 3,184,936 | 102,603 | 103,703 | (31,793) | (26,849) | (5,306) | (5,745) |

| By region | Total non-current assets | | Total assets | |
|-----------------------------|--------------------------|----------------|------------------|------------------|
| | 31/12/2025 | 31/12/2024 | 31/12/2025 | 31/12/2024 |
| <i>In € thousands</i> | | | | |
| France | 144,965 | 137,873 | 835,701 | 861,444 |
| Belgium | 22,582 | 19,820 | 114,289 | 115,234 |
| Northern and Eastern Europe | 90,844 | 104,679 | 164,124 | 179,114 |
| Italy | 31,032 | 23,880 | 353,375 | 299,964 |
| Spain, Portugal | 19,423 | 19,621 | 81,192 | 3,585 |
| Canada, Australia | 6,004 | 5,227 | 22,983 | 28,291 |
| TOTAL | 314,850 | 311,100 | 1,571,664 | 1,487,632 |

Information for the Group's two operating segments

| By region | Revenue | | Current operating profit before depreciation of assets arising from business combinations | | Operating depreciation and amortisation | | Depreciation of assets arising from business combinations | |
|--|------------------|------------------|---|----------------|---|-----------------|---|----------------|
| | 31/12/2025 | 31/12/2024 | 31/12/2025 | 31/12/2024 | 31/12/2025 | 31/12/2024 | 31/12/2025 | 31/12/2024 |
| <i>En milliers d'euros</i> | | | | | | | | |
| Temporary work/ Recruitment and other related services | 3,168,179 | 3,112,307 | 98,236 | 100,107 | (30,628) | (25,696) | (3,364) | (3,803) |
| DCS Group | 72,988 | 72,629 | 4,366 | 3,596 | (1,165) | (1,152) | (1,942) | (1,942) |
| TOTAL | 3,241,167 | 3,184,936 | 102,603 | 103,703 | (31,793) | (26,849) | (5,306) | (5,745) |

| By operating segment | Total non-current assets | | Total assets | |
|---|--------------------------|----------------|------------------|------------------|
| | 31/12/2025 | 31/12/2024 | 31/12/2025 | 31/12/2024 |
| <i>In € thousands</i> | | | | |
| Temporary work/recruitment and other related services | 251,437 | 244,404 | 1,485,435 | 1,397,634 |
| DCS Group | 63,413 | 66,696 | 86,228 | 89,998 |
| TOTAL | 314,850 | 311,100 | 1,571,664 | 1,487,632 |

8 NOTES TO THE STATEMENT OF CASH FLOWS

Note 23 Change in the working capital requirement

The impact of the change in working capital requirements on cash flow can be analysed as follows:

| <i>In € thousands</i> | Change | |
|-----------------------|--------------|-----------------|
| | 2025 | 2024 |
| Trade receivables | (41,107) | 3,680 |
| Other receivables | (5,459) | (29,208) |
| Trade payables | 8,058 | 6,554 |
| Other liabilities | 37,955 | 1,411 |
| TOTAL | (554) | (17,563) |

Note 24 Depreciation, amortisation and provisions

Depreciation, amortisation and provisions offset in the statement of cash flows break down as follows:

| <i>In € thousands</i> | 2025 | 2024 |
|--|---------------|---------------|
| Depreciation of tangible assets | 6,490 | 6,391 |
| Amortisation of operating intangible assets | 2,159 | 1,069 |
| Amortisation of right-of-use assets | 23,144 | 19,389 |
| DEPRECIATION OF OPERATING ASSETS | 31,793 | 26,849 |
| Amortisation of acquired trademarks | 640 | 814 |
| Amortisation of acquired customer relationships | 4,666 | 4,930 |
| DEPRECIATION OF ASSETS ARISING FROM BUSINESS COMBINATIONS | 5,306 | 5,745 |
| Net operating provisions | 1,276 | 2,919 |
| Impairment of goodwill | 4,698 | - |
| TOTAL DEPRECIATION, AMORTISATION AND PROVISIONS | 43,073 | 35,512 |

9 OTHER INFORMATION

Note 25 Group workforce

The workforce breaks down as follows:

| | 2025 | 2024 |
|--|---------------|---------------|
| - Managers | 936 | 985 |
| - Employees | 4,561 | 4,591 |
| - Workers | 4 | |
| PERMANENT EMPLOYEES | 5,501 | 5,576 |
| - Managers | 223 | 276 |
| - Employees | 11,196 | 13,750 |
| - Workers | 56,443 | 54,740 |
| TEMPORARY STAFF SECONDED BY THE GROUP | 67,862 | 68,766 |
| TOTAL | 73,363 | 74,342 |

Permanent employees are those present at the end of the financial year, across all categories. Temporary staff are reported as "Full-time Equivalent".

Overall, they break down by category as follows:

| Managers | | Employees | | Workers | | TOTAL | |
|----------|-------|-----------|--------|---------|--------|--------|--------|
| 2025 | 2024 | 2025 | 2024 | 2025 | 2024 | 2025 | 2024 |
| 1,159 | 1,261 | 15,757 | 18,341 | 56,447 | 54,740 | 73,363 | 74,342 |

Note 26 Information on related parties

The Synergie Group's main related parties are:

- Members of Synergie's Board of Directors and Executive Management; and
- HB Collector, the parent company of the Synergie Group

26.1 Members of the Board of Directors and Executive Management

The following information relates to members of the Board of Directors and Executive Management of the consolidating company in their capacity as officers of the consolidated companies.

Total compensation

The total compensation of members of the Administrative bodies in 2025 amounted to €2.5 million gross, broken down as follows:

| <i>In € thousands</i> | 2025 | 2024 |
|---------------------------------|--------------|--------------|
| Wages and short-term benefits | 1,889 | 1,600 |
| Directors' fee | 200 | 200 |
| Post-employment benefits | - | - |
| Share-based payments | - | - |
| TOTAL GROSS COMPENSATION | 2,089 | 1,800 |
| Social security contributions | 456 | 469 |
| TOTAL | 2,545 | 2,269 |

Pension commitments

There were no commitments of this kind in favour of the Board of Directors and Executive Management at 31 December 2025 (as at 31 December 2024).

Advances and loans granted

There were no advances or loans granted to members of the Board of Directors and Executive Management at the end of 2025 or at the end of 2024.

26.2 HB Collector

HB COLLECTOR, controlled by Henri Barande, held 69.16% of the share capital as at 31 December 2025 and 81.50% of the exercisable voting rights.

As at 31 December 2025, there were no significant economic or financial links between HB Collector and Synergie other than those relating to the holding of shares.

The Group paid a dividend of €0.50 per share in July 2025, representing €8.4 million for HB Collector.

Note 27 Contingent commitments and liabilities

27.1 Commitments received

At 31 December 2025, the Group's banks had provided it with counter-guarantees in connection with the commitments made by its temporary employment subsidiaries to their customers, amounting to €96.5 million in France and €96.2 million abroad (compared with €98 million in France and €92 million for foreign subsidiaries at 31 December 2024).

27.2 Commitments given

Commitments given to banks

As part of the temporary work guarantees granted by banks to SYNERGIE's subsidiaries, parent company counter-guarantees totalling €97.9 million had been granted at 31 December 2025 (compared with €94 million at 31 December 2024).

At this date, there were no outstanding discounted bills.

Note 28 Events after 31 December 2025

On 2 February 2026, Synergie completed the acquisition of a majority stake in the House of Flexwork group. House of Flexwork was founded in 1998 and is a leading player in the temporary staffing sector in Switzerland, operating through its well-known brands Induserv, Hardworker and Payroll House. House of Flexwork is expected to generate revenue of around CHF 75 million in 2025, equivalent to nearly €80 million.

On 16 March 2026, Synergie completed the acquisition of a majority stake in the Agilus Work Solutions group.

Statement of assets pledged as collateral

The collateral securing the Group's borrowings from credit institutions is negligible.

Pledging of the Group's shares

None of the Group's shares are pledged.

The company was founded in 1976 and ranks as the eighth-largest temporary staffing agency in Canada. The group has a solid national network of 14 branches and is expected to generate revenue of CA\$300 million in 2025, equivalent to €190 million. It offers temporary staffing and payroll management solutions, mainly for specialist technicians and engineers, in natural resources and information technology related sectors.

The conflict in the Middle East has no significant impact on the Group's business.

Note 29 Statutory Auditors' fees

The Statutory Auditors' fees paid by the Group are as follows:

| | 2025 | | | | 2024 | | | |
|---|----------------------|-------------|----------------------|-------------|-----------------------------|-------------|----------------------|-------------|
| | KPMG | | GRANT THORNTON | | APLITEC AUDIT ET CONSEIL | | SAINT-HONORÉ | |
| | Amount (excl.VAT) | % | Amount (excl.VAT) | % | Amount (excl.VAT) | % | Amount (excl.VAT) | % |
| <i>In € thousands</i> | | | | | | | | |
| Audit, review of individual financial statements | 532 | 90% | 514 | 90% | 329 | 96% | 273 | 89% |
| - Issuer | 255 | 43% | 225 | 39% | 242 | 71% | 273 | 89% |
| - Fully consolidated subsidiaries | 277 | 47% | 289 | 51% | 87 | 25% | | |
| Fees for other services | 6 | 1% | | | 12 | 4% | 33 | 11% |
| - Issuer | 2 | 0% | | | 12 | 4% | 33 | 11% |
| - Fully consolidated subsidiaries | 4 | 1% | | | | | - | |
| Audit of sustainability information | 55 | 9% | 55 | 10% | | | | |
| TOTAL | 593 | 100% | 569 | 100% | 341 | 100% | 306 | 100% |

Note 30 List of consolidated subsidiaries

In 2025, as in 2024, all subsidiaries included in the scope of consolidation are controlled by Synergie and consolidated using the full consolidation method.

| CONSOLIDATED COMPANIES | REGISTERED OFFICE | SIREN NO. | % CONTROL | | % OWNERSHIP | |
|--|----------------------------|-------------|-----------|--------|-------------|--------|
| | | | Dec-25 | Dec-24 | Dec-25 | Dec-24 |
| PARENT COMPANY | | | | | | |
| SYNERGIE SOCIETE EUROPEENNE | 92100 Boulogne-Billancourt | 329 925 010 | | | | |
| FRENCH SUBSIDIARIES OF SYNERGIE SE | | | | | | |
| SYNERGIE CARE SAS | 92100 Boulogne-Billancourt | 303 411 458 | 100.00 | 100.00 | 100.00 | 100.00 |
| SYNERGIE CONSULTANTS SARL | 92100 Boulogne-Billancourt | 335 276 390 | 100.00 | 100.00 | 100.00 | 100.00 |
| HRED SARL | 92100 Boulogne-Billancourt | 309 044 543 | 100.00 | 100.00 | 100.00 | 100.00 |
| SYNERGIE EXECUTIVE SAS | 92100 Boulogne-Billancourt | 343 592 051 | 100.00 | 100.00 | 100.00 | 100.00 |
| SYNERGIE INSERTION SAS | 92100 Boulogne-Billancourt | 534 041 355 | 100.00 | 100.00 | 100.00 | 100.00 |
| SYNERGIE PROPERTY SAS | 92100 Boulogne-Billancourt | 493 689 509 | 100.00 | 100.00 | 100.00 | 100.00 |
| JOINT SUBSIDIARY | | | | | | |
| INTER SERVICE GROUPE SYNERGIE GIE | 92100 Boulogne-Billancourt | 382 988 076 | 100.00 | 100.00 | 100.00 | 100.00 |
| FOREIGN SUBSIDIARIES OF SYNERGIE SE | | | | | | |
| SYNERGIE ITALIA SPA | Turin | | | | | |
| ITALY | | 100.00 | 100.00 | 100.00 | 100.00 | |
| SYNERGIE BELGIUM NV | Antwerp | | | | | |
| BELGIUM | | 100.00 | 100.00 | 100.00 | 100.00 | |
| SYNERGIE SRO | Prague | | | | | |
| CZECH REPUBLIC | | 98.85 | 98.85 | 98.85 | 98.85 | |
| SYNERGIE TEMPORARY HELP SRO | " | | 98.00 | 98.00 | 98.00 | 98.00 |
| SYNERGIE HR SOLUTIONS | " | | 100.00 | | 100.00 | |
| SYNERGIE TEMPORARY HELP SRO | Bratislava | | | | | |
| SLOVAKIA | | 100.00 | 100.00 | 100.00 | 100.00 | |
| SYNERGIE HR SOLUTIONS | " | | 100.00 | | 100.00 | |
| SYNERGIE INTERNATIONAL EMPLOYMENT SOLUTIONS SL | Barcelona | | | | | |
| SPAIN | | 100.00 | 100.00 | 100.00 | 100.00 | |
| SUBSIDIARIES OF SIES | | | | | | |
| DCS EASYWARE | 69003 Lyon | | | | | |
| FRANCE | 797 080 397 | 100.00 | 100.00 | 100.00 | 100.00 | |
| SYNERGIE TT EMPRESA DE TRABAJO TEMPORAL SA | Barcelona | | | | | |
| SPAIN | | 100.00 | 100.00 | 100.00 | 100.00 | |
| SYNERGIE EMPRESA DE TRABALHO TEMPORARIO SA | Porto | | | | | |
| PORTUGAL | | 100.00 | 100.00 | 100.00 | 100.00 | |
| SYNERGIE TRAVAIL TEMPORAIRE SARL | Esch/Alzette | | | | | |
| LUXEMBOURG | | 100.00 | 100.00 | 100.00 | 100.00 | |
| SYNERGIE HUNT INTERNATIONAL INC | Montreal | | | | | |
| CANADA | | 100.00 | 100.00 | 100.00 | 100.00 | |
| ACORN (SYNERGIE) UK LTD | Newport | | | | | |
| UNITED KINGDOM | | 100.00 | 100.00 | 100.00 | 100.00 | |
| SYNERGIE PERSONAL DEUTSCHLAND GmbH | Karlsruhe | | | | | |
| GERMANY | | 100.00 | 100.00 | 100.00 | 100.00 | |
| WISE WORKFORCE MANAGEMENT | Bremen | | | | | |
| GERMANY | | 100.00 | | 100.00 | | |
| SYNERGIE (Suisse) SA | Lausanne | | | | | |
| SWITZERLAND | | 100.00 | 100.00 | 100.00 | 100.00 | |
| SYNERGIE HUMAN RESOURCES BV | Schijndel | | | | | |
| NETHERLANDS | | 100.00 | 100.00 | 100.00 | 100.00 | |
| SIES AUSTRIA BETEILIGUNGS GmbH | St. Pölten | | | | | |
| AUSTRIA | | 100.00 | 100.00 | 100.00 | 100.00 | |
| SYNERGIE POLAND (INTERKADRA) | Krakow | | | | | |
| POLAND | | 100.00 | 100.00 | 100.00 | 100.00 | |
| SYNERGIE HR SOLUTIONS (GRUPA IK) | " | | 100.00 | 100.00 | 100.00 | 100.00 |
| SUBSIDIARY OF SYNERGIE PRAGUE | | | | | | |
| SYNERGIE SLOVAKIA SRO | Bratislava | | | | | |
| SLOVAKIA | | 78.00 | 78.00 | 77.10 | 77.10 | |

| CONSOLIDATED COMPANIES | REGISTERED OFFICE | SIREN NO. | % CONTROL | | % OWNERSHIP | |
|--|-------------------------|-----------|-----------|--------|-------------|--------|
| | | | Dec-25 | Dec-24 | Dec-25 | Dec-24 |
| SUBSIDIARY OF SYNERGIE ITALIA SPA | | | | | | |
| SYNERGIE HR SOLUTIONS SRL | Turin | | | | | |
| ITALY | | 100.00 | 100.00 | 100.00 | 100.00 | |
| SYNERGIE ACADEMY SRL | Turin | | | | | |
| ITALY | | 100.00 | | 100.00 | | |
| SUBSIDIARY OF SYNERGIE TT | | | | | | |
| SYNERGIE HUMAN RESOURCE SOLUTIONS SL | Barcelona | | | | | |
| SPAIN | | 100.00 | 100.00 | 100.00 | 100.00 | |
| SUBSIDIARY OF SYNERGIE HRS | | | | | | |
| SYNERGIE OUTSOURCING SL | " | | 100.00 | 100.00 | 100.00 | 100.00 |
| SUBSIDIARY OF SYNERGIE E.T.T. | | | | | | |
| SYNERGIE OUTSOURCING-SERVICOS DE OUTSOURCING SA | Porto | | | | | |
| PORTUGAL | | 100.00 | 100.00 | 100.00 | 100.00 | |
| SUBSIDIARIES OF ACORN (SYNERGIE) UK | | | | | | |
| ACORN RECRUITMENT LTD | Newport | | | | | |
| UNITED KINGDOM | | 100.00 | 100.00 | 100.00 | 100.00 | |
| ACORN RAIL LTD | " | | 100.00 | 100.00 | 100.00 | 100.00 |
| ACORN GLOBAL RECRUITMENT LTD | " | | 100.00 | 100.00 | 100.00 | 100.00 |
| CONCEPT STAFFING LTD | " | | 100.00 | 100.00 | 100.00 | 100.00 |
| SUBSIDIARIES OF SHR BV | | | | | | |
| SYNERGIE LOGISTIEK BV | Schijndel | | | | | |
| NETHERLANDS | | 100.00 | 100.00 | 100.00 | 100.00 | |
| SYNERGIE INTERNATIONAL RECRUITMENT BV | " | | 100.00 | 100.00 | 100.00 | 100.00 |
| SUBSIDIARY OF ACORN GLOBAL RECRUITMENT | | | | | | |
| SYNACO GLOBAL RECRUITMENT PTY LTD | Adelaide | | | | | |
| AUSTRALIA | | 100.00 | 100.00 | 100.00 | 100.00 | |
| SUBSIDIARIES OF SYNACO GLOBAL RECRUITMENT PTY | | | | | | |
| SYNACO RESOURCES PTY LTD | " | | 100.00 | 100.00 | 100.00 | 100.00 |
| ENTIRE RECRUITMENT SYNACO PTY LTD | " | | 100.00 | 100.00 | 100.00 | 100.00 |
| IPA BY SYNERGIE | " | | 100.00 | 100.00 | 100.00 | 100.00 |
| SUBSIDIARY OF SYNERGIE SUISSE | | | | | | |
| SYNERGIE INDUSTRIE & SERVICES SA | Lausanne SWITZERLAND | 100.00 | 100.00 | 100.00 | 100.00 | |
| SUBSIDIARY OF SIES AUSTRIA BETEILIGUNGS | | | | | | |
| SYNERGIE PERSONAL AUSTRIA GmbH | St. Pölten | | | | | |
| AUSTRIA | | 100.00 | 100.00 | 100.00 | 100.00 | |
| SUBSIDIARIES OF DCS EASYWARE | | | | | | |
| SEIN TIC SL | Pamplona | | | | | |
| SPAIN | | 100.00 | 100.00 | 100.00 | 100.00 | |
| DCS BELGIUM | Brussels | | | | | |
| BELGIUM | | 100.00 | 100.00 | 100.00 | 100.00 | |
| DCS ITALIA | Turin | | | | | |
| ITALY | | 100.00 | 100.00 | 100.00 | 100.00 | |
| SUBSIDIARIES OF SYNERGIE POLAND (INTERKADRA) | | | | | | |
| IK FRANCE | 59350 Lille | | | | | |
| FRANCE | 838 782 159 | 100.00 | 100.00 | 100.00 | 100.00 | |
| SUBSIDIARIES OF SYNERGIE PERSONAL DEUTSCHLAND | | | | | | |
| SYNERGIE PERSONAL HR GmbH | Bremen | | | | | |
| GERMANY | | 100.00 | 100.00 | 100.00 | 100.00 | |
| SYNERGIE PERSONAL SOLUTIONS GmbH | " | | 100.00 | 100.00 | 100.00 | 100.00 |
| DG TIMEWORK GmbH | " | | 100.00 | 100.00 | 100.00 | 100.00 |
| SUBSIDIARIES OF DG TIMEWORK | | | | | | |
| UNISTAFF GmbH | " | | 100.00 | 100.00 | 100.00 | 100.00 |
| SUBSIDIARIES OF SYNERGIE LUXEMBOURG | | | | | | |
| ACCESS TRAVAIL TEMPORAIRE | Esch/Alzette/Luxembourg | 100.00 | 100.00 | 100.00 | 100.00 | |
| SUBSIDIARIES OF SYNERGIE HUNT INTERNATIONAL | | | | | | |
| AGENCE DE PLACEMENT SYNERGIE INC | Québec/ CANADA | 100.00 | 100.00 | 100.00 | 100.00 | |

STATUTORY AUDITORS' REPORT ON THE CONSOLIDATED FINANCIAL STATEMENTS

KPMG S.A.

Tour EQHO
2, avenue Gambetta - CS 60055
92066 Paris-La Défense Cedex
France

Statutory auditor registered with the
Compagnie Régionale de Versailles et du Centre

SYNERGIE S.E.

Grant Thornton

**French member of Grant Thornton
International**
29, rue du Pont - CS 20070
92200 Neuilly-sur-Seine

Statutory Auditor registered with the
Compagnie Régionale de Versailles et du Centre

This is a translation into English of the statutory auditors' report on the annual consolidated financial statements issued in French and is provided solely for the convenience of English-speaking users. This report should be read in conjunction with, and construed in accordance with, French law and professional standards applicable in France.

160 B, rue de Paris - 92100 Boulogne Billancourt

To the General Meeting of Synergie S.E.,

OPINION

In compliance with the engagement entrusted to us by your Annual General meeting, we have audited the accompanying consolidated financial statements of Synergie S.E. for the year ended December 31, 2025.

In our opinion, the consolidated financial statements give a true and fair view of the assets and liabilities and of the financial position of the Group as at 31 December 2025 and of the results of its operations for the year then ended in accordance with International Financial Reporting Standards as adopted by the European Union.

The audit opinion expressed above is consistent with our report to the Audit Committee.

BASIS FOR OPINION**Audit Framework**

We conducted our audit in accordance with professional standards applicable in France. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Our responsibilities under those standards are further described in the Statutory Auditors' Responsibilities for the Audit of the Consolidated Financial Statements section of our report.

Independence

We conducted our audit engagement in compliance with independence requirements of the French Commercial Code (code de commerce) and the French Code of Ethics (code de déontologie) for statutory auditors for the period from January 1st, 2025 to the date of our report and specifically we did not provide any prohibited non-audit services referred to in Article 5(1) of Regulation (EU) No 537/2014.

Justification of Assessments - Key Audit Matters

In accordance with the requirements of Articles L.821-53 and R.821-180 of the French Commercial Code (code de commerce) relating to the justification of our assessments, we inform you of the key audit matters relating to risks of material misstatement that, in our professional judgment, were of most significance in our audit of the consolidated financial statements of the current period, as well as how we addressed those risks.

These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on specific items of the consolidated financial statements.

KEY AUDIT MATTERS

Assessment of goodwill allocated to certain cash-generating units as part of impairment testing (Note 4 to the notes to the consolidated financial statements)

As of December 31, 2025, goodwill recognized in the consolidated balance sheet amounted to EUR 160,558 thousand at gross value and EUR 122,009 thousand at net value.

As indicated in the "Accounting principles" section of Note 4 to the notes to the consolidated financial statements, goodwill is tested for impairment at least once a year as of December 31 of each financial year and whenever there is an indication of impairment. These tests are performed at the level of each cash-generating unit (CGU), which are essentially defined on the basis of the countries in which the Group operates. Impairment tests consist in comparing the carrying amount of the CGUs with their recoverable amount (the higher of fair value and value in use).

As indicated in Note 4.2.1, the value in use of each CGU is determined using the discounted cash flow method. The Group used the CGUs' 2026 annual budgets and projected them over the following four years, taking into account the economic outlook in the relevant geographical areas, and then extrapolated the projections beyond that using a terminal growth rate.

The determination of the recoverable amount of the Germany, United Kingdom and Netherlands CGUs, which include significant amounts of goodwill, and the headroom between those recoverable amounts and the tested carrying amounts, is particularly sensitive to management's assumptions regarding:

- cash flows used for the business plan projections (more specifically, the revenue growth rate and gross margin rate),
- discount rate applied to projected cash flows.

We therefore considered the assessment of goodwill for these CGUs to be a key audit matter.

AUDIT RESPONSE PROVIDED

We obtained an understanding of the procedure implemented by the Synergie Group for performing impairment tests, and in particular of the estimation of the cash flows used in calculating the recoverable amount of the Germany, United Kingdom and Netherlands CGUs. We examined whether the methodology applied by the Company complies with the applicable accounting standards.

To assess the reliability of the data derived from the business plans used in calculating the recoverable amount of these CGUs, we notably:

- compared the business plan projections prepared in 2025 with the business plans prepared in the previous financial year;
- compared the business plan prepared in the previous financial year with the actual results for 2025;
- held discussions with the Synergie Group's finance and operations managers to understand the main assumptions used in the business plans and challenge those assumptions against the explanations obtained;
- reconciled the budget data used with those presented to the Board of Directors.

With regard to the models used to determine recoverable amounts, we assessed their appropriateness and relied on our valuation specialists to analyse the methodology used to determine discount rates, compare those rates with market data and recalculate those rates using our own data sources.

Furthermore, we compared the sensitivity analyses performed by the Synergie Group with our own sensitivity analyses on the key assumptions (in particular revenue growth and margin rates affecting operating cash flows, discount rate and terminal growth rate) in order to assess the potential impact of changes in those assumptions on the conclusions of the impairment tests.

Lastly, we also assessed the appropriateness of the information disclosed in Note 4 to the notes to the consolidated financial statements.

SPECIFIC VERIFICATIONS

We also performed, in accordance with professional standards applicable in France, the specific verifications required by laws and regulations of the information concerning the Group provided in the Board of Directors' management report.

We have no matters to report as to their fair presentation and their consistency with the consolidated financial statements.

REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

Format of presentation of the consolidated financial statements intended to be included in the annual financial report

We have also verified, in accordance with the professional standard applicable in France relating to the procedures performed by the statutory auditor relating to the annual and consolidated financial statements presented in the European single electronic format, that the presentation of the consolidated financial statements intended to be included in the annual financial report mentioned in Article L.451-1-2, I of the French Monetary and Financial Code (code monétaire et financier), prepared under the responsibility of the Chairman and Chief Executive Officer complies with the single electronic format defined in the European Delegated Regulation N° 2019/815 of 17 December 2018. As it relates to consolidated financial statements, our work includes verifying that the tagging of these consolidated financial statements complies with the format defined in the above delegated regulation

Based on the work we have performed, we conclude that the presentation of the consolidated financial statements intended to be included in the annual financial report complies, in all material respects, with the European single electronic format.

We have no responsibility to verify that the consolidated financial statements that will ultimately be included by your company in the annual financial report filed with the AMF are in agreement with those on which we have performed our work

Appointment of the statutory auditors

We have been appointed statutory auditors of Synergie S.E. by your General Meeting of June 4, 2025, for Grant Thornton and KPMG S.A.

As of December 31, 2025, KPMG S.A. and Grant Thornton were in the first year of their uninterrupted engagement.

RESPONSIBILITIES OF MANAGEMENT AND THOSE CHARGED WITH GOVERNANCE FOR THE CONSOLIDATED FINANCIAL STATEMENTS

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with International Financial Reporting Standards as adopted by the European Union and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is expected to liquidate the Company or to cease operations.

The Audit Committee is responsible for monitoring the financial reporting process and the effectiveness of internal control and risk management systems and, where applicable, internal audit, insofar as they relate to the procedures for preparing and processing accounting and financial information.

The consolidated financial statements were approved by the Board of Directors.

STATUTORY AUDITORS' RESPONSIBILITIES FOR THE AUDIT OF THE CONSOLIDATED FINANCIAL STATEMENTS**Audit objective and approach**

Our role is to issue a report on the consolidated financial statements. Our objective is to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with professional standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As specified in Article L.821-55 of the French Commercial Code (code de commerce), our statutory audit does not include assurance on the viability of the Company or the quality of management of the affairs of the Company.

As part of an audit conducted in accordance with professional standards applicable in France, the statutory auditor exercises professional judgment throughout the audit and furthermore:

- Identifies and assesses the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, designs and performs audit procedures responsive to those risks, and obtains audit evidence considered to be sufficient and appropriate to provide a basis for his opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtains an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control.
- evaluates the appropriateness of the accounting policies used and the reasonableness of accounting estimates made by management, as well as the related disclosures in the consolidated financial statements;
- evaluates the appropriateness of management's use of the going concern basis of accounting and, based on the evidence obtained, whether a material uncertainty exists related to events or circumstances that may cast significant doubt on the Company's ability to continue as a going concern. This assessment is based on evidence obtained up to the date of the report, it being nevertheless reminded that subsequent circumstances or events could call into question the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we draw readers' attention in our report to the related disclosures in the consolidated financial statements or, if such disclosures are not provided or are not relevant, we modify our opinion;
- evaluates the overall presentation of the consolidated financial statements and assesses whether they reflect the underlying transactions and events in a manner that gives a true and fair view;
- with respect to the financial information of the persons or entities included in the scope of consolidation, obtains evidence considered sufficient and appropriate to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the audit of the consolidated financial statements and for the opinion expressed on those financial statements.

REPORT TO THE AUDIT COMMITTEE

We submit to the Audit Committee a report which includes in particular a description of the scope of the audit and the audit program implemented, as well as the results of our audit. We also report, if any, significant deficiencies in internal control regarding the accounting and financial reporting procedures that we have identified.

Our report to the Audit Committee includes the risks of material misstatement that, in our professional judgment, were of most significance in the audit of the consolidated financial statements of the current period and which are therefore the key audit matters, that we are required to describe in this audit report.

We also provide the Audit Committee with the declaration provided for in Article 6 of Regulation (EU) N° 537/2014, confirming our independence within the meaning of the rules applicable in France such as they are set in particular by Articles L.821-27 to L.821-34 of the French Commercial Code (code de commerce) and in the French Code of Ethics (code de déontologie) for statutory auditors. Where appropriate, we discuss with the Audit Committee the risks that may reasonably be thought to bear on our independence, and the related safeguards.

Paris-La Défense and Neuilly-sur-Seine,
April 17, 2026,

The statutory auditors

KPMG S.A.
Grégoire MENOUE
Partner

Grant Thornton
French member of Grant
Thornton International
Laurent BOUBY
Partner



CORPORATE FINANCIAL STATEMENTS

OF SYNERGIE SE

| | |
|--|------------|
| FINANCIAL DATA | 189 |
| Balance sheet of SYNERGIE SE | 189 |
| Income statement of SYNERGIE SE | 191 |
| Notes to the balance sheet and income statement SYNERGIE SE | 192 |
| STATUTORY AUDITORS' REPORT ON THE ANNUAL FINANCIAL STATEMENTS | 204 |

FINANCIAL DATA

1 BALANCE SHEET OF SYNERGIE SE

ASSETS

| | Notes | | | 2025 | 2024 |
|--|------------|------------------|-----------------------|------------------|----------------|
| <i>In € thousands</i> | N° | Brut | Depr., amort. & prov. | Net | Net |
| Concessions, patents, licences, brands | | 21,743 | 12,078 | 9,666 | 3,187 |
| Goodwill, leasehold rights | | 3,352 | 195 | 3,157 | 3,157 |
| Other intangible assets | | | | | |
| Intangible assets in progress | | 1,503 | | 1,503 | 3,782 |
| INTANGIBLE ASSETS | 3/4 | 26,599 | 12,273 | 14,326 | 10,126 |
| Buildings | | 441 | 286 | 155 | 164 |
| Technical installations, equipment and tools | | 16 | 4 | 12 | - |
| Other property, plant and equipment | | 36,873 | 29,427 | 7,445 | 8,813 |
| Property, plant and equipment in progress | | 101 | | 101 | - |
| PROPERTY, PLANT AND EQUIPMENT | 3 | 37,431 | 29,717 | 7,713 | 8,977 |
| Financial investments | | 213,003 | 4,314 | 208,689 | 137,346 |
| Receivables from equity investments | | 51,307 | 69 | 51,238 | 51,208 |
| Other long-term investments | | 12 | 7 | 5 | 5 |
| Loans | | 14 | - | 14 | 14 |
| Other non-current receivables | | 41,763 | 559 | 41,204 | 32,940 |
| FINANCIAL FIXED ASSETS | 5 | 306,099 | 4,949 | 301,150 | 221,512 |
| FIXED ASSETS | 9 | 370,128 | 46,939 | 323,189 | 240,615 |
| Advances and deposits paid on orders | | 1,581 | - | 1,581 | 1,926 |
| Trade receivables | 6/10 | 257,366 | 6,462 | 250,904 | 229,966 |
| Other receivables | 10/11 | 152,812 | 1,130 | 151,682 | 211,848 |
| Prepaid expenses | | 5,201 | - | 5,201 | 3,674 |
| Marketable securities | 12 | 111,332 | - | 111,332 | 101,240 |
| Cash and cash equivalents | | 228,015 | - | 228,015 | 193,684 |
| CURRENT ASSETS | | 756,307 | 7,592 | 748,715 | 742,337 |
| Deferred loan issue expenses | | 1,536 | - | 1,536 | |
| Unrealised foreign exchange loss | 8/19 | 4,414 | - | 4,414 | 3,544 |
| TOTAL ASSETS | | 1,132,385 | 54,531 | 1,077,854 | 986,497 |

LIABILITIES

| | Notes | 2025 | 2024 |
|---|-------------|------------------|----------------|
| <i>In € thousands</i> | N° | | |
| Share capital | 13.1 | 121,810 | 121,810 |
| Issue, merger and acquisition premiums | | - | - |
| Legal reserve | 13.2 | 12,181 | 12,181 |
| Regulated reserves | | 30,494 | 18,580 |
| Other reserves | | 11,000 | 11,000 |
| Retained earnings | 13.2 | 421,620 | 394,803 |
| NET PROFIT FOR THE YEAR | | 33,708 | 50,162 |
| Regulated provisions | | 1,693 | 2,823 |
| SHAREHOLDERS' EQUITY | 13 | 632,506 | 611,359 |
| Provisions for liabilities | | 5,240 | 4,852 |
| Provisions for charges | | - | - |
| PROVISIONS FOR LIABILITIES AND CHARGES | 7/14 | 5,240 | 4,852 |
| Borrowings from credit institutions | 15 | 118 | 50 |
| Other borrowings and financial liabilities | 15 | 66,663 | 32,711 |
| Trade payables | | 14,564 | 13,848 |
| Tax and social security liabilities | | 304,625 | 285,337 |
| Fixed asset liabilities | 17 | 30,049 | 30,153 |
| Other liabilities | | 24,088 | 7,176 |
| Deferred income | | | 982 |
| LIABILITIES | 16 | 440,107 | 370,256 |
| Unrealised foreign exchange gain | 8/19 | | 31 |
| TOTAL LIABILITIES | | 1,077,854 | 986,497 |

2 INCOME STATEMENT OF SYNERGIE SE

| <i>In € thousands</i> | Notes N° | 2025 | 2024 |
|---|--------------|------------------|------------------|
| Production sold | | 1,205,690 | 1,195,785 |
| NET REVENUE | | 1,205,690 | 1,202,754 |
| Grants | | 698 | 1,762 |
| Reversals of depreciation, impairments and provisions | | 4,682 | 28,404 |
| Other income | | 14,142 | 11,803 |
| Proceeds from disposals of fixed assets | | | |
| OPERATING INCOME | 20/21 | 1,225,213 | 1,237,755 |
| Other purchases and external expenses | | 62,063 | 60,608 |
| Taxes, duties and similar payments | | 46,751 | 45,659 |
| Wages | 22 | 856,355 | 866,782 |
| Social security contributions | 22 | 216,785 | 215,988 |
| Depreciation, amortisation and impairments | | 4,955 | 3,766 |
| Impairment of current assets | | 1,608 | 1,054 |
| Provisions | | 365 | |
| Carrying amounts of intangible and tangible fixed assets sold | | 23 | |
| Other expenses | | 4,034 | 1,140 |
| OPERATING EXPENSES | | 1,192,938 | 1,194,998 |
| OPERATING RESULT | | 32,275 | 42,757 |
| From equity investments | | 10,685 | 15,300 |
| Other interest and similar income | | 6,973 | 10,841 |
| Reversals of impairments and provisions | | 980 | 802 |
| Foreign exchange gains | | 25 | 9 |
| Income from sales of financial fixed assets | | 2,021 | |
| FINANCIAL INCOME | | 20,685 | 26,951 |
| Depreciation, amortisation and provisions | | 3,199 | 980 |
| Interest and similar expenses | | 2,285 | 1,708 |
| Foreign exchange losses | | 39 | |
| Carrying amounts of financial fixed assets sold | | 2,962 | |
| FINANCIAL EXPENSES | | 8,483 | 2,688 |
| FINANCIAL RESULT | 23 | 12,202 | 24,263 |
| CURRENT PROFIT (LOSS) BEFORE TAX | | 44,476 | 67,020 |
| Non-recurring income | | 1,516 | 1,964 |
| Non-recurring expenses | | 386 | 1,883 |
| NON-RECURRING PROFIT/(LOSS) | 24 | 1,130 | 81 |
| Corporate income tax | 25 | 11,898 | 13,189 |
| Employee profit-sharing | | | 3,751 |
| Total income | | 1,247,413 | 1,266,670 |
| Total expenses | | 1,213,705 | 1,216,508 |
| NET PROFIT | | 33,708 | 50,162 |

3 NOTES TO THE BALANCE SHEET AND INCOME STATEMENT OF SYNERGIE SE

SYNERGIE SE is a European Company with a Board of Directors, governed by French law. Its registered office is located at 160 BIS Rue de Paris, 92100 Boulogne-Billancourt.

The financial statements are presented in thousands of euros and were approved by the Board of Directors on 1 April 2026.

SYNERGIE SE shares are listed on Euronext Paris. The company's LEI (Legal Entity Identifier) code is 969500J2V41R87GPTD23.

SIGNIFICANT EVENTS OF THE YEAR

During the 2025 financial year, SYNERGIE IES, a subsidiary of SYNERGIE SE, carried out a capital increase by offsetting shareholder loans for an amount of €72.5 million.

This transaction resulted in an increase in the value of the equity investments held by SYNERGIE SE at 31 December 2025.

Accounting treatment of the new taxes introduced by French 2025 Finance Act

Section 48 of the 2025 Finance Act introduced an exceptional tax on the profits of large companies. This tax is calculated based on the average tax payable in France on subsidiaries for the financial years 2024 and 2025. It amounted to €2,211 thousand at 31 December 2025.

However, the Group is not affected by section 95 of the 2025 Finance Act, which introduced a tax on capital reductions resulting from certain share buyback transactions carried out on or after 1 March 2024.

Note 1 Accounting principles, rules and policies

The new ANC Regulation No. 2022-06 amends ANC Regulation No. 2014-03 on the general chart of accounts with a view to modernising financial statements and the classification of accounts. It is mandatory for financial years beginning on or after 1 January 2025.

The effect of this regulation is, in particular:

- the introduction of a new definition and presentation of non-recurring profit/(loss)
- elimination of the use of transfer of expenses
- modernisation of the chart of accounts and financial statement templates
- introduction of a new presentation of the information in the notes to the financial statements
- recognition of the amortisation of loan issue costs in financial income.

Under French rules, a change in accounting regulations is classified as a change in accounting policy.

The adoption of ANC Regulation No. 2022-06 mainly changed the presentation of the income statement for the 2025 financial year. No impact on net profit or shareholders' equity is recognised as a result of this change, apart from internal reclassifications.

No other significant impact was identified on the presentation of the financial statements at 31 December 2025.

APPLICATION OF GENERAL PRINCIPLES

The Company's annual financial statements for the financial year ended 31 December 2025 were prepared in accordance with French laws and regulations, as set out in ANC Regulation No. 2014-03 on the general chart of accounts, as amended by ANC Regulation No. 2022-06 on the modernisation of financial statements.

The general accounting conventions have been applied in accordance with the principle of prudence and the following basic assumptions:

- going concern;
- consistency of accounting policies from one year to the next;
- independence of financial years.

And in accordance with general guidelines for the preparation and presentation of annual financial statements.

The basic method used to value the items recorded in the financial statements is the historical cost method.

MAIN JUDGEMENTS AND ESTIMATES USED IN PREPARING THE ANNUAL FINANCIAL STATEMENTS

The main assumptions and estimates used in the preparation of the financial statements for the financial year ended 31 December 2025 relate to the valuation of equity investments, related receivables and shareholder loans, goodwill and pension commitments, as well as provisions for liabilities and charges.

Actual results in the future may differ from these assumptions and estimates.

Note 2 Valuation of fixed assets

ACCOUNTING POLICIES ADOPTED BY THE COMPANY

Intangible assets, property, plant and equipment and long-term investments are valued at acquisition cost (purchase price and incidental expenses). The Company has opted to capitalise acquisition expenses in the acquisition costs of equity investments acquired. However, it has opted to recognise acquisition costs relating to intangible and tangible assets under expenses.

The Company opted not to capitalise borrowing costs under eligible assets.

FIXED ASSETS BY COMPONENT

Given the nature of the fixed assets held by the company, no component was considered significant enough to warrant separate recognition and a specific depreciation schedule.

Note 3 Useful life of fixed assets

| Type of fixed asset | Useful life | Duration of use |
|---|----------------|-----------------|
| INTANGIBLE ASSETS | | |
| Concessions, patents and similar rights | 5 years | 1 to 3 years |
| PROPERTY, PLANT AND EQUIPMENT | | |
| Buildings | 20 to 30 years | 20 to 30 years |
| Equipment and tools | 5 years | 5 years |
| General facilities | 7 years | 5 to 7 years |
| Transport equipment | 5 years | 5 years |
| Office equipment | 5 years | 4 years |
| Computer hardware | 5 years | 3 years |
| Furniture | 10 years | 10 years |

The difference between the accounting duration and the fiscal duration was subject to accelerated depreciation and recorded as a regulated provision.

Note 4 Intangible assets

The item "Concessions, patents, licences, brands" consists of the SYNERGIE brand and software.

Intangible assets that indicate a loss in value are tested for impairment.

The item "Goodwill, leasehold rights" comprises goodwill in the strict sense and leasehold rights relating to operating branches.

Goodwill and the SYNERGIE brand are deemed to have an indefinite useful life and therefore cannot be amortised.

Note 5 Financial fixed assets

The gross value is the purchase cost excluding incidental expenses.

When this value is lower than the gross value, an impairment loss is recognised.

An impairment loss is recognised when, at the end of the year, the valuation of the securities held (based on the higher of their carrying amount and value in use) is lower than their net carrying amount.

In accordance with current tax regulations, acquisition costs on securities are eligible for a tax deduction over a period of five years, starting from the date of acquisition, through accelerated depreciation.

The carrying amount is determined by taking into account the share of net assets and the profitability forecasts, which are reviewed annually. Profitability forecasts are based on information available at the time of preparation.

Furthermore, treasury shares held under a liquidity contract that are not intended for a share award plan are classified under "Other financial fixed assets". These shares are valued at their acquisition cost. If the estimated market value at the end of the financial year (based on the market price at the reporting date) falls below the purchase price, an impairment loss is recognised for the amount of the difference.

The value in use of securities is determined on the basis of estimated and discounted future cash flows, adjusted for net debt or net cash.

Note 33 shows the table of subsidiaries and equity investments.

Note 6 Receivables and payables

Receivables and payables are recorded in the balance sheet at their nominal value.

Receivables are impaired if there is a risk of non-recovery.

Note 7 Provisions for liabilities and charges

A provision is recognised when the company has an obligation to a third party which is likely or certain to result in an outflow of resources to that third party, without receiving at least an equivalent consideration in return. The amount of provisions for liabilities and charges is decided after obtaining the advice of the Company's Boards.

Note 8 Foreign currency transactions

Receivables and payables denominated in foreign currencies are translated and recorded at the official exchange rate prevailing at the balance sheet date. Unrealised foreign exchange gains are recognised as an "Unrealised foreign exchange gain", while unrealised foreign exchange losses are recognised as an "Unrealised foreign exchange loss" and are subject to a provision for liabilities and charges.

NOTES TO THE BALANCE SHEET OF SYNERGIE SE

Note 9 Fixed assets

| <i>In € thousands</i> | 31/12/2024 | Increase | Transfers | Decrease | 31/12/2025 |
|--|----------------|---------------|-----------|--------------|----------------|
| Concessions, patents, licences, brands | 13,586 | 1,382 | 6,775 | - | 21,743 |
| Goodwill, leasehold rights | 3,352 | - | - | - | 3,352 |
| Intangible assets in progress | 3,782 | 4,497 | -6,775 | - | 1,503 |
| INTANGIBLE ASSETS | 20,720 | 5,878 | | | 26,599 |
| Buildings | 441 | - | - | - | 441 |
| Facilities, equipment and tools | 2 | 14 | - | - | 16 |
| Other property, plant and equipment | 35,522 | 2,762 | - | 1,310 | 36,974 |
| PROPERTY, PLANT AND EQUIPMENT | 35,965 | 2,776 | | 1,310 | 37,431 |
| Equity investments and related receivables | 192,300 | 72,928 | - | 917 | 264,311 |
| Other long-term investments | 12 | - | - | - | 12 |
| Loans | 14 | - | - | - | 14 |
| Other financial fixed assets | 33,002 | 11,837 | - | 3,077 | 41,763 |
| FINANCIAL FIXED ASSETS | 225,327 | 84,765 | | 3,994 | 306,099 |
| GROSS TOTAL | 282,012 | 93,420 | | 5,304 | 370,128 |

INTANGIBLE ASSETS

The increase of €8,157 thousand in the item "Concessions, patents, licences and brands" relates solely to software development.

This was also the case for intangible assets in progress, which amounted to €1,503 thousand at the balance sheet date.

PROPERTY, PLANT AND EQUIPMENT

The increase in "Other property, plant and equipment" is mainly due to fixtures and fittings related to the opening, transfer and refurbishment of branches or administrative offices.

Financial fixed assets

| <i>In € thousands</i> | 31/12/2024 | Increase | Decrease | 31/12/2025 |
|--|----------------|---------------|--------------|----------------|
| Equity investments | 140,106 | 72,897 | | 213,003 |
| Related receivables | 52,194 | 31 | 917 | 51,307 |
| Treasury shares | 30,494 | 10,025 | 1,441 | 39,078 |
| Other long-term investments | 12 | - | - | 12 |
| Loans | 14 | - | - | 14 |
| Other financial fixed assets | 2,508 | 1,813 | 1,635 | 2,685 |
| TOTAL FINANCIAL FIXED ASSETS - GROSS VALUES | 225,327 | 84,765 | 3,994 | 306,099 |

The increase in the equity investments item is mainly due to the capital increase at the subsidiary SIES through the capitalisation of receivables, which automatically resulted in the shareholder advance being reclassified as part of the cost of long-term investments through the offsetting of receivables amounting to €72.5 million.

Table of treasury shares

| <i>In € thousands</i> | 31/12/2024 | Purchase | Sale | 31/12/2025 |
|-------------------------------------|------------------|----------------|---------------|------------------|
| Number and value of treasury shares | | | | |
| NUMBER OF TREASURY SHARES | 1,230,926 | 338,446 | 47,402 | 1,521,970 |
| Gross value | 30,494 | 10,025 | 1,441 | 39,078 |
| IMPAIRMENT | -62 | -449 | 62 | -449 |
| NET VALUE | 30,432 | 9,576 | 1,504 | 38,628 |

During the 2025 financial year, SYNERGIE SE continued its share buyback programme, both under the liquidity contract established to ensure market liquidity and outside the scope of that contract.

As a result of these transactions, as at 31 December 2025, the company held 1,521,970 treasury shares, representing around 6.25% of the share capital, with a total carrying amount of €39.1 million.

These shares are recorded as financial fixed assets under "Other non-current receivables". None are classified as marketable securities.

Depreciation, amortisation and impairment

| <i>In € thousands</i> | 31/12/2024 | Increase | Decrease | 31/12/2025 |
|--|---------------|--------------|--------------|---------------|
| Concessions, patents, licences, brands | 10,399 | 1,679 | - | 12,078 |
| Goodwill, leasehold rights | 195 | - | - | 195 |
| INTANGIBLE ASSETS | 10,594 | 1,679 | - | 12,273 |
| Buildings | 276 | 9 | - | 286 |
| Facilities, equipment and tools | 2 | 2 | - | 4 |
| Other property, plant and equipment | 26,708 | 3,155 | 436 | 29,427 |
| PROPERTY, PLANT AND EQUIPMENT | 26,987 | 3,166 | 436 | 29,717 |
| SUBTOTAL | 37,581 | 4,845 | 436 | 41,990 |
| Equity investments and related receivables | 3,747 | 1,553 | 917 | 4,383 |
| Other long-term investments | 7 | - | - | 7 |
| Other financial fixed assets | 62 | 559 | 62 | 559 |
| FINANCIAL FIXED ASSETS | 3,816 | 2,112 | 979 | 4,949 |
| TOTAL DEPRECIATION, AMORTISATION AND IMPAIRMENT | 41,397 | 6,957 | 1,415 | 46,939 |

Note 10 Receivables

| <i>In € thousands</i> | Gross amounts 2025 | Provisions & depreciation | Net amounts 2025 | Net amounts 2024 |
|-----------------------|--------------------|---------------------------|------------------|------------------|
| Trade receivables | 257,366 | 6,462 | 250,904 | 229,966 |
| Other receivables | 152,812 | 1,130 | 151,682 | 211,848 |
| Prepaid expenses | 5,201 | | 5,201 | |
| TOTAL | 415,379 | 7,592 | 407,786 | 441,813 |

Receivables from training organisations amounting to €53,191 thousand are included under the item “Other receivables”.

The item “Other receivables” includes, in particular, shareholder advances granted to subsidiaries (€92,255 thousand) which are generally treated as current assets, as they are provided under a cash management agreement or shareholder advance agreements that are repayable on demand.

Prepaid expenses amounting to €5,201 thousand relate solely to general operating expenses.

Receivables denominated in foreign currencies are valued at the year-end exchange rate; the difference from the initial exchange rate is recognised as a translation adjustment (note 19).

Note 11 Statement of maturities of receivables

| <i>In € thousands</i> | Gross amounts | | Due within 1 year | | Due in more than 1 year | |
|---|----------------|----------------|-------------------|----------------|-------------------------|---------------|
| | 2025 | 2024 | 2025 | 2024 | 2025 | 2024 |
| Receivables from equity investments | 51,307 | 52,194 | - | - | 51,307 | 52,194 |
| Loans | 14 | 14 | 14 | 14 | | |
| Other financial fixed assets | 41,763 | 33,002 | - | - | 41,763 | 33,002 |
| RECEIVABLES FROM NON-CURRENT ASSETS | 93,083 | 85,209 | 14 | 14 | 93,070 | 85,195 |
| Trade receivables | 257,366 | 238,773 | 248,901 | 227,108 | 8,465 | 11,665 |
| - of which Trade receivables | 248,901 | 227,108 | 248,901 | 227,108 | | |
| - of which doubtful or disputed trade receivables | 8,465 | 11,665 | - | - | 8,465 | 11,665 |
| Other receivables | 152,812 | 212,802 | 152,791 | 212,756 | 21 | 46 |
| - of which employee-related and social security receivables | 52,316 | 60,127 | 52,316 | 60,102 | - | 25 |
| - of which corporate income tax | 2,954 | 1,030 | 2,954 | 1,030 | - | - |
| - of which Value added tax | 4,868 | 1,511 | 4,868 | 1,511 | - | - |
| - of which Group and shareholders | 92,271 | 147,865 | 92,255 | 147,849 | 16 | 16 |
| - of which sundry receivables | 402 | 2,268 | 398 | 2,264 | 5 | 5 |
| Prepaid expenses | 5,201 | 3,674 | 5,201 | 3,674 | - | - |
| RECEIVABLES FROM CURRENT ASSETS | 415,379 | 455,250 | 406,894 | 443,538 | 8,485 | 11,711 |
| TOTAL | 508,462 | 540,459 | 406,907 | 443,552 | 101,555 | 96,907 |

Accrued income under receivables breaks down as follows:

| <i>In € thousands</i> | 2025 |
|---|---------------|
| TRADE RECEIVABLES, OF WHICH: | 19,013 |
| Trade receivables – invoices to be issued (outside the Group) | 7,623 |
| Trade receivables – invoices to be issued (within the Group) | 11,391 |
| OTHER RECEIVABLES, OF WHICH: | 58,974 |
| Trade payables – credit notes receivable (outside the Group) | 101 |
| Trade payables – credit notes receivable (within the Group) | 279 |
| Social security liabilities – accrued income | 8,277 |
| Training organisations – accrued income | 42,494 |
| State – Taxes and duties | 7,823 |

Note 12 Marketable securities

| <i>In € thousands</i> | 2025 | 2024 |
|----------------------------|----------------|----------------|
| Deposits and term accounts | 111,332 | 101,240 |
| TOTAL | 111,332 | 101,240 |

Short-term investments consist mainly of term deposits with early withdrawal options on terms that do not present a significant risk of impairment and do not call into question the Group's intention to hold these contracts in order to meet cash commitments that may arise in the short term.

Note 13 Shareholders' equity

Share capital

The share capital is €121,810,000. It comprises 24,362,000 shares with a par value of €5.

Changes in shareholders' equity

| <i>In € thousands</i> | Share capital | Share premiums | Reserves and retained earnings | Net profit | Regulated provisions | TOTAL 2025 | TOTAL 2024 |
|---|----------------|----------------|--------------------------------|---------------|----------------------|----------------|----------------|
| Shareholders' equity at start of year | 121,810 | | 436,564 | 50,162 | 2,823 | 611,359 | 562,051 |
| Appropriation of previous year's net profit | | | 38,731 | (50,162) | | (11 431) | |
| Net profit for the year | | | | 33,708 | | 33,708 | 50,162 |
| Change in regulated provisions | | | | | (1,130) | (1,130) | -855 |
| SHAREHOLDERS' EQUITY AT END OF YEAR | 121,810 | - | 475,295 | 33,708 | 1,693 | 632,506 | 611,359 |

Regulated provisions correspond to accelerated depreciation of fixed assets and acquisition costs for securities.

Note 14 Provisions for liabilities and charges

| <i>In € thousands</i> | 2024 | Increase | Decrease | | 2025 |
|---------------------------------------|--------------|--------------|-----------|------------|--------------|
| | | | used | unused | |
| Provision for liabilities and charges | 1,307 | 365 | 44 | 801 | 827 |
| Provision for exchange losses | 3,544 | 870 | | 1 | 4,414 |
| TOTAL | 4,852 | 1,235 | 44 | 802 | 5,240 |

Note 15 Borrowings and financial liabilities

| <i>In € thousands</i> | 2025 | 2024 |
|--|---------------|---------------|
| Bank overdrafts and credit balances | 118 | 50 |
| BORROWINGS FROM CREDIT INSTITUTIONS | 118 | 50 |
| Other financial liabilities | | 33 |
| Group and shareholders | 66,663 | 32,678 |
| OTHER FINANCIAL LIABILITIES | 66,663 | 32,711 |
| TOTAL | 66,781 | 32,760 |

Other financial liabilities mainly correspond to shareholder loans with subsidiaries.

Note 16 Statement of maturities of payables at year-end

| <i>In € thousands</i> | Gross amounts | | <1 year | | 1 year << 5 years | | > 5 years | |
|--|----------------|----------------|----------------|----------------|-------------------|---------------|-----------|------|
| | 2025 | 2024 | 2025 | 2024 | 2025 | 2024 | 2025 | 2024 |
| Liabilities due to credit institutions | 118 | 50 | 118 | 50 | | | | |
| Other financial liabilities | | 33 | | 17 | | 16 | | |
| Group and shareholders | 66,663 | 32,678 | 66,663 | 32,678 | | | | |
| Trade payables | 14,564 | 13,848 | 14,564 | 13,848 | | | | |
| Tax and social security liabilities | 304,625 | 285,337 | 304,625 | 285,337 | | | | |
| Fixed asset liabilities | 30,049 | 30,153 | 20,049 | 153 | 10,000 | 30,000 | | |
| Other liabilities | 24,088 | 7,176 | 24,088 | 7,176 | | | | |
| Deferred income | | 982 | | 982 | | | | |
| TOTAL | 440,107 | 370,256 | 430,107 | 340,240 | 10,000 | 30,016 | | |

Accrued expenses under payables break down as follows:

| | 2025 |
|---|----------------|
| BORROWINGS FROM CREDIT INSTITUTIONS | 118 |
| Accrued interest on borrowings | 66 |
| Bank charges | 52 |
| BORROWINGS AND FINANCIAL LIABILITIES | - |
| Accrued interest on employee profit-sharing | - |
| TRADE PAYABLES | 7,077 |
| Trade payables - invoices not yet received (outside the Group) | 5,450 |
| Trade payables - invoices not yet received (within the Group) | 1,627 |
| OTHER TAX AND SOCIAL SECURITY LIABILITIES | 304,625 |
| Employee-related liabilities | 145,309 |
| Social security liabilities | 83,097 |
| VAT | 62,664 |
| State - Taxes and duties | 13,556 |
| OTHER LIABILITIES | 18,440 |
| Trade receivables - credit notes to be issued (outside the Group) | 18,340 |
| Trade receivables - credit notes to be issued (within the Group) | 101 |

Note 17 Tax and social security liabilities

| <i>In € thousands</i> | 2025 | 2024 |
|------------------------------|----------------|----------------|
| Employee-related liabilities | 145,309 | 142,819 |
| Social security liabilities | 80,758 | 69,549 |
| VAT | 62,664 | 57,494 |
| Other taxes and duties | 15,895 | 15,475 |
| TOTAL | 304,625 | 285,337 |

Note 18 Fixed assets liabilities

| <i>In € thousands</i> | 2025 | 2024 |
|--------------------------|---------------|---------------|
| Fixed assets liabilities | 30,049 | 30,153 |
| TOTAL | 30,049 | 30,153 |

Fixed asset liabilities correspond to the outstanding balance of €30 million relating to the payment for the purchase of the minority shareholder's stake in Synergie Italia, part of which has been deferred to the 2026 and 2027 financial years.

Note 19 Accruals

Loan issue costs amounting to €1,862 thousand were capitalised in 2025. They are amortised over five years from 15 February 2025. The amount amortised during the financial year was €326 thousand, leaving a net balance sheet amount of €1,536 thousand.

Unrealised foreign exchange losses and gains relate to exchange rate differences between the euro and the

local currency, calculated at the balance sheet date on the shareholder loan balances of the Group's UK, Canadian and Swiss subsidiaries.

The unrealised foreign exchange loss of €4,414 thousand has been fully provisioned. It concerns ACORN (SYNERGIE) UK and ACORN RECRUITMENT.

NOTES TO THE INCOME STATEMENT OF SYNERGIE SE

Note 20 Breakdown of revenue

| <i>In € thousands</i> | 2025 | 2024 |
|-------------------------------------|------------------|------------------|
| Revenue France | 1,200,071 | 1,190,276 |
| Revenue exports | 5,619 | 5,509 |
| TOTAL PRODUCTION OF SERVICES | 1,205,690 | 1,195,785 |

Revenue consists mainly of invoicing for temporary work.

Note 21 Other income and reversals of provisions

| <i>In € thousands</i> | 2025 | 2024 |
|--|---------------|---------------|
| Capitalised production | 6,031 | 4,307 |
| Operating grants | 698 | 1,762 |
| Reversals of depreciation, amortisation and provisions | 4,682 | 28,404 |
| Brand royalties | 7,650 | 7,364 |
| Other operating income | 461 | 132 |
| TOTAL | 19,523 | 41,970 |

The change in reversals of depreciation, amortisation and provisions between 2025 (€4,682 thousand) and 2024 (€28,404 thousand) is due to the reclassification in accordance with ANC 2022-06 (elimination of expense transfers).

Note 22 Personnel costs

| <i>In € thousands</i> | 2025 | 2024 |
|-------------------------------|------------------|------------------|
| Wages and charges | 856,355 | 866,782 |
| Social security contributions | 216,785 | 215,988 |
| Employee profit-sharing | | 3,751 |
| TOTAL | 1,073,140 | 1,086,522 |

Note 23 Financial result

| <i>In € thousands</i> | 2025 | 2024 |
|--|---------------|---------------|
| Dividends | 6,939 | 9,141 |
| Interest on subsidiaries' shareholder loans | 2,116 | 4,677 |
| Income from marketable securities | 2,812 | 4,887 |
| Other financial income | 4,108 | 5,949 |
| Capital gains on disposals of financial fixed assets | (941) | |
| Borrowing costs | (436) | |
| Additions to and reversals of provisions on securities | (1,940) | (979) |
| Additions to and reversals of translation adjustments | 48 | 801 |
| Provisions for the deferral of loan issue costs | (326) | |
| Foreign exchange gains (losses) | (13) | 9 |
| Discounts granted | (165) | (221) |
| FINANCIAL RESULT | 12,201 | 24,264 |

Note 24 Non-recurring income/(loss)

| <i>In € thousands</i> | 2025 | 2024 |
|---|--------------|----------------|
| On management transactions | | (406) |
| On capital transactions | | (314) |
| Non-recurring depreciation, amortisation and provisions | (386) | (1,163) |
| NON-RECURRING EXPENSES | (386) | (1,883) |
| On management transactions | | 205 |
| On capital transactions | | 48 |
| Reversals of provisions | 1,516 | 1,710 |
| NON-RECURRING INCOME | 1,516 | 1,964 |
| NON-RECURRING PROFIT/(LOSS) | 1,130 | 81 |

In accordance with ANC Regulation No. 2022-06 on the modernisation of financial statements, no significant event meeting the definition of non-recurring income was identified for the 2025 financial year.

Consequently, the non-recurring profit/(loss) for the year includes only additions to and reversals of exceptional depreciation.

Note 25 Corporate income tax

| <i>In € thousands</i> | 2025 | 2024 |
|--------------------------------|---------------|---------------|
| On current profit/(loss) | 11,656 | 15,062 |
| On non-recurring profit/(loss) | 296 | 55 |
| On profit sharing | | (1,758) |
| Result of tax consolidation | (54) | (170) |
| TOTAL | 11,898 | 13,189 |

In accordance with ANC Regulation 2025-02, the 2025 corporate income tax includes the exceptional contribution introduced by sections 48 and 95 of Act No. 2025-127 of 14 February 2025, amounting to €2,211 thousand.

Note 26 Deferred tax position

| <i>In € thousands</i> | 2025 | 2024 |
|----------------------------------|--------------|--------------|
| Social solidarity contribution | 500 | 489 |
| Employee profit-sharing | | 969 |
| Unrealised foreign exchange gain | | 8 |
| CONTINGENT TAX ASSET | 500 | 1,466 |
| Accelerated depreciation | 437 | 729 |
| Unrealised foreign exchange loss | 1,140 | 915 |
| CONTINGENT TAX LIABILITY | 1,577 | 1,644 |

As at 31 December 2025, there was a contingent tax asset estimated at €500 thousand, arising mainly from expenses that were not deductible in the year they were recognised, in particular the social solidarity contribution, employee profit-sharing and the unrealised foreign exchange gain for the financial year.

There was also a contingent tax liability estimated at €1,577 thousand, mainly relating to unrealised foreign exchange losses and accelerated depreciation.

These deferred tax items are not recognised on the balance sheet.

OTHER INFORMATION ON SYNERGIE SE

Note 27 Information regarding members of the Board of Directors and Executive Management

The following section provides various information regarding the members of the Board of Directors and Executive Management of SYNERGIE SE.

Compensation

The CEO's compensation amounted to €1,362 thousand.

Pension commitments

At the end of the 2025 financial year, SYNERGIE SE had no contractual commitments regarding pensions or similar benefits payable to members of the Board of Directors and Executive Management.

Advances and loans granted

At the end of the 2025 financial year, no advances or loans had been granted to members of the Executive Management and Board of Directors.

Note 28 Information on related party transactions

All transactions with related parties were conducted on arm's length terms. As such, no details of these transactions are provided here.

Note 29 Company workforce at year-end

| | Permanent employees | Temporary staff | 2025 | 2024 |
|-------------------------|---------------------|-----------------|---------------|---------------|
| Managers and equivalent | 571 | 208 | 779 | 735 |
| Employees | 946 | 5,098 | 6,044 | 6,162 |
| Workers | | 20,527 | 20,527 | 20,786 |
| TOTAL | 1,517 | 25,833 | 27,350 | 27,682 |

Permanent employees are those present at the end of the financial year, across all categories.

Temporary staff are calculated as "Full-time Equivalent". The "Employees" heading refers solely to those seconded to the service sector.

Note 30 Tax consolidation

SYNERGIE SE is the parent company of the tax consolidation Group.

Each company subject to tax consolidation is treated as if it had been taxed separately.

Under tax consolidation rules, tax savings arising from losses are treated as an immediate gain.

Given the tax position of the consolidated subsidiaries, tax consolidation profits likely to be reversed at year-end are negligible.

Note 31 Off-balance sheet commitments

| <i>In € thousands</i> | 2025 | 2024 |
|--|----------------|----------------|
| Counterparties to temporary work guarantees | 97,896 | 93,886 |
| Guarantees for subsidiaries' loans – purchase of securities | 1,021 | 2,359 |
| Guarantees for subsidiaries' loans – real estate | 4,729 | 6,454 |
| Commercial leases (lease payments due until maturity, of which €9,164 thousand is due in less than one year) | 17,942 | 9,285 |
| COMMITMENTS GIVEN | 121,588 | 111,985 |
| BNP guarantee | 94,823 | 96,749 |
| for INTERSEARCH if return to profitability following debt waiver in 2009, 2010 and 2011 | 715 | 715 |
| for DIALOGUE et COMPÉTENCES if return to profitability following debt waiver in 2011 | 1,724 | 1,724 |
| COMMITMENTS RECEIVED | 97,262 | 99,189 |

The temporary work guarantee for 2026/2027, based on temporary work revenue of €1,192,499 thousand, is expected to amount to €95,400 thousand.

Pension commitments

Pension commitments for permanent employees relating to defined benefit plans are measured using the projected unit credit method in accordance with ANC Recommendation No. 2013-02; the assumptions applied at 31 December 2025 are as follows:

- salary increase rate: 2.0%
- staff turnover rate: calculated by age bracket
- social security contributions rate: based on the actual rate of 42.61%
- mortality table: INSEE 2019-2021
- discount rate (iBoxx-based): 3.75%

- estimate based on average retirement age of 65 years
- departure at the employee's initiative
- application of the retrospective method

Based on the assumptions and the method outlined above, the retirement benefits in respect of the Company's staff were estimated at €8,173 thousand, including social security contributions. This amount was not provisioned in the financial statements at 31 December 2025.

Retirement benefits paid in 2025 amounted to €518 thousand, including social security contributions.

Note 32 Other information not included in the balance sheet

At the end of the financial years shown, no other significant commitment had been entered into, and no contingent liabilities existed (other than those provisioned or mentioned in Note 14) that could significantly affect the assessment of the financial statements.

Note 33 Table of subsidiaries and equity investments of SYNERGIE SE Financial year ended 31 December 2025

SYNERGIE SE is the Group's consolidating company, in which the subsidiaries mentioned below are consolidated.

During the 2025 financial year, Synergie SE set up two new wholly-owned subsidiaries: Synergie HR Solutions S.R.O. in the Czech Republic and Synergie HR Solutions S.R.O. in Slovakia, for €20 thousand and €5 thousand respectively.

2025 was also marked by the reclassification of €72.5 million as equity investments of the subsidiary Synergie IES by offsetting the shareholder loan receivable. This transaction resulted from the capital increase of Synergie IES through the capitalisation of shareholder loans.

| <i>In € thousands</i> | | | | | |
|--|---------------|---|-----------------------|-----------------------|---------------------|
| COMPANIES | Share capital | Shareholders' equity other than share capital | Share capital owned % | Gross carrying amount | Net carrying amount |
| 1/ FRENCH SUBSIDIARIES | | | | | |
| SYNERGIE CARE | 72 | 4,027 | 100% | 1,886 | 1,886 |
| SYNERGIE PROPERTY | 5,000 | 7,522 | 100% | 5,000 | 5,000 |
| 2/ FOREIGN SUBSIDIARIES | | | | | |
| SYNERGIE ITALIA (Italy) | 2,500 | 158,114 | 100% | 54,204 | 54,204 |
| SYNERGIE BELGIUM (Belgium) | 250 | 52,325 | 99% | 7,911 | 7,911 |
| SYNERGIE INTERNATIONAL EMPLOYMENT SOLUTIONS (Spain) ⁽¹⁾ | 63,000 | 65,535 | 100% | 137,328 | 137,328 |
| 3/ OVERALL INFORMATION ON OTHER SECURITIES WHOSE GROSS CARRYING AMOUNT DOES NOT EXCEED 1% OF SYNERGIE'S SHARE CAPITAL | | | | | |
| Other subsidiaries and equity investments | | | | 6,675 | 2,360 |
| TOTAL | | | | 213,003 | 208,689 |

(1) SIES is a holding company which mainly holds stakes in other Group subsidiaries

| <i>In € thousands</i> | Loans and advances granted by SYNERGIE | Guarantees and endorsements given | Revenue for FY 2025 | Net profit for FY 2025 | Dividends received by SYNERGIE 2025 |
|--|--|-----------------------------------|---------------------|------------------------|-------------------------------------|
| COMPANIES | | | | | |
| 1/ FRENCH SUBSIDIARIES | | | | | |
| SYNERGIE CARE | | 1,295 | 13,625 | -155 | 504 |
| SYNERGIE PROPERTY | 11,473 | 4,729 | 3,484 | 1,484 | |
| 2/ FOREIGN SUBSIDIARIES | | | | | |
| SYNERGIE ITALIA (Italy) | | 78,706 | 833,822 | 30,373 | |
| SYNERGIE BELGIUM (Belgium) | | | 298,715 | 4,082 | 6,435 |
| SYNERGIE INTERNATIONAL EMPLOYMENT SOLUTIONS (Spain) | 52,933 | | 17 | -18,159 | |
| 3/ OVERALL INFORMATION ON OTHER SECURITIES WHOSE GROSS CARRYING AMOUNT DOES NOT EXCEED 1% OF SYNERGIE'S SHARE CAPITAL | | | | | |
| Other subsidiaries and equity investments | 79,172 | 21,287 | | | |
| TOTAL | 143,578 | 106,017 | | | 6,939 |

Note 34 Events after the reporting period

No events occurring after the reporting date that could have a material impact on the financial statements were identified between the balance sheet date and the date of approval of the financial statements.

Acquisition of a majority stake in Agilus Work Solutions

Following the signing of an agreement on 26 January 2026, SYNERGIE completed the acquisition of a majority stake in Agilus Work Solutions, a provider of temporary staffing and HR services in Canada, on 16 March 2026.

Acquisition of the House of Flexwork Group.

Furthermore, on 2 February 2026, SYNERGIE completed the acquisition of a majority stake in the House of Flexwork Group, a provider of temporary employment services in Switzerland.

The conflict in the Middle East has no significant impact on the company's business.

Note 35 Statutory Auditors' fees

In accordance with ANC Regulation 2025-01, the Statutory Auditors' fees paid by SYNERGIE SE were as follows:

| <i>In € thousands</i> | 2025 | | | | 2024 | | | |
|--|--------------------|-------------|--------------------|-------------|--------------------|-------------|--------------------|-------------|
| | KPMG | | GRANT THORNTON | | APLITEC | | SAINT HONORE | |
| AUDIT | Amount (excl. VAT) | % | Amount (excl. VAT) | % | Amount (excl. VAT) | % | Amount (excl. VAT) | % |
| certification, review of individual and consolidated financial statements | 255 | 82% | 225 | 80% | 238 | 94% | 238 | 78% |
| Other work and services directly related to the Statutory Auditor's engagement | | | | | 16 | 6% | 16 | 5% |
| Sustainability fees | 55 | 18% | 55 | 20% | - | | 50 | 16% |
| TOTAL | 310 | 100% | 280 | 100% | 254 | 100% | 304 | 100% |

STATUTORY AUDITORS' REPORT ON THE ANNUAL FINANCIAL STATEMENTS

Statutory Auditors' report on the annual financial statements

Year ended December 31, 2025

This is a translation into English of the statutory auditors' report on the annual financial statements issued in French and is provided solely for the convenience of English-speaking users. This report includes information relating to the specific verification of information given in the Group's Annual Financial Report. This report should be read in conjunction with, and construed in accordance with, French law and professional standards applicable in France.

SYNERGIE S.E.

European Company
with share capital of €121,810,000
160 B, rue de Paris
92100 Boulogne-Billancourt

Grant Thornton

Statutory auditor

29, rue du Pont
92000 Neuilly-sur-Seine

KPMG S.A.

Statutory auditor

Tour EQHO – 2, avenue Gambetta
CS 60055
92066 Paris-La Défense Cedex

Year ended December 31, 2025

This is a free translation into English of the statutory auditors' report on the annual financial statements issued in French and is provided solely for the convenience of English-speaking users. This report includes information relating to the specific verification of information given in the Group's Annual Financial Report. This report should be read in conjunction with, and construed in accordance with, French law and professional standards applicable in France.

To the General Meeting of Synergie S.E.,

OPINION

In fulfilment of the mission entrusted to us by your General Meeting, we have audited the annual financial statements of Synergie S.E. for the year ended December 31, 2025, as attached to this report.

We certify that the annual accounts are, in accordance with French accounting rules and principles, regular and fair and give a true and fair view of the result of operations for the past financial year as well as the financial situation and assets of the company at the end of that financial year.

The opinion expressed above is consistent with the content of our report to the Audit Committee.

BASIS FOR THE OPINION

Audit Framework

We conducted our audit in accordance with the standards of professional practice applicable in France. We believe that the evidence we have gathered is sufficient and appropriate to base our opinion.

Our responsibilities under these standards are set out in the section "Statutory auditors' responsibilities in relation to the audit of the annual financial statements" of this report.

Independence

We carried out our audit mission in compliance with the rules of independence provided for by the Commercial Code and by the Code of Ethics of the Statutory Auditor profession over the period from January 1, 2025 to the date of issue of our report, and in particular we did not provide services prohibited by Article 5, paragraph 1 of Regulation (EU) No 537/2014.

OBSERVATION

Without calling into question the opinion expressed above, we draw your attention to note 1 "Accounting principles, rules and methods" of the notes to the annual financial statements, which sets out the impact of the first application of ANC Regulation No. 2022-06.

JUSTIFICATION OF THE ASSESSMENTS – KEY AUDIT MATTERS

Pursuant to the provisions of Articles L. 821-53 and R. 821-180 of the French Commercial Code relating to the justification of our assessments, we bring to your attention the key points of the audit relating to the risks of material misstatement which, in our professional judgment, were the most important for the audit of the annual financial statements for the financial year, as well as the responses we have provided to these risks.

The assessments thus made are part of the context of the audit of the annual accounts taken as a whole and the formation of our opinion expressed above. We do not express an opinion on individual elements of these annual accounts.

VALUATION OF EQUITY SECURITIES AND RELATED DEBT

Identified risk

Equity securities and related receivables as described in notes 5 and 9 of the notes to the annual financial statements amounted to €264 million in gross value and €260 million in net value, for a balance sheet total of €1,078 million.

As noted in the note "5. Financial fixed assets" in the notes to the annual accounts, an impairment is recorded when, at the end of the year, the valuation of the securities held (based on the higher of the asset value and the value in use) is lower than their net book value:

- the asset value is determined by taking into account the share of net assets and the profitability outlook reviewed annually. The profitability outlook is established based on the information available at the time of their establishment;
- value in use is determined based on estimated and discounted future cash flows, less or increased by net debt or net cash.

We consider the valuation of equity securities and related receivables to be a key focus of the audit due to:

- their significant importance in the company's accounts;
- the judgments and assumptions necessary for the determination of their value, based in particular on the prospects of profitability, the realization of which is by nature uncertain.

Audit procedures implemented to address this risk

In order to assess the reasonableness of the valuation of equity securities, on the basis of the information provided to us, our work consisted mainly of:

- analyze the methods implemented by the company to estimate the value of equity securities,
- assess the appropriateness of the model used to calculate the values of equity securities,
- assess the consistency and reasonableness of cash flow projections with regard to our knowledge of the economic environment in which the group operates,
- assess the consistency of the discount rate applied with market analyses, with the support of our valuation specialists.

Our work also consisted of assessing the recoverability of the related debts in the light of the analyses carried out on the equity securities.

Finally, we assessed that notes 5 and 9 of the notes to the annual accounts provide appropriate information.

SPECIFIC CHECKS

We have also carried out, in accordance with the standards of professional practice applicable in France, the specific verifications provided for by the legal and regulatory texts.

INFORMATION IN THE ANNUAL REPORT AND OTHER DOCUMENTS ON THE FINANCIAL POSITION AND ANNUAL ACCOUNTS SENT TO SHAREHOLDERS

We have no comments to make on the fairness and consistency with the annual accounts of the information provided in the management report of the Board of Directors and in the other documents on the financial position and the annual accounts addressed to shareholders.

We certify the sincerity and consistency with the annual accounts of the information relating to payment terms mentioned in Article D. 441-6 of the Commercial Code.

Corporate governance information

We certify the existence, in the section of the management report of the Board of Directors devoted to corporate governance, of the information required by Articles L. 225-37-4, L. 22-10-10 and L. 22-10-9 of the French Commercial Code.

Regarding the information provided pursuant to the provisions of Article L. 22-10-9 of the French Commercial Code on the remuneration and benefits paid or awarded to the corporate officers as well as on the commitments made in their favor, we have verified their concordance with the financial statements or with the data used to establish these financial statements and, where applicable, with the information collected by your company from the companies controlled by it that are included in the scope of consolidation. On the basis of this work, we attest to the accuracy and sincerity of this information.

Other information

In accordance with the law, we have ensured that the various information relating to the acquisition of shareholdings and control and the identity of the holders of the capital or voting rights has been communicated to you in the management report.

OTHER VERIFICATIONS OR INFORMATION PROVIDED BY LEGAL AND REGULATORY TEXTS**Format for the presentation of the annual accounts to be included in the annual financial report**

In accordance with the standard of professional practice on the due diligence of the statutory auditor relating to annual and consolidated financial statements presented in accordance with the single European electronic reporting format, we have also verified compliance with this format defined by European Delegated Regulation No. 2019/815 of December 17, 2018 in the presentation of the annual accounts intended to be included in the annual financial report referred to in I of Article L. 451-1-2 of the Code established under the responsibility of the Chairman and Chief Executive Officer.

On the basis of our work, we conclude that the presentation of the annual accounts for inclusion in the annual financial report complies in all material respects the European single electronic reporting format.

It is not up to us to verify that the annual accounts that will actually be included by your company in the annual financial report filed with the AMF correspond to those on which we carried out our work.

Appointment of statutory auditors

We have been appointed statutory auditors of Synergie S.E. by your General Meeting of June 4, 2025, for Grant Thornton and KPMG S.A.

As of December 31, 2025, KPMG S.A. and Grant Thornton were in the first year of their uninterrupted engagement.

RESPONSIBILITIES OF MANAGEMENT AND CORPORATE GOVERNANCE IN RELATION TO THE ANNUAL FINANCIAL STATEMENTS

It is the responsibility of the management to draw up annual financial statements presenting a true and fair view in accordance with French accounting rules and principles and to put in place the internal control that it deems necessary for the preparation of annual financial statements that do not contain material misstatement, whether due to fraud or error.

When preparing the annual financial statements, it is the responsibility of management to assess the company's ability to continue as a going concern, to present in these accounts, where appropriate, the necessary information relating to going concern and to apply the going concern accounting policy, unless it is planned to liquidate the company or cease operations.

The audit committee is responsible for monitoring the process of preparing financial information and monitoring the effectiveness of the internal control and risk management systems, as well as where applicable internal audit, with regard to the procedures relating to the preparation and processing of accounting and financial information.

The annual accounts have been approved by the Board of Directors.

RESPONSIBILITIES OF THE STATUTORY AUDITORS IN RELATION TO THE AUDIT OF THE ANNUAL FINANCIAL STATEMENTS**Audit objective and approach**

Our role is to issue a report on the financial statements. Our objective is to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with professional standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As specified in Article L.821-55 of the French Commercial Code (code de commerce), our statutory audit does not include assurance on the viability of the Company or the quality of management of the affairs of the Company.

As part of an audit conducted in accordance with professional standards applicable in France, the statutory auditor exercises professional judgment throughout the audit and furthermore:

- identifies and assesses the risks of material misstatement of the financial statements, whether due to fraud or error, designs and performs audit procedures responsive to those risks, and obtains audit evidence considered to be sufficient and appropriate to provide a basis for his opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtains an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control.
- evaluates the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management in the financial statements.
- assesses the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. This assessment is based on the audit evidence obtained up to the date of his audit report. However, future events or conditions may cause the Company to cease to continue as a going concern. If the statutory auditor concludes that a material uncertainty exists, there is a requirement to draw attention in the audit report to the related disclosures in the financial statements or, if such disclosures are not provided or inadequate, to modify the opinion expressed therein.
- evaluates the overall presentation of the financial statements and assesses whether these statements represent the underlying transactions and events in a manner that achieves fair presentation.

Report to the Audit Committee

We provide the Audit Committee with a report that includes the scope of the audit work and the work program implemented, as well as the conclusions of our work. We also bring to its attention, where applicable, any significant weaknesses in internal control that we have identified with regard to the procedures relating to the preparation and processing of accounting and financial information.

The items disclosed in the report to the Audit Committee include the risks of material misstatement, which we consider to have been the most material for the audit of the annual financial statements for the year and are therefore the key audit matters that we are required to describe in this report.

We also provide the Audit Committee with the declaration provided for in Article 6 of Regulation (EU) No. 537-2014 confirming our independence, within the meaning of the rules applicable in France as set out in particular by Articles L. 821-27 to L. 821-34 of the French Commercial Code and in the Code of Ethics of the Statutory Auditor profession. Where appropriate, we discuss with the Committee the risks to our independence and the safeguards applied.

Neuilly-sur-Seine and Paris La Défense, April 17, 2026

The Statutory Auditors

Grant Thornton
French member of Grant Thornton
Internationall
Laurent BOUBY
Partner

KPMG S.A.
Grégoire Menou Geoffroy Muselier
Partner Partner



OTHER INFORMATION

| | |
|--|------------|
| GENERAL LEGAL INFORMATION | 209 |
| STATUTORY AUDITORS' REPORT ON THE CAPITAL REDUCTION | 210 |
| LIST OF GROUP COMPANIES 30 APRIL 2026 | 211 |



GENERAL LEGAL INFORMATION

SYNERGIE is listed on Compartment B of Euronext Paris, the European regulated market of EURONEXT.

- Company name: SYNERGIE
- Trade and Companies Register no.: 329 925 010 RCS Nanterre
- Registered office: 160 bis, rue de Paris, 92100 Boulogne Billancourt
- Legal form: European Company
- Financial year: Each financial year lasts for 12 months, starting on 1st January of each year.
- Consultation of legal documents at registered office.

Date of incorporation and term: 18 June 1984; the term of the Company is set at 99 years, starting on the date of the Company's registration in the Paris Trade and Companies Register, except in cases of early dissolution or extension as set forth in the company bylaws.

Corporate purpose

The company's main corporate purpose is as follows:

- the provision, in France and abroad, of all temporary personnel with all skills and of all orders to all interested establishments or persons;
- placement activity, as defined by the legislation in force, and more generally any employment services provision legally open to temporary employment agencies;
- the activity of wage portage, as defined and authorised by the legislation in force;
- any activity of a job-sharing company and, more generally, any activity permitted by law to job-sharing companies;
- any activity permitted by law to temporary employment companies;
- providing assistance to companies through analysing their staffing needs, consultancy, management and assistance with Human Resources Management.

Shareholders' rights

Each member of the Shareholders' Meeting has as many votes as the shares he or she owns or represents.

However, double voting rights are assigned, in respect of the percentage of share capital they represent, to:

- all shares that are fully paid up, and are proven to have been registered in the name of the same shareholder for a period of at least two years;
- registered shares granted free of charge to shareholders in the event of a capital increase through incorporation of reserves, profits or share premiums, by virtue of old shares for which they have this right.

This double voting right shall cease automatically for any share converted into a bearer share or of which ownership is transferred.

However, the aforesaid period of two years shall not be interrupted and rights shall remain vested in the event of any transfer due to inheritance, settlement of property between spouses or donation inter vivos in favour of a spouse or a relative entitled to inherit.

STATUTORY AUDITORS' REPORT ON THE CAPITAL REDUCTION

GENERAL MEETING OF JUNE 4, 2026
RESOLUTION NO. 14

SYNERGIE S.E.

European Company
with a capital of €121,810,000
160 B, rue de Paris
92100 Boulogne-Billancourt

**Grant Thornton
Statutory Auditor**

29, rue du Pont
92000 Neuilly-sur-Seine

KPMG S.A.

Statutory Auditor
Tour EQHO – 2, avenue Gambetta
CS 60055
92066 Paris-La Défense Cedex

This is a free translation into English of the report of the statutory auditors on capital reduction issued in French and is provided solely for the convenience of English-speaking users. This report should be read in conjunction with, and construed in accordance with, French law and professional standards applicable in France.

To the shareholders,

In our capacity as Statutory Auditors of your Company and in compliance with Article L.22-10-62 of the French Commercial Code (Code de commerce) relating to the reduction of share capital by the cancellation of repurchased shares, we hereby report to you on our assessment of the terms and conditions of the proposed reduction in share capital.

Your Board of Directors proposes that you delegate to it, for a period of 24 months from the day of this Meeting, all powers to cancel, up to a limit of 10% of its share capital, any shares granted to buy back its own shares in accordance with the provisions of the aforementioned article.

We performed those procedures which we considered necessary to comply with professional guidance issued by the national auditing body (Compagnie Nationale des Commissaires aux Comptes) relating to this engagement. These procedures involve examining whether the reasons for and terms and conditions of the proposed capital reduction, which is not likely to affect the equality of shareholders, are in order.

We have no observations to make regarding the terms and conditions of the proposed capital reduction.

Neuilly-sur-Seine and Paris La Défense, April 16, 2026

The Statutory Auditors

Grant Thornton
French member of Grant Thornton International
Laurent BOUBY
Partner

KPMG S.A.
Grégoire Menou
Partner

LIST OF GROUP COMPANIES

30 APRIL 2026

TEMPORARY EMPLOYMENT/HUMAN RESOURCES MANAGEMENT/DIGITAL SERVICES MOTHER COMPANY AND FRENCH SUBSIDIARIES

SYNERGIE

A European Company with share capital of €121,810,000
160 Bis rue de Paris
92100 BOULOGNE-BILLANCOURT
329.925.010 RCS NANTERRE

SYNERGIE CARE

A simplified joint stock company (SAS) with share capital of €72,000
160 Bis rue de Paris
92100 BOULOGNE-BILLANCOURT
303.411.458 RCS NANTERRE

SYNERGIE EXECUTIVE

A simplified joint stock company (SAS) with share capital of €140,000
160 Bis rue de Paris
92100 BOULOGNE-BILLANCOURT
343.592.051 RCS NANTERRE

SYNERGIE CONSULTANTS

A limited company (SARL) with share capital of €8,000
160 Bis rue de Paris
92100 BOULOGNE-BILLANCOURT
335.276.390 RCS NANTERRE

SYNERGIE INSERTION

A simplified joint stock company (SAS) with share capital of €100,000
160 Bis rue de Paris
92100 BOULOGNE-BILLANCOURT
534.041.355 RCS NANTERRE

IK FRANCE

A limited company (SARL) with share capital of €40,000
83, rue du Luxembourg
59000 LILLE
838.782.159 RCS LILLE Métropole

HRED

A limited company (SARL) with share capital of €340,000
160 Bis rue de Paris
92100 BOULOGNE-BILLANCOURT
309.044.543 RCS NANTERRE

D.C.S. EASYWARE

A simplified joint stock company (SAS) with share capital of €2,236,500
20, Bvd Eugène Deruelle
69003 LYON
797.080.397 RCS LYON

TEMPORARY EMPLOYMENT/HUMAN RESOURCES MANAGEMENT/DIGITAL SERVICES FOREIGN SUBSIDIARIES

SYNERGIE TT EMPRESA DE TRABAJO TEMPORAL SA

With share capital of €1,500,000
Calle Muntaner 239-253
08021 BARCELONE- ESPAGNE
A60627619

SYNERGIE HUMAN RESOURCE SOLUTIONS SL

With share capital of €3,500
Calle Muntaner 239-253
08021 BARCELONE- ESPAGNE
B31641194

SYNERGIE OUTSOURCING SL

With share capital of €3,005
Calle Muntaner 239-253
08021 BARCELONE- ESPAGNE
B61509840

SYNERGIE ITALIA SPA

With share capital of €2,500,000
Via Pisa, 29
10152 TURIN - ITALIE
07704310095

SYNERGIE ACADEMY SRL

With share capital of €50,000
Via Giolitti 15
10123 TURIN - ITALIE
08943430010

SYNERGIE INTERNATIONAL RECRUITMENT B.V.

With share capital of €18,152
Madame Curieweg 8
5482TL SCHIJNDEL - PAYS-BAS
17063196

SYNERGIE B.V.

With share capital of €18,000
Madame Curieweg 8
5482TL SCHIJNDEL - PAYS-BAS
17135405

SYNERGIE TRAVAIL TEMPORAIRE SARL

With share capital of €50,000
38 rue Dicks
L 4081 ESCH s/ALZETTE - LUXEMBOURG
B49544

SYNERGIE HR SOLUTIONS SRL

With share capital of €50,000
Via Pisa, 29
10152 TURIN - ITALIE
10758350010

SYNERGIE EMPRESA DE TRABALHO TEMPORARIO SA

With share capital of €1,139,900
Rua Quinze de Novembro, 77
4100-421 PORTO - PORTUGAL
503664561

**SYNERGIE OUTSOURCING –
SERVICOS DE OUTSOURCING SA**

With share capital of €50,000
Rua Quinze de Novembro, 77
4100-421 PORTO- PORTUGAL
504737660

SYNERGIE SRO

With share capital of CZK 13,000,000
Na příkopě 854/14
110 PRAGUE 1 - REPUBLIQUE TCHEQUE
458 08 139

SYNERGIE TEMPORARY HELP SRO

With share capital of CZK 2,000,000
Na příkopě 854/14
110 PRAGUE 1 - REPUBLIQUE TCHEQUE
267 11 834

SYNERGIE HR SOLUTIONS SRO

With share capital of CZK 506,000
Na příkopě 854/14
110 PRAGUE 1 - REPUBLIQUE TCHEQUE
232 96 933

SYNERGIE SLOVAKIA SRO

With share capital of €6,638,78
Dunajska 4
811 08 BRATISLAVA - SLOVAQUIE
35 766 239

SYNERGIE TEMPORARY HELP SRO

With share capital of €30,000
Dunajska 4
811 08 BRATISLAVA - SLOVAQUIE
48 265 403

SYNERGIE HR SOLUTIONS SRO

With share capital of €5,000
Dunajska 4
811 08 BRATISLAVA - SLOVAQUIE
56 808 461

SYNERGIE PERSONAL DEUTSCHLAND GmbH

With share capital of €150,000
Gebrüder Himmelheber Strasse 7
76135 KARLSRUHE - ALLEMAGNE
HRB 101911

ACCESS TRAVAIL TEMPORAIRE SA

With share capital of €31,000
78 rue Zénon Bernard
L 4031 ESCH s/ALZETTE - LUXEMBOURG
B1144211

UNISTAFF GmbH

With share capital of €25,000
Martinistrasse 57,
28195 BREMEN, ALLEMAGNE
HRB 34566 HB

WISE WORKFORCE MANAGEMENT

With share capital of €25,000
Gebrüder Himmelheber - -Strasse 7
76135 KARLSRUHE, ALLEMAGNE
HRB 756399

ACORN RAIL LTD

With share capital of £100
Somerton House, Hazell Drive
Cleppa Park, NEWPORT
Gwent NP10 8FY- ROYAUME-UNI
06971474

ACORN RECRUITMENT LTD

With share capital of £950
Somerton House, Hazell Drive
Cleppa Park, NEWPORT
Gwent NP10 8FY- ROYAUME-UNI
03358533

ACORN GLOBAL RECRUITMENT LTD

With share capital of £100
Somerton House, Hazell Drive
Cleppa Park, NEWPORT
Gwent NP10 8FY - ROYAUME-UNI
03486684

CONCEPT STAFFING

With share capital of £1000
Somerton House, Hazell Drive
Cleppa Park, NEWPORT
Gwent NP10 8FY- ROYAUME-UNI
02236840

SYNERGIE PERSONAL AUSTRIA GmbH

With share capital of €35,000
Ob der Kirche 55
3163 ROHRBACH AN DER GÖLSEN - AUTRICHE
07 259 6109

HOUSE OF FLEXWORK AG

With share capital of CHF 500,000
Claragraben 132A
4057 BASEL - SUISSE
CHE-106.839.935

INDUSERV CORPORATE SERVICES AG

With share capital of CHF 125,000
Claragraben 132A
4057 BASEL - SUISSE
CHE-411.892.813

SYNERGIE PERSONAL SOLUTIONS GmbH

With share capital of €25,000
Gebrüder Himmelheber - -Strasse 7
76135 KARLSRUHE, ALLEMAGNE
HRB 750564

SYNERGIE PERSONAL HR GmbH

With share capital of €25,000
Gebrüder Himmelheber - -Strasse 7
76135 KARLSRUHE, ALLEMAGNE
HRB 750312

DG TIMEWORK GmbH

With share capital of €25,000
Elsenheimerstraße 45,
80687 MUNICH, ALLEMAGNE
HRB 167590

INDUSERV (Aarau) AG

With share capital of CHF 125,000
Rain 28
5000 AARAU - SUISSE
CHE-251.052.327

INDUSERV (Dübendorf ZH) AG

With share capital of CHF 125,000
Ringstrasse 15a
8600 DUBENDORF - SUISSE
CHE-327.563.645

SYNERGIE (SUISSE) SA

With share capital of CHF 1,000,000
18, place Chauderon
1003 LAUSANNE - SUISSE
CHE-106.051.404

SYNERGIE INDUSTRIE & SERVICES SA

With share capital of CHF 300,000
18, place Chauderon
1003 LAUSANNE - SUISSE
CHE-390.495.456

PAYROLL HOUSE AG

With share capital of CHF 125,000
Claragraben 132A
4057 BASEL
CHE-429.289.177

HARDWORKER SCHWEIZ AG

With share capital of CHF 100,000
Ringstrasse 15a
8600 DUBENDORF
CHE-158.249.451 - SUISSE

SYNERGIE BELGIUM NV

With share capital of €250,000
Desguinlei 88-90
2018 ANVERS - BELGIQUE
0458.551.563

DCS BELGIUM SPRL

With share capital of €18,600
Rue des Colonies 56
1000 BRUXELLES- BELGIQUE
0882.998.027

INDUSERV (Nordwestschweiz) AG

With share capital of CHF 125,000
Claragraben 132A
4057 BASEL - SUISSE
CHE-153.906.276

INDUSERV (Bern) AG

With share capital of CHF 125,000
Monbijoustrasse 26
3011 BERN - SUISSE
CHE-114.589.226

AGENCE DE PLACEMENT SYNERGIE

Agence de Placement Synergie Inc.
210, boulevard Montarville,
bureau 2011 Boucherville (Québec) J4B 6T3

MAXSYS STAFFING & CONSULTING INC

400 3rd Avenue Southwest, Suite 3700
Calgary, Alberta, T2P4H2 - CANADA
896559713RC0001

MICHAEL WAGER CONSULTING INC

400 3rd Avenue Southwest, Suite 3700
Calgary, Alberta, T2P4H2 - CANADA
895757037RC0002

MAXSYS PERSONNEL INC

101-1305 boul. Lebourgneuf,
Québec, Québec, G2K 2E4 - CANADA
1161219655

SYNACO GLOBAL RECRUITMENT PTY LTD

With share capital of AUD 10
33 Pirie Street
ADELAÏDE 5000 SA - AUSTRALIE
157 844 212

SYNACO RESOURCES PTY LTD

With share capital of AUD 4
33 Pirie Street
ADELAÏDE 5000 SA - AUSTRALIE
093 501 314

ENTIRE RECRUITMENT SYNACO PTY LTD

With share capital of AUD 100
471 Lytton Road
MORNINGSIDE QLD 4170 - AUSTRALIE
628 616 400

IPA BY SYNERGIE PTY LTD

With share capital of AUD 1000
33 Pirie Street
ADELAÏDE 5000 SA - AUSTRALIE
674 660 685

SYNERGIE POLAND SP.Z.O.O.

With share capital of PLN 604,800
Ul. Wadowicka 6
30-415 CRACOVIE - POLOGNE
0000272214

DCS ITALIA SRL

With share capital of €10,000
Via Carlo Alberto 18/T CAP
10123 TURIN – ITALIE
12826540010

SEIN TIC SL

With share capital of €7,212,15
ParqueCommercial Galaria, Calle V,
Numero 3, 1B-1C
31191 CORDOVILLA - Navarra – ESPAGNE
B31647357

SYNERGIE HUNT INTERNATIONAL INC.

With share capital of CAD 2,000,400
666, rue Sherbrooke Ouest – Bureau 1801
MONTREAL H3A 1 E7
QUEBEC – CANADA
116 156 251 8

DIVERS**INTER SERVICE GROUPE SYNERGIE “ISGSY”**

An EIG with share capital of €3,000
160 Bis rue de Paris
92100 BOULOGNE-BILLANCOURT
328.988.076 RCS NANTERRE

SYNERGIE PROPERTY

A simplified joint stock company (SAS)
with share capital of €5,000,000
160 Bis rue de Paris
92100 BOULOGNE-BILLANCOURT
493.689.509 RCS NANTERRE

ACORN (SYNERGIE) UK LTD

With share capital of £675 Sterling
Somerton House, Hazell Drive
Cleppa Park, NEWPORT
Gwent NP10 8FY – ROYAUME-UNI
03358220

**SYNERGIE (QINGDAO) MANAGEMENT
CONSULTING CO. LTD**

With share capital of €300,000
No179 Tailiu lu, shibei district
QINGDAO – CHINE
91370200MA3NXMGK90

**SYNERGIE INTERNATIONAL EMPLOYMENT
SOLUTIONS SL**

With share capital of €63,000,000
Calle Muntaner 239-253
08021 BARCELONE- ESPAGNE
B65936221

SYNERGIE HR SOLUTIONS SP.Z.O.O.

With share capital of PLN 5,000
Al Jana Pawla II 27
00-867 VARSOVIE – POLOGNE
0000393120

SYNERGIE HUMAN RESOURCES BV

With share capital of €4,000,000
Madame Curieweg 8
5482TL SCHIJNDEL – PAYS-BAS
17235043

SIES AUSTRIA BETEILIGUNGS GmbH

With share capital of €35,000
Am Belvedere 4
1100 VIENNE – AUTRICHE
07 227 2578

SYNERGIE HOLDING CANADA LTD

400 3rd Avenue Southwest, Suite 3700
Calgary, Alberta, T2P4H2 – CANADA



A European Company (SE) with share capital of €121,810,000
160 bis rue de Paris, 92100 Boulogne-Billancourt

Tel. : 01 44 14 90 20

Fax : 01 45 25 97 10

E-mail : relations-investisseurs@synergie.com



Our energies together

synergie.com 