

Sopra Steria: Anchoring our strategy in sustainability

Paris, March 2024

The world is how we shape it

sopra  steria

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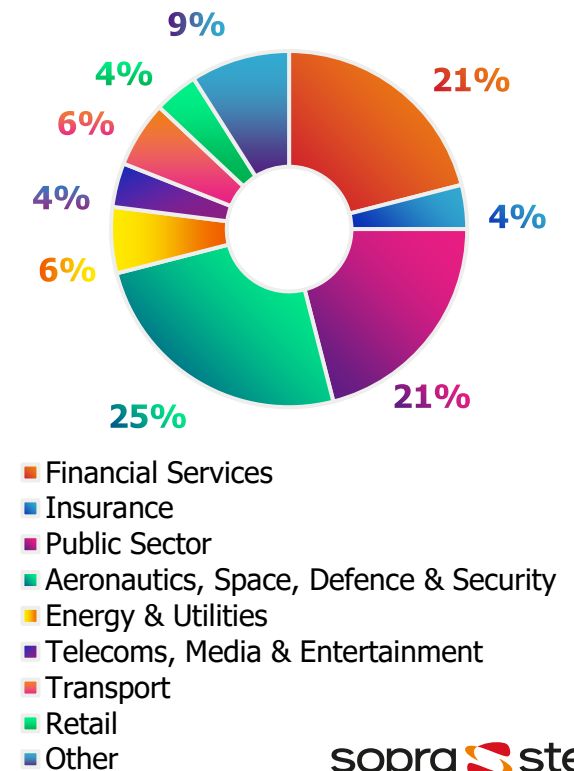
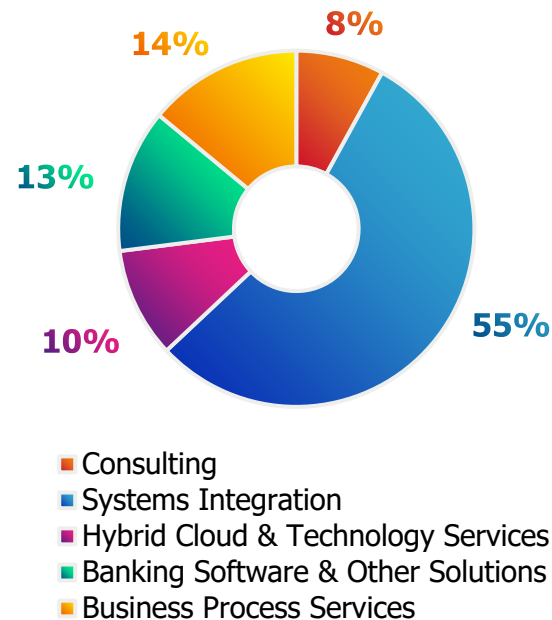
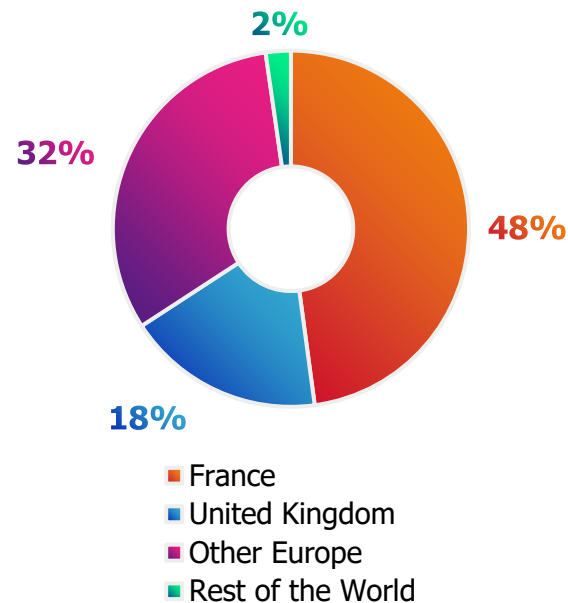
01

Company overview

Sopra Steria: A European leader in digital transformation

Breakdown of revenue – Financial year ended 31 December 2023

Top 10 operating in Europe⁽¹⁾



(1) PAC - IT Services - Preliminary Vendor Rankings Calendar Year 2023 - EMEA

Note: Breakdown excluding Ordina for business lines and verticals

History of Sopra Steria Group

More than 50 years of growth and transformation

IT services
to drive and support
modernisation

Financial performance
at the heart of our strategy

Driving
digital transformation

A new strategic plan to promote expansion and competitiveness

Sopra Steria: Birth of a European leader in digital transformation

1968-99

1968 Sopra founded

1969 Steria founded

1990 Sopra's IPO on
NYSE Euronext Paris

1999 Steria's IPO on
NYSE Euronext Paris

2000-13

2005 Acquisition of
Mummert Consulting

2007 Acquisition of Xansa,
BPO expert

2011 Axway's
IPO

2012 Launch of
Sopra Banking Software

2013 Joint venture SSCL's contract
with the UK government

2014-19

2014 Sopra Steria
founded, launch of
Sopra HR Software

2015 Acquisition of CIMPA

2017 Acquisitions of Cassiopae,
Kentor, 2MoRO and Galitt

2018 Acquisitions of
BLUECARAT and it-econom-
ics in Germany, O.R. System
and Apak by
Sopra Banking Software

2019 Acquisitions of SAB and SFT
(JV with Sparda)
Launch of the Consulting
brand: Sopra Steria Next

2020-22

2020 Acquisition of Sodifrance
(France), cxpartners (UK)
and Fidor Solutions for So-
pra Banking Software

2021 Acquisitions of EVA Group
specialised in cybersecuri-
ty (France), EGGS Design
and Labs (Norway)

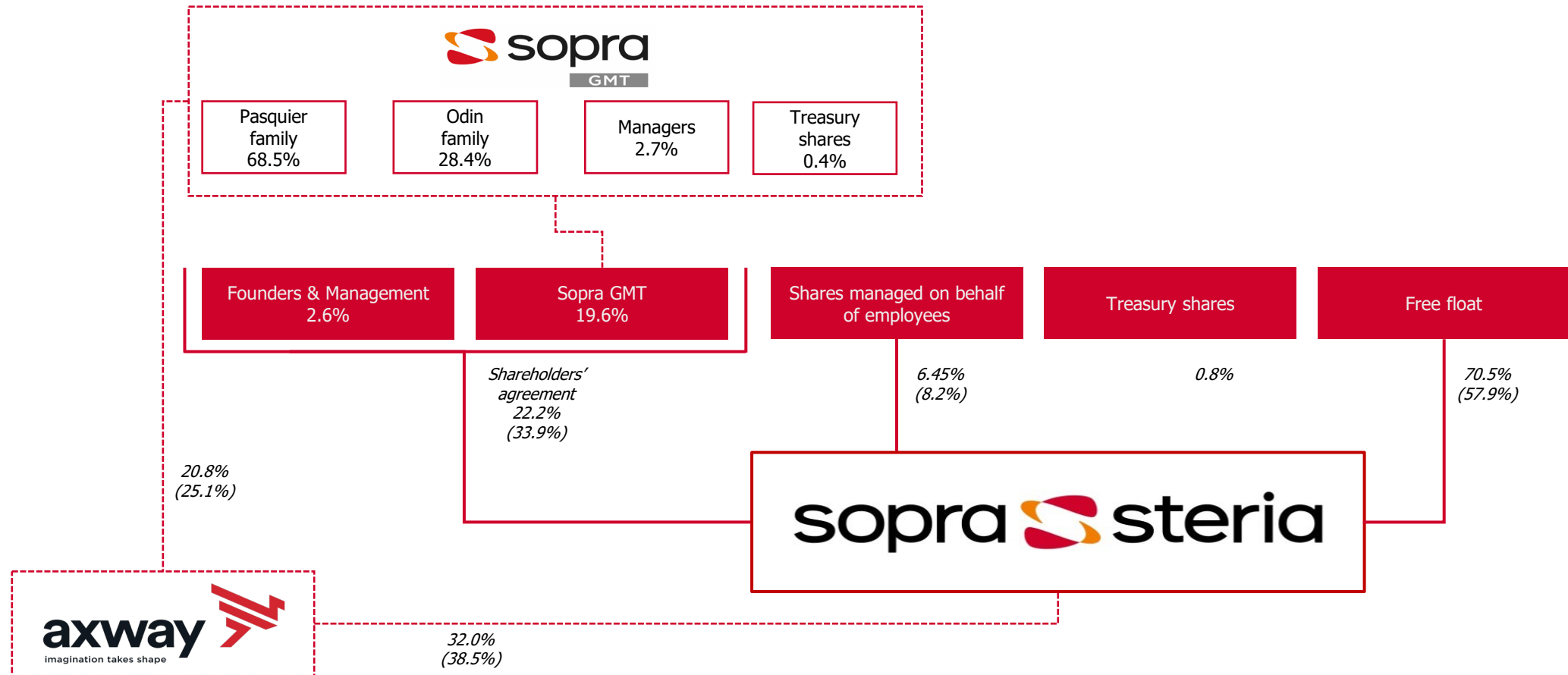
2022 Acquisition of Footprint,
specialising in environmental
and sustainability consultan-
cy (Norway)

2023+

2023 Acquisitions of
CS Group (France),
Tobania (Belgium)
and Ordina (Netherlands)
Acquisition of the 25% stake
in SSCL held by the UK
Cabinet Office

A core shareholder backing the corporate plan

Ownership structure at 31 December 2023

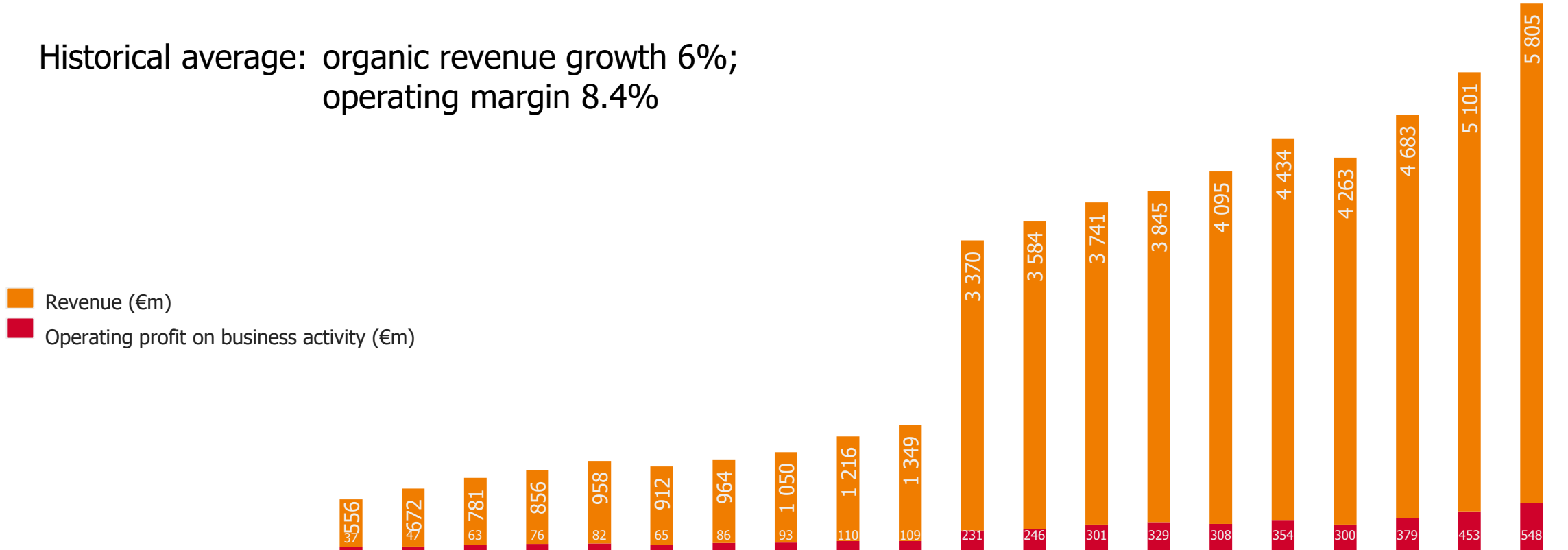


XX.X% = Percentage of share capital held
 (XX.X%) = Percentage of voting rights held

20,547,701 listed shares
 26,529,583 theoretical voting rights

Historical operating performance

Historical average: organic revenue growth 6%;
operating margin 8.4%



	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014 **	2015	2016	2017	2018	2019	2020	2021	2022	2023
Total growth	23%	21%	16%	10%	12%	-5%	5%	9%	16%	11%	149.8%	6.4%	4.4%	2.8%	6.9%	8.4%	-3.9%	9.8%	8.9%	13.8%
Organic growth	11%	9%	7%	9%	11%	-4%	5%	8%	2%	4%	-	2.0%	5.2%	3.5%	4.9%	6.5%	-4.8%	6.4%	7.6%	6.6%
Operating margin on business activity (restated)*	8%	8%	9%	10%	10%	8%	9%	9%	9%	8%	6.9%	6.8%	8.0%	8.6%	7.5%	8.0%	7.0%	8.1%	8.9%	9.4%

* Restated according to equivalent tax laws for the financial years up to and including 2009 and at constant scope (excluding Axway)

** Pro forma basis of comparison adjusted for the Sopra Steria merger

2023 Performance (1/2)

Sopra Steria is on track to reach its medium-term target of 10% for operating margin on business activity

**Organic
revenue
growth**

+6.6%

9.4%
+0.5 points

**Operating
margin
on business
activity**

**Free cash
flow**

€290.2m
6.7%
of revenue

2023 Performance (2/2)

Energy consumption down by 20% vs 2021

Net-Zero trajectory⁽¹⁾: Reductions in greenhouse gas emissions

63.6% reduction for Scopes 1 & 2 (baseline: 2019)

9.8% reduction for Scope 3 (baseline: 2019)

More women in the Group

Total workforce: 33.5% (up 0.4 points)

Proportion of women in the 10% most senior positions: 21.5% (up 1.1 points)

Digital sovereignty, environmental sustainability and ethics

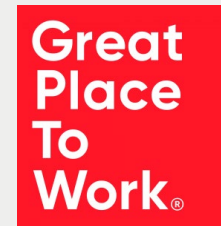
Development of G4IT, a tool used to measure the environmental impact of digital services

Partnership with NumSpot



CDP

- Score of "A" for the 7th year running
- In the CDP Supplier Engagement Leaderboard (A), for the 4 year in a row



Great Place To Work certification

- Response rate: 82%
- Overall perception: ⁽²⁾ 77%



Axelle Lemaire appointed Head of Corporate Responsibility and Sustainable Development



PAC Innovation Radar Sustainability 2023

- Sopra Steria recognised as "Best in class"

(1) SBTi-endorsed 2030 target: 54% reduction for Scopes 1 & 2 and 37.5% reduction for Scope 3

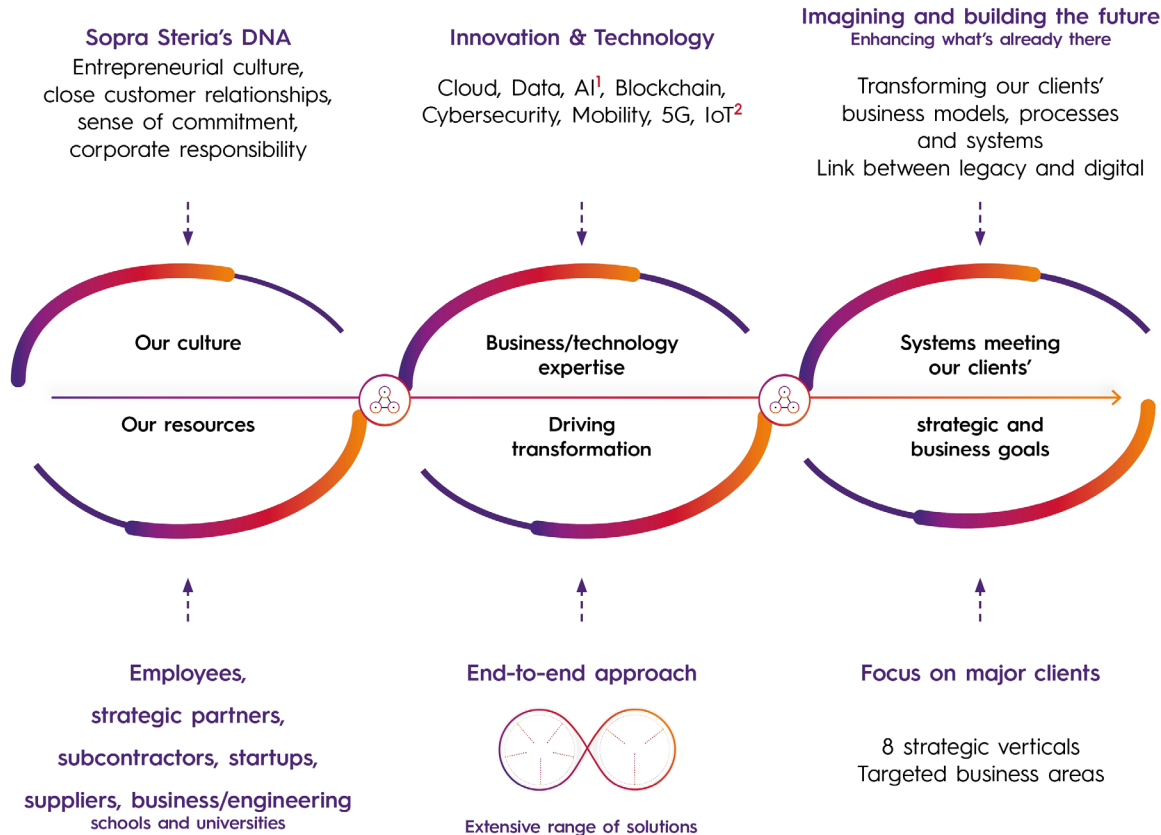
(2) 77% of employees would recommend Sopra Steria as a great place to work

02

Business model and corporate plan

Business model

Value chain and associated indicators



1_AI: Artificial intelligence; 2_IoT: Internet of things; 3_GPTW: Great Place To Work; 4_GHG: Greenhouse gas

Sample of 2023 indicators of value created for the Group's main stakeholders

Employees

- **77%** of employees say Sopra Steria is a great place to work – GPTW³ survey
- **34 hours** of training on average per employee
- **100%** of employees take part in a training session at least once a year
- **14%** attrition rate

Clients

- **Over 80%** of 100 strategic clients satisfied according to the 4th Customer Voice survey
- **6.6%** organic revenue growth

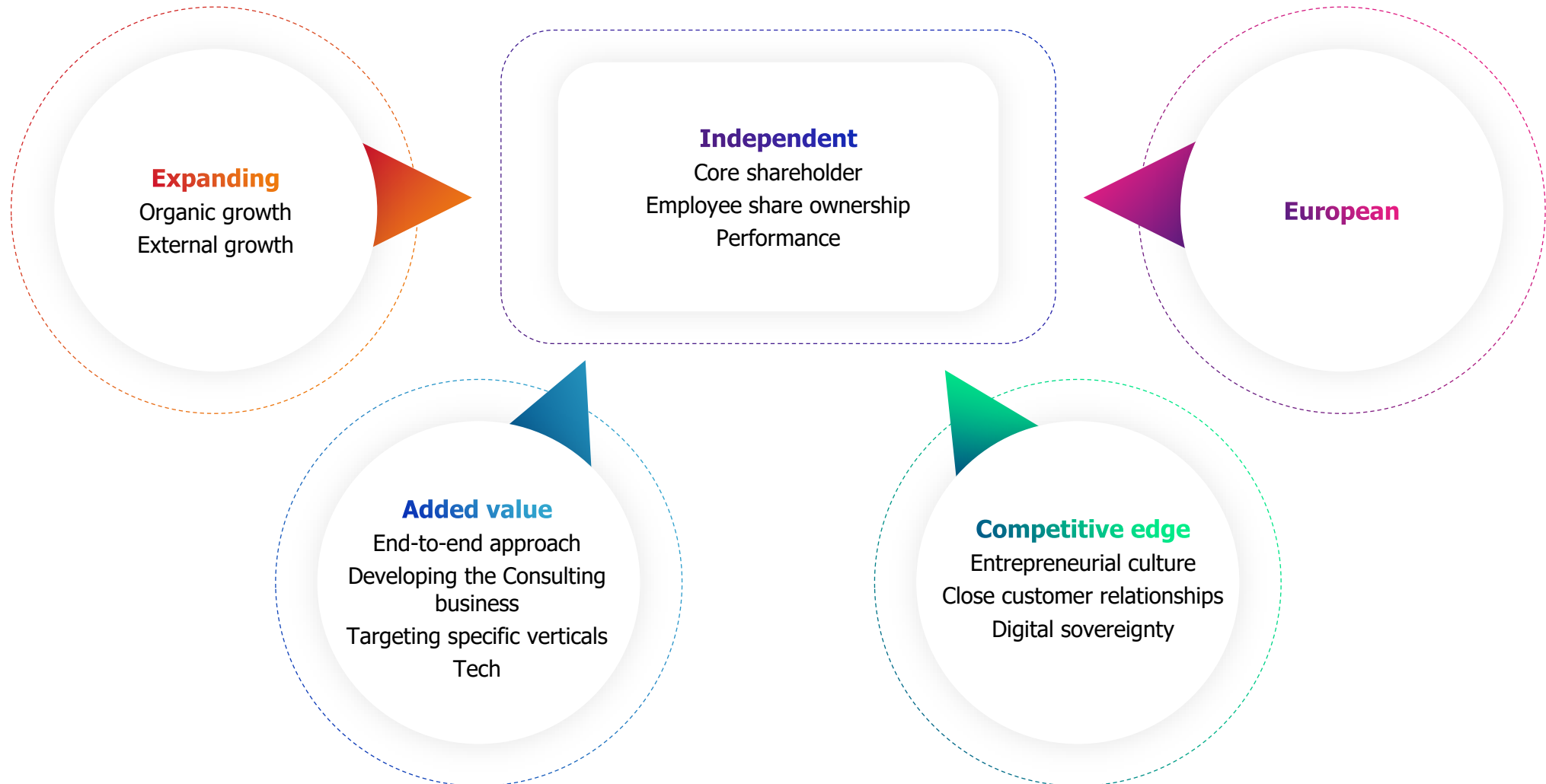
Shareholders

- Annual change in share price: **Up 39.39%** in 2023
- **€4.65** dividend paid for financial year 2023

Company

- **63.6% reduction** in absolute GHG⁴ emissions from Scopes 1 and 2 in 2023 (baseline: 2019)
- Ranking: **A List CDP**; Top **1% Platinum EcoVadis**

Ambitious corporate plan



03

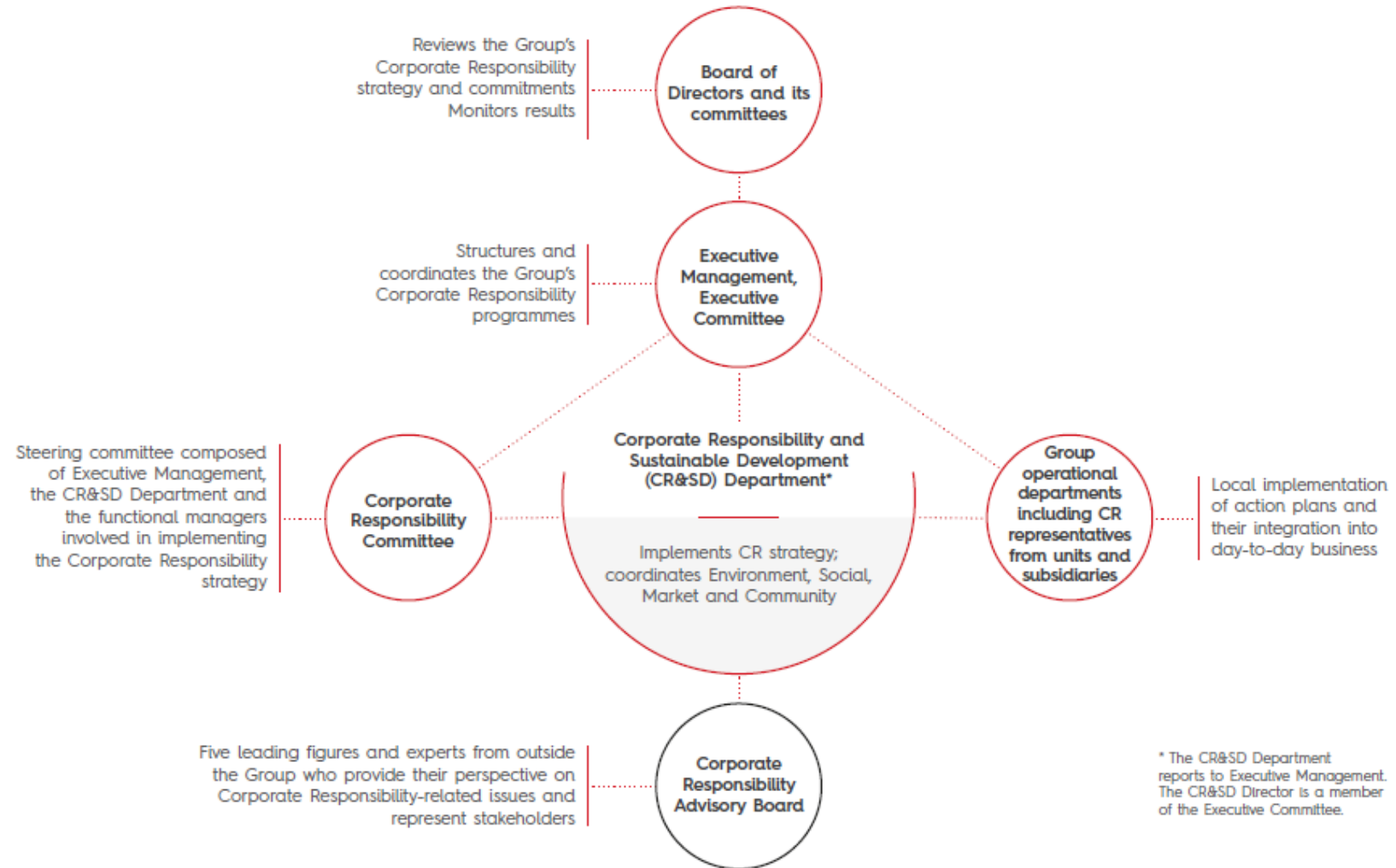
Corporate responsibility strategy

Long-standing focus on sustainability

- Fundamental values that encourage in particular respect for others, open-mindedness and curiosity
- Commitment to the UN Global Compact since 2004 (and since 2017 in the “Global Compact Advanced” category)
- Community outreach programme spearheaded for the past 20 years by the Sopra Steria-Institut de France Foundation (established in 2001), and local community action led by countries and subsidiaries across the world
- Environmental programme launched over 10 years ago: carbon-neutral for all our direct emissions (sites, business travel and data centres) and ambitious mid- and long-term targets for the full value chain

**Corporate
responsibility
approach
anchored in the
Group’s DNA**

Corporate responsibility governance



Our mission

“Together, leveraging digital technology to build a positive future for all.”

Purposeful

What we offer is rooted in our ability to anticipate, understand, and reflect the challenges posed by digital technology so as to better assess their impacts on our clients' sustainability goals and on everyday life.

Sustainable

We see our actions – whether in running our businesses or helping our clients with their digital transformation, and their environmental transition leveraging digital technology – as part of a long-term approach.

Human-centred

Our activities are focused on implementing projects that foster digital inclusion, equal opportunity and social openness, incorporating ethical use of technology.

Our contribution⁽¹⁾ to the United Nations' 17 SDGs

6 commitments aligned with the Group's business model – contribution in 2023



3, 4, 5, 8, 9, 10, 17

6, 7, 8, 9, 11, 12, 13, 14, 15, 17

3, 5, 8, 9, 10, 11, 16, 17

1, 5, 7, 8, 9, 10, 11, 13, 16, 17

3, 4, 5, 7, 8, 9, 10, 11, 12, 17

1, 2, 3, 4, 5, 6, 7, 8, 10, 12, 16, 17

6 engagements

Being a leading employer that attracts the best talent and promotes positive labour relations, equal opportunity and diversity

Mitigating the impact of the Group's activities on the environment and helping combat climate change by drawing on all components of its value chain

Acting ethically in the Group's day-to-day operations and across all its business activities

Being a long-lasting partner for clients, meeting their needs as effectively as possible by providing them with the best technology as part of a responsible and sustainable value-creating approach

Working towards digital trust by developing digital sovereignty in Europe, cybersecurity and AI through an ethical approach to technology

Supporting local communities by stepping up community initiatives, particularly in the field of digital inclusion

Contribution examples

- **9,629 new hires within the Group**

- **34 hours of training** on average per employee

- **63.6% reduction in absolute GHG emissions from Scopes 1 and 2** in 2023 (baseline: 2019)

- **9.8% reduction in absolute GHG emissions from Scope 3** in 2023 (baseline: 2019)

- **93% of employees trained** in preventing corruption and influence peddling

- **730 target suppliers EcoVadis assessed** (€850m+, representing 73%+ of 2023 target expenditure)

- **6.6% organic revenue growth**

- **Over 80%** of 100 strategic clients satisfied according to the 4th Customer Voice survey

- **AI: Launch of the rAise programme**

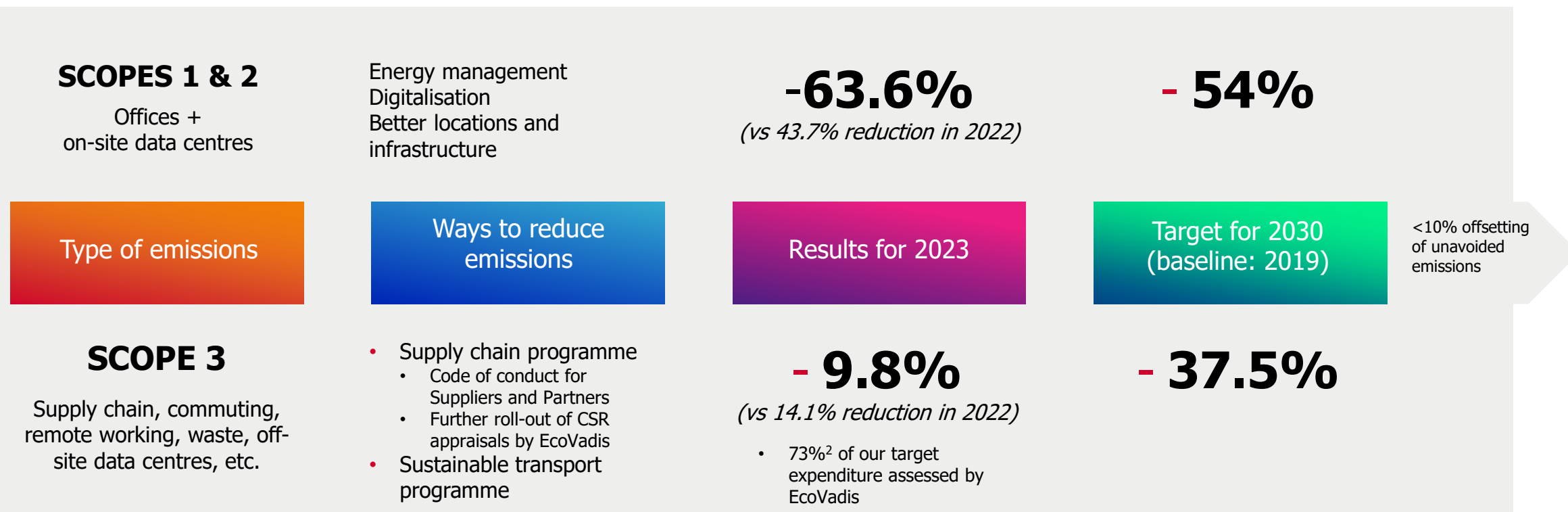
- **886 non-profits and schools supported**

- **57,000 children supported in India**

(1) Direct or indirect SDGs = Sustainable Development Goals

Helping combat climate change

Tangible action plans implemented with indicators to achieve our 2030 mid-term targets



(1) Validated by the Science Based Targets initiative (SBTi)

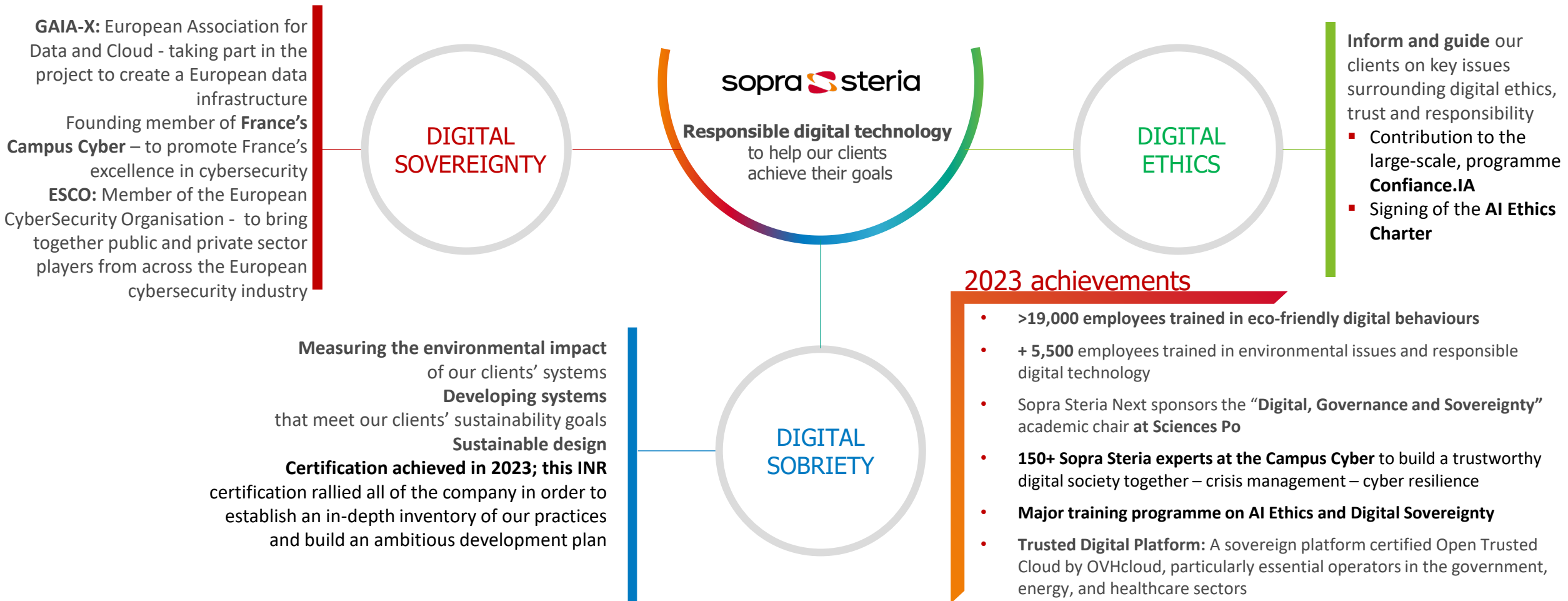
(2) Total target expenditure in 2023 of €1,164m (vs. €868m in 2022) with our target suppliers (>26 employees, annual expenditure >€150k)

Proactive policy for senior management positions

The Group's target is for women to make up 30% of the Executive Committee by 2025



Integrating sustainable, trusted digital technology into our value proposition



04

Talent management

Recruitment and retention

Proactive talent management employment policy

Key figures at 31 December	2019	2020	2021	2022	2023
Number of recruitments	10,844	6,133	10,636	13,073	9,629
Number of recruitments in France	4,112	2,045	3,019	4,267	3,557*
Group workforce	46,245	45,960	47,437	49,690	55,833
Workforce excluding acquisitions throughout the year	45,153	44,768	47,017	49,508	50,083
Proportion of permanent contracts	96.1%	96.7%	97.0%	96.8%	96.5%
Proportion of temporary contracts	3.3%	2.9%	2.5%	2.7%	2.9%
Attrition rate	17.7%	13.6%	16.0%	17.0%	14.0%
Redundancy rate in France	2.3%	2.4%	3.3%	1.9%	2.1%

(*) Average recruitment costs in France: €4,184 in 2023 (vs €4,187 in 2022)

Training

A proactive training policy to maintain employability

— Training challenges

- └ Adapting **skills to future operational challenges**
- └ Improve our ability to meet **client expectations**
- └ Boost **employability**

— 2022-2025 performance indicator targets:

- └ Increase number of hours' training on "Innovation and digital transformation" modules from 14% to 20% of total training hours.
- └ Boost the proportion of professional training for our business lines: increase from 160,000 to 200,000 hours (i.e., +25%).
- └ Deploy the Group's management and leadership programme to all entities and countries (launched in 2022).

— Key figures



1,654k

Training hours
in 2023

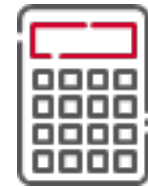
vs 1,537k in 2022



34h

Training hours per
employee*

vs 33h in 2022



€3,586

Average training cost
per employee**

vs €3,671 in 2022

(*) Group average Full-time equivalent (excluding Interns)

(**) French scope

Sopra Steria is a great place to work

2023: fourth **Great Place To Work** survey with all employees around the world

- **82%: participation rate**
- **77%⁽¹⁾: Overall perception**

Target 2023 – 2030:

- exceed 80% satisfaction on the five criteria relating to respect, fairness, pride of belonging, confidence and employee empowerment

1) Seventy-eight percent of employees think Sopra Steria is a great place to work

Diversity

93%

of employees responding to the survey felt that "Staff are treated fairly irrespective of ethnic origin"

Diversity

94%

of employees responding to the survey felt that "Staff are treated fairly irrespective of sexual orientation"

Great Place To Work®

Teamwork

83%

of employees responding to the survey acknowledge that "People care about each other".

Teamwork

87%

of employees responding to the survey felt that "New employees are given a good welcome"



05

Governance & Compensation

Separation of the roles of Chairman and CEO 1/2

Board of Directors at 31/12/2023

Pierre Pasquier - Chairman

18 members

- **15 directors** appointed by the General Meeting
- **3 directors representing employees including one Director representing employee shareholders**

40%

Female Directors

60%

Male Directors

67%

Independent

2/3

Committees are chaired by women

63

Average age of Directors

4

Nationalities

It is also a priority for the Board of Directors to have a diverse range of skills. The Company has identified 10 key competencies that it would like to be represented within the Board of Directors. These skills and areas of experience are as follows:

61%

knowledge of consulting, digital services, software development and the ability to promote innovation

50%

knowledge of one of the Group's key vertical markets

44%

entrepreneurial experience

33%

CEO of a group

56%

finance, control and risk management

44%

CSR – Human resources and labour relations

39%

CSR – Environmental and social issues

61%

international experience

33%

knowledge of Axway Software

44%

operational experience within the Sopra Steria Group

98%

Board of Directors attendance rate

97%

Audit Committee attendance rate

98%

Compensation Committee attendance rate

97%

Nomination, Governance, Ethics and Corporate Responsibility Committee attendance rate



Separation of the roles of Chairman and CEO 2/2

Executive Management team at 31/12/2023

Cyril Malargé - CEO

The Group is made up of a corporate function and a number of operational divisions. The Executive Management team is supported by the Executive Committee (EXCOM) and the Management Committee.

Executive Committee

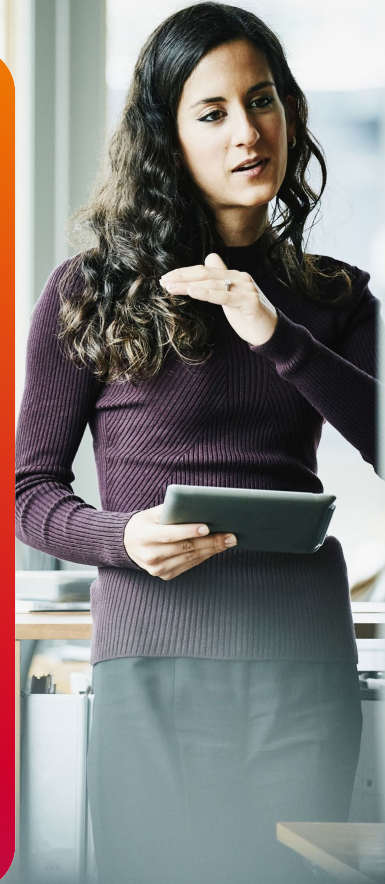
- The Executive Committee has 15 members. It supervises the Group's organisation, steering, major contracts, and support functions and entities. It is involved in the Group's strategic planning and implementation. Three of its members are women.

Group Management Committee

- The Group Management Committee consists of the Executive Committee members and 44 operational managers and functional managers. 9 of its members are women.

17%

of executive committee members are women



Compensation of the Chief Executive Officer 1/3

In respect of financial year 2023 (decision of the Board on 21 February 2024)

— **Fixed compensation: €500,000**

— **Calculation of annual variable compensation:**

Criteria	Type	Potential amount as % of AVC ⁽¹⁾	Potential amount	Threshold	Target	Achieved	Amount awarded
Consolidated operating margin on business activity	Quantifiable	50.0%	€150,000	8.9%	9.3%	9.4%	€150,000
Consolidated revenue growth	Quantifiable	10.0%	€30,000	3.0%	6.0%	6.6%	€30,000
Increasing the proportion of women in the Group's management positions (% women in the two highest echelons of the organisation, levels 5 and 6)	Quantifiable	5.0%	€15,000	19.0%	20.0%	>20.0%	€15,000
Reduction in direct GHG ² emissions per employee (SBTi III) ³ (tCO ₂ e)	Quantifiable	5.0%	€15,000	0.74 tCO ₂ e	0.69 tCO ₂ e	<0.69 tCO ₂ e	€15,000
Qualitative target related to the requirements of the strategic plan and operational organisation	Qualitative	30.0%	€90,000			Target around 90% achieved	€80,000
Total		100.0%	€300,000				€290,000

[1] AVC: Annual variable compensation

[2] GHG: Greenhouse gas

[3] Science Based Targets initiative

Compensation of the Chief Executive Officer 2/3

Performance share award plan of 24 May 2023

— Rights to shares granted in 2023: 3,000

- └ 3 performance criteria, allocated the same weighting, with a total of 90%
 - └ Organic revenue growth, operating profit on business activity, free cash flow
- └ 1 corporate responsibility criterion, with a weighting of 10%
 - └ Proportion of women in the Group's senior management positions

2023–2025			Weighting over 3 years
Sopra Steria Group performance targets and criteria		Weighting	90%
Organic revenue growth		30%	
Operating profit on business activity <i>as % of revenue</i>		30%	
Free cash flow		30%	
2023–2025			Weighting over 3 years
	Target	Threshold	10%
Proportion of women in senior management positions	22% in 2025	>19.5%	

Compensation of the Chief Executive Officer 3/3

In respect of financial year 2024

— No changes were made to annual fixed compensation or the compensation policy

└ Fixed compensation: €500,000

Criterion	Type	Potential amount as % of AVC ^[1]	Potential amount as % of AFC ^[2]	Potential amount in €
Consolidated operating margin on business activity	quantifiable	40.0%	24.0%	€120,000
Consolidated revenue growth	quantifiable	20.0%	12.0%	€60,000
Environmental criteria	quantifiable	5.0%	3.0%	€15,000
Criterion of proportion of women in senior management positions at the Group	quantifiable	5.0%	3.0%	€15,000
Qualitative targets consistent with the Group's strategy and organisation and/or the assessment of the company officer's performance	qualitative	30.0%	18.0%	€90,000
TOTAL		100.0%	60.0%	€300,000

(1) AVC: Annual variable compensation

(2) AFC: Annual fixed compensation

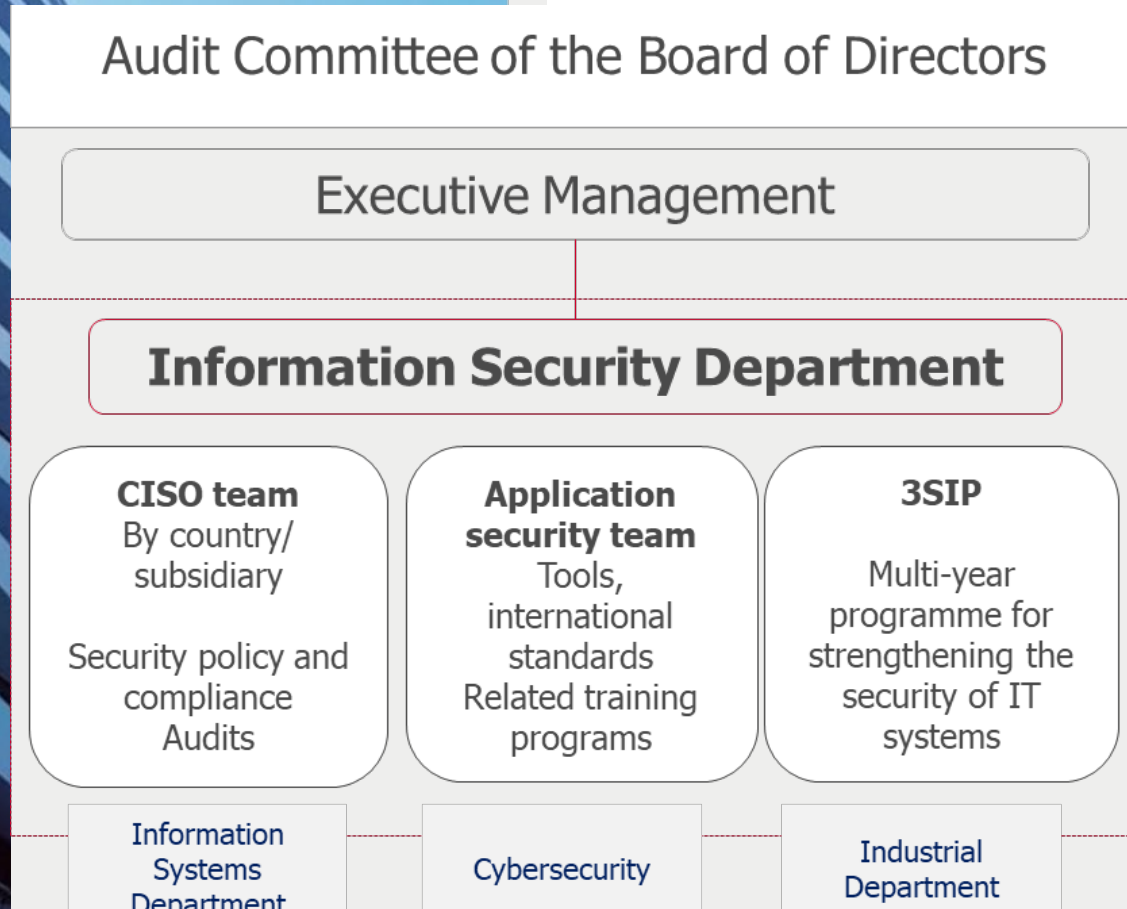
└ Once the schedule for completing the planned disposal of most of Sopra Banking Software's activities to Axway Software is confirmed, the Board of Directors will set specific targets in accordance with the criterion set forth above.

06

Information and cybersecurity system security and data privacy

Information and cybersecurity system security

A solid organisational structure coordinated at top Group level



— Audit Committee matters in 2022

- └ presentation of updates to information system security measures

— Information Security Department

- └ Designs and rolls out information security policy
- └ Leads the security improvement programme
- └ Trains employees and raises awareness (e-learning, phishing campaigns)
- └ Conducts annual audit and certification programme (ISO 27001, ISAE 3402)

— Information Security Department backed by

- └ The IT department, the Chief IT Operational Security and Information Systems Officer
- └ Cybersecurity teams (Group cyber monitoring/surveillance), **Pentest** – intrusion testing, **“hunting”** campaign, **own in-house CERT** for vulnerability reports

Data Privacy

A global policy and a Group compliance programme

- **The governance model provides for:**
 - └ A well-defined organisational structure with clear roles and responsibilities;
 - └ The “**Group Data Protection Compliance Programme**”, including policies, procedures, tools and contractual instruments to be implemented locally in each subsidiary. [Cf. website](#)
- **A general personal data protection policy supported by a programme with the following goals in particular:**
 - └ Rolling out a specific tool to keep records of all processing of personal data by Group entities, both for their own purposes and on behalf of their clients;
 - └ Implementing specific procedures to respond to requests received from individuals exercising their rights relating to personal data, including the **right of access, the right to rectification, the right to object to processing, and the right to remove data across the system, including archived and recorded data;**
 - └ **Provision of standard contracts and clauses** covering the protection of personal data in the context of **contractual relationships with clients, subcontractors and suppliers;**
 - └ Rolling out a mandatory training module for all existing Group employees and for all new employees;
 - └ Management of the whistleblowing procedure to report actual or suspected personal data breach.
- **Read more:** [here](#)

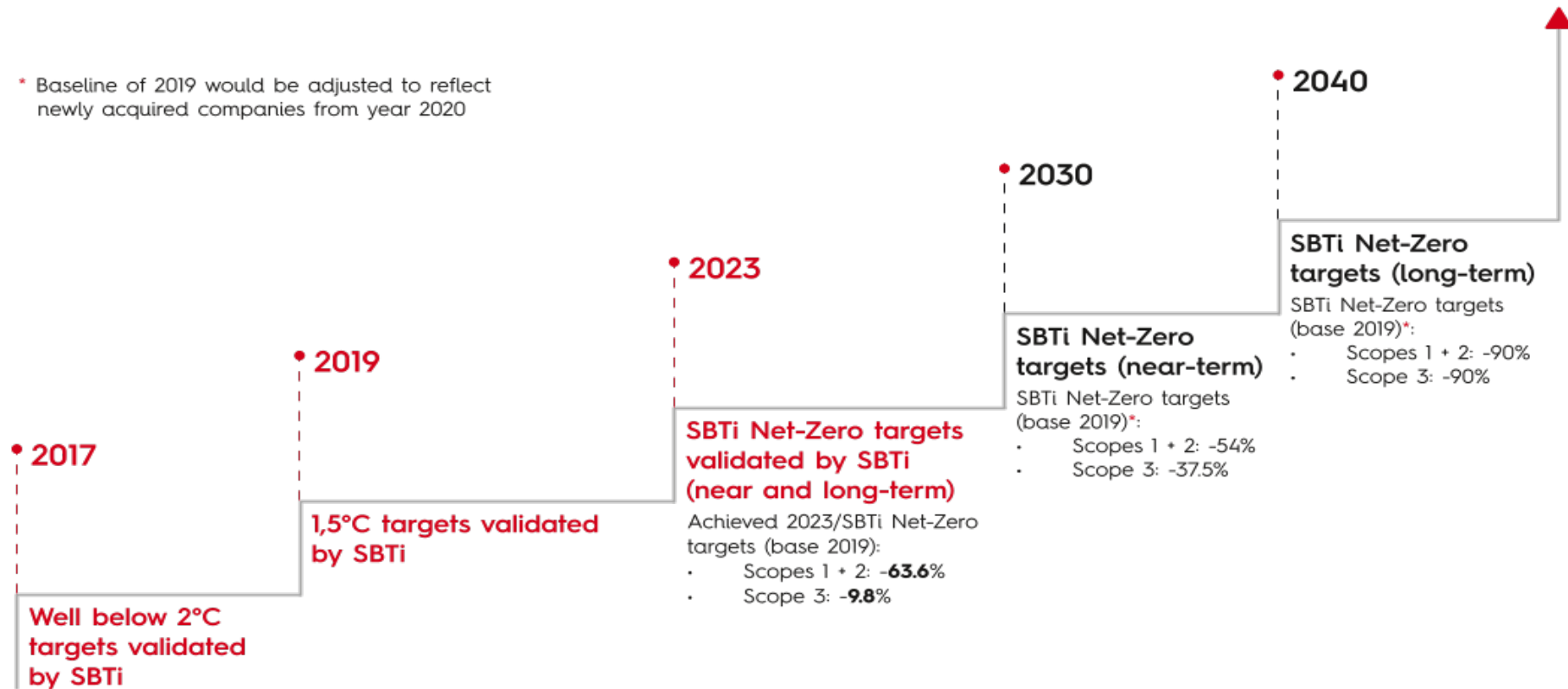
07

Annexes

Progress towards meeting the long-term target of net-zero emissions

Key milestones on the way to achieving SBTi's long-term net-zero emissions targets

* Baseline of 2019 would be adjusted to reflect newly acquired companies from year 2020



SUMMARY OF GREENHOUSE GAS EMISSIONS BY SCOPE

Scope	Category	2015		2019		2021		2022		2023	
		Emissions (tCO ₂ e)	%	Emissions (tCO ₂ e) ³	%	Emissions (tCO ₂ e)	%	Emissions (tCO ₂ e)	%	Emissions (tCO ₂ e)	%
Scope 1 (Offices and on-site data centres)	Diesel, gas	2,237	0.79%	2,664	0.84%	2,526	0.59%	1,952	0.35%	1,216	
	Direct fugitive emissions	N/A	0.60%	2,048	0.38%	1,124	0.41%	1,355	0.27%	924	
Scope 2 (Offices and on-site data centres)	Electricity, district heating	15,724	0.51%	1,724	0.21%	627	0.12%	398	0.07%	252	
	3-1. Purchases of goods and services (upstream)	N/A	65.28%	221,311	86.46%	259,011 ¹	81.13%	269,837 ²	82.25%	285,988 ²	
Scope 3	3-3. Emissions arising from energy not included in Scopes 1 and 2 (upstream)	N/A	1.61%	5,464	1.48%	4,439	1.36%	4,539	1.10%	3,822	
	3-5. Waste: WEEE, paper and cardboard, plastic, metal, water (upstream)	N/A	0.02%	78	0.01%	42	0.01%	45	0.01%	44	
	3-6. Business travel (upstream)	32,005	10.12%	34,310	2.32%	6,957	4.16%	13,826	5.29%	18,406	
	3-7. Employee commuting and remote working (upstream)	N/A	19.70%	66,778	7.25%	21,716	10.84%	36,039	9.46%	32,895 ⁵	
	3-8. Off-site data centres (upstream)	1,227	0.37%	1,250	0.05%	141	0.06%	191	0.03%	108	
	3-13. Tenants (downstream)	N/A	0.15%	494	0.05%	151	0.21%	699	0.06%	204	
	3-15. Investments (downstream) ⁴	N/A	0.85%	2,892	0.95%	2,837	1.12%	3,720	1.10%	3,835	
SOPRA STERIA'S CARBON FOOTPRINT	TOTAL	51,193	100%	339,012	100%	299,570	100%	332,601	100%	347,694	

⁽¹⁾ Results for 2021 and 2022 relating to emissions in the supply chain (Scope 3-1, purchases of goods and services) include 100% data from financial elements for the first time, thus providing a more accurate assessment compared with the results for prior years, which were partly based on estimates. This is the reason for the differences between 2021 and 2020 data. All data categories covering

⁽²⁾ The method was improved in 2022 by including actual emissions factors from some of our key suppliers. With the former ADEME method, we would have had 277,344 tCO₂e in 2022 and 296,226 tCO₂e in 2023.

⁽³⁾ Recalculated tCO₂e values (including new acquisitions in 2019) published by CDP in 2020 for Scopes 1, 2, 3-5 and 3-6 respectively are as follows: 4,719, 1,857, 296, 34,697. For Scope 3-1, the recalculated value using an improved method is 270,835 tCO₂e. The calculated value for Scope 3-15, which was not previously taken into account, is 2,892 tCO₂e.

⁽⁴⁾ In 2023, Sopra Steria held a 31.96% stake in Axway. Scope 3, Category 13: Emissions arising from investments correspond to Axway's emissions as a tenant of office space belonging to Sopra Steria, and Sopra Steria's share of Axway's other emissions is also reported under this indicator (Scope 3, Category 15). We estimated that Axway had 12,000 tCO₂e of GHG emissions for Scopes 1, 2 and 3 (upstream). Accordingly, emissions relating to Sopra Steria amounted to 3,835 tCO₂e (31.96 %* 12,000 tCO₂e).

⁽⁵⁾ Remote work-related emissions represent the following amounts for the following scopes: Group: 2,052.1 tCO₂e

TAXONOMY – revenue indicator

At 31/12/2023 (Regulation (EU) 2020/852 of 18 June 2020)

Economic activities	2023			Substantial contribution criteria				DNSH (Do No Significant Harm) criteria								Minimum safeguards	Proportion of Taxonomy-aligned (A.1.) and Taxonomy-eligible (A.2.) revenue, 2022	“(Enabling activity)” category	“(Transitional activity)” category
	Code(s) ^(a)	Absolute revenue (in millions of euros)	Proportion of revenue (%)	Climate change mitigation Y; N; N/EL ^{(b)(c)}	Climate change adaptation Y; N; N/EL ^{(b)(c)}	Water and marine resources Y; N; N/EL ^{(b)(c)}	Pollution Y; N; N/EL ^{(b)(c)}	Circular economy Y; N; N/EL ^{(b)(c)}	Biodiversity and ecosystems Y; N; N/EL ^{(b)(c)}	Climate change mitigation Y/N	Climate change adaptation Y/N	Water and marine resources Y/N	Pollution Y/N	Circular economy Y/N	Biodiversity and ecosystems Y/N				
A. Taxonomy-eligible activities																			
A.1. Environmentally sustainable activities (Taxonomy-aligned)																			
Data-driven solutions for GHG emissions reductions	CCM 8.2	49.5	0.9%	100%						N	Y	N	Y	N	N	Y	0.7%	E	
Manufacturing of aircraft	CCA 3.21	1.0	0.0%	100%						N	Y	Y	Y	Y	Y	Y			
Climate risk management software	CCA 8.4	9.8	0.2%		100%					N	N	N	N	N	N	Y			
Climate risk management consulting	CCA 9.3 4.1	0.3	0.0%		100%					Y	N	N	N	N	N	Y			
Provision of IT/OT data-driven solutions	CE 4.1	1.3	0.0%					100%		Y	N	Y	Y	Y	N	Y			
Revenue of environmentally sustainable activities (Taxonomy-aligned) (A.1)		61.9	1.1%														0.7%		
Of which: % enabling activities			1.1%	100%															
Of which: % transitional activities			0.0%	0%															
A.2. Taxonomy-eligible but not environmentally sustainable activities (non-Taxonomy-aligned)																			
Data processing, hosting and related activities	CCM 8.1	34.6	0.6%	100%													0.5%		
Data-driven solutions for GHG emissions reductions	CCM 8.2	29.6	0.5%	100%															
Manufacturing of aircraft	CCM 3.21	0.0	0.0%	100%															
Climate risk management software	CCA 8.4	0.0	0.0%		100%														
Climate risk management consulting	CCA 9.3	0.0	0.0%		100%														
Provision of IT/OT data-driven solutions	CE 4.1	0.0	0.0%					100%											
Revenue of Taxonomy-eligible but not environmentally sustainable activities (non-Taxonomy-aligned) (A.2)		64.2	1.1%														0.5%		
Total (A.1. + A.2.)		126.1	2.2%														1.1%		
B. Non-Taxonomy-eligible activities																			
Revenue of non-Taxonomy-eligible activities (B)		5,679.2	97.8%																
Total (A + B)		5,805.3	100%																

^(a) Codes: Climate Change Mitigation (CCM); Climate Change Adaptation (CCA); Water and Marine Resources (WTR); Circular Economy (CE); Pollution Prevention and Control (PPC); Biodiversity and Ecosystems (BIO).

^(b) Y – Yes, Taxonomy-eligible and Taxonomy-aligned activity with the relevant environmental objective

N – No, Taxonomy-eligible but not Taxonomy-aligned activity with the relevant environmental objective

N/EL – Not eligible, Taxonomy-non-eligible activity for the relevant environmental objective

^(c) Where an economic activity contributes substantially to multiple environmental objectives, the most relevant environmental objective is indicated in bold.

TAXONOMY – CAPEX indicator

At 31/12/2023 (Regulation (EU) 2020/852 of 18 June 2020)

Economic activities	2023			Substantial contribution criteria						DNSH (Do No Significant Harm) criteria						Minimum safeguards	Proportion of Taxonomy-aligned (A.1.) and Taxonomy-eligible (A.2.) capex, 2022	“(Enabling activity)” category	“(Transition activity)” category						
	Code(s) ^(a)	Absolute capex	Proportion of capex	Climate change mitigation	Climate change adaptation	Water and marine resources	Pollution	Circular economy	Biodiversity and ecosystems	Climate change mitigation	Climate change adaptation	Water and marine resources	Pollution	Circular economy	Biodiversity and ecosystems										
		In millions of euros	%	Y; N; N/EL ^{(b) (c)}	Y; N; N/EL ^{(b) (c)}	Y; N; N/EL ^{(b) (c)}	Y; N; N/EL ^{(b) (c)}	Y; N; N/EL ^{(b) (c)}	Y; N; N/EL ^{(b) (c)}							Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	%	E	T	
A. Taxonomy-eligible activities																									
A.1. Environmentally sustainable activities (Taxonomy-aligned)																									
Afforestation	CCM 1.1																								
Transport by motorbikes, passenger cars and light commercial vehicles	CCM 6.5	27.4	10.7%	100%												Y	Y	N	Y	Y	N	Y	1.2%		
Renovation of existing buildings	CCM 7.2																								
Acquisition and ownership of buildings	CCM 7.7	31.6	12.4%	100%												Y	Y	N	N	N	N	Y	13.4%		
Capex of environmentally sustainable activities (Taxonomy-aligned) (A.1)		59	23.1%																			14.5%			
Of which: % enabling activities																									
Of which: % transitional activities																									
A.2. Taxonomy-eligible but not environmentally sustainable activities (non-Taxonomy-aligned)																									
Afforestation	CCM 1.1																								
Transport by motorbikes, passenger cars and light commercial vehicles	CCM 6.5	30.1	11.8%	100%																			3.0%		
Renovation of existing buildings	CCM 7.2																								
Acquisition and ownership of buildings	CCM 7.7	166.4	65.1%	100%																			33.3%		
Capex of Taxonomy-eligible but not environmentally sustainable activities (non-Taxonomy-aligned) (A.2)		196.5	76.9%																			36.3%			
Total (A.1 + A.2)		255.5	100%																			50.8%			
B. Non-Taxonomy-eligible activities																									
Capex of non-Taxonomy-eligible activities (B)		0																							
Total (A + B)		255.5	100%																						

^(a) Codes: Climate Change Mitigation (CCM); Climate Change Adaptation (CCA); Water and Marine Resources (WTR); Circular Economy (CE); Pollution Prevention and Control (PPC); Biodiversity and Ecosystems (BIO).

^(b) Y – Yes, Taxonomy-eligible and Taxonomy-aligned activity with the relevant environmental objective

N – No, Taxonomy-eligible but not Taxonomy-aligned activity with the relevant environmental objective

N/EL – Not eligible, Taxonomy-non-eligible activity for the relevant environmental objective

^(c) Where an economic activity contributes substantially to multiple environmental objectives, the most relevant environmental objective is indicated in bold.

TAXONOMY – OPEX indicator

At 31/12/2023 (Regulation (EU) 2020/852 of 18 June 2020)

Economic activities	2023			Substantial contribution criteria				DNSH (Do No Significant Harm) criteria							Minimum safeguards	Proportion of Taxonomy-aligned (A.1.) and Taxonomy-eligible (A.2.) opex, 2022	“(Enabling activity)” category	“(Transitional activity)” category									
	Code(s) ^(a)	Absolute opex (in millions of euros)	Proportion of opex (%)	Climate change mitigation	Climate change adaptation	Water and marine resources	Pollution	Circular economy	Biodiversity and ecosystems	Climate change mitigation	Climate change adaptation	Water and marine resources	Circular economy	Pollution					Biodiversity and ecosystems								
		(in millions of euros)	(%)	Y; N; N/EL ^{(b) (c)}	Y; N; N/EL ^{(b) (c)}	Y; N; N/EL ^{(b) (c)}	Y; N; N/EL ^{(b) (c)}	Y; N; N/EL ^{(b) (c)}	Y; N; N/EL ^{(b) (c)}	Y; N; N/EL ^{(b) (c)}	Y; N; N/EL ^{(b) (c)}	Y; N; N/EL ^{(b) (c)}	Y; N; N/EL ^{(b) (c)}	Y; N; N/EL ^{(b) (c)}	Y; N; N/EL ^{(b) (c)}	Y; N; N/EL ^{(b) (c)}	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	%	E	T		
A. Taxonomy-eligible activities																											
A.1. Environmentally sustainable activities (Taxonomy-aligned)																											
Opex of environmentally sustainable activities (Taxonomy-aligned) (A.1)		0	0.0%																					0.0%			
Of which: % enabling activities																											
Of which: % transitional activities																											
A.2. Taxonomy-eligible but not environmentally sustainable activities (non-Taxonomy-aligned)																											
Opex of Taxonomy-eligible but not environmentally sustainable activities (non-Taxonomy-aligned) (A.2)		0	0.0%																					0.0%			
Total (A.1. + A.2.)		0	0.0%																								
B. Non-Taxonomy-eligible activities																											
Opex of non-Taxonomy-eligible activities (B)		264.5	100%																								
Total (A + B)		264.5	100%																								

^(a) Codes: Climate Change Mitigation (CCM); Climate Change Adaptation (CCA); Water and Marine Resources (WTR); Circular Economy (CE); Pollution Prevention and Control (PPC); Biodiversity and Ecosystems (BIO).

^(b) Y – Yes, Taxonomy-eligible and Taxonomy-aligned activity with the relevant environmental objective.

N – No, Taxonomy-eligible but not Taxonomy-aligned activity with the relevant environmental objective.

N/EL – Not eligible, Taxonomy-non-eligible activity for the relevant environmental objective.

^(c) Where an economic activity contributes substantially to multiple environmental objectives, the most relevant environmental objective is indicated in bold.

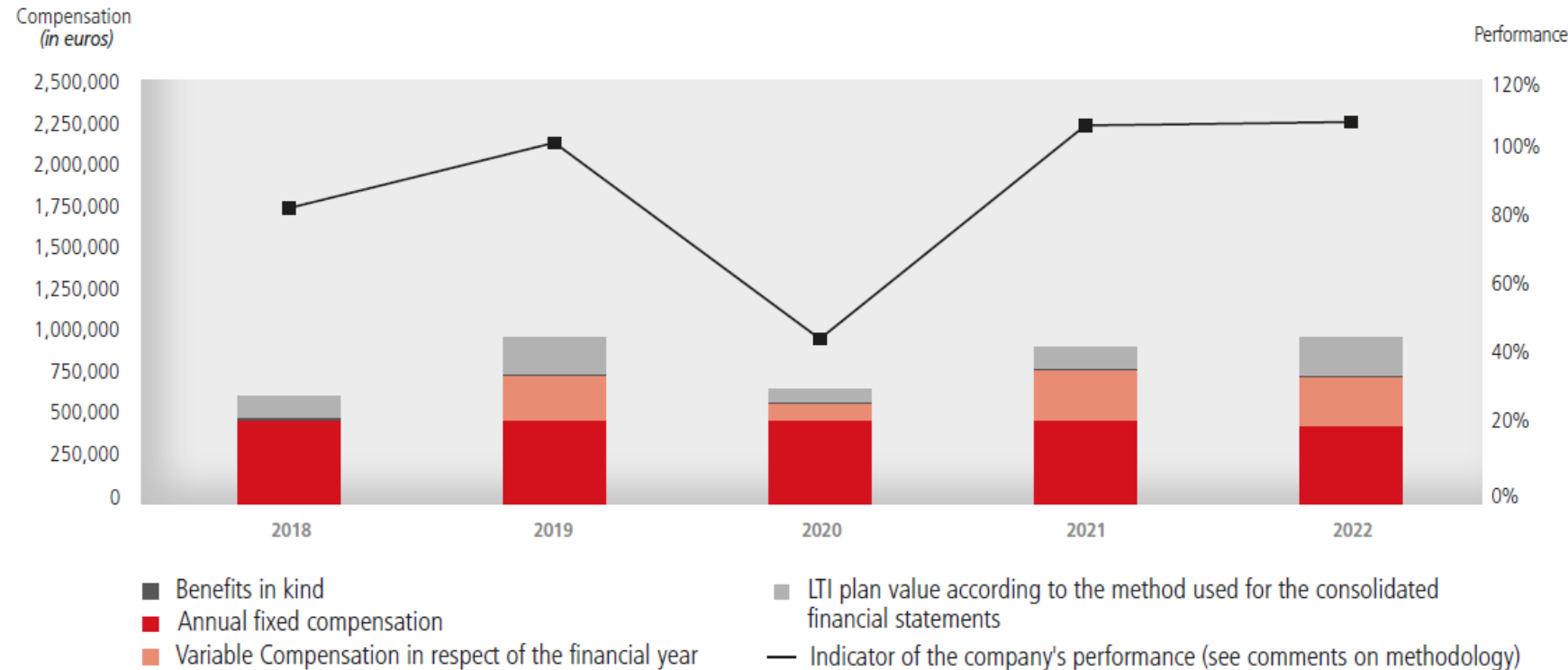
Our ESG assessments

Improvement in ESG scores with non-financial rating agencies

Non-financial ratings agencies	Agency rating scale	Track record	2020	2021	2022	2023
MSCI ESG	AAA to CCC	AA since 2019	7.4/10 AA Leader	7.9/10 AA Leader	7.6/10 AA Leader	7.9/10 AA Leader
Sustainalytics ESG Risk ratings	Negligible risk = 0 to Severe risk = 40+	Low risk since 2020	19.2/100 Low risk	15.1/100 Low risk	15.3/100 Low risk	14.8/100 Low risk
ISS ESG	A+ to D-	Medium since 2019	C+ Medium	C+ Medium	C+ Medium	C+ Medium
ISS QualityScore Governance	1 (best) to 10 (worst)		3/10	3/10	6/10	6/10
S&P Global	Percentile out of 280 companies in sector	1 st contribution in 2022	-	-	88/100	89/100
Gaïa CDP	Out of 100	Part of the Gaïa Index for over 10 years	68/100	76/100	75/100	81/100
Climate Change	A to D-	On the A List for the seventh year running in 2023	A List	A List	A List	A List
Supplier Engagement Rating	A to D-	In the CDP Supplier Engagement Leaderboard (A), for the 4 th year in a row	Supplier Engagement Leaderboard (A)	Supplier Engagement Leaderboard (A)	Supplier Engagement Leaderboard (A)	Supplier Engagement Leaderboard (A)
EcoVadis	Out of 100	In the top 1% for the 5 th year running in 2023	74/100 Gold	78/100 Platinum	80/100 Platinum	86/100 Platinum

(*) Analysis of Sopra Steria Group's ESG performance without verification by the company

Changes in company¹ performance and Chief Executive Officer compensation



(1) The change in the Company's performance, with the extent to which the quantifiable targets used to determine the Chief Executive Officer's variable compensation (financial performance of the Company) have been met serving as a proxy for the Company's performance.

The apparent change in performance in 2020 was partly due to a methodological issue. One of the two quantifiable targets (revenue growth) only had a target level, without a threshold. As such, it could not be partly achieved. Its value is 0, with a weighting of 50% in the performance assessment.

Information on company performance and compensation of the Chief Executive Officer

Numerators of ratios

The Chairman's compensation corresponds to the amounts awarded as shown in the AFEP-MEDEF tables. Vincent Paris' term of office as Chief Executive Officer ended on 28 February 2022. Cyril Malargé succeeded with effect from 1 March 2022. The Chief Executive Officer's compensation corresponds to the amounts allotted as shown in the AFEP-MEDEF tables (compensation of Vincent Paris until 2021, combined compensation of Vincent Paris and Cyril Malargé in 2022). Performance shares effectively delivered or deliverable subject to being with the Company at the end of the vesting period are redistributed over each of the financial years covered by the plan, depending on the extent to which the applicable performance conditions are met. For 2022, 94% of the rights attributable to the financial year in the outstanding plans were therefore counted at fair value at the time of the allocation. The rights taken into account were those allocated to Vincent Paris until 2021 and to Cyril Malargé from 2022.

Denominators of ratios

Average and median annual compensation paid to employees has been calculated on the basis of a population representing on average 87% of employees in France over the period. Temporary exclusions from the scope are due to technical difficulties in processing data over all of the past five financial years. For employees, compensation taken into account includes fixed and variable compensation and bonuses of any kind paid in the financial year as well as incentives and profit-sharing. For methodological reasons, it does not include performance share plans or matching employer contribution shares in connection with employee share ownership plans.

Company performance

The extent to which the quantitative targets used to determine the Chief Executive Officer's variable compensation have been met is used as a proxy for the Company's performance. These targets concern the Company's financial performance (operating profit on business activity and organic growth). The performance level is calculated relative to the target bestowing the right to 100% of variable compensation for the target achieved without taking account of the trigger thresholds used to calculate variable compensation (i.e. actual level/target level). The weighting of each of these criteria within the overall performance level is the same as the weighting used for the variable compensation of the Chief Executive Officer. Other data representative of performance are published data prepared in accordance with applicable standards at the time of publication.

Alternative performance measures

Restated revenue: Revenue for the prior year, expressed on the basis of the scope and exchange rates for the current year.

Organic revenue growth: Increase in revenue between the period under review and restated revenue for the same period in the prior financial year.

EBITDA: This measure, as defined in the Universal Registration Document, is equal to consolidated operating profit on business activity after adding back depreciation, amortisation and provisions included in operating profit on business activity.

Operating profit on business activity: This measure, as defined in the Universal Registration Document, is equal to profit from recurring operations adjusted to exclude the share-based payment expense for stock options and free shares and charges to amortisation of allocated intangible assets.

Profit from recurring operations: This measure is equal to operating profit before other operating income and expenses, which includes any particularly significant items of operating income and expense that are unusual, abnormal, infrequent or not foreseeable, presented separately in order to give a clearer picture of performance based on ordinary activities.

Basic recurring earnings per share: This measure is equal to basic earnings per share before other operating income and expenses net of tax.

Free cash flow: Free cash flow is defined as the net cash from operating activities; less investments (net of disposals) in property, plant and equipment, and intangible assets; less lease payments; less net interest paid; and less additional contributions in respect of retirement benefit obligations to address any deficits in defined-benefit pension plans.

Downtime: Number of days between two contracts (excluding training, sick leave, other leave and pre-sale) divided by the total number of business days