

quadrent



UNIVERSAL REGISTRATON DOCUMENT 2024

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UNIVERSAL REGISTRATON DOCUMENT 2024



The Universal Registration Document, which includes the annual financial report, was filed on 28 April 2025, with the French financial markets authority as the competent authority in accordance with Regulation (EU) 2017/1129, without prior approval pursuant to Article 9 of said regulation.

The Universal Registration Document may be used for the purposes of a public offering of financial securities or the admission of financial securities to trading on a regulated market if it is accompanied by a simplified prospectus and, where applicable, a summary and all the amendments made to the Universal Registration Document. The entirety thus constituted is approved by the French financial markets authority in accordance with Regulation (EU) 2017/1129.

Pursuant to article 19 of regulation (EU) 2017/1129, the following information is included in this universal registration document by reference:

- the consolidated financial statements, annual accounts for the year ending 31 January 2024 and statutory auditors' reports may be found on pages 169 to 271 of the universal registration document filed with the AMF on 29 April 2024 under number D.24-0365 ;
- the consolidated financial statements, annual accounts and statutory auditors' reports may be found on pages 163 to 262 of the universal registration document for the year ending 31 January 2023 filed with the AMF on 27 April 2023 under number D.23-0369.

This English version of the Universal Registration Document in PDF format is a free translation of the official French version of the Universal Registration Document in XHTML format, which is available on the website of the Autorité des marchés financiers, as well as on the Company's website. This is a translation into English of the universal registration document of the Company issued in French and it is available on the website of the Company (<https://invest.quadi^{ent}.com/en-US>).

CROSS-INTERVIEW

WITH QUADIENT'S CHAIRMAN, DIDIER LAMOUCHE, AND CEO, GEOFFREY GODET

Quadient is celebrating its 100th anniversary this year. Looking back, what are the key milestones that have shaped the Company?

Didier Lamouche: Reaching 100 years is a rare achievement, and it speaks to the incredible resilience of Quadient's business model and its ability to continuously evolve. From the early days of postage meters to becoming a leader in intelligent business process automation, Quadient has always adapted to market changes while staying true to its mission: simplifying the connection process between businesses, their data and their customers. One key milestone lately was the transition from Neopost to Quadient, reflecting our broader vision beyond mail. Today, we are not just a hardware provider, we have evolved into a leader in SaaS-based intelligent automation platforms.

Geoffrey Godet: Our journey has been defined by innovation. Over the decades, we introduced groundbreaking solutions—from postage meters to tracking systems and innovative parcel locker solutions. We have transformed into a leader in digital automation, helping businesses streamline financial operations, customer communications and operational workflows. Our successful shift to an AI-, cloud-, and SaaS-based solution model is a testament to our ability to anticipate customer needs and invest in the right technologies. As we mark this centennial, we are now entering a new chapter driven by AI and automation.



TODAY, WE HAVE EVOLVED INTO A LEADER IN SAAS-BASED INTELLIGENT AUTOMATION PLATFORMS."



DIDIER LAMOUCHE

Last year, you launched the "Elevate to 2030" strategic plan. What is the vision behind it?

Didier Lamouche: In 2019, Quadient embarked into a first strategic plan aiming at transforming the Company and setting it onto a sustainable and profitable growth trajectory. We successfully closed this plan last year with the FY 2023 results, turning Quadient into a company focused on creating shareholders value by leveraging its existing asset base and delivering growing recurring revenue. "Elevate to 2030" is about accelerating the existing growth trajectory and propel Quadient as the leader in intelligent automation. The Board fully supports this vision and is focused on ensuring its successful execution.

Geoffrey Godet: This plan is built upon four powerful key pillars. We are driving growth through our customer-centric platform leveraging AI-powered automation. At the same time, we are driving higher recurring revenue by expanding cross-sell opportunities. Our commitment to sustainability is being further strengthened. And across everything we do, we are focused on delivering long-term value to shareholders. Our ambition is to reach, by 2030, over €1 billion in subscription-related revenue and more than €250 million in current EBIT.

How do you assess Quadient's performance in the first year of the strategic plan?

Geoffrey Godet: We have delivered a solid first year in FY 2024. Our Digital automation platform reached a record €270 million in revenue, fuelled by new customer acquisitions and increased usage from existing clients. EBITDA for Digital grew by 61% to reach €47 million. We are now in a good position to exceed the 20% EBITDA margin ambition set for 2026. Our Mail business continues to outpace competition, while in Lockers, investments made over the past couple of years are yielding strong results. We have reached Lockers EBITDA breakeven over the full year, and profitability is set to improve further as we continue to increase the size of our network, drive higher usage and leverage the recent addition of Package Concierge in the US. These achievements validate our strategy, and we are expecting an acceleration of organic growth in revenue and current EBIT in 2025 against 2024 levels.

Didier Lamouche: The Board is pleased with the progress made in an environment that becomes increasingly difficult to predict year after year. Quadient has delivered on its financial commitments, demonstrating strong execution capabilities. The growth in recurring revenues and profitability improvements in Digital and Lockers are particularly encouraging, as they not only strengthen Quadient's resilience and the predictability of its results, but also support long-term value creation for shareholders. The decision to propose a fourth consecutive annual dividend increase to €0.70 per share to our shareholders expresses our confidence in the Company's trajectory.

Looking ahead, what excites you most about Quadient's future?

Didier Lamouche: Quadient is at a pivotal moment, with strong momentum and a clear strategy to capture future growth opportunities. The addition of Bpifrance Investissement as an independent Board director in 2024 strengthens our long-term strategic alignment. Furthermore, we are proposing this year a more agile Board structure, reducing its size while preserving strong independence and diversity. These governance enhancements will ensure we remain well-equipped to guide Quadient's next phase of expansion.

Geoffrey Godet: Quadient is entering an exciting new era of intelligent automation. As businesses seek smarter, more efficient ways to engage with customers, our customer-centric platform is uniquely positioned to lead their transformation. With strong execution, a clear vision, and the passion of our teams, I am confident we will continue driving innovation, growth, and long-term value for our customers, partners and shareholders.



**WE HAVE DELIVERED
A SOLID FIRST YEAR
OF OUR ELEVATE TO 2030
STRATEGIC PLAN."**



GEOFFREY GODET

QUADIENT PARTICIPATES IN THE **DIGITALIZATION** OF **COMPANIES** OF ALL SIZES

Quadient is a global automation platform provider powering secure and sustainable business connections through digital and physical channels.

This platform is delivering essential benefits to around 350,000 businesses of all sizes, supporting them in their digital transformation and growth journey, unlocking operational efficiency and creating meaningful customer experiences.

Quadient's intelligent automation platform offering spans from business communication and financial processes to mail automation and parcel pick-up and drop-off applications.

GEOGRAPHIC FOOTPRINT

North America

58% of revenue

- 1** R&D center
- 1** logistic center

Main European Countries

34% of revenue

Head office

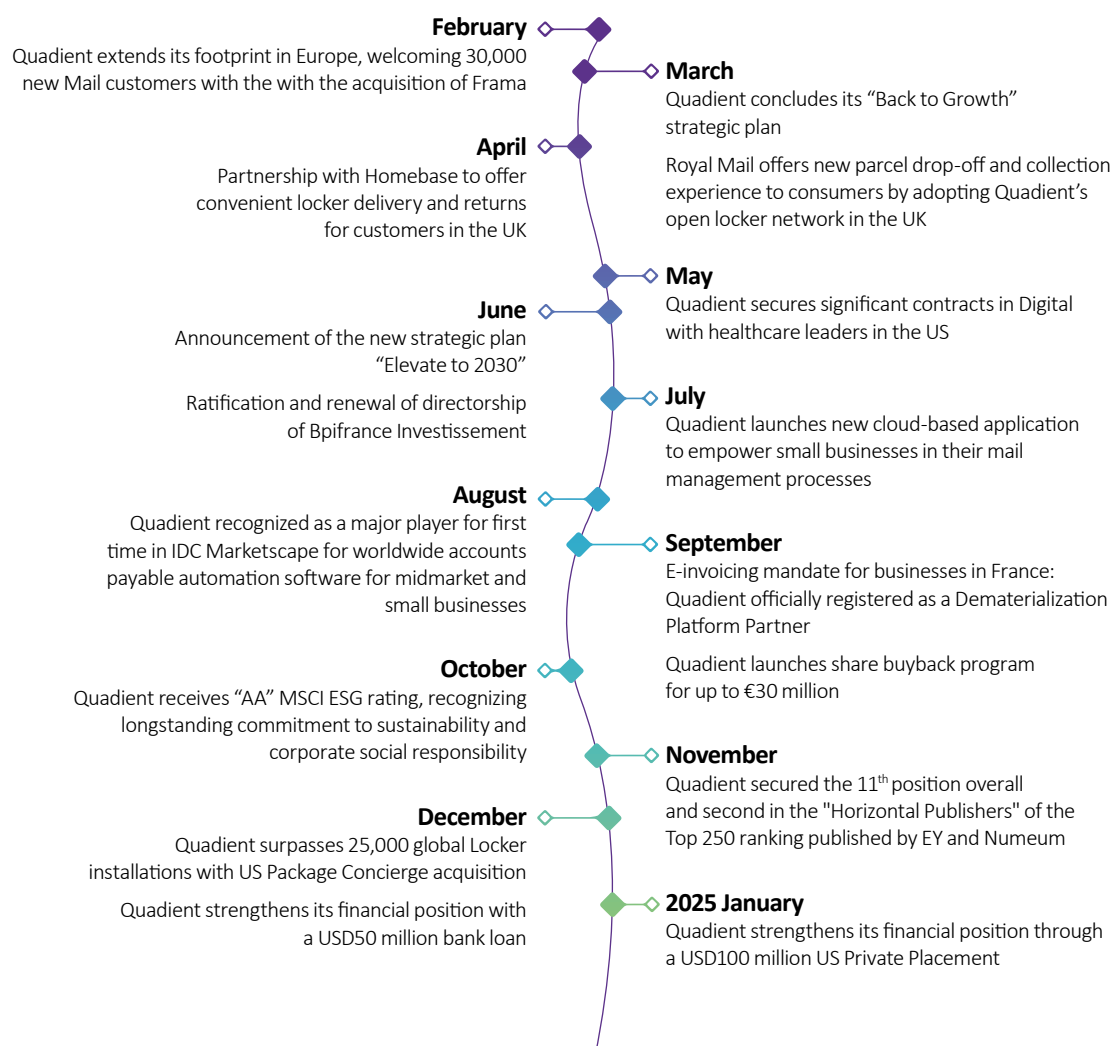
- 5** R&D centers
- 2** production / assembly centers
- 2** logistic centers
- 1** external manufacturing partner

International

8% of revenue

- 3** manufacturing partners external
- 1** distribution center

2024 HIGHLIGHTS



2024 RESULTS

Revenue

€1,093M

+ 0.4% organic growth

Net debt

€741M

Current EBIT

€146M

+ 2.2% organic growth

Free cash flow

€66M

Net income (Group share)

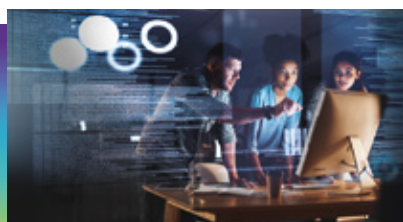
€66M

Proposed dividend per share

€0.70⁽¹⁾

⁽¹⁾ Dividend proposal to be submitted to the vote of the Annual General Meeting scheduled on 13 June 2025.

DIGITAL AUTOMATION PLATFORM



The Digital automation platform is an integrated platform which offers an array of high value cloud-based software applications available through SaaS subscriptions.

These applications include:

- functions of customer journey mapping;
- invoice-to-cash, procure-to-pay;
- communication management;
- document automation;
- intelligent forms; and
- hybrid mail.

By addressing many business pain points, Quadient's Digital automation offering brings unquestionable customer benefits including:

- cost savings;
- greater convenience;
- strictest compliance.

REVENUE

€267M

+7.7% org. vs. 2023

EBITDA MARGIN

17.5%

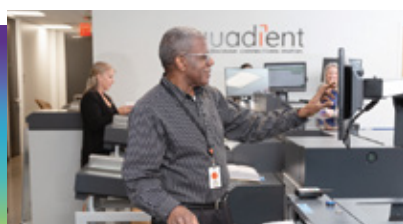
+5.7 pts vs. 2023

ANNUAL RECURRING REVENUE

€232M

+12.7% org. vs. 2023

MAIL AUTOMATION PLATFORM



Quadient's Mail automation platform combines both hardware equipment and its associated software, and digital printing functionalities.

The hardware portfolio mainly includes:

- franking machines;
- folder-inserters;
- letter openers.

The highly automated services provided by Quadient's Mail automation platform deliver tangible customer benefits:

- labor cost savings associated with greater efficiency;
- cost benefits generated by access to the best and most accurate postage rates;
- higher convenience thanks to in-house mail creation and better compliance with proof of mailing integrity; and
- audit trails and tracking.

REVENUE

€732M

-2.5% org. vs. 2023

EBITDA MARGIN

27.4%

-2.5 pts vs. 2023

UPDATED INSTALLED BASE

42.4%

vs. 31.5% in 2023

LOCKERS AUTOMATION PLATFORM



Quadient's Lockers automation platform provides a series of applications dedicated to parcel pick-up and returns. Parcel lockers and drop boxes are set either indoors or outdoors, equipped with security cameras and available on a 24/7 basis.

Quadient's Lockers automation platform has two main categories:

- open network infrastructure; and
- sales & rentals of lockers for private use.

Customer benefits range from:

- reduced delivery and collection costs;
- 24/7 availability;
- greater convenience and user experience; and
- improved security of parcel delivery.

REVENUE

€94M

+4.3% org. vs. 2023

EBITDA MARGIN

0.6%

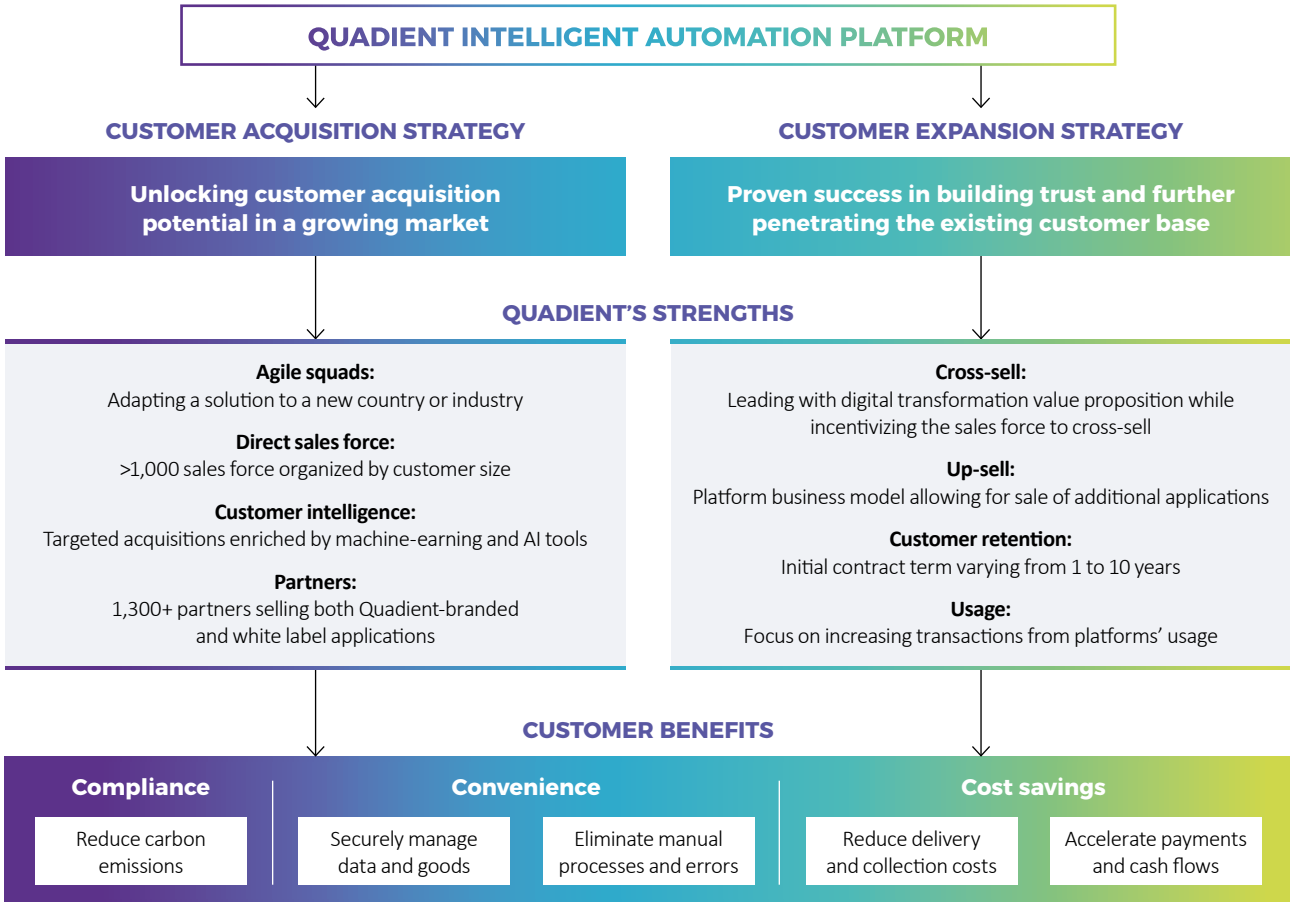
+3.6 pts vs. 2023

INSTALLED BASE

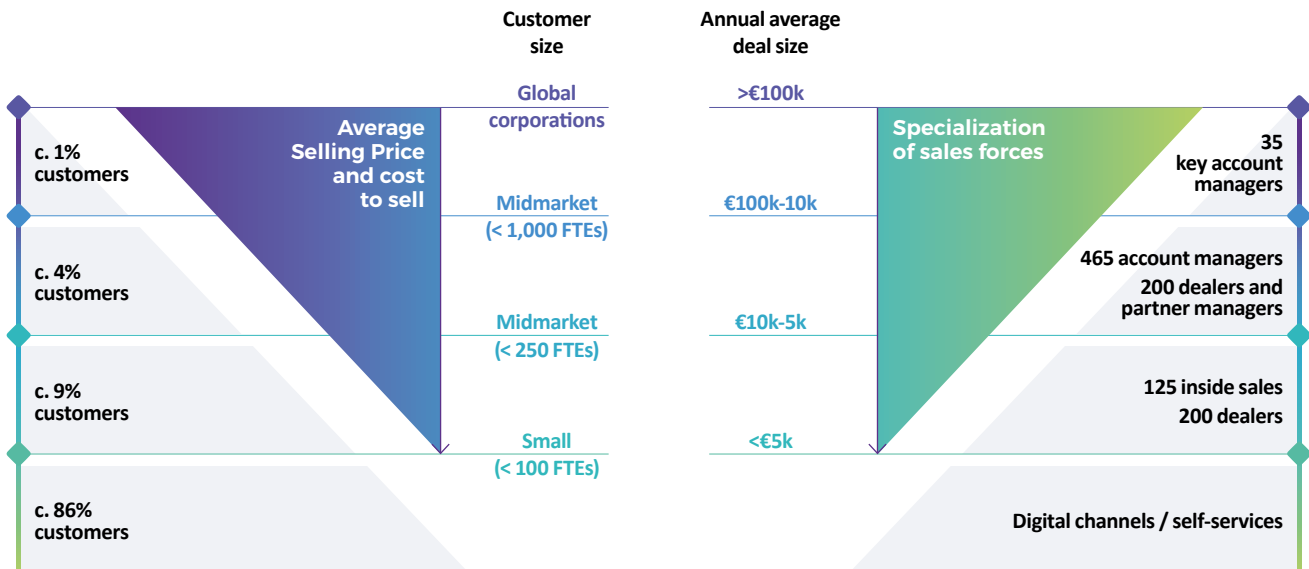
25,700 lockers

vs. 20,200 lockers in 2023

A TWO-LEVER CUSTOMER STRATEGY TO OPTIMIZE GROWTH



A 1,000+ SALES FORCE ORGANIZED BY CUSTOMER SIZE





KEY TRENDS

Digitalization

Platform accelerating digital transformation
and growth for businesses of all sizes

AI and automation

AI-powered automation platform
processing large volumes of complex data

CAPITAL RESOURCES

Human capital [S1]

- 4,799 people
- Diverse profiles: expertise, nationality, skills, cultures

Solid financial structure

- Debt mostly backed by leasing portfolio (net debt of €741m)
- Loan of €300m indexed on ESG targets

Industrial assets

- 2 production centers
- 3 logistic centers
- Presence in 26 countries
- 100% of industrial sites are **certified ISO 9001, ISO 14001 and ISO 45001**
- 100% of European R&D sites dedicated to Digital solutions are **certified ISO 27001**

Intellectual capital

- 6 R&D centers
- 550 engineers in R&D with a team dedicated to innovation in Digital sector

Management of resources and energy [E1, E5]

- 12,981 MWh of consumed energy (offices, industrial sites), including 27.8% issued from renewable resources
- Main materials used: metal, electronic components, plastics, including reused components

OUR BUSINESS MODEL

CUSTOMERS

- ◆ Large accounts
- ◆ Higher range of small and medium-sized businesses
- ◆ Mail direct sales channel as #1 partner for Digital



A leader in financial and communication automation

82%
of recurrent
revenues

- SaaS subscriptions
- Per-use subscriptions
- Managed services and maintenance of the installed base

License sales and implementation services

DIGITAL



CUSTOMERS

- ◆ Small and medium-sized businesses
- ◆ Large accounts

Second largest global supplier



MAIL



E-commerce

Platform facilitating mail and goods delivery
and differentiated digital customer experience



Environmental, Social & Governance

Positive impact both for CO₂ reduction
and compliance embedded in the platform



CUSTOMERS

- ◆ **Large accounts**, such as international carriers, retail chains, postal organizations, as well as residential complexes, condominium associations, and universities

Leader in the residential market in the United States

64% of recurring revenues

- Rental and volume-based fees
- Platform access, support, and maintenance services
- Fee per parcel on open networks and late fees

Equipment sales and installation services

Quadient helps companies to simply and efficiently create meaningful and personalized interactions with their customers and other key stakeholders.

LOCKERS

68% of recurring revenues

- Machine rentals and leasing interest
- Support and maintenance
- Ink and spare parts supply

Equipment sales and installation services

VALUE CREATION

Teams [S1]

- **€482m paid** in employee wages, bonuses, commissions and payroll charges
- **4,718 permanent contracts** to support local jobs
- **32%** of managers are women
- **91%** of employees followed at least one training during the year

Customers [S4]

- **94%** customer satisfaction rate

Business partners [S2]

- **€106m** in production purchases
- **+1,700** screenings and due diligence reports processed on third Parties

States and territories [G1]

- **€29m** of taxes
- **More than 4,460 hours of volunteer work** to support local communities

Shareholders and investors [G1]

- **€22m** paid in dividends
- **€14m** allocated to Quadient's share buy-back program in 2024

Environment [E1, E5]

- **Circular economy: 63% of Mail hardware marketed** produced through a remanufacturing process (excluding Swap replacement)
- **14% reduction of CO₂ emissions** compared to 2018 (scopes 1,2 and 3)

FINANCIAL TARGETS AND AMBITIONS

2024-2026 TARGETS

GROUP FINANCIAL TRAJECTORY

- Average annual organic revenue growth at a minimum of 1.5%
- Average annual organic current EBIT growth at a minimum of 3%

SOLUTIONS INDICATIVE TRAJECTORY

Digital

- Average annual organic revenue growth of c.10%;
- EBITDA margin greater than 20% in 2026

Mail

- Average annual organic revenue growth of c.-3%;
- EBITDA margin greater than 25% in 2026

Lockers

- Average annual organic revenue growth greater than 10%;
- EBITDA margin greater than 10% in 2026

2024 RESULTS

GROUP

- Total revenue: €1,093m, up +0.4% organically
- Subscription-related revenue: €777m
- Total current EBIT: €146m, up +2.2% organically

SOLUTIONS

Digital

- Total revenue: €267m, up +7.7% organically
- Subscription-related revenue : €218m
- EBITDA: €47m

Mail

- Total revenue: €732m, down -2.5% organically
- Subscription-related revenue: €498m
- EBITDA: €200m

Lockers

- Total revenue: €94m, up +4.3% organically
- Subscription-related revenue: €60m
- EBITDA: €1m

2030 AMBITIONS

GROUP FINANCIAL TRAJECTORY

- A total revenue greater than €1.3 billion, including more than €1 billion of subscription related revenue
- Current EBIT of c.€250m

SOLUTIONS INDICATIVE TRAJECTORY

- **Digital:** Achieving a revenue greater than €500m, including more than 90% of subscription related revenue, and an EBITDA margin of c.30%
- **Mail:** Achieving a revenue c.€600m, including more than 65% of subscription related revenue, and an EBITDA margin between 20 and 25%
- **Lockers:** Achieving an installed base greater than 40,000 lockers, a revenue greater than €200m, and an EBITDA margin of c.20%

2024 INVESTOR ENGAGEMENT OVERVIEW

Capital
Markets Day

1

Roadshows
and conference

13

Institutions
met

98

Investor
meetings

99

EXTRA-FINANCIAL TARGETS AND AMBITIONS

2024-2026 EXTRA-FINANCIAL TARGETS

CUSTOMERS

- Achieve a global customer satisfaction rate greater than 95%;
- Realize life-cycle analysis for at least 80% of our solution portfolio;
- Obtain approval of our Code of Conduct from 85% of our strategic business partners, with 30% of them committed to reducing their carbon footprint by 2026;
- Extend the ISO 27001 certification to the research and development centers of our Lockers solutions

TEAM AND COMMUNITY

- Achieve 35% of women within manager team and 27% within extended leadership team (ELT);
- Guarantee all our employees the same career opportunities and growth;
- Address the gender pay gap and ensure adequate salaries, where applicable, within our workforce to guarantee everyone the benefits of total compensation;
- Achieve a minimum score of 75% of the inclusion index;
- Dedicate at least 5,000 hours of volunteer work per year to our communities.

ENVIRONMENT

- Reduce the CO₂ emissions by 59% (Scopes 1 and 2) and 20% (Scope 3) between 2018 and 2026
- Maintain a placement rate of at least 50% for Mail products from remanufacturing
- Maintain a recycling rate of at least 90% of our industrial waste.

2024 RESULTS (base year)

CUSTOMERS

- 94% overall customer satisfaction
- A life cycle assessment program was initiated across the three business lines
- 65% of strategic partners onboarded in 2024 — including dealers and suppliers — have endorsed the Code of Conduct for Business Partners.

TEAM AND COMMUNITY

- 32% of women among managers and 29% within the ELT
- Gender pay gap and decent salary analyses conducted in 2024, serving as the baseline
- 78% inclusion index
- 4,467 hours of volunteer work

ENVIRONMENT

- 55% reduction in Scope 1 & 2 emissions compared to the 2018 baseline
- 6% reduction in Scope 3 emissions compared to the 2018 baseline
- 67% of industrial waste recycled

2030 EXTRA-FINANCIAL AMBITIONS

Our vision for 2030 is to drive Quadient's sustainable long-term growth with ambitious goals for each of our three pillars. This includes:

- deploying reliable, secure, and sustainable solutions to reduce the environmental impact of each transaction (Customers),
- positioning ourselves as a globally recognized employer of choice (Teams and Communities), and
- achieving our near-term GHG reduction targets to set Quadient on a Net Zero trajectory by 2050 (Environment).

A STRATEGY RECOGNIZED BY THE EXTRA-FINANCIAL RANKING AGENCIES IN 2024

					
Scale	AAA to CCC	Out of 100	A+ to D-	A+ to D-	Negligible Risk = 0 to Severe Risk = 40
Score	AA	Gold (74/100)	B	C+ « Prime » status	11.9 (low ESG risk)

“ELEVATE TO 2030”

This strategic plan is our commitment to accelerate the existing growth trajectory and propel Quadient as the leader in intelligent automation.

OUR PRIORITIES

A CUSTOMER-CENTRIC APPROACH

Greater customer value proposition powered by an innovative tech platform for a more effective and seamless experience.

A RECURRING BUSINESS MODEL

Stronger subscription-related revenue growth, more cross-selling and higher revenue per customer.

A SUSTAINABLE GROWTH

Higher environmental and climate-conscious ambitions, while focusing on becoming an employer of choice.

A STRONG INVESTMENT PROPOSITION

Faster long-term growth, higher profitability and a disciplined capital allocation policy over the period.

OUR VALUE PROPOSITION

WE POWER

the world's most trusted connections between businesses, their data and their customers.

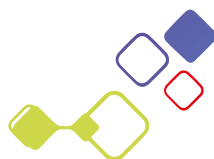
WE SUPPORT

businesses in their digital transformation and growth journey, unlocking operational efficiency with reliable, secure and sustainable automation processes.

WE PROVIDE

multiple benefits addressing customer needs:

- We accelerate digital transformation for businesses of all sizes;
- We leverage an AI-powered automation platform allowing for the processing of large quantities of complex data;
- Our intelligent automation platform offers a differentiated digital customer experience and also operates in the physical world where we automate and facilitate the exchange and distribution of mail and parcels;
- Our solutions comply with strict rules and regulations and are designed for the long term.



OUR CSR COMMITMENTS

Quadient puts corporate responsibility at the heart of its strategy, supporting 8 UN sustainable development goals (SDGs) across three pillars: customers, teams and communities, and environment.

OUR PILLARS

CUSTOMERS: Building trust with market-leading applications

Our ambitions:

- Rely on technology to innovate and enhance permanently Quadient's solutions portfolio;
- Sustainable applications helping customers to reduce their operational footprint;
- Trusted applications, ensuring security and data protection;
- Ethical and responsible value chain.

PEOPLE AND COMMUNITIES: Elevate our people to drive our success

Our ambitions:

- Career opportunities with a competitive total rewards program;
- Nurture a diverse, equitable, and inclusive workplace;
- Meaningful partnerships that positively impact our communities at scale.

ENVIRONMENT: Grow sustainably, reducing our impact on the planet

Our ambitions:

- Near-term and Net Zero targets approved by SBTi;
- Decarbonation of our applications all along their lifecycle;
- Responsible manufacturing and circular economy.

OUR SDG CONTRIBUTIONS



The CO₂ emissions reduction target for Scopes 1, 2 and 3 of Quadient has been validated by the Science Based Targets initiative (SBTi) in January 2025.

A PREDOMINANTLY INDEPENDENT BOARD OF DIRECTORS*

The Board of directors has implemented a governance structure separating the roles of Chairman of the Board and CEO since 2018.

Skills and experience in digital, e-commerce, technology innovation, B2B go to market, and corporate responsibility and sustainability are essential criteria in the selection of directors⁽¹⁾ of Quadient S.A..

7

Meetings
in 2024

99%

Average
presence

70%

Directors'
independence⁽²⁾

40%

Of women⁽³⁾



Didier Lamouche
Chairman of the Board



Geoffrey Godet
Chief Executive Officer



Martha Bejar
Since January 2019



Hélène Boulet-Supau
Since March 2017



Bpifrance Investissement
represented by
Emmanuel Blot
Since March 2024



Valérie Colin
Employee representative
director
Since August 2023



Éric Courteille
Since March 2012



Paula Felstead
Since September 2021



Christophe Liaudon
Employee
representative director
Since August 2019



Vincent Mercier
Since July 2009



Richard Troksa
Since July 2016



Nathalie Wright
Since September 2017

Audit & Risks Committee⁽⁴⁾

Appointments, Remuneration & Sustainability Committee⁽⁴⁾

Strategy Committee⁽⁴⁾

Chairman of a committee

* At the date of publication of this document.

(1) For changes in the composition of the Board of directors to be submitted to the next Annual General Meeting, please refer to chap.2.1.2

(2) In accordance with Afep-Medef Code, this rate does not take into account the employee representative directors.

(3) In accordance with French legislation and the Afep-Medef Code, employee representative directors are not taken into account when determining the proportion of women on the Board of directors.

(4) New names for the committees, since 25 March 2025.

AN INTERNATIONAL MANAGEMENT TEAM

The Group's management is led by the Executive committee, chaired by Geoffrey Godet, Chief Executive Officer.

The Executive committee consists of 12 members, bringing together the leaders of the Group's business activities and key geographical areas, as well as Quadient's principal functional directors.

Central functions



Geoffrey Godet
Chief Executive Officer



Brandon Batt
People and
Transformation



Laurent du Passage
Finance



Catherine Hubert-Dorel
Chief of Staff



Steve Rakoczy
Information
technology



Petra Wolf
Marketing

Solutions



Chris Hartigan
Digital



Alain Fairise
Mail



Benoît Berson
Lockers

Operations



Stéphanie Auchabie
France & Benelux



Duncan Groom
United Kingdom & Ireland



Ian Clarke
Central Europe & International





1

CORPORATE OVERVIEW

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1.1 Corporate overview

Quadient contributes to power the world's most trusted connections between businesses, their data and their customers. The Company supports businesses of all sizes in their digital transformation and growth journey, unlocking operational efficiency and creating meaningful customer experiences.

Quadient brings customers technologically advanced automation platforms for a wide range of business needs. These solutions have become even more essential in today's increasingly complex macro environment, where businesses are focusing on innovation, financial optimization, and process efficiency. Digital and AI technologies play a key role in supporting these priorities, delivering significant value for customers across all these areas.

Through targeted investments, both externally and organically, along with constant innovation and in-depth transformation work to fundamentally automate, simplify and streamline its operations, Quadient is now a major player in helping companies achieve digital transformation, digital financial automation, and simplify their customer communication processes. Quadient is building upon a solid, sustainable and profitable subscription based business model.

Quadient supports 350,000 small, medium and large businesses in 26 countries with a comprehensive set of intelligent automation platforms. Leveraging both connected hardware and cloud software, these platforms facilitates billions of transactions, from digital invoicing, payments, and customer communications to multichannel mail automation delivery and last-mile and first mile parcel delivery automation.

The Company is committed to responsible and sustainable growth by eco-designing its products, collecting and recycling equipment, as well as monitoring and minimizing the carbon footprint of its operations and solutions, which makes it a partner for businesses committed to growth as well as environmental impact.

Quadient serves its customers and the community by focusing on three key intelligent automation platforms:

- **Digital** (formerly Intelligent Communication Automation, ICA);
- **Mail** (formerly Mail-Related Solutions, MRS); and
- **Lockers** (formerly Parcel Locker Solutions, PLS).

1.2 Business model

Quadient presents its value creation model in the form of infographics, to be consulted in the introductory booklet of this document.

1.3 Strategy

Over the past five years, Quadient has undergone a major transformation driven by its "Back to Growth" strategic plan, paving the way for sustainable and profitable growth. The Company has completed its transformation and repositioned itself as an intelligent automation platform, delivering essential benefits to approximately 350,000 businesses of all sizes and supporting them in their digital transformation.

Based on a customer-centric culture and supported by a recurring and sustainable subscription based business model, the new strategic plan, "Elevate to 2030", offers strong financial prospects, built throughout the duration of the plan around:

- an acceleration of recurring revenue growth;
- higher profitability; and
- a disciplined capital allocation policy.

1.3.1 "Elevate to 2030" strategy

On 19 June 2024, Quadient unveiled its new strategy, "Elevate to 2030". This new strategy represents the Company's commitment to accelerating its current growth trajectory and propelling it to the leading position in intelligent automation.

This strategic plan is built upon **four simple yet powerful key pillars**:

- **A customer-centric approach:** delivering greater customer value proposition powered by an innovative tech platform for a more effective and seamless experience;
- **A recurring business model:** driving stronger subscription-related revenue growth, increasing cross-selling and achieving higher revenue per customer;

- **A sustainable growth:** setting higher environmental and climate-conscious ambitions, while focusing on becoming an employer of choice;

- **A strong investment proposition:** Accelerating long-term growth and higher profitability, supported by a disciplined capital allocation policy over the period.

Quadient's 2024-2026 financial guidance and 2030 financial ambitions, outlined as part of the "Elevate to 2030" strategic plan, are detailed in Chapter 3 – Management Report.

1.3.2 A value proposition that responds to powerful market trends

VISION

Quadient's vision is to power the world's most trusted connections between businesses, their data and their customers.

QUADIENT'S MISSION

Quadient's mission is to support businesses in their digital transformation and growth journey, to unlock operational efficiency with reliable, secure, and sustainable automation processes.

MARKET TRENDS

The business world is increasingly driven by the need for more digitalization, the higher use of Artificial Intelligence (AI) and automation, the constant rise of e-commerce and greater consideration of sustainability criteria.

VALUE PROPOSITION

Through its intelligent, scalable, flexible, and reliable automation platform, Quadient helps businesses of all sizes simplify and optimize their multichannel interactions, thus facilitating their digital transformation and fostering sustainable growth. By modernizing financial and operational processes, Quadient generates cost savings, simplifies the management of mail, invoices, customer communications, and parcels, while ensuring compliance and guaranteeing high-quality customer service.

Leveraging AI-based automation features to process large volumes of complex data, Quadient accelerates the transition of businesses to more digital interactions. Relying on a circular economy approach, Quadient contributes to reducing waste and CO₂ emissions, notably through the collection and remanufacturing of its equipments. The digitalization of documents and interactions, along with optimized management of parcel deliveries and returns, further contributes to reducing the carbon footprint of businesses while supporting their sustainability goals.

A LARGE ECOSYSTEM OF PARTNERS

Quadient's platform offers a broad set of connectors and APIs⁽¹⁾ to existing ecosystems from its customers. Quadient's solutions integrate with over 1,000 partners such as payment providers, postal services, e-commerce platforms across the world, solving a major pain point for many businesses.

In Digital, Quadient collaborates with over 1,000 partners to enhance ERP⁽²⁾ connectivity, optimize digital payments, and automate communication management.

In Mail, with years of expertise in postal and parcel carrier integrations, Quadient ensures compliant document management through tracking and audit trail tools, providing a strong competitive advantage.

In Lockers, extensive partnerships with global carriers, retailers, and technology providers enable seamless integrations, strengthening first and last-mile delivery solutions.

Quadient's robust partner network and IT integration capabilities enhance customer solutions, expand market reach, and drive customer growth across its three solution areas.

LEVERAGING QUADIENT'S LARGE EXISTING CUSTOMER BASE AND GLOBAL CAPABILITIES

With three automation platforms (Digital, Mail and Lockers) built on a common subscription business model, Quadient aims at delivering growth through a two-pronged go-to-market approach based on acquisition of new customers and expansion within the existing base. Operating in attractive markets, the Company is committed to leveraging this large existing base of 350,000 customers by cross-selling (sale of an additional application from a second business line) or upselling (sale of a second application within the same business line) its wide range of applications.

To support this expansion, the Company has implemented targeted initiatives and dedicated teams to engage customers effectively. These initiatives include:

- comprehensive value proposition: rather than promoting stand-alone solutions, Quadient emphasizes a broad, integrated offering. Its go-to-market structures are optimized to drive multi-solution sales rather than single-product transactions;
- customer engagement platforms: tools like the Quadient Hub facilitate upselling by leveraging a "next best buy" logic and personalized recommendations from Quadient's sales teams;
- long-term customer relationships: with an average customer relationship of seven years, Quadient has the opportunity to deepen engagement, anticipate customer needs, and offer tailored solutions as contract's renewal approaches. This long-term approach also enables the Company to spread customer acquisition costs over multiple years;
- customer success teams – dedicated teams actively drive transaction volumes on the platform, ensuring ongoing engagement and maximizing customer value.

Successfully penetrating a customer account boosts its lifetime value. Quadient anticipates that c.70% of its 2030 growth ambition will originate from this expansion approach.

The Company growth is also supported by global capabilities, generating significant synergies at Company level and for each of its business line. Quadient combines years of expertise in R&D and innovation with an integrated supply chain and support organization allowing for a sustainable approach to product manufacturing and costs savings. With 550 engineers & developers and 6 R&D centers worldwide, Quadient is well equipped to continue to stay ahead of its competition by further developing new innovative applications and continue to improve its existing applications. Quadient's integrated approach optimizes logistics flows and customer support functions by sharing these capabilities across the Company and on a global scale.

⁽¹⁾ API: Application Programming Interface

⁽²⁾ ERP: Enterprise resource planning

1.3.3 A customer-centric platform

Quadient's platform streamlines and standardizes business processes, enhancing workflow efficiency and transparency. This enables companies to optimize internal operations while delivering superior customer experiences. By leveraging Quadient's intelligent automation platform, businesses can improve service delivery and generate valuable insights to refine operations and shape their business and product strategies.

In the technology sector, an intelligent automation platform refers to software and technology that unify and streamline business operations and IT systems. Acting as the backbone of a Company's operations and customer engagement, this is precisely the role Quadient's intelligent automation platform fulfills.

1.3.3.1 Customer services

Quadient offers solutions for physical and digital use cases which allow its customers to embark on their digital transformation journey, whether fully digital, omnichannels (web, mobile, print, ...) or physical solutions.

Customer benefits

With its intelligent automation platform, Quadient brings concrete benefits to its business customers to help solve pain points which impact the way in which they build connections with their own customers. These benefits include:

- Improving cash flow and ensuring invoices are getting paid faster: Quadient's financial automation solutions enable businesses to process invoices 9x times faster ⁽¹⁾, ensuring quicker payments from their customers;
- Reducing parcel management costs: Quadient's Lockers automation platform reduces delivery times by 78% ⁽²⁾ and lowers expenses associated with operating a mailroom with in-house staff;
- Eliminating errors from manual financial processes: Quadient accounts receivable management solution reduces manual data entry by 83% ⁽³⁾;
- Relying on a trusted partner who is experienced in handling sensitive data and goods in a compliant way: Quadient's platform processes highly sensitive information with precision and care. To date, the company has maintained an excellent incident track record and consistently delivered over 99.9% uptime over the past five years.
- Reducing carbon footprint: For example, the partnership with UPS France announced last year allows UPS to reduce its carbon footprint by 50% per delivered package in Quadient's Parcel Pending open lockers.

A strong presence in SMEs

Quadient customer base is a very large base, balanced across multiple sectors (more than 10 key verticals), countries (more than 100 countries) and across small, mid-sized and large customers:

- More than 3,000 customers, representing 1% of the total number of customers, are large enterprises;
- 14% of the base fall into midmarket between 100 and 1,000 employees;
- 85% of the base are in SME segment with less than 100 employees.

It is worthwhile mentioning that, in the SME space, Quadient's customers are part of very resilient sectors like accounting, legal and other financial services.

A dedicated workforce for each customer need

The most powerful engine behind both strategic pillars, customer acquisition and customer expansion, is the go-to-market organization of the Company.

The sales team are first dedicated by countries, and then mapped based on customer tiers. These customer size segments correlate with average deal sizes. With ascending deal sizes, the size and specialization of the sales team increases. To address low-end and small deals (below €5,000) in the SME segment, Quadient is expanding its digital sales capabilities to ensure a "zero-touch" acquisition. For mid-sized customers, the Company has built strong inside sales (or telesales) teams, while large accounts are supported by dedicated account executives.

Aligning the sales force on customer tiers has led to a shift, led by marketing, from a solution-focused approach to a customer-focused market where Quadient identifies broader needs with multiple opportunities instead of just one.

1.3.3.2 Customer satisfaction

Since many years, the Company has built a reliable, actionable voice of the customer program that spans all product lines to track customer experiences and adapt solutions and processes to their expectations.

In 2024, by considering the importance of each business line in the Company revenue, the overall customer satisfaction rate is at 94%.

In 2024, Mail automation platform customers are satisfied at 95% with Quadient: a deep dive analysis by key customer segment (low, mid & high) has helped to design an action plan with regard to the very specific expectations of these customer profiles.

⁽¹⁾ Levvel Research (2019). *Mature Accounts Payable for the Small and Mid-Size Enterprise*.

⁽²⁾ Urban Freight Lab (2018). *The Final 50 Feet of the Urban Goods Delivery System: Common Carrier Locker Pilot Test at the Seattle Municipal Tower*.

⁽³⁾ Internal Quadient survey.

Digital customers are also very satisfied with a score of 94%: segmenting results between service providers and enterprises has allowed the Company to adapt its solutions to the expectations of these two very distinct targets.

For its Digital automation platform customers, Quadient enjoys high customer satisfaction scores across the applications of its digital platform, with 94% for CXM Digital even 97% for Neotouch customers, proving that Quadient can deliver superior software experience and support their historical customers into their digital transition.

For our Lockers' automation platform (Parcel Pending), ¾ of property managers are satisfied with their smart locker in multifamily residences across the United States, a score comparable to last year.

Quadient contributes not only to collect the voice of the customer, but also ensures that the teams are empowered to take action. Hence, insights from the customer satisfaction surveys are shared across all the organization: R&D, product teams and marketing to allow our internal stakeholders to translate insights into action plans.

These customer surveys are conducted in the Company's main countries via an independent market research agency. The objective is to evaluate the experience of its customers throughout their journey by evaluating into depth, each point of contact (solution, support, sales, onboarding...). In total, more than 40 criterias are evaluated on a satisfaction scale, and the impact of each criterion is calculated according to its contribution to overall satisfaction, thus allowing Quadient to identify the most important aspects on which customers express expectations.

To complement these yearly surveys that help to identify priorities of action regarding systemic or process related issues, real-time transactional surveys are conducted immediately all along the year after a customer interaction (e.g., a maintenance intervention, a call center request...) to measure customer satisfaction in real time, dive deep into key transactional processes, and respond quickly to any customer dissatisfaction.

1.3.3.3 Data protection and integrity

As e-commerce drives a surge in electronic mail and parcel volumes, Quadient has decisively shifted to digital to meet the demands of a connected world. In addition to smart machines to process traditional mail, the Company's offering now includes solutions and software either dedicated to digital communications management or aimed at facilitating parcel processing.

Quadient handles a lot of sensitive information every day and protecting such information has always been of very high concern for the Company, including the protection of postal transactions, customers' data, and the Company's data. Aware of the consequences of a security failure in its operations, the Company is committed to safeguarding the confidentiality, integrity and availability of all physical and electronic information assets to ensure that regulatory, operational and contractual requirements are fulfilled.

The policies in place and the actions taken by the Company with regard to data protection and integrity are detailed in chapter 5 of this universal registration document.

1.4 Quadient, a responsible company

1.4.1 Ambitious sustainability commitments

To fulfil Quadient's long-term sustainable growth ambition, the "Elevate to 2030" strategic plan includes strong sustainability commitments towards its customers, its people and communities, and the environment.

Towards its customers, Quadient aims at building trust through market-leading applications, *i.e.* applications helping customers to reduce the environmental impact of each transaction and ensuring security and data protection. It also involves relying on an ethical and responsible supply chain.

Towards its people and communities, Quadient aims at providing its team with career opportunities based on a competitive rewards program, assessing gender pay gap and adequate wage, nurturing a diverse, equitable and inclusive workforce, and forging meaningful partnerships that positively impact the Company's communities.

For the environment, Quadient is pursuing a climate strategy aimed at achieving net-zero greenhouse gas emissions across its value chain by 2050. To reach this goal, the company has set near-term and long-term science-based targets, including a 64% reduction in absolute scope 1 and 2 emissions and a 30% reduction in absolute scope 3 emissions by 2030, using FY2018 as the baseline. By 2050, Quadient commits to reducing absolute scope 1, 2, and 3 emissions by 90% compared to the FY2018 baseline. These targets have been validated by the Science Based Targets initiative (SBTi), ensuring they align with climate science and global decarbonization pathways. To drive this transition, Quadient is integrating eco-design principles into its product development, optimizing energy efficiency across its operations, and engaging with suppliers to reduce emissions along the value chain.

Further details on these commitments, along with the actions implemented to achieve them, are provided in Chapter 5.

1.4.2 Commitment to the Sustainable Development Goals

Quadient, a signatory of the United Nations Global Compact since 2021, remains committed to respecting, supporting, and promoting its ten Principles on Human rights, labor, environment, and anti-corruption within its sphere of influence. The Company continues to take action to advance the broader UN Sustainable Development Goals (SDGs) and actively contributes to the achievement of eight priority SDGs:

- Goal 4: “Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all”. Indeed, Quadient is involved in education matters, mainly through its philanthropic initiatives with « Quadient Cares » program (in kind donation of devices to schools, financial donations, on site volunteering with students) and also through partnerships with charities, schools and universities in France, the United Kingdom and Czech Republic for instance. The Company also regularly builds effective learning programs to enhance skills and capabilities of employees and invests in e-learning solutions such as the Learning Hub.

Main stakeholders: employees and communities;

- Goal 5: “Achieve gender equality and empower all women and girls”. Quadient is committed to gender equality and, as far as possible, it wants to not only recruit more women but also allow them to access management positions through internal promotion. Also, Quadient is a Team Partner of Women in Sales Everywhere (WISE), a global community dedicated to empowering the next generation of female sales leaders. Quadient supports the goal to create a place for women in sales, regardless of geography or seniority, to meet peers, find mentors, and create growth opportunities, in order to systematically change the executive suite statistics in the industry. Through Quadient Cares program, several partnerships such as with Czechitas also contribute to the empowerment of girls and women;

Main stakeholders: employees and communities;

- Goal 8: “Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.” In accordance with its Code of Ethics and supplier Code of conduct, Quadient is particularly vigilant as to the working conditions of all its suppliers and partners, and is committed to respecting the fundamental principles set out in the United Nations’ Universal Declaration of Human Rights and the conventions of the International Labour Organization. Moreover, it helps boost employment in the different regions of the world in which it operates. Several partnerships with charities in the UK and France also allow Quadient to support decent employment for young people and women at local level.

Main stakeholders: partners, employees and communities;

- Goal 9: “Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.” As a committed and innovative player in the fields of digital communication (Digital) and the value chain for parcels (Lockers), Quadient’s business naturally dovetails with this goal.

Main stakeholders: partners, customers and communities;

- Goal 10: “Reduce inequality within and among countries”. Quadient aims to create an inclusive and diverse culture indicative of the Company’s equal opportunity employer philosophy. The Company gives all employees the opportunity and means for personal and career development worldwide. Quadient also strives to provide the same good working conditions and advantages (mutual insurance, paid holidays, decent salary) to all its employees working in around 30 countries. Quadient hires local employees whenever possible. Finally, Quadient supports its local communities mainly in the fields of Education & Decent Employment, Inclusion & Belonging, and the reduction of waste and pollution, through its philanthropic program.

Main stakeholders: employees, partners and communities;

- Goal 11: “Make cities and human settlements inclusive, safe, resilient and sustainable”. Quadient leverages technology to consistently innovate and improve its portfolio of high-quality, reliable and secure solutions for customers. The Company develops cutting-edge sustainable solutions to help its customers fulfill their needs while contributing to sustainable development. For example, in cities facing higher volumes of e-commerce deliveries as a result of consumers shopping online, traffic congestion from delivery trucks continues to grow, leading directly to increased CO₂ emissions. Lockers help to reduce missed deliveries and therefore reduce CO₂ emissions related to the re-delivery of parcels.

Main stakeholders: communities, partners and customers;

- Goal 12: “Ensure sustainable consumption and production patterns.” Quadient is a player in the circular economy through its remanufacturing approach. Furthermore, the Company deploys collection processes for its end-of-life products and consumables.

Main stakeholders: customers;

- Goal 13: “Take urgent action to combat climate change and its impacts.” Quadient participates in initiatives to reduce energy consumption, optimize upstream and downstream freight transport, and reduce the carbon footprint of its products, detailed in the environmental section below.

Main stakeholders: communities, partners and customers.

1.4.3 Commitment to international standards and certifications

Quadient adheres to internationally recognized standards to ensure responsible business practices across its operations. The Company has deployed an Integrated Management System (IMS) and has been committed to global standards for many years.

ISO certifications drive continuous improvement at Quadient, ensuring optimized processes, high service quality, and reliable product delivery. They also support compliance with regulatory and industry standards while enabling the company to provide effective customer support and align with stakeholder expectations. Quadient has obtained several ISO certifications across its activities:

- **Quality Management (ISO 9001):** All R&D, manufacturing, and logistics sites are ISO 9001 certified, ensuring rigorous quality control throughout the product lifecycle, from design to after-sales service;
- **Environmental Management (ISO 14001):** Since 2005, Quadient has been implementing the ISO 14001 standard. All industrial sites are ISO 14001 certified, reinforcing its commitment to responsible manufacturing and environmental management;
- **Occupational Health & Safety (ISO 45001):** Quadient has held OHSAS 18001 certification since 2006 and transitioned to ISO 45001 in 2018, mainly for its industrial sites. In 2024, eight entities, including all industrial sites, were ISO 45001 certified, attesting to the Company's commitment to the health and safety of its employees;
- **Information Security (ISO 27001 & ISO 27701):** Quadient follows best practices in information security and has been ISO 27001 certified since 2017 across multiple sites. Quadient UK, Quadient CXM UK and Quadient Finance UK are also ISO 27701 certified. Additionally, the Company extended its Information Security Management System to cover cloud services, implementing ISO 27017 and ISO 27018 within its R&D sites in the Czech Republic.

1.4.4 Alignment with global frameworks

Quadient aligns its corporate responsibility initiatives with major international frameworks to ensure ethical and responsible business conduct:

- **International Labour Organization (ILO):** As a signatory of the United Nation Global Compact, Quadient adheres to ILO standards, integrating key principles into its Code of Ethics. The company actively

promotes fair labor conditions and develops programs to ensure decent work for all, both at the corporate and local levels;

- **OECD Guidelines for multinational enterprises:** Quadient follows the OECD's evidence-based guidelines, continuously improving its policies and practices to address social, economic, and environmental challenges.

1.4.5 Sustainability ratings

Quadient's ESG performance is evaluated annually by independent third parties. This process allows the Company to measure its progress, identify areas for improvement, and benchmark its performance against industry peers.

As part of its environmental strategy, Quadient responds to the Carbon Disclosure Project (CDP) since 2009. In February 2025, Quadient obtained a score of "B" corresponding to "Management level" for the seventh time in a row, positioning Quadient above the average of companies in its industry (average score of "B-"). The CDP is an independent international organization that provides a global system for measuring and publishing environmental information. In particular, it assesses companies management and performance in relation to climate change and ranks them from "D" (lowest) to "A" (highest).

In 2024, ISS ESG, one of the world's leading rating agencies for sustainable investments, granted a "C+" score to Quadient. Quadient maintained its position as a "Prime" Company. This status is given to companies with an ESG performance above the sector-specific prime threshold. Quadient is positioned in the top decile of its industry sector.

MSCI ESG rating is designed to measure a company's resilience facing long-term and significant industry material environmental, social and governance (ESG) risks. MSCI ESG Ratings range from leader (AAA, AA), average (A, BBB, BB) to laggard (B, CCC). Quadient received a 'AA' score in 2024 for the 9th consecutive year.

Sustainalytics' ESG risk ratings are designed to help investors identify and understand financially material ESG risks at the security and portfolio level. Risk ratings are categorized across five risk levels: negligible, low, medium, high, and severe and are underpinned by more than 300 indicators (depending on the sub-industry) and 1,300 data points. In 2024, Quadient was evaluated as having low risk of material financial impacts related to ESG factors due to the Company's low exposure and robust management practices.

In July 2024, Quadient was awarded the Gold medal by EcoVadis for its Corporate Social Responsibility commitment and performance. With an overall score of 74/100, this recognition places Quadient among the top 1% of its industry sector and the top 5% of all companies evaluated by EcoVadis. EcoVadis is a global assessment platform that evaluates companies on their environmental, social, and ethical performance within supply chains.

1.5 Activities

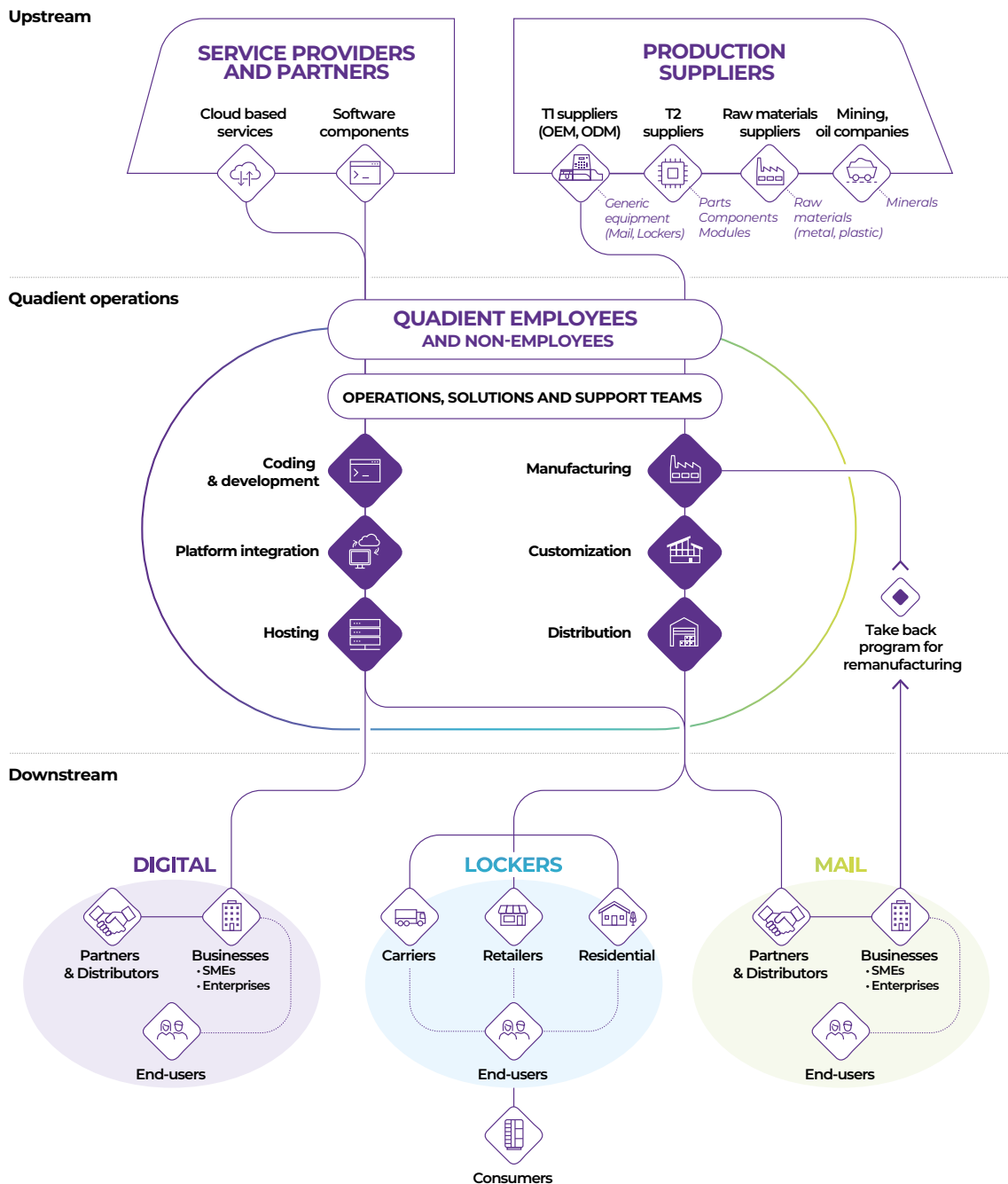
1.5.1 An integrated value chain

Quadiant's intelligent automation platform — a scalable and integrated set of software applications and automation equipment — supports the Company's three business lines: Digital, Mail, and Lockers. Acting as the operational backbone of the organization, it enables synergies from product design and development to deployment and customer use.

The Company's operations cover all key stages of the value chain, from upstream procurement and manufacturing to in-house R&D, customization, distribution, and end-of-life treatment. This integrated structure supports the integration of environmental and social considerations across activities.

With a global presence and a comprehensive portfolio of automation solutions, Quadiant supports over 350,000 businesses in 26 countries. Its platform facilitates billions of essential transactions, from invoicing and customer communications to mail processing and parcel delivery.

The infographic below provides an overview of Quadiant's value chain, illustrating the main stages and stakeholders involved across the lifecycle of its solutions.



Upstream

Upstream, Quadient relies on a global ecosystem of suppliers and partners to deliver high-performance automation platforms across its three business lines.

For its Mail and Lockers solutions, this includes industrial partners and tier suppliers providing electronic components, mechanical parts, raw materials, and sub-assembled equipment. Product manufacturing and customization are conducted both internally — notably at production and logistics centers in Le Lude (France), Loughton (UK), and Byhalia (USA) — and externally via selected Original Equipment Manufacturers/Original Design manufacturers.

These upstream activities are associated with resource consumption (energy, water), greenhouse gas emissions, and potential social impacts on workers in the supply chain. They are covered respectively in Chapter 5, sections E1 – Climate Change, E5 – Circular Economy, and S2 – Workers in the Value Chain.

Own operations

Quadient's own operations focus on product design, innovation, software and hardware development, quality control, logistics, and customer support.

With six R&D centers and over 550 engineers and developers, Quadient develops intelligent automation platforms integrating both hardware and cloud-based features.

Quadient's operations are supported by a robust Integrated Management System certified to ISO 9001, 14001, 27001, and 45001 standards, ensuring high-quality, environmental, information security, and occupational health & safety performance.

For its three business lines and own operations, Quadient relies on cloud-based digital services.

These operations are associated with environmental and social impacts, including energy use across offices and production sites, commuting and business travel, as well as responsible business practices. These aspects

are addressed respectively in sections E1 – Climate Change, S1 – Own Workforce, and G1 – Business Conduct.

Downstream

Downstream, Quadient distributes its solutions through a direct commercial presence in 26 countries and a global network of local distributors in c.50 countries.

Its customers range from SMEs to large enterprises across various sectors, including finance, healthcare, retail, and logistics. In most cases, the end-users of Quadient's solutions are the employees of these client companies. For the Lockers solution, however, Quadient considers the staff who load parcels as end-users, and the individuals who retrieve them as consumers.

In the Mail business, Quadient works closely with postal authorities to ensure compliance of its mailing solutions.

For Lockers, the Company partners with logistics operators, retailers, and property managers to deploy open networks accessible to multiple carriers and dedicated locker networks. Ultimately, these solutions serve a wide variety of users—ranging from individuals collecting or returning parcels in retail stores and supermarkets, to residents in multifamily housing and students on university campuses —providing convenient, secure, and more sustainable parcel management.

In Digital, the Company collaborates with Print Service Providers and a network of partners to deliver customer communications.

Downstream activities are associated with data privacy and cybersecurity risks (see Chapter 5 S4 – Consumers and End-users), as well as greenhouse gas emissions linked to the use of hardware (see Chapter 5 E1 – Climate Change and E5 – Circular Economy).

Quadient ensures responsible end-of-life management of its hardware products through dedicated take-back and recycling programs. Remanufacturing is a core practice within the Mail business, while refurbishment initiatives are gradually being deployed in the Lockers segment, contributing to a more circular business model.

1.5.2 Digital

In an ever more challenging macroeconomic environment, organizations need intelligent solutions that make it simple to empower remote employees to connect where, when, and in the way their customers want. Automating critical customer communications and business processes not only saves time and money but doing it with an intelligent set of integrated technologies helps drive better customer experience and a high level of engagement from all internal and external stakeholders.

1.5.2.1 Market and customers

In the core geographies where Quadient operates, the addressable demand for its Digital automation platform is set to grow from c. €6 billion in 2023 to c.€9 billion in 2027, providing significant growth opportunities, both in communication automation and financial

automation. To capture this growth, Quadient is relying on an efficient go-to-market to solicit both new customers through direct sales and partners, and existing mail customers through cross-selling.

Customers relying on these solutions include the higher range of small and medium-sized businesses such as law firms, accounting practices, property managers, large enterprises, primarily in the financial services, insurance and healthcare industries, as well as Print Service Providers.

In 2024, more than 16,500 companies globally relied on Quadient's Digital automation platform to manage their financial operations, business communications and business interactions every day and 85% were SaaS customers. In 2024, over 2,600 new Digital customers were added, of which c. 60% came from cross-selling opportunities with Quadient's Mail automation platform customer base.

1.5.2.2 Products and services

Quadient's Digital automation platform offers an array of high value cloud-based software applications available through SaaS⁽¹⁾ subscriptions. These applications include customer journey mapping, invoice-to-cash, procure-to-pay, communication management, document automation, intelligent forms, and hybrid mail.

For businesses who must compete by creating exceptional customer experiences, Quadient provides omnichannel software solutions and expertise that deliver compliant and meaningful customer interactions. These solutions enable companies to design, coordinate and harmonize all their customer communications across various departments (sales, marketing, support, accounting, etc.), while adapting to each department's specific needs. The Quadient SaaS suite facilitates the creation and management of transactional and marketing communication documents, regardless of the medium and the channel used (physical mail, e-mail, fax, text messages, websites, social networks, etc.) and manages omnichannel delivery for these communications.

For businesses who want to streamline document production processes and departmental workflows, Quadient's Digital solutions help automate invoice-related communications and accelerate cash flows. The digitalization of business processes is at the heart of many organizations' plans to ensure business continuity and cost optimization programs, particularly in the field of invoicing flows and financial automation (accounts receivable/accounts payable). Regulation is driving the adoption of new digital and compliant processes such as e-invoicing. It is also a key enabler of delivering a better experience for all stakeholders: customers, partners, suppliers and employees alike.

These new processes are delivered through an integrated cloud platform featuring services such as a centralized control panel, value-added services, add-on capabilities, AI-powered digital interactions, and integrated support, also enabling access to other applications. By addressing many business pain points, Quadient's digital automation offering delivers cost savings, greater convenience and secure regulatory compliance for its customers.

Awards

Quadient software solutions are consistently recognized as leaders in Customer Communication Management (CCM), Accounts Receivable Automation (AR) and Accounts Payable Automation (AP) markets, notably, in 2024, by IDC and SPARK MatrixTM. These distinctions and awards are detailed in Chapter 3, section Highlights.

Revenue types

In Digital, the majority of revenue (82% in 2024) comes from subscription-related sources, including:

- SaaS subscriptions;
- per-use subscriptions;
- managed services and maintenance of the installed base.

Usage-based revenue, such as payments and outputs, represents only around 15% of total subscription-related revenue.

Non-recurring revenue (18% of Digital revenue in 2024) comes from:

- license sales, whether from new customer acquisition or upselling within the installed base;
- professional services for implementation, billed based on time spent.

1.5.2.3 Focus on e-invoicing

E-invoicing mandates are expanding globally, with countries like Brazil and Italy already implementing regulations and many others following. Belgium, France, and Germany will introduce mandatory e-invoicing within the next three years, aligning with EU-wide mandates by 2030. These new regulatory e-invoicing initiatives within the European Union represents a €1.5 billion market opportunity and Quadient is uniquely positioned to deliver significant value in this evolving landscape.

Quadient is leveraging the innovation of its Digital automation platform and building on the strong invoice generation, delivery and information ingestion capabilities that already exist across its applications. **Managing e-invoicing is core to the Quadient offering** and common service delivered by the platform, extensible to all Quadient Digital customers.

In addition, Quadient participates in several alliances that are working on defining the standards for e-invoicing. This enables Quadient to remain an active participant in this evolving field and adapt over time to potential change, in order to continue to bring the best and most efficient invoice-to-cash and procure-to-pay solutions to its customers.

(1) Software as a Service

1.5.3 Mail

1.5.3.1 Market and customers

In a context of predictable transactional mail volumes evolution, Quadient's addressable demand for its Mail automation core market segments is expected to decrease from c. €2.4 billion in 2023 to c. €2.0 billion in 2027. Quadient, however, believes that its Mail revenue will continue to show resilience, declining only slowly and gradually thanks to a continuous investment effort in innovation to upgrade its offering and its ability to gain market share.

Quadient is the second-largest global player, and market leader in Europe, with total revenue of 732 million euros in 2024 in Mail at Group level. Its two main competitors are Pitney Bowes and Francotyp Postalia.

Quadient supports predominantly small and medium-sized enterprises across a variety of verticals.

Additionally, thanks to its high-end equipment range, Quadient has contracts with large companies, especially Print Service Providers. These larger companies are also potential users of Quadient's Digital solutions and partners for Quadient's document outsourcing offer.

Quadient is also best positioned to support its Mail customers with both their digital and parcel automation needs through effective cross-selling and upselling, allowing for an extension of the customer relationship beyond mail and an increase in revenue per customer.

1.5.3.2 Products and services

Mail automation platform encompasses the historical business of Quadient. Quadient's Mail automation platform combines both hardware equipment and its associated software and digital printing functionalities to deliver cost savings, convenience, and regulatory compliance. In most cases, the equipment is placed through 5 year fixed subscription, such as rental or leasing contracts.

Quadient offers the most advanced range in the market of folders/inserters for the office, mailroom, and mail center segments. These systems, supplemented with intelligent software to interface with databases, make it possible to publish, prepare for insertion, combine, and route documents such as payslips, invoices and marketing mail. Quadient also offers ongoing maintenance on these systems to ensure business continuity for customers. Since these systems are connected, the maintenance can be performed remotely. Quadient is considered to be one of the world's leading manufacturer of folders/inserters for offices and mailrooms.

Quadient also offers mailing solutions which combine franking machines, franking management software solutions, accessories like postal scales, ink cartridges and other supplies to operate them. On top of the maintenance of its equipment, Quadient offers services for the update of postal tariffs.

Furthermore, Quadient markets customized financing solutions for all equipment and services it sells, as well as long-term rentals in countries where regulation makes it mandatory, *i.e.*, France for the full franking machine suite, and the United States and Canada for the meter component.

Quadient also has a financial service called postage financing. More recently, Quadient developed new offers such as the Simplymail online mailing service, allowing smaller companies to have access to a simple and online mail management tool.

Finally, Quadient provides expertise and training in mailroom organization based on each customer's business and operational needs.

Throughout the recent years, Quadient continued to invest in its Mail automation platform to remain at the cutting edge of the technology with new upgraded machines offering enriched features and connected services.

On the 1st of February 2024, Quadient acquired Frama, a significant mailing and document management solutions provider to small and medium-sized businesses, serving more than 30,000 customers, mostly in Europe. This acquisition follows a long-term relationship between the two companies. Frama has been a trusted and strategic partner of Quadient for over ten years prior to the acquisition, selling Quadient's folder inserters, and more recently its line of mailing machines, both sold under the Frama brand.

Revenue types

In Mail, the majority of revenue (68% in 2024) comes from subscription-related sources, including:

- machine rentals and leasing interest from the customized financing service for leased equipment and services;
- support and maintenance.

Volume-based revenue, such as ink and spare parts supply tied to machine usage and mail volumes, accounts for only c. 15% of total subscription-related revenue.

Non-recurring revenue, accounting for 32% of Mail revenue in 2024, comes from:

- equipment and license sales;
- upfront recognition of revenue from leased machines.

1.5.3.3 Role of postal authorities

Postal authorities govern production, distribution, and maintenance of franking machines.

Relations with postal authorities are key to Quadient, to jointly conduct extensive and country-specific certification procedures that ensure Quadient mail-related solutions meet all postal specifications and are authorized in each country where they are marketed.

1.5.4 Lockers

For businesses and individuals who need to automate and manage a growing volume of parcel deliveries and returns, Quadient provides and operates an automated parcel locker network for smart, secure pick-up and drop-off, offering users convenience and peace of mind for parcels of all sizes.

1.5.4.1 Market and customers

The expansion of e-commerce and the new expectations of consumers are the main driving forces supporting automated lockers' demand growth. In the core geographies where Quadient operates, the addressable market for its Lockers automation platform is set to grow at a pace of over 10% p.a. on average from c. €400m in 2023 to c. €600m in 2027.

Together with the rise in online retail, parcel volumes growth is also boosted by the increase in the level of returns as well as the growing C-2-C⁽¹⁾ market. To capture this growth, Quadient is looking at expanding its footprint, securing new sites to install more lockers. Indeed, together with innovative features, density of the lockers network to reach critical proximity is a key driver to foster adoption and increase usage. Quadient also continues to innovate, with services being added to its locker services such as the award-winning drop box to consolidate returns.

In Japan, Quadient is the market leader in the lockers market for carrier usage, benefiting from its first entrant position. In the United Kingdom and France, Quadient is leveraging its expertise to actively develop and expand its locker infrastructure.

In the United States, Quadient has significantly reinforced its leadership in the residential segment through strategic acquisitions. After acquiring Parcel Pending in 2019, the company further consolidated its position with the acquisition of Package Concierge on December 17, 2024. Package Concierge is a US-based provider of parcel management solutions that offers innovative digital locker technology that addresses the growing challenges of package management in residential, commercial, retail and university campuses across the United States, with a strong presence in the North-East region. This acquisition added approximately 3,000 units to Quadient's portfolio.

At the end of fiscal year 2024, Quadient's global installed base stood at around 25,700 lockers, including the acquisition of Package Concierge, compared to 20,200 units at the end of 2023.

Lockers' customers are primarily large companies, spanning from logistics operators (carriers), residential and corporate property managers to retailers and higher education bodies such as college and university campuses.

1.5.4.2 Products and services

Quadient's Lockers automation platform provides a series of applications dedicated to parcel pick up and returns. Parcel lockers and drop boxes are set either indoors or outdoors, equipped with security cameras and available on a 24/7 basis. Each installed locker comprises several boxes.

Quadient's network of parcel lockers offers simple parcel drop-off, storage, and retrieval in an automated and secure solution, eliminating the burden of missed deliveries and re-delivery attempts for carriers, the risk of loss of theft and the number of journeys made by delivery personnel. This network of automatic lockers also contributes to meeting delivery deadlines and reducing delivery failures.

With a software platform associated with the physical network, Quadient offers an innovative yet agnostic approach to all verticals, with uniquely designed lockers and customized sizes to meet every need (oversized lockers for large goods, drop-box for consolidation of returns, refrigerated lockers, capacity to deploy large quantity of lockers in a short period of time).

Quadient's Lockers automation platform has two main categories:

- open network infrastructure: Quadient deploys and operates an infrastructure of lockers in selected countries, mainly Japan, the United-Kingdom and France. This infrastructure of lockers is used on a fee per parcel model by large international and domestic carriers. Typically, these parcel lockers are installed in railway stations, service stations, parking lots or supermarkets;
- sales & rentals of lockers for private use: Quadient equips targeted verticals including residences, universities, retailers and distributors with parcel lockers for the specific needs of residents, students, retail consumers and shoppers. This model is mainly present in the United States. The lockers are sold for private use, then invoiced for subsequent services linked to the lockers' operation.

Both models are carrier and product agnostic.

Revenue types

In Lockers, the majority of revenue (64% in 2024) comes from subscription-related sources, including:

- Rental and volume based fees;
- Platform access, support, and maintenance services.

Volume-based revenue, such as fee per parcel on open networks and late fees, accounts for around 45% of total subscription-related revenue.

Non-recurring revenue, representing 36% of Lockers revenue in 2024, comes from:

- Equipment sales (recognized upfront);
- Installation services.

Links with carriers

Since 2023, four of the largest carriers representing over 75% of the UK parcel volumes had already committed to using Quadient's open network (Evri, DPD, UPS and Royal Mail).

In France, Quadient has followed a similar strategy having secured both prime locations (most notably with the Auchan super and hypermarkets) and the engagement of international carriers (GLS, Relais Colis and UPS).

Finally, in 2023, Quadient has renewed its joint venture with Yamato in Japan and renegotiated the terms of their commercial agreement, increasing the exposure to volumes by moving from a rental to a fee per parcel business model. Quadient has also increased its relations with Japan Post and Sagawa, to drive additional usage of its lockers network.

(1) C-2-C: Customer-to-Customer

1.6 Organizational structure

1.6.1 Head office

Quadient S.A.'s head office is in Bagneux, France, in the Paris region. All the Company's strategic assets, such as research and development, intellectual property, production and distribution activities described

below are held by majority-owned subsidiaries of Quadient S.A., the parent company of the Group.

1.6.2 Research and development centers

Quadient has several research and development ("R&D") centers. The main R&D centers are located in Bagneux and Avignon (France), Loughton (United Kingdom), and Hradec Králové (Czech Republic).

Smaller satellite centers, located in Milford (USA) and Vancouver (Canada), complete the group's needs.

550 engineers and technicians work in the R&D field at Quadient.

1.6.3 Production and logistic centers

Quadient has **two production and assembly centers**:

- Le Lude (France) for high-end mailing systems, as well as the customization of Mail and Lockers products; and
- Loughton (United Kingdom) for high-end folders/inserters.

The company relies on industrial partners for manufacturing and assembly:

- Entry-level and mid-range franking systems;
- Entry-level and mid-range inserting systems; and
- Automatic parcel lockers.

These products are then personalized at Le Lude production center in France, for the European market and the rest of the world, except for the United States and Canada, where these operations are handled by the Byhalia logistics center in the USA (see below).

The Group's **three logistics centers** ensure worldwide delivery of products and spare parts. The Byhalia center (USA) is responsible for the logistics of Mail and Lockers products for the North American market. The Loughton and Le Lude production centers also distribute Group products for Europe and the rest of the world.

1.6.4 Distribution

Quadient's international sales network is a key asset of its business.

The Company has wholly-owned subsidiaries and branches in 26 countries: Australia, Austria, Belgium, Brazil, Canada, China, Czech Republic, Denmark, Finland, France, Germany, Hong Kong, India, Ireland, Italy, Japan, Mexico, Netherlands, Norway, Poland, Singapore, Spain, Sweden, Switzerland, the United Kingdom and the United States.

Quadient also has a network of local distributors in around 50 countries in addition to the countries covered by its subsidiaries. Generally speaking, these distributors are independent, essentially dedicated to Quadient products and have signed long-term distribution contracts with the Company.

1.6.5 Capital management and allocation

Quadient's strategic approach is based on an ongoing assessment of its capital employed to maximise long-term value creation for its shareholders.

1.6.5.1 Investments

Capital expenditure (capex) is expected to average at c. €100 million per year for the 2024-2026 period, to be compared with an average of Details of investments are shown in the table below:

€93 million over the 2021-2023 period. The slight increase will be due in part to Digital R&D activities for its platform development and – to a higher extent – to the deployment of the parcel lockers open network in the UK and France. Mail capex is expected to remain stable and mostly linked to new rented equipment.

Excluding acquisitions, Quadient invested 108.0 million euros in 2024, compared with 101.1 million euros in 2023.

(In millions euros)	31 January 2025	31 January 2024
Acquisition of software	0.7	2.0
Capitalization of development expenses	34.4	33.3
Acquisition of machinery and equipment	1.1	1.9
Rented equipment	53.7	44.0
Other investments	8.1	6.4
Assets right of use (IFRS 16)	9.9	13.5
TOTAL	107.9	101.1

The breakdown of investments by solution is the following:

(In millions euros)	31 January 2025	31 January 2024
Digital	24.0	22.1
Mail	51.4	53.3
Lockers	32.6	25.7
TOTAL	107.9	101.1

1.6.5.2 M&A

In addition to organic investments, potential opportunistic acquisitions may be considered to strengthen the platforms. While Quadient will also continue to keep a flexible approach to its portfolio.

1.6.5.3 Shareholder's return

Quadient's shareholder return policy is based on a dividend pay-out ratio of minimum 20% of net income while considering the use of excess cash to perform share buybacks, subject to value-creation criteria.

Quadient's announced in September 2024 the launch of a share buyback program for a total consideration of up to €30 million. At the date of publication of this document, €10 million worth of shares have been repurchased, with the program set to be executed over an 18-month ⁽¹⁾ period. This operation demonstrates Quadient's confidence in the value creation potential of its "Elevate to 2030" strategic plan, its ability to reach its FY 2026 leverage ratio target ⁽²⁾ and is in line with the capital allocation policy of the Company, while improving shareholders' return.

⁽¹⁾ Subject to the renewal of the share buyback authorizations at the 2025 AGM

⁽²⁾ FY 2026 leverage ratio excluding leasing target of 1.5x



2

CORPORATE GOVERNANCE REPORT

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Letter from the Chairwoman of the Appointments, remuneration and sustainability committee

Dear shareholders,

On behalf of the Board of directors, I am pleased to present Quadient's corporate governance report for the fiscal year ended 31 January 2025.

In a year marked by global challenges — economic and beyond — 2024 proved to be a demanding environment for businesses worldwide. Despite these headwinds, Quadient successfully navigated the complexities of a highly competitive landscape, including pressures on supply chains, labor markets, and business development. These achievements laid a strong foundation for the successful launch of our "Elevate to 2030" vision.

Now in my third year as Chairwoman of the Appointments and remuneration committee — since renamed the Appointments, remuneration and sustainability committee — I take great pride in the Company's resilience and in the alignment between the Board and executive leadership.

Quadient reported revenues of 1.1 billion euros in 2024, reflecting organic growth of 0.4%, and a current operating income organic growth of 2.2%. These solid results underscore the Group's adaptability and long-term sustainability. Strong performance across our three strategic solutions—Digital, Lockers, and Mail—also translated into high levels of customer satisfaction, reinforcing the strength and reliability of our offerings.

With the successful completion of our "Back to Growth" strategy in 2023, "Elevate to 2030" is already gaining traction. While our share price has yet to reflect the company's intrinsic value or analysts' outlook, our Capital Markets Day in June 2024, where "Elevate to 2030" was presented in detail, received positive feedback—highlighting investor confidence in our strategic direction.

Throughout the year, the Committee remained focused on its core responsibilities, including strategic succession planning, long-term talent development, and executive compensation. A key priority in 2024 was the review of Board composition to ensure the right balance of skills and experience aligned with the company's future needs.

As part of this ongoing effort, and following the Committee's recommendation, the Board of directors resolved at its 25 March 2025 meeting to propose, at the upcoming Annual General Meeting, the renewal of Didier Lamouche and Nathalie Wright as directors for an additional three-year term. The Board also intends to propose for shareholders' approval to nominate a new non-executive, independent director, bringing extensive global expertise in human capital and large-scale organizational transformation. This addition will further strengthen the Board's capabilities in areas that are increasingly critical of Quadient's long-term success.

At the same time, as I prepare to step down from the Board, alongside Paula Felstead, and with Vincent Mercier also resigning ahead of the AGM, the Board—excluding employee representatives—will be reduced from ten to eight members. These changes are further detailed in the relevant section of this report.

Reflecting on my tenure as Chairwoman of the Appointments, remuneration and sustainability committee, I am proud of the strides we have made in strengthening Quadient's governance framework. Our

efforts have remained grounded in the principles of high performance, pay-for-performance, alignment with shareholders' interests, and transparency.

In 2024, we enhanced our disclosures significantly—particularly around executive remuneration—further reinforcing our leadership in governance practices, as detailed in Chapter 5 of this report. In addition, we refined our benchmarking methodology to better align our policies with leading European peers and closely followed developments in sustainability and governance standards. We remain fully committed to aligning executive compensation with shareholder interests. Our long-term incentive plans continue to integrate Environmental, Social, and Governance goals, along with objectives related to management and company culture. The 2025 remuneration policy reinforces our pay-for-performance culture while maintaining clear strategic continuity. It builds on the solid framework introduced last year, incorporating only a few targeted refinements to further enhance alignment with our long-term goals and evolving governance standards.

As part of our recommendations this year, the Board proposes maintaining the current remuneration levels for both the Chairman of the Board and the Chief Executive Officer. This decision is supported by updated benchmarking conducted at the end of 2024. I trust the details provided in this report will reflect the Committee's rigorous and thoughtful approach—guided by clear criteria and well-reasoned analysis. Regarding the Board and Committee fee structure, we recommend maintaining the simplified framework introduced in 2024. While the overall budget remains unchanged, this structure continues to reflect market practice and is, once again, supported by benchmarking data.

Throughout the year, the Board demonstrated strong engagement and a clear commitment to best-in-class governance. I am especially proud of the collaboration, professionalism, and effectiveness shown by both the Committee and the full Board. An essential part of our governance approach is maintaining open and constructive dialogue with shareholders: in 2024, management held close to 100 investor meetings, our Capital Markets Day proved to be a major milestone. Our now well institutionalized yearly governance roadshow continued to further enhance the alignment between the Board and our shareholders. The valuable feedback we received from these engagements continues to shape and inform our direction.

As I conclude my mandate, I remain deeply confident in Quadient's future and the enduring strength of its governance framework. Reflecting on the achievements of 2024, I am honoured to have served as Chairwoman of the Appointments and remuneration and sustainability committee, and take great pride in the progress we have made.

Looking ahead, I am equally enthusiastic about the continued collaboration with the Board of directors as we remain steadfast in our commitment to serving Quadient—its employees, partners, customers, and shareholders—with integrity, transparency, and the highest standards of corporate governance.

Sincerely yours,
Martha Bejar

Chairwoman of the Appointments, remuneration and sustainability committee

This chapter includes the elements of the corporate governance report drawn up on the basis of the French commercial code. The corporate governance report has been approved by the Board of directors at its meeting on 25 March 2025, upon recommendation of the Appointments, remuneration and sustainability committee. Those parts constituting the report have been prepared on the basis of the contributions from several of the Company's corporate functional divisions, including the legal, human resources and financial departments.

2.1 Board of directors

2.1.1 Governance structure

Quadiant S.A., Quadiant's holding company, is a public limited company with a Board of directors ("*Société anonyme à Conseil d'administration*").

Quadiant S.A. has made the choice of separating the functions of Chairman of the Board of directors and Chief Executive Officer since the Board meeting held on 12 January 2018 with the appointment of Geoffrey Godet as Chief Executive Officer, with effect from 1st February 2018. This choice was reiterated by the Board of directors at the meeting held on 16 June 2022, on the renewal of Didier Lamouche's mandate as Chairman of the Board, and at the meeting held on 14 June 2024, at close of the Annual General Meeting, on the renewal of Geoffrey Godet's mandate as Chief Executive Officer. This decision reflects the Company's goal to comply with best practices in corporate governance. The Company considers that such governance structure is appropriate to the Group's challenges, is adapted to its shareholder structure and safeguards the interests of all its stakeholders.

The Board of directors is led by an independent and non-executive Chairman, and all non-executive directors are considered independent, except for Vincent Mercier and Eric Courteille, no longer considered independent for tenure reason under the Afep-Medef Code, respectively since July 2021 and March 2024, as they have been directors for over twelve years.

The Board has three standing committees: the Appointments, remuneration and sustainability committee, the Audit and risks committee, and the Strategy committee, whose members are independent except for Vincent Mercier who remains a member of the Appointments, remuneration and sustainability committee and Eric Courteille, who is a member of the Audit and risks committee and the Strategy committee.

Powers of the Chief Executive Officer

As an executive officer, the Chief Executive Officer oversees and manages alone the operations of the Company. As such, he is invested with the broadest powers to act in all circumstances in the Company's name subject to the limitation imposed by law and regulations and to certain decisions subject to prior authorization of the Board of directors

as established in the articles of association and described in the internal rules of the Board and described in section 2.1.2 of this chapter. Article 16 of the articles of association states that "the Chief Executive Officer has the widest powers to act in the Company's name in all circumstances. He exercises his powers within the limits of the Company's object, subject to the powers which the law expressly attributes to shareholders' meetings and to the Board of directors".

Missions of the Chairman of the Board of directors

In accordance with the law and the Company's articles of association, the Chairman of the Board of directors is elected by the Board of directors among its members. The age limit for the Chairman of the Board of Directors is 70. The Chairman represents the Board of directors. He coordinates and directs the works of the Board of directors which he reports to the General Meeting on and performs the Board's decisions. He ensures that the Company's bodies function correctly and in particular that the directors are able to perform their duties.

The Chairman of the Board of Directors also participates in the organization and preparation of the shareholders' General Meetings that he chairs and to which he reports on the work of the Board of directors. In addition, the Chairman of the Board of Directors is the key point of contact for shareholders regarding matters of corporate governance. He is informed, as necessary, of the questions, comments and suggestions made by significant shareholders not represented at the Board of directors with regard to corporate governance.

Since February 2020, the management of conflicts of interest is carried out by the Chairman of the Board in conjunction with the Appointments, remuneration and sustainability committee (the role and functions of the committees are detailed in section 2.2 of this chapter). The Chairman of the Board examines with the Appointments, remuneration and sustainability committee any conflict-of-interest situations that he may have identified or that may have come to his attention. He shall inform the members of the Board of directors and may, if necessary, make any recommendation on the management with regard to such these potential conflicts of interest.

2.1.2 Missions of the Board of directors

The Board of directors, a corporate body and forum for strategic discussion and decision-making, optimizes value creation while upholding the short, medium and long-term interests of the shareholders and all stakeholders.

Over and above applicable legal requirements, Quadient S.A. places particular importance on the Board of directors being able to perform the following roles:

- to decide the strategy of the Company's business activity and to approve all decisions concerning the Company's major strategic, economic, social and financial orientations and ensure that these are implemented;
- to be informed of material changes in the markets, the competitive environment and the key challenges, including in the domain of corporate social responsibility/ environmental, social and governance;
- to ensure there is an effective system in place within the Company that offers reasonable assurance that operations are conducted in accordance with current rules and regulations;
- to set up and run specialized committees with a view to enriching the decision-making process and adapt the internal rules of each committee in accordance with the situation of the Company, its environment and the applicable law, on the advice of each committee;
- to approve, upon recommendation of the Strategy committee:
 - strategic choices and plans, aiming to promote long-term value creation by the Company and to consider the environmental, social and governance challenges of its activities,
 - significant restructuring and investments that are not budgeted for or falling outside the scope of the strategy that was announced, and
 - generally, any acquisition or divestment of any entity, company or activity, by any means whatsoever (including the acquisition or disposal of securities or assets, merger, spin-off or capital contribution), for an enterprise value or price exceeding 15 million euros;
- to approve the annual budget, and review and approve the financial statements at regular intervals;
- to review the Company's financial communication policy;

- to appoint the Board of directors' Chairman, the Chief Executive Officer of the Company and the members of the Board committees on a documented proposal from the Appointments, remuneration and sustainability committee;
- to review the implementation by the General Management of a non-discrimination and diversity policy among the Company and its subsidiaries' senior executives and employees;
- to set the remuneration policy for General Management on the recommendation of the Appointments, remuneration and sustainability committee;
- each year, prior to publication of the annual report, to review on a case-by-case basis the position of each of the directors and then notify the shareholders of the results of its review with a view to identifying independent directors;
- to approve the corporate governance report on the conditions for preparing and organizing the Board of directors' work, together with the Company's internal control procedures;
- to establish multi-annual strategic guidelines on social and environmental responsibility;
- to ensure that the management report meets the requirements of the Corporate Sustainability Reporting Directive ("CSRD") and contains all relevant information on sustainability issues, including objectives, policies, due diligence procedures and risks.
- to review all the questions falling within the field of competence of the Board of directors as set out in the articles of association and applicable law.

Details on how the Board of directors operates and the rights, obligations and recruitment practices of its members within the limits of their authorized mandates are defined in the internal rules of the Board of directors which was last updated in March 2025 and can be found on the Company's website by clicking on the following link: Internal rules of the Board and committees. It is also available at the following address: <https://invest.quadient.com/en/regulated-information>. The internal rules detail the Board's principal missions as well as the operations for which its approval is required.

Composition of the Board of directors as of 31 January 2025

	Age	Natio- nality	Gen- der	Number of shares	Number of director- ships in listed compa- nies ^(a)	Indepen- dence	Years on the Board	Initial date of appointment	Renewals of term of office	End of term of office	Individual rate of attendance at Board meetings	Member of Board's Committ- tees ^(e)
Geoffrey Godet Chief Executive Officer	48	FR & US	M	64,994	-	no	6 years 7 months	June 2018	July 2021 June 2024	2027 (AGM approving the 2026 financial statements)	100%	-
Didier Lamouche Chairman of the Board of directors	65	FR	M	8,000	2	yes	5 years 7 months	June 2019	June 2022	2025 (AGM approving the 2024 financial statements)	100%	-
Martha Bejar	62	US	F	695	3	yes	6 years	Co-opted in January 2019 and ratified in June 2019	June 2019 June 2022	2025 (AGM approving the 2024 financial statements)	100%	Appointments and remuneration committee
Emmanuel Blot Bpifrance Investissement permanent representative	39	FR	M	2,800,000	3	yes	11 months	Co-opted in March 2024 and ratified in June 2024	June 2024	2027 (AGM approving the 2026 financial statements)	100%	Strategy and ESG committee
Hélène Boulet-Supau	58	FR	F	3,850	-	yes	7 years 10 months	Co-opted in March 2017 and ratified in June 2017	June 2018 July 2021 June 2024	2027 (AGM approving the 2026 financial statements)	100%	Audit committee
Éric Courteille	57	FR	M	267	-	no ^(b)	12 years 10 months	Co-opted in March 2012 and ratified in July 2012	July 2013 July 2016 June 2017 July 2020 June 2023	2026 (AGM approving the 2025 financial statements)	100%	Strategy and ESG committee
Paula Felstead	59	GB	F	2,001	-	yes	3 years 4 months	Co-opted in September 2021 and ratified in June 2022	June 2022	2025 (AGM approving the 2024 financial statements)	86%	Audit committee
Vincent Mercier^(a)	75	FR	M	17,896	-	no ^(c)	15 years 7 months	July 2009	July 2012 July 2015 June 2018 July 2021 June 2024	02.06.2025	100%	Appointments and remuneration committee
Richard Troksa	62	US	M	1,500	-	yes	8 years 7 months	July 2016	June 2018 July 2021 June 2024	2027 (AGM approving the 2026 financial statements)	100%	Strategy and ESG committee
Nathalie Wright	60	FR	F	1,015	1	yes	7 years 4 months	Co-opted in September 2017 and ratified in June 2018	June 2019 June 2022	2025 (AGM approving the 2024 financial statements)	100%	Strategy and ESG committee Appointments and remuneration committee
Valérie Colin Employee representative director	54	FR	F	1,500	-	no	1 year and 5 months	28 August 2023	—	2025	100%	—
Christophe Liaudon Employee representative director	54	FR	M	3,097	-	no	5 years 5 months	27 August 2019	August 2021 August 2023	2025	100%	—

^(a) Vincent Mercier was the Board's lead director and the lead director's term of office ended on 31 January 2020 as stipulated upon the appointment of the new independent Chairman of the Board in June 2019. Vincent Mercier has announced his resignation as a Board member with effect at the close of the Board meeting which will be held on 2 June 2025.

^(b) As of 26 March 2024, on the 12th anniversary of Eric Courteille's appointment as a director.

^(c) As of 7 July 2021, on the 12th anniversary of Vincent Mercier's appointment as a director.

^(d) Not including Quadient.

^(e) On 25 March 2025, the Committees have been renamed as follows: the Audit committee as "the Audit and risks committee", the Strategy and ESG committee as "the Strategy committee" and the Appointments and remuneration committee as "the Appointments, remuneration and sustainability committee".

Changes in the composition of the Board of directors during the fiscal year 2024 and until the date of this universal registration document

On 22 March 2024, following Sébastien Marotte's resignation from his position as director, and upon recommendation of the Appointments and remuneration committee (since renamed the Appointments, remuneration and sustainability committee), the Board of directors co-opted the company Bpifrance Investissement, represented by its permanent representative, Emmanuel Blot, for the remaining period of Sébastien Marotte's term of office, *i.e.*, until the Annual General Meeting to approve the financial statements for the fiscal year ending 31 January 2024. This co-option has been ratified by the Annual General Meeting on 14 June 2024.

The directorships of Bpifrance Investissement, Geoffrey Godet, Richard Troksa, and Hélène Boulet-Supau have been renewed at the Annual General Meeting on 14 June 2024, for a three-year period.

On the same day, the Board of directors renewed Geoffrey Godet's mandate as Chief Executive Officer of Quadient S.A. until the earliest of (i) the end of his term as director and (ii) the approval of the financial statements for the fiscal year ending 31 January 2027 by the Annual General Meeting to be held in 2027.

The directorship of Vincent Mercier has been renewed by the Annual General Meeting held on 14 June 2024, exceptionally, for a period of eighteen months, *i.e.* until 31 December 2025. In accordance with the Afep-Medef Code and the Company's articles of association, this term facilitated the staggered renewal of the Board of directors.

There has been no change in the composition of the Board between the end of the fiscal year 2024 and the date of this universal registration document.

Changes in the composition of the Board of directors to be submitted to the Annual General Meeting

The directorships of Didier Lamouche, Nathalie Wright, Martha Bejar, and Paula Felstead will expire at the end of the Annual General Meeting scheduled for 13 June 2025.

During its meeting on 25 March 2025, the Board of directors, upon the Appointments and remuneration committee's recommendation (since renamed the Appointments, remuneration and sustainability committee) and as part of the Board's continuous review of its structure and composition, decided to propose at the next Annual General Meeting scheduled for 13 June 2025:

- to renew the directorships of Didier Lamouche and Nathalie Wright for an additional period of three years ⁽¹⁾;
- to appoint a new non-executive and independent director, for a period of three years. The Board of directors intends to propose the appointment of Delphine Segura Vaylet to the Annual General Meeting.

Delphine Segura Vaylet is 54 years old and a French citizen. She holds a Master's degree (DEA) in Social Law, European Law from the University of Paris I Panthéon-Sorbonne. Delphine Segura Vaylet began her career at Groupe Bayard Press from 1993 to 1994 before joining Thales in 1994, where she held various operational Human Resources (HR) leadership roles until 2006. In 2007, she joined STMicroelectronics as HR Director for the Digital Consumer division. In parallel, she led Talent and Organizational Development as well as Training at the Group level for four years. In 2014, she became Group HR Director of Zodiac Aerospace, serving as a member of the Executive committee until the company's acquisition by Safran. She then joined Total in 2017 as Vice-President Strategy and HR Policy. Since January 2021, Delphine Segura Vaylet held the position of Senior Executive Vice President Human Resources at

Groupe SEB. She also holds non-executive roles at Soitec and Artelia.

It is noted that Martha Bejar and Paula Felstead will not stand for re-election, and that Vincent Mercier will step down from the Board of directors with effect at the close of the Board meeting which will be held on 2 June 2025. The Board of directors wishes to express its sincere gratitude for their dedication and significant contributions to the Company — Paula for her thoughtful oversight as a member of the Audit committee, Martha for her leadership and governance as Chair of the Appointment and remuneration committee, and Vincent for his 16 years of committed service across various strategic and leadership roles. Their expertise, integrity, and steadfast support have been instrumental in guiding the Company through key phases of growth and transformation.

Following these changes, subject to shareholders approval of the resolutions, the Board of directors, which consists of ten members (excluding the employee representative directors) until 2 June 2025, will be reduced to eight members (excluding the employee representative directors) after the Annual General Meeting.

The Board's composition will continue to align with the best governance practices, keeping a highly independent representation, with 75% independent directors, and complying with French legal parity rules, with a balanced structure of five men and three women, while ensuring a well-balanced mix of experience.

Due to reduced size of eight at the Board (excluding the employee representative directors) after 13 June 2025, pursuant to Article L225-27-1 of the French commercial code, the Board of directors will be transitioning to one employee representative director post-election in August 2025.

⁽¹⁾ Didier Lamouche, with the Board's intention, if renewed at the next Annual General Meeting, to subsequently reappoint him as Chairman of the Board. Nathalie Wright, if renewed at the next Annual General Meeting, will replace Martha Bejar as chairwoman of the Appointments, remuneration and sustainability committee.

2.1.3 Chairman of the Board



Didier LAMOUCHE

Expertise and management experience:

Didier Lamouche is the Chairman of the Board of Quadient S.A. since 28 June 2019.

Didier Lamouche, 65, is a French citizen, graduated from École Centrale de Lyon (France), holds a PhD in Semiconductor Technology. Until the end of 2018, Didier Lamouche was President and Chief Executive Officer of Idemia, a company resulting from the merger of Safran Identity & Security with Oberthur Technologies, the world leader in cybersecurity and digital identity technologies, which he had headed since 2013. He previously served as Chief Operating Officer of ST-Microelectronics from 2010 to 2013 and President and Chief Executive Officer of ST-Ericsson from 2011 to 2013. Didier Lamouche was previously Chairman of the Board and Chief Executive Officer of the Bull group from 2005 to 2010, which he turned around and repositioned on growth segments.

Didier Lamouche began his career in 1984 as an R&D engineer at Philips Research Lab before joining IBM Microelectronics from 1985 to 1994, holding various industrial positions in the semiconductor space in France and in the United States, at Motorola Semiconductor in 1995-1996, then as founder and Chief Executive Officer of the IBM-Siemens joint venture, Altis Semiconductor, from 1998 to 2003, and finally as global vice president of IBM's semiconductor operations based in New York. Didier Lamouche has extensive experience in corporate governance, in both public and private environments, having served as a director of eight public and four private-equity backed companies for nearly 20 years.

Didier Lamouche was appointed director of Quadient S.A. by the General Meeting of 28 June 2019 for a three-year term. He was appointed Chairman of the Board on the same date. These two mandates were respectively renewed by the General meeting and the Board meeting on 16 June 2022 for a three-year term, until the General Meeting called to vote on the financial statements for the fiscal year ending 31 January 2025.

Didier Lamouche was made a Chevalier de la Légion d'Honneur in 2010 for his contribution to the French tech industry.

Other mandates currently held in the Group: none.

Other mandates currently held outside the Group:

Didier Lamouche is a non-executive director of the Board of Adecco (Swiss listed company and world leader in the staffing industry); Vice-Chairman of the Supervisory Board of ASM International (a Dutch listed company and leader of Semiconductor equipment industry); chairman of the Advisory Board of Utimaco (German non-listed company), director of Imagination Technologies Group Ltd (UK non-listed company), founder of DLT Consulting (French non-listed company) and Associate Director of Granla (Belgian non-listed company).

Other mandates whose terms expired in the previous five years: President and Chief Executive Officer of Idemia (French non-listed company).

Non-executive director of ACI Worldwide (Nasdaq-listed company and leader provider of software technologies for the payment industry).

Member of the Board committees: No.

Number of shares: Didier Lamouche holds 8,000 Quadient shares.

Skills and knowledge: Strategy & M&A, International Experience, C-Suite Experience & Governance Leadership, Technology & innovation Leadership, and B2B Go-to-Market Expertise.

2.1.4 Chief Executive Officer



Geoffrey GODET

Expertise and management experience:

Appointed Chief Executive Officer of Quadient S.A. as of 1 February 2018, Geoffrey Godet, 48 is a dual French and American citizen and a graduate of HEC. Prior to Quadient, he has spent his entire career with the Flatirons Jouve group, a leader in digital solutions for banking, insurance, healthcare, manufacturing, aeronautics, publishing, media and education. Geoffrey had been Chief Executive Officer of Flatirons solutions, based in California, and most recently was Chairman and Chief Executive Officer of Jouve, based in Paris. Prior to that, he was successively Marketing and Communication director, Head of the Cultural Heritage digitization division and managing director of Jouve Aviation solutions.

Geoffrey Godet was appointed director at the General Meeting of 29 June 2018 for a three-year term, which term was renewed by the General Meeting of 1 July 2021 until the General Meeting called to vote on the financial statements for the fiscal year ending 31 January 2024. His mandate was again renewed for same term until the General Meeting called to vote on the financial statement for the fiscal year ending 31 January 2027. His mandate as Chief Executive Officer was renewed by the Board meeting held on 14 June 2024.

Other mandates currently held in the Group:

Director of Quadient Holdings USA, Inc and President and CEO of Quadient, Inc.

Other mandates currently held outside the Group: none.

Other mandates whose terms expired in the previous five years: Director of Quadient CXM AG.

Member of the Board committees: No.

Number of shares: Geoffrey Godet holds 64,994 Quadient shares.

Skills and knowledge: Strategy & M&A, International Experience, C-Suite Experience & Governance Leadership, B2B go-to-market Expertise, and SaaS software Experience.

2.1.5 Members of the Board

In accordance with the law, the members of the Board of directors are proposed by the Board of directors, upon recommendation of the Appointments, remuneration and sustainability committee, and appointed by the Ordinary General Meeting. The General Meeting may revoke their appointments at any time. The Board of directors must be comprised of at least three and at most eighteen members subject to the waiver provided for by law. Directors are appointed for a period of three years.

The number of directors aged over 70 shall not exceed one-third of directors in office.

The Board of directors' guidelines are the following:

- regular renewal of members of the Board. The Board has been getting younger, with the average age decreasing from 60.9 in 2016 to 57.75 as of 31 January 2025, including the employee representative directors,

- compliance with law n° 2011-103 of 27 January 2011 « Copé-Zimmermann » on equal representation of men and women. The current composition of women of the Board of directors is 40%,
- openness of the Board of directors to diversity. 33.3% of the directors, including the employee representative directors, are of a foreign nationality.

The Appointments, remuneration and sustainability committee is in charge of establishing the terms of succession plans for directors.

Situation on 31 January 2025

As of 31 January 2025, the Board of directors was composed of twelve members, including two employee representatives.

**Vincent MERCIER****Expertise and management experience:**

Vincent Mercier is 75 years old and a French citizen. He is a civil engineering graduate from the École des Mines and has a Masters in economic science, as well as an MBA from Cornell University (United States). For 10 years, he was one of the heads of the Industrial Development Institute while teaching strategy at HEC. He has extensive experience in the Service and Retail industries, having been a member of Wagons-Lits and then Carrefour Group's executive committees. Until 2014, he was Chair of the supervisory Board of Roland Berger Strategy Consultants, where he served as director for France and China until 2010.

Vincent Mercier was appointed director of Quadient at the General Meeting of 7 July 2009. His mandate was renewed at the General Meeting of 1 July 2021 for a three-year term, which means until the 2024 General Meeting called to vote on the financial statements for the fiscal year ending 31 January 2024. His mandate was again renewed at the General Meeting of 14 June 2024 until 31 December 2025.

Other mandates currently held in the Group: none.

Other mandates currently held outside the Group: member of the supervisory Board of Sucres et Denrées (Sucden) (French non-listed company), Altavia Europe (French non-listed company) and ADIE (French non-listed company), Azulis Capital (French non-listed company).

Other mandates whose terms expired in the previous past five years: Director of FM Logistic (French non-listed company).

Member of the Board committees: Appointments and remuneration committee.

Number of shares: Vincent Mercier holds, directly and indirectly, 17,896 Quadient shares.

Skills and knowledge: Strategy & M&A, Finance/Audit/CFO Experience, International Experience, C-Suite Experience & Governance Leadership, and E-Commerce & Last-Mile Delivery.

**Martha BEJAR****Expertise and management experience:**

Martha Bejar is 62 years old and an American citizen. She is an expert in software and technology with an in-depth knowledge of the American market. She has held the position of Chief Executive Officer in technology/ software services companies.

Martha is the recipient of numerous industry awards including 2018 and 2020 "Top Corporate director" by Latino Leader Magazine, 2019 NACD directorship 100, "Inspiring Women 2017" from Washington State, and was ranked among the 50 most influential Hispanic women in the United States by Hispanic Inc. Business Magazine.

The Board of directors co-opted Martha Bejar on 11 January 2019.

Her mandate was renewed at the General Meeting of 16 June 2022 for a three-year term, meaning until the General Meeting to be called to vote on the financial statements for the fiscal year ending 31 January 2025.

Other mandates currently held in the Group: none.

Other mandates currently held outside the Group: Senior Partner at DaGrosa Capital Partners (US non-listed company), independent director of Lumen Technologies (US listed company), Sportsman's Warehouse (US listed company), Commvault Systems (US listed company).

Other mandates whose terms expired in the previous past five years: Chair of Afiniti (US non-listed company), Founder/CEO of Red Bison Advisory Group (US non-listed private company), Chief Executive Officer of Unium, Inc (US non-listed company), independent director of Mitel Networks Corporation (US listed company), and independent director of Polycom, Inc. (US listed company).

Member of the Board committees: Appointments and remuneration committee (Chairwoman).

Number of shares: Martha Bejar holds 695 Quadient shares.

Skills and knowledge: Strategy & M&A, International Experience, C-Suite Experience & Governance Leadership, Technology & Innovation Leadership and B2B Go-to-Market Expertise.

**Hélène BOULET-SUPAU****Expertise and management experience:**

Hélène Boulet-Supau is 58 years old and a French citizen. Having graduated from ESSEC, she started her career at Arthur Andersen, before joining the Pierre & Vacances group, where she held various finance positions from 1991 to 2000, before being appointed Group Financial director. Hélène Boulet-Supau then worked as a financial consultant, before taking over the reins of Larroque alongside the Company's founder. From 2007 to 2019, Hélène Boulet-Supau was Chief Executive Officer and shareholder of Sarenza. In 2020, she launched a facility management business providing services to companies, FabWorkplace. In 2021, she launched educawa.com, an educational website for parents and grandparents.

In addition to her long-standing expertise in finance and human resources, Hélène Boulet-Supau brings her knowledge and expertise in the field of sustainability. She has integrated sustainability matters in the strategy and vision of the companies she is leading, or she has led in the past. As examples, on climate, she has set up and organized the distribution of a "Corporate energy efficiency charter" to customers and partners, and she has worked on the electrification of vehicle fleets with her company FabWorkplace SARL. She has also carried out actions to reduce waste in the workplace. On circular economy, as part of FabWorkplace's business, she works on the reuse of furniture and IT equipment. As regards with business ethics, Hélène Boulet-Supau sets up annual training courses on the French anti-corruption law "Sapin II". On professional equality and inclusion, she has implemented in the past for Sarenza, a comprehensive program and has delivered interviews, presentations and round tables as an expert on the subject. She has also founded an association working on education and inclusion. She received training at "Association Progrès du Management" for several years.

The co-optation of Hélène Boulet-Supau by the Board meeting of 27 March 2017 was ratified by the General Meeting of 30 June 2017. Hélène Boulet-Supau's mandate was renewed at the Annual General Meetings of 29 June 2018, 1st July 2021, and 14 June 2024, for a three-year term to be renewed at the General Meeting called to vote on the financial statements for the fiscal year ending 31 January 2027.

Other mandates currently held in the Group: none.

Other mandates currently held outside the Group: Director of the non-profit organization Entrepreneurs du Monde (French association), manager of FabWorkplace SARL and chairwoman of Educawa SAS (French non-listed companies).

Other mandates whose terms expired in the previous past five years: Member of the supervisory Board of Colisée Care (French non-listed company), and director of Socotec (French non-listed company).

Member of the Board committees: Audit committee (Chairwoman).

Number of shares: Hélène Boulet-Supau holds, directly and indirectly, 3,850 Quadiant shares.

Skills and knowledge: Strategy & M&A, Finance/Audit/CFO Experience, C-Suite Experience & Governance Leadership, Corporate Responsibility and Sustainability, and E-Commerce & Last-Mile Delivery.

**Éric COURTEILLE****Expertise and management experience:**

Éric Courteille is 57 years old and a French citizen. Éric Courteille is a graduate of ESCP-EAP and started his career at Arthur Andersen France, as an auditor, from 1995 to 2000. He then jointly founded the Sporever group. From 2002 to 2006, he held several positions in the finance department of the PPR group. At the end of 2006, he joined Redcats USA (part of Kering Group) as chief financial officer (CFO) and General Secretary. Eric Courteille held the position of Chief Executive Officer of La Redoute SAS from 2014 to March 2022.

On 4 July 2012, the General Meeting ratified the appointment of Éric Courteille as director. His mandate was then renewed in July 2013, in July 2016, in June 2017, in July 2020, and at the General Meeting of 16 June 2023 for a further three-year term, until the General Meeting called to vote on the financial statements for the fiscal year ending 31 January 2026.

Other mandates currently held in the Group: none.

Other mandates currently held outside the Group: Chief Executive Officer of BCR SAS (French non-listed company); Chief Executive Officer of NEW R SAS (French non-listed company), permanent representative of AUSSPAR SAS, Board member of United.b SA (French non-listed company), Chairman of Aroma Zone Topco SAS (French non-listed company), Board member of Boulanger S.A. (French non-listed company), Chairman of Tojuli SASU (French non-listed company) and Chairman of Julito SASU (French non-listed company).

Other mandates whose terms expired in the previous past five years: Independent Board member of Hygie31 since July 2020 (French non-listed company), Chief Executive Officer of La Redoute (French non-listed company).

Member of the Board committees: Audit committee and Strategy and environmental, social and governance committee.

Number of shares: Éric Courteille holds 267 Quadient shares.

Skills and knowledge: Strategy & M&A, Finance/Audit/CFO Experience, International Experience, C-Suite Experience & Governance Leadership, and E-Commerce & Last-Mile Delivery.

**Paula FELSTEAD****Expertise and management experience:**

Paula Felstead is 59 years old and a British citizen. Paula holds a graduate degree in computer studies from University of West London. She started her career at BHP in Western Australia before working in many industries including Telecom, Financial Services, Data services and Payments in Europe and the UK. She has held positions of Chief Digital & Innovation Officer, Chief Technology Officer and Chief Technology & Operations Officer at Visa Europe, and Ingenico Group.

Paula Felstead was co-opted by the Board of 24 September 2021. Her mandate was ratified by the General Meeting of 16 June 2022 and renewed for a three-year term, meaning until the General Meeting to be called to vote on the financial statements for the fiscal year ending 31 January 2025.

Other mandates currently held in the Group: none.

Other mandates currently held outside the Group: Chief Information Officer of HBX Group (UK company - listed on the Spanish stock exchanges).

Other mandates whose terms expired in the previous past five years: none.

Member of the Board committees: Audit committee.

Number of Quadient shares: Paula Felstead holds 2,001 Quadient shares.

Skills and knowledge: Strategy & M&A, International Experience, Technology & Innovation Leadership, B2B Go-to-Market Expertise and SaaS Software Experience.

**Richard TROKSA****Expertise and management experience:**

Richard Troksa is 62 years old and an American citizen. He is the owner of Gold Aspen Consulting, LLC, a company dedicated to providing advice in strategy, development and operational efficiency for new technologies and solutions. Graduating with a bachelor's degree in electrical engineering from Purdue University and then a master's degree in engineering sciences from Colorado State University, Richard Troksa started his career at IBM in 1984 and held numerous technical and business positions before being appointed business Line Manager in 2000. He joined Exstream Software in 2004 and was appointed Chief Executive Officer in 2007. Upon Exstream's acquisition in 2008, he became Vice President of IPG Enterprise Software at Hewlett-Packard, a position he held until 2010. Richard Troksa has a solid financial and managerial experience focusing on the development and introduction of innovative technical solutions.

Richard Troksa was appointed director at the General Meeting of 1st July 2016 for a three-year term and was first renewed in advance at the General Meeting of 29 June 2018 for a three-year term and was therefore renewed 1st July 2021 until the General Meeting called to vote on the financial statements for the fiscal year ending 31 January 2024. His mandate was again renewed until the General Meeting called to vote on the financial statements for the fiscal year ending 31 January 2027.

Other mandates currently held in the Group: none.

Other mandates currently held outside the Group: member of the Board of directors of Gorilla Logic, LLC (American non-listed company), member of the Board of directors of Gryphon Networks (American non-listed company), member of the Board of directors of 7Rivers, Inc. (American non-listed company).

Other mandates whose terms expired in the previous past five years: Board member of 7Summits, LLC (American non-listed company).

Member of the Board committees: Strategy and environmental, social and governance committee (chairman).

Number of shares: Richard Troksa holds 1,500 Quadient shares.

Skills and knowledge: Strategy & M&A, C-Suite Experience & Governance Leadership, Technology & Innovation Leadership, B2B Go-to-Market Expertise and SaaS Software Experience.

**Nathalie WRIGHT****Expertise and management experience:**

Nathalie Wright is 60 years old and a French citizen. A graduate in economics from Paris Assas University, the IAE and INSEAD, she started her career at Digital Equipment France before joining NewBridge Networks France. She held the positions of Sales Manager and Country Leader at MCI, then Easynet and finally, Vice President Southern Europe in charge of Commercial Strategy for France, Italy, Spain and the Middle East for AT&T. Nathalie Wright joined Microsoft in 2009, where she held the positions of director of the Public Sector division, then General Manager for Enterprise & Strategic Alliances for 5 years. In 2017, Nathalie Wright was appointed Vice President Software France at IBM. She then joined Rexel in 2018 until September 2023 as Chief Digital Officer and member of the Rexel Group Executive committee, as well as being responsible for Rexel ESG group strategy.

Since 2024, Nathalie has been focusing on her non-executive functions on the boards of Quadient, Keolis and Amundi as well as on her associative commitments. Its focus is to support these organizations in the challenges of transformation, in particular digital transformation, adaptation to climate change and consideration of the impact on human capital, governance and organization.

Nathalie Wright was made a Chevalier de la Légion d'Honneur in 2011 for her actions promoting diversity in the workplace.

Nathalie Wright was co-opted by the Board of directors on 25 September 2017. On 29 June 2018, the General Meeting ratified her co-optation. Nathalie Wright's mandate was last renewed at the General Meeting of 16 June 2022 for a three-year term, to be renewed at the General Meeting called to vote on the financial statements for the fiscal year ending 31 January 2025.

Other mandates currently held in the Group: none.

Other mandates currently held outside the Group: member of the supervisory Board, head of Sustainability and innovation committee and member of the audit and risk committee of Groupe Keolis S.A.S (French non-listed company). Member of the Board of directors of Amundi (French listed company).

Other mandates whose terms expired in the previous past five years: none

Member of the Board committees: Strategy and environmental, social and governance committee and Appointments and remuneration committee.

Non-profit organization mandates: Member of Women in leadership since 2014. Member of Chapter Zero since 2023.

Number of shares: Nathalie Wright holds 1,015 Quadient shares.

Skills and knowledge: Strategy & M&A, Technology & Innovation Leadership, Corporate Responsibility and Sustainability, B2B Go-to-Market Expertise and SaaS Software Experience.



Bpifrance Investissement - Emmanuel Blot

Expertise and management experience:

Bpifrance Investissement is the asset management company that manages Bpifrance's equity investments. Its aim is to be the long-term partner of companies of all sizes by directly and indirectly financing their sustainable and responsible growth through equity, quasi-equity and debt. Bpifrance Investissement is one of France's largest asset management companies, with over 50 billion euros in assets under management - including 14 billion euros managed on behalf of third parties - more than 250 professional investors, and a strong local presence with 53 regional offices.

The permanent representative of Bpifrance Investissement is Emmanuel Blot. Emmanuel Blot is 39 years old and is a French citizen. He graduated from ESSEC Business School in Paris in 2009. He is currently investment director and head of the listed investment practice within the large cap division of Bpifrance. He has 14 years' experience in finance and private equity and has led several investments in listed companies on behalf of Bpifrance, including Quadient. He previously worked as a sell-side analyst at Bryan, Garnier & Co (2009-2011) and Oddo BHF (2011-2012), focusing on the aerospace & defence and capital goods sectors.

As Chairman of VusionGroup's Nomination & Remuneration Committee, member of Constellium's Safety & Sustainability Committee and director responsible for CSR to Mersen's Board of Directors, Emmanuel Blot demonstrates a solid understanding of sustainability issues and challenges, and brings his expertise to the Board of Quadient SA. Moreover, his position at Bpifrance, and the support received from the dedicated sustainability team for Bpifrance's investments and monitoring of Bpifrance's holdings, enable him to be trained, and to constantly strengthen his skills in sustainability issues.

The Board of directors co-opted Bpifrance Investissement on 22 March 2024. Its mandate was ratified by the General meeting on 14 June 2024 and was renewed for a three-year term meaning until the General Meeting to be called to vote on the financial statements for the fiscal year ending 31 January 2027.

Other mandates currently held in the Group: none.

Other mandates currently held outside the Group:

Non-executive director of Constellium SE (French listed company), permanent representative of Bpifrance Participations at the Board of directors of Mersen (French listed company) and non-executive director of VusionGroup (French listed company).

Other mandates whose terms expired in the previous past five years: none.

Member of the Board committees: Strategy and environmental, social and governance committee.

Number of shares: Bpifrance Investissement holds 2,800,000 Quadient shares.

Skills and knowledge: Strategy & M&A, Finance/Audit/CFO Experience, C-Suite Experience & Governance Leadership, Technology & Innovation Leadership and Corporate Responsibility and Sustainability.

2.1.6 Employee representative directors

In accordance with applicable law, employee representative directors have the right to vote, the same rights, obligations, including confidentiality, and responsibilities as other directors. In compliance with the law, the two directors representing the employees are of a different gender. The term of office is two years, renewable three times from the date of appointment.

Pursuant to law No. 2019-486 of 22 May 2019 concerning growth and transformation of companies (the “*Pacte Law*”) and article L.225-27-1 of the French commercial code, an additional employee representative director has been appointed as from 2020.



Christophe LIAUDON

Expertise and management experience:

Christophe Liaudon is 54 years old and a French citizen.

After spending about ten years in both private and public sectors, Christophe Liaudon joined Quadient in 2002 to create and organize the treasury department. Since then, Christophe has accompanied Quadient in its growth in building up the cash management organization and the optimization of the debt structure. Quadient has been a pioneer in the French private placement (PP) market after several USPP deals and was one of the first to issue a Schuldschein in USD.

Christophe Liaudon was appointed employee representative director of Quadient at the Company's social and economic committee ("Comité social et économique") meeting on 27 August 2019 for a two-year term. His mandate was first renewed at the social and economic committee meeting on 27 August 2021 and renewed again at the social and economic committee meeting on the 28 August 2023 for a further two-year term, until August 2025.

Other mandates currently held in the Group: none.

Other mandates currently held outside the Group: none.

Other mandates whose terms expired in the previous past five years: none.

Member of the Board committees: none.

Number of shares: Christophe Liaudon holds 3,097 Quadient shares.

Main area of expertise: Finance/Audit/CFO.



Valérie COLIN

Expertise and management experience:

Valérie Colin is 54 years old and a French citizen.

Valérie Colin is Vice President of Global Product Marketing - Digital, at Quadient, leading the product and go-to-market strategy for Quadient's Digital software solutions. Valérie began her career at HP, holding various management roles, in presales, project delivery, channel development, and global product marketing. Joining Quadient in 2012 as Marketing Director, she launched globally the very first document automation software for SMBs. She then became chief digital & marketing officer at Heppner, a leading transportation company, before joining GS1, the global not-for-profit organization that develops data standards, where she championed digital transformation and innovation. Returning to Quadient in 2020, Valérie has led the regional marketing efforts in France & Benelux before expanding into her current role over the last 3 years. She holds an electrical engineering degree from INSA Lyon and a master's degree in marketing from EM Lyon business school.

Valérie Colin was appointed employee representative director of Quadient during the Company's social and economic committee ("Comité social et économique") meeting of 28 August 2023 for a two-year term, until August 2025.

Other mandates currently held in the Group: none.

Other mandates currently held outside the Group: none.

Other mandates whose terms expired in the previous past five years: none.

Member of the Board committees: none.

Number of shares: Valérie Colin holds 1,500 Quadient shares.

Main areas of expertise: Strategy & M&A, International experience, C-Suite Experience & Governance Leadership, B2B Go-to-Market Expertise and SaaS Software Experience.

2.1.7 Independent directors

In accordance with the recommendations of the Afep-Medef code, the internal rules of the Board of directors and its committees provide that:

- the Board of directors be composed of at least two-thirds of independent directors;
- the Audit and risks committee be composed of at least two-thirds of independent directors. By way of exception, the committee may, subject to explanation by the Board in its deliberations, be composed of two members. In this case, at least one member must be independent; and
- the Appointments, remuneration and sustainability committee and the Strategy committee be composed of a majority of independent directors.

The internal rules of the Board of directors provide the following definition of the independent director *"a director is independent when he/she has no relationship of any kind whatsoever with the Company, its subsidiaries or its management that may compromise his/her judgment."* and a list of incompatibilities. In addition, the Afep-Medef code provides the following definition of an independent director: *"A director is independent when he or she has no relationship of any kind whatsoever with the Company, its group or the management of either that could compromise his or her freedom of judgment."* Pursuant to the

recommendations of this code, every year, the Appointments, remuneration and sustainability committee reviews the criteria and conducts an assessment of the independence of the members of the Board of directors appointed by the General Meeting and, as the case may be, of the candidates for such a position is included on the agenda of the Board and issues its recommendation on the independence to the Board in light of these independence criteria. The Appointments and remuneration committee (since renamed the Appointments, remuneration and sustainability committee) conducted the review and the independence assessment and submitted its recommendation to the Board of directors in January 2025.

The last recommendation was presented to the Board of directors on 21 January 2025. As a result of the assessment carried out, seven out of the ten directors on the Board as of 31 January 2025 (70%⁽¹⁾) were independent. In accordance with the Afep-Medef Code, directors representing employees are not taken into account when calculating the percentage of independent directors. Accordingly, as of 31 January 2025, all directors on the Board of Quadient S.A. are independent, except for Geoffrey Godet, the Chief Executive Officer, Vincent Mercier, since July 2021 and Eric Courteille since March 2024, who are no longer considered independent under the Afep-Medef Code, as they have been directors for over twelve years.

⁽¹⁾ In accordance with Afep-Medef Code, this rate does not take into account the employee representative directors.

The following table shows the status of each director with regard to the criteria for independence set out in the internal rules of the Board and the Afep-Medef Code (situation on 31 January 2025).

Criteria	Geoffrey Godet	Martha Bejar	Emmanuel Blot	Hélène Boulet-Supau	Éric Courteille	Paula Felstead	Didier Lamouche	Vincent Mercier	Richard Troksa	Nathalie Wright	Christophe Liaudon	Valérie Colin
Employee company officer during the previous five years: He/she shall not be an employee or executive corporate officer of the Company, an employee, corporate officer or director of its parent company or of a company that it consolidates, and not have served in any of these capacities during the previous five years	X	✓	✓	✓	✓	✓	✓	✓	✓	✓	N/A	N/A
Cross-directorships: He/she shall not be an executive corporate officer of another company in which the Company holds, directly or indirectly, a position on the Board of directors, or in which an employee designated as such or an executive corporate officer of the Company (either present or within the last five years) holds a position on the Board of directors	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	N/A	N/A
Significant business relationships: He/she shall not be a major client, supplier, corporate banker or financial banker of the Company or the Group, or be an entity for which the Company or Group represents a significant percentage of business	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	N/A	N/A
Family ties: He/she shall not have close family ties with a corporate officer	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	N/A	N/A
Auditor: He/she shall not have been a statutory auditor of the Company in the previous five years	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	N/A	N/A
Period of office exceeding 12 years: He/she shall not have been a director of the Company for more than 12 years. The loss of status as independent director occurs after a period of 12 years.	✓	✓	✓	✓	X	✓	✓	X	✓	✓	N/A	N/A
Status of non-executive officer: He/she shall not receive variable remuneration in cash or securities or any remuneration related to the Group's performance	N/A	✓	✓	✓	✓	✓	✓	✓	✓	✓	N/A	N/A
Status of the major shareholders: He/she shall not participate in the control of the Company, or hold more than 10% in the capital or voting rights of the Company	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	N/A	N/A

Criteria	Geoffrey Godet	Martha Bejar	Emmanuel Blot	Hélène Boulet-Supau	Éric Courteille	Paula Felstead	Didier Lamouche	Vincent Mercier	Richard Troksa	Nathalie Wright	Christophe Liaudon	Valérie Colin
	X	✓	✓	✓	X	✓	✓	X	✓	✓	X	X
Independent (reason not considered as independent)	(Chief Executive Officer)				(period of office exceeding 12 years)			(period of office exceeding 12 years)				(employee representative directors)

N/A: Non applicable.

In the table, "✓" represents a criterion of independence which is satisfied and "X" represents a criterion of independence which is not satisfied.

Business link: To the best of the Company's knowledge, none of the directors considered to be independent have any direct or indirect business links with the Company.

Family ties: To the best of the Company's knowledge, there are no family ties between the directors.

Absence of conviction or incrimination: To the best of the Company's knowledge, none of the directors on the Board as of 31 January 2025 has been found guilty of fraud, managing a company placed in receivership or declared bankrupt, incurred any official public penalty and/or sanction, or been prevented from acting or operating in the management or conduct of a company, over the past five years. No directors have been involved in liquidation proceedings when they were a member of a Board of directors, a management body or supervisory Board over the past five years.

Conflicts of interest: To the best of the Company's knowledge, there are no potential conflicts of interest for the corporate officers and directors between their duties to Quadient and other interests or duties to which they may be bound.

No arrangements or agreements have been made with the principal shareholders, customers, suppliers or other parties, by virtue of which any of the corporate officers has been selected as a member of an administrative, management or supervisory body or as a member of the General Management.

All directors file an annual declaration with Quadient confirming the absence of any conflict of interests and that they have not been found guilty of fraud, managing a company placed in receivership or been declared bankrupt. For fiscal year 2024, all directors have completed the declaration.

INTERNATIONAL COMPOSITION, GENDER BALANCE AND DIVERSITY ON THE BOARD

Indicator	2024	2023
Non-French national directors ^(c)	4 ^(a)	4 ^(a)
% non-French nationality ^(c)	33.3% ^(a)	33.3% ^(a)
Number of women	4	4
% women	40% ^(b)	40% ^(b)

^(a) Geoffrey Godet has a dual French and American nationality.

^(b) In accordance with French legislation and the Afep-Medef code, employee representative directors are not taken into account when determining the proportion of women on the Board of directors.

^(c) Including employee representative directors.

The Board of directors seeks to ensure a balance in its composition and that of its committees in particular through the diversity and complementarity of experience, skills, and professional expertise. Based on the recommendations made by the Appointments, remuneration and sustainability committee, the criteria prevailing in the process of selecting talents sought to renew or supplement those already present within the Board are as follows:

- independence, skills, international experience, motivation, availability;
- alignment with the strategy of the Company;
- adequacy with the current composition and appropriate evolution of the Board of directors;
- maintaining of the appropriate number of independent directors;
- balanced gender representation, nationalities, ages and expertise.

The composition of the Board of directors reflects the diversity and complementarity of the experience and expertise of its members.

As of 31 January 2025:

- as explained in sections 2.1.2 to 2.1.6 above-mentioned, the vast majority of the Board members has extensive international experience. 33.3% of them have a non-French nationality.
- four of the ten non-employee Board members are women (Valérie Colin, employee representative director, is not taken into account when determining gender parity): Martha Bejar, Hélène Boulet-Supau, Nathalie Wright and Paula Felstead, bringing the current representation of women on the Board of directors to 40%.

Due to their diverse profile, each director contributes to the Board's diversity through their respective and complementary career path, education, experience, age and nationality.

Board skills matrix

The Board skills matrix below gives a better understanding of this diversity and complementarity of experience and skills of the Board of directors. Based on the recommendation from the Appointments, remuneration and sustainability committee, the Board review once a year the skills matrix and assess the skills to include in the matrix in order to meet the Company's current and future needs.

The Board, upon recommendation of the Appointments and remuneration committee (since renamed the Appointments, remuneration and sustainability committee), reviewed and validated the Board skills matrix on 25 March 2025.

Quadiant's Board, assessed against these skills, appears strong and balanced, and globally well positioned. The Board comprises individuals from diverse and complementary professional background. This enables it to perform its duties collectively and constructively.

SITUATION ON 31 JANUARY 2025

	Professional Skills					Industry Knowledge			
	Strategy and M&A	Finance/audit/CFO experience	International experience	C-suite Experience & Governance Leadership	Technology & Innovation Leadership (e.g., AI, cyber security)	Corporate Responsibility and Sustainability	B2B go-to-market expertise	E-commerce & last-mile delivery	SaaS software experience ("office of the CFO", enterprise B2B)
Didier Lamouche	X		X	X	X		X		
Geoffrey Godet	X		X	X			X		X
Martha Bejar ^(c)	X		X	X	X		X		
Emmanuel Blot ^(b)	X	X		X	X	X			
Hélène Boulet-Supau ^(a)	X	X		X		X		X	
Éric Courteille ^{(a)(b)}	X	X	X	X				X	
Paula Felstead ^(a)	X		X		X		X		X
Vincent Mercier ^(c)	X	X	X	X				X	
Richard Troksa ^(b)	X			X	X		X		X
Nathalie Wright ^{(b)(c)}	X				X	X	X		X
Valérie Colin ^(d)	X		X	X			X		X
Christophe Liaudon ^(d)	X	X	X						

^(a) Audit committee member.

^(b) Strategy and environment, social and governance committee member.

^(c) Appointments and remuneration committee member.

^(d) Employee representative directors.

	Skills	Definition
Professional Skills	Strategy and M&A	Directors who have gained essential expertise in business management, corporate development, and M&A. Directors should have a proven track record in strategic growth initiatives, capital raising, investment banking, or corporate advisory roles.
	Finance / Audit / CFO Experience	Directors who have served as CFOs, auditors, or accountants. This includes partners from audit or accounting firms and executives with leadership roles in banking, insurance, or fund management.
	International Experience	Directors with significant experience working abroad or managing foreign markets. Proven expertise in the key international markets where the company operates.
	C-Suite Experience & Governance Leadership	Directors with current or former executive roles (CxOs) in publicly listed or large private companies, particularly those with direct governance responsibilities.
	Technology & Innovation Leadership (e.g., AI, Cybersecurity, Digital Transformation)	Directors with technical or managerial expertise in IT, software, digital technology, cybersecurity, digital marketing, social media, and innovation.
	Corporate Responsibility and Sustainability	Directors with direct leadership experience in sustainability, climate initiatives, circular economy, business ethics, or compliance, with deep knowledge of global sustainability standards.

	Skills	Definition
<i>Industry Knowledge</i>	B2B Go-to-Market Expertise	Directors with executive-level experience in marketing, customer service, media, communications, product development, and customer engagement strategies.
	E-Commerce & Last-Mile Delivery	Directors with executive experience in e-commerce and logistics, including expertise in sourcing, manufacturing, supply chain, infrastructure, and information management.
	SaaS Software Experience ("Office of the CFO", Enterprise, B2B)	Directors with leadership experience in software or technology companies, specifically in business or product development, R&D, and customer service for enterprise and B2B solutions.

Succession planning

In compliance with article 18.2.2. of the Afep-Medef code and the internal rules of the Board of directors, drawing up succession plans is one of the most important tasks of the Appointments, remuneration and sustainability committee. The internal rules of the Board of directors' state that the Appointments, remuneration and sustainability committee is responsible for "ensuring the sustainability of the corporate bodies by drawing up a succession plan for the Company's executive corporate officers and directors in order to be able to propose succession solutions to the Board of directors in the event of an unforeseen vacancy".

The succession process is reviewed once a year, usually in September, by the Appointments, remuneration and sustainability committee and then by the Board of directors.

- Emergency succession plan:

This plan, which has been reviewed and approved by the Board of directors upon the recommendation of the Appointments, remuneration and sustainability committee, sets out the principles for the envisaged solutions that would be put in place if the position of Chief Executive Officer were to become vacant sooner than expected or due to unforeseen circumstances (sudden departure). Different scenarios are provided for depending on whether the situation is definitive and lasting or temporary and short-term. Internal candidates were identified. However, the Board of directors would need to carry out another analysis at the time any such unforeseen or sooner-than-expected vacancy occurred, before deciding on the course of action to take.

- Long-term succession plan:

This plan, which has been reviewed and approved by the Board of directors upon the recommendation of the Appointments, remuneration and sustainability committee, sets out the principles for the various stages and timing for implementing the succession plan based on the assumptions of (i) a decision taken to renew and continue (or not) the term of office of the Chief Executive Officer when his term expires, and, (ii) a foreseeable or anticipated departure (normal or accelerated succession). Internal candidates were identified.

In September 2024, the Appointments and remuneration committee (since renamed the Appointments, remuneration and sustainability

committee) and the Board of directors have reviewed the succession process and confirmed the succession plan for the Chief Executive Officer. In March 2025, succession planning was again discussed at the Board of Directors meeting.

Trainings and introduction of new directors

Upon taking office and in order to ease a smooth transition as a Board member, all new directors receive the documentation required to perform their duties. This documentation includes the Company's articles of association, the rules of procedure of the Board and its committees, the stock market code of ethics (to be signed) together with the annual calendar of authorized periods to trade on Quadient's securities, the annual schedule of Board and committee meetings, the date of the General Meeting, the most recent universal registration document and the French Corporate Governance Code for listed companies established by Afep-Medef. Each director receives the information he/she requires to perform his/her duties and can obtain disclosure of all documents he/she considers necessary. All directors receive press releases issued by the Company.

Moreover, each new director meets with members of Quadient's senior management to gain a deeper knowledge of the Company, its strategy, businesses and markets.

Additionally, each new director, including the directors representing the employees, is registered with the French Institute of directors (IFA). In compliance with the Afep-Medef code, following their appointment, the employee representative directors receive dedicated onboarding trainings from the IFA enabling them to perform their duties. The trainings mainly cover the role and operation of the Board of directors, the rights and obligations of directors and their responsibilities, as well as the company's organisation and activities.

In September 2023, all directors received a training on climate-related issues called "Climate Fresk" composed of a three-hour face-to-face workshop.

In 2024, the directors expressed no particular need for training, as they felt that their knowledge and expertise in each of their respective fields provided them with the skills and competencies they needed to carry out their duties on the Board.

2.1.8 Work of the Board of directors

In accordance with article 14.2 of the Company's articles of association, directors may be called to Board meetings by any means, even verbally, at either the registered office or any other place indicated in the notice. Decisions are taken under the quorum and majority provided for by law. In the event of a tie vote, the chairman of the meeting has the casting vote.

In accordance with the internal rules of the Board of directors, the Board of directors meets at least four times a year and as many times as it considers necessary, upon notice of meeting by the Chairman, usually sent at least five days before the meeting, using all resources and communicative channels.

During the fiscal year ended 31 January 2025, the Board of directors met seven times, (physically as well as virtually), with a global attendance rate of 99%. On average, the meetings lasted 4 hours and 39 minutes.

This year, three "executive sessions" have been organized at the beginning or at the end of Appointments and remuneration committee's meetings (since renamed the Appointments, remuneration and

sustainability committee), and four "executive sessions" at the end of the Board meeting, with the directors who do not hold executive or employee positions on the Board of directors. During these sessions, the directors may discuss the Company's strategic challenges, working practices or specific topics or subjects that the directors would like to see presented or dealt with in Board or Committee meetings.

Additionally, each year, the directors attend at least one specific Board meeting on strategy. During this specific "strategy session", the management presents a number of topics for discussion concerning the Company's execution of its strategy and future planning, the evolution of its markets, solutions, customers and internal organization, and the organic and inorganic investment opportunities to accelerate the Company's transformation. This year, this specific "strategy session" was held on 21 and 22 January 2025, and key executives of the Group were invited to contribute to Board discussions. This meeting also enables directors to constantly refine their understanding of the challenges facing the Group through themed-based presentations and site visits.

Directors' participation at Board meetings in the fiscal year 2024

	Attendance rate	Number of meetings
Geoffrey Godet	100%	7/7
Didier Lamouche	100%	7/7
Martha Bejar	100%	7/7
Emmanuel Blot	100%	6/6
Hélène Boulet-Supau	100%	7/7
Valérie Colin	100%	7/7
Éric Courteille	100%	7/7
Paula Felstead	86%	6/7
Sébastien Marotte	100%	1/1
Christophe Liaudon	100%	7/7
Vincent Mercier	100%	7/7
Richard Troksa	100%	7/7
Nathalie Wright	100%	7/7

The main themes discussed at Board meetings in 2024 were as follows:

Strategy	– Monitoring the Company's strategy and organization over a three-year plan – Results of the Strategy and environmental, social and governance committee's work – Financial communication and investor relations – Review of acquisitions, divestments and other strategic projects underway – M&A update – Analysis of the Company's business plan – Capital Markets Day preparation – Marketing and go-to-market strategy
Sustainability	– Review of the 2024-2026 sustainability strategy, policies and programs, their application and execution – Update of the Internal Rules of the Board to reflect the role of each committee on sustainability – Review of the requirements of the Corporate Sustainability Reporting Directive ("CSRD") and the EU Taxonomy Regulation – Preparation of the sustainability report – Sustainability topics related to human resources – Compliance with sustainability regulations – Sustainability performance – Appointment of a statutory auditor to certify sustainability information
Corporate governance	– Review and monitor the Board members' independence under the definition provided in the internal rules of the Board of directors and the Afep-Medef code – Annual evaluation of the Board and its committees – Succession planning – Governance roadshow – Preparation for the Annual General Meeting – Review of the Board mandates that expire in 2025 – Discussion on the implementation of a Board Portal – Board Skills Matrix and skills assessment
Business and customers	– Regular review of the Company's markets, solutions and customer needs – Assess technical risks and opportunities related to the Company's research and development, innovation and supply chain activities – Monitor the Company's organization and human resources priorities – Monitor the Company's activities related to environmental, social and governance risks and opportunities – Business update – Presentation of the organization of sales and operations in North America and the UK & Ireland
Internal controls	– Results of the work conducted by the Audit committee concerning audits and evaluation of the internal control system in the Group – Approval of the report on the work of the Board related to internal control and risk management procedures – Global risk mapping
Finance	– Highlights, presentation and analysis of the results of the fiscal year 2023 – Statutory auditors' report – Budget and outlook for the fiscal year 2024 – Forecasts and quarterly results – Approval of the annual and interim consolidated financial statements for Quadient S.A. – Approval of the annual and interim individual financial statements for Quadient S.A. – Cash and debt positions, dividends – Refinancing operations – Related-party agreements – Results of the Audit committee's work – Shareholder strategy and capital allocation policy – Launch of the share buyback program and delegation to the CEO – Approval of financing agreements – Authorization of sureties, endorsements and guarantees, annual delegation to the CEO – Risk topics – Tax topics
Remuneration	– Results of the Appointments and remuneration committee's work – Long-term incentive plans and delegation to the CEO/Chairman for implementation – Remuneration policy of the Chairman and Board members – Remuneration policy of the Chief Executive Officer
Appointments	– Results of the Appointments and remuneration committee's work – Cooption of Bpifrance Investissement – Renewals of term of office of Board members and of the CEO's mandate – Board and Committee composition – Review of the company's People strategy

Once finalized, all documents relating to a Board meeting's agenda are transmitted to the directors by the management at the earliest opportunity, i.e. several days before the meeting. The elements can be accessed by all Board members via the secured internet platform that enables them to review documents prior to meetings, as well as information such as the articles of association and Board's rules of procedure.

According to the Company's rules of procedure, the Chairman's obligation to disclose information goes hand-in-hand with each director's duty to be diligent in remaining informed, to request any information they may require to help the understanding of the items on the agenda from the Chairman in good time, to make themselves available, and allow the necessary time and attention to perform their duties.

2.1.9 Corporate governance code

Quadiant has long pursued an active corporate governance policy. The Company refers to the French Corporate Governance Code for listed companies established by Afep-Medef, which is available on the Medef website (<http://www.medef.com/>) ("Afep-Medef code").

Implementing the "comply or explain" principle of the Afep-Medef code

Under the "comply or explain" rule set out in article L.22-10-10, 4° of the French commercial code and article 28.1 of the Afep-Medef code, Quadiant considers that its practices comply with the code's recommendations, except for the following recommendations:

Afep-Medef recommendation not applied

According to article 18.1, the remuneration committee "must not include any executive officer and must mostly consist of independent directors. It is recommended that the Chairman of the committee should be independent and that one of its members should be an employee representative director".

Quadiant's position and explanation

The Board of directors has decided not to appoint an employee representative director at the Remuneration committee since such committee has been merged in 2018 with the Appointments' committee. In practice, the employee representative directors effectively participate in all meetings of the Board during which the remuneration policy of corporate officers is reviewed and discussed, but since the Appointments and remuneration committee deals with broader subjects than the remuneration policy, it has been decided that employee representative directors will not participate in this committee. This explanation has been communicated to the *Haut Comité de gouvernement d'entreprise*.

According to article 21, "In the absence of legal provisions to the contrary, the director should personally be a shareholder and, by virtue of the provisions in the by-laws or the internal rules, hold a minimum number of shares that is significant in relation to the compensation awarded to them. If he or she does not hold these shares when assuming office, he or she should use his or her compensation to acquire them. The director will notify the corporation of this information, which will publish it in its report on corporate governance."

According to article 5 of the internal rules of the Board, "On appointment, each Director commits: to acquiring a minimum number of shares in the Company representing a value roughly equivalent to the remuneration he/she received over a year as a director". The Board of directors follows ownership guidelines as set forth in the Internal Rules of the Board. For those Board members who do not have the requisite ownership, active discussions are held with those Board members who still progressively increasing their ownership.

2.1.10 Rules of procedure of the Board and committees

The aim of the rules of procedure is to set out the role and operating procedures of the Board of directors, together with the rights, obligations and recruitment practices of its members, within the scope of their actual skills, in order to ensure the Company's long-term future, its smooth running and the sustained creation of value for shareholders, employees and the Company's other stakeholders. The rules of procedure can only be approved and amended by decision of the Board of directors.

The following are scheduled to the rules of procedure:

- the rules of the Appointments, remuneration and sustainability committee;
- the rules of the Strategy committee;

- the rules of the Audit and risks committee;
- the definition of independent director, as provided by the Appointments, remuneration and sustainability committee;
- the directors' charter, which is provided also in the rules of procedures of the Board of directors;

In addition to the duties attributed to the Board by the law and the articles of association, the Board approves strategic decisions, budgets, material acquisitions and divestments, and restructuring plans impacting the Company as a whole. It also ensures the quality and reliability of financial and non-financial information and of communications to shareholders.

In particular, the Board of directors' duties include:

- approving this corporate governance report, the organization and preparation of the Board's work and on internal control procedures;
- defining the role of an independent director;
- defining the remuneration policy for the Company's executives; and
- making necessary changes to the rules of procedure governing the various committees.

The specialized committees make proposals to the Board relating to their field of expertise.

The rules of procedure set out the rights and obligations of directors, particularly as regards to attendance, confidentiality of information, directors' information rights and restrictions in trading on Quadient securities.

Rules on managing conflicts of interest are set out in the directors' charter: "article 5 – Independence and conflict of interests: directors endeavour to avoid any conflict of interest that could arise between their moral and material interests and those of the Company. They

inform the Board of directors of any conflict of interest in which they could be involved. Where they cannot avoid a conflict of interest, directors refrain from taking part in debates and any decision on the matters concerned."

In addition, all directors must file an annual declaration with Quadient confirming the absence of any conflict of interests and that they have not been found guilty of fraud, managing a company placed in receivership or been declared bankrupt.

The rules of procedure specify that a minimum of four Board meetings are to be held per fiscal year and that each director must hold Quadient securities worth at least one year of remuneration paid to directors.

They also set out the rules for transcribing the minutes of meetings.

The full text of the internal rules of the Board and committees is available on the Company's website by clicking on the following link: Internal rules of the Board and committees. It is also available at the following address:

<https://invest.quadient.com/en/regulated-information>.

The internal rules of the Board and committees were drafted on 30 March 2004 and have been successively amended as follows:

Date of the last amendments of the internal rules of the Board	Changes made to the internal rules of the Board
Board meeting of 27 June 2019	To take into account the appointment of an independent Chairman of the Board and the expiry of the Lead director's term of office.
Board meeting of 13 December 2019	To introduce a limitation on the powers of the Chief Executive Officer in the rules of the Board, as explained in section 2.1.2 above.
Board meeting of 23 September 2021	To permit under certain exceptional circumstances to retain, for a temporary period, the appointment of a chair of the Appointments & remuneration committee not qualifying as an independent director, to allow an orderly succession.
Board meeting of 24 March 2023	To authorise a fifth member in the Strategy and corporate social responsibility committee.
Board meeting of 22 March 2024	To set out the new roles and responsibilities of the Board of directors and its committees in relation to environmental, social and governance topics in line with the corporate sustainability reporting directive requirements. The internal rules were also addressed to prepare the arrival of a legal entity as director.
Board meeting of 25 March 2025	To bring the internal rules of the Board into line with the Law n° 2024-537 of 13 June, 2024 known as the "Loi Attractivité", which aims to simplify the internal organization of French companies. Additionally, to rename the Committees as follows: the Audit committee as "Audit and risks committee", the Strategy and environmental, social and governance committee as "Strategy committee" and the Appointments and remuneration committee as "Appointments, remuneration and sustainability committee". Finally, to redefine the responsibilities and tasks of the committees following the updated sustainability governance model.

The internal rules of the Board were last updated on 25 March 2025.

2.1.11 Board and committees' assessment

In compliance with the internal rules of the Board of directors and article 11.3 of the Afep-Medef code, the composition of the Board of directors and Committees and its activity are assessed and debated once a year at the initiative of the Chairman of the Board of directors and the chairwoman of the Appointments, remuneration and sustainability committee. The purpose of the annual evaluation is to continuously improve the composition and operation of the Board and its committees, and the overall governance of the Company.

The last evaluation, which was a self-evaluation, was performed between November 2024 and March 2025.

The 2024 evaluation, in line with the Afep-Medef code, was designed to assess the board effectiveness, independence, skills, as well as the individual contribution and leadership of the Board members especially for Board members standing for re-election at the next Annual General Meeting. The evaluation notably included:

- a review of the composition, size, organization and operation of the Board and Committees;
- a scrutiny of the individual attendance and effective participation of directors at Board meetings;
- relations between the Board, the Chairman and senior management;
- a review of the skills of Board members considering future directorships and the staggering of the renewal of mandates;
- the review of the diversity policy and the skills matrix to ensure that the overall composition of the Board is consistent with the criteria validated by the Board (including the criteria of availability, staggering of terms of office and size of the Board).

The 2024 evaluation was carried out in two phases,

1. through a written anonymous questionnaire completed by each Board member;
2. followed by individual interviews with each Board member, with the assistance from an independent external consultant, Egon Zehnder. These interviews were an opportunity to feed back on the individual contribution of the directors. All discussions held were confidential.

Then, Egon Zehnder reported the conclusion of the evaluation to the Chairman of the Board and the chairwoman of the Appointments and remuneration committee (since renamed the Appointments, remuneration and sustainability committee). Conclusion of the assessment was discussed informally and debated among Board members in November 2024 and January 2025. Then, the conclusion was reviewed by the Appointments and remuneration committee (since renamed the Appointments, remuneration and sustainability committee), in the presence of the Chief People and Transformation Officer, and then they were presented and approved to the Board meeting held on 25 March 2025.

The evaluation revealed a positive assessment of the functioning of the Board of directors and its committees. Overall, Board members acknowledged that the Board is functioning well, in normal and in crisis time and noticed the improvements made through the years. The conclusion also highlighted strengths, such as the high level of engagement of each Board member, the feeling of trust among them, the good relationship with the CEO and the Chairman of the Board and the ratios of independent Board members and gender representation. Additionally, Board members bring different skills which allows healthy conversation and debates during Board's meetings.

The following ways of potentially improving the functioning of the Board of directors were identified:

- composition of the Board: with currently twelve members, many of them believe the Board would function better if its size were reduced by one or two members.
- Board members' skills: The following competencies and experiences could usefully complement the Board composition to be aligned with Quadient's strategy going forward: increase Technology-related competencies (e.g., Artificial Intelligence, data governance, cybersecurity), increase global and governance-related expertise in human capital, including remuneration and large scale organizational transformation, with the objective to have more forward-looking discussions on long-term strategic versus medium term tactical topics, increase logistics and transportation competencies and sustainability skills.

2.1.12 Directors' charter

The directors' charter was approved on 28 March 2011 and was last updated on 25 March 2025, as part of the amendment of the internal rules of the Board and committees.

It allows all directors to use their full skills and ensures that each of them makes an effective contribution, while adhering to the rules of independence, ethics and integrity that are expected from them. The nine articles of the directors' charter set out a number of principles:

- article 1 – Administration and corporate interest;
- article 2 – Compliance with laws and the articles of association;
- article 3 – Exercise of office: guiding principles;
- article 4 – Independence and duty of expression;
- article 5 – Independence and conflict of interests;
- article 6 – Integrity, loyalty and duty of confidentiality;
- article 7 – Professionalism and involvement;
- article 8 – Professionalism and efficiency;
- article 9 – Application of the charter.

Quadiant has also drawn up an ethics code designed to help employees and stakeholders by providing a framework for business decisions and activity. It includes its own references in terms of requirements and practice, as well as providing useful tools and resources for all Group employees.

In addition, various internal whistleblowing systems have been implemented in the different countries to detect, penalize and prevent repetition of conduct or situations that are contrary to the ethics approach of Quadiant. In 2019, the Group created an ethics committee, which works to monitor the whistleblowing system more widely through the use of appropriate tools. The ethics committee is chaired by the Chief People and Transformation Officer who has access to the Company's Audit and risks committee.

2.1.13 Stock market code of ethics

In terms of stock market ethics, the rules of procedure define the rights and commitments of directors with a particular emphasis on respecting the confidentiality of information received and restrictions on trading Quadiant shares.

The stock market code of ethics has been updated and approved by the Board on 16 June 2022. The main change in the code is the creation of Quadiant's market abuse regulation committee which oversees the treatment of inside information within the Company and assists the Board of directors and management team in implementing the code.

The purpose of the code is to draw the attention of employee and occasional insiders to applicable laws and regulations in this respect, as well to the administrative and/or criminal sanctions associated with non-compliance with these laws and regulations and implementing preventive measures to enable each and every one to invest in Quadiant securities in full compliance with rules regarding market integrity.

The stock market code of ethics sets out the rules for corporate officers, informed employees and occasional insiders, and includes:

- a summary of the existing laws and regulations in the field of stock market ethics together with the corresponding administrative and/or criminal penalties;
- a definition of the key concepts (inside information, informed employees, etc.);
- clarifications and examples related to the notion of inside information;
- a summary of the confidentiality obligations imposed upon corporate officers, informed employees and occasional insiders;
- clarifications regarding the no-trading rules and an appendix containing a schedule, updated every year, of (i) the periods during which trading is authorized – the table of red and green periods – and (ii) the embargo periods related to Quadiant's financial communication;
- clarifications, for the purposes of transparency and caution, of the Company's disclosure obligations vis-à-vis the AMF, with an appendix containing a model declaration;
- a summary of specific provisions relating to stock options and free shares;
- every corporate officer and informed employee must sign an undertaking certifying that he/she has read and understood the stock market code of ethics and promises to comply with the terms of the code;

The market abuse regulation committee ("MAR committee") was created on 3 February 2021 in order to oversee the treatment of inside information within the Company and assist the Board of directors and the management team in implementing the stock market code of ethics.

2.2 Board Committees

The attendance rate of directors at each committee during the fiscal year 2024 is detailed below:

Committee	Audit committee	Strategy and environmental, social and governance committee	Appointments and remuneration committee
Chair	Hélène Boulet-Supau	Richard Troksa	Martha Bejar
Number of members as of 31 January 2025	3	4	3
% of Independence	66.7%	75%	66.7%
Number of meetings	4	6	6
Average attendance rate	92%	96%	100%
Individual attendance rate			
Martha Bejar		100% ^(a)	100%
Emmanuel Blot		100% ^(b)	
Hélène Boulet-Supau	100%		100% ^(a)
Éric Courteille ^(c)	100%	100% ^(b)	
Vincent Mercier ^(c)		100% ^(a)	100%
Richard Troksa		100%	
Nathalie Wright		83.33%	100% ^(b)
Paula Felstead	75%		
Christophe Liaudon	100% ^(a)		

^(a) until March 2024

^(b) from May 2024

^(c) non-independent

Changes in the composition of the Board committees during the fiscal year 2024 and until the date of this universal registration document

- Audit committee (since renamed Audit and risks committee):

- In line with best practices regarding independence of the Audit committee, Hélène Boulet-Supau has been appointed chairwoman of the Audit committee, replacing Éric Courteille who remains member of the Audit committee, for continuity reason;

- Christophe Liaudon was a member of the Audit committee until March 2024.

- Appointments and remuneration committee (since renamed the Appointments, remuneration and sustainability committee):

- Sébastien Marotte was a member of the Appointments and remuneration committee until March 2024;

- Hélène Boulet-Supau was a member of the Appointments and remuneration committee until March 2024;

- Nathalie Wright was appointed to the Appointments and remuneration committee in March 2024;

- In order to facilitate the continuity of the committee, Vincent Mercier remains a member of the Appointments and remuneration committee until the end of his mandate.

- Strategy and environmental, social and governance committee (since renamed Strategy committee):

- Martha Beja was a member of the Strategy and environmental, social and governance committee until March 2024;

- Vincent Mercier was a member of the Strategy and environmental, social and governance committee until March 2024;

- Bpifrance Investissement was appointed to the Strategy and environmental, social and governance committee in March 2024;

- Éric Courteille was appointed to the Strategy and environmental, social and governance committee in March 2024.

There has been no effective change in the composition of the committees between the end of the fiscal year 2024 and the date of this universal registration document.

Indicators	2024	2023
Number of meetings	6	5
Average attendance rate	100%	95%
Average length of meetings	1h36	2h07
Number of members as of 31 January	3	4
% of independent directors as of 31 January ^(a)	66.7%	75%

Activity in 2024

The main topics discussed at the Committee meetings in 2024 were:

Composition and operation of the Board of directors and the various committees	– Annual assessment and review of the composition of the Board and update of the Board skills matrix – Review of independence and key competencies of its members – Follow up of improvement orientations suggested by the Board's external assessment – Validation of the Board's committees composition – Appointment process of the Board members – Recommendation for new appointments and renewals of directorships at 2024 AGM – 2024 Chief Executive Officer succession plan
Remuneration policy	– Chairman and directors' remuneration policy – Remuneration policy of the Chief Executive Officer, in particular the objectives of the variable portion, and evaluation of the achievement of the 2023 objectives – Review of long-term incentives plans – Group bonus objectives for the year 2024 – Review of the executive compensation policy
Business and miscellaneous	– Review of human resources strategy for Digital (former Intelligent Communication Automation) – Preparation of the governance roadshow – Employee value proposition – 2024 Annual General Meeting – Talent program update

2.2.2 Audit and risks committee

Indicators	2024	2023
Number of meetings	4	4
Average attendance rate	92%	100%
Average length of meetings	2h48	2h43
Number of members as of 31 January	3	4
% of independent directors as of 31 January ^(a)	66.7%	100%

^(a) Excluding the directors representing employees in accordance with the recommendations of the AfeP-Medef Code.

The Board is assisted by an Audit and risks committee, composed of three directors as of 31 January 2025, two of which are independent members, which met 4 times in the fiscal year 2024 with an attendance rate of 92%. On average, the meetings lasted 2 hours and 48 minutes. The Audit and risks committee is composed of Hélène Boulet-Supau (Chairwoman), Éric Courteille, and Paula Felstead. Christophe Liaudon (employee representative director) was a member until March 2024.

On 25 March 2025, upon recommendation of the committees, the Board of directors decided to change the name of the Audit committee to "Audit and risks committee".

Operating procedures

The Audit and risks committee has an advisory role and has no decision-making authority. Its role is limited to preparing the information to be used by the Board of directors in its deliberations.

The Audit and risks committee meets as often as necessary and at least twice a year, prior to the Board of directors meeting that reviews the half-yearly financial statements and the Board of directors' meeting that reviews the annual financial statements. In order to address all matters within its scope, The Audit and risks committee sets an annual program listing the subjects and the dates on which these items will be reviewed.

The Audit and risks committee primarily interacts with the General Management, the finance department, the head of internal audit and the Company's statutory auditors. The statutory auditors attend every

Audit and risks committee meeting.

The Audit and risks committee can commission specific studies as required and may involve external experts.

Responsibilities in 2024

The Committee monitors all matters relating to the drafting and auditing of financial and accounting information, and in particular:

- the process of preparing financial information, notably by examining the scope of the consolidated companies;
- the effectiveness of internal control and risk management systems, their application and the implementation of corrective measures, where needed;
- legal audit by the statutory auditors of the annual financial statements and, where appropriate, the consolidated financial statements;
- the competence and independence of the external experts used by the Group.

In this context, the tasks of the committee are:

- to review the scope of consolidation and examine all draft consolidated and Quadient S.A. financial statements and related reports which will be submitted to the Board for approval;

- to select a consolidation frame of reference, to ensure the appropriateness and permanence of the accounting policies used to draw up the consolidated and Quadient S.A. financial statements and to ensure the appropriateness of the treatment of significant operations at Group level;
- to ensure with respect to the General Management that all legal and financial communications are correctly performed with respect to stock market authorities;
- to assess the level of satisfaction of statutory auditors with the quality of information received from the Company's departments when performing their task and gather comments from management regarding the degree of sensitivity of the statutory auditors to the Group's business and its environment;
- to examine the key points of the statutory auditors' audit, any information brought to its knowledge with respect to operations and transactions by the Company that raises ethical issues, and transactions which, due to their nature and the person concerned, may reveal a conflict of interests;
- to ensure that key risks are identified, managed and brought to its attention. To this end, it examines the internal control and risk management systems, the internal audit program, monitors its development and the results of action plans, and draws the Board's attention to any improvements that have been made or remain to be made;
- to issue an opinion on the appointment or renewal of the statutory auditors; and
- to ensure the statutory auditors' independence and objectivity.

The Audit and risks committee also monitors matters relating to sustainability information, specifically:

- the effectiveness of the sustainability internal control and risk management systems, their application and the implementation of corrective measures, where needed;
- the effectiveness of the sustainability reporting process and the assurance of the sustainability information reported in the universal registration document in compliance with the CSRD and EU Taxonomy regulation including the dual materiality analysis process used to determine the information to be published in accordance with the applicable sustainability reporting standards;
- the outcome of the audit on sustainability performance by the statutory auditors or independent assurance services providers of the Company and to inform the Board of Directors and the General Management about the outcome of the sustainability reporting assurance;
- the presentation of sustainability information is a dedicated section of the management report.

A summary of the work and conclusions of the Audit and risks Committee concerning the process for preparing sustainability information, the task of certifying sustainability information and, where applicable, the sustainability issues examined by the Audit and risks Committee, is communicated to the Chairman of the Strategy committee to enable the latter to carry out its own tasks.

Activity in 2024

The main topics discussed at the Committee meetings in 2024 were:

Financial position	– Organization of work for the annual financial closing – Review of the annual financial statements – Review of the six-months financial statements – Review of the management report – Review of the statutory auditors' assignments and fees – Review of acquisition price allocation – Review of deferred taxes – Examination of off-balance sheet commitments – Review of the key points of the statutory auditors' audit – Review of the impacts of acquisitions and divestments – Review of tax aspects and changes in ongoing litigation – Review of services, excluding audit work, provided by the EY network – Review of impairment tests – Review of the financing agreements
Internal audit and risk management	– Review of internal audit procedures and report – Review and assessment of cybersecurity risk – Monitoring of the programs carried out by internal audit – Presentation of the FY 2024 global risk mapping – Group ethics line – Review of corruption risk and anti-corruption framework – Italian remediation plan update
Sustainability	– Review of the new requirements under corporate sustainability reporting directive (CSRD) and the role of the Audit committee – Review of the results of the double materiality analysis – Validation of the double materiality and IROs – Corporate sustainability reporting and related action plan, including preparation of the sustainability report – EU Taxonomy compliance – Presentation of CSRD audit plan for FY 2024 and CSRD regulation implementation progress

2.2.3 Strategy committee

Indicators	2024	2023
Number of meetings	6	6
Average attendance rate	96%	100%
Average length of meetings	1h40	3h47
Number of members as of 31 January	4	4
% of independent directors as of 31 January ^(a)	75%	75%

(a) excluding the directors representing employees in accordance with the recommendations of the Afep-Medef Code.

Since 24 September 2018, the Board has been assisted by a Strategy and corporate social responsibility committee. On 22 March 2024, upon recommendation of the committee, the Board of directors decided to change the name of the committee to "Strategy and environmental, social and governance committee". On 25 March 2025, upon recommendation of the committees, the Board of directors decided to change the name of the Strategy and environmental, social and governance committee to "Strategy committee".

As of 31 January 2025, this committee is composed of four members: Richard Troksa (chairman), Nathalie Wright, Eric Courteille and Bpifrance Investissement represented by Emmanuel Blot (both appointed in March 2024). Martha Beja and Vincent Mercier were members of this committee until March 2024. The committee is composed of three independent directors and one non-independent director (Eric Courteille) and met 6 times in 2024 with an attendance rate of 96%. On average, the meetings lasted 1 hour and 40 minutes.

Operating procedures

The Strategy committee has an advisory role and has no decision-making authority. It prepares the information for the Board of directors in its deliberations.

The committee meets at least twice a year upon invitation of its chairman, who may summon additional meetings. The committee may set an annual program listing the subjects and the dates on which they will be reviewed.

The Strategy committee mainly interacts with members of the executive management. It may also engage with members of the operational or functional divisions of the Company.

The committee carries out its tasks independently and may, where appropriate, be assisted by external consultants. The committee invites other directors from time to time to participate in the committee's debates. The Chairman of the Board of directors and the CEO are invited to all Strategy committee meetings to participate in the committee's debates.

Responsibilities in 2024

For the year ended 31 January 2025, the Committee's task included reviewing and making recommendations on:

- the strategic focus of Quadient's business and key investments;

- the development projects of strategic importance to the Company, in particular in terms of organic growth and inorganic opportunities; and
- in addition to strategy, the committee was responsible for the following subjects:

- the guidelines, resources and achievements related to the environmental, social and governance responsibility policy of the Company;
- the review of the extra-financial performance statement, extra-financial risks, the due diligence plan under Article L.225-102 of the French commercial code for the companies concerned, and taxonomy;
- the definition of the sustainability strategy, policies and programs, their application and execution (e.g. sustainability governance, climate change strategy, sustainable solutions strategy, European Sustainability Reporting Standards ("ESRS") gap analysis action plan);
- the implementation of the environmental, social and governance internal framework, reporting tools and reporting process to ensure KPIs are reliable, robust and accurate;
- the assessment of the most material environmental, social and governance topics in the double materiality assessment (risks, opportunities and impacts);
- the compliance with environmental, social and governance regulations;
- the sustainability performance, notably sustainability ratings.

The Strategy committee regularly worked with the Audit committee (since renamed the Audit and risks committee) and the Appointments and remuneration committee (since renamed the Appointments, remuneration and sustainability committee) on sustainability matters, and human capital strategies through dedicated meetings and collaborative work. A member of the Strategy and environmental, social and governance committee supervised how sustainability topics were addressed by the committees. Then, the Strategy and environmental, social and governance committee (since renamed the Strategy committee) provided the Board of Directors with its conclusions regarding the overall supervision of sustainability and sustainability topics related to the Company.

Activity in 2024

The main topics discussed at the Committee meetings in 2024 were:

Strategy	– Review of M&A projects and opportunities – Review the selection and plans on key investments – 2024-2026 three-year plan strategy – Capital Markets Day – Review of intra-group projects – Digital automation platform annual strategic outlook – Mail automation platform annual strategic outlook – Locker's automation platform annual strategic outlook – Regular review of each solution's operational performance, following the key performance indicators communicated to investors – Review of the main acquisition and divestment projects, including strategy and financial evaluation within the capital allocation process
Sustainability	– 2021-2023 sustainability results – Presentation of 2024-2026 sustainability strategy – Mid-year sustainability update, including update on climate performance – Review of sustainability's reporting obligations (e.g., CSRD, Taxonomy) achievements, communication and ratings (e.g. Vigeo, Gaia Research, ISS ESG, EcoVadis, CDP) – Discussion on governance, the role and responsibilities of the Board of directors and committees under CSRD – Preliminary double materiality analysis, ESRS gap analysis and action plan – Validation of the double materiality and IROs – Updated near term targets for 2030

2.2.4 Sustainability responsibility

Both the Board of directors and each committee are involved in sustainability matters. For the year ended 31 January 2025, the duties and work carried out by the committees in this area are summarized below.

Strategy and environmental, social and governance committee	Oversee: • The definition of the sustainability strategy, policies and programs, their application and execution (e.g. sustainability governance, climate change strategy, sustainable solutions strategy, ESRS gap analysis action plan ...); • The implementation of the sustainability internal framework, reporting tools and reporting process to ensure KPIs are reliable, robust and accurate; • The assessment of the most material sustainability topics in the double materiality assessment (risks, opportunities and impacts); • The compliance with sustainability regulations (CSRD, CS3D, EU Taxonomy); • The sustainability performance, notably the sustainability ratings. Examples of topics discussed at the committee meetings in 2024: • sustainability strategy and results; • Review of sustainability's reporting obligations (e.g., CSRD, Taxonomy), achievements, communication and ratings; • Discussion on responsibility governance and the role of the Board of directors and committees.
Audit committee	Monitor both financial and sustainability reporting, including: • The effectiveness of the sustainability internal control and risk management systems, their application and the implementation of corrective measures, where needed; • The effectiveness of the sustainability reporting process and the assurance of the sustainability information reported in the URD comply with the CSRD and EU Taxonomy regulations; • The outcome of the audit on sustainability performance by an independent third-party verifier; • The independence of the statutory auditors or independent audit services providers. Examples of topics discussed at the committee meetings in 2024: • Review of the new requirements under CSRD and the role of the Audit committee; • Review of the results of the double materiality analysis; • Corporate sustainability reporting and related action plan, including preparation of the sustainability report; • EU Taxonomy regulation.
Appointments and remuneration committee	• Design remuneration policies considering sustainability criteria and performance (long term incentive plans, variable remuneration); • Managing sustainability topics related to human resources. Examples of topics discussed at the committee meetings in 2024: • Discussion on responsibility governance and the role of the Board of directors and committees.

On 25 March 2025, the Board of directors re-examined the role of each committee on sustainability topics. The Board, upon recommendations of the committees, decided to change the responsibilities of the committees as follows:

- The Audit and risks committee continue to monitor matters relating to the drafting and the audit of sustainability information.
- The Appointments, remuneration and sustainability committee now leads the coordination of the overall sustainability strategy, and is

responsible for providing the Board of directors with its conclusions regarding the overall supervision of sustainability topics related to the Company.

- The Strategy committee is now tasked with the review of the environmental performance, notably by monitoring the Company's footprint and sustainability ratings. Also, the Strategy committee takes into consideration environmental aspects when reviewing strategic projects.

2.3 Remuneration report

2.3.1 Remuneration paid to the directors and corporate officers in 2024

The total remuneration and benefits in kind paid by Quadient S.A. and the companies it controls, to the directors, Didier Lamouche, Chairman and Geoffrey Godet, Chief Executive Officer, during the fiscal year 2024, which ended on 31 January 2025, were awarded based on the resolutions approved by the General Meeting of 14 June 2024. These resolutions approved the principles and criteria for setting, allocating and awarding the various elements of this remuneration.

The information in this report regarding the remuneration paid to the directors, Chairman, and Chief Executive Officer, during the fiscal year 2024, is subject to a resolution voted by the General Meeting on 13 June 2025. The resolution will be worded as follows: "The General Meeting, in accordance with the quorum and majority required for ordinary general meetings, having considered the report on corporate governance provided for by Article L.225-37 and in compliance with Articles L.22-10-9 and L.22-10-34 I of the French Commercial Code, approves the information referred to in I of Article L.22-10-9 of the French

Commercial Code as presented to the General Meeting in the aforementioned report. This information is set out in section 2.3.1 "2024 Remuneration paid to the directors and corporate officers" of the 2024 universal registration document."

At Quadient S.A., the remuneration policy for the executive director is determined by the Board of directors, upon the Appointments, remuneration and sustainability committee recommendation.

The Board of directors and the Appointments, remuneration and sustainability committee refer to the recommendations of the Afep-Medef code when establishing the remuneration and benefits awarded to Quadient's executive directors. In accordance with these recommendations, they ensure that the remuneration policy complies with principles of comprehensiveness, balance, comparability, consistency, transparency, and moderation, also considering market practices and, more generally, Quadient's corporate interest.

2.3.1.1 Remuneration paid to the directors in 2024

TABLE #3 AFEP-MEDEF CODE: TABLE ON THE REMUNERATION RECEIVED BY NON-EXECUTIVE DIRECTORS

(In euros)	Paid 31 January 2025	Allocated Fiscal Year 2024	Paid 31 January 2024
Remuneration of directors			
Martha Bejar	62,000	62,000	64,500
Hélène Boulet-Supau	58,500	58,500	51,500
Valerie Colin, employee representative director	40,000	40,000	12,958
Éric Courteille	53,500	53,500	54,500
Paula Felstead	40,285	46,000	39,333
Christophe Liaudon, employee representative director	41,500	41,500	41,500
Sébastien Marotte	5,714 ^(b)	17,143	39,333
Vincent Mercier	48,000	48,000	54,500
Richard Troksa	60,000	60,000	54,500
Nathalie Wright	50,000	50,000	40,000
Bpifrance Investissement (rep. by Emmanuel Blot)	38,286 ^(b)	38,286	-
TOTAL COMPENSATION OF NON-EXECUTIVE DIRECTORS	497,785	514,929	452,624^(a)
Other remuneration			-
Chairman remuneration as a director	30,000	30,000	30,000
Chief Executive Officer's remuneration of director	30,000	30,000	30,000
TOTAL REMUNERATION OF NON-EXECUTIVE DIRECTORS, CHAIRMAN AND CHIEF EXECUTIVE OFFICER	557,785	574,929	512,624
Maximum amount authorized by the General Meeting	580,000	580,000	580,000

^(a) A remuneration of 28,542 euros was also received by Nathalie Labia, former employee representative director, replaced by Valérie Colin.

^(b) Sébastien Marotte resigned as Board member on 20 March 2024 and Bpifrance Investissement was co-opted on 22 March 2024.

In relation to their respective mandate as director, the Chairman of the Board and the Chief Executive Officer receive each a fixed amount of 30,000 euros per year for 100% attendance. The Chairman and Chief Executive Officer regularly attend regular and *ad hoc* committee

meetings as part of their mandates. As part of their mandates, they do not receive any remuneration due to the regular committees, and they have declined additional remuneration for their attendance to *ad hoc* committees.

2.3.1.2 Remuneration paid to the Chairman of the Board and to the Chief Executive Officer in 2024

OVERVIEW

The total remuneration and benefits in kind paid and owed by Quadient S.A. and the companies it controls to Didier Lamouche during the fiscal year 2024, which ended on 31 January 2025, is allocated as follows:

Overview of the components of Didier Lamouche's remuneration in his capacity as Chairman

(In thousands of euros)

Paid or due as of
31 January 2025

Fixed remuneration	150.0
Annual variable remuneration	-
Multiannual variable remuneration	-
Valuation of performance shares granted during the fiscal year	-
Benefits in kind (company car, unemployment insurance for business directors)	-
Remuneration as a director	30.0
Exceptional remuneration	-
Remuneration linked to the assumption or termination of duties	-

The total remuneration and benefits in kind paid and owed by Quadient S.A. and the companies that it controls to Geoffrey Godet during the fiscal year 2024, which ended on 31 January 2025, is allocated as follows:

Overview of the components of Geoffrey Godet's remuneration in his capacity as Chief Executive Officer

(In thousands of euros)

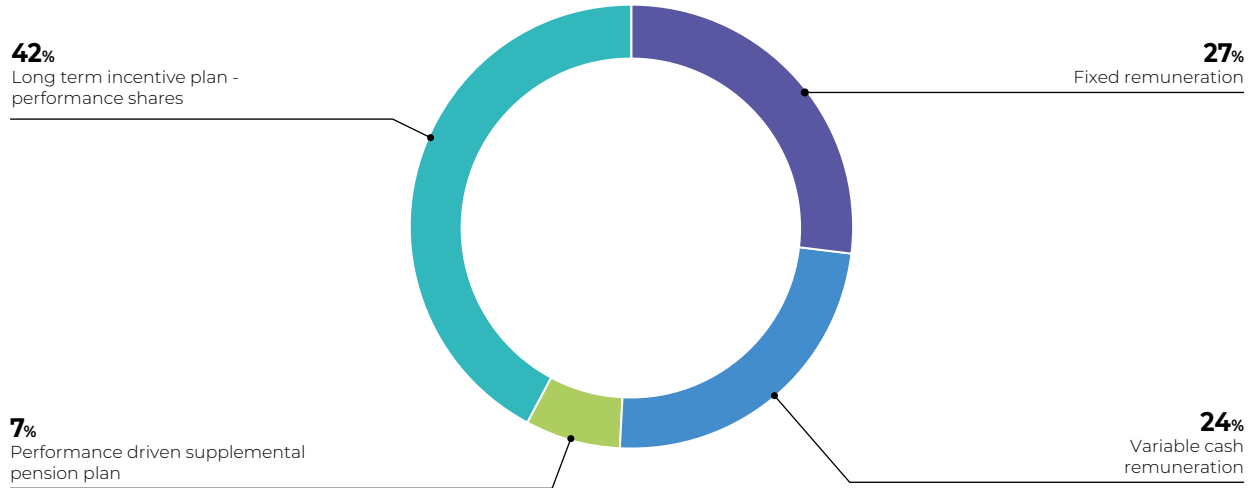
Paid or due as of
31 January 2025

Annual fixed remuneration ^(a)	paid: 750.0 due: 750.0
Annual variable remuneration from 2023 fiscal year ^(a)	paid: 379.4 target: 650.0
Multiannual variable remuneration	-
Valuation of performance shares awarded and vested during the fiscal year ^(b)	1,285.9
Benefits in kind (company car, unemployment insurance for business directors, supplementary retirement plan paid in cash)	paid: 126.8 due: 208.0
Remuneration as a director	30.0
Remuneration linked to the assumption or termination of duties	-

^(a) The fixed remuneration is divided in two parts: 562,000 euros paid in France and 196,875 US dollars paid in the United States. The EUR/USD exchange rate used is the budget rate, i.e. 1.10 for the fiscal year 2024. Same for the annual variable remuneration paid for 284,519 euros in France and 99,582 US dollars paid in the United States.

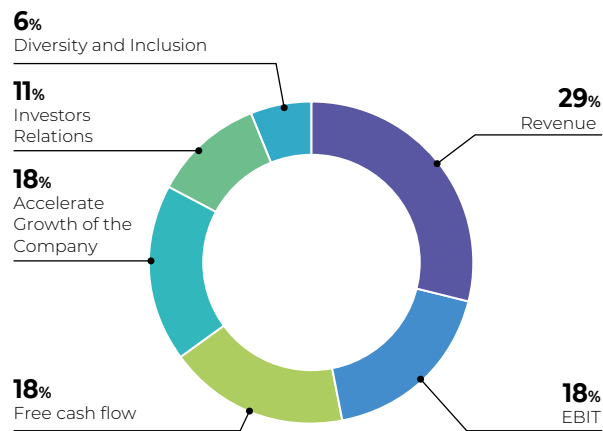
^(b) The valuation includes the 2024 Long-Term Incentive Plan grant as well as the vesting of 2021 plan effective 25 September 2024.

CHIEF EXECUTIVE OFFICER - 2024 ACTUAL TOTAL REMUNERATION^(a)

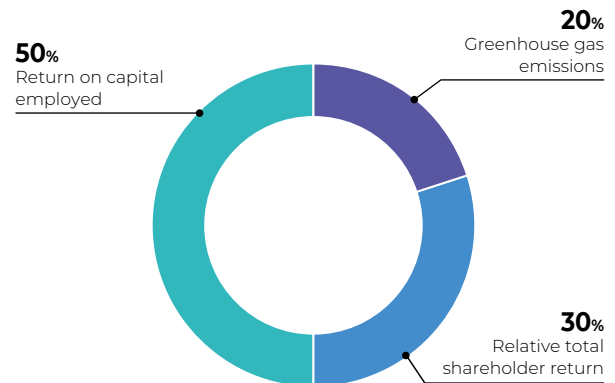


^(a) Pursuant to article L.22-10-8 of the French commercial code, it is hereby specified that the payment of variable components to Geoffrey Godet for the fiscal year 2024 shall be subject to approval of the General Meeting called to vote on the financial statements for the fiscal year which ended on 31 January 2025. With regard to the Long-Term Incentive Plan (LTIP) 2024, the grant was composed by 50,000 performance shares and 3,224 phantom shares in respect of the LTIP 2024 rules approved during the 14 June 2024 meeting of the Board of directors.

CHIEF EXECUTIVE OFFICER - 2024 DETAILS OF THE ACTUAL VARIABLE CASH REMUNERATION



CHIEF EXECUTIVE OFFICER - 2024 DETAILS OF THE LONG-TERM INCENTIVE PLAN



THE CHIEF EXECUTIVE OFFICER'S 2024 ANNUAL VARIABLE REMUNERATION

The Chief Executive Officer's annual variable remuneration is dependent on the Group's financial results as well as his individual performance. CEO's objective weighting is based on quantitative financial criteria for 70% of the target bonus, supplemented by qualitative individual performance objectives for the remaining 30%. The whole set of the qualitative individual objectives is defined through measurable criteria and performance supported by evidence.

As illustrated below, and subject to approval of the General Meeting to be held on 13 June 2025, the Chief Executive Officer's bonus achievement for the fiscal year 2024 and paid in 2025 stands at 84.9% of his annual variable remuneration target for the fiscal year. Following the decision of the Board of directors to change the CEO pay split from 75% in France in euros and 25% in the United States in dollars to a 65/35% ratio, the total amount of 636,798 euros, is paid for 413,918 euros in France and for 245,167 US dollars in the United States.

(In thousands of euros)	Weight	Criteria	Threshold (payout at 50%)	Target (payout at 100%)	Maximum (payout at 150%)
	30%	Revenue	1,068.0	1,101.0	1,123.0
	30%	Current EBIT ^(a)	154.2	164.0	170.6
	10%	Free Cash Flow ^(b)	47.7	53.0	63.6

^(a) Before acquisition-related expenses, assuming constant scope.

^(b) Cash flow after capital expenditure.

The achievements for the fiscal year 2024 of the quantitative criteria of the Chief Executive Officer's bonus, at the 2023 exchange rate, are the following:

(In thousands of euros)	Weight	Criteria	Performance	Bonus Achievement
	30%	Revenue	1,090.2	25.10%
	30%	Current EBIT ^(a)	154.2	15.06%
	10%	Free Cash Flow ^(b)	65.9	15.00%
TOTAL				55.16%

^(a) Before acquisition-related expenses, assuming constant scope.

^(b) Cash flow after capital expenditure.

In addition, the Appointments and remuneration committee (since renamed the Appointments, remuneration and sustainability committee) estimated that the individual (qualitative) performance objectives' achievement rate was 99.2% compared to a maximum 150%.

For the fiscal year 2024, the performance related to the qualitative objectives assigned to Geoffrey Godet was as follows:

- **15% - Accelerate the growth of the company and progress strategy of each of the solutions in alignment with market guidance.** This target was split with 5% weight for each criterion between:
 - Drive Digital (former ICA - Intelligent Communication Automation) growth and profitability through continued focus on product innovation and customer satisfaction,
 - Achieve Mail (former MRS - Mail Related Solutions) 2024 ambition for cross-selling Digital solutions and successful integration of Frama,
 - Continue expansion of Lockers (former PLS - Parcel Locker Solution) growth through continued geographic expansion and improved profitability.

The facts and figures supporting the assessment are the following:

Digital

Digital ARR performance for 2024 was 97.7% of budget.

Digital business significantly improved analyst rankings and market share rankings for CXM and IDA as referenced by IDC, Aspire, Quadrant, as well as improved analyst rankings for AR as referenced by IDC and Quadrant, and new (and improved) rankings for AP as referenced by Quadrant.

This Solution recorded an exceptional EBITDA margin up over 5 pts from 2023 levels and ahead of trajectory required to deliver on 2030 vision. EBIT improved very significantly reporting an 877% growth.

Customer satisfaction was over 97%, remaining above the 95% target.

Mail

Cross-sell results were up 11% year-on-year, achieving 92% of budget. Significant success was achieved in North America across all product lines, while performance in Europe was below target due to the low uptake of prepaid Impress packages.

The integration of Frama is on track for completion in the first half of 2025. The overall costs of integration were below plan for the fiscal year 2024. The factory building sale, completed in December 2024 for six million euros, increased the ROI above expectations set at the time of acquisition.

Customer satisfaction reached 95.7%, recording 0.7 points above target and excellent level across the globe.

Lockers

2,518 lockers were installed during fiscal year 2024. EBITDA grew compared with 2023 achieving a positive margin in fiscal 2024 for the first time.

The early success of the Blue-Sky initiative in the United States is already contributing positively to profitability. In both the UK, and France, volumes are ramping up quickly—driven in particular by the onboarding of Royal Mail in the UK, and Pick Up and DHL in France.

In 2024, a significant global reduction of 20% of the cost of manufacturing and installation of our solutions was achieved compared with 2023.

- **10% - Investor Relations.** Announce the 2024-2026 strategy and engage effectively with investors accordingly. More specifically, continue to nurture strategic discussions for both external stakeholders and the Board, with investor relations strategy culminating in a successfully executed 2024 Capital Markets Day and cultivate a positive and collaborative environment for the Board and investors.

Capital Markets Day presentation was delivered on 19 June 2024. Despite a negative share price reaction on the day combined with a tense French context in the same period, the feedback on the 2024-26 strategy from both financial analysts and investors has been globally positive with the following highlights:

- a welcomed improvement in financial disclosure,
- well understood growth trajectory and increased profitability targets,
- appreciated clarity and simplification of the communication.

The positive analysts' feedback was proven by both the declared average target price that increased to 27.1 euro from 23.8 euros at the end of May 2024 (+12%) and the new analyst coverage of Quadient with TP ICAP initiating on Quadient with a buy rating and 29 euros target price in December 2024. Eight analysts are now covering Quadient: seven with buy ratings, and one with hold. Consensus was well managed all along the year through continuous dialogue with financial analysts.

Evidence of the additional focus on strengthening the shareholder base, came through new initiatives in Italy and in the US with in-person roadshows organized in Milan, New York and Boston resulting with more than ten new shareholders in the top 80 since the Capital Markets Day.

Quadient maintained active shareholder engagement throughout the year, with a particular focus following the Capital Markets Day, resulting in nearly 100 meetings held in 2024.

Bpifrance Investissement joined the Board in early 2024. At the end of FY 2024, Vesa was standing at more than 16% being the largest shareholder, while Teleios had continued to decrease its stake, standing below 7%.

Quadient demonstrated solid share price performance versus CAC small and Mid 60 indexes with Quadient shares being above the 50th percentile in fiscal year 2024, and above the 79th percentile over the 2022-2024 period.

The annual governance roadshow has been successfully executed at the beginning of the year with positive engagement from all major shareholders. A regular dialogue with the Board also contributed to a productive collaboration.

Annual shareholders' meeting resolutions were all adopted with a high approval level and with a very high quorum.

A positive and collaborative environment for the Board and investors has been fostered, encouraging transparent communication and open dialogue. In collaboration with Chairman and Committee Chairs, the Chief Executive Officer regularly seeks feedback to address concerns promptly and demonstrated a commitment to continuous improvement.

- **5% - Diversity & Inclusion (D&I).** Executing a comprehensive D&I approach, striving to position Quadient as an employer of choice for diverse candidates. Continue to improve gender diversity within Director and Leadership levels, progress on women-to-men ratio for all filled job requisitions through hiring and promotion.

Quadient has achieved continued success in external branding, enhanced partnerships and regular access to job boards: MyGwork, Valuable 500, Direct Employer and more.

The successful uplift in hiring practices with prospective candidates is supported by the following evidence:

- 100% of Talent Acquisition team and hiring managers attended the Inclusive Hiring training;
- Landing page embedded in career site with improved messaging around inclusion & belonging;
- Standardized job adverts with consistent and inclusive language and structured interview processes for fairer outcomes;
- Improved hiring process proposal with templates covering diverse representation and revamped tools.

Increased efforts were deployed to upskill leaders and people to further drive inclusive teaming and experiences of belonging for underrepresented groups.

The "Empower to hire" training, which aim was to increase equity in teams, recorded great success among all hiring managers.

An evident success has been recorded in the second all-people engagement survey in FY24: inclusion and diversity ranked second, with 79% satisfaction recording six points higher since 2023.

The focus to increase internal mobility resulted in 3% higher versus 2023, being now 22%, and with a 6.2% increase, reaching 36.7%, on promotion of females versus males internally. Female population now exceed 35%.

The voluntary disclosure for socio-economic and cultural background increased to better understand outsider dynamics across our teams.

Finally, the increased awareness of different lived experiences is confirmed by 20% of workforce enrolled in one or more of our seven Empowered Communities with two more expected in fiscal year 2025. Continued efforts are planned with also Executive Committee Members sponsoring for all Empowered Communities.

THE CHIEF EXECUTIVE OFFICER'S 2024 SUPPLEMENTAL PENSION SCHEME

In addition to the defined-contribution supplemental pension scheme (article 83 of the French general tax code) the Board of directors, on the recommendation of the Appointments and remuneration committee (since renamed the Appointments, remuneration and sustainability committee) and in accordance with the resolutions of the General Meeting of 16 June 2022, approved the principle of granting the Chief Executive Officer a supplemental pension scheme. This scheme is based on a payment made in cash that will represent 15% of his theoretical annual fixed and variable remuneration assuming objectives are met at 100%, such payment will be degressive in proportion to the achievement of such performance objectives. The percentage of achievement relating to the annual variable remuneration of the Chief Executive Officer therefore applies to these payments, but would be capped at 100% of the objectives achieved.

On the recommendation of the Appointments and remuneration committee (since renamed the Appointments, remuneration and sustainability committee), the Board of directors, which determines the variable remuneration of the Chief Executive Officer based on performance for 2024, approved the payment of 124,176 euros to be paid in France and 73,550 US dollars to be paid in the United States, in respect of this supplemental pension scheme, for the fiscal year 2024. Pursuant to article L.22-10-8 of the French commercial code, it is hereby specified that this payment shall be subject to the approval of the General Meeting called to vote on the financial statements for the fiscal year 2024 which ended on 31 January 2025.

TABLE # 1 AFEP-MEDEF CODE: TABLE SUMMARISING THE REMUNERATION, OPTIONS AND SHARES AWARDED TO THE CHAIRMAN AND THE CHIEF EXECUTIVE OFFICER

(In thousands of euros)	31 January 2025	31 January 2024
Didier Lamouche - Chairman		
Remuneration due for the fiscal year	180.0	150.0
Valuation of multiannual variable remuneration awarded during the fiscal year	-	-
Valuation of options awarded during the fiscal year	-	-
Valuation of long-term incentive plans awarded during the fiscal year	-	-
TOTAL	180.0	150.0

(In thousands of euros)	31 January 2025	31 January 2024
Geoffrey Godet – Chief Executive Officer		
Remuneration due for the fiscal year	1,500.0	1,300.0
Valuation of multiannual variable remuneration awarded during the fiscal year	-	-
Valuation of options awarded during the fiscal year	-	-
Valuation of long-term incentive plans awarded during the fiscal year	1,125.0	877.5
Total ^(a)	2,625.0	2,177.5

The exchange rate EUR/USD used is the budget rate, 1.10 for fiscal year 2024 while it was 1.05 for fiscal year 2023.

^(a) The 2024 fixed remuneration is divided in two parts: 562,500 euros paid in France and 206,250 US dollars paid in the United States.

TABLE # 2 AFEP-MEDEF CODE: TABLE SUMMARISING THE REMUNERATION OF THE CHAIRMAN AND THE CHIEF EXECUTIVE OFFICER

(In thousands of euros)	31 January 2025		31 January 2024	
	Amounts due	Amounts paid	Amounts due	Amounts paid
Didier Lamouche - Chairman				
Annual fixed remuneration	150.0	150.0	120.0	120.0
Annual variable remuneration	-	-	-	-
Multiannual variable remuneration	-	-	-	-
Remuneration as director	30.0	30.0	30.0	30.0
Benefits in kind	-	-	-	-
TOTAL	180.0	180.0	150.0	150.0
Geoffrey Godet – Chief Executive Officer				
Annual fixed remuneration ^(a)	750.0	750.0	650.0	650.0
Annual variable remuneration ^(b)	750.0	636.8	650.0	379.4
Multiannual variable remuneration	-	-	-	-
Remuneration as director	30.0	30.0	30.0	30.0
Supplemental pension plan ^(c)	225.0	191.0	208.0	126.7
TOTAL	1,768.0	1,607.8	1,538.0	1,186.1

The exchange rate used is the budget rate, i.e. 1.10 for fiscal year 2024 while it was 1.05 for fiscal year 2023.

^(a) The 2024 fixed remuneration is divided in two parts: 562,500 euros paid in France and 206,250 US dollars paid in the United States.

^(b) The 2024 variable remuneration is divided in two parts and following the Board of directors decision to change the CEO pay split from 75% in France in euros and 25% in the United States in dollars to a 65/35% ratio, the total amount of 636,798 euros will be paid in France for 413,918 euros and in the United States for 246,167 US dollars. Amounts to be paid in the following year and subject to approval by the Annual General Meeting.

^(c) Similarly to the annual variable remuneration, the payment of the supplemental pension plan is divided in two parts, 65% in euros in France and 35% in US dollars in the United States.

TABLE # 4 AFEP-MEDEF CODE: SUBSCRIPTION OR PURCHASE OPTIONS AWARDED DURING THE FISCAL YEAR TO THE CHAIRMAN AND THE CHIEF EXECUTIVE OFFICER BY THE ISSUER AND BY ANY GROUP COMPANY

(In euros)	Number and date of plan	Type of options	Valuation of options ^(a)	Number of options granted during the fiscal year	Exercise price	Exercise period
Didier Lamouche – Chairman	-	-	-	-	-	-
Geoffrey Godet – Chief Executive Officer	-	-	-	-	-	-

^(a) Valuation under IFRS standards.

TABLE # 5 AFEP-MEDEF CODE: SUBSCRIPTION OR PURCHASE OPTIONS EXERCISED DURING THE FISCAL YEAR BY THE CHAIRMAN AND THE CHIEF EXECUTIVE OFFICER

(In euros)	Number and date of plan	Number of options exercised during the year	Exercise Price
Didier Lamouche – Chairman	-	-	-
Geoffrey Godet – Chief Executive Officer	-	-	-

TABLE # 6 AFEP-MEDEF CODE: PERFORMANCE SHARES AWARDED DURING THE FISCAL YEAR TO EACH EXECUTIVE OFFICER BY THE ISSUER AND BY ANY GROUP COMPANY

(In thousands of euros)	Number and date of plan	Number of shares granted during the year	Valuation of shares ^(a)	Vesting date	Availability date	Performance criteria
Didier Lamouche – Chairman	-	-	-	-	-	-
Geoffrey Godet – Chief Executive Officer	Performance share plan 14/06/2024	50,000 ^(b)	1,056.8	15/06/2027	15/06/2027	ROCE ^(c) RTSR ^(d) GHG ^(e)
Geoffrey Godet – Chief Executive Officer	Phantom share plan 14/06/2024	3,224	68.2	15/06/2027	15/06/2027	ROCE ^(c) RTSR ^(d) GHG ^(e)

^(a) Valuation under IFRS standards.

^(b) i.e., 0.14% of the share capital.

^(c) Return on capital employed.

^(d) The relative TSR measures the ranking position of Quadient - as a percentile - within the CAC Small + Mid 60 indexes during this 3-year period, taking the difference between the monthly average share prices of February 2024 and January 2027 and adding any dividend paid in the period.

^(e) Greenhouse gas emission target for Quadient, being 62.01% reduction versus 2018 baseline.

As per 2024 policy, the Board of directors used the provision allowing the grant of phantom shares to the Chief Executive Officer as the Company share price was not high enough to guarantee a grant of 150% of his base salary, while remaining within the limitation of 10% of the total number of free shares allocated annually. To determine the

number of phantom shares to be granted, the Company used the average closing share price of the month preceding the Board of directors that approved the plan, which occurred on 14 June 2024. The vesting of the phantom shares is subject to the same conditions as the performance shares.

TABLE # 7 AFEP-MEDEF CODE: PERFORMANCE SHARES THAT HAVE BECOME AVAILABLE DURING THE FISCAL YEAR FOR THE CHAIRMAN AND THE CHIEF EXECUTIVE OFFICER

	Date of plan	Number of shares initially granted	Number of shares that met the vesting conditions
Didier Lamouche – Chairman	-	-	-
Geoffrey Godet – Chief Executive Officer	24/09/2021	40,000	8,948

Performance plan vested at 22.37%. Vesting details are shown in section 2.3.3.1.

2.3.1.3 Comparison of remuneration levels between corporate officers and employees in 2024

PAY RATIOS

This presentation was made in accordance with the terms of article L.22-10-9 of the French commercial code.

The ratios below have been calculated on the basis of fixed and variable remuneration, incentive schemes, profit-sharing and benefits in kind paid during the years in question, as well as free shares awarded during the same period and valued according to their fair value.

The calculation of averages and medians considers 1,013 employees for the fiscal year 2024, excluding Executive committee. This scope covers employees who have been continuously remunerated by one of Quadient's French entities and who were present for the entire fiscal year in question.

PAY RATIO FISCAL YEAR 2024

	31 January 2025	31 January 2024	31 January 2023	31 January 2022	31 January 2021
Chairman of the Board of directors					
Ratio of Chairman's remuneration/average employee remuneration	2.5	2.1	2.4	2.4	2.4
Ratio of Chairman's remuneration/median employee remuneration	3.1	2.7	3.0	3.1	3.1
Chief Executive Officer					
Ratio of Chief Executive Officer's remuneration / average employee remuneration	33.9	28.5	34.4	22.1	30.5
Ratio of Chief Executive Officer's remuneration / median employee remuneration	41.6	34.7	42.6	28.1	38.2
Employees of Quadient					
Change in average employee remuneration	5.2%	+8.7%	(0.8)%	+0.7%	(2.8)%
Change in median employee remuneration	4.7%	+11.6%	+1.8%	(0.8)%	(2.8)%
Financial performance of Quadient					
Change in revenue	+0.4%	(0.8)%	+5.6%	(0.5)%	(9.9)%
Change in current operating income	+2.1%	+4.5%	+3.5%	+2.3%	(17.1)%

The increase in the remuneration ratios relating to both the Chief Executive Officer and the Chairman of the Board of directors for 2024 is due to the higher remunerations of both Geoffrey Godet and Didier Lamouche which happened in 2024.

As specifically regards Quadient S.A., the fiscal year 2024 ratio of the remuneration of the Chief Executive Officer versus the average employee is 15.2 (median 18.1). The same ratio concerning the Chairman of the Board of directors is 1.1 (median 1.3).

2.3.2 2025 Remuneration policy for the directors and corporate officers

At Quadient, the remuneration policy for all corporate officers is determined by the Board of directors based on proposals from the Appointments, remuneration and sustainability committee.

The work of the Appointments, remuneration and sustainability committee relating to the remuneration policy for corporate officers is organized through preparatory meetings between the chairperson of the committee, the Chief People and Transformation Officer and, where appropriate, the Chief Executive Officer.

Members of the Board of directors and of the Appointments, remuneration and sustainability committee are required, in the context of the preparation of the remuneration policy for corporate officers, to comply with rules relating to the management of conflicts of interests set out in article 3.b of the internal rules of the Board and committees and the principles set out in article 5 of the directors' charter. The Chairman and the Chief Executive Officer may participate in the work of

the committee ruling on remuneration, except with respect to their own remuneration.

Each year, the Board of directors and the Appointments, remuneration and sustainability committee evaluate and revise if necessary Quadient's overall remuneration policy in the context of the work of these two bodies.

In addition, Quadient considers as strategically important and embedded in the Company culture the fact that, for several years, regular meetings with the main shareholders or governance roadshow, have been institutionalized to both share an update about business performance and strategy and discuss remuneration-related views. Inputs and feedback are always taken into consideration and incorporated to finalize the final recommendations to the vote of the shareholders' meeting.

The Board of directors and the Appointments, remuneration and sustainability committee refer to the recommendations of the Afep-Medef code to ensure that Quadient's remuneration policy:

- respects the principles of completeness, balance, comparability, consistency, transparency and moderation;
- respects the corporate interest, contributes to the Company's commercial strategy and sustainability, in particular by adopting criteria that assess the implementation of the Company's strategy and its long-term development;
- considers the vote of the shareholders and, where applicable, the opinions expressed at both the governance roadshow and the General Meeting;
- considers the terms and conditions of remuneration and employment of employees, the review of the Group's salary policy being among the duties of the Appointments, remuneration and sustainability committee; and
- considers market practices.

The remuneration policies and structure described below will also apply to the corporate officers whose term of office would be renewed, or (where applicable on a *pro rata* basis) to any new corporate officer who would be appointed, during the period of the application of this policy.

2.3.2.1 2025 Remuneration policy for the directors

The maximum amount for the director's remuneration requested for approval at the General Meeting of 13 June 2025 will be 580,000 euros and is unchanged compared to the 2024 envelope.

In 2024, following recommendation by the Appointments and remuneration committee (since renamed the Appointments, remuneration and sustainability committee), the Board of directors has taken steps to simplify the Board compensation policy. The Appointments and remuneration committee (since renamed the Appointments, remuneration and sustainability committee) has assessed the Board's compensation policy with reference to a market benchmark of 34 European peer companies, together with an additional reference benchmark of 27 peers as a subgroup among the SBF 120, a French stock market index. The benchmark has been renewed in fall 2024 leveraging data of the same peer groups. The remuneration policy has been updated in 2024 and, with the exclusion of a detail about the ad-hoc committees, proposed to remain unchanged for the fiscal year 2025.

- a Board members' total remuneration is equal 40,000 euros per year at 100% attendance, remaining aligned to the Board compensation median of both the European benchmark and the SBF 120 peer group.

In addition, the methods for calculating the remuneration of committee members are as follows:

- committee members: 6,000 euros per year;
- committee chairperson: 20,000 euros per year;
- *ad hoc* committee members: 2,000 euros per meeting with an overall maximum of 10,000 euros per year and a total specific envelop of 30,000, that is included in the maximum amount for the directors' remuneration.

Taking into consideration the different committees' membership of each individual board member, the combination of all the above will ensure that Quadient remuneration policy for directors is aligned to the median of market practice and more specifically to the peer groups with which the benchmarks have been focused.

In addition to the maximum amount authorized by the General Meeting for the remuneration of directors and upon the recommendation of the Appointments, remuneration and sustainability committee, the Board of directors may also propose to allocate to one or several directors an exceptional remuneration for a specific mission assigned in accordance with article L.22-10-15 of the French commercial code, considering, notably, the scope of such mission, its duration and the involvement required. The allocation of such remuneration shall be subject to the related-party agreement review and approval process.

2.3.2.2 2025 Remuneration policy for the Chairman of the Board and the Chief Executive Officer

Pursuant to article L.22-10-8 of the French commercial code, this report sets out the principles and criteria for setting, allocating and awarding the fixed, variable, and exceptional components that comprise the total remuneration and benefits in kind awarded to the Chairman of the Board and the Chief Executive Officer, in respect of their respective corporate offices. These principles and criteria will be the subject of resolutions put to the vote of shareholders during the General Meeting of 13 June 2025.

2025 REMUNERATION POLICY FOR THE CHAIRMAN OF THE BOARD

Pursuant to article L.22-10-8 of the French commercial code, this report sets out the principles and criteria for setting, allocating and awarding the fixed, variable, and exceptional components that comprise the total remuneration and benefits in kind awarded to the Chairman of the Board, in respect of his corporate office. These principles and criteria will be the subject of a resolution put to the vote during the General Meeting of 13 June 2025.

Should the General Meeting of 13 June 2025 not approve this resolution, the remuneration shall be set in accordance with existing practices within the Company.

The remuneration policy of the Chairman is determined based on the recommendation from the Appointments, remuneration and sustainability committee and approved by the Board of directors, in compliance with Quadient remuneration policy. This policy considers the Chairman's duties, experience, years of service and performance, as well as market practices. The determination of the 2025 remuneration policy for the Chairman of the Board has been supported by the Board's reference to the same benchmarks utilized for the Board of directors' compensation policy.

The total remuneration of the Chairman consists of remuneration for his mandate as director (formerly directors' fees) and annual fixed compensation for his corporate mandate.

1° Remuneration as a director

The Board of directors may decide to pay the Chairman of the Board compensation for his mandate as a director. The principle is to award a fixed amount.

The Chairman should receive an annual amount of 30,000 euros in 2025 as Board fees. This amount is unchanged compared to the previous year.

This item of remuneration accounts for 16.7% of the total remuneration provided for in the remuneration policy of the Chairman.

2° Annual fixed remuneration

The Chairman's annual fixed remuneration is set by the Board of directors based on the Appointments, remuneration and sustainability committee recommendation in accordance with the Afep-Medef code's principles.

For the fiscal year 2025, the Chairman's annual fixed remuneration remains unchanged at 150,000 euros, compared to 2024.

This item of remuneration accounts for 83.3% of the total remuneration provided for in the remuneration policy of the Chairman.

3° Performance shares

The Chairman is not eligible for any long-term remuneration plan offered by the Company.

4° Benefits in kind

The Chairman can benefit from reimbursement of reasonable business expenses incurred while performing his duties, on presentation of appropriate receipts, in accordance with Company policy.

The Chairman does not receive any other remuneration for his corporate office. Therefore, he does not receive any multiannual variable remuneration, exceptional remuneration, nor any allocation of stock subscription or purchase options. He is not entitled to any severance payment or remuneration relating to a non-compete clause in the event of his appointment's termination.

These remuneration items will be the subject of a resolution submitted by the Board of directors to the General Meeting. The resolution will be worded as follows: "The General Meeting, in accordance with the quorum and majority required for ordinary general meetings, having considered the report on corporate governance provided for in Article L.225-37 and in compliance with Article L.22-10-8 II of the French Commercial Code, approves the remuneration policy including the principles and criteria for determining, distributing and attributing the fixed, variable and exceptional components of the total remuneration and benefits of all kinds detailed in the aforementioned report and payable to the Chairman in respect of his corporate office, which was established in accordance with Article L.22-10-8 I of the French Commercial Code. This information is provided in section 2.3.2.2 "2025 Remuneration policy for the Chairman of the Board and the Chief Executive Officer" of the 2024 Universal Registration Document."

2025 REMUNERATION POLICY FOR THE CHIEF EXECUTIVE OFFICER

Pursuant to article L.22-10-8 of the French commercial code, this report, drawn up by the Board of directors, sets out the principles and criteria for setting, allocating, and awarding the fixed, variable, and exceptional components comprising the total remuneration and benefits in kind awarded to the Chief Executive Officer, Geoffrey Godet, in respect of his corporate office, which shall be put to the vote during the General Meeting of 13 June 2025.

Should the General Meeting of 13 June 2025 not approve this resolution, the remuneration shall be set in accordance with existing practices within the Company.

The remuneration elements for the Chief Executive Officer are established based on Quadient's remuneration policy that is driven by the following five principles:

- High performing and pay-for-performance culture - Respecting shareholders interest and continued company success by designing compensation plans aligned with corporate strategy and the delivery of financial, commercial and ESG strategic targets.
- Shareholders - Align management's compensation with shareholders' interests. Focus on long term strategy execution to increase shareholder value.
- Competitiveness - Leveraging focused market benchmarking activities to ensure external competitiveness and ability to attract, retain and engage talent.
- Sustainability - Being responsible for the environment and society by placing sustainability as a meaningful component of compensation programs and specifically ensuring Quadient's compensation policy embeds its climate-related objectives.
- Transparency - Promoting the principles of consistency, balance, comparability and equity, while increasing employees' education of the Company's remuneration policy.

Inspired by the above principles, the Appointments and remuneration committee recommended in 2024 a remuneration policy approved by the Board of directors and voted by the General Meeting.

The 2025 remuneration policy for the Chief Executive Officer confirms the 2024 one, taking into consideration, like last year, the following six criteria:

- Market benchmark against selected peers. A primary benchmark of 33 European peers comparable to Quadient by industry and size has been assessed and considered⁽¹⁾. Considering the importance of the Company's North American business and the dual nationality of Quadient's Chief Executive Officer, a second benchmark of 32 United States peers has been utilized as a secondary reference. Both benchmarks leveraged 2023 published data. The market data shows that the Chief Executive Officer's current base salary is between median and 75th percentile and his target total remuneration is close to the 75th percentile. The target agreed within the Appointments and remuneration committee is to position the Chief Executive Officer total target remuneration between median and 75th percentile versus 2023 benchmark data. This aimed at anticipating the most recent evolutions of Quadient's peers, dulling reward, and recognizing the Chief Executive Officer performance. Additional rationales are detailed below.

(1) In alphabetical order: 4 Imprint Group, ADTRAN (former ADVA Optical Networking), Alten, AT&S, Barco, BIC, Cewe Stiftung, Criteo, Datalogic, Essentra, Eutelsat, Ework Group, Helios Towers, IPSOS, Jenoptik, Kapsch Trafficcom, Kudelski, Mersen, Nagarro, Ocado, Qinetiq Group, Renishaw, Reply, Sagegroup, SESA, SMCP, Solution30, Sopra Steria, Software, Spectris, Temenos, TKH Group, Viridien (former CGG)

- **Performance** - The Appointments and remuneration committee appreciated the successful organic and inorganic transformation of the Company over the past six years to Quadient's current profile, and specifically that the Company completed the end of its execution of the "Back to Growth" three-year strategic plan with subsequent launch of the "Elevate to 2030" vision. Together with business performance, there is a positive consensus around efforts to enhance and refresh the Company's investor base as well.
- **Retention** - The Appointments and remuneration committee carefully considers the context of a highly competitive market for qualified executives in both European and US labor markets. The committee considered that Mr. Godet is approaching his 7th year in the role, and that since his appointment in 2018 he has only received two increases to his base compensation, in 2021/2022 and in 2023/2024.
- **Company remuneration policy context** - The Appointments and remuneration committee considers that any recommendations for the 2025 remuneration policy must be in line with the current economic context.
- **Alignment with shareholders' interest** - The Appointments and remuneration committee carefully considered the relative weight within the 2024 compensation policy with respect to variable versus fixed compensation for the CEO, as well as the weight of long-term incentives versus short-term incentives for the CEO. The 2024 remuneration policy further aligned with shareholders' interests by increasing the weight of long-term incentive from 37% to 39% of the total target remuneration. All in all, the 74% of the total remuneration of the CEO will be variable and performance driven.
- **Other elements** - The Appointments and remuneration committee reviewed additional elements other than the CEO's base salary, short- and long-term incentives to also consider the adequacy, competitiveness, equity and fairness of the 2025 remuneration policy.

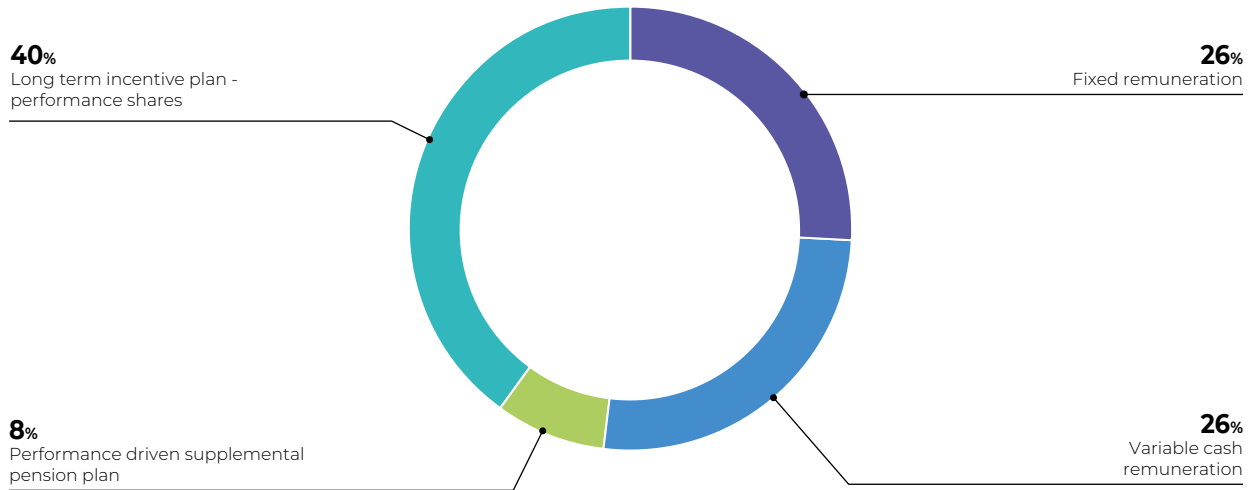
All the above considered and appreciated, based on the recommendation of the Appointments and remuneration committee, the Board of directors has decided to keep unchanged the Chief Executive Officer's remuneration for 2025, that is summarized as follows:

- Maintain of the base salary at 750,000 euros. The currency breakdown of the base salary evolves to a split ratio of 65% in euros and 35% in US dollars.
- Maintain the CEO's short-term incentive target at 100% of base salary, with quantitative criteria remaining unchanged at 70% weighting and qualitative criteria unchanged at 30%, focused on solutions' growth and profitability, investors relations and management and culture. Details are provided further down in this chapter.
- Maintain the annual grant of the CEO's long-term incentive to 150% of base salary, with both performance measures and share grant limitations unchanged.

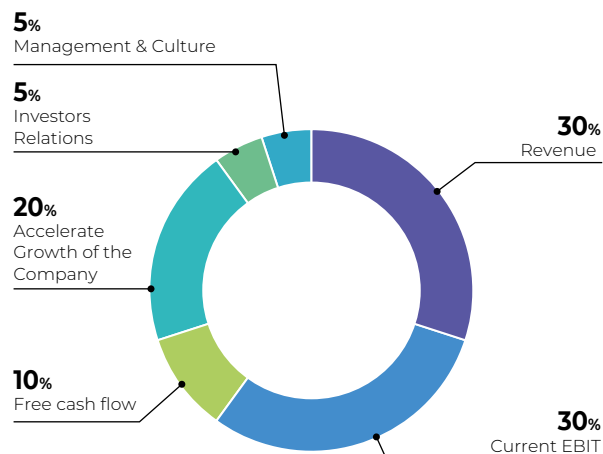
The breakdown of the gross annual fixed remuneration between the various duties of the Chief Executive Officer of the Company and his roles in the US subsidiaries may be reviewed by the Board of directors during the year, by mutual agreement with the Chief Executive Officer, to reflect the time and resources dedicated to each of these duties.

It is noted, however, that an at-will Executive Agreement has been put into place in 2021 to support his role and time spent in the U.S. as President and Chief Executive Officer of certain US subsidiaries. This Executive Agreement is at will and does not provide any employment protection to Geoffrey Godet.

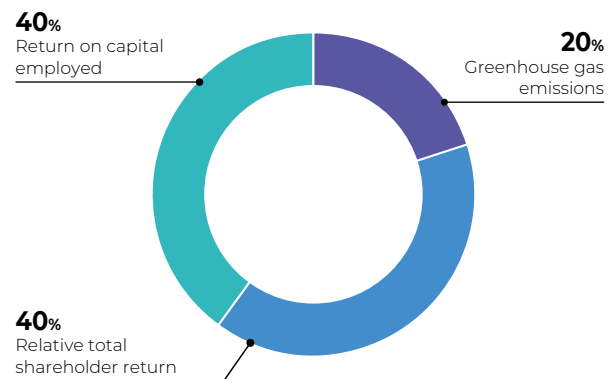
CHIEF EXECUTIVE OFFICER - TOTAL TARGET REMUNERATION FOR 2025



CHIEF EXECUTIVE OFFICER - DETAILS OF THE TARGET VARIABLE CASH REMUNERATION FOR 2025



CHIEF EXECUTIVE OFFICER - 2025 DETAILS OF THE LONG-TERM INCENTIVE PLAN



In a more detailed description, the breakdown of the 2025 Chief Executive Officer total target remuneration, will be as follows:

1° Remuneration as a director

The Chief Executive Officer should receive an annual amount of 30,000 euros in 2025. This amount is unchanged compared to the previous year.

This item of remuneration accounts for 1.0% of the total target remuneration provided for in the remuneration policy of the Chief Executive Officer.

2° Annual fixed remuneration

Annual fixed remuneration is set by the Board of directors on the Appointments, remuneration and sustainability committee's recommendation in accordance with the Afep-Medef code's principles.

Following the 2025 compensation policy, the Chief Executive Officer's fixed remuneration will be maintained at 750,000 euros.

With a currency split for compensation to be paid 65% in euros and 35% in U.S. dollars for 2025, the Chief Executive Officer's annual fixed remuneration would be paid as follows:

- Gross annual fixed remuneration of 487,500 euros for his duties as Chief Executive Officer of the Company, paid in France;
- Gross annual fixed remuneration of the equivalent in US dollars of 299,250 paid at 2025 fiscal year euros to USD exchange rate of 1,14 for his duties and time spent as both Director and President of Quadient Holdings USA, Inc. and President and Chief Executive Officer of the subsidiary Quadient, Inc., paid in the United States.

3° Annual variable cash remuneration

The Chief Executive Officer's annual variable remuneration is determined based on quantitative and qualitative goals tied to the Company's progress and the Chief Executive Officer's individual performance. For 2025, the variable part of the Chief Executive Officer's remuneration is targeted to 100% of the Chief Executive Officer's fixed remuneration so long as quantitative and qualitative targets are achieved at 100%. The Chief Executive Officer may exceed the target variable compensation by up to 150% if targets are overachieved. This variable part of the remuneration would be paid in the same euro/USD currency split as the fixed remuneration.

The variable remuneration depends on the Company's results, as well as the Chief Executive Officer's individual performance. The variable remuneration is based on financial criteria for 70% of the target bonus, together with specific qualitative individual performance objectives for 30% of the target bonus.

The financial criteria used for the Group's variable remuneration for 2025 are as follows:

- Revenue: this criterion was selected to focus on the Company's continued growth in 2025;

- Current EBIT - or current operating profit - assuming a constant scope: this criterion was selected to ensure that profitable and sustainable growth is maintained over time. Considering the Board of directors decision of May 2024, shareholder expectations and that the management of the business have moved to the current EBIT indicator since the Capital Market Day of June 2024, the Board of directors, upon recommendation of the Appointment and Remuneration Committee (since renamed the Appointments, remuneration and sustainability committee), decided to replace the criteria of EBIT before acquisition-related expenses with current EBIT as the criteria to measure the Chief Executive Officer financial portion of the bonus for fiscal year 2025 onwards.

- Free Cash Flow: this criterion was selected as it constitutes the main marker of value creation over time, and therefore a fundamental indicator for shareholders.

The target figures related to the revenue and current EBIT are not communicated due to the sensitive nature of this confidential information but will be published a posteriori to present the calculation of the bonus achievement rate. The target figures, as approved by the Board, are aligned with the budget which is coherent with the 2025 guidance.

Criteria	Weight	Threshold (50%)	Target (100%)	Maximum (150%)
Revenue ^(a)	30%	96% of the target amount	Aligned with the full-year 2025 guidance of an acceleration of organic sales growth	102% of the target amount
Current EBIT ^(a)	30%	92% of the target amount	Aligned with the full-year 2025 guidance of an acceleration of organic current EBIT growth	104% of the target amount
Free Cash Flow ^(b)	10%	15.3	17.0	20.4

(a) Not disclosed due to the sensitive nature of such confidential information - will be disclosed a posteriori.

(b) Cash flow after capital expenditure, assuming the renewal of the lease or transfer of French headquarter office.

The qualitative component is based on achieving formalized individual objectives. For 2025, the qualitative objectives of Geoffrey Godet are as follows:

- **20% – Accelerate the growth of the company and progress the strategy of each of the solutions in alignment with market guidance and the Elevate to 2030 strategy;**
- 10% - Drive Digital's growth and profitability through continued focus on product innovation and customer satisfaction:
 - Achieve ARR ⁽¹⁾ growth ambitions for 2025,
 - Continue to execute product roadmap to meet the Elevate to 2030 ambitions,
 - Improvement of profitability 2025 vs 2024, in line with budget,
 - Customer satisfaction.
- 5% – Achieve Mail's 2025 ambitions for cross-selling Digital solutions while maintaining adequate level of profitability:
 - Cross-sell of Digital products via Mail channel to budget,
 - Ensure Mail business is positioned to maintain its EBITDA margin level in line with revenue evolution,

– Customer satisfaction.

- 5% – Continue expansion of Lockers growth and profitability through continued geographic expansion and improved profitability:
 - Pursue the implementation of up to 3,000 more installations in 2025,
 - Deliver initiatives to improve Lockers' profitability in line with Elevate to 2030 ambitions,
 - Customer satisfaction.
- **5% Investor relations** – Embark investors on the "Elevate to 2030" strategy through engagement with existing holders, potential new investors and financial analysts:
 - Board and Investor Relations – Continue to nurture strategic discussions for both external stakeholders and the Board, with investor relations strategy focused on embarking investors and analysts on the new Elevate to 2030 strategy,
 - Board and Investor Dynamic – Cultivate a positive and collaborative environment for the Board and investors.

(1) Annualized recurring revenue.

- **5% Management & Culture** – Nurture a company culture that enhances performance and positions the company as a top employer of choice by 2030:

- Continue to strengthen the engagement of the Company's employees, focusing on programs that engage the Company's managers to drive future growth. (Metrics: Year-over-year improvement on overall engagement score, progress on employees' Net Promoters Score, eNPS),
- Ensure the continuity and stability of the company's leadership with a focus on career development and succession plans for the Company's Executive committee. (Metrics: 100% of the Executive committee with development plan and internal/external succession plan).

It is however specified that, notwithstanding the achievement of said objectives, no variable remuneration will be paid in cases of resignation or dismissal for gross negligence (as defined by French labor law), occurring prior to the date of payment.

4° Long term incentive share plan – under performance conditions

The long-term component of the Chief Executive Officer's remuneration is granted from a performance share allocation plan which is open to a range of executives and key talents within the Company, following a decision of the Board of directors taken upon the Appointments, remuneration and sustainability committee.

As part of the 2025 compensation policy, the Board recommends maintaining the current performance share package to 150% of the Chief Executive Officer's base salary. As a reminder, this level of grant is driven by the six criteria noted at the beginning of this section, and notably to align CEO remuneration to shareholders' interests and to offer a competitive remuneration versus peers.

The plan's allocations awarded to the Chief Executive Officer are capped at 10% of the total number of free shares allocated annually, which represents a maximum of 0.14% of the share capital of Quadient. Performance shares will be subject to a three-year vesting period. To align the value of the grant to the underlying awards under the plan, the face value of the Company's stock price will be determined by using the monthly average value of the stock price before the grant date.

In case where the calculation of the number of shares to be granted to the Chief Executive Officer would exceed the maximum percentage attributable, the excess would be delivered under the form of phantom shares stock units. They would follow the share price evolution and the same performance conditions of the free share plans. Therefore, they will be settled in cash at the end of the vesting period with an obligation for the Chief Executive Officer to invest 50% of these phantom stock units into shares of the Company.

The vesting of free shares is subject to the existence of a corporate appointment or employment contract within the Quadient Group. Accordingly, no delivery can take place after the termination of any corporate office or employment contract, except in case of death, disability, or retirement. Additionally, the Board of directors, acting on the recommendation of the Appointments, remuneration and sustainability committee and in accordance with the regulations governing free share plans, may decide to grant to the Chief Executive Officer post-mandate vesting on a *pro rata* basis for time and performance.

The final acquisition of the allocated free shares is subject to a condition of presence and the following performance criteria will be assessed by the Board of directors at the end of a period of three years following the date allocation.

The performance criteria for the 2025 long-term incentive share plan of the Chief Executive Office are summarized in the table below.

Criteria	Weight	Threshold	Target	Maximum
Relative Total Shareholder Return ^(a)	40%	50 th percentile	60 th percentile	70 th percentile
ROCE ^(b)	40%	6.5%	8.1%	9.3%
Greenhouse Gas Emissions ^(c)	20%	-59%	-60%	-61%

^(a) The ranking of Quadient's TSR - as a percentile - within the TSRs of the companies of the CAC Small and Mid-60 indexes during the Measurement Period, with:

Measurement Period meaning the period from 1 February 2024 until 31 January 2027 (included). TSR meaning the return in percentage of a share of the Company over the Measurement Period. As a reminder, the peer group selected to analyse the total shareholder return was modified in 2022 from SBF 120 to the CAC Small + Mid 60. This change was adopted to retain a more relevant index for Quadient. This peer group has been confirmed, year over year, as reliable for the analyses related to the RTSR criteria.

^(b) NOPAT / Capital Employed, with NOPAT being current operating income (including M&A-related expenses), minus tax.

^(c) Versus 2018 baseline; performance measured over the period 1 February 2025 to 31 January 2028:

- CEO performance appreciated at the end of three years plan; target is aligned with financial communication to market;
- Targets to be set over the three years, with the Appointments & Remuneration Committee maintaining discretion to amend the 2025 LTI Plan in the event where future year's targets are achieved in any one calendar year. If made, future year(s) of the 2025 LTI Plan would be rebased in accordance with the Science-Based Target Initiative (SBTI) methodology;
- Despite each criterion may qualify a max vesting of 150%, maximum plan overall vesting would remain at 100%.

It is hereby specified that a minimum of 50% of the number of free shares definitively acquired by the Chief Executive Officer should be held until the end of his corporate offices. This will be the case until he holds a quantity of 50,000 definitively acquired free shares, which he shall then be bound to keep until the termination of said corporate offices.

Geoffrey Godet has undertaken not to hedge his risk with respect to the performance shares awarded by using hedging instruments throughout his term of office, in accordance with the recommendations of the Afep-Medef code.

5° Supplemental performance driven pension scheme

The Chief Executive Officer benefits from the same supplemental pension structure as the employees of Quadient S.A to drive alignments of goals. This is unchanged compared to the previous year.

The Chief Executive Officer's supplemental pension structure remains consistent with 2024 and comprises a defined-contribution scheme (article 83 of the French general tax code) into which is paid a total of 5% of his remuneration, capped at five times the Social Security ceiling.

To qualify for this payment, the Chief Executive Officer must liquidate his pension entitlements related to both the French Social Security pension scheme and supplemental schemes.

Furthermore, the Chief Executive Officer is also eligible to receive an additional annual cash payment equal to a certain percentage of his total annual remuneration in the year in question (fixed and variable), to enable him to constitute his own supplemental pension directly, year after year. These payments are subject to performance objectives that are the same as those relating to his annual variable remuneration, and will represent a maximum of 15% of the total annual cash remuneration assuming objectives are achieved at 100%, it is specified that such payments will be degressive in proportion to the achievement of such performance objectives. The percentage achievement relating to the Chief Executive Officer's annual variable remuneration would therefore apply to these payments but would be capped at 100% of the objectives achieved.

Finally, as an employee of Quadient, Inc., Geoffrey Godet benefits from participating in the subsidiary's US defined-contribution pension plan, 401(K) retirement plan (NEOPOST USA INC.401(K) PLAN – as amended and restated effective 1 January 2010), whereby employees who chose to contribute into the plan can benefit from a company-match, up to 7,000 US dollar annually.

6° Remuneration for termination of duties

In accordance with recommendation 25.5 of the Afep-Medef code, in the event of (i) dismissal (other than for gross negligence or serious misconduct as defined by French labor laws) or (ii) forced departure (e.g. resignation within twelve months following (a) a change of control of the Company, (b) a major and imposed change in the Chief Executive Officer's duties approved by the Company's corporate bodies, or (c) a significant change of Quadient's strategy duly approved by the Company's corporate bodies and resulting in a reorientation of the Company's business), the Chief Executive Officer would receive remuneration for termination of duties, the gross amount of which would depend on the extent of the achievement of annual performance objectives.

In accordance with current market practices, remuneration for termination of duties of the Chief Executive Officer would apply from 1 February 2025 until the General Meeting called to vote on the financial statements for the fiscal year that will end on 31 January 2026.

The conditions of this indemnity, for each fiscal year within this period, would be the following: in the event of a qualifying termination, the gross amount of this indemnity would amount to eighteen months of remuneration based on his target annual fixed and variable remuneration (calculated for objectives achieved at 100%), if the average variable remuneration received during the last three fiscal years corresponds to at least 50% of his theoretical annual variable remuneration (assuming objectives are achieved at 100%), and this, as confirmed by the Board of directors in respect of the criteria set. The fiscal years in which the remuneration policy of the Chief Executive Officer does not plan for any variable remuneration would be neutralized for the purposes of this calculation.

Throughout this period, this remuneration is subject to the approval of the General Meeting, in accordance with applicable legal rules. This commitment would continue under these terms and conditions, subject to the approval of the General Meeting.

7° Benefits in kind

The Chief Executive Officer benefits from the current life and disability insurance and supplemental health insurance schemes, unemployment insurance for company directors, a company car, assistance with filing his annual French and United States tax declarations and reimbursement of reasonable business expenses incurred while performing his duties, on presentation of appropriate receipts, in accordance with the Company's policy.

The Chief Executive Officer does not receive any other remuneration for his corporate appointment. He does not, therefore, receive any multi-annual variable or exceptional remuneration nor any allocation of share subscription or purchase options. The Chief Executive Officer has not signed a non-compete clause, but must give a notice period of six months in the event of resignation.

These remuneration items will be the subject of a resolution submitted by the Board of directors to the General Meeting. The resolution will be worded as follows: "The General Meeting, in accordance with the quorum and majority required for ordinary general meetings, having considered the report on corporate governance provided for in Article L.225-37 and in compliance with Article L.22-10-8 II of the French Commercial Code, approves the remuneration policy including the principles and criteria for determining, distributing and attributing the fixed, variable and exceptional (including stock options and performance shares) components of the total remuneration, the agreements referred to in the fourth subparagraph of Article L.22-10-9 of the French Commercial Code, and benefits of all kinds detailed in the aforementioned report and payable to the CEO in respect of his corporate office, which was established in accordance with Article L.22-10-8 I of the French Commercial Code. This information is provided in section 2.3.2.2 "2025 Remuneration policy for the Chairman of the Board and the Chief Executive Officer" of the 2024 Universal Registration Document."

TABLE # 11 AFEP-MEDEF CODE

Executive directors (as at 31 January 2025)	Employment contract	Supplemental Pension plan	Remuneration or benefits due or likely to be due in case of termination or change in functions	Remuneration in view of a non-compete clause
Didier Lamouche - Chairman	No	No	No	No
Start date of the mandate: 28 June 2019				
End date of the mandate: General Meeting called to approve the financial statements for the fiscal year that will end on 31 January 2025				
Geoffrey Godet - Chief Executive Officer	Yes ^(a)	Yes ^(b)	Yes ^(b)	No
Start date of the mandate: 29 June 2018				
End date of the mandate: General Meeting called to approve the financial statements for the fiscal year that will end on 31 January 2027				

^(a) Executive agreement to support his role and time spent in the U.S. as director of the U.S. subsidiaries. This executive agreement is at-will and does not provide any employment protections to Geoffrey Godet.

^(b) Cf. 2.3.2 of this universal registration document, the commitments mentioned in the fourth paragraph of article L.22-10-9.

2.3.3 Compensation of senior executives: stock option plans and performance share grants

2.3.3.1 2021 Share Performance Plan – Details of the acquisition in fiscal year 2024

The 2021 CEO Long Term Incentive Plan (LTIP) vested on 25 September 2024. This plan was based on free shares, which vesting was conditional to the presence of beneficiaries at vesting date and performance shares, which vesting was conditional to performance criteria. The Board of directors analysed and approved on 24 May 2024

the Appointment and remuneration committee (since renamed the Appointments, remuneration and sustainability committee) calculation of the 2021 LTIP vesting under performance conditions of 22.37%. Details are described below.

Criteria	Weight	Threshold	Target	Actuals	Weighted Achievement
RTSR SBF 120 ^(a)	40%	33 rd	70 th	41 st	16.49%
ROCE ^(b)	20%	6.5%	8.2%	7.0%	5.88%
Organic Growth ^(b)	40%	3.0%	5.4%	2.5%	0%
FINAL VESTING					22.37%

^(a) The difference between the Quadient TSR and the SBF120 TSR, divided by the SBF120 TSR where SBF120 means the companies comprised within the SBF120 index. TSR means the evolution of the share price (including dividend and share buy-back paid to shareholders) from 1 February 2021 until 31 January 2024 (included). The TSR performance is measured as a percentile on the basis of the average TSR of the February 2021 month and the January 2024 month, in order to determine the percentile of Quadient within the SBF 120 index during this three-year period. RTSR at 40.71, rounded up to 41st percentile. The RTSR assessment is made internally through two separate analyses; results coincide and are validated by the Audit committee.

^(b) The financial results of 31 January 2021 (financial year 2020) and 31 January 2024 (financial year 2023). The ROCE assessment is made internally and validated by the Audit committee.

Vesting rules are linear:

- RTSR: 25% to 100%
- ROCE and Organic Growth: 0% to 100%

2.3.3.2 History of share subscription or purchase options and performance share granted

STOCK SUBSCRIPTION OR STOCK PURCHASE OPTIONS GRANTED TO THE TOP TEN NON-CORPORATE OFFICER BENEFICIARY EMPLOYEES AND OPTIONS EXERCISED BY THE LATTER

There have been no subscription or stock purchase plans since 2012. As regards to previous or ongoing plans, no options have been exercised by the top ten non-corporate officer employees.

Stock subscription or stock purchase options granted to the top ten non-corporate officer beneficiary employees and options exercised by the latter	Total number of options granted / shares subscribed or purchased	Weighted average price
Options granted, during the fiscal year, by the issuer and any company included in the scope of allocation of the options, to the ten employees of the issuer and of any company included in this scope, for which the number of options granted is highest (aggregate information)	-	-
Options held on the issuer and the companies referred to above, exercised during the fiscal year by the ten employees of the issuer and these companies, whose number of options thus purchased or subscribed is the highest (aggregate information)	-	-

PERFORMANCE SHARES

Date of General Meeting	Number of shares to be allocated	Duration of authorization
16 June 2022	460,000	14 months
16 June 2023	460,000	14 months
14 June 2024	500,000	14 months

The awards granted are listed in table #9 of the Afep-Medef recommendations in this section.

EMPLOYEE SAVINGS PLAN

A Group Company savings plan (PEE) was introduced by Quadient S.A. in September 1998. Employees of Quadient S.A. or French companies related to it as defined in article L.225-180 of the French commercial code, are eligible to join the Quadient Group Company savings plan, subject to a minimum of six months of service in the Company.

A collective pension saving scheme (PERCO) was introduced in Quadient S.A. and the Group's French companies, open to employees that have a minimum of three months of service in the Company. A

collective employee shareholding fund (FCPE) was created and approved by the Securities and Stock Exchange Commission, now the AMF, on 19 January 1999. This fund was created to manage the amounts received under the Quadient Group company savings plan. The Quadient FCPE mainly invests the amounts received in Quadient shares and the investments are frozen for a period of five years, except in legally allowed cases of early release.

The Quadient S.A. General Meeting of 14 June 2024 granted the Board of directors the powers required to issue, on one or more occasions and over a 26-month period, shares reserved particularly for employees benefiting from the Quadient Group Company savings plan, subject to a nominal limit of 1,200,000 euros.

TABLE # 8 AFEP-MEDEF CODE: PAST AWARDS OF SUBSCRIPTION OR PURCHASE OPTIONS

Stock options

Date of General Meeting

Date of Board meeting (start of exercise period)

Expiry date

Performance conditions

Initial number of options available for subscription or purchase

including attributable under performance conditions

Adjusted^(a) number of options that could be available for subscription or purchase

of which available for subscription or purchase by Didier Lamouche – Chairman

of which available for subscription or purchase by Geoffrey Godet – Chief Executive Officer

Initial subscription or purchase price (in euros)

Adjusted^(a) subscription or purchase price (in euros)

TOTAL NUMBER OF OPTIONS SUBSCRIBED

Adjusted^(a) cumulative number of subscription or purchase options cancelled or nullified

NUMBER OF SHARE SUBSCRIPTIONS OR PURCHASE OPTIONS OUTSTANDING AS OF 31 JANUARY 2024

^(a) Adjusted value after the payment of dividends, partly paid from capital reserves.

TABLE # 9 AFEP-MEDEF CODE: PAST AWARDS OF PERFORMANCE SHARES

Free shares	LTIP 2022			LTIP 2023		LTIP 2024		
Date of General Meeting	16/06/2022	16/06/2022	16/06/2022	16/06/2023	16/06/2023	14/06/2024	14/06/2024	14/06/2024
Date of Board meeting	16/06/2022	16/06/2022	16/06/2022	16/06/2023	16/06/2023	14/06/2024	14/06/2024	14/06/2024
Grant date	01/09/2022	01/12/2022	01/03/2023	14/08/2023	08/01/2024	14/06/2024	01/09/2024	06/01/2025
Performance conditions	For 212,340 of the granted shares	For 210 of the granted shares	For 1,500 of the granted shares	For 211,640 of the granted shares	For 19,110 of the granted shares	Entire grant	For 160,140 of the granted shares	For 42,050 of the granted shares
Total number of shares granted, of which to:	433,750	5,900	2,000	436,500	29,300	50,000	398,200	62,150
Didier Lamouche Chairman	-	-	-	-	-	-	-	-
as percentage of share capital	-	-	-	-	-	-	-	-
Geoffrey Godet Chief Executive Officer	46,000	-	-	46,000	-	50,000	-	-
Performance conditions only								
as percentage of share capital	0.13%	-	-	0.13%	-	0.14%		
Vesting date of shares	02/09/2025	02/12/2025	02/03/2026	16/08/2026	09/01/2027	15/06/2027	02/09/2024	07/01/2028
End of lock-up period date	02/09/2025	02/12/2025	02/03/2026	16/08/2026	09/01/2027	09/01/2027	02/09/2024	07/01/2028
Number of shares vested as of 31 January 2025	-	-	-	-	-	-	-	-
Cumulative number of shares cancelled or nullified as of 31 January 2025	117,850	4,500	2,000	50,400	800	-	9,500	-
Number of shares outstanding as of 31 January 2025	315,900	1,400	-	386,100	28,500	50,000	388,700	62,150

2.3.3.3 Allocation policy for the free share plans in 2025

Quadient S.A. has implemented a long-term incentive policy to involve key talents and leaders impacting the Group's future performance. This entails granting free performance and restricted shares each year to numerous employees. For reference, during fiscal year 2024, free shares were granted to 229 Quadient employees. The Board of directors approves the free share plans based on the work and recommendations of the Appointments and remuneration committee (since renamed the Appointments, remuneration and sustainability committee). This committee examines the allocation proposals, pursuant to the general scheme set by the Annual General Meeting, and reviews the list of beneficiaries to ensure it follows the policy set up by management (*i.e.*, gender diversity, representation of business activities positions, ensuring a significant proportion of non-executive employees receive grants, focusing on key talents and the best performers whilst maintaining a rotation of beneficiaries).

The aim of performance share allocations is to associate the worldwide management team and key talents of Quadient with the development of the group's value by allowing them to share ownership of the Company, and to develop common interests with shareholders of the Company.

The performance conditions are designed to encourage beneficiaries to focus on common and meaningful goals for the Company. The plan also provides recognition of executives whose impact on revenue generation, efficiency and productivity, leadership and professional values has contributed to Quadient's success. Lastly, it helps to promote loyalty in leaders who are of value to the Company. The allocation of free shares increases their commitment and motivation to implement progress and growth in Quadient. There was an introduction of free shares without performance conditions (RSU - Restricted Share Units) since LTIP of 2022.

For 2025 the Board of directors proposed to maintain the total envelope of shares of 500,000 keeping the same 50% ratio between free shares with and without performance conditions.

Acquisitions of free shares under selective plans become definitive only at the end of a three-year vesting period. Part of the free shares plan are subject to the fulfilment of performance conditions. Those performance conditions are aligned with the performance conditions selected by the Board of directors for the 2025 long term incentive plan for the Chief Executive Officer. At the end of the vesting period, and provided that the conditions described are met, the Quadient shares are definitively acquired by the beneficiaries.

2.4 Related-party agreements

In accordance with article L.22-10-12 of the French commercial code, the Board of directors has implemented a procedure to regularly assess whether the agreements relating to day-to-day operations and entered into under the normal conditions referred to in article L. 225-39 of the French commercial code meet these conditions. The Board of directors carries out, when necessary, the assessment of agreements entered into under normal terms and conditions to ensure that they continue to meet these conditions.

The Board of directors is informed of any draft agreement likely to constitute a related party agreement or a so-called free agreement and of its evaluation by the competent management, for qualification purposes. When a member of the Board of directors has a direct or indirect interest in the agreement, he or she does not take part in its evaluation.

At least once a year, and regularly, an item on the agenda of the Board of directors shall be dedicated to the application of this process.

2.5 Summary table of the current General Meeting delegations of powers to the Board of directors and indication of the use made of these delegations during the fiscal year 2024

Pursuant to article L.225-37-4,3° of the French Commercial Code.

Authorizations	Date of the General Shareholders' Meeting resolution	Term	Use during the fiscal year 2024 which ended 31 January 2025
Share buyback program - to proceed, directly or indirectly, on one or more occasions which it shall decide, to buy back shares up to a maximum of 10% of the total number of shares comprising the share capital, with the option to sub-delegate. The maximum purchase price may not exceed €50 per share.	14 June 2024	18 months	used
Issue ordinary shares and securities giving access to the Company's share capital, with shareholders' preferential subscription rights.	14 June 2024	26 months	not used
Issue ordinary shares, with the removal of the shareholders' preferential subscription rights through public offering (excluding any offer referred to in 1, article L.411-2 of the French monetary and financial code)	14 June 2024	26 months	not used
Issue ordinary shares, with the removal of the preferential subscription rights through any offer referred to in 1, article L.411-2 of the French monetary and financial code	14 June 2024	26 months	not used
Issue securities giving access to the Company's share capital, with the removal of the shareholders' preferential subscription rights through public offering (excluding any offer referred to in 1, article L.411-2 of the French monetary and financial code)	14 June 2024	26 months	not used
Issue securities giving access to the Company's share capital, with the removal of the shareholders' preferential subscription rights through any offer referred to in 1 of article L.411-2 of the French monetary and financial code	14 June 2024	26 months	not used
Increase the amount of shares issued in the event of over subscription to ordinary shares or securities giving access to the Company's share capital	14 June 2024	26 months	not used
Increase share capital by incorporation of reserves, profits or premiums	14 June 2024	26 months	not used
Increase the share capital by issuing new ordinary shares and securities giving access to the Company's share capital in return for contributions in kind within a limit of 10% of the share capital	14 June 2024	26 months	not used
Issue ordinary shares and securities giving access to the Company's share capital, in the event of a public exchange offer initiated by the Company	14 June 2024	26 months	not used
Proceed with share capital increases and sales of shares reserved to members of a company or Group savings plan in application of article L.3332-1 and subsequent sections of the French labour code	14 June 2024	26 months	not used
Proceed with share capital increases reserved to employees and corporate officers of foreign subsidiaries or branches who cannot subscribe, directly or indirectly, to the Company's shares under the previous resolution, and for all financial institutions or companies created specifically and exclusively to implement an employee savings scheme for employees (or former employees) of foreign subsidiaries or branches who cannot subscribe, directly or indirectly, to the Company's shares under the previous resolution	14 June 2024	18 months	not used
Proceed with allocation of existing or to be issued free or performance shares with the removal of the shareholders' preferential subscription rights	14 June 2024	14 months	used
Cancel shares acquired pursuant to the Company's share buyback program	14 June 2024	18 months	not used

The full wording of these authorizations is available on request from Quadient head office.

The General Shareholder Meeting of Quadient called on 13 June 2025 to vote on the financial statements for the financial year that ended on 31 January 2025 will be asked to renew these authorizations on similar terms.

2.6 Information that could have an impact in the event of a takeover bid or exchange offer

In accordance with the provisions of article L.22-10-11 of the French commercial code, the factors that could have an impact on a takeover bid are the following:

- the Company's capital structure as described in section 7 of the universal registration document;
- direct or indirect investments in the Company's capital known to the Company pursuant to articles L.233-7 and L.233-12 of the French commercial code, as described in section 3 of the universal registration document;
- the rules applicable to the appointment and replacement of members of the Board of directors and amendments to the Company's articles of association, which are decided by General shareholders' Meetings;
- the Board of directors' powers as delegated by the General shareholders' Meeting, particularly those relating to the issue or buy-back of shares, as described in section 2.5 of the universal registration document.

To the best of the Company's knowledge, there are no agreements between shareholders that could lead to restrictions in the transfer of shares and the exercise of voting rights.

On 26 July 2023, the Company and Bpifrance Participations entered into a governance agreement under the terms of which the Company was to appoint Bpifrance as a director as soon as possible from the date on which the threshold of 8% of the Company's share capital was crossed, either by co-option in the event of a director's vacancy or by the next general meeting. Bpifrance Participations crossed the threshold of 8% of Quadient's share capital on 27 October 2023 and on 22 March 2024 Bpifrance Investissement (represented by Emmanuel Blot) was co-opted as an independent director of Quadient, a co-option ratified by the General Meeting of 14 June 2024.

As part of this agreement, Bpifrance has also undertaken to support Quadient's overall strategy on the Board of directors and at the Annual General Meeting, and to consider any capital reinvestment opportunities that may be proposed by the Company. In addition, with regard to the transfer of shares, Bpifrance has undertaken to hold on to its Quadient shares for a period of three years and to only acquire or subscribe for Quadient shares up to the threshold of 15% of Quadient's share capital and/or voting rights.

2.7 Practical information for attending the General Meeting

Pursuant to applicable law, the particular modalities relating to the participation of shareholders in the General Meeting are set out in the articles of association, available on the Company's website. The notice of meeting including the draft agenda and proposed resolutions will be published in the *Bulletin des Annonces Légales Obligatoires* (BALO) and on the Company's website.

All shareholders may participate in the General Meeting, regardless of the number of shares they own, notwithstanding any provisions to the contrary provided for by the articles of association.

The right of shareholders to participate in the General Meeting is conditional on their shares being registered in their name, or in the name of the intermediary acting on their behalf pursuant to paragraph 7 of article L.228-1 and article R.22-10-28 I. of the French Commercial Code, no later than 00:00, Paris time, on the second business day prior to the General Meeting, i.e. 11 June 2025, either in the registered share accounts held by the Company or in the bearer share accounts kept by the authorized intermediary.

Registration of the shares in bearer share accounts kept by authorized intermediaries must be evidenced by a certificate of participation issued by such intermediaries, or can be transmitted electronically if applicable under article R.225-61 of the French commercial code. This certificate of participation must be attached to the voting form or the proxy form, or

to the request for an admission card in the shareholder's name or that of the broker that manages the share account. Shareholders wishing to attend the Meeting in person and who have not received their requested admission card by 00:00, Paris time, two working days prior to the General Meeting will also be issued a certificate. If shareholders do not wish to attend the General Meeting in person, they may choose one of the following three options:

1. send a proxy vote to the Company without specifying a proxy holder. All proxy votes granted without a specified proxy shall result in a vote for the approval of the draft resolutions presented or accepted by the Board of directors and a vote against all other draft resolutions;
2. authorize a proxy vote by their spouse or partner with whom they have entered into a civil union or a shareholder or any other natural or legal person of their choosing, in accordance with article L.22-10-40 of the French commercial code. Duly completed and signed proxy forms must include the full name and address of the shareholder and their proxy and be mailed along with a photocopy of the shareholder's ID and that of their proxy to Uptevia. The same formalities that apply for granting a proxy apply for withdrawing it.
3. vote by mail either by using the printed form or by using the internet platform Votaccess.

In accordance with the provisions of article R.22-10-24 of the French commercial code, notifications to appoint a proxy holder or withdraw a proxy may also be sent electronically, as follows:

- For registered shareholders: by sending an email with an electronic signature obtained from an accredited certification service provider to: ct-mandataires-assemblees@uptevia.com, indicating their full name, address and Uptevia ID for direct registered share (information printed in the top left-hand corner of share account statements), or indicate their ID with their bank or broker if the case administered registered shares, as well as the full name of the designated proxy holder or the person from whom the proxy is being withdrawn;
- For bearer shareholders: by sending an email with an electronic signature obtained from an accredited certification service provider to: ct-mandataires-assemblees@uptevia.com, indicating their full name, address and full bank details, and the full name of the designated proxy holder or the person from whom the proxy is being withdrawn, and by asking their bank or broker managing the share account to send a written confirmation (by letter) to Uptevia – Service Assemblée Générale – Cœur Défense, 90-110 Esplanade du Général de Gaulle, 92931 Paris la Défense Cedex.

Only duly completed and signed notifications received three days prior to the General Meeting at the latest will be taken into account. In addition, only the aforementioned email address may be used to send notifications to appoint or withdraw proxies; requests or notifications concerning other matters will not be taken into account and/or processed.

Shareholders who have cast a postal vote, appointed a proxy or requested an admission card or share ownership certificate may still sell all or some of their shares at any time. However, if the sale takes place more than two business days prior to the General Meeting, namely 11 June 2025, 00:00, Paris time, the Company will take the appropriate measures to cancel or amend the related postal vote, proxy, admission card or share ownership certificate. The shareholder's bank or authorized intermediary must therefore notify the Company or its registrar of any such sale and provide it with the necessary information.

No sale or other transactions carried out after the second business day prior to the General Meeting, at 00:00, Paris time, irrespective of the method used, will be notified by the authorized intermediary or taken into account by the Company, notwithstanding any agreements to the contrary.

Postal voting forms or proxy forms will be automatically sent by mail to the holders of direct or administered registered shares.

Pursuant to the applicable laws and regulations, all documents that must be made available to shareholders for the purpose of this General Meeting, may be consulted, within the legally prescribed time frames, at the Quadient S.A. head office and on the Company's website: <https://invest.quadient.com/en/annual-general-meetings> or sent on written request to Uptevia.

Bearer shareholders should request a postal/proxy voting form by way of a letter, which must be received by registered mail with acknowledgement of receipt by Uptevia – Service Assemblée Générale – Cœur Défense, 90-110 Esplanade du Général de Gaulle, 92931 Paris la Défense Cedex at least six days prior to the General Meeting.

In order for postal votes to be taken into account, the completed and duly signed postal voting forms must be sent to Uptevia – Service Assemblée Générale – Cœur Défense, 90-110 Esplanade du Général de Gaulle, 92931 Paris la Défense Cedex at least three days prior to the General Meeting.

Shareholders who have cast a postal vote, appointed a proxy or requested an admission card or share ownership certificate will not be able to participate in the General Meeting in any other way, unless the articles of association provide otherwise.

Shareholders may submit written questions to the Company as from the publication date of the notice of meeting. Any such questions must be sent to the Company's head office by registered mail with acknowledgement of receipt by the fourth business day prior to the date of the General Meeting. A share registration certificate must be attached to the letter. The Board of directors is required to reply to these questions during the General Meeting and a joint response can be given to questions that have the same content. Answers to the questions will be posted on the Company's website at the following address: <https://invest.quadient.com/en/annual-general-meetings>.

Shareholders that meet applicable legal conditions may submit items or draft resolutions for the agenda of the General Meeting by sending a request by registered mail with acknowledgement of receipt, to be received at least 25 calendar days prior to the date of the General Meeting. A share registration certificate must be sent with any such request, evidencing that the applicant holds or represents a sufficient % of the Company's capital.

Any draft resolutions proposed by shareholders, as well as a list of any items that have been included in the agenda of the General Meeting further to a shareholder's request, will be published on the Company's website: <https://invest.quadient.com/en/annual-general-meetings>.

In addition, review by the General Meeting of any items or draft resolutions submitted is conditional on the relevant parties providing, on the second business day prior to the date of the General Meeting, no later than 00:00, Paris time, a new certificate evidencing that their shares are registered in accordance with the requirements specified above.

2.8 Statutory auditors' report on related-party agreements

Annual General Meeting held to approve the financial statements for the financial year ended 31 January 2025

This is a free translation into English of the Statutory Auditors' report issued in French and is provided solely for the convenience of English-speaking readers. This report includes information specifically required by European regulations or French law, such as information about the appointment of Statutory Auditors. This report should be read in conjunction with, and construed in accordance with, French law and professional auditing standards applicable in France.

To the Annual General Meeting of Quadient S.A.,

In our capacity as statutory auditors of your Company, we hereby present to you our report on related party agreements.

On the basis of information made available to us, we are responsible for communicating to you the characteristics and essential terms of, and the grounds supporting the Company's interest in, the agreements of which we have been informed of or that we discovered during our assignment, without having to express our own opinion on their utility or appropriateness or being required to seek whether other agreements and commitments exist. Pursuant to article R.225-31 of the French commercial code (Code de commerce), you are responsible for assessing the interest in entering into these agreements and commitments in view of their approval.

In addition, we are responsible for communicating to you the information contemplated by article R.225-31 of the French commercial code (Code de commerce) relating to the performance over the period under review of the agreements already approved by the Annual General Meeting.

We carried out the procedures which we deemed necessary in compliance with the professional standards of the French Institute of statutory auditors (Compagnie nationale des Commissaires aux comptes) relating to this type of engagement.

1. Agreements submitted for approval to the Annual General Meeting

We hereby inform you that we have not been notified of any agreements authorized during the year ended 31 January 2025 to be submitted to the Annual General Meeting for approval in accordance with article L.225-38 of the French commercial code (Code de commerce).

2. Agreements previously approved by the Annual General Meeting

We hereby inform you that we have not been notified of any agreements previously approved by the Annual General Meeting and the performance of which may have continued during the year ended 31 January 2025.

Paris-La Défense, on 25 April 2025

The statutory auditors

French original signed by

Forvis Mazars SA

Francisco SANCHEZ

ERNST & YOUNG et Autres

May KASSIS-MORIN





MANAGEMENT REPORT

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3.1 Review of Quadient's financial position and results in 2024

For the fiscal year 2024, consolidated sales amounted to 1,092.6 million euros, up 2.8% compared to the full-year 2023. Organic change stood at 0.4% ⁽¹⁾ for the period. Subscription-related revenue (71% of the Group's total sales) recorded an organic growth of 1.6% in 2024 compared to 2023.

Current operating income (current EBIT) amounted to 146.0 million euros in 2024 compared to 146.7 million euros in 2023.

Current operating margin stood at 13.4% of sales in 2024 compared to 13.8% of sales in 2023.

Net attributable income amounted to 66.3 million euros in 2024 compared to 68.7 million euros in 2023.

The net margin ⁽²⁾ stood at 6.1% of sales in 2024 compared to 6.5% in 2023.

Cash flow after capital expenditure amounted to 65.9 million euros in 2024 compared to 64.0 million euros in 2023.

3.1.1 Highlights

Quadient extends its footprint in Europe, welcoming 30,000 new customers with the acquisition of Frama

On 1 February 2024, Quadient announced the acquisition of Frama, a significant mailing and document management solutions provider to small and medium-sized businesses, serving more than 30,000 customers, mostly in Europe.

Quadient's financial automation cloud offerings named as recommended solutions by Sage

On 6 February 2024, Quadient announced that its financial automation cloud offerings for accounts receivable (AR) and accounts payable (AP) are endorsed as "Recommended Solutions" by Sage, the leader in accounting, financial, HR and payroll technology for millions of small and mid-sized businesses.

Quadient 2.25% notes due 2025 - Outstanding nominal amount on 31 January 2024

On 7 February 2024, Quadient announced that the outstanding nominal amount of the notes issued by Quadient on 23 January 2020 for an amount of 325,000,000.00 euros at a rate of 2.25% due 3 February 2025 (ISIN code FR0013478849) was 267,600,000.00 euros on 31 January 2024.

Quadient's sustainable and convenient parcel locker delivery and pickup solution available in over 20,000 locations worldwide

On 12 February 2024, Quadient announced it has reached a new milestone in its parcel locker network expansion. At the end of January 2024, Quadient accounted for more than 20,000 Parcel Pending by Quadient locker units in operation across North America, Europe and Asia.

Quadient positioned as leader in 2024 SPARK Matrix for customer communications management for fourth consecutive year

On 28 February 2024, Quadient announced that it has been positioned as a Technology Leader in the SPARK Matrix: Customer Communication Management (CCM) 2024 research report for the fourth consecutive year. The report, produced by independent technology analyst firm Quadrant Knowledge Solutions, provides a detailed analysis and strategic vendor performance assessment of the global CCM market.

Growing Quadient partner program extends to CCM and financial automation solutions to support wider customer engagement

On 13 March 2024, Quadient is expanding its Quadient Experience Partner Program to include the company's financial automation solutions. Previously focused on Quadient's CCM solutions, the new program brings more value to partners while expanding the reach of Quadient's cloud solutions' rich features and functions to more customers.

Quadient partners with Stonegate Group to offer convenient parcel pickup and returns at 400 new locations across the UK

On 19 March 2024, Quadient announced that Stonegate Group – the UK's largest pub company with a portfolio of more than 4,500 managed, leased and tenanted sites, including Yates, Slug and Lettuce, and Walkabout – has joined the Parcel Pending by Quadient Open Locker Network as a host partner. Quadient has already started rolling out its carrier-agnostic parcel lockers, with an initial target of installing 400 locker units across Stonegate's 1,200 managed properties.

⁽¹⁾ The full-year 2024 sales are compared to the full-year 2023 sales, to which is added the revenue of Daylight, Frama and Package Concierge for a consolidated amount of 23.6 million euros and are restated for an amount of 2.4 million euros positive currency impact over the period.

⁽²⁾ Net margin = net attributable income/total sales.

Bpifrance Investissement co-opted as an independent director of Quadient

On 25 March 2024, Quadient announced that the Board of directors decided to approve the co-option of Bpifrance Investissement as an independent member of the Board of directors, effective 22 March 2024. Bpifrance Investissement will be represented by Emmanuel Blot, Investment director in Bpifrance Mid & Large Cap division.

Royal Mail offers new parcel drop off and collection experience to consumers by adopting Quadient's open locker network in the UK

On 25 March 2024, Quadient announced that Royal Mail, UK's largest parcel delivery company, has joined the Parcel Pending by Quadient Open Locker Network under a multi-year contract. With the aim of offering a new customer service and a great customer experience, Royal Mail will start offering returns and outbound drop-off services in an initial c. 200 sites by May 2024, with the expectation that Royal Mail will ultimately use lockers in 3,000 locations as the UK network grows in the coming years.

Quadient confirms its eligibility for PEA-PME scheme

On 2 April 2024, Quadient announced its eligibility for the PEA-PME scheme, as it complies with the criteria for inclusion set by Article L.221-32-2 of the French Monetary and Financial Code.

Quadient secures significant contracts with healthcare leaders in the USA

On 8 May 2024, Quadient announced the signing of significant contracts in the first quarter of the 2024 fiscal year for its Digital software solutions in the U.S. healthcare sector. These agreements, collectively valued at nearly 4.5 million euros through multi-year subscription contracts, attest to Quadient's continued success in the customer communications management (CCM) market.

Quadient positioned as leader in 2024 SPARK Matrix for accounts receivable applications for third consecutive year

On 20 May 2024, Quadient announced that for the third year in a row it has been named a Technology Leader in the 2024 SPARK Matrix™: Accounts Receivable Applications by independent analyst firm Quadrant Knowledge Solutions. SPARK Matrix reports provide detailed analysis of global market dynamics, major trends, vendor landscapes and competitive positioning.

KeyNest selects Quadient's open locker network to expand convenient key exchange services to consumers in the UK

On 23 May 2024, Quadient announced that KeyNest, a global key exchange service for Airbnb hosts and property professionals, has signed an exclusive agreement with Quadient for a national partnership in the UK. Under the new agreement, Quadient's open locker network, already used by millions of consumers across the country, now offers a new convenient service, expanding beyond parcel delivery.

Approval of all resolutions by the combined Shareholders' meeting of 14 June 2024

On 17 June 2024, Quadient announced that its combined Annual General Meeting was held on 14 June 2024, under the chairmanship of Mr. Didier Lamouche. All submitted resolutions were ratified, with an attendance rate of 74.19% (quorum for ordinary and extraordinary resolutions).

The Annual General Meeting approved the renewal of the three-year terms of directorship of Hélène Boulet-Supau, Geoffrey Godet, Richard Troksa. Vincent Mercier's directorship was renewed for an eighteen-month term, until 31 December 2025. The Annual General Meeting also approved the co-option and approved the renewal for a three-year term of Bpifrance Investissement, represented by Emmanuel Blot.

Quadient new strategic plan "Elevate to 2030" aims at delivering more than 1 billion euros of annual subscription-related revenue and 250 million euros of current EBIT in 2030

On 19 June 2024, Quadient announced its new strategic plan entitled: "Elevate to 2030", including financial guidance for the next three years as well as ambitions for 2030. See more in Chapter 1, section 1.3 "Strategy" of the present Universal Registration Document.

Quadient expands its open locker network in new high traffic locations in Japan, leveraging existing JR East Smart Logistics Lockers

On 21 June 2024, Quadient announced a significant expansion of its open locker network in Japan through a strategic partnership with JR East Smart Logistics Co., Ltd., the logistics arm of the major Japanese rail company. This collaboration integrates Quadient's advanced parcel delivery and pickup functionalities into JR East's existing multifunctional locker system, Multi E-Cube, across Japan's extensive railway network.

This marks the first time Quadient is expanding its intelligent locker capacities to third-party networks, highlighting its agility in deploying an open and interoperable logistics ecosystem with new approaches.

Quadient reports cross-selling success in North America, reinforcing strategic vision

On 2 July 2024, Quadient announced that nearly 50% of the large deals signed in North America with mail automation customers in May included digital automation platform applications, confirming the critical role its software solutions play in influencing customer decisions. Additionally, two-thirds of these cross-sell deals, secured by Quadient's mail teams, featured both mail and digital automation solutions, reaching an over 60% integration rate.

Quadient launches new cloud-based application to empower small businesses in their mail management processes

On 4 July 2024, Quadient announced the launch of Secure Barcode, a cloud-based application designed to enhance the security of customer physical communications through seamless barcode generation and insertion into documents. This innovative solution is tailored for small businesses that are beginning their journey into digital mail solutions, providing immediate benefits in document management and operational efficiency.

Quadient and Punch Pubs Partner to enhance parcel locker access for UK Communities

On 11 July 2024, Quadient announced a new contract with Punch Pubs, a leading pub company in the UK. This partnership will see the deployment of Quadient's Parcel Pending open locker network across 1,261 pub locations managed by Punch Pubs, enhancing the accessibility and convenience of parcel deliveries and returns for communities nationwide. This collaboration supports sustainable growth strategies, leveraging Punch Pubs' nationwide commercial properties to deliver value to local populations.

More than 1.5 million higher education students in the U.S. now rely on Quadient Smart Lockers for Package Delivery

On 25 July 2024, Quadient announced it has reached a new milestone of installed smart lockers totaling more than 250 colleges and universities across the United States. Across the campuses, more than 1.5 million students per year are served by the automated lockers.

Quadient recognized as a Major Player for first time in IDC MarketScape for worldwide accounts payable automation software for midmarket and small businesses

On 14 August 2024, Quadient announced it has been named a Major Player for the first time in two IDC MarketScape reports – IDC MarketScape: Worldwide Accounts Payable Automation Software for Midmarket 2024 Vendor Assessment (doc # US52378624, July 2024) and IDC MarketScape: Worldwide Accounts Payable Automation Software for Small Businesses 2024 Vendor Assessment (doc # US52378824, July 2024).

Quadient secures major contract in North America, demonstrating strength in integrating Digital communications and Mail automation solutions

On 28 August 2024, Quadient announced a new contract with a North American global leader in financial services, worth approximately 1.4 million euros per year over an initial period of three years. This successful deal underscores Quadient's capability to meet the complex communication needs of large organizations through its extensive portfolio of digital and mail automation platforms, combined with high-level consulting and professional services.

Quadient unveils new mobile app, enabling any local business to offer parcel locker delivery services to customers

On 4 September 2024, Quadient announced the launch of a mobile app that enables local businesses to deliver customer orders directly to Quadient open network lockers without the need for specific software integrations. The app is already available in the Japanese market under the name PUDO ACCESS and will soon be made available in other countries, continuing to create value for merchants and their local communities.

E-invoicing mandate for businesses in France: Quadient officially registered as a Dematerialization Platform Partner

On 12 September 2024, Quadient announced its official registration as a Partner Dematerialization Platform (PDP) under number 0060. This registration, issued on 12 September 2024 by the PDP Registration Service of the Public Finance Department, acknowledges that Quadient meets all the requirements of the new Finance Law and is authorized to participate in the next phase of interoperability tests with the tax authorities' platform when it becomes available.

Quadient named a leader in 2024 SPARK Matrix for accounts payable automation

On 19 September 2024, Quadient announced it has been recognized as a Technology Leader in the "SPARK Matrix: Accounts Payable Automation" report, a detailed analysis of the accounts payable (AP) automation market by independent analyst firm QKS Group. The recognition comes on the heels of Quadient also being named a Technology Leader in the "2024 SPARK Matrix: Accounts Receivable (AR) Applications" report, which published in May. This marks the second year in a row that Quadient has been named a leader in both AP and AR in the SPARK Matrix reports.

Quadient launches share buyback program for up to 30.0 million euros

On 23 September 2024, the launch of a share buyback program for a total consideration of up to 30.0 million euros (total purchase price excluding ancillary costs) to be executed on the market.

The share buyback program will be carried out under the authorization granted by the 2024 Annual General Meeting of shareholders held on 14 June 2024, and may be renewed or extended, up to a maximum of 10% of the total number of shares comprising the share capital of the Company as set out in the 19th resolution of the 2024 Annual General Meeting. Quadient intends to cancel the shares acquired through the share buyback program apart from a portion of up to 10.0 million euros, which will be dedicated to future equity-based long term incentive plans for employees and management, as set out in the 19th resolution of the 2024 Annual General Meeting.

Barring any unforeseeable circumstances, the shares will be purchased over an eighteen-month⁽¹⁾ period ending in January 2026 at the latest.

⁽¹⁾ Subject to the renewal of the share buyback authorizations at the 2025 AGM

Quadient secures landmark multi-million deal with leading global insurer to drive customer communications transformation

On 24 September 2024, Quadient announced a new 6.5 million euros deal with one of the world's largest publicly traded property and casualty insurers. The multi-year agreement will see the US-based insurer adopt Quadient Inspire, Quadient's award-winning Customer Communications Management (CCM) platform, as a cloud-hosted managed service, streamlining and optimizing customer communications across its global operations from one centralized platform.

Quadient receives 'AA' MSCI ESG rating, recognizing longstanding commitment to Sustainability and Corporate Social Responsibility

On 9 October 2024, Quadient announced it has been awarded an 'AA' rating in the MSCI ESG Ratings of September 2024. For the ninth consecutive year, MSCI has placed Quadient in the Leaders category, recognizing its strong performance among global peers and its dedication to sustainability, a reflection of the company's consistent efforts in managing environmental, social and governance (ESG) risks and opportunities.

Quadient secures new c.1.0 million United States dollars contract with U.S. federal agency for mail modernization project

On 21 October 2024, Quadient announced that a large U.S. federal government agency, which already operates 60 Quadient mailing systems, has awarded Quadient a contract worth nearly 1.0 million United States dollars for a comprehensive mail modernization project to enhance process efficiency. This opportunity, secured through one of Quadient's business partners, highlights Quadient's commitment to fostering long-term customer relationships and developing strategic partnerships to better serve customers while reaching new businesses in need of process automation platforms.

Co-op teams up with Quadient to deliver parcel locker convenience in communities in the UK

On 24 October 2024, Quadient has partnered with Co-op in the United Kingdom to deliver further parcel locker growth and added convenience to its communities. The partnership to supply Parcel Pending by Quadient lockers to Co-op's stores, aims to align Co-op's footprint in the heart of local communities with the continued growth in consumer demand for safe, secure and accessible parcel lockers.

Quadient secures 25.0 million euros *Schuldschein* facility from EBRD to finance R&D programs in Czech Republic

On 30 October 2024, Quadient announced that it has secured a new 25.0 million euros *Schuldschein* facility from the European Bank of

Reconstruction and Development (EBRD) with maturities spread equally between five and seven years. The *Schuldschein* loan from the EBRD aims at financing R&D programs at Quadient's state of the art Digital R&D center in Hradec Králové, Czech Republic.

Quadient strengthens leadership position in the 2024 Top 250 Ranking of French software companies

On 21 November 2024, Quadient announced that it has achieved considerable progress in the prestigious Top 250 ranking of French software companies published by EY and Numeum. Quadient advanced to the 11th position in the overall ranking, up from 15th in 2023, and achieved second place in the "Horizontal Publishers" category, rising from fifth last year. The progress highlights Quadient's strong performance and unwavering focus on innovation and customer success.

Quadient and DECATHLON expand parcel locker partnership in France with additional stores and services

On 25 November 2024, Quadient announced new momentum in its project with DECATHLON, the globally recognized multi-specialist sports brand. Over the past twelve months, the partnership has resulted in the installation of more than 140 additional lockers across DECATHLON stores in France. This expansion brings the total number of equipped locations to 210, a substantial increase from just 70 in May 2022.

Avaloq and Quadient partner to elevate client communications for financial services

On 3 December 2024, Quadient announced their partnership to offer unrivalled customer communications management (CCM) capabilities for the financial services industry. Avaloq has selected Quadient Inspire as its standard CCM solution, seamlessly integrating it into the Avaloq platform.

Quadient launches SimplyMail in Europe to help small businesses leverage Digital solutions to enhance efficiency in Mail operations

On 11 December 2024, Quadient announced the launch in Europe of SimplyMail, a solution designed to address the growing needs for smaller businesses to automate and optimize their mail operations with ease.

Quadient named a worldwide automated document generation and CCM leader by IDC

On 12 December 2024, Quadient announced that it has been named a Leader in the IDC MarketScape: Worldwide Automated Document Generation and Customer Communication Management 2024 Vendor Assessment (doc # US52111324, December 2024).

Quadient recognized in two IDC MarketScape reports for accounts receivable automation applications

On 16 December 2024, Quadient announced that it has been named a Leader in the IDC MarketScape: Worldwide Accounts Receivable Automation Applications for Small and Midmarket 2024 Vendor Assessment (doc #US52692224 December 2024). Additionally, Quadient has been recognized for the first time as a Major Player in the IDC MarketScape: Worldwide Accounts Receivable Automation Applications for the Enterprise 2024 Vendor Assessment (doc #US51740924 December 2024).

Quadient strengthens its financial position with a 50.0 million United States dollars bank loan from Bank of America

On 20 December 2024, Quadient announced a 50.0 million United States dollars bank loan from Bank of America. This new credit facility, which comes with a three-year maturity at a variable rate, strengthens Quadient's financial position ahead of debt maturities due in 2025.

Report by leading analyst firm shows Quadient recorded the fastest growth in 2023 among CCM market leaders

On 10 January 2025, Quadient announced that a newly released report by market research and consulting firm IDC shows Quadient rapidly closing the gap on the top position. According to the IDC Worldwide CCM Software Market Shares, 2023 report (doc #US52774224, December 2024), Quadient's 13.7% year-over-year revenue growth in 2023 has accelerated from its 11% growth in 2022. This is also the fastest growth among the major Customer Communications Management (CCM) vendors globally, outperforming the overall market growth.

Quadient secures new c.1.6 million United States dollars contract to enhance U.S. Government Agency's mail automation capacity

On 14 January 2025, Quadient announced that it has been selected by a U.S. government agency to modernize its mail automation infrastructure in a contract valued at c.1.6 million United States dollars. This follows a previous announcement in October 2024, where Quadient was awarded a contract worth nearly 1.0 million United States dollars for a similar modernization project with another federal agency.

Leading Human Resources technology company selects Quadient for accessibility compliance in Customer Communications

On 16 January 2025, Quadient announced that a leading U.S. provider of integrated benefits, payroll, and human resources cloud solutions has selected customer communications management (CCM) platform Quadient Inspire to ensure accessibility compliance for its U.S. federal agency client.

Quadient partners with ScotRail to introduce Parcel Lockers at stations across Scotland

On 21 January 2025, Quadient announced a partnership with ScotRail to deploy Parcel Pending by Quadient automated lockers across Scotland's rail network. ScotRail, Scotland's national rail operator, is enhancing its passenger experience and operational efficiency with the installation of parcel lockers in its stations.

Quadient strengthens its financial position through a 100.0 million United States dollars US Private Placement from MetLife

On 22 January 2025, Quadient announced that it has signed a new 100.0 million United States dollars US Private Placement (USPP) with MetLife Investment Management ("MIM"), reinforcing its financial position. This new USPP of 100.0 million United States dollars senior notes has a seven-year average maturity and comes with an additional shelf facility allowing the issue of senior notes for a maximum aggregate principal amount of 50.0 million dollars.

Quadient teams up with Buzz Bingo to bring convenient Parcel Lockers to Bingo Clubs across the UK

On 28 January 2025, Quadient announced a partnership with Buzz Bingo to deploy Parcel Pending by Quadient automated lockers in 35 of its 81 bingo clubs across the UK, with plans for further installations in the future. This collaboration enhances parcel collection, delivery, and return convenience while improving the customer experience at Buzz Bingo locations.

Leading U.S. law firm chooses Quadient in a deal over 1.0 million United States dollars to streamline mailing, shipping, and accounting processes

On 30 January 2025, Quadient announced a new contract with one of the largest injury law firms in the U.S, transitioning the firm from its long-standing provider to Quadient. Under the new agreement, worth over 1.0 million United States dollars, the firm is rolling out nearly 100 Quadient iX-Series mailing systems at offices across the country, all seamlessly integrated with Quadient's cloud-based S.M.A.R.T. accounting and shipping software.

Quadient reports strong year-end Locker usage growth in multifamily and higher education campuses in North America

On 31 January 2025, Quadient announced strong year-end momentum in the adoption and usage of its Parcel Pending by Quadient locker network across multifamily and higher education campuses in North America.

3.1.2 Income statement

(In million euros)	31 January 2025		31 January 2024	
Sales	1,092.6	100.0%	1,062.4	100.0%
Cost of sales	(275.1)	(25.2)%	(274.4)	(25.8)%
Gross margin	817.5	74.9%	788.0	74.2%
R&D expenses	(62.8)	(5.8)%	(63.2)	(5.9)%
Sale and marketing expenses	(286.6)	(26.2)%	(275.4)	(25.9)%
Administrative expenses	(187.2)	(17.1)%	(176.3)	(16.6)%
Service and support expenses	(116.4)	(10.7)%	(108.6)	(10.2)%
Employee profit-sharing and share-based payments and other expenses	(10.1)	(0.9)%	(7.1)	(0.7)%
Expenses related to acquisitions and strategic projects	(8.4)	(0.8)%	(10.7)	(1.0)%
Current operating income	146.0	(86.6)%	146.7	13.8%
Structure optimization expense and other operating expenses	(23.0)	(2.1)%	(14.5)	(1.4)%
Operating income	123.0	11.3%	132.2	12.4%
Financial income/(expenses)	(38.9)	(3.6)%	(31.2)	(2.9)%
Income before taxes	84.1	7.7%	101.0	9.5%
Share of results of associated companies	0.7	0.1%	(0.4)	(0.0)%
Income taxes	(17.2)	(1.6)%	(16.7)	(1.6)%
Net income from continuing operations	67.6	6.2%	83.9	7.9%
Net income from discontinued operations	(0.2)	0.0%	(13.7)	(1.3)%
NET INCOME	67.4	6.2%	70.2	6.6%
Attributable to:				
• holders of the parent company	66.3	6.1%	68.7	6.5%
• non-controlling interests	1.1	0.1%	1.5	0.1%

3.1.3 Change in sales and EBITDA by activity

Group sales came in at 1,092.6 million euros in FY 2024, a **+2.8% increase on a reported basis**, and +0.4% organic growth compared to FY 2023, in line with Quadient's expectations. The reported growth includes a positive currency impact of 2.4 million euros and a positive scope effect of 23.6 million euros, which is related to the acquisitions of Daylight (September 2023), Frama (February 2024) and Package Concierge (December 2024).

Subscription-related revenue reached 776.8 million euros in FY 2024, growing +1.6% organically, and representing 71% of total sales. This represents a 30.0 million euros increase year-on-year (compared to the +90.0 million euros target by 2026), progressing toward the 1.0 billion euros subscription-related revenue target by 2030.

By geography, North America (57.8% of revenue) continued to outperform other regions with a +2.8% organic growth achieved in FY 2024.

Sales by solution

(In million euros)	2024	2023	Change	Organic change
Digital	266.9	245.0	+9.1%	+7.7%
Mail	732.2	728.9	+0.4%	(2.5)%
Lockers	93.5	88.5	+5.7%	+4.3%
GROUP TOTAL	1,092.6	1,062.4	+2.8%	+0.4%

Sales by geography

(In million euros)	2024	2023	Change	Organic change
North America	631.6	607.5	+4.0%	+2.8%
Main European Countries ^(a)	369.4	353.5	+4.5%	(2.0)%
International	91.5	101.4	(9.7)%	(5.4)%
GROUP TOTAL	1,092.6	1,062.4	+2.8%	+0.4%

^(a) Including Austria, Benelux, France, Germany, Ireland, Italy (excluding Mail), Switzerland, and the United Kingdom

EBITDA⁽¹⁾ and EBITDA margin

(In million euros)	2024		2023	
	EBITDA	EBITDA margin	EBITDA	EBITDA margin
Digital	46.6	17.5%	28.9	11.8%
Mail	200.3	27.4%	218.1	29.9%
Lockers	0.5	0.6%	(2.6)	(3.0)%
GROUP TOTAL	247.4	22.6%	244.4	23.0%

Digital

In FY 2024, revenue from **Digital reached 266.9 million euros**, up 7.7% organically and up 9.1% on a reported basis (including the contribution from Daylight) compared to FY 2023.

This solid performance was driven by a **strong 10.2% organic growth in subscription-related revenue** in FY 2024, including a good contribution from North America and continued positive commercial trends across the platform with further solid cross-selling and up-selling. In FY 2024, subscription-related revenue was **representing 81.9% of Digital total sales**, a further increase compared to 80% in FY 2023.

At the end of FY 2024, **annual recurring revenue (ARR)**, which is a forward-looking indicator of future subscription-related revenue, **reached 232.0 million euros**, up from 206.0 million euros at the end of FY 2023, **representing a 12.7% organic growth**.

EBITDA for Digital was 46.6 million euros in FY 2024, up +61.0% year-on-year. EBITDA margin was at 17.5%, a **strong improvement of 5.7 points compared to FY 2023**. In the second half-year 2024, EBITDA margin further improved, reaching 19.1%, after 15.7% in first half-year 2024. This positive evolution in profitability reflects the combination of subscription-related revenue growth and platform maturity. The Digital solution is well on track to reach its target of EBITDA margin greater than 20% in 2026.

As part of its customer acquisition strategy, Digital continues to demonstrate strong commercial momentum. **Over 2,600 new customers** were added in FY 2024 thanks in particular to robust cross-selling with Mail, especially in North America. Digital experienced a dynamic fourth quarter, with several key deals secured in the United States. Additionally, a new partnership was established with Avaloq to deliver Customer Communications Management capabilities to the financial services industry.

⁽¹⁾ EBITDA = current operating income + provisions for depreciation of tangible and intangible fixed assets.

As part of the customer expansion process, the focus continues to be on further increasing up-selling, notably in financial automation process. Several platform innovations have been made, to bring added value to customers, including the ramp-up and extension of Repay for direct supplier invoice payments in the United States and Canada, and new electronic invoice formats (UBL, CII, Factur-X) to align with upcoming European e-invoicing regulation.

In Quadient's core geographies, the addressable demand for its Digital automation platform is set to grow from c.6 billion euros in 2023 to c.9 billion euros in 2027, representing a +10% CAGR, creating substantial growth opportunities in both communication and financial automation.

To capture this growth, Quadient is strongly positioned, leveraging on:

- **a sound base of highly predictable business**, with over 16,500 customers, 82% subscription-based revenue, and a churn rate well below 5%,
- **a highly recognized platform in financial & communication automation**, and 84.5% of SaaS customers, across three regions,
- **a fully scalable and modifiable platform, for small to large customers**, driving new client acquisition and record cross-sell of Digital solutions into Quadient Mail customers and increased upsell opportunities among existing customers,
- **an efficient go-to-market organisation** that driving a 34% year-on-year increase in bookings in the fourth quarter 2024 and +12.7% growth of ARR at the end of the year.

Mail

Mail revenue reached **732.2 million euros** in FY 2024, **down 2.5% on an organic basis** (-4.6% in 2024 fourth quarter vs. 2023 fourth quarter). The **reported growth stood at +0.4%**, including the contribution of Frama.

Hardware sales recorded a minor -1.7% organic decline in FY 2024, despite a 7.3% drop registered in 2024 fourth quarter, mainly reflecting a high comparison basis related to deals signed in the second half-year of 2023.

Subscription-related revenue (68.1% of Mail sales) recorded a **2.9% organic decline** in FY 2024.

EBITDA for Mail was 200.3 million euros for FY 2024. EBITDA margin reached 27.4%, down 2.5 points compared to FY 2023. Mail EBITDA margin was impacted by the dilutive effect of Frama acquisition, including integration costs. Frama's performance is due to improve significantly from 2025 onward, with positive current EBIT already reached in FY 2024 and payback of the acquisition expected in FY 2025.

Thanks to its strong focus on customer acquisition, Quadient's Mail business continues to outperform the market.

As part of the customer expansion focus, outlook remains strong driven by a high customer satisfaction rate of 95.7% and robust cross-selling performance. Mail business also benefited from the positive impact of the ongoing United States mailing systems decertification, though this impact is expected to conclude in 2025 first quarter. Lastly, Quadient aims at upgrading Frama's installed base and initiating some cross-selling to promote its Digital offer to Frama's customers.

At the end of January 2025, already 42.4% of Quadient installed base has been upgraded with its newest technology.

Lockers

Lockers revenue **reached 93.5 million euros** in FY 2024, a +4.3% increase on an organic basis, with strong momentum in the latter part of the year and a **+5.7% increase on a reported basis** compared to FY 2023, including a marginal contribution from Package Concierge.

Subscription-related revenue was up 11.5% organically in FY 2024, benefiting from:

- the continued strong volumes ramp up in the British and the French open networks;
- the sustained strong momentum in the US, driven by higher monetization of usage fees;
- a resilient performance in Japan, despite an unfavorable e-commerce environment.

Overall, subscription-related revenue **stood at 64.1% of total revenue in FY 2024, up from 61.0% in FY 2023.**

Non-recurring revenue (license & hardware sales and professional services) were down 6.8% organically in FY 2024. Hardware sales were still impacted by slower new installations in North America.

Quadient's global locker installed base reached c.25,700 units at the end of FY 2024, including c. 3,000 units from Package Concierge, vs. c.20,200 units at the end of FY 2023. This is reflecting an **acceleration in the pace of installation of new lockers, notably in the UK**, fueled by the partnerships signed by Quadient to host parcel lockers in new suitable locations.

EBITDA for Lockers was above breakeven, at 0.5 million euros in FY 2024. EBITDA margin stood at 0.6%, up by 3.6 points compared to FY 2023. This significant profitability improvement, illustrated by a 6.7% EBITDA margin in second semester 2024, was driven by growing recurring revenue and increased usage. Additionally, the revised commercial agreement with Yamato for the Japanese installed base was implemented at the beginning of second semester 2023.

As part of the customer acquisition focus, Quadient is accelerating the pace of installation for new lockers in its open networks in Europe, mostly in France and the UK, with installed base up 145% year-on-year. This is supported by the additional deals signed for premium locations (including Morrisons Daily Stores and ScotRail...). Additionally, the trend for new installations in North America has turned positive in the fourth quarter, where market share leadership position in Residences and Universities remains robust.

As part of the customer expansion strategy, volumes from both pick-up and drop-off in European open networks saw a significant increase, growing sevenfold between 2023 fourth quarter and 2024 fourth quarter. The momentum in North America for the locker network, particularly across the multifamily sector and higher education campuses was strong in 2024 fourth quarter. In Japan, macroeconomic conditions have impacted parcel volumes, but new initiatives, such as the new partnership with Japan Post, are aimed at driving volume growth and increasing adoption.

3.1.4 Research and Development effort

Research and development expenses amounted to 62.8 million euros in 2024 compared to 63.2 million euros in 2023, representing 5.8% and 5.9% of 2024 and 2023 sales respectively. The expenses presented in the income statement do not reflect the whole effort as a part of the

amount of R&D expenses is capitalized: 34.4 million euros in 2024 compared to 33.3 million euros in 2023. The main focus of research and development is in Digital solutions and in Mail.

3.1.5 Current operating income

Gross margin stood at 74.8% in FY 2024 slightly up compared to FY 2023, due to lower cost of sales.

Current operating income reached 146.0 million euros in FY 2024 compared to 146.7 million euros in FY 2023, **up 2.2% on an organic basis**. **Current EBIT margin** stood at **13.4%** of sales in FY 2024 compared to 13.8% in FY 2023.

3.1.6 Operating income

Optimization costs and other operating expenses stood at 23.0 million euros in FY 2024, versus 14.5 million euros in FY 2023. This increase mainly relates to the write-off of an IT project, additional office

optimization and Frama restructuring costs.

Consequently, **EBIT reached 123.0 million euros in FY 2024**, versus 132.2 million euros recorded in FY 2023.

3.1.7 Financial income

Net cost of debt was up from 29.0 million euros in FY 2023 to 39.4 million euros in FY 2024, impacted by higher interest rates. **The currency gains & losses and other financial items** was broadly flat in FY 2024, compared to a loss of 2.2 million euros in FY 2023.

Overall, **net financial result was a loss of 38.9 million euros** in FY 2024 compared to a loss of 31.2 million euros in FY 2023.

3.1.8 Net income

Income tax expense was stable year-on-year at **17.2 million euros**.

Net income from discontinued operations of the Mail Italian subsidiary was a loss of 0.2 million euros in FY 2024, compared to a 13.7 million euros loss in FY 2023. This loss included exceptional charges related to the sale process for this subsidiary, which was sold to a local mail distribution company in October 2024.

Net attributable income after minority interests amounted to 66.3 million euros in FY 2024 compared to 68.7 million euros in FY 2023.

Earnings per share⁽¹⁾ stood at 1.94 euro in FY 2024 compared to 2.02 euros in FY 2023. The fully diluted earnings per share⁽⁴⁾ was 1.94 euro in FY 2024 compared to 2.01 euros in FY 2023.

(1) For the FY 2024, the average compounded number of shares is 34,114,060. Diluted number of shares is 34,486,288.

3.1.9 Financial position

EBITDA for the Group **reached 247.4 million euros** in FY 2024, up 3.0 million euros compared to FY 2023. EBITDA grew by 3.0% organically, driven by strong organic growth of 80% in Digital and improved profitability in Lockers, which more than compensated for the softer EBITDA performance in Mail. **The EBITDA margin reached 22.6%** in FY 2024. It was almost stable compared to FY 2023: despite the impact of the change in revenue mix and the dilutive effect of Frama acquisition, the Group EBITDA margin was supported by significant profitability gains in Digital and Lockers.

The change in **working capital** was a net cash inflow of 8.7 million euros in FY 2024 compared to a net cash outflow of 5.8 million euros in FY 2023, mostly reflecting the positive impact from timing on prepaid expenses and customers deposits.

The **leasing portfolio and other financing services** stood at 623.0 million euros as of 31 January 2025, compared to 598.0 million euros as of 31 January 2024, **up on an organic basis** (i.e. excluding currency impact of 18.0 million euros) **for the first time in several years** thanks to good hardware placements in Mail. While generating future subscription-related revenue, this increase in lease receivables resulting from the good performance in the placement of new equipment translates into a cash outflow of 6.7 million euros in FY 2024. At the end

of FY 2024, the default rate of the leasing portfolio stood at around 1.1% compared to c.1.3% at the end of FY 2023.

Interest and taxes paid increased to 67.1 million euros in FY 2024 versus the amount of 54.8 million euros paid in FY 2023. The difference was mostly explained by higher interest rates in FY 2024.

Capital expenditure reached 107.9 million euros in FY 2024, up 7.0 million euros compared to FY 2023, mostly due to UK locker open network deployment. Capex for Digital reached 24.0 million euros in FY 2024, slightly up compared to 22.1 million euros in FY 2023 and was mainly focused on R&D and platform development. Capex for Mail remained at fairly high level of 51.3 million euros (vs. 53.3 million euros in FY 2023), due to continued high placement of machines related to the US decertification, which is expected to end in first quarter 2025. Capex for Lockers increased from 25.8 million euros to 32.6 million euros to support the ramp-up of the deployment of the open network in the UK. The sale of Frama real estate in Switzerland generated 6.3 million euros in cash inflows in FY 2024.

All in all, **cash flow after capital expenditure (free cash flow)** reached 65.9 million euros in FY 2024, compared to 64.0 million euros in FY 2023.

3.1.10 Leverage and liquidity position

Net debt stood at 740.8 million euros as of 31 January 2025, a slight increase against 709.4 million euros as of 31 January 2024. In FY 2024, Quadient successfully raised approximately 325.0 million euros in new facilities, including the following transactions in 2024 second half-year:

- in October 2024, the Company secured EBRD financing, including a 25.0 million euros *Schuldschein*;
- in December 2024, the Company secured a 50.0 million United States dollars bank loan;
- in January 2025, Quadient further strengthened its financial position with the issuance of a 100.0 million United States dollars USPP.

These new facilities enabled Quadient to repay post-closing its 260.0 million euros bond due in February 2025 and settle the repayment of *Schuldschein* loans for 29.0 million euros, also due in early 2025. As a result of these transactions, the Company's average debt maturity has

been extended to four years as of the end of February 2025, compared to three years at the end of FY 2023.

The **leverage ratio** (net debt/EBITDA) remained **broadly stable at 3.0x⁽¹⁾** as of 31 January 2025 compared to 2.9x⁽⁶⁾ as of 31 January 2024. **Excluding leasing**, Quadient **leverage ratio** remained stable at **1.7x⁽⁶⁾** as of 31 January 2025, despite the acquisitions of Frama and Package Concierge in 2024, as well as the implementation of a share buyback program.

As of 31 January 2025, the Group had a strong **liquidity position of 666.7 million euros**, split between 366.7 million euros in cash and a 300 million euros undrawn credit line, maturing in 2029.

Shareholders' equity stood at 1,113.0 million euros as of 31 January 2025 compared to 1,069.0 million euros as of 31 January 2024. **The gearing ratio⁽²⁾** stood at 66.6% as of 31 January 2025.

(1) Including IFRS 16

(2) Net debt / shareholder's equity

3.1.11 Dividend

Proposed dividend for FY 2024 stands at 0.70 euro per share, **representing an 8.0% increase against FY 2023**, and a payout ratio of 36.1% of net income, higher than Quadient's minimum 20% pay-out ratio of net income as per the Group's dividend policy. This represents a 0.05 euro year-on-year increase, for the fourth consecutive year.

The dividend is subject to approval by the Annual General Meeting, scheduled for 13 June 2025, and will be paid in cash in one instalment on 6 August 2025.

	Date^(a) of the interim dividend	Amount of the interim dividend	Date^(a) of the balance of the dividend	Amount of the balance of the dividend	Amount of the full year dividend
2024	-	-	06/08/2025	-	EUR 0.70
2023	-	-	07/08/2024	-	EUR 0.65
2022	-	-	07/08/2023	-	EUR 0.60
2021	-	-	08/08/2022	-	EUR 0.55
2020	-	-	09/08/2021	-	EUR 0.50
2019	-	-	09/09/2020	-	EUR 0.35
2018	-	-	06/08/2019	-	EUR 0.53

^(a) Payment date.

3.1.12 Share buyback program

Quadient's announced in September 2024 the launch of a share buyback program for a total consideration of up to 30.0 million euros. To date, 10.0 million euros worth of shares have been repurchased, with the program set to be executed over an eighteen-month⁽¹⁾ period. This operation demonstrates Quadient's confidence in the value creation potential of its "Elevate to 2030" strategic plan, its ability to reach its FY

2026 leverage ratio target⁽²⁾ and is in line with the capital allocation policy of the Company, while improving shareholders' return.

The renewal of the share buyback authorization will be presented for approval to the Annual General Meeting to be held on 13 June 2025.

⁽¹⁾ Subject to the renewal of the share buyback authorizations at the 2025 AGM

⁽²⁾ FY 2026 leverage ratio excluding leasing target of 1.5x

3.2 Ownership structure

Quadiant S.A. is not controlled either directly or indirectly. There is no agreement which might lead to a change of control.

To the best knowledge of the Company, as of 31 January 2025, Quadiant S.A.'s share ownership was as follows:

	Number of shares ^(a)	%	Number of exercisable voting rights in general meetings ^(b)	%
Vesa Equity Investment SARL (Luxembourg) ^(c)	5,698,500	16.53%	5,698,500	16.895%
Bpifrance Participations ^{(c)(d)}	2,800,000	8.12%	2,800,000	8.301%
Teleios Capital Partners GmbH ^(c)	2,264,500	6.57%	2,264,500	6.714%
Janus Henderson Investors (U.K.) ^(c)	1,851,500	5.37%	1,851,500	5.489%
The Vanguard Group, Inc. ^(c)	1,279,100	3.71%	1,279,100	3.792%
Dimensional Fund Advisors, L.P. (U.S.) ^(c)	1,205,200	3.50%	1,205,200	3.573%
Wellington Management Company, LLP ^(c)	1,079,200	3.13%	1,079,600	3.201%
Management and employees	336,619	0.98%	336,619	0.998%
Directors (non-executive)	39,821	0.12%	39,821	0.118%
Treasury shares held under liquidity contract	64,112	0.18%		
Treasury shares held for free share allocations	675,035	1.96%		
Other shareholders	17,174,925	49.83%	17,174,925	50.919%
TOTAL	34,468,912	100.00%	33,729,765	100.000%

^(a) The number of shares composing the share capital is equal to the number of theoretical voting rights

^(b) Not including the voting rights attached to treasury shares

^(c) Source: S&P Global as of 31 January 2025

^(d) Bpifrance Participations is controlled by Bpifrance SA, itself jointly controlled at 49.2% by Caisse des Dépôts et Consignations and 49.2% by the EPIC Bpifrance.

To the Group's knowledge, as of 31 January 2025, no other shareholder, apart from those listed in the table above, owned directly or indirectly, alone or in concert, more than 3% of the share capital or voting rights.

CHANGE IN THE DISTRIBUTION OF THE SHARE CAPITAL AND VOTING RIGHTS OVER THE LAST THREE FISCAL YEARS

To the best knowledge of the Company, the breakdown of the Company's share capital and voting rights (in percentage), over the last three fiscal years, was as follows:

	31 January 2024		31 January 2023		31 January 2022	
	Participation ^(a)	Number of exercisable voting rights in general meetings ^(c)	Participation ^(a)	Number of exercisable voting rights in general meetings ^(b)	Participation ^(a)	Number of exercisable voting rights in general meetings ^(b)
VESA Equity Investment S.à.r.l (Luxembourg) ^(c)	12.19%	12.22%	n/a ^(d)	n/a ^(d)	n/a ^(d)	n/a ^(d)
Teleios Capital Partners GmbH ^(c)	10.01%	10.04%	14.00%	14.03%	13.96%	14.07%
Bpifrance Participations ^{(c)(d)}	8.12%	8.14%	n/a ^(d)	n/a ^(d)	n/a ^(d)	n/a ^(d)
Janus Henderson Investors (U.K.) ^(c)	4.16%	4.17%	5.34 %	5.35 %	5.57%	5.62%
Dimensional Fund Advisors, L.P. (U.S.) ^(c)	3.94%	3.95%	4.07 %	4.08 %	4.41%	4.45%
The Vanguard Group, Inc. ^(c)	3.68%	3.69%	3.44 %	3.45 %	3.07%	3.10%
Wellington Management Company, LLP ^(c)	3.29%	3.30%	3.13 %	3.14 %	3.13%	3.16%
M&G Investment Management, LTD ^(c)	n/a ^(d)	n/a ^(d)	3.58 %	3.59 %	3.05%	3.07%
Marathon Asset Management, LTD ^(c)	n/a ^(d)	n/a ^(d)	n/a ^(d)	n/a ^(d)	3.41%	3.43%
Management and employees	0.84%	0.84%	0.81 %	0.81 %	0.65%	0.65%
Directors (non-executive)	0.10%	0.10%	0.10 %	0.10 %	0.06%	0.06%
Treasury shares held under liquidity contract	0.21%	-	0.15 %	-	0.48%	-
Treasury shares held for free share allocations	0.03%	-	0.06 %	-	0.28%	-
Other shareholders	53.42%	53.55%	65.33%	65.47%	61.93%	62.40%
TOTAL	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
TOTAL IN NUMBER	34,468,912	34,385,459	34,468,912	34,395,431	34,562,912	34,302,849

^(a) The number of shares composing the share capital is equal to the number of theoretical voting rights.

^(b) Not including the voting rights attached to treasury shares.

^(c) Source: IHS Markit.

^(d) Percentage of ownership equal to 0% or below 3%.

The percentages shown in the here-above table are rounded to the nearest decimal. As a consequence, the sum of the rounded values may be insignificantly different to the total reported.

During the fiscal year 2024, Quadient was notified by its shareholders of the following statutory and legal thresholds being crossed:

STATUTORY THRESHOLD CROSSING

Date	Name of Investment Fund	Statutory threshold crossed
14/03/2024	VESA Equity Investment S.à.r.l	Crossed upward the 13% threshold in capital and voting rights
27/03/2024	VESA Equity Investment S.à.r.l	Crossed upward the 14% threshold in capital and voting rights
28/08/2024	Teleios Capital Partners GmbH	Crossed downward the 9% threshold in capital and voting rights
1/10/2024	Teleios Capital Partners GmbH	Crossed downward the 8% threshold in capital and voting rights
6/11/2024	VESA Equity Investment S.à.r.l	Crossed upward the 16% threshold in capital and voting rights
6/01/2025	Teleios Capital Partners GmbH	Crossed downward the 7% threshold in capital and voting rights

LEGAL THRESHOLD CROSSING

Date	Name of Investment Fund	Legal threshold crossed
21/06/2024	VESA Equity Investment S.à.r.l	Crossed upward the 15% threshold in capital and voting rights
13/08/2024	Teleios Capital Partners GmbH	Crossed downward the 10% threshold in capital and voting rights
18/10/2024	Janus Henderson Investors (U.K.)	Crossed upward the 5% threshold in capital and voting rights

Since 1st February 2025, Quadient S.A. has been notified of the following legal and statutory thresholds being crossed:

STATUTORY THRESHOLD CROSSING

Date	Name of Investment Fund	Statutory threshold crossed
25/03/2025	Teleios Capital Partners GmbH	Crossed downward the 6% threshold in capital and voting rights
27/03/2025	Teleios Capital Partners GmbH	Crossed downward the 5% threshold in capital and voting rights
27/03/2025	VESA Equity Investment S.à.r.l	Crossed upward the 17% threshold in capital and voting rights
27/03/2025	VESA Equity Investment S.à.r.l	Crossed upward the 18% threshold in voting rights
01/04/2025	Teleios Capital Partners GmbH	Crossed downward the 4% threshold in capital and voting rights
01/04/2025	Teleios Capital Partners GmbH	Crossed downward the 3% threshold in capital and voting rights
01/04/2025	VESA Equity Investment S.à.r.l	Crossed upward the 18% threshold in capital
01/04/2025	VESA Equity Investment S.à.r.l	Crossed upward the 19% threshold in capital and voting rights
01/04/2025	VESA Equity Investment S.à.r.l	Crossed upward the 20% threshold in capital and voting rights
01/04/2025	VESA Equity Investment S.à.r.l	Crossed upward the 21% threshold in capital and voting rights
01/04/2025	VESA Equity Investment S.à.r.l	Crossed upward the 22% threshold in capital and voting rights
01/04/2025	VESA Equity Investment S.à.r.l	Crossed upward the 23% threshold in voting rights

LEGAL THRESHOLD CROSSING

Date	Name of Investment Fund	Legal threshold crossed
17/03/2025	Janus Henderson Investors (U.K.)	Crossed downward the 5% threshold in capital and voting rights
27/03/2025	Teleios Capital Partners GmbH	Crossed downward the 5% threshold in capital and voting rights
01/04/2025	VESA Equity Investment S.à.r.l	Crossed upward the 20% threshold in capital and voting rights

3.3 Information on trends and outlook

3.3.1 Financial outlook

The evolving dynamics within Quadient's business portfolio, characterized by strong growth in Digital and Lockers revenue alongside a moderate decline in Mail revenue, will naturally drive a year-on-year acceleration in the Company's total revenue growth.

As Digital and Lockers continue to expand their share of Quadient's revenue and profit, while simultaneously improving their profitability, this shift is expected to contribute to a higher growth in current EBIT.

As a result, Quadient targets an acceleration in organic revenue growth and in current EBIT organic growth in 2025 compared to 2024.

While further deploying cross-selling opportunities and value-creation synergies across its businesses, Quadient will continue to leverage its leadership positions. Additional growth and higher profitability will stem from the solid recurring revenue generated by its automation platforms and the ability to drive innovative applications. Quadient is therefore guiding for a greater than 1.5% organic revenue CAGR over 2024-2026, and a twice-as-fast organic current EBIT CAGR with a minimum of 3% for the period 2024-2026.

Quadient's ambitions for 2030 are to have more than 1.3 billion euros of total revenue, including more than 1.0 billion euros of subscription-related revenue (an increase of more than 250.0 million euros vs. 2023), and a current EBIT of c.250.0 million euros (an increase of c.100.0 million euros vs. 2023).

3.3.1.1 Digital

For the 2024-2026 period, Quadient provides an indicative trajectory of c.10% organic CAGR in Digital revenue and targets an EBITDA margin greater than 20% in 2026.

Quadient's 2030 ambition for its Digital business is to reach more than 500 million euros in revenue, with over 90% of subscription-related revenue, and an EBITDA margin of c.30%.

3.3.1.2 Mail

Quadient's indicative trajectory for the 2024-2026 period is of c.-3% organic CAGR in Mail revenue and a targeted EBITDA margin greater than 25% in 2026.

Quadient's 2030 ambitions for Mail is to have more c.600 million euros in revenue, including more than 65% subscription-related revenue, and an EBITDA margin between 20% and 25%.

3.3.1.3 Lockers

For the 2024-2026 period, Quadient provides an indicative trajectory of more than 10% organic CAGR in Lockers revenue and targets an EBITDA margin greater than 10% in 2026, with EBITDA breakeven point being reached as soon as FY 2024.

Quadient's 2030 ambition for Lockers is to reach an installed base of more than 40,000 lockers, more than 200 million euros in revenue, and an EBITDA margin of c.20%.

3.3.2 Non-Financial outlook

3.3.2.1 Customers

Targets set for 2026 include notably: 95% customer satisfaction, life-cycle assessments covering 80% of the applications portfolio, ISO 27001 certification extension from Digital to Lockers R&D centers, 85% code of conduct endorsement by strategic business partners, with 30% of them committed to reduce their carbon footprint.

3.3.2.2 People and communities

Targets set for 2026 notably include: 35% of women representation within management, 75% inclusion index score, and 5,000 volunteering hours dedicated to communities every year by 2026.

3.3.2.3 Environment

Targets set for 2026 include: at least 50% of placement of mail products stemming from remanufacturing, and at least 90% of the company's industrial waste recycled.

Regarding GHG emissions, the scope 1 & 2 targets for 2030 were initially set at -50% vs. 2018. Considering the -55% reached in 2023, Quadient is now targeting -64% by 2030 in line with SBTi targets, with an intermediary target of -59% set for 2026. The scope 3 target for 2030 remains at -30% vs 2018.



4

RISK FACTORS AND INTERNAL CONTROL

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4.1 Risk factors

In 2024, the world continued to be marked by several geopolitical conflicts and tensions, particularly in regions like Ukraine, the Middle East and Asia. The global economy faced an elevated inflation and fluctuating interest rates, impacting the cost-of-living of millions of people. The recent presidential election in the United States and change of economic policies of the new elected president may have significant changes, including changes in tariffs, deregulation and immigration, that could affect international trade relations. Extreme weather events and natural disasters continued to happen in 2024. All of these exogen factors remain a major source of instability and uncertainty affecting the global economy in which the Company evolves.

Quadiant identifies the risk factors to which it is exposed using a formal Enterprise Risk Management (ERM) approach based on the reference framework of the internal control and risk management system, developed under the supervision of the French financial markets authority (AMF). The risks factors presented below are the risks that Quadiant believes to be exposed to at the date of this Universal Registration Document and considers may have a significant negative impact on its business, operational and financial performance, outlook, or reputation, should they occur.

The list of these risks is, however, not exhaustive, and other unforeseen or currently unanticipated risks could occur and would have a negative effect on the Company's business and performance.

4.1.1 Risk management framework

Risk assessment methodology

As part of its Enterprise Risk Management (ERM) policy, Quadiant revises every year its global risk mapping addressing the Company's most material risks from strategic, operational, finance, sustainable development, legal, ethics and compliance perspectives. In this respect, a risk management framework, under the oversight of the head of compliance has been set to ensure:

- the identification and assessment of the different risks encountered by the Company in the course of its business activities;
- the assessment of the level of maturity of the management of each risk based on the existence and implementation of policies and means of control (organizational structures, processes, procedures);
- the definition and the follow-up of the main remedial action plans undertaken to mitigate these risks.

The ERM process is broken down into the following three stages:

1. Context analysis and data collection

The first stage of the ERM process begins with the analysis of the internal and external context of the Company. It allows considering the changes in terms of business, strategic and financial performance, and other factors that may present an emerging risk for Quadiant or impact significantly the risks already identified. Then comes the collect of relevant data, such as KPIs, survey results, incidents, local risk assessment and audit outcome, to report the evolution (positive or not) of the risks and their level of control.

2. Risk analysis and assessment update

This second stage starts with the update of the risk cards established for each of the existing risks identified in the previous stage. It consists in reviewing with the risk owners the potential causes, the aggravating or limiting factors, the consequences of the risks and analyze the data collected at the previous stage. This evaluation is based on the probability of occurrence which is characterized by a frequency on a 4-level scale and on the impact which characterizes the effect on the Company's strategy, finance, reputation, or ability to comply with laws and regulations. This criterion is also on a 4-level scale. These two criteria are used to position the risks on a matrix and therefore determine their level of criticality among the 4 levels: low, medium, high, and very high.

3. Review of the existing control measures and definition of mitigation action plans

The third stage of the process consists in the review and the update of the existing control measures also listed in the risk cards. The data collected during the first stage also help to check the adequacy and effectiveness of these controls. In this respect, a third criterion is used to assess their level of maturity. Combined with the criticality level of each risk, this criterion enables to position the risk on a prioritization matrix of the mitigation action plans to be implemented.

Governance and organization of risk management

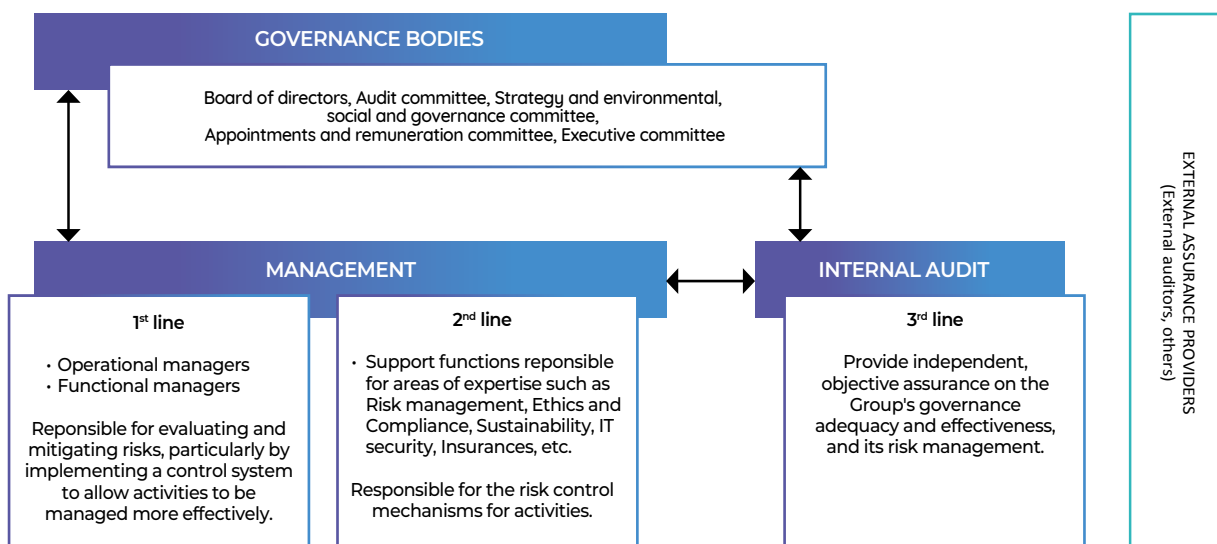
The Company Enterprise Risk Management program is governed by the General management through its Risks committee chaired by the Company's Chief Executive Officer. This committee comprises the Chief Finance Officer, the Chief People and Transformation Officer, the Director of Internal Control and Internal Audit, the General Counsel, and the Vice-President of Corporate Social Responsibility and Compliance. They meet each quarter (more often if circumstances so require) to ensure the ERM process described above takes place effectively, decide on which risks are unacceptable within the context of the business, define the Company's main orientations in terms of risk management, and monitor compliance in such respect.

Risk management is considered by the Group's Executive committee to be a key component of its governance system. This is why the Group has developed an integrated risk management approach aligned with the organisation's objectives and strategy, creating risk management, Internal control and internal audit functions and coordinating the three lines presented below:

- the resources of the solutions, operations and support functions teams in charge of implementing the 1st level of control measures

(e.g., checks carried out by employees and their managers as part of their activities) ensuring compliance with the applicable global policies and internal standards set out to control the Company risks;

- the resources from the various functions set up by management to monitor risk control and compliance (insurance, ethics and compliance, environment, taxation, etc.) including the compliance center of excellence and local compliance teams composed of experts in the fields of information security, data privacy, legal, ethics, quality, environment, health and safety, and social matter, in charge of implementing the 2nd level of control measures (e.g., controls specific to regulatory compliance programs such as anti-corruption, anti-money laundering, data protection);
- the resources from the internal control and internal audit team in charge of performing the 3rd level of control measures through regular reviews and internal audits of the internal control framework to assess it in terms of efficiency, consistency and completeness, to take corrective actions in case of deviation and to monitor their implementation.



Note: On 25 March 2025, the Committees have been renamed as follows: the Audit committee as "the *Audit and risks committee*", the Strategy and ESG committee as "the *Strategy committee*" and the Appointments and remuneration committee as "the *Appointments, remuneration and sustainability committee*".

Responsibility for risk management is assigned at the most appropriate level in accordance with a subsidiarity principle. Each operations manager is therefore directly involved in the implementation of internal controls and is responsible for assessing and reducing the risks related to the processes and activities for which they are responsible.

The compliance center of excellence has developed a common process and a methodology founded on a Governance Risk and Control (GRC) digital tool enabling the consolidation of major risks from all sites, regions, and business lines; and the management of compliance audits and corrective actions. The disclosure of Quadient's policies, procedures and standards to all employees is made through its corporate intranet.

The compliance center of excellence works with all Quadient's departments and more particularly with the Internal Control and Internal Audit team in order to:

- link up the identified risks and Quadient's policies, processes, standards, compliance programs and propose changes where appropriate;
- contribute to defining the annual internal audit program;
- use the results from the internal audits carried out to enhance the risk assessments conducted within the Company.

By verifying the Company's key processes, the Internal Audit team provides reasonable assurance that internal control and risk management procedures have been implemented and are effective.

Main programs of the risk management system

Each year, several detailed specific risk assessments are conducted and kept up to date across the Company. They all support the process of consolidating the risk at Company level. In 2024, Quadient finalized its Double Materiality Assessment (DMA) to comply with the CSRD regulation. The most material sustainability risks identified in the DMA have been included in the global risk mapping. This year, the Company also conducted a much more detailed risk assessment of physical and transition risks related to climate that could affect its operations and solutions.

DOUBLE MATERIALITY ASSESSMENT FOR SUSTAINABILITY

As required by the CSRD regulation, Quadient has conducted an assessment to identify the most material sustainability topics that could affect the Company. This exercise comprised the identification of the most material impacts, risks and opportunities related to environment social and governance matters. Quadient decided to use the same criteria and scales to evaluate both its business risks and for the DMA so that it eases the integration of the most material sustainability risks into the global risk mapping. The methodology employed is described in Chapter 5 of the present document.

CORRUPTION AND BRIBERY RISK MAPPING

The compliance team keeps up to date the Company risk assessment related to corruption and bribery risks. This evaluation considers the various Company activities and processes the most exposed to

corruption and bribery such as finance, accounting, procure to pay, order to cash, hire to retire. The risks are updated with the support of operational managers coming from different functions, countries and business lines. About 20 different risk scenarios have been identified with different impacts and probability of occurrence depending on the regions/countries and the functions involved.

COMPETITION RISK MAPPING

The detailed competition risk assessment is also kept up to date by the compliance team with the support of the legal, the sales development and finance teams from the various countries where the Company operates. Eight different risk scenarios have been identified across the Company's activities.

DATA PRIVACY RISK MAPPING

The data privacy detailed risk assessment is updated every year by the data protection organization across Quadient. It considers all the risk that may result in data loss or breach and also compliance with privacy laws worldwide. The outcome of this risk assessment feeds the Company's global risk mapping and was presented to the Data Council, the steering committee overseeing the effectiveness of the Company's compliance program to privacy and information security.

INFORMATION SECURITY AND CYBER RISK MAPPING

The detailed risk assessment of information security and cyber risks is updated every year under the supervision of the Chief Information Officer managing the Information Security organization for the Company's IT infrastructures and assets. Each solution supplements this risk assessment by another one covering the IT infrastructure and applications used by their own teams but also the ones used for the services sold to the Company's customers. Likewise, the privacy risks, the Data Council oversees the effectiveness of the information security compliance program which is also brought to the attention of the Audit committee and the Board of directors.

THIRD PARTY RISK MAPPING

The compliance team has implemented a platform to manage the risks related to the third-party partners. This platform enables the compliance team to perform integrity checks and assess the risk with third party based on several criteria such as spendings, Corruption Perception Index, 3rd party category, etc. Based on the risk level, the Company has set various questionnaires that are used for its onboarding and due diligence process.

4.1.2 Description of risk factors

Summary of the risk factors

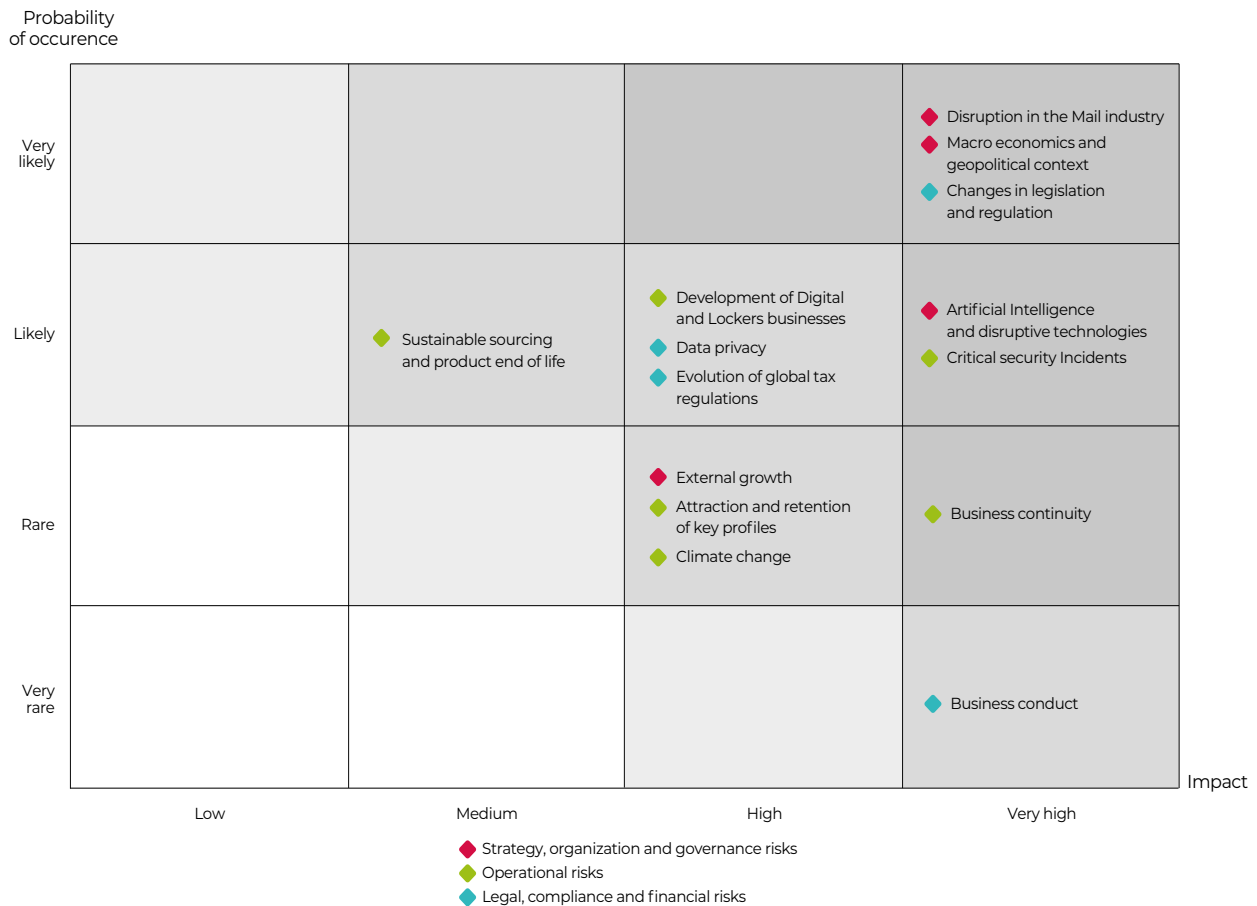
Each year, the Company updates its global risk mapping which summarizes the main risks in terms of impact and probability. The risks are classified in the following categories:

- risks relating to the Company strategy, organization and governance;
- risks relating to the Company operations; and
- risks relating to finance, regulatory changes, ethics and legal.

Risk factors are classified on the basis of an assessment of their probability and their potential impact on the Company. Within each

category, they are presented in descending order of importance determined by the Company on the date of this Universal Registration Document. The assessment made by the Company of this ranking may however be modified at any time, in particular, in response to new events outside or within the Company. Moreover, even a risk that is currently considered to be of lesser importance could have a significant impact on the Company, should it occur at a future date.

The chart below represents the major risks identified during the annual review and update. This global risk mapping has been reviewed by the Audit committee of the Company and recommended to the Board of Directors who approved it at the beginning of April 2025.



Risks relating to the Company strategy, organization and governance

DISRUPTION OF THE MAIL INDUSTRY

Risk description

The Global Postal Industry Report 2024 from the International Post Corporation (IPC) revealed that the decline of aggregate mail volumes continues unabated. Since 2013, aggregate mail volumes have decreased by nearly a third in advanced economies and by over three quarters for some postal operators. In 2020, Mail volume had a sharp 14.3% drop that year. The decline slowed to 7.2% in 2021 and 6.8% in 2022 but accelerated again to 8.6% in 2023. This dramatic decline of mail volumes is mainly due to the shift to digital communication such as email and instant messaging but also electronic billing and bank statements that drastically reduced the need for physical mail. In addition to rising logistics and energy costs, this results in an increase in mail pricing such as in the US where the US Postal Service announced a 7.4% increase in mailing services product prices for 2025. Same for Europe, especially in Germany and United Kingdom. Another side effect of the decline of mail volume is the reduction of the level of services from Posts regarding mail. Some Posts made decisions to increase the delivery delay or decrease the number of delivery days per week, reduce their operating hours to cut costs, diversifying in more profitable activities and reducing less profitable products and services and last providing more self-service options such as automated kiosks and online services. In Denmark, Postnord, the national postal service announced that it will stop handling mail by the end of 2025. This decision is driven by a decline in mail over 90% since 2000. Postnord will focus exclusively on parcel delivery starting in 2026. Last, some posts are considering the privatization of their postal services. This trend has been observed in various countries and has tended to expand due to the rise of operational costs, the need to improve efficiency and financial sustainability. All these factors could lead Quadient's customers to move to alternative mail solutions or accelerate their migration to digital solutions that could bring both opportunities and risks to the Company. Other risks associated with the mail industry includes any other change to postal regulation and postage accounting reconciliation.

Risk management

As part of its strategy, Quadient strives to anticipate as much as possible the disruption of the Mail Industry by developing two other growth engines that are Digital and Lockers business lines. Regarding its Mail business, throughout recent years, Quadient continued to invest to remain at the cutting edge of the technology with new upgraded machines offering enriched features and connected services. The Company continues to introduce innovative products with associated services through a SaaS platform bundled with new intelligent hardware. For instance, Quadient has launched new solutions such as Simply mail SMART and Doc Secure and AIMS enabling data privacy and audit trail. With these new offers, Quadient also aims at maximizing cross-selling with Digital and Lockers business lines. In 2023, the Company had 25% of the market shares in terms of installed base and 34% in revenue globally. On the 1 of February 2024, Quadient acquired Framat, a significant mailing and document management solutions provider to small and medium-sized businesses, strengthening its position in the mail business

MACRO-ECONOMICS AND GEOPOLITICAL CONTEXT

Risk description

With presence in over 26 countries, Quadient's operations are exposed to geopolitical and economic risks. The lasting conflict, since February 2022, between Russia and Ukraine, led to economic sanctions against Russia and Belarus that still have repercussions on the global economy in 2024, especially on the rise of raw materials, energy prices and inflation. The conflict in the Middle East between Israel and Hamas and geopolitical tensions in Asia between the United States and China also contributes to the instability of the world economy. The recent presidential election and change of economic policies of the new elected president may have significant changes, including changes in tariffs, deregulation and immigration, that could affect international trade relations. This situation is contributing as well to more uncertainty in the global economy resulting in a slowdown of investments and growth that could lead to a global recession. These exogen risks could significantly impact the Company's operations and its financial performance.

Risk management

To navigate the complex landscape of macro-economics and geopolitical risks, Quadient is implementing several measures. At first the Company has determined a scenario considering the current economic context and the recent announcements regarding the tariffs in the United States. Mitigation action plans have been initiated across the organization to anticipate the current changing international trading environment. These measures concern for instance project re-prioritization, postponement of non-business critical hirings and operating expenses. Plans are also under analysis to relocate production close to local markets to anticipate supply chain disruption and tariffs increased costs.

ARTIFICIAL INTELLIGENCE AND DISRUPTIVE TECHNOLOGIES

Risk description

Quadient operates in a fast-moving technological environment. In the software industry, the fast advancement of Generative AI, particularly AI agents, are expected to disrupt the SaaS industry. Their ability to automate workflows, connect disparate systems and deliver outcomes without direct user intervention is a disruption to SaaS vendors. If AI can replace the business logic that SaaS applications provide, the SaaS layer only survives if it creates a unique, indispensable value for customers. The locker industry also sees emerging alternative solutions for parcels delivery on the last mile such as drones, autonomous vehicles or robots that deliver parcels at home. AI and other disruptive technologies could jeopardize the solutions offered by Quadient to customers. Insufficient investment or late integration into the Company's solutions could result in lack of competitiveness, incapacity to meet customer requirements.

Risk management

Quadient strives to monitor any new technology or innovation that may impact its solutions. Its close relationships with key players in its three business lines enable the Company to be aware of concepts under development and even take part of the discussion with the same actors. For instance, Quadient is involved in discussions with carriers exploring the concept of autonomous vehicles, robots or drones to deliver parcels. By integrating AI and machine learning into its Digital solutions for several years now, Quadient has been empowering users to create highly accurate, relevant, and personalized communications, leading to improved customer experiences. Quadient's software customer base stands to benefit greatly from this new evolution. Integrating Microsoft's generative AI and content intelligence technology further elevates platform performance, allowing users to efficiently analyze, summarize and prioritize data, run content similarity scenarios to consolidate and organize documents such as forms, policies or contracts, or securely generate customer-facing content in a trusted environment. Quadient's commitment to data protection is enforced by Microsoft Azure AI's infrastructure, ensuring privacy and confidentiality for customers and partners. Manual Account Receivable (AR), Account Payable (AP) and invoice processes lead to inefficiencies, compliance risks, payment delays and increased vulnerability to fraud. Quadient's Finance Automation cloud platform, including Quadient AR and Quadient AP, addresses these challenges, using advanced AI and machine learning to predict cash flow with high accuracy, analyze payor behavior, and automate cash applications, even when remittance data is missing. The platform also centralizes invoices and streamlines multichannel distribution, ensuring full compliance with regulations such as e-invoicing.

FAILURE TO ACQUIRE AND INTEGRATE NEW BUSINESSES**Risk description**

External growth through acquisition operations is part of the Company's strategy to develop its offering of solutions, strengthening its position on existing markets or entering new ones. Successful M&A operations can generate additional revenue and profitability for the Company. However, they can also present several risks during and post-acquisition. For instance, identifying potential acquisition targets can prove complex, as it involves finding opportunities at an acceptable price and under suitable conditions. The integration of a newly acquired company within the Group can also generate risks. Difficulties encountered during the integration process could impact earnings if the Company is unable to overcome them and achieve the expected financial, commercial, technical or human synergies. These risks could affect negatively the Company external growth and result in financial losses or penalties, legal liabilities and reputational damage.

Risk management

Quadient has significant experience in terms of merges and acquisitions. The Company has implemented a dedicated process managed by the M&A team to identify potential acquisition targets. Once a target is selected for an acquisition, the next step consists in conducting thorough due diligence, involving all the departments of the company impacted by the acquisition to assess the performance and potential of

the target and ensure it will not expose the Company to any critical risks. If there is no showstopper at this point, the acquisition project is presented to the investment committee of the Board of directors for decision-making. Once the transaction is effective, an integration plan is defined by the strategic initiatives team and executed with the support of operational teams.

Risks relating to the Company's operations**CRITICAL SECURITY INCIDENTS****Risk description**

As part of its business the Company operates several IT systems for its own use but also to deliver its solutions to customers. This involves the collection and processing of sensitive and personal data. The availability, confidentiality and integrity of the client information that resides on Quadient's infrastructure and information systems is critical to the success of its three business lines. Quadient is exposed to cyber risks that may result from malicious actions, individual or organized, of internal or external origin, on the Company's assets. This could compromise the security of its data or could cause disruption in the operations of its businesses, and in turn have adverse consequences on its financial performance, reputation, and contractual or legal obligations.

Risk management measures

The Company has set a general information security framework in which security policies and internal digital standards have been implemented as well as mitigating measures to address the security and cyber-attack risks. The Chief Information Officer oversees this information security framework and the related compliance programs. He chairs every quarter, the Company's Security Board, which is the overarching Information Security technical governance authority within Quadient, reporting to the Quadient Executive Committee. Its role is notably to establish global information security objectives and priorities, perform global information security risk assessments, maintain Information Security policies, and create global awareness of Information Security Policies and safe working practices. Quadient has deployed security technologies to provide protection & detection against main threats (e.g MFA, email security with Mimecast, global backup solution, vulnerability scanning, MDM, Security hardening of networks, others...). The Group has the skills to restore all its business-critical systems (business resilience and disaster recovery capabilities) but the time frame will depend on how widespread and material the attack is. The IT team is testing most Disaster Recovery Plan (DRPs) on a regular basis. The information security also depends on the awareness and ability of the Company's staff to understand the stakes of security. In this respect, the Company has implemented a mandatory training program for all employees and push regularly communications to all employees on the right things to do or alerts on phishing for instance. A phishing test was performed Company-wide in 2024. As part of its information security compliance program, Quadient has obtained the ISO 27001 certification for all its operations in the UK, in Digital solutions R&D, and its Digital operations in Germany, Switzerland, Spain, Poland, Singapore and Canada.

BUSINESS DISRUPTION**Risk description**

Quadient's operations depend heavily on its employees, the operational functioning of its manufacturing premises and logistic hubs as well as the reliability and availability of its IT infrastructures, core systems, and the data centers hosting all the servers, software applications and data. The Company also uses numerous suppliers and service providers based in different countries. It has a certain dependency to its OEM and ODM vendors for the manufacturing of its hardware equipment. The Company also depends on service providers, such as cloud solutions services, print service providers, or mass emailing or text message solutions, used to deliver its solutions. Major events such as pandemics, cyber-attacks, natural disasters, supply chain disruptions or industrial incidents could have a significant negative impact on the continuity of the Company's business and its customers. This would expose the Company to operational risks that could sometimes affect the safety of its employees, as well as financial and reputational risks.

Risk management measures

Quadient has defined a set of programs and measures to address these continuity risks. The manufacturing and assembly of the hardware equipment is outsourced to several OEM and ODM vendors. The Company's assembly sites are also spread on several locations which make it possible to switch the production from one site to another in case of lasting unavailability. In addition, Quadient has selected alternative sources of procurement for its key tier 2 suppliers. The manufacturing tooling such as the moulds or assembly jigs are owned by Quadient and can be transferred to another supplier if needed. On the IT infrastructure, core systems, and data centers, the Company has the skills to restore all its business-critical systems (business resilience and disaster recovery capabilities) but the timeframe will depend on how widespread and material the issue is. The IT team is testing most Disaster Recovery Plans (DRPs) on a regular basis. Furthermore, most of the business-critical systems have been migrated to global cloud-based services providers or are hosted in tier 3 certified data centers. Since the Covid-19 pandemic, the Company has made some investments in new digital tools, enabling the Company's employee to work remotely from their home or another Quadient site securely to ensure the continuity of the activities. In 2024, more than 80% of the Company's employees were able to telework securely.

Quadient's purchasing teams carry out risk assessments of the suppliers they engage with and conduct regular reassessment. As early as the supplier selection process, they check the capability, the solvency, the integrity and the ability of the suppliers to comply with Quadient's responsible purchasing policy and its code of business conduct. Contractual agreements are also established to protect the Company against such risks. Overall, Quadient seeks to reduce its dependencies to some suppliers and service providers. For instance, for Lockers, the decision was made to reintegrate the design and development of the parcel lockers into the Company so Quadient will be able to work with any partner in the world and have better control over design.

On its key production suppliers, the Company set alternative solutions in case of failure of its OEM or ODM vendors by organizing the transfer of the production to each other if required. Quadient has also selected alternative sources of procurement for its key tier 2 suppliers. The manufacturing tooling, such as the moulds or assembly jigs are owned by Quadient and can be transferred to another supplier if needed. Furthermore, regular contacts have been established with key suppliers to anticipate their decisions of production stoppage, business closure, component changes, bankruptcy, etc.

DIGITAL AND LOCKERS BUSINESSES DEVELOPMENT**Risk description**

As part of its strategy, the Company has decided to invest in two new business lines, Digital and Lockers, to anticipate the decline of its Mail business. In these markets, the Company faces a highly-competitive environment, subject to significant technological and regulatory changes. Competition mainly comes from global leaders with high investments capabilities and tech or fintech startups supported by investment funds. To remain competitive, the company must anticipate, innovate and adapt its solutions to the needs of customers, which require significant investment in research and development. The Company could fail to keep pace with these investments or do not make the right choice in the acquisition, development and introduction of new offers and thus being unable to address market needs or with significant delays. Therefore, if these businesses targeted by these new solutions do not develop as anticipated, the Group could face difficulties recovering the costs incurred and generate sufficient revenue and profitability.

Risk management measures

Quadient is organized around dedicated business segments for each of its activities, Mail, Lockers and Digital. These business segments all have customer-facing employees and partners within the Company's operations to understand and respond quickly to customers. Agile methodologies and processes for product design and development are used to provide the best solution based on specific customer needs. Furthermore, the business lines are supported by the Market Intelligence team in charge of analysing the competition and delivering data to the Chief Solution Officer and the leadership team of each business line. These competition analyses are reviewed each quarter during the Operating reviews to evaluate loss of competitiveness risks and decide on the actions to take. This important topic is also discussed with the Strategy committee and with the Board of directors. Since 2019, Quadient has refocused its operations and solutions portfolio to become a leader in each of the growth markets it serves. Thanks to several acquisitions, the Company strengthened its offer in each of its business lines. The Company also continues to invest and innovate in its three business lines to renew its products and solutions portfolio. Specifically, for the Locker business, the Company has given in-depth thoughts to its differentiation strategy and Quadient is now positioning itself as a player capable of offering carriers, retailers and residential buildings, lockers where everyone can pick up and drop off their items. For the Digital business, the Company has developed the Quadient Hub, a complete suite of SaaS based solutions providing customers a true end-to-end global business communications and financial automation platform. The Company has also worked on its go-to-market and verticals to address all ranges of customers. It has developed a streamlined omni-channel strategy to address many needs simultaneously rather than solving one particular issue at a time. Moreover, the Company is focusing its efforts on bolstering its ability to manage the marketing launch in a faster, more efficient and coordinated way so that a theoretical solution thought out at corporate level can be adapted to a regional market in a fast and effective way. In this respect, the Company has appointed a Product/ Marketing manager for each solution set, working locally with salespeople to anticipate the clients' needs and up the feedback in the global organisation.

INABILITY TO ATTRACT AND RETAIN KEY PROFILES

Risk description

The long-term success of Quadient is driven by the talent of its employees and their engagement. The global labor market for qualified personnel, notably in new and digital technologies was already tight before the Covid-19 pandemic, but this situation has changed employees' expectations with regard to the company they are working for. More than ever, employees are looking for a company offering good flexibility at work through remote working, an inclusive and diverse work environment, and favorable personal development and equitable wage. Quadient's strategy focuses on the development of its three business lines requiring talent and expertise in new technologies and digital skills. Failing to attract, develop and retain talents in those domains might impact on the Company as it may limit the organization's ability to execute its strategy and development to sustain its growth.

Risk management

Quadient has defined and deployed global policies and programs related to recruitment, development, working conditions and well-being and compensation to attract and retain talents.

On talent recruitment, the Company has implemented the Career Hub platform to post all the job opportunities Quadient offers. This platform provides helpful information about the Company such as its core values, activities, culture, recruitment process or its various programs related to inclusion & diversity, learning & development or its philanthropy program, Quadient Cares. In this domain, the Company has also implemented a referral program, which enable employees to refer people they know who desire to join Quadient's teams. All new hires benefit from an onboarding program enabling them to find out more about the Company and its values, strategy and organization.

In addition to Career hub, Quadient has also implemented an internal mobility policy and personal development programs and career management. Thanks to Learning Hub, a learning platform, employees have access to a large catalogue of courses and with corporate training programs offer development opportunities to help add to their skills and continue to learn and grow their career. Quadient has a talent identification and succession plan process. After a period during which employees successfully demonstrate their talents, the Company offers employees cross-functional career paths to help them continue to realize their full potential.

Quadient cares about the health, safety and well-being of its employees. In this respect, the Company has developed, even before the Covid-19 pandemic, its Work From Anywhere policy, enabling employees with a position compatible with teleworking, to gain more flexibility and work-life balance. Beyond its health and safety policy, an employee assistance program has been deployed across the organization to support employees with any work or personal issues, including short-term professional counselling and connecting them to local resources to help them manage emotional, practical or physical needs. Finally, the Company has implemented an inclusion & belonging policy to create an inclusive place where everyone feels they can be respected, develop and succeed regardless of ethnicity, gender, sexual orientation or any other dimension that can be used to discrimination.

On employee recognition, the Company's total reward policy is subject to annual review with the support of specialized firms and external benchmarks to ensure competitiveness with the local labor market. Every year, the Company has a merit increase and bonus payout campaign which is based on individual and Company performance. In addition, there are other benefits, and compensation plans for employees such as insurance plans, or profit sharing and long-term incentive plans.

Finally, Quadient launches every year an engagement survey to all employees to measure their level of engagement and get their feedback on areas where the Company should improve. Action plans at a corporate level but also in each department are designed and executed in this respect.

CLIMATE CHANGE

Risk description

Increases in the frequency and severity of extreme weather events, as well as regional climate-driven increases in average temperatures and sea level, have led to growing public expectations for action around climate change. Both consumers and investors are pressing businesses to disclose how they will be impacted by climate change. In 2024, Quadient conducted an analysis to evaluate key risks and opportunities related to climate change, both physical and transition risks that may affect the Company. The physical risks were assessed based on the following IPCC's Representative Concentration Pathways:

- RCP 2.6 (+1.5°C temperature rise from pre-industrial times by the end of the century)
- RCP4.5 (+2 to 3°C temperature rise from pre-industrial times by the end of the century)
- RCP8.5 (+4°C temperature rise from pre-industrial times by the end of the century)

Different time horizons (2030, 2050 and 2100) and the value chain of the Company (Upstream value chain, Quadient's own operation and downstream value chain) were also considered in this assessment.

Quadient's own operations, under the RCP2.6 scenario, would have medium risk exposure to cyclones and extratropical cyclones. Under the RCP 8.5 scenario, the Company would also be exposed by 2050 to medium risk of precipitation resulting in flash flooding events damaging its infrastructures, delaying production and deliveries and leading to business disruption. Quadient main suppliers would be highly exposed to precipitation, flash flooding events and heat stress under RCP 2.6 scenario and highly to very highly exposed to the same risks under RCP8.5 scenario by 2050. Transition risks arise because of the transition to a low carbon economy. They can be categorized into policy & legal, technology, market and reputation. On the short term (2027) climate transition risk is assessed as low to medium for risks related to policy and legal such as pricing of greenhouse gas emissions, more stringent climate related reporting obligations, energy efficiency obligations and increasing focus on circular economy and waste management. Market transition risks related to demand from customers for more sustainable products and services as well as increased costs of raw key materials and sustainable materials are also assessed as medium risks in the short term. On medium term (2030) and long term (2050) Quadient may be affected by the same risks with a medium to high level of impacts. Physical and transition risks related to climate change to which the Company is exposed could lead in the medium to the long term to business disruption, an increase of its operational costs and loss of markets and customers.

Risk management

Quadient has set ambitious reduction objectives to reduce its carbon footprint between 2018 and 2030. On scope 1 and 2, the Company's target is to reduce by 64% its emissions by 2030 in comparison with 2018 and on scope 3, the Group targets to reduce its emission by 30% by 2030 in comparison with 2018. Quadient has also committed to be Net Zero by 2050 at the latest. These targets have been approved by the SBTi in January 2025, confirming the engagement of Quadient to limit the impact of its activities and solutions on the environment. To this end, Quadient has initiated a decarbonization plan to mitigate the emissions related to its operations and solutions. Several decarbonization levers have been identified contributing to lower emissions of greenhouse gas. These levers are classified in four major categories to address emissions related to the company energy consumption, company vehicles, transportation of goods and sustainable products and solutions. In parallel, Quadient has begun assessing the adaptation needs of sites potentially exposed to physical climate risks and will develop a strategy to compensate for residual emissions that cannot be eliminated through its decarbonization efforts.

SUSTAINABLE SOURCING AND PRODUCT END OF LIFE

Risk description

Quadient needs electronic components, electromechanical parts and raw materials such as steel and plastics to manufacture the mail-related equipment and parcel lockers the Company places on the market. The procurement of such materials, parts and components could become an important challenge impacting the ability of the Company to meet the demand from the market. The major risks include the inability to secure the key raw materials such as rare earth elements required to produce electronic components and electro-mechanicals parts, technology evolution or suppliers' capacity to meet Quadient's needs and

requirements to comply with the increasing stringent environmental regulations. Producers of electronic and electrical equipment also face to the extended producer responsibility. This means for Quadient that the Company is notably responsible for managing the end-of-life of all physical products it has placed on the market. These risks could result in production shortage and supply chain disruption, increased operational costs and damage the reputation of the Company.

Risk management

Quadient has implemented a sustainable design and responsible manufacturing policy to design sustainable products. The Company has also implemented circular economy principles to take back the products at their end of contract or end of life to increase the reuse of components and parts instead of purchasing only new parts and components. Last, Quadient has implemented the remanufacturing of its mail-related equipment while initiated the refurbishment of one part of its parcel lockers. Additional information on these principles and actions can be found in chapter 5.2.2 resource use and circular economy.

Risks relating to finance, regulatory changes, ethics and legal

CHANGE IN LEGISLATION AND REGULATION

Risk description

Quadient operates in 26 countries who can have specific laws and regulations that may affect the operations and solutions of the Company. In 2024, it has been subject to an increasing stringent new directives in Europe related to sustainability with the entry in force of the CSRD regulation and other European directives such as the Corporate Sustainability Due Diligence Directive or the Eco-design for Sustainable Products Regulation. Despite the European commission having decided to simplify and streamline those EU regulations on sustainability, the Omnibus directive will not enter into force before 2026 and will not affect Quadient that will be still subject to these new sustainability regulations in Europe. In the area of cybersecurity, Quadient is subject to several new regulations that also came into force in 2024 or became applicable this year. For instance, the AI Act entered into force in August 2024, the NIS2 European directive is applicable since October 2024, the European Digital Operational Resilience Act (DORA) is applicable since January 2025. Last, very recently, a series of executive orders, coming from the United States, aiming at strengthening protectionism's measures and tariffs came into force and should affect the Company.

Risk management

Regarding sustainability regulations, Quadient has set a sustainability strategy and plan to comply with these new regulations. It starts with compliance with the CSRD regulation that consists in the identification of the most material sustainability impacts, risks and opportunities affecting the Company, ensuring compliance with the European Sustainability Reporting Standards (ESRS) and disclosing required information accordingly. Compliance with the other EU directives on sustainability is covered by the Company's sustainability program and processes addressing the eco design and the due diligence obligations. On cyber security, Quadient has also developed programs to comply with DORA and NIS 2 directives and the AI act. Concerning the US executive orders related to protectionism and tariffs, the Company has defined and started to implement measures as described in the risk related to macro-economic issues and geopolitical context.

BUSINESS CONDUCT

Risk description

As an international company with more than 4,700 employees with a global presence operating in 26 countries, Quadient cannot exclude potential violations of its commitment to conducting its business ethically and responsibly. The Company may be exposed to inappropriate behavior by some of its employees or by third parties in regards with ethical rules, respect for human rights or fraud and corruption. Non-compliance with business ethics rules and laws and regulation as such anti-corruption or anti-money laundering may expose the Company to prosecution by its staff, its partners or the authorities impacting its overall credibility as a responsible company and trusted partner for all its stakeholders.

Risk management

Quadient is committed to conducting its business responsibly and with integrity. In this respect, the Company is a signatory of the United Nations Global Compact which aims to align businesses with human rights, labor, environmental and anti-corruption principles. The Company has defined a Code of Ethics, which is communicated to all employees who must take a training course and sign in a form to endorse it. Global policies have been designed to supplement the Company's stance settled in the Code of Ethics and serve as also the reference and internal standards in terms of Company rules. In addition to the Code of Ethics, employees are required to take training on the anti-corruption and bribery, information security, data privacy, health & safety, harassment and bullying, and inclusion & belonging.

DATA PRIVACY

Risk description

In the context of its activities, as a data controller, the Company collects, processes and transfers various employee data, including personal data. Quadient also acts as a data processor when collecting and processing personal data belonging to its customers using the solutions offered by the Company. Beyond GDPR regulation in the European Union, the laws and regulations related to personal data protection is increasing in other countries where the Company operates such as the United States (CCPA), Canada and Brazil. Non-compliance with legal or contractual obligations as well as losses, thefts, alteration, destruction or disclosures of confidential or personal data could lead the adverse consequences for the Company and result in significant fines, litigation costs and damage Quadient's reputation.

Risk management

Quadient has implemented global policies on both data privacy and information security. These policies provide the control measures taken by the Company to limit any risk of fraud, loss, theft or corruption of data, including personal data. All employees are required to follow the mandatory training courses related to data privacy and information security global policies. In terms of organization and governance, Quadient has nominated a data privacy officer (DPO) who is part of the Executive committee and has access to the Board of directors. The DPO is supported by its deputy officer, in charge of leading the data privacy compliance programs for the Company. The deputy DPO also coordinates the regional data privacy officers assigned in each region. Their role is to ensure the control measures and processes defined are applied across the Company. Among other things, they assess privacy risks, define, and maintain the register of data processing, answer to data subject access requests (DSAR), conduct privacy impact assessments (PIA) and data protection impact assessments (DPIA), establish data processing agreement with the suppliers and sub-contractors, and manage data privacy incident and data breach. The data privacy officer chairs the data council of the Company which takes place each quarter. The role of this committee is to oversee the data privacy policy, risk assessment, compliance program, security incidents involving data issues and audit results. As part of its data privacy compliance program, Quadient has obtained the ISO 27701 certification for its operations in the UK and its AR software development activities.

EVOLUTION OF WORLDWIDE TAX REGULATION

Risk description

As a global company, Quadient is doing business in many countries and is therefore subject to complex and varied tax regulations. The fiscal compliance refers to the degree to which the Company interprets and complies or not with applicable tax rules of a given country by declaring income, filing a return and paying the due tax in a timely manner. The evolution and the complexity of tax regulations and their interpretation can lead to disagreements with tax authorities in the countries where the Group operates, resulting in the payment of late fees, interest, fines and penalties.

Risk management

Quadient undertakes to respect the tax regulations in force in the countries in which it operates, in line with its anti-facilitation of tax evasion policy and the code of ethics principles relating to business integrity. Relying on the tax department and the financial department, and assisted by external advisors where appropriate, a tax review is performed at least annually in each entity. Regarding their current activities in France and abroad, Quadient entities are regularly subject to tax audits. Tax adjustments or uncertain tax positions not yet subject to tax adjustments are covered with appropriate provisions. The amounts of these provisions are regularly revised. The legal, tax and compliance teams monitor the applicable legal frameworks in the countries where the Company operates.

4.2 Insurance

All Quadient companies are covered by a worldwide insurance program which covers operating damage and loss, liability, and transport risks. All subsidiaries adhere to the guarantees set up and negotiated at Group level, subject to local regulatory restrictions or specific geographic exclusions.

Quadient's risks include a high level of geographic dispersion, which substantially dilutes the consequences of any claim. The cover negotiated by the Group is high and above all aimed at insuring the largest risks which might have a material impact on the Group's financial position.

The operating damage and loss insurance cover was renewed on 1 April 2025 for one year under the same conditions.

The insurance covering transport risks was renewed on 1 April 2025 under the same conditions for 24 months ending 31 March 2027.

The insurance policy covering "liability" was renegotiated and renewed for one year ending on 31 March 2026.

Finally, it has been decided to cover cyber risks in June 2019.

Total cost of insurance amounted to 1 million euros in 2024.

Quadient's insurance policies are regularly updated to reflect changes in the Company's scope of consolidation and to cover industrial risks within the global insurance market framework.

The Company's guarantees are placed with leading insurers with worldwide reputation.

4.3 Internal control and internal audit framework

4.3.1 Internal control framework

As part of the organization of the internal control and for the preparation of this report, Quadient adheres to the AMF reference framework. In accordance with the AMF definition, the Company has designed and implemented its internal control system to ensure:

- reliability of financial information;
- compliance with existing laws and regulations;

- implementation of the instructions and directions given by Group Management;
- proper functioning of the Company's internal processes, especially those relating to the protection of its assets.

On a general level, the internal control framework helps the Company monitor its activities, improve the efficiency of its operations and ensure the efficient use of its resources. As with other "assurance systems", it cannot provide an absolute guarantee that the Group's objectives will be met.

4.3.2 Internal control and audit organization

Quadient internal control and audit function was set up early 2009, its purpose is to serve the Group at three levels:

- identify and assess risk;
- conduct internal audits;
- coordinate internal control.

The Group internal control and audit department includes two to three permanent auditors under the responsibility of the Director of internal control and internal audit, who reports to the Group finance department and can address all topics without restriction. It also reports to the Audit committee regularly and at least twice a year as part of the Audit committee meetings.

As an integrated Group, Quadient has standards in place that can be implemented by anyone and by all Group companies. These standards, available to all employees via the intranet, strengthen the Group's internal control and risk management environment in various areas including finance, human resources, legal affairs, cash management, etc.

Every new or updated procedure is circulated electronically to the manager of each subsidiary. Each subsidiary arranges internal communication of the procedure and ensures they are implemented and applied by employees.

The consistent involvement of the General Management in subsidiaries' operations through regular reviews also allows for the rapid identification of potential anomalies and the efficient and timely implementation of appropriate remedial action plans.

Furthermore, the internal audit department conducts cross audits to strengthen these controls.

Ethical reference framework

The integration of new activities and the strategic shift that the Company has made in recent years has led him to redefine its values to better reflect its organizational identity:

THE GROUP'S ETHICAL PRINCIPLES

Quadient believes that conducting its business in an ethical and responsible manner is essential to its sustainable growth and success. The Company's code of ethics sets out principles of ethics and business conduct that help each of its employee to act with integrity and ethically as well as best practices and policies that will elevate the Company's reputation.

In short, this code of ethics stands as a testament for doing what the Company knows is right. It covers the following topics: Human Rights, employees, business ethics, business relationships, Quadient assets and third parties, citizenship and responsible engagement.

It also includes useful recommendations for how to anchor the code of ethics in Quadient's corporate culture and takes into account Quadient's new "EPIC" (Empowerment, Passion, Inspiration and Community) values.

Quadient asks every employee, regardless of their role, function or entity, to follow the code of ethics when working for or representing Quadient. In this respect, each employee is required to follow the dedicated training and endorse the code of ethics.

The code of ethics is available on the corporate intranet and publicly available on the Company's corporate website in the following languages: French, English, Dutch, German, Italian, Spanish, Japanese and Czech.

ETHICS & COMPLIANCE COMMITTEE

In terms of governance, an ethics & compliance committee, chaired by the vice-president of CSR & compliance and composed of the chief people officer, the general counsel and the director of internal control and internal audit meets as necessary to manage any compliance issues and the whistleblowing reports received, the investigations and the progress of the remedial plans. The vice-president of CSR & compliance reports on the progress of the compliance program through quarterly reports and updates to the chief transformation officer, the chief financial officer and the CEO to the Company.

APPLICATION OF THE SAPIN 2 LAW

Quadient is fully committed to the fight against corruption and has made clear commitments as part of its commitment to the United Nations Global Compact. The Company applies strict principles which are enshrined in its Code of Ethics and its global policy against corruption and influence peddling. The Company's program revolves around the following themes:

- code of ethics;
- annual mapping of corruption risks;
- raising awareness and training of exposed persons and all employees;
- control frameworks;
- accounting procedures;
- due diligence and evaluation procedure of third parties;
- disciplinary system;
- whistleblowing procedure and system.

In this context, the Company has continued to improve and strengthen its processes and tools. Therefore, in 2021, the Company revised and supplemented its anti-corruption and bribery policy; updated the assessment of related risk scenarios, implemented a procedure for knowing third parties with a particular focus on commercial distributors, but also the implementation of due diligence for suppliers and associations benefiting from donations or sponsorship actions. The Company's whistleblowing system has also been extended to all third parties. Some training actions have been taken for employees who were the most exposed to these risks, as well as the legal and compliance teams. The compliance and internal control and internal audit teams work closely to implement the controls required, such as the annual declaration of conflict of interest.

Furthermore, the Company has developed a global compliance program to fight against corruption and influence peddling, in accordance with the French Sapin II law, and based on the recommendations of the AFA ("Agence Française Anti-corruption"). This program was audited in 2022 by the internal audit and internal control team and the results were presented to the Audit committee in January 2023. Since then, the recommendations have been closely monitored and followed thoroughly until fully resolved.

Information systems

The key priority for the digital organization is the harmonization of global processes and systems, underpinned by investments in ERP, CRM & HCM⁽¹⁾. Additionally, digital is investing in contact center and e-commerce platforms, to enhance customer interactions.

Alongside these investments, the digital department continues to drive standardization across information systems by adopting global standards and backed-up by audit and compliance processes, resulting in higher quality systems, with reduced risk and at a lower operational cost. Global risk management ensures the continuous assessment and mitigation of key operational risks.

Information security remains a major focus for Quadient. The need for security is even greater with the deployment of new SaaS solutions. With that in mind, Quadient has implemented an Information Security organization that enables specialist focus around solutions, group activities and use of personal data. This specialist approach ensures that dedicated capabilities are engaged where security matters most: in protecting customers, employees and protecting personal data. For the second year running, information security is a top three investment area for digital, enhancing protection, detection, response and recovery capabilities, and demonstrating effective practice that has enabled cybersecurity insurance renewal.

At the core of information systems, data management is paramount. In this regard, Quadient ensures that employee and customer data management is compliant with the GDPR and other similar regulations.

Accounting and financial information

PREPARATION AND RELIABILITY CONTROL OF INFORMATION

Each subsidiary has a team which reports to the local chief financial officer who is a member of the subsidiary's management committee. Each team includes a management control structure and is responsible for preparing accounting and management data as part of the monthly reporting process.

The Group finance department is responsible for identifying changes in operating conditions in order to anticipate any possible impacts these may have on the Company's accounting principles. Headquarters' management is also informed about significant local developments at regular operational reviews, and during other visits to subsidiaries. The Group financial controlling department has the role of coordinator in this domain.

⁽¹⁾ Human Capital Management.

CONSOLIDATION

The current electronic reporting and consolidation system, which is in place at all consolidated subsidiaries, delivers consistent monitoring of budget and management data, improves lead times for producing the data (through automatic task scheduling management, with a reminder system) and improves the accuracy of consolidation information. Using the analysis data which is provided by the subsidiaries' management control departments *via* this system and reviewed by local management, the Company's chief financial officer receives a permanent flow of data that explains any differences in the consolidated reporting.

The number of access authorizations to the information system is limited to a certain number of people per subsidiary to ensure the reliability and integrity of the reporting and consolidation data. This system has made it possible to monitor management indicators; it also produces sales and marketing data for the subsidiaries.

CASH AND FINANCING

Quadiant S.A.'s financial team manages the Company's cash centrally. In order to mitigate its risk exposure, the Company has developed procedures, including exchange rate and interest rate risk management, cash pooling and the optimization of the Company's financing requirements.

FORECASTS

Quadiant provides its shareholders with information on its forecasts. These forecasts are formulated based on the Company's three-year plan and take into account market conditions at the beginning of each year, namely the competitive environment and the economic conditions in the countries where the Company operates. Should there be a significant change in market conditions or the competitive environment, Quadiant cannot guarantee that it would be able to achieve its forecasts.





5

SUSTAINABILITY REPORT

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5.1 General information [ESRS 2]

Introductory Note to ESRS 2

As part of Quadient's first publication of its sustainability statement, the following elements should be noted:

- This sustainability statement has been prepared on a consolidated basis, aligned with the financial reporting consolidation perimeter ;
- This sustainability statement has been established in the context of the first year of application of the new European Corporate Sustainability Reporting Directive (CSRD), based on the information and knowledge available at the time of publication;
- This first year of CSRD implementation is also marked by a number of uncertainties. In addition to those inherent to the current state of scientific knowledge and the quality of external data used, several interpretations of the regulatory texts remain pending, for which further clarification is expected from standard-setting or regulatory bodies;
- In this context, Quadient has aimed to apply the applicable European Sustainability Reporting Standards (ESRS) requirements as of the date of preparation of the sustainability statement, based on the information available within the given reporting timeline.

This first Group Sustainability Statement is characterized by specific contextual elements related to the first year of CSRD application:

- Certain disclosures required by the ESRS are not available as of the closing date of 31 January 2025 due to the time constraints associated with reporting these new data. Missing information relates to the disclosure requirements listed in the table below. For each of them, the actions planned by the Group and related timelines are provided in the relevant sections of the table.

- Quadient applies distinct reporting perimeters: environmental data is reported based on the calendar year, while other data follow the fiscal year;
- A clearer understanding of requirements is expected once further implementation guidance or FAQs are released;
- Quadient currently has limited information available to assess certain sector-specific benchmarks, and such information may emerge progressively as more companies begin reporting and practices stabilize;
- The sustainability statement outlines the main judgments applied and thresholds used for the double materiality assessment process. The double materiality assessment may be updated in future reporting periods.

In this context, based on market practices and recommendations, as well as growing familiarity with the new regulatory and reporting requirements, Quadient may revise certain reporting and communication practices in future editions of its sustainability statement. Quadient is committed to a continuous improvement approach in this reporting and disclosure process. In this regard:

- Estimates may be refined in future reporting periods as more relevant regulatory or sectoral information becomes available;
- Internal control practices related to sustainability reporting will be progressively strengthened;
- Comparative data, which will become increasingly available following this initial reporting year, will support performance tracking;
- The sustainability statement outlines the main judgments and thresholds applied in the materiality assessment process. The double materiality assessment may be updated in subsequent years.

Preamble

For more than 15 years, Quadient has been committed to fostering a culture of integrity, providing innovative and sustainable solutions, and minimizing its impact on the environment. The Company takes proactive measures to combat climate change and supports the global transition to a low-carbon economy. Quadient believes that these continuous efforts contribute to a brighter future for its customers, employees, and the communities it serves.

As a responsible leader in its field, Quadient recognizes that conducting business in an ethical and responsible manner is fundamental to its sustainable growth and success. In an era of rapidly evolving environmental, social, economic and technological challenges, including global crises caused by climate change and geopolitical tensions, the Group remains prepared to address these challenges head-on.

Following the successful conclusion of Quadient's "Back to Growth" strategy (2021-2023) and the sustainability objectives set during this period, 2024 marks the next step of the Company's transformation. Quadient's new strategic plan "Elevate to 2030" builds upon the strong foundations laid over the past five years, supported by a recurring and sustainable business model.

To achieve Quadient's long-term sustainable growth ambitions, the "Elevate to 2030" strategic plan includes strong sustainability commitments towards its customers, its people and communities, and the environment.

For **customers**, the ambition is to remain their partner of choice for their digital transformation by continuing to offer the best customer experience with reliable, secure and sustainable applications, to lower their environmental impact with each transaction.

For **people and communities**, the 2030 ambition is to be recognized as one of the world's top employers of choice both by our employees and by external analysts. This will be achieved by building on the corporate culture to drive trust, higher engagement, and a sense of belonging.

For the **environment**, Quadient is committed to its 2030 greenhouse gas reduction trajectory and its ambition to achieve net-zero greenhouse gas

emissions across its value chain by 2050, both validated by the Science-Based Targets initiative (SBTi). This plan includes transitioning to low-carbon and renewable energy, extending eco-design to promote a circular economy, and collaborating with business partners committed to reducing their environmental impact.

Quadient's sustainability policies, action plans, and targets as set out in the "Elevate to 2030" strategy are presented in this chapter of the report, which has been prepared in accordance with the Corporate Sustainability Reporting Directive (CSRD) and the European Sustainability Reporting Standards (ESRS).

5.1.1 Scope of consolidation

5.1.1.1 General basis for preparation of the sustainability statements [BP-1]

Quadient's sustainability statements are prepared on a consolidated basis, covering the parent company Quadient S.A. and all subsidiaries under operational control as of 31 January 2025. The reporting scope includes all entities under Quadient's operational control, including joint ventures, which are integrated into the sustainability reporting framework.

The consolidation scope used for this sustainability reporting is aligned with the financial reporting consolidation scope as defined in Quadient's consolidated financial statements, with the exception of Package Concierge. Due to the late timing of its acquisition and limited data availability, only headcount data for this entity is included in this year's sustainability reporting.

The sustainability disclosures encompass Quadient's entire value chain, including the Impact, Risks, and Opportunities (IROs) identified across upstream, downstream, and own operations. However, the extent to which policies, actions, metrics, and targets apply beyond Quadient's own operations varies depending on the topic. These distinctions are detailed in the relevant ESRS sections.

If a subsidiary or entity is unable to provide data for a given indicator, and no reasonable estimation is possible, it is excluded from that indicator's scope. In such cases, clarification is provided, specifying the scope and methodology applied.

As part of the transition to CSRD reporting, some indicators are being tracked and disclosed for the first time. Consequently, historical data may not always be available for comparison with previous years, and year-over-year comparisons will become possible in future reporting cycles.

Additionally, certain disclosure requirements were not covered, as they relate to topics assessed as not material to Quadient based on the results of the double materiality assessment. A justification is provided in Section "Topics below the materiality threshold", page 145.

5.1.1.2 Information relating to specific circumstances [BP-2]

The reporting scope has evolved this year due to both divestment and acquisition, impacting the consolidation of sustainability data:

- **acquisitions:**

- on 1 February 2024, Quadient completed the acquisition of Frama, a long-standing partner and provider of mailing and document management solutions for small and medium-sized businesses, serving over 30,000 customers—mainly in Europe. Headquartered in Switzerland, Frama operates in more than 25 countries, primarily across Europe. All relevant social and environmental data related to Frama has been fully integrated into this year's sustainability reporting for the first time;
- the acquisition of Package Concierge was completed on 17 December 2024. The company, based in Manhattan, Kansas, serves customers across the United States, with a strong presence in the North-East region. As the acquisition occurred late in the fiscal year, only headcount data is included in this Sustainability report. Other social and environmental data have been excluded from this year's reporting scope due to limited availability and the timing of the integration.

- **divestment:** Quadient's mail-related activities in Italy were divested in autumn 2024, resulting in employee departures and the closure of the Milan office. The entity's environmental and social data were included up to the date of divestment in autumn 2024.

These changes, along with the implementation of new CSRD requirements, have shaped the approach taken for this year's sustainability disclosures. The key methodological elements, including the reporting period, time horizons, estimation processes, and data comparability considerations, are described below to ensure consistency in the information presented.

METHODOLOGICAL NOTE

The environmental, social, and governance information presented in this report should be considered alongside the methodological notes provided in each section. These notes specify the scope of consolidation, changes in scope, data limitations, and calculation methodologies for key indicators. They also outline the assumptions, estimation methods, and any adjustments made to ensure the consistency and reliability of reported data. This approach provides essential context for interpreting sustainability disclosures.

REPORTING PERIOD

The reporting period varies depending on the type of information disclosed:

- financial, social and governance data is aligned with the fiscal year (1 February – 31 January);
- environmental data (climate change and resource use and circular economy data) follows a calendar year cycle (1 January – 31 December).

This approach was chosen to align with data availability, streamline collection processes, and ensure consistency across reporting cycles. While different from the fiscal year used for financial and social reporting, this does not materially impact trend analysis or overall comparability. Environmental data presented in this report covers a full 12-month period. No events occurred in January 2025 that would have a material impact on the data reported.

TIME HORIZONS

In this sustainability report, unless stated otherwise, the time horizons considered are aligned with “Elevate to 2030”, Quadient’s strategic framework:

- short term (ST) corresponds to Quadient’s three-year planning cycle (2024–2026);
- medium terms (MT) extends up to 2030, covering key strategic objectives;
- the long term (LT) covers periods beyond 2030, including long-term commitments such as net-zero by 2050.

For climate-related topics, a broader timeframe is considered to account for the pace of transition and the long-term nature of climate impacts. Specific timeframes are detailed in the section E1 Climate Change.

SOURCES OF ESTIMATION AND OUTCOME UNCERTAINTY, INCLUDING VALUE CHAIN ESTIMATION

In cases where sustainability metrics or monetary amounts rely on estimates, the methodologies, key assumptions, and potential uncertainties are detailed in the relevant sections of this report.

For certain topics, particularly those related to the value chain, direct data collection may not always be feasible. In such cases, Quadient uses estimates or proxies based on recognized methodologies and the best available information. However, these estimates are inherently subject to uncertainties, which may arise from data availability, methodological choices, or underlying assumptions.

This is notably the case for:

- Scope 3 emissions (E1-Climate change), where different estimation approaches—such as spend-based supplier-specific data or extrapolations from Life Cycle Assessment (LCA)—are applied depending on data availability. The methodology used for Scope 3 emissions is detailed in the methodological section of the section E1;
- Resource inflows related to products (E5 – Resource Use and Circular Economy), where estimates are used to assess the composition of products and packaging, as well as the proportion of reused materials. These estimates rely on weight data, LCA studies, and extrapolations from similar machine types when direct data is unavailable. Further details are provided in section E5;
- Remuneration ratio (S1 – Own Workforce), where total remuneration is calculated excluding overtime and includes long-term incentive plans (LTIPs) granted in 2024 that will vest in 2027, subject to conditions. The fair value of LTIPs is based on the average share price over a 30-day period prior to fiscal year-end. More detailed methodological information is provided in section S1.

INFORMATION NOT PUBLISHED IN 2024

As this is the first year of application of the CSRD, some information could not be collected, consolidated, or produced within the required timeframe, despite the efforts made by the Company.

In line with ESRS principles, Quadient will continue to implement the necessary processes to improve the availability and quality of the required data over time.

- ESRS-E1-1 Transition plan: The transition plan presented in this sustainability statement is not fully comprehensive, as it does not meet all the requirements of ESRS E1. It has therefore been referred to as a “decarbonization plan.” Key elements still under development include the quantification of the contribution of each decarbonization lever to emission reductions, as well as the CapEx and OpEx required to implement the planned actions. These aspects are currently being refined and are expected to be integrated in future reporting cycles.
- ESRS E5 – Resource use and circular economy: In this first year of application, Quadient prioritized reporting under E5-4 (Resource inflows) on the weight, in both absolute value and percentage, of reused or recycled components and materials used in the manufacturing of its products. In addition, efforts were focused on reporting waste-related disclosures under E5-5 (Resource outflows – Waste).

However, some indicators could not be disclosed at this stage:

- under E5-4 (Resource inflows): the share of reused materials in packaging,
- under E5-5 (Resource outflows – Products and materials): the percentage of recyclable materials in packaging and final products.

Work is ongoing to develop appropriate methodologies and data collection processes to support future disclosures on these indicators.

CHANGES IN THE PREPARATION OR PRESENTATION OF SUSTAINABILITY INFORMATION

The 2025 sustainability report covering FY2024 marks Quadient's first sustainability reporting under the CSRD. This report serves as the baseline for future disclosures.

In parallel, in 2024, Quadient revised its carbon footprint calculation methodology as part of the submission of its climate targets to the Science-Based Targets initiative (SBTi). As a result, GHG emissions for both 2023 and the 2018 baseline year were recalculated using the updated approach, ensuring consistency and comparability over time. Details on the revised methodology and its impacts are available in section E1 – Climate Change.

As this is the first report aligned with the CSRD, no retrospective adjustments have been made to previous reporting periods beyond the GHG recalculations noted above.

REPORTING ERRORS FROM PREVIOUS PERIODS

This report's sustainability disclosures have been significantly expanded to align with CSRD and ESRS requirements for the first time in 2024. Any changes in methodologies or corrections of past errors are explained in the relevant section.

Restatements are made when deemed significant and are clearly indicated alongside the revised data or information to ensure transparency and comparability.

DISCLOSURES STEMMING FROM OTHER LEGISLATION OR GENERALLY ACCEPTED SUSTAINABILITY REPORTING STANDARDS

This report includes disclosures aligned with the EU Taxonomy Regulation, which can be found in page 176.

For this first year of ESRS reporting, Quadient has prioritized alignment with CSRD requirements and does not report under the Global Reporting Initiative (GRI) framework for this cycle.

Additionally, Quadient's greenhouse gas reduction targets, validated by the Science Based Targets initiative (SBTi), are disclosed in this report. Information on our climate strategy, emission reduction commitments, and progress toward net-zero is presented in accordance with CSRD requirements.

INCORPORATION BY REFERENCE

Quadient has adopted the "Incorporation by reference" approach under ESRS to enhance clarity and streamline disclosures. Certain information required by ESRS is already covered in other sections of this report, such as those on business activities or corporate governance. To avoid duplication while ensuring consistency, these disclosures are referenced rather than repeated in the Sustainability Statement.

- ESRS 2 – GOV-1: Information on the role of the Board of directors and its committees in overseeing sustainability-related matters is provided in chapter 2, specifically in sections 2.1 (Board of directors) and 2.2 (Board Committees);
- ESRS 2 – GOV-3: Disclosures related to compensation mechanisms, including the integration of sustainability criteria for the Chief Executive Officer, can be found in section 2.3 (Remuneration Report) of chapter 2;
- ESRS 2 – SBM-1: Key elements of Quadient's strategy, business model, value chain, and sustainability-related objectives are presented in chapter 1.

USE OF PHASE-IN PROVISIONS

For this first year of ESRS reporting, Quadient has applied the available phase-in provisions for companies with more than 750 employees, in line with regulatory requirements. Disclosures have been prepared using previously reported data where it aligns with the new framework, alongside new disclosures where the necessary information was available.

Where complete data is not yet accessible, efforts to obtain it and plans for future improvements are outlined. Voluntary metrics have been included only when they provide meaningful insights or contribute to a fair and comprehensive review of the relevant sustainability topic.

EXTERNAL REVIEW

The sustainability statement is covered by limited assurance conducted by the Group's external auditors. The auditor's limited assurance report can be found in Section 5.5.

5.1.2 Sustainability governance [GOV]

As of 31 January 2025⁽¹⁾, the Board of directors of Quadient is composed of 12 members, nine non-executive directors and two employee representative directors.

70% of directors are considered independent⁽²⁾, and four women sit on the Board, representing 40% of the members.

The Board brings together a wide range of international backgrounds and professional expertise relevant to Quadient's strategy and activities. Several members have experience embedding sustainability into corporate strategy, leading organizational transformation, or managing complex digital transitions — all highly relevant to issues such as climate mitigation, circular economy, employee well-being, and responsible innovation. Others bring deep expertise in compliance, finance and risk management, strengthening the Board's ability to address regulatory developments and ethical conduct across the value chain. This collective know-how supports informed decision-making on Quadient's material impacts, risks and opportunities, as identified through its double materiality assessment.

Sustainability-related competencies are detailed in Chapter 2 – Corporate Governance Report, section "Board skills matrix" (which includes a dedicated line on Corporate Responsibility and Sustainability) and in the individual biographies of Board members. The Board's annual self-assessment, described in section 2.1.11 / Board and committees' assessment includes a review of its composition and skills. No specific training needs were identified in 2024.

As described in section 2.2.1, the Appointments and remuneration committee regularly reviews the Board's composition in light of Quadient's evolving strategy and oversees succession planning, with attention to key competencies, including those related to sustainability.

The responsibilities of the Board and its committees regarding sustainability matters are also set out in Quadient's Internal Rules, as presented in Chapter 2, particularly 2.1.2 / Missions of the Board of directors, 2.2 / Board Committees and 2.2.4 / Sustainability responsibility.

The section below focuses on how sustainability governance is operationalized within Quadient, including oversight of sustainability-related impacts, risks and opportunities, integration of sustainability into decision-making, and sustainability-linked incentive schemes.

5.1.2.1 Roles and responsibilities for sustainability governance [GOV-I]

Quadient's sustainability governance framework ensures that sustainability considerations are integrated into strategic decision-making and operational processes.

At the Board of directors level, the Chief People and Transformation Officer (CPTO) and the Vice President of CSR & Compliance report quarterly on the progress of the company's sustainability plan to the Strategy and ESG Committee. These updates provide insights into sustainability initiatives, regulatory developments, and progress against sustainability commitments, ensuring that sustainability is factored into strategic discussions.

The Audit committee monitors the internal control system, including the audit of sustainability data, risk mapping and assurance of sustainability disclosures.

At the executive level, sustainability topics are addressed through a dedicated ESG Governance Committee, which brings together the Vice President of CSR & Compliance and all members of the Executive committee. This committee meets quarterly to review sustainability performance, share key initiatives, and discuss material risks and opportunities. Sustainability targets are integrated into the Executive committee scorecard, enabling regular progress monitoring and supporting the cascade of sustainability actions across the organization.

Sustainability governance also relies on cross-functional collaboration with dedicated management-level committees. For instance, risk and compliance topics — including sustainability-related risks — are addressed within the Risk and Compliance Committee, which validates action plans and oversees the effectiveness of internal control systems. Ethics-related alerts and remediation measures are handled by the Ethics and Compliance Committee, ensuring alignment with the Group's code of Ethics and regulatory obligations.

At an operational level, the CSR & Compliance team, which is part of the People and Transformation department, is responsible for driving strategic initiatives and corporate transformation. It plays a role in shaping Quadient's sustainability roadmap, setting priorities, ensuring alignment with sustainability commitments, and overseeing cross-functional coordination.

The implementation of sustainability initiatives is carried out by the relevant operational teams — such as HR, Facilities, Solutions, QHSE, Legal, Finance or Internal Control — the CSR & Compliance team actively drives these topics forward, providing guidance, consolidating progress, and ensuring consistency across the Group.

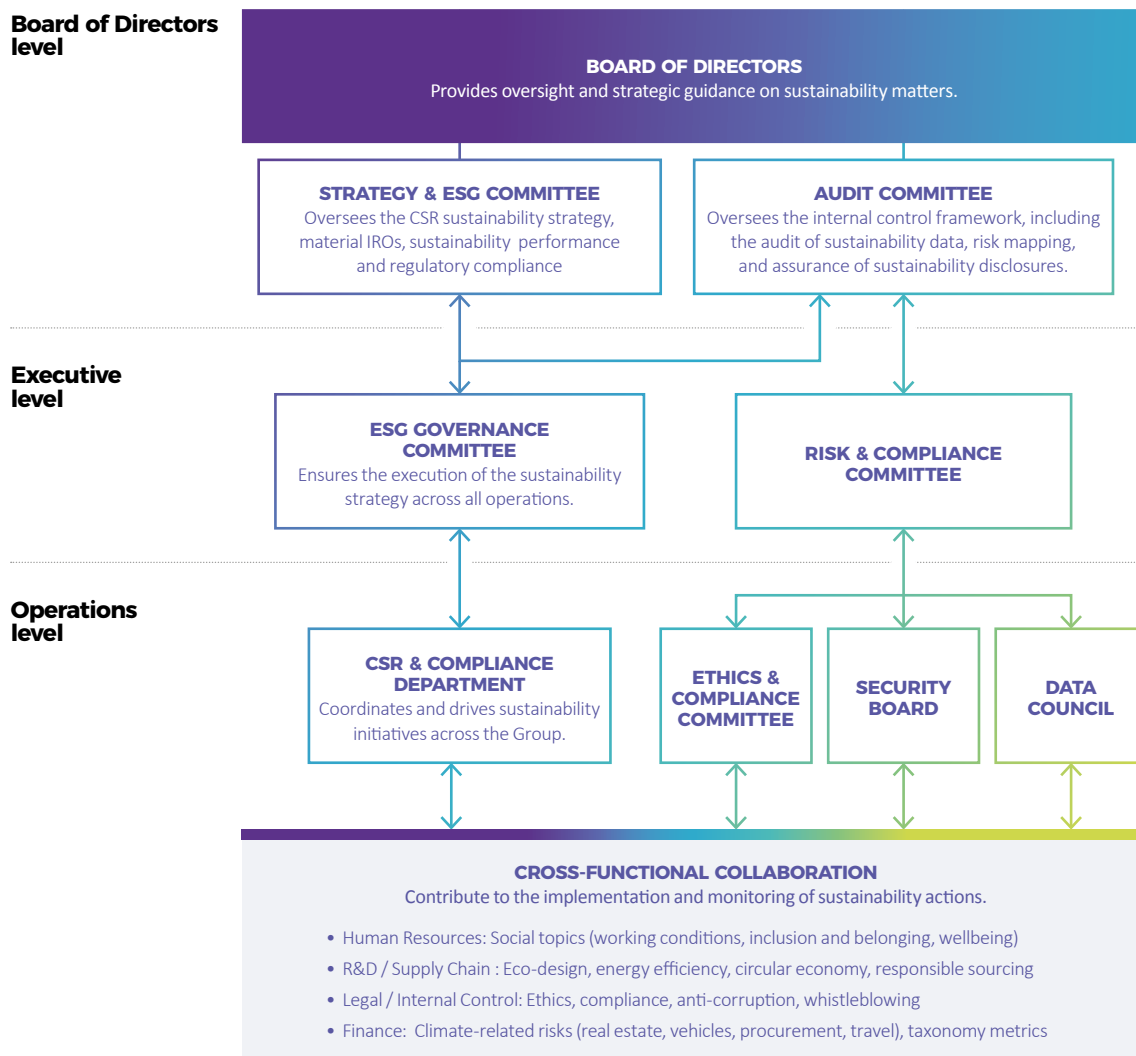
The roles and responsibilities of these teams and committees are further detailed in the relevant sections of this report.

This governance model ensures that sustainability topics are regularly addressed at different levels of the company, with mechanisms in place for escalating key ESG topics from operational teams to executive leadership and the Board.

⁽¹⁾ This reflects the Board composition in place during the 2024 financial year. Changes to the Board's composition are expected following the 2025 Annual General Meeting, and are detailed in Chapter 2 – Corporate Governance Report.

⁽²⁾ In line with the Afep-Medef Code, employee representatives are not included when calculating independence and gender diversity ratios.

The diagram below provides an overview of the governance model and the flow of sustainability-related information across the organization.



Sustainability-related procedures and controls, related to sustainability data collection and reporting, are structured through a dedicated sustainability reporting protocol, updated annually by the CSR & Compliance team. This protocol defines clear roles and responsibilities for data collection, validation, and consolidation across Group entities. It includes detailed definitions, calculation methodologies, and consistency checks to ensure data accuracy and traceability. At local level, depending on the type of data, contributors from functions such as HR, Facilities, QHSE and Finance are responsible for verifying consistency with prior-year data and providing explanations for significant variances. The CSR team then performs a second-level review and consolidates the data.

The reporting process is supported by dedicated digital tools that structure data input, enable automated checks, and facilitate centralized consolidation and review. These tools help reinforce coordination with internal functions and ensure the reliability of sustainability information across the Group.

5.1.2.2 Oversight of sustainability IROs [GOV-2]

Responsibility for the oversight of IROs at Quadient is embedded across multiple functions and departments, ensuring that sustainability considerations are integrated into strategic and operational decision-making. The following outlines the roles and responsibilities involved in the management and review of sustainability IROs.

BOARD OF DIRECTORS AND COMMITTEES

At Board level, the Strategy and ESG Committee and the Audit committee oversee the implementation of the sustainability strategy, compliance with applicable regulations, and the performance of the sustainability program, including ratings and disclosures. They also review the internal control framework and the outcome of audits on sustainability information, in line with CSRD and EU Taxonomy requirements.

EXECUTIVE MANAGEMENT

Executive management is responsible for implementing the sustainability strategy and addressing material IROs identified through the double materiality assessment. Quarterly ESG Governance Committee meetings, bringing together the Executive committee and the VP CSR & Compliance, enable the review of sustainability performance, alignment on strategic sustainability priorities, and follow-up on key actions.

- Human Resources monitors social IROs such as working conditions, inclusion, and employee well-being;
- Business Units, including R&D and Supply Chain, contribute to IROs related to eco-design, energy efficiency, circularity, and responsible sourcing;
- Legal, Compliance, Risk Management, and Internal Audit teams oversee IROs related to governance, including ethics, anti-corruption, and whistleblowing mechanisms.

OPERATIONAL OVERSIGHTS OF IRO'S

Operational oversight of IROs is embedded among key functions:

- Finance oversees climate-related IROs linked to real estate, vehicles, procurement, and travel, as well as responsible payment practices;

HOW MATERIAL IROS WERE ADDRESSED IN GOVERNANCE BODIES IN 2024

The table below provides an overview of the main discussions and decisions related to material IROs, held at Board and Executive committee level. These exchanges contributed to shaping the sustainability strategy, monitoring performance, and ensuring alignment with CSRD requirements.

Material IRO Addressed	Type of Action	Body	Date of Meeting
All IROs	• Presentation of ESG performance FY 2022 • Raising awareness on CSRD regulation	Strategy and ESG committee	March 2023
Climate change, GHG emissions	• Presentation of climate strategy and performance	Strategy and ESG committee	September 2023
All IROs – Double materiality assessment, ESRS	• Presentation of preliminary double materiality, IROs and ESRS gap analysis and action plan	Executive committee	January 2024
All IROs – Double materiality assessment, ESRS	• Presentation of roles & responsibilities of the Board's committees under CSRD • Preliminary double materiality, ESRS gap analysis and action plan	Strategy and ESG committee	January 2024
All IROs – Double materiality assessment, climate change	• Presentation of ESG performance FY 2023 • Validation of the double materiality and IROs • Update on climate performance	Strategy and ESG committee	March 2024
All IROs-related risks	• Presentation of global risk mapping FY2024	Audit committee	March 2024
All IROs	• Presentation of sustainability strategy 2024-2026	Executive committee	May 2024
All IROs	• Presentation of sustainability strategy 2024-2026 • Updated near term targets for 2030	Strategy and ESG committee	May 2024
All IROs	• Presentation of CSRD • Validation of the double materiality and IROs • EU Taxonomy compliance	Audit committee	May 2024
All IROs	• Presentation of sustainability strategy 2024-2026 progress • CSRD regulation implementation progress	Strategy and ESG committee	September 2024
All IROs	• CSRD regulation implementation progress	Audit committee	September 2024
All IROs	• Presentation of sustainability strategy 2024-2026 progress • CSRD regulation implementation progress	Executive committee	December 2024
		Strategy and ESG committee	January 2025
All IROs	• Presentation of CSRD audit plan for FY2024 and review of Double materiality	Audit committee	January 2025

5.1.2.3 Incentive schemes [GOV-3]

Quadiant integrates sustainability considerations into its executive and employee incentive schemes to align performance objectives with the company's sustainability commitments. These incentives help drive progress on key sustainability priorities, including climate action, inclusion, and responsible business practices.

- the CEO's variable remuneration includes a 5% component linked to diversity-related objectives for 2024. In addition, 20% of the CEO's Long-Term Incentive (LTI) is tied to the Company's climate goals, specifically related to Scope 1 and 2 greenhouse gas emissions reduction. Further details are described in the Chapter 2.3 / Remuneration report.

- a management LTI plan is also in place for the Executive committee, selected senior leaders, and other employees identified through talent assessments. This plan includes sustainability-related objectives specifically linked to Quadiant's climate targets. This plan includes sustainability-related objectives, with 20% of the LTI tied to achieving the Company's Scope 1 and 2 emissions reduction targets.

The terms and conditions of the incentive schemes, including performance thresholds, metrics, and how these are applied, are approved and updated regularly to ensure alignment with Quadiant's strategic and sustainability objectives. Further information on the governance process for these schemes can be found in the section 2.3 / Remuneration report of the chapter 2.

5.1.2.4 Statement on due-diligence [GOV-4]

Quadiant has established a due diligence framework to assess, prevent, and mitigate adverse impacts related to human rights, environmental sustainability, and ethical business practices across its operations and value chain.

The table below outlines where in our Management Report the key elements of our sustainability due diligence process are detailed, including how they are implemented and monitored.

Core elements of due diligence	Paragraphs in the sustainability statement
a) Embedding due diligence in governance, strategy and business model	ESRS 2 GOV-2: Information provided to and sustainability matters addressed by the undertaking's administrative, management and supervisory bodies ESRS 2 GOV-3: Integration of sustainability-related performance in incentive schemes ESRS 2 SBM-3: Material impacts, risks and opportunities and their interaction with strategy and business model
b) Engaging with affected stakeholders in all key steps of the due diligence	ESRS 2 SBM-2: Interests and views of stakeholders ESRS S1 S1-2 – Processes for engaging with own workers and workers' representatives about impacts ESRS S2 S2-2 - Processes for engaging with workers in the value chain about impacts
c) Identifying and assessing adverse impacts	ESRS 2 IRO-1: Description of the process to identify and assess material impacts, risks and opportunities
d) Taking actions to address those adverse impacts	ESRS S1 S1-3 Processes to remediate negative impacts and channels for own workforce to raise concerns ESRS S1 S1-4 Actions and approaches for managing material impacts, risks and opportunities related to own workforce ESRS S2 S2-3 Processes to remediate negative impacts ESRS S2 S4 Action plans, indicators and targets related to workers in the value chain
e) Tracking the effectiveness of these efforts and communicating	ESRS S1 Metric and Targets ESRS S2 S5 Action plans, indicators and targets related to workers in the value chain ESRS S1 S1-17 Incidents, complaints and severe human rights impacts

5.1.2.5 Risk management and internal control system for sustainability reporting [GOV-5]

SCOPE, MAIN FEATURES AND COMPONENTS OF RISK MANAGEMENT AND INTERNAL CONTROL PROCESSES AND SYSTEMS IN RELATION TO SUSTAINABILITY REPORTING

Quadient, listed on the French stock exchange, has designed its Enterprise Risk Management system (ERM) and its Internal Control management system by adhering to the AMF's reference framework (AMF, the French Financial Market Regulator) on risk management and internal control systems that considers the main international standards, in particular COSO II and ISO 31000.

The internal control process is managed by the Director of internal control and internal audit and overseen by the Audit committee of the Board of Directors. It is designed to ensure reasonable assurance regarding Quadient's objectives related to:

- compliance with existing laws and regulations;
- effectiveness of corporate policies and operational processes;
- reliability of reporting, particularly on accounting and financial information.

Quadient has started to incorporate sustainability risks into its Enterprise Risk Management system and Internal Control system for sustainability reporting following the principles of the COSO guidance on "Achieving Effective Internal Control Over Sustainability Reporting".

In 2024, the scope of the ERM and internal control framework covers all Quadient's legal entities including its joint ventures. The components of this framework, related to the control environment and risk assessment, were implemented. Those related to information and communication, control and monitoring activities are in progress.

RISK ASSESSMENT APPROACH

The risk management approach adopted by Quadient for sustainability reporting was initially focused on performing a gap analysis of its current processes and practices with the various ESRS applicable to the company. This assessment was conducted by the CSR function with the support of an external consultancy agency. With this assessment, CSR in collaboration with the internal control and internal audit function, and the relevant operational functions have worked together to identify the challenges related to the provision of the data points required.

An action plan was defined to set priorities according to four main criteria: the applicable reporting timeline under CSRD ("phase-in" schedule), whether disclosure requirements are mandatory or voluntary, the anticipated internal efforts required to collect and report accurate data, and the materiality level of each sustainability topic for Quadient. Sustainability reporting requirements that were mandatory in the first year, that presented significant internal data collection challenges, that relied on external stakeholders or third parties, or that corresponded to Quadient's most material sustainability topics were prioritized as higher risks, enabling Quadient to allocate resources and actions accordingly.

All quantitative data that need to be reported have been incorporated into Quadient's sustainability reporting protocol. This document outlines

the company standards that define internal rules and controls for sustainability reporting. It specifies the scope, definition, calculation methodology, types of mistakes to avoid, and internal controls and consistency checks for each metric or KPI to ensure data accuracy.

RISK IDENTIFIED AND MITIGATION STRATEGIES

The main risks identified relate to the availability of certain data points and to the accuracy of certain data due to the use of estimations or extrapolations. The mitigation strategy involves defining data calculation methodology, updating company policies where necessary and performing consistency checks, gap analysis, and variance analysis in comparison with previous years when data is available.

As part of the reporting process, consistency checks and variance analysis are performed by the CSR function. Variations of +/- 10% in comparison with prior year's data are investigated, and explanations and evidence must be provided by the local contributors. If corrections are needed, actions are taken either at local or global level for the reporting year's data. Data from the previous years can be restated if required.

Further mitigation measures and processes may be necessary and will be deployed in the coming years. Methodologies to calculate some metrics and KPIs will evolve over time as some estimations or extrapolations will be replaced by more accurate data. As part of the priorities for 2025, the CSR function with the Internal audit and Internal Control function will work on a continuous improvement process for data collection to strengthen the ownership and accountability for sustainability data.

INTEGRATION OF THE FINDINGS OF RISK ASSESSMENT AND INTERNAL CONTROLS AS REGARDS OF THE SUSTAINABILITY REPORTING PROCESS

Findings of risk assessment and internal controls as regards the sustainability reporting process have been partially integrated into the relevant internal functions and company processes and will continue in 2025. Specifically, gaps and risks identified were communicated to relevant operational teams (HR, Facilities, Finance, QHSE, Solutions), leading to targeted actions such as revisions of internal procedures, enhancement of data collection and training sessions on sustainability data collection.

PERIODIC REPORTING OF THE FINDINGS TO THE AUDIT COMMITTEE AND THE BOARD OF DIRECTORS

The Audit committee is in charge of assessing the effectiveness of the internal control framework, including the measures related to sustainability reporting process. In 2024, the first year of the CSRD implementation, the Audit committee and the Strategy and ESG Committee worked together on monitoring the project's deployment and the necessary processes to ensure compliance and reliability of the sustainability report with this European Directive. The progress on the CSRD requirements implementation was presented to both committees each quarter.

5.1.3 Presentation of the Company activities and sustainability strategy [SBM-1]

Quadient's new strategic plan, "Elevate to 2030", aims to accelerate the Company's trajectory of profitable and sustainable growth, building on its transformation into a leading intelligent automation platform.

The Group's strategy, business model and integration of sustainability considerations into its operations are described in the introductory booklet and Chapter 1 — particularly in sections 1.3 "Strategy", 1.4 "Quadient, a responsible company" and 1.5 "Activities". These sections present the Group's three solutions (Mail, Digital, and Lockers), its value proposition, the customer segments and markets served, and the geographical footprint. They also describe how sustainability considerations are embedded into product development and operations.

The main features of Quadient's upstream and downstream value chain are further detailed and illustrated in the dedicated section in Chapter 1, section 1.5.1 "An integrated value chain".

The graphical representation of Quadient's business model, included in the Introductory Booklet, outlines the key inputs (such as assets and resources), as well as the value creation delivered to stakeholders—including customer satisfaction, talent development, environmental performance and financial returns.

Information on employee distribution by geographical area is provided in Section S1-6 "Characteristics of the undertaking's employees".

Quadient offers automation solutions across three solutions, Digital, Mail and Lockers, serving over 350,000 customers in 26 countries, ranging from small businesses to large enterprises in sectors such as financial services, public administration, logistics and retail.

The Company operates a recurring-revenue business model, built on a customer-centric approach, continuous innovation, and cross-selling across its portfolio. Its intelligent automation platform is designed to address key market trends including digitalisation, e-commerce, AI adoption and growing expectations around sustainability.

Sustainability is embedded into both Quadient's strategy and its solutions. Across its portfolio, the Group takes steps to increase the share of remanufactured mailing equipment placed on the market, reduce the energy consumption of parcel lockers and designs its digital solutions with a focus on accessibility while selecting cloud providers that use data centers powered by renewable energy.

The "Elevate to 2030" plan is structured around three ESG pillars:

- remaining a partner of choice for customers by delivering secure, reliable and sustainable automation processes that help reduce the environmental impact of each transaction;

- being recognized as one of the world's top employers of choice by nurturing a strong corporate culture and a positive work environment; and
- achieving Quadient's near-term greenhouse gas emissions reduction targets, as part of its trajectory towards net-zero by 2050.

These initiatives contribute to the Group's sustainability-related goals, as presented in sections 5.1.4 and 5.1.5.

Interests and views of stakeholders [SBM-2]

Quadient maintains regular and constructive dialogue with its stakeholders to ensure their expectations are integrated into both strategic planning and day-to-day operations.

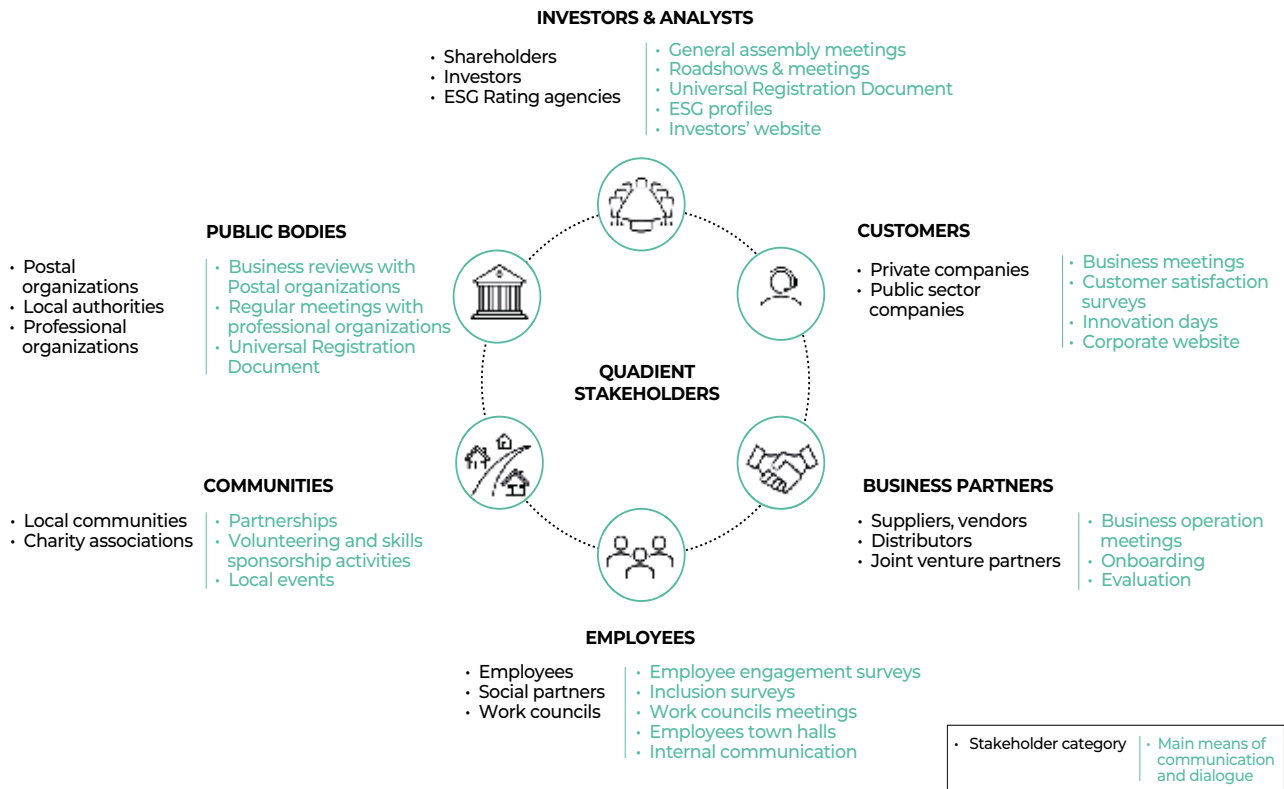
These insights are shared at the highest level of the organization within the Executive committee during operational reviews and quarterly ESG governance meetings, and with the Board of directors through the Strategy and ESG Committee.

To support this integration, a dedicated performance scorecard aligned with the Company's sustainability commitments and stakeholder expectations includes key indicators such as customer satisfaction and employee engagement. It also tracks other sustainability-related metrics, including the endorsement rate of the Code of Conduct by business partners. The scorecard is cascaded across departments, with objectives and action plans monitored under the responsibility of each Executive Committee member.

In recent years, stakeholder expectations—particularly regarding the demand for cloud-based services and digitalization—have played a role in shaping Quadient's strategic roadmap. This has led to the acceleration of the transition towards a more recurring and predictable revenue model, notably through the development of subscription-based offers and cross-selling opportunities across solutions. Regulatory developments, such as the upcoming mandatory implementation of e-invoicing in several European countries, have also contributed to rising customer demand for digital solutions, further supporting this strategic direction.

In addition, the expectations and views of Quadient's key stakeholders were also analysed as part of the double materiality assessment. Through interviews and workshops held with internal and external stakeholders—including key internal functions, investors, NGOs, and suppliers—the company gathered insights on the most pressing sustainability matters. These inputs contributed to refining Quadient's strategic priorities and designing the sustainability roadmap for 2024–2026.

The diagram and table below present Quadient's key stakeholder groups, the nature of their engagement, and how their expectations are reflected in the Company's strategic orientations and operational practices.



Stakeholders	Dialogue	Purpose and expectations	Strategic outcomes
Employees: 4,799 permanent and temporary workers Social partners Work councils (countries) Contractors and contingent workers	Employee engagement and wellness surveys Inclusion surveys Work council meetings Employee town halls Internal communications and newsletters Intranet "WeConnect" Annual performance reviews Training "Quadient Cares" philanthropy program	Share strategic vision, values, culture and ambition Motivate and recognize performance Build employee engagement Ensure safe and healthy workplace	High employee retention rate Recognized as an employer of choice Employee skills development Promote equal opportunities Prevent discrimination and harassment Respect human rights Promote ethical business conduct
Investors and analysts: Shareholders Investors Banks and financial institutions Financial analysts ESG analysts	Annual shareholder meetings Roadshows and investor meetings Financial communication and regulated publications (universal registration document) Capital market day Investor website	Robust investor base and liquidity position Demand for extra-financial reporting	Solid financial structure and efficient balance sheet Stable dividend payout Accessible financing to support strategy of sustainable transformation with predictable cost of capital Increased attractiveness for investors, candidates & clients

Stakeholders	Dialogue	Purpose and expectations	Strategic outcomes
Customers: Private sector companies Public sector companies Large multinational companies SMEs End users	Business meetings Customer satisfaction surveys Innovation days Industry events and exhibitions Corporate website	Long term business partnerships supporting recurrent revenue business model SMEs driving growth in digital transformation Safety and reliability of products is essential Data security is a priority Ensure regulatory compliance	Simplifying connections Reducing environmental footprint Accessibility of solutions can positively impact clients or end-users with disabilities
Business partners: Suppliers, vendors Distributors Joint-venture partners	Business operation meetings New onboarding process 1700+ Procurement evaluation questionnaires and assessments Industry events and exhibitions	Long term supply partnerships Better understanding of supply chain Support circular economy Culture of trust, transparency and ethical business conduct	Commitment to Code of business conduct Support well-being of workers in the value chain Respect of human rights Reduce use of natural resources Reduce waste Strengthen third-party added value in new regulations
Public bodies: Regulatory organizations Postal organizations Local authorities Professional organizations Media relations	Direct meetings Participation in working groups and industry associations, Regulatory monitoring	Ensure compliance with postal and environmental regulations Anticipate regulatory developments (e.g. CSRD, e-invoicing, WEEE, cybersecurity) Taxes	Regulatory compliance maintained Strengthened engagement with postal authorities and industry regulators
Communities: Local communities Charity associations NGOs	100+ charities supported Partnerships Volunteering and skills sponsorship activities Local events “Quadiant Cares” philanthropy program	Opportunities to build trust-based corporate image, attract and retain talents Foster social inclusion and positive local impact	Reinforced corporate commitment to social and environmental responsibility Increased employee participation in volunteering and sponsorship initiatives

5.1.4 Material impacts, risks and opportunities and their relation to the strategy and business model [SBM-3]

In 2024, Quadiant carried out a double materiality assessment to better understand its most significant sustainability matters—both in terms of environmental and social impacts and potential financial effects. The outcome of this work directly informed the development of its 2024–2026 sustainability roadmap, ensuring that key material topics are reflected in its priorities and action plans.

The assessment confirmed the importance of several themes already central to our approach, such as data privacy, employee well-being, inclusion and belonging, climate change mitigation and circular economy. It also brought renewed focus on areas like adequate wages and gender pay gap—now being tackled through dedicated initiatives that contribute to strengthening our employer value proposition and support our ambition to be recognized as an employer of choice.

These material topics are also progressively shaping product development and value chain decisions—for example, through the expansion of life-cycle assessments across the portfolio and the evaluation of recycled or lower-impact materials in hardware products.

Our 2024–2026 sustainability roadmap translates these insights into concrete, time-bound objectives structured around three sustainability pillars: customers, people & communities, and the environment. These objectives are fully embedded in “Elevate to 2030”, Quadiant’s business strategy, and support the company’s long-term resilience and value creation.

FINANCIAL EFFECTS AND STRATEGIC RESILIENCE

To date, the material risks and opportunities identified through the double materiality analysis have not resulted in significant adjustments to the financial statements. However, certain topics—particularly climate-related risks—may lead to financial impacts in the medium and long term, through changes in regulation, customer expectations, or supply chain costs.

As part of our decarbonization plan, we intend to quantify in 2025 both the potential financial impacts of climate-related risks and opportunities and the investments needed to achieve our near-term targets. This will include evaluating the cost of decarbonization measures and potential adaptation plans.

The sustainability roadmap 2024–2026 embeds concrete actions to mitigate these risks and seize opportunities—for example, by increasing the share of renewable energy used across operations, accelerating the transition to hybrid and electric vehicles, and further integrating eco-design principles to lower the environmental impact of our solutions throughout their lifecycle.

OVERVIEW OF MATERIAL SUSTAINABILITY TOPICS

The tables below provide an overview of the sustainability impacts, risks, and opportunities identified through Quadient's double materiality assessment. They include both material topics and other relevant IROs disclosed for transparency. To enhance the readability of this assessment, Quadient has grouped the identified impacts, risks, and opportunities into 14 sustainability topics.

The IROs are described in more detail in the corresponding ESRS sections of this report.

ENVIRONMENT

	Type of IRO	Time horizon	Value chain	ESRS Reference
CLIMATE CHANGE				
• GHG emissions generated from the manufacturing and transport of Mail and Locker solutions, the use of products by customers, energy consumption across office and industrial sites, and employee travel (business trips and commuting) contribute to climate change.	Negative impact	ST	Own operations Upstream Downstream	E1-Climate change
• Without adaptation, climate events may damage sites and endanger employees and nearby communities.	Negative impact	ST	Own operations	
• Operations in Europe, North America, and Asia may face disruptions due to drought, heat stress, and heavy rainfall, potentially affecting site activity and employee safety.	Risk	MT	Own operations	
• Key suppliers in Asia are also exposed to these hazards, increasing supply chain disruption risks.	Risk	MT	Upstream	
• Stricter climate regulations, changing stakeholder expectations, and market shifts may increase costs, expose the company to carbon pricing or fines, damage reputation, and reduce demand if climate goals are not met.	Risk	MT	Own operations Upstream Downstream	
• Growing demand for digital and automated solutions, partly driven by clients' sustainability goals.	Opportunity	MT	Downstream	
ENERGY				
• Energy use across operations and the value chain contributes to GHG emissions and resource depletion, notably from manufacturing, transport, offices, and datacenters.	Negative impact	ST	Own operations Upstream Downstream	E1-Climate change
• Rising energy costs and reliance on non-renewable sources may increase operational costs and lead to energy access constraints.	Risk	ST	Own operations Upstream Downstream	
• Cost savings from energy efficiency, reduced travel, and optimized office space.	Opportunity	ST	Own operations	
CIRCULAR ECONOMY				
• Product remanufacturing has a positive impact as it allows the Company to reduce the amount of raw materials/resources used.	Positive impact	ST	Own operations Upstream	E5- Circular economy and resources use
• The extraction of raw materials used to manufacture Quadient's products (metals, plastics, rare earths) and improper disposal of products or waste may negatively affect ecosystems and human health.	Negative impact	ST	Own operations Upstream Downstream	
• Disruptions in raw material supply, rising component costs, and evolving regulations (e.g. conflict minerals, recycled content, product take-back) and the improper disposal of equipment or industrial waste may negatively affect ecosystems and human health.	Risk	ST	Own operations Upstream	
• Ecodesign, remanufacturing, recycled content use, and valorization of waste streams can reduce costs, generate revenue, and meet client and regulatory expectations.	Opportunity	ST	Own operations Upstream Downstream	

	Type of IRO	Time horizon	Value chain	ESRS Reference
PRESERVING NATURE / ECOSYSTEMS				
• Emissions of pollutants into air, soil, and water, water consumption in operations and supply chain, and raw material extraction contribute to ecosystem degradation and biodiversity loss.	Negative impact	MT	Own operations, Upstream	Not covered / Below the materiality threshold
• Uncontrolled emissions, excessive water use, or unmitigated impacts from raw material extraction may lead to operational disruption, regulatory non-compliance, and damage to reputation, particularly regarding pollution and biodiversity.	Risk	MT	Own operations, Upstream	

SOCIAL

	Type of IRO	Time horizon	Value chain	ESRS Reference
HEALTH & SAFETY AND WELL-BEING AT WORK				
• Working conditions, health and safety practices, and respect for work-related rights can positively or negatively affect employee well-being and physical integrity.	Positive / Negative Impact	ST	Own operations	S1- own workforce
• Workplace accidents, mental health issues, poor social climate, non-compliance with work-related rights, or failure to respect fundamental labor rights (e.g. freedom of association, collective bargaining) may affect employee health, compliance, and operational performance.	Risk	ST	Own operations	
• A healthy and safe work environment can foster employee engagement and support talent attraction and retention.	Opportunity	ST	Own operations	
EQUITABLE OPPORTUNITIES AND TREATMENT				
• Inclusion, equal pay, and access to training and career development can foster employee engagement or, if lacking, lead to dissatisfaction and disengagement.	Positive / Negative Impact	ST	Own operations	S1- own workforce
• Non-compliance with equality or anti-discrimination laws, lack of training opportunities, or unfair compensation may lead to turnover and reputational risks.	Risk	ST	Own operations	
• Promoting equity and inclusion strengthens employee commitment and positions the company as an employer of choice.	Opportunity	ST	Own operations	
ATTRACTIVENESS AND RETENTION OF TALENTS				
• The overall work environment—including flexibility, benefits, recognition, and development—an strengthen or weaken employee motivation and retention.	Positive / Negative Impact	ST	Own operations	S1- own workforce
• Difficulties attracting or retaining talent may impact business continuity, innovation and increase recruitment costs.	Risks	ST	Own operations	
• A strong employer brand and supportive work environment enhance talent retention and competitiveness on the job market.	Opportunity	ST	Own operations	
		ST	Own operations	
IMPLICATION TOWARDS LOCAL COMMUNITIES				
• Employee involvement in philanthropic or community actions contributes to positive social impact and enhances employee pride and engagement.	Positive impact	ST	Own operations Downstream	S1- own workforce
• Supporting local communities can foster employee engagement and sense of purpose, while reinforcing the company’s local presence and overall reputation.	Opportunity	ST	Own operations Downstream	
CUSTOMER AND END-USER SATISFACTION				
• Providing high-quality, reliable, innovative and secure solutions may contribute to customer and end-user satisfaction, strengthen trust and support brand perception.	Positive impact	ST	Downstream	S4- Consumers and end-users
• Issues related to product performance, availability, innovation, or the misuse of personal data mav affect customer and end-user trust and satisfaction.	Negative impact	ST	Downstream	

	Type of IRO	Time horizon	Value chain	ESRS Reference
Customer dissatisfaction, cybersecurity breaches, or failure to protect personal data may lead to financial losses, legal actions, or damage to corporate image.	Risk	ST	Downstream	
Improving product quality, data protection, and transparency may help increase customer satisfaction, support loyalty, and strengthen the company's reputation.	Opportunity	ST	Downstream	
SOLUTIONS' INCLUSIVENESS AND CONFORMITY				
Ensuring product safety, product compliance, and accessibility—especially for digital services and parcel lockers—may contribute to protecting users and promoting inclusiveness.	Positive impact	ST	Downstream	S4- Consumers and end-users
The use of certain substances, non-compliant design, or lack of accessibility may limit product conformity, affect user safety, or exclude some groups, such as persons with disabilities.	Negative impact	ST	Downstream	
Non-compliance with product safety, chemical, or accessibility regulations may lead to reputational impacts, legal sanctions, or the need for costly redesigns.	Risk	ST	Downstream	
Offering accessible, compliant, and safe products may help demonstrate Quadient's reliability and inclusiveness, support regulatory alignment, and reinforce stakeholder trust.	Opportunity	ST	Downstream	

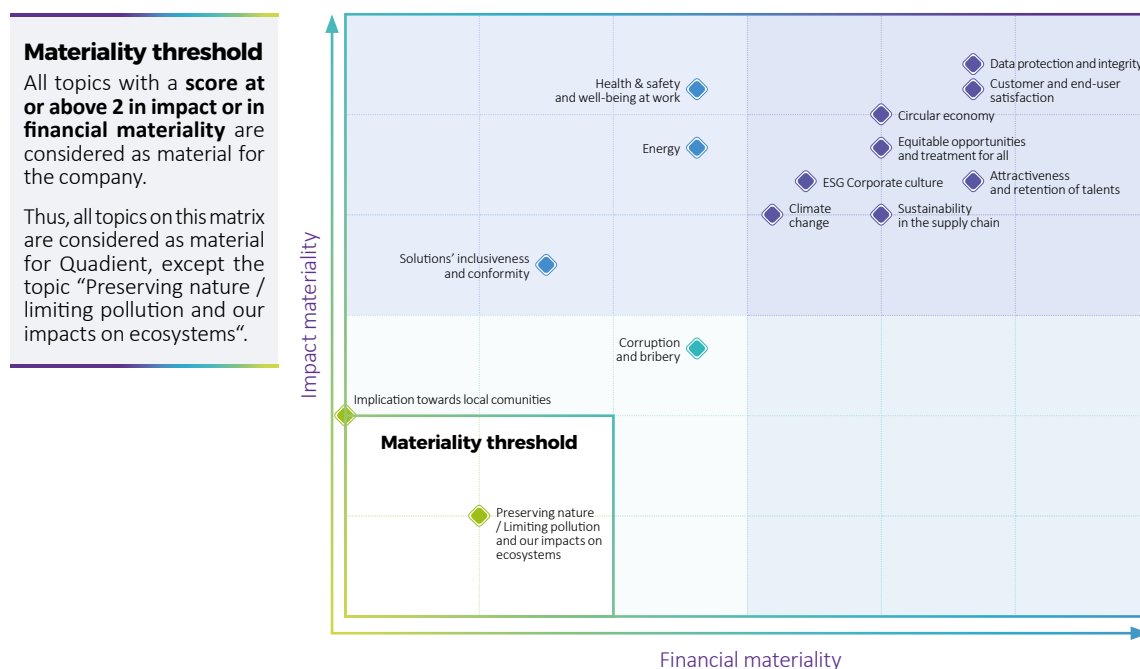
GOVERNANCE

	Type of IRO	Time horizon	Value chain	ESRS Reference
ESG CORPORATE CULTURE				
Fostering a strong corporate culture that promotes ethical and responsible behaviour and supports the integration of sustainability topics may strengthen employee trust, well-being and engagement. Conversely, wrongdoings or a lack of ethical culture may undermine trust, both internally and externally.	Positive / Negative Impact	ST	Own operations Upstream Downstream	G1- Business conduct
Inadequate internal culture or ineffective anti-fraud and anti-corruption mechanisms may hinder sustainability integration and limit the effectiveness of ethics policies, leading to reputational damage, employee disengagement or legal exposure.	Risk	ST	Own operations	
Opportunities to reinforce internal trust, employee engagement and long-term reputation by embedding integrity and sustainability awareness throughout the organisation.	Opportunity	ST	Own operations	
CORRUPTION AND BRIBERY				
Quadient’s ethics and compliance program (Code of Ethics, due diligence on third parties, internal reporting mechanisms) helps prevent fraud and corruption and builds a culture of integrity. In contrast, failure to detect or prevent misconduct may harm trust and reputation.	Positive / Negative Impacts	ST	Own operations Upstream Downstream	G1- Business conduct
Cases of fraud or corruption may result in lawsuits, regulatory sanctions, reputational damage and a deterioration of operational efficiency.	Risk	ST	Own operations	
A robust compliance framework supports stakeholder trust, protects the company’s licence to operate, and reinforces long-term business integrity.	Opportunity	ST	Own operations	
SUSTAINABILITY IN THE SUPPLY CHAIN				
The selection and engagement of suppliers aligned with Quadient’s ESG expectations, including human rights and business ethics, may improve working conditions in the value chain. Conversely, delayed payments or poor oversight may negatively affect value chain workers, notably in SMEs.	Positive / Negative Impact	ST	Upstream	G1- Business conduct S2 - workers in the value chain for social issues
Defective supplier selection, lack of ESG due diligence, or failure to comply with emerging regulations (e.g. duty of care, CSDDD) may expose the company to human rights violations, controversies, supply chain disruptions or legal penalties.	Risk	ST	Upstream	

	Type of IRO	Time horizon	Value chain	ESRS Reference
Opportunities to develop resilient, responsible, and long-term partnerships with suppliers, contributing to value chain stability, improved corporate image and enhanced social impact.	Opportunity	MT	Upstream	
DATA PROTECTION AND INTEGRITY				
The ability to ensure data protection across the value chain—including personal data of employees, customers and third parties—directly affects stakeholder trust. Misuse, leaks or breaches may impact well-being, satisfaction, privacy and engagement.	Positive / Negative Impact	ST	Own operations Upstream Downstream	G1- Business conduct
Cybersecurity incidents, data leaks or failures in data governance may lead to reputational damage, regulatory fines, legal actions, or operational disruptions.	Risk	ST	Own operations Upstream Downstream	
Opportunities to demonstrate trustworthiness by ensuring high data protection standards and responsible information management practices.	Opportunity	ST	Own operations Upstream Downstream	S1 for the IRO's related to employees and S4 for IRO's related to customers

Time horizons: ST = to 2027, MT = to 2030, LT = beyond 2030

Each of the 14 sustainability topics presented above groups together relevant IROs identified in Quadient's double materiality assessment. These topics are positioned in the matrix below according to the highest score—whether impact or financial materiality—assigned to one or more of their underlying IROs. This visual representation helps highlight which topics are considered material for the company.



5.1.5 Management of impacts, risks and opportunities [IRO] and double materiality

5.1.5.1 Materiality assessment process [IRO-1]

METHODOLOGY AND ASSUMPTIONS

The following section details the process and assumptions underlying Quadient's double materiality assessment, which serves as the foundation for identifying and managing sustainability-related impacts, risks and opportunities across Quadient's value chain. The process follows the principle of double materiality, integrating both impact materiality (inside-out perspective) and financial materiality (outside-in perspective), as defined in ESRS 1.

The analysis considered both actual and potential impacts, over short-, medium- and long-term time horizons, in line with Quadient's strategic framework ("Elevate to 2030"):

- Short term: 2024–2026;
- Medium term: up to 2030;
- Long term: beyond 2030.

The double materiality assessment considers two dimensions:

- Impact materiality, which assesses the actual or potential impact of the Company's activities on society and the environment over the short-, medium- and long-term time horizons.
Impact materiality is scored according to the following four criteria:
 - Scale – how grave or beneficial the impact is for people or the environment (marginal to major),
 - Scope – how widespread the impact is (localized or global),
 - Irremediability – how difficult it would be to restore the situation to its previous state (used only for negative impacts),
 - Likelihood – probability of the impact occurring (used only for potential impacts) (unlikely to almost certain).

Each criterion is scored from 1 (low) to 4 (high). Materiality thresholds were set at 2 (on average), reflecting a conservative and precautionary approach.

- Financial materiality, which assesses the actual or potential financial effects of sustainability-related risks and opportunities on the company (outside-in perspective), over the same time horizons;
 - Potential effects – from minor (< €1M) to severe (> €10M), based on financial consequences,
 - Likelihood – probability of occurrence, ranging from very rare to very likely.

As for impact materiality, a materiality threshold of 2 (on average) was applied for financial materiality to identify significant risks or opportunities.

These scoring criteria were defined based on Quadient's internal risk management methodology. They allow for a consistent evaluation across sustainability topics, aligned with internal controls and enterprise risk frameworks. The assessment was conducted on a gross basis, i.e.

without taking into account existing mitigation or adaptation measures, to ensure an unbiased identification of material topics.

The assessment paid attention to specific activities, business relationships and geographical locations that may be more exposed to adverse environmental or social impacts. For example, the mapping of IROs across the value chain included a consideration of countries or regions potentially facing higher vulnerability to climate hazards (such as drought or extreme precipitation) or human rights risks. Dependencies on critical suppliers or operations were also reviewed, as they may amplify exposure to such risks or affect business continuity.

Quadient used a 5-step approach to assess the double materiality of the Company.

1. Identification of relevant sustainability topics

The first step involved screening the relevant topics for Quadient according to ESRS requirements. ESRS 1 – General Requirements presents an extensive list of impacts, risks and opportunities (IRO) of sector agnostic topics. International standards such as ISO 26000, the United Nations Sustainable Development Goals, the Global Reporting Initiative (GRI) and issues raised by sustainability rating agencies were taken into consideration. Peer benchmarks were used to identify sector specific IROs.

A total of 183 IROs were screened, documented, and assessed in gross terms. Each IRO was also mapped across the value chain, categorized as upstream, own operations, or downstream, to identify where key sustainability challenges and opportunities arise. Additionally, the assessment determined the stakeholders impacted by each IRO, providing a comprehensive view of their broader social and environmental implications. Links between impacts and associated risks or opportunities were also assessed. For example, resource scarcity, climate risks or supplier practices were examined not only for their societal and environmental consequences but also for the operational or reputational risks and opportunities they create for the business.

2. Materiality matrix pre-assessment

A pre-assessment of impact and financial materiality was carried out by the CSR and Compliance department based on their knowledge of the Group as well as document review, sectoral studies as well as Quadient risk assessments. As part of this process, IROs were grouped into sustainability topics relevant to the Group, and 32 sustainability topics were identified as relevant. Workshops were held in the summer of 2023 to generate a first draft materiality matrix for discussion with internal and external stakeholders.

3. Consultation with internal and external stakeholders

During autumn 2023, the pre-assessment was shared and challenged during internal interviews held with 11 members of the Executive committee, and 7 workshops with teams from Supply Chain, R&D, Sales & Marketing for each business line, as well as HR, Finance, CSR & Compliance. Nine interviews were conducted with external stakeholders, which included three independent board members, two shareholders, two NGOs, and two suppliers.

During these interviews, stakeholders were asked to select from the pre-assessment i) the top 3 sustainability issues on which Quadient has the greatest impact, ii) the 3 issues presenting the greatest risk to the Company, iii) the 3 issues presenting the greatest financial opportunities, and iv) any sustainability issues not present in the pre-assessment. In addition to this, stakeholders were also asked to challenge the pre-assessment and provide feedback on the positioning of sustainability matters. These criteria were taken into account, and the pre-assessment was adjusted accordingly.

4. Matrix consolidation

Based on the outcome of the interviews, and taking into account the different stakeholder opinions, Quadient retained 18 material sustainability topics. A final version of the double materiality assessment was circulated to stakeholders and a validation meeting was organized.

5. Internal validation

The double materiality assessment was approved by the ESG and Strategy committee in March 2024, and by the Audit committee in May 2024.

INTEGRATION INTO THE OVERALL RISK MANAGEMENT PROCESS

The process to identify, assess and manage sustainability impacts, risks and opportunities is integrated into Quadient's overall risk management methodology.

Sustainability-related impacts, risks and opportunities identified through the double materiality assessment were shared during internal workshops with business and functional teams, as well as presented to the Strategy and ESG Committee.

Major sustainability risks identified through the double materiality assessment are integrated into the company's global risk register and assessed using the same criteria as other risks (probability and financial impact). They are reviewed as part of the enterprise risk management process and contribute to the company's overall risk profile. These risks are monitored through the Risk & Compliance Committee.

The assessment also contributed to the company's strategic decision-making and internal control processes. Material topics identified through the double materiality assessment are presented and reviewed with the Strategy and ESG Committee. Major sustainability risks fall under the oversight of the Risk & Compliance Committee, which oversees risk mitigation plans and internal control mechanisms.

5.1.5.2 Material topics [IRO-2] Disclosure requirements in ESRS covered by the sustainability statement

Following the double materiality assessment described in section IRO-1, Quadient has identified the ESRS disclosure requirements that are material to its activities. A disclosure requirement was considered material when the underlying impact was rated at least 2 out of 4 in terms of impact materiality, or when financial materiality exceeded €1 million.

This section provides an overview of the disclosure requirements covered in this sustainability statement, with references to the relevant sections. It also summarizes the disclosure requirements considered not material.

In addition, a dedicated annex presents the datapoints derived from other EU legislation, indicating either where they are addressed in the report or marking them as "Not material" where applicable.

LIST OF DISCLOSURE REQUIREMENTS COVERED IN THE SUSTAINABILITY STATEMENT

ESRS 2 – GENERAL DISCLOSURES

Disclosure requirement		Section(s) in report	Page numbers
BP-1	General basis for preparation of the sustainability statement	5.1.1.1 / General basis for preparation of the sustainability statements [BP-1]	123
BP-2	Disclosures in relation to specific circumstances	5.1.1.2 / Information relating to specific circumstances [BP-2]	123 - 125
GOV-1	The role of the administrative, management and supervisory bodies	5.1.2.1 / Roles and responsibilities for sustainability governance [GOV-1] , 2.1.2 / Missions of the Board of directors	126 - 127 34
GOV-2	Information provided to and sustainability matters addressed by the undertaking's administrative, management and supervisory bodies	5.1.2.2 / Oversight of sustainability IROs [GOV-2]	127 - 128
GOV-3	Integration of sustainability-related performance in incentive schemes	2.3.2.2 / 2025 Remuneration policy for the Chairman of the Board and the Chief Executive Officer 5.1.2.3 / Incentive schemes [GOV-3]	73 - 80 129
GOV-4	Statement on due diligence	5.1.2.4 / Statement on due-diligence [GOV-4]	129
GOV-5	Risk management and internal controls over sustainability reporting strategy	5.1.2.5 / Risk management and internal control system for sustainability reporting [GOV-5]	130 - 130
SBM-1	Strategy, business model and value chain	1.5 / Activities 1.3 / Strategy 1.5.1 / An integrated value chain Introductory booklet	24 - 28 18 - 21 24
SBM-2	Interests and views of stakeholders	Interests and views of stakeholders [SBM-2]	131 - 133
SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	5.1.4 / Material impacts, risks and opportunities and their relation to the strategy and business model [SBM-3]	133
IRO-1	Description of the process to identify and assess material impacts, risks and opportunities	5.1.5.1 / Materiality assessment process [IRO-1]	138 - 139
IRO-2	Disclosure requirements in ESRS covered by the undertaking's sustainability statement	5.1.5.2 / Material topics [IRO-2] Disclosure requirements in ESRS covered by the sustainability statement	139 - 145

ESRS E1 – CLIMATE CHANGE

Disclosure requirement	Section(s) in report	Page numbers
ESRS 2 GOV-3 Integration of sustainability-related performance in incentive schemes	Climate-related incentives [ESRS 2; GOV-3]	153
E1-1 Transition plan for climate change mitigation	Decarbonization plan [E1-1]	157 - 158
ESRS 2 SBM-3 Material impacts, risks and opportunities and their interaction with strategy and business model	5.2.1.2 / Climate change strategy: material impacts, risks and opportunities and their interaction with strategy and business model [ESRS 2; SBM-3]	153
ESRS 2 IRO-1 Description of the processes to identify and assess material climate-related impacts, risks and opportunities	5.2.1.3 / Climate risk assessment [ESRS 2, IRO-1]	155 - 158
E1-2 Policies related to climate change mitigation and adaptation	5.2.1.5 / Policies related to climate change mitigation and adaptation [E1-2]	158
E1-3 Actions and resources in relation to climate change policies	5.2.1.6 / Actions and resources in relation to climate change policies [E1-3]	159 - 161
E1-4 Targets related to climate change mitigation and adaptation	5.2.1.7 / Metrics and targets to achieve climate goals [E1-4]	161 - 162
E1-5 Energy consumption and mix	5.2.1.9 / Energy consumption and mix [E1-5]	162
E1-6 Gross Scopes 1, 2, 3 and Total GHG emissions	5.2.1.10 / Carbon footprint – Gross scopes 1, 2, 3 and total [E1-6]	163 - 164
E1-7 GHG removals and GHG mitigation projects financed through carbon credits	Not reported – Not relevant	
E1-8 Internal carbon pricing	Not reported – Not relevant	
E1-9 Anticipated financial effects from material physical and transition risks and potential climate-related opportunities	Not reported – phased in	

ESRS E2, E3, E4 – NOT MATERIAL

Disclosure requirement	Section(s) in report
E2-1 to E2-6 Pollution	Not material
E3-1 to E3-5 Water and marine resources	Not material
E4-1 to E4-6 Biodiversity and ecosystems	Not material

ESRS E5 – RESOURCE USE AND CIRCULAR ECONOMY

Disclosure requirement	Section(s) in report	Page numbers
ESRS 2 IRO-1 Description of the processes to identify and assess material resource use and circular economy-related impacts, risks and opportunities	5.2.2.1 / Description of processes to identify and assess material resource use and circular economy related impacts, risks and opportunities [ESRS 2; IRO-1]	167 - 168
E5-1 Policies related to resource use and circular economy	5.2.2.2 / Policies related to circular economy [E5-1]	168 - 170
E5-2 Actions and resources related to resource use and circular economy	5.2.2.3 / Actions and resources related to resource use and circular economy [E5-2]	170 - 171
E5-3 Targets related to resource use and circular economy	5.2.2.4 / Targets related to resource use and circular economy [E5-3]	171
E5-4 Resource inflows	5.2.2.5 / Resource inflows [E5-4]	172 - 174
E5-5 Resource outflows	5.2.2.6 / Resource outflows [E5-5]	174 - 176
E5-6 Anticipated financial effects from resource use and circular economy-related impacts, risks and opportunities	Not reported – phased in	

ESRS S1 – OWN WORKFORCE

Disclosure requirement		Section(s) in report	Page numbers
ESRS 2 GOV-1	Overview of the human resources organization	5.3.1.1 / Overview of the Human Resources organization [ESRS2; GOV1]	184
ESRS 2 SBM-2	Interests and views of stakeholders	5.3.1.2 / Material Impacts, Risks and Opportunities related to the company workforce and their interactions with the strategy and business model [ESRS2; SBM-2 and SBM-3]	184 - 187
ESRS 2 SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	5.3.1.2 / Material Impacts, Risks and Opportunities related to the company workforce and their interactions with the strategy and business model [ESRS2; SBM-2 and SBM-3]	184
S1-1	Policies related to own workforce	5.3.1.3 / Policies related to company workforce [S1-1]	187
S1-2	Processes for engaging with own workforce and workers' representatives about impacts	5.3.1.4 / Processes for engaging with own workforce and workers' representatives about impacts [S1-2]	188 - 189
S1-3	Processes to remediate negative impacts and channels for own workforce to raise concerns	5.3.1.5 / Processes to remediate negative impacts and channels for own workforce to raise concerns [S1-3]	189
S1-4	Taking action on material impacts on own workforce, and approaches to managing material risks and pursuing material opportunities related to own workforce, and effectiveness of those actions	5.3.1.6 / Actions and approaches for managing material impacts, risks and opportunities related to own workforce [S1-4]	190 - 190
S1-5	Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	5.3.1.7 / Targets for material impacts, risks and opportunities related to own workforce [S1-5]	190
S1-6	Characteristics of the undertaking's employees	5.3.8.1 Characteristics of Quadient's employees [S1-6]	192
S1-7	Characteristics of non-employees in the undertaking's own workforce	Not reported – phased in	
S1-8	Collective bargaining coverage and social dialogue	5.3.1.9 / Collective bargaining and social dialogue [S1-8]	193
S1-9	Diversity metrics	5.3.1.10 / Diversity [S1-9]	194 - 195
S1-10	Adequate wages	5.3.1.11 / Adequate wages [S1-10]	195 - 196
S1-11	Social protection	Not reported- phased in	
S1-12	Persons with disabilities	Not reported – phased in	
S1-13	Training and skills development metrics	5.3.1.12 / Training and skills development [S1-13]	197 - 197
S1-14	Health and safety metrics	5.3.1.13 / Health and safety [S1-14]	198 - 199
S1-15	Work-life balance metrics	Not reported -phased in	
S1-16	Compensation metrics	5.3.1.14 / Remuneration [S1-16]	200 - 201
S1-17	Incidents, complaints and severe human rights impacts	5.3.1.15 / Incidents, complaints and severe human rights impacts [S1-17]	201

ESRS S2 – WORKERS IN THE VALUE CHAIN

Disclosure requirement		Section(s) in report	Page numbers
ESRS 2 SBM-2	Interests and views of stakeholders	5.3.2.4 / Processes for engaging with workers in the value chain about impacts [S2-2]	210 - 210
ESRS 2 SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	5.3.1.2 / Material Impacts, Risks and Opportunities related to the company workforce and their interactions with the strategy and business model [ESRS2; SBM-2 and SBM-3]	184 - 187
S2-1	Policies related to value chain workers	5.3.2.3 / Policies related to workers in the value chain [S2-1]	209
S2-2	Processes for engaging with value chain workers about impacts	5.3.2.4 / Processes for engaging with workers in the value chain about impacts [S2-2]	210
S2-3	Processes to remediate negative impacts and channels for value chain workers to raise concerns	5.3.2.5 / Processes to remediate negative impacts [S2-3]	211 - 211
S2-4	Taking action on material impacts on value chain workers, and approaches to managing material risks and pursuing material opportunities related to value chain workers, and effectiveness of those actions	5.3.2.6 / Action plans related to workers in the value chain [S2-4]	211
S2-5	Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	5.3.2.7 / Targets on material impacts, risks and opportunities related to workers in the value chain [S2-5]	211

ESRS S3 – AFFECTED COMMUNITIES – NOT MATERIAL

Disclosure requirement	Section(s) in report
S3-1 to S3-5	Not material

ESRS S4 – CONSUMERS AND END-USERS

Disclosure requirement		Section(s) in report	Page numbers
ESRS 2 SBM-2	Interests and views of stakeholders	Interests and views of stakeholders [SBM-2]	131 - 133
ESRS 2 SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	5.3.3.1 / Material IRO related to the workers in the value chain and their interaction with the strategy and business model [ESRS 2; SBM-3]	212
S4-1	Policies related to consumers and end users	5.3.3.2 / Policies and actions related to consumers and end users [S4-1; S4-4; S4-5]	213 - 215
S4-2	Processes for engaging with consumers and end-users about impacts	5.3.3.3 / Processes for engaging with consumers and end users about impacts [S4-2]	215 - 215
S4-3	Processes to remediate negative impacts and channels for consumers and end-users to raise concerns	5.3.3.4 / Processes to remediate negative impacts [S4-3]	215
S4-4	Taking action on material impacts on consumers and end-users, and approaches to managing material risks and pursuing material opportunities related to value chain workers, and effectiveness of those actions	5.3.3.2 / Policies and actions related to consumers and end users [S4-1; S4-4; S4-5]	213 - 215
S4-5	Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	5.3.3.5 / Targets related to consumers and end users [S4-5]	216 - 217

ESRS G1 – BUSINESS CONDUCT

Disclosure requirement		Section(s) in report	Page numbers
ESRS 2 GOV-1	The role of the administrative, supervisory and management bodies	5.4.1 / Overview and Governance [ESRS-2; GOV-1]	217
ESRS 2 IRO-1	Description of the processes to identify and assess material impacts, risks and opportunities	5.4.2 / Management of material impacts, risks and opportunities in relation to business conduct matters [ESRS-2; IRO-1]	218 - 219
G1-1	Business conduct policies and corporate culture	5.4.3 / Business conduct policies and corporate culture [G1-1]	220 - 223
G1-2	Management of relationships with suppliers	5.4.5 / Management of relationships with suppliers and payment practices [G1-2; G1-6]	226
G1-3	Prevention and detection of corruption and bribery	5.4.3.5 / Mechanisms for identifying, reporting and investigating concerns about unlawful behavior – Whistleblowing procedures [G1-3]	221 - 222
G1-4	Incidents of corruption or bribery	5.4.4 / Prevention and detection of bribery and corruption [G1-3, G1-4]	224 - 226
G1-5	Political influence and lobbying activities	5.4.7 / Political influence and lobbying activities [G1-5]	227 - 228
G1-6	Payment practices	5.4.5.4 / Payment practices [G1-6]	227

TOPICS BELOW THE MATERIALITY THRESHOLD

The following ESRS topics were assessed as not material for Quadient, based on the results of the double materiality assessment.

ESRS E2 – POLLUTION

Quadient's activities generate limited pollution. None of the Group's European industrial sites are subject to the EU Industrial Emissions directive (Directive 2010/75/EU) or the Pollutant Release and Transfer Register (PRTR). The Byhalia facility in the United States is also not subject to pollutant declarations under the Clean Air Act or the Clean Water Act.

Quadient does not use substances of concern in its own operations and does not manufacture, use, distribute, or place on the market any substances of very high concern (SVHC). While some SVHCs may be present in certain components or materials purchased from suppliers, an analysis of 10 representative products revealed only trace amounts of two SVHCs, both below 0.01% w/w.

Quadient does not use microplastics in its production processes. The Group's activities also have no significant impact on living organisms or food resources.

ESRS E3 – WATER AND MARINE RESOURCES

Water is primarily used at Quadient sites for drinking, sanitation, and cleaning purposes. In industrial facilities, process water is collected and managed as waste through certified contractors. The Group does not discharge water into oceans and does not extract or rely on marine resources in its operations.

ESRS E4 – BIODIVERSITY AND ECOSYSTEMS

Quadient used the Integrated Biodiversity Assessment Tool (IBAT) to assess the proximity of its own operational sites to biodiversity-sensitive areas. This analysis focused exclusively on sites under Quadient's own

operations and operations under operational control and did not cover the value chain.

Three locations were identified near protected areas:

- Loughton (UK): situated at the boundary of the Roding Valley Meadows, a Local Nature Reserve classified under IUCN Management Category IV. This industrial site is ISO 14001 certified and operates under an environmental management system. According to local authorities, it is not subject to an Environmental Permit, as its pollutant emissions remain below regulatory thresholds.
- Cavaillon (France): located within the Regional Nature Park of Luberon, a Category V area. As the site hosts only office activities, no significant sources of pollution have been identified.
- Hradec Králové (Czech Republic): near the Na Platché Nature Monument, classified as IUCN Category III. This is also an office site with no significant pollutant emissions.

Quadient has not conducted site-specific biodiversity impact assessments and no consultations with potentially affected communities have been undertaken.

Potential indirect impacts through the sourcing of raw materials used in its hardware products are addressed in ESRS E1 (Climate Change) and E5 (Resource Use and Circular Economy).

ESRS S3 – AFFECTED COMMUNITIES

Quadient does not have direct impacts on communities' economic, social, or cultural rights (e.g., housing, food, land, water, or security). The Group also has no direct impact on civil or political rights, including those of indigenous peoples, freedom of expression, or the rights of human rights defenders. Moreover, it does not have impacts on information-related rights of consumers or end-users, such as free, prior and informed consent or cultural rights.

Appendix

LIST OF DATAPOINTS IN CROSS-CUTTING AND THEMATIC STANDARDS THAT DERIVE FROM OTHER EU LEGISLATION PURSUANT TO ESRS 2, APPENDIX B

Disclosure Requirement and related datapoint	SFDR reference	Pillar 3 reference	Benchmark Regulation reference	EU Climate Law reference	Section in the report	Page numbers
ESRS 2 GOV-1 Board's gender diversity paragraph 21 (d)	Indicator number 13 of Table #1 of Annex 1		Commission Delegated Regulation (EU) 2020/1816 (27), Annex II		5.1.2 / Sustainability governance [GOV]	126
ESRS 2 GOV-1 Percentage of Board members who are independent paragraph 21 (e)			Delegated Regulation (EU) 2020/1816, Annex II		5.1.2 / Sustainability governance [GOV]	126
ESRS 2 GOV-4 Statement on due diligence paragraph 30	Indicator number 10 Table #3 of Annex 1				5.1.2.4 / Statement on due-diligence [GOV-4]	129
ESRS 2 SBM-1 Involvement in activities related to fossil fuel activities paragraph 40 (d) i	Indicators number 4 Table #1 of Annex 1	Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 (28) Table 1: Qualitative information on Environmental risk and Table 2: Qualitative information on Social risk	Delegated Regulation (EU) 2020/1816, Annex II		NA	
ESRS 2 SBM-1 Involvement in activities related to chemical production paragraph 40 (d) ii	Indicator number 9 Table #2 of Annex 1		Delegated Regulation (EU) 2020/1816, Annex II		NA	
ESRS 2 SBM-1 Involvement in activities related to controversial weapons paragraph 40 (d) iii	Indicator number 14 Table #1 of Annex 1		Delegated Regulation (EU) 2020/1818 (29), Article 12(1) Delegated Regulation (EU) 2020/1816, Annex II		NA	
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		NA	
ESRS E1-1 Transition plan to reach climate neutrality by 2050 paragraph 14				Regulation (EU) 2021/1119, Article 2(1)	Decarbonization plan [E1-1]	157 - 158
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		Decarbonization plan [E1-1]	157 - 158

Disclosure Requirement and related datapoint	SFDR reference	Pillar 3 reference	Benchmark Regulation reference	EU Climate Law reference	Section in the report	Page numbers
ESRS E1-4 GHG emission reduction targets paragraph 34	Indicator number 4 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		5.2.1.7 / Metrics and targets to achieve climate goals [E1-4]	161 - 162
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 n. 5 Table #2 of Annex 1				NA	
ESRS E1-5 Energy consumption and mix paragraph 37	Indicator number 5 Table #1 of Annex 1				5.2.1.9 / Energy consumption and mix [E1-5]	162
ESRS E1-5 Energy intensity associated with activities in high climate impact sectors paragraphs 40 to 43	Indicator number 6 Table #1 of Annex 1				NA	
ESRS E1-6 Gross Scope 1, 2, 3 and Total GHG emissions paragraph 44	Indicators number 1 and 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)		5.2.1.10 / Carbon footprint – Gross scopes 1, 2, 3 and total [E1-6]	163 - 164
ESRS E1-6 Gross GHG emissions intensity paragraphs 53 to 55	Indicators number 3 Table #1 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 8(1)		NA	
ESRS E1-7 GHG removals and carbon credits paragraph 56				Regulation (EU) 2021/1119, Article 2(1)	NA	
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		NA	

Disclosure Requirement and related datapoint	SFDR reference	Pillar 3 reference	Benchmark Regulation reference	EU Climate Law reference	Section in the report	Page numbers
ESRS E1-9 Disaggregation of monetary amounts by acute and chronic physical risk paragraph 66 (a)		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			NA	
ESRS E1-9 Location of significant assets at material physical risk paragraph 66 (c)					NA	
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			NA	
ESRS E1-9 Degree of exposure of the portfolio to climate- related opportunities paragraph 69			Delegated Regulation (EU) 2020/1818, Annex II		NA	
ESRS E2-4 Amount of each pollutant listed in Annex II of the E-PRTR Regulation (European Pollutant Release and Transfer Register) emitted to air, water and soil, paragraph 28	Indicator number 8 Table #1 of Annex 1 Indicator number 2 Table #2 of Annex 1 Indicator number 1 Table #2 of Annex 1 Indicator number 3 Table #2 of Annex 1				Not material	
ESRS E3-1 Water and marine resources paragraph 9	Indicator number 7 Table #2 of Annex 1				Not material	
ESRS E3-1 Dedicated policy paragraph 13	Indicator number 8 Table 2 of Annex 1				Not material	
ESRS E3-1 Sustainable oceans and seas paragraph 14	Indicator number 12 Table #2 of Annex 1				Not material	
ESRS E3-4 Total water recycled and reused paragraph 28 (c)	Indicator number 6.2 Table #2 of Annex 1				Not material	
ESRS E3-4 Total water consumption in m ³ per net revenue on own operations paragraph 29	Indicator number 6.1 Table #2 of Annex 1				Not material	
ESRS 2- SBM 3 - E4 paragraph 16 (a) i	Indicator number 7 Table #1 of Annex 1				Not material	

Disclosure Requirement and related datapoint	SFDR reference	Pillar 3 reference	Benchmark Regulation reference	EU Climate Law reference	Section in the report	Page numbers
ESRS 2- SBM 3 - E4 paragraph 16 (b)	Indicator number 10 Table #2 of Annex 1				Not material	
ESRS 2- SBM 3 - E4 paragraph 16 (c)	Indicator number 14 Table #2 of Annex 1				Not material	
ESRS E4-2 Sustainable land/agriculture practices or policies paragraph 24 (b)	Indicator number 11 Table #2 of Annex 1				Not material	
ESRS E4-2 Sustainable oceans/seas practices or policies paragraph 24 (c)	Indicator number 12 Table #2 of Annex 1				Not material	
ESRS E4-2 Policies to address deforestation paragraph 24 (d)	Indicator number 15 Table #2 of Annex 1				Not material	
ESRS E5-5 Non-recycled waste paragraph 37 (d)	Indicator number 13 Table #2 of Annex 1				5.2.2.6 / Resource outflows [E5-5]	174 - 176
ESRS E5-5 Hazardous waste and radioactive waste paragraph 39	Indicator number 9 Table #1 of Annex 1				5.2.2.6 / Resource outflows [E5-5]	174 - 176
ESRS 2- SBM3 - S1 Risk of incidents of forced labour paragraph 14 (f)	Indicator number 13 Table #3 of Annex I				5.3.1.2 / Material Impacts, Risks and Opportunities related to the company workforce and their interactions with the strategy and business model [ESRS2; SBM-2 and SBM-3]	184
ESRS 2- SBM3 - S1 Risk of incidents of child labour paragraph 14 (g)	Indicator number 12 Table #3 of Annex I				5.3.1.2 / Material Impacts, Risks and Opportunities related to the company workforce and their interactions with the strategy and business model [ESRS2; SBM-2 and SBM-3]	184
ESRS S1-1 Human rights policy commitments paragraph 20	Indicator number 9 Table #3 and Indicator number 11 Table #1 of Annex I				Human rights	188
ESRS S1-1 Due diligence policies on issues addressed by the fundamental International Labor Organisation Conventions 1 to 8, paragraph 21			Delegated Regulation (EU) 2020/1816, Annex II		5.3.1.3 / Policies related to company workforce [S1-1]	187

Disclosure Requirement and related datapoint	SFDR reference	Pillar 3 reference	Benchmark Regulation reference	EU Climate Law reference	Section in the report	Page numbers
ESRS S1-1 Processes and measures for preventing trafficking in human beings paragraph 22	Indicator number 11 Table #3 of Annex I				5.3.1.3 / Policies related to company workforce [S1-1]	187
ESRS S1-1 Workplace accident prevention policy or management system paragraph 23	Indicator number 1 Table #3 of Annex I				5.3.1.3 / Policies related to company workforce [S1-1]	187
ESRS S1-3 Grievance/complaints handling mechanisms paragraph 32 (c)	Indicator number 5 Table #3 of Annex I				5.3.1.3 / Policies related to company workforce [S1-1]	187
ESRS S1-14 Number of fatalities and number and rate of work-related accidents paragraph 88 (b) and (c)	Indicator number 2 Table #3 of Annex I		Delegated Regulation (EU) 2020/1816, Annex II		5.3.1.13 / Health and safety [S1-14]	198 - 199
ESRS S1-14 Number of days lost to injuries, accidents, fatalities or illness paragraph 88 (e)	Indicator number 3 Table #3 of Annex I				5.3.1.13 / Health and safety [S1-14]	198 - 199
ESRS S1-16 Unadjusted gender pay gap paragraph 97 (a)	Indicator number 12 Table #1 of Annex I		Delegated Regulation (EU) 2020/1816, Annex II		Gender pay gap	200 - 200
ESRS S1-16 Excessive CEO pay ratio paragraph 97 (b)	Indicator number 8 Table #3 of Annex I				Total remuneration ratio	200 - 201
ESRS S1-17 Incidents of discrimination paragraph 103 (a)	Indicator number 7 Table #3 of Annex I				5.3.1.15 / Incidents, complaints and severe human rights impacts [S1-17]	201
ESRS S1-17 Non-respect of UNGPs on Business and Human Rights and OECD Guidelines paragraph 104 (a)	Indicator number 10 Table #1 and Indicator n. 14 Table #3 of Annex I		Delegated Regulation (EU) 2020/1816, Annex II Delegated Regulation (EU) 2020/1818 Art 12 (1)		5.3.1.15 / Incidents, complaints and severe human rights impacts [S1-17]	201

Disclosure Requirement and related datapoint	SFDR reference	Pillar 3 reference	Benchmark Regulation reference	EU Climate Law reference	Section in the report	Page numbers
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 I				5.3.2.2 / Material Impacts, Risks and Opportunities related to the workers in the value chain and their interaction with the strategy and business model [ESRS 2; SBM-3]	207
ESRS S2-1 Human rights policy commitments paragraph 17	Indicator number 9 Table #3 and Indicator n. 11 Table #1 of Annex 1				5.3.2.3 / Policies related to workers in the value chain [S2-1]	209
ESRS S2-1 Policies related to value chain workers paragraph 18	Indicator number 11 and n. 4 Table #3 of Annex 1				5.3.2.3 / Policies related to workers in the value chain [S2-1]	209
ESRS S2-1 Non-respect of UNGPs on Business and Human Rights principles and OECD guidelines paragraph 19	Indicator number 10 Table #1 of Annex 1		Delegated Regulation (EU) 2020/1816, Annex II Delegated Regulation (EU) 2020/1818, Art 12 (1)		5.3.2.3 / Policies related to workers in the value chain [S2-1]	209
ESRS S2-1 Due diligence policies on issues addressed by the fundamental International Labor Organisation Conventions 1 to 8, paragraph 19			Delegated Regulation (EU) 2020/1816, Annex II		5.3.2.3 / Policies related to workers in the value chain [S2-1]	209
ESRS S2-4 Human rights issues and incidents connected to its upstream and downstream value chain paragraph 36	Indicator number 14 Table #3 of Annex 1				5.3.2.6 / Action plans related to workers in the value chain [S2-4]	211
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				Not material	
ESRS S3-1 Non-respect of UNGPs on Business and Human Rights, ILO principles or OECD guidelines paragraph 17	Indicator number 10 Table #1 Annex 1		Delegated Regulation (EU) 2020/1816, Annex II Delegated Regulation (EU) 2020/1818, Art 12 (1)		Not material	
ESRS S3-4 Human rights issues and incidents paragraph 36	Indicator number 14 Table #3 of Annex 1				Not material	

Disclosure Requirement and related datapoint	SFDR reference	Pillar 3 reference	Benchmark Regulation reference	EU Climate Law reference	Section in the report	Page numbers
ESRS S4-1 Policies related to consumers and end-users paragraph 16	Indicator number 9 Table #3 and Indicator number 11 Table #1 of Annex 1				5.3.3.2 / Policies and actions related to consumers and end users [S4-1; S4-4; S4-5]	213 - 215
ESRS S4-1 Non-respect of UNGPs on Business and Human Rights and OECD guidelines paragraph 17	Indicator number 10 Table #1 of Annex 1		Delegated Regulation (EU) 2020/1816, Annex II Delegated Regulation (EU) 2020/1818, Art 12 (1)		5.3.3.2 / Policies and actions related to consumers and end users [S4-1; S4-4; S4-5]	213 - 215
ESRS S4-4 Human rights issues and incidents paragraph 35	Indicator number 14 Table #3 of Annex 1				5.3.3.2 / Policies and actions related to consumers and end users [S4-1; S4-4; S4-5]	213 - 215
ESRS G1-1 United Nations Convention against Corruption paragraph 10 (b)	Indicator number 15 Table #3 of Annex 1				5.4.3 / Business conduct policies and corporate culture [G1-1]	220 - 223
ESRS G1-1 Protection of whistle-blowers paragraph 10 (d)	Indicator number 6 Table #3 of Annex 1				5.4.3.6 / Protection of whistleblowers	222 - 223
ESRS G1-4 Fines for violation of anti-corruption and anti-bribery laws paragraph 24 (a)	Indicator number 17 Table #3 of Annex 1		Delegated Regulation (EU) 2020/1816, Annex II)		5.4.4 / Prevention and detection of bribery and corruption [G1-3, G1-4]	224 - 226
ESRS G1-4 Standards of anti- corruption and anti- bribery paragraph 24 (b)	Indicator number 16 Table #3 of Annex 1				5.4.4 / Prevention and detection of bribery and corruption [G1-3, G1-4]	224 - 226

5.2 Environmental information

Quadient's environmental strategy focuses on the most relevant topics considering the nature of its business: climate change and circular economy.

This section presents the company's main commitments, policies, and actions in these areas, in line with ESRS E1 (Climate change) and E5 (Resource use and circular economy), as well as information on the eligibility and alignment of Quadient's activities under the EU Taxonomy Regulation.

5.2.1 Climate change [E1]

Quadient is committed to supporting the global transition to a low-carbon economy by embedding sustainability into its business strategy. Quadient's climate decarbonization plan reflects the company's alignment with the Paris Agreement's objective of limiting global warming to 1.5°C and its ambition to achieve net-zero emissions by 2050. It provides a comprehensive framework for addressing climate change, integrating robust governance, scenario analysis, targeted decarbonization actions, financial planning, and progress monitoring.

The plan also identifies and addresses climate-related risks and opportunities, ensuring Quadient remains resilient and well-positioned in an evolving regulatory and market environment.

5.2.1.1 Governance

Quadient has established a structured sustainability governance framework, which includes a quarterly ESG governance meeting with the Executive committee. Each Executive committee member has specific sustainability-related objectives and initiatives, including actions related to climate, to ensure progress toward the Company's climate-related targets.

The VP CSR & Compliance, reporting to the Chief People and Transformation Officer, oversees all CSR topics, including climate-related matters. Specifically for climate, this involves:

- defining and leading the Company's climate strategy, ensuring alignment with business priorities and regulatory requirements;
- assessing risks and opportunities, monitoring Scope 1, 2, and 3 emissions, and overseeing climate action plans;
- engaging with internal and external stakeholders, including investors, customers, suppliers, and regulatory bodies, on climate-related topics;
- reporting regularly to the Board of directors on climate progress and emerging risks.

In June 2024, Quadient strengthened its climate strategy, setting new near-term and net-zero targets to reduce GHG emissions. The Executive committee, in collaboration with the VP CSR & Compliance, is responsible for overseeing its implementation and ensuring alignment with business objectives.

To embed ESG and climate commitments into operations, scorecards have been developed for each business unit and function (Solutions, Regions, and Support functions). The VP CSR & Compliance supports department heads in implementing these initiatives throughout Quadient's value chain.

CLIMATE-RELATED INCENTIVES [ESRS 2; GOV-3]

As part of the remuneration structures, ESG criteria have been adopted to ensure a strong correlation with Quadient business strategy for which economic and ESG performance go hand in hand. Climate change is a key component of both the CEO's Long-Term Incentive (LTI) plan and the management LTI plan, each accounting for 20% of the total LTI. The management LTI plan applies to the Executive committee, selected senior leaders, and other employees identified through talent assessment and reviews. In both cases, performance is assessed based on Quadient's greenhouse gas emissions reduction targets, with thresholds, targets, and maximums set in line with the Company's climate objectives. This structure ensures a direct link between remuneration and Quadient's climate commitments. The CEO's LTI plan is described in Chapter 2.3 – Remuneration Report.

5.2.1.2 Climate change strategy: material impacts, risks and opportunities and their interaction with strategy and business model [ESRS 2; SBM-3]

Quadient recognizes the importance of evaluating regularly and addressing climate-related impacts, risks and opportunities that can affect its assets and operations. These assessments guide the company's strategy, helping to mitigate vulnerabilities and leverage opportunities within an evolving regulatory and market landscape. For this, the company uses different scenarios to gain a better understanding of the risks and opportunities and their financial impact. This also helps the Group to set / update its mitigation plan to address the latter. The analysis of climate-related risks is integrated into the Company risk mapping process.

In 2024, Quadient has initiated a resilience analysis of its strategy and business model to climate change. This initial phase focused on identifying and mapping material physical and transition climate risks, using scenario analysis across key locations and suppliers. The scope includes Quadient's operations in Europe, North America and Asia — including production, logistic centers and digital infrastructure — along with key suppliers and main downstream business partners such as distributors and print service providers. The analysis also covered the exposure of key assets and suppliers, based on indicators such as insured asset value and strategic spend.

This first phase remains qualitative and focused on risk exposure. While some mitigation plans are already in place, the quantification of financial impacts, the assessment of residual risks and uncertainties, and the estimation of resources needed to implement or scale up these plans are still in progress. The extent to which at-risk assets and business activities may require adjustments in strategy, investment priorities or operational planning will be further analyzed. The full outcomes of the resilience analysis, including financial implications, will be disclosed in future reports.

The main assumptions, climate scenarios and time horizons are detailed in section IRO-1.

The table below outlines the climate-related impacts, risks, and opportunities that Quadient identified in its 2024 double materiality assessment. These IROs were evaluated independently of any mitigation

measures implemented by Quadient, meaning the assessment was based on gross impacts, risks, and opportunities, in line with the CSRD directive.

	Time horizon	Value chain
CLIMATE CHANGE ADAPTATION		
Negative impacts on people and the environment		
The absence of an adaptation plan could result in damage to buildings and pose risks to the safety of the employees and neighboring communities at these sites.	ST	Own operations
Risks for the business model		
Physical risks:		
Accute risks – short term events such as floods, storms and heatwaves. Chronic risks – long term changes such as rising sea levels, increasing average temperatures and prolonged droughts.		
With locations in Europe, North America and Asia, drought, heat stress and precipitations are the most material climate hazards for Quadient's operations. This could lead to direct operational interruptions and/or endangering on-site employee safety	MT	Own operations
A significant number of Quadient's suppliers are in Asia, where heat stress and precipitation are the most material climate hazards. Those physical risks could lead to disruptions in the supply chain.	MT	Upstream
CLIMATE CHANGE MITIGATION		
Negative impacts on people and the environment		
Quadient's GHG emissions result from various activities, including the production and transport of our products, energy use across the offices and industrial sites, and employee travel, such as business trips and commuting. Additionally, the use of the solutions by customers adds to these emissions. These activities contribute to the accumulation of greenhouse gases in the atmosphere, which accelerates climate change. Without sufficient mitigation efforts, the impacts of climate change will worsen.	ST	Own operations Upstream Downstream
Risks for the business model		
Transition risks:		
Policy & legal – new or evolving regulations on climate issues with risk increased costs, taxation, fines, carbon pricing and constraints.	MT	Own operations Upstream Downstream
Reputational – change of customer or community perceptions of the company's contribution (or lack of) to meet GHG emissions reduction targets.	LT	Downstream
Market – Risk of decreased demand for Quadient products if climate objectives are not met, as customers increasingly consider climate issues in their purchasing decisions	LT	Downstream
Opportunities for the business model		
Opportunities for growth of demand for products and services as demand for digitalization and automated solutions increase, in part driven by sustainability efforts of clients.	MT	Downstream
ENERGY		
Negative impacts on people and the environment		
Quadient's energy consumption in its own operations and across the value chain contributes to GHG emissions, directly impacting climate change. This includes the energy used in manufacturing and transporting products such as Mail and Lockers solutions, as well as powering office sites, manufacturing facilities, and datacenters that support the use of our Digital solutions. These activities, especially when relying on non-renewable energy sources, contribute to the depletion of natural resources and have broader environmental consequences.	ST	Own operations Upstream Downstream
Risks for the business model		
Potential financial impact: Rising energy costs due to increased demand, stricter carbon regulations and challenges in transitioning to renewable energy sources.	ST	Own operations Upstream Downstream
Risk of constraints /dependence on access to energy, which could cause interruptions in the Company's operations	LT	Own operations Upstream Downstream
Opportunities for the business model		
Cost savings from energy efficiency measures, reduced business travel, and optimization of office space.	ST	Own operations

Time horizons: ST = to 2027, MT = to 2030, LT = beyond 2030

5.2.1.3 Climate risk assessment [ESRS 2, IRO-1]

Quadient's "Elevate to 2030" strategic plan includes strong environmental commitments, as outlined in the Company's Decarbonization Plan for Climate Change Mitigation. As part of this commitment, in 2024 and early 2025, Quadient conducted a climate risk assessment covering both physical and transition risks. This first phase focused on identifying material risks related to climate change across Quadient's operations, key suppliers, and business partners. The objective was to inform strategic thinking and assess the resilience of the company's value chain to different climate futures. The financial impact quantification and the assessment of the adaptive capacity of the company's business model under each scenario will be carried out in a subsequent phase in 2025.

Time horizons used in climate risk assessments

Quadient has defined specific time horizons for the assessment of climate-related risks, depending on the nature of the risks and the objective of the analysis. These horizons are based on strategic planning cycles and internationally recognized climate science scenarios (e.g., IPCC, IEA), ensuring relevance for both operational and long-term risk management.

The time horizons used in the assessments are not linked to the expected lifetime of the company's assets or capital allocation plans, as

Quadient's physical assets mainly consist of products placed on the market, such as mailing machines and parcel lockers, with a typical lifetime of 5 to 10 years.

Climate scenario framework

The assessment is aligned with internationally recognized methodologies and integrated into Quadient's broader risk management framework. The climate scenarios used are based on the Representative Concentration Pathways (RCP) developed by the IPCC and mapped to the Shared Socioeconomic Pathways (SSP) from the latest IPCC AR6 report, as well as transition risk scenarios from the International Energy Agency (IEA) and NGFS (Network for Greening the Financial System).

The key drivers of these scenarios include the evolution of climate policies, increased consumer demand for sustainable products, technological progress toward a low-carbon economy, and observed physical environmental changes, such as heightened extreme weather events like heatwaves and flooding.

While climate-related assumptions have not yet been explicitly integrated into the Company's financial statements, this assessment provides a first step in identifying material risks and will support the financial impact analysis planned for 2025.

The following table presents the climate scenarios used in this assessment, detailing the key forces and drivers considered, as well as the inputs and constraints of each scenario.

Scenario	Scenario description	Scenario drivers and assumptions
"Hothouse World" (>4°C) (RCP8.5 – High Emissions Scenario – Physical Risk)	Global emissions continue to rise, following the IPCC SSP5 - RCP8.5 trajectory, leading to a temperature increase of over 4°C by 2100. Limited transition to a low-carbon economy and severe physical risks.	 Weak or absent climate policies, with a lack of international coordination.  Economic focus on short-term growth, maintaining high reliance on fossil fuels.  Minimal investment in clean energy and carbon capture, leading to continued emissions.  Environmental consequences include severe biodiversity loss, extreme weather events, permafrost melt, and feedback loops.  No major lifestyle shifts.
"Middle of the Road" (2-3°C) (RCP4.5 – Moderate Emissions Scenario – Physical Risk)	Emissions follow the IPCC SSP2 - RCP4.5 trajectory, leading to a 2-3°C temperature rise by 2100. Some transition efforts occur, but they are insufficient to meet global climate goals. Physical risks remain significant but less extreme than in the high-emissions scenario.	 Fragmented and inconsistent climate policies, with moderate carbon pricing.  Gradual fossil fuel phase-out, leading to moderate transition costs and economic trade-offs.  Partial adoption of clean energy and carbon capture, but fossil fuels still play a role.  Environmental impact includes biodiversity loss and increased extreme weather events, requiring higher adaptation costs.  Some lifestyle changes, but public resistance to cost increases slows adoption.

Scenario	Scenario description	Scenario drivers and assumptions
"Net Zero 2050" (~1.5°C) (RCP1.9/2.6 – Low Emissions Scenario- Physical Risk)	Emissions follow the IPCC SSP1 - RCP1.9/2.6 trajectory, limiting global warming to ~1.5°C. This scenario assumes strong policy interventions, technological advancements, and significant emission reductions.	- Strong international climate policies, requiring global cooperation. - High upfront investments in clean energy, infrastructure, and carbon reduction technologies. - Rapid deployment of renewable energy, electrification, and carbon capture. - Environmental efforts focus on ecosystem protection and large-scale reforestation. - Major lifestyle changes, including EV adoption and dietary shifts, supported by strong public engagement.
"Low Carbon World" (1.5°C) (IEA NZE 2050 – Transition Scenario)	A rapid global transition to a low-carbon economy, aligned with IEA NZE 2050 and NGFS NZ2050. Greenhouse gas emissions reach net zero by 2050, requiring transformative changes in energy, industry, and consumer behavior.	- Mandatory energy efficiency policies, carbon pricing reaching \$200/tCO₂e in advanced economies, strong government intervention. - Large-scale investments in clean energy, electricity dominating global energy consumption, fossil fuel industries in decline. - Fourfold increase in solar PV capacity, rapid hydrogen adoption, large-scale carbon capture deployment. - Reduced long-term physical climate risks, but continued adaptation required for sea level rise and heat stress. - Widespread EV adoption (two-thirds of new sales by 2030), universal clean energy access, energy-efficient buildings.

 **Political** (Regulations, government intervention, carbon pricing).

 **Economic** (Market shifts, investments, fossil fuel decline).

 **Technological** (Renewable energy, carbon capture, electrification).

 **Environmental** (Physical climate risks, biodiversity, adaptation).

 **Social** (Consumer behavior, EV adoption, energy efficiency).

The methodologies and scenarios used for identifying material physical and transition risks are detailed below.

PHYSICAL CLIMATE RISK ASSESSMENT

With the notable increase in frequency and severity of extreme weather events, as well as chronic regional changes to temperatures and sea level rise, it is essential for businesses to conduct a comprehensive analysis of their exposure to various climate hazards. In this context, Quadient carried out a physical climate risk assessment to understand its exposure using climate scenario analysis applied to Quadient's own operations, key suppliers and commercial dealers / business partners over four time periods: present day, 2030, 2050, and 2100.

The 'present day' horizon allows for an assessment of current climate risks and their immediate implications for operations and supply chains.

The 2030 horizon aligns with Quadient's strategic plan, "Elevate to 2030", which guides the company's business objectives and investment planning over the medium term. The 2050 and 2100 horizons were selected based on widely used climate science methodologies to assess the potential long-term evolution of physical risks under different climate scenarios. These longer-term horizons help evaluate the progressive impact of climate change on infrastructure, supply chains, and business continuity beyond the current planning cycle.

The analysis used the climate scenarios outlined in the table above to model the evolution of physical risks across time and geographies. These include a high-emission scenario (>4°C, RCP8.5), a moderate-emission scenario (2–3°C, RCP4.5), and a low-emission scenario (~1.5°C, RCP1.9/2.6).

The assessment used an asset-by-asset approach to evaluate exposure to climate hazards based on their projected intensity and frequency over time. A location was considered exposed if it was situated in an area affected by a climate hazard. Exposure levels were classified on a five-point scale (very low, low, moderate, high, very high), with a score of 3 or above indicating a material risk. The review of exposure was carried out using insurance industry recognized databases.

More than 150 locations were analyzed, including Quadient's own operations, strategic spend suppliers, and the locations of commercial dealers (including print service providers). Close to 50% of locations are in Europe, 30% in Asia, and 14% in North America.

For Quadient's own operations, drought, heat stress and precipitation are the climate hazards with the most material increases in exposure under the different mid-century scenarios. Exposure to very high precipitation, which can lead to flooding and damage to infrastructure, leading to operational disruptions and business interruption, more than doubles from the low-emission 1.5°C scenario to the 2050 high-emission scenario (>4°C, RCP8.5). Exposure to heat stress, which is predominantly low in the low-emission scenario (~1.5°C, RCP1.9/2.6), shifts to moderate and high under the moderate-emission (2–3°C, RCP4.5) and high-emission (RCP8.5) scenarios. Exposure to drought is low under the current scenario but rises to medium and high in both the 2050 RCP4.5 (2–3°C) and RCP8.5 (4°C) scenarios.

Heat stress and precipitation are the climate hazards with the most material impact on Quadient's strategic suppliers. Located predominantly in Asia (Malaysia, China and Vietnam), exposure to heat stress rises from mostly high under the current 1.5°C scenario to mostly high and very high in the RCP4.5 and RCP8.5 scenarios, while precipitation risk rises to very high for over 60% of supply value.

Quadient's commercial dealers face significant increases in exposure to drought and heat stress under the RCP4.5 and RCP8.5 scenarios.

CLIMATE CHANGE TRANSITION RISK ASSESSMENT

Climate change transition risks arise from the transition to a low carbon economy and can be classified (as recommended by the TCFD and CSRD) according to the following four categories: Policy and legal, Technology, Market, and Reputation.

The transition risks for Quadient have been assessed in terms of impact and likelihood following a scenario-based approach aligned with a 1.5°C transition pathway under the Paris Agreement.

This analysis was conducted using the "Low Carbon World" scenario (IEA NZE 2050), which explores the implications of a rapid and global shift toward a net-zero economy by 2050.

Risk exposure was evaluated using a four-level scale for both impact (low to very high) and likelihood (very rare to very probable), following the criteria defined in Quadient's Group Risk Mapping framework. This assessment facilitates the integration of climate risk into the Company's overall risk management and double materiality analysis.

Transition risk exposures were mainly assessed on a short-term time horizon (2027), a medium-term time horizon (2030) and a long-term time horizon (2050).

No business assets or business activities have been identified as incompatible with, or requiring significant efforts to align with, a transition to a climate-neutral economy. The Company has assessed locked-in emissions as limited, based on its current business model, regulatory compliance, and ongoing decarbonization initiatives.

The key findings of this assessment are outlined below, highlighting how Quadient's exposure to transition risks evolves across different time horizons.

Quadient's overall transition risk exposure out to 2050 is mostly low to medium. In the short term, risks related to pricing of greenhouse gas emissions, increased cost of raw materials and regulatory requirements on climate disclosure and energy efficiency are emerging but remain relatively manageable due to the Company's proactive compliance with regulations and ongoing initiatives on energy efficiency, circular economy and emissions reductions.

By 2030, the expected increase in regulatory pressure around climate disclosures, sustainability, circular economy and waste management elevate the risk profile from moderate to medium. The shift towards more stringent regulations could increase financial strain due to the need for ongoing investments in emissions reductions, internal and external resources to meet regulatory needs, and accessing sustainable materials.

By 2050, significant increases in carbon pricing, waste management and increased pressure to meet net zero goals elevate some of the risks from medium to high, but the overall risk exposure continues to be medium. Risks related to emissions offset reliance could emerge if Quadient's emissions reduction goals are off track, particularly if offset prices rise in an unregulated market creating more financial exposure.

Quadient might see moderate opportunities for growth for the demand of their products and services as the demand for solutions for digitalization and automation of processes increase, in part driven by sustainability efforts by its clients. Also, Quadient's strong sustainability commitment and ongoing initiatives and investments in energy efficiency, circular economy practices, emission reductions and engagement with suppliers and other stakeholders might bring in cost savings and reputational opportunities.

DECARBONIZATION PLAN [E1-1]

Quadient is committed to supporting the global transition to a low-carbon economy by embedding sustainability into its "Elevate to 2030" business strategy.

While significant progress has been made, particularly through the definition of near-term science-based targets and the identification of key decarbonization levers, Quadient's transition plan is still in progress and does not yet meet all the requirements of ESRS E1-1. Notably, the quantification of the individual contribution of each decarbonization lever to emission reductions, as well as the associated financial resources (CapEx and OpEx), is still under development. At this stage, the term "decarbonization plan" is used to describe the current approach, which serves as a basis for a future transition plan fully aligned with ESRS requirements.

The plan reflects Quadient's alignment with the Paris Agreement's objective of limiting global warming to 1.5°C, and its commitment to reach net zero emissions by 2050. It aims to embed climate action across all areas of operations, including product design, energy consumption, and supply chain management. Progress is reviewed at least annually by the relevant Board committee to ensure alignment with the Company's business and sustainability objectives.

Implementation of the plan is coordinated by the CSR & Compliance team, in collaboration with Finance, Operations, and R&D departments, ensuring operational follow-up and cross-functional accountability.

Further details on the targets, decarbonization actions, investments, and governance structures involved in this transition are described below in the decarbonization plan.

Near-term Science-Based Targets

Quadient's initial scope 1 & 2 reduction target was -50% by 2030 versus 2018. This target was achieved in 2023, with a -55% reduction in emissions. In 2024 Quadient set a new emissions reduction target validated by the SBTi to reduce absolute scope 1 & 2 GHG emissions by 64% from a FY 2018 base year, with an intermediary target of 59% by 2026. Quadient also commits to reduce absolute scope 3 GHG emissions by 30% by 2030.

Net-zero Science-Based Targets

Quadient commits to reach net-zero GHG emissions across the value chain by FY 2050 and to reduce scope 1, 2, and scope 3 absolute GHG emissions by 90% by FY 2050 from a FY 2018 base year. These near-term and long-term targets have been approved by the SBTi.

To reach these commitments, Quadient has defined an emissions reduction program and established several concrete action plans and operational targets across its own operations (Scopes 1 & 2) and the full value chain (Scope 3).

Decarbonization Levers for Reducing GHG Emissions

Quadient has identified a set of key decarbonization levers to support the achievement of its 2030 climate targets (-64% for Scope 1 & 2 and -30% for Scope 3 emissions compared to FY 2018). These levers cover the company's own operations as well as its broader value chain, and include measures such as the transition to renewable energy, the electrification of the vehicle fleet, product remanufacturing, energy efficiency, and supplier engagement.

While these levers are already being implemented and described throughout this report, the quantification of their individual contributions to emission reductions, as well as the related investment needs, is still in progress. These elements will be further detailed as Quadient continues to strengthen its climate strategy.

Further information on the actions already implemented is provided in Section 2.1.6, Actions and Resources in Relation to Climate Change Policies [E1-3].

Locked-in Emissions

Quadient's locked-in emissions are limited, mainly due to the electricity consumption of its products during their use phase. The Company is working to reduce these emissions over time by improving the energy efficiency of its products, extending their lifespan through ecodesign and remanufacturing. The Company has no plans to install new fossil-fuel-powered equipment at its industrial sites and it prioritizes upgrading to more energy-efficient solutions.

Investments planned to support the climate transition roadmap

Delivering its decarbonization goals will require important investment by Quadient over time and the Group will continue to commit financial resources to the net-zero transition. The Group will continue to invest in increasing the energy efficiency of its infrastructures and real estate and in shifting to renewable energy (renewable electricity and biogas). Investments are also planned to transition company vehicles to low carbon ones.

Developing sustainable solutions in its three business lines will also require continued investment in life cycle assessment and eco design. The Group also anticipates facing additional costs as some low carbon materials, or sustainable goods and services will be more expensive to purchase than their equivalent.

Quadient is currently in the process of quantifying these investments for the 2030 horizon.

Investments made in 2024 include activities eligible and or aligned with the European Taxonomy, primarily in energy-efficient buildings and hybrid or electric vehicles leased for Company operations. These taxonomy investments, detailed in the Taxonomy section of this report, reflect Quadient's commitment to sustainable asset management and operations.

Alignment of the decarbonization plan with the overall business strategy and financial planning

Quadient is working towards fully integrating its decarbonization efforts into its overall business strategy and financial planning process. The finance team is responsible for managing the financial exposure related to the decarbonization plan and ensuring that required investments are factored into the Company's strategic planning. While the integration is ongoing, this process aims to ensure that sufficient resources are allocated to meet Quadient's climate transition goals. Investments in decarbonization may not always follow a linear path and depend on available technology and local economic conditions. Quadient is actively working on aligning its long-term business objectives with the climate transition, and the required investments will be disclosed progressively, in line with the CSRD requirements.

Approval of the future transition plan by supervisory bodies

Quadient's Climate Transition Plan is currently under development and is expected to be finalized in 2025. It will be submitted for validation by the Executive committee, reviewed by the Appointments, remuneration and sustainability committee (previously Appointments and remuneration committee), ahead of approval by the Board of directors.

5.2.1.5 Policies related to climate change mitigation and adaptation [E1-2]

Quadient's climate change mitigation policy is outlined in the Company's Climate Decarbonization Plan, which addresses the material impacts, risks, and opportunities identified in the double materiality assessment. This includes operational impacts and risks (e.g., energy consumption, supply chain disruptions) as well as market risks related to the demand for low-carbon products (e.g., product ecodesign approach). The Climate Decarbonization Plan primarily addresses mitigation-related impacts, risks and opportunities, as well as energy efficiency and the deployment of renewable energy, through four main pillars — energy, company vehicles, transportation, and products — which collectively contribute to managing the most material areas identified to date.

This policy is currently under development and is expected to be finalized in 2025.

Quadient's environmental principles are also embedded in the Code of Ethics, which all employees are required to follow. Suppliers and business partners are expected to align with these principles via the Code of Conduct for Business Partners, ensuring consistency throughout Quadient's entire value chain.

At the Corporate level, the Executive committee holds overall ownership of climate-related policies, ensuring alignment with business objectives. The VP CSR & Compliance, reporting to the Chief People and Transformation Officer, oversees their operational deployment and consistent implementation across the organization.

At the local level, tailored policies are implemented to address specific operational and site conditions. These include:

- Local QHSE policies at industrial sites covering energy management, waste reduction, pollution prevention, and compliance with local environmental and safety regulations.

- Local Fleet policies specifying operational criteria for company vehicles, such as fuel type, maximum CO₂ emissions, leasing budgets, and detailed contractual and technical specifications.

The following table summarizes Quadient's key climate-related governance documents, clarifying their thematic coverage, scope of application across operations and value chain, geographical reach, and governance responsibilities.

Policy/Plan	Scope	Value Chain segment	Topics covered	Governance & Ownership
Climate Transition Plan	Global	Upstream Own operations Downstream	(a), (c), (d), (e)	Under development
Code of Ethics	Global	Own operations	(a), (c), (d), (e)	VP CSR & Compliance
Responsible Design and Manufacturing Statement	Mail and Lockers Solutions	Upstream Own operations Downstream	(a), (c), (e)	Chief Solution Officers – Mail and Lockers
Code of Conduct for Business Partners	Global	Upstream (suppliers) Downstream (Dealers)	(a), (c), (d), (e)	VP CSR & Compliance
Local QHSE Policies	Czech Republic, France, Hong Kong, Ireland, Italy, Poland, Singapore, Switzerland, UK	Own operations	(a), (c), (e)	Local Managing Directors
Local Fleet Policies	France, Belgium, Netherlands, UK, Ireland, Germany, Switzerland, Italy	Own operations	(a), (e)	Local Managing Directors

(a) Climate change mitigation.

(b) Climate change adaptation.

(c) Energy efficiency.

(d) Renewable energy deployment.

(e) Other sustainability matters (e.g., ecodesign, supplier engagement).

Quadient's policy related to responsible manufacturing, sustainable product design, and minimizing environmental impacts throughout the product lifecycle is further detailed in section E5 of this report.

Climate change adaptation, while not covered by a dedicated corporate policy at this stage, is addressed through local action plans and Business Continuity Plans. A Group-wide adaptation policy will be established upon completion of the Company's climate resilience analysis.

Quadient is committed to aligning its climate strategy with global frameworks such as the Science-Based Targets initiative (SBTi), GRI standards, and ISO standards. The Company is also a member of the Race to Zero campaign and a signatory of the UN Global Compact, reinforcing its commitment to sustainability.

5.2.1.6 Actions and resources in relation to climate change policies [E1-3]

To support the implementation of its climate-related policies and commitments, Quadient relies on environmental management systems adapted to its operational needs. 100% of the industrial sites are ISO 14001 certified.

Quadient's decarbonization actions focus primarily on optimizing energy consumption, improving the efficiency of its company vehicle fleet and

transportation, and integrating sustainability into product design. These actions are aligned with Quadient's climate-related IROs, and contribute to the achievement of the Group's near-term and long-term science-based targets for 2026, 2030 and 2050, as presented in section E1-4.

ENERGY

Quadient prioritizes energy efficiency as a key lever to reduce its carbon footprint. Measures implemented include upgrading to LED lighting, improving building insulation, and deploying server virtualization to minimize energy demand from IT infrastructure.

Quadient has also optimized its building footprint as part of its "Work from anywhere" policy, consolidating office space to reduce energy consumption, with fewer physical sites requiring energy operations.

Furthermore, the Company has deployed an energy sufficiency plan which recommends the use of high energy efficient or BREEAM certified premises, the replacement of obsolete equipment with investment in higher performance and approved equipment (including boilers, heat-pumps, heat recovery compressors), building renovation (external insulation), installation of presence sensors, and LED lighting. Virtualized operation of IT servers minimizes energy demand from IT infrastructure.

In parallel, Quadient is transitioning to renewable energy sources, with a commitment to powering all sites with 100% renewable energy by 2030. At the end of 2024, 63% of Quadient's electricity consumption came from renewable sources. In addition, Quadient's corporate headquarters in France uses geothermal energy for district heating. Regarding natural gas, in Canada, Quadient has established a partnership with Bullfrog Power to support the use of green energy solutions. As part of this initiative, the volume of natural gas consumed at the site is matched with an equivalent amount of green natural gas, injected into the Canadian pipeline network. This biogas is sourced from methane captured from landfill sites. Given that most of Quadient's buildings are leased, this performance is largely achieved through the purchase of energy backed by Guarantees of Origin or equivalent contractual instruments, in line with market-based accounting principles.

COMPANY VEHICLES

Quadient is transforming its vehicle fleet to align with low-emission standards, recognizing the significant role fleet emissions play in its carbon footprint. These efforts have primarily focused on transitioning from diesel to petrol and hybrid models, choosing vehicles with lower CO₂ emissions per kilometer.

Between 2018 and 2024, the company reduced the size of its vehicle fleet by 30%, contributing to lower fuel consumption and associated CO₂ emissions. In parallel, the share of hybrid and electric vehicles in Quadient's fleet has increased sharply, from less than 2% in 2018 to 29.8% in 2024, reflecting the company's commitment to reducing operational emissions. This share currently consists primarily of mild hybrid and hybrid electric vehicles (HEVs), while electric vehicles represent around 3% of the fleet. Further efforts are planned to continue increasing the share of fully electric vehicles.

In addition to fleet improvements, Quadient is enhancing online support and remote service capabilities to reduce the need for on-site visits. Dynamic call scheduling software has been introduced for field service engineers, optimizing travel routes to minimize drive time and fuel consumption. Remote demonstration capabilities for high-end systems provide effective customer support without requiring physical travel. Furthermore, the SWAP Depot Repair process for low-end systems has replaced many on-site service visits, significantly reducing technician travel requirements while maintaining high service standards. Several entities also promote eco-driving practices to further reduce fuel consumption and emissions.

TRANSPORTATION

Quadient is actively working to reduce emissions associated with employee commuting and business travel, recognizing their significant contribution to the company's overall carbon footprint.

To address employee commuting, Quadient has shifted towards a teleworking model, establishing itself as a predominantly "remote" workplace, with more than 80% of employees working from home for most of their working hours. Providing the right tools to support its flexible "Work from Anywhere" policy, has significantly lowered associated emissions.

In addition, several entities have implemented local initiatives to promote low-carbon commuting. For example, a bicycle lease plan has been introduced in Germany, Belgium and the Netherlands, encouraging employees to choose greener mobility options.

For business travel, Quadient is leveraging technology to minimize the need for physical travel. Remote meeting platforms and virtual collaboration tools are increasingly used to replace in-person meetings, helping to reduce emissions from flights and other modes of travel. Additionally, the company encourages employees to prioritize lower-carbon travel options whenever feasible.

PRODUCTS

Quadient is committed to minimizing the environmental impact of its products through eco-design principles, life-cycle management, and supply chain optimization. The Company introduced a Life Cycle Assessment (LCA) and eco-design program to systematically reduce the impact of its products throughout their lifecycle. This program is now an integral part of Quadient's corporate strategy, enabling the company to target environmental hotspots and develop solutions that reduce both its carbon footprint and that of its customers. Quadient's circular economy approach is described in Section E5.

Life Cycle Assessment and Eco-Design

Through its LCA program, Quadient conducts detailed assessments of its products and solutions to identify areas with the greatest environmental impact. These insights guide targeted actions to improve sustainability across all stages of the product lifecycle. Quadient's eco-design approach prioritizes energy efficiency, the reduction of hazardous substances, and the longevity, recyclability, modularity, and upgradability of its products. These principles are integrated into all franking machines, folder inserters, and parcel lockers.

The LCA covers the three business lines: Mail, Lockers, and Digital. Quadient's objective is to ensure that 80% of its product ranges are covered by LCA by 2026, and that new designs deliver a lower environmental impact than previous generations.

Remanufacturing and End-of-Life Management

Quadient actively supports a circular economy by extending product lifecycles through take-back programs, remanufacturing, and end-of-life management. The take-back programs ensure that returned products are responsibly processed, enabling refurbishment, remanufacturing, or recycling. In 2024, 58% of marketed Mail solutions were remanufactured, excluding units replaced through swap processes. When swaps are included, the share stands at approximately 63%. These efforts help reduce lifecycle emissions by up to 50% compared to equivalent manufactured products. Quadient also launched a refurbishment process for parcel lockers in 2021, aimed at reconditioning used lockers through part replacement, contributing to emission reduction and resource preservation.

Energy Efficiency During Use

Quadient prioritizes energy efficiency in its product designs to help customers reduce their own environmental footprint. Energy-efficient operation, optimized standby modes, and other innovations contribute to lower emissions during the use phase, supporting customers' sustainability objectives.

Several of Quadient's Mail products have achieved Energy Star certification, reflecting their compliance with stringent energy efficiency standards.

In the Lockers solution, the new generation of High Density Starter (HDS) parcel lockers integrates redesigned electronic components adapted to extreme temperatures, reducing energy consumption during the use phase by 28%.

Supply Chain Optimization

Quadient incorporates sustainability into its supply chain by optimizing logistics and collaborating with suppliers to reduce emissions and enhance material sustainability. Measures include consolidating shipments and prioritizing low-carbon transportation modes, with a focus on using maritime freight over air freight to significantly reduce transportation-related emissions.

Additionally, Quadient integrates environmental criteria into procurement processes, working with suppliers who prioritize sustainable practices. Quadient requires all suppliers to adhere to its Code of Conduct for Business partners. This includes specific expectations for environmental, social, and governance practices. Additionally, suppliers are evaluated through a questionnaire assessment that includes environmental and social performance criteria. OEM partners are also required to have ISO 14001 certification and provide regular Health, Safety, and Environmental (HSE) reporting, ensuring compliance with Quadient's high sustainability standards.

Digital Solutions

Quadient has implemented several actions to lower the carbon footprint of its digital solutions, ensuring that sustainability is embedded throughout its digital offerings. Key measures include the optimization of architecture and server utilization, migrating on-premise solutions to cloud-based platforms, and deleting clients' data linked to deactivated or unused accounts to minimize unnecessary resource use.

Additionally, Quadient collaborates with cloud-based service providers that support carbon neutrality by powering their data centers with 100% renewable energy. This ensures that the environmental impact of hosting and processing digital services is reduced.

RAISING EMPLOYEE AWARENESS

Quadient fosters employee involvement in its climate transition by promoting sustainable practices and raising awareness about environmental responsibility. The network of QHSE managers ensures that new hires are introduced to eco-friendly practices during onboarding. The Act4Earth community, a network of green ambassadors, supports broader employee engagement by organizing initiatives like townhalls, cleanup events, and webinars on sustainability

topics. These efforts contribute to embedding environmental awareness into Quadient's corporate culture.

ALLOCATION OF RESOURCES AND ALIGNMENT WITH EU TAXONOMY REQUIREMENTS

While the Climate Transition Plan is still being finalized, current climate actions have been implemented using internal resources, and at this stage, their implementation does not depend on specific external financing. However, the investment needs required to meet our 2030 targets are currently being assessed and will be integrated into future financial planning.

Quadient's decarbonization strategy includes investments aligned with the EU Taxonomy's climate and circular economy objectives. In 2024, these sustainability-related investments primarily concerned leased office buildings meeting Taxonomy-aligned energy-efficiency criteria, as well as hybrid or electric vehicles for Company operations.

Further details on Taxonomy-aligned investments are provided in the Taxonomy section of this report.

5.2.1.7 Metrics and targets to achieve climate goals [EI-4]

Quadient has set climate goals in line with the Paris Agreement, validated by the Science-Based Targets initiative (SBTi), using the ACA (Absolute Contraction Approach) methodology aligned with the 1.5°C scenario. These include:

Near-term Science-Based Targets:

- a 64% reduction in absolute Scope 1 and 2 GHG emissions by 2030 (with an intermediate target of 59% by 2026), which includes the following sub-targets:
 - Scope 1: A 56.7% reduction in absolute Scope 1 GHG emissions by 2030 from the FY 2018 base year;
 - Scope 2: A 77.6% reduction in absolute Scope 2 GHG emissions by 2030 from the FY 2018 base year;
- a 30% reduction in Scope 3 emissions by 2030 (compared to the 2018 base year).

Net-zero Science-Based Targets: Achieving net-zero GHG emissions across the entire value chain by 2050, with a 90% reduction in Scope 1, 2, and 3 absolute GHG emissions by 2050 from a 2018 base year.

GHG EMISSIONS (TCO₂EQ) AND REDUCTION TARGETS (% VS. FY 2018 BASELINE)

	Base year FY 2018	FY 2024	2030 target	2050 target
Scope 1&2 (combined)	16,761	7,433	(64)%	(90)%
Scope 1	10,940	6,051	(56.7)%	
Scope 2 (Market based)	5,822	1,381	(77.6)%	
Scope 3	85,929	80,675	(30)%	

All of Quadient's targets are absolute, and emissions are measured in tCO₂e (metric tons of CO₂ equivalent). Quadient's Scope 3 target covers all emissions identified in the full inventory conducted under the GHG Protocol, ensuring consistency and comprehensive tracking of emissions across the entire value chain, including upstream and downstream activities. For Scope 2, emissions are calculated using a market-based method, as outlined in the GHG Protocol. At this stage, Quadient does not have plans to adopt new technologies specifically aimed at achieving its GHG emissions reduction targets. However, the company is continuously evaluating its operations for improvement and is committed to leveraging existing energy-efficient solutions and practices to meet its targets.

These targets have been set to manage material climate-related impacts, risks, and opportunities identified in our double materiality assessment. In particular, the secondary targets described below aim to reduce upstream and downstream GHG emissions (impacts), while addressing key transition and physical risks such as energy cost volatility, climate-related disruptions in the supply chain, and increasing customer expectations for low-carbon and circular solutions.

Contribution of secondary targets to climate goals

Quadient's secondary targets are designed not only to support the overarching climate goals but also to directly address key material climate-related impacts, risks, and opportunities identified across our operations and value chain. The specific contributions include:

- **renewable energy:** Achieving 100% renewable energy consumption by 2030 will directly support Quadient's Scope 2 emissions reduction target, helping to achieve the near-term 59% reduction by 2026 and the 64% reduction by 2030;
- **product sustainability and circular economy:** The target of maintaining at least 50% of Mail products placed from remanufacturing and incorporating recycled materials by 2026 helps reduce emissions during the product lifecycle, contributing directly to Quadient's Scope 3 emissions reduction goal. By addressing

product-related emissions, this initiative supports the 30% Scope 3 reduction target by 2030;

- **waste management:** Ensuring that at least 90% of industrial waste is recycled supports the circular economy and reduces emissions associated with waste disposal, further contributing to Scope 3 GHG reductions;
- **supplier engagement:** Engaging 85% of strategic business partners to endorse Quadient's Code of Conduct and securing commitments from 30% of partners to actively reduce their carbon footprint by 2026 reinforces Quadient's value chain decarbonization efforts, supporting the 30% Scope 3 emissions reduction target by 2030. Notably, the main source of Quadient emissions is linked to the purchase of goods and services, making this engagement a key driver in achieving the 30% Scope 3 emissions reduction target by 2030.

5.2.1.8 Measuring progress

Since 2009, Quadient has completed the CDP Climate change questionnaire, which allows the Company to measure its progress and compare to its peers. CDP is an organization that manages a global information publication system allowing businesses to assess and compare their environmental policies. It evaluates companies' management and performance in terms of climate change and ranks them from D (lowest) to A (highest). In February 2025, Quadient obtained a score of 'B' for the seventh consecutive year, corresponding to Management level and thus positioning Quadient above the average of companies in its industry.

5.2.1.9 Energy consumption and mix [E1-5]

Energy consumption is reported in MWh, broken down by energy type, with annual values provided. This year, only 2024 data is published, as this is the first year of reporting under the new regulatory requirements. However, as the CSRD is gradually implemented, future comparisons will become possible.

	2024
1. Total energy consumption from fossil sources (MWh)	8,579
Share of fossil sources in total energy consumption (%)	66.1
2. Total energy consumption from nuclear sources (MWh)	791
Share of consumption from nuclear sources (%)	6.1
3. Total energy consumption from renewable sources (MWh)	3,611
i) Including biomass, biofuels, biogas, green hydrogen	0
ii) Purchased or acquired electricity, heat, steam and cooling from renewable sources	3,611
iii) Self-generated non-fuel renewable energy	0
Share of renewable sources in total energy consumption (%)	27.8
TOTAL ENERGY CONSUMPTION (MWH) (1+2+3)	12,981

In 2023, Quadient also monitored its global energy consumption. Total energy consumption decreased by 8% between 2023 (14,115 MWh) and 2024 (12,981 MWh), despite the integration of Frama's operations

during the year. In 2024, 27.8% of Quadient's energy consumption came from renewable sources, including 66% of purchased electricity.

5.2.1.10 Carbon footprint – Gross scopes 1, 2, 3 and total [E1-6]

The summary table below presents Quadient's GHG emissions data for 2024, compared to the previous year and the 2018 baseline. The emission reduction targets validated by the SBTi initiative for 2030 cover Scope 1, 2, and 3 emissions for the categories reported below.

Due to a methodological change implemented to establish our new SBTi targets, only a year-over-year comparison (N-1) is currently available. However, historical comparisons will be possible in future years as the methodology is consistently applied.

Category	Base year 2018	2023	2024	% 2024 / 2023	% 2024 / Base year 2018
SCOPE 1 GHG EMISSIONS					
1.1. Stationary sources of combustion (natural gas, fuel oil)	1,577	1,073	1,165	9%	-26%
1.2. Mobile sources of combustion (company vehicles)	8,270	4,534	4,535	0%	-45%
1.4. Direct fugitive emissions	1,093	399	351	-12%	-68%
Gross Scope 1 GHG emissions (tCO₂e)	10,940	6,006	6,051	1%	-45%
Percentage of Scope 1 GHG emissions from regulated emission trading schemes (%)	0	0	0	0	
SCOPE 2 GHG EMISSIONS					
2.1a. Electricity consumption (market based)	5,417	1,340	1,214	-9%	-78%
2.1b. Electricity consumption (location based)	5,290	1,572	1,323	-16%	-75%
2.2. Steam, heating or cooling consumption	405	223	167	-25%	-59%
Gross market-based Scope 2 GHG emissions (tCO₂e)	5,822	1,562	1,381	-12%	-76%
Gross location-based Scope 2 GHG emissions (tCO ₂ e)	5,695	1,880	1,505	-20%	-74%
SCOPE 3 GHG EMISSIONS					
Total Gross indirect (Scope 3) GHG emissions (tCO₂e)	85,929	77,366	80,675	4%	-6%
3.1. Purchased goods and services	45,754	56,067	57,245	2%	25%
3.2. Capital goods	1,700	1,426	1,840	29%	8%
3.3. Fuel and energy-related activities (not in Scope 1 or 2)	3,836	1,804	1,801	0%	-53%
3.4. Upstream transportation and distribution	3,447	4,725	5,646	19%	64%
3.5. Waste generated in operations	376	92	201	118%	-47%
3.6. Business travel	8,913	5,021	3,791	-24%	-57%
3.7. Employee commuting	8,555	3,484	2,842	-18%	-67%
3.11. Use of sold products	12,002	3,439	5,995	74%	-50%
3.12. End-of-life treatment of sold products	1,312	1,082	1,099	2%	-16%
3.15. Investments	35	227	214	-6%	511%
TOTAL GHG EMISSIONS					
TOTAL GHG EMISSIONS (MARKET-BASED)	102,690	84,935	88,107	4%	-14%
TOTAL GHG EMISSIONS (LOCATION-BASED)	102,564	85,252	88,282	3%	-14%

Quadient continued to make progress in reducing its greenhouse gas emissions in 2024, despite the integration of Frama's sites during the year.

Scope 1 emissions (direct emissions from stationary and mobile combustion and fugitive emissions) remained stable compared to 2023, with a slight increase of +1%. However, they have decreased by 45% compared to the 2018 base year, reflecting efforts to reduce the carbon footprint of Quadient's own operations. This positions the Company well on the path to achieving its 2030 Scope 1 target of -56.7%.

Scope 2 emissions (market-based), which cover indirect emissions from purchased electricity, heating and cooling, decreased by 12% compared to 2023 and have dropped by 76% versus 2018. These reductions reflect both the increased use of renewable electricity and continued efforts to optimize energy consumption across sites. Quadient is thus on track to meet its 2030 Scope 2 target of -77.6%.

Scope 3 emissions, which represent the majority of Quadient's carbon footprint, increased by 4% in 2024 compared to 2023, reflecting a higher level of activity during the year. This increase was mainly driven by a rise in emissions from the purchase of goods, use of sold products and upstream transportation and distribution. Nevertheless, they have decreased by 6% compared to 2018. Although progress has been made on several categories—such as business travel, employee commuting, and fuel- and energy-related activities—additional progress will be required to meet the 2030 target of -30%. Quadient is pursuing efforts in eco-design and product development to help further reduce the footprint of its solutions throughout their life cycle.

Overall, Quadient has already achieved a 55% reduction in scopes 1 and 2 combined, in line with its -64% target by 2030. Work continues to accelerate decarbonization efforts in the value chain to address scope 3 emissions and align the Company's trajectory with its long-term net-zero ambition by 2050.

Impact of Frama integration on GHG emissions

In 2024, Quadient integrated the operations of Frama, a long-standing production partner. This change in consolidation scope had a limited impact on the Group's carbon footprint. Frama accounted for 122 tCO₂e under Scope 1 and 13 tCO₂e under Scope 2 (market-based), i.e. a total of 135 tCO₂e, demonstrating that the measures implemented across sites have delivered improvements. In line with our recalculation policy, which sets a 5% threshold for restating the base year, the 2018 baseline has not been adjusted.

Excluding Frama, Scope 1 and 2 emissions would have decreased by 3.6% compared to 2023, reflecting the positive impact of decarbonization measures implemented across Quadient sites.

For Scope 3, emissions related to the placement of mailing equipment produced by Frama were already accounted for in previous reporting years, as Frama was one of Quadient's long-standing partners.

Contractual instruments for energy purchases

To support its transition to low-carbon energy, Quadient has implemented various contractual instruments to secure energy with traceable attributes. This includes the purchase of renewable electricity backed by guarantees of origin in multiple countries such as Belgium, France, Germany, the UK, Ireland, Netherlands, Sweden, and Switzerland.

Additionally, Quadient Canada has entered into a power purchase agreement with Bullfrog Power for both electricity and natural gas. Through this agreement, an equivalent amount of renewable electricity is injected into the national grid, while green natural gas, sourced from recovered methane, is supplied to meet part of the company's consumption.

In 2024, 53% of total electricity consumption and 23% of total energy consumption were covered by contractual instruments. These purchases resulted in 43% of Scope 2 emissions being covered by contractual instruments. All instruments currently in place are bundled, but the Company is considering the future use of unbundled certificates for sites where it does not have direct control over electricity supply contracts.

5.2.1.11 GHG mitigation projects financed through carbon credits [E1-7]

While Quadient's immediate focus is on decarbonizing its operations and value chain, the company acknowledges that achieving net-zero emissions will require addressing residual emissions that cannot be eliminated. To this end, Quadient plans to develop a carbon offset strategy as a complementary measure. This future program will target unavoidable emissions with internationally certified offsets, prioritizing projects that deliver tangible environmental and social benefits.

5.2.1.12 Financial planning [E1-8], [E1-9]

Delivering its decarbonization goals will require important investment by Quadient over time and the Group will continue to commit financial resources to the Net-Zero transition.

Concerning energy, the Group will continue to invest in increasing the energy efficiency of its infrastructures and real estate, and in shifting to renewable energy (renewable electricity and biogas). Investments must be planned also to shift the company vehicles to low carbon ones. Developing sustainable solutions in its three business lines will also require continued investment in life cycle assessment and eco design. The Group also anticipates facing additional costs as some low carbon materials, or sustainable goods and services will be more expensive to purchase than their equivalent.

Such investments are usually not linear as large projects may take a few years to mature, and opportunities at a given time depend on the technology available, the local economic and regulatory context.

The finance team is tasked with managing the Group's financial exposure from its decarbonization plan and integrating the required investments and additional costs into its financial plan, through its annual Strategic Planning process. This information will be published progressively in accordance with the Corporate Sustainability Reporting Directive (CSRD).

Quadient has not yet implemented an internal carbon price. While the company recognizes the value of internal pricing as a tool to quantify environmental externalities, the priority is for targeted initiatives over more complex financial mechanisms like carbon pricing. Nevertheless, as the climate strategy continues to evolve, Quadient is monitoring market developments, and may reassess the potential benefits of introducing an internal carbon price in the future.

METHODOLOGICAL NOTE ON CLIMATE-RELATED DATA REPORTING

Reporting Scope: Environmental data covers all entities within the financial consolidation perimeter, including joint ventures. This ensures comprehensive and consistent reporting across all relevant operations. As the acquisition of Package Concierge was completed in December 2024, the environmental data of this entity have not been included in the reporting scope for the current year. Integration into the reporting perimeter will be considered for the next reporting cycle.

Reporting Framework: A reporting protocol defines key indicators and calculation methodologies to ensure consistency across all entities within the Group. This framework provides clear guidelines on data collection, calculation formulas, and measure controls, ensuring uniform and comparable reporting across all entities.

Reporting Period: Environmental data is reported on a calendar year basis rather than a fiscal year to align with internal reporting processes and ensure consistency across reporting cycles. A fiscal year approach would require estimates for January due to internal deadlines, but this does not materially impact the reported indicators. Any significant event in January affecting the data would be noted in the report.

Data Collection & Controls: Environmental data is collected through an internal reporting tool, which enables data tracking and ensures consistency across reporting periods. The system also includes built-in controls such as:

- automatic alerts flagging variations of +/-10% compared to the previous year to help identify and validate significant changes;
- standardized unit conversion, allowing data to be entered in different units while ensuring all values are converted into a consistent format, reducing the risk of manual conversion errors.

GHG Emissions Calculation: The calculation of the greenhouse gas emissions follows the GHG Protocol standard, a globally recognized framework for measuring and reporting greenhouse gas emissions, ensuring accuracy and comparability with industry best practices.

As part of the submission of our targets to the SBTi this year, a comprehensive inventory of greenhouse gas emissions was conducted, and the calculation methodology was adjusted to align with SBTi requirements.

Key methodological changes include:

- upstream leased assets: Emissions beyond the minimum boundary are no longer reported. Previously, emissions related to the manufacturing of company vehicles and buildings were included in this category;
- capital goods: Emissions are now calculated only for new acquisitions, based on their full cradle-to-gate footprint in the year of purchase. In previous reports, emissions for all owned assets were included, based on an amortization of their footprint over their expected lifetime.

- digital solutions usage: Emissions from customer use of digital solutions are now fully reported under "Purchase of Goods and Services." In previous years, additional emissions related to the use of a personal computer for accessing these solutions were included, but this was beyond the minimum boundary and has now been removed;
- investments: Emissions from investments have been added, as they were not accounted for in previous reports.

To ensure consistency, both the baseline year and the previous year's emissions have been recalculated according to this updated methodology. Additional historical data may be disclosed in future reporting cycles.

Scope 1 emissions

Scope 1 emissions at Quadient include direct greenhouse gas emissions from three main sources:

- stationary combustion (natural gas, fuel oil) used for heating buildings and industrial processes;
- mobile combustion from company vehicles;
- fugitive emissions from refrigerant leaks in HVAC systems.

These emissions are calculated based on fuel and energy consumption data collected from all relevant sites. Emission factors are primarily sourced from DEFRA (for fuel combustion. For global warming potentials (GWP), the values published by the Intergovernmental Panel on Climate Change (IPCC) are applied to convert air conditioning emissions into CO₂ equivalent (CO₂e).

Scope 2 emissions

Scope 2 emissions at Quadient come from purchased electricity, steam, heating, and cooling and are calculated in line with GHG Protocol guidelines using both the location-based and market-based approaches.

- **the location-based method** estimates emissions based on average grid or district heating emission factors in the region where energy is consumed. Standard factors from the IEA are used, supplemented by national databases such as DEFRA (UK) and Base Empreinte from ADEME (France) when available. For district heating, network-specific factors are preferred; if unavailable, DEFRA factors are applied;
- **the market-based method** uses supplier-specific emission factors reflecting the actual energy mix of purchased electricity or district heating. When supplier data is missing, fallback options apply: AIB residual mix factors for electricity in Europe, IEA location-based factors for non-European countries, and DEFRA factors for district heating.

This method is used to track progress against Quadient's climate target.

Scope 3 emissions

Scope 3 emissions at Quadient encompass the indirect GHGs generated throughout the entire value chain, from upstream activities like the production and transportation of purchased goods to downstream processes such as the use and disposal of the sold products. These emissions, which are not directly owned or controlled by the Company, are critical for understanding the comprehensive environmental impact of Quadient operations. An inventory of Scope 3 emissions has been conducted to identify the categories most relevant to Quadient. In alignment with the GHG Protocol, these emissions are measured and managed across all relevant categories.

- Purchased goods:** Emissions from the purchase of goods are calculated using simplified life cycle assessments (LCAs) for Quadient's key hardware products, including postage meters, folder inserters, and parcel lockers. These LCAs were conducted with the support of an expert consultancy and follow a cradle-to-gate approach, covering emissions from raw material extraction to final manufacturing by Tier 1 suppliers. For each product type, we collected data on material composition, manufacturing processes, countries of production, and transport modes, which were then modeled using emission factors from databases such as Ecoinvent. Electronic components were treated with specific emission factors. For products not directly covered by an LCA, emissions are estimated using models based on similar products. These are refined using product-specific information such as weight, manufacturing location, and the number of units sold during the reporting year by country.
- Purchased services:** Emissions from purchased services are calculated using a spend-based approach. The amounts spent per service category, as reported in the Group's financial data, are multiplied by corresponding monetary emission factors, providing an estimate of the associated environmental impact.
- Capital goods:** This category covers emissions from the acquisition new offices and warehouses, office equipment (e.g., computers, chairs, cabinets) and machinery for industrial activities. In 2024, this includes emissions linked to the integration of Frama's sites. For office and IT equipment, the number of items was estimated based on the average per full-time equivalent (FTE) and a renewal rate.
- Fuel- and energy-related activities:** These include upstream emissions associated with the production and transportation of fuel and energy consumed by the company (not already accounted for in Scopes 1 and 2). For electricity, emission factors from the International Energy Agency (IEA) are used, taking into account both combustion emissions and transmission and distribution (T&D) losses. For other energy sources such as natural gas or fuel oil, DEFRA emission factors are applied.
- Transportation and distribution:** Emissions from the transportation of goods to and from the Company are calculated using CO₂ reports provided by third-party carriers. These calculations are based on a Well-to-Wheel (WTW) approach, which includes both the direct emissions from fuel combustion (Tank-to-Wheel) and the upstream emissions from fuel production and distribution (Well-to-Tank), providing a more comprehensive view of transportation-related emissions.
- Waste generated in operations:** Emissions are calculated based on the quantity and type of waste produced on Quadient's industrial sites in France, the United Kingdom, and the United States. Specific emission factors from the ADEME database are applied to each waste stream to estimate the associated GHG emissions.
- Business travel:** Emissions are calculated using the most relevant data available—travel distances, fuel consumption, expense reports or CO₂ reports provided by travel agencies and vehicle rental companies. Calculations are performed by transport mode (air, rail, ferry, road) using DEFRA emission factors. Consistency checks are performed to avoid potential double counting between data sources.
- Employee commuting:** Emissions from employee commuting are calculated based on the following methods, depending on data availability:
 - **Survey-Based Method (Preferred):** If employee commuting data is collected (e.g., through surveys or mobility assessments), emissions are calculated using the reported commuting distance, frequency, and transportation modes. Mode-specific emission factors (e.g., from DEFRA or ADEME) are applied to estimate CO₂ equivalent emissions.
 - **National Average Data Method (Fallback):** If survey data is unavailable, commuting emissions are estimated using national or regional average commuting patterns, distances, and transportation modes. Mode-specific emission factors (e.g., from DEFRA or ADEME) are applied to estimate CO₂ equivalent emissions. In 2024, Quadient applied the national average method.
- Use of sold products:** To calculate the emissions related to the use of the hardware products by the customers (e.g., franking machines, parcel lockers), we collect data on each product's energy consumption, hours of use (operating and standby), lifespan, and the number of units placed on the market each year, by model and by country. We apply country-specific electricity emission factors from the IEA to reflect local energy mixes. For the emissions related to the use of our software solutions, the emissions linked to cloud/datacenter usage and Print Services Providers are accounted for under Scope 3.1 (Purchased services), as Quadient is billed for the infrastructure used by its customers. This approach prevents double-counting.
- End-of-life treatment of sold products:** Emissions from the end-of-life treatment of Quadient's hardware products are estimated using LCA for the main Mail and Locker models. These LCAs incorporate data on product and packaging mass, waste recovery methods, and use emission factors from databases such as Ecoinvent. For each product type, emissions are updated annually based on the quantities put on the market. When specific LCAs are not available, emissions are extrapolated using similar product models and adjusted for weight and volumes sold.
- Investments:** Emissions from investments are estimated based on Quadient's share of ownership and available emissions data from investees. In the absence of up-to-date Scope 1 and 2 emissions data for 2024, calculations were based on the most recent emissions information available and financial proxies to reflect activity in 2024 as accurately as possible.

5.2.2 Resource use and circular economy [E5]

5.2.2.1 Description of processes to identify and assess material resource use and circular economy related impacts, risks and opportunities [ESRS 2; IRO-1]

Electrical and electronic equipment, including information and communications technology (ICT) equipment, is one of the fastest growing waste streams in the EU, with current annual growth rates of 2%. It is estimated that less than 40% of electronic waste is recycled. Value is lost when fully or partially functional products are discarded.

Quadiant was already an actor of the circular economy before the CSRD came into force and had the opportunity to put in practice several actions for many years. Hence defining the IROs related to circular economy and resource used was not completely new to Quadiant. In 2023 – 2024, the double materiality assessment involved internal workshops with supply chain, R&D, product management and Marketing for each solution, together with external interviews with two major

suppliers. To identify the most material IROs for Quadiant, the team involved in the workshops, based on more than 10 years of experience in circular economy, considered the lesson learnt from the past lifecycle assessments of its products, implementation of eco design, remanufacturing and take back programs, and manufacturing and logistic activities when identifying the Impacts, Risks and Opportunities and evaluating them. As for all the IROs identified, the valuation was done in two steps to evaluate at first the impact on the environment and the people and then assessing the financial materiality.

Accordingly, the double materiality assessment considers the impacts, risks and opportunities relating to material resource use and circular economy to be material for the Company.

	Time horizon	Value chain
RESOURCES INFLOWS, INCLUDING RESOURCE USE		
Positive impacts on people and the environment		
Product remanufacturing has a positive impact as it allows us to reduce the amount of raw materials/resources	ST	Own operations
Negative impacts on people and the environment		
Depletion of resources due to the procurement of raw materials, including metals, plastics, and electronic components. This includes the use of petroleum-based plastics like ABS, derived from fossil fuels, and the depletion of rare earth elements and minerals, which are essential for the electrical and electronic components in our products as well as the IT equipment we use	ST	Upstream Own operations
Risks for the business model		
Disruption in the supply chain to procure raw materials/electronic components whatever the reason (pandemic, natural disasters affecting global suppliers, geopolitical conflicts)	ST	Upstream Own operations
Cost increase of the electronic components market	ST	Upstream Own operations
Breach of compliance with existing/future regulations (e.g., conflict minerals, incorporation of recycled materials, etc.)	ST	Upstream Own operations Downstream
Opportunities for the business model		
Product ecodesign and remanufacturing	ST	Upstream Own operations
Incorporate recycled materials (recycled steel and plastics)	MT	Own operations
RESOURCE OUTFLOWS RELATED TO PRODUCTS AND SERVICES		
Negative impacts on people and the environment		
As Electrical and Electronic Equipment, Quadiant's products can be harmful to the environment and human health if not disposed of properly. Substances and materials present in the products could leach into the soil and groundwater, contaminating the surrounding environment.	ST	Own operations Downstream

	Time horizon	Value chain
Risks for the business model		
• Failure to take back our products at their end of contract or end of life	ST	Own operations Downstream
• Wrong behavior of customers/users to not dispose of our product and supplies properly	ST	Downstream
• Customers demand not to procure remanufactured products	ST	Downstream
• Regulations contradicting the remanufacturing of products (e.g ban of substances contained in parts and components to be reused for remanufacturing, waste management in certain countries)	ST	Upstream Own operations
Opportunities for the business model		
• Product ecodesign and remanufacturing	ST	Own operations
WASTE		
Negative impacts on people and the environment		
• Industrial waste generated on our sites can also be harmful to the environment and human health if not disposed of properly. Substances and materials present in the industrial waste could leach into the soil and groundwater, contaminating the surrounding environment.	ST	Own operations Downstream
Risks for the business model		
• Risk of products being improperly disposed of in the environment, resulting in penalties, fines, and reputational damage.	ST	Own operations Downstream
• Risk of industrial waste not being managed in accordance with regulatory requirements.	ST	Own operations
Opportunities for the business model		
• The sale of recycled waste or valuable materials within waste streams, contributing to cost efficiency and potential revenue generation	ST	Own operations Downstream

Time horizons: ST = to 2027, MT = to 2030, LT = beyond 2030

5.2.2.2 Policies related to circular economy [E5-1]

Circular economy refers to a set of practices enabling the protection, better use and reduced waste of natural resources, aiming at changing the paradigm concerning the so-called linear economy. Quadient is a committed player in the circular economy, deeply engaged to reducing the environmental impact of its operations and products through innovative design, sustainable practices, and circular economy principles.

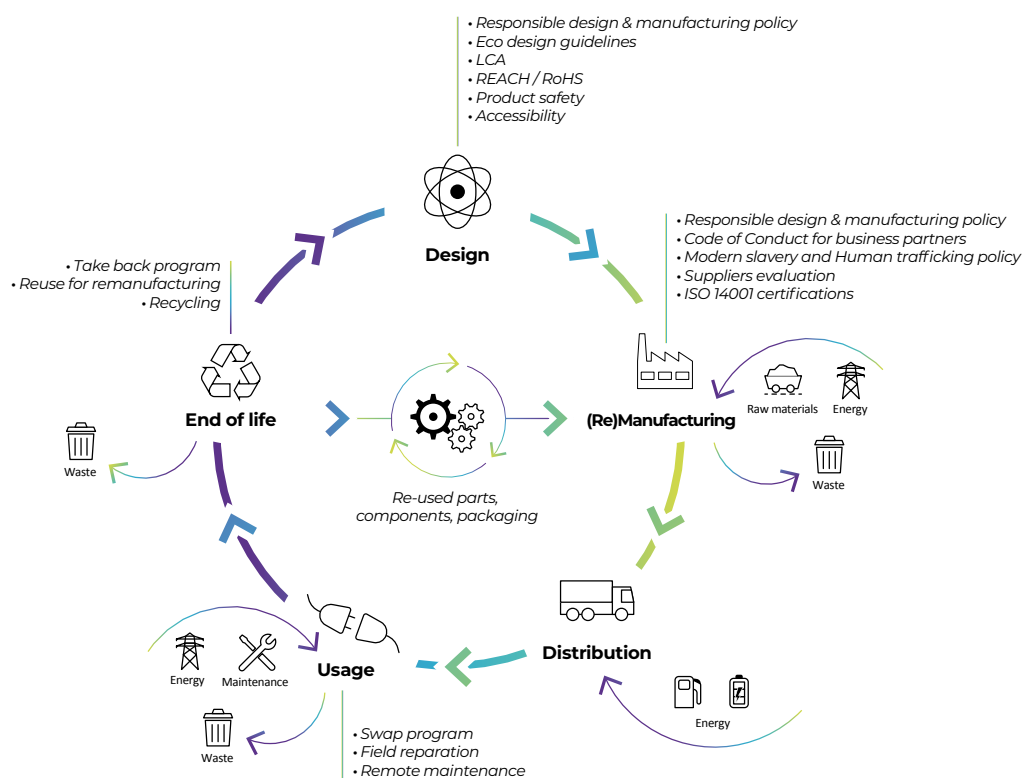
QUADIENT'S APPROACH TO CIRCULAR ECONOMY

Part of Quadient's environmental engagement is formalized in the Company's Code of Ethics and focuses on the design of products and

solutions to minimize their impact on the environment throughout their lifecycle. Quadient's approach to circular economy principles is an integral part of the corporate strategy. This aims to address GHG emissions, pollution, use of resources and raw material consumption (biodiversity and ecosystems) related to its products. At Quadient, implementing these principles translates into the following:

- A business model based on the functional economy;
- A built-in eco design model within the product development process;
- Responsible manufacturing management;
- A take back program and reverse supply chain;
- Quadient products remanufacturing.

The chart below illustrates the lifecycle of Quadient's Mail related products which integrate its eco design and circular economy approach.



A BUSINESS MODEL BASED ON THE FUNCTIONAL ECONOMY

The economics of functionality are the offering or sale of the use of goods or a service rather than the goods itself. The aim is to develop integrated solutions for goods and services with a view to sustainable development. In this way, trade is no longer based on the transfer of ownership of goods, which remain the property of the manufacturer throughout the product life cycle, but on the consent of users to pay a use value.

Quadient's business model for its Mail business line is based on the provision of mail handling services (rental or leasing) such as envelope inserting and franking rather than the sale of equipment. Services usually include maintenance management and the supply of print cartridges. In this way, the products used to provide these services to customers belong to Quadient and are recovered at the end of the contract or at the end of their useful life. This provides the opportunity to place these products back on the market after remanufacturing.

SUSTAINABLE DESIGN AND RESPONSIBLE MANUFACTURING POLICY

Quadient is committed to design and manufacture sustainable products and to reduce their impact on the environment. For this, the Company has formalized a policy statement to summarize its commitments and actions related to sustainable design and responsible manufacturing to its stakeholders. This policy statement is supplemented by internal eco-design guidelines setting the minimum requirements in terms of environmental performance and durability of Quadient's products. The key aspects of the Company's eco design program includes the following:

- Extending product life: By enhancing durability, reusability, upgradability, and reparability;

- Improving energy efficiency: Ensuring products use less energy throughout their lifecycle;
- Reducing harmful substances: Addressing the presence of substances hazardous to human health and the environment;
- Optimizing the use of natural resources: Making products easier to remanufacture and recycle.

Quadient is committed to respecting the highest manufacturing standards in its industry. The Company continuously looks for ways to improve energy efficiency, lower its greenhouse gas emissions, minimize water consumption and reduce waste sent to landfill. By working closely with its logistics partners and vendors, the Company strives to minimize and consolidate shipments and take sustainability into account when selecting modes of goods transportation. As a responsible producer of hardware products, Quadient also endeavors to reduce waste at the source, throughout its manufacturing operations, and ultimately to avoid its products ending up in landfills at their end of life.

This policy statement and eco-design guidelines apply to all products of the Mail related business line and Lockers. However, product remanufacturing does not apply yet to the Locker business line. It addresses specifically the Impacts, Risks and Opportunities related to circular economy and use of resources identified

Within the Mail business line, the policy is enforced by the Chief Solution Officer, Mail with the support of the VP of R&D and Supply Chain for Mail. Regarding the locker business line, this policy is overseen by the Chief Solution Officer, Lockers with the support of the Chief Technology and Supply Chain Officer, Lockers.

Quadient's sustainable design and responsible manufacturing policy statement is available on the Company's website and on its Group intranet.

MANAGEMENT WASTE POLICY

As part of its sustainable design and responsible manufacturing policy statement, Quadient is committed to reducing the generation of waste and prioritizing the reuse or recycling of materials to minimize the disposal of industrial waste related to its operations and products.

Rather than having a global waste management policy, Quadient has implemented a local QHSE policies covering waste management in compliance with the ISO 14001 standard at its three industrial sites in France, the United Kingdom and the USA.

When compared to the company's sales and distribution activities, the industrial sites represent the most significant source of waste generation. Each site has defined the scope of their policy to address the waste in their own operations and in the downstream value chain. Quadient considers as industrial waste all the waste generated by its activities on the premises including the waste related to the collection of products at their end of life or end of contract.

Each site director has the responsibility to enforce the locally defined policy. The VP of R&D and Supply chain for Mail oversees the application of the local QHSE policy on these sites.

RESOURCES USE POLICY

The transition to the use of second-hand or recycled materials has not emerged as an immediate priority in regards of the other environmental impacts that were deemed more significant for Quadient's products.

Therefore, Quadient has not yet formalized a policy related to the use of recycled materials such as recycled plastics or steel that could be incorporated into its products.

As part of its sustainability strategic objectives, Quadient will conduct an analysis in 2025 to identify the potential for incorporating recycled materials, or materials and resources coming from more sustainable sources, within its products. The results of this analysis will help the Group to formalize a policy and establish targets in 2026.

5.2.2.3 Actions and resources related to resource use and circular economy [E5-2]

Quadient's sustainability actions focus on integrating eco-friendly practices into every aspect of the product lifecycle—from material sourcing to manufacturing, installation, and end-of-life management. Actions and resources are focused on:

- Feasibility assessment to increase the use of recycled and renewable materials in the production of parcel lockers and mailing machines;
- Developing modular designs that allow for easier maintenance, repairs, and upgrades, extending product lifetime and reducing the need for full equipment replacement.

The actions described below are past or current actions that required OPEX and CAPEX from previous fiscal years. None of them required nor are conditioned to sustainable finance instruments such as green or social bonds or green loans or granting of financial support or public policy and market developments.

LIFECYCLE ANALYSIS PROGRAM

A Life Cycle Assessment (LCA) is a systemic method for evaluating the environmental impact of a product, process, or service throughout its entire lifecycle, from raw material extraction to disposal or recycling. Quadient's robust LCA approach is underpinned by the Product Environmental Footprint (PEF) methodology, which incorporates 16 environmental impact categories for a holistic analysis as well as a comprehensive data set supplied by vendors, internal teams, and various stakeholders to ensure the reliability and accuracy of its evaluations.

LCA is a cornerstone of Quadient's eco design and sustainability efforts, and detailed assessments are conducted throughout the product design and development phase to evaluate and understand the potential impacts and identify actions to avoid or reduce them ahead of industrialization and production.

In 2024, Quadient launched a new LCA program to support the design of new products and solutions over the period 2024 to 2026. The objective is to evaluate the environmental impacts of any new design and ensure that products under development will have less impact on the environment than previous product generations. Overall, Quadient's target is to have at least 80% of its product ranges covered by LCA by the end of 2026.

To do so, the Company has invested in the acquisition of a LCA tool and several environmental databases such as "ecoinvent" and reinforced its project development teams with LCA expertise.

The scope of this program covers all business lines, Mail, Lockers, and Digital solutions, and has been designed in conjunction with the product marketing, product development and R&D teams of each solution. Priorities have been set based on the business lines' product development roadmap.

PRODUCT ECO DESIGN

Quadient's eco design program is embedded in the product design and development processes. From the design phase, the project's development teams pay particular attention to:

- the choice of the materials, parts and electronic components, including packaging materials;
- the weight of parts, modules and the overall product aiming at reducing the use of raw materials and natural resources;
- the product's assembly mode to ensure it is designed to be easily disassembled, to facilitate the segregation of the materials to be recycled;
- the power management and consumption in sleep, stand by and run modes to reduce GHG emissions during the use phase.

These elements are key to meeting the objective of designing new products with lower environmental impacts than the previous generation of products.

In 2024, Quadient's full range of franking machines was certified by Energy Star in accordance with strict performance criteria, ensuring a low level of energy consumption and therefore contributing to lower greenhouse gas emissions.

Regarding the parcel lockers, Quadient used lifecycle analysis (LCA) and eco-design for designing the latest generation of lockers.

Quadient outdoor lockers need to function in all weather conditions, from -10°C in the winter to +40°C in the summer, with added challenges of humidity, dust, etc. So, these lockers are equipped with embedded heating and cooling systems.

LCA of the new High Density Starter (HDS) enables the Company to identify and measure the key environmental impacts of its lockers throughout their lifetime.

Using eco-design techniques Quadient has been able to reduce the impact by redesigning the electronics with components able to resist extreme temperature conditions and with longer lifetime. These modifications generate a 28% reduction in energy consumption during the use phase, which translates to an overall reduction of 20% of the product's carbon footprint.

Looking forward, Quadient is focusing on initiatives to facilitate the remanufacture of its lockers. These include for instance modular design to replace sections rather than complete systems, the choice of materials and the use of recycled materials etc.

TAKE BACK PROGRAM

To enable the remanufacturing of Mail products, Quadient has implemented free-of-charge take-back programs to collect hardware equipment, such as postage meters or folder/inserters of documents, from customers at the end of leased contracts.

These collection programs are available mainly in the USA and Europe covering France, the UK, Germany, Switzerland, Italy, and the Nordic countries. Depending on the type of equipment and according to the technical criteria and the good functioning of the equipment, it is then routed, if eligible, to one of the logistic hubs (in the USA or Europe) for reuse; or it is declared as WEEE (waste of electric and electronic equipment) and sent to a local recycling partner.

Used equipment received by the logistic hubs is subject to decustomization operations (to remove all customer data and specific software) and functional tests. Only equipment which passes these tests is eligible for reuse and sent back to assembly factories in Europe (France) or Malaysia.

In accordance with the Basel Ban Amendment to the Basel Convention related to the exportation of e-waste to non-OECD countries and the EU Regulation n° 2021/1840, Quadient does not export e-waste to any OECD or non-OECD countries. Only used equipment eligible for reuse is exported from the USA to France and Malaysia and from France to Malaysia. Quadient partners with two OEM (Original Equipment Manufacturer) vendors in Malaysia who have both obtained a license from the Malaysian Government to operate the dismantlement and reuse of the used equipment sent to them by Quadient. In addition, they are both subject to an annual audit by the Malaysian authorities regarding their waste management and recycling process. Furthermore, the OEM partners have an obligation to process and re-export to the USA and France the same quantity of used equipment as they received. Therefore, except for the parts and components recycled locally, any used equipment that may not be reused is sent back to the logistic hub in the USA or Europe to be recycled.

Regarding the WEEE directive n° 2012/19/EU, Quadient has joined local compliance schemes to manage all equipment not eligible for remanufacturing. Quadient has also implemented take-back programs to collect supplies of ink cartridges delivered to its customers. This program is also provided free of charge using a pre-paid envelope to return the empty cartridges to logistic hubs in France and the USA.

PRODUCT REMANUFACTURING

Remanufacturing is a key pillar of Quadient's environmental strategy and circular economy approach. This industrial process involves the product recovery from the field (see take-back programs above), which is then inspected, dismantled, cleaned, and upgraded in terms of functionalities (hardware and software). Worn parts are replaced by new or remanufactured components. Once reassembled, the remanufactured product is then tested, re-packaged and placed back on the market with the same technical characteristics and reliability warranty as a new product.

Moreover, product remanufacturing allows Quadient to preserve employment at the Company's production plants and provides the Company with greater control over the quality of machine products installed on customers' premises.

Past lifecycle assessments and studies on a range of franking machines and folder inserters, conducted by independent experts, have shown that a remanufactured machine generate environmental savings of up to 50% in terms of greenhouse gases emissions (GHG) throughout its lifecycle when compared with a new machine.

Today, 80% of our franking machine models and 25% of folder inserters benefit from this product remanufacturing approach. Although product remanufacturing is not yet available for Lockers, since 2021, Quadient has initiated a refurbishment process in France and Japan. This process consists in taking back the lockers from the field, cleaning and replacing any defective or damaged parts that would have been replaced in the field anyway if the lockers had remained installed there.

5.2.2.4 Targets related to resource use and circular economy [E5-3]

Under its sustainability strategy and program, the Company has set the following voluntary targets for resource use and circular economy. These voluntary targets for the period 2024 to 2026, which have not been imposed by legislation and carry no legal obligation, apply to the Company's own operations. Interim targets have been set internally to drive and follow the progress of the Company's targets. They were defined internally without any conclusive scientific evidence.

All these targets are reviewed during the sustainability governance quarterly meetings with the Executive committee and during the quarterly Strategy and ESG committee of the Board of Directors. They are presented to the Board once a year and communicated publicly as part of the present report.

TARGET RELATED TO INCREASE CIRCULAR DESIGN : REACH 80% OF OUR PRODUCTS AND SOLUTIONS COVERED BY LIFE CYCLE ASSESSMENT BY 2026

This ambition aims at assessing any new product development to identify the levers that will help Quadient continuously improve the environmental performance of its products and solutions through eco design. The target is to cover 80% of the Company's solutions portfolio by lifecycle assessments by the end of 2026. The scope concerns all new developments that will take place between 2024 and 2026 for the three types of solutions (Mail, Locker and Digital). Performance will be calculated based on the number of new development present in the product and marketing roadmap between 2024 and 2026 for each business line, for which a life cycle assessment will have been conducted during the design to enable environmental performance improvements. The base year is 2024 with a baseline of 0%. Internal interim targets have been defined according to the roadmap of product developments. The scope of the target is the own operations of the company. Marketing, product management and R&D teams from the three solutions were involved in the definition and setting of this target.

TARGET RELATED TO INCREASE OF CIRCULAR MATERIAL USE RATE: MAINTAIN 50% OF MAIL RELATED PRODUCTS FROM REMANUFACTURING BY 2026

This target is challenging for the Group as the introduction of a new product can jeopardize the placement of remanufactured products. This ambition is linked both to the reduction of resources use and is essential to the Company's decarbonization plan. The goal is to have 50% of placement on the market, of Mail related products (franking machines and folder inserters), in 2026, from remanufacturing. The whole ranges of franking machine and folder-inserters fall in the scope of this target, involving manufacturing, distribution and sales operations. The year 2024 is the base year with a value at 62.8%. The performance is calculated every year based on the volume of franking machines and folder-inserters remanufactured on year N and on the volume of products placed on the market on the same year. The main stakeholders involved in the definition of this target are Marketing, product management, R&D and Supply chain operations. The scope of the target is Quadient's own operations.

TARGET RELATED TO WASTE MANAGEMENT AND RECYCLING: REACH 90% OF OUR INDUSTRIAL WASTE RECYCLED BY 2026

This target relates to the recycling layer in the waste hierarchy and concerns the waste generated by our industrial activities such as manufacturing, logistics and assembly lines. It consist in reaching at least 90% of our industrial waste recycled by 2026. The scope of application concerns our three industrial locations, namely Le Lude (France), Byhalia (USA) and Loughton (UK). Quadient considers industrial waste all types of waste generated on its sites whatever it is non-hazardous, hazardous or waste related to its products. In terms of baseline and base year, Quadient's base year for this target is 2024 with a baseline of 67.5%. The performance against this target will be the amount of waste diverted from disposal operations that will be recovered by recycling compared with the total amount of industrial waste generated. The stakeholders involved in the definition of this target are the engineering, facility management and QHSE team. To increase the level of waste recycling, the Company also intends to involve actors of the downstream value chain such as waste collectors and treatment. The scope of this target for Quadient's own operations and potentially the downstream value chain.

TARGET RELATED TO OTHER MATTERS RELATED TO RESOURCES USE OR CIRCULAR ECONOMY

The last target set by the Group concerns the content of recycled materials such as steel and plastics. In 2025, the Group will analyze the potential of incorporating recycled materials in its products in order to set quantifiable targets from 2026. The scope of this target is all Mail-related products and Lockers delivered worldwide. The base year for this target should be 2025 and the baseline should be zero percent for 2025. The stakeholders involved in the definition of this target are the R&D, purchasing and CSR teams. The scope of the target is Quadient's own operations and upstream activities. The performance against this target will be the amount of recycled materials used compared to all the materials used.

5.2.2.5 Resource inflows [E5-4]

MATERIALS USED

Resource inflows correspond to the raw materials, associated process materials, parts, components and semi-manufactured goods bought by the Company and entering the composition of the Company's products. To the best of Quadient's knowledge, none of the above are sourced from by-products or waste streams. The metrics measurement disclosed below were not validated by an external body other than the assurance provider.

Whether it is a franking machine, a folder inserter or a parcel locker, the main commodities used by Quadient in the manufacturing and assembly of its products are metals, plastics, electronic and electromechanical components. Primary packaging materials include cardboard, paper pulp molded shells, polystyrene shells, and plastic film. In addition, there is secondary packaging which includes wooden pallets, plastic film or iron strapping.

When looking at the weight of a standard franking machine, metals such as steel, stainless steel, ferrites, copper, zinc and aluminum represent 53% of the total weight of the machine. Plastics, such as Acrylonitrile Butadiene Styrene (ABS), Polycarbonate (PC), Ethylene Propylene Diène (EPDM), and Polystyrene (PS), represent 35% of the weight. Lastly, glass fiber, glass, ceramic, resins and other diverse materials, derived from electronic and electromechanical components represent the remaining 12% of the weight of the machine (data collected for old generation machine).

For parcel lockers, steel accounts for 84.9% of the weight; followed by electronics and electromechanical components representing 12.3% of the weight. Paint represents 2.8% and plastics for less than 0.1%

Like all electrical and electronic equipment, Quadient's products contains electronic components such as capacitors and semi-conductors, and electromechanical components such as electric motors, actuators or sensors, all of which are concerned by the scarcity of critical raw materials and rare earth elements.

METHODOLOGY USED TO CALCULATE THE DATA

About 85% of the volume of mail related equipment and 100% of the volume of parcel lockers are manufactured and assembled in Quadient's upstream value chain. The nature of Quadient's products requires thousands of components, parts and modules and no data are available to Quadient to calculate accurately the weight of materials used to produce the quantities necessary to Quadient.

Mail-related Solutions

The total overall weight of products and technical materials used by Quadient in 2024 has been estimated based on the weight of each model times the quantity put on the market during 2024. However, this estimate does not consider the spare parts and inkjet cartridges that were produced and delivered during the reporting period. It should be noted that Quadient does not use any biological materials.

The weight in absolute value of secondary reused components has also been estimated. This corresponds to the weight of parts and modules extracted from used products and reused in the remanufacturing operated by Quadient in 2024.

Mail-related equipment follows a remanufacturing process depending on the specific machine type. This method prioritizes the reuse of functional components while replacing or repairing others, ensuring a balance between sustainability and product performance. The reuse rates were obtained by extracting from the ERP system, for one machine by range, the list of components that are reused with their percentage of reuse and their weight. This enables Quadient to calculate the weight of reused components for a machine. This analysis was performed on one representative machine for the low-end and one for the mid-end range. For the other machines within these ranges, the same reuse percentage was applied based on the representative models. High-end machines are not included, as they do not undergo any remanufacturing.

Assumptions

- Weights of machines are taken from LCA studies, specifications and data provided by our engineering department. Where there are different types of machines in one category, the heaviest machine is considered (conservative approach);
- The percentage of recycled materials in packaging was not available;
- Weight of pallets used was estimated: the weight of pallets was communicated for the lockers by logistics team. Extrapolation were made for the Mailing machines. Each machine is considered to use one pallet. This is a conservative approach, as a single pallet is often used for multiple small and medium machines;
- The percentage of reuse in products is calculated based on the average reuse of each component. Depending on the product, the reuse percentage is 77% for entry-level machines and 92% for mid-range machines. The data was collected from the manufacturing plant through the inventory of parts reused in the machines. Calculations were made for IS240-280/iX1 for the level-entry machine and then extrapolated for the other entry-level machines. For the mid-range, calculations were made for the IS350-IN360/iX3 and extrapolated for the rest of the mid-range machines. Extrapolations that were made for other models concerned by remanufacturing considered their weight and the percentage of reuse calculated according to their range ;
- The packaging weight of the mail-related equipment was obtained by removing the weight of the machine from the gross weight from the shipment orders to customers;
- The percentage of Mail related products placed on the market coming from remanufacturing is calculated by considering the number of franking machines plus the number of folder-inserters that were remanufactured divided by the total number of franking machines plus folder-inserters that were placed on the market in 2024. All these data are followed by the finance controller and are extracted from the ERP Company system.

To obtain the volume of machines placed on the market (new and remanufactured), the Company used two extracts from the ERP (SAP). The first extract provided the total volume of products placed on the market, which includes both products manufactured with 100% new parts and remanufactured products containing reusable parts.

A second extraction made it possible to distinguish the volume of remanufactured products from the total volume of products placed on the market. For the latter, as these were consolidated figures for the same product family (e.g., IS240, IS280, and iX1), the number of remanufactured machines for that family was then broken down by model using the percentage that each model represented in total sales in 2024 as the allocation key.

Lockers

For the parcel lockers, the weight data were collected from our suppliers and R&D team. Some parcel lockers were refurbished in 2024 but the data regarding the weight of reused parts is not accurate and detailed enough this year to enable the Company to disclose any data on this.

Beyond the machines themselves, Quadient also considered the impact of packaging and transport-related materials. The mass of packaging materials, such as cardboard and protective elements, was taken into account to assess their contribution to the overall resource inflow. Similarly, transport materials, such as wooden pallets, were included in our analysis, as they represent a non-negligible share of resource consumption.

Assumptions

- Weight of packaging for all locker models was estimated based on the weight of the Standard Worldwide model. The same data was used for all the rest of the Lockers machine packaging because the shape and volume of the products are quite similar ;
- The pallet weight for the Standard Worldwide model was obtained from suppliers and used as a basis to estimate the pallet weight for the other locker models ;
- For lockers subject to refurbishment, it was considered that 0% of the component of these products were reused this year ;
- Sales for Lockers were communicated by the Operations department. Around 1% of all sales were not considered (Multifamily) due to identification issues.

As Quadient only has secondary reused components and no recycled components are incorporated to manufacture its products, there is no overlap between these two categories. Hence there is no double counting of these components

The table below presents the overall total weight, of products and technical materials used during the reporting period and the weight in both absolute value and percentage, of secondary reused or recycled components.

FY 2024

PRODUCTS AND TECHNICAL MATERIALS USED	
Total weight of products and technical and biological materials used (tonnes)	7922.38
<i>Mail related products (tonnes)</i>	1426.49
<i>Parcel lockers (tonnes)</i>	4254.73
<i>Packaging materials (tonnes)</i>	2241.16
Percentage of biological materials used (%)	0%
SECONDARY REUSED OR RECYCLED COMPONENTS	
Weight in absolute value of secondary reused or recycled components	447.53
<i>Mail related products (tonnes)</i>	447.53
<i>Parcel lockers (tonnes)</i>	0
<i>Packaging materials</i>	0
Percentage, of secondary reused or recycled components (%)	5.65%
Percentage, of secondary reused or recycled packaging materials (%)	0%

5.2.2.6 Resource outflows [E5-5]

Quadient places on the market products designed according to principles of the circular economy. As explained in sections 2.2.2 Policies related to circular economy and 2.2.3 Actions and resources related to resource use and circular economy, Quadient strives to design its products to facilitate their disassembly, to maximize the reuse of parts and modules, and to recycle parts that are not reusable. The Company has also adapted its business model accordingly and implemented programs to enable the take back of its products from the field and their remanufacturing or refurbishment. In 2024, 62.8% of mail-related products (franking machines and folders inserters) placed on the market came from remanufacturing. The measurement of metrics for resource outflows were not validated by an external body.

Quadient's waste management strategy is fully in line with its circular economy model as the Company has adopted the 3R principles Reduce - Reuse - Recycle:

- Reduce: to generate less product waste and avoid disposal to landfill. The Company does its utmost to increase the durability and the efficiency of its remanufacturing and refurbishment operations.
- Reuse: products are designed to be upgradable and repairable over the long term and robust enough to support the reuse of parts and modules.
- Recycle: any parts, components and modules that cannot be reused are collected through recycling programs and processed to recover valuable resources and materials.

PRODUCTS AND MATERIALS

In 2024, regarding resource outflows on products and materials, Quadient focused on collecting data on the weight of waste generated and its breakdown by type of treatment. Hence no data related to recyclable content in products and their packaging is available for this year. Quadient will propose for next year a methodology based on product lifecycle assessment.

Product durability

Quadient's circular economy principles and eco design approach have led to an increase in the durability and lifetime of its products. The average lifespan of franking machines has increased from about 10 to 12 years and from 12 to 15 years for lockers. In addition to the robustness

of the design, Quadient strives to anticipate technological evolutions to ensure that the spare parts and components used to maintain products today will still be available 10 years from now. This is also the reason why the Company attaches great importance to the modularity and upgradability of its products.

Product reparability

In terms of product reparability, depending on the model, Quadient applies a process to repair the product on the customer site or at its logistic centers. In general, heavy products requiring heavy manual handling are maintained and repaired on site. This is the case for high-end mail related equipment or parcel lockers. Most of the time, breakdowns are diagnosed remotely, and field engineers intervene on the customer sites only if physical issues need to be fixed.

For smaller products such as low and mid-end franking machines, Quadient has deployed a swap process. This process consists in collecting the defective product and sending a replacement to the customer for the next day. The swap process requires Quadient logistic centers to have machines in stock and the ability to clone the customer's data into the replacement machine. This process could not work efficiently without the capability of the Company to remanufacture the returned products. This has another virtue as the returned products can be upgraded with the latest technical standards to ensure higher quality and fewer breakdowns. Quadient did not establish any specific rating system for reparability at the moment.

WASTE

As a producer and importer of Electric and Electronic Equipment, Quadient recognizes and is committed to its extended producer responsibility for all the physical product introduced in the worldwide market. This means Quadient is notably responsible for their end-of-life management. As described in the section 2.2.3.3 Take back program, Quadient has implemented and organized take-back programs in the USA and Europe for France, the UK, Germany, Switzerland, Italy, and the Nordics to collect the products to be remanufactured or refurbished. The Company has also contracted with national compliance schemes and local waste management contractors in Europe to manage the products that are not eligible for remanufacturing or refurbishment. In 2024, the amount of WEEE has significantly increased compared to 2023 due to the first wave of parcel lockers, having reached the end of their useful life, withdrawn from the field in the US and Europe.

In addition to the waste related to its products, Quadient strives to reduce and recycle the waste generated by its own operations, especially in its industrial sites based in France, United Kingdom and the USA. The waste streams managed there can include various materials such as metal, wood, plastic, electronics, inkjet cartridges, cardboard and papers and specific waste related to manufacturing and maintenance processes.

In accordance of the regulation and the internationally recognized waste management standards, they are classified into two primary groups: non-hazardous and hazardous waste. In terms of waste treatment, Quadient follows the waste treatment hierarchy.

For all the waste that cannot be reused, the company strives for diverted them from disposal by finding recycling streams or other recovery operations such as energy recovery. Waste that cannot be recovered are directed to disposal operations such as incineration without energy recovery or landfill.

Due to the nature of Quadient's activities and equipment, no radioactive waste is generated by the Group.

The tables below present the amount of waste generated in 2024 and their treatment.

The total amount of non-recycled waste is 485.89 tons (477.34 tons for non-hazardous waste and 8.55 tons for hazardous waste) which represents 32.48% of non-recycled waste.

Waste generated	Units	2024
TOTAL	Tons	1,496.02
WEEE (including IT)	Tons	691.69
Non-Hazardous waste	Tons	794.34
Hazardous waste	Tons	9.99
Radioactive waste	Tons	N/A

Weeee	Unit	2024
TOTAL	Tons	691.69
Recovery operations	Tons	487.07
Preparation for reuse	Tons	0
Recycling	Tons	437.49
Other recovery operations	Tons	49.58
Disposal operations	Tons	204.62
Incineration	Tons	0
Landfill	Tons	204.62
Other disposal operations	Tons	0

Non-hazardous waste	Unit	2024
TOTAL	Tons	794.34
Recovery operations	Tons	604.41
Preparation for reuse	Tons	0
Recycling	Tons	571.19
Other recovery operations	Tons	33.22
Disposal operations	Tons	126.33
Incineration	Tons	0
Landfill	Tons	126.33
Other disposal operations	Tons	0
No detail on type of treatment	Tons	63.60

Hazardous waste	Unit	2024
TOTAL	Tons	9.99
Recovery operations	Tons	7.11
Preparation for reuse	Tons	0
Recycling	Tons	1.44
Other recovery operations	Tons	5.67
Disposal operations	Tons	2.88
Incineration	Tons	0
Landfill	Tons	0
Other disposal operations	Tons	2.88

Non-recovered waste	Unit	2024
TOTAL	Tons	192.81
Non-Hazardous waste	Tons	126.33
Hazardous waste	Tons	2.88
No detail on treatment	Tons	63.60
% on non recovered waste	%	12.88

Calculation methodology on resource outflows metrics

Waste

- Most of the data collected on the waste and their treatment come from transfer notes from contracted waste collectors;
- The following waste were counted as "no details on the type of treatment": It concerns waste treatment of less than 20Kg of metal

waste in Loughton (UK) and waste treatment of pallets on Byhalia site (USA);

- The weight of the pallets for transportation of goods used at Byhalia has been estimated;
- The waste of electric and electronic waste (WEEE) generated in Japan was converted from m3 into tonnes;
- The measurement of metrics for waste is not validated by an external body.

5.2.3 Information on the European Green Taxonomy

European Green Taxonomy

The Taxonomy Regulation (EU Regulation 2020/852 on the establishment of a framework to facilitate sustainable investment) is a key component of the European Commission's action plan to redirect capital flows towards a more sustainable economy by establishing a common classification system within the European Union. The aim is to identify economic activities considered sustainable, with reference to six environmental objectives:

- climate change mitigation;
- climate change adaptation;
- sustainable use and protection of water and marine resources;

- transition to a circular economy;
- pollution prevention and control;
- protection and restoration of biodiversity and ecosystems.

An activity can contribute to the objectives in one of the following ways:

- through its intrinsic performance;
- when it directly enables other sustainable activities, it is then qualified as an enabling activity;
- if it supports the transition to a carbon-neutral economy and cannot be replaced by technically and economically feasible low-carbon alternatives, it is then qualified as transitional.

An activity is deemed “eligible” when it is mentioned in the delegated Climate (EU delegated regulation 2021/2139 of 4 June 2021 amended by delegated regulations 2022/1214 2023/2485) and Environment (EU delegated regulation 2023/2486 of 27 June 2023) regulations. It is important to note that this qualification does not provide any indication of the sustainability of said activity. However, an activity is considered sustainable according to the regulation when it is “aligned”, meaning it meets all of the following requirements stipulated in these regulations:

- it makes a substantial contribution to one of the six environmental objectives by demonstrating compliance with specified technical screening criteria for substantial contribution;
- it does not cause significant harm to the other five environmental objectives (Do No Significant Harm criteria);
- it complies with minimum safeguards regarding adherence to the OECD Guidelines for Multinational Enterprises and the United Nations Guiding Principles on Business and Human Rights.

In accordance with regulatory provisions, this section presents the proportions of the turnover, capital expenditure (CapEx), and operational expenditure (OpEx) deemed “eligible” or “eligible” and “aligned” according to current European regulation. The information also includes contextual elements inherent to technical analyses. For the fourth year of application of these provisions, non-financial companies must publish:

- the proportion of their taxonomy-eligible and non-eligible activities for the six environmental objectives for the a forementioned three indicators;
- the proportion of their aligned and non-aligned eligible activities for the six environmental objectives for the a forementioned three indicators.

5.2.3.1 Analysis of the Group's activities in terms of eligibility

In 2023, Quadient completed the eligibility analysis of its activities, extending it to the four environmental objectives covered by the Taxonomy Regulation.

TURNOVER

The “turnover” ratio targeted in the Taxonomy Regulation is calculated by:

- denominator: the Group's turnover as established in the consolidated financial statements. As of 31 January 2025, it amounts to 1092.6 million euros;
- numerator: the turnover associated with taxonomy-eligible activities.

Quadient identified its remanufactured product sales activity, particularly carried out by the Mail Solutions division, as for the “5.1 Repair, refurbishment, and remanufacturing” activity of the circular economy objective. The turnover eligible for this activity amounts to 146.8 million euros as of 31 January 2025, representing 13.4% of the Group's turnover.

Quadient also generates turnover through the rental and leasing of Mail Solutions and Locker Solutions. This turnover has been identified as eligible for the “5.5 Products as services and other circular service models focused on use and outcomes” activity of the circular economy objective. The turnover eligible for this activity amounts to 230.4 million euros as of 31 January 2025, representing 21.1% of the Group's turnover.

Thus, the total eligible turnover for these two activities amounts to 377.2 million euros as of 31 January 2025, representing 34.5% of the Group's turnover.

CAPITAL EXPENDITURE (“CAPEX”)

The “CapEx” ratio targeted in the Taxonomy Regulation is calculated by:

- denominator: capital expenditures including increases in tangible and intangible assets and rights of use for the year (before revaluation, depreciation, and amortization, and excluding fair value variations) as well as increases related to business combinations. As of 31 January 2025, this amount is 108.0 million euros;
- numerator, capital expenditures:
 - related to assets or processes associated with a taxonomy-eligible economic activity;
 - part of a plan aimed at developing taxonomy-aligned economic activities or enabling eligible economic activities to become aligned (hereinafter referred to as “CapEx plan”);
 - Quadient has, for its headquarters and subsidiaries, long-term corporate vehicle leasing contracts. The CapEx associated with these contracts are eligible for the “6.5 Transport by motorcycles, passenger cars, and light commercial vehicles” activity of the climate change mitigation objective.

The amount of CapEx eligible for this activity amounts to 3.5 million euros as of 31 January 2025, representing 3.3% of the total CapEx of the Group. The CapEx associated with buildings, eligible for the “7.7 Acquisition and ownership of buildings” activity of the climate change mitigation objective, amounts to 6.4 million euros, representing 5.9% of the total CapEx of the Group.

Additionally, CapEx flows related to assets leased or rented to customers, in connection with the turnover related to these assets eligible for the “5.5 Products as services and other circular service models focused on use and outcomes” activity of the circular economy objective, amount to 53.7 million euros, representing 49.7% of the total CapEx of the Group.

Thus, the total eligible CapEx for these activities amounts to 63.6 million euros as of 31 January 2025, representing 58.9% of the Group's CapEx.

OPERATIONAL EXPENDITURE (“OPEX”)

According to the Taxonomy Regulation, the operational expenditures to be considered for the “OpEx” ratio calculation are the direct non-capitalizable costs corresponding to research and development expenses, building renovation costs, rents presented in the income statement, maintenance and repair expenses, and any other direct expenditure related to the routine maintenance of assets. As of 31 January 2025, the denominator amount of the OpEx ratio amounts to 62.8 million euros.

In connection with its remanufacturing activities, Quadient Group has identified research and development expenses eligible for the “5.1 Repair, refurbishment, and remanufacturing” activity of the circular economy objective. The amount of OpEx eligible for this activity amounts to 4.2 million euros as of 31 January 2025, representing 6.6% of the Group’s OpEx.

In connection with its asset rental and leasing activities, Quadient Group has also identified research and development expenses eligible for the “5.5 Products as services and other circular service models focused on use and outcomes” activity of the circular economy objective. The amount of OpEx eligible for this activity amounts to 7.2 million euros as of 31 January 2025, representing 11.4% of the Group’s OpEx.

Thus, the total eligible OpEx for these two activities amounts to 11.3 million euros as of 31 January 2025, representing 18% of the Group’s OpEx.

5.2.3.2 Analysis of the Group’s activities in terms of alignment

In accordance with the regulatory requirements applicable for this reporting year, Quadient has assessed the alignment of its eligible activities with the criteria defined for both the climate change mitigation and circular economy environmental objectives. The assessment covers the three required dimensions: substantial contribution, Do No Significant Harm (DNSH), and compliance with minimum safeguards. The methodology applied is detailed in the following section.

ANALYSIS OF SUBSTANTIAL CONTRIBUTION

- **Climate change mitigation - activity 6.5:** Quadient has identified the fleet of electric or hybrid vehicles with emissions lower than 50g CO₂ / km as substantially contributing to activity 6.5.
- **Climate change mitigation - activity 7.7:** Quadient has identified buildings constructed before 31 December 2020, with an energy performance certificate of at least class A, or alternatively being part of the top 15% of the national or regional real estate stock most efficient in terms of operational primary energy consumption, as substantially contributing to activity 7.7. The values used to determine the top 15% of the real estate stock come from the “ESG Index” study by Deepki. Specific values for each country were used when available. Otherwise, the European average was used. As of 31 January 2025, no eligible CapEx is related to a building constructed after 31 December 2020. For the concerned large non-residential buildings, it was also verified that they are operated efficiently thanks to a monitoring system and the evaluation of energy performance.

- **Circular economy – activities 5.1 and 5.5:** Quadient has identified remanufacturing, leasing and rental activities as eligible under these two activities. However, the technical screening criteria are not fully met, notably regarding contractual and packaging requirements. As such, those activities are not considered aligned under the taxonomy at this stage.

ANALYSIS OF “DO NO SIGNIFICANT HARM” (DNSH) CRITERIA

- **Adaptation to climate change:** Quadient has conducted a study of climate change-related risks to the Group’s activities, taking into account the direct impacts of climate change and its potential impacts on the value chain. Additionally, scenario analyses of physical climate change-related risks were carried out for each building compliant with substantial contribution criteria. Three IPCC scenarios were used: the ambitious scenario (RCP2.6 or SSP1-2.6), the intermediate scenario (RCP4.5 or SSP2-4.5), and the Business-as-Usual scenario (RCP8.5 or SSP5-8.5). The choice of these scenarios was driven by a desire for exhaustiveness in capturing the range of possible trajectories and a need to harmonize the information available for processing various climate indicators. Adaptation solutions have been implemented within the Group. The analysis of climate change-related risks to the Group’s activities has led to the formalization of business continuity plans, emergency response plans, physical risk prevention plans, and actions to increase the resilience of the value chain. At the local level, adaptation solutions are also in place within the various Group buildings to increase site resilience and secure activities in place. For example, as part of the BREEAM certification renewal for the headquarters of the Group, the property management company conducted a flood risk assessment. The recommended measures from this study have been implemented to enhance the building’s resilience to flooding. Notably, permeable surfaces are maintained to reduce runoff, and safety lift pumps and alert systems have been installed to manage excess water effectively.

- **Transition to a circular economy:** This DNSH is applicable to activity 6.5 of the “climate change mitigation” objective and focuses on the reuse, recyclability, and recovery of vehicles as well as on waste management procedures implemented for the vehicle fleet. All European vehicles of the Group meet the minimum percentages of reuse or recycling (85%) and reuse or recovery (95%) required by the taxonomy.

Moreover, the Group has also ensured the existence of measures to manage waste during the use phase (maintenance) and at the end of the life of the fleet. Pollution prevention and control: This DNSH is applicable to activity 6.5 of the “climate change mitigation” objective and focuses on vehicle emissions, as well as on compliance with requirements for external rolling noise and rolling resistance coefficient. All European vehicles of the Group meet these requirements.

5.2.3.3 Analysis of minimum safeguards

As defined in article 3 of the taxonomy regulation, an activity can only be qualified as environmentally sustainable if it is carried out in compliance with specific detailed minimum safeguards in the regulation.

The assessment of compliance with minimum safeguards was performed at the Group level:

- **human rights:** Quadient is aligned and respects the United Nations principles relating to business and human rights, the OECD guidelines for multinational enterprises, and the principles and rights set out in the International Labour Organization's declaration. This commitment was materialized by signing the United Nations Global Compact in 2021. Moreover, the Group has implemented a code of ethics and human rights policies presented in section 5.4 / Business conduct of the Universal Registration Document. Due diligence procedures and a responsible purchasing policy considering human rights are also presented in this paragraph and in the Code of Conduct for Business Partners;
- **fair competition:** As a signatory of the United Nations Global Compact, Quadient has committed to banning any form of anti-competitive practices. The Group has also formalized its actions within its Fair Competition Policy and integrated the Company's principles in terms of business ethics into its code of ethics. Employees are also made aware of the subject through compliance and business ethics training (see section 5.4 / Business conduct of the universal registration document);
- **corruption:** By complying with the Sapin II law (see sections "Internal control and internal audit devices" and 5.4 / Business conduct), the Group meets the minimum safeguards regarding corruption. This is complemented by raising awareness among all employees on the broader subject of ethics through training (see section 5.4 / Business conduct of the universal registration document) as well as by the Group's Anti-corruption Policy. Moreover, risks related to corruption are identified through the Group's risk mapping, and an internal whistleblowing mechanism is in place (see sections "Description of risk factors" and 5.4 / Business conduct of the universal registration document);
- **taxation:** The procedures that the Group implements to comply with minimum safeguards regarding taxation include, among others, a policy to combat the facilitation of tax evasion aimed at ensuring compliance with laws and regulations applicable in the countries where Quadient operates. Moreover, risks related to taxation are identified through the Group's risk mapping (see section "Description of risk factors" of the universal registration document) and the Company's business ethics principles, incorporating the notion of taxation, are presented within its code of ethics.

RESULTS

As of 31 January 2025, the eligible CapEx meeting all the criteria above represent a total amount of:

- 0.7 million euros for activity 7.7 of the "climate change mitigation" objective, representing 0.7% of the eligible CapEx for this activity;
- thus, the total aligned CapEx for these activities amounts to 0.7 million euros as of 31 January 2025, representing 0.7% of the Group's CapEx.

The regulatory tables are presented in the annex of this chapter.

5.2.3.4 Evolution compared to the previous reporting year

Changes in eligibility results

Quadient's business model, focused on the development and distribution of mailing systems, parcel lockers, and customer communication solutions, remained unchanged compared to the previous reporting year. No significant changes in the Group's activities were observed.

Methodological changes

This year, in line with the regulatory requirements, Quadient conducted for the first time the alignment assessment of activities contributing to objective 4 (circular economy), in addition to the eligibility analysis on the two climate change objectives. At this stage, the activities identified as eligible under the circular economy objective do not meet the technical screening criteria and are therefore not considered aligned.

5.2.3.5 Integration of the taxonomy into the Company's strategy

As of today, the European taxonomy has not had a significant impact on the Group's overall strategy. However, specific attention is given to taxonomy criteria in certain decision-making processes.

For instance, in the case of new or renewed leases, the team in charge of real estate – reporting to the finance department – and the CSR team review the energy performance certificates and energy consumption data of the buildings under consideration, in order to assess their potential alignment with the European taxonomy to provide recommendations for making the decision.

Similarly, for company vehicles, the Group monitors the progressive shift towards hybrid and electric models. This approach is consistent with taxonomy objectives and also reflects compliance with other applicable regulations, such as the French Mobility Orientation Law. These actions also support progress towards the Group's near-term environmental targets.

Appendix

PROPORTION OF TURNOVER FROM PRODUCTS OR SERVICES ASSOCIATED WITH TAXONOMY-ALIGNED ECONOMIC ACTIVITIES – DISCLOSURE COVERING YEAR 2024

Economic Activities (1)	Code (2)	Turnover (3) <i>In millions of euros</i>	Proportion of Turnover, Year N (4)	Substantial Contribution Criteria						DNSH criteria (Does Not Significantly Harm)						Minimum Safeguards (17)	Proportion of Taxonomy aligned (A.1.) or eligible (A.2.) turnover, year N-1 (18)	Category enabling activity (19)	Category transitional activity (20)
				Climate Change Mitigation (5)	Climate Change Adaptation (6)	Water (7)	Pollution (8)	Circular Economy (9)	Biodiversity (10)	Climate Change Mitigation (11)	Climate Change Adaptation (12)	Water (13)	Pollution (14)	Circular Economy (15)	Biodiversity (16)				
A. TAXONOMY-ELIGIBLE ACTIVITIES																			
A.1. Environmentally sustainable activities (Taxonomy-aligned)																			
Turnover of environmentally sustainable activities (Taxonomy-aligned) (A.1)		0	0	N/EL	N/EL	N/EL	N/EL	N/EL	N/EL	N/EL	N/EL	N/EL	N/EL	N/EL	Y	Y	Y	0%	
Of which Enabling		0	0	N/EL	N/EL	N/EL	N/EL	N/EL	N/EL	N/EL	N/EL	N/EL	N/EL	N/EL	Y	Y	Y	0%	
Of which Transitional		0	0												Y	Y	Y	0%	
A.2 Taxonomy-Eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)																			
Repair, refurbishment and remanufacturing	CE 5.1	146.8	13.4%	N/EL	N/EL	N/EL	N/EL	N/EL	N/EL	N/EL	N/EL	N/EL	N/EL	N/EL				N/A	
Product-as-a-service and other circular use- and result-oriented service models	CE 5.5	230.4	21.1%	N/EL	N/EL	N/EL	N/EL	N/EL	N/EL	N/EL	N/EL	N/EL	N/EL	N/EL				N/A	
Turnover of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)		377.2	34.5%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%				0%	
A. Turnover of Taxonomy eligible activities (A.1 + A.2)		377.2	34.5%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%				0%	
B. TAXONOMY-NON-ELIGIBLE ACTIVITIES																			
Turnover of Taxonomy-non-eligible activities		715.4	65.5%																
TOTAL (A + B)		1,092.6	100%																

PROPORTION OF CAPEX FROM PRODUCTS OR SERVICES ASSOCIATED WITH TAXONOMY-ALIGNED ECONOMIC ACTIVITIES – DISCLOSURE COVERING YEAR 2024

Economic Activities (1)	Substantial Contribution Criteria	DNSH criteria (Does Not Significantly Harm)	Proportion of Taxonomy aligned (A.1.) or eligible (A.2.) CapEx, year N-1 (18)									
			Climate Change Mitigation (11)	Climate Change Adaptation (12)	Water (13)	Circular Economy (14)	Pollution (15)	Biodiversity (16)	Minimum Safeguards (17)	Category enabling activity (19)	Category transitional activity (20)	T
Code (2)	CapEx (3) <i>In millions of euros</i>	Proportion of CapEx, Year N (4)	Climate Change Mitigation (5)	Climate Change Adaptation (6)	Water (7)	Pollution (8)	Circular Economy (9)	Biodiversity (10)				
A. TAXONOMY-ELIGIBLE ACTIVITIES												
A.1. Environmentally sustainable activities (Taxonomy-aligned)												
Acquisition and ownership of buildings	CCM 7.7	0.7	0.7%	0%	N/EL	N/EL	N/EL	N/EL	Y	Y	Y	0.0%
CapEx of environmentally sustainable activities (Taxonomy-aligned) (A.1)	0.7	0.67%	0.67%	0%	0%	0%	0%	0%	Y	Y	Y	0.0%
Of which Enabling	0.0	0%	0.0%	0%	0%	0%	0%	0%	Y	Y	Y	0%
Of which Transitional	0.0	0%							Y	Y	Y	0%
A.2 Taxonomy-Eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)												
Product-as-a-service and other circular use- and result-oriented service models	CE 5.5	53.7	49.7%	N/EL	N/EL	N/EL	N/EL	N/EL				0%
Transport by motorbikes, passenger cars and light commercial vehicles	CCM 6.5	3.5	3.3%	EL	N/EL	N/EL	N/EL	N/EL				0%
Acquisition and ownership of buildings	CCM 7.7	5.7	5.3%	EL	N/EL	N/EL	N/EL	N/EL				0%
CapEx of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)	62.9	58.2%	8.5%	0%	0%	49.7%	0%	0%				0%
A. CapEx of Taxonomy eligible activities (A.1+A.2)	63.6	58.9%	9.2%	0%	0%	49.7%	0%	0%				0%
B. TAXONOMY-NON-ELIGIBLE ACTIVITIES												
CapEx of Taxonomy-non-eligible activities		44.4	41.1%									
TOTAL (A + B)		108.0	100%									

PROPORTION OF OPEX FROM PRODUCTS OR SERVICES ASSOCIATED WITH TAXONOMY-ALIGNED ECONOMIC ACTIVITIES – DISCLOSURE COVERING YEAR 2024

Economic Activities (1)		Code (2)		OpEx (3) <i>In millions of euros</i>		Substantial Contribution Criteria							DNSH criteria (Does Not Significantly Harm)							Category enabling activity (19)		Category transitional activity (20)	
						Climate Change Mitigation (5)	Climate Change Adaptation (6)	Water (7)	Pollution (8)	Circular Economy (9)	Biodiversity (10)	Climate Change Mitigation (11)	Climate Change Adaptation (12)	Water (13)	Circular Economy (14)	Pollution (15)	Biodiversity (16)	Minimum Safeguards (17)	Proportion of Taxonomy aligned (A.1.) or eligible (A.2.) OpEx, year N-1 (18)				
A. TAXONOMY-ELIGIBLE ACTIVITIES																							
A.1. Environmentally sustainable activities (Taxonomy-aligned)																							
OpEx of environmentally sustainable activities (Taxonomy-aligned) (A.1)				0	0	N/EL	N/EL	N/EL	N/EL	N/EL	N/EL	N/EL	N/EL	Y	Y	Y	Y	Y	0%				
Of which Enabling				0	0	N/EL	N/EL	N/EL	N/EL	N/EL	N/EL	N/EL	N/EL	Y	Y	Y	Y	Y	0%	E			
Of which Transitional				0	0									Y	Y	Y	Y	Y	0%	T			
A.2 Taxonomy-Eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)																							
Repair, refurbishment and remanufacturing				CE 5.1	4.2	6.6%	N/EL	N/EL	N/EL	N/EL	N/EL	N/EL	N/EL	EL	N/EL	N/EL	N/A						
Product-as-a-service and other circular use- and result-oriented service models				CE 5.5	7.2	11.4%	N/EL	N/EL	N/EL	N/EL	N/EL	N/EL	N/EL	EL	N/EL	N/EL	N/A						
OpEx of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)					11.3	18.0%	0%	0%	0%	0%	0%	0%	0%	18%	0%	0%	0%						
A. OpEx of Taxonomy eligible activities (A.1 + A.2)					11.3	18.0%	0%	0%	0%	0%	0%	0%	0%	18%	0%	0%	0%						
B. TAXONOMY-NON-ELIGIBLE ACTIVITIES																							
OpEx of Taxonomy-non-eligible activities					51.5	82.0%																	
TOTAL (A + B)					62.8	100%																	

ACTIVITIES RELATED TO NUCLEAR ENERGY AND FOSSIL GAS

Nuclear energy related activities		
1.	The undertaking carries out, funds or has exposures to research, development, demonstration and deployment of innovative electricity generation facilities that produce energy from nuclear processes with minimal waste from the fuel cycle.	NO
2.	The undertaking carries out, funds or has exposures to construction and safe operation of new nuclear installations to produce electricity or process heat, including for the purposes of district heating or industrial processes such as hydrogen production, as well as their safety upgrades, using best available technologies.	NO
3.	The undertaking carries out, funds or has exposures to safe operation of existing nuclear installations that produce electricity or process heat, including for the purposes of district heating or industrial processes such as hydrogen production from nuclear energy, as well as their safety upgrades.	NO
Fossil gas related activities		
4.	The undertaking carries out, funds or has exposures to construction or operation of electricity generation facilities that produce electricity using fossil gaseous fuels.	NO
5.	The undertaking carries out, funds or has exposures to construction, refurbishment, and operation of combined heat/cool and power generation facilities using fossil gaseous fuels.	NO
6.	The undertaking carries out, funds or has exposures to construction, refurbishment and operation of heat generation facilities that produce heat/cool using fossil gaseous fuels.	NO

5.3 Social information

5.3.1 Company workforce [S1]

Empowering Quadient's people to achieve the Company strategy: elevate our people

2024 marked Quadient's 100th anniversary. In the face of relentless technological change, its resilience and willingness to adapt have been the key drivers of long-term success. The company's ability to evolve and embrace new technologies is its hallmark. From pioneering postal technology in the early twentieth century, the company is now a leading innovator in cloud based intelligent automation platforms connecting businesses and their customers in omnichannel ways. Quadient keeps people connected.

Quadient's strategic plan for 2024 – 2026 builds upon the progress achieved in recent years to pursue and accelerate the Company's transformation. Automation and AI have reshaped and will revolutionize the industry, driving new levels of efficiency, streamlining business processes to achieve more with less effort. As a responsible employer, with over 4,700 employees, located in 26 countries, Quadient firmly believes that its employees are the key to success.

Quadient is committed to supporting its employees in changing its business by providing the means and opportunity to grow and help fulfil the Company's strategy in a sustainable manner. Through its EPIC values, employees are empowered to perform at their best, to use their passion and inspiration to create extraordinary connections with one another and their communities, to drive professional and personal success. Quadient's ambition is to be recognized as one of the World's Leading employers of choice, prioritizing the well-being of its employees, encouraging professional and personal development, and fostering an inclusive culture where all employees can thrive.

5.3.1.1 Overview of the Human Resources organization [ESRS2; GOV1]

The Human Resources (HR) department is responsible for contributing to the company's ambition to be known as one of the World's leading employers of choice. To achieve this, the HR department is structured to support all teams, simplify processes and improve the employee experience as follows:

- HR Operations: Strategic business partners to address employee relations, compensation and benefits;
- Talent Acquisition: To manage the hiring process for attracting and retaining the right talents;
- Talent Development: To improve the employee experience through people-centric policies, processes and learning programs, to create an inclusive work environment and foster inclusion and belonging.

Reporting to the Chief People and Transformation Officer, the human resources department is organized around 4 geographical clusters, North America, France and Benelux, Central Europe and International ⁽¹⁾, and United Kingdom and Ireland, each with the same organizational structure. Moreover, each member of the Executive committee has a designated Strategic Partner as the single point of contact for any HR issue.

The Human Resources function plays a key role in monitoring and managing social sustainability topics, including inclusion and belonging, workforce well-being, employee engagement, and compensation practices. Several specialized teams contribute to the oversight and reporting of sustainability-related HR topics:

- The Talent team oversees inclusion and belonging, employee training and development, talent attraction and retention, and overall engagement initiatives.
- The Total Rewards team is responsible for compensation and benefits, including the gender pay gap analysis and fair remuneration policies.
- People Insight and Services team supports sustainability reporting through the HR Information System (HRIS), which tracks key workforce data such as headcount, turnover, and other social indicators.
- HR teams at the local level contribute to the implementation of HR policies and initiatives aligned with Quadient's sustainability commitments.

These teams collaborate with the CSR & Compliance team to ensure that key RH-related sustainability metrics are accurately tracked, reported, and integrated into broader ESG performance assessments.

5.3.1.2 Material Impacts, Risks and Opportunities related to the company workforce and their interactions with the strategy and business model [ESRS2; SBM-2 and SBM-3]

Quadient considers its employees and non-employees as essential stakeholders in shaping its long-term strategy. Their expectations and experiences are regularly collected through engagement surveys, social dialogue, and direct feedback channels. The results of the engagement survey are analyzed and translated into targeted action plans, both at corporate level and within individual departments, to address the top priorities identified by employees.

⁽¹⁾ Germany, Austria, Switzerland, Italy, Czech Republic, APAC, LATAM, Nordics, Ukraine, Hungary, Poland, and Spain

These insights help shape strategic priorities, particularly in areas such as inclusion and belonging, talent attraction and retention, career development, and the overall employee experience. For example, feedback on internal mobility and career progression during exit interviews contributed to the launch of the internal Talent Marketplace. Similarly, suggestions related to well-being and purpose have reinforced the company's focus on community engagement.

Quadient's commitment to respecting human rights also informs its strategic decisions. As a signatory of the UN Global Compact, the company aligns its practices with International Labour Organization (ILO) fundamental conventions and embeds these principles into its Code of Ethics and HR policies. This includes promoting fair and equal treatment, decent working conditions, and the prevention of discrimination, harassment or forced labour.

As part of its double materiality assessment carried out in 2024, Quadient identified several material impacts, risks and opportunities (IROs) related to its own workforce. This process confirmed the relevance of existing initiatives and helped prioritize areas requiring further action. While inclusion, learning, and career development had already been core pillars of Quadient's people strategy, the assessment strengthened the company's focus on fair wages and gender pay equity. These priorities were further embedded into the ESG strategy and now form part of the ambition to be recognized as a Top Employer by 2030, in alignment with the company's Elevate 2030 roadmap.

These impacts are therefore closely tied to the company's value creation model. HR programmes are designed to mitigate key risks, foster employee engagement, and support the company's transformation journey.

To date, negative impacts have not been found to be systemic or widespread. Most cases – such as incidents of harassment or unfair treatment – have been isolated and addressed through investigations and targeted remedial actions. Conversely, positive impacts are particularly visible in areas such as professional development and employee engagement, through access to learning opportunities, volunteering initiatives and the creation of more inclusive work environments.

At this stage, Quadient has not identified any material negative impact on its workforce related to its transition towards greener and climate-neutral operations. However, the company encourages employee-led initiatives to raise awareness on environmental topics and promote sustainable practices internally.

Based on the nature of its operations and the countries in which it operates, Quadient is not exposed to a significant risk of forced or child labour. This assessment is reviewed regularly through the company's risk mapping and supply chain due diligence processes.

No specific workforce group has been identified as being particularly at risk of material harm. However, some risks and opportunities may have different impacts on groups of employees. For instance, employees and non-employees working at industrial sites are more exposed to health and safety risks than employees working in an office environment. Opportunities for upskilling and career development may vary across the workforce, depending on exposure to growing business areas such as digital solutions or transformation-related projects.

The main IROs related to Quadient's own workforce are summarized in the table below. The scope of this analysis includes all individuals defined under ESRS S1-6 and S1-7, meaning both employees and non-employees such as temporary workers or interns, to ensure all materially impacted populations are duly considered.

	Time horizon	Value chain
WORKING CONDITIONS		
Positive impacts on people and the environment		
• Safe workplace and safety prevention have a positive impact on employees' health and safety, especially in industrial sites	ST	Own operations
• Working conditions (working time, work-life balance, family related leaves, fair compensation) and social climate (secure employment, social dialogue, collective bargaining agreements) have a positive impact on employees' well-being and engagement	ST	Own operations
• Involving employees in supporting communities has a positive impact on employees' satisfaction and engagement	ST	Own operations
Negative impacts on people and the environment		
• Safety, accidents at work have a negative impact on employees' health and safety	ST	Own operations
• Poor working conditions (working time, work-life balance, family related leaves, fair compensation) and social climate (secure employment, social dialogue, collective bargaining agreements) have a negative impact on employees' well-being and engagement	ST	Own operations
• Mental health at work due to workload	ST	Own operations

	Time horizon	Value chain
Risks for the business model		
• Lack of competitiveness on the labor market, inability to attract and retain talents resulting in incapacity to achieve company strategy and goals	ST	Own operations
• Higher absenteeism, lower productivity due to the degradation of working conditions and social climate (strikes, restructuring or redundancy plans)	ST	Own operations
• Failure to comply with labor rights and regulations leading to lawsuits, settlements, penalties and fines	ST	Own operations
• Degradation of company's reputation and brand image	ST	Own operations
Opportunities for the business model		
• Employee attraction & retention, and engagement to reduce turnover and hiring costs	ST	Own operations
• Opportunities to increase employee attraction by strengthening corporate image and brand reputation in demonstrating commitment to societal issues	ST	Own operations
• Opportunities to increase employee engagement and retention through meaningful involvement in community projects	ST	Own operations
• Opportunities to increase operational efficiency and employee engagement	ST	Own operations
EQUAL TREATMENT AND OPPORTUNITIES FOR ALL		
Positive impacts on people and the environment		
• A diverse and inclusive work environment without threats, harassment, violence, discrimination has a positive impact on employees' mental health, well-being, quality of life at work	ST	Own operations
• Employees' skills development has a positive impact on their well-being and engagement	ST	Own operations
• Equal opportunity in terms of training, career progression, promotion and compensation have a positive impact on their well-being and engagement	ST	Own operations
Negative impacts		
• Threats, harassment, violence, discrimination has a negative impact on employees' mental health, physical integrity, well-being, quality of life at work	ST	Own operations
• A lack of opportunities for skills development can negatively impact employees' well-being and engagement.	ST	Own operations
• Inequality in access to training, career progression, promotion, and compensation can harm employees' well-being and engagement.	ST	Own operations
Risks for the business model		
• Failure to adapt employees' skills to the transformation needs of implementing strategic orientations and to changes in business lines	ST	Own operations
• Failure to provide sufficient development opportunities may result in higher turnover rates, increasing recruitment costs.	ST	Own operations
• Failure to comply with regulatory obligations and commitments relating to equal opportunities, discrimination, abuse, harassment, with regard to employees resulting in litigations, lawsuits, settlements, penalties and fines	ST	Own operations
• Increase of staff costs due to hiring and retention issues or in case of unfair or inadequate wage, gender pay gap	ST	Own operations
• Degradation of company's reputation and brand image	ST	Own operations
Opportunities for the business model		
• Opportunities to stand out in the job market and differentiating as an employer of choice to attract and retain top talents	MT	Own operations

	Time horizon	Value chain
OTHER WORK-RELATED RIGHTS		
Positive impacts on people and the environment		
Respect of human rights principles or regulations has a positive impact on employees' well-being and engagement	ST	Own operations
Negative impacts on people and the environment		
A significant leak or theft of personal data could have a negative impact on employee well-being, privacy, satisfaction and engagement	ST	Own operations
Risks for the business model		
Failure to respect human rights (child labor, forced labor...), labor rights (freedom of association, right to form and join trade unions, right to strike...) or applicable regulations resulting in litigations, lawsuits, penalties or fines	ST	Own operations

Time horizons: ST = to 2027, MT = to 2030, LT = beyond 2030

5.3.1.3 Policies related to company workforce [S1-I]

Quadient has established a set of global policies and procedures to manage the material impacts, risks and opportunities related to its own workforce, as identified through its double materiality assessment. These include in particular challenges related to talent attraction and retention, health and safety and well-being at work, and equal opportunities. The policies reflect Quadient's core values and support the ambition to be an employer of choice by 2030. They provide a coherent framework to guide managerial practices and ensure alignment with the company's strategic goals. Procedures are in place to support implementation, monitor progress, and ensure that concerns can be raised and addressed effectively. All these global policies and procedures are made available to employees through the Group's intranet.

Quadient is also committed to respecting internationally recognized human rights principles and has integrated this commitment into its internal policies, notably through its Code of Ethics and labor-related practices. Mechanisms such as the Quadient Ethics Line are available to employees to report potential breaches and access remedy in a safe and confidential manner.

The following subsections present the main internal policies and commitments.

CODE OF ETHICS

The Code of Ethics sets out the principles of ethics and business conduct to help each employee to act ethically and with integrity, according to best practices and policies that will elevate the Company's reputation. It also includes useful recommendations for how to anchor the Code of Ethics in Quadient's corporate culture and "EPIC" (Empowerment, Passion, Inspiration and Community) values.

In short, the Code of Ethics stands as a testament for doing what the Company knows is right. It addresses the following issues: Respect for fundamental Human Rights, Health and Safety, Inclusion, Open Dialogue, Anti-trust Law and Fair Competition, Corruption, Political Involvement, Communication, Business Relationships, Company and Third-Party Assets, Intellectual Property, Protecting the Environment, and Community Involvement. These topics are directly linked to material IROs such as fair working conditions, equality and inclusion, and respect for human rights. The Code explicitly addresses trafficking of human beings, forced labor or compulsory labor, and child labor.

It applies to all employees and non-employees worldwide, regardless of their role, function or entity. Each employee is required to complete a dedicated e-learning and formally endorse the Code. The Chief People & Transformation Officer (CPTO) is the most senior level accountable, in collaboration with the Vice President CSR & Compliance.

Further details about Quadient's Code of Ethics are described in section G1 – 5.4.3.2 Code of Ethics.

HUMAN RESOURCES POLICIES AND PROCEDURES

In addition to the Code of Ethics, Quadient HR policies and procedures define the practices that managers must follow to support their employees and maintain an inclusive and safe place to work. Quadient's company culture is built around its core values: Empowerment, Passion, Inspiration and Communities, to create a work environment in which everyone thrives.

These policies and procedures, designed to support the company strategy and goals to be an employer of choice by 2030, set out expectations on social matters such as health, safety and well-being, inclusion and belonging, total rewards, and career and personal development that are the most material impacts, risk and opportunities identified for Quadient. Explicitly, workplace accident prevention is addressed in the Health & safety section 5.3.1.13 and the elimination of discrimination and inclusion is addressed in the Diversity policy in section 5.3.1.10. Other material topics, such as the protection of employees' personal data (section 5.3.1.17) and employee engagement through community involvement initiatives (section 5.3.1.18), are also supported by dedicated Group-wide policies and reflected in the practices described throughout this chapter. Talent development and retention (sections 5.3.1.12 and 5.3.1.16) are supported by a structured set of HR policies, including the Total Rewards Policy, the Job Application and Job Transfer Policy, and the Global Referral Program. Together, these HR, compliance, and philanthropy policies help create the conditions necessary to attract, engage, and retain employees across all geographies and business lines.

The Chief People and Transformation Officer oversees these global policies and procedures across the company, supported by the HR VPs in charge of defining and implementing them. All employees are expected to adhere to them, regardless of their legal entity or geographical position.

These policies and procedures are described for each sub-topic from the section 5.3.1.9 to 5.3.1.18.

HUMAN RIGHTS

In March 2021, Quadient joined the UN Global Compact, reinforcing its commitment to uphold and promote human rights within its sphere of influence. The Company runs its business in accordance with the fundamental principles outlined in the United Nations Universal Declaration of Human Rights and the International Labor Organization Declaration on Fundamental Principles and Rights at Work, covering the following conventions:

- freedom of association and the effective recognition of the right to collective bargaining; (conventions No 87 and No 98);
- the elimination of all forms of forced or compulsory labor; (conventions No 29 and No 105);
- the effective abolition of child labor (conventions No 138 and 182);
- the elimination of discrimination in respect of employment and occupation (conventions No100 and No 111); and
- a safe and healthy working environment (conventions No 155 and No 187).

The Company strongly condemns the following: modern slavery and the trafficking of human beings; all forms of illegal, forced or compulsory labor, in particular child labor; the discrimination in respect of employment and occupation; the restriction of freedom of association and the right to collective bargaining.

To ensure that these principles are upheld, Quadient has incorporated them into its Code of Ethics, its stance on labor relations, hiring practices, and its relationships with partners, suppliers, and customers. Additionally, Quadient has issued a Modern Slavery and Human Trafficking Statement, further emphasizing its dedication to combating these issues.

In line with its human rights commitments, Quadient encourages open dialogue with employees and fosters a culture of trust and accountability. To support this, the company has implemented several confidential channels—accessible to both employees and external stakeholders—to raise concerns or report potential breaches. This includes a whistleblowing mechanism to report suspected human rights violations or ethical misconduct. These mechanisms are described in section S1-3 and detailed further in sections 5.4.3.4 to 5.4.3.7 of this report.

The VP of CSR and Compliance is responsible for ensuring the Company acts in compliance with its Code of Ethics and enforces its Code of Conduct for business partners with the support of the Executive committee and in particular with the Chief People and Transformation Officer. The Chief Executive Officer, as the signatory of the UN Global charter, oversees the Company policy related to human rights.

5.3.1.4 Processes for engaging with own workforce and workers' representatives about impacts [S1-2]

Quadient HR processes for engaging with employees and workers' representatives about employee experience and impacts include the following: talent development, goal setting, performance reviews, communication, engagement surveys and social dialogue.

The Chief People and Transformation Officer oversees these global policies and procedures across the company, supported by the HR VPs in charge of defining and implementing them. All employees are expected to adhere to them whatever their legal entity or geographical position.

EMPLOYEE EXPERIENCE

Quadient has set policies, processes and procedures for managing employees worldwide throughout their career, from recruitment, career evolution and development to contract termination and retirement.

Talent development

Talent Development is a joined-up cycle of performance enablement, learning and career opportunities, supporting year-round feedback and continuous improvement. This involves regular check-ins every quarter between managers and employees to discuss goals, progress, challenges and developmental needs.

It empowers employees to take ownership of their performance and development and grow their careers with access to tools and resources to support their professional and personal development and career aspirations.

Goal setting & Development Plan

A Goal setting & Development Plan campaign is launched at the beginning of the fiscal year for all employees (excluding those on long term leave and interns). These goals are dynamic and can evolve in response to organizational requirements. In discussion with their manager, employees are encouraged to set, review and adapt performance goals on a quarterly basis.

Annual performance review

The annual performance review takes place at the end of the business year for all Quadient employees (except interns and those employees on long term leave).

In addition to the Annual Performance Review, Managers hold Quarterly Performance Check-ins with their employees. This is an opportunity to provide feedback and support, address concerns or challenges, ensure goals, business priorities and expectations are still clear and relevant.

Communication and open dialogue

Internal Communications is about creating spaces that allow conversations to happen. It encompasses "official" communications (announcements, publications, policies, and procedures, etc.) and also drives dedicated communications that allow every employee to understand the way in which their individual work aligns with the Company strategy and goals. At Quadient, several communication channels exist such as WeConnect, the corporate intranet, company emails and newsletters, as well as digital and in-person meetings such as kick-off meetings or townhalls.

In addition, specific engagement efforts are in place to ensure that the voices of employees from diverse backgrounds and experiences are heard. Quadient's Empowered Communities – focused on topics such as gender equality, disability inclusion, cultural diversity, or LGBTQ+ inclusion – provide dedicated spaces for open dialogue and mutual support. A monthly steering committee between their representatives and the Director of Inclusion and Belonging ensures that key insights and concerns are shared, and can inform internal initiatives.

EMPLOYEE ENGAGEMENT SURVEY

Creating an open dialogue and engaging with employees is crucial for the Company. The employee engagement survey, taking place every 2 years, is one such tool designed to encourage open dialogue and raise concerns about impacts. Employees are invited to express their opinions about the company, and based on the results, action plans are developed to focus on areas of best practice as well as areas to improve.

More than just a measure of job satisfaction, it is designed to assess how motivated and committed people are. In 2024 the participation rate rose to 88%, with over 11,000 comments submitted, the highest level since the survey began. The overall engagement score reached 63% (vs 67% in 2022). Just under half of all respondents (47%) believe actions follow engagement surveys, with 43% reporting positive changes since 2022. 49% believe Quadient offers good career opportunities.

5.3.1.5 Processes to remediate negative impacts and channels for own workforce to raise concerns [S1-3]

CHANNELS AND MECHANISMS TO RAISE CONCERNS AND ADDRESS NEGATIVE IMPACTS

Quadient has developed several channels to raise concerns and address negative impacts. Employees are encouraged to engage in open dialogue and share their thoughts and opinions through regular meetings with their local management and HR. Building constructive dialogue is essential to achieving valuable long-lasting outcomes of mutual interest to Quadient and its employees. If an employee considers that raising an issue with their direct manager could cause difficulties, or that the concern may not be properly followed up, they can use the Quadient Ethics Line — a confidential platform operated by a third-party provider, available 24/7 in multiple languages and in all countries where the company operates. The link to the Ethics Line is accessible from both the company intranet and public website. Employees and third parties can also report concerns or request guidance via a dedicated email address (ethics_compliance@quadient.com) or by contacting the VP of CSR & Compliance, who oversees these mechanisms.

Training on the Code of Ethics and whistleblowing procedures is mandatory for all new joiners as part of their onboarding, and is refreshed every two years for all employees.

The Group's mechanisms and procedures for reporting and investigating concerns are detailed in sections 5.4.3.4 to 5.4.3.7 of this report. These sections also describe how alerts are handled, tracked and reviewed by the Ethics and Compliance Committee, which meets quarterly. The regular monitoring of alerts and follow-up actions allows the Group to assess the effectiveness and relevance of its channels, and to improve them if needed. Protection against retaliation is also ensured for individuals using the available channels, including confidentiality, anonymity and disciplinary sanctions in case of breach.

5.3.1.6 Actions and approaches for managing material impacts, risks and opportunities related to own workforce [S1-4]

Quadiant adopts a continuous improvement approach to managing the IRO's related to its workforce. The actions implemented aim to prevent or mitigate negative impacts, support employees in a changing work environment, and contribute to the achievement of the company's strategic objectives.

These actions are regularly reviewed and refined based on a variety of inputs — including the results of the engagement survey, local and global HR monitoring, feedback collected via managers, internal dialogue with employee representatives and employee-led communities, as well as evolving regulatory or operational needs. Actions may stem from long-standing commitments or be developed in response to more recent assessments.

The most material workforce topics — such as health and safety, equitable opportunities, working conditions, and talent attraction and retention — are addressed through Group-led initiatives tailored at the local level. These cover a wide range of areas, including training, policies, well-being, inclusion, ethics, and reporting mechanisms, all designed to reduce risks, enhance positive outcomes, and ensure consistency with Quadiant's values and legal obligations.

In response to evolving expectations and identified risks, Quadiant also reinforces specific practices that support employees throughout their journey within the company. Examples include the adoption of hybrid working models, enhanced onboarding and inclusion pathways supported by HR and employee-led communities, as well as targeted training to promote internal mobility and skills development.

Dedicated resources such as the Employee Assistance Programme (EAP) further contribute to well-being and help mitigate psychosocial risks.

Effectiveness is monitored through a combination of indicators, including participation rates, HR metrics, survey results, and, where applicable, tracking of reported cases (e.g. whistleblowing). These elements help assess progress and guide adjustments over time.

To ensure internal practices do not cause or contribute to negative impacts, Quadiant relies on a strong framework of internal policies and controls, supported by mandatory training and dedicated compliance procedures. Identified needs or risks are addressed through structured actions, developed in line with risk assessments, internal evaluations, and regulatory requirements.

At this stage, Quadiant has not identified material impacts on its workforce directly linked to the transition to a greener, climate-neutral economy. However, awareness is raised through internal initiatives such as Act4Earth, and a proactive approach is taken to ensure that organisational changes are conducted in a responsible manner.

Resources dedicated to the management of workforce-related topics are primarily operational and embedded within HR budgets and local operational resources across geographies and business lines. They

include dedicated HR staff, tools and programmes implemented at both local and Group level. No sustainable finance instruments are used at this stage, and the implementation of actions does not depend on any specific preconditions.

Further detail on actions taken, their scope, expected outcomes and progress is provided in the thematic sub-sections below (5.3.1.7 to 5.3.1.13), organized by material topic.

Those initiatives are primarily framed within Quadiant's 2024–2026 ESG roadmap, with concrete actions and intermediate targets set for that period. These efforts are aligned with the company's longer-term ambition to become an employer of choice by 2030. While several measures are designed to be completed or show measurable progress by 2026, others—such as fostering an inclusive workplace, improving working conditions, and upholding human rights—are ongoing commitments that extend beyond the roadmap and support this broader vision.

5.3.1.7 Targets for material impacts, risks and opportunities related to own workforce [S1-5]

In line with the material topics identified for the own workforce, Quadiant has defined a set of targets and key performance indicators (KPIs) to monitor progress over time. These targets are part of the Group's sustainability roadmap and are designed to drive continuous improvement in working conditions, equal opportunity, and employee development.

Employee representatives are informed of progress and may be consulted during discussions on specific topics, such as quality of life at work, health and safety, and career development. Although they were not directly involved in setting the Group-level quantitative targets, regular exchanges through existing dialogue bodies (e.g. Social and Economic Committees) contribute to informing strategic decisions.

Monitoring and progress tracking are performed internally by dedicated teams, including the HR and CSR departments. KPIs are regularly shared with relevant internal stakeholders and reviewed as part of internal reporting cycles.

Lessons learned and areas for improvement are identified through various mechanisms, including the biennial employee engagement survey and local feedback channels. These processes give employees the opportunity to express their views on working conditions, management practices and organizational priorities. Based on the results, local and Group-level action plans are defined to address identified areas of concern or opportunity. Where relevant, these insights also feed into strategic reflections and may lead to the adjustment of associated initiatives or targets.

The current targets were defined as part of Quadiant's 2024–2026 ESG roadmap. As such, no significant changes have been made to date. Targets are based on the outputs of the double materiality assessment, performance reviews, and dedicated workshops with key HR functions. Where available, benchmarking, annual employee survey results, and legal frameworks were used to support target-setting.

While no quantitative target has been set at this stage for the topic of Human Rights, Quadient considers it a fundamental and cross-cutting commitment. Human Rights are embedded in various Group-level policies, including the Code of Ethics, the Business Partner Code of Conduct, and due diligence processes applied to suppliers and third parties. The effectiveness of these measures is monitored through several mechanisms, including regular compliance risk assessments and whistleblowing alerts handled via a dedicated reporting channel.

The table below presents the Group-level KPIs and targets defined for the most material topics related to the own workforce. Unless otherwise specified, these targets apply to Quadient's entire workforce. Performance is reviewed annually as part of the Group's non-financial reporting process, and monitored quarterly during ESG governance meetings with the Executive committee.

While Quadient does not monitor 'working conditions' through a stand-alone indicator, this topic is addressed through a combination of relevant metrics. These include absenteeism rates, employee engagement results, and health and safety indicators, which together provide a meaningful view of working conditions across the Group. None of the reported indicators has been externally verified at this stage. However, the adequate wage assessment was conducted with the support of a specialized external consultancy.

The year 2024 serves as the baseline for all indicators. For areas where targets are still under development, such as adequate wages and gender pay gap, this first year of group-level data collection will support the definition of relevant quantitative targets in upcoming reporting cycles. In the meantime, related actions continue at local level, with annual updates used to track progress.

Material topics	KPIs	2024	Target for end 2026
Working conditions	Employee engagement score	63%	69%
	% of employees covered by ISO 45001 or H&S management system	45%	50%
	Adequate wage	6%	0%
	% of employees benefiting family-related leaves	N/A	Under development
	% of employees benefiting social protections (health assurance)	N/A	Under development
Equal opportunity for all	Inclusion & belonging score	78%	80%
	% of women within management	32%	35%
	% of women in ELT	29.3%	27%
	Gender pay gap index (females / males)	- 4.01%	Under development
Employee engagement	Number of volunteering hours per year	4,467 hours	5,000
Employee development	% of employees having received at least one training course over the year	91%	> 90%
	Average number of training hours per employee	11.98 hours	Under development

Clarifications on selected indicators and methodologies

To support the interpretation of the indicators listed above, additional information is provided below for selected metrics:

- The employee engagement score corresponds to the overall engagement index obtained through Quadient's biennial global employee survey, administered by an independent third party. The index aggregates answers to selected questions covering motivation, satisfaction, and advocacy.
- The adequate wage indicator reflects the share of employees whose base remuneration does not meet the locally defined living wage

threshold. The assessment was conducted in partnership with an external consultancy and cross-checked against internal payroll data.

- The inclusion and belonging score is derived from employees' responses to specific questions included in the engagement survey, focusing on perceived fairness, respect, and the ability to be oneself at work.
- The percentage of women in the Extended Leadership Team (ELT) is calculated as the proportion of women among all ELT members as of 31 January 2025

5.3.1.8 Characteristics of the workforce [S1-6; S1-7]

5.3.8.1 CHARACTERISTICS OF QUADIENT'S EMPLOYEES [S1-6]

Quadient considers all people who have an employment contract with the company, whether it is a permanent or a fixed term contract, whether they are working part-time or full time, to be employees. Quadient does not employ anyone under non-guaranteed hour contracts, where it to do so, these people would also be considered to be Quadient employees. Apprentices are also considered to be Quadient employees as they have a fixed-term contract with the company.

Permanent employees: any employee who has entered a contract with Quadient that does not have an expiry date. This contract may be terminated by resignation at the initiative of the employee, dismissal at the initiative of the company, mutual agreement or retirement.

Fixed-term employees: any employee who has entered a contract with a fixed term with Quadient. This contract can either expire at the end of the period or be renewed for a further period in accordance with local law, if both Quadient and the employee so agree.

Full-time employees: any employee in a permanent or fixed-term contract who works a standard number of hours per week as defined by the company, in line with labor laws, typically 35 to 40 hours.

Part-time employees: any employee on a permanent or fixed-term contract who works a number of hours per week considered to be lower than the standard number of hours of a full-time employee.

Methodology and scope of data presented

All figures presented under S1-6 are based on headcount as of January 31, 2025, which marks the end of Quadient's reporting period. Data

cover all entities included in the Group's financial reporting perimeter, in line with the scope used in the consolidated financial statements (see Note 10 to section 6.1 of the Universal Registration Document).

Employees include all individuals with a permanent or fixed-term contract, whether full-time or part-time. No workers are under non-guaranteed hour contracts. Apprentices are included, as they hold fixed-term employment contracts. Trainees are not included, as their legal status varies across countries. In France, for instance, trainees do not hold an employment contract and are not considered employees under local labor law. For consistency, Quadient excludes trainees from its reported workforce data for employees.

The total headcount as of January 31, 2025, amounts to 4,799 employees, compared to 4,726 employees as of fiscal year-end 2023, reflecting a 2% increase. This evolution is primarily due to usual workforce movements (new hires and departures), as well as the integration of two acquisitions completed during the reporting period:

- Frama, acquired on February 1, 2024, is a long-standing partner headquartered in Switzerland, providing mailing and document management solutions across more than 25 countries, mainly in Europe. All relevant social data related has been fully integrated into this year's reporting.
- Package Concierge, a U.S.-based company, was acquired on December 17, 2024. Due to the late timing of the acquisition, only headcount data is included in this Sustainability Report.

Further details on new hires and departures, as well as the turnover rate, are provided in Section 5.3.1.16, Recruitment and Retention.

None of the reported indicators presented in this section has been externally verified at this stage. However, the adequate wage assessment was conducted with the support of a specialized external consultancy.

NUMBER OF EMPLOYEES BY GENDER

Gender	Headcount FY2024	% of employees
Male	3,089	64.4%
Female	1,706	35.5%
Other	0	0%
Not reported ^(a)	4	<1%
TOTAL	4,799	

^(a) The "not reported" category includes both employees who chose not to declare their gender and those for whom the information is not available in the HR system

NUMBER OF EMPLOYEES IN COUNTRIES WITH 50 OR MORE EMPLOYEES

	FY2024	
	Number	% of employees
United States	1,548	32%
France	1,135	24%
United Kingdom	658	14%
Czech Republic	404	8%
Canada	290	6%
Germany	258	5%
Switzerland	82	2%
Ireland	65	1%
Belgium	55	1%
TOTAL	1,548	32%

EMPLOYEES BY CONTRACT TYPE, BROKEN DOWN BY GENDER

	FY2024				
	Female	Male	Other	Not reported	Total
Number of permanent employees	1,677	3,040	0	4	4,718
Number of temporary employees	29	49	0	0	81
Number of non-guaranteed hours employees	0	0	0	0	0
TOTAL	1,706	3,089	0	4	4,799

5.3.8.2 CHARACTERISTICS OF QUADIENT'S NON-EMPLOYEES [S1-7]

Quadient's non-employees are workers not paid by Quadient payroll, they are named individuals where Quadient has signed a commercial agreement with a company which employs the worker to provide a service to Quadient.

These workers, also known as contingent workers at Quadient, are hired to perform work that would otherwise be carried out by a Quadient employee or to deliver their work/services directly at a Quadient workplace.

Contingent workers include external employees such as temporary (US) / interim (F) employees from temping agencies, contractors and self-employed people.

5.3.1.9 Collective bargaining and social dialogue [S1-8]

Quadient respects the right of employees to form and join trade unions and workers' organizations of their choice and to bargain collectively. Collective bargaining agreements are in place in Austria, Belgium, Finland, France, Italy, the Netherlands and Sweden. In 2024, 27.6% of employees were covered by a formal collective bargaining agreement. When applicable, and in keeping with local regulations, union officials negotiate openly to address issues of collective interest to employees

and the company. This includes all negotiation, consultation, or exchange of information among representatives of Quadient and workers on matters of competing and mutual interests, particularly as they relate to economic and social concerns.

In addition, in 2024, 146 collective agreements, signed with workers' representatives, were effective in Belgium, Denmark, France, Germany, Japan, the Netherlands and United Kingdom, covering topics including work arrangements, teleworking, work/life balance and quality of life at work. 15 collective agreements cover health and safety.

Quadient has no European Works Council (EWC), Societas Europaea (SE) Work Council or a Societas Cooperativa Europaea (SCE) Work Council at Quadient. However, to ensure that employees are given a voice in the way the company operates, and in accordance with the AFEP-MEDEF code of corporate governance, Quadient has two Employee Representative Directors on the Board of Directors. Both Employee Representative Directors were appointed by the Company's Social and Economic Committee (Comité social et économique). They have the same rights and obligations, including confidentiality, as other directors. Their term of office is for two years, renewable three times from the date of appointment. (See Chapter 2 Corporate Governance Report).

The table below presents the number and percentage of employees covered by collective bargaining agreements by country, as well as the number and percentage of employees covered with workers' representatives in each country.

	Collective bargaining agreements		Social dialogue	
	Employees EEA (For countries with >50 employees or representing >10% total employees)	Employees- Non EEA (estimates for countries with >50 employees or representing >10% total employees)	Workplace representation - For EEA only (For countries with >50 employees or representing >10% total employees)	
0 – 19%	Czech Republic Ireland	United States United Kingdom Canada Switzerland		
20 – 39%				
40 – 59%				
60 – 79%			Germany Netherlands	
80 – 100%	Belgium France Netherlands		Belgium France	

5.3.1.10 Diversity [S1-9]

Policy

Quadient is committed to creating an inclusive environment and has zero-tolerance with discrimination with reference to age, race, gender, ethnic or social origin, nationality, language, religion, health, disability, marital status, sexual orientation, political or philosophical opinion, veteran or other status, trade union membership or other characteristics protected by applicable laws and regulations. The aim is for the company to be truly representative of society and our customers, and for each employee to feel respected and empowered to reach their full potential.

The Inclusion and Belonging policy reflects Quadient's commitment to fostering an inclusive workplace that celebrates inclusion and sense of belonging. Quadient's core purpose, which is to simplify the connection between people and what matters, is the driving force behind this commitment. By embracing inclusion and belonging, Quadient aims to strengthen the connections we make.

The policy applies to all Quadient employees and non-employees and its purpose is to:

- Provide equality, fairness and respect for all people, from full-time to part-time, contractual to agency colleagues, permanent to temporary workers at Quadient.
- Emphasize that Quadient's commitment and responsibilities to equal opportunities is not just a statement, but a practice ingrained in the Company's EPIC values.
- Outline Quadient's zero-tolerance for discrimination, harassment and bullying based on personal/protected characteristics.

The policy applies to all Quadient employees and non-employees. The Inclusion and Belonging policy and program is deployed across the organization by the Director of Inclusion and Belonging under the supervision of the VP of Talent. The Chief People and Transformation Officer is responsible for its enforcement across the Company.

Actions

The main focus in 2024 was to ensure that all employees have the same career and growth opportunities. The mandatory conversations between employees and their managers were changed from an annual to a quarterly rhythm to ensure that these conversations about career opportunities and growth are held regularly and that the company elevates the growths of its employees by offering dynamic career paths and upskilling through appealing learning opportunities (learning paths, learning hub, external training).

Quadient continues to form partnerships with organizations committed to taking collective action on equal opportunities. Quadient is a signatory to CEO Action for Diversity and Inclusion, members of The Valuable 500 and The Conference Board. Furthermore, Quadient is working closely with Radius Networks, myGwork, Women in Sales Everywhere (WISE), and MyClearText – a live captioning service through advanced technology.

Employee Resource Groups

Quadient is committed to building a culture of inclusion by giving a voice to under-represented employee groups through the creation of six Empowered Communities: Fearless Women, Love is Love, The Mosaic, DiverseABILITY, Act4Earth and VetERA.

The Empowered Communities, with a global reach extending over 900 Quadient employees, play a key role in raising awareness and engaging employees in open conversations on inclusion and belonging. These forums provide spaces for sharing experiences, challenging assumptions, and fostering a deeper understanding of heterogeneity.

Training on inclusion and belonging

The policy is implemented by providing a training to all Quadient employees. Any new joiners have to follow this mandatory training, and a refresher is organized by the Company every two years for all employees.

Concerns reported on discrimination

Any reported concerns related to discrimination, harassment or unfair treatment is investigated in accordance with the Company's whistleblowing policy as described in the chapter 5.4.3.7 Investigation and Remediation. In case the investigation outcome is substantiated, disciplinary actions can occur and can go up to employment termination.

Metrics and targets

In line with ESRS S1-9 requirements, Quadient discloses diversity indicators by gender and age categories. All figures are based on headcount as of January 31, 2025, and cover all entities within Quadient's financial reporting scope.

In 2024, Quadient updated its reporting framework to align with CSRD requirements for both age and gender diversity. This is the first year the company reports data using the following age breakdown: under 30 years old, 30–50 years old, and over 50 years old. In previous years, different age groupings were used. Age data was not available for 33 employees, representing less than 1% of the total workforce. These employees are included in the total headcount but excluded from the distribution by age category.

Definition of management levels

In accordance with disclosure requirements, Quadient reports gender diversity across various levels of responsibility:

- Executive committee (ExCom) refers to the most senior governance body of Quadient, composed of the Chief Executive Officer and executive leaders responsible for the Group's strategic decisions and oversight.

- Top Management Level refers to members of the Extended Leadership Team (ELT), which includes leaders of key strategic functions responsible for driving the company's strategy and roadmap at the global level.

- Managers are employees with formal people management responsibilities, regardless of their level within the hierarchy.

- Employees include the entire workforce, covering all individuals with a permanent or fixed-term contract, whether full-time or part-time.

EMPLOYEES BY RESPONSIBILITY LEVEL AND GENDER

	FY2024	FY2023
	Number of employees	Number of employees
EXECUTIVE COMMITTEE		
Female	3	2
Male	9	9
Other gender	-	-
Not declared	-	-
EXTENDED LEADERSHIP TEAM (ELT)		
Female	27	-
Male	65	-
Other gender	-	-
Not declared	-	-
MANAGERS		
Female	284	280
Male	590	600
Other gender	-	-
Not declared	-	-
EMPLOYEES	4799	4726
Female	1706	1643
Male	3089	3083
Other gender	-	-
Not declared	4	-

EMPLOYEES BY AGE CATEGORY AND GENDER

	FY2024		FY2023	
	Number of employees	% employees	Number of employees	% employees
Employees under 30 years old	432	9%		
Employees 30-50 years old	2491	52%		
Employees over 50 years old	1843	38%		
Age not reported	33	<1%		
TOTAL	4799			

5.3.1.11 Adequate wages [S1-10]**Policy**

Quadient complies with local regulations in all countries in which it operates. Beyond providing the minimum legal wage, the Group provides its employees with an adequate wage that enables them to meet their basic needs.

As a signatory to the UN Global Compact, Quadient therefore makes the following commitments:

- monitor adequate wage standards and salary ranges, every year, in each country of operation to ensure fair and competitive benchmark;
- define a strategy, targets and actions to address identified gaps in regard to adequate wage;

- promote the application of adequate wage standards and raise awareness of people managers when it comes to processes related to the promotion, career progression and annual merit campaigns;
- promote transparency by regularly measuring its progress and communicating the results to stakeholders.

Quadient's commitment to adequate wages is part of the company's Total Rewards global policy that applies to all Quadient employees. Under the supervision of the Chief People and Transformation officer, the VP of Total Rewards is responsible for its enforcement across the Company.

To establish this policy, Quadient has considered the interests of its employees and representatives and seeks out wage data providers that best meet the latest ILO standards.

This policy has been presented to the work councils and employee representatives before being approved. It has been communicated by email and is available on the company's corporate intranet.

Actions

An analysis of adequate wages was carried out in 2024 aiming at identifying the potential gaps between the wages granted by Quadient and adequate wage benchmark data. This study, the first one to encompass the whole company, was conducted by a specialized and internationally recognized consultancy firm and covered the employees of the 28 countries in which Quadient operates. The methodology used for this project was a 2-step approach. The first step consisted in identifying the most relevant adequate wage benchmark data to be used, and the second one was the comparison of these data with the wage data of Quadient's employees.

Concerning the benchmark data, several sources have been explored depending on the countries in which the Group operates and the data availability. For instance, in the European Economic Area (EEA), most of the countries have collective bargaining agreements that stipulate the lowest negotiated wages. For non-EEA countries, one of the data sources can be living wage estimates aligned with the Anker methodology. For countries where no living wage estimates nor collective bargaining agreements were available or exist, the double decency threshold, calculated by considering 60% of median wage and 50% of average wage was applied. In last resort, if none of the sources were unavailable, the statutory minimum wage was used.

Regarding Quadient employees' data, only the employees with continuous service during the whole fiscal year 2024 (joined Quadient earlier than or by February 1st 2024 and still employed January 31, 2025) have been considered for this study. Quadient non-employees, interns and apprentices were excluded. On the wage elements, only those guaranteed to the employees have been considered in the wage to be compared with the benchmark data. Therefore, all the bonuses, commissions, non-guaranteed allowances (in-kind or in-cash) were excluded.

The study was completed at the end of the fiscal year 2024 and based on the outcome, several actions to mitigate gaps will be taken during the fiscal year 2025, starting with the merit increase campaign of 2025.

Metrics and targets

In line with our ESG ambitions for 2024-2026 and our policy, the goal set for 2024 on this matter was to perform the adequate wage analysis mentioned above in order to identify potential gaps and set targets to reduce these gaps starting in 2025.

The outcome of the study shows that no Quadient employee is paid below the minimum wage set by the local regulations in all countries of operation. It was decided to conduct the analysis of all individual employee compensation using the two following approaches:

- Harmonized & Global approach: Double Decency Threshold for all countries;
- Customized approach: Adapted Adequate Wage Threshold – Based on what is mostly closely aligned to the CSRD guidance. Depending on the EEA or non-EEA countries and the availability of benchmark data, Quadient considered either living wage estimates aligned with the Anker methodology, the lowest collectively agreed wages as stipulated in collective bargaining agreements, or, as a last resort, the applicable statutory minimum wage.

By comparing the employee compensation with the double decency threshold, 95 employees are below the threshold. This represents 2.2% of Quadient employees. In regards to the adapted adequate wage approach, 253 employees (6% of Quadient employees) are below this threshold.

The table below presents the countries and percentage of employees concerned.

Country	Total number of employees	Global approach – Double decency threshold		Customized approach – Adapted Adequate wage	
		Number of employees	% employees	Number of employees	% employees
Canada	268	-	-	7	2.6%
Czech Republic	370	-	-	21	5.7%
Germany	218	3	1.4%	1	0.5%
Ireland	58	10	17.2%	10	17.2%
Luxembourg	2	1	50%	1	50%
United Kingdom	571	46	8.1%	84	14.7%
United States of America	1,398	35	2.5%	129	9.2%
TOTAL	4,233	95	2.2%	253	6%

5.3.1.12 Training and skills development [S1-13]

Policy

Developing talent and skills is at the heart of Quadient's human resources policies. A Talent Management and Development Policy is currently being finalized and is expected to be adopted during FY25. This forthcoming policy will provide a consistent global framework to support performance management, employee development, learning, and career growth across the organization. Quadient structures its training approach around five key pillars:

- access to a global learning platform: providing self-directed learning opportunities for everyone at Quadient including internal Quadient training and an external learning library with content supporting all business areas;
- focus on digital learning: providing a personalized learning experience driven by machine learning, surfacing resources in the flow of work, instantly accessible at the moment of need anywhere and anytime;
- career and role skill paths: aligned to Quadient's job catalogue and skill frameworks supporting career growth, internal mobility and cross skilling;
- leadership development: providing leadership programs and skill paths for all levels of leaders to develop an inclusive leadership culture, support hybrid working and embed continuous performance feedback in the organization;
- language and culture: supporting an inclusive culture with opportunities for language training; access to learning content in Quadient's key languages; training for all employees to understand their role in helping Quadient act in an ethical, inclusive and responsible manner

Actions

Learning Hub and Self Learning platform Udemy

The Workday Learning Module "Learning Hub" aims to provide learning access to all employees. The career management platform allows users to browse Quadient's internal catalogue and external learning programs and resources. Instructors can enroll learners to content, manage their grading and attendance and run reports. As part of Workday, the Learning hub is connected to employees' goals and development plans. When career interests and skills are updated in the Workday profile, employees receive customized learning suggestions.

The Learning Hub provides employees with access to the external learning online platform Udemy. Employees can enjoy over 27,000 courses, with access to content in multiple languages, experts and instructors, to identify relevant learning modules associated with the skills they need to empower their career growth.

Talk and Learn events

In addition, the T&D team offers quarterly Talk and Learn events via the Learning Hub providing assistance with work organization skills, such as efficient meeting design and time management.

Mandatory compliance training

In 2024, all employees completed training modules on data privacy, information security, and harassment prevention. These trainings support the Company's ethical standards and legal obligations.

The training offer is deployed globally and accessible to all employees, regardless of their location, function, or contract type. The scope of these actions therefore covers all activities and geographies where Quadient operates. These actions are designed as ongoing initiatives, without a fixed end date, and are continuously adapted based on employee feedback and business needs. No specific remediation actions were required or implemented in relation to negative impacts linked to training and development.

Metrics and methodology

As of FY2024, a Group-level target is under development to reinforce internal monitoring and support progress in employee development.

Training data is tracked annually through internal systems. Metrics are generated automatically based on usage data from the Learning Hub and the external Udemy platform, including completed learning activities and durations tracked directly in these systems. In addition, local training sessions — such as QHSE-related courses — are still monitored separately by local QHSE and HR teams and reported through the CSR Reporting platform.

All training data from these three sources (Workday Learning Hub, Udemy, and the CSR Reporting platform) is consolidated to calculate the global training indicators. Quadient is progressively working towards centralizing all training data into a unified reporting environment.

The training indicators cover Quadient employees only, excluding Package Concierge, as the entity was integrated in mid-December 2024 and its employees had not yet been onboarded onto the digital learning platforms at the time of reporting. They are therefore excluded from all training indicators for FY2024.

The average number of training hours per employee is calculated by dividing the total number of completed training hours (from all sources) by the total headcount as of January 31, 2025, excluding Package Concierge.

Metrics and targets

	2024	2023
Average number of training hours per employee ^(a)	11.98	16.55 hours

^(a) The headcount used here differs from S1-6 as it excludes Package Concierge. This entity, acquired late in the reporting period, is not included in the numerator or denominator due to unavailable training data.

5.3.1.13 Health and safety [S1-14]

Policy

Quadient is deeply committed to prevent and protect its employees, contractors or visitors working on Quadient sites or remotely, from any foreseeable health & safety risks, injuries or accidents, and unsafe working conditions. The key principles which guide Quadient's policy for physical and mental health and safety are:

- Safety first. Adopt a "toward zero accident" policy. Identify the risks related to the Company's activities, products and services
- Continuously improve our practices and performance in terms of prevention to achieve the "toward zero accident" objective
- Improve well-being and quality of life at work, and promote work/life balance
- Ensure that all workplaces are safe, secure, and free of danger, harassment, intimidation, threats, and violence
- Consult and seek the participation of the relevant interested parties prior to any changes in the premises, work environment or the working conditions
- Comply with upholding applicable laws and regulations relating to health and safety in the various countries in which we operate
- Train and raise awareness of all Quadient employees, non-employees and visitors on the potential health and safety risks and the measures taken by the Company to treat them

These principles are embedded within local policies established considering the interests of Quadient employees working onsite or remotely as well as Quadient non-employees. They are implemented as part of the health and safety management system and the company's ISO 45001 certification program. This is communicated to all employees through communications, training and awareness and is available on the corporate intranet. A global policy is under development and will be approved in 2025.

The Chief People and Transformation Officer has the primary responsibility for the health and safety of Quadient employees and non-employees. He relies on the VP of CSR and Compliance, who oversees deploying the health and safety management system, with the support of the work environment department in charge of ensuring that Quadient premises, infrastructure and equipment used by Quadient employees and non-employees are free of danger.

Actions

In 2024, 100% of employees working at industrial sites are covered by ISO 45001 certification programs. Overall, 34% of the Company staff fall under these programs, which apply to sites in France, the United Kingdom, Ireland, Belgium, the Netherlands, the United States, and Hong Kong. Above and beyond compliance with regulations, each site has implemented prevention plans to improve safety. An annual report, in the form of a single document on occupational risk assessment for French entities, identifies the risks by population for the purposes of control and prevention. Other preventative measures have been

established, such as defining procedures in the event of fires or other disasters; making employees aware of these procedures and giving them some basic training; and training special teams in charge of safety.

The issue of stress at work is covered by the Smart Work program with tips provided to all employees at global level and also addressed locally by entities such as Quadient Inc., Quadient Netherlands BV and Quadient France for instance. Awareness sessions focused on psycho-social, occupational safety, and health risks are conducted annually for new joiners and existing staff. To further promote safety and well-being, Quadient France has introduced monthly Quality, Safety, and Environment (QSE) events, encompassing workshops, conferences, individual consultations, and "safety cafes." In 2024, approximately twenty five workshops were offered, addressing key workplace well-being topics such as sedentary lifestyle, screen time, stress management, prevention of cardiovascular risks (including arterial stiffness assessments) and the right to disconnect. Attracting broad participation, these workshops have achieved a high satisfaction rate of 9.3/10.

In 2024, 804 employees completed over 3,500 hours of local health and safety training, reflecting Quadient's ongoing commitment to fostering a safer and healthier work environment.

In terms of mental health, the Company has set up an employee assistance program to help employees deal with challenges and prepare them to be more effective and perform better at work and in life in general. Through this program, employees and their families can access practical information and advice on a broad range of topics, from financial advice to addiction. It helps to manage emotional, practical or physical needs. Information can be provided over the phone or via meetings arranged at the employee's convenience. The support is provided by an independent company specializing in the provision of wellness offerings and employee assistance programs. It has no cost to the employee and is available 24 hours a day, 7 days a week, 365 days a year. Employees have access to 6 counselling sessions per issue, per year. It is confidential. Quadient only receives utilization statistics but no personal or identifying information is disclosed. This is an independent, impartial source of support.

Some actions were taken to promote the practice of physical activities and sports. At the Bagneux office in France, employees have access to sport halls with the possibility of enrolling in group classes. In France, some virtual QSE training sessions were offered to employees, focusing on physical activity through classes such as back-strengthening exercises, gym, yoga, and Pilates. The ESC (social and economic committee) also provides some benefits to employees in France for entertainment, sport and travel.

Handling of workplace accidents

Where incidents occur, investigations are systematically conducted to identify root causes and define corrective or preventive measures. In 2024, 48 work-related accidents were reported and analysed in accordance with internal procedures. Actions were taken locally, in collaboration with QHSE and HR teams. No fatalities or severe injuries occurred.

Outcomes and monitoring

These actions aim to reduce the frequency and severity of accidents, in line with the company's goal to move toward zero work-related injuries and to address the IRO "Health, safety and well-being at work." They apply to employees and non-employees working on Quadient sites across geographies. Their effectiveness is monitored through various indicators — including the number and rate of work-related accidents presented in the table below — as well as internal metrics such as training hours on health and safety. At ISO-certified sites, performance is reviewed at least quarterly as part of the management system. All actions listed above are part of ongoing programmes. Progress is assessed regularly at site level to adjust preventive measures and reinforce actions where needed.

Metrics and targets

As of FY2024, Quadient has set an objective to increase the proportion of employees covered by a certified ISO 45001 or Health & Safety management system from 45% to 50% by the end of 2026. In parallel,

Quadient continues to pursue its ambition to move toward zero work-related accidents and injuries, which guides the Company's ongoing prevention efforts and internal monitoring.

Methodology:

The health and safety indicators presented cover Quadient employees only. Data is collected locally and consolidated at Group level through the CSR reporting platform, based on inputs from HR and QHSE teams. Work-related accidents include all recordable incidents as defined under local regulations. The number of worked hours is not collected exhaustively at Group level; it is estimated based on headcount and average working hours by country.

Package Concierge has been excluded from all health and safety indicators for FY2024. The integration of the entity into Quadient's processes occurred in mid-December 2024, and data on working hours, incidents or absences was not yet accessible at the time of reporting. This exclusion applies to both the number and rate of work-related accidents, as well as days lost.

Quadient employees	FY2024	FY2023
HEALTH & SAFETY MANAGEMENT SYSTEM		
% employees covered by a H&S management system	45%	-
% employees covered by ISO 45001 certification	34%	33%
FATALITIES		
Fatalities due to work-related injuries	0	0
Fatalities due to work-related ill health	0	0
WORK-RELATED ACCIDENTS		
Number of recordable work-related accidents	48	41
Rate of work-related accidents	5.89	5.06
WORK-RELATED ILL HEALTH		
Number of cases of recordable work-related ill health	0	0
DAYS LOST (CALENDAR DAYS)		
Number of days lost to work-related injuries	666	-
Number of days lost to fatalities from work-related accidents	0	-
Number of days lost to work-related ill health	0	-
Number of days lost to fatalities from ill health	0	-
Number of days lost to sickness	33,251.75	-

Other workers working on Quadient's sites	FY2024	FY2023
FATALITIES		
Fatalities due to work-related injuries	0	0
Fatalities due to work-related ill health	0	0

5.3.1.14 Remuneration [S1-16]

Gender pay gap

Every year, Quadient has published a gender equality index for its French subsidiaries, in line with the objectives of French law 2018771 dated 5 September 2018, which seeks to eliminate gender pay disparities. A similar report on gender pay gap was also disclosed every year in the United Kingdom in line with legal requirements.

In 2024, Quadient broadened its analysis to calculate, for the first time, a group-level gender pay gap indicator. The scope includes six countries — Canada, the Czech Republic, France, Germany, the United Kingdom and the United States — being the most relevant in terms of employment and representing 89% of the global headcount.

To support internal analysis and action plans, Quadient opted for a methodology that differs from the calculation method prescribed under ESRS S1-16. The analysis of the gender pay gap was carried out at the country level and by hierarchical job category, taking into account the proportion and representation of women within each category. These calculations were then consolidated to obtain the global ratio, itself weighted according to the workforce distribution by country. This approach was considered more relevant for Quadient, as it provides a more granular understanding of pay gaps across the organization, helping to identify where disparities may exist and to design targeted actions at the appropriate level — whether geographical or hierarchical.

Methodology applied

Regarding Quadient's employee data, and pay gap calculations, the following methodology has been used:

- Only the employees with continuous service during the whole fiscal year 2024 (joined Quadient earlier than February 1st, 2024 and still employed January 31, 2025) have been considered for this study.
- Quadient non-employees, interns and apprentices were excluded.
- The hourly rate of all the remuneration elements have been considered for this calculation
 - Salaries
 - Any form of variable pay
 - Benefits and allowances
 - Fair value of long-term incentive grants
- In each country in scope, the gender pay gap was calculated by responsibility level, as the difference in average hourly pay between women and men.
- A country-level index was then computed by calculating a weighted average of the gaps, based on the number of women employed at each level of responsibility.
- A global gender pay gap index was finally calculated by weighting each country's index based on the total headcount (men and women) represented by each country

It is also noted that members of the Executive committee were excluded from the calculation in the United States and the United Kingdom, due to the fact that there were no women in these roles during the reporting period. This happened in a very limited number of cases of responsibility levels in a given country, where the number employees of a given gender was not relevant enough to guarantee confidential and anonymous data from a statistical point of view.

Country	Males in scope	Females in scope	Weighted gender pay gap
Canada	173	117	-6.31%
Czech Republic	218	58	-4.71%
France	627	389	-1.81%
Germany	152	51	-6.93%
United Kingdom	389	183	-7.94%
United States of America	696	467	-3.33%
TOTAL	2,255	1,265	-4.01%

The global gender pay gap calculated for Quadient for the fiscal year 2024 is of (4.01)%

Total remuneration ratio

The total remuneration ratio has been calculated based on the same scope used for the gender pay gap analysis, covering six countries that together account for 89% of the global headcount (Canada, the Czech Republic, France, Germany, the United Kingdom and the United States). In the first instance, the ratio has been calculated for each country considering the highest paid individual and the median remuneration of the employees in a given country. The table below presents the global remuneration ratio and the ratio for each country in the scope. The global remuneration ratio is calculated by considering the weight that the headcount of each country represents.

Methodological clarifications

- The pay equity ratio is based on total remuneration excluding overtime;
- The LTIP included in the ratio corresponds to shares granted during the fiscal year 2024 that will vest in 2027, provided performance and employment conditions are met;
- The fair value of equity instruments was estimated using the average share price over the 30-day period preceding the fiscal year-end, in line with internal valuation practices.

The global pay equity ratio calculated for fiscal year 2024 is 15.55. The table below presents country-level results:

Country	Employees in scope	Remuneration ratio
Canada	290	5.98
Czech Republic	347	5.32
France	1,018	34.08
Germany	204	4.27
United Kingdom	577	10.65
United States of America	1,166	9.18
TOTAL	3,602	15.55

It should be noted that the three countries reporting the highest remuneration ratios, France, UK, US, are those where supply chain sites are located with a higher presence of blue-collar workers. The global weighted remuneration ratio calculated for Quadient for the fiscal year 2024 is 7.31.

5.3.1.15 Incidents, complaints and severe human rights impacts [S1-17]

In 2024, a total of 18 complaints related to the own workforce were received through the Quadient Ethics Line. Among these:

- 7 cases concerned discrimination and harassment (5 cases of discrimination and 2 of harassment),

- 11 complaints were related to other social topics, such as working conditions or equal treatment.

No complaint was filed through the National Contact Points for Responsible Business Conduct of the OECD.

The data was consolidated centrally by the Ethics & Compliance team based on reports submitted via the Ethics Line. All reported incidents were subject to thorough investigation, and remedial action plans were implemented when allegations were substantiated. In one case, disciplinary sanctions were applied; in others, actions focused on training and communication.

	FY2024	FY2023
Discrimination & harassment incidents	18	7
Discrimination	5	2
Harassment	2	4
Unfair treatment	11	1
Channels used to file complaints	18	7
Quadient Ethics Line	18	7
National Contact Points for Responsible Business Conduct	0	0
Severe human rights	0	0
Incidents related to forced labor, child labor or human trafficking	0	0
Fines, penalties and compensation (in thousands of euros)	0	0
As a result of incidents and complaints	0	0
As a result of severe human rights incidents	0	0

5.3.1.16 RECRUITMENT AND RETENTION

Policy

Quadient ambitions to being recognized as an employer of choice in its markets by 2030. For this, Quadient would like to promote the highest standards and best practices to attract and retain the talents that will shape the company's future. This is an essential prerequisite in creating value for all stakeholders and guarantee the success and growth of the Company.

Through its employee value proposition, Quadient's principles in terms of attraction and retention of talents are:

- attracting top talent: Quadient aims to attract highly skilled and qualified candidates to the organization through effective recruitment strategies and employer branding;
- providing competitive compensation and benefits: Quadient offers equitable compensation and benefits packages aligned with market standards;
- offering career development opportunities: Quadient strives to providing opportunities for career growth and development;
- creating a positive work environment: creating a positive workplace culture that values inclusion and belonging, and employee well-being;
- implementing effective talent management practices: the talent development policy includes processes and practices for identifying, developing, and retaining high-potential employees within the organization;
- employee engagement and recognition: Quadient emphasizes the importance of engaging employees through regular feedback, recognition programs, and opportunities for involvement in decision-making processes;
- continuous learning and training: Quadient provides ongoing learning and training opportunities to help employees develop new skills and stay competitive in their field.

These principles are supported by a set of formal HR policies and processes, designed to ensure consistency, fairness, and transparency across all entities. These policies are overseen by the Chief People and Transformation Officer, and operationally implemented by the VP Talent and the VP Total Rewards.

The Job Application and Job Transfer Policy, managed by the VP Talent, defines a transparent and equitable framework for internal mobility, enabling employees to explore and apply for internal opportunities in a structured and accessible manner.

The Global Referral Program also falls under the Talent function and encourages employees to proactively contribute to talent acquisition by recommending candidates through dedicated channels.

The Global Total Rewards Policy, led by the VP Total Rewards, ensures that compensation and benefits practices are competitive, consistent, and aligned with local regulations, supporting both attraction and retention objectives.

In addition, a Talent Management and Development Policy is currently being finalized and is expected to be adopted during FY25. As such, it was not yet applicable in 2024. This forthcoming policy will further structure Quadient's approach to identifying, developing, and retaining key talent across the organization.

Actions

Quadient has introduced a set of concrete measures to strengthen its approach to recruitment and retention, in line with the priorities identified through employee feedback and strategic workforce needs.

Recruitment

On the recruitment side, the Employee Value Proposition (EVP) is integrated into all job postings and recruitment campaigns to strengthen the company's attractiveness. The implementation of SmartRecruiters, planned for the second half of FY25, will provide enhanced candidate management and CRM functionalities, allowing better tracking of application data and improving the visibility and appeal of job offers. In parallel, a Candidate Experience Survey is being deployed to evaluate the quality of the recruitment process and identify improvement areas.

Retention

To foster internal mobility and career development, Quadient has implemented the Talent Marketplace module within its HRIS. This initiative directly addresses feedback from exit interviews, which consistently highlight the need for greater transparency on internal career opportunities.

In 2024, the Company also piloted an Employee Exchange Program within the R&D Digital teams, involving four employees across three cities. Each exchange lasted approximately two weeks and was supported by culture buddies and hosting leads. The program aimed to foster EPIC connections, promote learning through immersion in another team and location, and enhance team and cultural awareness.

Building on the success of this pilot and the positive feedback received, the initiative is now being scaled to other teams, with new cohorts planned for 2025.

Outcomes and monitoring

These actions support Quadient's strategic ambition to be recognized as an employer of choice by 2030. They directly address the IRO "Attractiveness and retention of talent" and aim to reduce undesired turnover while promoting employee engagement and career progression. Their effectiveness is monitored through indicators such as turnover rate, exit interview insights, and the implementation of development plans.

Targets and metrics

■ NEW HIRES BY REGION AND BY GENDER ^(a)

	FY2024	FY2023
	Number	Number
EUROPE		
Female	149	129
Male	159	254
Other	0	0
Not reported	0	0
NORAM (NORTH AMERICA)		
Female	172	115
Male	270	151
Other	0	0
Not reported	0	0
APAC (ASIA PACIFIC)		
Female	0	2
Male	0	1
Other	0	0
Not reported	0	0
LATAM (LATINA AMERICA)		
Female	4	1
Male	5	1
Other	0	0
Not reported	0	0
TOTAL	656	766

^(a) Employees hired in permanent contract, including hires from external and from other entities of the Group (internal mobility)

In addition to organic recruitment efforts, 105 employees joined Quadient in FY2024 through acquisitions. This includes 66 individuals in Europe—primarily from the acquisition of Frama entities—and 39 in

North America through the acquisition of Package Concierge. These new hires are fully integrated into Quadient's workforce. Gender distribution among these acquired employees was 40% female and 60% male.

DEPARTURES BY REGION AND BY GENDER

	FY2024	FY2023
	Number	Number
EUROPE		
Female	156	159
Male	231	330
Other	0	-
Not reported	0	-
NORAM (NORTH AMERICA)		
Female	154	114
Male	212	172
Other	0	.
Not reported	1	.
APAC (ASIA PACIFIC)		
Female	7	3
Male	12	1
Other	0	-
Not reported	0	-
LATAM (LATINA AMERICA)		
Female	2	1
Male	3	0
Other	0	-
Not reported	0	-
TOTAL	813	780

Employees departures by reason of departure

	FY2024	FY2023
	Number	Number
Dismissal	77	81
Redundancy	88	54
Resignation	292	351
Separation by mutual agreement	45	32
Retirement	49	56
Death	7	2
End of probation	22	32
Internal mobility	170	135
End of fixed term contract	63	37
TOTAL	813	780

Employee turnover rate

In line with the disclosure requirements of ESRS S1, Quadient has revised its methodology for calculating the turnover rate. As a result, 2024 is the first year in which this indicator is disclosed using the new approach.

The turnover rate is calculated as follows:

Turnover rate = Total number of departures from permanent contracts (excluding internal transfers) / Average number of permanent employees over the year

The average headcount is computed as the mean between the number of permanent employees at the end of the previous reporting period (January 31, 2024) and at the end of the current reporting period (January 31, 2025).

In 2024, the turnover rate was 12.4%.

	FY2024
	Number
Total number of departures	580
Number of permanent contracts as of January 31 2024	4662
Number of permanent contracts as of January 31 2025	4718
TURNOVER RATE	12.4%

5.3.1.17 Data privacy

Policy

Quadient recognizes that when employees provide the company or a Quadient business partner with Personal Information about themselves, they trust the Company to act in a responsible manner. As data controller, is more critical from a privacy standpoint when it comes to Quadient employee's personal data. For this, a dedicated privacy policy for Quadient employees supplements the General privacy policy. It summarizes all the obligations and privacy rights applicable to them in line notably with the GDPR regulation in Europe and the CCPA one in California. It also explains how Quadient ensures that it complies with all data protection laws and follows best practices while processing employees' personal information. More information about Quadient's data privacy policy and program is available on the Gouvernance section of this present report in the section 5.4.3.3 Quadient's compliance policies and practices.

Actions

All employees receive mandatory training on data privacy and information security. Awareness campaigns and internal resources are regularly updated to reflect evolving risks and legal requirements. Breach management procedures are in place to ensure timely detection, reporting and remediation of any incident involving personal data.

More information on internal procedures and remediation is available in section G1.

Metrics and targets

Key indicators, such as the percentage of employees trained on data privacy, are disclosed in section G1. These indicators are monitored at Group level and help assess the effectiveness of the data protection and awareness program.

Implication toward local communities

Policy

Supporting communities is part of Quadient's EPIC values. The company strongly believes that encouraging its employees to support and engage with the communities in which they live and the company operates is beneficial for everyone. It provides Quadient's employees with a sense of belonging, giving them invaluable opportunities to support causes they care for while growing their skills and network. Quadient has developed a philanthropy policy aiming at providing the organization a framework, that is designed to assist and encourage volunteer initiatives in a manner that will achieve the most meaningful results for the charitable causes Quadient supports. The Company offers each year, to all employees a full day of eight hours to volunteer with any charity organization of their choice or in their local communities.

To align resources and create the most impact, Quadient organizes corporate charity events three times a year supporting initiatives, activities and organizations that benefit the three charitable causes selected by the employees at the launch of Quadient Cares, the company's philanthropic program. These three causes are:

- Quality Education and Decent work,
- Inclusion and Belonging,
- Environment: to reduce waste & pollution.

This policy applies globally to all employees and is applicable across all geographies and business lines.

It has been developed under the supervision of the Chief People and Transformation Officer and is co-managed by the VP of CSR and Compliance and the VP of Culture and Human Resources.

No specific third-party standard was used to build this policy, but partnerships with NGOs and community organizations are selected based on alignment with Quadient's EPIC values and philanthropic causes.

Actions

Quadient Cares is the brand of Quadient's philanthropy program with charity events at local or corporate level but also offering skills-based sponsorship, in-kind donations, financial donations, fundraising and on the field volunteering missions to employees. It is also an opportunity to develop a close dialogue with communities and to start measuring the social impact of the Company.

In 2024 the program supported employees worldwide in their community engagement, proposing new activities with charities at local level. The main corporate events organized by employees within the Quadient Cares program were the World Clean Up Day and Giving Month.

World Cleanup Day is an international event that encourages organizations and volunteers to take time to clean up their communities. Quadient took part in its fourth edition of the World Cleanup Day, co-organized by the Empowered Community Act4Earth and the philanthropic ambassadors' network, in September 2024.

Across 59 events in 16 countries, 747 employees volunteered 2,583 hours and collected over 100 tons of waste. In the Czech Republic, 108 volunteers rose to the challenge of clearing up 14 villages following the aftermath of Storm Boris, making a tangible difference to their local community.

Giving Month which is held every November offers employees around the world the opportunity to come together and give their time to volunteer for their charity of choice. In 2024, 184 employees participated in 24 locations across 10 countries and supported the impact of 1,440 kg of food donations and 3,900 meals provided.

Overall, 1,271 employees were involved in community actions in 2024, which represents a contribution rate of 23%.

To create the best possible conditions for employee engagement Quadient has continued its corporate partnership with Surfrider Foundation Europe, an organization dedicated to the protection and the sustainable development of the ocean, waves and coastlines and its users. A donation of 20,000 euros was made, in order to support "Osparito project" in Europe, designed to raise children's awareness of the impact of marine litter on the ocean.

Metrics and targets

Progress is monitored annually through the number of participants, total hours volunteered, and donation amounts. These indicators help assess the effectiveness and reach of the philanthropic program.

To support continuous engagement, Quadient has set internal targets aiming to reach at least 5,000 volunteer hours per year globally. These targets are aligned with the company's ambition to reinforce employee involvement and strengthen its positive impact on communities.

	2024	2023
Hours spend by employees to support communities	4,467	3,952
Number of employees involved	1,271	1,025
Contribution rate of employees engaged and involved in volunteering & sponsorship projects	23%	17%
Total amount of financial donations to non-profit organizations (in euros)	77,065	122,473

5.3.2 Workers in the value chain [S2]

5.3.2.1 Presentation of Quadient value chain

Workers in Quadient's value chain are those employed by third-party companies with whom Quadient is engaged with.

Quadient's upstream value chain concerns its supply chain operations. It is spread across three major geographical regions namely: Europe (France, United Kingdom, Germany, Hungary), Asia (RPC, Malaysia, Thailand) and North America (USA).

Quadient purchases finished products it designs and manufactured by Original Equipment Manufacturers (OEM). It also buys products designed and manufactured by Original Design Manufacturers (ODM). These OEM and ODM partners are considered as the company's Tier 1 suppliers.

Most of the parts, components and sub-assemblies, design specifically by Quadient and entering in the composition of its products, are procured from Tier 2 suppliers selected by Quadient. In general for plastic parts and sheet metal parts, Quadient purchases the raw

materials. Electronic components come from either distributors or are supplied directly by the Tier 1 suppliers in charge of manufacturing the electronic boards and assembling the products. Other mechanical or electromechanical parts or fabricated items such as motors, power supplies, screens are in general procured from Tier 2 suppliers selected by Quadient.

Quadient also purchases services such as logistic transport, cloud-based services and other services supporting the operations of the Company.

The downstream value chain refers to the third-party companies who are part of the distribution network (agents and/or commercial distributors).

Workers performing routine duties on Quadient premises (such as catering, cleaning, or maintenance), consultants and auditors are also considered as workers in Quadient's value chain.

All Quadient employees (under contract with the company) and non-employees (contingent workers) are addressed in section 3.1 Company workforce [S1] of the present report.

5.3.2.2 Material Impacts, Risks and Opportunities related to the workers in the value chain and their interaction with the strategy and business model [ESRS 2; SBM-3]

	Time horizon	Value chain
WORKING CONDITIONS		
Positive impacts on people and the environment		
• Safe workplace and safety prevention have a positive impact on value chain employees' health and safety, especially in industrial sites	ST	Upstream Downstream
• Good working conditions (working time, work-life balance, family related leaves, fair compensation) and social climate (secure employment, social dialogue, collective bargaining agreements) contribute to a positive impact on value chain employees' well-being and engagement	ST	Upstream Downstream
Negative impacts on people and the environment		
• Workplace accidents and the lack of adequate prevention measures have a negative impact on the health and safety of value chain employees.	ST	Upstream Downstream
• Poor working conditions (working time, work-life balance, family related leaves, fair compensation) and social climate (secure employment, social dialogue, collective bargaining agreements) have a negative impact on value chain employees' well-being and engagement	ST	Upstream Downstream
• Value chain workers' mental health can be affected due to workload	ST	Upstream Downstream
Risks for the business model		
• Quadient could face disruptions in operations and financial impacts if strategic business partners fail to manage their social responsibilities effectively, potentially leading to operational shutdowns.	ST	Upstream Downstream
• Quadient could encounter risks associated with the tightening of regulations that extend responsibility throughout the entire value chain. Major incidents at business partners sites could negatively impact Quadient's reputation.	ST	Upstream Downstream
Opportunities for the business model		
• Opportunities to gain a competitive advantage (improved corporate image) by a successful integration of ESG topics within the value chain	MT	Upstream Downstream
• Opportunities to improve relations with supplier leading to more effective and resilient partnerships	MT	Upstream Downstream
EQUAL TREATMENT AND OPPORTUNITIES FOR ALL		
Positive impacts on people and the environment		
• A diverse and inclusive work environment without threats, harassment, violence, discrimination has a positive impact on employees' mental health, well being, quality of life at work	ST	Upstream Downstream
• Value chain workers' skills development has a positive impact on their well-being and engagement	ST	Upstream Downstream
• Equal opportunity in terms of training, career progression, promotion and compensation have a positive impact on their well-being and engagement	ST	Upstream Downstream
Negative impacts on people and the environment		
• Threats, harassment, violence, discrimination has a negative impact on employees' mental health, physical integrity, well being, quality of life at work	ST	Upstream Downstream

	Time horizon	Value chain
- Limited opportunities for skills development among value chain workers can negatively impact their well-being and engagement. - A lack of equal opportunity in training, career progression, promotion, and compensation within the value chain can adversely affect workers' well-being and engagement.	ST	Upstream Downstream
Risks for the business model		
Quadient could faces potential legal and reputational risks if business partners do not ensure equal treatment and opportunities for all workers. Incidents of discrimination or harassment could lead to claims that damage both the company's and its partners' reputations.	ST	Upstream Downstream
Opportunities for the business model		
- Opportunities to gain a competitive advantage (improved corporate image) by a successful integration of ESG topics within the value chain - Opportunities to improve relations with supplier leading to more effective and resilient partnerships	MT	Upstream Downstream
OTHER WORK-RELATED RIGHTS		
Negative impacts on people and the environment		
- Non-respect of human rights principles has a negative impact on value chain workers' mental health, physical integrity, well being, quality of life at work - A significant leak or theft of personal data could have a negative impact on value chain workers' well-being, privacy, satisfaction and engagement	ST	Upstream Downstream
Risks for the business model		
- Quadient could be held liable for violations of labor rights within its supply chain, which may lead to litigations, lawsuits, penalties and fines, impacting overall business performance. - Degradation of company's reputation and brand image may occur if there are incidents of child labor, forced labor, or inadequate housing within the supply chain, leading to decreased trust among clients and partners.	ST	Upstream Downstream
Opportunities for the business model		
- Opportunities to gain a competitive advantage (improved corporate image) by a successful integration of ESG topics within the value chain - Opportunities to gain a competitive advantage by improving the resilience of the value chain - Opportunities to improve relations with supplier leading to more effective and resilient partnerships	MT	Upstream Downstream

Time horizons: ST = to 2027, MT = to 2030, LT = beyond 2030

Quadient, like many other companies, can face challenges related to the negative impacts on workers within its value chain. It includes negative impacts related to poor working conditions and social climate, workplace violence and discrimination, lack of equal treatment and non respect of human rights.

As explained in the presentation of the value chain, Quadient's suppliers are present in countries that enforce laws and regulations on child labor and forced labor. Apart in the USA, all these countries have ratified the ILO conventions related to these matters. As the employment of children under the age of 15 years is prohibited in these countries, the risk of

child labor and forced labor with Quadient's direct suppliers should be limited. However, Quadient recognizes that these risks could occur in its suppliers' supply chain, especially in China, Malaysia and Thailand.

Concerning health and safety, workers processing materials to obtain metals or plastics are working in a heavy manufacturing environment. They are often exposed to extreme temperature, noise, chemicals and work with heavy protection equipment and are at risk of physical injury and other work-related ill health concerns due to prolonged exposure to the extreme work environment.

Workers from Tier 1 and Tier 2 suppliers are often working in a manufacturing or logistic environment with less extreme working conditions. They can be exposed anyway to physical injuries, due to the use of heavy machinery or manual handling, musculoskeletal disorders, emissions due to chemicals. Apart from the potential risk of child labor, Quadient considers the women in the value chain being part of the most vulnerable workers. Quadient's specific requirements for women in the value chain are the same than for its own workforce and are specified in the Company code of conduct for business partners.

5.3.2.3 Policies related to workers in the value chain [S2-I]

For production suppliers, the purchasing and procurement function is embedded in each business line, and the most senior manager accountable for the implementation of Quadient commitments to human rights principles and the code of conduct is different from one business line to the other. Hence, for Mail business line, the VP of R&D and Supply chain is in charge of enforcing the fundamental human rights, working conditions and health & safety principles. For Locker business line, the Chief Technology and Supply chain Officer has this responsibility. The suppliers used in the digital supply chain for the Digital business line are oversight by the VP R&D digital products. For non-production suppliers, purchasing is integrated into the finance team. Some of them are managed by the Corporate Group Expense team under the supervision of the VP Purchasing and Leasing. All the others used in local operations are under the responsibility of the local management teams.

The Human rights principles and the code of conduct for business partners are communicated internally through communication between the CSR team and the purchasing and procurement functions embedded in the various department mentioned above. Communication to suppliers is ensured by the buyer in charge of its suppliers' panel, through the due diligence process. Suppliers can also consult our commitments and code of conduct on the Company's website.

HUMAN RIGHTS IN THE VALUE CHAIN

Quadient's commitment to respecting and promoting the fundamental principles of human rights is translated by the adhesion of the Group to the UN Global Compact as a signatory since 2021 and by the adoption of the Company's Code of Conduct for business partners described in section G1 (4.5.2).

Quadient prohibits use of slavery and any form of indentured, bonded, or compulsory labor within both our operations and supply chain, adhering to ILO Conventions 29 and 105. Quadient does not tolerate workers in its value chain being required to provide monetary deposits in order to work, or the retention by employers of identity papers or work permits. All workers in the value chain should be allowed to join and terminate employment of their own free will, provided they comply with any advance notice required by local law.

Regarding child labor and young workers, in compliance with ILO conventions 138 and 182, Quadient prohibits workers under 16 years old, and workers exposed to conditions that are hazardous to health and safety must be at least 18 years old. Specifically, the following conditions are strictly forbidden for young workers under 18: exposure to biological

or chemical agents, night work and excessive overtime, operating dangerous machinery or tools, extreme temperatures, vibrations and noise levels.

In addition, Quadient has implemented a general statement outlining the company's zero tolerance for modern slavery and human trafficking i.e. forced, bonded (including debt bondage) or indentured labor, involuntary prison labor, slavery, or trafficking of human beings and employment of children within its organization and its supply chain. This statement is intended specifically to Quadient's production suppliers to ensure that such issues are not present in its supply chain.

Quadient also supports the United Nations Guiding Principles on Business and Human Rights.

HEALTH AND SAFETY

Quadient is committed to achieving a work environment free from occupational injuries and illnesses. In accordance with ILO conventions 155 and 187, the Company expects its business partners to have a focus on safety and health that is consistent with Quadient's standards. They are also expected to comply with all applicable international or local standards, regulations, and laws to ensure a safe and healthy workplace for their employees to prevent the risk of accidents or occupational illness.

As set out in the Company's Code of Conduct for business partners, Quadient expects its major and strategic production suppliers (tier 1) to obtain the ISO 45001 certification or at least to be able to demonstrate that an efficient health and safety management system is in place. Non-production suppliers and other business partners are expected to operate in accordance with these standards.

WORKING CONDITIONS, EQUAL TREATMENT AND OPPORTUNITY

Quadient is committed to equal treatment and opportunity. In line with ILO conventions 100 and 111, the Company expects its business partners to have zero tolerance of discrimination of any form based on personal characteristics such as age, race, gender, ethnic or social origin, nationality, language, religion, health, disability, marital status, sexual orientation, political or philosophical opinion, veteran or other status, trade union membership or other characteristics protected by applicable laws and regulations.

Business partners must treat their employees with fairness in matters affecting hiring, training and compensation. They must also protect them from harassment, intimidation and violence in whatever form in the workplace. Workers shall not be subjected to corporal punishment, mental or sexual coercion, physical contact, verbal abuse or the use of gestures, language or graphic materials that are threatening, abusive or exploitative.

All workers shall be subject to working hours in accordance with applicable laws and regulations. Overtime shall be administered and compensated fairly and in accordance with local laws. Where no national legal standards exist, ILO standards shall apply. In all cases, a work week may not exceed 60 hours (48 regular hours of work per week and a maximum of 12 hours of voluntary overtime) and workers shall be allowed at least one day off every seven days. All wages and fringe benefits must be defined and meet the legal and industry minimums.

5.3.2.4 Processes for engaging with workers in the value chain about impacts [S2-2]

CONSIDERATION OF STAKEHOLDER INTERESTS AND VIEWS

Quadiant does not directly engage with the workers of its value chain but uses the legitimate representatives of third-party companies as proxies to understand their labor practices and culture and to get insights on their workers.

Processes for engaging with legitimate representatives from third-party companies are part of Quadiant ongoing due diligence. They occur alongside the third-party companies' management lifecycle from pre-contract to offboarding as described below in sections 3.2.4.2 Pre-contract due diligence and 3.2.4.3 Post contract monitoring.

The due diligence process can take several forms including regular business reviews, onsite visits, selection and evaluation audits, documented questionnaires and virtual meetings. Outcome of such activities is shared within Quadiant with project teams, management and relevant departments

For production suppliers, the purchasing and procurement function is embedded in each business line, and the most senior manager accountable for the implementation is different from one business line to the other. Hence, for Mail business line, the VP of R&D and Supply chain is in charge of enforcing the due diligence process before the contract phase and the ongoing monitoring after the contract signature. For Locker business line, the Chief Technology and Supply chain Officer has this responsibility. The suppliers used in the digital supply chain for the Digital business line are oversight by the VP R&D digital products. For non-production suppliers, purchasing is integrated into the finance team. Some of them are managed by the Corporate Group Expense team under the supervision of the VP Purchasing and Leasing. All the others used in local operations are under the responsibility of the local management teams.

PRE-CONTRACT DUE DILIGENCE

Any new third-party company seeking to do business with Quadiant must undergo the Company's KYS/BP due diligence process ("Know Your Supplier/Business Partner") before moving into the contract stage. This process is designed to assess the third-party company business integrity and practices in terms of information security, data privacy and corporate social responsibility, including health and safety, and human rights.

Quadiant's purchasing team uses the NAVEX Risk Rate platform to uphold the process. This involves the verification of the business integrity of the third-party company through a reputational screening based on sanctions and watch lists, politically exposed persons list, and checks for exposure to global adverse media. The process also incorporates an enhanced level of due diligence to be performed where

a prospective third-party company resides in a designated high-risk jurisdiction, or where "red flags" are identified at this stage.

Then, depending on the goods or services purchased, questionnaires related to information security, data privacy and corporate social responsibility are sent to the third-party company through the Risk Rate platform as well as the Code of Conduct for business partners to endorse electronically.

At the end of the due diligence process, third-party companies with "red flags" are generally eliminated from the selection process. Those with "green flags" move on to the next stage, as do those with "amber flags," but in this case they will have to put an action plan in place.

Compliance clauses have been established by the legal and compliance teams to be incorporated in any commercial contract or agreement with third-party companies. These clauses concern compliance with laws and regulations, compliance with Quadiant' Code of Conduct for Business Partners, anti-corruption, competition laws, records and inspection rights, export laws, payment terms and taxes and consequences for non-compliance. Commercial contracts or agreements are signed once all the documents required by the due diligence have been received and the Code of Conduct has been signed.

POST CONTRACT MONITORING

All third-party companies registered on the NAVEX Risk Rate platform are under continuous review. Quadiant is alerted to any reports of adverse media or sanctions for review. Depending on the type of alert received, Quadiant can reach out to the third-party company to request explanations and actions. Alerts related to criminal offense such as fraud, corruption, money laundering, environmental crimes or human rights can lead to the termination of the relationship with the third-party company and the sourcing of an alternative one. The risk profile of a third-party company is updated periodically on a risk basis and in case of significant changes in the relationship with a third party.

In addition, the Group manages regular CSR campaigns to evaluate the practices of third-party companies that Quadiant is engaged with. These campaigns take the form of a due diligence evaluation questionnaire to address issues including environmental stewardship, health and safety, child labor and young workers, forced labor, working hours and compensation, equal opportunity and non-discrimination, harassment and violence, freedom of association and collective bargaining, dormitory (if applicable), compliance with applicable laws, fair dealing, corruption and bribery, confidentiality, and consumer safety.

These assessments serve as a basis for conducting any further verification such as a documentary request, a spot check visit, or an onsite audit. In case of non-compliance, the third-party company is required to implement a corrective action plan that Quadiant will monitor. In case of serious non-compliance breach or the absence of an action plan to ensure compliance, the Company reserves the right to disengage from the third-party company concerned.

5.3.2.5 Processes to remediate negative impacts [S2-3]

Negative impacts cannot always be identified during due diligence, periodic evaluations or audits. Quadient believes that giving workers in the value chain the opportunity to report any allegations, violation of laws and regulations, or Quadient's Code of Conduct is an additional means of addressing the negative impacts that could affect them.

Beyond the email address to reach out the Quadient's CSR and Compliance team (ethics_compliance@quadient.com) or the contact form present on the company's CSR website (<https://invest.quadient.com/en/corporate-social-responsibility>), Quadient has made its Ethics Line available to all value chain workers. It is the same platform, Ethics Point provided by NAVEX, made available to Quadient's own workforce for reporting any concerns.

In this way, the whistleblowing policy as described in section G1-3 of the present sustainability report is applied to such situations. This means that Quadient will do its utmost, in collaboration with the third-party company concerned, to investigate and take actions as appropriate in line with its requirements set forth in the Code of Conduct and the related clauses of the business contract or agreement.

Whatever the concerns of value chain workers are reported through the email address, the Ethics Line or directly to the teams they are in relation, all of them must be considered by the Ethics and Compliance committee with the support of the most senior Quadient manager in charge of overseeing the supplier or business partner concerned.

In any case, an onsite audit must take place in order to identify the third-party practices and potential breach of Quadient's policies and code of conduct. Depending of the outcome of the audit, it must give rise to a corrective action plan or an improvement plan that will be monitored by the Quadient teams involved. As mentioned in Quadient's code of conduct for business partners, in case of serious non-compliance breach or the absence of an action plan to ensure compliance, Quadient observes the right to disengage from the business partner concerned.

The channels to report concerns for the workers in the value chain are communicated toward the Company code of conduct and the Company website. Management of business partners are expected to explain their personnel the requirements set force in the Company's code of conduct as well as their next-tier suppliers when relevant. To ensure these

communication channels are communicated efficiently and that workers in the value chain can trust them, Quadient needs to strengthen its requirements in its code of conduct and CSR evaluation process and audits.

5.3.2.6 Action plans related to workers in the value chain [S2-4]

Apart conducting the due diligence and on going monitoring actions mentioned above, Quadient did not take any other specific actions to workers in the value chain last year.

Quadient believes in general most of the risk to health and safety that could affect the workers in the value chain could be identified during the project of designing and developing a new product. During this process, technical discussions take place between R&D, engineering and the suppliers in order to ensure the feasibility of the design but also to consider the manufacturing and assembly line, considering the health & safety aspects.

In 2024, no incident related to human rights issues have been brought to the Company's attention through the due diligence processes and assessments. No specific countries or commodities with significant risk of child, forced or compulsory labor have been identified in Quadient's value chain.

5.3.2.7 Targets on material impacts, risks and opportunities related to workers in the value chain [S2-5]

Beyond the pre-contract due diligence and the post contract monitoring of suppliers, Quadient has no specific targets regarding human rights, health and safety, the working conditions, equal treatment and opportunity for value chain workers.

However, as part of its main targets, Quadient has the ambition to have 85% of its strategic business partners, including suppliers, endorsed the code of conduct and evaluated, with 30% of them committed by 2026 to reduce their carbon footprint.

To pursue and implement this ambition, Quadient needs to strengthen its supply chain teams and is considering outsourcing its process for evaluating the CSR practices of its suppliers. A budget and plan for this purpose must be defined in 2025.

5.3.3 Consumers and End-users [S4]

Quadient is a B2B player, serving over 350,000 customers, ranging from small and mid-market enterprises to large global corporations, covering regulated industries as well as the public sector. Its customers are exclusively businesses. In most cases, the end-users of its solutions are the employees of these client companies. For the Lockers solution,

however, Quadient considers the staff who load parcels as end-users, and the individuals who retrieve them as consumers.

With its products and solutions, Quadient impacts millions of consumers and end users around the world. Each year Quadient receives nearly 3 million inbound requests.

5.3.3.1 Material IRO related to the workers in the value chain and their interaction with the strategy and business model [ESRS 2; SBM-3]

	Time horizon	Value chain
INFORMATION-RELATED IMPACTS FOR CONSUMERS AND/OR END-USERS		
Positive impacts on people and the environment		
Ability of Quadient to provide quality information related to its operations and solutions, notably in regards of ESG, business ethics and data privacy and protection matters, has a positive impact on clients and end-users' trust and satisfaction	ST	Downstream
Negative impacts on people and the environment		
Underperforming solutions in terms of quality issues, reliability, availability, security, inability to innovate or meet customer needs may affect the trust and satisfaction of our commercial partners and customers	ST	Downstream
A significant leak or theft of clients and end-users data or a scandal related to ESG or business ethics will have a negative impact on clients and end-users trust and satisfaction	ST	Downstream
Risks for the business model		
Inability to attract and retain clients and end-users, loss of clients and end-users resulting in financial losses	ST	Downstream
Data leaks or thefts can lead to litigations, lawsuits, settlements, penalties and fines	ST	Downstream
Degradation of company's reputation and brand image	ST	Downstream
Opportunities for the business model		
Opportunities to improve customer satisfaction and loyalty, and grow in sales and revenues	ST	Downstream
Opportunities to demonstrate Quadient is a trustworthy business partners and responsible company improving its brand image	ST	Downstream
PERSONAL SAFETY OF CONSUMERS AND/OR END-USERS		
Positive impacts on people and the environment		
The validation of product safety prior to their introduction on the market prevent the risks of accident and injuries to preserve the health & safety of clients and end-users	ST	Downstream
Negative impacts on people and the environment		
Underperforming solutions in terms of quality issues, reliability, availability, security, inability to innovate or meet customer needs may affect the trust and satisfaction of our commercial partners and customers	ST	Downstream
A significant leak or theft of clients and end-users data or a scandal related to ESG or business ethics will have a negative impact on clients and end-users trust and satisfaction	ST	Downstream
Risks for the business model		
Accidents and injuries can lead to litigations, lawsuits, penalties or fines	ST	Downstream
Degradation of company's reputation and brand image	ST	Downstream

	Time horizon	Value chain
Opportunities for the business model		
Opportunities to demonstrate Quadient is a trustworthy business partners and responsible company improving its brand image	ST	Downstream
SOCIAL INCLUSION OF CONSUMERS AND/OR END-USERS		
Negative impacts on people and the environment		
Products and services not accessible by persons presenting a disability have a negative impact on them	ST	Downstream
Risks for the business model		
All types of disability may not have been addressed in the design of our solutions and discrimination some clients and end-users. This could lead to litigations, lawsuits, penalties or fines	ST	Downstream
Regulations on accessibility could evolve and require partial or complete redesign of the user interface or the product, leading to increase operational costs	ST	Downstream
Opportunities for the business model		
Opportunities to demonstrate Quadient is a trustworthy business partners and responsible company improving its brand image	ST	Downstream

Time horizons: ST = to 2027, MT = to 2030, LT = beyond 2030

5.3.3.2 Policies and actions related to consumers and end users [S4-1; S4-4; S4-5]

Quadient is committed to respecting human rights in its commitments to its customers and to prevent and mitigate the potential negative impacts on human rights of its own activities and to remedy any negative impacts on its customers that it may inadvertently cause or contribute to.

Quadient strives to respect human rights in accordance with the United Nations Guiding Principles on Business and Human Rights (UNGPs) and the OECD guidelines for multinational enterprises in its activities and in delivering its products and solutions. This is encompassed in the global commitment of Quadient to respect the International Bill of Human Rights including the Universal Declaration of Human Rights (UHDR) and the International Labor 's Organization (ILO) fundamental principles

PERSONAL SAFETY OF CONSUMERS AND END USERS

Quadient is dedicated to ensuring the safety of consumers and end-users during installation, use, or maintenance of its products. To achieve this objective, the company has established comprehensive processes that encompass each phase to minimize hazards and risks. These processes apply to all Mail and Locker products. They are overseen by the VP of Supply Chain and R&D for Mail and by the Chief Technology and Supply Chain Officer for Lockers.

No major incident on consumers and end-users occurred in the last few years that required an action plan.

Product safety by design

During the product design phase, various control measures are implemented to ensure product safety before being manufactured and

placed on the market. This begins with material selection. In compliance with REACH and RoHS regulations, Quadient strives to avoid the use of substances of concern or very high concern. Hazards relating to mechanical parts in motion, parts with sharp edges, electrical shocks, electromagnetic fields, fire resistance and other criteria are also considered during the product design.

The product compliance team is responsible for conducting all the verification tests in accordance with international safety standards EN 62368-1 applicable to Quadient's electrical and electronic product categories. Internal tests and verifications are supplemented by independent external third party validation.

Safety pictograms are placed on the product close to areas deemed to present a potential health and safety hazard to the end-user. A safety guide is included in all product documentation provided to users. This contains explanations of the safety pictograms, instructions, warnings and precautions for safe product use.

Product quality in production

Product malfunction or failure could incur Quadient's liability for personal injury or damages caused by such failure. It may also expose the Company to the risk of product recall or withdrawal, sanctions, and reputational damage.

Quadient's quality approach is based on its quality management system and processes. All of Quadient's R&D and industrial sites related to its Mail, Lockers and Digital business are certified to ISO 9001 standards. In addition to the measures taken during the design phase, several quality controls apply during product manufacturing and assembly. Incoming goods are subject to control and inspection before the product assembly process. During production, functional and dielectric tests are performed to ensure the good functioning and no assembly failure that could result in current leakage in the product potentially affecting the safety of consumers and end-users.

This approach ensures a high level of customer satisfaction in terms of product use and minimizes the risk of physical harm or property damage.

Consumers and end-users safety incidents

No major incident on consumers and end-users related to their safety occurred in the last few years that required an action plan.

QUADIENT'S SOLUTIONS ACCESSIBILITY

Quadient aims to ensure that its products can be used by the widest possible audience, regardless of their ability, through the concept of accessible design software for both unassisted and assistive access technologies. Using the benchmark accessibility standards, compliant with the American Disability Act (ADA) section 508 and EN 301 549 standards for digital accessibility, Quadient's Inspire solutions integrate fundamental accessibility features which enable users with disabilities to understand and operate them. Accessibility features include assistive technologies to navigate, input and read electronic content.

Accessibility features for Locker solutions include screen height and box layout selection settings, comfort zones for wheelchair access and the integration of text to speech technology for the latest generation of smart locker installations. Keypads including braille are available for vision impaired users, and text to speech features for registered users include notifications which can convert text messages to spoken voice and allow voice recognition to be used instead of signatures when required.

DATA PRIVACY AND SECURITY

Global data privacy policy and framework

Quadient processes huge amounts of customer data, ranging from contact information to sensitive financial and health related data. Therefore, the Company has implemented a global framework to ensure that personal data are handled correctly and securely, by placing data privacy at the heart of all customer solutions.

Global information security operating model

In an increasingly connected world, where mail is becoming electronic and parcel volumes grow in line with the growth of e-commerce, Quadient has made a strategic shift to digital. In addition to smart machines for processing traditional mail, our offer now includes solutions and software dedicated to digital communications management and facilitating parcel processing.

Quadient handles considerable amounts of sensitive information every day and information security has always been a top priority, whether it concerns the protection of postal transactions, customers' data or the Company's own data. Aware of the consequences of a security failure in its operations, Quadient is committed to safeguarding the confidentiality, integrity and availability of all physical and electronic information assets to ensure that regulatory, operational and contractual requirements are fulfilled.

More information about Quadient's data privacy and information security policy and program is available in section G-1 4.3.3 Quadient's compliance policies and practices, of this report and in chapter 4 risk management framework.

ISO CERTIFICATION PROGRAM AND OTHER CERTIFICATIONS

Quadient is rolling out a certification program based on international standards for Quality Management (ISO 9001), Environmental Management (ISO 14001), Information Security Management (ISO 27001) and Occupational Health & Safety (ISO 45001). Depending on the nature of the sites and their activities, the certifications can vary from one location to another to meet the needs of Quadient and its customers.

For the Mail business line, all R&D offices, industrial sites and distribution centers are certified to ISO 9001, 14001 and 45001, covering the design and development, the production and the delivery of the mail related equipment and services.

For the Locker business line, the R&D developing the hardware of the parcel lockers, and the industrial sites and distribution centers are also certified to the same ISO standards as Mail. As part of its goals for 2024 to 2026, the Locker business line aims to achieve ISO 27001 certification before the end of the period.

The Digital business line is certified to ISO 9001, 14001 and 27001 standards for the R&D sites where the digital solutions are developed. In addition, the ISO 27017 and ISO 27018 certifications have been obtained to cover respectively the security of applications or services hosted in a cloud environment and the security of Personally Identifiable Information (PII) processed in such environments.

In addition, Quadient's Digital business line is certified to the highest information security and data protection standards in accordance with the Systems and Organization Controls (SOC) protocol. The Company has achieved SOC 2 type II certification for all its digital solutions, which is the most comprehensive certification, proving the system is designed to keep its clients' sensitive data secure.

Its digital solutions are certified HITRUST (Health Information Trust Alliance Common Security Framework - HITRUST CSF) which is a prescriptive set of controls that meet the requirements of multiple regulations and standards (e.g. ISO 27001, HIPAA, PCI, NIST) and aim to create a comprehensive set of baseline security and privacy controls.

The HIPAA Privacy Rule establishes national standards to protect individuals' medical records and other individually identifiable health information (collectively defined as "protected health information") and applies to health plans, health care clearing houses, and health care providers that conduct certain health care transactions electronically.

Some of Quadient's commercial offices are also certified to the ISO standards mentioned above. For instance, in the region France and Benelux, Quadient France is certified ISO 9001, 14001 and 45001, Quadient Belgium and Quadient Netherlands are ISO 9001.

For UK and Ireland, Quadient UK and Quadient Ireland are ISO 9001, 14001 and 45001 certified. Quadient UK has also ISO 27001 and ISO 27701 certifications.

In the Central Europe region, Czech Republic, Italy, Poland, Spain and Switzerland have ISO 9001. Poland and Switzerland have ISO 14001 and, Poland, Spain and Switzerland have ISO 27001.

In the rest of the world, Canada is certified ISO 9001, 14001 and 27001 as well as Singapore. Australia and Japan are ISO 9001 certified.

5.3.3.3 Processes for engaging with consumers and end users about impacts [S4-2]

Quadient operates in a sector that is facing many challenges such as a decline of the mail market, digitalization, and the management of last-mile parcel delivery due to the rise of e-commerce. In response to these trends, the Company is focused on enhancing the customer experience.

Quadient's customers are exclusively B-to-B actors. Most of the time end-users of its solutions are the customers' employees, with the exception of the lockers where the Company considers the personnel from its customers to load the parcels in the lockers as end-users and the individuals who pick up the parcels as consumers. Quadient does not interact with NGOs, independent experts or any consumers' associations to lobby its solutions.

Quadient engages with B2B customers and end users in many ways to gather feedback on their experience and the impacts of its solutions. This starts by understanding their needs and expectations, including those of consumers and end-users. The Company regularly interacts with customers and prospects through courtesy visits, exhibitions, product demonstrations and Innovation Days.

In 2024 such events took place in the United States (San Diego, Chicago and Jersey City), in Europe (Stockholm, Zurich, Frankfurt, Paris, London and Milan) and in Sydney (Australia). These bring together industry experts and customers to discuss emerging trends, technological advancements, and best practices in customer experience in the sector of Customer Communication Management (CCM). With interactive conferences and workshops, Q&A sessions and demonstrations of innovative features such as AI-powered content enhancement, attendees were able to see how modern CCM solutions can transform their customer interactions.

The sales process is another key moment in Quadient's customer journey. Involving several touchpoints, from the request for information to the signature of a contract before the solution's delivery, Quadient's teams support them all the way. Depending on the nature of the needs, this journey can be the delivery of an existing solution or can take the form of a more complex project involving Pre-sales and professional services to customize Quadient solutions to the customer needs.

As described in the chapter 3.2.4.2 Pre-contract due diligence, the Company also conducts a due diligence process on its commercial distributors and key customers, especially those who are contracting leasing or renting contracts.

Quadient also provides training and after sales services for end-users. Dedicated teams help them with any question related to the solutions' functionalities and usage; ordering process for supplies for instance or simply to get support to resolve a technical issue.

Quadient's customer experience is measured through their satisfaction. Each year, Quadient conducts customer satisfaction surveys in all the main countries using an independent market research agency. The objective is to evaluate customer experience throughout their journey by evaluating their satisfaction at each point of contact (solution, support, sales, onboarding...). In total, more than 40 criteria are evaluated on a satisfaction scale, and the impact of each criterion is calculated according to its contribution to overall satisfaction, thus allowing Quadient to identify the most important aspects on which customers express their expectations. More information about Quadient's customer satisfaction approach is available in chapter 1 of this report in the section 1.3.3.2 / Customer satisfaction.

5.3.3.4 Processes to remediate negative impacts [S4-3]

Quadient has established structured processes and communication channels to identify, address, and remediate potential negative impacts on consumers and end users. These processes ensure that any issues related to product performance, service quality, customer support, and data protection are promptly resolved.

Customer support

Quadient operates dedicated customer relations and support teams worldwide and digital self-service platforms to handle inquiries, technical issues, and complaints efficiently. Multiple support channels, including phone, email, and online portals, ensure accessibility for all customers. The digital self-service platform allows users to resolve common issues quickly, reducing response times and improving the overall customer experience.

This channel of communication is communicated to customers during the contractualization phase and available on the Company's website.

Each customer service request is managed at a local level by the local customer support team who dispatch the request depending of their nature. In case of issue with one of Quadient's solutions, the customer is called back to understand the issue faced and find the best solution possible. During this call, several criteria can be used to evaluate the severity of the issue and establish priorities for the resolution. Any issue that could affect the safety of the consumers and end-users is taken as an absolute priority.

After the resolution of the issue, a follow-up call with a satisfaction survey takes place to ensure the issue is resolved and to evaluate the level of service delivered. This contributes to the Company's ongoing continuous improvement of its processes and customer experience.

Data Subject Access Request

Quadient has implemented a dedicated communication channel to address any questions from customers, consumers and end users related to data privacy, notably the data subject access requests. This communication channel can be accessed via the Company website. According to the privacy laws, anyone has the right to request what private information Quadient has retained on them. Any data subject access request is analyzed by the a regional Data Protection Officer who screen the Company's internal information systems in order to identify what are the data related to the requestor. The privacy team can need to contact the requestor to precise the scope of the data search. In general, the requestor get an answer from the Data Privacy team in less than seven days.

Grievance and reporting mechanisms

To uphold transparency and ethical business practices, Quadient provides all external stakeholders, including customers and end users, with access to the Quadient Ethics Line, a comprehensive and confidential reporting tool, hosted and operated by a third-party provider. This confidential and secure reporting channel allows individuals to report concerns related to ethical misconduct or compliance issues. Reports can be submitted anonymously where permitted by law, and all cases are reviewed and addressed through a structured investigation process, as detailed in Section 5.4.3.5 [G1].

All customers, consumers or end-users who may report an ethical or compliance issue to the Company will be contacted during the investigation process and be informed of the potential remedial actions taken by Quadient for any case deemed substantiated.

5.3.3.5 Targets related to consumers and end users [S4-5]

Under its ESG strategy and program, the Company has set the following voluntary targets for impacts related to consumers and end-users:

- 95% and above overall customer satisfaction to be maintained throughout the period to 2026. Customer satisfaction surveys enable Quadient to assess its performance across all its Mail, Locker and Digital solutions as well as services such as the commercial relationship and customer support. For Mail and Locker business lines, this metric measures notably the perception of the end users on the quality and reliability of the equipment that is a key success factor to ensure their safe use. The overall score is calculated by considering the weighted average scores obtained by each solution, according to their relative revenue generation.
- Extend ISO 27001 certification from Digital to Locker R&D centers by 2026. This target aligns with Quadient's goal to continuously enhance the security of its operations. It is important for Quadient to seek such recognition which demonstrate to both the authorities and its clients that Quadient is a reliable partner. With new regulations coming into effect such as the NIS 2 directive on cybersecurity, the Digital Operational Resilience Act (DORA) and the European AI Act, these ISO certifications are amongst the measures implemented by Quadient to demonstrate the existence of a robust integrated management system that meets these requirements. This target is calculated based on the number of R&D sites for the Locker and Digital business lines that are certified by 2026 compared to the number of sites hosting R&D activities for the two business lines.

As an international company with over 4,700 employees and operations in 26 countries, Quadient is committed to conducting its business with the highest standards of professionalism, responsibility, and integrity. In this respect, the company is a signatory to the United Nations Global Compact, committing to support the UN Sustainable Development Goals, which aim to align businesses with Human Rights, labor, environmental, and anti-corruption principles.

Business conduct focuses on the following matters of compliance:

- Business ethics and corporate culture, including anti-corruption and anti-bribery measures, and the protection of whistleblowers;
- The management of relationships with suppliers, including payment practices, especially with regard to late payment to small and medium-sized enterprises.

Quadient's operations do not involve the use of any animals. Quadient has no lobbying activities nor political influence [G1-5].

5.4 Business conduct

5.4.1 Overview and Governance [ESRS-2; GOV-1]

As a signatory of the UN Global Compact, Quadient strives each day to conduct its business with the highest standards of professionalism and integrity. Quadient's senior management is committed to complying with all applicable laws, applying the ethical standards set forth in the Company's Code of Ethics and corporate policies, enabling a culture of excellence and integrity by raising the awareness of its employees, providing relevant training and communication, and enforcing the ethics and compliance program across the organization.

This program relies on a network of professionals, in the headquarters, the regions and operations, who work together to develop and deploy it. Based on the Company's Code of Ethics, it integrates risk management, internal global policies, procedures, processes, dedicated training, whistleblowing system, incident management, investigation, and internal audits.

In terms of governance, at the operational level, a risk and compliance committee oversees the proper implementation of the ethics and compliance program. This committee meets each quarter to review the progression of the action plans related to regulatory changes, deployment of the compliance program, completion of training plans, concerns reported in the Ethics Line, and the risks of litigations. This committee is composed of the Company's Chief Executive Officer, the Chief Finance Officer, the Chief People and Transformation Officer, the Director of Internal Audit and Internal Control, the VP of CSR and Compliance and the General Counsel

At the Board of directors level, the Audit committee oversees the risk and compliance program, including the sustainability reporting process and audit. A report is made to the Audit committee annually on the global risk mapping, the compliance program, the sustainability reporting process, and audits.

5.4.2 Management of material impacts, risks and opportunities in relation to business conduct matters [ESRS-2; IRO-1]

TABLE SHOWING RESULTS OF THE DOUBLE MATERIALITY ANALYSIS

	Time horizon	Value chain
CORPORATE CULTURE		
Positive impacts on people and the environment		
• A strong corporate culture, promoting an ethical and responsible behavior contribute to strengthen the trust of the employees to the company and has a positive impact on employees' well-being, working conditions and engagement	ST	Own operations
• Appropriate working conditions and human rights related working conditions have a positive impact on employees and value chain workers	ST	Own operations
Negative impacts on people and the environment		
• Wrongdoings could affect negatively the trust our employees place in Quadient and ultimately affect their mental health	ST	Own operations
• Wrongdoings could affect negatively the trust our external stakeholders place in Quadient and ultimately affect their mental health	ST	Upstream Downstream
Risks for the business model		
• Higher absenteeism, lower productivity due to the working conditions and social climate	ST	Own operations
• Reputational and controversy risks that may negatively impact Group attractiveness and clients satisfaction and loyalty. Loss of clients.	ST	Downstream
• Loss of competitiveness in case of inability to protect intellectual property of the company	ST	Own operations
• Lawsuits, legal actions with risk of losing licenses to operate, penalties or fines	ST	Own operations
Opportunities for the business model		
• Opportunities to develop a long-standing corporate image	ST	Downstream
• Opportunities to attract and retain talents	ST	Own operations
• Opportunities to protect competitive advantages	ST	Own operations
• Opportunities to build trust-based and long-term relations and increase Quadient attractiveness for investors, candidates and clients	ST	Own operations Downstream
PROTECTION OF WHISTLE-BLOWERS		
Positive impacts on people and the environment		
• Encouraging employees to speak up contributes to strengthen the trust of the employees to the company and has a positive impact on employees' well-being, working conditions, engagement	ST	Own operations
• Encouraging external stakeholders (clients, end-users, suppliers...) to speak up has a positive impact on external stakeholders' trust in Quadient	ST	Upstream Downstream
Risks for the business model		
• Lack of whistleblower protection or breach of confidentiality can lead to reputational and controversy risks that may negatively impact Group attractiveness and clients satisfaction and loyalty. Loss of client	ST	Downstream
• Lack of whistleblower protection or breach of confidentiality can lead to lawsuits, legal actions with risk of losing licenses to operate, penalties or fines	ST	Own operations
MANAGEMENT OF RELATIONSHIP WITH SUPPLIERS AND PAYMENT PRACTICES		
Positive impacts on people and the environment		
• Implementing long lasting partnerships has a positive impact on business partners satisfaction and engagement benefiting the value chain workers, clients and end-users	ST	Upstream

	Time horizon	Value chain
Negative impacts on people and the environment		
• Delayed payments affect negatively business partners, especially the value chain workers of SMEs	ST	Upstream
Risks for the business model		
• Reputational and controversy risks that may negatively impact Group attractiveness and business partners satisfaction and loyalty	ST	Upstream
• Lawsuits, legal actions with risk of losing licences to operate, penalties or fines	ST	Own operations
• Disruption of our operation due to supplier shortage	ST	Upstream
Opportunities for the business model		
• Opportunities to develop sustainable suppliers' partnerships. Strengthen third-party added value in new regulations	ST	Upstream
PREVENTION AND DETECTION OF CORRUPTION AND BRIBERY		
Positive impacts on people and the environment		
• Preventing corruption and bribery strengthens the trust of the employees to the company and has a positive impact on employees' well-being, working conditions and engagement	ST	Own operations
• Preventing corruption and bribery strengthens the trust of value chain workers and clients and end-users to the company and has a positive impact on their loyalty and satisfaction	ST	Upstream Downstream
Negative impacts on people and the environment		
• Controversies, lawsuits could affect negatively the trust our employees place in Quadient and employment	ST	Own operations
• Controversies, lawsuits could affect negatively the trust our external stakeholders place in Quadient	ST	Upstream Downstream
Risks for the business model		
• Reputational and controversy risks that may negatively impact Group attractiveness and business partners satisfaction and loyalty	ST	Upstream Downstream
• Lawsuits, legal actions with risk of losing licences to operate, penalties or fines	ST	Own operations
DATA PROTECTION AND INTEGRITY		
Negative impacts on people and the environment		
• Misuse of employees, customers or third parties personal data can have a negative impact on mental health and satisfaction	ST	Upstream, Own operations & Downstream
• A significant leak or theft of clients and end-users data or a scandal related to ESG or business ethics will have a negative impact on clients and end-users trust and satisfaction	ST	Downstream
• A significant leak or theft of personal data could have a negative impact on employee well-being, privacy, satisfaction and engagement	ST	Own operations
Risks for the business model		
• Disruption to operational activities or service delivery due to ransomware or cyber-attacks	ST	Own operations Downstream
• Failure to protect the personal data of customers and third parties	ST	Downstream
• Reputational risk linked to data leaks	ST	Own operations
Opportunities for the business model		
• Opportunities to demonstrate Quadient is a trustworthy business partners and responsible company improving its brand image	ST	Upstream Downstream

Time horizons: ST = to 2027, MT = to 2030, LT = beyond 2030

5.4.3 Business conduct policies and corporate culture [G1-1]

5.4.3.1 Quadient corporate culture

Quadient's corporate culture is built around four values – Empowerment, Passion, Inspiration, and Community. These values frame Quadient's brand promise and long-term strategy as the Company delivers its services and solutions to the market and secures its own future success. The company culture is also defined by the behaviors and decisions made every day by its employees, regardless of their role and position within the organization. Employees lead by example, doing business with integrity, honesty, and responsibility, and acting in compliance with Quadient's code of ethics and internal policies.

5.4.3.2 Code of Ethics

The Company's code of ethics provides a framework to guide each employee to conduct business in ways that are fair and ethical when making decisions that affect fellow employees, business partners, suppliers, customers and communities. The Company's reputation is the joint and shared responsibility of all.

Revised in 2024, the code of ethics addresses the following issues: Respect for fundamental Human Rights, Health and Safety, Diversity and Inclusion, Open Dialogue, Anti-trust Law and Fair Competition, Corruption, Political Involvement, Communication, Business Relationships, Company and Third-Party Assets, Intellectual Property, Protecting the Environment, and Community Involvement.

For each topic, the code provides practical examples of real-life situations with "What does it mean for me?" questions and answers and Golden Rules to follow.

Quadient asks every employee, regardless of their role, function or entity, to follow the code of ethics when working for or representing the company. Each employee is required to complete a dedicated e-learning and endorse the code of ethics. This is detailed in section 5.4.4.

The Code of Ethics is available on the corporate intranet "WeConnect" and is publicly available on the Company's corporate website in the following languages: French, English, Dutch, German, Italian, Czech and Japanese.

Any employee can report a possible breach of the code through an online form or via the Quadient Ethics Helpline. Whistleblowing procedures, investigation and remediation are detailed in section 5.4.3.5.

5.4.3.3 Quadient's compliance policies and practices

In terms of business conduct, the Code of Ethics is supplemented by a set of compliance policies and procedures that all employees must follow to ensure and maintain compliance of its operations with laws, regulations and the high standards the company subscribes to.

These policies set out the company management principles, commitments, control measures and expected ethical behaviors on matters such as corruption and bribery, fair competition, money laundering, economic sanctions, export controls, privacy and security that are part of the most material impacts, risk and opportunities identified for Quadient.

Apart from the general information security policy, which is the responsibility of the Chief Information Officer, all the other policies mentioned above are under the responsibility of the VP of CSR and Compliance, under the supervision of the Chief People and Transformation Officer. All employees are expected to adhere to them, regardless of their legal entity or geographical location.

These policies and procedures are described hereafter.

ANTI-CORRUPTION AND BRIBERY

Quadient has zero tolerance for any kind of corruption, whether public or private, active or passive. The Company expects all its employees, whatever their level of responsibility, and any third party conducting business with Quadient or acting on its behalf to refrain from offering, promising, giving, soliciting or receiving (directly or indirectly) money or anything of value in order to obtain or provide an improper advantage to or from a public official or a private actor. This anti-corruption policy outlines Quadient's commitment, principles, and measures to prevent its employees from engaging in high-risk situations, such as improper and facilitation payments, gifts and hospitality, conflicts of interest, charitable contributions, and interactions with third parties.

FAIR COMPETITION

Quadient rejects any kind of anticompetitive practices, including price fixing, the rigging of tenders and responses to tenders, or sharing customers, markets or territories. Accordingly, Quadient forbids its employees from entering into any agreement with competitors that is intended to restrict the nature or quantity of products and services offered, as well as any agreement with suppliers or other partners that obstructs fair competition or the exchange of information with competitors regarding corporate strategy on products or pricing.

SANCTIONS AND MONEY LAUNDERING

Quadient conducts business with zero tolerance for commercial, financial, or other dealings involving sanctioned countries, territories, and third parties. To prevent the Company from any risks related to economic sanctions or money laundering (AML), appropriate risk-based mechanisms for screening business partners, third parties, and transactions for potential economic sanctions and AML exposure have been implemented.

INFORMATION SECURITY

The Company has defined security policies that detail the requirements for the correct and secure use of its own data and data entrusted to Quadient by its stakeholders, such as staff, customers, suppliers, and other partners. These security policies have been rolled out in all countries in which Quadient operates. They are mandatory and apply to all legal entities, employees, service providers and consultants working on company sites or to anyone with access to company systems. Aware of the consequences of a security failure in its operations, Quadient has implemented a global Information Security operating model. Core to this operating model is a specialist focus, ensuring that the Company has dedicated capabilities where security matters most: in protecting its customers, its employees, and personal data that is entrusted to Quadient. The Company's holistic approach means it consistently focuses on areas of the biggest risk, with the means to effectively recover from security events should they happen.

Quadient's policies are practicable and designed to drive the right behaviors in its people and partners, complemented by effective global operating standards. The Company certifies to ISO standards to underpin its practices. The director of information security chairs a corporate information security board to govern corporate information security activities. The security board meets quarterly and includes representation from solutions security teams, the data protection organization, corporate compliance, digital organization and corporate information security.

DATA PRIVACY

Quadient is committed to respecting the privacy rights of its customers, suppliers, business contacts, employees, job applicants, and other third parties with whom Quadient has a relationship or may need to contact. Quadient also remains focused on reinforcing its foundation in data privacy areas to ensure the proper security, handling, and disposal of data and personal information. According to its data privacy policy, Quadient collects, uses, and retains personal data when necessary to ensure the effective operation of the Company. Moreover, Quadient protects the confidential and personal information entrusted to it by its customers, suppliers, and other business partners as carefully as it protects its own information.

The set of policies and compliance program related to privacy apply to all Quadient employees. The Chief People and Transformation Officer, as the Company Data Protection Officer (DPO), oversees this policy and its global framework. He is seconded by its deputy DPO, in charge of deploying the policy and its program worldwide.

In terms of governance, a data council, led by the Company DPO and Chief Information Officer, gather each quarter, the heads of the concerned departments (Marketing, HR, R&D from all business lines, Information security and compliance) across the organization to provide the proper governance, transparency and guidance related to these important issues.

DUE DILIGENCE PROCESS

Ensuring high standards in all dealings with its business partners is not an option. Quadient has implemented a policy to perform risk-based due diligence to ensure the integrity of the third-party companies to engage with. This process includes reputational screening based on sanctions/watch lists, politically exposed persons lists, checks for exposure to global adverse media, and questionnaires related to information security, data privacy, and corporate social responsibility. The process also incorporates an enhanced level of due diligence to be performed where a prospective third party resides in a designated high-risk jurisdiction, or where other red flags are identified. Due diligence is updated periodically on a risk basis, and in cases of significant changes in relationships with a third party.

5.4.3.4 Policy for training on business conduct

Further enhancing its commitment to ethical conduct and compliance, Quadient has developed a robust compliance training program that includes mandatory training modules for all employees. These courses are an integral part of the onboarding process for new hires, ensuring they become familiar with Quadient's code of ethics and the Company's policies and practices from the start. Employees receive refresher training every two years on those topics.

In 2024, Quadient rolled out various training campaigns to its entire workforce, which include preventing workplace harassment, information security, data privacy, and a targeted training to all sales teams on fair competition.

The table below shows the percentage of employees who completed training on ethics and compliance in FY2024. Dedicated training on corruption and bribery is presented in section 4.4.

	FY2024
Code of ethics	91%
Anti-corruption policy	91%
Data privacy	92%
Information security	94%
Preventing workplace harassment	89%
Inclusion & Belonging	8%

5.4.3.5 Mechanisms for identifying, reporting and investigating concerns about unlawful behavior – Whistleblowing procedures [G1-3]

Any Quadient employee or person, or third party, who knows or suspects a violation of the Code of Ethics or Quadient rules and policies is encouraged to speak up, in compliance with the law and the rules applicable in the country where they reside or conduct their activities.

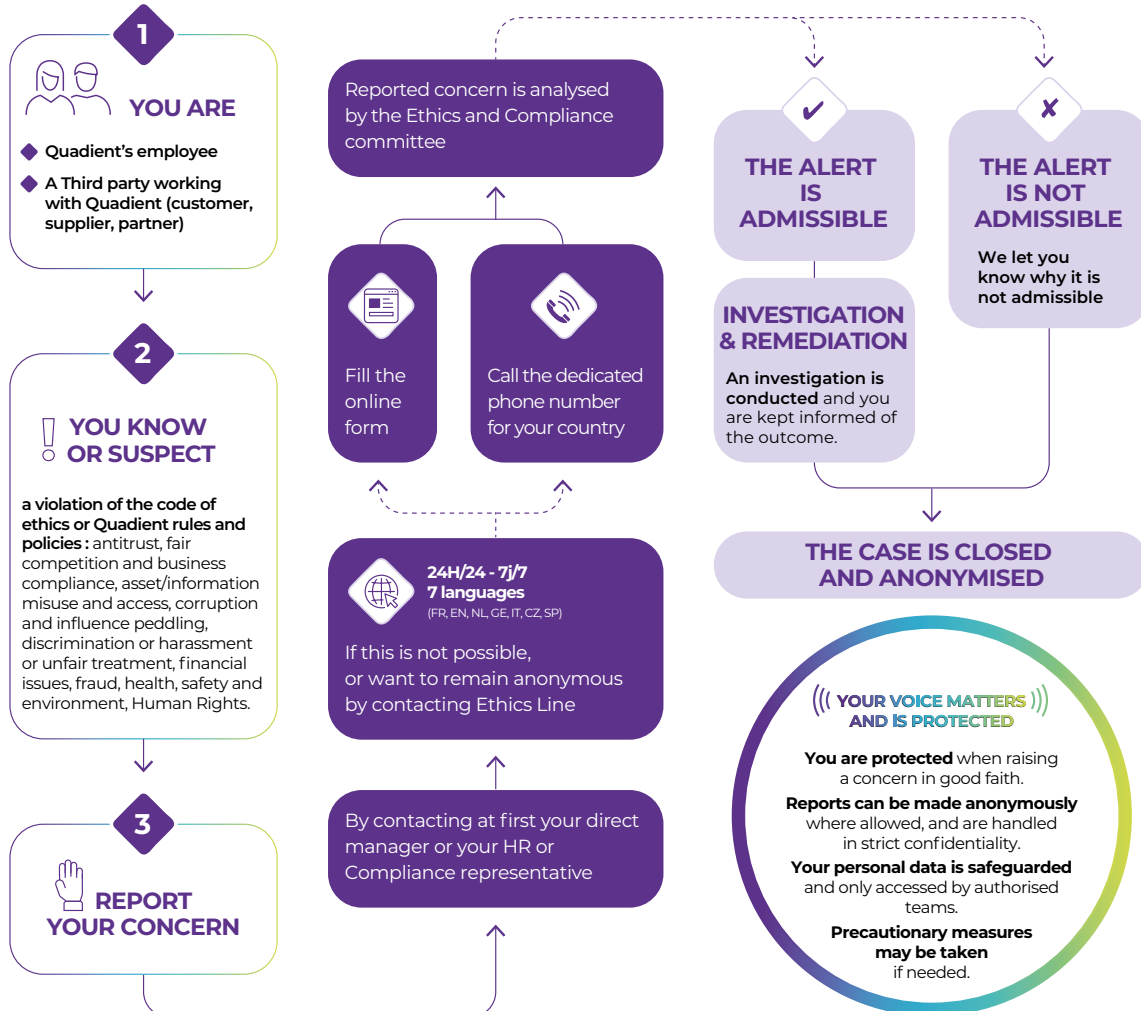
Different escalation channels are available to raise concerns. Regarding mechanisms for advice and concerns about ethics, employees are encouraged to report through their management line first. However, if an employee considers that informing their direct line manager could cause difficulties (for example, if the direct line manager was involved in the alleged misconduct) or that the alert notified may not be properly followed-up, they may directly contact the Quadient ethics line. Employees or any person or third party seeking advice can use the dedicated email address (ethics_compliance@quadient.com) or contact the VP of CSR and Compliance directly. This individual oversees the mechanisms for advice and concerns, as well as the Quadient ethics line.

Quadient Ethics Line is a comprehensive and confidential reporting tool, hosted and operated by a third-party provider, which assists employees to report anonymously or not, any concerns related to ethics and compliance (e.g. fraud, abuse, and other misconduct in the workplace). The service is available 24 hours a day, 365 days a year, in all countries where the Company operates, via an online form (website) or hotline. This dedicated website is available in the same languages as the code of ethics. Regarding the hotline, there is a dedicated phone number in each country enabling anyone to speak in their native language. The reporting categories are the following: antitrust, fair competition and business compliance, asset/information misuse and access, corruption and influence peddling, discrimination or harassment or unfair treatment, financial issues, fraud, health, safety and environment, Human Rights.

This Ethics Line, accessible through the corporate intranet and Quadient's corporate website, is available for Quadient employees and to any third parties (e.g., customers, suppliers, partners, and workers in the value chain). Beyond reporting ethical and compliance concerns, this platform allows anyone to ask questions related to the Code of Ethics and other corporate policies and standards in complete confidentiality.

After completing the report, the employee (or third party) will be assigned a unique code called a “report key”. The reports and questions are confidential. The information provided to the third-party provider

representative by phone or via their website is then sent to the members of the ethics and compliance committee.



5.4.3.6 Protection of whistleblowers

In line with the European Directive 2019/1937 related to the protection of whistleblowers, Quadiant has set the measures listed below to ensure protection to the whistleblowers:

ANONYMITY

The reporter of any concern may choose to do so anonymously, except in countries where this is not possible due to local regulations. The reporter will then be able to communicate with the investigator or the investigation team through the messaging features available on the Quadiant Ethics Line. It is a secure channel protecting anonymity when parties exchange on a concern.

CONFIDENTIALITY

Regardless of the job position or seniority in the Company, the identities of all persons involved in any report to the ethics line (reporter, reported persons, witnesses, and third parties) must be kept confidential to avoid reputational damage.

Therefore, the information related to a concern, such as the identity of the persons involved, third parties, facts, subsequent investigations and findings must remain confidential and accessible only to the restricted list of following persons:

- the Ethics and Compliance Committee;
- the administrators of the Quadiant Ethics Line;
- the investigation team.

Except if the concern is subject to obligations arising from the law or the applicable legal proceedings, no one else must be informed.

In all cases, no information related to an investigation or concern will be provided to anyone unless expressly required by law in the case of legal proceedings. If known, the identity of the -reporter will never be provided to the reported person(s) unless expressly required by law in the case of legal proceedings.

If the investigation team needs to inform another person for the investigation, the VP of CSR and Compliance must be consulted and approve the request.

Any unauthorized disclosure of information related to a reported concern may result in disciplinary actions, which could include termination of employment.

PRIVACY

Quadiant is committed to protecting the privacy of the reporter and the persons involved in reported concerns. Within the framework of its privacy compliance program and policy, the organization has implemented both organizational and technical measures to protect personal information from unauthorized access and processing. Any personal information obtained in the framework of this whistleblowing policy will only be used for the purposes explained in this policy or to comply with the law. More details on the protection of personal information is available in the data privacy policy.

PRECAUTIONARY MEASURES

Specific measures can be taken by the company to ensure the protection of the persons involved in a reported concern if needed or required by local laws and regulations.

Such precautionary measures can include, but are not limited to, distancing measures, working accommodations, remote work, flexible working hours, transfer (temporary) to another team or department, and psychological support.

NON-RETALIATION

As part of its commitment, Quadiant has no tolerance for retaliation or other discrimination against anyone who reports a concern, collaborates in an investigation (e.g., witnesses, third parties), or facilitates the obtention of some information (e.g., IT, co-workers). Protection against retaliation also applies even if the alleged violation is unsubstantiated after the investigation is closed. HR and Compliance teams work closely to prevent and check that no retaliation occurs during and after the investigation of any concern reported.

5.4.3.7 Investigation and remediation

Quadiant takes its responsibility to investigate potential violations or instances of misconduct seriously. Depending on the nature, urgency and potential impact of the reported concern, the investigation can be managed locally or at the corporate level. All investigations remain under the supervision of the Ethics and Compliance committee, or directly by the VP of CSR and Compliance.

The investigation is led only by the person or group of persons mandated as the investigator or the investigation team. To avoid any conflict of interest, the investigator or the investigation team is separated from the chain of management involved in the concern reported. The investigator or investigation team is also selected by the

Ethics and Compliance committee based on their competencies required by the investigation, the relationship they could have with the people reported to ensure total independence. Moreover, the members of the Ethics and Compliance committee that would be named in any reported concern are placed on the list of restricted persons not having access to the case. The same mechanism applies for the two members of the committee who have administrator rights and can have access to all concerns reported. If both administrators of Ethics Line are named in a report, the case will only be seen by the role of Ethics Line advocate assigned to the Chief People and Transformation Officer.

If needed, any internal or external experts (e.g. accountant, IT, legal counsel, lawyer, etc) can be mandated to support the investigation. No one besides the nominated persons is entitled to conduct the investigation, interfere with an ongoing investigation, nor gather any evidence or supporting documents related to the concern in question.

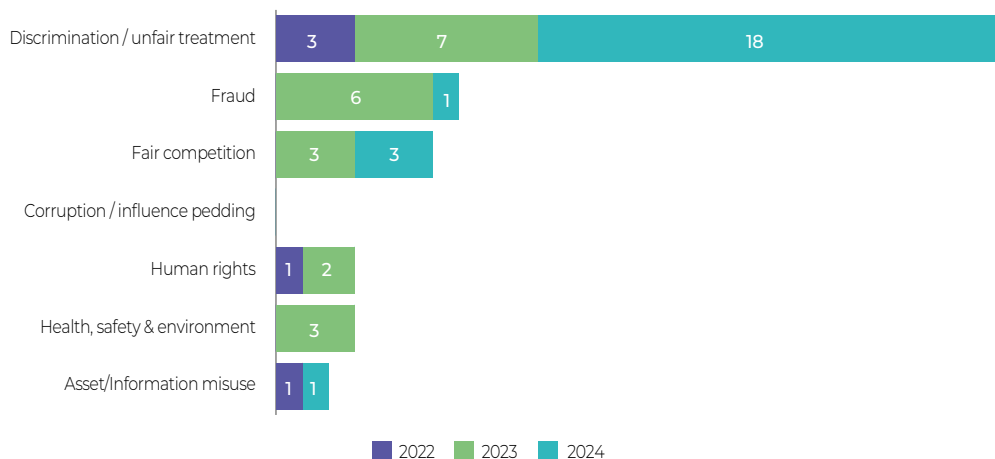
The work of the investigators, including the support provided by the internal and external experts, is conducted with the strictest confidentiality. None of the individuals involved in the investigation, including those interviewed or who provided information, such as the reporter, is allowed to disclose any information or engage in discussions about the concern.

Participants who disclose information or discuss the case with others, whether among themselves or with external parties, risk facing severe disciplinary sanctions.

REMEDICATION

Once the investigation is complete, the investigator or the investigation team will submit an investigation report to the Ethics and Compliance committee. If the outcome of the investigation reveals that the misconduct or offense is substantiated, the Ethics and Compliance committee will ensure that appropriate and proportionate measures will be taken. Depending on local disciplinary policies and laws, they can take the form of disciplinary sanctions to be decided by the local VP of Human Resources and relevant managers, and may include remedial actions such as training, additional controls, and process reviews. Legal proceedings can be taken at Quadiant's discretion.

In 2024, 23 concerns were reported, of which 14 cases required investigation. Five concerns were substantiated, three were unsubstantiated, two investigations were abandoned due to a lack of information, and four are still in progress at the time of writing this report.



5.4.4 Prevention and detection of bribery and corruption [G1-3, G1-4]

POLICY

Quadiant has expressed its commitment to the fight against corruption, by signing the United Nations Global Compact, whose 10th principle urges companies to act against corruption.

In accordance with its Code of Ethics, the Company complies with the anti-corruption laws of the countries in which it operates and has a zero-tolerance policy for corrupt practices, including giving or accepting bribes by either an employee or a third party acting on behalf of the Company. Quadiant rejects all forms of corruption and prohibits demanding, accepting, offering or giving bribes, gifts or other benefits, either directly or indirectly.

This policy, intended to be consistent with the United Nations Convention against Corruption and Bribery, is guided by the following key principles:

- Zero tolerance for bribery, corruption, kickbacks, and other similar activities;
- Implementing and enforcing systems, procedures, and controls to ensure corruption and bribery is prevented;
- Acting professionally, fairly and with integrity in all business dealings and relationships;
- Consistently complying with applicable laws relating to anti-corruption and anti-bribery in all jurisdictions in which the Company operates;
- Contracting only with third parties that respect this anti-corruption policy;
- Providing anti-corruption training to all employees with enhanced training for employees in at risk functions;
- Implementing appropriate internal controls and maintaining accurate financial records to act as evidence of payments made and received.

Quadiant's policy on corruption and bribery applies worldwide, to all Quadiant employees and non-employees, third-party companies conducting business with Quadiant, including suppliers, business partners and clients, advisers, governments and public bodies including their representatives and officials.

The policy is communicated to all employees through communications, training and awareness, and is available on the corporate intranet. Third-party companies and other external stakeholders are informed through the code of conduct for business partners, and clauses on compliance present in commercial agreements or contracts. They can consult Quadiant's anti-corruption and bribery policy on the corporate website (<https://invest.quadiant.com/en/corporate-social-responsibility/ethics-compliance>).

The policy and the dedicated compliance program on anti-corruption and bribery is managed by the VP of CSR and Compliance under the supervision of the Chief People and Transformation Officer.

ACTIONS

To prevent and detect the risk of bribery and corruption and remediate incidents, Quadiant deploys its policy through a dedicated compliance program, structured around the following pillars:

Risk mapping on corruption and bribery

Quadiant has evaluated its risks related to corruption and bribery across its organization. This covers the company processes such as sales and business development, order to cash, procure to pay, hiring to retire, compensation, expense claims, and donations to charitable organizations.

In total twenty-five risk scenarios have been identified for which control measures and mitigation procedures have been implemented. Quadiant considers that 22% of its employees hold at-risk functions, which are deemed the most exposed to corruption and influence peddling. They are the managers in all functions and the non-managers employees having a D1 responsibility level acting in the processes mentioned above. This corresponds to the functions in marketing, sales, professional services, customer services, purchasing and supply chain, finance, HR, legal, CSR and compliance. The D1 responsibility level corresponds to employees responsible for implementing strategies that have a short to mid-term (1-3 years) impact on business results, in alignment with the overall organization's objectives. For non-managers, D1 employees are recognized as experts in their job area.

Dedicated training

Quadiant has a dedicated training course on its anti-corruption and bribery policy that is mandatory for all employees including the members of the Executive committee. This training, takes the form of an e-learning course, with three compulsory steps:

- Watch a video module;
- Read the anti-corruption and bribery policy;
- Pass the test.

The course helps the employees to understand the situations that can put them at risk such as prohibited and facilitation payments, kickbacks, gifts and hospitality, conflicts of interest, donations to charity and a list of "DOs" and "DON'Ts".

Every new employee must follow the training during their onboarding program and within 60 days of their hiring date. A refresher campaign takes place every two years for all employees. This e-learning module is available through the Company's learning platform in seven languages: Czech, Dutch, English, French, German, Italian and Japanese.

Control measures

Concerning the risk related to third-parties, Quadiant conducts due diligence controls before engaging with them. Depending on the country of location, different levels of integrity background checks are conducted, from first level reputation screening based on watch lists, sanction list, politically exposed persons or adverse media; to enhanced due diligence requiring field investigations.

In terms of accounting control measures and procedures, the Company has implemented controls to detect anomalies in financial transactions recorded in its accounting systems. Detected anomalies must be investigated by the finance function under the supervision of internal audit or compliance teams.

Quadient organizes an annual campaign that requires management and functions most at risk, such as procurement, purchasing, sales, and Directors and Officers of each legal entity, to provide a self-declaration of potential conflicts of interest, including gifts and invitations received. Based on the information collected, the internal audit and Compliance functions conduct additional investigations if needed. The Group has developed a guide to gifts and entertainment to and supplement the policy that will be effective in 2025 as well as a register of gifts and invitations.

Controls measures and procedures are subject to internal audits. In 2024 a specific focus was made on accounting controls and expense claims management.

Reporting and investigation

All violations or concerns related to corruption and bribery reported through Quadient Ethics Line or by other means are investigated in compliance with the process described in the section 4.3.7 Investigation and remediation.

Any case deemed to be significant is immediately brought to the

attention of the risk and compliance committee that will inform the Audit committee of the Board of Directors. Otherwise it is reported during the regular quarterly risk and compliance committee meetings. This committee is composed of the company Chief Executive Officer, the Chief Finance Officer, the Chief People & Transformation Officer, the General Counsel, the VP of Internal Audit and Internal Controls and the VP of CSR Corporate Social Responsibility and Compliance.

At least once a year, a report on the concerns and violations related to corruption and bribery is presented to the Audit committee of the Board of Directors.

In the event that violation or non-compliance is confirmed by the investigation, disciplinary sanctions including employment contract termination exist across the organization.

Targets and Metrics

For dedicated compliance training related to corruption and bribery, Quadient targets to achieve at least 90% of completion for its employees, including the Executive committee members, managers and employees' at-risk functions.

Details of the dedicated training on corruption and bribery over the last two years is presented in the table below.

	At risk functions	Executive Committee	Managers	Other own workers
TRAINING COVERAGE				
Total	1,008	11	873	3,766
Total receiving training	950	11	833	3,400
%	94%	100%	95%	90%
DELIVERY METHOD AND DURATION				
Classroom training	0	0	0	0
Computer-based training				
Frequency				
Employees	Every 2 years	Every 2 years	Every 2 years	Every 2 years
New joiners	Onboarding	Onboarding	Onboarding	Onboarding
TOPICS COVERED				
Definition of corruption	✓	✓	✓	✓
Policy	✓	✓	✓	✓
At-risk situations	✓	✓	✓	✓
Prevention measures	✓	✓	✓	✓

In 2023, six cases of fraud have been reported and the outcome of the investigations concluded they were all substantiated. Four of them are external frauds related to usurpation of identity or fraudulent invoices and the two others are wrongdoings from employees. All these cases

have been investigated and closed except for one of them than occurred in the United Kingdom for which the investigation still ongoing. No fine nor public legal cases regarding fraud or corruption brought against the organization or its employees during the reporting period.

No incident of corruption and bribery was reported in 2024 and no convictions nor fines were received.

	FY2024	FY2023
INCIDENT OF CORRUPTION AND BRIBERY REPORTED		
Number of incidents reported	0	6
Number of incidents confirmed	0	6
CONVICTIONS OF ANTI-CORRUPTION AND ANTI-BRIBERY LAWS		
Number of convictions of anti-corruption and anti-bribery laws	0	0
FINES FOR VIOLATION OF ANTI-CORRUPTION AND ANTI-BRIBERY LAWS		
Amount of fines (in euros)	0	0
ACTIONS TO ADDRESS BREACHES IN PROCEDURES AND STANDARDS		
Number of actions taken	0	0

5.4.5 Management of relationships with suppliers and payment practices [G1-2; G1-6]

5.4.5.1 Relationships with suppliers and impact on supply chain

Quadiant manages its supplier relationships through a well-established procurement process covering all the steps from the expression of needs, the selection process, the ordering process, the reception of the goods and services, to the payment of the goods and services received. When a need is identified, the purchasing teams - based on the specifications and commodity family - can either invite all relevant suppliers from the existing panel to compete or seek new suppliers. The selection process is based on key criteria such as quality, price, capacity, service, reliability, technology, ethics and CSR. These factors help to identify the best supplier to meet the company's needs.

Supplier-related risks are also evaluated during the selection process. Depending on the potential impact a supplier may have on Quadiant's supply chain, factors such as financial stability, bankruptcy, integrity, dependency, business continuity and the ability to comply with the selection criteria listed above are carefully assessed. The Company conducts due diligence of suppliers at different levels of spend, using various methods including integrity background checks, financial checks, supplier questionnaires, and onsite visits. The code of conduct for business partners outlines the social, environmental and ethical criteria that Quadiant expects from its suppliers.

5.4.5.2 Code of Conduct for Business Partners

Quadiant has established a Code of Conduct for its business partners, which outlines the company's commitments to them and its requirements for business ethics and responsible procurement in their activities.

In particular, Quadiant requires its business partners to:

- Conduct any business relationship in total independence, meaning that the company rejects any gratuity or gift and entertainment other than of symbolic value,

- Avoid creating a situation of mutual dependence in terms of turnover, technology and know-how with its suppliers,
- Avoid any form of conflict of interest,
- Select business partners fairly, without favoritism according to predefined criteria and their ability to satisfy the company's requirements,
- Protect confidential information entrusted by business partners in accordance with applicable data privacy laws and regulations.

Quadiant's business partners are expected to comply with:

- Ethical business practices in compliance with applicable laws and regulations, fair competition and zero tolerance of corruption and conflict of interest, respect of the confidentiality and the privacy of Quadiant's data, and consumer safety of products delivered to Quadiant.
- Labor regulations and human rights: adherence to regulations against child labor and young workers, forced labor, harassment and violence, and non-discrimination as per the ILO fundamental conventions (S2),
- Decent working conditions: provision of decent working conditions including health and safety, work hours and compensation; and freedom of association and collective bargaining (S2),
- Environmental stewardship: compliance to environmental regulations, management of environmental impacts on business partners' operations and products delivered; and transparency regarding the sourcing of raw materials in particular minerals coming from conflict zones and chemical substances deemed to be hazardous.

This Code of Conduct applies to all business partners participating in Quadiant's value chain and must be endorsed by them during onboarding. Tier 1 production suppliers are also required to cascade down the code of conduct to tier 2 production suppliers under their control.

For production suppliers, the purchasing and procurement function is embedded in each business line, and the most senior manager accountable for the implementation is different from one business line to the other. Hence, for Mail business line, the VP of R&D and Supply chain is in charge of enforcing the Code of Conduct, the responsible procurement approach of the Company and the fundamental human rights principles. For Locker business line, the Chief Technology and Supply chain Officer has this responsibility. The suppliers used in the digital supply chain for the Digital business line are oversight by the VP R&D digital products. For non-production suppliers, purchasing is integrated into the finance team. Some of them are managed by the Corporate Group Expense team under the supervision of the VP Purchasing and Leasing. All the others used in local operations are under the responsibility of the local management teams.

5.4.5.3 Responsible procurement approach

Quadiant has adopted a responsible procurement approach incorporated in its purchasing practices. It ensures that social, environmental and business ethics matters that could have negative impacts on the environment, the society and workers in the of its value chain are considered before engaging with any third parties. The VP of Procurement and the VP CSR and Compliance are responsible for overseeing the implementation and application of this code.

The requirements set forth in the Code of Conduct for business partners are part of the selection criteria in addition to those related to the quality, price, service, technology and reliability of the goods and services purchased by the company. Suppliers are selected using the established commodity procurement strategies or by invitation to tender based on their ability to meet the Company's requirements.

Once onboarded, continuous monitoring and evaluations are undertaken to ensure compliance with these requirements. This may take the form of documentary requests or annual performance reports but also spot-check visits or onsite audits by Quadiant personnel or by an authorized external party.

The table below presents the payment practices by region in 2024:

	Average payment terms	Average payment
France and Benelux	37.58	41.88
UK and Ireland	25.02	32.32
Central Europe / International	21.72	26.58
North America	20.10	20.27
Latam	18.28	17.35
TOTAL	33.44	33.83

5.4.5.4 Payment practices [G1-6]

The Company payment practices are by default, the payment terms reflected in the agreements, contracts or purchase orders negotiated with the suppliers. Payment terms are set from the date of invoice receipt, unless applicable laws state otherwise. The standard payment terms are mutually agreed with suppliers based on the current market practice and in compliance with local regulations. Currently, Quadiant has no special payment terms for SMEs, except where required by law.

The Company carried out an analysis on the payments made in 2024. Within the Group, in the scope analyzed, 62% of the transactions were paid in accordance with the suppliers' payment terms. The average payment period observed is 33.44 days with an average payment term of 33.83 days, indicating that, on average, payments are made in line with supplier terms within the scope analyzed.

The average payment period, the average payment terms of suppliers and the percentage of transactions paid in line with the latter are based on the data extracted from the local information system (ERP) of the legal entities comprised in the scope of the analysis during the fiscal year 2024 that have been settled. The entities selected in the scope represent 80% of the operating expenses (Opex) and cost of sales (COS) in the FY2024 accounts at the Group boundaries for the non-payroll, commissions, depreciation, expense reports. All the data received from the various ERP have been aggregated in a single database. To ensure consistency in the analysis, all invoices denominated in foreign currencies are converted into Euros, the reference currency.

It was not possible to fully reconcile the supplier invoice data extracted from the local accounting systems used for our analysis with the Group's consolidated accounts. This is primarily due to the lack of detailed data collection at legal entity level for certain accounting entries, such as prepaid expenses and provisions. This constitutes an area for improvement, and we will work towards enhancing the level of reconciliation in future disclosures.

In 2024, no legal proceedings were brought by suppliers for late payments.

5.4.7 Political influence and lobbying activities [G1-5]

Quadiant does not exert any lobbying nor political influence activities and makes no financial or in-kind political contributions.

5.5 Report on the certification of sustainability information and verification of the disclosure requirements under Article 8 of Regulation (EU) 2020/852

Year ended January 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 Annual General Meeting of Quadient S.A.,,

This report is issued in our capacity as statutory auditor of Quadient ("the entity"). It covers the sustainability information and the information required by Article 8 of Regulation (EU) 2020/852, relating to the year ended January 31, 2025 and included in the group's management report and presented in sections 5.1 to 5.4 of Chapter 5 in the universal registration document (hereinafter referred to as "the Sustainability Statement").

Pursuant to Article L. 233-28-4 of the French Commercial Code, Quadient is required to include the above mentioned information in a separate section of the group management report. This information has been prepared in the context of the first-time application of the aforementioned articles, a context characterized by uncertainties regarding the interpretation of the laws and regulations, the use of significant estimates, the absence of established practices and frameworks in particular for the double-materiality assessment, and an evolving internal control system. It 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 sustainability reporting standards adopted pursuant to Article 29 b of Directive (EU) 2013/34 of the European Parliament and of the Council of 14 December 2022 (hereinafter ESRS for *European Sustainability Reporting Standards*) of the process implemented by Quadient to determine the information reported, and compliance with the requirement 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 the Sustainability report with the requirements 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 Quadient] in its Sustainability report, we have included an emphasis of matter 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.

Furthermore, this engagement does not provide guarantee regarding the viability or the quality of the management of Quadient, in particular it does not provide an assessment, of the relevance of the choices made by Quadient in terms of action plans, targets, policies, scenarios analysis and transition plans, which would go beyond compliance with the ESRS reporting requirements.

It 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.

Any comparative information that would be included in the Sustainability report are not covered by our engagement.

Compliance with the ESRS of the process implemented by Quadient to determine the information reported, and compliance with the requirement 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 Quadient 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 the sustainability report, and
- the information provided on this process also complies with the ESRS.

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

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 Quadient with the ESRS.

Concerning the consultation of the social and economic committee provided for in the sixth paragraph of Article L. 2312-17 of the French Labour Code we inform you that as of the date of this report, this consultation has not yet been held.

Elements that received particular attention

We present below the elements that have received specific attention from us regarding Quadient's compliance with the ESRS in the process implemented to determine the published information.

Concerning the identification of stakeholders

The information relating to the identification of stakeholders is presented in section 5.1.3 "Stakeholders' Interests and Perspectives [SBM-2]" of the Sustainability Statement.

We have reviewed the analysis performed by the entity to identify:

- stakeholders who may affect, or be affected by, the entities within the reporting scope, through their activities and direct or indirect business relationships within the value chain;
- the principal users of the sustainability statements (including the principal users of the financial statements).

As part of our procedures, we held interviews with the Sustainability and Compliance management teams and inspected the available documentation.

Our due diligence primarily consisted in assessing:

- the consistency of the main stakeholders identified by Quadient with the nature of its activities and its geographical footprint, taking into account its business relationships and value chain;
- the appropriateness of the description provided in section 5.1.3 "Stakeholders' Interests and Perspectives [SBM-2]" of the Sustainability Statement.

Concerning the identification of impacts, risks and opportunities

The information relating to the identification of impacts, risks, and opportunities is presented in section 5.1.5 "Management of Impacts, Risks and Opportunities [IRO] and Double Materiality" of the Sustainability Statement.

We reviewed the process implemented by Quadient for the identification of impacts (both negative and positive), risks, and opportunities ("IRO"), whether actual or potential, in relation to the sustainability matters referred to in paragraph AR 16 of the "Application Requirements" of ESRS 1, as well as those specific to Quadient, as set out in section 5.1.5 "Management of Impacts, Risks and Opportunities [IRO] and Double Materiality" of the Sustainability Statement.

We also reviewed the scope chosen for the identification of IRO, particularly in relation to the scope of the consolidated accounts.

We reviewed the mapping prepared by Quadient of the identified IROs, as presented in section 5.1.4 "Significant Impacts, Risks and Opportunities and Their Link to Strategy and the Business Model [SBM-3]" of the Sustainability Statement, including the description of their allocation across own operations and the value chain, as well as their time horizon (short, medium, or long term). We assessed the consistency of this mapping with the information presented by management to the governance bodies.

Concerning the assessment of impact materiality and financial materiality

The information relating to the assessment of impact materiality and financial materiality is presented in section 5.1.5.1 "Materiality Assessment Process [IRO-1]" of the Sustainability Statement.

We conducted interviews with the Sustainability management team and inspected the available documentation regarding the process implemented by Quadient for the assessment of impact materiality and financial materiality. We assessed its compliance with the criteria defined by ESRS 1.

We reviewed the decision-making process established by the entity for the assessment of impact and financial materiality and assessed its presentation in section 5.1.5.1.

More specifically, we appreciated the manner in which the Entity established and applied the materiality criteria for information defined by the ESRS 1 standard, including those related to setting thresholds, to determine the information to be published:

- regarding the indicators related to the material IRO identified in accordance with the relevant ESRS thematic standards;
- entity-specific disclosures.

Compliance of the sustainability information included in section in the sustainability report with the requirements 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 the Sustainability 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 Quadient for providing this information is appropriate; and
- on the basis of a sample, 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 the Sustainability report, with the requirements 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:

- the information presented in sections 5.1.1.1 "General Basis for the Preparation of the Sustainability Statements [BP-1]" and 5.1.1.2 "Information Relating to Specific Circumstances [BP-2]" of the Sustainability Statement, which describe the choices made and limitations encountered, notably of a methodological nature, by Quadient in the preparation of its sustainability indicators, particularly those in section 5.2.2 "Resource Use and Circular Economy [E5]";
- the methodological choices made by Quadient regarding the computation of the gender pay gap (S1-16), as specified in section 5.3.1.14 "Remuneration [S1-16]".

Elements that received particular attention

We present below the matters to which we paid particular attention regarding the compliance of the sustainability information included in the Sustainability Statement with the requirements of Article L.233-28-4 of the French Commercial Code, including the ESRS. Information provided in application of environmental standards (ESRS E1 to E5)

The information disclosed regarding climate change (ESRS E1) is presented in section 5.2.1 "ESRS E1: Climate Change [E1]" of the Sustainability Statement.

Our procedures notably consisted of:

- conducting interviews with the Sustainability management team to understand the process adopted by the entity to produce this information, particularly regarding the description of the policies, actions, and targets implemented by the entity;
- defining and performing appropriate analytical procedures based on this information and our knowledge of the entity.

Regarding the information published by the entity concerning its greenhouse gas (GHG) emissions, we also:

- reviewed the GHG emissions assessment process used by the entity, and in particular:
 - assessed the consistency of the scope considered for the GHG emissions assessment with the scope of the consolidated financial statements and the upstream and downstream value chain;
 - reviewed the methodology for computing estimated data and the sources of information used in the preparation of key estimates, that the entity used present its GHG emissions in its Sustainability Statement;
- performed specific testing procedures:
 - assessed, on a sample basis, the emission factors used, the calculation of the related conversions, and the underlying assumptions, taking into account the inherent uncertainty linked to the current state of scientific or economic knowledge and the quality of external data used;
 - reconciled, for directly measurable data such as energy consumption related to Scope 1 and 2 emissions, on a sample basis, the underlying data used for the GHG emissions assessment with supporting documentation;
- assessed, in relation to Scope 3 emissions:
 - the information collection process;
 - the methodology used for the calculation of emissions and a selection of calculation assumptions and estimates applied, considering the inherent uncertainty linked to the quality of external data used.

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

The information disclosed regarding workforce (ESRS S1) is presented in section 5.3.1 "Company Workforce [S1]" of the Sustainability Statement.

Our main procedures in relation to this information consisted of:

- based on interviews with the department responsible for human resources data analysis:
 - understanding the process for collecting and compiling qualitative and quantitative information for the disclosure of material information in the Sustainability Statement;
 - reviewing the available underlying documentation;
 - performing procedures to examine the consolidation of such data;
 - reviewing the internal control and risk management procedures established by Quadient, it being noted that we did not test the design or operational effectiveness of these controls;
- based on a sample:
 - reviewing the geographical and legal scope on which the information was based;
 - assessing the methods and assumptions applied by Quadient to determine the information disclosed with respect to ESRS S1;
 - defining and performing appropriate analytical procedures related to the reviewed information in connection with business developments;
 - reviewing supporting documentation for the corresponding information;
 - verifying the arithmetic accuracy of calculations used to prepare this information, where applicable.

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 Quadient 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 sample, 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.

Elements that received particular attention

We determined that there were no such elements to communicate in our report.

Paris-La Défense, 25 April 2025

The Statutory Auditors

Forvis Mazars SA

Francisco Sanchez

ERNST & YOUNG et Autres

May Kassis-Morin



6

FINANCIAL STATEMENTS

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6.1 Consolidated financial statements

6.1.1 Consolidated balance sheet

■ CONSOLIDATED ASSETS

(In million euros)	Notes	31 January 2025	31 January 2024
Goodwill – Net	(5-1)	1,130.6	1,081.8
Intangible fixed assets			
Gross value	(5-2)	634.9	595.8
Amortization	(5-2)	(515.8)	(474.7)
		119.1	121.1
Tangible fixed assets			
Gross value	(5-3)	706.9	654.7
Amortization	(5-3)	(563.9)	(528.8)
		143.0	125.9
Assets right-of-use			
Gross value	(8)	122.7	135.4
Amortization	(8)	(95.8)	(105.0)
		26.9	30.4
Non-current financial assets			
Investments in associated companies		11.0	9.5
Non-current financial derivative instruments	(12)	2.6	6.6
Other non-current financial assets	(5-4)	51.6	49.2
		65.2	65.3
Net long-term lease receivables	(6-2)	376.1	358.9
Other net long-term receivables		1.7	2.0
Deferred tax assets	(13-4)	38.3	17.2
Total non-current assets		1,900.9	1,802.6
Net inventories and work in progress	(6-5)	74.9	67.3
Net receivables			
Net accounts receivable	(6-2)	240.3	227.8
Net short term lease receivables	(6-2)	246.9	239.0
Income tax receivables		22.2	27.7
Net other receivables		12.6	9.3
		522.0	503.8
Prepaid expenses		44.0	47.0
Current financial assets		0.1	0.1
Current financial derivative instruments	(12)	1.5	2.1
Cash and cash equivalents			
Short-term and liquid investments		0.0	0.0
Cash		366.7	117.6
		366.7	117.6
Total current assets		1,009.2	737.9
Assets held for sale	(4)	-	9.1
TOTAL ASSETS		2,910.1	2,549.6

The following notes form an integral part of the consolidated financial statements.

CONSOLIDATED LIABILITIES

(In million euros)	Notes	31 January 2025	31 January 2024
Shareholders' equity			
Share capital	(14-1)	34.5	34.5
Additional paid-in capital	(14-1)	51.4	51.4
Reserves and retained earnings	(14-1)	944.6	893.6
Cumulative translation adjustments	(14-1)	32.2	22.4
Treasury shares	(14-1)	(17.1)	(3.1)
Net income		67.4	70.2
Total shareholders' equity		1,113.0	1,069.0
Attributable to:			
• holders of the parent company		1,102.2	1,059.4
• non-controlling interests		10.8	9.6
Non-current financial debts	(12-2)	722.0	714.8
Non-current lease obligations	(8)	24.0	31.5
Long-term provisions	(11-1)	12.2	12.2
Non-current financial derivative instruments	(12)	0.3	2.5
Other non-current liabilities		3.0	1.7
Deferred tax liabilities	(13-4)	100.5	104.4
Total non-current liabilities		862.0	867.1
Accounts payable			
Trade payables		104.4	79.2
Other operating liabilities	(6-6)	177.1	172.7
Tax payables		55.9	45.0
Short-term provisions	(11-1)	8.8	6.8
Deferred income		222.5	212.0
		568.7	515.7
Current financial derivative instruments	(12)	4.9	2.2
Current lease obligations	(8)	14.3	14.6
Financial debts			
Short-term portion of debts from credit institutions	(12-2)	312.2	60.9
Bank overdrafts	(12-2)	35.0	5.1
		347.2	66.0
Total current liabilities		935.1	598.5
Liabilities related to assets held for sale	(4)	-	15.0
TOTAL LIABILITIES		2,910.1	2,549.6

The following notes form an integral part of the consolidated financial statements.

6.1.2 Consolidated income statement

(In million euros)

	Notes	31 January 2025	31 January 2024
Sales	(6-1)	1,092.6	1,062.4
Current operating expenses			
Cost of sales		(275.1)	(274.4)
Research and development expenses		(62.8)	(63.2)
Sales and marketing expenses		(286.6)	(275.4)
Administrative expenses		(187.2)	(176.3)
Service and support expenses		(116.4)	(108.6)
Employee profit-sharing, share-based payments and other expenses		(10.1)	(7.1)
Expenses related to acquisitions and strategic projects	(6-7)	(8.4)	(10.7)
Total current operating expenses	(6-4)	(946.6)	(915.7)
Current operating income	(6-3)	146.0	146.7
Structure optimization expenses – net of reversals	(6-8)	(14.1)	(12.6)
Proceeds from asset sales		(0.0)	(0.0)
Other operational expenses and income	(6-9)	(8.9)	(1.9)
Operating income		123.0	132.2
Interest expenses on borrowings		(42.2)	(33.3)
Interests on lease obligations	(8)	(1.4)	(1.6)
Interest income		4.2	5.9
Net cost of debt		(39.4)	(29.0)
Losses on foreign exchange		(14.8)	(13.8)
Gains on foreign exchange		14.1	12.7
Net gains (losses) on foreign exchange		(0.7)	(1.1)
Other financial gains		1.9	0.5
Other financial losses		(0.7)	(1.6)
Income before tax		84.1	101.0
Share of results of associated companies		0.7	(0.4)
Income taxes	(13-3)	(17.2)	(16.7)
NET INCOME FROM CONTINUING OPERATIONS		67.6	83.9
Net income from discontinued operations	(4)	(0.2)	(13.7)
CONSOLIDATED NET INCOME		67.4	70.2
Attributable to:			
• holders of the parent company		66.3	68.7
• non-controlling interests		1.1	1.5
Net earnings per share (in euros)	(14-2)	1.94	2.02
Diluted net earnings per share (in euros)	(14-2)	1.94	2.01
Net earnings per share from continuing operations (in euros)	(14-2)	1.95	2.42
Diluted net earnings per share from continuing operations (in euros)	(14-2)	1.95	2.41

The following notes form an integral part of the consolidated financial statements.

6.1.3 Consolidated statement of comprehensive income

(In million euros)

	31 January 2025	31 January 2024
Consolidated net income	67.4	70.2
Actuarial differences recognized in equity	1.0	(18.2)
Deferred taxes on actuarial differences recognized in equity	(1.6)	5.5
Sub-total of items that could not be reclassified in net income	(0.6)	(12.7)
Change in fair value of hedging instruments	(0.8)	(5.5)
Deferred taxes on change in fair value of hedging instruments	0.2	1.4
Translation difference	9.8	6.4
Sub-total of items that could be reclassified in net income	9.2	2.3
Total income for the year	76.0	59.8
Attributable to:		
• holders of the parent company	74.9	58.3
• non-controlling interests	1.1	1.5

The following notes form an integral part of the consolidated financial statements.

6.1.4 Consolidated statement of cash flow

(In million euros)

	Notes	31 January 2025	31 January 2024
Net income attributable to shareholders of the parent company		66.3	68.7
Net income attributable to non-controlling interests		1.1	1.5
Expenses (income) with no cash effect or with cash effect below operating activities	(9-1)	109.4	109.0
Share of results of associated companies (net of dividends received)		(0.7)	0.4
Income taxes expense (including deferred taxes)	(13-3)	17.2	16.7
Net cost of debt		39.4	29.0
Cash flow before net cost of debt and income taxes		232.7	225.3
Working capital variation	(9-2)	8.7	(5.8)
(Increase) decrease in lease receivables		(6.7)	0.3
Cash flow from operating activities		234.7	219.8
Interest paid		(36.7)	(28.2)
Interests paid on lease obligations	(8)	(1.4)	(1.6)
Income taxes paid		(29.0)	(24.9)
Net cash flow from continued operating activities (A)		167.6	165.1
Investments in tangible fixed assets	(5-3)	(59.6)	(51.9)
Investments in intangible fixed assets	(5-2)	(38.4)	(35.7)
Impact of changes in assets right-of-use	(8)	(9.9)	(13.5)
Impact of changes in scope	(9-3)	(36.6)	(4.8)
Sub-total investments		(144.5)	(105.9)
Disposals of fixed assets		6.3	(0.1)
Income received from investments		0.7	0.1
Repayment of loans and other long-term advances		(1.4)	(1.3)
Net cash flow from continued investing activities (B)		(138.9)	(107.2)
Share buyback – liquidity contract	(14-1)	(14.0)	(0.1)
Dividends paid to shareholders		(22.2)	(20.6)
New medium and long-term borrowings	(9-4)	324.8	90.6
Repayment of long-term borrowings	(9-4)	(82.3)	(121.6)
Variation of lease obligation debts	(8)	(8.8)	(3.6)
Other financing activities flows		0.0	(3.2)
Net cash flow from continued financing activities (C)		197.5	(58.5)
Cash from discontinued operations (D)		(1.1)	(8.5)
Cumulative translation adjustments on cash and cash equivalents (E)		(5.9)	(1.7)
Change in net cash (A) + (B) + (C) + (D) + (E)		219.2	(10.8)
Net cash – opening		112.5	123.3
Net cash – closing		331.7	112.5
Cash and cash equivalents		366.7	117.6
Bank overdrafts		(35.0)	(5.1)
NET CASH – CLOSING		331.7	112.5

The following notes form an integral part of the consolidated financial statements.

6.1.5 Changes in shareholders' equity

(In million euros)	Par value	Number of shares	Share capital ^(a)	Additional paid-in capital ^(a)	Reserves, retained earnings and net income	Treasury shares	Cumulative translation adjustments	Total
Consolidated shareholders' equity as of 31 January 2023 - restated	EUR 1	34,468,912	34.5	51.4	930.5	(2.8)	16.0	1,029.6
Attributable to:								
• holders of the parent company								1,020.8
• non-controlling interests								8.8
Impact of IAS 12 amendment application ^(b)			-	-	4.7	-	-	4.7
Correction of inventories valorisation ^(c)			-	-	(2.5)	-	-	(2.5)
Consolidated shareholders' equity at 1st February 2023 - restated			34.5	51.4	932.7	(2.8)	16.0	1,031.8
Net income			-	-	70.2			70.2
Items that could not be reclassified in net income			-	-	(12.7)	-	-	(12.7)
Items that could be reclassified in net income			-	-	(4.1)	-	6.4	2.3
Comprehensive income 2023			-	-	53.4	-	6.4	59.8
Change in treasury shares - liquidity contract			-	-	0.2	(0.6)	-	(0.4)
Free shares delivered			-	-	(0.0)	0.3	-	0.3
2022 dividends			-	-	(20.6)	-	-	(20.6)
Share-based payments			-	-	0.8	-	-	0.8
Other ^(d)			-	-	(2.7)	-	-	(2.7)
Consolidated shareholders' equity as of 31 January 2024	EUR 1	34,468,912	34.5	51.4	963.8	(3.1)	22.4	1,069.0
Attributable to:								
• holders of the parent company								1,059.4
• non-controlling interests								9.6
Net Income					67.4	-	-	67.4
Items that could not be reclassified in net income					(0.6)	-	-	(0.6)
Items that could be reclassified in net income					(0.6)	-	9.8	9.2
Comprehensive income 2024			-	-	66.2	-	9.8	76.0
Change in treasury shares - liquidity contract			-	-	0.0	0.2	-	0.2
Free shares delivered			-	-	0.8	(14.2)	-	(13.4)
2023 Dividend			-	-	(22.2)	-	-	(22.2)
Shares-based payments			-	-	4.1	-	-	4.1
Other ^(d)			-	-	(0.7)	-	-	(0.7)
CONSOLIDATED SHAREHOLDERS' EQUITY AS OF 31 JANUARY 2025	EUR 1	34,468,912	34.5	51.4	1,012.0	(17.1)	32.2	1,113.0
Attributable to:								
• holders of the parent company								1,102.2
• non-controlling interests								10.8

The following notes form an integral part of the consolidated financial statements.

^(a) The share capital is fully released. Additional paid-in capital includes issue and translation premiums.

^(b) In 2023, in compliance with IAS 8, the impact of the amendment to IAS 12 on deferred taxes generated by a single transaction was recognized in opening equity.

^(c) The historical value of inventories was adjusted at the beginning of the year 2023.

^(d) The "Other" line includes, in particular, the effect of the tax transparency of the German holding company for (1.4) million euros as at 31 January 2025 compared with (1.1) million euro at 31 January 2024.

6.1.6 Notes to the consolidated financial statements

The consolidated financial statements for the year ended 31 January 2025 were approved by the Board of directors on 25 March 2025.

Unless otherwise indicated, all amounts stated hereafter are in million euros, rounded to one decimal place. Therefore, the sum of rounded amounts may present immaterial differences with the total shown.

Some amounts as of 31 January 2024 have been reclassified to be comparable with the presentation adopted as of 31 January 2025.

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Note 1 Presentation of the Group and its consolidated financial statements

Quadient is a global automation platform powering secure and sustainable business connections through digital and physical channels in three major businesses areas which are Digital, Mail and Lockers. Quadient assists on a daily basis hundreds of thousands of companies in building powerful connections with their customers and in delivering exceptional customer experiences, in a world where interactions have to be always more connected, personal and mobile.

The term “Quadient S.A.” refers to the parent company (excluding consolidated subsidiaries), which is listed and registered in France, while “Quadient” and “the Group” refer to the economic group formed by the parent company and its consolidated subsidiaries.

The parent company's head office is located at 42-46 avenue Aristide Briand, 92220 Bagneux (France).

Quadient shares are listed on compartment B of Euronext Paris.

1-1: History

Quadient was created in 1992 through a Leveraged Buy-Out (LBO) of Alcatel's mail processing equipment division.

A second LBO took place in 1997.

In February 1999, the Group was listed on the Paris stock exchange. Since then, Quadient has made acquisitions of various sizes.

In 2002, Quadient acquired Ascom Hasler – the mailing systems division of the Swiss company Ascom – which at the time was ranked third in the world.

In 2012, Quadient acquired GMC Software AG, parent company of the group GMC Software Technology AG, leader in the field of customer communication management,

In 2016, Quadient acquired Icon Systemhaus GmbH, German leader in customer communication solutions, mainly active in Germany and Austria.

In 2017, the Group divested its distribution subsidiaries in Indonesia, Malaysia, Singapore and Thailand and its subsidiary DMTI Spatial, provider of location-based data quality solutions acquired in 2013.

In 2018, Quadient acquired 100% of the company Parcel Pending Inc., leader in the American parcel locker market and the main supplier of residential, commercial, retail and universities in the United States and Canada. In 2018, Quadient also sold its 100% stake in the company Quadient Data USA (former Satori Software), one of the leaders in address quality solutions in the United States acquired in 2009.

In 2019, Quadient divested Quadient Data Netherlands BV (former Human Inference), subsidiary specialized in master data management acquired in 2012. Quadient also decided the shutdown of its Australian subsidiary Temando (e-commerce shipping software) acquired in 2015 for 55% and then in 2017 for the remaining 45%.

In 2019, the Group also announced its decision to change the name Neopost to become Quadient. This choice of a unified and modern brand is the result of deploying a new Group organization as part of the Group's “Back to Growth” strategy, moving away from companies operating independent businesses to a single company with an integrated portfolio of solutions.

In 2020, Quadient divested ProShip Inc., subsidiary acquired in 2014, whose business was to provide automated multi-carrier shipping software. Quadient also acquired 100% of the company YayPay, leading Fintech company specialized in account receivables automation solutions. Finally, at the end of the financial year, Quadient divested the company Quadient Oceania Pty Ltd in Australia.

In 2021, Quadient acquired the Canadian company Beanworks, a leader in Software as a Service (SaaS) accounts payable automation solutions. Quadient also divested its automated packaging solutions business (APS) along with the Drachten (the Netherlands) manufacturing.

In June 2022, Quadient divested its graphics activities in the Nordic countries to the print company, Ricoh. These activities mainly consist in the distribution of printing and print finishing business solutions in Sweden, Norway, Denmark and Finland. Also in June 2022, Quadient sold its Shipping activity which included a complete logistics and transport management solution as well as the production, management and distribution of RFID systems for asset tracking.

In September 2023, Quadient acquired 100% of the shares of Canadian company Daylight Automation Inc., a Software as a Service (SaaS) solution whose platform offers unparalleled intelligent form automation capability and allows customers to create technical forms quickly and easily.

During the closing of the financial statements for the first half of 2023, the Group identified accounting irregularities and practices that did not comply with the Group's procedures, attributable to the finance team responsible for the Italian and Swiss subsidiaries of the Mail business. The results of the investigations carried out both internally and with the support of recognized external experts led the Group to record accounting adjustments relating to previous years. In accordance with IAS 8, the impact of this correction has been passed in the opening equity of the 2022 financial year for an amount of (51.8) million euros.

1-2: Main events of the period

ACQUISITION OF FRAMA

On 1 February 2024, Quadient announced the acquisition, for a price of 8.6 million euros, of Frama, a leading provider of mail processing and document management solutions for small and medium-sized businesses, serving more than 30,000 customers in 25 countries, mainly in Europe but also in Asia and Africa.

MAIL ITALIAN DISTRIBUTION SUBSIDIARY

On 17 October 2024, the Group has divested its Italian Mail distribution subsidiary. The assets and liabilities of this 100%-owned subsidiary were presented as assets and liabilities held for sale at the beginning of the year, in accordance with IFRS 5 (see note 4 of the notes to the consolidated financial statements). The business of this subsidiary is presented as a discontinued operation in the income statement for 2024 and 2023.

ACQUISITION OF PACKAGE CONCIERGE

On 17 December 2024, Quadient finalized the acquisition, for a price of 28.0 million euros, of Package Concierge, an US-based parcel management solutions provider. Package Concierge provides innovative digital locker technology that addresses the growing challenges of package management in residential, commercial, retail and university campuses across the United States.

Note 2 Accounting principles

2-1: Accounting standards applied

The consolidated financial statements comply with the international accounting standards (IFRS: International Financial reporting Standards) issued by the IASB (International Accounting Standards Board). The IFRS applicable as of 31 January 2025 as approved by the European Union are available on the European Commission website.

2-2: Standards' evolution

Normative changes in 2024 have had no material impact on the Group.

2-3: Use of estimates

In order to prepare this financial information, Quadient has made estimates and used assumptions that may affect the amounts presented under assets and liabilities, as well as the amounts presented under income and expenses for the year.

The main material estimates and assumptions made when preparing the financial statements relate in particular to retirement benefit obligations, deferred taxes, goodwill, some provisions and the useful life of fixed assets.

These estimates and assessments are reviewed regularly on the basis of actual experience and various other factors considered reasonable, which form the basis of the measurement of book value for assets and liabilities. Actual outcomes might differ substantially from these estimates if different assumptions or conditions are applied.

2-4: Foreign currency payables and receivables

Transactions in foreign currencies are recorded at the exchange rate in force on the date of the transaction. All assets and liabilities denominated in foreign currencies are translated at the year-end exchange rate in force at closing. The resulting gains and losses are recognized in the income statement, except for variances on loans or borrowings which form part of the net investment in a foreign entity. These are booked directly under shareholders' equity until divestment.

2-5 Translation of financial statements denominated in foreign currencies

The operating currency for each of the Group's entities is the currency of the economic environment in which that entity operates.

Financial statements of subsidiaries operating outside France, which are presented in local currencies, are translated into euros – the currency used in the Group's financial statements – at the year-end exchange rate. Income statement and cash flow statement are translated at the average exchange rate over the period.

The resulting translation variance is recognized in the translation adjustment reserve under shareholders' equity.

The exchange rates for the main Group's main currencies are as follows:

	31 January 2025		31 January 2024	
	Period end	Average	Period end	Average
United States dollar (USD)	1.04	1.08	1.08	1.08
Pound sterling (GBP)	0.84	0.84	0.85	0.87
Canadian dollar (CAD)	1.50	1.48	1.46	1.46
Swiss franc (CHF)	0.94	0.95	0.93	0.97
Japanese yen (JPY)	160.99	164.02	160.19	153.52
Norwegian krone (NOK)	11.74	11.66	11.35	11.48
Swedish krone (SEK)	11.47	11.45	11.27	11.48
Danish krone (DKK)	7.46	7.46	7.46	7.45
Australian dollar (AUD)	1.67	1.64	1.65	1.64
Singapore dollar (SGD)	1.41	1.44	1.45	1.45
Indian rupee (INR)	89.99	90.42	90.00	89.53
Brazilian real (BRL)	6.07	5.90	5.37	5.38
Chinese yuan (CNY)	7.54	7.76	7.78	7.70
Czech koruna (CZK)	25.17	25.16	24.89	24.06
Hungarian florin (HUF)	407.95	397.90	384.90	380.59
Polish zloty (PLN)	4.21	4.30	4.33	4.51
Mexican peso (MXN)	21.48	20.05	18.58	19.04

Note 3 Scope and principles of consolidation

3-1: Accounting policies relating to the scope of consolidation

The Group's consolidated financial statements are prepared in accordance with generally accepted accounting principles in the country of operation. Financial statements of foreign companies have been restated to be compliant with Quadient Group's accounting principles.

The consolidated balance sheet incorporates all items of assets and liabilities along with the results of consolidated companies. Intra-Group transactions and profits relating to these operations as well as intra-Group capital gains are eliminated.

Subsidiaries controlled directly by the parent company or indirectly through other subsidiaries are consolidated using the full consolidation method. Stakes in associated companies over which the investor exerts significant influence are consolidated using the equity method. Significant influence is assumed when the investor controls directly or indirectly through subsidiaries 20% or more of the voting rights in the Company in question.

3-2: Changes in the scope of consolidation

The consolidated financial statements include the financial statements of Quadient S.A. and its subsidiaries. Unless otherwise stated, the

subsidiaries are consolidated as from the date on which control is acquired by the Group and until the date on which control is transferred outside the Group. Control is the power to direct a company's financial and operational policies in order to derive profit from its activities.

Main changes in the consolidation scope are detailed below:

- On 1st February 2024, Quadient acquired 100 % of Frama Holding AG shares, parent company for the Frama group, fully consolidated since then;
- On 17 October 2024, Quadient has divested 100% of Quadient Italy Srl;
- On 17 December 2024, Quadient acquired 100% of Package Concierge Inc. shares, fully consolidated since then.

3-3: Information on related parties

Quadient owns a 35% stake in Docapost BPO IS and a 24% stake in AMS Investissement. The transactions with these companies, consolidated using the equity method, are not significant.

3-4: List of subsidiaries as of 31 January 2025**Companies consolidated using the equity method**

Company name	Parent company	% interest	% control
France			
Docapost BPO IS	Quadient S.A.	35%	35%
AMS Investissement	Quadient S.A.	24%	24%

Fully consolidated companies

Company name	Parent company	% interest	% control
France			
Quadient S.A.	-	-	-
Quadient France SASU	Quadient S.A.	100%	100%
Quadient Technologies France SASU	Quadient France SASU	100%	100%
Quadient Industrie France SAS	Quadient S.A./Quadient Technologies France SASU	100%	100%
Quadient Finance France SAS	Quadient S.A./Quadient France SASU	100%	100%
Quadient Shipping SA	Quadient S.A.	100%	100%
Quadient CXM France	Quadient Software Inc	100%	100%
Packcity SASU	Quadient S.A.	100%	100%
Packcity France SASU	Packcity SASU	100%	100%
Packcity Geopost SAS	Packcity France SASU	66%	100%
Netherlands			
Quadient Holding Netherlands BV	Quadient S.A.	100%	100%
Quadient Netherlands BV	Quadient Holding Netherlands BV	100%	100%
Quadient Finance Netherlands BV	Quadient Netherlands BV	100%	100%
Primenet BV	Quadient Netherlands BV	100%	100%
Frama Nederland BV	Quadient Netherlands BV	100%	100%
United Kingdom			
Quadient Holdings Ltd	Quadient S.A.	100%	100%
Quadient UK Ltd	Quadient Holdings Ltd	100%	100%
Quadient Finance UK Ltd	Quadient UK Ltd	100%	100%
Quadient International Supply Ltd	Quadient Holdings Ltd	100%	100%
Quadient Technologies UK Ltd	Quadient Technologies Holdings UK Ltd	100%	100%
Quadient Technologies Holdings UK Ltd	Quadient S.A.	100%	100%
Quadient Data UK Ltd	Quadient UK Ltd	100%	100%
Quadient CXM UK Ltd	Quadient Software Inc	100%	100%
Quadient solutions Ltd	Quadient Ltd	100%	100%
YayPay UK Ltd	YayPay Inc.	100%	100%
Frama (UK) Ltd	Quadient UK Ltd	100%	100%
Germany			
Quadient Germany GmbH & Co. KG	Quadient S.A./Quadient Holding Germany GmbH	100%	100%
Quadient Finance Germany GmbH	Quadient Germany GmbH & Co. KG	100%	100%
Quadient Holding Germany GmbH	Quadient S.A.	100%	100%
Neopost Software GmbH	Quadient Germany GmbH & Co. KG	100%	100%
Quadient CXM Germany GmbH	Quadient Software Inc	100%	100%
Quadient Dopix GmbH	Neopost Software GmbH	100%	100%

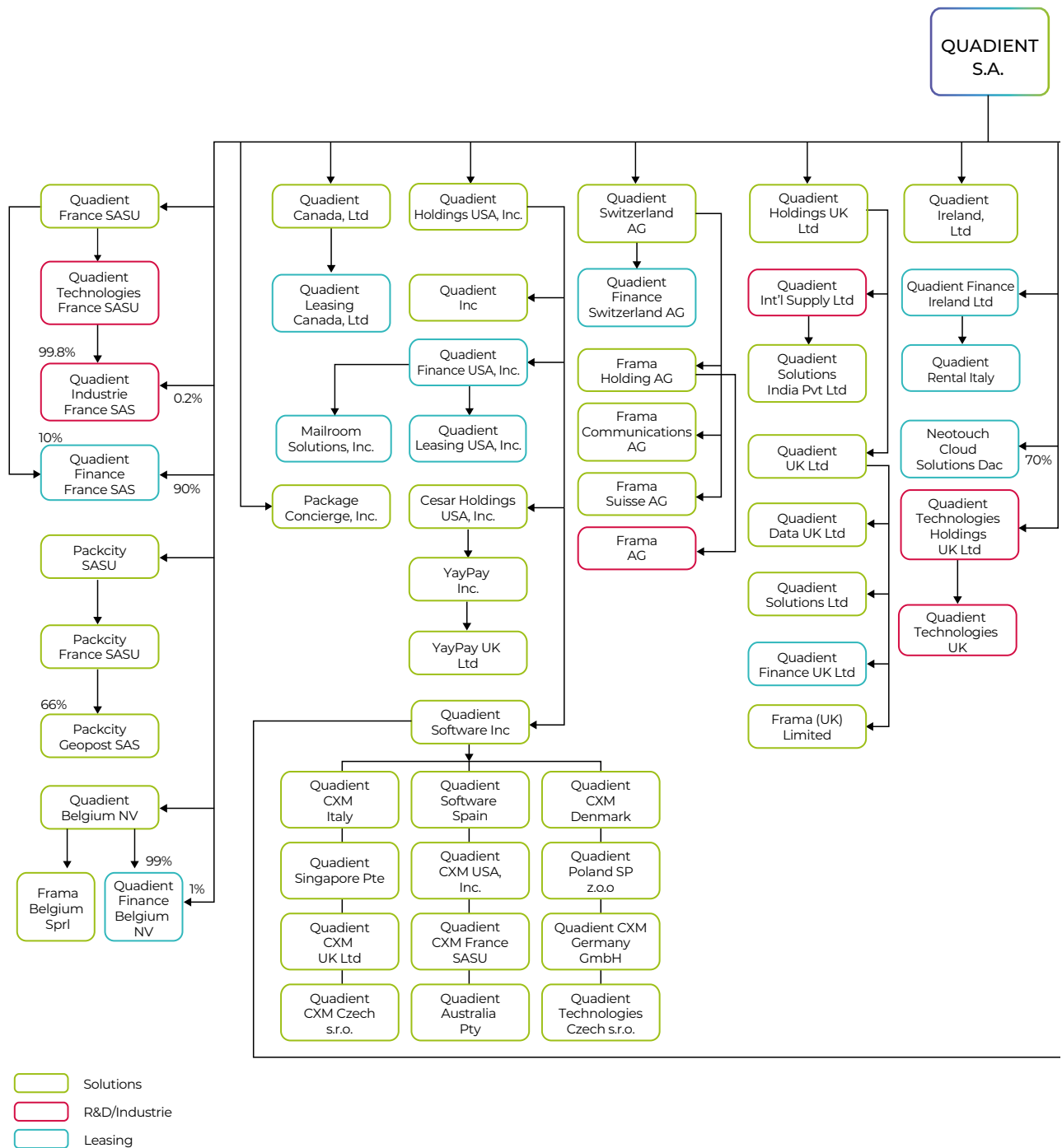
Company name	Parent company	% interest	% control
Austria			
Quadiant Dopix International D&S AG	Quadiant Dopix GmbH	100%	100%
Frama Austria GmbH	Quadiant Germany GmbH & Co. KG	100%	100%
Switzerland			
Quadiant Switzerland AG	Quadiant S.A.	100%	100%
Quadiant Finance Switzerland AG	Quadiant Switzerland AG	100%	100%
Quadiant CXM AG	Quadiant S.A.	100%	100%
Quadiant CXM Switzerland AG	Quadiant CXM AG	100%	100%
Frama Holding AG	Quadiant Switzerland AG	100%	100%
Frama AG	Frama Holding AG	100%	100%
Frama Communications AG	Quadiant Switzerland AG	100%	100%
Frama Suisse AG	Quadiant Switzerland AG	100%	100%
Italy			
Quadiant Rental Italy Srl	Quadiant Finance Ireland Ltd	100%	100%
Quadiant CXM Italy	Quadiant Software Inc	100%	100%
Belgium			
Quadiant Belgium Nv	Quadiant S.A.	100%	100%
Quadiant Finance Belgium Sprl	Quadiant Belgium Nv/Quadiant S.A.	100%	100%
Frama Belgium SPRL	Quadiant Belgium Nv	100%	100%
Ireland			
Quadiant Ireland Ltd	Quadiant S.A.	100%	100%
Quadiant Finance Ireland Ltd	Quadiant S.A.	100%	100%
Neotouch Cloud solutions Dac	Quadiant S.A.	70%	100%
Spain			
Quadiant Software Spain S.A.	Quadiant Software Inc	100%	100%
Norway			
Quadiant Norge AS	Quadiant S.A.	100%	100%
Quadiant Finance Norge AS	Quadiant Norge AS	100%	100%
Sweden			
Quadiant Sverige AB	Quadiant S.A.	100%	100%
Quadiant Finance Svenska AB	Quadiant Sverige AB	100%	100%
Denmark			
Quadiant Denmark A/S	Quadiant S.A.	100%	100%
Quadiant Finance Denmark Aps	Quadiant Denmark A/S	100%	100%
Quadiant CXM Denmark Aps	Quadiant Software Inc	100%	100%
Finland			
Quadiant Finland Oy	Quadiant S.A.	100%	100%
Quadiant Finance Finland Oy	Quadiant S.A.	100%	100%
Czech Republic			
Quadiant Technologies Czech s.r.o	Quadiant Software Inc	100%	100%
Quadiant CXM Czech s.r.o	Quadiant Software Inc	100%	100%

Company name	Parent company	% interest	% control
Poland			
Quadiant Poland Sp. z o.o.	Quadiant Software Inc	100%	100%
United States of America			
Quadiant Holdings USA Inc.	Quadiant S.A.	100%	100%
Quadiant Inc.	Quadiant Holdings USA Inc.	100%	100%
Quadiant Leasing USA Inc.	Quadiant Mailroom Inc.	100%	100%
Quadiant Finance USA Inc.	Quadiant Holdings USA Inc.	100%	100%
Quadiant Mailroom Inc.	Quadiant Mailroom Inc.	100%	100%
Quadiant CXM USA Inc.	Quadiant Software Inc.	100%	100%
Cesar Holding Inc.	Quadiant Holdings USA Inc.	100%	100%
YayPay Inc.	Cesar Holding Inc.	100%	100%
Quadiant Software Inc.	Quadiant Holding Inc.	100 %	100 %
Package Concierge Inc.	Quadiant S.A.	100 %	100 %
Canada			
Quadiant Canada Ltd	Quadiant S.A.	100%	100%
Quadiant Leasing Canada Ltd	Quadiant Canada Ltd	100%	100%
Quadiant CXM Canada Ltd	Quadiant Software Inc	100%	100%
India			
Quadiant Solutions India Private Ltd	Quadiant International Supply Ltd	100%	100%
Japan			
Quadiant Japan	Quadiant S.A.	100%	100%
Packcity Japan	Quadiant Shipping SA	51%	100%
Hong Kong			
Quadiant Technologies Hong Kong Ltd	Quadiant Holding Netherlands BV	100%	100%
Quadiant Supply Hong Kong Ltd	Quadiant Holding Netherlands BV	100%	100%
Australia			
Neopost Holdings Pty Ltd	Quadiant S.A.	100%	100%
Quadiant Finance Australia Pty Ltd	Quadiant S.A.	100%	100%
Quadiant Australia Pty Ltd	Quadiant Software Inc	100%	100%
Singapore			
Quadiant Singapore Pte Ltd	Quadiant Software Inc	100%	100%
Brazil			
Quadiant Software Brazil Ltda.	Quadiant CXM AG	100%	100%
China			
Quadiant China Ltd	Quadiant CXM AG	100%	100%
Mexico			
Quadiant Mexico De Srl	Quadiant S.A. / Quadiant CXM Canada Inc	100%	100%

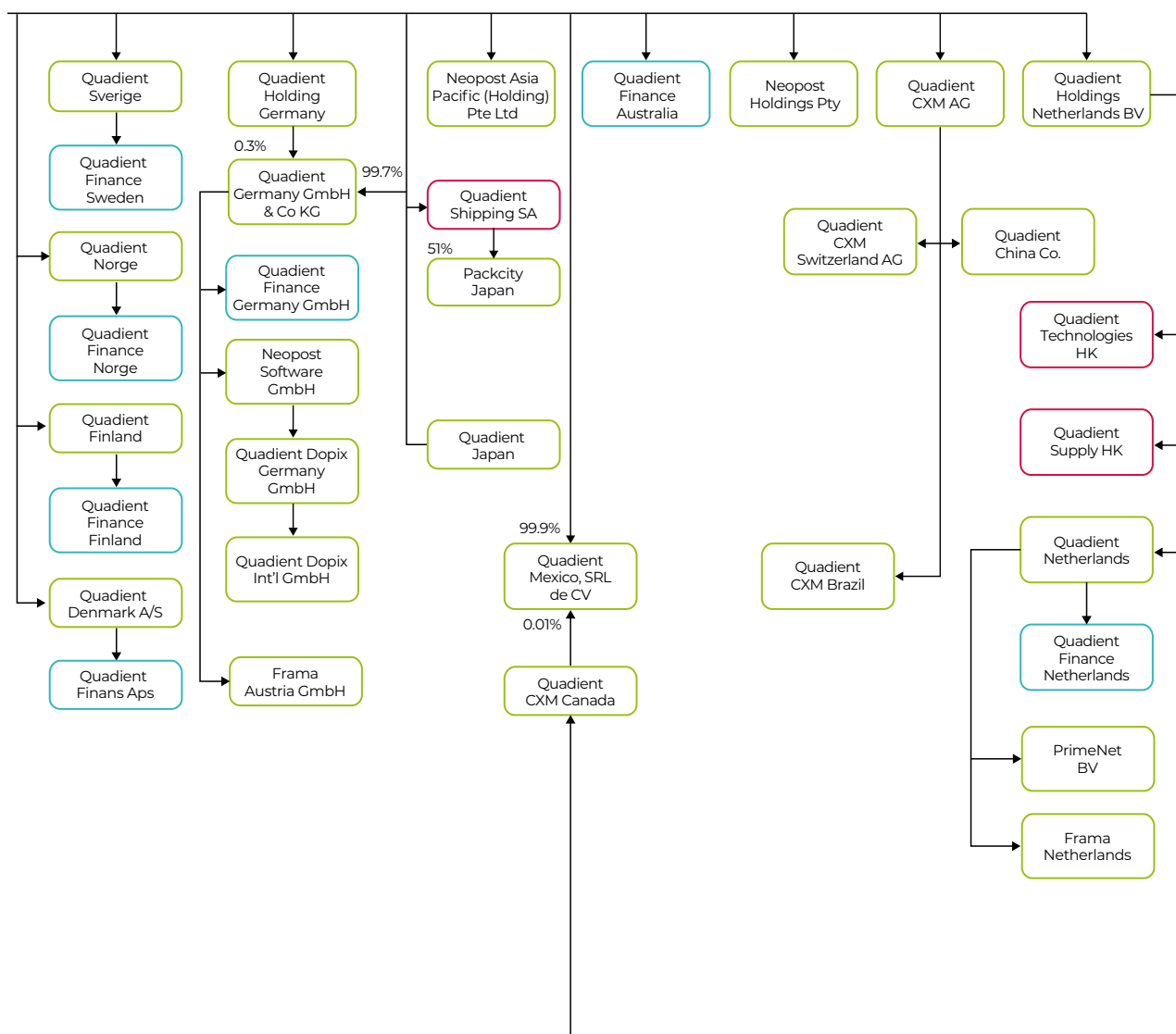
The most important subsidiaries, in terms of percentage of Group sales, are the following:

	31 January 2025	31 January 2024
Quadiant Inc.	39.6%	40.0%
Quadiant France	11.8%	12.7%
Quadiant Leasing USA Inc.	6.5%	6.6%
Quadiant CXM USA Inc	5.5%	4.3%
Quadiant UK Ltd	4.6%	4.8%
Main subsidiaries	68.0%	68.4%
Other subsidiaries	32.0%	31.6%
TOTAL	100.0%	100.0%

3-5: Organization chart of the Group



Unless mentioned otherwise, all companies are wholly owned



Note 4 Assets and liabilities held for sale and discontinued operations

IFRS 5 “Non-current assets held for sale and discontinued operations” specifies the accounting treatment applicable to assets held for sale and the presentation and disclosure of discontinued operations.

Assets held for sale

Non-current assets held for sale are presented separately in the statement of financial position as soon as:

- The Group has decided to sell these assets; and
- When the sale is considered to be highly probable.

These assets are measured at the lower of the carrying amount and the fair value less costs to sell. When the Group is committed to a sale plan involving loss of control of a subsidiary, all the assets and liabilities of this subsidiary are classified as held for sale, regardless of whether the Group will retain a non-controlling interest in its former subsidiary after the sale.

Discontinued operations

A discontinued operation is a component operation of an entity that has either been disposed of, or is classified as held for sale and:

- Represents a separate major line of business or geographical area of operations,
- Is part of a single co-ordinated plan to dispose of a separate major line of business or geographical area of operations,
- Or is a subsidiary acquired exclusively with a view to resale.

When the criteria are met, the net income and the cash flow of discontinued operations are presented on a separate line in the consolidated income statements and consolidated statement of cash flow. The Group decides if a discontinued operation forms a separate major line of business or geographical region of operations substantially based on its contribution to the Group financial statements

In view of the conclusions of the investigation carried out in Italy since the 2023 half-year closing, the Group decided in January 2024 to sell its Mail business in Italy, divested on 17 October 2024.

The assets and liabilities of this subsidiary were presented in assets and liabilities held for sale at 31 January 2024:

	31 January 2024
Non-current assets	1.0
Inventories	0.6
Trade receivables	0.6
Other current assets	0.3
Cash and cash-equivalents	6.6
ASSETS HELD FOR SALE	9.1
Lease obligation	0.5
Trade payables	0.7
Other current liabilities	6.3
Deferred income	0.4
Other liabilities	7.1
LIABILITIES RELATED TO ASSETS HELD FOR SALE	15.0

Net income from discontinued operations amount to (0.2) million euros in 2024, compared with (13.7) million euros in 2023. The impact of the presentation of discontinued operations on the main profit and loss statement aggregates is as follows:

	31 January 2025	31 January 2024
Revenue	5.3	8.1
Cost of sales	(2.9)	(4.8)
Current operating expenses	(1.7)	(5.6)
Non-current operating expenses	(0.0)	(7.4)
Operating income (loss)	0.7	(9.7)
Financial profit / (loss)	(0.9)	0.1
Profit before taxes	(0.2)	(9.6)
Income taxes	-	(4.1)
NET INCOME FROM DISCONTINUED OPERATIONS	(0.2)	(13.7)

In 2024, net income from discontinued operations comprises the business of the divested subsidiary between 1st February and the 17 October 2024, the date of deconsolidation. In 2023, net income from discontinued operations comprised net income from the operating

activities of the Italian Mail distribution subsidiary, the write-down of assets held for sale to reflect their fair value at 31 January 2024, and the recognition of costs that the Group had expected to incur to implement the divestment.

Note 5 Intangible assets, tangible assets and non-current financial assets

5-1: Goodwill

5-1-1: Accounting principles

In accordance with IFRS 3, business combinations are recognized using the acquisition method. At the date on which control of a company is taken, the assets, liabilities and contingent liabilities acquired are measured at fair value. Any variance between the cost of acquiring the shares and the acquirer's share of this revalued net asset value constitutes goodwill.

Any negative goodwill is recognized immediately in the income statement after confirmation of the nature of this negative goodwill and its constituent components.

Goodwill is not amortized but is subject to an annual impairment test as described in note 5-5.

Earn-outs

Earn-outs are generally based on sales or revenue estimates targets in the years following the acquisition. The amounts booked correspond

to the best estimate of the future performance of these acquisitions. If these criteria are not met, the partial or total reversal of the debt related to these unpaid earn-outs will be recognized in the current operating income.

Commitment to purchase non-controlling interests

Sell options granted to minority shareholders are recognized as debt measured at the estimated exercise price of the option. The relevant portion of subsidiaries' net assets is transferred from "Non-controlling interests" to "Other financial debts". The non-controlling interests' share of net income is unchanged and still reflects the proportion owned by minorities.

The recognition in goodwill of the difference between the strike price of the option and the value of non-controlling interests is booked under shareholders' equity.

5-1-2: Changes in goodwill

	Gross value	Impairment	Net value
Goodwill at 31 January 2024	1,208.3	(126.5)	1,081.8
Acquisition of Frama	4.9	-	4.9
Acquisition of Package Concierge	30.4	-	30.4
Temando exit	(20.1)	20.1	-
Translation difference	13.2	0.3	13.5
GOODWILL AT 31 JANUARY 2025	1,236.7	(106.1)	1,130.6

In 2024, the change in the gross value of goodwill is mainly due to (i) the recognition of a 4.9 million euros goodwill related to the Frama acquisition in February 2024, (ii) a provisional goodwill of 30.4 million euros related to Package Concierge acquisition and (iii) the exit of Temando's fully impaired goodwill following the definitive liquidation of legal entities.

As of 31 January 2025, the cumulative impairment amounts to (106.1) million euros.

All the acquisitions were fully paid for by the Group through its cash and/or financing lines.

5-1-3: Breakdown of goodwill by cash-generating unit (CGU) or group of CGUs

According to IAS 36, the goodwill must be allocated to each CGU or group of CGUs expected to benefit from the synergies of the business combination. Each CGU or group of CGUs to which the goodwill is so allocated must represent the lowest level within the entity at which the

goodwill is monitored for internal management purposes and not be larger than an operating segment as defined by the IFRS 8 – Operating Segments, before aggregation.

The level of analysis at which Quadient determines the recoverable amount of the goodwill thus corresponds to the following CGUs or groups of CGUs:

	31 January 2025	31 January 2024
Mail North America	373.1	362.8
Digital North America	184.7	183.2
Lockers North America	79.2	46.4
Mail France Benelux	153.1	151.7
Digital France Benelux	48.2	48.2
Lockers France Benelux	4.2	4.3
Mail Germany - Austria - Italy - Switzerland	61.7	58.7
Digital Germany - Austria - Italy - Switzerland	73.1	73.4
Mail United Kingdom - Ireland	116.0	115.6
Mail International	2.2	2.1
Digital International ^(a)	35.1	35.4
GOODWILL NET BOOK VALUE	1,130.6	1,081.8

(a) Digital International gathers several CGUs or group of CGUs.

5-2: Intangible fixed assets

5-2-1: Accounting principles

Intangible fixed assets acquired separately are recognized at acquisition cost. Intangible fixed assets acquired as part of a business combination are recognized at fair value on their acquisition date, separately from goodwill if they meet the two following conditions:

- They are identifiable, *i.e.* they result from legal or contractual rights;
- They are separable from the acquired entity.

Intangible fixed assets include software, patents, lease rights and activated development expenses.

Development expenses

In accordance with IAS 38, development expenses meeting the following conditions are recognized as intangible fixed assets:

- the project is clearly identified and the costs relating to it are individually identified and reliably monitored;
- the technical feasibility of the project has been demonstrated;
- there is a proven intention to complete the project and use or sell the products developed under it;
- the necessary resources for completing the project are available;
- the existence of a potential market for the production arising from this project or its internal usefulness has been demonstrated.

Such development expenses are amortized over a period of three to six years, reflecting the average useful life of marketed products.

Other intangible fixed assets

Other intangible fixed assets are amortized on a straight-line basis over a period representing the best estimate of the assets' useful life.

5-2-2: Changes in intangible fixed assets

	Concessions, rights	Software	Development expenses	IT implementation costs	Other	Total
Gross value as of 31 January 2024	32.0	126.2	319.3	46.2	72.1	595.8
Acquisitions/capitalization	-	0.7	34.4	-	3.3	38.4
Scope variation	1.2	0.2	0.2	-	2.2	3.8
Divestments/disposals	-	(2.5)	(11.5)	-	(0.1)	(14.1)
Other changes	0.1	0.2	(0.2)	-	(0.1)	(0.0)
Translation difference	0.1	1.6	8.2	0.1	1.0	11.0
Gross value as of 31 January 2025	33.4	126.4	350.4	46.3	78.4	634.9
Cumulative amortization	(32.9)	(119.2)	(257.2)	(46.3)	(60.2)	(515.8)
NET BOOK VALUE AS OF 31 JANUARY 2025	0.5	7.2	93.2	0.0	18.2	119.1

The change in intangible fixed assets is mainly due to the capitalization of development costs. The line "other" is mainly composed of some reclassifications from one intangible category to another. The line "scope variation" represents the intangible assets acquired from Frama and Package Concierge.

	Concessions, rights	Software	Development expenses	IT implementation costs	Other	Total
Amortization as of 31 January 2024	31.7	118.3	226.9	46.2	51.6	474.7
Charges	0.1	1.8	35.0	-	5.4	42.3
Scope variation	0.9	0.1	0.1	-	1.6	2.7
Divestments/disposals	-	(1.9)	(10.6)	-	-	(12.5)
Other changes	0.1	(0.8)	-	-	0.6	(0.1)
Translation difference	0.1	1.7	5.8	0.1	1.0	8.7
AMORTIZATION AS OF 31 JANUARY 2025	32.9	119.2	257.2	46.3	60.2	515.8

Other changes mainly represent reclassifications.

5-3: Tangible fixed assets

5-3-1: Accounting principles

Tangible fixed assets acquired separately are initially measured at acquisition cost in accordance with IAS 16. This cost includes expenses directly attributable to the acquisition of the asset. Tangible fixed assets acquired as part of a business combination are recognized at fair value on their acquisition date, separately from goodwill.

The value of tangible fixed assets is then reduced by the amount of accumulated depreciation and impairment losses.

Demonstration equipment

Demonstration equipment recognized under tangible fixed assets is depreciated using the straight-line method over four years, which is generally considered to be its useful life.

Spare parts

Spare parts and maintenance parts that are used over more than one fiscal year or which can only be used with a fixed asset are recognized under tangible fixed assets and depreciated over their useful life.

Rented equipment

For its Mail Solutions and Lockers, the Group rents assets that are depreciated over their useful life.

Rented franking machines other than IS-280 consist of two distinct components with different useful lives: a meter and a base.

The depreciation periods, which correspond to the useful life of the asset in question, are as follows:

- IS-280: three years in North America and five years in France;
- meter: five years;
- base: six years, in France only;
- parcel lockers: seven to ten years.

The intra-Group margin generated by industrial subsidiaries on equipment sold to the distribution subsidiaries that rent this equipment is eliminated, and depreciation is recalculated on the basis of the new value thus obtained.

Depreciation periods

Depreciation uses the straight-line method and is over the useful life of the asset:

- buildings: twenty to forty years;
- equipment: five to ten years;
- tools: three years;
- office furniture: ten years;
- research equipment: five years;
- rented equipment: three to ten years;
- demonstration equipment: four years;
- spare parts: four years;
- refurbished machinery: three years.

5-3-2: Changes in tangible fixed assets

	Land and buildings	Machinery and equipment	Rented equipment	IT equipment	Demonstration equipment	Other	Total
Gross value as of 31 January 2024	19.6	44.7	513.3	41.5	2.5	33.1	654.7
Acquisitions	0.1	1.1	53.7	2.0	0.7	2.0	59.6
Scope variation	6.4	1.6	3.8	0.4	0.1	0.7	13.0
Divestments/disposals	(6.4)	(0.8)	(16.3)	(6.6)	(0.9)	(2.0)	(33.0)
Other changes	0.0	0.3	-	0.5	0.0	(0.8)	0.0
Translation difference	0.2	0.3	11.3	0.4	(0.0)	0.4	12.6
Gross value as of 31 January 2025	19.9	47.2	565.8	38.2	2.4	33.4	706.9
Cumulative amortization	(13.6)	(41.1)	(452.2)	(32.8)	(1.6)	(22.6)	(563.9)
NET BOOK VALUE AS OF 31 JANUARY 2025	6.3	6.1	113.6	5.4	0.8	10.8	143.0

The line "scope variation" represents the tangible assets acquired from Frama and Package Concierge.

	Land and buildings	Machinery and equipment	Rented equipment	IT equipment	Demonstration equipment	Other	Total
Amortization as of 31 January 2024	12.9	38.4	418.4	36.1	1.6	21.4	528.8
Charges	0.6	1.9	37.2	2.9	0.3	2.4	45.3
Scope variation	-	1.4	3.6	0.2	0.0	0.6	5.8
Divestments/disposals	-	(0.8)	(16.2)	(6.7)	(0.3)	(1.9)	(25.9)
Other changes	-	0.0	-	-	-	-	0.0
Translation difference	0.1	0.2	9.2	0.3	0.0	0.1	9.9
AMORTIZATION AS OF 31 JANUARY 2025	13.6	41.1	452.2	32.8	1.6	22.6	563.9

The other variations mainly represent reclassifications.

The variations of the gross value and the amortization assets right-of-use recognized as part of the application of IFRS 16 are presented in the note 8.

5-4: Non-current financial assets

5-4-1: Accounting principles

Non-current financial assets are initially recognized either at their acquisition cost including transaction costs or at the fair value of the assets used for payment.

Following initial recognition, assets classified as "Investments in associated companies" or "Non-consolidated shares" are measured at fair value on the closing date.

Other non-current financial assets are valued at their fair value with a profit & loss impact at each closing date.

5-4-2: Detail of other non-current financial assets

	31 January 2025	31 January 2024
Deposits and guarantees	9.3	8.5
Loans	4.0	4.1
Pension plan net asset	20.3	18.9
Other financial assets	18.0	17.7
TOTAL	51.6	49.2

As of 31 January 2025, the deposits and guarantees include a guarantee deposit for 1.3 million euros related to the liquidity contract (1.2 million euros as of 31 January 2024) and various guarantee deposits paid, in particular for rental leases.

The loans mainly include loans granted to the automated packaging solutions business buyers, as part of the divestment processes.

The Group has a pension plan in the United Kingdom that shows a surplus of 17.3 million euros (14.5 million pounds sterling) at 31 January 2025 compared with 16.4 million euros (14.0 million pounds sterling) at 31 January 2024. The change in the pension plan's net assets is mainly related to actuarial differences.

The other financial assets include the investment realized by Quadient for the benefit of the professional private equity funds X'Ange 2, X'Ange 4 and Partech Entrepreneurs. These assets are valued at their fair value as of 31 January 2025.

5-4-3: Off-balance sheet commitments relating to financial assets

Quadient S.A. has an investment commitment with X'Ange 4 for an amount of 1.8 million euros as of 31 January 2025 compared with an amount of 2.6 million euros as of 31 January 2024.

5-5: Impairment test

5-5-1: Impairment test method

Impairment tests compare the recoverable amount of a non-current asset with its net carrying amount. If the asset's carrying amount is higher than its recoverable amount, it is written down to its recoverable amount. The recoverable amount of an asset or group of assets is the highest of its fair value less disposal costs and its value in use.

Fair value less disposal costs is determined using available information to establish the best estimate of the disposal price net of the costs necessary to carry out the sale in an arm's length transaction between knowledgeable, willing parties.

Value in use corresponds to the present value of the future cash flows expected to be derived from an asset or group of assets, taking into account its residual value.

Goodwill

Goodwill is tested for impairment at least once a year and whenever there is any evidence of impairment. Goodwill is tested for impairment at the level of the Cash Generated Units (CGU) or group of CGUs defined by the Group. A CGU is a business unit generating independent cash flows.

Given the fact that having a reliable basis to determine the fair value less reliable costs of an asset or a group of assets is rare, unless otherwise indicated, the Group uses the value in use to measure the recoverable amount of an asset or group of assets.

The value in use of each CGU or group of CGUs is determined as follows:

- the Group projects future cash flows based on financial projections over five years. Industrial margins and net assets are reallocated to

the countries where the equipment in question is installed and leasing margins and net assets are reallocated to the countries where the signatories of finance lease contracts are located. Costs for support incurred (holding, IT, human resources...) are reallocated to the Group's CGU or group of CGUs on the basis of their revenue;

- beyond this explicit time frame, the terminal value is calculated by applying a perpetuity growth rate to the latest cash flow;
- the cash flows are then discounted. The discounting rates are determined according to the business and the geographical area considering, if necessary, a specific risk premium.

Goodwill impairment is recognized under operating expenses. Such impairment is not reversible.

Other tangible and intangible fixed assets

Other tangible and intangible fixed assets are tested for impairment only if evidence of an impairment is noted.

A loss of value related to any other asset except goodwill can be reversed if there is any evidence that a loss of value previously recognized is likely to no longer exist or to have diminished. If this is the case, the book value of the asset is raised to the level of its recoverable amount. The increased book value following reversal of a loss of value cannot exceed the book value that would have been determined, net of depreciation, if no loss of value had been recognized on the asset in previous years. After recognition of a reversal of loss of value, the depreciation charge is adjusted for future periods so that the revised book value of the asset minus its possible residual value is spread systematically over the remaining useful life of the asset.

5-5-2: Goodwill impairment test

Goodwill is tested for impairment based on value in use as of 31 January 2025.

For the main cash-generating units or group of CGUs, the following assumptions were used:

	EBITDA average growth rate over 5 years	Sales average growth rate over 5 years	Average growth rate to perpetuity	Discount rate
Mail North America	(2.2)%	0.5%	(2.0)%	6.6%
Mail Main European countries	< (2.0)% - 6.1%	< (2.0)%	(2.0)%	6.1% - 7.0%
Mail International	< (2.0)%	(2.3)%	(2.0)%	6.6%
Digital North America	> 10%	> 10%	2.0%	9.3%
Digital Main European countries	7.0 % - > 10%	6.8% - 7.2%	2.0%	9.0% - 9.8%
Digital International	> 10%	8.5%	2.0%	9.4%
Lockers North America	> 10%	> 10%	2.0%	8.1%
Lockers Main European countries	> 10%	> 10%	2.0%	8.7%

Impairment test of the goodwill

The annual impairment test performed for the end of 2024 financial year enabled the Group to ensure that there was no impairment loss to be recognized on its goodwill.

The goodwill depreciation amounts to 106.1 million euros as of 31 January 2025 compared with 126.5 million euros as of 31 January 2024. The cumulative depreciation concerns the Nordic countries, Mail United Kingdom - Ireland and Mail Germany – Austria – Italy - Switzerland.

Sensitivity

Sensitivity tests have been performed on the different assumptions used for the goodwill impairment test: (i) the EBITDA average growth rate over five years (ii) the infinite growth rate and (iii) the weighted average cost of capital to determine at which rates the valuation of goodwill becomes equal to the value of the discounted cash flow.

The results of these tests are presented in the table below for the main CGU or groups of CGUs:

	Breaking point		Discount rate
	EBITDA average growth rate over 5 years	Infinite average growth rate	
Mail North America	(13.2)%	(16.2)%	13.5%
Mail Main Europeans countries	< (10)% - 5.1%	(13.9)% - (2.5)%	7.4% - 12.1%
Digital North America	8.3%	(11.9)%	16.9%
Digital Main Europeans countries	(5.5)% - (2.2)%	(13.1)% - (9.7)%	15.6% - 17.6%
Digital International	4.9%	< (20)%	> 20%
Lockers North America	> 10%	(0.8)%	10.2%

With the exception of Mail United Kingdom - Ireland, in key assumptions, any reasonably possible change of one parameter at a time cannot lead to a recoverable value of CGU or group of CGUs becoming equal to its carrying amount.

Note 6 Operating data

6-1: Sales

6-1-1: Accounting principles

In accordance with IFRS 15, sales are measured at the fair value of the consideration received, net of any trade discount and volume rebates and excluding any VAT or other taxes. Sales are recognized at the date on which the Group fulfils the performance obligations attached to the contract.

Lease of mailroom equipment

The Quadient Group rents equipment to its customers in France, the United States and Canada under leases in which the Group does not transfer the control of the assets. Leases are generally for periods of one to five years. As the performance obligations are not separated, the lease and corresponding maintenance costs are normally billed in advance, the lease component for the period ended is recorded in sales. The balance is shown in deferred income.

Equipment sales

Equipment sales are mainly recognized when the goods are shipped. This reflects the transfer of control between the buyer and the seller of major risks and benefits inherent to the ownership of the item because:

- the lead times between shipping, delivery and installation are very short;
- the products are most often installed directly by the customer;
- the return rate after shipping is very low.

Finance leases

Quadient has leasing subsidiaries in the following countries: Australia, Belgium, Canada, Denmark, Finland, France, Germany, Ireland, Italy, the Netherlands, Norway, Sweden, Switzerland, the United Kingdom and the United States.

These subsidiaries provide leasing services exclusively to Quadient customers that relate solely to Quadient products. When a customer of a Quadient distribution company chooses to finance the acquisition of equipment *via* a leasing company, the Group recognizes an equipment sale and records as an asset an amount equal to the net present value of the lease payments receivable over the term of the financing. Financial income is then recognized in sales on the basis of interest actually received over the term of the financing. Refinancing costs are recorded as financial expenses.

The accounting treatment for the lease financing activity of these companies is justified by the fact that the Group transfers to its customers the control of the assets in question. This accounting treatment has not been called into question with the application of IFRS 16.

As a supplement to this finance lease activity, Quadient offers financing solutions on franking in the United States and in the United Kingdom.

Maintenance contracts

The Group companies may be required to carry out, among other things, preventive maintenance work and repairs on its products. These operations are conducted under maintenance contracts and are invoiced to customers at the start of the contract. Revenue relating to leases and maintenance are presented under deferred income and recognized as sales on a *pro rata* basis, reflecting the degree of progress of the service provision.

Software and associated services

The Group derives revenues from the following sources:

- software license sales;
- pay-per-click software or solutions right of use;
- maintenance (help desk services and rights to future product enhancements);
- software implementation and support services.

The Group begins to recognize revenue once the arrangements are signed and as long as all the following conditions are met:

- the Group has signed a contract with a customer;
- the software or service has been delivered or made available;
- licence fees are fixed and there are no uncertainties on the completion of the contract;
- revenue collection is probable.

Software license sales

Software license revenue comprises all amounts invoiced related to the right to use the software, either through an initial license or through the purchase of additional modules or user rights. This kind of license transfers a right of use of intellectual property as it stands at the time of the license grant. The revenue is thus recognized when the performance obligations are satisfied which means the source code is provided. In the pay-per-click mode, the revenue is recognized on actual consumption. The customer benefits from a combined offer with access to the license, potential updates imposed on the customer and maintenance. These performance obligations are not separated, and the revenue is recognized on a straight-line basis as services are being delivered throughout the contract duration. At the end of the contract, the customer no longer has access to the solution.

Software maintenance

Software maintenance is included in most software license contracts and is generally priced as a percentage of the initial software license fees. Maintenance provides customers with rights to non-critical software upgrades, maintenance enhancements and access to the help desk during the term of the contract. Revenue is recognized on a straight-line basis over the term of the contract.

Professional services

Software implementation and support services represent revenue from consulting and implementation services sold separately under professional service contracts. Professional service contracts are accounted for on a percentage-of-completion basis based on the number of hours incurred over the period as a proportion of the total number of hours provided for in the contract. These estimates are continually re-evaluated and revised, when necessary, at each reporting date. Any adjustments to revenue and margins due to changes in estimates are accounted for in the period in which the change in estimates occurs. When estimates indicate that a loss will be incurred on a contract upon completion, a provision for the expected loss is recorded in the period in which the loss becomes evident.

6-1-2: Sales breakdown

- By business – Group sales

Group sales are composed of three revenue categories: (1) Mail (Mail Related Solutions), (2) Digital (Intelligent Communication Automation), and (3) Lockers (Parcel Locker Solutions).

	31 January 2025	31 January 2024
Mail	732.2	728.9
Digital	266.9	245.0
Lockers	93.5	88.5
TOTAL	1,092.6	1,062.4

- By type of revenue

	31 January 2025	31 January 2024
Equipment and license sales	281.0	278.1
Recurring revenue ^(a)	706.4	668.8
Rental revenue	105.2	115.5
TOTAL	1,092.6	1,062.4

^(a) Recurring revenue mainly comprises maintenance, professional services and software right-of-use.

- By geographic area

	31 January 2025	31 January 2024
France - Benelux	177.9	181.3
North America	631.7	607.5
Germany - Austria - Switzerland - Italy - United Kingdom – Ireland	191.5	172.2
International ^(a)	91.5	101.4
TOTAL	1,092.6	1,062.4

^(a) International correspond to export sales, Lockers sales in Japan and Digital sales outside the geographic areas above-mentioned.

6-2: Accounts receivable and lease receivables

6-2-1: Accounting principles

Accounts receivable are recognized and recorded at the initial amount of the invoice. Accounts receivable may be written down for impairment. Depreciation is recognized as soon as a credit loss is expected. Expected credit losses are estimated taking into account

historical loss experience, the age of the receivable and a detailed risk assessment. Unrecoverable receivables are recognized as losses when they are identified as such.

6-2-2: Receivables detail

	31 January 2025	31 January 2024
Accounts receivable		
Gross value	255.2	254.4
Depreciation	(14.9)	(26.6)
Total	240.3	227.8
Lease receivables		
Short term	249.9	242.3
Long term	379.6	363.2
Gross value	629.5	605.5
Depreciation	(6.5)	(7.6)
Total	623.0	597.9
TOTAL	863.3	825.7

6-2-3: Receivable overdue

	31 January 2025	31 January 2024
Accounts receivable – Gross value		
Not overdue	143.2	128.9
Overdue:	112.0	125.5
• <30 days	42.2	43.0
• 31-60 days	16.7	15.8
• 61-90 days	14.1	13.8
• 91-180 days	15.4	13.2
• 181-360 days	11.2	15.4
• > 361 days	12.4	24.3
TOTAL	255.2	254.4

Credit risk is limited because of the diversity and the very high number of customers, as well as the low unit value of each contract.

6-2-4: Accounts receivable depreciation

	31 January 2025
Accounts receivable	
Opening depreciation	26.6
Charges	6.0
Used	(17.6)
Not used	(0.6)
Other	0.4
Translation difference	0.1
TOTAL	14.9

6-2-5: Financing leases

	31 January 2025	31 January 2024
Non-current receivables		
Financing leases – gross receivables	472.3	448.4
Unearned financial income	(92.7)	(85.2)
Total	379.6	363.2
Current receivables		
Financing leases – gross receivables	299.5	290.7
Unearned financial income	(49.6)	(48.4)
Total	249.9	242.3
Gross receivables on financing leases		
Less than one year	299.5	290.7
Between one and five years	467.7	445.5
More than five years	4.6	2.9
Total gross value	771.8	739.1
Unearned financial income on financing leases	(142.3)	(133.6)
Net investment in financing leases		
Less than one year	249.9	242.3
Between one and five years	375.3	360.3
More than five years	4.3	2.9
TOTAL	629.5	605.5

6-2-6: Breakdown by maturity

	31 January 2025	<1 year	1 to 5 years	>5 years
Accounts receivable - gross	255.2	242.9	12.3	-
Lease receivables - gross				
Short term	249.9	249.9	-	-
Long term	379.6	-	375.3	4.3
	629.5	249.9	375.3	4.3
TOTAL	884.7	492.8	387.6	4.3

Depreciation on trade receivables is not broken down by maturity. However, the amount is relatively low and corresponds mainly to receivables of over 180 and 360 days.

Depreciation on lease receivables is not broken down by maturity. It is, however, not significant when compared to the amount of receivables.

	31 January 2024	<1 year	1 to 5 years	>5 years
Accounts receivable - gross	254.4	254.4	-	-
Lease receivables - gross				
Short term	242.3	242.3	-	-
Long term	363.2	-	360.3	2.9
	605.5	242.3	360.3	2.9
TOTAL	859.9	496.7	360.3	2.9

6-2-7: Breakdown by currency

	31 January 2025	EUR	USD	CAD	GBP	CHF	NOK	SEK	JPY	DKK	AUD	Other
Accounts receivable - gross	255.2	71.2	135.1	6.5	23.7	9.7	0.3	1.5	3.1	0.4	1.6	2.1
Lease receivables - gross												
Short term	249.9	29.5	184.5	2.9	22.0	3.5	1.9	1.7	0.0	0.3	3.6	-
Long term	379.6	60.2	262.2	5.3	29.7	7.1	3.8	3.4	0.0	0.6	7.3	-
	629.5	89.7	446.7	8.2	51.7	10.6	5.7	5.1	0.0	0.9	10.9	-
TOTAL	884.7	160.9	581.8	14.7	75.4	20.3	6.0	6.6	3.1	1.3	12.5	2.1

The column "Other" groups the following currencies: Singapore dollar, Indian rupee, Czech koruna, Polish zloty, Brazilian real, and Chinese yuan.

	31 January 2024	EUR	USD	CAD	GBP	CHF	NOK	SEK	JPY	DKK	AUD	Other
Accounts receivable - gross	254.4	84.7	114.2	8.7	22.8	12.6	0.4	1.8	3.0	0.5	1.5	4.2
Lease receivables - gross												
Short term	242.3	32.3	172.5	2.8	22.4	4.1	2.0	1.4	0.1	0.5	4.2	-
Long term	363.2	65.6	237.0	5.0	31.2	8.2	4.0	2.9	0.1	0.9	8.3	-
	605.5	97.9	409.5	7.8	53.6	12.3	6.0	4.3	0.2	1.4	12.5	-
TOTAL	859.9	182.6	523.7	16.5	76.4	24.9	6.4	6.1	3.2	1.9	14.0	4.2

6-3: Current operating income and EBITDA

6-3-1: Accounting principles

Gross margin is defined as the difference between sales and cost of sales.

EBITDA (Earnings Before Interest, Taxes, Depreciation and Amortization) is determined by adding to the current operating profit the amount of depreciation and amortization of fixed assets.

Cost of sales

Cost of sales consists of production-related direct costs (purchases, labor) plus depreciation of equipment rented to customers and sales-related transport and logistics costs.

Research and development expenses

Research and development expenses comprise the cost of carrying out research work, including depreciation of equipment used in this activity.

These costs are expensed in the year in which they are incurred, and are clearly identified in the income statement.

Development expenses that meet the capitalization criteria are presented in the balance sheet under intangible fixed assets (see note 5-2-2 on intangible fixed assets) and are then amortized.

Sales and marketing expenses

Sales and marketing expenses include the costs of sales departments, including advertising and promotion costs, and the cost of selling supplies.

6-3-2: Gross margin and EBITDA calculation

	31 January 2025		31 January 2024	
	Gross value	In %	Gross value	In %
Sales	1,092.6	100.0%	1,062.4	100.0%
Cost of sales	(275.1)	(25.2)%	(274.4)	(25.8)%
Gross margin	817.5	74.8%	788.0	74.2%
Current operating expenses	(671.5)	(61.5)%	(641.3)	(60.4)%
Current operating profit	146.0	13.3%	146.7	13.8%
Amortization of fixed assets	101.5	9.3%	97.7	9.2%
EBITDA	247.4	22.6%	244.4	23.0%

6-4: Breakdown of expenses by category

	31 January 2025	31 January 2024
Cost of inventories recognized as expenses	257.4	262.7
Wages, bonuses, commissions and payroll charges	482.3	451.0
Rents and associated costs	4.9	5.0
Fees	41.3	45.0
Transport and travel	27.3	26.6
Fixed assets – depreciation and amortization	100.5	98.4
Other	32.9	27.0
Total expenses by category	946.6	915.7
Cost of sales	275.1	274.4
Operating expenses	671.5	641.3
TOTAL	946.6	915.7

6-5: Inventories and work in progress

6-5-1: Accounting principles

Inventories and work in progress are measured at the lowest of the cost or replacement value (for purchased goods) or the cost of full production (for produced goods) and must not exceed the net realizable value.

Cost price is calculated using the weighted average cost method.

Depreciation is calculated on the basis of inventory turnover and the obsolescence of equipment and goods.

The intra-Group margin generated by industrial subsidiaries on equipment sold to the distribution subsidiaries which store this equipment is eliminated.

6-5-2: Inventories by categories

	31 January 2025			31 January 2024		
	Gross value	Depreciation	Net	Gross value	Depreciation	Net
Raw materials and supplies	32.8	(6.4)	26.4	33.4	(6.4)	27.0
Spare parts	3.7	(1.8)	1.9	3.4	(1.2)	2.2
Finished and semi-finished goods	54.5	(7.9)	46.6	44.1	(6.0)	38.1
TOTAL	91.0	(16.1)	74.9	80.9	(13.6)	67.3

6-5-3: Changes in inventories

	31 January 2025	
	Gross value	Depreciation
Opening	80.9	(13.6)
Net inventory entries (exit)	4.9	-
Charges	-	(2.4)
Reversals	-	2.6
Other	4.9	(2.6)
Translation difference	0.3	(0.1)
TOTAL	91.0	16.1

6-6: Other operating liabilities

The other operating liabilities for an amount of 177.1 million euros as of 31 January 2025 compared with 172.7 million euros as of 31 January 2024 mainly comprise customer credit balances, debts to employees and deposits made by customers in relation to postage prepayment.

6-7: Expenses related to acquisitions and strategic projects

Transaction costs related to acquisitions and fees incurred for Group strategic projects definition are recorded under current operating expenses and presented on a separate line entitled “Expenses related

to acquisitions and strategic projects”. This line includes consultants’ fees and amortization of intangible assets at the time of purchase price allocation.

	31 January 2025	31 January 2024
Consultants’ fees related to acquisitions and strategic projects	2.5	4.1
Amortization of intangible fixed assets after purchase price allocation	5.9	6.6
EXPENSES RELATED TO ACQUISITIONS AND STRATEGIC PROJECTS	8.4	10.7

6-8: Structure optimization expenses – net of reversals

The Group pursued the optimization of its structure. An expense of 14.1 million euros is recorded in this regard in 2024, compared with an expense of 12.6 million euros in 2023. This expense mainly includes

costs incurred by the implementation of certain initiatives related to reorganizations within the Group, expenses related to workforce reduction and expenses related to the closed sites.

6-9: Other operational expenses and income

In 2024, the 8.9 million euros of other non-current operational expenses mainly include an expense related to the abandonment of an IT project.

In 2023, the 1.9 million euros of other non-current operational expenses mainly included the fees related to the investigation being conducted in Italy and Switzerland in the second half of 2023.

6-10: Off-balance sheet commitments related to operational activities

Quadiant has a bank guarantee in favor of the Irish postal service for 1.7 million euros.

Note 7 Segment information

In 2024, the Groupe renamed its operational segments defined in 2022 focusing on its three solutions:

1. Mail (Mail Related Solutions) which encompasses the historical business of the Group. Quadient supplies software, equipment and services to cover the entire process of managing incoming and outgoing mail.
2. Digital (Intelligent Communication Automation) which encompasses Quadient's cloud solutions that support businesses

in customer communications management and customer experience management, including the journey analysis and orchestration, as well as accounts receivables and accounts payables automation.

3. Lockers (Parcel Locker Solutions), the activity which enables Quadient to provide and operate an automated parcel locker network for smart, secure pick-up and drop-off, offering users convenience and peace of mind.

Quadient's net income breaks down by segment as follows:

	Mail	Digital	Lockers	31 January 2025
Sales	732.2	266.9	93.5	1,092.6
EBITDA	200.3	46.6	0.5	247.4
Amortization of fixed assets	(42.3)	(37.6)	(21.6)	(101.5)
Segment income	158.0	9.0	(21.1)	146.0
in percentage	21.6%	3.4%	(22.5)%	13.4%
Structure optimization expenses				(14.1)
Proceeds from net assets sales				(0.0)
Other operational expenses and income				(8.9)
Operating income				123.0
Financial result				(38.9)
Share of results of associated companies				0.7
Income taxes				(17.2)
NET INCOME FROM CONTINUING OPERATIONS				67.6
Net income from discontinued operations				(0.2)
CONSOLIDATED NET INCOME				67.4

	Mail	Digital	Lockers	31 January 2024
Sales	729.3	244.7	88.4	1,062.4
EBITDA	218.1	28.9	(2.6)	244.4
Amortization of fixed assets	(43.8)	(35.0)	(18.9)	(97.7)
Segment income	174.3	(6.1)	(21.5)	146.7
in percentage	23.9%	(2.5)%	(24.3)%	13.8%
Structure optimization expenses				(12.6)
Proceeds from net assets sales				(0.0)
Other operational expenses and income				(1.9)
Operating income				132.2
Financial result				(31.2)
Share of results of associated companies				(0.4)
Income taxes				(16.7)
NET INCOME FROM CONTINUING OPERATIONS				83.9
Net Income from discontinued operations				(13.7)
CONSOLIDATED NET INCOME				70.2

Transfer prices between divisions are the prices that would have been set under normal competitive conditions, as for a transaction with third parties.

The financial result is mainly due to the financial costs associated with each line of debt. The breakdown of the impacts of hedge accounting is presented in note 12 for the portion of derivative financial instruments related to foreign exchange and interest rates.

The balance sheet breaks down by segment as follows:

	Mail	Digital	Lockers	Other	31 January 2025
Segment assets	1,774.4	547.9	238.2	349.6	2,910.1
TOTAL ASSETS	1,774.4	547.9	238.2	349.6	2,910.1
Segment liabilities	508.5	178.1	79.4	1,031.1	1,797.1
Equity					1,113.0
TOTAL LIABILITIES	508.5	178.1	79.4	1,031.1	2,910.1

	Mail	Digital	Lockers	Other	31 January 2024
Segment assets	1,735.1	527.7	178.8	108.0	2,549.6
TOTAL ASSETS	1,735.1	527.7	178.8	108.0	2,549.6
Segment liabilities	464.4	165.0	67.4	783.8	1,480.6
Equity					1,069.0
TOTAL LIABILITIES	464.4	165.0	67.4	783.8	2,549.6

The column "Other" includes the net indebtedness of Quadiant S.A., factories and supply chain assets and liabilities as well as some assets and liabilities that cannot be allocated to an operational segment. These assets and liabilities are not allocated to the different operational

segments as only an allocation based on the total sales could be done. However, that would generate, year-on-year, variations potentially significant for specific geographical areas, without a direct connection to their own performance.

Other segment items break down by sector as follows:

	Mail	Digital	Lockers	31 January 2025
Investments of the period				
Tangible fixed assets	32.9	0.7	26.0	59.6
Intangible fixed assets	10.7	22.0	5.7	38.4
Investments	43.6	22.7	31.7	98.0
Assets right-of-use	7.7	1.3	0.9	9.9
TOTAL INVESTMENTS	51.3	24.0	32.6	107.9
Amortization of the period				
Tangible fixed assets	29.7	0.9	14.7	45.3
Intangible fixed assets	6.5	30.9	4.9	42.3
Amortization	36.2	31.8	19.6	87.6
Assets right-of-use	6.1	5.8	2.0	13.9
TOTAL AMORTIZATION	42.3	37.6	21.6	101.5

	Mail	Digital	Lockers	31 January 2024
Investments of the period				
Tangible fixed assets	32.4	0.8	18.7	51.9
Intangible fixed assets	9.4	19.8	6.5	35.7
Investments	41.8	20.6	25.2	87.6
Assets right-of-use	11.5	1.5	0.5	13.5
TOTAL INVESTMENTS	53.3	22.1	25.7	101.1
Amortization of the period				
Tangible fixed assets	28.1	0.8	13.5	42.4
Intangible fixed assets	8.7	30.6	3.3	42.6
Amortization	36.8	31.4	16.8	85.0
Assets right-of-use	7.0	3.6	2.1	12.7
TOTAL AMORTIZATION	43.8	35.0	18.9	97.7

Note 8 Assets right-of-use and lease obligations

IFRS 16 requires the lessees to recognize an asset right-of-use and a lease obligation, without differentiating between operating leases and finance leases.

The first application has been done using the simplified retrospective approach, the details concerning the impacts of the first application on the financial statements are exposed in the note 2-1 of 2019 universal registration document.

For Quadient, the contracts within the scope of IFRS 16 are mainly real estate leases and car rentals.

Quadient applies the exemptions allowed by IFRS 16, in particular to not recognize contracts that cover a period of less than twelve months and leases for which the underlying asset is of a low value. The application of IFRS 16 to lease contracts on intangible assets is an option that the Group chose not to pursue.

In order to assess the residual duration for real estate leases, the Group has made an analysis of its sites, to consider renewals reasonably certain to be exercised. This duration is in general nine years concerning the French contracts. The Group called upon the services of an external company to determine the discount rates to be applied on leases, reflecting the geographical area and the remaining life of the lease.

As of 31 January 2025, the impacts of IFRS 16 application in the income statement and the balance sheet are as follows:

IMPACTS ON THE INCOME STATEMENT

	31 January 2025	31 January 2024
Cancellation of rent expenses	14.7	14.0
Amortization expenses	(13.9)	(12.7)
EBIT impact	0.8	1.3
Amortization of the period	13.9	12.7
EBITDA impact	14.7	14.0
Financial interests	(1.4)	(1.6)
Other operational expenses ^(a)	4.0	3.5
NET INCOME IMPACT	3.4	3.2

^(a) This line includes the impacts related to the closed sites.

TABLES OF VARIATIONS OF THE ASSETS RIGHT-OF-USE AND THE LEASE OBLIGATIONS

As of 31 January 2025, the net assets right-of-use amounts to 26.9 million euros.

	Buildings	Other intangible assets	Assets right-of-use
Gross value at 31 January 2024	105.9	29.5	135.4
New contracts/renewals	6.4	3.5	9.9
Other changes ^(a)	(23.9)	-	(23.9)
Translation differences	1.2	0.1	1.3
Gross value at 31 January 2025	89.6	33.1	122.7
Amortization at 31 January 2024	(81.0)	(24.0)	(105.0)
Charges	(10.0)	(3.9)	(13.9)
Other changes ^(a)	24.0	0.0	24.0
Translation differences	(0.8)	(0.1)	(0.9)
Amortization at 31 January 2025	(67.8)	(28.0)	(95.8)
NET BOOK VALUE AT 31 JANUARY 2025	21.8	5.1	26.9

^(a) Other changes mainly concern terminated contracts or contracts not renewed in 2024 and Quadient Italy contracts classified as assets held for sale in 2023.

As of 31 January 2025, the lease obligations amount to 38.3 million euros including 24.0 million euros of long-term portion.

	31 January 2024	Debt modification	Reimburse- ments	Translation differences	Other variations ^(a)	31 January 2025
Non-current lease obligations	31.5	9.4	(0.1)	0.6	(17.4)	24.0
Current lease obligations	14.6	0.5	(18.6)	0.0	17.8	14.3
LEASE OBLIGATIONS	46.1	9.9	(18.7)	0.6	0.4	38.3

(a) Other variations are mainly related to reclassifications.

Note 9 Cash flow details

Cash flows correspond to consolidated balance sheet items. However, these flows may differ from balance sheet changes in particular due to the translation of operations in foreign currencies, translation of

subsidiaries' financial statements denominated in foreign currencies and changes in the scope of consolidation.

9-1: Expenses (income) with no cash effect or with cash effect below operating activities

	31 January 2025	31 January 2024
Amortization of fixed assets	101.5	97.7
Addition to (reversal of) provisions	4.1	(4.9)
(Gains) and losses on changes in fair value	(0.5)	2.2
(Proceeds) expenses from share-based payments	4.1	0.8
Other	0.2	13.2
TOTAL	109.4	109.0

As of 31 January 2025, the line addition to (reversal of) provisions variation mainly relates to added charges on assets depreciation for an amount of 1.5 million euros and to added charges on provisions presented in liabilities for 2.6 million euros.

As of 31 January 2024, the line addition to (reversal of) provisions variation mainly related to reversals on assets depreciation for an amount of (0.8) million euros and to reversals on provisions presented in liabilities for (5.7) million euros.

The line "Gains and losses in fair value" includes the financial result items with no cash effect and in particular the increase of the fair value of the investments realized by Quadient for the benefit of the professional private equity funds X'Ange 2 and Partech Entrepreneurs.

As of 31 January 2025, the line "Other" mainly includes the research tax credit. As of 31 January 2024, the line "Other" mainly included the depreciation of assets held for sale, the exit costs from discontinued operations recognized as liabilities held for sale, and the research tax credit.

9-2: Changes in working capital

	31 January 2025	31 January 2024
Inventories variation	(4.9)	13.0
Trade accounts receivable variation	(7.3)	(4.6)
Deferred income variation	2.0	5.7
Trade payables variation	16.2	(4.1)
Other current assets and liabilities variation	2.7	(15.8)
TOTAL	8.7	(5.8)

The change in the other current assets and liabilities is mainly explained by timing differences on prepayments and debts related to employees.

9-3: Impact of changes in scope

As of 31 January 2025, the net impact of changes in scope is a cash-out of (36.6) million euros related to the acquisition of the Frama Group in February 2024 for (8.6) million euros and to the acquisition of Package Concierge in December 2024 for (28.0) million euros.

As of 31 January 2024, the net impact of changes in scope was a (4.8) million euros cash-out entirely related to the acquisition of Daylight Automation in September 2023.

9-4: New borrowings and repayment of borrowings

During 2024, Quadient carried out the following operations on its financial debt:

- Quadient repaid a private placement *Schuldschein* for an amount of 29.5 million euros and 32.0 million United States dollars;
- Quadient proceeded to partial purchase of its bond on 23 January 2020 (nominal amount 325.0 million euros due 3 February 2025) for a total amount of 7.2 million euros. The outstanding nominal amount is 260.4 million euros on 31 January 2025;
- In April 2024, Quadient concluded loans with BPIfrance for an amount of 15.0 million euros with maturities from four to seven years;
- In May 2024, Quadient concluded private placements under German law (*Schuldschein*) for an amount of 117.5 million euros and 26.0 million United States dollars with different maturities between three and seven years;
- In October 2024, Quadient concluded private placements under German law (*Schuldschein*) for an amount of 25.0 million euros with different maturities of five and seven years;
- In December 2024, Quadient concluded a bank loan with Bank of America of 50.0 million United States dollars with a maturity of three years;

- In January 2025, Quadient concluded a private placements under United States law (US private placement) for an amount of 100.0 million United States dollars with a maturity of ten years with first repayment on the fourth year.

During 2023, Quadient had carried out the following operations :

- In February 2023, Quadient had reimbursed a private placement under German law *Schuldschein* for 57.0 million euros;
- In May 2023, Quadient had reimbursed a private placement under German law *Schuldschein* for 1.0 million euros;
- In June 2023, Quadient had renewed its revolving credit facility with its pool of banks for a total amount of 300.0 million euros with a maturity of June 2028. On 20 June 2023, Quadient had issued a Stimulus Participating Loan (*Prêt Participatif Relance*) for an amount of 90.0 million euros;
- Between October 2023 and January 2024, Quadient had proceeded to several partial purchase of its bond issued on the 23 January 2020 for an amount of 57.4 million euros. The outstanding nominal amount was 267.6 million euros on 31 January 2024.

9-5: Reconciliation of the liabilities flows coming from financing activities

	31 January 2024	Cash-flow movements		Non-cash changes			31 January 2025
		New debt	Repayment	Scope variation	Other ^(a)	Translation difference	
Non-current financial debt	714.8	324.8	(74.4)	4.8	(254.1)	6.1	722.0
Current financial debt	60.9	-	(7.9)	3.7	255.5	(0.0)	312.2
FINANCIAL DEBT	775.7	324.8	(82.3)	8.5	1.4	6.1	1,034.2

(a) The column "Other" mainly includes reclassifications and the variation of accrued interests not yet due.

Note 10 Headcount and employee benefits

10-1: Headcount

The breakdown of full time equivalent employees on fixed-term and permanent contracts excluding employees on long-term leave, is as follows:

- By geographic area

	France - Benelux	North America	United Kingdom Ireland	Germany Austria Switzerland Italy	Rest of the world	Total
31 January 2025	1,223	1,807	714	345	591	4,680
31 January 2024	1,227	1,861	721	330	582	4,721

- By type of activity

	Sales	Services	Manufacturing	Research & development	Administration	Total
31 January 2025	1,661	985	472	550	1,012	4,680
31 January 2024	1,636	1,059	494	553	979	4,721

10-2: Employee benefits

Employee benefits are measured in accordance with IAS 19. They comprise short-term benefits, long-term benefits and post-employment benefits.

Group employees are entitled to short-term benefits such as paid vacation, paid sick leave, bonuses and other benefits (other than termination benefits), payable within twelve months of the end of the period in which the corresponding services are rendered by employees. These benefits are recorded in current liabilities and

expenses of the period in which the service is rendered by the employee.

Long-term benefits (during employment), payable before the employee's departure, correspond primarily to long-service bonuses. Post-employment benefits are paid when an employee retires and include retirement bonuses, supplementary pension benefits and coverage of certain medical costs for retired employees and employees on early retirement.

	31 January 2025	31 January 2024
Wages and salaries, bonuses and commissions	378.6	356.4
Social costs	99.0	94.3
Share-based payments	4.1	0.8
Pension expenses under defined contribution plans	0.6	(0.5)
TOTAL	482.3	451.0

10-3: Retirement benefit obligations

10-3-1: Accounting principles

Group companies participate in pension schemes and other staff benefits in accordance with the laws and customs of each country.

The measurement and accounting policies applied by the Group with respect to these liabilities are in accordance with IAS 19:

- Defined benefit schemes under which the employer guarantees a future level of benefits: the liabilities are measured on the basis of actuarial valuations using the projected unit of credit method. These calculations use assumptions regarding mortality rates, staff turnover and wages, which reflect the economic conditions in each country or for each Group company. The liabilities are recognized under "Provisions for retirement benefit obligations". Termination

benefits are generally lump-sum payments based upon the number of years served by the employee and his/her salary as of retirement or termination of employment. Pension benefits are generally determined using a formula based on the number of years served by the employee and his/her average final earnings;

- Defined contribution schemes: the cost of these schemes is recognized as an expense on the basis of contributions made. These schemes have no legal or constructive obligation to pay further contributions, the employer's obligation is limited to the regular payment of contributions.

10-3-2: Obligation details

The main retirement obligation for the Group is the obligation for the United Kingdom. This retirement obligation is mainly covered by a pension fund showing a net asset of 17.3 million euros (14.5 million pounds sterling) as of 31 January 2025 compared with 16.4 million euros (14.0 million pounds sterling) as of 31 January 2024. It is accounted for in non-current assets. When a pension plan shows a net asset based on the assumptions used, IAS 19 states that this net asset should only be recognized in the balance sheet if an economic benefit is possible for the Company. Regarding the rules of the pension plan, Quadient has an unconditional repayment right of all the amounts left in the plan after the payment of the last pension to the last member of the pension plan. Quadient considers this to be a sufficient justification to recognize the net asset of the pension fund in the consolidated balance sheet, in accordance with IAS 19/IFRIC 14.

The United Kingdom pension plan has not admitted any new members since 2001 and the rights of its members were frozen in June 2006. Every three years, the British regulator requires a valuation using different assumptions than those used for the valuation under IAS 19. If the valuation requested by the British regulator shows a deficit, Quadient has to make payments to offset it. The valuation performed for the British regulator in June 2023 did not reveal any deficit. The retirement benefits of French employees are not covered by investments in pension funds except for Quadient France which has subscribed an insurance contract.

	31 January 2025	31 January 2024
Change in value of obligations		
Present value of obligations at start of period	138.7	140.4
Service cost	0.8	0.9
Discounting cost	5.6	5.6
Actuarial (gains) or losses	(10.0)	(1.9)
Payments made	(6.3)	(8.6)
Scope variation	-	(2.9)
Other ^(a)	1.2	5.2
Present value of liabilities at end of period	130.0	138.7
Change in hedging assets		
Fair value of hedging assets at beginning of period	147.7	163.8
Expected return on plan assets	6.2	6.4
Actuarial gains (losses)	(9.0)	(20.1)
Contributions paid by employer	-	0.6
Payments made by fund	(6.7)	(7.8)
Other ^(a)	2.4	4.8
Fair value of hedging assets at end of period	140.6	147.7
Financial hedging		
Plans' position	10.6	9.0
of which recognized in assets	20.3	18.8
of which recognized in liabilities	(9.7)	(9.8)

	31 January 2025	31 January 2024
Amount recognized in the consolidated income statements		
Service cost	0.8	0.9
Discounting cost	5.6	5.6
Expected return on plan assets	(6.2)	(6.4)
Total retirement benefit expense	0.2	(0.1)
Amount recognized in the consolidated statements of comprehensive income		
Actuarial (losses)/gains	1.0	(18.2)
On obligations	10.0	1.9
On hedging assets	(9.0)	(20.1)
Cumulated actuarial (losses)/gains	(16.4)	(17.4)
Actuarial assumptions		
Discount rate ^(b)	5.5%	4.5%
Expected long-term inflation rate – Retail Price Inflation (RPI) ^(b)	3.3%	3.1%
Expected long-term inflation rate – Consumer Price Index (CPI) ^(b)	2.8%	2.5%
Expected long-term rate of annuity increases ^(b)	3.1%	2.9%
Breakdown of hedging assets		
Bonds	-	-
Insurance contracts	-	86%
Other investments	100%	14%

(a) The line "Other" mainly includes translation differences.

(b) The above actuarial assumptions relate to the English subsidiary which alone accounts for more than 78% of the Group's retirement benefit obligations.

10-3-3: Changes in obligations

Group pension liabilities were as follows over the last five years:

	2024	2023	2022	2021	2020
Obligation – present value	130.0	138.7	140.4	200.4	211.3
Fair value of assets	140.6	147.7	163.8	240.4	223.9
Plan (surplus)/deficit	(10.6)	(9.0)	(23.4)	(40.0)	(12.6)
Actuarial (gains)/losses:					
On liabilities	10.0	1.9	52.0	16.5	(10.4)
On assets	(9.0)	(20.1)	(67.0)	5.6	5.3

The discount rates used are based on the yields on bonds issued by high quality companies (AA) or, where the market is not liquid, on government bonds with the same maturity as the calculations and the same currency (reference: Iboxx). These references are compliant with the requirements of IAS 19 and are the same as those used in previous years.

The expected effective return on the Group assets plan is a gain of 4.4% as of 31 January 2025 compared with 4.1% as of 31 January 2024.

Assumptions such as medical expenses of retired employees are not included in this plan. In terms of salary, only the last salaries at the time

the plan was frozen are taken into account, without revaluation (only the annuity is revaluated).

Actuarial differences are systematically recognized in shareholders' equity and reported under the consolidated statement of comprehensive income. The cumulative actuarial difference shows a loss of 16.4 million euros as of 31 January 2025 compared with a loss of 17.4 million euros as of 31 January 2024.

In 2024, the impact related to the French subsidiaries' defined contribution pension plans is an expense of (0.6) million euros, compared to a proceed of 0.5 million euros in 2023.

10-4: Share-based payments

10-4-1: Accounting principles

Group employees, including top management, may receive remuneration based on shares. They will ultimately receive equity instruments in return for services rendered. The fair value is determined by an outside consultant using an appropriate valuation method.

The cost of equity-settled transactions with employees is measured at the fair value of the instruments awarded at the vesting date. The cost is recognized over the period in which the performance terms are met and/or the services are rendered, with the balancing entry being an equivalent increase in equity. The cumulative expense

recognized for such transactions at the end of each period until the rights acquisition date reflects the run-off of this acquisition period and the Group's best estimate at that date of the number of instruments to be acquired.

The awarding of these instruments is subject to the beneficiary being on the Company's payroll at the delivery date of the options or free shares and for some of the plans, to the achievement of performance targets. It is not possible to settle these options or these free shares in cash.

10-4-2: Free share plans

Free shares are granted for the purposes of:

- attracting and retaining high potential employees;
- acknowledging exceptional performance;
- fostering strong motivation and commitment to the Company's performance by granting specific free share plans based on the Group's future results.

The fair value of the shares thus granted is calculated based on the share price on the allocation date from which anticipated dividend are deducted. The overall expense was calculated by estimating a number of shares whose ownership will be transferred corresponding to a percentage of the maximum attributable amount. This assumption is considered the most likely on the date of allocation. This expense is spread out over the vesting period. The number of shares is adjusted at each closing date and the expense is revaluated consequently to ensure

that the period expense corresponds to the number of shares effectively attributed.

The shares granted with performance conditions are dependent on the performance indicators below:

- growth in consolidated sales;
- current operating margin (current operating income divided by consolidated sales);
- return on capital employed;
- shareholder return (variation in the share price over the period plus dividends compared with the average performance of companies belonging to the same index as Quadient).

The vesting period is three years in one block.

Start date	Number of shares granted	Of which subject to conditions ^(a)	Outstanding shares 31/01/2024	Shares granted	Shares delivered	Shares cancelled	Outstanding shares 31/01/2025
15/02/2021	6,500	6,500	4,000	-	(588)	(3,412)	-
24/09/2021	385,500	193,690	248,300	-	(185,537)	(62,763)	-
01/12/2021	3,800	1,450	3,000	-	(2,493)	(507)	-
01/03/2022	1,000	-	1,000	-	-	-	1,000
01/09/2022	433,750	212,340	340,500	-	-	(11,000)	329,500
01/12/2022	5,900	2,010	3,400	-	-	(2,000)	1,400
01/03/2023	2,000	1,500	2,000	-	-	(2,000)	-
14/08/2023	436,500	211,640	430,500	-	-	(28,500)	402,000
08/01/2024	29,300	19,110	29,300	-	-	-	29,300
14/06/2024	50,000	50,000	-	50,000	-	-	50,000
01/09/2024	398,200	160,140	-	398,200	-	(2,000)	396,200
06/01/2025	62,150	42,050	-	62,150	-	-	62,150

^(a) Shares granted with performance conditions.

10-4-3: Changes in share-based payments valuation

Expenses recorded with respect to the profit-sharing, incentive plans and share-based payments are as follows:

	31 January 2025	31 January 2024	31 January 2023	31 January 2022	31 January 2021
Free share granted valuation	4.1	0.8	2.3	0.5	0.2

10-5: Executive compensation

The main role of the management team is to make strategic decisions for the Group and coordinate their implementation around the world.

The gross remuneration (2024 base salary and target bonus on 2024 objectives) paid to the management team amounted to 6.7 million euros in 2024, compared with 5.3 million euros in 2023.

Variable remuneration is determined on the basis of attaining Group sales, operating income and capital employed targets.

The Group recognized an expense of 0.8 million euros in 2024 in respect of free shares allocation plans granted to the management team, compared with 0.7 million euros in 2023. 124,000 shares were granted to members of the management team during the 2024 financial year compared with 113,000 in the previous year.

With respect to pensions, the Chief Executive Officer, as well as a number of other Group executives, benefit from a defined contribution pension plan (article 83 of the French general tax code), into which is paid a total of 5% of their remuneration, within the limit of five times the social security ceiling.

Note 11 Provisions and contingent liabilities

11-1: Provisions

11-1-1: Accounting principles

Provisions are recognized when the following conditions are met simultaneously at the end of the period in question:

- a current obligation (legal, regulatory, contractual or implied) resulting from past events;

- a probability that an outflow of resources will be necessary to extinguish the obligation with no offset expected;
- an amount that can be reliably measured.

Provisions are split on the balance sheet between current and non-current liabilities.

11-1-2: Changes in provisions

	31 January 2024	Added	Used	Non-used	Other	31 January 2025	Current portion	Non- current portion
Structure optimization	4.5	6.2	(3.4)	(0.1)	0.1	7.3	6.2	1.1
Business risk/customer guarantees	0.1	0.0	-	(0.1)	0.1	0.1	0.1	0.0
Dispute provisions	3.3	0.1	(0.1)	(0.3)	(0.0)	3.0	1.8	1.2
Other provisions	1.3	0.5	(0.7)	(0.2)	0.0	0.9	0.7	0.2
Retirement benefit obligations – note 10-3	9.8	0.1	(0.1)	(0.1)	0.0	9.7	-	9.7
TOTAL	19.0	6.9	(4.3)	(0.8)	0.2	21.0	8.8	12.2

Structure optimization

The Group pursues the optimization of its operations.

Provisions totalling 4.5 million euros were booked as of 31 January 2024. In 2024, additional expenses of 6.2 million euros were booked and (3.4) million euros were used.

As of 31 January 2025, the balance of these provisions is 7.3 million euros.

Other

As of 31 January 2025, a total 0.9 million euros (1.3 million euros as of 31 January 2024) is booked under "Other provisions".

11-2: Contingent liabilities

11-2-1: Accounting principles

Unlike the definition of provision given in note 11-1-1, a contingent liability is:

- either a possible obligation that arises from past events and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Group;

- or a present obligation that arises from past events but not recognized because it is unlikely that an outflow of resources embodying economic benefits will be required to settle the obligation, or the amount of the obligation cannot be measured with sufficient reliability.

Contingent liabilities are not recognized and are described in the notes when they are material, except in the case of business combinations where they are identifiable items that are backed by present obligations and can be estimated reliably.

11-2-2: Contingent liabilities identified

In their everyday activities, Quadient entities in Europe and abroad are regularly subject to tax investigations.

Tax adjustments or uncertain tax positions not yet subject to tax adjustment, are covered by appropriate provisions. The amount of these provisions is regularly reviewed. The Group has not identified any significant contingent liability as of 31 January 2025.

Note 12 Financial instruments, financial debts and risk management

Financial assets are divided in three categories: financial assets at amortized cost, financial assets at fair value through equity and financial assets at fair value through profit and loss. This classification is based on the management objectives applied to the asset by the Group and on the contractual cash flow characteristics.

The Group classifies its assets according to the following categories:

- financial assets at amortized costs: the Group classifies here the lease receivables, the trade receivables and other receivables, the loans and deposits, the receivables attached to non-consolidated investments and cash and cash equivalents. These assets are booked using the effective interest rate method which means initially at their fair value (acquisition cost including transaction costs). Lease receivables are analyzed and valued using the expected credit losses method;

- financial assets at fair value: the Group classifies in this category the equity instruments owned by the Group, which means investments in companies over which the Group does not have control or any significant influence. Those are booked at fair value through profit and loss or through equity, depending on the option chosen by the Group. None of the investments in non-consolidated companies are held for trading purposes.

Quadiant's financing strategy is coordinated by the Group finance department. All Group exposure to interest rate and exchange rate risks is centralized within the Group cash management department.

Financial instruments mentioned in note 12, especially those presented in table 12-1, are level 2 financial instruments, whose fair value is based on observable data.

12-1: Breakdown of the balance sheet by financial instrument

	31 January 2025		Breakdown by instrument category			
	Book value	Fair value	Fair value through P&L	Loans and receivables/debts	Debts at amortized costs	Derivative instruments
Non-current financial assets	54.1	54.1	17.9	33.7	-	2.6
Lease receivables ^(a)	623.0	614.6	-	623.0	-	-
Other long-term receivables	1.7	1.7	-	1.7	-	-
Receivables ^(b)	240.3	240.3	-	240.3	-	-
Other receivables ^(b)	12.6	12.6	-	12.6	-	-
Derivative financial instruments ^(c)	1.5	1.5	-	-	-	1.5
Cash and cash equivalents ^(d)	366.7	366.7	-	366.7	-	-
ASSETS	1,299.9	1,291.5	17.9	1,278.0	-	4.1
Financial debts and bank overdrafts ^(e)	1,069.2	1,063.6	-	-	1,069.2	-
Other long-term debts	3.0	3.0	-	3.0	-	-
Accounts payable ^(b)	104.4	104.4	-	104.4	-	-
Other operating liabilities ^(b)	177.1	177.1	-	177.1	-	-
Derivative financial instruments ^(c)	5.2	5.2	-	-	-	5.2
LIABILITIES	1,358.9	1,353.3	-	284.5	1,069.2	5.2

^(a) Due to the large number of deals handled by the leasing entities, the Group could not perform an individual valuation for each deal. The assumptions used are the following: average maturity of three years for the portfolio, yield curve ending on 31 January 2025 and constant exchange rate. The valuation is performed excluding credit spread. The British and American postage financing portfolios are comprised of very short-term maturities (less than one month) and renewable credits, the fair value considered is the same as the one booked in the balance sheet.

^(b) Historical cost valuation.

^(c) Valuation method described in note 12-4.

^(d) Valuation based on realizable value.

^(e) The debt is recognized at its fair value as mentioned in note 12-4.

Concerning the debt accounted for at amortized cost, the main amounts are broken down as follows:

- For all floating-rate debt described in note 12-2-6, the drawdown is performed on a one-month, three-month and six-month basis and with a variable rate (EURIBOR and compounded SOFR); there is no difference between the fair value and the value in the balance sheet which represents an amount of 464.7 million euros;
- Concerning fixed rate debts, the fair value has been calculated from the yield curve as of 31 January 2025. The difference between the fair value and the value as appearing in the balance sheet is 5.6 million euros.

Debts in foreign currencies are valued at constant exchange rates.

	31 January 2024		Breakdown by instrument category			
	Book value	Fair value	Fair value through P&L	Loans and receivables/debts	Debts at amortized costs	Derivative instruments
Non-current financial assets	55.8	55.8	17.2	32.0	-	6.6
Lease receivables ^(a)	597.9	578.6	-	597.9	-	-
Other long-term receivables	2.0	2.0	-	2.0	-	-
Receivables ^(b)	227.8	227.8	-	227.8	-	-
Other receivables ^(b)	9.3	9.3	-	9.3	-	-
Derivative financial instruments ^(c)	2.1	2.1	-	-	-	2.1
Cash and cash equivalents ^(d)	117.6	117.6	-	117.6	-	-
ASSETS	1,012.5	993.2	17.2	986.6	-	8.7
Financial debts and bank overdrafts ^(e)	780.8	671.4	-	-	780.8	-
Other long-term debts	1.7	1.7	-	1.7	-	-
Accounts payable ^(b)	79.2	79.2	-	79.2	-	-
Other operating liabilities ^(b)	172.7	172.7	-	172.7	-	-
Derivative financial instruments ^(c)	4.7	4.7	-	-	-	4.7
LIABILITIES	1,039.1	929.7	-	253.6	780.8	4.7

^(a) Due to the large number of deals handled by the leasing entities, the Group could not perform an individual valuation for each deal. The assumptions used are the following: average maturity of three years for the portfolio, yield curve ending on 31 January 2024 and constant exchange rate. The valuation is performed excluding credit spread. The British and American postage financing portfolios are comprised of very short-term maturities (less than one month) and renewable credits, the fair value considered is the same as the one booked in the balance sheet.

^(b) Historical cost valuation.

^(c) Valuation method described in note 12-4.

^(d) Valuation based on realizable value.

^(e) The debt is recognized at its fair value as mentioned in note 12-4.

Concerning the debt accounted for at amortized cost, the main amounts are broken down as follows:

- for all floating-rate debt described in the note 12-2-6, the drawdown was performed on a one-month, three-month, and six-month basis and with a variable rate (EURIBOR and compounded SOFR); there was no difference between the fair value and the value as appearing in the balance sheet which represented an amount of 250.3 million euros.
- Concerning fixed rate debts, the fair value had been calculated from the yield curve as of 31 January 2024. The difference between the fair value and the value as appearing in the balance sheet was 18.9 million euros.

Debt in foreign currencies are valued at constant exchange rates.

12-2: Financial debt analysis

12-2-1: Accounting principles

Interest-bearing loans

Interest-bearing loans are initially recognized at their fair value less directly attributable transaction costs. After initial recognition, interest-bearing loans are measured at amortized cost: any difference between the nominal value (net of transaction costs) and the repayment value is taken in the income statement over the life of the loan, using the effective interest rate method.

Net financial debt

Net financial debts include interest-bearing loans and interest payables, net of cash and cash equivalents.

12-2-2: Breakdown by type of debt

	Financial debts and bank overdrafts	Short-term part of long-term debts	Long-term debts	31 January 2025	31 January 2024
Bond Issue – Quadient S.A. 2.25% ^(a)	-	266.2	-	266.2	273.3
Schuldschein ^(b)	-	34.0	469.0	503.0	389.6
Revolving Credit facility ^(c)	-	0.1	-	0.1	0.1
Short-term negotiable securities - NEU CP ^(d)	30.0	-	-	30.0	-
Stimulus Participating Loan (Prêt Participatif Relance - PPR) ^(e)	-	0.5	90.0	90.5	90.5
United-States Private Placement - USPP ^(f)	-	0.2	96.2	96.4	-
Bank loan ^(g)	-	0.4	48.1	48.5	-
BPIfrance loans ^(h)	-	4.0	16.3	20.3	7.5
Other debts	5.0	6.8	2.4	14.2	19.8
TOTAL	35.0	312.2	722.0	1,069.2	780.8

^(a) Quadient issued a 325,0 million euros public bond on 23 January 2020 carrying a fixed interest of 2.25% The bond has been repaid on the 3 February 2025 for the total outstanding amount of 260.4 million euros.

^(b) In May 2019, Quadient concluded private placements under German law (*Schuldschein*) consisting of nine tranches with different maturities between four and seven years for a total amount of 130.0 million euros and 90.0 million United States dollars. Between 2021 and 2024, Quadient repaid 107.5 million euros and 90.0 million United States. On 31 January 2025, the outstanding amount is of 22.5 million euros.

In February 2020, Quadient concluded private placements under German law (*Schuldschein*) consisting of four tranches with different maturities between four and five years for a total amount of 30.5 million euros and 13.0 million United States dollars. In 2024, Quadient repaid 1.5 million euros and 13.0 million United States. On 31 January 2025, the outstanding amount is of 29.0 million euros.

In November 2021, Quadient concluded private placements under German law (*Schuldschein*) consisting of twelve tranches with different maturities between five and seven years for a total amount of 170.0 million euros and 105.0 million United States dollars. No repayment has been made since then.

In 2024, Quadient concluded private placements under German law (*Schuldschein*) consisting of ten tranches with different maturities between three and seven years for a total amount of 142.5 million euros and 26.0 million United States dollars.

^(c) On 15 June 2023, Quadient arranged a revolving credit line for drawdown in euros and in United States dollars for an initial amount equivalent to 300.0 million euros for a period of five years. Thanks to the exercise of an extension option, the maturity is extended to June 2029. The interest rate is indexed to the EURIBOR or compounded SOFR over the relevant drawdown period plus a margin depending on the debt coverage ratio by the EBITDA calculated on the Group's consolidated financial statements excluding leasing activities. At the end of January 2025, Quadient does not use that credit facility.

^(d) On 28 June 2024, Quadient updated the program of short-term negotiable securities (New European Commercial Paper - NEUCP) for 200.0 million euros. The documentation is available on the Banque de France website (<https://eucpmtn.banque-france.fr/public/#/liste-des-emetteurs/0d8c9dec-b611-ea11-80f7-001dd8b71ea9>). On 31 January 2025, Quadient has issued securities for a total amount of 30.0 million euros.

^(e) On 20 June 2023, Quadient concluded a 90.0 million euros stimulus participating loan (Prêt participatif Relance - PPR). This stimulus participating loan has an eight-year maturity and is repayable in half-yearly instalments from 20 December 2027.

^(f) On 21 January 2025, Quadient issued a Private Placement under United-States law (USPP) for a total amount of 100.0 million of United States dollars. This USPP has a ten years maturity with a first instalment from 21 January 2029.

^(g) On 20 December 2024, Quadient concluded a term loan in the United States with Bank of America for a total amount of 50.0 million United States dollars. This loan is having a three years maturity.

^(h) In 2022 and 2024, Quadient concluded four amortisable loans with BPIfrance for a total amount of 25.0 million euros. The outstanding amount on 31 January 2025 is 20.0 million euros.

12-2-3: Financial ratios (covenants)**12-2-3-1: Definitions used in financial covenants****Consolidated net debt**

Net debt is calculated as follows:

Financial debts from credit institutions in non-current financial debts
+ Financial debts in current liabilities
- Cash and cash equivalents

The net amount obtained is restated for the value of current and non-current asset and liability derivative instruments, together with any guarantee commitments of the Quadient Group.

Consolidated EBITDA

EBITDA is the consolidated current operating income excluding the depreciation and amortization of intangible and tangible assets.

Cost of net financial debt

The cost of net financial debt used when calculating covenants is equivalent to the aggregate presented in the consolidated income statement.

Restatement of leasing activities

With a few rare exceptions, leasing activities are the responsibility of distinct legal entities. This separation allows for the calculation of consolidated aggregates excluding the leasing activity. Activities that are not isolated in distinct legal entities are not restated.

Consolidated net debt excluding leasing is calculated on the basis of a restated consolidated balance sheet whereby the leasing companies are consolidated under the equity method and not included in the Group scope of consolidation. Using this restated balance sheet, the aggregate is calculated on the basis of the same balance sheet items used for calculating consolidated net debt.

Leasing net debt is calculated using these same consolidated financial statements, but in this case only for the scope of leasing companies.

Consolidated EBITDA excluding leasing is calculated on the basis of a restated consolidated income statement whereby the leasing companies are consolidated under the equity method and not included in the Group scope of consolidation. Using this restated income statement, the aggregate is calculated on the basis of the same income statement items used for calculating the consolidated EBITDA.

Leasing net portfolio

The leasing net portfolio is calculated on the basis of consolidated income statements through the addition of net long-term lease receivables and net short-term lease receivables. The net denotes that the leasing portfolio gross value is reduced by the amount of bad debt provision.

Default rate

The default rate is calculated on the basis of the ratio of provisions for bad debt on lease receivables to the leasing net portfolio.

12-2-3-2: Applicability and definition of financial covenants

Except for the Quadient S.A. 2.25% bond issue, the short-term negotiable securities (NEUCP) and the different BPIfrance loans which are not subject to any covenant, the various debts (private placements, *Schuldschein*, bank loan and revolving credit facilities) are subject to

financial covenants. Failure to comply with these covenants may lead to early repayment of the debt. Quadient complies with all covenants as of 31 January 2025.

12-2-3-3: Covenant calculation**Aggregates**

The aggregates presented below are those used for calculating the covenants as set out in note 12-2-3-1.

	31 January 2025 excluding IFRS 16	31 January 2024 excluding IFRS 16
Consolidated net debt	707.4	663.7
Consolidated net debt excluding leasing	242.9	227.1
Leasing net debt	464.5	436.6
Consolidated EBITDA	234.4	234.5
Consolidated EBITDA excluding leasing	153.6	151.4
Cost of net financial debt	38.0	27.4
Leasing net portfolio	614.8	590.0
Provision for bad debt	6.4	7.4

Covenant calculation

	Covenant to comply with	31 January 2025	31 January 2024
Other debts subject to covenants – excluding IFRS 16			
Consolidated net debt excluding leasing/consolidated EBITDA excluding leasing	< 3.0	1.6	1.5
Consolidated EBITDA/Cost of net financial debt	> 4.0	6.2	8.6
Leasing net debt/leasing net portfolio	< 90%	75.6%	74.0%
Default rate	≤ 5%	1.1%	1.3%

Shareholders' equity attributable to holders of the parent company must be greater than 600 million euros. At 31 January 2025, shareholders' equity attributable to holders of the parent company amounts to 1,102.2 million euros, the ratio is respected.

12-2-4: Breakdown by currency

	31 January 2025	31 January 2024
Euros (EUR)	758.2	582.9
United States dollars (USD)	306.7	190.2
Other currencies	4.3	7.7
TOTAL	1,069.2	780.8

The table above is based on exchange rates as of 31 January for each year.

12-2-5: Breakdown by maturity

Debts are positioned according to their contractual maturity date. The table below is based on constant exchange rates.

	31 January 2025	31 January 2024
2024	-	66.0
2025	347.1	319.7
2026	121.3	118.3
2027	225.6	94.4
2028	144.4	126.2
2029	105.8	56.2
Beyond 2030	125.0	-
TOTAL	1,069.2	780.8

12-2-6: Breakdown by interest rate

As part of its financial policy, Quadient actively hedges its variable-rate and fixed-rate debt.

	Type of rate	Reference rate	Drawdown rate	31 January 2025 Total effective rate ^(a)
Bond Issue – Quadient S.A. 2.25%	Fixed	2.25%		2.3750%
Schuldschein 2019				
Schuldschein – Quadient S.A. 17.5 MEUR	Fixed	1.96%	-	2.029%
Schuldschein – Quadient S.A. 5.0 MEUR	Variable	EURIBOR 6 months	4.5290%	1.8170%
Schuldschein 2020				
Schuldschein – Quadient S.A. 29.0 MEUR	Variable	EURIBOR 6 months	4.9080%	1.5382%
Schuldschein 2021				
Schuldschein – Quadient S.A. 50.0 MEUR	Fixed	Between 1.15% and 1.45% depending on maturity	-	Between 1.2334% and 1.5102% depending maturity
Schuldschein – Quadient S.A. 55.0 MEUR	Variable	EURIBOR 6 months	3.9200%	1.2322%
Schuldschein – Quadient S.A. 51.0 MEUR	Variable	EURIBOR 6 months	4.0700%	1.3690%
Schuldschein – Quadient S.A. 22.0 MEUR	Variable	EURIBOR 6 months	4.2200%	1.5093%
Schuldschein – Quadient S.A. 45.0 MUSD	Fixed	3.161%	-	3.2292%
Schuldschein – Quadient S.A. 19.0 MUSD	Variable	SOFR compounded 3 months ^(b)	6.0630%	1.6181%
Schuldschein – Quadient S.A. 21.0 MUSD	Variable	SOFR compounded 3 months ^(b)	6.2130%	1.7366%
Schuldschein – Quadient S.A. 20.0 MUSD	Variable	SOFR compounded 3 months ^(b)	6.4130%	1.9340%
Schuldschein 2024				
Schuldschein – Quadient S.A. 15.0 MEUR	Fixed	Between 4.60% and 4.68% depending on maturity	-	Between 4.7480% and 4.7723% depending on maturity
Schuldschein – Quadient S.A. 55.0 MEUR	Variable	EURIBOR 6 months	4.2650%	Between 4.3109% and 4.7850% depending on issuance date
Schuldschein – Quadient S.A. 52.5 MEUR	Variable	EURIBOR 6 months	4.5650%	Between 4.3011% and 4.8226% depending on issuance date
Schuldschein – Quadient S.A. 20.0 MEUR	Variable	EURIBOR 6 months	4.8650%	Between 4.3011% and 5.0368% depending on issuance date
Schuldschein – Quadient S.A. 8.5 MUSD	Variable	SOFR compounded 3 months ^(b)	6.6729%	6.7450%
Schuldschein – Quadient S.A. 17.5 MUSD	Variable	SOFR compounded 3 months ^(b)	6.3729%	6.7383%
Revolving credit facility	Variable	EURIBOR/ compounded SOFR	-	4.1070%
Bank Loan	Variable	Term SOFR 3 months	6.45285%	6.5069%
United States Private Placement - USPP	Fixed	6.30%	-	6.4307%
BPIfrance loans	Fixed	4.65%	-	4.9504%
BPIfrance loans	Variable	EURIBOR 12 months	4.0450% et 4.8050%	4.2577%
Stimulus Participating Loan (Prêt Participatif de Relance - PPR)	Fixed	5.00%	-	5.0625%

^(a) The total effective rate for the transaction is calculated on completion and includes costs relating to the transaction.

^(b) The transition from LIBOR to compounded SOFR was effective during the year 2023.

12-2-7: Credit lines

The Group had the following revolving credit facility as of 31 January 2025 which can be drawn in euros (EUR) and United States dollars (USD):

	Amount of the credit line	Amounts drawn at 31 January 2025	Expiry of facility	Number of banks in the pool
Bank pool	300 MEUR	-	2029	8

Interest rates are indexed to EURIBOR or compounded SOFR plus a margin depending on the leveraged ratio based on the consolidated financial statements excluding leasing activity. The margin is currently fixed at 0.70% and may vary between 0.60% and 1.15%. An additional

margin of 0.25% is added to the margin for the drawdown in United States dollars. Depending on the achievement of the ESG targets, the margin is increased or decreased between 0.02% and 0.04%. The actual margin after ESG target achievement is 0.68%.

12-2-8: Fair value of debts

The book values of current loans and variable rate debts are close to their fair values. Fixed rate debts are analyzed as follows:

	31 January 2025				
	Book value	of which accrued interests	Fair value	Fair value +50 bps	Fair value -50 bps
Bond issue – Quadient S.A. 2.25% 325 MEUR	266.2	5.8	266.2	266.2	266.2
Stimulus Participating Loan (<i>Prêt Participatif de Relance</i> - PPR)	90.5	0.5	93.7	95.6	91.7
United States Private Placement - USPP	96.4	0.2	95.0	97.7	92.2
BPIfrance loans	10.3	0.3	10.4	10.6	10.2
Schuldschein EUR	83.4	0.9	80.1	80.9	79.2
Schuldschein USD	43.5	0.2	39.3	40.0	38.6

12-3: Financial income and expenses**12-3-1: Accounting principles****Effective interest rate**

The effective interest rate is the rate used to precisely discount future cash flows to maturity, to obtain the net value of the debt at the initial recognition date. To calculate the effective interest rate of a financial debt, the future cash flows are determined based on the contractual repayment dates.

Transaction costs

Transaction costs are the marginal costs directly attributable to the arrangement of a credit facility. These include fees and commissions paid to brokers and advisers, levies charged by the market authorities, stock exchange fees and transfer taxes and duties. However, they do not include issue premiums, the allocation of internal administrative expenses and head office expenses. For financial debt measured at amortized cost, transaction costs are included in the amortized costs calculation using the effective interest rate method and are amortized in the income statement over the life of the instrument.

12-3-2: Cost of debt

The table below represents the gross cost of debt by currency after exercise of the hedging instruments and the effects of the valuation of portfolio interest rate transactions for the financial year ended on 31 January 2025. The calculation is based on the debt detailed in the note 12-2-2.

The net financing cost rate, calculated from the net cost of debt, *i.e.* 38.0 million euros, divided by the average net debt (average financial debt - average cash and cash equivalents) during the year, equals 5.25%.

Currency	Gross rate	Amount in currency
Euros (EUR)	4.03 %	27.8
Financial costs before hedging impact	3.91 %	28.1
Hedging impact	0.12 %	(0.3)
United States dollars (USD)	3.24 %	5.5
Financial costs before hedging impact	5.76 %	7.9
Hedging impact	(2.52) %	(2.4)

12-3-3: Capitalized/amortized debt costs

The costs related to the arrangement of the different debts amounts to 1.4 million euros in 2024 compared with 3.3 million euros in 2023.

The difference between the straight-line amortization of these costs and the calculation of the amortized cost of capital is not material, therefore there has been no restatement for the IFRS financial statements.

12-4: Risk management

12-4-1: Accounting principles

Quadient uses derivative instruments to limit its exposure to the risk of fluctuations in interest rates and exchange rates.

In accordance with IFRS 9, Quadient initially recognizes all derivative instruments on the balance sheet under financial instruments at fair value. This is estimated on the basis of market conditions. The fair value of the derivatives is then re-assessed at each accounting date thereafter.

Accounting for hedging transactions

On implementation of the hedge, the Group clearly identifies the hedging and hedged items. This hedging is formally documented by identifying the hedging strategy, the risk hedged and the method used to assess the effectiveness of the hedge. Tests are then carried out to demonstrate the effectiveness of the hedge.

The treatment of derivative instruments identified as forming hedges varies in accordance with IFRS 9 definitions, according to whether they are:

- fair value hedge;
- future cash flow hedge;
- net investment hedge.

Fair value hedge

Changes in the fair value of derivative instruments are charged to the income statement. At the same time, the item hedged is also recognized at fair value up to the risk hedged. As a consequence, changes in the two items are recognized symmetrically under net financial expenses, so that only ineffective hedging impacts the income statement.

This approach is applied in particular to swaps of fixed to variable rate and to the corresponding hedged debt.

Future cash flow hedge

For changes in the fair value of derivative instruments, changes in the effective portion of the hedging relationship are charged to shareholders' equity, while changes in the fair value of the ineffective portion are charged to the financial income.

Profits and losses that are recognized through equity are posted to the income statement for the period during which the hedged transaction affects net income.

This treatment is applied in particular to swaps of fixed to variable rate, as well as to the purchase and sale of currency futures or options.

Net investment hedge

The accounting principle is similar to future cash flow hedges. The gain or loss relating to the effective portion of the hedging instrument is charged directly to shareholders' equity, while the ineffective portion is charged to the income statement. When the Group withdraws from a foreign business, the cumulative value of profits and losses that have been recognized directly in shareholders' equity is recognized through the income statement.

Recognition of derivatives not qualifying as hedging instruments

For derivatives, which do not meet the criteria for recognition as hedging instruments as described above, any gain or loss resulting from changes in fair value is charged to the financial income.

12-4-2: Market risks

The Group is mainly exposed to currency exchange rate risks through its international activity and to interest rate risks through its debt.

The Group treasurer, who reports to the Group chief financial officer, monitors exchange rate and interest rate risks for all Quadient Group entities. A report showing the Group's underlying position and hedges is sent each month to the chief financial officer to provide complete visibility on the financial risks relating to hedging activities, and to measure the financial impact of unhedged positions.

Quadient uses the services of an independent consultancy based in Paris. This consultancy helps Quadient in its exchange rate risk hedging policy, and values its portfolio of hedging instruments under IFRS. This ensures the consistency of methodologies used and provides a financial opinion independent of any financial institution.

This company has the technical and human resources to monitor interest rate and exchange rate trends every day and alert the Group treasurer in light of the strategy in place.

However, no guarantee can be given regarding the Group's ability to hedge effectively against market risks.

Exchange rate risk**Natural hedge**

Quadient enjoys a natural hedge on its current operating margin and its net income.

Based on the 2025 budget, the breakdown of sales and costs in United States dollars is as follows: sales 55%, cost of sales 13%, operating costs 47%, and interest expenses 35%. A 5% decrease in the euro / United States dollar exchange rate from the budget rate of 1.14 would have the following impacts on the Group's income statement: sales (30.0) million euros, current operating income (6.0) million euros and net income (4.0) million euros.

Based on the 2025 budget, the breakdown of sales and costs in pounds sterling is as follows: sales 7%, cost of sales 4%, operating costs 8%. A 5% decrease in the euro / pound sterling exchange rate from the budget rate of 0.87 would have the following impacts on the Group's income statement: sales (4.0) million euros and non-significant impact on current operating income and net income.

The other currencies are not a major concern for the Group. None of them, taken individually, represents more than 5% of total sales. Beyond the natural hedge, no guarantee can however be given regarding the Group's ability to hedge exchange rate risk effectively.

Risk management policy

Quadient has a policy of centralizing its foreign currency risk, enabling it to monitor the Group's overall exchange rate risk exposure and to gain full control over the market instruments used in hedging operations.

For each consolidated position managed, a hedging strategy is set up at the same time as the reference exchange rate to be defended is set. The hedging strategy involves a combination of firm or optional hedging instruments, along with open positions protected by stop losses. These stop losses are predetermined exchange rates that trigger hedging transactions when they are hit. As a result, through the use of mathematical models, the hedging strategy enables a reference exchange rate to be defended from the start for the entire position in the event of adverse exchange rate fluctuations.

Year-end position

The tables below represent Quadient's positions as of 31 January 2025 regarding exchange rate hedging for commercial activities.

2024 FINANCIAL YEAR – BALANCE SHEET HEDGING: HEDGING POSITIONS COVERING FINANCIAL ASSETS OR LIABILITIES ON QUADIENT'S BALANCE SHEET AT 31 JANUARY 2025 AND EXPECTED TO BE REALIZED NO LATER THAN APRIL 2025

Notional value	USD	GBP	CAD	NOK	JPY	SEK	CHF	DKK	CZK	SGD	AUD	PLN
Financial assets	53.9	1.8	1.7	0.5	119.0	-	3.6	1.1	21.7	0.6	1.2	0.2
Financial liabilities	28.7	7.0	1.4	1.7	20.2	6.1	1.3	1.2	114.7	1.0	0.6	0.3
Net exposure before hedging	25.2	(5.2)	0.3	(1.2)	98.8	(6.1)	2.3	(0.1)	(93.0)	(0.4)	0.6	(0.1)
Hedging	(24.7)	2.5	(3.0)	-	(43.4)	-	1.3	-	91.0	(4.3)	(0.7)	(0.4)
NET EXPOSURE AFTER HEDGING	0.5	(3.7)	(2.7)	(1.2)	55.4	(6.1)	3.6	(0.1)	(2.0)	(4.7)	(0.1)	(0.5)

Quadient uses symmetric options tunnels in particular. These option instruments are unlikely to be exercised in a reciprocal manner in terms of the spot exchange rate or expiry date. As a result, for each tunnel only one of the two options is reported in the table above. The value of the commitment in these symmetric options is 4.0 million United States dollars sold.

Quadient also makes use of asymmetric option tunnels. The asymmetric part of this kind of options is presented in the table above with a view to reflecting the Group's maximum commitment. The asymmetric part by currency is as follows: 3.5 million United States dollars sold.

2025 BUDGET: HEDGING POSITIONS COVERING ANTICIPATED FINANCIAL ASSETS AND LIABILITIES IN FINANCIAL YEAR 2025 EXPECTED TO BE REALIZED NO LATER THAN APRIL 2026

Notional value	USD	GBP	CAD	NOK	JPY	SEK	CHF	DKK	CZK	SGD	AUD	PLN
Financial assets	279.6	60.7	21.7	17.0	861.5	29.3	13.5	8.0	258.6	10.1	8.0	1.0
Financial liabilities	195.0	38.9	20.8	2.8	186.5	2.8	6.8	5.9	873.0	10.4	0.8	1.5
Net exposure before hedging	84.6	21.8	0.9	14.2	675.0	26.5	6.7	2.1	(614.4)	(0.3)	7.2	(0.5)
Hedging	(18.0)	(3.1)	-	(5.5)	(175.0)	(8.0)	-	-	225.0	-	(1.1)	-
NET EXPOSURE AFTER HEDGING	66.6	18.7	0.9	8.7	500.0	18.5	6.7	2.1	(389.4)	(0.3)	6.1	(0.5)

Quadient uses symmetric options tunnels in particular. These option instruments are unlikely to be exercised in a reciprocal manner in terms of the spot exchange rate or expiry date. As a result, for each tunnel only one of the two options is reported in the table above. The value of the commitment in these symmetric options is 7.0 million United States dollars sold, 40.0 million Japanese yen sold, 1.4 million Sterling pound sold and 0.2 million Australian dollars sold.

Quadient also makes use of asymmetric option tunnels. The asymmetric part of this kind of options is presented in the table above with a view to reflecting the Group's maximum commitment. The asymmetric part by currency is as follows: 4.5 million United States dollars sold, 40.0 million Japanese yen sold, 0.9 million Sterling pound sold and 0.2 million Australian dollars sold.

Hedging instruments

The Quadient Group hedges its exchange rate risk using over-the-counter derivative instruments contracted with external counterparties. The derivative instruments used by the treasury department in its hedging strategies are as follows:

- firm derivatives such as forward currency purchases and sales;
- plain vanilla options such as puts and calls;
- second generation options (knock-in or knock-out barrier options).

Instrument details

The instruments in the portfolio have a maturity of less than twelve months as of 31 January 2025. These instruments are listed below by type and by currency for the period to which they relate.

2024 FINANCIAL YEAR: ASSETS AND LIABILITIES HEDGING

Notional value – Cash flow hedging	Forward purchases	Forward sales	Put options bought	Put options sold	Call options bought	Call options sold
USD	-	17.2	4.0	-	-	7.5
GBP	2.5	-	-	-	-	-
CAD	-	3.0	-	-	-	-
JPY	-	43.4	-	-	-	-
CHF	1.3	-	-	-	-	-
CZK	110.0	19.3	-	-	-	-
SGD	-	4.3	-	-	-	-
AUD	-	0.7	-	-	-	-
PLN	-	0.4	-	-	-	-

■ 2025 BUDGET: HEDGING OF ANTICIPATED POSITIONS

Notional value – Total	Forward purchases	Forward sales	Put options bought	Put options sold	Call options bought	Call options sold
USD	-	6.5	7.0	-	-	11.5
GBP	-	0.8	1.4	-	-	2.3
NOK	-	5.5	-	-	-	-
JPY	-	95.0	40.0	-	-	80.0
SEK	-	8.0	-	-	-	-
CZK	225.0	-	-	-	-	-
AUD	-	0.8	0.2	-	-	0.4

At year-end, the operations shown in the above table are broken down as follows:

Notional value – Cash flow hedging	Forward purchases	Forward sales	Put options bought	Put options sold	Call options bought	Call options sold
USD	-	6.5	7.0	-	-	7.0
GBP	-	0.8	1.4	-	-	1.4
NOK	-	5.5	-	-	-	-
JPY	-	95.0	40.0	-	-	40.0
SEK	-	8.0	-	-	-	-
CZK	225.0	-	-	-	-	-
AUD	-	0.8	0.2	-	-	0.2

Notional value – Ineffective portion of hedge instruments	Forward purchases	Forward sales	Put options bought	Put options sold	Call options bought	Call options sold
USD	-	-	-	-	-	4.5
GBP	-	-	-	-	-	0.9
JPY	-	-	-	-	-	40.0
AUD	-	-	-	-	-	0.2

■ AVERAGE HEDGE RATE

Currency	USD	GBP	CAD	NOK	JPY	SEK	CHF	CZK	SGD	AUD	PLN
Average hedge rate	1.0630	0.8410	1.5069	11.7706	160.0501	11.3666	0.9453	25.2824	1.4154	1.6498	4.2224

The average hedge rate calculation is based on the foreign exchange forwards weighted average rate. Foreign exchange options are not considered for the calculation of the average hedge rate.

Instrument valuations

Derivative instruments are recognized in accordance with the accounting principles and methods presented in note 12-4-1. According to IFRS 13, Quadient implements credit risk methodology concerning

the valuation of financial instruments. In light of the immaterial impact of credit risk, Quadient does not recognize them in the financial statements on 31 January 2025.

Notional value	31 January 2024	Changes recognized through equity – Fair value via OCI ^(a)	Changes recognized through equity – Aligned cost of hedge	Changes recognized in the income statement – Fair value via P&L	Changes recognized in the income statement – Non aligned cost of hedge	31 January 2025
Financial assets	-	-	0.1	-	-	0.1
Cash flow hedge	-	-	0.1	-	-	0.1
Ineffective hedge	-	-	-	-	-	-
Financial liabilities	0.2	0.1	-	0.4	0.2	0.9
Cash flow hedge	0.2	0.1	-	0.4	-	0.7
Ineffective hedge	-	-	-	-	0.2	0.2

(a) OCI: Other Comprehensive Income.

Sensitivity of the instruments

Concerning the financial instruments hedging the operations carried out in financial year 2024 for which the commitments are still in the balance sheet at year-end, the impact of a 10% increase in the foreign currency *versus* the euro would be a 2.1 million euros loss. The impact of a 10% decrease in the foreign currency *versus* the euro would be a 1.2 million euros gain.

Concerning the operations hedging the 2025 budget positions, the sensitivity to an exchange rate change is detailed in the tables below.

For a 10% increase in foreign currency *versus* the euro:

	Impact on equity	Impact on net income
Financial assets	0.7	-
Financial liabilities	1.5	0.5

For a 10% decrease in foreign currency *versus* the euro:

	Impact on equity	Impact on net income
Financial assets	(0.6)	-
Financial liabilities	(1.3)	0.1

Exchange rate deal counterparty risk

Operations are carried out with first rank international banks that are involved in the revolving credit facility.

Interest rate risk***Risk management policy***

To limit the impact of a rise in interest rates on its interest expenses, Quadient decided to implement a risk-hedging policy aimed at protecting a maximum annual interest rate for the three years ahead at all times. A rolling management horizon is used in order to always have three years of management.

The Group has a policy of centralizing its interest rate risk, enabling it to monitor the Group's overall interest rate risk exposure and to fully control the market instruments used in hedging operations. The Group hedges its interest rate risk depending on its current debt levels, but also according to likely future movements in debts, arising from drawings on its revolving credit facilities.

Financial instruments are carried by the legal entities that have the corresponding debt on their balance sheet.

A hedging strategy is adopted on the basis of the position to be managed and the reference interest rate adopted. The strategy is aimed at protecting the reference interest rate and at taking advantage, at least to some extent, of favorable movements. Hedging strategies involve definite and optional derivative instruments, and open positions are maintained if possible. The valuation of the open position based on market forward interest rates, along with the interest rates obtained through hedging operations, should always protect the reference interest rate. Hedging strategies cover the period three years ahead at all times. However, the level of coverage and the weightings of the various derivative instruments may vary from one year to the next, since the aim is to maintain greater scope for optimizing positions in later years.

Year-end position

The table below sets out Quadient's position as of 31 January 2025 by maturity for the major currencies:

Notional value	EUR				USD			
	<1 year	1 to 5 years	>5 years	Total	<1 year	1 to 5 years	>5 years	Total
Debt	337.4	364.6	56.2	758.2	6.6	240.8	71.4	318.8
Of which fixed-rate debts	289.4	151.3	36.2	476.9	-	73.6	71.4	145.0
CORRESPONDING HEDGE MATURITIES	-	25.0	-	-	75.0	125.0	-	200.0

The corresponding interest flows (excluding margin impacts) were calculated based on constant debt forward interest rate conditions and exchange rate parity at year-end. The following schedule is obtained:

	2025	2026	2027
Interest on fixed rates	8.3	8.1	7.9
Interest on the variable rate position	12.5	11.8	12.7
Interest on hedging operations	(1.1)	(0.1)	(0.1)
TOTAL	19.7	19.8	20.5

Sensitivity of the financial results to interest rate changes is as follows:

	2025	2026	2027
Sensitivity to a +0.5% increase in interest rates	1.0	1.8	2.1
Sensitivity to a (0.5)% decrease in interest rates	(1.2)	(1.9)	(2.2)

For 2024, the Group's policy was to protect its net financial income in advance. As a result, after hedging and on a fixed-debt basis, 78% of the Group's debt is not exposed to forward interest rates for the current

financial year and 22% of the debt remains exposed to forward rates as of 31 January 2025.

Instrument details

Quadient uses standard and liquid derivative instruments. The instruments used are as follows:

- firm derivatives: swaps and Forward Rate Agreement (FRA);
- plain vanilla options: buying and selling of caps and floors (used either alone or in combination);

- knock-in or knock-out barrier options: buying and selling of caps and floors (used either alone or in combination);
- buying and selling of swaptions (used either alone or in combination).

Management mandates, packaged bank hedging products and derivative instruments that introduce a reference other than the underlying asset (*quanto* swaps for example) are strictly forbidden by internal procedures.

Derivative instrument details

The instruments in the portfolio are listed below, according to type, currency and maturity.

Notional value	Currency	<1 year	1 to 5 years	>5 years
Cross currency swap – Prêteur EUR/Emprunteur USD	EUR/USD	-	19.0/21.2 11.0/11.6	-
Swap emprunteur	USD	25.0	25.0	-
Achat de cap	USD	50.0	100.0	-
Achat de cap	EUR	-	25.0	-
Vente de floor	USD	-	130.0	-
Vente de floor	EUR	-	25.0	-
Vente de cap	USD	50.0	-	-

DERIVATIVE INSTRUMENTS QUALIFIED AS FUTURE CASH FLOW HEDGE

Notional value	Currency	<1 year	1 to 5 years	>5 years
Cross currency swap	EUR/USD	-	19.0/21.2 11.0/11.6	-
Swap emprunteur	USD	25.0	25.0	-
Achat de cap	USD	50.0	100.0	-
Achat de cap	EUR	-	25.0	-
Vente de floor	USD	-	80.0	-
Vente de floor	EUR	-	25.0	-
Vente de cap	USD	50.0	-	-

INSTRUMENTS NOT ELIGIBLE FOR HEDGE ACCOUNTING

Notional value	Currency	<1 year	1 to 5 years	>5 years
Floor – seller	USD	-	50.0	-

Instrument valuations

Derivative instruments are recognized in accordance with the accounting principles and methods presented in note 12-4-1. All interest rate derivative instruments are thus valued on the balance sheet and in the income statement at their market value, in accordance with IFRS 9. According to IFRS 13, Quadient set up a credit risk methodology concerning the valuation of financial instruments. In light of the immaterial impacts of credit risk, Quadient decided not to recognize these in the financial statements at 31 January 2025.

Changes in the market value of instruments not eligible for hedge accounting have been charged in their entirety to the income statement. The ineffective portion of instruments eligible for hedge accounting, plus the time value of these instruments, have been charged to net financial expenses. Changes in the intrinsic value of these instruments have been recognized as restatement of equity.

Quadiant applies IFRS 9 on hedge instruments

	31 January 2024	Premium on new operations	Changes recognized through equity – Fair value via OCI ^(a)	Changes recognized through equity – Aligned cost of hedge	Changes recognized in the income statement – Fair value via P&L	Changes recognized in the income statement – Non aligned cost of hedge	31 January 2025
Financial assets (derivatives)	7.4	0.3	(1.6)	(1.9)	(0.4)	-	3.8
Debt and swap at fair value hedge	-	-	-	-	-	-	-
Derivative instruments qualified as cash flow hedge	7.4	0.3	(1.6)	(1.9)	(0.4)	-	3.8
Derivative instruments not eligible	-	-	-	-	-	-	-
Financial liabilities (derivatives)	3.6	0.2	(1.2)	(1.8)	1.0	-	1.8
Derivative instruments qualified as cash flow hedge	3.6	0.2	(1.2)	(1.8)	1.0	-	1.8
Derivative instruments not eligible	-	-	-	-	-	-	-

(a) OCI: Other Comprehensive Income.

Sensitivity to interest rate variations

The impact on the financial statements of an increase of 0.5% in the interest rates for the year ending 31 January 2025 is as follows:

	31 January 2025	Impact on equity	Impact on income statement	31 January 2025
Financial assets (derivatives)	3.8	1.4	-	5.2
Debt and swap at fair value hedge	-	-	-	-
Derivative instruments qualified as cash flow hedge	3.8	1.4	-	5.2
Derivative instruments not eligible	-	-	-	-
Financial liabilities (derivatives)	1.8	(0.4)	-	1.4
Derivative instruments qualified as cash flow hedge	1.8	(0.4)	-	1.4
Derivative instruments not eligible	-	-	-	-

The impact on the financial statements of a decrease of 0.5% on the interest rates for the year ending 31 January 2025 is as follows:

	31 January 2025	Impact on equity	Impact on income statement	31 January 2025
Financial assets (derivatives)	3.8	(1.1)	-	2.7
Debt and swap at fair value hedge	-	-	-	-
Derivative instruments qualified as cash flow hedges	3.8	(1.1)	-	2.7
Derivative instruments not eligible	-	-	-	-
Financial liabilities (derivatives)	1.8	0.5	-	2.3
Derivative instruments qualified as cash flow hedges	1.8	0.5	-	2.3
Derivative instruments not eligible	-	-	-	-

Fixed income transaction counterparty risk

Fixed income transactions are carried out with first rank international banks that take part in the revolving credit facility.

12-4-3: Liquidity risk

The Group believes that its cash flow before net cost of debt and income taxes (as defined in the consolidated statements of cash flows) will easily enable it to service its debt, given the current level of that debt. Group debt (*Schuldschein* and revolving credit facility) is subject to compliance with covenants. Failure to comply with these covenants may lead to early repayment of the debt. Quadient complied with all covenants as of 31 January 2025.

However, this ability will depend on the Group's future performance, which is partly related to the economic cycle, which the Group cannot control. No guarantee can therefore be given regarding the Group's ability to cover its future financial requirements.

As of 31 January 2025, the Group has 300.0 million euros in unused credit lines.

12-4-4: Credit risk**Customers' counterparty risk exposure (receivables, lease receivables)**

Credit risk is limited because of the diversity and the very high number of customers and because of the low unit value of each contract. No customer accounts for more than 3% of sales.

The Group's main subsidiaries are equipped with information & telecommunication tools and dedicated teams that allow them to tailor their receivables collection processes to every customer. In addition, the leasing and postage financing activities have their own credit scoring tools and systematically use an external credit scoring opinion at the inception of a new contract.

During the monthly operating reviews, led by the Group finance department, the accounts receivable of each subsidiary are analyzed.

12-4-5: Dependence on suppliers

The Group's main supplier is Videoton which accounts for 19.1% of Group production purchases in 2024. In 2023, the main supplier was Hewlett Packard (HP), which accounted for 19.1% of Group production purchases.

The top five and the top ten suppliers respectively account for 30.4% and 44.6% of total Group purchases in 2024, compared with 23.7% and 36.5% in 2023.

Any disruption in supply from any one of these suppliers could significantly affect the Group's business, even though clauses are written into the contracts to protect the Group against this risk. Quadient has already put in place alternative solutions in case such an event occurs.

12-4-6: Banking counterparty risk exposure

The Group defined a list of the banks that subsidiaries are allowed to deal with and made it mandatory to use these authorized banks for cash deposits. Generally, banking services cannot be attributed to unauthorized banks. Exceptions can be made with the authorization of the Group cash management department.

Regarding the offsetting of derivatives in accordance with IFRS 7, Quadient recorded derivatives under assets of 4.0 million euros and liabilities of 5.2 million euros before netting. These transactions are carried out with five banking partners. As of 31 January 2025, the netting of these instruments would be a liability of 0.4 million euros.

12-4-7: Exposure to the Ukrainian conflict

In the context of the recent military developments in Ukraine, the Group does not expect, at the moment, significant impacts on its financial situation. Quadient's business exposure is limited: Quadient conducts no meaningful business with Ukraine or Russia and has ceased its activities with Russia in accordance with the sanctions imposed by the European Union. Quadient has no supply chain exposure in the region and has no direct employees in these countries. Quadient works with a small group of software developers contractors supporting and developing the YayPay solution. This solution is cloud-based, hosted in European Union and North America and is securely accessed, managed and maintained remotely, from anywhere in the world. Business continuity plans are in place worldwide and Quadient do not anticipate any disruption to the use and the support of the software. However, as the sanctions imposed on Russia by a number of countries could lead to a global economic slowdown, the Group is not in a position at present to quantify any impact.

Note 13 Tax position**13-1: Accounting principles**

In accordance with IAS 12, Quadient uses a balance sheet approach to account for deferred taxes. This consists of calculating the deferred tax on temporary differences, which are the difference between the tax base of an asset or liability and its book value on the balance sheet. Quadient also applies the variable carry-forward method.

Deferred taxes are valued at the tax rate, either in force or coming into force, which is expected to be applied for the year in which the asset is realized or the liability settled.

Due and deferred tax assets and liabilities are offset for a given tax authority where there is a legally enforceable right to offset.

The book value of deferred tax assets is revised at each accounting date and reduced if it is unlikely that adequate taxable profits will be available to make use of the benefit of all or part of the deferred tax asset. Unrecognized deferred tax assets are valued at each accounting date and are recognized if it is probable that future profits will make them recoverable.

The Group's French companies use the tax consolidation system. The same applies to the Group's subsidiaries in each of the countries in which they are registered.

13-2: Main tax rates

The rates used in the main countries to calculate current and deferred tax at 31 January 2025 are as follows:

	Current tax	Deferred tax
France	25.3%	25.8%
United Kingdom	25.0%	25.0%
Netherlands	25.0%	25.0%
United States	26.0%	25.9%
Germany	31.6%	31.6%

13-3: Tax proof

The reconciliation between the theoretical tax charge and the actual tax charge is as follows:

	31 January 2025	31 January 2024
Net income of consolidated companies before income tax	84.0	101.0
Tax rate for the consolidating company	25.3 %	25.8%
Theoretical expense	21.3	25.5
Income tax rate differences	(1.7)	(3.8)
Permanent differences ^(a)	(2.2)	(4.0)
Tax rate reduction and other non-recurring items ^(b)	(3.8)	1.0
Prior year tax adjustment	(0.7)	(1.7)
Top-up tax GloBE	3.8	-
Other	0.5	(0.3)
TOTAL INCOME TAX	17.2	16.7
EFFECTIVE TAX RATE	20.5 %	16.5 %

^(a) Permanent differences mainly include the tax benefit arising from the internal transfer of intellectual property, unrecognized tax losses and additional taxes in the United-States.

^(b) This line mainly includes the variation of tax risk provision.

	31 January 2025	31 January 2024
Current income tax charge	39.7	40.2
Additional tax GloBE	3.8	-
Deferred income tax charge	(26.3)	(23.5)
TOTAL INCOME TAX	17.2	16.7

The OECD's international tax reform, known as "Pillar 2", which aims in particular to establish a minimum tax rate of 15%, has come into force in France starting with 2024 financial year. The financial consequences of this reform amount to 3.8 million euros in 2024 and are mainly related to Canada and Ireland.

In accordance with IAS 12.88A, Quadient applies a temporary exception to the recognition and disclosure of deferred tax assets and liabilities relating to Pillar 2 income taxes.

13-4: Deferred taxes

Deferred taxes are mainly due to the following:

	31 January 2024	Changes recognized through equity	Changes recognized in the income statement	Other changes ^(a)	Foreign exchange differences	31 January 2025
Tax loss carry-forwards – Net	8.4	-	(3.3)	(0.7)	0.1	4.5
Pension provision	1.3	(0.3)	0.1	-	(0.1)	1.0
Expenses with deferred deductibility:						
• Inventories and bad debt	2.9	-	(0.1)	0.0	0.1	2.9
• Employees related provisions	2.3	-	(0.1)	-	0.0	2.2
• Fixed assets amortization	59.0	-	6.2	-	2.5	67.7
• Other expenses with deferred deductibility	1.2	-	2.0	0.0	0.2	3.4
Leasing activities	(104.9)	-	(7.6)	-	(4.9)	(117.4)
Patents and other intangible assets	11.2	-	22.3	-	1.2	34.7
Eliminations of margins on inventories, rented and demo equipment	3.2	-	1.0	0.0	(0.1)	4.1
Capitalization of research and development expenses	(10.8)	-	7.1	0.0	0.2	(3.5)
Amortization of assets recognized in purchase price allocations	(5.8)	-	1.6	0.0	0.1	(4.1)
Goodwill amortization	(43.0)	-	(0.2)	-	(1.7)	(44.9)
Pension	(5.7)	1.0	0.2	0.4	(0.2)	(4.3)
IFRS 16	3.7	-	(1.5)	-	0.1	2.3
Other temporary differences	(10.2)	1.1	(1.4)	(0.1)	(0.2)	(10.8)
DEFERRED TAXES ASSETS (LIABILITIES)	(87.2)	1.8	26.3	(0.4)	(2.7)	(62.2)

^(a) The column "Other changes" mainly includes some reclassifications.

As of 31 January 2025, the recognition of deferred tax assets was reviewed. The tax loss carry-forwards recognized as deferred tax assets have been depreciated where it is deemed unlikely that the Group will be able to use these in the five next years. This provision, presented

netted on the line "Tax loss carry-forwards" amounts to (19.7) million euros as of 31 January 2025. The depreciated tax loss carry-forwards represents a tax basis of approximately 77.9 million euros as of 31 January 2025. There are non-activated tax losses within the Group.

Note 14 Shareholders' equity and earnings per share**14-1: Shareholders' equity****14-1-1: Share capital**

At 31 January 2025, the parent company share capital totalled 34.5 million euros divided into 34,468,912 ordinary shares with a par value of one euro each. The share capital is fully released.

14-1-2: Additional paid-in capital

Additional paid-in capital represents the net amount received by the Company in excess of the par value on issuance, fully distributable. As of 31 January 2025, additional paid-in capital amounted to 51.4 million euros, same amount as of 31 January 2024.

14-1-3: Reserves and retained earnings

This item mainly comprises cumulative net income over each financial year, as well as dividend payments and the delivery of free shares.

14-1-4: Cumulative translation adjustments

Financial statements of subsidiaries established in local currencies are translated into euros at the year-end exchange rate for balance sheet items and at average rate over the period for income statement and cash-flow items.

The resulting translation difference is recognized in the translation adjustment under shareholders' equity.

Cumulative translation adjustments as of 31 January 2025 amounted to 32.2 million euros compared with 22.4 million euros as of 31 January 2024.

14-1-5: Dividend per share

Parent company retained earnings before appropriation of 2025 net income amounted to 325.5 million euros as of 31 January 2025 compared with 389.4 million euros as of 31 January 2024.

A dividend of 0.70 euros should be paid, subject to the 13 June 2025 General Meeting's approval in relation to the 2024 financial results. If approved, the dividend will be paid in cash and in one instalment the 6 August 2025.

The dividend distributed in relation to the 2023 financial results was 0.65 euro, paid in cash and in one instalment.

14-1-6: Liquidity contract and share buyback program

Equity instruments acquired by the Company are deducted from shareholders' equity. No gain or loss is recognized in the income statement on the purchase, sale, issue or cancellation of instruments representing Group shareholders' equity.

Under the liquidity contract, shares cannot be sold freely by Quadient unless the contract is cancelled. This contract was signed in accordance with the French association of investment companies (AFEI) code of ethics, with Exane BNP Paribas.

Number of shares	31 January 2024	Bought	Sold	Free shares delivery	31 January 2025
Liquidity contract	72,416	436,368	(444,672)	-	64,112
Share-based payments	11,037	852,616	-	(188,618)	675,035

As of 31 January 2025, the Group held 64,112 shares within the framework of the liquidity contract and 675,035 shares for the purposes of fulfilling the commitments on the stock-option and free share allocation programs reserved for employees and Group executives. This compares with 72,416 and 11,037 respectively as of 31 January 2024.

14-1-7: Equity management

In terms of equity management, the Group's objective is to maintain business continuity in order to generate a return for shareholders and to optimize the cost of capital. The Group manages its capital structure in

relation to economic conditions and can adjust the amount of dividends and share buybacks accordingly.

14-1-8: Information on investors

Quadient carried out an analysis of its shareholder base as of 31 January 2025. No shareholder holding more than 3% of share capital has significant business dealings of any kind with Quadient.

14-2: Earnings per share

14-2-1: Accounting principles

Basic earnings per share are calculated by dividing earnings for the period attributable to ordinary shareholders of the parent company by the weighted average number of outstanding ordinary shares during the period. It is restated with the payment of the coupons related to the ODIRNANE issue.

Diluted earnings per share are calculated by dividing earnings for the period attributable to ordinary equity holders of the parent company by the weighted average number of ordinary shares outstanding during the year, plus the weighted average number of ordinary shares that would have been issued on conversion of all potential dilutive ordinary shares.

For stock options, the share buyback method is used. In calculating diluted earnings per share, dilutive options are assumed to have been

exercised. The income from these instruments is assumed to have been received when the ordinary shares are issued, at the average market price during the period. The difference between the number of ordinary shares issued and the number of ordinary shares that might have been issued at the average market price is treated as an issue of ordinary shares without offset. In this way, options only have a dilutive effect when the average market price of ordinary shares during the period exceeds the strike price of the options.

The potentially dilutive instruments correspond to the free shares attributions (note 10-4-2). These instruments are included if and only if their dilutive effect reduces the earning per share or increases the loss per share. According to the IAS 33, if the diluted earnings per share are higher than the earning per share, they are considered as non-representative and reduced to the basic earnings per share.

14-2-2: Earnings per share calculation

The table below sets out the earnings figures used to calculate basic and fully-diluted earnings per share for all activities:

	31 January 2025		31 January 2024	
	Continuing operations	All operations	Continuing operations	All operations
Restated basic earnings (A)	66.5	66.3	82.4	68.7
Effect of dilutive instruments:				
• Dilutive free shares	-	-	0.8	0.8
Diluted net income (B)	66.5	66.3	83.2	69.5
Number of outstanding shares	34,553	34,553	33,952	33,952
Effect on a <i>pro rata</i> time basis of dividend payments in shares, the exercise of stock options, share buybacks for cancellation and liquidity contract	(439)	(439)	25	25
Weighted average number of shares outstanding (in thousands)* (C)	34,114	34,114	33,978	33,978
Weighted average number of outstanding free shares, <i>pro rata temporis</i>	-	-	542	542
Number of shares fully diluted (in thousands)^(a) (D)	34,114	34,114	34,520	34,520
NET EARNINGS PER SHARE (in euros) (A)/(C)	1.95	1.94	2.42	2.02
DILUTED NET EARNINGS PER SHARE (in euros) (B)/(D)	1.95	1.94	2.41	2.01

(a) Weighted average over the period.

At 31 January 2025 for continuing and all operations, the free shares have an accretive effect and have thus been excluded from the calculation of the diluted earnings per share. There was no anti-dilutive instruments at 31 January 2024.

Note 15 Post-closing events

On 3 February 2025, Quadient redeemed at maturity the remaining outstanding amount of its bond debt for 260.4 million euros. On 21 February 2025, Quadient redeemed 29.0 million euros of its Schuldschein debt at maturity.

From 31 January 2025 until the financial statements' approval by the Board of directors, there was no other significant change in the Group's commercial or financial situation, nor material acquisition.

Note 16 Fees paid to the statutory auditors and members of their networks

Accounted for by the Group in 2024 and 2023:

	2024				2023			
	EY		Mazars		EY		Mazars	
	Amount (before VAT)	%	Amount (before VAT)	%	Amount (before VAT)	%	Amount (before VAT)	%
(In thousands of euros)								
Audit, certification and examination of individual and consolidated financial statements								
Issuer	553	28 %	354	28 %	559	31%	329	29%
Fully-consolidated subsidiaries	1,122	57 %	784	62 %	1,099	61%	800	71%
Services other than certification of financial statements								
Issuer	7	0 %	-	-	7	0%	-	-
Fully-consolidated subsidiaries	-	-	-	-	-	-	-	-
Audit sub-total	1,682	85 %	1,138	90 %	1,665	92%	1,129	100%
Other services provided by Auditor and its network								
Acquisitions	-	-	-	-	-	-	-	-
Legal & tax	180	9 %	-	-	65	4%	-	-
Certification of sustainability information	132	6 %	132	10 %				
Other	-	-	-	-	65	4%	-	-
Other services sub-total	312	15 %	132	10 %	129	8%	-	-
TOTAL	1,994	100 %	1,270	100 %	1,794	100%	1,129	100%

6.2 Statutory auditors' report on the consolidated financial statements

This is a free translation into English of the Statutory Auditors' report issued in French and is provided solely for the convenience of English-speaking readers. This report includes information specifically required by European regulations or French law, such as information about the appointment of Statutory Auditors. This report should be read in conjunction with, and construed in accordance with, French law and professional auditing standards applicable in France.

Year ended 31 January 2025

To the Annual General Meeting of Quadient S.A.,

Opinion

In compliance with the engagement entrusted to us by your Annual General Meeting, we have audited the accompanying consolidated financial statements of Quadient S.A. for the year ended 31 January 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 January 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 the independence requirements of the French Commercial Code (*Code de commerce*) and the French Code of Ethics for Statutory Auditors (*Code de déontologie de la profession de commissaire aux comptes*) for the period from 1 February 2024 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.

Valuation of the recoverable amount of goodwill

Risk identified	Our response
Goodwill amounts to 1,130.6 million euros as of 31 January 2025. Goodwill is tested for impairment at least once a year or when there is an impairment indication. Impairment tests are carried out at Cash-Generating Units ("CGU") level or at CGU group level determined by your Group. Impairment is recorded when the recoverable amount of each CGU or CGU group is lower than its carrying amount. Unless otherwise indicated, your Group uses the value in use to measure the recoverable amount of each CGU or CGU groups. Value in use corresponds to the current value of the future cash flows that your Group expects to obtain from identified CGUs or group of CGUs. Future cash flows are based on cash-flow projection assumptions over five years, as described in Note 5-5-1 to the consolidated financial statements. Industrial margins and net assets are reallocated to the country where the equipment is installed, and leasing margins and net assets are reallocated to the country where the signatories of finance lease contracts are located. Support costs (holding, human resources, IT, etc.) are also reallocated to the different CGUs or groups of CGUs on a <i>pro rata</i> basis according to their revenue. Beyond this five-year horizon, the terminal value is calculated by applying to the last cash flow the infinite growth rate. Cash flows are then discounted. The discount rates are determined according to the activities and geographical areas. Where appropriate, these discount rates consider a specific risk premium. The assumptions, sensitivity analysis and the results of the tests performed are disclosed in further detail in Note 5-5 to the consolidated financial statements. Valuation of the recoverable amount of goodwill is a key audit matter, given its significant amount and the fact that its valuation is largely based on Management's judgment and estimates, particularly regarding the cash flow projections, growth rate used, and the discount rate used.	We obtained an understanding of the procedures implemented by Management to determine the value in use of goodwill and to impairment indication. We assessed the conformity of the methodology used in determining the CGUs or group of CGUs with the IFRS in force as well as the allocation of goodwill to them. We assessed the consistency of the impairment model applied and the calculation formulas used. We also analyzed the key assumptions used in the cash flow forecasts. Our work consisted in: • examining the completeness of the items comprising the carrying amount of the CGUs or group of CGUs tested. • assessing the consistency of the reallocation of margins and net assets of the leasing and industrial entities as well as that of support costs. • comparing the projected cash flows with historical data. • analyzing the consistency of projected cash flows with our understanding of your Group's strategic initiatives. • reconciling the data used with business plans prepared by Management and presented to the Board of Directors. • assessing, with the support of our valuation experts, the consistency of the long-term growth rates and discount rates used for the impairment review for each CGU or group of CGUs, with market evidence. • assessing the sensitivity analysis relating to key assumptions to consider the extent of change in those assumptions that either individually or collectively would imply additional goodwill impairment, particularly those relating to forecast future cash flows, including long-term growth rates and discount rates. Finally, we assessed the appropriateness of the disclosures in Notes 5-1 and 5-5 to the consolidated financial statements.

Revenue recognition

Risk identified	Our response
As of 31 January 2025, revenue amounted to 1,092.6 million euros. As described in Note 6-1 ("Sales") your Group measures sales at the fair value of the consideration expected net of any trade discount and volume rebates and excluding any VAT or other taxes, in accordance with IFRS 15. Sales are recognized at the date on which your Group has met performance conditions identified in the contracts. The terms of the commercial contracts between your Group and its customers include the terms and conditions for the transfer of ownership and the performance of services. The analysis of those conditions is decisive for the correct accounting treatment of revenue. For financial leases, your Group recognizes a sale of equipment and records a receivable amounting to the net present value of lease payment receivables over the term of the financing. For software and associated services, your Group recognizes revenue, if the following conditions are met: • your Group has entered into a legal binding agreement with a customer. • the software or service has been delivered or made available. • license fees are fixed and there are no uncertainties on the completion of the contract. As a result, we have considered revenue recognition as a key audit matter, insofar as it is sensitive to Management's judgments and estimates, and therefore, may have a significant impact on the consolidated financial statements.	We obtained an understanding of the procedures, and when necessary, including specific IT systems implemented by the subsidiaries deemed to be the most significant regarding their contribution to achieve the consolidated revenue. We analyzed the compliance of the rules for revenue recognition with IFRS 15 standards. We evaluated and tested key controls used in the revenue recognition process for the subsidiaries deemed to be the most significant. We conducted specified analytical procedures on different categories of revenue for subsidiaries scoped by size or risk, and at the level of your Group, both by geographic region and solution to analyze changes in sales throughout the year. On a sample of contracts, we analyzed: • the related documentation (contracts, invoices, delivery notes, proof of service) to assess whether the recognition has been performed over the right accounting period. • the documentation for some manual entries affecting the revenue accounts by focusing on non-recurring transactions. We also assessed the appropriateness of Note 6-1 to the consolidated financial statements.

Specific Verifications

We have also performed, in accordance with professional standards applicable in France, the specific verifications required by laws and regulations of the information relating to the Group given in the Board of Directors' Group management report.

We have no matters to report as to its fair presentation and its consistency with the consolidated financial statements.

Report on Other Legal and Regulatory Requirements

Format of preparation 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 statutory auditors regarding the annual and consolidated financial statements prepared in the European single electronic format, that the preparation 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 Chief Executive Officer's responsibility, complies with the single electronic format defined in Commission Delegated Regulation (EU) No. 2019/815 of 17 December 2018. Regarding consolidated financial statements, our work includes verifying that the tagging thereof complies with the format defined in the above-mentioned regulation.

Based on our work, we conclude that the preparation 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 (*Autorité des marchés financiers*) agree with those on which we have performed our work.

Appointment of the Statutory Auditors

We were appointed as statutory auditors of Quadient S.A. by the annual general meeting held on 16 June 2022 for FORVIS MAZARS and September 9, 1997 for ERNST & YOUNG et Autres.

As at 31 January 2025, FORVIS MAZARS was in the third year and ERNST & YOUNG et Autres in the twenty-eighth of total uninterrupted engagement, including twenty six years since the securities of the Company were admitted to trading on a regulated market.

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, its internal audit, regarding the accounting and financial reporting procedures.

The consolidated financial statements were approved by the Board of Directors.

Statutory Auditors' Responsibilities for the Audit of the Consolidated Financial Statements

Objectives and audit 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 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 made based on these consolidated financial statements.

As specified in Article L. 82155 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 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 consolidated 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 consolidated financial statements or, if such disclosures are not provided or inadequate, to modify the opinion expressed therein.
- Evaluates the overall presentation of the consolidated financial statements and assesses whether these statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtains sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. The statutory auditor is responsible for the direction, supervision and performance of the audit of the consolidated financial statements and for the opinion expressed on these consolidated financial statements.

Report to the Audit committee

We submit to the Audit committee a report which includes a description of the scope of the audit and the audit program implemented, as well as the results of our audit. We also report significant deficiencies, if any, 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 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 in Articles L. 82127 to L. 82134 of the French Commercial Code (*Code de commerce*) and in the French Code of Ethics for Statutory Auditors (*Code de déontologie de la profession de commissaire aux comptes*). 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, 25 April 2025

The Statutory Auditors

French original signed by

FORVIS MAZARS SA

Francisco SANCHEZ

ERNST & YOUNG et Autres

May KASSIS-MORIN

6.3 Analysis of Quadient S.A.'s annual results

Unless otherwise indicated, all the amounts stated hereafter are in million euros, rounded to one decimal place.

6.3.1 2024 financial year significant events

Financing internal transfers of intellectual property for the Digital solution

Quadient Software Inc, a fully owned subsidiary of Quadient Holdings Inc, acquired the intellectual property of Beanworks, Daylight and Yaypay entities at the beginning of 2024 financial year. In Quadient S.A.'s financial statements, this transaction, for a total of 97.5 million United-States dollars, resulted in (i) an increase in the value of Quadient Holdings Inc. shares of 67.1 million euros, due to a capital increase; and (ii) the recognition of a receivable from Quadient Software Inc.

Acquisition of Package Concierge Inc.

On 17 December 2024, Quadient acquired Package Concierge, Inc., an US-based parcel management solutions provider, valued in the accounts of Quadient S.A. in shares for an amount of 28.1 million euros.

Shareholding events and exit from the Group

As part of the divestment of Quadient Italy Srl on 17 October 2024, Quadient S.A., waived a 27.3 million euros receivables, which had been fully written down; the trade receivable of 1.9 million euros, also fully written down was paid. The disposal of its 100% impaired equity interests for an amount of 1.3 million euros had no impact on Quadient S.A.'s net income.

On 19 June 2024, Quadient S.A. dissolved its subsidiary Neopost Shipping Holding Pty Ltd. As part of this operation, Quadient S.A. recognized the disposal of its investment for 20.5 million euros, which had been fully written down. This dissolution had therefore no impact on Quadient S.A.'s net income.

On 28 January 2025, Quadient S.A. dissolved its subsidiary Neopost Asia Pacific Holding Pte Ltd. As part of this operation, Quadient S.A. incorporated its debt of 1.0 million dollars singapore, valued at 0.7 million euros before recognizing the disposal of its investment for 2.2 million euros, previously written down for 2.3 million euros.

Capital increase and impairment of investments in subsidiaries

On 28 January 2025, Quadient S.A. financed the recapitalization of Quadient Shipping SA, future Lockers activity management contractor for an amount of 30.0 million euros, thereby increasing the value of its shares to 33.8 million euros

The previous impairment of 3.8 million euros on Quadient Shipping SA shares was reversed, as the impairment test this year was conclusive.

On 31 January 2025, the impairment test carried out on equity interests led to no additional impairment.

Debt structure

During the 2024 financial year, Quadient S.A. carried out the following transactions on its financial debt:

Quadient S.A. redeemed 29.5 million euros and 32.0 million United States dollars of the German *Schuldschein* private placement. Quadient S.A. also redeemed part of bond issued on 23 January 2020, (nominal amount of 325.0 million euros maturing on 3 February 2025) for an amount of 7.2 million euros. The outstanding nominal amount is 260.4 million euros at 31 January 2025.

In April 2024, Quadient S.A. arranged loans from BPIfrance for 15.0 million euros with maturities of four and seven years depending on the tranche.

In May 2024, Quadient S.A. issued a German *Schuldschein* private placement for 117.5 million euros and 26.0 million United States dollars on various maturities between three and seven years.

In June 2024, Quadient S.A. extended the maturity of its revolving credit facility by one year to June 2029.

In October 2024, Quadient S.A. issued a German *Schuldschein* private placement for 25.0 million euros with maturities of five and seven years.

In January 2025, Quadient S.A. issued a US private placement for 100.0 million United States dollars with a ten-year maturity amortising from the fourth year.

6.3.2 Operating income

Quadient S.A.'s operating loss amounts to 3.7 million euros compared with a loss of 4.9 million euros as of 31 January 2024.

6.3.3 Financial income

Net financial result is an income of 149.6 million euros in full-year 2024, up from a loss of 41.4 million euros last fiscal year. Dividends received by the Company totalled 161.6 million euros as of 31 January 2025 compared with 39.8 million euros as of 31 January 2024.

Net interest income from the Group's subsidiaries totals 19.9 million euros (20.5 million euros as of 31 January 2024), before recognition of a loss of 27.3 million euros on receivables (gain of 1.1 million as of

31 January 2024) and a loss on shares of subsidiaries of 23.9 million euros (34.9 million euros as of 31 January 2024).

Net interest expenses for external borrowings stand at 31.5 million euros (25.6 million euros as of 31 January 2024). The different entities shut-down led to the reversal of financial provisions associated with these subsidiaries for a total of 52.2 million euros (compared to a net depreciation loss of 39.7 million euros as of 31 January 2024).

6.3.4 Extraordinary income

Quadient S.A.'s recorded no extraordinary result compared with a gain of 0.4 million euros as of 31 January 2024.

Treasury share disposals under the liquidity contract generate 0.2 million euros (0.3 million euro as of 31 January 2024) of extraordinary income

on capital transactions and 0.2 million euros (0.0 million euros as of 31 January 2024) of extraordinary expenses on capital transactions. No extraordinary income from management operations is recorded in 2024 (0.1 million euro as of 31 January 2024).

6.3.5 Net income

Net income is a profit of 149.3 million euros compared to a loss of 38.6 million euros as of 31 January 2024, after a net tax income of 3.4 million euros (7.3 million euros as of 31 January 2024).

In accordance with the article 223 *quater* of the French general tax code (CGI), the financial statements for the current year include 82,699 euros of non-tax-deductible expenses (article 39-4 of the CGI), but do not include the non-tax-deductible general expenses (article 39-5 of the CGI).

6.3.6 Shareholders' equity

Quadient S.A.'s shareholders' equity amounts to 567.2 million euros as at 31 January 2025, an increase of 127.1 million euros year-on-year. This

increase corresponds to the 2024 net income and 22.2 million euros paid to shareholders for the 2023 dividend.

6.3.7 Trade payables and receivables ageing

Invoices received and issued not paid at the end of the financial year and for which the payment term has expired (article D.441-4):

	31 January 2025	Number of invoices
Trade payables – Ageing		
• Not due	10.2	174
• Between 1 and 30 days	0.6	7
• Between 31 and 60 days	0.0	2
• Between 61 and 90 days	0.0	1
• More than 90 days	0.1	10
TOTAL	10.9	194

Suppliers are contractually paid within 30 days.

	31 January 2025	Number of invoices
Trade receivables – Ageing		
• Not due	20.0	188
• Between 1 and 30 days	-	-
• Between 31 and 60 days	0.0	4
• Between 61 and 90 days	-	-
• More than 90 days	0.0	13
TOTAL	20.0	205

Customer payments are contractually collected within 30 days.

6.3.8 Five-year results table

	31/01/2021	31/01/2022	31/01/2023	31/01/2024	31/01/2025
Share capital					
Capital at year-end closing	34.6	34.6	34.5	34.5	34.5
Number of shares	34,562,912	34,562,912	34,468,912	34,468,912	34,468,912
Operations and earnings					
Sales excluding tax	33.7	30.7	36.1	34.7	44.0
Earning before taxes, depreciation/amortization and provisions	(6.5)	84.4	49.0	(5.3)	93.6
Income taxes	6.6	5.5	3.4	7.3	3.4
Amortization expense and provisions	29.5	13.8	(1.1)	(40.6)	52.5
Net income	29.6	103.7	51.3	(38.6)	149.3
Distributed earnings	17.2	18.9	20.6	22.3	24.1
Earnings per share (in euros)					
Earnings after tax, before depreciation/amortization and provisions	0.00	2.60	1.52	0.06	2.81
Earnings after tax, depreciation/amortization and provisions	0.86	3.00	1.49	(1.12)	4.34
Dividends paid	0.50	0.55	0.60	0.65	0.70

	31/01/2021	31/01/2022	31/01/2023	31/01/2024	31/01/2025
Employees					
Average headcount	43	45	49	46	51
Payroll	9.6	9.0	8.3	6.5	8.4
Employee benefits paid (Social security, social welfare)	6.3	4.1	1.8	3.4	4.3

6.3.9 Dividends

A dividend of 0.70 euro, 8% higher than last financial year, should be paid, subject to the 13 June 2025 General Meeting's approval in relation to the 2024 financial results. If approved, the dividend will be paid in cash and in one instalment on 6 August 2025.

The statutory reserve has been funded to 10% of the share capital.

The distributable reserve amount therefore to 477.9 million euros and are calculated as follows:

(In euros)	31 January 2025
Allocation of income subject to the approval of the Annual General Meeting of shareholders:	
• Retained earnings	328,546,451.03
• 2024 net income	149,307,804.63
• Deduction from issue premium	-
TOTAL	477,854,255.66

The total amount of dividends paid for the three previous years may be found in the table for the five previous financial years.

6.3.10 Statutory auditors' engagement

Forvis Mazars, represented by Francisco Sanchez;

Ernst & Young et Autres, represented by May Kassis-Morin.

6.3.11 Post-closing events

On 3 February 2025, Quadient redeemed at maturity the remaining outstanding amount of its bond debt for 260.4 million euros. On 21 February 2025, Quadient repaid 29.0 million euros of its *Schuldschein* debt at maturity.

From 31 January 2025 until the financial statements' approval by the Board of directors, there were no other significant changes in the company's commercial or financial situation.

6.3.12 2025 outlook

Quadient S.A. will continue to act as the holding Company for the Quadient Group.

6.4 Quadient S.A. statements of financial position

6.4.1 Balance sheet

ASSETS

(In million euros)	Notes	31 January 2025	31 January 2024
Intangible fixed assets			
Gross value		41.2	41.2
Amortization		(41.2)	(41.2)
	(3)	0.0	0.0
Tangible fixed assets			
Gross value		0.3	0.3
Amortization		(0.2)	(0.2)
	(3)	0.1	0.1
Financial assets			
Gross value		1,422.3	1,355.0
Impairment		(72.4)	(100.3)
	(4)	1,349.9	1,254.7
Net receivables			
Net accounts receivable		20.0	23.2
Net other receivables		390.1	379.4
	(5)	410.1	402.6
Short-term investments and cash & cash equivalents			
Treasury shares		12.3	1.6
Short term securities		-	-
Cash & cash equivalents		320.8	70.2
	(6)	333.1	71.8
Financial derivative instruments		0.6	1.5
Prepaid expenses		1.2	1.6
Differed charges		3.5	3.3
Unrealized foreign exchange losses	(7)	27.9	18.0
TOTAL ASSETS		2,126.4	1,753.6

The following notes form an integral part of the financial statements.

LIABILITIES

(In million euros)	Notes	31 January 2025	31 January 2024
Share capital		34.5	34.5
Additional paid-in capital		51.4	51.4
Reserves		332.0	392.8
Net income		149.3	(38.6)
Shareholders' equity	(8)	567.2	440.1
Contingency and loss provisions			
Contingency provisions		0.8	2.1
Loss provisions		2.2	1.2
	(9)	3.0	3.3
Financial debts			
Bank loans		1,006.5	761.1
Other borrowings and debts		0.9	0.6
	(10)	1,007.4	761.7
Accounts payable			
Trade payables		10.9	21.1
Provisional dividends payable		-	-
Other operating liabilities		506.0	508.7
Taxes		0.3	0.2
		517.2	530.0
Financial derivative instruments		4.1	2.4
Overdrafts		0.3	0.0
Unrealized foreign exchange gains	(7)	27.2	16.1
TOTAL LIABILITIES		2,126.4	1,753.6

The following notes form an integral part of the financial statements.

6.4.2 Income statement

(In million euros)	Notes	31 January 2025	31 January 2024
Revenue from services		44.0	34.7
Reversal of depreciation and allowances, expense transfers		0.1	0.3
Other revenue		0.0	0.0
Revenue from operations		44.1	35.0
Other purchase costs and operating expenses		(46.0)	(38.1)
Other expenses		(0.5)	(0.6)
Depreciation, amortization and allowances		(1.3)	(1.2)
Operating expenses		(47.8)	(39.9)
Operating income	(11-1)	(3.7)	(4.9)
Investment income (dividends)		161.6	39.8
Investment income (interest)		38.9	37.4
Other interest and financial income		21.5	25.9
Reversals of depreciation, amortization and allowances		58.5	13.8
Financial income		280.5	116.9
Interest expenses		(125.9)	(104.8)
Commitment commissions		(0.0)	(0.0)
Depreciation, amortization and allowances		(5.0)	(53.5)
Financial expenses		(130.9)	(158.3)
Financial result	(11-2)	149.6	(41.4)
Current operating income		145.9	(46.3)
Extraordinary capital gains			
• Proceeds from assets sales		-	-
• Other		0.2	0.4
Extraordinary income		0.2	0.4
Extraordinary capital losses			
• Net book value of assets sales		-	-
• Extraordinary amortization charges on intangible fixed assets		-	-
• Other		(0.2)	(0.0)
Extraordinary expenses		(0.2)	(0.0)
Extraordinary income	(11-3)	0.0	0.4
Income tax	(11-4)	3.4	7.3
NET INCOME		149.3	(38.6)

The following notes form an integral part of the financial statements.

6.4.3 Statement of cash flow

(In million euros)	31 January 2025	31 January 2024
Net income	149.3	(38.6)
Depreciation and amortization expenses (reversal)	3.6	41.3
Contingency and loss provision (reversal)	0.0	0.0
Capital gains or loss on disposal of fixed assets	-	-
Gains and losses on changes in fair value	2.6	(7.7)
Cash flow from operations	155.5	(5.0)
(Increase) decrease in accounts receivable	3.1	(10.3)
Increase (decrease) in accounts payable	(10.2)	6.7
(Increase) decrease in other operating payables and receivables	(37.5)	127.2
Cash flow from operating activities (A)	120.9	118.6
Investments in tangible fixed assets	(0.0)	(0.0)
Investments in intangible fixed assets	-	-
Securities acquired and (increase) decrease in loans granted	(83.4)	(66.6)
Sub-total investments	(83.4)	(66.6)
Disposals of fixed assets	-	-
Cash flow from investment activities (B)	(83.4)	(66.6)
Increase (decrease) of share capital	-	-
Dividends paid	(22.2)	(20.6)
New financial debts	278.7	90.0
Repayment of borrowings	(68.4)	(117.5)
Net change in other debts and accrued interest not yet matured	30.9	(30.8)
Cash flow from financing activities (C)	219.0	78.9
Impact of exchange rate changes on cash and cash equivalents (D)	(6.2)	(0.3)
Change in net cash & cash equivalents (A) + (B) + (C) + (D)	250.3	(27.2)
Opening cash & cash equivalents	70.2	97.4
CLOSING CASH & CASH EQUIVALENTS	320.5	70.2

The following notes form an integral part of the financial statements.

6.4.4 Change in shareholders' equity

	Par value	Number of shares	Share capital	Additional paid-in capital	Reserves	Total
Shareholders' equity as of 31 January 2023	EUR 1	34,468,912	34.5	51.4	413.4	499.3
2022 Dividends		-	-	-	(20.6)	(20.6)
Net income		-	-	-	(38.6)	(38.6)
Shareholders' equity as of 31 January 2024	EUR 1	34,468,912	34.5	51.4	354.2	440.1
2023 Dividends		-	-	-	(22.2)	(22.2)
Net income		-	-	-	149.3	149.3
SHAREHOLDERS' EQUITY AS OF 31 JANUARY 2025	EUR 1	34,468,912	34.5	51.4	481.3	567.2

The following notes form an integral part of the financial statements.

6.4.5 Notes to the financial statements

Financial years ended 31 January 2025 and 31 January 2024.

Unless otherwise indicated, all amounts stated hereafter are in million of euros, rounded to one decimal place. Therefore, the sum of rounded amounts may present immaterial differences with the total shown.

Some amounts as of 31 January 2024 may have been reclassified to be comparable with the presentation adopted as of 31 January 2025.

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Note 1 Presentation of the Company

Quadient S.A. is a Company incorporated under French law, with SIREN number 402 103 907, whose registered office is located at 42-46, avenue Aristide Briand, 92220 Bagneux (France).

Quadient S.A. is the parent company of Quadient Group and the head of the tax group in France.

Quadient S.A. holding of Quadient Group was created in 1992 through a leverage buy-out (LBO) of Alcatel's activities of "mail processing equipment" division. After a second LBO in 1997, Quadient S.A. was listed on the *Premier Marché* of Euronext Paris stock market on 23 February 1999.

Quadient S.A. operates as a holding company, holding financial interest that allow it to control the Group companies directly or indirectly.

Highlights of 2024

Financing internal transfers of intellectual property for the Digital solution

Quadient Software Inc, a fully owned subsidiary of Quadient Holdings Inc, acquired the intellectual property of Beanworks, Daylight and YayPay entities at the beginning of 2024 financial year. In Quadient S.A.'s financial statements, this transaction, for a total of 97.5 million United-States dollars, resulted in (i) an increase in the value of Quadient Holdings Inc. shares of 67.1 million euros, due to a capital increase; and (ii) the recognition of a receivable from Quadient Software Inc.

Acquisition of Package Concierge Inc.

On 17 December 2024, Quadient acquired Package Concierge, Inc., an US-based parcel management solutions provider, valued in the accounts of Quadient S.A. in shares for an amount of 28.1 million euros.

Shareholding events, capital increase and exit from the Group

On 17 October 2024, as part of the divestment of its subsidiary Quadient Italy Srl, Quadient S.A. waived a 27.3 million euros receivables, which had been fully written down; the trade receivable of 1.9 million euros, also fully written down was paid. The disposal of its 100%

impaired equity interests for an amount of 1.3 million euros had no impact on Quadient S.A.'s net income.

On 19 June 2024, Quadient S.A. dissolved its subsidiary Neopost Shipping Holding Pty Ltd. As part of this operation, Quadient S.A. recognized the disposal of its investment for 20.5 million euros, which had been fully written down. This dissolution had no impact on Quadient S.A.'s net income.

On 28 January 2025, Quadient S.A. dissolved its Neopost Asia Pacific Holding Pte Ltd subsidiary. As part of this operation, Quadient S.A. incorporated its debt of 1.0 million dollars singapore, valued at 0.7 million euros before recognizing the disposal of its investment for 2.2 million euros, previously written down for 2.3 million euros.

On 28 January 2025, Quadient S.A. financed the recapitalization of Quadient Shipping, future parcel management contractor for an amount of 30.0 million euros, thereby increasing the value of its shares to 33.8 million euros

Debt struture

During the 2024 financial year, Quadient S.A. carried out the following transactions on its financial debt:

- Reimbursement of 29.5 million euros and 32.0 million United States dollars of the German *Schuldschein* private placement;
- Partial Reimbursement of the bond issued by Quadient S.A. on January 2020, maturing on 3 February 2025, for a total amount of 7.2 million euros;
- In April 2024, Quadient S.A. arranged loans from BPI France for 15.0 million euros;
- Insurance of a German *Schuldschein* private placement for 117.5 million euros and 26.0 million euros on May 2024; and 25.0 million euros on October 2024;
- In January 2025, Insurance of an US private placement for 100.0 million United States dollars.

Note 2 Main accounting principles

The financial statements closed on 31 January 2025 are prepared in accordance with the measures of the French commercial code (articles L.123-12 to L.123-28), of the French accounting rules authority (ANC) regulation no. 2014-03.

The following rules are applied in accordance with the prudence principle:

- business continuity;
- independence of financial years;

- continuity of accounting methods from one year to another;
- and, in accordance with the general rules of establishment and presentation of annual financial statements.

The basic method for valuing accounting entries is the historical cost method.

Concerning, the borrowings issue costs the Company chose to apply the spread of issue costs over the contract duration.

Note 3 Intangible and tangible fixed assets

Intangible and tangible fixed assets are valued at their acquisition cost (purchase price plus related expenses).

Assets are amortized on a straight-line basis according to their useful lives.

The most common amortization periods are as follows:

- IT implementation projects: five or seven years;
- software: five years;
- fixtures: ten years;
- office furniture and equipment: four, five or eight years.

	Intangible fixed assets	Tangible fixed assets
Gross value as of 31 January 2024	41.2	0.3
Acquisitions	-	0.0
Disposal, write off	-	-
Gross value as of 31 January 2025	41.2	0.3
Amortization as of 31 January 2024	(41.2)	(0.2)
Amortization charges and depreciations	-	(0.0)
Other changes	-	-
Amortization as of 31 January 2025	(41.2)	(0.2)
NET BOOK VALUE AS OF 31 JANUARY 2025	0.0	0.1

Note 4 Financial assets

Financial assets are valued at their acquisition cost (purchase price plus related expenses) or at their contribution value.

The valuation of investment in affiliates is reviewed each year. An impairment test is carried out at least once a year through the projection of future cash flows. These cash flows are based on revenue and operating income growth assumptions over five years. The discounting rate is the weighted average cost of capital after tax

to which a specific risk premium might be added. Impairment is recorded when the asset's recoverable amount is lower than its carrying amount.

This category includes the deposit account opened at Exane BNP Paribas for the liquidity contract, which has investments in money market funds.

	31 January 2025	31 January 2024
Investments - Gross Value	1,101.1	1,000.6
Impairment of the Investments	(72.4)	(100.3)
Investments – Net value	1,028.7	900.3
Loans to subsidiaries	314.5	348.9
Impairment of the loans	-	-
Loans – Net value	314.5	348.9
Partech Entrepreneur II	1.7	1.9
X'Ange Capital 4	3.2	2.4
FPCI (Professional Private Equity Funds)	4.9	4.3
Mutual Fund-Liquidity contract	1.3	1.2
Warranty deposit BPIfrance	0.5	-
TOTAL FINANCIAL ASSETS	1,349.9	1,254.7

The portfolio of investments is detailed in the table of subsidiaries and equity interest (note 14).

Changes in the financial assets gross value over the period are due to:

- the 67.1 million euros capital increase in Quadient Holding USA, Inc.;
- the 30.0 million euros capital decrease in Quadient Shipping S.A.;
- the acquisition of 100% of Package Concierge for 28.1 million euros;
- the shut down of Neopost Asia Pacific Holding Pty Ltd's for 2.9 million euros;
- the divestment of Quadient Italy Srl's for 1.3 million euros;
- the shut down of Neopost Holdings Pty Ltd's for 20.5 million euros;
- the distribution received from Partech Entrepreneur II for 0.2 million euros;
- the contribution paid to X'Ange Capital 4 for 0.8 million euros;
- the increase of the liquidity contract of 0.1 million euros;
- the guarantee deposit with BPI France for 0.5 million euros;

- the reimbursement of the loan from Quadient Canada, Ltd for 42.7 million euros;

- the increase of two new loans granted to Quadient Switzerland AG et Quadient Finance Switzerland AG for 6.1 million euros and 1.3 million euros respectively;

- the decrease of the loans to Quadient Industrie France SAS for 4.9 million euros; to Neopost Software GmbH for 1.2 million euros; to Packcity Japan for 3.6 million euros; of 10.6 million euros on the valuation of Quadient Leasing USA Inc's loan;

An impairment test has been carried out on financial investments as of 31 January 2025. Changes in the investments in subsidiaries' impairment are explained by the followings:

- the depreciation reversal of Neopost Asia Pacific Holding Pty Ltd for 2.3 million euros in relation with the dissolution of the Company;
- the depreciation reversal of Neopost Holdings Pty Ltd for 20.5 million euros in relation with the dissolution of the Company;
- the depreciation reversal of Quadient Italy Srl for 1.3 million euros as part of the company's divestment from the Group;
- the 3.8 million euros reversal on Quadient Shipping S.A.'s investments.

Note 5 Receivables

Trade receivables are valued at their nominal value. When appropriate, depreciations have been booked to take into potential recovery difficulties.

	31 January 2025	31 January 2024
Subsidiary current accounts – cash facility		
Quadient Software Inc.	118.7	32,5
Quadient Finance Ireland Ltd	106.3	115,1
Quadient UK Ltd	51.7	25,3
Quadient Finance USA Inc.	49.4	41,1
Quadient Rental Italy Srl	16.6	12,7
Quadient Switzerland AG	10.1	5,1
Neopost Software GmbH	8.5	6,9
Quadient Holdings Germany GmbH	7.2	6,8
Quadient CXM Canada Ltd	6.5	5,6
Quadient Industrie France	4.4	18,9
Other subsidiaries ^(a)	25.5	141.5
Total subsidiary current accounts	404.9	411.5
Accounts receivables (intercompany billing services)	20.0	25.1
Tax receivables	0.6	5.8
Other receivables	1.2	2.1
Total gross value	426.7	444.5
Impairment	(16.6)	(41.9)
TOTAL NET VALUE	410.1	402.6

^(a) The ten most important receivables are detailed, the other receivables are grouped on the line "Other".

Changes in the receivables gross value over the period are due to:

- the decrease of short term advances to subsidiaries for 6.6 million euros;
- the decrease of the State's receivable for 5.2 million euros, due to the decrease of the VAT's receivable for 0.6 million euros and the decrease of the corporate tax's receivable of 4.6 million euros ;

- the decrease of the other receivables for 0.9 million euros.

Changes in depreciations of receivables over the period are explained by the reversal of the depreciation recorded on Quadient Italy Srl's receivable for 1.9 million euros and Quadient Italy Srl's current account for 27.3 million euros, and by the further depreciation of Quadient Rental Italy Srl's advance for 3.9 million euros.

The trade receivables settlement period is 30 days.

The receivables breakdown by maturity at 31 January 2025 is as follows:

	Gross value	Less than 1 year	More than 1 year
Loans to subsidiaries	314.5	8.5	306.0
FPCI (Professional Private Equity Funds)	4.9	0.8	4.1
Mutual Fund-Liquidity contract	1.3	-	1.3
Tax receivables	0.6	0.6	-
Subsidiaries current accounts	404.9	404.9	-
Receivables on intercompany billing services	20.0	20.0	-
Other receivables	1.2	1.2	-
TOTAL	747.4	436.0	311.4

Note 6 Short-term investments and cash & cash equivalents

Short-term investments and cash & cash equivalents are made up of treasury shares, short term securities and cash & cash equivalents. Short-term securities are valued using the First In First Out (FIFO) method. When the realizable value is lower than the acquisition cost, depreciation is recorded in the financial result for the amount of that difference.

Concerning free share attributions and as soon as it is likely that the entity will deliver existing shares to the plan beneficiaries, a liability should be accounted for, on the basis of a probability that an outflow of resources will be necessary. The value of the outflow of resources is estimated on the basis of the probable cost of buying back the shares if they are not already held or of their entry cost on the date of plan allocation, determined in accordance with the following principles:

- if the allocation of free shares is subject to the fact that the beneficiary is still in the Company's staff during a certain period of time, the accounting method for this liability is spread over the vesting period. The free shares attribution expenses are recorded in the income statement on the line employees expenses;
- the treasury shares allocated to specific plans remain measured at the acquisition cost and will not be depreciated. The booking cost is the acquisition cost (if the shares have been allocated to a specific plan since their acquisition) or their net book value at the plan allocation date in the case of a future allocation. The shares acquired with a view to be attributed to employees and that are not attached to a determined plan remain measured according to general rules that apply to marketable securities.

	31 January 2025	31 January 2024
Short-term investments and cash & cash equivalents		
Treasury shares	12.3	1.6
Short-term securities	-	-
Cash & cash equivalents	320.8	70.2
TOTAL	333.1	71.8

Treasury shares

The number of treasury shares at 31 January 2025 is 739,147 of which 64,112 are held for the liquidity contract and 675,035 with the aim of fulfilling the obligations of free share plans attributed to employees and directors of the Group.

Under the liquidity contract, shares cannot be sold freely except if the contract is cancelled. This contract was signed with Exane BNP Paribas on 2 November 2005 for one year and is renewable by tacit agreement. The amount allocated to this contract was initially eight million euros. The purpose is to reduce excessive volatility of the Quadient share and to improve liquidity.

Transactions in 2024 are the following:

	31 January 2024		Bought		Sold		Cancelled		Free shares delivery		31 January 2025	
	Number	Amount	Number	Amount	Number	Amount	Number	Amount	Number	Amount	Number	Amount
Liquidity contract	72,416	1.4	436,368	7.9	(444,672)	(8.1)	-	-	-	-	64,112	1.2
Coverage of obligations	11,037	0.2	852,616	14.3	-	-	-	-	(188,618)	(3.4)	675,035	11.1
TOTAL	83,453	1.6	1,288,984	22.2	(444,672)	(8.1)	-	-	(188,618)	(3.4)	739,147	12.3

Note 7 Transactions in foreign currencies

A translation adjustment is determined for each asset or liability denominated in a foreign currency, at the closing exchange rate. Translation differences are offset between assets and liabilities

denominated in one currency and having the same maturity, to determine the foreign exchange losses provision.

Assets and liabilities translation differences are offset between hedging financial instruments (exchange rate futures) and the appropriate receivables and payables, to determine the provision. This offset amounted to 0.6 million euros as of 31 January 2025 and the provision is recorded for an amount of 0.8 million euros. As of 31 January 2025, the

translation adjustment asset comes out at 27.9 million euros and the translation adjustment liability at 27.2 million euros.

The revaluation of the current accounts in foreign currencies, bank accounts in foreign currencies and associated hedges is accounted in the financial result of Quadient S.A. as of 31 January 2025.

Note 8 Shareholders' equity

8-1: Capital

As of 31 January 2025, the share capital totalled 34.5 million euros divided into 34,468,912 ordinary shares with a par value of one euro each, the share capital is fully released.

8-2: Additional paid-in capital

Additional paid-in capital represents the net amount received by the Company in excess of the par value on issuance, fully distributable. As of 31 January 2025, additional paid-in capital amounts to 51.4 million euros.

8-3: Reserves and retained earnings

This item mainly comprises cumulated net income over the years and dividend payments.

8-4: Dividend per share

Retained earnings before appropriation of 2024 net income amount to 328.5 million euros as of 31 January 2025 compared with 389.4 million euros as of 31 January 2024.

A dividend of 0.70 euros, 8% higher than last financial year, should be paid, subject to 13 June 2025 General Meeting's approval in relation to the 2024 financial results. If approved, the dividend will be paid in cash and in one instalment on 6 August 2025.

The dividend distributed in relation to the 2023 financial results was 0.65 euros, and it was paid in cash the 7 August 2024.

Note 9 Contingency and loss provisions

Contingency and loss provisions, are intended to cover risks and expenses that are likely because of past or ongoing events, and whose amount or maturity are uncertain. The provision amount corresponds to the best estimate of the cash-out with no equivalent offset.

	31 January 2024	Added	Used	Non-used	31 January 2025	Maturity
Contingency provisions						
Unrealized foreign exchange losses	2.1	-	-	(1.3)	0.8	n/a
Total contingency provisions	2.1	-	-	(1.3)	0.8	
Loss provisions						
Retirement indemnities	1.0	-	-	(0.0)	1.0	n/c
Free shares	0.2	1.0	-	-	1.2	1 to 2 years
Others	-	-	-	-	-	n/a
Total loss provisions	1.2	1.0	-	(0.0)	2.2	
TOTAL	3.3	1.0	-	(1.3)	3.0	

Treasury shares

As of 31 January 2025, the Group has 64,112 shares held for the liquidity contact and 675,035 shares to fulfil the commitments on the stock-option and free share attribution programs for employees and Group executives, compared with 72,416 shares and 11,037 shares as of 31 January 2024.

	Number of shares	31 January 2024	Added	Used	Non-used	Number of shares	31 January 2025
Actions gratuites	11,037	0.2	1.0	-	-	675,035	1.2

Note 10 Financial debts

As of 31 January 2025 and 31 January 2024, financial debts break down as follows:

	Less than one year	One to five years	More than five years	31 January 2025	31 January 2024
Bond Issue – Quadient S.A. 2.25% ^(a)	266.2	-	-	266.2	273.3
Schuldschein ^(b)	34.0	449.0	20.0	503.0	389.6
Revolving credit facility ^(c)	0.1	-	-	0.1	0.1
Bond BPI France ^(d)	4.0	13.8	2.5	20.3	7.6
Short-term negotiable securities NEU CP ^(e)	30.0	-	-	30.0	-
Stimulus Participating Loan (<i>Prêt Participatif Relance</i> - PPR) ^(f)	0.5	56.3	33.7	90.5	90.5
United-States Private Placement - USPP ^(g)	0.2	27.5	68.7	96.4	-
Loan Quadient Ireland Ltd	0.9	-	-	0.9	0.6
TOTAL	335.9	546.6	124.9	1,007.4	761.7

- ^(a) Quadient issued a 325.0 million euros public bond on 23 January 2020 listed on Euronext Paris under ISIN number FR0013478849 after filing a prospectus with the Autorité des Marchés Financiers (approval number 20-018 of 21 January 2020). This bond carries a fixed interest of 2.25% The bond is repaid on 3 February 2025 for the total outstanding amount of 260.4 million euros.
- ^(b) In May 2019, Quadient concluded private placements under German law (*Schuldschein*) consisting of nine tranches with different maturities between four and seven years for a total amount of 130.0 million euros and 90.0 million United States dollars. Between 2021 and 2024, Quadient repaid 107.5 million euros and 90.0 million United States. On 31 January 2025, the outstanding amount is of 22.5 million euros.
- In February 2020, Quadient concluded private placements under German law (*Schuldschein*) consisting of four tranches with different maturities between four and five years for a total amount of 30.5 million euros and 13.0 million United States dollars. In 2024, Quadient repaid 1.5 million euros and 13.0 million United States. On 31 January 2025, the outstanding amount is 29.0 million euros.
- In November 2021, Quadient concluded private placements under German law (*Schuldschein*) consisting of twelve tranches with different maturities between five and seven years for a total amount of 170.0 million euros and 105.0 million United States dollars. No repayment has been made since then.
- In 2024, Quadient concluded private placements under German law (*Schuldschein*) consisting of ten tranches with different maturities between three and seven years for a total amount of 142.5 million euros and 26.0 million United States dollars.
- ^(c) On 15 June 2023, Quadient arranged a revolving credit line for drawdown in euros and in United States dollars for an initial amount equivalent to 300.0 million euros for a period of five years. The maturity of the credit line has been extended to June 2029 with the exercise of the extension option. The interest rate is indexed to the EURIBOR or compounded SOFR over the relevant drawdown period plus a margin depending on the debt coverage ratio by the EBITDA calculated on the Group's consolidated financial statements excluding leasing activities. At the end of January 2025, Quadient does not use that credit facility.
- ^(d) In 2022 and 2024, Quadient concluded four amortisable loans with BPI France for a total amount of 25.0 million euros. The outstanding amount on 31 January 2025 is 20.0 million euros.
- ^(e) On 28 June 2024, Quadient updated the program of short-term negotiable securities (New European Commercial Paper -NEU CP) for 200.0 million euros. The documentation is available on the Banque de France website (<https://eucpmtn.banque-france.fr/public/#/liste-des-emetteurs/0d8c9dec-b611-ea11-80f7-001dd8b71ea9>). On 31 January 2025, Quadient has issued securities for a total amount of 30.0 million euros.
- ^(f) On 20 June 2023, Quadient concluded a 90.0 million euros stimulus participating loan (*Prêt participatif Relance* - PPR). This stimulus participating loan has an eight-year maturity and is repayable in half-yearly instalments from 20 December 2027.
- ^(g) On 21 January 2025, Quadient issued a Private Placement under United-States law (USPP) for a total amount of 100.0 million of United States dollars. This USPP is having a ten years maturity with a first instalment from 21 January 2029.

Except for the Quadient S.A. 2.25% bond issue, the short-term negotiable securities (NEUCP) and the BPI France loans which are not subject to any covenant, the various debts (private placements, *Schuldschein* and revolving credit facilities) are subject to financial covenants. Failure to comply with these covenants may lead to early repayment of the debt. Quadient complies with all covenants as of 31 January 2025.

Debts maturity as of 31 January 2025 is as follows:

	Gross value	Less than 1 year	One to five years	More than 5 years
Bonds issue – Quadient S.A. 2.25%	266.2	266.2	-	-
<i>Schuldschein</i>	503.0	34.0	449.0	20.0
Bank loans	20.4	4.1	13.8	2.5
Short term marketable securities	30.0	30.0	-	-
Stimulus Participating Loan (<i>Prêt Participatif Relance</i> - PPR)	90.5	0.5	56.3	33.7
United-States Private Placement - USPP	96.4	0.2	27.5	68.7
Quadient Ireland Ltd loan	0.9	0.9	-	-
Trade payables	10.9	10.9	-	-
Tax and social security liabilities	0.3	0.3	-	-
Other debts	506.0	506.0	-	-
TOTAL	1,524.6	853.1	546.6	124.9

Note 11 Income statement

11-1: Operating income

Quadiant S.A.'s operating loss amounts to 3.7 million euros, compared to a loss of 4.9 million euros for the previous year, and it breaks down as follows:

	31 January 2025	31 January 2024
Assistance to subsidiaries	26.4	18.7
Brand royalties	9.1	9.3
Rebiling of costs paid on behalf of subsidiaries	8.5	6.7
Reversal of depreciation and amortization, transfer of expenses	0.1	0.3
Other revenues	0.0	0.0
Revenue from operations	44.1	35.0
Wages, bonuses, commissions and payroll charges	(12.8)	(10.1)
Fees	(5.6)	(5.7)
Expenses related to acquisitions	(4.0)	(3.5)
Purchases, maintenance	(0.4)	(0.3)
Transport and travel, seminars	(2.1)	(1.5)
Staff seconded	(15.2)	(12.9)
Insurance	(1.0)	(1.6)
Taxes	(0.6)	(0.6)
Rents and associated costs	(0.5)	(0.5)
Compensation of directors	(0.5)	(0.5)
Treasury shares delivered (for the allocation of free shares)	(3.4)	(1.0)
Borrowing expenses	(0.1)	(0.1)
Depreciation and amortization expenses	(1.3)	(1.2)
Other expenses	(0.4)	(0.4)
Operating expenses	(47.8)	(39.9)
OPERATING INCOME	(3.7)	(4.9)

The management fees contracts and brand name contracts generate an income of 35.5 million euros as at 31 January 2025 compared with 28.0 million euros as at 31 January 2024.

11-2: Financial income

Financial result is a profit of 149.6 million euros compared with a loss of 41.4 million euros a year before, and it breaks down as follows:

	31 January 2025	31 January 2024
Interest expenses on external borrowings	(34.6)	(29.3)
Net income on internal loans and borrowings	19.9	20.5
(Loss)/profit on receivables related to investments	(27.3)	1.1
Loss on investments in affiliates	(23.9)	(34.9)
Dividends received	161.6	39.8
External Financial income	3.1	3.7
Other financial products	1.9	1.9
Net gain on foreign exchange and swaps	(4.6)	(4.6)
(Provision)/reversal for losses on foreign exchange	1.3	(0.0)
(Provision)/reversal of impairment on short-term receivables	25.3	(41.9)
(Provision)/reversal of impairment on investments in affiliates	27.9	1.8
(Provision)/reversal of impairment on treasury shares	(1.0)	0.4
TOTAL	149.6	(41.4)

11-3: Extraordinary income

Quadient S.A.'s recorded no extraordinary result compared with a gain of 0.4 million euros as of 31 January 2024.

Treasury share disposals under the liquidity contract generate 0.2 million euros (0.3 million euro as of 31 January 2024) of extraordinary income

on capital transactions and 0.2 million euros (0.0 million euros as of 31 January 2024) of extraordinary expenses on capital transactions. No extraordinary income from management operations is recorded (0.1 million euro as of 31 January 2024).

11-4: Income tax

Quadient S.A. is the parent company of an integrated tax group under the terms of article 223A of the French general tax code. In this context, Quadient S.A. is only liable for income tax due by its subsidiaries with a view to determining the whole Group's earnings. The tax consolidation agreement used in the Group is based on the principle of neutrality and plan that the tax burden is borne by the

Company as in the absence of tax consolidation. The tax is thus calculated on the Company's own taxable income. The tax savings realized by the Group, through losses, adjustments or tax credits, are retained by the parent company and regarded as an immediate gain for the year (in a year in which the Company shows some profits, the parent company will then bear a tax charge).

Non-deductible tax expenses:

In accordance with article 223 *quater* of the French general tax code, the financial statements for the financial year ended the 31 January 2025 contain 82,699 euros of non-deductible expenses for income tax (article 39-4 of the French general tax code), but do not contain overhead costs, which are non-deductible for tax purposes (article 39-5 of the French general tax code).

The French tax consolidation group includes the following companies in 2024:

- Quadient France SASU;
- Quadient Finance France SAS;
- Quadient Industrie France SAS;
- Quadient Technologies France SASU;

- Quadient Shipping S.A.;
- Packcity SAS;
- Packcity France SASU;
- Quadient SAS A;
- Quadient SAS 2.

For financial year 2024, a tax benefit coming from the tax consolidation is recorded for 6.9 million euros (7.6 million euros for 2023), and a tax expense resulting from the Group tax result for 3.6 million euros. (0.3 million euros as of 31 January 2024)

Losses carried forward amount to 56.8 million euros as of 31 January 2025. As of 31 January 2025, the Group tax result submitted to ordinary tax rate is a profit.

Net income is a profit of 149.3 million euros compared to a loss of 38.6 million euros as of 31 January 2024.

	Income before tax	Theoretical tax	Net income
Current income	145.9	-	145.9
Extraordinary income (loss)	0.0	0.0	0.0
Sub-total	145.9	0.0	145.9
Tax credits offsetting	-	0.9	0.9
Effect of tax consolidation	-	2.5	2.5
TOTAL	145.9	3.4	149.3

Note 12 Information on associated companies

Figures for associated companies break down as shown below:

	31 January 2025	Associated companies	
		Majority stake	Minority stake
Financial assets	1,345.0	1,342.5	2.5
Receivables	424.9	424.9	-
Financial debts	0.9	0.9	-
Financial expenses net	70.2	70.2	-
Financial income (interests)	38.9	38.9	-
Financial income (dividends)	160.4	160.4	-

Note 13 Risk management and financial instruments

The foreign exchange forward contracts and options outstanding as at 31 January are reassessed at that date.

Unrealized gains or losses resulting from this reassessment are:

- accounted for in compensation of unrealized gains or losses on assets or liabilities hedged by these instruments;
- deferred if these instruments have been allocated to operations related to the following year.

Concerning the hedging of loans and advances on the current accounts in foreign currencies, the deferral/offset of forward purchases and sales is recognized on a *pro rata temporis* basis in the financial result of the company.

The effects of interest rate hedges (swaps, forward rate agreements, caps, etc.) are calculated using a *pro rata temporis* over the contract's length, and accounted for in interest expenses for the year.

13-1: Liquidity risk

The Group's cash requirement and the debt servicing account form a significant proportion of its cash flow.

The Group believes that its cash flow (defined in the consolidated cash flow statement) will enable it to service its debt, given the current level of business. However, this ability will depend on the Group's future performance, which is partly related to the economic cycle, which the Group cannot control. No guarantee can therefore be given regarding the Group's ability to cover its financial needs.

Except for the Quadient S.A. 2.25% bond issue, the Short-term negotiable securities (NEUCP) and the BPIfrance loans which are not subject to any covenant, the various debts (private placements, *Schuldschein* and revolving credit facilities) are subject to financial covenants. Failure to comply with these covenants may lead to early repayment of the debt. Quadient complies with all covenants as of 31 January 2025.

13-2: Exchange rate risk hedging

Risk management policy

The Group has a policy of centralizing its exchange risk, enabling the Group to monitor its overall exchange rate risk exposure and to gain full control over the market instruments used in hedging operations.

For each consolidated position that is managed, the Group implements a hedging strategy at the same time as it sets the reference exchange rate to be defended. The hedging strategy involves a combination of definite or optional forward currency purchases or sales, along with open positions protected by stop losses. These stop losses are predetermined exchange rates that trigger transactions when they are hit. As a result, through the use of mathematical models, the hedging strategy enables a reference exchange rate to be defended from the

start for the entire position in the event of adverse exchange rate fluctuations.

Quadient S.A. uses the services of an independent consultancy based in Paris. This company assists Quadient in the Group's exchange rate risk hedging policy and values its portfolios, thus ensuring continuity of methodology and providing an opinion independent of any financial institution.

Quadient S.A., as the centralizing Company, grants foreign exchange contracts at guaranteed exchange rates to subsidiaries exposed to exchange rate risks, and reverses the resulting positions in the market.

Year-end position

The tables below show Quadient S.A.'s year-end hedging positions and commitments to its subsidiaries.

2024 FINANCIAL YEAR – ASSETS AND LIABILITIES HEDGING: HEDGING POSITIONS COVERING FINANCIAL ASSETS OR LIABILITIES ON QUADIENT S.A.'S BALANCE SHEET AT 31 JANUARY 2025 AND EXPECTED TO BE REALIZED NO LATER THAN APRIL 2025

Notional value	USD	GBP	CAD	NOK	JPY	SEK	CHF	DKK	CZK	SGD	AUD	PLN
Financial assets	12.7	1.6	0.3	1.2	11.3	1.2	0.2	0.4	1.4	0.0	0.3	-
Foreign exchange contract assets	41.2	0.2	1.4	(1.7)	107.7	(1.2)	3.4	0.7	20.3	0.6	0.9	0.2
Total assets exposure	53.9	1.8	1.7	0.5	119.0	-	3.6	1.1	21.7	0.6	1.2	0.2
Financial liabilities	3.2	0.9	0.6	0.2	0.9	0.3	0.5	0.3	3.7	0.1	0.1	0.1
Foreign exchange contract liabilities	25.5	6.1	0.8	1.2	19.3	5.8	0.8	0.9	111.0	0.9	0.5	0.2
Total liabilities exposure	28.7	7.0	1.4	1.7	20.2	6.1	1.3	1.2	114.7	1.0	0.6	0.3
Net exposure before hedging	25.2	(5.2)	0.3	(1.2)	98.8	(6.1)	2.3	(0.1)	(93.0)	(0.4)	0.6	(0.1)
Hedging	(24.7)	2.5	(3.0)	-	(43.4)	-	1.3	-	91.0	(4.3)	(0.7)	(0.4)
NET EXPOSURE AFTER HEDGING	0.5	(3.7)	(2.7)	(1.2)	55.4	(6.1)	3.6	(0.1)	(2.0)	(4.7)	(0.1)	(0.5)

Quadient uses symmetric option tunnels in particular. These option instruments are unlikely to be exercised in a reciprocal manner in terms of the spot exchange rate or expiry date. As a result, for each tunnel only one of the two options is reported in the table above. The value of the commitment in these symmetric options is 4.0 million United States dollars sold.

Quadient also makes use of asymmetric option tunnels. The asymmetric part of this kind of options is presented in the table above with a view to reflecting the Group's maximum commitment. The asymmetric part by currency is as follows: 3.5 million United States dollars sold.

2025 BUDGET – HEDGING POSITIONS COVERING ANTICIPATED FINANCIAL ASSETS AND LIABILITIES IN FINANCIAL YEAR 2025 EXPECTED TO BE REALIZED NO LATER THAN APRIL 2026

Notional value	USD	GBP	CAD	NOK	JPY	SEK	CHF	DKK	CZK	SGD	AUD	PLN
Projected financial assets	40.7	7.1	1.1	5.0	36.1	5.7	1.3	1.5	7.9	0.0	0.8	-
Foreign exchange contract assets	238.9	53.6	20.6	15.0	825.4	23.6	12.2	6.5	250.7	10.1	7.2	1.0
Total assets exposure	279.6	60.7	21.7	17.0	861.5	29.3	13.5	8.0	258.6	10.1	8.0	1.0
Projected financial liabilities	14.2	2.9	0.4	0.6	-	0.9	2.6	1.3	10.9	0.2	0.2	-
Foreign exchange contract liabilities	180.8	36.0	20.4	2.2	186.5	1.9	4.2	4.6	862.1	10.2	0.6	1.5
Total liabilities exposure	195.0	38.9	20.8	2.8	186.5	2.8	6.8	5.9	873.0	10.4	0.8	1.5
Net exposure before hedging	84.6	21.8	0.9	14.2	675.0	26.5	6.7	2.1	(614.4)	(0.3)	7.2	(0.5)
Hedging	(18.0)	(3.1)	-	(5.5)	(175.0)	(8.0)	-	-	225.0	-	(1.1)	-
NET EXPOSURE AFTER HEDGING	66.6	18.7	0.9	8.7	500.0	18.5	6.7	2.1	(389.4)	(0.3)	6.1	(0.5)

Quadient uses symmetric option tunnels in particular. These option instruments are unlikely to be exercised in a reciprocal manner in terms of the spot exchange rate or expiry date. As a result, for each tunnel only one of the two options is reported in the table above. The value of the commitment in these symmetric options is 7.0 million United States dollars sold, 40.0 million Japanese yen sold, 1.4 million Sterling pound sold and 0.2 million Australian dollars sold.

Quadient also makes use of asymmetric option tunnels. The asymmetric part of this kind of options is presented in the table above with a view to reflecting the Group's maximum commitment. The asymmetric part by currency is as follows: 4.5 million United States dollars sold, 40.0 million Japanese yen sold, 0.9 million Sterling pound sold and 0.2 million Australian dollars sold.

Hedging instruments

The Group hedges its exchange rate risk using over-the-counter derivative instruments contracted with external counterparties.

The derivative instruments used by the treasury department in its hedging strategies are as follows:

- firm derivatives such as forward currency purchases and sales;

- plain vanilla options such as puts and calls;
- second generation options (knock-in or knock-out barrier options).

Instrument details

The instruments in the portfolio have a maturity of less than twelve months at 31 January 2025. These instruments are listed below by type and by currency for the period to which they relate.

2024 FINANCIAL YEAR – DERIVATIVES INSTRUMENTS HEDGING POSITIONS AND COMMITMENTS TO SUBSIDIARIES HEDGING

Notional value – Cash flow hedging	Forward purchases	Forward sales	Put options bought	Put options sold	Call options bought	Call options sold
USD	-	17.2	4.0	-	-	7.5
GBP	2.5	-	-	-	-	-
CAD	-	3.0	-	-	-	-
JPY	-	43.4	-	-	-	-
CHF	1.3	-	-	-	-	-
CZK	110.0	19.3	-	-	-	-
SGD	-	4.3	-	-	-	-
AUD	-	0.7	-	-	-	-
PLN	-	0.4	-	-	-	-

2025 BUDGET – DERIVATIVES INSTRUMENTS HEDGING OF ANTICIPATED ASSETS AND LIABILITIES POSITIONS

Notional value – Total	Forward purchases	Forward sales	Put options bought	Put options sold	Call options bought	Call options sold
USD	-	6.5	7.0	-	-	11.5
GBP	-	0.8	1.4	-	-	2.3
NOK	-	5.5	-	-	-	-
JPY	-	95.0	40.0	-	-	80.0
SEK	-	8.0	-	-	-	-
CZK	225.0	-	-	-	-	-
AUD	-	0.8	0.2	-	-	0.4

Instrument valuations

Hedging instruments relating to the 2024 financial year, *i.e.* hedging assets and liabilities on the balance sheet as at 31 January 2025, have been fully valued and recognized at their market value at 31 January 2025. The net market value of these instruments as at 31 January 2025 is a liability of 0.6 million euros.

Financial instruments relating to the 2025 budget have not been valued in Quadiant S.A.'s financial statements. The net market value of these instruments as at 31 January 2025 is a liability of 0.3 million euros.

Exchange rate deal counterparty risk

Operations are carried out with first ranked international banks that take part in the revolving credit facility.

Hedging of foreign-currency loans and current account advances

Subsidiary	Loans/Borrowings/ Short-Term advances	Currency	Amount	Notional amount of financial instruments ^(a)
Quadient Inc. ^(b)	Short term loan	USD	2.2	
Quadient Leasing USA ^(b)	Short term advance	USD	(1.3)	
Quadient Leasing USA ^(b)	Loan	USD	270.0	
Quadient Holdings USA ^(b)	Short term advance	USD	(58.1)	
Quadient Finance USA ^(b)	Short term loan	USD	51.3	
Quadient UK ^(b)	Short term loan	USD	0.4	
Quadient Finance Ireland ^(b)	Short term loan	USD	1.9	
Quadient Technologies France ^(b)	Short term advance	USD	(0.3)	
Quadient CXM AG ^(b)	Short term loan	USD	2.1	
Quadient Industrie France ^(b)	Short term loan	USD	4.5	
Quadient CXM Canada ^(b)	Short term loan	USD	2.7	
Quadient Shipping ^(b)	Short term loan	USD	0.2	
Neotouch Cloud Solutions Dac ^(b)	Short term advance	USD	(1.6)	
Quadient CXM USA ^(b)	Short term advance	USD	(14.4)	
Quadient Software Inc. ^(b)	Short term loan	USD	119.8	
YayPay US ^(b)	Short term advance	USD	(7.0)	
Quadient Mexico ^(b)	Short term loan	USD	0.9	373.5
Quadient International Supply	Short term advance	GBP	(2.6)	
Quadient Technologies France	Short term loan	GBP	0.2	
Quadient Industrie France	Short term advance	GBP	(0.3)	
Quadient UK	Short term loan	GBP	42.6	
Quadient Finance UK	Short term advance	GBP	(2.1)	
Quadient CXM UK	Short term advance	GBP	(1.6)	
Quadient Technologies UK	Short term advance	GBP	(12.4)	
Quadient Finance Ireland	Short term loan	GBP	33.9	
Quadient Data UK Ltd	Short term loan	GBP	1.3	
Neotouch Cloud Solutions Dac	Short term loan	GBP	0.3	
Quadient Solutions	Short term loan	GBP	2.8	
Quadient Shipping	Short term loan	GBP	0.2	
YayPay UK	Short term loan	GBP	2.2	62.3
Quadient Switzerland	Loan	CHF	5.8	
Quadient Switzerland	Short term loan	CHF	9.5	
Quadient CXM AG	Short term advance	CHF	(98.3)	
Quadient Finance Switzerland	Loan	CHF	1.2	
Quadient Finance Switzerland	Short term loan	CHF	0.1	
Quadient CXM Switzerland	Short term advance	CHF	(9.3)	
Quadient Finance Ireland	Short term loan	CHF	6.0	
Quadient Software Inc. ^(b)	Short term loan	CHF	0.1	
Frama Holding AG	Short term advance	CHF	(1.4)	
Frama AG	Short term advance	CHF	(3.7)	
Frama Suisse AG	Short term advance	CHF	(1.8)	(91.7)
Quadient Japan	Short term loan	JPY	400.0	
Quadient Industrie France	Short term loan	JPY	6.4	
Quadient Shipping	Short term loan	JPY	3.8	
Packcity Japan	Short term loan	JPY	714.0	
Quadient Ireland	Short term loan	JPY	29.2	1,152.1
Quadient Norge	Short term advance	NOK	(9.4)	
Quadient Finance Norge	Short term advance	NOK	(4.9)	
Quadient Finance Ireland	Short term loan	NOK	64.1	51.3

Subsidiary	Loans/Borrowings/ Short-Term advances	Currency	Amount	Notional amount of financial instruments ^(a)
Quadient Sverige	Short term advance	SEK	(14.7)	
Quadient Finance Ireland	Short term loan	SEK	55.8	
Quadient Finance Sweden	Short term advance	SEK	(6.9)	34.6
Quadient Finance Ireland	Short term loan	DKK	17.1	
Quadient CXM Denmark	Short term loan	DKK	4.9	
Quadient Industrie France	Short term loan	DKK	0.1	
Quadient Denmark	Short term advance	DKK	(24.5)	
Quadient Finance Denmark	Short term advance	DKK	(6.9)	(9.3)
Quadient Canada Ltd	Short term advance	CAD	(12.3)	
Quadient CXM Canada	Short term loan	CAD	5.9	(6.5)
Quadient Technologies Czech s.r.o	Short term advance	CZK	(131.6)	
Quadient Software Inc	Short term loan	CZK	29.2	
Quadient CXM Czech s.r.o	Short term loan	CZK	62.7	(32.5)
Quadient Poland SP z.o.o	Short term advance	PLN	(0.1)	(0.1)
Quadient Software Inc	Short term loan	SGD	0.2	
Quadient Singapore Pte Ltd	Short term advance	SGD	(3.8)	(3.5)
Quadient Finance Ireland	Short term loan	AUD	21.3	
Quadient Asia Pacific Holding Pty Ltd	Short term advance	AUD	(3.9)	
Quadient Finance Australia	Short term loan	AUD	1.8	
Quadient Australia Pty Ltd	Short term advance	AUD	(1.9)	
Quadient Software Inc	Short term loan	AUD	0.2	17.6

(a) Notional amount of financial instruments equals to financial instruments, external financial debts, bank account balances.

(b) Quadient S.A. naturally hedges these loans by debts in United States dollars (Schuldschein, revolving credit facility).

13-3: Hedging of interest rate risk

Risk management policy

To limit the impact of a rise in interest rates on its interest expenses, the Group has a risk-hedging policy aimed at protecting a maximum annual interest rate for the three years ahead at all times. Management horizon used is rolling in order to always have three years of management.

The Group has a policy of centralizing its interest rate risk, enabling it to monitor the Group's overall interest rate risk exposure and to gain full control over the market instruments used in hedging operations. The Group hedges its interest rate risk depending on its current debt levels, but also according to likely future movements in debts, arising from drawings on its revolving credit facilities.

Financial instruments are carried by the legal entities that have the corresponding debt on their balance sheet.

Year-end position

A hedging strategy is adopted on the basis of the position to be managed and the reference interest rate adopted. The strategy is aimed at protecting the reference interest rate and at taking advantage, at least to some extent, of favorable movements. Hedging strategies involve definite and optional derivative instruments, and open positions are maintained if possible. The valuation of the open position based on market forward interest rates, along with the interest rates obtained through hedging operations, should always protect the reference interest rate. Hedging strategies cover the period of three years ahead at all times. However, the level of coverage and the weightings of the various derivative instruments may vary from one year to the next, since the aim is to maintain greater scope for optimizing positions in later years.

Quadient S.A. works with the same consultancy for hedging both interest rate risk and exchange rate risk.

The table below sets out Quadient S.A.'s year-end position.

	EUR	USD
Financial assets	-	-
Financial liabilities	782.8	232.5
Net exposure before hedging	(782.8)	(232.5)
Fixed-rate debt	476.9	145.0
Hedging	25.0	180.0

Hedging instruments

The Group uses standard and liquid derivative instruments. The instruments used are as follows:

- firm derivatives: swaps and Forward Rate Agreement (FRA);
- plain vanilla options: caps and floors (used either alone or in combination);

- knock-in or knock-out barrier options: caps and floors (used either alone or in combination);
- swaptions (used either alone or in combination).

Management mandates, packaged bank hedging products and derivative instruments that introduce a reference other than the underlying assets (*quanto* swaps for example) are strictly forbidden by internal procedures.

Instruments' details

The instruments in the portfolio as of 31 January 2025 are listed below, according to type, currency and maturity.

Notional value	Currency	Less than 1 year	1 to 5 years	Maturity more than 5 years
Cross currency swap – Lender EUR/Borrower USD	EUR/USD	-	19.0/21.2 11.0/11.6	-
Swap – receiver	USD	25.0	25.0	-
Cap – buyer	USD	50.0	100.0	-
Cap – buyer	EUR	-	25.0	-
Floor – seller	USD	-	130.0	-
Floor – seller	EUR	-	25.0	-
Cap – seller	USD	50.0	-	-

Instruments valuation

The valuation of the aforementioned instruments is not included in the financial statements at 31 January 2025.

For information, at the end of the financial year, the valuation of these instruments with the IFRS is a net asset of 3.5 million euros.

Customer credit risk

As Group's parent holding company, Quadient S.A. is not exposed to any customer credit risk.

Pledges of investment securities

None.

Commitments received

No significant commitment received as of 31 January 2025.

Other commitments given

	Currency	31 January 2025	31 January 2024
Bank guarantee in favor of the Irish postal service	EUR	1.7	1.7
Partech Entrepreneur II – Investment commitment	EUR	0.1	0.1
X'Ange 4 – Investment commitment	EUR	1.8	2.6

Note 14 Subsidiaries and equity interests

Company name	Equity	Value of investments		Value of loans and advances		2024 net income	2024 sales	Dividends paid
		Gross value (EUR)	Net book value (EUR)	Gross value	Net book value			
Quadient France SASU Rueil-Malmaison – France	EUR 124.1	197.4	197.4	-	-	EUR 24.0	EUR 132.6	EUR 19.3
Quadient Finance France SAS Rueil-Malmaison – France	EUR 11.5	8.6	8.6	-	-	EUR 1.0	EUR 27.4	EUR 0.9
Quadient Industrie France SAS Bagneux – France	EUR 35.9	0.0	0.0	EUR 38.9	EUR 38.9	EUR 4.3	EUR 267.8	-
Quadient Shipping S.A. Avignon – France	EUR 29.2	33.8	33.8	-	-	EUR (5.2)	EUR 12.1	-
Packcity SASU Avignon – France	EUR 0.8	1.3	1.3	-	-	EUR (0.1)	-	-
Quadient SAS A Bagneux – France	EUR 0.0	0.0	0.0	-	-	-	-	-
Quadient SAS 2 Bagneux – France	EUR 0.0	0.0	0.0	-	-	-	-	-
Docapost BPO IS Ivry-sur-Seine – France	EUR 29.1	2.4	2.4	-	-	EUR 2.0	EUR 79.1	-
AMS Investissement Paris, 9 th – France	EUR 0.6	0.1	0.1	-	-	-	-	-
Quadient Holding Netherlands BV Drachten – The Netherlands	EUR 28.8	26.0	26.0	-	-	EUR 0.6	-	-
Quadient Belgium Nv Zaventem – Belgium	EUR 14.6	0.5	0.5	-	-	EUR 1.5	EUR 12.0	-
Quadient Ireland Ltd Dublin – Ireland	EUR 8.3	1.0	1.0	-	-	EUR 0.7	EUR 11.8	-
Quadient Finance Ireland Ltd Dublin – Ireland	EUR 29.7	15.0	15.0	EUR 106.3	EUR 106.3	EUR 14.0	EUR 42.8	EUR 15.0
Neotouch Cloud solutions Dac Dublin – Ireland	EUR 14.7	0.0	0.0	-	-	EUR 2.4	EUR 16.4	-
Quadient Switzerland AG Wallisellen – Switzerland	CHF (8.4)	12.5	12.5	EUR 16.2	EUR 16.2	CHF (5.8)	CHF 13.0	-
Quadient CXM AG Appenzell – Switzerland	CHF 86.7	132.3	132.3	-	-	CHF 84.3	CHF 0.2	EUR 125.2
Quadient Germany GmbH&Co. KG Munich – Germany	EUR 18.2	43.3	43.3	-	-	EUR 1.1	EUR 44.7	-
Quadient Holding Germany GmbH Munich – Germany	EUR 3.5	3.3	3.3	EUR 7.2	EUR 7.2	EUR (0.2)	-	-
Quadient Holdings UK Ltd Romford – UK	GBP 17.0	77.9	77.9	-	-	-	-	-
Quadient Technologies Holdings UK Ltd Loughton – UK	GBP 3.4	33.7	33.7	-	-	-	-	-
Quadient Norge AS Oslo – Norway	NOK 12.0	5.2	2.4	-	-	NOK 0.6	NOK 33.8	-
Quadient Sverige AB Solna – Sweden	SEK 27.9	13.1	3.4	-	-	SEK 2.2	SEK 73.6	-
Quadient Denmark A/S Rodovre – Denmark	DKK 29.2	16.1	1.5	-	-	DKK 1.3	DKK 17.6	-
Quadient Finland Oy Helsinki – Finland	EUR 0.9	2.9	1.1	-	-	EUR 0.0	EUR 2.0	-
Quadient Finance Finland Oy Helsinki – Finland	EUR 0.4	0.0	0.0	-	-	EUR 0.0	EUR 0.8	-
Quadient Holdings USA Inc. Milford – USA	USD 763.8	352.2	352.2	-	-	USD 18.7	-	-

Company name	Equity	Value of investments		Value of loans and advances		2024 net income	2024 sales	Dividends paid
		Gross value (EUR)	Net book value (EUR)	Gross value	Net book value			
Package Concierge Milford – USA	USD 17.1	28.1	28.1	-	-	USD 0.3	-	-
Quadient Canada Ltd Markham – Canada	CAD 26.6	48.1	48.1	-	-	CAD (34.7)	CAD 29.0	-
Neopost Holdings Pty Ltd Sydney – Australia	AUD 2.9	43.2	1.8	-	-	AUD 0.0	-	-
Quadient Japan Tokyo – Japan	JPY (134.6)	3.1	1.0	JPY 400.0	JPY 400.0	JPY 4.3	JPY 690.6	-
Quadient Mexico Mexico – Mexico	MXN (10.5)	0.0	0.0	USD 0.9	USD 0.9	MXN (10.2)	MXN 95.3	-
TOTAL		1,101.1	1,028.7					

Note 15 Remuneration and headcount

15-1: Headcount

Quadient SA has 52 employees as of 31 January 2025, compared to 45 as of 31 January 2024.

15-2: Staff costs

The staff costs amount to 16.2 million euros in 2024 compared to 11.0 million euros in 2023 and breaks down as follows:

	31 January 2025	31 January 2024
Compensation	8.4	6.5
Other staff expenses	7.8	4.5
TOTAL	16.2	11.0

Other staff expenses include amounts recognized for employee benefits (social security, works...), pension, free share delivered, and remuneration of non-executive directors.

In 2024, other staff expenses include an 3.4 million euros expense related to the delivery of free shares (0.9 million euros as of 31 January 2024), to which a provision for the delivery of free shares of 1.2 million euros must be added on an extra-accounting basis (0.2 million euros as of 31 January 2024).

15-3: Post-employment benefits commitments

The Company accounts for its pension commitments in accordance with ANC recommendation no. 2013-02 on the rules for measuring and recognizing pension commitments and similar benefits.

Quadient S.A.'s employees have a defined contribution pension plan (article 83 of the French general tax code), into which is paid a total of 5% of their remuneration, within the limit of five times the maximum amount as determined by Social Security.

The amount of post-employment benefit obligations is determined by an independent actuarial firm based on the number of employees at the end of the financial year.

15-4: Compensation of corporate officers

The Chairman remuneration consists of director's fees and a fixed annual remuneration. Director's fees paid to the Chairman relate to his position as a director of Quadient S.A. The amount recognized in respect of the Chairman's total compensation is 180.0 thousand euros in 2024 (150.0 thousand euros in 2023).

The Chief Executive Officer's compensation consists of a fixed salary, an annual variable salary and a remuneration as director. The variable compensation is based on the Group's results in terms of revenue, current operating profit and cash flow after capital expenditure, representing 70% of the target bonus, supplemented by specific individual performance objectives representing 30%. The variable portion of the Chief Executive Officer's compensation represents 100% of his fixed compensation, if targets are reached, and may be increased to 150% if targets are exceeded.

The amount recognized in Quadient S.A. as total compensation for the Chief Executive Officer is 1,323.8 thousand euros in 2024, compared with 918.3 thousand euros in 2023.

As of this fiscal year, following the decision of the Board of directors, and subject to approval of the General Meeting to be held on 13 June 2025, the CEO pay split from 75% in France in euros and 25% in the United States in dollars will change to a 65/35% ratio. This will be effective for the payment of the variable remuneration for the year and the retirement indemnity in cash.

As of 31 January 2025, no loans or guarantees have been granted to any corporate officer.

As of 31 January 2025, there were no post-employment commitments such as compensation, indemnities or benefits granted by the Company to its executive directors.

15-5: Compensation of non-executive directors

As of 31 January 2025, the Board of directors of Quadient SA comprises thirteen directors, including the Chairman of the Board, the Chief Executive Officer and two directors representing employees.

Expenses recognized in the financial statements of Quadient SA in respect of the remuneration of non-executive directors amounted to 0.5 million euros in 2024, stable compared to 2023.

The non-executive directors do not receive any compensation other than that paid for their position in the Company.

As of 31 January 2025, no loans or guarantees had been granted or set up in favor of the administrative organs.

As of 31 January 2025, there were no post-employment commitments such as compensation, indemnities or benefits granted by the Company to its non-executive directors.

Note 16 Post-closing events

On 3 February 2025, Quadient redeemed at maturity the remaining outstanding amount of its bond debt for 260.4 million euros. On 21 February 2025, Quadient redeemed 29.0 million euros of its *Schuldschein* debt at maturity.

Between the end of the financial year as of 31 January 2025 and the approval of the statutory financial statements by the Board of directors, there were no other significant changes in the Company's commercial or financial situation.

6.5 Statutory auditors' report on the financial statements

This is a free translation into English of the Statutory Auditors' report issued in French and is provided solely for the convenience of English-speaking readers. This report includes information specifically required by European regulations or French law, such as information about the appointment of Statutory Auditors. This report should be read in conjunction with, and construed in accordance with, French law and professional auditing standards applicable in France.

Year ended 31 January 2025

To the Annual General Meeting of Quadient S.A.,

Opinion

In compliance with the engagement entrusted to us by your Annual General Meeting, we have audited the accompanying financial statements of Quadient S.A. for the year ended 31 January 2025.

In our opinion, the financial statements give a true and fair view of the assets and liabilities and of the financial position of the Company as at 31 January 2025 and of the results of its operations for the year then ended in accordance with French accounting principles.

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 Financial Statements* section of our report.

Independence

We conducted our audit engagement in compliance with the independence requirements of the French Commercial Code (*Code de commerce*) and the French Code of Ethics for Statutory Auditors (*Code de déontologie de la profession de commissaire aux comptes*) for the period from 1 February 2024 to the date of our report, and specifically we did not provide any prohibited nonaudit services referred to in Article 5(1) of Regulation (EU) No. 537/2014.

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 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 financial statements as a whole and in forming our opinion thereon, and we do not provide a separate opinion on specific items of the financial statements.

Financial assets in subsidiaries

Risk identified	Our response
Financial assets in subsidiaries amount to 1,349.9 million euros as of 31 January 2025. As described in the note 4 to the annual financial statements ("Financial assets"), financial assets are valued at their acquisition cost or at their contribution value. An impairment test is carried out at least once a year through the projection of future cash flows. These cash flows are based on revenue and operating income growth assumptions over five years. Impairment is recorded when the assets recoverable value is lower than their carrying value. The result of this test relies on the judgments and estimates of management, on which these assumptions are based. Changes to assumptions could lead to material changes in the estimated recoverable amount. We consider the valuation of financial assets in subsidiaries to be a key point of the audit matter, in connection with the estimates related to forecasts and to the discount rate used, as well as the involvement of management's judgment and their significant impact in the accounts.	Our work consisted in: - obtaining an understanding of the methodology used by the Company for carrying out the test - analyzing impairment indicators existence by meeting with Group management on results and perspectives of the affiliates - comparing net book value of financial assets with Group's share of net assets of subsidiaries When applicable we analyzed the value of financial assets resulting from the discounted cash flow method through the following procedures: - assessing the consistency of the key assumptions to determine the value of financial assets by challenging the finance department - assessing the consistency of the growth rates used, and the discount rates applied with market analysis - assessing the valuation methodology and the arithmetic accuracy of the value calculation

Specific Verifications

We have also performed, in accordance with professional standards applicable in France, the specific verifications required by laws and regulations.

Information given in the management report and in the other documents with respect to the financial position and the financial statements provided to the shareholders

We have no matters to report as to the fair presentation and the consistency with the financial statements of the information given in the Board of Directors' management report and in the other documents with respect to the financial position and the financial statements provided to the shareholders.

We attest the fair presentation and the consistency with the financial statements of the information relating to payment deadlines mentioned in Article D. 4416 of the French Commercial Code (*Code de commerce*).

Report on Corporate Governance

We attest that the Board of Directors' Report on Corporate Governance sets out the information required by Articles L. 225374 and L. 221010 of the French Commercial Code (*Code de commerce*).

Concerning the information given in accordance with the requirements of Article L. 22109 of the French Commercial Code (*Code de commerce*) relating to the remuneration and benefits received by, or allocated to the directors and any other commitments made in their favor, we have verified its consistency with the financial statements, or with the underlying information used to prepare these financial statements and, where applicable, with the information obtained by your Company from companies controlled thereby, included in the consolidation scope. Based on these procedures, we attest the accuracy and fair presentation of this information.

With respect to the information relating to items that your Company considered likely to have an impact in the event of a takeover bid or exchange offer, provided pursuant to Article L. 221011 of the French Commercial Code (*Code de commerce*), we have agreed this information to the source documents communicated to us. Based on these procedures, we have no observations to make on this information.

Other information

In accordance with French law, we have verified that the required information concerning the purchase of investments and controlling interests and the identity of the shareholders and holders of voting rights has been properly disclosed in the management report.

Report on Other Legal and Regulatory Requirements

Format of preparation of the 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 statutory auditors regarding the annual and consolidated financial statements prepared in the European single electronic format, that the preparation of the financial statements intended to be included in the annual financial report mentioned in Article L. 45112, I of the French Monetary and Financial Code (*Code monétaire et financier*), prepared under the CEO's responsibility, complies with the single electronic format defined in Commission Delegated Regulation (EU) No. 2019/815 of 17 December 2018.

Based on our work, we conclude that the preparation of the 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 financial statements that will ultimately be included by your Company in the annual financial report filed with the AMF (*Autorité des marchés financiers*) agree with those on which we have performed our work.

Appointment of the Statutory Auditors

We were appointed as statutory auditors of Quadient S.A. by the annual general meeting held on 16 June 2022 for FORVIS MAZARS SA and on 9 September 1997 for ERNST & YOUNG et Autres.

As at 31 January 2025, FORVIS MAZARS SA was in the third year and ERNST & YOUNG et Autres in the 28th year of total uninterrupted engagement, including 26 years since the securities of the Company were admitted to trading on a regulated market.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with French accounting principles and for such internal control as Management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the 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, its internal audit, regarding the accounting and financial reporting procedures.

The financial statements were approved by the Board of Directors.

Statutory Auditors' Responsibilities for the Audit of the Financial Statements

Objectives and audit approach

Our role is to issue a report on the financial statements. Our objective is to obtain reasonable assurance about whether the financial statements 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 made based on these financial statements.

As specified in Article L. 82155 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 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 submit to the Audit Committee a report which includes a description of the scope of the audit and the audit program implemented, as well as the results of our audit. We also report significant deficiencies, if any, 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 financial statements of the current period and which 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 in Articles L. 82127 to L. 82134 of the French Commercial Code (*Code de commerce*) and in the French Code of Ethics for Statutory Auditors (*Code de déontologie de la profession de commissaire aux comptes*). 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, 25 April 2025

The Statutory Auditors

French original signed by

FORVIS MAZARS SA

Francisco Sanchez

ERNST & YOUNG et Autres

May Kassis-Morin





INFORMATION ON THE COMPANY AND ITS SHARE CAPITAL

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7.1 Quadient S.A. share capital

7.1.1 Securities giving access to capital

Quadient S.A. issues free share plans, which are described in note 10-4-2 of the consolidated financial statements in this Universal Registration Document.

7.1.2 Changes in Quadient S.A.'s share capital

Date	Operation	Issue price per share		Number of shares		Share capital
		Par value	Paid-in capital	Issued/ cancelled	Total	
31/01/2007	Capital increase through the exercise of options	EUR 1	EUR 33.18	315,818	32,222,905	EUR 33,222,905
23/03/2007	Cancellation of treasury stock	EUR 1	EUR 86.62	(776,834)	31,446,071	EUR 31,446,071
31/01/2008	Capital increase through the exercise of options	EUR 1	EUR 37.40	262,853	31,708,924	EUR 31,708,924
01/04/2008	Cancellation of treasury stock	EUR 1	EUR 76.98	(724,364)	30,984,560	EUR 30,984,560
31/01/2009	Capital increase through the exercise of options	EUR 1	EUR 37.94	188,135	31,172,695	EUR 31,172,695
31/03/2009	Cancellation of treasury stock	EUR 1	EUR 21.29	(335,178)	30,837,517	EUR 30,837,517
11/01/2010	Share issue under the interim dividend payment	EUR 1	EUR 53.46	326,501	31,164,018	EUR 31,164,018
31/01/2010	Capital increase through the exercise of options	EUR 1	EUR 38.94	57,869	31,221,887	EUR 31,221,887
11/08/2010	Share issue under the payment of the outstanding balance of the dividend	EUR 1	EUR 52.37	569,868	31,791,755	EUR 31,791,755
11/01/2011	Share issue under the interim dividend payment	EUR 1	EUR 55.98	439,432	32,231,187	EUR 32,231,187
31/01/2011	Capital increase through the exercise of options	EUR 1	EUR 42.29	63,176	32,294,363	EUR 32,294,363
31/07/2011	Capital increase through new shares	EUR 1	EUR (1)	27,370	32,321,733	EUR 32,321,733
04/08/2011	Share issue under the payment of the outstanding balance of the dividend	EUR 1	EUR 51.24	647,183	32,968,916	EUR 32,968,916
11/01/2012	Share issue under the interim dividend payment	EUR 1	EUR 46.93	441,071	33,409,987	EUR 33,409,987
31/01/2012	Capital increase through the exercise of options	EUR 1	EUR 39.37	42,055	33,452,042	EUR 33,452,042
27/07/2012	Capital increase through new shares	EUR 1	EUR(1)	18,820	33,470,862	EUR 33,470,862
03/08/2012	Share issue under the payment of the outstanding balance of the dividend	EUR 1	EUR 33.72	954,426	34,425,288	EUR 34,425,288
31/01/2013	Capital increase through the exercise of options	EUR 1	EUR 31.03	15,030	34,440,318	EUR 34,440,318
31/01/2014	Capital increase through the exercise of options	EUR 1	EUR 46.78	107,685	34,548,003	EUR 34,548,003
31/01/2015	Capital increase through the exercise of options	EUR 1	EUR 54.89	14,601	34,562,604	EUR 34,562,604
31/01/2016	Capital increase through the exercise of options	EUR 1	EUR 50.00	308	34,562,912	EUR 34,562,912
02/12/2022	Cancellation of treasury stock	EUR 1	EUR 16.18	(94,000)	34,468,912	EUR 34,468,912

7.1.3 Breakdown of share capital and voting rights

Total number of voting rights and shareholders

As of 31 January 2025, the Company's share capital is 34,468,912 euros divided into 34,468,912 shares, with par value of 1 euro, all having the same value and fully paid-up. According to the bylaws, each share carries one voting right. There is no shareholder pact or agreement. Given the large free float, the significant proportion of capital owned by foreign entities and the high trading volumes, the Company does not know the exact number of shareholders. To the Company's knowledge, no shareholder owns more than 3% of its capital other than those mentioned in chapter 3 of this Universal Registration Document.

Quadient S.A. is controlled neither directly nor indirectly. There is no agreement which might lead to a change of control.

Treasury shares

The number of treasury shares as of 31 January 2025 was 739,147 of which 64,112 shares held within the framework of the liquidity contract and 675,035 shares acquired to fulfil the obligations relating to the stock-option and free share plans awarded to employees or corporate officers.

In 2005, Quadient signed a liquidity contract with BNP Paribas worth a total value of 8 million euros. As of 31 January 2025, the Group owned 64,112 shares within the framework of this liquidity contract, with a book value of 1.2 million euros.

7.1.4 Changes in shareholder structure

Please refer to the section "Shareholder structure" in chapter 3 "Management report" of this universal registration document.

7.1.5 Summary statement of transactions carried out on Quadient shares reported by the person referred to in article L.621-18-2 of the French monetary and financial code (Code monétaire et financier)

To Quadient's knowledge, the following transactions took place during the fiscal year 2024 :

Directors	Net change	Number of shares owned as of 31 January 2025	Number of shares owned as of 31 January 2024
Martha Bejar		695	695
Hélène Boulet-Supau ^(a)		3,850	3,850
Valérie Colin	+1,500	1,500	0
Éric Courteille		267	267
Paula Felstead		2,001	2,001
Geoffrey Godet ^(b)	+8,948	64,994	56,046
Didier Lamouche		8,000	8,000
Christophe Liaudon	+1,031	3,097	2,066
Vincent Mercier ^(c)	+4,800	17,896	13,096
Richard Troksa		1,500	1,500
Nathalie Wright		1,015	1,015

^(a) 3,850 shares, of which 2,300 were bought by Ms. Boulet-Supau's partner.

^(b) Definitive acquisition of 8,948 free shares on 25 September 2024.

^(c) 17,896 shares, of which 4,800 were bought by M. Mercier's partner.

7.1.6 Place of the issuing entity in the scope of consolidation

Please refer to note 3-4 in chapter 6 "Consolidated financial statements" of this universal registration document.

7.1.7 Pledges, warranties and securities on Quadient's shares or assets

None.

7.2 Quadient shares

7.2.1 Market for Quadient shares

Shares

Quadient S.A. shares are listed in compartment B of Euronext Paris market, under the mnemonic QDT and under ISIN code FR0000120560 and is part of the CAC® Mid & Small and EnterNext® Tech 40 indices.

As a reminder, the Group has been listed since 25 September 2019 under the name Quadient, in place of Neopost, and under the mnemonic code QDT, in place of NEO.

AUTHORIZATION FOR BUYING ITS OWN SHARE

In accordance with articles L.225-209 *et seq.* of the French commercial code, Quadient S.A. is authorized to buy back its own shares notably for the purposes of cancelling them and regulating its share price. This authorization was renewed by the 14 June 2024 Annual General

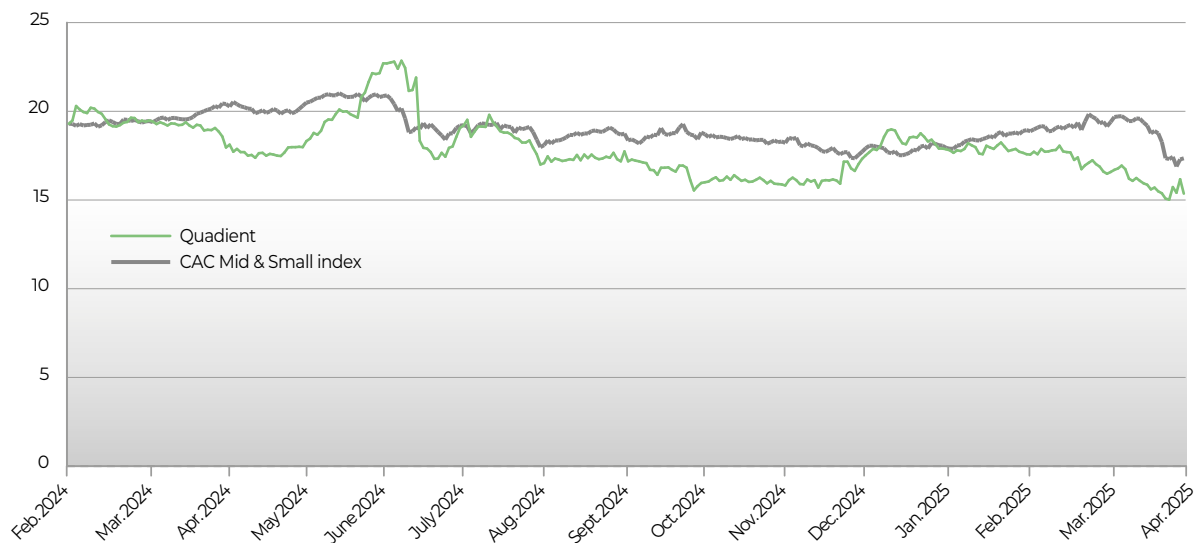
Meeting, and is subject to the following conditions:

- maximum purchase price: 50 euros per share;
- maximum ownership percentage: the maximum number of Quadient S.A. shares that Quadient S.A. may acquire under this authorization is equal to 10% of its total number of shares in issue per twenty-four months period;
- duration of the repurchase program: eighteen months.

As of 31 January 2025, Quadient S.A. used this authorization and currently owns 739,147 shares (of which 64,112 shares held within the framework of the liquidity contract), with a book value of 12.3 million euros.

7.2.2 Share price performance

Since 1st February 2024 until 11 April 2025 relative to the CAC Mid & Small index:



7.2.3 Share price and trading information over 18 months

	Highest price (In euros)	Lowest price (In euros)	Average daily trading volume	Average daily trading value (In millions of euros)
October 2023	21.30	18.58	49,904	0.96
November 2023	20.65	17.56	44,769	0.88
December 2023	19.94	18.48	31,223	0.60
January 2024	19.74	18.86	23,732	0.46
February 2024	20.45	19.02	29,674	0.58
March 2024	19.58	18.56	36,226	0.69
April 2024	19.10	17.32	36,441	0.65
May 2024	22.25	17.86	34,048	0.68
June 2024	23.10	17.22	59,717	1.20
July 2024	19.98	17.40	33,970	0.64
August 2024	18.40	16.34	31,517	0.55
September 2024	17.94	16.26	29,310	0.50
October 2024	16.98	15.54	36,863	0.60
November 2024	17.64	15.58	42,880	0.69
December 2024	20.15	16.64	40,994	0.75
January 2025	18.88	17.42	22,474	0.40
February 2025	18.22	17.22	26,922	0.48
March 2025	17.76	15.38	36,982	0.61

Source: NYSE Euronext.

7.2.4 Dividends

Please refer to chapter 3 “Management report” and chapter 6 “Quadient S.A. statements of financial position” of this universal registration document.





8

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8.1 General information

8.1.1 Company name and head office

Quadient S.A.

42-46, avenue Aristide Briand, 92220 Bagneux, France.

Telephone: +33 1 45 36 30 00.

8.1.2 Legal form and jurisdiction

Quadient S.A. is a public limited company with a Board of directors ("Société Anonyme à Conseil d'administration"), governed by French legislation. Quadient S.A. is ruled by the French Commercial code and by all other applicable laws and regulations. The Company has two Auditors, as required by law (see next pages).

8.1.3 Date of incorporation and term

Quadient S.A. (then known as Afisup) was incorporated on 21 February 1995 for a period of 99 years, expiring on 1 September 2094.

8.1.4 Corporate purpose (summary of article 2 of the articles of association)

Quadient S.A.'s purpose is, in France as in all other countries:

- the study, design, manufacture, development, sale, leasing with or without purchase or sale option, the distribution and the maintenance of machines, material, equipment and software for processing or routing letters or parcels, all other materials, machines, equipment and office software, all accessories for installing or operating the said material, machines, equipment, software as well as all subcontracting operations, the supply of all services and the utilisation of all patents, trademarks, know-how and processes, concerning the said material, machine, equipment and software,
- the acquisition, the letting, the leasing with or without purchase or sale option, the management, utilisation and subsidiarily, the sale of all equipment, fixed, moving, or rolling material, machines and tools, terrestrial, maritime or airborne vehicles in relation with the said activities,
- the ownership, acquisition, construction, letting, leasing with or without purchase or sale option, utilisation, management and subsidiarily, the sale of all workshops, factories, offices, premises and other real estate, in relation to the said activities,
- the study, creation, enhancement, use, management, administration of all commercial, industrial, real estate or financial businesses or enterprises in such business sectors,
- taking direct or indirect interests in all financial, real estate or personal property operations which are connected with such activities as well as taking direct or indirect interests in all concerns involved in such business sectors by creating, or participating in the creation, of all companies, establishments, groupings or joint ventures with a personal property, real estate, commercial, industrial financial activity or by taking immediate or future interests by acquisition, merger, split up, contribution, sleeping partnerships, subscriptions or otherwise in the capital of new or existing companies and more generally the acquisition, holding, management, and the disposal of all investment securities, all interests and all security portfolios as well as the performance of all other industrial, commercial, financial, personal real property operations which may be directly or indirectly connected to the above-mentioned objects.

8.1.5 Registration

Quadient S.A. is registered with the Nanterre Trade and companies' registry under no. 402 103 907. The APE code is 7010Z. The Legal Entity Identifier (LEI code) is 549300K4W3A5ITOPTK67.

8.1.6 Consultation of legal documents

Documents and information relating to Quadient S.A. may be consulted at the Company's head office.

8.1.7 Financial year (article 6 of the articles of association)

Each Quadient S.A. financial year lasts twelve months, starting on 1 February and ending on 31 January of the following calendar year.

8.1.8 Appropriation of earnings (article 19 of the articles of association)

Profits are determined and appropriated in accordance with the laws and regulations in force.

8.1.9 Annual General Meeting (article 18 of the articles of association)

Shareholders' meetings are convened and hold deliberations in accordance with the law. Admission is governed by the French Commercial code. Each share in the Company carries one voting right. There are no double voting rights. There are no restrictions on voting rights. The terms for exercising voting rights comply with the laws and regulations in force.

8.1.10 Statutory threshold crossing disclosures (summary of article 11 of the articles of association)

Pursuant to article 11.2 of the Bylaws, in addition to the legal threshold crossing disclosure requirements as defined under articles L.233-7 to L.233-14 of the French Commercial code, Quadient S.A. requires any person, acting on his own or in concert, who comes to own directly or indirectly, a number of shares representing more than 3% of the share capital or voting rights of the company must inform the company, in writing, by registered letter with acknowledgement of receipt, within 15 days of the crossing of the threshold, certifying that the shares thus owned are not for the account or under the control of another natural or legal person.

This information obligation also applies, under the same conditions, to any person who already holds, directly or indirectly, alone or in concert, a number of shares representing more than 3% of the capital or voting rights. Vote of the company, each time it comes to hold, directly or indirectly, alone or in concert, a number of additional shares representing 1% of the company's capital or voting rights, as long as it does not hold, directly or indirectly, alone or in concert, a total number of shares representing more than half of the company's capital or voting rights.

At the request of one or more shareholders holding at least 3% of the company's capital or voting rights, non-compliance with this obligation of information is penalized, for shares exceeding the fraction which should have been declared, by the deprivation of the right to vote for any Meeting of shareholders which would be held until the expiry of a period of two years following the date regularization of the notification.

The same obligation to provide information is imposed, within the same period and according to the same terms, on any natural or legal person whose participation, held alone or in concert, directly or indirectly, falls below one of the above-mentioned thresholds.

This requirement was introduced by the Annual General Meeting of 5 October 1998.

8.2 Recent events

Morrisons Partners with Quadient for Convenient Parcel Delivery at its Morrisons Daily Stores

On 18 February 2025, Quadient announced a new partnership with Morrisons. The partnership will see Parcel Pending by Quadient parcel lockers installed at 230 Morrisons Daily stores by spring 2025.

Quadient Enables New Shipping Service with Japan Post on its Open Locker Network, Driving Convenience and Increased Parcel Volume

On 3 March 2025, Quadient announced an expanded partnership between Japan Post and Packcity Japan, a joint venture between Quadient and Yamato Transport. Thanks to the extended partnership, consumers will not only receive Japan Post deliveries at Packcity Japan's nationwide open network of automated parcel lockers, but they will also now be able to ship parcels from the lockers, called PUDO stations. Consumers using Japan Post's Yu-Pack parcel service use a mobile app to ship from a PUDO station, eliminating the need to wait at delivery counters or manually handling shipping slips.

Quadient Maintains Leader Position on Aspire Leaderboard for Customer Communications and Interaction Experience Software

On 13 March 2025, Quadient announced it has maintained its leadership position on the Aspire Leaderboard. Produced by independent advisory firm Aspire CCS, the Aspire Leaderboard highlights and compares vendors in the customer communications management (CCM) and customer experience management software space. It is updated in real-time as vendors release enhancements and adjust strategies.

QUADIENT SA: Appointment and renewals to Quadient's Board of directors to be proposed to the Annual General Meeting on June 13, 2025

On 26 March 2025, upon recommendation of the Appointments and Remuneration Committee, Quadient's Board of directors (the "Board") has approved the list of Directors for appointment and renewal to be put forward at the Company's Annual General Meeting that will be held on June 13, 2025.

Quadient Recognized in Inaugural 2025 Gartner® Magic Quadrant™ for Accounts Payable Applications

On 4 April 2025, Quadient announced it has been recognized in the first ever 2025 Gartner Magic Quadrant for Accounts Payable Applications. A Gartner Magic Quadrant is a culmination of research in a specific market, giving a wide-angle view of the relative positions of the market's competitors ⁽¹⁾.

Quadient Receives SBTi's Validation of its GHG Emission Reduction Targets

On 7 April 2025, Quadient announced that the Science-Based Targets initiative (SBTi) has validated its greenhouse gas (GHG) emission reduction targets. SBTi is a corporate climate action initiative that provides companies with science-based guidance to reduce greenhouse gas emissions in line with the goals of the Paris Agreement. This validation confirms that Quadient's commitments align with scientific requirements to limit global warming to 1.5°C.

Quadient Recognized in Analyst Report on Top AI Use Cases for Finance Automation

On 16 April 2025, Quadient announced it has been recognized in a recent Forrester report on ways artificial intelligence (AI) is transforming accounts receivable (AR) processes. The report, "Top AI Use Cases for Accounts Receivable Automation In 2025," includes mentions of Quadient AR for cash application and payment notice. Quadient considers its inclusion in the report as proof of the impact its AI- and machine learning-powered financial process automation offer, enhancing efficiency, accuracy, and decision-making capabilities.

Quadient Named a Leader in the SPARK Matrix™: Customer Communication Management Report for 2025

On 24 April 2025, Quadient has been recognized as a Leader in the SPARK Matrix™ Q2, 2025 report by global advisory and consulting firm QKS Group. This marks the fifth consecutive year Quadient has been named a Leader in the SPARK Matrix for CCM, a strategic vendor performance assessment tool that ranks vendors across the categories of Technology Excellence and Customer Impact.

(1) Gartner Research Methodologies, Gartner Magic Quadrant, 28 March 2025



8.3 Officer responsible for the universal registration document and Auditors

8.3.1 Officer responsible for the universal registration document

Geoffrey Godet, Quadient S.A. Chief Executive Officer.

8.3.2 Auditors

Statutory auditors

ERNST & YOUNG ET AUTRES

Represented by May Kassis-Morin

ERNST & YOUNG et Autres, Tour First, TSA 14444, 92037 Paris-La Défense Cedex, France

Member of the Compagnie Régionale de Versailles et du Centre

Start of first appointment: 9 September 1997 (for the remaining term of the preceding Auditor's appointment)

Duration of current appointment: six years (from 28 June 2019)

Expiry of current appointment: at the end of the Annual General Meeting convened to vote on the financial statements for the financial year ending 31 January 2025.

MAZARS

Represented by Francisco Sanchez

61 rue Henri Regnault 75092 Paris La Défense, France

Member of the Compagnie Régionale de Versailles et du Centre

Start of first appointment: 16 June 2022

Duration of current appointment: six years (from 16 June 2022)

Expiry of current appointment: at the end of the Annual General Meeting convened to vote on the financial statements for the financial year ending 31 January 2028.

Alternate Auditors

AUDITEX

Tour First, TSA 14444, 92037 Paris-La Défense Cedex, France

Alternate Auditor to Ernst & Young et Autres

Start of first appointment: 8 July 2008

Duration of current appointment: six years (from 28 June 2019)

Expiry of current appointment: at the end of the Annual General Meeting convened to vote on the financial statements for the financial year ending 31 January 2025.

CBA

61 rue Henri Regnault 92 075 Paris La Défense, France

Alternate Auditor to Mazars

Start of first appointment: 16 June 2022

Duration of current appointment: six years (from 16 June 2022)

Expiry of current appointment: at the end of the Annual General Meeting convened to vote on the financial statements for the financial year ending 31 January 2028.

8.4 Statement by officer

"I hereby certify that the information contained in this Universal Registration Document is, to my knowledge, in accordance with the facts and makes no omission likely to affect its import.

I further certify that, to the best of my knowledge, the annual and consolidated financial statements have been prepared in accordance with the applicable accounting standards and give a true and fair view of the assets and liabilities, financial position, and profit or loss of the Company and all the entities included in the consolidation, and that the information included in this Universal Registration Document relating to the management report, as listed in the cross-reference table in section 8.7.3 presents a true and fair view of the business development, results and financial position of the Company and all the entities included in the consolidation as well as a description of the main risks and uncertainties to which they are exposed, and that it has been prepared in accordance with the applicable sustainability reporting standards."

Geoffrey Godet,

Chief Executive Officer

8.5 Fees paid to the statutory auditors and members of their networks

Please refer to the note 16 in chapter 6 "Consolidated statements of financial position" of this universal registration document.

8.6 Information policy

8.6.1 Officers in charge of financial information

Laurent du Passage	Chief Financial Officer
Anne-Sophie Jugean	Investor Relations director
Address	Quadient S.A. 42-46, avenue Aristide Briand 92220 Bagneux, France
Telephone	+33 1 45 36 30 00
Email	financial-communication@quadient.com
Quadient website	www.quadient.com
Investor Relations website	https://invest.quadient.com/en

8.6.2 Shareholder information

This universal registration document will be sent to shareholders free of charge upon request. Documents and information relating to Quadient can be consulted at the Company's head office.

This universal registration document as well as all press releases, analyst presentations, annual reports and other financial information may be consulted on Quadient's Investor Relations website.

8.6.3 Financial communication calendar

3 June 2025	First-quarter 2025 sales
13 June 2025	Annual General Meeting
24 September 2025	Second-quarter 2025 sales and first-half 2025 results
27 November 2025	Third-quarter 2025 sales
31 January 2026	End of 2025 fiscal year
March 2026	Fourth-quarter 2025 sales and full-year 2025 results

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42-46, avenue Aristide Briand
92220 BAGNEUX - FRANCE

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