

Sustainability report

Fiscal Year 2025



SORTIE 
Place du Manche 

INDIGO GROUP

French public limited company with Executive Board and Supervisory Board
with share capital of 183,021,628 euros

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INDIGO
G R O U P

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General disclosures [ESRS 2]

1. Basis for preparation

1.1. Basis for preparation of disclosures

1.1.1. General basis for preparation of the sustainability statements [BP-1]

Introduction

INDIGO has drawn up its sustainability report in compliance with (EU) regulation 2022/2464 CSRD (Corporate Sustainability Reporting Directive) and the new European reporting standards (European Sustainability Reporting Standards - ESRS). These standards provide a framework for the publication of non-financial information, covering the environmental, social and governance (ESG) dimensions.

The Group's sustainability report is therefore based on a dual approach to materiality, integrating both INDIGO's impact on the environment and society, and the influence of environmental and social issues on the company's performance. This approach makes it possible to consider all of the Group's stakeholders, whether employees, investors, customers or the communities in which INDIGO operates. The report also includes an analysis of the risks and opportunities associated with sustainable development (Environment, Social and Governance), in relation to the Group's strategic commitments.

As part of preparing this report, INDIGO collected and consolidated data from all of its activities and its value chain.

Finally, INDIGO's sustainability report presents regulatory information, performance monitoring in relation to its sustainability policies, and the action plans put in place to achieve its objectives.

The sustainability report presented in the following chapter has been drawn up in the context of the first year of application of the provisions of the CSRD.

The Group has endeavoured to apply the normative requirements set by the ESRS and the European Taxonomy, as applicable on the preparation date of the sustainability report, on the basis of the information available and within the timeframe for preparing the sustainability report.

This is the second year of implementing the CSRD, and sustainability disclosures have been prepared amid ongoing uncertainty surrounding the interpretation of the legislation.

In this context, on the basis of market practices and recommendations and of a better understanding of these new regulatory and standard-setting provisions, the Group may need to review certain reporting and communication practices in future versions of its sustainability report. Any such changes will be explained and justified in full transparency in future sustainability reports. The Group is committed to continuous improvement in this reporting and communication exercise.

Scope of the sustainability report

The information presented in the sustainability report covers the consolidated scope of the INDIGO Group: France, Belgium, Spain and Andorra, Switzerland, Luxembourg, Poland, Estonia, Brazil, Canada and Colombia. The companies acquired in 2024 (Smovengo in France, Parkia in Spain and APCOA in Belgium) have been included. The scope of consolidation for the sustainability report is therefore the same as that of the consolidated financial statements. Data from Corsalis (7 employees), which was acquired in France in May 2025 and accounted for using the equity method due to the absence of operational control, is not included in the social data points. However, it is included in the carbon footprint (item 3-15, "Investments", from the date of acquisition).

On 30 June 2025, the INDIGO Group finalised the sale of a 60% stake in INDIGO Park Canada Inc. (IPC) to its long-standing US partner, LAZ Parking (LAZ). Data from Canada has been incorporated as follows:

- ESRS E1: based on IPC's 2024 carbon footprint assessment across all three scopes up to 30 June and covering the remaining 40% of its share of Scope 3 emissions under section 3-15 'Investments' for the last six months of 2025.
- ESRS S1: as IPC is no longer consolidated as at 31 December 2025, social data relating to the end of the year could not be included in the various indicators (e.g. workforce numbers or discrimination incidents of as at 31 December). However, some data was available as at 30 June 2025, the date of the sale to LAZ Parking. The indicators published in S1 specify whether they include information from Canada.

Value chain in the sustainability report

In its sustainability report, the INDIGO Group adopts an integrated approach to the upstream and downstream value chain, taking into account all activities, resources and relationships that contribute to its business model and the environment in which it operates.

The possibility of omitting specific information relating to intellectual property, know-how or the results of innovation has not been used by the Group, nor has the possibility of omitting disclosure of imminent developments or matters under negotiation.

1.1.2. Disclosures in relation to specific circumstances [BP-2]

Definition of time horizons

The time horizons used are the same as those proposed by the standard, i.e.:

- short term: under 1 year;
- medium term: between 1 and 5 years;
- long term: more than 5 years.

Estimates concerning the value chain

Indicator	Estimated data	Calculation method
GHG emissions	CapEx and OpEX	The ADEME monetary ratio methodology (Kg CO2 per thousand euros spent), adjusted for inflation using the World Bank's "Producer Price Index" for products and "Harmonized Consumer Price Index" for services by country; use of Emission Factors specific to each country (Exiobase).
GHG emissions	Canada	Inclusion of the Canadian subsidiary's 2024 data in the preparation of the Group's 2025 carbon footprint assessment (60% of the subsidiary sold as at 30 June 2025, with a remaining 40% stake).
GHG emissions	Smovengo	Inclusion of data from Smovengo's 2024 carbon footprint report in the Group's 2025 GHG emissions report.
Ratio of highest to median salaries	Salary adjustments on a uniform basis	Conversion of nominal salaries into euros (average of daily exchange rates over the year) and adjustment according to the Purchasing Power Parity method established by the World Bank, for greater comparability.
Financial data for 2024 and projections for 2030	CapEx and OpEX	Estimated 2024 spending in Europe, based on spending in France, pro rata to European revenue; projections based on the assumption of an increase of European revenue.

The data points interpreted in this sustainability report are listed below:

- [S1-10]: Decent wages. In 2025, the Group sought to supplement its analysis by verifying that the legal minimum wage in each of the countries in which it operates is determined in accordance with the International Labour Organization's principles, as reaffirmed in February 2024 (Living Wages, International Labour Organization), and that none of these countries are in a high-risk situation (e.g. hyperinflation). The Group therefore considers that a decent wage corresponds to the legal minimum wage in each country in which it operates.
- [S1-14-02]: Frequency rate. In 2024, the indicator excluded accidents that did not result in lost time. For the 2025 financial year, the Group has decided to retain this indicator while introducing a second, complementary indicator corresponding to the overall frequency rate. The latter includes all workplace accidents, regardless of whether they resulted in time off work.

- [S1-16]: The ratio of the highest-paid individual's total annual remuneration to the median total annual remuneration of all employees, and the gender pay gap. For the 2025 financial year, the Group has revised the scope of the total annual remuneration ratio calculation to enhance its comprehensiveness and representativeness.
 - All controlled subsidiaries have been included, incorporating entities acquired during 2024 that were excluded from the 2024 calculation.
 - Whereas the indicator was previously based solely on 'permanent' employees (i.e. those present for the entire financial year), the methodology now includes all employees employed between 1 January and 31 December 2025. The only exceptions are employees on apprenticeship contracts and a limited number of cases involving atypical remuneration (e.g. long-term sick leave). This change results in the inclusion of employees who have not completed a full year, whether due to recruitment or departures during the year, or changes in the scope of consolidation linked to external growth transactions. This re-inclusion, particularly in Brazil and Colombia, enables a more accurate reflection of the Group's actual workforce structure.

Therefore, the observed increase does not reflect an increase in pay gaps, but rather a more accurate representation of the Group's international workforce.

1.2. Governance

1.2.1. The Role of the administrative, management and supervisory bodies [GOV-1]

INDIGO Group is a French joint-stock company with an Executive Board and a Supervisory Board (*Société Anonyme à Directoire et Conseil de Surveillance*). On 31 December 2025, it was 99.60% owned by Infra Foch Topco, with the balance held by the Group's employees through a collective investment fund (*Fonds Commun de Placement d'Entreprise-FCPE*).

Infra Foch Topco is a simplified joint stock company (*Société par Actions Simplifiée*) which is itself owned by:

- Crédit Agricole Assurances (49.04%), via Prédica et Crédit Assurances Retraite;
- Vauban Infrastructure Partners (34.23%),
- MR Infrastructure Investment GmbH (MEAG), 14.81%,
- 0.34% in treasury shares,
- and the balance by the Group's management.

The INDIGO Group Executive Board

Mr Sébastien FRAISSE, who joined INDIGO Group in October 2012, became Chairman of the Executive Board on 1 April 2023. Under his chairmanship, as at 31 December 2025, the Executive Board, which is responsible for determining the direction of the Group's business and overseeing its implementation, is made up of Mr Edouard RISSO, Executive Vice-President, Finance and the Americas, Mr Xavier HEULIN, Executive Vice-President, Urban Shift, and Ms Valérie OHANNESSIAN, General Secretary. It met 8 times in 2025, with an effective attendance rate of 100%. It therefore has 4 executive members and 0 non-executive members. 25% of the members of the Executive Board are women.

The INDIGO Group Supervisory Board

The Supervisory Board, which is responsible for monitoring the Group's operations and controlling risk management, has six members:

- Mr Alexandre DE JUNIAC, independent member, Chairman of the Board;
- Ms Magali CHESSE and Mr Timothée PRADIER appointed at the request of Crédit Agricole Assurances;
- Mr Mounir CORM, Vice-Chairman of the Board, and Mr Romain UTHURRIAGUE, appointed at the request of Vauban Infrastructure Partners;
- Ms Manuela RATH, appointed at the request of MEAG.

The Supervisory Board met 6 times in 2025. The effective attendance rate was 91.7% (6 out of 6 members present at 5 of the meetings, 5 out of 6 members present at the other 1 meeting). It therefore has 0 executive members, 5 non-executive members and 1 independent member. 33.3% of its members are women.

The members of the Supervisory Board have a wide range of experience from which the Group benefits, particularly in the infrastructure sector, including directorships in other European companies in this sector.

Alexandre DE JUNIAC (X, ENA) is an expert in air transport, health and consultancy. Until the end of 2022, he was Morgan's Senior Advisor, a role he held while also being Chairman of Europcar, Europe's leading car rental company. Until July 2021 he was Managing Director and CEO of IATA (International Air Transport Association), a position he held for five years. Prior to this, Alexandre DE JUNIAC was Chairman and CEO of Air France-KLM (2013-2016) and previously Chairman and CEO of Air France (2011-2013). Under the leadership of Mr DE JUNIAC, Air France and Air France-KLM underwent a successful restructuring which has improved efficiency and strengthened the Group's performance. Prior to this, Alexandre DE JUNIAC spent 14 years with the French company Thales, which specialises in aerospace, space, defence, security and transport. Mr DE JUNIAC has also held positions in the French government. He began his career at the Council of State from 1988 to 1993. He then served as Deputy Chief of Staff to Nicolas SARKOZY, then Minister for the Budget (1993-1995), and at the Ministry of the Economy, Industry and Employment, as Chief of Staff to Christine LAGARDE, then Minister (2009-2011)

Ms Magali CHESSE was Investment Director at Crédit Agricole Private Equity before joining Crédit Agricole Assurances in 2007, in charge of investments in the Equity, Private Equity and Infrastructure asset classes. She is also a director of Ramsay GDS, Foncière Frey, Semmaris, Cassini, Edison Renewables and Movhera. She represents Predica on the Board of Directors of Siparex Associés (non-voting member).

Mr Timothée PRADIER joined Crédit Agricole Assurances in January 2023 as Head of Investments. He is involved in the execution and monitoring of direct investments in the infrastructure sectors (Transport and Mobility, Telecommunications, Renewable Energies).

Prior to this, he worked in mergers and acquisitions at the TDF Group and previously as a manager at PwC, specialising in valuation and financial modelling. Timothée PRADIER is an active member of the boards of directors of European Locomotive Leasing (ELL), TDF and Verkor.

Both are representatives of Crédit Agricole Assurances which, as an insurer and institutional investor, has a major responsibility in financing the transition to a sustainable economy. The Crédit Agricole Assurances Group incorporates ESG issues into its investment strategy, with the aim of making a positive contribution to society and the environment, while preserving the financial performance of its investments. This responsible investment philosophy forms the common basis for all Crédit Agricole Assurances Group entities and is reflected in the definition of normative and sectoral exclusion policies, the systematic integration of ESG criteria into investment decisions and voting policies at general meetings, and harmonised shareholder engagement.

Mr Mounir CORM is Executive Vice-President and founding partner of Vauban Infrastructure Partners. With over 20 years of experience in infrastructure investment, Mr Mounir CORM has led the organisation and execution of many high-profile transactions across Europe. His expertise lies in identifying strategic opportunities in key infrastructure sectors, including transport, utilities and renewable energy. Under his leadership, Vauban has expanded its portfolio to €9 billion, focusing on sustainable investments and creating long-term value for investors. Before co-founding Vauban, Mr Mounir CORM was Deputy Director at Mirova General Infrastructure, where he focused on investments in core European infrastructures. Earlier in his career, he worked at PricewaterhouseCoopers in financial advisory services, specialising in infrastructure finance and project development. He holds a master's degree in public affairs from Sciences-Po Paris and an MBA from HEC Paris. He is fluent in French, English and Arabic, and has a background in public policy and business management.

Mr Romain UTHURRIAGUE joined Vauban Infrastructure Partners in 2010 and has successfully contributed to its development. With his execution skills and sector knowledge, Romain has participated in numerous transport and energy infrastructure investments across Europe. He sits on the board of directors of several portfolio companies and supports the management teams in achieving a shared ambition and long-term value.

Before joining Vauban Infrastructure Partners, Mr Romain UTHURRIAGUE spent three years in the project finance team at Natixis CIB in Paris and London. He is a graduate of the École Supérieure d'Électronique de Paris and EM Lyon.

Both are representatives of Vauban Infrastructure Partners, which manages essential infrastructures spanning several generations. Aware of its major responsibility towards its various stakeholders, Vauban seeks to develop projects in such a way that they deliver sustainable value and comply with the "social licence to operate". Vauban is also committed to making every effort to mitigate and adapt to climate change. Through its collaboration with stakeholders, participation in public initiatives and contribution to industrial research, Vauban continuously seeks to develop effective solutions to support its assets in their ESG roadmap.

Ms Manuela RATH is a member of MEAG's Infrastructure Equity team. MEAG is a Munich Re company and the Fund Manager for Munich Re and ERGO. She provides her expertise to institutional investors and private clients outside of the Group. MEAG integrates ESG issues into its investment analysis and decision-making processes in order to "*manage financial risks and opportunities due to ESG aspects, take into account the most significant negative environmental and social impacts of investments and support sustainability objectives, i.e. those of MEAG or of its clients*"

Ms Manuela RATH holds a Master's degree from the Vienna University of Economics and Business. She has been with MEAG since 2017 and is currently focused on working with management teams and all stakeholders to drive value creation for the companies in which MEAG invests. She also supports the development of new operations in all sectors of industry. Prior to joining MEAG, she worked in Crédit Agricole's energy and infrastructure group in New York and in Tetragon's credit business

in New York and London. She also represents MEAG on the boards of the Autobahn Tank group & Rast and Vantage Data Centres.

The Supervisory Board is therefore involved in sustainability issues. The representatives of Vauban Infrastructure Partners, Crédit Agricole Assurances and MEAG are pursuing their investment strategy while taking into account the challenges (such as impacts, risks and opportunities) associated with sustainable development.

The Group's business conduct and compliance commitment are supported by the Executive Board, under the supervision of the Supervisory Board.

Control mechanisms have been put in place to ensure transparent management and control of risks. Several committees have been set up to assist both the Infra Foch Topco Supervisory Committee and the INDIGO Group Supervisory Board in their work:

- the Executive Committee, made up of the members of the Executive Board, the Directors for Europe and "Digital and Customer Experience", is responsible for the Group's strategic thinking and management. In particular, the structuring elements relating to CSR and compliance are presented to this committee (6 executive members and 0 non-executive members; 16.67% women);
- an Audit and Risks Committee, comprising Magali CHESSE, Timothée PRADIER, Manuela RATH and Mounir CORM, responsible for examining the accounts, reviewing risks and the internal control environment, and monitoring the Group's compliance and CSR issues (4 non-executive members, 0 executive members; 50% women).
- an Appointments and Remuneration Committee, comprising Magali CHESSE, Timothée PRADIER, Manuela RATH and Mounir CORM, which is responsible for matters relating to the remuneration of the Group's senior executives; In this respect, it examines the structure of the remuneration of the Executive Board members, which all include objectives linked to the Environment, Social and Governance (ESG), for a proportion amounting to up to 35% of their variable remuneration (4 non-executive members, 0 executive members; 50% women);
- an Investment Committee, comprising Ms Magali CHESSE, Mr Timothée PRADIER, Ms Manuela RATH and Mr Romain UTHURRIAGUE, responsible for examining the Group's investment and development projects exceeding certain commitment thresholds (4 non-executive members, 0 executive members; 50% women);
- internal committees prepare meetings with shareholders, notably the Internal Risk Committee, chaired by the Chairman of the Executive Board, Sébastien FRAISSE, and comprising the Internal Audit, Compliance (anti-corruption, personal data protection/GDPR, etc.), ESG, IT Security, Legal, Insurance and Human Resources functions. This committee meets once a quarter, and its purpose is to strengthen risk management by adopting a cross-functional approach and promoting communication between stakeholders. Topics are presented and discussed which are then submitted to the Audit and Risks Committee for review. It is complemented by an IT committee specifically dedicated to technological risks and opportunities, and in particular to cyber security.

The committees, notably the Internal Risk Committee, prepare and technically examine sustainability-related issues and present them to the Executive Committee and the Group Executive Board. The latter decides on the arbitrations that are part of the Group's strategy and business model and that it presents to the shareholders meeting at the Audit and Risks Committee and the Supervisory Board for the decisions structuring them.

1.2.2. Information provided to and sustainability matters addressed by the undertaking's administrative, management and supervisory bodies [GOV-2]

The members of the Executive Committee (Comex) are informed of the material impacts, risks and opportunities associated with sustainability issues on a quarterly basis, firstly as part of the Internal Risk Committee, and secondly at the Audit and Risks Committee, in the presence of the Group's shareholders. This information is provided in the form of structured presentations by a number of the company's key stakeholders (including ESG, information systems, legal, insurance, compliance and internal audit), under the aegis of the Group's General Secretary, who is a member of Comex and the Executive Board. The aim of these presentations is to provide a detailed overview of the identified impacts, risks and opportunities, and to assess the effectiveness of the policies and actions put in place to meet these challenges.

Consideration of impacts, risks and opportunities in strategic oversight and risk management

The Executive Committee, responsible for making strategic decisions and monitoring the company's performance, incorporates these factors into its decision-making processes. The impacts and opportunities associated with sustainability criteria are taken into account in a number of key areas, including ethical governance and the fight against corruption, as well as in the development of sustainable mobility solutions. In this respect, investments and decisions relating to the roll-out of electric vehicle charging stations, the promotion of soft mobility such as cycling, and the optimisation of lighting through the gradual replacement by LED lighting, are the subject of special monitoring. These issues are integrated into the

analysis of strategic and operational risks, thereby contributing to informed decision-making that is aligned with the Group's CSR commitments. Depending on the investment and transformation level required by the Group, the Group's Supervisory Board decides on structuring projects with sustainability issues at stake.

List of material impacts, risks and opportunities addressed by the governance bodies

INDIGO's governance bodies integrate the material impacts, risks and opportunities linked to environmental, social and governance issues into their decisions and the operational supervision of the Group.

Climate and energy issues

The Executive Committee validates the sustainability strategy and projects. These are submitted to the Audit and Risks Committee and then validated by the Supervisory Board. These oversee the actions put in place to meet the challenges of climate change, notably through adaptation and mitigation initiatives. These actions include reducing the carbon footprint of INDIGO's infrastructures, deploying more energy-efficient solutions such as LED lighting, as well as installing electric vehicle charging stations and deploying secure spaces for bicycles to support the transition to low-carbon mobility. The Group's energy policy is also a major focus for monitoring, in order to optimise energy consumption and limit the impact of our activities on the environment.

Employee-related issues

The governance bodies closely monitor issues relating to the company's workforce, ensuring continuous improvement in the quality of life at work, employee health and safety, as well as employment security and pay conditions. Social dialogue is a key issue, enabling us to manage organisational changes and employee expectations in a concerted manner. The management bodies also monitor equal treatment and equal opportunities, incorporating specific objectives for women and diversity. Training and skills development are strategic levers that are monitored by the governance, in order to ensure that our teams can adapt to sector-specific changes and to the new demands of urban mobility. Finally, respect for fundamental rights and the preservation of the dignity of our employees are among the Group's key commitments.

Contribution to local communities

INDIGO pays particular attention to the communities affected by its activities and strives to contribute to the social, economic and cultural development of the region in which it operates. In 2023, it created the INDIGO Foundation for this purpose.

Consumers and end-users

The governance bodies monitor the information and transparency commitments made to customers and users, ensuring regulatory compliance of communications and clarity of the general terms and conditions made available to users. The safety, health and protection of users, including the protection of personal data, are priority issues overseen by the Executive Committee and internal control bodies. The quality of relations with upstream customers and users is also a major focus, guaranteeing a level of service that meets the expectations of local authorities and the general public.

Ethical governance and business integrity

The Group's governance is committed to developing an ethical business culture and responsible governance, while incorporating strict transparency and compliance principles. In particular, the fight against corruption and the payment of bribes is monitored by control systems and compliance policies deployed at all levels of the organisation.

1.2.3. Integration of sustainability-related performance in incentive schemes [GOV-3]

Incentive programmes and remuneration policies relating to sustainability issues

INDIGO has introduced financial incentive mechanisms that include sustainability criteria in the variable remuneration of members of the management bodies. These incentives are designed to align strategic and operational decisions with the Group's CSR commitments, by encouraging concrete actions in support of sustainability issues.

Main features of the incentive programmes

The Group has incorporated ESG objectives into its variable remuneration policy.

The variable remuneration of the Chairman of the Executive Board includes 20% indexed to 2025 ESG objectives, while the Executive Committee members have ESG objectives representing up to 35% of their variable remuneration, applied to their respective areas of responsibility. These objectives are then broken down and adapted according to the position and role of each employee in question, to ensure a coherent, targeted and relevant approach throughout the hierarchical chain.

Each key function in the organisation that has an impact on these issues is assigned an ESG objective that can represent up to 25% of its variable remuneration. This system ensures that individual performance is aligned with the Group's sustainable development commitments.

Specific objectives and impacts related to sustainable development for assessing management performance

For 2025, the ESG objectives included in the performance evaluation of managers cover several strategic priorities.

ESRS E1:

- deployment of electric vehicle charging stations (EVCS), to accelerate the transition to more sustainable mobility;
- development of micromobility, in particular through the expansion of bicycle and Cyclopark infrastructures;
- greening of the vehicle fleet, with a focus on low-emission vehicles.

ESRS S1:

- prevention and safety in the workplace, aimed at improving employee protection and reducing occupational risks;
- feminisation of the teams, with specific monitoring to promote gender equality within the Group;
- employee training, guaranteeing skills development and adaptation to sectoral changes.

ESRS G1:

- compliance and audit, ensuring compliance with regulations and commitments in terms of business ethics.

These objectives, represent concrete levers for Group actions and enable it to monitor its commitments in terms of sustainable development. Incorporating these criteria into our remuneration policy helps to mobilise all of our teams around INDIGO's CSR ambitions.

Company level at which incentive programme conditions are approved and updated

Incentive programmes and remuneration criteria relating to sustainability issues are approved and monitored by the Appointments and Remuneration Committee, which assesses at least quarterly (and as required) the alignment of these measures with the Group's overall strategy. This committee is responsible for validating the objectives, adjusting the criteria if necessary and ensuring that the implemented incentives enable compliance with the CSR commitments defined by INDIGO.

The Appointments and Remuneration Committee includes, on 31 December 2025, Ms Magali CHESSE, Mr Timothée PRADIER, Ms Manuela RATH and Mr Mounir CORM. It examines the structure of the remuneration of the Executive Board members, which all include objectives linked to the Environment, Social and Governance (ESG).

1.2.4. Statement on due diligence [GOV-4]

Core elements of due diligence	Paragraphs in the sustainability report
a) Embedding due diligence in governance, strategy and business model	<ul style="list-style-type: none"> i) ESRS 2 GOV-2: Information provided to and sustainability matters addressed by the undertaking's administrative, management and supervisory bodies; ii) ESRS 2 GOV-3: Integration of sustainability-related performance in incentive schemes; iii) ESRS 2 SBM-3: Material impacts, risks and opportunities and their interaction with strategy and business model.
b) Engaging with affected stakeholders at all stages of the due diligence process	<ul style="list-style-type: none"> i) ESRS 2 GOV-2; ii) ESRS 2 SBM-2: Interests and views of stakeholders; iii) ESRS 2 IRO-1; iv) Topical ESRS: reflecting the different stages and purposes of stakeholder engagement throughout the due diligence process.
c) Identifying and assessing adverse impacts	<ul style="list-style-type: none"> i) ESRS 2 IRO-1 (including Application Requirements related to specific sustainability matters in the relevant ESRS); ii) ESRS 2 SBM-3.
d) Taking action to address negative impacts	i) Topical ESRS: reflecting the range of actions, including transition plans, through which impacts are addressed.
e) Tracking the effectiveness of these efforts and communicating	i) Topical ESRS: regarding metrics and targets.

1.2.5. Risk management and internal controls over sustainability reporting [GOV-5]

INDIGO Group reporting methodology

For the preparation of its sustainability report, the Group uses a dedicated sustainable development reporting tool, complemented by operational reporting tools, human resources information systems and financial reporting systems. The combination of these various tools makes it possible to monitor the Group's performance and communicate it transparently to its stakeholders.

INDIGO is committed to continuous improvement of its reporting tools and processes to enhance the quality and reliability of its consolidated data. This approach enables more efficient management of data collection, regular monitoring of performance at all levels (site, region and Group), and analysis of results in relation to the defined objectives. It also makes it possible to check the consistency of the collected CSRD-related common data with the data published in the Non-Financial Performance Statement for previous years. When necessary, this approach also facilitates the implementation of corrective measures.

The Group's sustainability reporting framework will be updated annually to improve its accuracy and alignment with best practices in the sector.

Internal control system to ensure the reliability of non-financial reporting under European CSRD regulations

As part of the implementation of the Corporate Sustainability Reporting Directive, the INDIGO Group has set up an internal control system based on structured governance, data collection and validation processes, and appropriate tools to ensure the reliability and transparency of its ESG information.

Governance and responsibilities

The INDIGO Group's governance structure ensures consistent management and monitoring of its non-financial data. A CSRD Committee, headed by the General Secretary, a member of the Group Executive Board, oversees the reporting compliance with the requirements of the Directive. This committee is made up of representatives from the company's various functions (ESG, human resources, compliance and internal audit), in order to ensure that every aspect of its non-financial performance is properly monitored and reported.

Each department responsible for its own ESG data has appointed an internal contact responsible for collecting, verifying and validating the information relating to its area of activity.

Information systems

The process of gathering sustainability information is structured by two dedicated tools, Workiva and Carbometrix.

- The Workiva tool is used to collect and centralise social and governance indicators. It also includes a publication function for the sustainability report.
- The Carbometrix tool is used to collect and centralise environmental indicators. This data is then transferred to Workiva for consolidation and publication of the sustainability report.

The role of these systems is to centralise all non-financial information and automate the calculation and reporting process. In this way, data are traced to guarantee their integrity throughout the process.

These tools are compatible with CSRD requirements, particularly in terms of standardised reporting. They allow ESG indicators to be updated in real time and facilitate the production of the sustainability report. The aim of digitalisation is to reduce human error and reduce information processing times.

Data collection and validation process

Workiva and Carbometrix are made available to contributors in the relevant departments and subsidiaries. To guarantee the data reliability, a double validation process has been introduced. Each indicator is first checked and then validated by the relevant head of the department or subsidiary, to ensure that it meets the quality and accuracy criteria. This takes the form, for example, of a traceable validation within the Workiva tool.

Secondly, the CSRD Committee members, depending on their area of expertise, carry out an internal check of the data reported by all subsidiaries. This approach ensures that the submitted information is complete, consistent and compliant with the standards required by the Directive.

Training and awareness-raising

The effectiveness of this internal control system depends to a large extent on employee training. The INDIGO Group has organised training and awareness-raising sessions on the challenges of sustainable development and the CSRD requirements, well ahead of the implementation of the Directive. The aim of such training was both to give all of the Group's¹ managers a minimum knowledge of the CSRD issues, and to mobilise the people directly involved in collecting non-financial data, so that they are fully aware of the importance of their role in complying with the standards.

Internal and external audits

To enhance the reliability and transparency of the sustainability report, the Group has introduced an internal audit process. As such, the Risk and Internal Audit Department is involved in the internal control of non-financial reporting, with systematic checks to ensure that the reported data are complete and compliant, to detect any inconsistencies or anomalies, and to propose solutions to improve the reporting.

The introduction of a structured internal control system will enable the Group to strengthen the reliability of its sustainability report in the context of the CSRD. Thanks to a structured data collection process, the use of appropriate technological tools, defined governance and internal control, INDIGO ensures the reliability of its ESG information and its compliance with European regulations.

¹"Employees with a tangible level of responsibility and autonomy, who must meet objectives, are subjected to tangible performance requirements, responsible for managing their own time and resources and/or for the technical and Human Resources management of their teams and/or have a given technical know-how or expertise in one or several fields."

1.3. Strategy

1.3.1. Strategy, business model and value chain [SBM-1]

In a market undergoing profound change, the INDIGO Group is developing a strategy that will enable it to capitalise on its historical strengths, while at the same time embracing a sustainable development approach, combining innovation and diversification of its services for the benefit of its upstream (cities) and downstream (clients, users) customers.

This approach, set out in our 2023 strategic plan, "Ready for the New Era", and quantified in its five-year business plan, "Goal 2030", has two main axes: consolidating a business model that has proven its resilience, and creating value for our stakeholders.

A strong model based on parking expertise

INDIGO's long-standing expertise in off-street and on-street parking makes the Group one of the major global players in its sector. Its business model, based essentially on long, concessionary contracts, rests on the long-standing assets developed by the Group:

- recognised expertise in the design, construction and management of infrastructures;
- the diversity of its activities, contractual arrangements (full ownership, concessions, leases, services), upstream customers (B2G, B2B and) and sources of revenue (hours, subscriptions, other services)
- an international presence built around a single ambition:
 - leadership (to be among the top three local players, in terms of market share, in the short or medium term),
 - and long-term value creation (particularly in terms of Ebitda), in a diversity of markets and cultures (Europe, the Americas);
- a growing European presence, notably through acquisitions.

In 2025, the Group continues its digital transformation to offer its customers a complete service experience and seamless customer journeys, both in its car parks and on-street. Its INDIGO Neo platform brings users closer to the offers best suited to their needs at work, at home or for leisure (parking by the hour or in the form of subscriptions), by integrating various services (particularly a large network of electric charging stations).

By 2025, the Group will have completed its transformation into a fully-fledged charging operator by establishing an 'e-Mobility' division. The Group will therefore offer an electric charging solution that is:

- comprehensive (pay-as-you-go or subscription-based);
- interoperable with all mobility operators;
- adaptable to all electric vehicles (all types of electrical current and power).

In this way, the Group is building on its historical expertise to develop new services in line with the new expectations of users and the requirements of towns and cities in terms of mobility, particularly sustainable mobility.

Creating sustainable value for stakeholders

The ecological transformation of mobility modes has led INDIGO to diversify its activities, on the one hand by supporting the development of electric cars and alternative forms of mobility, and, on the other, by rethinking the use of its infrastructures for innovative purposes (last-kilometre storage, particularly for urban logistics).

In 2025, INDIGO is continuing to invest in equipping its facilities with electric charging stations (standard and ultra-fast), thereby making parking infrastructures a key element in the ecosystem for charging electric vehicles, close to home and the workplace.

The Group is also continuing to develop its range of bicycle-related services, through its CycloPark concept, a secure parking solution, and, since 30 December 2024, as the sole shareholder in Smovengo, the operator of the Vélib self-service bicycles in the Paris metropolitan area.

In addition to these investments in electric vehicles and soft mobility, the Group's long-term strategy includes 'urban transformation', characterised by the new needs of cities in terms of decarbonisation and regulating the flow of goods and people.

The Group has been an expert in paid on-street parking enforcement since 2018, with more than 200,000 checks every day in France. It has internalised the entire value chain (tools, methods, skills), thereby enabling it to cover all market solutions,

whatever the supplier, whatever the size of the city. For the management of on-street payment solutions (16,000 parking meters of all makes in France, and all mobile applications depending on the contract), INDIGO is the partner of more than a hundred towns and cities. It is the originator of the virtual parking meter, a paperless payment solution that is now being developed. Finally, the Group has implemented quantified monitoring based on data exploitation, at the disposal of the operational management, to allow the analysis and the permanent improvement of the service quality.

As such, the Group is positioning itself as an expert in the management of traffic uses and rights in city centres, where the number of specialised parking spaces (for disabled people, deliveries, charging stations, stop-and-go facilities, etc.) is increasing.

Lastly, through the conversion of some of its off-street spaces, the Group is opening up to asset management activities, with expert partners, in order to enhance the value of its infrastructures over the long term. The aim is to meet new expectations in terms of storage and urban last-mile logistics, and to provide innovative solutions for maintaining local services for the residents of city centres (car washes or fresh produce deliveries, for example). The Group has thus acquired new skills that will be essential in the long term for meeting the needs of cities and their inhabitants. These changes will also allow local authorities to increase the value of their infrastructure assets under concession.

Lastly, the Group is aware that its intangible assets, such as its reputation, its brand, its business relationships, its ability to protect personal data, to ensure cybersecurity or to develop an effective anti-corruption policy, represent essential sustainability values for its stakeholders. Invested in since the Group was founded, these areas are constantly being strengthened, in line with current regulatory obligations and market standards and best practice. The success and credibility of their implementation depend on their acceptance by our teams as an integral part of our business model.

Our corporate purpose

In April 2021, the Group published its corporate purpose: “opening space for peaceful city motion”, which guides the actions of its employees on a daily basis and its long-term strategy. This ensures its full commitment to its role as a player in the city of today and tomorrow.

INDIGO, a historic player in urban transformation

Since the invention of the concession model in Paris in 1964, the INDIGO Group has developed expertise that has enabled it to support urban transformations at the heart of local areas.

The Group's vision is of a city where mobility means fluidity, sustainability and connectivity. Its aim is to create spaces where residents can live, work and move around in cities that are peaceful but always on the move.

A dynamic vision of parking

The infrastructures offer strategic spaces at the heart of cities. By reinventing them, INDIGO is creating urban service platforms that not only help to meet the challenge of the energy transition but also facilitate flows of people and goods. With electric charging stations, soft mobility services, Click & Collect facilities, storage areas and logistics spaces, the Group is supporting intermodality and playing an active role in the development of low-carbon urban logistics.

INDIGO has positioned itself as a committed partner alongside cities, helping to improve the quality of urban life. It offers a fluid digital interface thanks to INDIGO Neo and soft mobility solutions through Cyclopark and Smovengo. For parking that moves the city.

The parking market in the face of urban change

Market overview

The car parking sector includes the design, construction and operation of parking facilities. It plays a key role in urban transport policy and in boosting local economies.

The global car parking market includes several domestic/regional markets, with varying levels of maturity and growth prospects. Developed countries have well-defined parking markets, while developing countries have lower levels of maturity but higher growth opportunities.

Market segmentation

The car park market can be segmented according to different criteria.

By type of location

Off-street parking includes non-roadside parking spaces (on-street) that usually have access control (gates). These are underground, multi-storey or enclosed parking spaces (confined space with access control). While they are often more expensive than on-street parking for short stays, off-street parking spaces are generally less expensive for longer parking periods. Off-street parking spaces are owned by public or private entities.

On-street parking refers to parking spaces on public roads, usually roadside. Although many on-street parking spaces are not paid, their number is decreasing and payment, payment control and financial penalty solutions in case of non-payment have taken their place. On-street management is usually the responsibility of local authorities.

By economic model

Infrastructure contracts include privately owned parking spaces and those under different types of long-term leases or concession contracts. These are contracts for which the Group has operational control of the related facilities. These contracts are called "traffic risk": the operator is remunerated through the price paid by the users for their parking time spent or the sale of subscriptions and, depending on the contracts, remunerates the owner with a fixed or variable fee (generally as a function of the revenue). The operator is free to invest in solutions allowing it to improve its income or its margin.

Short-term contracts are short-term leases and management contracts. These are contracts with no traffic risk (or limited risk for short-term leases), in which the operator is not dependent on the revenues generated by the parking space. Management contracts may be cost plus fee contracts (this is generally the case in North America) or lump sum contracts in which the contractor assumes the risk associated with its costs. In the context of short-term contracts, the operator has a duty to advise its principals, which may include recommendations encouraging them to invest, but it cannot usually directly implement the recommended solutions.

By owner of works

The public sector concerns public agencies (local authorities, public institutions, public enterprises).

The private sector includes private businesses or individuals.

Depending on the nature of revenue generation (depending on length of stay)

Hourly/daily parking includes revenue related to the payment for parking time spent, usually for short durations of less than 24 hours.

Subscriptions include revenue from packages intended for longer-term use, periodic access to parking spaces (e.g. monthly, annual or seasonal), rental of physical spaces (for example, specific spaces rented to an individual user).

Market trends

Macroeconomic factors

Some macroeconomic trends are the main drivers of the car parking industry and are expected to continue having a positive impact on the demand for parking.

- Population growth in urban areas increases the global need for mobility and thus the demand for parking in large cities where parking facilities are more extensive and where private operators are present. The population density in urban areas has no impact on car ownership unless extreme levels of density are achieved and make the use of cars less attractive.
- Cars remain essential for the future of individual mobility. According to the Alphabet France - IFOP 2024 "How do French workers get to work" barometer, 74% of people in France working outside their residential area use their vehicle at some point for their commute. By 2050, approximately 3 billion vehicles will potentially be in circulation around the world, i.e. an increase of 100 million per year.

The challenge for cities is now to combine existing infrastructures and emerging technologies to increase the efficiency of urban travel. Municipalities and other public organisations, as well as private companies, are all wondering about the infrastructures and solutions that will help address these challenges.

As cities expand, infrastructural costs increase. This is especially true for travel between the suburbs, low density, and the city centre, more compact. The future of cars will reflect in the combined use of personal vehicles and shared solutions, the personal vehicle being used as the main means of transport (e.g. for commuting) and shared mobility solutions for other travel needs.

The Covid-19 pandemic health crisis has seen the emergence of new behaviours in terms of individual mobility. In order to avoid using public transport, residents of large cities and/or their suburbs have used bicycles, electric bicycles or scooters, or, in cases where the situation is not favourable (source: *Équipement, pratiques et tendances du vélo en France en 2022 - notre-environnement*) - weather conditions, for example, they have turned to the car, particularly for commuting. On the other hand, the development of teleworking counterbalances the increase of the use of private vehicles for commuting.

The Group supports the development of these new uses and offers new services in its car parks for all types of mobility, such as electric vehicle charging stations or secure bicycle parking.

Factors related to the dynamics of individual mobility

City dwellers: their habits and the way they travel are changing rapidly. Users want an on-demand mobility option that is most adapted to their needs, simple, flexible and cost-effective. The impact of car sharing on car parking is expected to remain marginal, as this phenomenon is concentrated in the major western cities, with limited penetration to date. The same goes for self-service cycles, as the latter are used only for short-distance journeys.

Cities: urban spaces are also evolving. Some cities are “compact” (high density) like Paris or London, while others are larger or “multi-centric” like Toronto, Los Angeles, São Paulo or Beijing. Each type of city brings its own challenges of mobility and transport infrastructures. Dense and compact cities, with a solid public transport infrastructure, put in place policies to restrict personal vehicles and encourage the transition from on-street parking to off-street parking. But in the low-density suburbs or in the medium-sized cities, which are less served by public transport, cars remain essential for mobility.

Mobility: technological and industrial innovations help solve the recurring problems for which vehicles are blamed: pollution, traffic congestion, low rates of use, and cost. Personal vehicles are eco-friendlier and remain the most efficient mode of transportation for the main daily commuting needs in many cities. Nevertheless, in densely populated inner cities, new alternatives and complementary modes of individual mobility are emerging rapidly (such as bicycle, scooter and motor scooter rental services).

Technology: technology is now playing a major role. Increasing connectivity of vehicles is expected to positively impact the demand for parking by reducing congestion, as cars will be connected to the infrastructures, thus optimising traffic flows. Artificial Intelligence (AI) and blockchain are expected to play a crucial role in mobility. At the same time, user data gives cities and operators a better understanding of people’s travel habits, while complying with privacy regulations.

Regulatory environment

The parking industry benefits from fairly stable regulation due to the long-term nature of its investments and the sharing of revenues between operators and car park owners.

In parallel, local authorities (cities or conurbations, etc.) are supporting price increases and increasing the number of on-street paying spaces to support their urban policies and to generate additional revenues to implement them. On the other hand, following the Covid-19 pandemic, others have reduced the number of on-street spaces in order to devote them to the parking of soft modes of individual mobility and to alternative uses of parking.

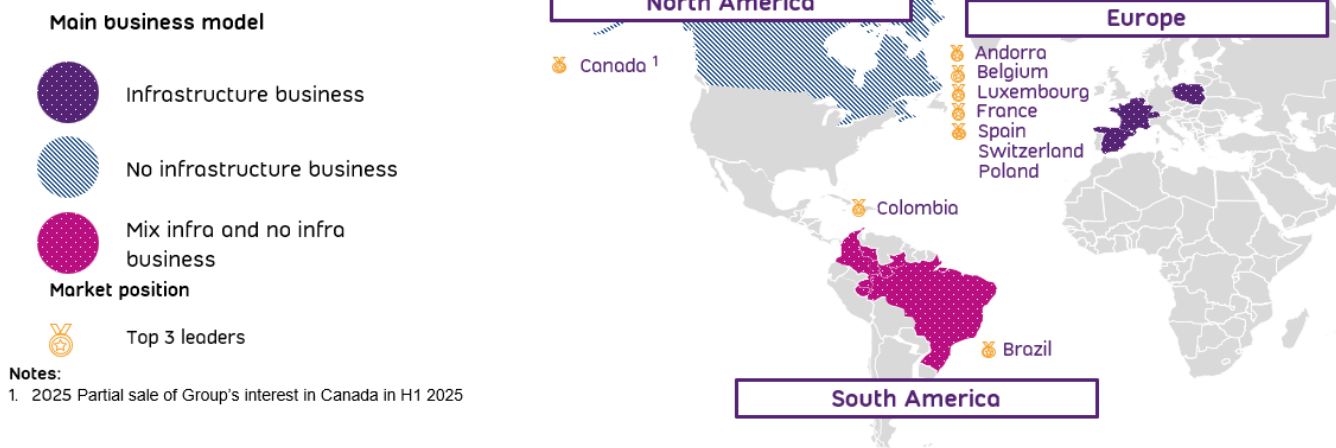
INDIGO and the parking market

The Group operates under various contractual arrangements (full ownership, concessions, leases and management contracts), in a wide range of market segments and in many countries and cities.

Worldwide presence

Thanks to a carefully targeted acquisition or disposal strategy, combined with sustained organic growth, the Group is present in key geographical areas with strong domestic demand.

Geographical location at 31.12.2025



Breakdown of workforce at 31 12 2025

Region	Workforce
France	2,474
Europe (excluding France)	970
Americas	5,581
INDIGO Group	9,025

Off-street parking

Designing, building, financing and operating: with experience in all aspects of the parking business, INDIGO has developed rich and diversified expertise that allows it to meet any type of requirement in a customised manner. INDIGO designs, builds, finances and operates customised parking solutions to make city life more convenient and intuitive.

Offering innovative services: mobile and online payment, pre-reservation of parking spaces, automatic licence plate recognition, guidance parking, smart car park management, and all examples of services that promote a more integrated and seamless customer journey.

Promoting traffic flow management: through its business engineering, its know-how of user segmentation, and the diversity of its parking network, INDIGO can advise local authorities and businesses on reducing congestion and optimising urban traffic flow.

On-street parking

INDIGO advises and assists local authorities in the management of their on-street parking by offering customised services and tools adapted to their mobility strategies. With enforcement, maintenance of parking meters, collection, consulting, resident assistance, INDIGO brings its know-how and expertise to meet the challenges of streamlining and revitalising city centres by facilitating the mobility of their users.

The Group's credibility is based on:

- More than 25 years of experience in enforcement and collection for on-street parking in Europe, with notable success in Belgium, Spain and France where high rates of compliance with on-street paid parking have been achieved,
- 3,239 km of on-street parking managed by INDIGO in 8 countries by 31 December 2025.

The Urban Shift division

The Urban Shift division is part of the Group's strategy to develop soft mobility and services for the city. It therefore brings together on-street activities and parking enforcement, sustainable mobility (bicycles), and the transformation of infrastructures, in particular into urban logistics areas.

The on-street companies

In the context of the reform of paid on-street parking in France, from 1 January 2018, through which local authorities have the option of entrusting this activity to private service providers, the Group has created a dedicated entity, Streeteo. In 2024, INDIGO acquired the Transdev group's on-street business and affirmed its ambition in this field.

The public service missions of the Group's on-street companies aim to improve traffic flow in cities and ensure efficient management of car mobility, both for the well-being of residents and for the smooth running of local businesses, to the benefit of public finances. The services of the on-street companies improve the rotation and compliance rate of paid parking, reduce nuisance (car parking, pollution), revitalise town centres and increase parking revenues.

The Group's on-street activity relies on cutting-edge technologies, vehicles incorporating Automatic Number Plate Recognition (ANPR), control smartphones, and 100% integrated IT solutions to guarantee its operational efficiency and real-time service management.

INDIGO@weel

INDIGO@weel now operates in two distinct areas of development in dynamic and related segments:

- secure bicycle parking (via the CycloPark brand): according to a study carried out in September 2020 by 6t-Bureau de recherche, 46% of cyclists give up using a bicycle for fear of theft. To meet the needs of users for security and comfort, INDIGO@weel aims to deploy secure bicycle parking spaces on a large scale, on the first level of car parks managed by the Group. The CycloPark spaces also offer numerous dedicated services for subscribers (lockers with battery chargers, maintenance services and equipment, etc.). At 31 December 2025, the Group had 8,152 spaces available for cyclists in 119 CycloPark sites in 55 towns and cities in 3 countries (France, Belgium and Switzerland).
- corporate mobility: INDIGO@weel offers a private, autonomous and turnkey bike-sharing service to companies, local authorities and any organisation that welcomes the public in order to encourage soft modes of transport to or from their sites. The service includes the provision of a range of vehicles (bicycles and electrically assisted bicycles), "mobility hubs / dock stations", the dedicated mobile application and a complete maintenance service.

Smovengo

A founding member of the consortium that created Smovengo in 2017, the Group became its sole shareholder on 30 December 2024. Smovengo offers self-service bikes in the Paris metropolitan area (Vélib' 2 service) for a period of 15 years. This is the largest 'docked' bicycle sharing contract in the world (excluding China) with, in addition to the city of Paris, 70 municipalities benefiting from this service. Smovengo employs 391 cycle and logistics experts to maintain and regulate the bikes and e-bikes in this vast area.

In 2025, Smovengo has recorded almost 48 million journeys, thanks to the provision of more than 20,500 bicycles (40% of which are electric vehicles) on average over the year, spread over 1,500 stations.

INDIGO Neo and digital services

Technology is revolutionising usage and habits, particularly in terms of parking. 20% of traffic congestion problems are related to the search for parking spaces. Connected parking is a lever to make the search for spaces more fluid and improve the user experience.

Based on this observation, in 2016 the Group launched the OPnGO solution, which offers a mobile application for public and private, on-street and off-street parking. In 2020, the Group decided to integrate its OPnGO subsidiary and transform it into a single digital platform serving all its entities and businesses. To reflect this evolution, the Group's new digital identity became INDIGO Neo in 2022. INDIGO Neo's expertise is based on about forty employees located in France, at the Group's headquarters, and in Estonia, at its subsidiary NOW! Innovations Technology.

INDIGO Neo is currently the only platform that aggregates all parking solutions and offers complementarity of on-street and off-street parking, completely dematerialised. INDIGO Neo offers a complete catalogue of services to meet the parking needs of motorists and, motorised two-wheeler and bicycle drivers.

For off-street parking, the mobile application allows users to compare parking offers, prepay for parking, hourly parking, and subscribe to and manage all types of subscriptions, all without having to use a ticket thanks to licence plate reading technology.

On-street, it offers the possibility of paying and renewing parking in a dematerialised way, without having to take a ticket at the parking meters, and of carrying out the subscription procedures. It is aimed at visitors as well as residents and professionals, offering all the rates available in each city.

The Group's digital services have been deployed in 5 European countries (Belgium, Spain, Luxembourg, France and Switzerland) as well as in Brazil and Colombia. By the end of 2025, they cover 991 car parks and 125 on-street facilities.

The Group's financial results

The Group's financial results are presented in its consolidated financial statements, available on the website <https://www.group-indigo.com>, under the investor relations section.

The Group's value chain



The INDIGO Group's value chain, as shown in the above diagram, is structured around three main components: the upstream chain, own operations and the downstream chain. This representation enables us to understand all of the players involved in the Group's business and the way in which it generates value through its various activities.

The upstream chain: suppliers, subcontractors and partners

The upstream chain includes all of the players involved in supplying the equipment and services needed for INDIGO's activities. These notably include manufacturers of parking infrastructure equipment (gates, signage, access control equipment, etc.), general building and public works (BTP) companies responsible for building and renovating parking infrastructures, and digital services companies that develop technological solutions to facilitate parking management (payment systems, intelligent sensors, mobile applications, etc.). Other suppliers also play a key role, such as bicycle manufacturers for soft mobility offers, multi-technical maintenance companies or those responsible for the upkeep and cleanliness of infrastructures. The range of players in the upstream chain illustrates the interconnection between INDIGO and various industrial, technological and logistics sectors.

INDIGO's own operations: the core business

The core of the value chain is based on the Group's own operations, which position it as a global player in parking and urban mobility. Its main activities are divided into several divisions:

- management of on-street and off-street parking: INDIGO finances, designs and builds parking infrastructures. Once these facilities are in place, the Group operates them by managing entry and exit flows, maintaining equipment and optimising payment systems. INDIGO also offers consultancy services for the development of innovative technologies and intelligent solutions to improve the user experience and operational performance of car parks.
- urban shift division: this segment reflects INDIGO's move towards a diversified range of services integrated into new types of urban mobility. This division manages paid parking, as well as soft mobility services, in particular self-service bicycle hire and the creation of secure parking spaces for cyclists and businesses. This segment accounts for a growing share of the Group's revenue (10% in 2025 following the consolidation of Smovengo, compared to 5% in 2024).
- Group internal activities: these relate to cross-functional functions that are essential to the smooth running of the company, and in particular to the monitoring of its business and the control of its risks: finance, human resources, sustainable development, compliance, legal and insurance, internal control, information systems. These functions support all of the activities and enable the company to structure its growth and strategic initiatives, while managing its financial and non-financial risks.

The downstream chain: customers and end-users

The downstream chain brings together the various stakeholders who benefit from INDIGO's services. It is divided into two main categories:

- principals (B2G and B2B customers): this category mainly includes local authorities, airports, shopping centres and hospitals, which call on INDIGO to manage their parking infrastructures. These actors play a central role in structuring the Group's service offering, as they largely determine parking management needs and requirements.
- end customers (B2C): these are the end-users of the parking solutions offered by INDIGO, such as subscribers, companies and private individuals who use these infrastructures on a daily basis to park their vehicles. These customers are at the heart of the user experience and are driving sectoral developments, particularly in terms of expectations for services that are more digitised, fluid and sustainable.

The INDIGO value chain illustrates the complexity and extent of the interactions between the various stakeholders in the parking and urban mobility sector. The expansion of soft mobility offers and the reinforced integration of new technologies in parking management are demonstrative of the Group's desire to adapt its economic model to societal and environmental changes.

1.3.2. Interests and views of stakeholders [SBM-2]

INDIGO is committed to working with its stakeholders throughout its value chain in an effort to integrate their interests and opinions into its sustainable development strategy. This dialogue takes place in a variety of ways and through channels tailored to the expectations of the latter, thereby enabling INDIGO to implement actions that are as close as possible to the results of these interactions.

Key stakeholders	Details of stakeholders	Types of interaction	Dialogue objectives	Results of interactions	Section in the report
Suppliers and subcontractors	Suppliers of energy, payment services, infrastructure construction, tolls, maintenance, safety equipment, regulatory control, insurance, etc.	"CSR Commitment" questionnaires for suppliers in the context of calls for tender Implementation of framework contracts for strategic suppliers and signature of a "Responsible Purchasing Charter" Periodic or ongoing monitoring of services and business reviews	Guaranteeing the rights and duties of each party Creating lasting links with suppliers Ensuring sound financial relations	Alignment of suppliers' compliance with international conventions and anti-corruption practices	Governance information, section 1.2.3

Key stakeholders	Details of stakeholders	Types of interaction	Dialogue objectives	Results of interactions	Section in the report
Principals	Public or private entities or organisations mandating the INDIGO Group to manage parking services (car parks, on-street services, enforcement)	<ul style="list-style-type: none"> Informal exchanges necessary for operations Co-steering of the operation based on regular meetings (at least once a year) Organised and systematic sharing of information as part of reporting (at least annually) Organisation of technical committees at variable intervals to review technical and commercial developments in the fleets and services Organisation of steering or strategic committees (at least one a year) 	Develop a relationship of trust and a quality of service that meets the technical and strategic challenges of the principals	<ul style="list-style-type: none"> Continuous improvement of services Adaptation of the offer and services to the needs of urban mobility policies and other requirements of the principals (charging stations, Cyclopark, etc.) 	Social information, section 3.2.2.

Key stakeholders	Details of stakeholders	Types of interaction	Dialogue objectives	Results of interactions	Section in the report
Company workforce	Employees and employee representatives	<ul style="list-style-type: none"> Social barometer Periodic meetings to present company information to staff representative committees Group meetings (as required) Whistleblowers line 	<ul style="list-style-type: none"> Engaging and mobilising teams (values, remuneration, quality of life at work, skills development, etc.) Promoting a good social climate and ensuring transparency in exchanges 	<ul style="list-style-type: none"> Ongoing efforts in the area of well-being at work (consideration of mental health, provision of a psychological assistance service, etc.) “Better Place To Work” (Brazil, Switzerland) Policy to increase the number of women in the workforce Improving skills paths (developing a career site, improving the onboarding process, etc.) Organisation of friendly events (sports raids, conventions, etc.) 	Social information, section 1.2.2.

Key stakeholders	Details of stakeholders	Types of interaction	Dialogue objectives	Results of interactions	Section in the report
Downstream customers: end-users	End-users: hourly customers and car park or on-street subscribers, and other INDIGO Group services	<ul style="list-style-type: none"> Implementation of processes to ensure the quality of services throughout the year: satisfaction surveys, audits and mystery calls, etc. Customer Relations Centres with post-contact satisfaction survey Remote Operations and Support Centres available to users 24/7 Monitoring customer reviews on social networks 	<ul style="list-style-type: none"> Measurement of customer satisfaction Making the customer's journey reliable Ensuring a quality of service that meets the needs and expectations of users 	<ul style="list-style-type: none"> Continuous improvement of services (surveys, social networks, etc.) Development of new services (digitalisation of the customer journey and support for soft mobility) 24/7 customer assistance in the event of incidents of any kind 	Social information, section 3.2.2.

Key stakeholders	Details of stakeholders	Types of interaction	Dialogue objectives	Results of interactions	Section in the report
Affected communities	<ul style="list-style-type: none"> Residents living near INDIGO infrastructures, local residents, shopkeepers and local businesses Communities with an influence on the value chain in the area where the company is based Territories benefiting from the Foundation's initiatives 	<ul style="list-style-type: none"> Informal discussions throughout the year with operational staff Provision of communication channels (contact form, telephone, etc.) Contacts with local associations for sponsorship projects 	<ul style="list-style-type: none"> Ensuring sustainable relations with local communities Ensuring a clear understanding of the needs of the affected communities Supporting projects of general interest in the region that are in line with the Foundation's values 	<ul style="list-style-type: none"> Making areas more fluid and dynamic by facilitating the mobility of their residents Development of local services at facilities (carwashes, parcel lockers, etc.) 29 projects supported in 7 countries and 19 towns by the Foundation 	Social information, section 2.2.2.

Key stakeholders	Details of stakeholders	Types of interaction	Dialogue objectives	Results of interactions	Section in the report
Financial partners	Shareholders, investors, banks, rating agencies, etc.	Question and answer sessions at Group governance committees Conference call following publication of half-year and full-year results Exchanges as necessary with banks and investors Dialogue during assessment by financial rating agencies	Ensuring access to short- and long-term financing Ensuring the durability of the company Anticipating financial risks	Strategic decision-making (acquisitions, debt, etc.) Aligning practices with shareholder expectations Easier access to financial markets Transparency of strategic and financial orientations	No dedicated section, mentioned in Environmental information, section 1.3.1.

In this way, the INDIGO Group maintains a diversity of interactions with its stakeholders, both in terms of communication channels and the frequency of exchanges. This plurality allows for the interests of stakeholders to be integrated into its strategy.

In general, stakeholder interests are taken into account by providing information to the Group's governance bodies, in particular through the Internal Risk Committee and the Audit and Risks Committee. At these meetings, the company's global challenges are presented in terms of financial and organisational issues, cyber security and personal data protection, quality of service, ESG and compliance.

These committees are therefore essential channels for informing their members of the major trends in terms of stakeholder needs and expectations. This information is then used to inform the strategic decisions taken by the Supervisory Committees or the Executive Board, ensuring that the interests of stakeholders are taken into account in the Group's overall strategy.

Stakeholder interests in relation to employee-related issues

Company staff are identified stakeholders in their own right. This is a key group of affected stakeholders, whose interests and views are taken into account in the INDIGO Group's business model and strategy.

The Group maintains regular dialogue with its employees to assess the impact of its strategy and business model, and to prevent any negative effects. It is committed to maintaining working conditions that respect human rights. The expectations of employees, expressed directly or via their representatives, are taken into account. Social dialogue and consultation mechanisms enable practices to be adjusted to ensure a positive impact on staff.

Stakeholder interests in relation to consumers and end-users

End-users are identified stakeholders in their own right. Customer loyalty and regularity are essential to the Group. As a result, the operations and maintenance departments work daily to ensure that the services provided are optimal, particularly in the crucial areas of cleanliness, lighting and equipment operation. We regularly measure customer satisfaction and the overall quality of our services in order to gain a better understanding of our customers' needs.

Stakeholder interests in relation to contribution to local communities

The affected communities are identified as stakeholders in their own right. Taking their point of view into account is at the heart of the Group's territorial approach. The Group maintains an ongoing dialogue with local authorities, principals, local residents and users, to ensure that its initiatives are consistent with each area's specific needs. These exchanges, facilitated by regular meetings, consultations and direct feedback mechanisms, enable policies to be adapted in line with the stated expectations.

By its very nature, the Group's business model is based on close proximity to its customers, both upstream (principals) and downstream (end-users), and relies on subcontracting and jobs that are essentially local.

Material impacts, risks and opportunities and their interaction with strategy and business model [SBM-3]

In accordance with legal requirements, publications relating to material impacts, risks and opportunities and their link with the strategy and business model specific to SBM3 are included in the ESRS topical standards.

INDIGO explains the effects on its business model, value chain and strategy. For impacts, the effects on the population and the environment are also detailed, while for risks and opportunities, the current financial effects are also specified. In addition, INDIGO describes the resilience of its business model in the face of these various impacts, risks and opportunities.

1.4. Impact, risk and opportunity management

1.4.1. Description of procedures to identify and assess material impacts, risks and opportunities [IRO-1]

Methodology

In 2024, the INDIGO Group carried out a dual materiality analysis. This analysis includes identifying and assessing the impacts, risks and opportunities associated with the Group’s own activities, as well as those of its upstream and downstream value chain, as detailed in section 1.3.1. Strategy, business model and value chain [SBM-1]. All of the subsidiaries in the Group’s various geographical areas have also been involved in the process, as shown by the choice of consulted stakeholders. In order to guarantee the robustness and neutrality of the methodology, the Group was assisted by an external consulting firm.

The Group reviews annually whether a new analysis is warranted based on changes to its business model. As the acquisitions and divestitures carried out in 2024 and 2025 did not alter the model, the dual materiality analysis conducted in 2024 remains valid. Furthermore, the cyber incident in April 2025 did not result in a re-evaluation of the associated impacts, risks and opportunities. Further details can be found in the Group’s Consolidated Financial Statements, under the heading '2.1 Key Events 2025.

The objective of the dual materiality analysis is to define the material challenges in terms of sustainability from two complementary angles:

- Impact materiality, which assesses the potential or proven impacts of the company and its value chain on the environment and ecosystems and on social stakeholders (employees, customers, investors, etc.).
- Financial materiality, which estimates the financial consequences resulting from the Group’s interactions with its environmental and social stakeholders. It analyses how external factors (climate change, regulatory developments, stakeholder expectations, etc.) affect the Group’s financial performance, either positively or negatively.



The Group has adopted a methodological approach to meet the requirements of the Corporate Sustainability Reporting Directive. The expertise of its teams has been taken into account on the basis of a dual approach, based on the EFRAG method and the “expert opinion” method:



Step 1: Definition of the INDIGO Group's ESG challenges

The table relating to application requirement AR 16 of ESRS 1 sets out a list of 37 sub-topics and 92 sub-sub-topics to guide companies in the analysis of dual materiality. This generic list needs to be adapted to the specific characteristics of each company and its sector, allowing some of these sub-themes to be reformulated, merged or split up. It was used as a basis and compared with all of the INDIGO Group's existing documentation, including its various risk matrices and the Non-Financial Performance Statement covering data for 2023. A sector review was also carried out to ensure that the assessed ESG issues were fully covered. A list of 36 issues was defined, examined and validated during a workshop with the project team.

The members of the project team are: the Company Secretary, a member of the Group Executive Board, the Group Legal and Insurance Director, the Group Risk and Internal Audit Director, the Group Deputy Finance Director, the Group Consolidation Director, the Group Human Resources Director and several members of her team, the Technical Director and the Purchasing Director, both members of the Extended Management Committee for France, the Compliance Legal Manager and the Group ESG Manager.

Step 2: EFRAG method

For each of the 36 defined issues, impacts, risks and opportunities have been identified, taking into account all of INDIGO's activities, the countries in which it operates and its entire value chain.

The IRO were determined by the in-house project team with the support of the external firm's expertise. The analysis considered existing documentation, in particular the aforementioned documents, the integration of the company's dependencies (on energy, infrastructure maintenance, regulations, user satisfaction, local authority urban policies, etc.).

Once identified, these IRO were rated with the project team using EFRAG's multi-criteria methodology, presented below:

Impact materiality

Magnitude			Probability of impact	Time horizon	Perimeter
Materiality	Scope	Remediability			
Extent of change for affected persons and resources	Geographic scope or number of people involved.	Whether and to what extent negative impacts can be remedied once they have occurred/if they have occurred		Impact production timeframe	Within the value chain
1- Minimal 2-Low 3-Moderate 4-High 5-Absolute	0-None 1-Limited 2-Concentrated 3-Average 4-Generalized 5-Total	0-Very easy 1-Relatively easy 2-Remediable 3-Difficult 4-Very difficult 5-Irremediable	1-Very unlikely: 20% 2-Unlikely: 40% 3-Probable: 60% 4-Very likely: 80% 5-Certain: 100% [1]	- Short (<1 year) - Medium (1 and 5 years) - Long (>5 years)	- Internal and value chain - Internal - Value chain

[1] When an IRO has been rated "proven", its probability of occurrence has been increased to 100%.

Financial materiality

Magnitude	Probability of occurrence of the risk or opportunity	Time horizon	Perimeter
Materiality			
Level of severity of risks or benefit of opportunities on the company's financial situation		Timing of production of the risk or opportunity	Within the value chain
1-Low (Example: <3% of EBITDA) 2-Moderate (Example: Between 3% and 6% of EBITDA) 3-High (Example: Between 6% and 10% of EBITDA) 4-Very high (Example: Between 10% and 20% of EBITDA) 5-Absolute (Example: > 20% of EBITDA)	1-Very unlikely: 20% 2-Unlikely: 40% 3-Probable: 60% 4-Very likely: 80% 5- Certain: 100%	- Short (<1 year) - Medium (1 and 5 years) - Long (>5 years)	- Internal and value chain - Internal - Value chain

The EBITDA (Earnings Before Interest, Taxes, Depreciation, and Amortisation) percentages associated with financial strength were used as a benchmark for the rating but were not the only evaluation criterion. It would have been insufficient to restrict the assessment to a single financial indicator. It was therefore necessary to consider all of the financial repercussions: loss of investors, loss of assets, damage to intangible capital, etc. On this criterion of financial importance, the rating headings (i.e. “Minimal”, “Low”, “Medium”, “High”, and “Absolute”) were, more than any particular financial indicator, the compass for the rating. The “criticality” is the final score given to an IRO. It is calculated by multiplying the magnitude of the IRO (the average of its severity ratings) by its probability of occurrence.

The methodology has been applied in the same way for IRO linked to climate change, using the same criteria, particularly with regard to time horizons, thus guaranteeing a complete and coherent analysis. In addition, to identify its impacts in connection with climate change mitigation, since 2018 the Group has been tracking its greenhouse gas emissions for all of its subsidiaries, and publishing them as part of its Non-Financial Performance Statements.

Definition of materiality

Criticality is then used to assess whether an IRO is material or not. If the criticality of an IRO exceeds the materiality threshold, then the IRO and its associated issue are considered material. The ESRS do not provide specific guidance on the materiality threshold to be used. Taking into account the rating scales and the positioning of the issues on the matrix, it was decided to set the materiality threshold at “strictly greater than 2”, to ensure consideration of all material issues.

All of the IRO were rated by the project team on the basis of the expertise of each of its members, existing documentation and previous ESG risk assessment exercises. Subsequently, consultation with internal and external stakeholders, carried out as part of the “expert opinion” methodology, enabled certain analyses to be consolidated, providing additional elements to refine the ratings. This rating exercise enabled us to determine the material stakes for the INDIGO Group.

Step 3: “Expert opinion” method

To complete this analysis, INDIGO has chosen to use the “expert opinion” method, i.e. to call on the experience of people who are experts in the various ESG issues. In addition to the EFRAG approach, interviews with stakeholders were conducted to help prioritise the Group’s challenges.

The interviews were conducted as follows:

- introduction: presentation, background, concept of dual materiality, interview objectives, and presentation of INDIGO’s list of 36 ESG issues.
- prioritisation of issues and gathering of information: for each of the 2 materialities, the stakeholder allocated a total of 100 points in order to weight the issues and establish priorities, each time specifying the reasons for these choices.

The list of stakeholders was defined with the project team to cover the various identified issues and the geographical areas covered by the Group:

- management team: members of the Executive Board, supplemented by the Director of Europe and the Director of Digital & Customer Experience,
- “country” team: country managers and members of the management teams in Brazil, Belgium, Colombia, Canada, France and Spain,
- external stakeholders: a representative of the Group’s shareholders and a financial partner.

An average of the points awarded per issue for each of the three stakeholder families was calculated for financial materiality and impact materiality. These average points have been reduced to scores out of 5, so that they can be compared with the IRO ratings under the EFRAG method.

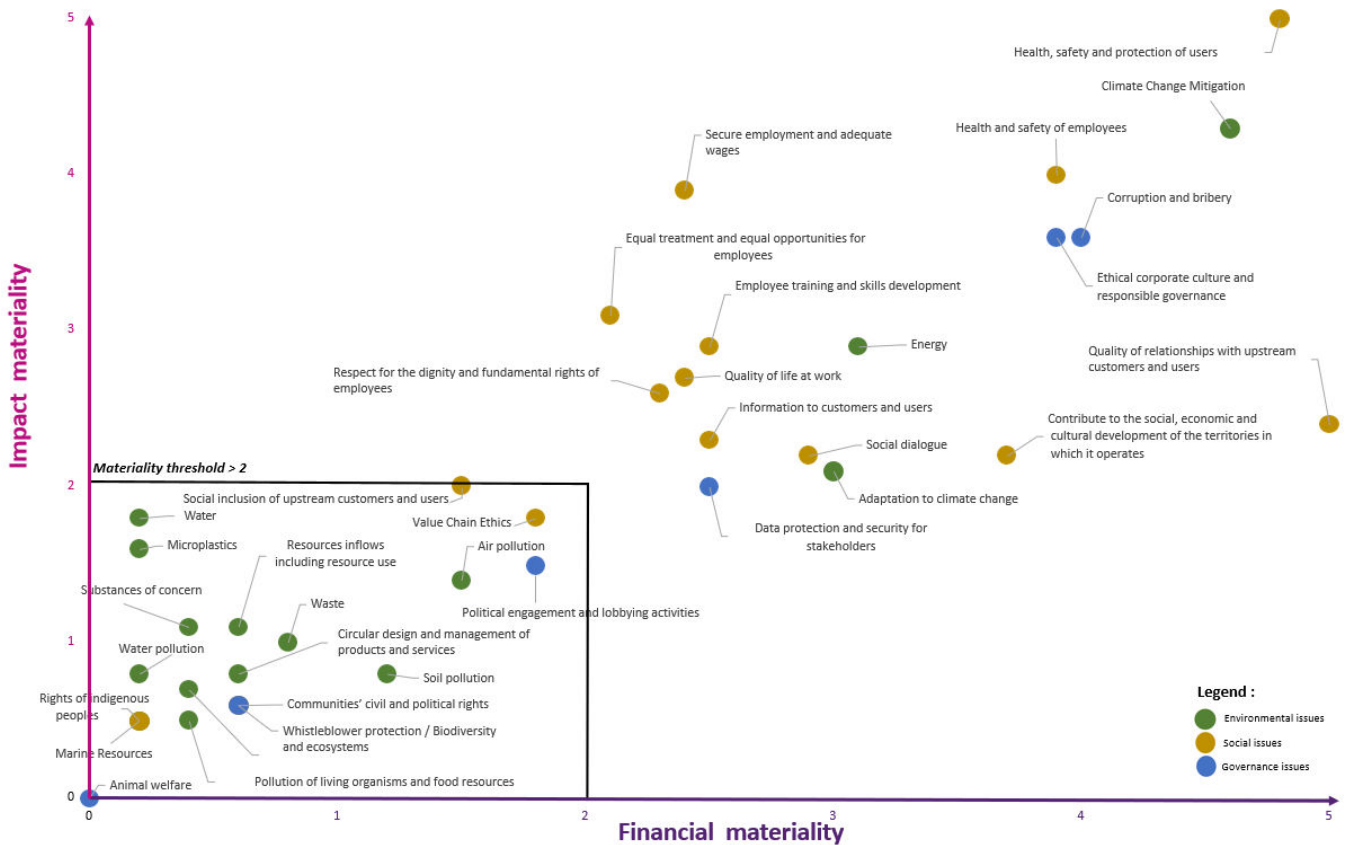
Step 4: Summary of the two methods

On the basis of the various ratings (extended project team, management team, country team and external stakeholders), the consulting firm accompanying INDIGO formulated rating recommendations deemed to be the most relevant. In some cases, an intermediate score was chosen, taking into account the opinions of the various stakeholders, and in cases of doubt, the highest score was used as a precaution. These recommendations were discussed, reviewed and validated by the project team and the Group’s management team, whose overall vision, representation of the business lines and experience underpin the relevance of the choice.

Dual materiality results

The synthesis of both methods results in a dual materiality matrix identifying the material impacts, risks and opportunities for the INDIGO Group.

Materiality matrix of INDIGO issues



Of the 36 analysed issues, 17 were material, as follows:

Topical	ESRS	Material issues
ESRS E1	Environment	Climate change adaptation
	Environment	Climate change mitigation
	Environment	Energy
ESRS S1	Social	Quality of life at work
	Social	Health and safety of employees
	Social	Employment security and decent wages
	Social	Social dialogue
	Social	Equal treatment and opportunities for all employees
	Social	Employee training and skills development
	Social	Respect for the dignity and fundamental rights of employees
ESRS S3	Social	Contribute to the social, economic and cultural development of the areas in which it operates
ESRS S4	Social	Information for customers and users
	Social	Safety, health and protection of users
	Social	Quality of relations with upstream customers and users
	Social	Data protection and stakeholder security
ESRS G1	Governance	Ethical corporate culture and responsible governance
	Governance	Corruption and bribery

This dual materiality analysis was presented to the Internal Risk Committee and the Audit and Risks Committee, then to the Supervisory Committee and the Group Executive Board. The in-depth examination by the various governance bodies of all risks, whether ESG, IT, financial or compliance-related, demonstrates that ESG risks are integrated into the company's overall risk management framework, guaranteeing a coherent, cross-functional approach to these issues.

The impacts, risks and opportunities resulting from the Group's dual materiality analysis are detailed in the topical standards.

1.4.2. Disclosure requirements in ESRS covered by the undertaking's sustainability statement [IRO-2]

All of the tables showing the correspondence with the publication requirements are available in the appendix to this sustainability report.

1.4.3. Minimum disclosure requirement on policies and actions [MDR]

In accordance with legal requirements, all material issues identified as a result of the dual materiality analysis are covered by minimum disclosure requirements. These requirements include, where they exist, the policy, actions, indicators and targets for effectively managing the associated impacts, risks and opportunities. Detailed information is available in the corresponding ESRS.

Environmental information

1. Climate change [E1]

1.1. Strategy

1.1.1. Integration of sustainability-related performance in incentive schemes [GOV-3]

Information on climate-related incentive mechanisms is provided in the General Information section, section 1.2.3. Integration of sustainability-related performance in incentive schemes [GOV-3], of the report.

1.1.2. Material impacts, risks and opportunities and their interaction with strategy and business model [SBM-3]

Faced with the challenges of climate change and changing stakeholder expectations, the INDIGO Group is reaffirming its commitment to contributing to the transition to a low-carbon economy. In this way, the Group is taking action to reduce its own emissions and is enhancing its range of services by offering more sustainable mobility solutions for local authorities and users alike.

Nature of the IRO	Description of the IRO	How it affects the population or the environment or what are the current financial effects for INDIGO	Time horizon	Positioning in the relevant value and activity chain
Negative impact	Contribution to climate change through GHG emissions	The activities of the INDIGO Group and its value chain generate greenhouse gas emissions, thereby contributing to climate change.	Short term (<1 year)	Internal and value chain All INDIGO activities
Negative impact	Contributing to the depletion of energy resources, particularly through the consumption of fossil fuels	The consumption of fossil fuels is accelerating the pressure on the extraction of non-renewable energy resources.	Short term (<1 year)	Internal and value chain All INDIGO activities
Positive impact	Promoting resilient and sustainable mobility by deploying cycling infrastructures and logistics spaces tailored to urban challenges.	By promoting the use of bicycles and electric cars, the INDIGO group is encouraging resilient and sustainable mobility, thereby reducing greenhouse gas emissions.	Long term (>5 years)	Internal and value chain All INDIGO activities
Positive impact	Active participation in the low-carbon transition by integrating sustainable mobility solutions.			
Positive impact	Transition to cleaner energy consumption with an increase of renewable energy sources.	Increasing the use of renewable energy sources helps to reduce the pressure on non-renewable energy extraction and to cut greenhouse gas emissions.	Medium term (1-5 years)	Internal and value chain
Financial risk	Potential increase of investment costs for infrastructure resilience in the face of climate risks, which could affect the value of assets and operations.	In the short term, the introduction of measures to adapt infrastructures to the vagaries of the weather will increase investment costs and potentially reduce profitability. However, in the long term, they improve the resilience and value of assets. In the absence of such measures, the assets in question risk losing their value in the event of climatic hazards	Long term (>5 years)	Internal Mainly parking activities
Financial risk	Potential difficulty accessing financial markets if not aligned with Paris Agreement targets, and higher compliance costs.	Failure to comply with the requirements of current or future investors may result in loss of access to finance or business opportunities, as well as increased compliance costs.	Medium term (1-5 years)	Internal All INDIGO activities
Financial risk	Rising costs due to higher energy prices, regulatory requirements and expectations for decarbonised energy.	Increases in operating costs can lead to lower profitability or be passed on in the price of the services offered.	Short term (<1 year)	Internal and value chain All INDIGO activities

Transition risks and physical risks

Climate and Transition Risk Analysis

As part of the implementation of the CSRD and the ESRS standards, the INDIGO Group conducted a structured analysis in 2025 of its risks and opportunities related to climate change, covering both physical risks and transition risks. The aim of this initiative is to assess the Group's exposure to the effects of climate change that it faces, evaluate how these interact with its business model, and lay the groundwork for a medium- and long-term adaptation and resilience strategy.

The analysis was conducted against a backdrop of profound transformation in mobility, strengthening climate policies and evolving expectations from local authorities, users and investors, who face major challenges in ensuring the resilience of urban infrastructure.

General methodology for climate analysis

The climate risk analysis was conducted using a methodology aligned with international best practices, IPCC recommendations, and ESRS requirements, with the support of a consulting firm that utilized the OCARA method developed by Carbone 4. Climate risk is understood as a combination of four components: the occurrence of climate hazards, the exposure of sites to these hazards, the vulnerability of assets and processes, and existing adaptation capacities.

Due to the large number of sites operated by the Group, a representative sample of sites was analysed to provide a robust extrapolation to the entire portfolio. This sample covers several countries in which the Group operates (including France, Brazil, Spain and Belgium), different asset types (e.g. underground and elevated car parks, construction sites and commercial buildings) and a variety of usage contexts (e.g. city centres, hospitals and commercial and recreational areas).

The evolution of these risks was analysed based on two IPCC climate scenarios: RCP 4.5 (intermediate scenario) and RCP 8.5 (most pessimistic scenario). Three-time horizons were considered – 2030, 2050 and 2100 – in line with the assets' lifespans and the Group's contractual terms.

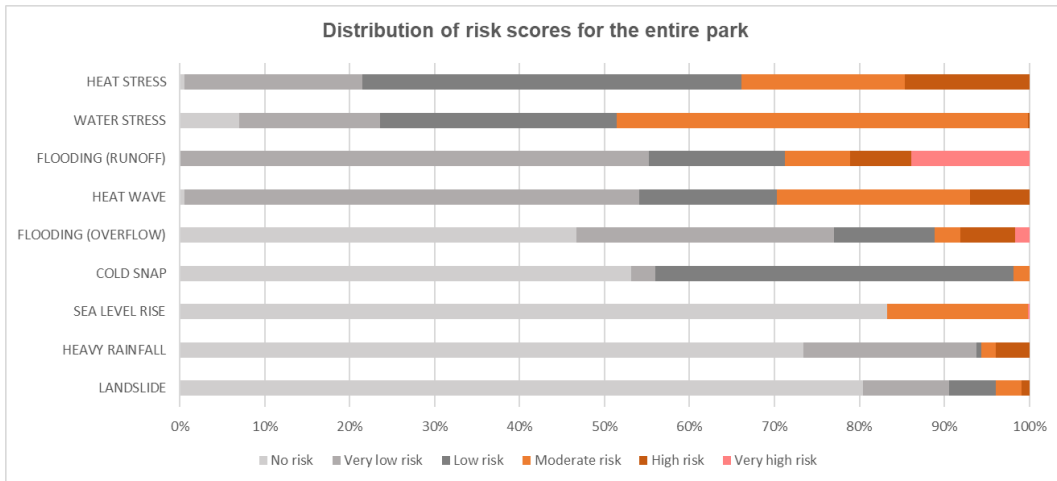
The IPCC's "RCP 8.5" warming trajectory was used as the reference scenario for the risk levels presented below, as it represents the most critical and pessimistic emissions trajectory, ensuring a conservative assessment of asset resilience.

Analysis of Physical Risks Related to Climate Change

The climate hazards analysed include chronic hazards such as heat stress, water stress and sea-level rise, as well as acute hazards such as heat waves, cold waves, heavy precipitation, flooding from runoff or river overflow and landslides. For each site in the sample, these hazards were cross-referenced with critical business continuity processes, such as maintaining infrastructure integrity, operating technical equipment, ensuring parking accessibility and maintaining the reliability of electrical grids.

The vulnerability assessment is based on an analysis of process sensitivity and existing adaptive capacities, primarily conducted through discussions with local technical teams. Climate exposure was determined using modelled geographic and climate data, enabling consistent risk level classification across the entire portfolio.

The consolidated results show that the INDIGO portfolio presents an overall moderate to limited level of physical risk. However, heightened vigilance is required for certain hazards, particularly heat stress, which can affect electrical equipment, water stress, which can compromise fire safety systems, and flash flooding, which can impact site accessibility and damage equipment in low-lying areas. These findings provide an objective basis for prioritising adaptation measures.



Analysis of transition risks and opportunities

In addition to physical risks, the Group conducted an analysis of transition risks and opportunities in accordance with the TCFD’s recommendations and the CSRD’s requirements. The analysis aimed to evaluate the potential impact of the transition to a low-carbon economy on the Group’s business model, assets, revenues and costs.

The analysis was based on ADEME’s “Transition(s) 2050” forward-looking scenarios, which align with the National Low-Carbon Strategy and are consistent with the goal of limiting global warming to 1.5°C. These scenarios depict swift changes in public policy, mobility patterns, and urban planning, offering a robust framework for evaluating transition risks.

The main transition risks identified relate to changes in regulatory and pricing frameworks for parking, the reallocation of public space for other uses and the structural decline in demand for individual car parking in certain areas. There is also a risk of misalignment with stakeholders’ growing climate expectations. However, these risks are mitigated by the Group’s geographic diversity, diverse customer base and actions already undertaken to adapt and diversify its offerings.

At the same time, the analysis highlights several significant transition opportunities, such as strengthening partnerships with local authorities as part of sustainable mobility strategies, developing charging services for electric vehicles, and transforming parking facilities to allow for more diverse and reversible use. These opportunities are key drivers that will support the evolution of the business model and strengthen the Group’s resilience.

The identified risks and opportunities do not affect the dual materiality analysis conducted in 2024 and are consistent with changes to the Group’s business model that have been in progress for several years.

Financial impacts and strategic integration prospects

At this stage, the identified levels of climate risk do not allow for robust quantification of the expected financial impacts of the associated risks and opportunities. This is due to the generally limited scope of the identified risks, which does not yet warrant detailed financial modelling.

The climate risk analysis conducted in 2025 is a pivotal step in INDIGO’s climate strategy. It enables the Group to objectively assess its exposure to physical and transition risks, identify key areas of concern and highlight levers for adaptation and strategic opportunities. Based on these results, INDIGO will launch a collaborative process in 2026 to develop a climate change adaptation strategy. This strategy is aimed at strengthening the Group’s resilience in a sustainable way, in line with CSRD requirements and low-carbon transition pathways.

Resilience capacity of the strategy and business model

Through its Environment Health-Safety Policy, the Group has committed to “minimising its environmental impacts by reducing its energy consumption, particularly in its off-street facilities, and implement technologies and solutions that reduce its customers’ emissions while facilitating their access to individual mobility that does not depend on fossil fuels”. With regard to adapting to climate change, the Group, in agreement with some of its principals and in anticipation of future climatic phenomena, is undertaking work on structures located in coastal towns or in areas potentially subject to flooding, in order to make them more resilient.

In addition, the Group has integrated the identification of the main climate risks into its accounts closing process, in order to assess their potential impact on its financial statements. The consolidation of these items did not have a material impact on the Group’s financial statements in 2025.

1.2. Impact, risk and opportunity management

1.2.1. Description of procedures to identify and assess climate-related material impacts, risks and opportunities [IRO-1]

The description of procedures to identify and assess climate-related material impacts, risks and opportunities is provided in the General Information section, section 1.4.1 Description of procedures for identifying and assessing material impacts, risks and opportunities [IRO-1].

1.2.2. Transition plan for climate change mitigation [E1-1]

Faced with the challenges of climate change and changing stakeholder expectations, the INDIGO Group is reaffirming its commitment to contributing to the transition to a low-carbon economy. As a parking and urban mobility operator, the Group is investing in the transformation of its infrastructures and in the development of the services that it offers, in order to provide more sustainable mobility solutions for local authorities and end-users alike. However, the Group does not yet have a transition plan that is comprehensive enough to meet the requirements of the ESRS.

Definition of a decarbonisation strategy in line with the Paris Agreement

INDIGO conducted several feasibility studies in 2024 and 2025 to examine the conditions required to align its greenhouse gas emission reduction trajectory with the goals of the Paris Agreement. These analyses revealed that, based on the current state of its operations and business model, as well as the identified levers for action, the Group is not yet in a position to embark on a fully compatible trajectory. In this context, INDIGO is developing a bespoke decarbonisation plan tailored to the specific characteristics of its operations and the operational levers at its disposal. The plan will identify and prioritise actions to reduce the Group's greenhouse gas emissions while considering the technical, economic and operational constraints of its industry. The group's decarbonization strategy will focus on:

- Reducing direct and indirect emissions linked to energy consumption by the Group's car parks and vehicle fleet (Scopes 1 & 2²). It should be noted that the Group has already taken action on these scopes as part of the green refinancing described below (see section 1.3.1. Targets related to climate change mitigation and adaptation [E1-4], paragraph Objectives related to climate change mitigation and adaptation currently defined);
- The reduction of other indirect emissions (Scope 3³), in particular those linked to fixed assets (CapEX), an emissions category that potentially identifies the most relevant reduction levers in relation to the Group's activities.

This approach is led by the ESG team, working closely with the Group's operational departments; it is carried out under the strategic and budgetary guidance of the Executive Committee and under the control of its shareholders, through the Audit and Risks Committee.

The Group's objectives will be announced once the feasibility studies have been completed. They are expected to be included in the 2026 sustainability report. An additional study will detail the emission reduction targets for the period 2030-2050. It should be noted that GHG emissions linked to customer travel are not included in the scope of the Group's transition plan: this is a category in which it is complicated for the Group to set quantified and timed decarbonisation objectives, since customer travel and travel patterns depend on many external factors (public policies, urban planning, consumption patterns, etc.), over which the Group has limited influence. This item is therefore expected to fall by 2050 as a result of regulatory changes (restriction or ban on the sale of combustion engine and hybrid vehicles) and changes in usage, which the Group is supporting through its range of services. However, it is still difficult to put a figure on the impact.

Once finalised and validated, INDIGO's decarbonisation objectives and the associated action plan will be communicated on the Group's website and included in its sustainability report.

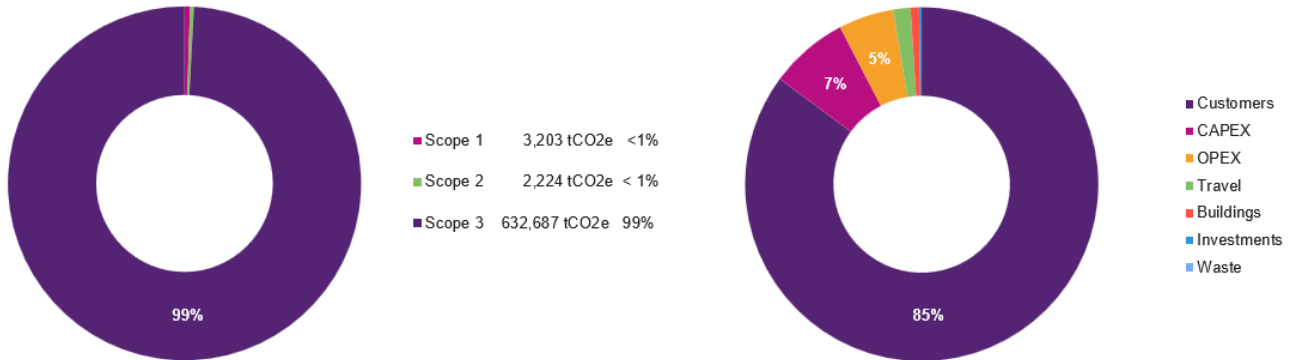
² As defined by the GHG Protocol

³ As defined by the GHG Protocol

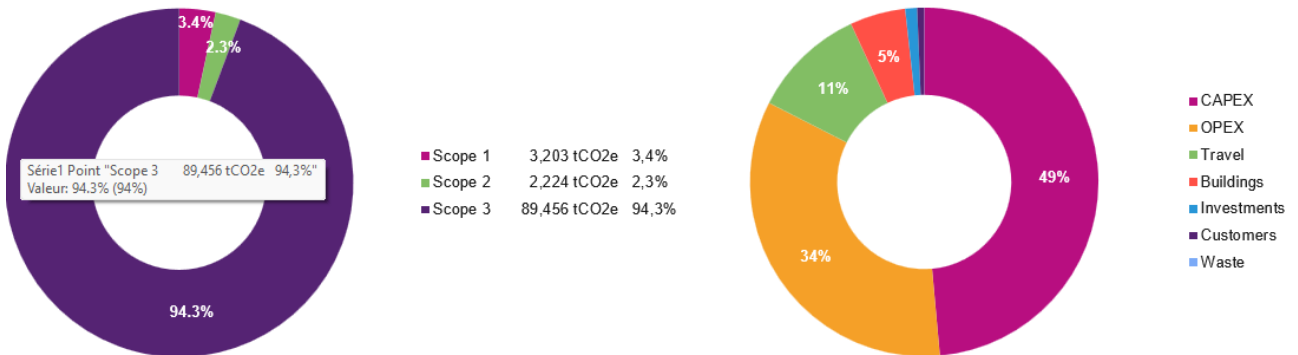
Identification of decarbonisation levers and priority actions

As part of its transition plan, INDIGO is analysing the relevant levers for reducing its carbon footprint, in view of its activities. At present, the Group's emissions, calculated using the GHG Protocol methodology, break down as follows:

Breakdown of emissions by scope and operational categories (including customer travel)



Breakdown of emissions by scope and operational categories (excluding customer travel)



Levers on Scopes 1 and 2

The decarbonisation levers identified to most effectively reduce the INDIGO Group's direct emissions are as follows:

- gradual electrification of the Group's vehicle fleet: 52.5% of the Group's vehicles were electric or hybrid in 2025. The aim could be to achieve 50% all-electric vehicles in the Group's vehicle fleet by 2030;
- purchase of electricity from renewable sources: by 2025, 24.3% of the Group's electricity consumption will be covered by instruments guaranteeing its renewable origin. The Group is currently examining the possibility of increasing the use of green electricity in France, which will account for 65% of the Group's total electricity consumption in 2025, by means of specific instruments guaranteeing the green origin of the electricity. The goal is to have 50% of the Group's electricity come from renewable sources by 2030.

It should be noted that the Group has already implemented a number of measures to reduce energy consumption in its car parks and is continuing to invest in facilities that have not yet benefited from these measures:

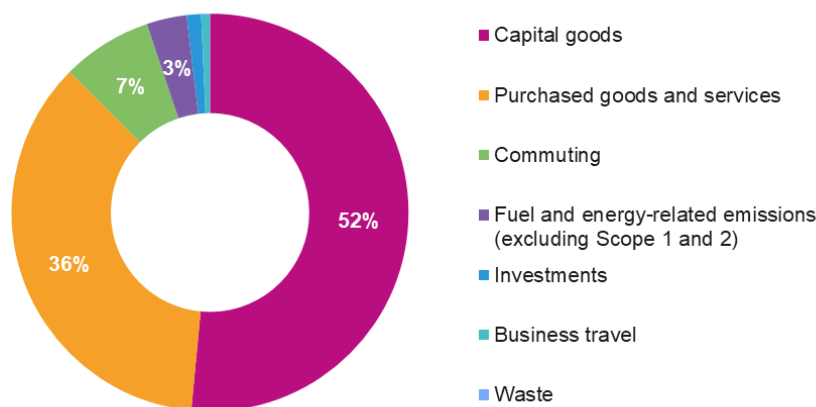
- the installation of low-energy lighting (LED) in operated car parks, with the Group having increased the installation rate in facilities where it can invest from 48% in 2021 to 93% by the end of 2025;

- installing systems to regulate lighting levels according to the presence of people, so that car parks are only fully lit when sensors detect the presence of a vehicle or pedestrian;
- the introduction of tools to monitor electricity consumption in real time in the Group's most energy-consuming car parks.

Scope 3 levers

INDIGO's scope 3, excluding emissions linked to customer travel which, as mentioned above, are excluded from the scope of the Group's future transition plan, breaks down as follows:

Breakdown of Scope 3 emissions (excluding customer travel)



As previously mentioned, given the structure of its Scope 3 emissions, the Group must prioritise action on its purchases of fixed assets, which account for 52% of its Scope 3 emissions, excluding customer travel (46,081 tCO₂e).

A specific action plan will be developed for areas where the Group can take action, such as implementing a system to track emissions from purchased products and services or integrating carbon criteria into future calls for bids.

Investment and resources allocated to the plan

As part of the process of defining the INDIGO Group's decarbonisation objectives and the associated action plan, financial resources will be mobilised, in particular to:

- electrify the Group's vehicle fleet;
- subscribe to specific instruments guaranteeing the sustainable origin of the electricity consumed in France (65% of the Group's total electricity consumption in 2025).

The exact expenditure amount required to implement the Group's GHG emissions reduction plan is currently being studied, and will be decided in 2026 as part of the overall validation of the transition plan by INDIGO's Executive Committee and shareholders.

Management of locked-in greenhouse gas emissions

The Group's business model is based primarily on the operation of car parks. GHG emissions are locked in through:

- the carbon impact of existing infrastructures, which is nevertheless limited (lighting, toll systems, lifts, ventilation, etc.);
- the use of car parks by combustion-powered vehicles.

Aligning the Group's activities with the European taxonomy

In accordance with EU Regulation 2020/852 of 18 June 2020 and of its delegated regulations (2021/2139, 2023/2485, 2023/2486) establishing a taxonomy of activities considered as sustainable, the Group has implemented an internal reporting process to disclose within this document its aligned activities and associated key performance indicators, see Environmental information, section 2. European taxonomy.

1.2.3. Policies related to climate change mitigation and adaptation [E1-2]

The Group has developed an environmental approach and remains publicly committed, through its Environment Health-Safety Policy, to *“Minimising its environmental impacts by reducing its energy consumption, particularly in its off-street facilities, and implement technologies and solutions that reduce its customers’ emissions while facilitating their access to individual mobility that does not depend on fossil fuels”*. The latter is available on the Group’s website. It is being strengthened, both in terms of mitigating and adapting to climate change.

All mitigation and adaptation policies are decided by the Executive Committee and approved by the Group’s shareholders. They are implemented by all relevant entities, under the responsibility of the Area and Country Managers, and in accordance with the objectives set by the Chairman of the Executive Board. Progress reports are presented to shareholders and to the Audit and Risks Committee.

The Group’s decisions and progress in terms of mitigating and adapting to climate change are developed by integrating stakeholder expectations, in particular its shareholders, investors and institutional partners. In order to ensure the transparency of its commitments and to meet expectations, information relating to climate issues is available in the ESG section of the Group’s website, in its non-financial reporting (Non-Financial Performance Statements, sustainability report), and in exchanges with the aforementioned stakeholders.

A detailed resilience analysis of the Group was conducted during the 2025–2026 period, revealing several key insights into INDIGO’s exposure to climate risks, whether physical or transition-related. These findings now provide a solid foundation for defining the Group’s adaptation priorities. INDIGO will therefore begin developing an adaptation strategy in 2026, building on the work carried out recently. The aim is to strengthen the resilience of its operations, infrastructure, and business models in the face of climate change.

Policies related to climate change mitigation

In response to the climate challenge and as part of its ESG strategy, INDIGO is committed to a global approach to reducing its greenhouse gas (GHG) emissions, in line, in particular, with the results of the dual materiality analysis carried out in 2024.

This approach, which applies to all Group entities, activities and geographical areas, is based on the following elements:

Definition of a strategy to reduce its greenhouse gases (decarbonisation)

Since 2022, with the support of an external service provider, the Group has been calculating its footprint for scopes 1, 2 and 3 using the GHG Protocol methodology, the international standard for carbon accounting and reporting. Thanks to ongoing efforts to improve the quality of the business data used to compile its carbon footprint, the Group has been working since 2024 to reduce its GHG emissions, incorporating the 3 emissions scopes⁴. The process is ongoing and initial results are expected in 2026. These will be released following approval by the Group’s governing bodies.

In any event, the Group’s commitment to reducing its emissions will be substantiated and precise, in terms of the three scopes 1, 2 and 3, in order to meet stakeholder expectations, in particular its financiers. It will be published on its website and in its 2026 sustainability report.

Optimising the energy efficiency of infrastructures built or managed by the Group

INDIGO is pursuing a policy of improving the energy efficiency of its infrastructures, with the aim of reducing its energy consumption and greenhouse gas (GHG) emissions. This strategy is based primarily on replacing traditional lighting with LEDs, which will equip 93% of the car parks managed by the Group by the end of 2025. INDIGO is also optimising energy management at its sites by installing presence sensors and automatic lighting control systems, thereby reducing unnecessary

⁴ As defined by the GHG Protocol

consumption during low-traffic periods. In the design of its new car parks, the Group favours natural lighting and passive ventilation, where the architectural concept allows, in order to limit the use of energy-consuming equipment.

INDIGO is also continuing its transition to renewable energies. By 2025, 24.3% of its electricity consumption will be covered by instruments guaranteeing its renewable origin.

Growing investment in low-carbon mobility

The INDIGO Group is convinced that the development of its business model must meet the challenges and expectations associated with changes in mobility as part of the ecological and energy transition, particularly on the part of users and cities.

The Group has therefore chosen to gradually diversify its business in order to offer services tailored to these changes:

- INDIGO@weel in France: launched in 2017, this business aims to promote low-carbon modes of travel as an alternative to private cars, in particular by offering secure bicycle parking in the Group's structures or on-street (Cyclopark) and a turnkey shared bicycle offer for businesses.
- Acquisition, at the end of 2024, of 100% of Smovengo, the company responsible for the Vélib' Métropole service (operating in Paris and neighbouring communes), the largest self-service bicycle hire system with stations in the world (excluding China).
- Group-wide installation of electric charging stations in car parks to meet the growing needs of consumers and the expectations of towns and cities.

Policies related to climate change adaptation

The INDIGO Group, which presents a moderate to limited overall level of physical risk associated with climate change, has adopted a strategy of adapting to the transitional risks associated with changes to regulations, stakeholder expectations and transformations in the urban mobility market.

Anticipating regulatory changes

The INDIGO Group keeps a close eye on developments in environmental regulations, particularly the European taxonomy, the CSRD directive, and the texts and regulations that are transforming parking policies in urban areas, such as the Low Emission Zones and Limited Traffic Zones in France.

These new regulatory requirements are gradually being incorporated into the Group's business model and non-financial reporting.

Investment in sustainable mobility

In response to changing consumer habits and regulatory constraints, INDIGO is increasingly investing in sustainable urban mobility services, particularly in Europe. The Group is committed to:

- secure cycle parking (Cyclopark);
- rental of electric and mechanical bicycles via INDIGO@weel;
- shared bicycle services via Smovengo, the operator of Vélib' in Paris (20,500 shared bicycles available in the Paris region);
- deployment of electric charging stations in its car parks in response to the use of electric vehicles by motorists in Europe⁵ and the Americas⁶.

Since 2023, INDIGO has also been pursuing a policy of diversifying its car parks. It now includes mobility platforms, services for customers and local residents (carwashes, parcel lockers, etc.) and areas dedicated to urban logistics (Urban Logistics Spaces or ULS), the development of which will be accelerated in 2026.

⁵ According to projections by the International Energy Agency, sales of electric vehicles in Europe should reach between 40% and 70% of total vehicle sales by 2030 (depending on the type of vehicle). <https://www.iea.org/data-and-statistics/charts/electric-vehicle-share-of-vehicle-sales-by-mode-and-scenario-in-europe-2030>

⁶ A study by Spherical Insights estimates the average annual growth rate of the electric vehicle market in the United States at 29.87% between 2022 and 2032. <https://www.sphericalinsights.com/fr/reports/north-america-electric-vehicles-market>

Adapting infrastructures located in at-risk areas

In addition, for more than 15 years, the Group has been pursuing a policy of adapting its infrastructures to improve their resilience in the face of the physical risks of climate change, particularly the growing risk of flooding. These risks are taken into account as early as the project feasibility analysis stage, in response to calls for tender. Adaptation criteria are integrated into the design of structures (such as raising the height of waterways) and actions to prevent the consequences of extreme climatic events are implemented throughout the operation of the infrastructure (see section 1.2.4 Actions and resources relating to climate change policies [E1-3], *paragraph Adaptation of infrastructures located in at-risk areas*).

1.2.4. Actions and resources in relation to climate change policies [E1-3]

Key actions for climate change mitigation implemented at Group level

In order to contribute to global efforts to combat climate change, and in line with its own policy, INDIGO has implemented a number of mitigation actions in all of its subsidiaries. In 2022, objectives were set for the year 2025 for the level of LED equipment in its facilities, the number of electric vehicle charging stations and the number of secure cycle spaces in its car parks. New targets have been set for 2030 regarding the proportion of electric vehicles in the vehicle fleet, as well as the use of specific instruments to guarantee the green origin of electricity.

With regard to mitigation, these actions concern the three scopes as defined by the GHG Protocol. It should be noted that some of these actions are also linked to policies on adapting to climate change (mainly Scope 3 actions).

Scope 1: electrification of the Group's vehicle fleets

The vast majority of the INDIGO Group's Scope 1 emissions are due to fuel consumption by the fleet of vehicles operated by the Group.

The Group has therefore decided to progressively electrify its global fleet as car leasing contracts come up for renewal. At the end of 2025, electric or hybrid cars and utility vehicles represent 52.5% of the Group's car fleet, compared to 37% in 2024 and 27% in 2023. The objective is for 60% of the European vehicle fleet to be all-electric by 2025.

Scope 2: actions related to the Group's electricity consumption

The main actions taken to date by the INDIGO Group to reduce its Scope 2 greenhouse gas emissions relate to:

- reduction of energy consumption in car parks;
- purchase of electricity from renewable sources.

Reduction of energy consumption in car parks

The actions to reduce electricity consumption in car parks mainly relate to:

- installation of low-energy lighting (LED) in the Group's car parks, replacing older, more energy-intensive technologies;
- installation of intelligent lighting management systems so that car parks are only lit when users are present;
- introduction of tools to monitor electricity consumption in real time at the Group's most energy-intensive car parks.

By 2025, LED lighting will account for 93% of the structures in which the Group can invest. The adoption rate stood at 85% in 2024 and 67% in 2022. This has led to a significant reduction in the Group's electricity consumption, which stood at 85,878 MWh in 2025 (excluding electricity consumption from charging stations), down 5.3% from 2024 (90,703 MWh), despite major acquisitions during and at the end of 2024 (Parkia in Spain and Apcoa Belgium in Belgium).

The installation of LEDs does not have a specifically earmarked budget, but there has been massive deployment in recent years, particularly in France.

Purchase of electricity from renewable sources

The actions taken to reduce the electricity consumption of the Group's activities are complemented by the purchase of electricity from renewable sources, contributing to a reduction of Scope 2 emissions⁷. In 2025, the proportion of electricity covered by renewable electricity purchase contracts is equal to 24.3%.

The Group intends to continue its policy of purchasing renewable electricity over the coming years, in line with the decarbonisation objectives currently being drawn up. All solutions and instruments for guaranteeing renewable origins are therefore being considered, particularly for France, which accounts for the majority of electricity consumption, as mentioned above. This approach is also part of a strategy to anticipate the growing electricity needs associated with the roll-out of electric vehicle charging stations.

As part of the preparation of the INDIGO Group's consolidated decarbonisation objectives (see section 1.3.1. Targets related to climate change mitigation and adaptation [E1-4]), the impact in terms of reducing the Group's scope 2 greenhouse gas emissions is currently being calculated.

The use of renewable electricity contracts is not currently linked to a specific budget and remains at the discretion of the subsidiaries.

The impact of actions to reduce GHG emissions in scope 2 of the INDIGO Group is monitored annually, through the production of the Group's consolidated carbon footprint for scopes 1, 2 and 3. The results are communicated annually to shareholders through the Group's Audit and Risks Committee, which monitors the main key indicators from its non-financial regulatory reporting (Non-Financial Performance Statement, sustainability report) and to stakeholders via the publication of these documents on its website.

Scope 3

Emissions linked to car park users are the Group's main Scope 3 emissions item⁸. However, as mentioned above, the INDIGO Group has only limited manoeuvring room to reduce these emissions. To support its customers' transition to low-emission mobility, the Group is implementing the following actions:

- roll-out of Cyclopark: in 2025, the Group continued to create secure cycle parks in its existing infrastructures or on-street, guaranteeing greater protection against theft and vandalism. These areas are accessible by subscription and equipped with additional services (lockers with battery chargers, repair kits, etc.). The Group had set itself an objective of 5,000 available spaces in its Cyclopark sites by 2025. By the end of 2025, more than 8,000 secure places in France, Belgium, Poland and Switzerland had been made available,
- development of self-service bicycle hire services with Smovengo: a 40% shareholder in Smovengo since 2017, the Group finalised the acquisition of all of Smovengo's shares and current accounts on 30 December 2024. In this way, INDIGO is contributing to the development of the Vélib' service in the Paris region, which recorded 48 million journeys in 2025, with a fleet of 20,500 bicycles on average over the year.
- bike-sharing solutions for businesses and local authorities: via INDIGO@weel, the Group offers businesses and local authorities fleets of shared bikes, with a turnkey service including vehicle management and maintenance. The service is available in France, for example, at the Airbus industrial site in Marignane, and in Belgium at the Techlane Campus in Ghent.

In addition, to support its customers' energy transition, the Group has been deploying electric vehicle charging stations in its car parks for over 10 years. As a result, by the end of 2025, the Group provides a total of 11,412 spaces equipped with a charging point for plug-in hybrid or electric vehicles in the car parks it operates (excluding Canada, as the subsidiary has not been under the control of the Group since 1 July 2025), representing an increase of nearly 10% in the number of charging points compared to the 10,401 recorded at the end of 2024 (a figure that included stations installed in Canada).

Charging stations are part of the Group's response to changes in the market, linked to the growing expectations of users and local authorities in terms of low-carbon mobility. They also contribute to the deployment of electric vehicles. In fact, they lead to a reduction of GHG emissions linked to the transport of users of parking services. However, it is difficult to quantify precisely the reduction of emissions associated with the installation of these charging stations.

All of the above-mentioned measures also relate to the Group's adaptation to climate change and the prevention of transition risks. As mentioned in section 1.2.2, "Transition Plan for Climate Change Mitigation" [E1-1], under the subsection "Leverages for Scope 3," studies on the decarbonization of Scope 3 are currently underway.

⁷ Possibility offered by the GHG Protocol's market-based approach.

⁸ 85% of the total carbon footprint by 2025.

Key actions for climate change adaptation implemented at Group level

In response to the transition risks and the physical risks that lie ahead for it, and as part of its policy of adapting to climate change, the INDIGO Group is investing in diversifying the uses of its car parks, by integrating solutions that promote soft mobility and urban logistics.

Anticipating regulatory changes & strategic commitment

The INDIGO Group has put in place an enhanced regulatory watch to anticipate changes in public policy affecting the parking and urban mobility sector. This includes monitoring of Low Emission Zones, the restriction or planned end to the sale of new internal combustion vehicles in 2035, and developments in European standards such as the Green Taxonomy and the CSRD directive.

Regulatory information is consolidated and integrated into the Group's development strategy and published in its non-financial reporting. This approach enables it to adjust its commercial strategy and investments to ensure the resilience of its business model to market transformations.

Deployment of infrastructures adapted to new mobility

The actions described above to mitigate climate change (roll-out of Cyclopark, development of self-service bicycle hire with Smovengo, bike-sharing solutions for businesses and local authorities and the roll-out of charging stations) help to address the transition risks to which the Group is exposed.

Adapting infrastructures located in at-risk areas

As part of the construction process, environmental risks are analysed as soon as tenders are submitted, in view of the human, technical, financial and legal issues involved. Where appropriate, the solutions devised and designed with the technical teams take account of these environmental risks as early as possible, such as raising potential water ingress points (lift kiosks, pedestrian access points, ventilation vents, etc.) at the design stage. In addition, technical means of mitigating extreme climatic phenomena are put in place for the car parks in question (cofferdams or removable dikes, pumps, etc.). Lastly, during the operating phase, the Group takes part in flood simulation exercises organised by local players, to give Group staff a better understanding of these risks.

Car parks built on or near the water table are particularly exposed to rising groundwater. These structures are made floodable by means of systems that allow water to infiltrate at the lowest level, to prevent the structure from breaking due to Archimedes' buoyancy.

At the same time, environmental risks are taken into consideration with insurance companies.

Resources allocated to policies to combat climate change

In thousands of euros (€)	2025 OpEX	2030 OpEX	2025 CapEX	2030 CapEX
Allocated resources	55,700		21,800	

The figures presented above are taken from the tables titled 'Proportion of OPEX and share of CAPEX from products or services associated with economic activities aligned with the taxonomy'. For 2024, the figures amounted to 3,057 thousand euros for OPEX and 10,857 thousand euros for CAPEX. Further details on the changes can be found in Section 2, 2. Disclosure pursuant to Article 8 of Regulation 2020/852 (Taxonomy Regulation). Since 2022, the Group has invested to achieve its self-imposed objectives for 2025 in terms of installing LED lighting, the number of electric vehicle charging stations and the number of secure spaces for bicycles. New objectives (linked to the above or to new activities) will shortly be set for 2030, projections should be presented in the 2026 sustainability report.

1.3. Metrics and targets

1.3.1. Targets related to climate change mitigation and adaptation [E1-4]

In line with its policy on mitigating and adapting to climate change, the INDIGO Group has defined a number of objectives to respond effectively to the challenges posed by climate change. It has also undertaken to redefine its objectives for reducing greenhouse gas emissions.

Like the policies and actions that underpin them, the objectives are validated by the Group Executive Committee. The results of these actions are reported annually to the Group Executive Committee and to shareholders via the Audit and Risks Committee. They are also detailed in the sustainability report.

Objectives related to climate change mitigation and adaptation currently defined

On 27 July 2022, the Group signed a multi-currency sustainability-linked revolving credit facility for €300 million, with an initial maturity date of July 2027 and July 2029 following approval by the banks to activate 2 additional one-year extension options.

In this context, the Group has defined two performance indicators that have been in line with its ESG strategy for several years.

The first indicator relates directly to climate mitigation. It consists of a 5% reduction per year in its CO₂ emissions related to Scopes 1 and 2, i.e. a 40% reduction by 2029 based on 2019 emissions⁹, which amounted to 11,804 tCO₂e in 2019.

The second indicator relates to adaptation to climate change. This targets a fourfold increase of the installed capacity of electric vehicle charging stations between 2021 and 2029 across the Group's consolidated scope, with annual thresholds defined. It should be noted that the installed capacity in 2021 was 19,418 kWh. The aim is therefore to reach 86,321 kWh of installed capacity by 2029.

In addition to this objective, the Group has set itself the goal of providing 11,000 charging stations in its car parks by the end of 2025. By 2025, 11,412 (excluding Canada, as the subsidiary has not been under the control of the Group since 1 July 2025). The Group's performance in relation to these indicators is assessed each year according to predefined thresholds. This is monitored annually when the Group's carbon footprint is calculated. Specific data on the number of charging stations and installed capacity are collected during this exercise.

In order to achieve these objectives, the Group is investing in LED lighting and in electric vehicle charging stations, as detailed in the "Taxonomy" section of this report.

As such, for 2025, the annual objectives for these two indicators have been met:

- greenhouse gas emissions from Scopes 1 and 2: 3,974 tCO₂e compared with an objective of 9,443 tCO₂e;
- installed capacity at charging stations: 141,237 kWh against an objective of 74,059 kWh.

The targets for these two indicators were also met in 2024, with respective values of 4,232 tCO₂e (compared to a target of 10,033 tCO₂e) and 123,700 kWh (compared to a target of 58,009 kWh).

Specific objectives relating to climate change mitigation currently being defined

INDIGO is committed to reducing its carbon footprint to limit its impact on climate change. To this end, the Group has conducted several studies on a decarbonisation pathway, particularly regarding its scope 3¹⁰, emissions. Work will continue in 2026 as part of a bespoke decarbonisation plan adapted to the nature of its operations and the levers available to it. The plan, which is currently being developed, will identify and prioritise actions to reduce the Group's greenhouse gas emissions while considering the technical, economic and operational constraints of its industry.

The reduction targets resulting from this will be monitored annually, when the Group's carbon footprint is calculated. These objectives will be achieved by implementing the decarbonisation measures described above. The effectiveness of the actions will be assessed annually, and adjustments may be made depending on the observed results.

⁹Excluding acquisitions made after the date of signature and involving more than 1,000 parking spaces, in this case the consumption of PareBem in Brazil, City Parking in Colombia, APCOA in Belgium, Parkia in Spain and Smovengo in France.

¹⁰ As defined by the GHG Protocol

Data relative to targets related to climate change mitigation and adaptation

	2024	2025
Absolute value of the total reduction of greenhouse gas emissions	0	0
Percentage of the total reduction of greenhouse gas emissions (compared to reference year emissions)	– %	– %
Intensity value of the total reduction of greenhouse gas emissions	0	0
Absolute value of the reduction of Scope 1 greenhouse gas emissions	0	0
Percentage of the reduction of Scope 1 greenhouse gas emissions (compared to reference year emissions)	– %	– %
Intensity value of the reduction of Scope 1 greenhouse gas emissions	0	0
Absolute value of the reduction of location-based Scope 2 greenhouse gas emissions	0	0
Percentage of the reduction of location-based Scope 2 greenhouse gas emissions (compared to reference year emissions)	– %	– %
Intensity value of the reduction of location-based Scope 2 greenhouse gas emissions	0	0
Absolute value of the reduction of market-based Scope 2 greenhouse gas emissions	0	0
Percentage of the reduction of market-based Scope 2 greenhouse gas emissions (compared to reference year emissions)	– %	– %
Intensity value of the reduction of market-based Scope 2 greenhouse gas emissions	0	0
Absolute value of the reduction of Scope 3 greenhouse gas emissions	0	0
Percentage of the reduction of Scope 3 greenhouse gas emissions (compared to reference year emissions)	– %	– %
Intensity value of the reduction of Scope 3 greenhouse gas emissions	0	0

1.3.2. Energy consumption and mix [E1-5]

Energy consumption and mix

Energy consumption and mix (MWh)	2024	2025
(1) Fuel consumption from coal and coal products	0	0
(2) Fuel consumption from crude oil and petroleum products	9,696	8,795
(3) Fuel consumption from natural gas	299	3,150
(4) Consumption of fuels from other fossil sources	0	0
(5) Consumption of electricity, heat, steam and cooling purchased or acquired from fossil sources	32,894	26,767
(6) Total fossil energy consumption (MWh) (calculated as the sum of lines 1 to 5)	42,889	38,712
Share of fossil sources in total energy consumption (%)	43%	40%
(7) Nuclear consumption (MWh)	39,759	38,281
Consumption from nuclear sources (MWh)	39%	39%

Consumption of energy from renewable sources

Consumption of energy from renewable sources	2024	2025
(8) Fuel consumption from renewable sources, including biomass (also comprising industrial and municipal waste of biologic origin, biogas, renewable hydrogen, etc.)	29	1
(9) Consumption of electricity, heat, steam and cooling purchased or acquired from renewable sources (MWh)	18,051	20,829
(10) Consumption of self-generated non-fuel renewable energy (MWh)	0	0
(11) Total renewable energy consumption (MWh) (calculated as the sum of lines 8 to 10)*	18,079	20,830
Share of renewable sources in total energy consumption (%)	18%	21%
Total energy consumption (MWh) (calculated as the sum of lines 6, 7 and 11)	100,727	97,823

*: In 2025, the Group will consider instruments that guarantee the renewable origin of the electricity it purchases rather than the proportion of renewable energy in the energy mix of the countries in which it operates; restatement of the 2024 data.

Net income from activities in high climate impact sectors

Net income from activities in high climate impact sectors	2024	2025
Net income from activities in high climate impact sectors used to calculate energy intensity	0	0
Net revenue (other)	0	0
Total net revenue	0	0

1.3.3. Gross Scope 1, 2, 3 and Total GHG emissions [E1-6]

Gross Scope 1, 2, 3 and total GHG emissions

	Reference year	Retrospective		%N / N-1	Milestones and target years		
		2024	2025		2030	2050	Annual % target / Base year
Scope 1 GHG emissions							
Gross Scope 1 GHG emissions (tCO ₂ eq)		2,298	3,203	39.40%			
Percentage of Scope 1 GHG emissions from regulated emissions trading schemes (%)							
Scope 2 GHG emissions							
Gross location-based Scope 2 GHG emissions (tCO ₂ eq)		3,770	3,839	1.80%			
Gross market-based Scope 2 GHG emissions (tCO ₂ eq)		2,317	2,224	-4.00%			
Scope 3 GHG emissions (market-based)							
Total Gross indirect (Scope 3) GHG emissions (tCO ₂ eq)		637,035	632,687	-0.70%			
1 Purchased goods and services		29,739	32,201	8.30%			
[Optional sub-category: Cloud computing and data centre services							
2 Capital goods		56,019	46,081	-17.70%			
3 Fuel and energy-related activities (not included in Scope 1 or Scope 2)		2,487	2,915	17.20%			
4 Upstream transportation and distribution		0	0				
5 Waste generated in operations		0	10.4				
6 Business travelling		971	634	-34.70%			
7 Employee commuting		6,728	6,568	-2.40%			
8 Upstream leased assets		0	0				
9 Downstream transportation		541,089	542,733	0.30%			
10 Processing of sold products		-	0				
11 Use of sold products		0.55	0.58	5.50%			
12 End-of-life treatment of sold products		0	0				
13 Downstream leased assets		0	0				
14 Franchises		0	0				
15 Investments		0	1,546				

Note: under the GHG Protocol methodology, emissions linked to customer travel (optional) are included in category 9 Downstream transport.

The increases in scope 1 and scope 2 emissions in 2025 compared to 2024 are due to acquisitions made in 2024.

In France, a more accurate estimate of electricity consumption resulted in a decrease of 1.7 gigawatt compared to the initial figure. The new calculation methodology will be used for future sustainability reports.

GHG intensity per net revenue

GHG intensity per net revenue	2024	2025	%N / N-1
Total GHG emissions (location-based) per net revenue (tCO ₂ eq/Millions of euros)	726	631	- 13,09 %
Total GHG emissions (market-based) per net revenue (tCO ₂ eq/Millions of euros)	723	629	- 13,00 %

Net revenue used to calculate GHG intensity (€)

Quantitative reconciliation	2024	2025
Net revenue used to calculate GHG intensity (Millions of euros)	887,003,668	1,015,253,000
Net revenue (other)	0	0
Total net revenue (in the financial statements) (Millions of euros)	887,003,668	1,015,253,000

Greenhouse gas emissions by country

Country	2024			2025		
	Scope 1	Scope 2	Scope 3	Scope 1	Scope 2	Scope 3
Belgium	284	67	32,668	293	136	36,069
Brazil	25	37	218,914	150	39	220,892
Canada	804	213	7,999	402	136	4,865
Colombia	3	190	39,021	3	129	39,680
France	941	1,108	243,403	965	975	241,123
Luxembourg	121	475	21,086	69	491	20,761
Poland	54	220	7,246	52	193	6,447
Spain	66	3	64,204	65	2	52,926
Switzerland	0	1	2,396	0	0	4,159
Estonia	0	3	97	0	4	117

Biogenic emissions and contractual instruments

Quantitative reconciliation	2024	2025
Biogenic CO ₂ emissions from combustion or biodegradation of biomass not included in Scope 1 GHG emissions	– %	– %
Percentage of contractual instruments, scope 2 GHG emissions	20%	24%
Disclosure of types of contractual instruments, scope 2 GHG emissions	0	0
Percentage of market-based Scope 2 GHG emissions and linked with the purchase of electricity associated with instruments	– %	– %
Percentage of contractual instruments used for the sale and purchase of energy attributes relating to energy production in relation to Scope 2 GHG emissions	– %	0
Percentage of contractual instruments used for the sale and purchase of energy attributes unbundled in relation to Scope 2 GHG emissions	100%	100%
Biogenic CO ₂ emissions from combustion or biodegradation of biomass not included in Scope 2 GHG emissions	0	– %
Percentage of Scope 3 GHGs calculated using primary data	86.5 % *	87.40%
Biogenic CO ₂ emissions from the combustion or biodegradation of biomass that occur in the value chain are not included in Scope 3 GHG emissions.	0	0

*: In 2025, the calculation methodology was revised following a better understanding of the indicator; the 2024 data, which was initially set at 100%, was recalculated.

2. Disclosure pursuant to Article 8 of Regulation 2020/852 (Taxonomy Regulation)

In accordance with EU Regulation 2020/852 of 18 June 2020 and of its delegated regulations (2021/2139, 2023/2485, 2023/2486) establishing a taxonomy of activities considered as sustainable, the Group has implemented an internal reporting process to disclose within this document its aligned activities and associated key performance indicators. The Group's activities contribute to the objectives related to climate change mitigation and adaptation; however, the Group does not exercise any of these for criteria related to aquatic and marine resources, the circular economy, pollution and biodiversity and ecosystems.

Aligned activities

All activities (revenue-generating or not) of the Group's controlled subsidiaries have been observed for the 6 environmental objectives, under the prism of the sectoral areas as well as the description of each of these activities as they appear in the above-mentioned delegated regulations. We have taken into account the various elements that help define a sustainable activity:

- contribution to environmental objectives,
- not cause significant harm to any of the environmental objectives,
- compliance with the conventions of the International Labour Organisation, the principles of the UN Global Compact and the OECD principles for multinationals (cf. Article 18 of the Taxonomy regulations),
- compliance with technical review criteria.

The Group's aligned activities are therefore in line with the objectives of mitigating and adapting to climate change:

Sectors	Aligned activities
6 - Transport	6.4 Operation of personal mobility devices, cycle logistics: Selling, purchasing, financing, leasing, renting and operation of personal mobility or transport devices where the propulsion comes from the physical activity of the user, from a zero-emissions motor, or a mix of zero-emissions motor and physical activity. → Rental of bikes and e-bikes
	6.13 Infrastructures for personal mobility, cycle logistics: Construction, modernisation, maintenance, and operation of infrastructures for personal mobility, including the construction of roads, motorways bridges and tunnels and other infrastructures that are dedicated to pedestrians and bicycles, with or without electric assist. → Management of dedicated bicycle parking facilities or construction and operation of secure bicycle spaces in car parks (Cyclopark)
7 - Construction and real estate activities	7.3 Installation, maintenance and repair of energy-efficient equipment: Individual renovation measures consisting in installation, maintenance or repair of energy efficiency equipment. (d) installation and replacement of energy efficient light sources → Replacement of the old lights in the car parks with LED lights.
	7.4 Installation, maintenance and repair of electric vehicle charging stations in buildings (and parking spaces attached to buildings) → Installation and operation of electric vehicle charging stations in car parks.

It should be noted that the Group is primarily a car park operator. The definition of a "building" in the technical criteria of the annexes dealing with climate change mitigation and adaptation refers to EU Directive 2010/31: "For the purposes of this Directive, a "building" means a roofed construction having walls, for which energy is used to condition the indoor climate."

Car parks are not included in this definition, as they do not have indoor temperature control systems. The operating rooms could be covered, but they represent only a marginal part of the car parks' surface area.

Car parks are therefore not considered as "buildings". For this reason, the activities of Construction of new buildings (7.1), Renovation of existing buildings (7.2) and Acquisition and ownership of buildings (7.7) have not been considered as eligible activities by the Group.

Key performance indicators

The financial ratios have been calculated in accordance with the requirements of Annex 1 of the Delegated Regulation EU 2021/2178 of 6 July 2021.

Capital expenditure (CapEX)

The denominator is taken directly from the Group's IFRS consolidated financial statements (after elimination of intra-group transactions). The scope covered is the entire scope of the consolidated financial statements, excluding associates and joint ventures accounted for using the equity method. Capital expenditure includes additions to property, plant and equipment (including IFRS 16 and IFRIC 12 assets) and intangible assets in the current year, before depreciation and revaluation, as well as additions to property, plant and equipment and intangible assets resulting from business combinations.

Capital expenditure for the period amounted to €300,2 million, compared with €247.0 million at 31 December 2024. They consist of investments in property, plant and equipment and intangible assets (mainly leased or fully-owned assets) and investments in concession assets, presented in the consolidated cash flow statement in the Group's consolidated financial statements.

Capital expenditure by the aligned businesses represented 7.3% of the Group's capital expenditure at 31 December 2025, compared with 4.4% at 31 December 2024. Just like in 2023, activities are 100% aligned and eligible. The year-on-year change was due to a higher increase of capital expenditure in non-aligned businesses compared with aligned businesses.

The numerator includes the portion of this capital expenditure related to activities identified as aligned.

Operating expenses (OpEX)

The denominator is taken directly from the Group's IFRS consolidated financial statements (after elimination of intra-group transactions). The scope covered is the entire scope of the consolidated financial statements, excluding associates and joint ventures accounted for using the equity method. The denominator includes direct costs not capitalised that relate to research and development, building refurbishment, short-term leases, maintenance and repair, and any other direct expenditure, related to the ongoing maintenance of property, plant and equipment by the company or by the third party to whom these activities are outsourced, that is necessary to keep these assets functioning properly.

Details of operating expenses for the period are given in note 7.1 "Current operating expenses" to the Group's consolidated financial statements. The denominator does not take into account the impact of the accounting treatment of fixed rents (IFRS 16) as defined by the standard.

The numerator includes the portion of these operating expenses related to the activities identified as aligned. As of 31 December 2025, operating expenses for aligned activities accounted for 8.7% of the Group's total operating expenses, compared with 0.5% as of 31 December 2024.

Revenue

The denominator is taken directly from the Group's IFRS consolidated accounts (after elimination of intra-group transactions) and is shown in the consolidated income statement. The scope covered is the entire scope of the consolidated financial statements, excluding associates and joint ventures accounted for using the equity method. The denominator includes all revenues recognised during the period, including revenues from car parks (full ownership, concession, lease, or services), revenues from construction work on concession facilities, and any other revenues generated by the Group. It does not include income from related activities.

The numerator includes the portion of this revenue related to activities identified as aligned.

The revenue from aligned activities represented 7.1% of the consolidated revenue at 31 December 2025, compared with 0.5% at 31 December 2024. Just like in 2024, activities are 100% aligned and eligible. The Group's share of eligible activities increased significantly across all key performance indicators in 2025. This increase is primarily due to the acquisition of all Smovengo shares held by the co-shareholders on 30 December 2024. Since that date, the Group has owned 100% of its subsidiary and has consolidated it using the full consolidation method. Smovengo has operated the Vélib' bike-sharing service on behalf of the "Agence Métropolitaine des Mobilités Partagées" since 2018, covering the city of Paris and 65 municipalities in the Greater Paris Metropolitan Area until 2032.

In accordance with Article 10 of the Delegated Regulation UE 2021/2178 of 6 July 2021, the Group discloses the proportion of Taxonomy-aligned and Taxonomy non-aligned economic activities in its total revenue, capital and operational expenditure.

The Group's aligned activities represent a marginal share of its revenue and operating expenses for the year, despite the acquisition of Smovengo and continued investments in the deployment and installation of electric vehicle charging stations in France and Belgium.

The aligned activities presented do not constitute the core business of the INDIGO Group, which is a global player in parking and urban mobility. As such, the Group operates mainly in the design, construction, financing and operation of parking solutions.

Nevertheless, the Group is determined to develop its green activities. This is characterised by significant investments, from 2022, in (1) the installation of electric charging stations in its car parks in France and Europe and (2) the deployment of a new bicycle parking offer in its car parks through the Cyclopark brand and finally (3) in the increase of its stake in Smovengo. As of December 31, 2025, 11,412 electric charging stations had been deployed across the Group, and several major projects had been finalized. Regarding the Cyclopark offering, the year 2025 ended with nearly 8,200 secure parking spaces.

On 31 December 2025, the Group's share of aligned activities represents 7.1% of its revenue, 8.7% of its OpEX and 7.3% of its CapEX.

These impacts are at the heart of the Group's "Go for Climate" plan, which consists of concrete actions to reduce its carbon emissions and its desire to develop the cumulative electrical power installed in electric vehicle charging stations. These two themes are the basis of the indicators defined for the refinancing of the multi-currency sustainability linked revolving credit line put in place in July 2022.

Nuclear energy and fossil gas activities

Line	Nuclear energy activities	
1	The company carries out, finances or is exposed to research, development, demonstration and deployment of innovative installations for producing electricity from nuclear processes with a minimum of waste from the fuel cycle.	NO
2	The company carries out, finances or is exposed to the construction and safe operation of new nuclear power or process heat production facilities, including for district heating or industrial processes such as hydrogen production, including their safety upgrades, using the best available technology.	NO
3	The company carries out, finances or is exposed to the safe operation of existing nuclear installations for the production of electricity or process heat, in particular for district heating purposes or for industrial processes such as the production of hydrogen, using nuclear energy, including their safety upgrades.	NO
Fossil gas activities		
4	The company carries out, finances or is exposed to the construction or operation of facilities for the production of electricity from gaseous fossil fuels.	NO
5	The company carries out, finances or is exposed to the construction, refurbishment and operation of combined heat/cooling and electricity production facilities using gaseous fossil fuels.	NO
6	The company carries out, finances or is exposed to the construction, refurbishment or operation of heat production facilities that produce heat/cooling from gaseous fossil fuels.	NO

Proportion of revenue from products or services associated with Taxonomy-aligned economic activities – disclosure covering year 2025

Financial year 2025	Economic Activities (1)	Year		Substantial Contribution Criteria							DNSH criteria (Does Not Significantly Harm)(h)						Category enabling activity (19)	Category transitional activity (20)
		Code (a) (2)	Turnover (3)	Proportion of Turnover, Year N (4)	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)		
	Text		M/E	%	% N/E/E (b)	% N/E/E (b)	% N/E/E (b)	% N/E/E (b)	% N/E/E (b)	% N/E/E (b)	% N/E/E (b)	% N/E/E (b)	% N/E/E (b)	% N/E/E (b)	% N/E/E (b)	% N/E/E (b)	%	
A. TAXONOMY-ELIGIBLE ACTIVITIES																		
A.1. Environmentally sustainable activities (Taxonomy-aligned)																		
	Rental of bikes	CCM 6.4	63.55	6.39%	Y	N	N	N	N	N	N	N	N	Y	Y	Y	0.02%	
	Management of dedicated bicycle parking facilities or construction and operation of secure bicycle spaces in car parks	CCM 6.1.3	0.33	0.03%	Y	N	N	N	N	N	N	N	N	Y	Y	Y	0.05%	
	Management of dedicated bicycle parking facilities or construction and operation of secure bicycle spaces in car parks	CCM 7.3	0.00	0.00%	Y	N	N	N	N	N	N	N	N	Y	Y	Y	0.00%	
	Installation and operation of charging points for electric vehicles in car parks	CCM 7.4	6.94	0.70%	Y	N	N	N	N	N	N	N	N	Y	Y	Y	0.45%	
	Turnover of environmentally sustainable activities (Taxonomy-aligned) (A.1)		70.82	7.12%	100%	%	%	%	%	%	%	%	%	Y	Y	Y	0.52%	
	Of which Enabling		7.27	0.73%	%	%	%	%	%	%	%	%	%	Y	Y	Y	0.50%	
	Of which Transitional		0.00	0%	0%	%	%	%	%	%	%	%	%	Y	Y	Y	0%	
	Turnover of Taxonomy-eligible but not environmentally sustainable activities (not taxonomy-aligned activities) (A.2)		0.00	0%	%	%	%	%	%	%	%	%	%	Y	Y	Y	0%	
	A. Turnover of Taxonomy eligible activities (A.1+A.2)		70.82	7.12%	%	%	%	%	%	%	%	%	%	Y	Y	Y	0.52%	
B. TAXONOMY-NON-ELIGIBLE ACTIVITIES																		
	Turnover of Taxonomy-non-eligible activities		923.621	92.88%														
	TOTAL		994.44	100 %														

Proportion of CapEx from products or services associated with Taxonomy-aligned economic activities – disclosure covering year 2025

Financial Year 2025	Economic Activities (1)	Code (a) (2)	Year		Substantial Contribution Criteria						DNSH criteria ("Does Not Significantly Harm") (3)						Minimum Safeguards (17)	Proportion of Taxonomy aligned (A.1.) or eligible (A.2) CapEx, year N-1 (18)	Category enabling activity (19)	Category transitional activity (20)
			CapEx (B)	Proportion of CapEx, year N (4)	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)				
	Text		M/E	%	N/ N/EL (b) / E/ EL (f)	N/ N/EL (b) / E/ EL (f)	N/ N/EL (b) / E/ EL (f)	N/ N/EL (b) / E/ EL (f)	N/ N/EL (b) / E/ EL (f)	N/ N/EL (b) / E/ EL (f)	N/ N/EL (b) / E/ EL (f)	N/ N/EL (b) / E/ EL (f)	N/ N/EL (b) / E/ EL (f)	N/ N/EL (b) / E/ EL (f)	Y/ Y/ N	%	E	T		
A. TAXONOMY-ELIGIBLE ACTIVITIES																				
A.1. Environmentally sustainable activities (Taxonomy-aligned)																				
	Rental of bikes	CCM/CCA.6.4	14.69	4.89%	Y	Y	N/EL	N/EL	N/EL	N/EL	N/EL	N/EL	N/EL	Y	Y	0.02%				
	Management of dedicated bicycle parking facilities or construction and operation of secure bicycle spaces in car parks	CCM/CCA.6.13	0.4	0.15%	Y	Y	N/EL	N/EL	N/EL	N/EL	N/EL	N/EL	N/EL	Y	Y	0.37%	E			
	Replacement of the old lights in the car parks with LED lights	CCM/CCA.7.3	0.0	0.00%	Y	Y	N/EL	N/EL	N/EL	N/EL	N/EL	N/EL	N/EL	Y	Y	0.00%	E			
	Installation and operation of charging points for electric vehicles in car parks	CCM.7.4	6.7	2.26%	Y	Y	N/EL	N/EL	N/EL	N/EL	N/EL	N/EL	N/EL	Y	Y	4.00%	E			
	CapEx of environmentally sustainable activities (Taxonomy-aligned) (A.1)		21.8	7.28%	50%	50%	%	%	%	%	%	%	%	Y	Y	4.39%				
	Of which Enabling		7.2	2.38%	1.19%	1.19%	%	%	%	%	%	%	%	Y	Y	4.37%	E			
	Of which Transitional			0%	0%											0%		T		
A.2 Taxonomy-Eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (a)																				
	CapEx of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)		0.0	0%	%	%	%	%	%	%	%	%	%	%	%	0%				
	A. CapEx of Taxonomy eligible activities (A.1+A.2)		21.8	7.28%	%	%	%	%	%	%	%	%	%	%	%	4.39%				
B. TAXONOMY-NON-ELIGIBLE ACTIVITIES																				
	CapEx of Taxonomy-non-eligible activities		278.3	92.72%																
	TOTAL		300.2	100%																

Proportion of OpEx concerning products or services associated with Taxonomy-aligned economic activities – Disclosure covering year 2025

Financial year 2025	Year		Substantial Contribution Criteria						DNSH criteria (Does not Significantly Harm) (h)						Minimum Safeguards (17)	Proportion of Taxonomy aligned (A.1.) or eligible (A.2.) OpEx, year N+1 (18)	Category enabling activity (19)	Category transitional activity (20)
	Code (a) (2)	OpEx (B)	Proportion of OpEx, year N (4)	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)				
Economic Activities (1)		M/E	%	N/; N/EL (b)	N/; N/EL (b)	N/; N/EL (b)	N/; N/EL (b)	N/; N/EL (b)	N/; N/EL (b)	N/; N/EL (b)	N/; N/EL (b)	N/; N/EL (b)	N/; N/EL (b)	N/; N/EL (b)	N/; N/EL (b)	N/; N/EL (b)	N/; N/EL (b)	N/; N/EL (b)
A. TAXONOMY-ELIGIBLE ACTIVITIES																		
A.1. Environmentally sustainable activities (Taxonomy-aligned)																		
Rental of bikes	CCM/CCA 6.4	52.29	8.17%	Y	Y	N/EL	N/EL	N/EL	N/EL	N/EL	Y	Y	Y	Y	Y	Y	Y	0.02%
Management of dedicated bicycle parking facilities or construction and operation of secure bicycle spaces in car parks	CCM/CCA 6.13	0.12	0.02%	Y	Y	N/EL	N/EL	N/EL	N/EL	N/EL	Y	Y	Y	Y	Y	Y	Y	0.03%
Replacement of the old lights in the car parks with LED lights	CCM/CCA 7.3	0.00	0.00%	Y	Y	N/EL	N/EL	N/EL	N/EL	N/EL	Y	Y	Y	Y	Y	Y	Y	0%
Installation and operation of charging points for electric vehicles in car parks	CCM 7.4	3.31	0.52%	Y	Y	N/EL	N/EL	N/EL	N/EL	N/EL	Y	Y	Y	Y	Y	Y	Y	0.49%
OpEx of environmentally sustainable activities (Taxonomy-aligned) (A.1)		55.72	8.71%	50%	50%	%	%	%	%	%	Y	Y	Y	Y	Y	Y	Y	0.53%
	Of which Enabling	3.43	0.54%	%	%	%	%	%	%	%	Y	Y	Y	Y	Y	Y	Y	0.51%
	Of which Transitional		0%	%	%	%	%	%	%	%								0%
A.2 Taxonomy-Eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (g)																		
OpEx of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)			0%	%	%	%	%	%	%	%	EL; N/EL (f)	EL; N/EL (f)	EL; N/EL (f)	EL; N/EL (f)	EL; N/EL (f)	EL; N/EL (f)	EL; N/EL (f)	0%
A. OpEx of Taxonomy eligible activities (A.1+A.2)		55.72	8.71%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	0.53%
B. TAXONOMY-NON-ELIGIBLE ACTIVITIES																		
OpEx of Taxonomy-non-eligible activities		584.277	91.29%															
TOTAL		640.0	100%															

Extent of eligibility and alignment per environmental objective - disclosure covering year 2025

Environmental objectives	Proportion of turnover / Total turnover		Proportion of CapEx / Total CapEx		Proportion of OpEx / Total OpEx	
	Taxinomy-aligned per objective	Taxinomy-eligible per objective	Taxinomy-aligned per objective	Taxinomy-eligible per objective	Taxinomy-aligned per objective	Taxinomy-eligible per objective
CCM	100%	100%	100%	100%	100%	100%
CCA	0%	0%	100%	100%	100%	100%
WTR	0%	0%	0%	0%	0%	0%
CE	0%	0%	0%	0%	0%	0%
PPC	0%	0%	0%	0%	0%	0%
BIO	0%	0%	0%	0%	0%	0%

Legend:

- CCM for Climate Change Mitigation
- CCA for Climate Change Adaptation
- WTR for Water and Marine Resources
- CE for Circular Economy
- PPC for Pollution Prevention and Control
- BIO for Biodiversity and Ecosystems

Social information

1. Company workforce [S1]

1.1. Strategy

1.1.1. Material impacts, risks and opportunities and their interaction with strategy and business model [SBM-3]

All employees and non-employees who may be materially affected by the company are included in the scope of the ESRS 2. They fall into several categories, depending on the nature of the contract or the specific conditions of their employment.

- Employees are people who have an employment relationship with the company, in accordance with local legislation and practices. The INDIGO Group employs people on a variety of contracts, including open-ended contracts (CDI) and fixed-term contracts (CDD), depending on the needs of the business. The Group also offers full-time and part-time jobs, taking into account both operational requirements and employee preferences.
- Non-employees, who are treated in the same way as company staff, include both self-employed workers and people made available by companies whose main activity is “employment-related activities”. The Group occasionally calls on temporary staff to fill temporary positions as dictated by operational requirements.

Preventing and managing negative impacts on employees

INDIGO's activities take place in regulated working environments, where respect for employees' fundamental rights, working conditions and health and safety standards is strictly enforced. As such, the Group is not facing any material negative impacts of a systemic nature. However, there may be occasional impacts, particularly in relation to working conditions specific to certain positions, work organisation or career management.

INDIGO works to prevent and limit these risks by implementing systems to monitor and manage working conditions. The Group monitors the frequency and severity of accidents in the workplace in order to adapt its preventive measures. There are also challenges in terms of attracting and retaining talent, particularly for certain operational functions. The Group is therefore implementing policies aimed at limiting these impacts, particularly in terms of career management, social dialogue, occupational risk prevention and improving the quality of life at work. INDIGO also encourages its employees to develop their skills through various initiatives. The Group provides support and training to enhance the employability and professional development of its employees, thereby contributing to their commitment and loyalty.

Description of activities that result in positive impacts and the types of employees and non-employees in its own workforce that are positively affected or could be positively affected.

As part of the transition to new mobility solutions, such as the deployment of electric vehicle charging stations and the introduction of secure cycle parking facilities (Cyclopark), INDIGO is investing in training for its teams. These developments require the acquisition of specific skills in the operation, upkeep and maintenance of these new services. In this way, the Group supports its employees as they develop their skills, enabling them to adapt to technological change in the sector and enhance their employability.

More generally, INDIGO is developing a social policy focused on quality of life at work, diversity and inclusion. These initiatives promote a healthy and engaging working environment, contributing to the attractiveness of the company and the commitment of its employees to its strategy.

Responsible talent management for a sustainable business model (Description of the major risks and opportunities arising from the impact of and dependence on its own workforce)

The INDIGO Group places skills management and career development at the heart of its social strategy to ensure the sustainability of its business model. In a constantly evolving sector, the company is careful to anticipate changes in the market by investing in training and adapting the skills of its employees. This approach not only enhances the employability of employees, but also ensures that the organisation is agile and resilient to the challenges of the mobility sector.

INDIGO's social policy is based on several pillars designed to ensure respectful and motivating working conditions for all employees. The Group is setting up training programmes to help its employees develop their skills, particularly in the context of the new services that it is rolling out. By enabling employees to acquire new skills, INDIGO encourages their professional development and long-term commitment.

The Group ensures working conditions that respect the rights of its employees, in compliance with local legal requirements. This includes physical and mental health prevention policies, constructive social dialogue and feedback mechanisms to ensure a fair and inclusive working environment.

INDIGO is aware of the specific characteristics of certain professions and adapts its practices to take account of the more demanding working conditions. For example, employees working at night or in environments with specific constraints benefit from appropriate compensation.

Finally, talent management and employee loyalty are major challenges for the Group. By offering opportunities for career development, recognition for know-how and a policy of continuous improvement in working conditions, INDIGO is able to attract and retain the best people.

Through these elements, INDIGO is strengthening the resilience of its economic and social model, and contributing to the commitment of its employees, key elements in ensuring the continuity and success of its activities.

A regulatory framework guaranteeing ethical working conditions

The INDIGO Group operates in highly regulated environments in Europe and the Americas (Brazil, Canada and Colombia), where the legal framework in terms of labour law guarantees a high level of employee protection. As such, none of its operations present a significant risk of incidents of forced or compulsory labour.

Similarly, none of the countries in which INDIGO operates has been identified as presenting a significant risk in this area. The company also ensures that its partners and subcontractors respect the social and ethical standards in force, in order to guarantee working conditions that comply with fundamental labour principles.

Nature of the IRO	Description of the IRO	How it affects the population or the environment or what are the current financial effects for INDIGO	Time horizon	Positioning in the value chain
Positive impact	Contributing to well-being at work and a positive employer brand that encourages employee loyalty and commitment.	The development of a healthy working environment by INDIGO improves the well-being of employees, contributing to their satisfaction and commitment to their professional projects.	Constant	Internal
Financial opportunity	Developing the attractiveness of the company to encourage recruitment.	The improvement of its employer brand by the INDIGO Group makes the company more attractive, which facilitates recruitment and reduces associated costs.	Short term (<1 year)	Internal
Negative impact	Contribution to the physical or mental health of employees	Failure to ensure a safe working environment can lead to a deterioration in the physical or mental health of employees.	Constant	Internal
Financial risk	Major recruitment challenges, potential financial and legal impacts	The shortage of skilled talent is driving up recruitment costs. This situation can also lead to lower productivity, operational delays and loss of business if positions are not filled on a recurring basis.	Short term (<1 year)	Internal
Negative impact	Professional and personal uncertainty in the absence of employment security and a decent wage.	The lack of employment security and a decent wage increases stress among employees, contributes to their financial instability (loss of access to funding, financial insecurity, etc.) and leads to a loss of motivation in their work.	Constant	Internal

Financial risk	Increased risk of demotivation, high turnover and low productivity in the absence of employment security and a decent wage.	The absence of employment security and a decent wage can result in increased direct costs for recruiting and training new talent in the event of staff turnover, a loss of productivity due to reduced motivation, a loss of know-how and experience within the company, as well as a potential increase of absenteeism due to anxiety.	Constant	Internal
Negative impact	In the absence of constructive social dialogue, there is a risk that industrial relations will deteriorate, compromising employee commitment and motivation.	The absence of constructive social dialogue can lead to a deterioration in working conditions, the development of tensions and a reduction of team cohesion. This results in a loss of employee motivation, conflict management costs (negotiations, legal proceedings, etc.) and potential business interruptions or slowdowns.	Constant	Internal
Financial opportunity	Optimising productivity and improving efficiency in a context of calm social dialogue.	The development of a climate of trust and collaboration leads to an increase of motivation, a reduction of the risk of conflict (strikes, work stoppages, tension within teams) and productivity gains.	Medium term (1-5 years)	Internal
Negative impact	Loss of trust and disengagement of employees in the event of discrimination and in the absence of a non-inclusive working environment	Discrimination and the lack of an inclusive working environment can result in employees developing a sense of injustice, a lack of recognition and a feeling of exclusion. In addition, increased stress can have a negative impact on employees' mental health and well-being.	Constant	Internal
Financial risk	Increased risk of demotivation, high staff turnover and low productivity if diversity issues are not respected and if discriminatory behaviour occurs	Non-compliance with diversity issues and the presence of discriminatory behaviour can result in an increase of the direct costs of recruiting and training new talent in the event of staff turnover, a loss of productivity due to reduced motivation, and a loss of know-how and experience within the company.	Constant	Internal
Positive impact	Contributing to the development of employee skills and employability	Developing employees' skills contributes to their employability, which translates into increased motivation, access to job development opportunities and improved skills paths for employees.	Medium term (1-5 years)	Internal
Financial opportunity	Optimising productivity through skills development	The development and proper management of skills leads to financial gains by increasing the efficiency of employees, who become more competent in their tasks and assignments.	Medium term (1-5 years)	Internal
Negative impact	Contribution to the deterioration of working conditions in the event of non-compliance with employees' fundamental rights	Failure to respect employees' fundamental rights can worsen working conditions, negatively affecting employees' well-being and their commitment to the company's culture.	Constant	Internal
Financial risk	Financial and legal penalties for breaches of employees' fundamental rights	Proven breaches of employees' fundamental rights lead to legal and regulatory sanctions, as well as indirect costs due to the negative impact on the company's reputation.	Short term (<1 year)	Internal

Material impact on employees resulting from environmental transition plans

As part of its strategy to reduce its environmental footprint and align its activities with international climate objectives, INDIGO is implementing a number of ecological transition initiatives, including the development of electric vehicle charging stations, the introduction of Cyclopark and the energy optimisation of its infrastructures.

These changes have a material impact on employees, mainly in terms of changes in the skills required, training opportunities and, in some cases, job changes, as explained above.

Moreover, the increasing digitalisation and energy optimisation of car parks is leading to changes in the professions involved in infrastructure management. Employees are required to work with more advanced technological tools to monitor energy consumption, carry out preventive maintenance and optimise services to users. INDIGO is supporting this transformation by providing training in the use of these new systems and encouraging a gradual transition in roles and responsibilities.

The company ensures that this transition takes place in conditions that encourage the commitment and skills development of its employees, while guaranteeing a stable working environment that respects social rights.

INDIGO believes that its efforts to achieve an ecological transition do not represent a risk for its employees, but rather an opportunity for them to develop and adapt their skills, thereby enhancing their employability.

Resilience capacity of the strategy and business model

INDIGO's employees are an essential part of the business model. The Group's commitment to training and skills development, to adapting to technological change - particularly digital change - and to forward-looking job management, enables it to develop its social policy, respond to changes in its market and ensure the long-term future of its business. The strong commitment of the Group's employees to its strategy, as measured by the 2024 social barometer, is the best guarantee of the Group's resilience (see section Policies relating to the company's workforce [S1-1], *paragraph on social dialogue*)

1.2. Impact, risk and opportunity management

1.2.1. Policies related to own workforce [S1-1]

Introduction: general information on the Group's social policy

The INDIGO Group's social policy is based on its commitment to developing its global business in a sustainable and responsible way. The public commitment provided on the Group's website involves:

- "Complying with or exceeding, whenever possible, applicable international and local Health, Safety and Environmental regulations,
- Identifying and preventing potential risks for its employees;
- Providing its teams with safe workplaces and the necessary equipment and training to prevent accidents;
- Promote gender diversity, non-discrimination and access to skills development, employability and promotion for all its employees, without any distinction;
- Involving its employees and stakeholders in respecting the rules of good conduct;
- Minimising its environmental impacts by reducing its energy consumption, particularly in its off-street facilities, and implement technologies and solutions that reduce its customers' emissions while facilitating their access to individual mobility that does not depend on fossil fuels."

The master plan for this social policy respects human rights and ethical working practices, promoting the creation of a safe and healthy workspace, as well as diversity and inclusion, at every stage of an employee's career.

An in-depth reflection was carried out on the values of the INDIGO Group and the major principles of action that flow from them. A participative methodology has been put in place, including an inventory of existing values disseminated in the Group's various countries, workshops with human resources departments, and a questionnaire sent to representative panels of employees around the world. This work has led to the definition of three groups of values for INDIGO, based on the major contemporary challenges of people, the planet and performance: responsibility and commitment, respect and solidarity, and a spirit of conquest and innovation. These values were disseminated throughout the Group in 2024. Each of these is

translated into action principles, from a dual perspective: actions taken at Group level, and individual actions, making each employee an ambassador for these values and action principles on a daily basis.

- **Commitment and Responsibility:** we take into account the world around us and act to contribute to its transformation.
 - The INDIGO Foundation relies on the commitment of the Group's employees, who propose and monitor the supported projects. In 2025, INDIGO introduced a two-day paid volunteer leave policy in collaboration with the Foundation, encouraging its French employees to participate in community service and civic initiatives.
- **Respect and solidarity:** we make room for each individual while giving major importance to the collective.
 - After severe flooding hit the south of the country in May 2024, particularly in Porto Alegre, where INDIGO Brazil's head office is located, the teams quickly mobilised to support the 49 directly affected employees. A solidarity fund was set up, raising BRL 306,000 in donations, to which the Group made an emergency contribution to meet immediate needs.
- **A spirit of conquest and innovation:** we share a taste for challenge and a desire to go ever further.
 - Reflecting this policy of social cohesion, the Group organised every two years the RAID INDIGO. In 2024, the event took place in the Alpillles mountain in France. Bringing together 60 teams from 10 different countries and a total of 240 participants, this sporting event was marked by the surpassing of one's limits, solidarity and the commitment of the employees.

The guidelines for these values have been set out in the new Employer Brand campaign "*Ici, j'ai trouvé ma place*" (Here, I've found my place), launched in 2024. Four key areas have been defined, in line with INDIGO's core businesses and the values embodied by its teams on a daily basis: a sense of service, the importance of teamwork and the quality of internal relations, a spirit of innovation and support for the transformation of towns and cities, and support for the development of new forms of mobility.

The Group's promise as an employer promotes a management style that leaves room for each individual, allowing him or her to flourish in a caring environment: management based on trust, autonomy and empowerment of employees, but also on close managerial relations, with a hierarchy that is available and attentive to its teams; a respectful, caring and friendly working environment; career and talent management with training courses via the Campus; and finally, open and collaborative communication thanks to Inwego, INDIGO's connected intranet.

In order to ensure the consistency, efficiency and adequacy with its model, the Group systematically involves all levels of corporate responsibility in the development of its dedicated social policies.

The General Management incorporates social policy into its strategic objectives. The Human Resources Department defines priorities and procedures and then provides support, particularly through training, for operational implementation and action plans drawn up by local managers and supervisors. Employee representatives work with the management to ensure that HR policy is fair and beneficial to all; feedback from employees and reporting mechanisms is systematically analysed with a view to continuous improvement. The Group's Audit and Risks Committee and the Supervisory Board monitor the implementation of the HR policy, in particular through the key indicators communicated quarterly as an appendix to the Executive Board's report.

All of these policies necessarily comply with international and local standards and are developed in collaboration with internal stakeholders. Employees are consulted several times a year, either directly (by the management, during team meetings, formal interviews or internal surveys) or through their employee representatives.

Access to information is facilitated by the Inwego intranet.

The social policy is communicated to the teams by various means: posters on the operating premises, collective information meetings. Specific tools, such as mandatory training or awareness-raising sessions, can also be implemented to ensure that all employees are fully aware of these policies.

Thanks to actions taken at both global and local level, INDIGO monitors its social policy in all countries in which it operates. The flexibility and adaptability of these measures to local circumstances ensure optimum protection for all employees, while reinforcing the Group's culture of commitment.

Respect for the dignity and fundamental rights of employees

Operating exclusively in countries with high social standards, INDIGO has developed a policy for the protection of fundamental rights that complies with international (UN Guiding Principles on Business and Human Rights, International Labour Organisation (ILO) Declaration on Fundamental Principles and Rights at Work, OECD Guidelines for Multinational Enterprises) and local regulatory requirements, in collaboration with internal stakeholders. As such, the Group is committed

to respecting and promoting the dignity and fundamental rights of all its employees worldwide, in order to create a working environment where every employee feels respected, free from discrimination and protected.

INDIGO decided to formalise its long-term commitment to sustainable development in 2022 by joining the United Nations Global Compact, which promotes ethical conduct and overarching values in the areas of human rights, labour, the environment and anti-corruption. The Group incorporates its 10 fundamental principles into its corporate strategy, culture and day-to-day practices and is committed to protecting the following rights of its employees:

- the right to non-discrimination, ensuring equal treatment and opportunities for all, regardless of gender, ethnic origin, age, sexual orientation, disability or any other personal characteristic;
- the right to fair and equitable working conditions, guaranteeing a safe and healthy working environment that respects the dignity of every employee;
- the right to freedom of association and collective bargaining, respecting the right of employees to organise and bargain collectively;
- the right to protection against forced labour and child labour, by adopting a policy aimed at identifying any shortcomings and immediately remedying them.

In 2023, the Group all of the rules binding on all its employees, in a Code of conduct established in all the languages used in its subsidiaries. This Code of conduct sets out the principles of professional ethics that must, in all circumstances, drive the conduct of employees and, more broadly, expects irreproachable conduct from each of them, based on probity, loyalty, respect for dignity and individual rights. The Entities and their employees must comply with applicable laws and regulations in all countries where they operate. All employees must refrain from any behaviour that may involve them or other employees, their Entity or the Group in an illegal practice.

All of these principles are set out locally in the Entities' internal regulations. For example, as set out in the internal regulations of French entities, violence, fights, aggressive behaviour, racist, xenophobic, sexist and/or discriminatory comments are explicitly prohibited, and harassment, sexist behaviour, neutrality and the protection of whistleblowers are specifically addressed.

Various measures exist to ensure that these rights are protected on a day-to-day basis.

In favour of integrating the principles of equality and dignity into our corporate culture, Respect is one of the Group's 6 core values and is translated into action through a policy of diversity and inclusion based on non-discrimination.

To ensure that employees are fully aware of their rights, training and awareness-raising initiatives are deployed in all Group countries. In France, as part of their onboarding process, new recruits on permanent or fixed-term contracts are given training in the prevention of sexual harassment and sexist behaviour, and in personal data protection (personal data law and the General Data Protection Regulation - GDPR).

Internal communications are carried out, via posters or the intranet, on themes such as gender diversity. To mark International Women's Rights Day, the Group has decided to highlight the career paths of women at INDIGO via the corporate communications campaign "Trajectories of women at INDIGO". Similarly, a specific communication dedicated to the new alert channel available to employees was carried out in 2024.

The protection of fundamental rights is also integrated into local social dialogue through the negotiation of collective agreements with employee representatives. For example, the agreement on quality of life, working conditions and the prevention of professional risks within the INDIGO Economic and Social Unit (ESU) stipulates that as soon as it is made aware of acts of harassment, the Human Resources Department undertakes to implement the necessary measures to objectively assess the facts and take corrective action where necessary, while guaranteeing the confidentiality of this process.

In addition, various whistleblowing channels enable employees to report any abusive or disrespectful behaviour and protect them from reprisals if necessary. The alert system procedure was updated in 2024. The documents have been translated into all the languages spoken in the Group's controlled subsidiaries and each country has a confidential externalized telephone line dedicated to whistleblowers, allowing everyone to express themselves in their own language. A dedicated e-mail address is also available for whistleblowers (see section 1.2.3 - Procedures for remedying negative impacts and channels for employees to raise concerns [S1-3]), who may also contact employee representatives or the Human Resources Department directly.

Whatever the reporting channel, the Group undertakes to deal with all alerts and to implement the necessary investigative measures in a systematic manner, guaranteeing the protection of whistleblowers, victims and witnesses, and in particular the right to privacy and the protection of personal data, as well as the guarantee against any form of reprisal, including disciplinary, as a result of a report made in good faith, within a maximum period of 3 months (see section 1.3.10. Incidents, complaints and severe human rights impacts [S1-17]).

At the end of the investigation, the implemented measures are decided by the Management, depending on whether or not the facts underpinning the investigation have been established, by the finding of possible wrongdoing, or situations requiring individual or collective support. For example, the agreement on quality of life, working conditions and the prevention of professional risks in the INDIGO ESU of 20 December 2023 sets out a series of measures that may be implemented: initiation of disciplinary proceedings against the perpetrator of harassment or misconduct, in accordance with the procedures set out in the internal regulations; organisational measures to improve working conditions; support to facilitate a return to work; priority consideration of requests for geographical mobility; measures to improve communication between two or more employees; individual or collective psychological support; training, etc.

This policy applies to all Group entities and countries and covers all of its employees and temporary staff. Attached to commercial contracts with temporary employment agencies, the INDIGO Group's responsible purchasing charter reminds its partners of its commitments to international conventions, as well as its social commitments to employees: health and safety, diversity, respect for people. In the same way that the Group is committed to respecting local labour laws and the principles concerning fundamental rights at work derived from ILO conventions, the Charter requires its supplier to undertake to:

- recognise freedom of association and the effective recognition of the right to collective bargaining,
- eliminate all forms of forced or compulsory labour,
- effectively abolish child labour,
- eliminate all forms of discrimination in respect of employment and occupation,
- comply with current legislation on pay and working hours,
- prohibit all forms of violence and harassment.

All employees are treated with respect and consideration, regardless of their role or the entity to which they are assigned and must work in a safe and healthy environment.

Health and safety of employees

Responding to local specificities and risks associated with the Group's various intervention contexts and business lines, while maintaining a high global standard, the health and safety policy covers all entities and countries and all of its employees and temporary staff.

Presented on its website, this policy's objective includes:

- "Complying with, whenever possible, international standards as well as local health, safety and environmental standards;
- Anticipating and preventing potential risks for its employees;
- Providing safe workplaces, equipment and training to prevent accidents and protect employees."

The aim of this approach is to anchor a culture of safety within the Group over the long term, ensuring that every employee has the necessary resources to develop in a safe working environment, thereby preserving the company's profitability by reducing the associated legal and financial risks.

In Spain, the Group's subsidiary is ISO 45001 certified, the reference standard for health and safety at work. Thus, all its sites and workstations are audited annually by an external prevention service in order to identify the risks and improvements to be made during the following year.

INDIGO in France has been a signatory to the Social Charter for the Prevention of Workplace Risks, spearheaded by the City of Paris, since April 2025. This initiative brings together City Council members, businesses, and social and institutional partners, all working towards the same goal of ensuring that every worker has a dignified, safe, and healthy work environment, regardless of their circumstances.

Under the supervision of local managers, each entity develops locally appropriate health and safety practices, particularly with regard to accident prevention, in accordance with local laws and regulations as well as specific risks.

At local level, the responsibility level for deploying the policy may be supplemented by a National Prevention Manager and by local correspondents, responsible for coordinating prevention and safety initiatives. In each country, for any question related to safety and health at the workplace, employees can approach the representatives of the dedicated committees or the Human Resources Departments. For example, the Brazilian subsidiary has an online service that offers responses to any questions regarding health and safety at work within 48 hours.

In France, the Group has appointed a National Prevention Manager responsible for improving working conditions and safety, who relies on district managers to roll out prevention policies at all sites in their respective zones. In accordance with regulations, the Group has an active Health, Safety and Working Conditions Committee (CSSCT) within the Social and Economic Committees of the car parks and on-street divisions in France. This commission is made up of 6 members, instead of the 3 required by law, and carries out on-site inspections as well as investigations to determine the causes of work-related accidents or allegations of moral or sexual harassment.

In Colombia, a joint committee comprised of 12 members, appointed equally by the General Management of City Parking and the staff representatives, is responsible for monitoring health and safety aspects in the workplace. Meeting on a monthly basis, this committee is particularly in charge of analysing the causes of work accidents and proposing actions to improve safety at work. Monitoring is provided via a dedicated management platform deployed for all sites where City Parking operates. It integrates the identification and assessment of health and safety risks along with the related diagnoses and action plans. It is used to monitor work-related accidents and generate related indicators as well as plan health and safety audits.

To ensure the effectiveness of its health and safety policy strategy, the Group has set an objective of less than 3 for the product of the frequency rate and the severity rate by 2025. As such, the frequency and severity rates of work-related accidents are key indicators presented to the Group's shareholders on a quarterly basis for all subsidiaries. This objective applies to all of the Group's geographical regions.

To contribute to this objective, many employees at all levels of responsibility (management, operations, human resources, members of the Executive Board) have objectives and incentive plans based on performance related to safety. In France, the profit-sharing agreement renewed in 2025 for all employees of the Parking division includes an objective to improve the frequency rate. The Group is also implementing a number of key actions across all entities.

Training and awareness-raising

Health and safety training accounts for 20.3% of the total number of training hours delivered within the Group in 2025, rising to 59.5% of training hours provided in France and 39% in Belgium. In general, these trainings include fire safety, electrical safety, prevention of attacks, or appropriate gestures as an Occupational First Aider. Specific monitoring is carried out, in particular to ensure compliance with the regulatory frequency of periodic renewals.

The "safety quarter-hour" is another pillar of prevention in France: at least 6 times a year, each district manager leads a meeting with all of his operational teams to discuss a safety topic chosen in advance by the national Prevention Expert, after analysing the accident statistics for the previous months. Since 2023, all safety quarter-hour sessions have been accessible digitally to all employees (operations and head office) on their personal training space, and the impact of these sessions is measured by compulsory questionnaires. All of the associated documentation is also available on a dedicated intranet site, the "INDIGO France prevention site", as well as displays and archives of past quarter-hour sessions.

Analysis of workplace accidents and actions taken

To fine-tune the prevention strategy, the Group monitors the types of accidents recorded, identifying the major causes, such as walking, collisions with vehicles, verbal aggression and handling. This analysis enables safety measures to be strengthened and adapted locally in line with the specific identified risks.

Since most accidents results from slips and falls, the Group is particularly keen, in all the countries in which it operates, to create awareness among the teams and management regarding the availability and use of Personal Protective Equipment (PPE). Thus, depending on the risks associated with their workstation, employees benefit from PPE adapted and renewed as and when needed, depending on their condition of use. Typically, for the operating staff of the parking spaces, the PPE consists of safety shoes and reflective vests. For employees in charge of parking enforcement, also subject to the risk of slips and falls, anti-slip walking shoes with proper cushioning for the heels and special protection for the ankles have been chosen by the on-street subsidiary.

Particularly exposed to incivilities and the risk of verbal or physical aggression, on-street technical teams set up, in 2021, an "SOS" function on the control and ticketing terminal of on-street parking enforcement agents. This alert solution, in the event of discomfort, a fall or an altercation with a user, allows a control officer to immediately alert supervisors and nearby colleagues, who can then go to the area to help.

Prevention of psycho-social risks and support against stress

All employees can benefit from measures related to work-related stress situations. In France, for example, employees can access free, anonymous psychological assistance, accessible 24/7. In the event of a call, an employee is taken into the care of a psychologist for a consultation. Specific measures can also be taken, such as setting up a psychological support unit (group and/or individual discussion) or “crisis management”, with the introduction of a post-trauma intervention service in the workplace, accessible 24/7, to help managers and human resources departments manage crisis situations.

Quality of life at work

As levers of commitment, employee loyalty and attractiveness factor, the quality of life and the continuous improvement of the working environment at work promote the well-being and motivation of employees and are a real performance tool for the company.

The objective of the quality of life at work policy is to:

- attract, retain and develop talent through a strong and dynamic employer brand
- anticipate and prevent risks to employees' mental health by promoting new solutions for well-being at work
- develop measures to help people balance their personal and professional lives and their family responsibilities.

Since 2024, INDIGO Brazil and INDIGO Switzerland are awarded Great Place to Work® certification. This label recognises organisations where employees trust their managers, take pride in their work and appreciate their colleagues. This certification reflects constant teamwork and the commitment of employees and management teams to building a workplace where everyone can flourish.

This policy is applied to all Group employees, regardless of their country, their entity or assignment, or their trade. For example, during the annual interview campaigns, each employee is invited to express any difficulties they may be facing in organising their working time (leaves, rest periods, working days) and to estimate if their workload allows them to have a satisfactory work-life balance.

The absenteeism rate is an important indicator of quality of life at work. The Group pays particular attention to its development. Like the frequency and severity rates, the absenteeism rate for each Entity is presented on a quarterly basis to the Group's shareholders. Given the disparity in absenteeism rates and local regulations or specificities, each entity sets up its own policy in this regard, particularly to combat frequent short-term absences.

Many employees at all levels of responsibility have objectives and incentive plans based on performance related to fight against absenteeism. For example, in Luxembourg, in Belgium, as in the French on-street subsidiary, absenteeism is one of the criteria considered in the calculation of the monthly bonus of officers. In France, the profit-sharing agreement renewed in 2022 for all employees of the Parking division includes an objective to improve the absenteeism rate.

In Brazil, in accordance with the “Operator Manual”, in the event of an unforeseen absence, an employee must provide proof within 48 hours. If the person cannot substantiate his or her absence, a progressive disciplinary policy is implemented starting with a verbal warning. In addition, the Brazilian subsidiary classifies its car parks according to their operational efficiency, with absenteeism as one of the assessment criteria.

Work-life balance

In order to achieve a better balance between working hours and personal and family life, employees may benefit from measures that are more favourable than local legislation by taking additional days off. Since 1 January 2024, French employees have been entitled to two days' paid annual leave to look after sick children under the age of 12.

In France, a specific agreement on quality of life, working conditions and the prevention of occupational risks was signed with the social partners on 20 December 2023, focusing in particular on work-life balance and family responsibilities. Measures such as the reorganisation of timetables at the start of the school year have been put in place. The agreement also reaffirms the right to disconnect and sets out the procedures for the reasoned use of digital tools in the workplace. Lastly, it promotes solidarity among its employees by implementing the system for donating rest days, which is extended to people who are losing their autonomy by the possibility of setting up campaigns calling for donations from all of the company's employees. Finally, while ensuring social cohesion, the introduction of teleworking for up to 3 days a week enables those who wish to do so, in compliance with the rules of the agreement, to benefit from a better balance between private and professional life.

Well-being at work in operational conditions

Well-being at work in operational conditions is also a priority for the Group. For example, considering the significant share of diesel engines (emitters of fine particles and nitrogen oxides-NOx) in France, the Group has gone beyond regulations by equipping facilities with air monitoring systems that trigger, in the event of exceedance of regulatory thresholds, the mechanical ventilation of confined car parks with fewer than 500 spaces and open to the public, managed by the Group under long-term contracts or privately owned. Moreover, in these car parks, systems were implemented to renew the air in parking levels at least once a day. And lastly, the offices in these car parks are equipped with an overpressure system to prevent the inflows of exhaust gases.

In July 2024, the INDIGO group also set up a partnership with Moka Care, dedicated to the mental well-being of employees and aimed at offering concrete solutions to support teams in their personal and professional well-being: entirely free sessions with expert practitioners (coach, therapist), a digital space dedicated to managers, a library of more than 350 contents on mental well-being. The provision of these services enables each employee to benefit from a more serene and balanced working environment, conducive to performance and personal fulfilment.

Solidarity and social cohesion

Solidarity is encouraged in the Group's internal actions. Various social action schemes have been put in place to support employees in the event of difficulties encountered in their personal lives and to help them cope with life's accidents. These services are provided in partnership with dedicated organisations, IRP auto (social protection for automotive professionals) and PSYFrance - social assistance service. For example, these services can offer help with family problems, over-indebtedness, addiction problems, and assist employees with administrative and legal procedures.

Equal treatment and opportunities for all employees

Aware that gender equality is human right, a motivating factor for employees and a lever for business performance, INDIGO has implemented a policy in favour of diversity, respect for dignity at work, equal opportunities and human resources management based on skills and results.

Respect and solidarity are fundamental values of the INDIGO Group. To foster a fair, inclusive and respectful working environment, the Group's equal treatment and equal opportunities policy sets out the following principles:

- fair treatment of all employees: all employees enjoy the same benefits and opportunities and can progress in their careers by developing their potential,
- promotion of diversity: our teams are diverse and reflect society as a whole, in particular by encouraging gender diversity,
- inclusive working environment: the Group aims to ensure that all employees feel respected and valued in their working environment.

As part of the Code of Conduct, which applies to all employees and temporary staff, regardless of their original entity, the Group has defined a human resources policy that complies with the law. In particular, it prohibits any discrimination for unlawful reasons such as sex, age, sexual orientation, membership of a particular race, ethnic group or nationality, disability, religious, political or trade union opinions or commitments. Any harassment, pressure, pursuit or persecution of a moral or sexual nature, or more generally contrary to the law, is prohibited and Group employees who are subject to such harassment or persecution, or their superiors who are aware of it, are invited to report it to their entity.

The INDIGO Group's objectives are to promote gender diversity, non-discrimination and access to skills development, employability and promotion for all its employees, without any distinction, and to increase the number of women in its workforce, including management.

Historically, women have been poorly represented in the parking professions. The Group is thus implementing several measures to promote equality and, more generally, diversity in the workplace. For example, a new agreement on professional was unanimously signed on 20 December 2023 with all the trade unions representing the parking industry in France. In particular, it specifies measures and action plans to promote gender equality. Including a diagnosis on professional equality, it defines quantified objectives for progress in the areas of recruitment, access to employment, pay, professional training, career development and promotion.

In several country, for any question related to equality in the workplace, employees can approach the representatives of the dedicated committees or the Human Resources Departments. For example, the Brazilian subsidiary has a "Diversity Group" made up of volunteers who meet regularly and work to promote good practice among the subsidiary's management. "Professional equality" committees also exist within French social and economic committees.

Attentive to the support and involvement of all of its external and internal stakeholders (General Management, managers, employees and staff representative bodies), INDIGO displays its commitments on its website, on its career site and reaffirms them in its external communication media, such as the Environment Social Governance 2025 brochure. Communication campaigns are carried out via the Inwego intranet or through posters, and specific agreements are negotiated locally with staff representatives.

The Group has policies and procedures that base recruitment, training and career development on qualifications, skills and experience, while taking into account the fact that some people may find it more difficult than others to acquire them. With this in mind, Colombia, for example, has introduced a recruitment policy that prioritises the recruitment of single mothers with equal skills and experience. In its agreement on professional equality of 20 December 2023, the INDIGO ESU also undertook to draft job offers in such a way that they are not discriminatory and do not convey any stereotypes. A statement indicating that the vacancy is open to people with disabilities is also systematically included on all job offers.

The deployment and monitoring of this priority objective is overseen by the General Secretariat, and more specifically by the Group Human Resources Department.

As part of its commitment to social responsibility and inclusion, the INDIGO Group has been a signatory to the French Diversity Charter since 25 February 2026. Through this initiative, the Group is affirming its commitment to promoting diversity and equal opportunities within its teams and professional practices. This will help combat all forms of discrimination based on age, gender, origin, disability or social status.

Awareness-raising and training for French employees and managers

Awareness-raising sessions on non-discrimination policies and practices are made available to employees, some of which are compulsory as part of the onboarding process: prevention of sexual harassment and sexist behaviour, or Neutrality and Secularism in the workplace. In France, a practical "Diversity" sheet has been included in the recruitment guides for head office and operations, to raise managers' awareness before each recruitment exercise.

Professional equality between men and women

INDIGO has opted for a policy in favour of professional equality between men and women.

The Group had initially set itself an objective of increasing the proportion of women in its workforce by 25% by 2025. Achieved at Group level in 2022, after a significant increase thanks to the integration of PareBem in Brazil, this objective has been redefined so that the 25% rate of women in the workforce is achieved in each of the Group's countries and not just on average. In 2025, the overall target was revised upward to 30% for 2025 at the Group level, and new targets will be set in 2026 for the 2026–2030 period. Expectations in terms of the number of women have also been extended to the management, with an objective of 35% female managers within the Group by the end of 2025. Specific action plans for these two targets will be implemented within each entity, with progress monitored by the Executive Committee and the Group's Audit and Risk Committee.

While the Group's recruitment practices are the first pillar of its diversity policy, this commitment continues with equal treatment in the area of remuneration and non-discriminatory access to promotion or training. For example, in France, a report on gender equality is prepared every year and made available to staff representatives.

Worldwide, the Group's management includes women in positions of operational and functional responsibility. An increasing number of women are being recruited for management and expert positions. In the last two years, these have included the Group's General Secretary, who is a member of the Executive Board, the Head of the Americas region, the Head of Taxation, the Head of Human Resources, the Head of Group Legal Affairs and, at the end of 2024, the first female Regional Director in France.

Lastly, sustained communication campaigns and awareness-raising campaigns on gender equality aimed at managers and employees have been deployed since 2023, with the aim of giving a voice to the women of the Group, testifying to their interest in their work and their well-being within the Group, via the publication of articles or videos on the Inwego intranet.

Employment of disabled workers

In keeping with its values of respect and solidarity, the Group strives to create an environment in which everyone feels respected and supported, and in which the professional integration and continued employment of disabled workers is a priority.

In France, following the negotiation of the Professional Equality Agreement on 20 December 2023, a number of measures were introduced in 2024, such as the creation of regional "disability advisors" and a disability committee, the possibility of extending the use of teleworking and also paid time off for disability-related medical appointments or for obtaining or renewing the Recognition of Disabled Worker Status (RQTH).

Employee training and skills development

At the heart of the career development approach, the acquisition and enhancement of skills are essential to support employees in their development. The Group's objective is to manage the organisational and technological changes that are transforming its businesses and its organisation, which is a prerequisite for its operation and productivity, and to support its employees in building their career paths.

From the recruitment stage onwards, INDIGO seeks to attract talented people who not only have the skills required for the available job, but also the ability to adapt to the Group's future needs. Access to functional mobility and promotion must be based on qualifications, skills and experience, and supported by a training and career development policy. INDIGO aims to:

- recruit candidates with the technical and behavioural skills and strong development potential to adapt to immediate and future requirements
- offer training courses tailored to changes in the automotive services sector, the market and new technological requirements
- retain talent and strengthen employee commitment by offering opportunities for professional development.

The Group is deploying various measures to ensure that employees have a clear idea of the opportunities available for their career development within INDIGO. In addition to job vacancies posted on the intranet, career paths are available in each employee's individual training area. The Group communicates quantified indicators relating to recruitment, training and promotions, that provide a transparent view of the opportunities available to employees and their progress within the company. For example, in France, a social report and a gender equality report are produced every year and made available to staff representatives.

Recruiting talent and employee retention

Attracting and retaining talent is one of the Group's social priorities, and in 2024 it deployed new tools and developed new procedures to support its employer brand. The aim is to improve the efficiency of selection processes and meet the Group's growing recruitment needs. To ensure the efficacy of recruitment processes, the number of people joining and leaving the Group (turnover rate) are key indicators monitored quarterly by each country and Group entity.

Designed to raise awareness of the INDIGO group, its businesses and its commitments, the careers site "carrière-INDIGO.com" brings together all of INDIGO's vacancies in France. The site sets out the Group's commitments, corporate purpose and employer brand promise, as well as employee testimonials. To support managers who are called upon to recruit, two best practice guides on recruitment complete the system, one aimed at operational managers and the other at head office managers. A development of the Talent Go Human Resources Information System (HRIS), which handles the entire internal process from the recruitment request to the selection of candidates, has also been deployed. Connected to the Inwego intranet, this tool can also be used to distribute vacancies internally, thereby facilitating mobility. Finally, to support the arrival of new recruits, a fully digitalized and connected career path has been set up, enabling them to discover the INDIGO group, access all useful information and follow the first compulsory training courses.

Training

Transferring knowledge and skills is a strategic challenge for INDIGO. This knowledge transfer concerns both skills acquired in day-to-day working situations and knowledge acquired through experience. The Group has set itself the objective of an average of at least 9 hours of training per person per year to ensure the professional development of its employees and contribute to their personal growth.

In 2025, the Group provided a total of 178,769 hours of training, representing an average of 18.5 hours of training per employee per year (including an average of 17.2 hours for men and 22.0 hours for women).

INDIGO Campus and Corporate University

To promote access to skills development and respond to the lack of apprenticeship programmes for jobs in the parking industry, INDIGO set up an internal training academy in France in 2004, which today forms the basis of its training strategy. The INDIGO Campus develops "tailor-made" training tools adapted to the parking industry, bringing together experience and knowledge while keeping pace with changes in the Group's business environment.

In 2025, Campus INDIGO renewed its QUALIOPI certification, a French standard awarded to professional training organisations that promotes a commitment to continuous improvement and the integration of ethical and social responsibility requirements. Campus INDIGO therefore conducted its first sign language training programme in 2025, covering everything from identifying specific needs to welcoming professional interpreters, in order to meet the needs of a particular employee working in the on-street division.

To ensure that all of its employees are qualified and that its quality of service remains globally consistent, the Group decided to extend this approach internationally in 2015.

So, Brazil created its own Corporate University, offering face-to-face training or e-learning. In addition, to share best practices, processes and tools, countries hold meetings, when necessary, with their experts and managers. Thus, the Spanish teams shared with the French teams their experience of parking enforcement before the launch of the on-street division in France.

Lastly, and in the same spirit, the Group has obtained unlimited licences in a global digital training system allowing the various entities to appropriate it. Today used by Brazil, Canada and France, this platform integrates a supervision module and allows the creation of multimedia digital training content, hosting of educational resources as well as the creation of questionnaires or requests. Each employee has an individual space on which he or she can consult the various in-house training courses and has access to free training courses (office applications, for example) in order to obtain training whenever he or she wishes.

Certifying courses

In France, the Group, a major player in the parking industry, is playing a key role in obtaining a professional qualification registered in the “Répertoire national des qualifications des services de l’automobile” via the “Certificats de Qualification Professionnelle” (CQP - professional qualification certificates) scheme: operations manager. The company’s commitment is based on a dual rationale of valuing and retaining its employees and developing skills to boost operational performance. In 2024, 21 employees from the parking perimeter benefited from a specific support scheme to obtain a CQP, representing an investment in skills development equivalent to 3,470 hours of training and 83 hours of assessments, to guarantee quality learning and a high level of skills. Finally, 80 people were mobilised to ensure the success of this project: 21 trainees, 20 tutors, 4 members of the teaching team, 13 trainers, 18 trade experts and 4 members of the jury. These employees received their qualification in 2025.

Career path

Since its creation, INDIGO has always encouraged social advancement. In 2015, the Group introduced an annual talent review for employees occupying key positions within the Group (members of the Management Committees and direct employees, experts), i.e. around 610 managers.

A manager is defined by the Group as an employee with a tangible level of responsibility and autonomy, who must meet objectives, is subjected to tangible performance requirements, responsible for managing his or her own time and resources and/or for the technical and Human Resources management of his or her teams and/or has a given technical know-how or expertise in one or several fields.

In addition to the ability to deliver the expected results, line managers assess the potential of each employee to evolve, either by taking on greater responsibilities or by diversifying his or her activities. This assessment is based on interviews with peers and on the annual evaluation of the employee.

For people identified as having very high potential to occupy management positions or strategic roles within the Group and likely to progress within three years, a pathway to excellence has been set up, called Learnex. It includes original meetings, individual and group work, management exercises and individual coaching.

In 2025, a class of 12 employees, equally divided between men and women, from different countries and from support and operational roles, started this exceptional programme. Almost all of the employees from the previous class were able to move up within the Group by seeing their scope of responsibility broadened.

The Group’s Brazilian subsidiary, which have a high staff turnover rate, due to its business model based largely on the provision of services and short-term business contracts, set up its own “young talent” programme in 2019 in order to retain its employees identified as having potential for advancement within the company. The talent review is also the way for INDIGO Group to carry out its succession and business continuity plan.

More generally, individual assessments are conducted in the Group’s subsidiaries. Their frequency may vary because of the position held by the employee; it is usually annual for managers and can be biennial for non-managers. In 2025, 42.9% of employees took part in regular performance and career development reviews and 88.3% of managers had an appraisal interview. The assessment interview is an opportunity to ensure that the employee has good understanding of the Group’s activity and knows the challenges of his or her position in the organisation. This is an opportunity to formalise with them their individual performance over the past year and their main objectives for the coming year, to discuss their mobility and possible next steps in terms of career development, and finally to plan development actions with them.

Employment security and decent wages

Employment security

In order to help its employees project look to the future with confidence and contribute to the company's productivity and profitability, INDIGO favours stable, open-ended contracts in countries, particularly France, where the concession model dominates. In order to monitor its employment security policy, the structure of the workforce and the number of temporary workers are key indicators communicated quarterly for all subsidiaries and presented to the Executive Board. In addition, both locally and in France, specific arrangements for transferring staff and employment contracts are regularly put in place in the event of a loss of contract, so as to guarantee continuity of employment for the employees in question. Lastly, the Group supports the employability of its employees, in particular through training, to meet the challenges of the transformation of its businesses and secure long-term employment.

Given the heterogeneity of its locations and contract types (short or long term), INDIGO has not set itself a target on the theme of "employment security and decent wages" at Group level.

Decent wages

The Group has a remuneration policy that aims to guarantee equal pay for men and women and for the different professional categories and includes pay transparency to identify and correct any discrepancies. In France, the INDIGO Economic and Social Unit (ESU-parking division) and the 3 entities managing on-street operations calculate and publish a gender equality index. For the year 2025, the score stands at 94/100 for INDIGO ESU, with a score of 39 out of 40 on the pay gap indicator, 93/100 for INDIGO Voirie, 95/100 for CSV (Contrôle de Stationnement en Voirie), and 100/100 for Streeteo. Remuneration indicators, broken down by job category and gender, are also included in the social report sent to staff representatives.

Finally, the INDIGO Group implements incentive remuneration systems that reward performance and encourage the achievement of company objectives. This policy is guided by common principles of sharing the fruits of growth, individualisation of remuneration and employee profit-sharing in the Group's success. The individualisation of salaries emphasises the individual responsibilities and performance of each employee at all levels of the hierarchy.

A variable component is therefore built into the remuneration structure of all the Group's managers, as well as non-managerial staff in Luxembourg, Belgium and at the French on-street subsidiary. Specific, measurable and achievable performance objectives are set annually for all of these employees.

In line with the Group's strategic orientations and its commitments to sustainability and social responsibility, ESG objectives have been integrated into the variable remuneration of the Management Committee members and adapted according to the position and role of the employee. They represent between 10% and 35% of their remuneration. For 2025, these objectives include various priorities: deployment of micromobility (bicycles, Cycloparcs), prevention and safety at work, increasing the number of women in teams, etc., as described in General Information, section 1.2.3. Integration of sustainability-related performance in incentive schemes [GOV-3]).

The Group's remuneration policy is complemented by additional benefits, such as employee savings schemes, to encourage employee commitment and loyalty.

To illustrate this incentive-based remuneration policy, the Group offers employees profit-sharing schemes. Accordingly, in 2015, 2019, 2022, and 2024, INDIGO has reaffirmed its desire to involve its employees in the creation of wealth within the Group by implementing an employee share ownership plan accessible to all employees who are beneficiaries of the INDIGO Group savings plan of its French entities with more than 3 months of seniority.

Every year, the Group informs its employees of its salary policies and the criterion for salary increases by publishing the minimum salary scales in force for each category of employee on the intranet and making the relevant collective agreements available. The French employee representative committees are consulted annually on the company's economic situation and HR policy.

Social dialogue

Social dialogue fosters constructive industrial relations and contributes to the continuous improvement of the social climate. Defined and steered globally but implemented locally, the Group's social dialogue policy is based on clear communication and education by the company's management and on listening to employees.

The social barometer

Since 2019, the INDIGO Group has introduced a social barometer designed to assess employee engagement and their relationship with INDIGO's culture, strategy, organisation and management. In 2024, a 3rd edition of this barometer was launched for Group employees. The participation rate (almost 4,319 employees, or 62% of the workforce surveyed) bears witness to the vitality of the dialogue within the Group, with INDIGO having set itself the objective of achieving a 65% participation rate by 2026.

Among INDIGO's strengths, the results of the survey revealed a high level of commitment from the employees who took part (8.1/10) and their support for the company's strategy (8/10) and values (8.2/10). The survey also identified areas for improvement specific to each entity and subsidiary, which will be gradually rolled out in 2025 and 2026.

40 closed questions and 2 open questions were addressed to employees (with the exception of Colombia - 39) requiring an evaluation from 1 to 10 on various items requiring measurement.

The results of this survey enable the Group to effectively measure the intrinsic commitment of its employees (evaluated at 71%) and to define strategic areas for improvement.

- Culture: the results reflect a positive and supportive working environment, alignment with company values (8.2), a positive working atmosphere (7.9) and encouragement of new ideas (7.3). Employees also feel well informed about the company (7.5) and appreciate the training opportunities on offer (7.3).
- Management: Employees feel that their managers actively strive to improve efficiency (8.1), distribute tasks fairly (8.0) and keep them informed about important organisational issues (8.1). Managers are particularly known for listening to employees and helping them to solve problems (8.3). Discussions on career development were also rated highly (7.9).
- Strategy: There is strong employee alignment with INDIGO's strategic directions (8.0) and recognition of its progress in creating digital solutions (8.0). Employees are well informed about digital solutions (7.7) and sustainable development/CSR objectives (7.6).
- Operational efficiency: employees recognise that they work simply and efficiently (7.8), and that processes and methods support their objectives (7.6). Cross-functional project management (7.5) and access to the necessary resources (7.6) were also rated positively.
- Diversity and inclusion: there is a strong culture of diversity and inclusion at INDIGO, with high scores for equal treatment of men and women (8.5) and freedom from prejudice based on personal characteristics in professional development (8.4). Employees also recognise the company's efforts to accept individual differences and make effective use of talent (7.7).
- CSR: employees have a positive perception of INDIGO's CSR initiatives, appreciating their work-life balance (7.8) and appropriate working environments (7.6). The possibility of joining associations or trade unions without fear of reprisals (7.4) and the company's concern for the well-being of its employees (7.4) are also rated highly. Satisfaction with health and provident cover (7.1) remains good, but the high standard deviation between the most and least satisfied employees (2.7) indicates that they are not aligned with regard to this perception.

On receipt of the results of this barometer, each subsidiary must analyse the results, organise local feedback workshops and gather suggestions from employees in order to implement the necessary improvement plans. In 2024 in France, 300 people took part in 24 workshops, where 133 proposals were put forward on issues such as career development opportunities, training and the efficiency of work processes. Action plans began to be implemented in 2025, including mapping of positions and a competency matrix, monthly quality monitoring of call centre operations, a revamped digital platform for training and prevention content, new quarterly operational briefings to strengthen the risk prevention culture, sharing of GOAL 2030 objectives with teams and identification of mentors in project groups.

INDIGO also encourages the development of industrial relations through negotiations between the management and employee representatives.

The Group promotes the freedom and protection of trade union rights, freedom of association and the right to collective bargaining. The Group prohibits any kind of discrimination in its Code of Conduct based on union involvements and recognises union involvement and the rights of employees to join a union organisation. The elected staff representative bodies or unions, depending on the local specificities, are therefore the first point of contact for all employees to discuss in-house issues of the Group such as health, remuneration, working conditions, training and professional equality, for all employees without discrimination.

On 31 December 2025, 90.4% of the workforce was represented by employee representative bodies.

Negotiations with the partners cover at least all of the mandatory issues when local regulations so require or address issues particular to each union, such as in Brazil or in Canada. For example, in France, they cover pay, professional equality and quality of life in the workplace, management of employment and career paths, as well as specific agreements on the

organisation of working time, for example. Via the Group's intranet, the employees have access to the agreements signed and information from the employee representative bodies: the social partners and trade unions have pages devoted to their freedom of expression and communication.

In addition, in order to promote social dialogue and respect for freedom of association, the Group in France has, since 2013, adopted a specific agreement on the exercise of trade union rights, which has been regularly amended and was renewed in 2022. This agreement includes provisions guaranteeing non-discrimination in terms of remuneration, training and career development for elected members of staff representative bodies.

1.2.2. Processes for engaging with own workforce and worker's representatives about impacts [S1-2]

In order to ensure the efficacy of its social policies, the INDIGO Group continuously solicits feedback from its employees, either directly or via their representatives, at all levels of the organisation.

With the support of the Group and local Human Resources Departments, the entities' local managers oversee these interactions. With this in mind, the chairmanship of the French staff representative bodies is devolved to the most senior positions in the organisation with operational responsibility, thus encouraging direct exchange with the trade unions. These dedicated bodies and committees meet at intervals defined by local standards and practices, at least 10 times a year in the case of the French committees. Collective negotiations are held with these representatives several times a year. Finally, the Code of Conduct and whistleblowing procedure apply to all Group countries and entities to ensure that the human rights of all employees are respected (see section 1.2.1 Policies relating to the company's workforce [S1-1], *paragraph on social dialogue, social barometer*).

Finally, specific initiatives and information channels are being set up locally to ensure consideration of the issues affecting workers who may be particularly vulnerable. In France, for employees with disabilities, a national disability commission has been active since 2024, made up of volunteer regional disability representatives. A poster campaign was carried out to better identify employees with disabilities, and a generic e-mail address was set up so that they could be contacted easily. In 2022, a questionnaire aimed exclusively at women was also sent to all female employees, in order to gather their opinions and expectations and to support the action plan for increasing the number of women in the Group's workforce.

1.2.3. Processes to remediate negative impacts and channels for own workforce to raise concerns [S1-3]

The INDIGO Group's compliance policy meets both the international commitments made through its adherence to the Ten Principles of the UN Global Compact, and the principles and obligations arising from the amended Sapin II law and its implementing decree.

Committed to ensuring that every employee has access to a whistleblower hotline and benefits from the protection afforded by whistleblower status (guaranteed protection against any form of reprisal), the Group updated the procedure and associated tools in 2024, making them available to all subsidiaries in Europe and around the world. It should be noted that the procedure may be adapted by subsidiaries where the requirements of local laws do not align with the Group procedure, while endeavouring to apply it as closely as possible to the requirements of French regulations.

The whistleblowing system includes:

- provisions on the protection of whistleblowers (articles 6 to 16 of the Law) and on measures to combat corruption (article 17 of the Law),
- measures under ordinary law for the protection of individuals (in particular provisions concerning sexual and moral harassment and all forms of discrimination),
- alerts concerning serious violations of fundamental freedoms and human rights, as well as the health and safety of individuals.

The internal whistleblowing system thus makes it possible to report facts falling within its scope and to ensure that the submitted reports are dealt with effectively and confidentially. It is based on the principles of respect for the rights of individuals, respect for the rights of the defence and good faith. The system consists of a whistleblowing line and a whistleblowing website, managed externally, with ongoing reviews of communications and their use. For example, in Brazil in 2025, 85% of alerts were made via the website and 15% through other channels (phone, supervisors).

In addition to the whistleblowing procedure, the Group has introduced formal internal procedures enabling employees and employee representatives to voice their concerns and needs. These procedures include:

- internal human resources contact points and local advisors (harassment, sexual harassment, disability, GDPR) with dedicated e-mail addresses;
- employee representative bodies such as the Social and Economic Committee in France and committees in charge of health and safety, diversity or professional equality, with telephone lines, e-mail addresses, dedicated websites and specific pages on the intranet;
- free helplines for psychological support and assistance, operated externally;
- collective staff meetings;
- hierarchical channels.

The mechanisms for notifying third parties are also accessible to all INDIGO Group employees. In France, compulsory signage in the workplace provides details of local contacts at the DREETS (Directions Régionales de l'Economie, de l'Emploi, du Travail et des Solidarité - regional directorates for the economy, employment, labour and solidarity) and local occupational health centres. Contact details for national bodies are also provided, including the anti-discrimination hotline and the Human Rights Ombudsman. Lastly, the notice also provides information on how to take legal action before the competent court, file a complaint with the police station or gendarmerie brigade, and write directly to the public prosecutor of the judicial court.

Generally speaking, to ensure that all of these internal and external channels are known and accessible to all employees and their representatives, the Group provides various communication media and formats for their use: news on the Inwego intranet, dynamic displays on information screens, compulsory notices in social and common areas, information provided at meetings of employee representative bodies, monitoring of the provision of meeting minutes to all employees, for example. Finally, the internal regulations of the entities deal specifically with whistleblowing and the protection of whistleblowers.

The Group has mechanisms in place to deal with complaints. When an alert is made, an acknowledgement of receipt is sent to the whistleblower within 7 working days its receipt. Acknowledgement of receipt does not mean that the alert is admissible. Each alert is first examined, on a confidential basis, to determine whether it meets the conditions for admissibility and whether there are sufficiently detailed factual elements to allow it to be addressed. If the alert is inadmissible, the author will be informed of the reasons for its inadmissibility and of the closure of the alert. If necessary, he or she will be directed to the appropriate channel for dealing with the problem that does not fall within the scope of the whistleblowing system. If the report is admissible, an internal investigation is launched. Feedback is provided to the whistleblower within a maximum of 3 months from acknowledgement of receipt of the alert or, in the absence of acknowledgement of receipt, 3 months from the expiry of the 7 working day period following the alert. This person is informed of the measures taken to assess the accuracy of the allegations and, where appropriate, to remedy the subject of the alert or, if necessary, of the need for additional time to carry out investigations.

With regard specifically to the impact on employees, and regardless of the reporting channel used (whistleblower line, referents, staff representatives, hotlines, Human Resources Department or hierarchy), the agreement on quality of life, working conditions and prevention of professional risks of 20 December 2023 provides for the systematic appointment of a joint committee in the event of suspicions or allegations of psycho-social problems, moral or sexual harassment and sexist behaviour. This committee, made up of a staff representative and a representative of the Human Resources Department, carries out an investigation that must comply with the following guiding principles: independence, impartiality and neutrality, respect for the adversarial process and confidentiality.

At the end of the investigation, the commission sets out its recommendations in a report submitted to the Human Resources Department, which decides what action to take: initiation of disciplinary proceedings against the person at fault, organisational measures to improve working conditions, support to facilitate return to work, priority consideration of requests for geographical mobility, measures to improve communication, collective or individual psychological support, training, etc. A fully anonymised version is also made available to the staff representative bodies, which monitor the actions taken.

In order to ensure that employees are aware of and assess their knowledge of and confidence in these various schemes, the Group is implementing various complementary approaches: regular communication and awareness-raising about the existence of these systems (posters, awareness-raising sessions, publication on the intranet), analysis of participation rates in internal surveys and use of the services, provision of anonymised reporting exclusively for the Human Resources Department and guaranteeing the confidentiality of its users (alert line, psychological helpline), ongoing attention from the Human Resources departments and employee representatives, or observations of daily interactions during group meetings.

As a general rule, and subject to locally applicable regulations, alerts may be issued anonymously. However, the Group encourages whistleblowers to reveal their identity so that the alert can be dealt with more effectively. The whistleblower's identity will in all cases be protected and treated in the strictest confidence.

In addition, the author of an admissible report may not be subject to any disciplinary sanction, direct or indirect discriminatory retaliatory measure, or threat thereof, for having made a report in good faith if he or she had reasonable grounds to believe that the reported facts were true, excluding any intention to harm or seek personal advantage by reporting facts that he or she knew to be false. This protection also applies to facilitators (any natural person or legal entity under private, not-for-profit law who helps the whistleblower to make a whistleblowing report) as well as to persons in a relationship with the whistleblower (e.g. colleagues, relatives, employer's subcontractors). The INDIGO Group's compliance policy meets both the international commitments made through its adherence to the Ten Principles of the UN Global Compact, and the principles and obligations arising from the amended Sapin II law and its implementing decree.

1.2.4. 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 [S1-4]

The Group's policy is based on anticipating the possible negative impact of its activities on its employees, through an active prevention policy. This involves risk audits, as well as staff awareness-raising and training. In addition, the Group has put in place a range of resources to support its employees in the event of any adverse effects.

Assessing risks to better anticipate them

The Group's Risk Management and Internal Audit Department notably checks the cash transportation method, to ensure that the physical safety of employees is guaranteed. It also checks the procedures for accessing the video surveillance recorders and the regulatory display relating to the protection of their personal data.

Dedicated committees and employee representatives can also be involved in assessing these risks. In this respect, the Health, Safety and Working Conditions Commission of the Social and Economic Committee of the INDIGO ESU carried out audits, of parking facilities in 4 cities in 2025. These checks cover both the availability of individual protection (e.g. safety shoes) and collective protection (availability of signposting, cleaning products, etc.), as well as the completion of compulsory training by employees.

Agreements negotiated with employee representatives may also provide for specific control measures. For example, the INDIGO ESU professional equality agreement of 20 December 2023 provides for the systematic monitoring of the application of legal guaranteed pay schemes when female employees return from maternity leave.

Communicating and raising awareness to prevent and mitigate major risks

Internal communications are carried out, via posters or the intranet, on topics such as diversity (disability, gender), or via the organisation of institutional events (Pitch & Go in the French entities on mental health or the shareholding plan), or during team meetings on targeted topics (safety quarter-hour).

Training is also a key tool for raising staff awareness: compulsory modules (prevention of sexual harassment and sexist behaviour, neutrality and secularism in the workplace, GDPR awareness-raising), or modules that can be accessed independently (good recruitment and onboarding practices), are distributed to all employees. Specific awareness-raising initiatives, such as the prevention of psychosocial risks, can also be implemented locally. For example, webinars for all French managers were organised in 2024 by specialists in the field of mental health in companies on the subjects of psychosocial risks and conflict resolution in teams.

Supporting employees and remedying any possibly identified malfunctions

All employees can benefit from measures related to work-related stress situations. In France, for example, employees can access free, anonymous psychological assistance, accessible 24/7, and specific "psychological cell" or "post-trauma intervention" systems can be deployed (see section 1.2.3). Policies related to the company's workforce [S1-1], *health and safety of employees paragraph*).

Promoting transparency to identify and correct any discrepancies in its remuneration or career management policy, the aforementioned Professional Equality agreement provides, for example, for an increase of the proportion of individual pay rises, promotions or training enrolments for the under-represented gender, should a significant discrepancy be identified.

Contributing more to employee commitment

The INDIGO Group is committed to developing the quality of life at work through actions at individual level, firstly through measures such as the granting of additional leave to encourage a balance between private and professional life; at collective level, too, by encouraging a culture of sharing and cohesion, with the organisation of events such as the Group's 10th anniversary in 2024, the RAID INDIGO (in 2024 in the Alpilles mountains in France), or the encouragement to get involved in projects run by the INDIGO Foundation through the introduction of a volunteer leave program in 2025.

The INDIGO group has also set up a partnership with Moka Care, dedicated to the mental well-being of employees and aimed at offering concrete solutions to support teams in their personal and professional well-being (see section 1.2.3). Policies related to the company's workforce [S1-1], *quality of life at work paragraph*.

To enhance and retain its employees, on the one hand, and develop skills to increase operational performance, on the other hand, in France, is playing a key role in obtaining a professional qualification registered in the Répertoire national des qualifications des services de l'automobile via the Certificats de Qualification Professionnelle (CQP) scheme (see section 1.2.3. Policies relating to the company's workforce [S1-1], *training and development of employee skills paragraph*).

Finally, INDIGO regularly offers its employees the opportunity to share in its profits, as it did in 2024 with the implementation of a new shareholding plan in France, as part of its desire to involve its employees in the creation of wealth within the Group.

INDIGO regularly assesses the effectiveness of its actions by monitoring its key indicators (see section 1.3.1. Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities [S1-5]) or to the analysis of specific reports (whistleblowers, helpline), thus noting the frequency of use of these various tools. Based on the results of the 2024 Social Barometer, analysed in each country and by all Group entities, and enriched by discussions organised with employees, the Group is identifying additional action plans to be implemented over the coming years (see section 1.2.2. Process for interacting with the company's workforce and their representatives [S1-2]).

Initiated in 2024, the actions resulting from the roll-out of the "employer brand" will be continued in order to respond to the tensions in the recruitment market and to the challenges of increasing the number of women in the workforce and making parking jobs more attractive: career site, HRIS brick (Talent Go) dedicated to recruitment management by managers and human resources departments, different recruitment guides for head office and operations, digital integration path (Workelo) (see section 1.2.3.). Policies relating to the company's workforce [S1-1], *training and development of employee skills paragraph*).

In 2025, new initiatives were also tested, such as the Group's participation in career fairs held at business and engineering schools (Career Fair, SKEMA Fair, EIVP Forum and the University Institute of Technology of Sceaux), to identify potential talent. The training policy and career path management continued to expand, with a four-year job and career path management agreement being signed in 2025. This agreement was designed to address the Group's evolving organisational and skills needs.

Measures to promote quality of life and well-being at work will be continued, with regular communications on specific measures such as the right to disconnect or the implementation of teleworking arrangements (see section 1.2.3). Policies related to the company's workforce [S1-1], *quality of life at work paragraph*).

Additional measures relating to the processes and content of training programmes, as well as increased communication on career paths, were implemented in 2025 to meet the Group's new skills needs and respond to employees' career development aspirations.

Finally, to improve internal procedures and increase employees' interest in the content of their workstations, the Group is stepping up the study and deployment of new solutions for the digitalisation and automation of tasks.

Resources allocated to policies related to the health and safety of employees and customers

Data for 2025

In thousands of euros (€)	2025 OpEX	2030 OpEX	2025 CapEX	2030 CapEX
Allocated resources	25,181	435,768	8,830	65,270

Note: projections are cumulative over the period 2026-2030 inclusive.

Data for 2024

In thousands of euros (€)	2024 OpEX	2030 OpEX	2024 CapEX	2030 CapEX
Allocated resources	51,598	545,069	8,649	82,170

The changes in the cumulative projections through 2030 result from a reassessment of the business development plan for the 2026-2030 period.

1.3. Metrics and targets

1.3.1. Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities [S1-5]

In order to measure the effectiveness of its social policies, INDIGO has defined objectives to manage the significant impacts, risks and opportunities that could affect its workforce.

These objectives are identical for all Group countries and entities, all of which comply, at the very least, with international standards (UN Guiding Principles on Business and Human Rights, Global Compact, International Labour Organisation (ILO) Declaration on Fundamental Principles and Rights at Work, OECD Guidelines for Multinational Enterprises), and local regulations (a principle reiterated in the Group's Code of Conduct).

Many employees (managers and non-managers, operational or support functions) have objectives included in the variable part of their remuneration and incentive plans based on performance linked to these indicators, at all levels of responsibility and which may, where appropriate, be set as part of collective bargaining with employee representatives. (See General Information, section 1.2.3. Integration of sustainability-related results [GOV_3].)

Offering jobs in line with INDIGO's business model and social commitment

Employment security and decent wages

In order to assess its employment security policy, the structure of its workforce, and in particular the number of temporary or interim workers present in its workforce, is a key indicator communicated quarterly. (See section 1.3.3. Characteristics of non-employees assimilated to company staff [S1-7] and section 1.2.3. Policies related to the company's workforce [S1-1], *employment security and decent wages paragraph*).

Professional equality

To promote gender diversity and equality in the workplace, in 2021 the Group set itself an objective of increasing the proportion of women in its workforce by 25% by 2025. Achieved at Group level in 2022, after a significant increase thanks to the integration of PareBem in Brazil, this objective has been redefined so that the 25% rate of women in the workforce is achieved in each of the Group's countries. In 2025, the overall target was revised to 30% for 2025 at the Group level. Expectations in terms of the number of women have also been extended to the management, with an objective of 35% female managers on the Group level. A manager is defined as an employee with a tangible level of responsibility and autonomy, who must meet objectives, is subjected to tangible performance requirements, responsible for managing his or her own time and resources and/or for the technical and Human Resources management of his or her teams and/or has a given technical know-how or expertise in one or several fields.

Percentage of women in the workforce and among managers:

Country	Percentage of women					Percentage of women manager				
	2021	2022	2023	2024	2025	2021	2022	2023	2024	2025
France	22.7%	21.1%	20.8%	22.3%	20.5%	27.3%	28.4%	30.5%	32.6%	31.8%
Spain	54.5%	57.5%	55.8%	39.1%	37.5%	26.7%	28.6%	26.7%	39.3%	32.1%
Belgium	25.5%	22.2%	21.1%	20.1%	19.6%	60.0%	50.0%	42.9%	25.8%	17.9%
Luxembourg	4.5%	9.9%	14.9%	11.8%	15.8%	0.0%	0.0%	0.0%	0.0%	0.0%
Switzerland	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Poland	30.0%	25.5%	24.3%	24.6%	31.2%	46.2%	31.3%	27.8%	23.5%	22.2%
Brazil	16.7%	27.5%	28.4%	30.3%	30.0%	10.3%	19.0%	17.9%	30.3%	35.8%
Colombia	32.6%	34.3%	36.1%	36.3%	37.7%	37.5%	28.6%	46.5%	48.9%	38.8%
Estonia	40.0%	38.9%	40.0%	36.8%	38.9%	66.7%	66.7%	36.8%	33.3%	35.3%
GROUP	22.4%	26.6%	27.2%	27.8%	27.6%	26.7%	27.3%	30.6%	32.1%	31.4%

The decrease in the proportion of women, as well as the percentage of female managers, observed in France, Belgium and Spain is the result of acquisitions made in those countries in 2024.

Depending on each country's performance, communication and awareness-raising campaigns on gender equality aimed at managers and employees have been rolled out, as in France for example. They have given a voice to the women of the Group, who have expressed their interest in their work and the fulfilment they get from it, via the publication of articles or videos on the Inwego intranet.

Respect for the dignity and fundamental rights of employees

In terms of respect for employees' fundamental rights, the Group is committed to dealing with all alerts in order to implement, where appropriate, the necessary investigative measures in a systematic manner (see section 1.2.3 Procedures for remedying negative impacts and channels for company employees to raise concerns [S1-3] and section 1.3.10 Cases, complaints and serious impacts relating to human rights [S1-17]). In 2025, 638 alerts were processed, mainly in Brazil (617 alerts processed), where local standards and practices mean that the system is used more frequently. In 2024, 447 alerts were processed, 430 of which were in Brazil.

Maintaining physical and mental health and contributing to the well-being of employees

Health and safety of employees and quality of life at work

The product of the frequency rate and the severity rate, as well as the absenteeism rate, are key indicators that are monitored on a quarterly basis and presented to the Group's shareholders.

Product of frequency rate and severity rate

To ensure the effectiveness of its health and safety policy strategy, the Group has set an objective of less than 3 for the product of the frequency rate and the severity rate by 2025. In 2025, the frequency rate multiplied by the severity rate was 2.78, down from 6.76 in 2021, the year of its measurement. The reference value (3) was set on the basis of previous results, feedback from stakeholders and the desire to improve figures in this area.

In 2024, the product of the frequency and severity rates was estimated at 2.78 at Group level. The change in calculation method, which took into account actual hours worked rather than theoretical hours in Brazil, largely explains the change in the indicator. However, the 2024 indicator could not be recalculated due to the unavailability of actual hours worked in Brazil's information systems, as a new Human Resources Information System was implemented in 2025.

Absenteeism rate

A key indicator of quality of life at work: the Group pays particular attention to trends in the absenteeism rate. Given the disparity in absenteeism rates and local regulations or specificities, each entity sets up its own policy in this regard, particularly to combat frequent short-term absences, by studying variations in this indicator.

The analysis of these indicators enables safety measures to be strengthened and adapted locally in line with the specific identified risks. (see section 1.2.3. Policies related to the company's workforce [S1-1], *quality of life at work and health and safety of employees paragraph*).

Improving talent retention and contributing to the professional development of its employees

Employee training and skills development and social dialogue

Since 2022, INDIGO has set itself the objective of achieving an average of at least 9 hours of training per employee per year, to ensure the development of the skills of its workforce and encourage its policy of social promotion. Initially, this objective was set by the General Management and the Human Resources Department, even though there were major disparities between the Group's countries, based on an average of 8.4 hours over the 2018–2021 reference period, with 2018 serving as the base year.

In 2025, the Group provided a total of 178,769 hours of training, representing an average of 18.5 hours of training per year and per employee, compared with an average of 14.0 in 2024. This growth was particularly driven by Brazil, where the implementation of new IT tools has led to a 160% increase in 'Support and Administration' training hours, and where health and safety training hours have increased significantly (by 80%). It is also worth noting the establishment of a dedicated full-time team at Indigo University in Brazil in 2025, which has facilitated the development and dissemination of specific training modules.

Measurements taken as part of the social barometer complement these various indicators to objectively assess employee commitment and the quality of social dialogue in the Group (see section 1.2.2. Processes for engaging with own workers and workers' representatives about impacts [S1-2]).

1.3.2. Characteristics of the undertaking's employees [S1-6]

The number of employees is reported in terms of physical headcount at a given date, i.e. 31/12/2025, at the end of the reporting period. All types of contracts are counted (except for corporate officers). The Group does not have any contracts with non-guaranteed working hours.

On 31 December 2025, the Group has 9,025 employees. Except for the above-mentioned workforce, the social data presented in this CSRD do not include 2 employees based in the United Kingdom within the subsidiary Les Parcs GTM UK which has no operational activities. The headcount of Corsalis—7 employees as of December 31, 2025, a company accounted for using the equity method due to the absence of operational control—is neither included in the headcount figures above nor reflected in the data points presented below.

Breakdown of the workforce by country

The most significant changes in 2025 were observed in Canada (the sale of the subsidiary to Laz Parking, resulting in a decrease in headcount over the period), in France (a 17% increase following the acquisition of Smovengo), and in Brazil (a 17% increase driven by sustained growth).

Number of employees by gender

Gender	Number of employees	
	2024	2025
Male	7,077	6,530
Female	2,729	2,495
Not reported	31	0
Total employees	9,837	9,025

Excluding Canada

Average number of employees per country

Country	Number of employees	
	2024	2025
Belgium	406	402
Brazil	4,602	4,723
Canada	1,434	1,405
Colombia	846	773
France	1,901	2,495
Luxembourg	102	110
Poland	61	70
Spain	353	342
Switzerland	14	20
Estonia	19	20
Total employees	9,738	9 657

Including Canada until 30 June 2025

Breakdown of workforce by type of contract

Breakdown of employees by type of contract and gender (in numbers)

Gender	2025	
	Number of part-time employees	Number of full-time employees
Male	1,206	5,323
Female	634	1,862
Not reported	0	0
Total employees	1,840	7,185

Excluding Canada

Breakdown of employees by working hours (full-time and part-time)

	Number of employees	
	2024	2025
Full-time	8,080	7,185
Part-time	1,757	1,840
Total employees	9,837	9 025

Excluding Canada

Characteristics of permanent employees

Permanent employees are those who have signed a contract directly with INDIGO with no expiry date.

Number of permanent employees by sex

Gender	Number of employees	
	2024	2025
Male	6,876	6,288
Female	2,604	2,342
Not reported	26	0
Total employees	9,506	8,630

Excluding Canada

Number of permanent employees by country

Country	Number of employees	
	2024	2025
Belgium	405	391
Brazil	4,402	4,596
Colombia	813	741
France	2,023	2,363
Luxembourg	92	97
Poland	61	77
Spain	327	326
Switzerland	15	21
Estonia	19	18
Total employees	9,506	8,630

Excluding Canada

Characteristics of temporary employees

Temporary employees are those who have signed a contract directly with INDIGO with a fixed expiry date. This contract may either expire at the end of the agreed period or be renewed for a further period in accordance with local law.

Number of temporary employees by sex

Gender	Number of employees	
	2024	2025
Male	201	242
Female	125	153
Not reported	5	0
Total employees	331	395

Number of employees (workforce or FTE) - temporary employees by region

Country	Number of employees	
	2024	2025
Belgium	4	2
Brazil	82	235
Canada	128	0
Colombia	0	9
France	91	111
Luxembourg	10	23
Poland	0	0
Spain	16	15
Switzerland	0	0
Estonia	0	0
Total employees	331	395

Excluding Canada

Characteristics of employees working non-guaranteed hours

INDIGO does not hire employees on non-guaranteed working hours contracts.

Average number of employees working non-guaranteed hours broken down by gender

Gender	Number of employees	
	2024	2025
Male	0	0
Female	0	0
Not reported	0	0
Total employees	0	0

Excluding Canada

Average number of employees working non-guaranteed hours by country

Country	Number of employees	
	2024	2025
Belgium	0	0
Brazil	0	0
Canada	0	0
Colombia	0	0
France	0	0
Luxembourg	0	0
Poland	0	0
Spain	0	0
Switzerland	0	0
Estonia	0	0
Total employees	0	0

Excluding Canada

Turnover

Number of employees who have left the company

	Number of employees	
	2024	2025
Number of employees who have left the company	5,649	5,654

Including Canada until 30 June 2025

Percentage of staff turnover

	Percentage of employees	
	2024	2025
Percentage of staff turnover	58%	59%

Including Canada until 30 June 2025

Staff turnover by country

Country	Turnover rate by country	
	2024	2025
Belgium	27.1%	28.1%
Brazil	83.8%	93.0%
Canada	52.2%	18.4%
Colombia	61.4%	55.2%
France	16.8%	15.4%
Luxembourg	18.6%	10.9%
Poland	36.1%	8.6%
Spain	14.7%	16.7%
Switzerland	7.1%	10.1%
Estonia	5.3%	15.3%
Total	58.0%	58.6%

Including Canada until 30 June 2025

1.3.3. Characteristics of non-employees in the undertaking's own workforce [S1-7]

Non-employees, who are treated in the same way as company staff, are the people made available by companies whose main activity is employment-related activities (temporary work companies).

The number of temporary staff is calculated as the full-time equivalent at the end of the reporting period, using the ratio between the number of hours worked by temporary staff over the year and the theoretical annual number of hours worked, by country.

In 2025, 3 of the Group's countries used temporary workers: France mainly, Brazil and Belgium to a lesser extent.

A significant increase in the use of temporary workers was observed in 2025, with a rise of 30% in full-time equivalents compared to 2024. This increase was primarily driven by Smovengo, whose data was not included in 2024, and by Brazil, due to the outsourcing of parking management in the hospital sector, previously handled directly by healthcare facilities and now entrusted to INDIGO.

The main reasons for using temporary staff in France are (1) to replace absent employees (for health reasons or vacation, for example) and (2) temporary increases in activity (linked to seasonal variations in activity or temporary work, for example). These two reasons for using temporary workers are roughly equivalent in terms of the number of hours worked.

Non-employees within the workforce (temporary workers)

	2024	2025
Number of temporary employees in its own workforce	162	210
Total interim hours	269,961	476,856

Excluding Canada

An error in the allocation of hours by a staffing agency has been corrected in the 2024 France data. The agency had attributed hours to INDIGO that belonged to Smovengo, which was excluded from the 2024 reporting scope. To ensure consistency within the reporting scope, the incorrectly recorded hours were removed from the 2024 total (initially 192 temporary workers for 319,336 hours).

Non-employees within the workforce by country (temporary workers)

Country	Number of non-employees	
	2024	2025
Belgium	19	10
Brazil	12	81
Canada	0	0
Colombia	0	0
France	131	174
Luxembourg	0	0
Poland	0	0
Spain	0	0
Switzerland	0	0
Estonia	0	0
Total	162	210

Excluding Canada

1.3.4. Collective bargaining coverage and social dialogue [S1-8]

Percentage and number of employees covered by a collective agreement

	2024	2025
Percentage of total employees covered by collective agreements	81%	90%
Number of employees covered by collective bargaining	7,926	8,156

Excluding Canada

The 9-point increase in the indicator reflects the increase in headcount resulting from acquisitions made in various European countries in 2024, as well as organic growth in Brazil. These are countries where local collective bargaining coverage rates range from 80% to 100%.

Employee cover rates by EU and non-EU zone

Coverage rate	2025		
	Collective bargaining coverage		Social dialogue
	Employees - EEA (for countries with > 50 employees, representing <10% of total employment)	Employees - Non-EEA (for countries with >50 employees, representing >10% total employment.)	Workplace representation (EEA only) (for countries with >50 employees representing >10% of the total workforce)
0-19%	Poland	Colombia	
20-39%			
40-59%			
60-79%			
80-100%	Belgium - Luxembourg - Spain	Brazil	France

The classification of countries according to their collective bargaining coverage has not changed since 2024.

1.3.5. Diversity metrics [S1-9]

Breakdown of workforce by age

Age	2024	2025
Number of employees (workforce) under 30	3,293	2,814
Number of employees (workforce) aged 30 to 50	4,457	4,396
Number of employees (workforce) over 50	2,087	1,815

Excluding Canada

Breakdown of General Management members by gender

Number of employees (headcount) at general management level		
Gender	2024	2025
Female	4	4
Male	10	11

Percentage of employees at general management level		
Gender (%)	2024	2025
Female	28.57%	27%
Male	71.43%	73%

The Management Committee is the strategic and operational steering body for the Group, two levels below the administrative and supervisory bodies. Following the acquisition of Moovia in 2024, the executive management team welcomed a new member responsible for on-street parking operations and enforcement in France in 2025.

1.3.6. Adequate wages [S1-10]

In 2025, the Group sought to supplement its analysis by verifying that the legal minimum wage in each of the countries in which it operates is determined in accordance with the International Labour Organization's principles, as reaffirmed in February 2024 (Living Wages, International Labour Organization), and that none of these countries are in a high-risk situation (e.g. hyperinflation). Thus, all employees receive a fair wage that complies with applicable standards and is never less than the legal minimum wage in their country of employment.

Percentage of employees remunerated below or above the benchmark index

Country	2025	
	% of workforce paid below benchmark	% of workforce paid above benchmark
	Employees	Employees
Belgium	– %	100%
Brazil	– %	100%
Canada	– %	100%
Colombia	– %	100%
France	– %	100%
Luxembourg	– %	100%
Poland	– %	100%
Spain	– %	100%
Switzerland	– %	100%
Estonia	– %	100%

Including Canada until 30 June 2025

The figures shown are the same as those for 2024.

1.3.7. Training and skills development metrics [S1-13]

Training

A change in the calculation methodology was implemented in 2025, compared to previous years. To measure training investment per employee, the Group calculated the average training duration per employee based on the average headcount for the reporting year rather than the headcount on 31 December that year. This provides a more accurate representation of the company's investment than a headcount as of 31 December.

Average hours of training per employee

Gender	2024	2025
Male	14.25	17.23
Female	14.51	22.01
Not reported	0.37	0.00 *
Average number of hours 2024	14.28	18.51

Excluding Canada

*: The indicator is 0 because all employees reported their gender in 2025.

Average hours of training per employee by country

Country	Total	Male	Female	Not reported
Belgium	15.74	14.49	20.84	0
Brazil	28.06	26.31	32.1	0
Colombia	14.97	12.64	18.89	0
France	9.91	10.3	8.36	0
Luxembourg	3.51	3.52	3.44	0
Poland	6.75	2.68	17.71	0
Spain	7.33	8.34	5.66	0
Switzerland	2.99	2.99	0	0
Estonia	10.75	7.14	17.29	0

Excluding Canada

Performance interviews

Percentage of employees who took part in regular performance and career development reviews

	2024	2025
Managers	87%	88%
Non-Managers	30%	36%

Excluding Canada

1.3.8. Health and safety metrics [S1-14]

Percentage of employees covered by the INDIGO healthcare system

Own workforce	2024	2025
Employees	100%	100%

Including Canada until 30 June 2025

Number of fatalities from work-related accidents and work-related health problems

Own workforce	2024	2025
Employees	1	0
Workers in the value chain on employer sites	0	0

Including Canada until 30 June 2025

Number of recordable accidents at work in the workforce (with and without lost-time)

Own workforce	2024	2025
Accidents at work with and without time off work	213	224

Including Canada until 30 June 2025

The number of work-related accidents, both with and without lost-time, is used to calculate the international Total Recordable Injury Frequency Rate (TRIFR) indicator. The 2024 figure has been calculated and reported this year. Further details on the methodological changes can be found in section "1.1.2 Disclosures in relation to specific circumstances [BP-2]".

Number of recordable accidents at work in the workforce with lost-time

Own workforce	2024	2025
Accidents at work with time off work	159	181

Including Canada until 30 June 2025

The number of work-related accidents resulting in time off work is used to calculate the international Lost-Time Injury Frequency Rate (LTIFR) indicator.

Number of recordable cases of ill health in the workforce

Own workforce	2024	2025
Employees	7	5

Including Canada until 30 June 2025

Number of days lost to work-related injuries and fatalities from work-related accidents, personal or work-related health problems

Own workforce	2024	2025
Employees	6,529	9,729

Including Canada until 30 June 2025

The increase in the number of days lost is linked to the acquisition of Smovengo and Moovia in France in 2024. Data from these subsidiaries was not included in the 2024 figures, and the two entities accounted for 37% of days lost due to workplace accidents in 2025.

Severity rate by country

Country	2024	2025
Belgium	1.01	1.10
Brazil	0.05	0.08
Canada	0.69	0.41
Colombia	0.12	0.12
France	1.06	1.96
Luxembourg	0.03	0.28
Poland	0.11	0.14
Spain	0.92	0.19
Switzerland	0	0.00
Estonia	0	0.00
Severity rate	0.33	0.55

Including Canada until 30 June 2025

Accident rate for own workforce (with and without lost-time - TRIFR)

Country	2024	2025
Belgium	27,07	40.78
Brazil	5,71	8.65
Canada	14,30	15.66
Colombia	10,71	14.10
France	24,82	18.67
Luxembourg	0,00	12.72
Poland	28,30	8.52
Spain	28,98	18.94
Switzerland	0,00	0.00
Estonia	0,00	0.00
Groupe	11,27	13.30

Including Canada until 30 June 2025

Accident rate for own workforce (with lost-time - LTIFR)

Country	2024	2025
Belgium	27.07	37.38
Brazil	5.24	7.06
Canada	11.44	8.81
Colombia	10.24	11.39
France	11.88	15.93
Luxembourg	0	8.48
Poland	28.3	8.52
Spain	17.83	11.36
Switzerland	0	0.00
Estonia	0	0.00
Groupe	8.41	10.75

Including Canada until 30 June 2025

1.3.9. Work-life balance metrics [S1-15]

All INDIGO Group employees are entitled to family-related leave under the Group's social policy and/or collective agreements.

In France, specific measures to help reconcile working life and parenthood were negotiated in December 2023 as part of the agreement on quality of life, working conditions and the prevention of occupational risks of 20 December 2023. Annual leave of two days for a sick child has been created, for a parent whose presence is essential for a child under the age of 12.

Share of employees entitled to take family-related leave

	2024	2025
Percentage of employees entitled to take family-related leave	100%	100%

Including Canada until 30 June 2025

1.3.10. Remuneration metrics [S1-16]

Gender pay gap (% of employees)

Employee category (%)	2024	2025
Gender pay gap - Group (Including Canada until 30 June 2025)	11.3 % **	14.80%
Pay ratio - high relative to median Group - (Excluding Canada)	44.74	87.98

Gender pay gap per country

Country	2024	2025
Belgium	-15%	-3%
Brazil	1%	-10%
Canada	-6%	-3%
Colombia	-15%	-9%
France	-10 % **	-9%
Luxembourg	65%	2%
Poland	18%	15%
Spain	7%	2%
Switzerland *	– %	– %
Estonia	32%	18%

Including Canada until 30 June 2025

*: The Swiss workforce is predominantly male.

**: Restated data: the published ratio for France in 2024 stood at -11.36%, and that for the group at 10.92%. Explanations regarding the methodological change are provided below.

Gender pay gap

The gender pay gap between men and women, defined as the difference of average pay levels between male and female employees, expressed as percentage of the average pay level of male employees.

(Average gross hourly pay for male employees - gross hourly pay for female employees / Average gross hourly pay for male employees) *100

“Pay level” means gross annual pay and the corresponding gross hourly pay.

Gross pay is the total amount received by the employee for the performance of the employment contract (excluding the employer's share).

In 2024, the ratio for France was based on capped gross 'social security' remuneration, which forms the basis for calculating basic pension entitlements. In 2025, France's methodology takes into account actual gross salary, encompassing the entirety of remuneration without any cap. Together with accruals from 2024, this new methodology explains the 3.5-point increase in the ratio between 2024 and 2025.

Pay ratio - high relative to median

The remuneration ratio is the ratio of the highest paid individual to the median annual total remuneration for all employees (excluding the highest-paid individual).

Nominal salaries are expressed in euros (€) and adjusted using the Purchasing Power Parity method established by the World Bank, which allows salaries to be adjusted for differences in the cost of living between countries. The calculation of the ratio becomes more representative of the real remuneration and purchasing power of the Group's employees around the world.

For the 2025 financial year, the Group has revised the scope of the total annual remuneration ratio calculation to enhance its comprehensiveness and representativeness.

- All controlled subsidiaries have been included, incorporating entities acquired in 2024 that were excluded from the previous year's calculation.
- Whereas the indicator was previously based solely on 'permanent' employees (i.e. those present for the entire financial year), the methodology now includes all employees employed between 1 January and 31 December 2025. The only exceptions are employees on apprenticeship contracts and a limited number of cases involving atypical remuneration (e.g. long-term sick leave). This change results in the inclusion of employees who have not completed a full year, whether due to recruitment or departures during the year, or changes in the scope of consolidation linked to external growth transactions. This re-inclusion, particularly in Brazil and Colombia, enables the Group's actual workforce structure to be reflected more accurately.

Therefore, the observed increase does not indicate an expansion of pay gaps but rather provides a more accurate reflection of the Group's global operations.

1.3.11. Incidents, complaints and severe human rights impacts [S1-17]

There have been no fines, penalties or compensation for damages resulting from the incidents and complaints mentioned above.

There were no serious human rights incidents, complaints or impacts in 2025 within the INDIGO Group.

Number of incidents of discrimination (confirmed cases)

Type of discrimination	2024	2025
Gender - discrimination	1	2
Racial or ethnic origin	1	1
Nationality	0	0
Religion or belief	1	0
Disability	1	0
Age	0	0
Sexual orientation	0	1
Harassment	30	39
Other forms of discrimination	1	0
Number of incidents of discrimination	35	43

Excluding Canada

The increase in the number of confirmed cases is due to improved reporting of harassment cases in Brazil, where 39 out of 43 cases have been confirmed. The roll-out of dedicated training programmes has also raised staff awareness of this issue, thus contributing to the increase in recorded cases.

2. Affected communities [S3]

2.1. Strategy

2.1.1. Material impacts, risks and opportunities and their interaction with strategy and business model [SBM-3]

Description of the types of communities affected by material impacts

The communities likely to be affected by material impacts fall into two categories, characterised by their territorial anchoring:

- communities living or working near parking facilities and services managed by the INDIGO Group, in particular local residents, shopkeepers and businesses. These communities benefit from activities that make them more accessible to urban centres, shops and local services. They are also positively impacted by partnerships or local initiatives supported by the INDIGO Group;
- the communities involved in the value chain are also located in the area where the facilities and services offered by INDIGO are installed. By its very nature, the Group's business model is based on close proximity to customers, both upstream (local authorities) and downstream (end-users), and relies on jobs and subcontracting mainly at local level.

All affected communities that may be materially affected by the company are included in the ESRS 2 scope.

The INDIGO Group includes within the ESRS 2 scope all communities materially affected by its direct activities and value chain. This includes the local communities around its parking infrastructures, as well as those affected by partners and subcontractors involved in service management, maintenance or the construction (in France only) of new infrastructures.

It is important to specify that the issue of affected communities is only material in its positive dimension. The identified impacts mainly concern the beneficial effects on the economic and social development of the regions as well as the initiatives led by the INDIGO Foundation, which aims to support local actions linked to sport, art and culture.

Description of activities resulting in positive impacts and types of affected communities that are positively affected or could be positively affected

The INDIGO Group's activities generate positive impacts for the communities in which it operates:

- the group's corporate purpose is "opening space for peaceful city motion";
- its aim is to contribute to a more harmonious and less carbon-intensive sharing of urban space, by offering on-street and off-street parking services that are widely accessible via digital technology, by redeploying infrastructures to accommodate local services such as urban logistics, and by encouraging soft mobility and the installation of electric charging stations;
- the INDIGO Group's expertise and services are entirely at the service of towns and their inhabitants, for both their personal and professional activities;
- they make INDIGO an active contributor to local life, both as an employer (including of people who have been excluded from the labour market) and in its use of numerous subcontractors, particularly SMEs.

Description of significant risks and opportunities arising from impacts and dependence on affected communities

No significant risks or opportunities have been identified for the INDIGO Group as part of the dual materiality analysis of its impacts on affected communities. Its activities, and those of its Foundation, have an essentially positive impact on its communities, without creating any critical dependencies or significant risks for the Group.

Nature of the IRO	Description of the IRO	How it affects the population or the environment or what are the current financial effects for INDIGO?	Time horizon	Positioning in the relevant value and activity chain
Positive impact	Contributing to the socio-economic influence of the region by creating and supporting local jobs, and by investing in local social and cultural initiatives	The creation of local jobs and the development of the local economic fabric improve the quality of life of the affected communities, encourage local partnerships and strengthen the local community fabric.	Constant	Internal and value chain All INDIGO activities
Financial opportunity	Contributing to INDIGO's influence and development in local areas	The improvement of the business model's resilience through local partnerships, the development of the brand image, and the access to new markets are strengthening INDIGO's business and encouraging new partnerships.	Medium term (1-5 years)	Internal All INDIGO activities

2.2. Impact, risk and opportunity management

2.2.1. Policies related to affected communities [S3-1]

Present in 10 countries and over 500 towns, the Group is a partner with towns, local authorities, hospitals, shopping centres and property companies. It is therefore an integral part of the local economic and social fabric. In addition to the personnel employed for the management of self-service bicycles or the enforcement of on-street parking, the Group's jobs are mainly related to the operation of the car parks and on-street parking spaces whose management is entrusted to it, for the benefit of local employment. The Group's facilities also require the intervention of local companies for their construction and then their maintenance, which also supports the activity of the territories. Other jobs are also generated by the integration of car services (washing, car maintenance). Parking activity is one of the elements of the urban mobility chain and contributes to the attractiveness of city centres by encouraging the activity of shops and the maintenance of jobs in the city centre.

By contributing to the economic dynamism of town centres, INDIGO is also helping with their decarbonisation by regulating traffic flows, encouraging soft mobility (cycling) and accommodating electric vehicles with the installation of numerous charging stations.

Lastly, the INDIGO Foundation is active at the heart of the regions: in 2025, it supported 24 projects of general interest, in 5 countries and 22 towns. The INDIGO Foundation's annual report is available on the Group's website.

Directly and indirectly, the Group "contributes to the social, economic and cultural development of the areas in which it operates", IRO associated with this ESRS.

Policies

As a member of the United Nations Global Compact since 2022, the INDIGO Group has made strategic commitments to guarantee respect for human rights, in particular those of the local communities affected by its activities. One of the Group's main contributions to the Sustainable Development Goals is "Sustainable Cities and Communities".

These commitments are aligned with key international conventions, such as the UN Guiding Principles on Business and Human Rights, the Universal Declaration of Human Rights, the ILO Declaration on Fundamental Principles and Rights at Work and the OECD Guidelines for Multinational Enterprises.

At the same time, the Group has formalised all the standard ethical rules binding on all its employees, in a code of conduct established in all the languages used in its subsidiaries. This code of conduct sets out the principles of professional ethics that must, in all circumstances, drive the conduct of employees and, more broadly, expects irreproachable conduct from each of them, based on probity, loyalty, respect for dignity and individual rights. In practice, this translates into policies of non-discrimination and respect for the integrity of the affected communities.

These principles are integrated into the INDIGO Group's governance processes and monitored by the entire operational chain, to ensure that the impacts on the affected communities are properly managed, from the local level by Site Managers to the national level by Country Directors.

The INDIGO Group's policy towards towns and cities is based on key commitments aimed at revitalising town centres, improving accessibility and promoting sustainable mobility.

By working with local authorities, in particular through public service delegations, which make up the majority of its contracts in Europe, the Group is implementing optimised parking management, which is a lever for revitalising urban areas. The scope of this policy extends beyond the simple management of car parks to include solutions for developing soft mobility, such as

secure areas for bicycles and electric vehicle charging stations, in order to meet the growing expectations of towns and their residents in terms of ecological transition.

Stakeholder views are at the heart of this approach. The Group maintains a dialogue with local authorities, principals, local residents and users, to ensure that its initiatives are consistent with each area's specific needs. These exchanges, facilitated by meetings, consultations and direct feedback mechanisms, enable policies to be adapted in line with the stated expectations.

To ensure that its policies are understood and accessible, the Group adopts a proactive approach in its communication with stakeholders. Strategic documents and policy-related information are shared via dedicated channels, such as digital platforms, local information media and meetings with principals on whose behalf the Group operates car parks or on-street parking. This approach ensures that the commitments made by the INDIGO Group are properly integrated, respected and aligned with the priorities of local authorities or partners.

2.2.2. Processes for engaging with affected communities about impacts [S3-2]

The INDIGO Group's ambition is to listen to and respond to the concerns of the affected communities, whether people living near car parks or the local authorities on whose behalf it manages facilities or on-street parking, particularly through direct communication channels. The provision of contact forms and planned exchanges with local authorities as and when necessary, will ensure proper management of the impact of parking activities on these communities.

The views of affected communities can be gathered through consultations or public meetings, for example, and used to inform impact management decisions, particularly in urban areas where parking activity can lead to significant changes in the local environment.

Interactions take place at different stages of the project:

- before new car parks are built: in partnership with principals, local communities are consulted to ensure that their concerns are taken into account;
- during the operating phase: regular dialogue is maintained with local residents, shopkeepers and local authorities to manage any potential impacts and opportunities;
- frequency: interactions take place on an ongoing basis, on the basis of contractually planned exchanges or as required in the event of a specific situation.

At local level, under the responsibility of the Regional Directors, the operational hierarchy handles most of the interaction with the communities. For interactions specifically related to the INDIGO Foundation, the general delegate is responsible for these with the relevant stakeholders.

2.2.3. Taking action on material impacts on affected communities, and approaches to managing material risks and pursuing material opportunities related to affected communities, and effectiveness of those actions [S3-4]

Parking activity as a driver of territorial development

Parking as an activity plays a strategic role in regional development, generating economic spin-offs for local communities and delegating authorities. This activity is also part of a dynamic of financial and structural support for the regions.

Significant financial resources for local authorities

Car parks, as infrastructures operated under a public service delegation agreement, not only enable local authorities to lighten the technical and financial burden of managing parking infrastructures directly but also generate fees that constitute a permanent source of income for them. Fees are calculated on the basis of revenue and/or other criteria defined in the contracts.

A lever for the economic attractiveness of towns and cities

Car parks improve the accessibility of town centres and shopping areas, playing an essential role in their economic appeal. Car parks in town centres and business hubs encourage the use of shops, restaurants and cultural facilities, generating indirect income for the local economy as a whole.

Moreover, the INDIGO Group in France is involved in the various business encouragement measures taken by the towns where it operates. Over the years, these measures may have involved, for given periods or days and for varying lengths of time, the free parking of all or part of the car parks managed by the Group on behalf of cities. Examples include the 'Brie Happy' event in Melun in October 2025, the 'Children Without Cancer' event in Saint-Cloud in August 2025, and the Christmas festivities organised with the Aix-Marseille Metropolis, which offered two hours of free parking on the two weekends preceding Christmas in the Marseille and La Ciotat car parks.

By facilitating the mobility of residents, local workers and visitors, the Group's parking infrastructures helps to boost and develop local economic activity.

Supporting local employment and sustainability

As a car park operator, INDIGO also helps to create and maintain direct and indirect jobs in the local area. These jobs involve not only the Group's own staff, but also professionals involved in maintenance, safety and the installation of innovative equipment, such as electric vehicle charging stations. These projects also contribute to the emergence of more sustainable regions, in line with public policies on energy transition and green mobility.

In this way, the positive impact of the car park business goes far beyond its sole purpose of managing parking in the city. By generating substantial financial income, promoting the economic attractiveness of local areas and supporting local employment, it has become a genuine development lever for local authorities. Thanks to these multiple contributions, the Group's activities are designed to create value for cities and their inhabitants.

The INDIGO Foundation

The INDIGO Foundation's mission is to make the city more pleasant, more inclusive and more sustainable. Drawing on the local roots and solidarity of its founder, the INDIGO Group, as well as the involvement of the Group's employees, the Foundation is working to help towns and their residents. It is committed to supporting projects of general interest that contribute to improving community life and the quality of life for everyone. With this in mind, the INDIGO Foundation relies on the practice and values of sport and culture, which are sources of personal fulfilment, openness and social cohesion. In doing so, it is committed to combating urban exclusion, promoting local solidarity and enhancing local heritage and identity. The variety of supported projects means that they appeal to as many people as possible. They come to life in all parts of the city, in a spirit of togetherness and for the benefit of everyone.

In 2025, the INDIGO Foundation had an annual budget of 230,687 euros, enabling it to fund 24 projects in 22 towns in 5 countries (Belgium, Brazil, Colombia, Spain, and France). With a strong local base and close collaboration with associations, local authorities and project promoters, it has had an impact on more than 370,000 beneficiaries, thanks to concrete actions in the fields of sport, culture and solidarity. Three emblematic initiatives illustrate this commitment in France, Europe and the Americas.

France: democratising access to culture and promoting inclusion through sport

The INDIGO Foundation in France has dedicated a large part of its efforts to projects that make culture and sport accessible to as many people as possible. These projects particularly target those who are distanced from cultural activities, such as people in socially vulnerable situations, those suffering from illness, and young people. By supporting leading cultural events such as *Le Livre sur la Place* in Nancy and *Le Printemps des Poètes* in Tours, the Foundation has helped make culture a vehicle for social cohesion and inclusion. These partnerships have enabled targeted outreach initiatives to be implemented, such as meetings between authors and disadvantaged audiences, writing workshops in schools, and educational projects resulting in publications produced by the pupils themselves.

At the same time, the INDIGO Foundation has supported numerous inclusive sports initiatives, particularly in the fields of health-focused and adapted sports. In Chambéry, for example, the Foundation's support for France Parkinson's adapted activities has enabled individuals living with the disease to participate in workshops combining adapted physical activity, art therapy, and Argentine tango. This has helped improve their quality of life and maintain social connections. In Marseille, support for the *Tournoi Élisabeth - Marseille Rugby Méditerranée* has encouraged people affected by cancer to take up health-focused rugby in a supportive community setting. These projects demonstrate the Foundation's dedication to

supporting initiatives with a tangible social impact, collaborating closely with local stakeholders and engaging INDIGO staff in monitoring these initiatives.

Europe: fostering social cohesion and encouraging civic participation through culture and sport

At a European level, the INDIGO Foundation has supported projects that highlight the role of culture and sport in promoting social cohesion, civic participation and inclusion. In Belgium, the Menin Graffiti Project enabled young people to take ownership of an urban space through a collective artistic initiative combining sporting activities, creative workshops, and the creation of a monumental mural. This initiative fostered individual expression, teamwork, and a sense of belonging to the local area.

In Luxembourg, the Foundation supported the Philharmonie Luxembourg in setting up the Place de l'Europe Orchestra, a symphony orchestra made up of amateur adult musicians from the Greater Region. This project has promoted amateur music-making, built bridges between audiences and cultural institutions and offered the public high-quality concerts, whilst fostering cross-border exchanges, notably through joint concerts with ensembles based in Berlin. These initiatives demonstrate the INDIGO Foundation's commitment to participatory projects that can strengthen social ties and foster sustainable cultural dynamics at local and European levels.

The Americas: Supporting young people and communities through culture and sport

The INDIGO Foundation has continued its commitment to social inclusion and the empowerment of young people internationally, particularly in Latin America, through projects with a strong social impact. In Brazil, for example, the foundation has supported the Ballet Paraisópolis in São Paulo, enabling children and teenagers from a favela to benefit from a rigorous and formative arts education. As well as dance training, the programme provides comprehensive support for the young people and their families, including education, medical care and nutrition.

By 2025, the Foundation's support had improved learning conditions, funded classes and upgraded facilities for artistic practice, offering these young people new prospects.

In Colombia, the INDIGO Foundation has supported initiatives that combine sport, health and community engagement. These include awareness-raising and solidarity events organised by the Colombian League Against Cancer in Bogotá. These projects have brought together hundreds of participants through tailored sporting activities, prevention campaigns and fundraising initiatives, whilst promoting collective commitment in the face of illness. Through these initiatives, the Foundation reaffirms its commitment to impactful philanthropy that is attentive to local realities and focused on the sustainable strengthening of community capacities.

The INDIGO Foundation's annual report, detailing its governance, objectives and actions, is available on the Foundation's website: <https://fondation.group-indigo.com>.

2.3. Metrics and targets

2.3.1. Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities [S3-5]

The INDIGO Group has not set any specific targets for its affected communities, apart from the actions and annual budget of its Foundation, of €1 million over 5 years.

Actions and resources in relation to policies for developing positive impacts on affected communities

Data for 2025

In thousands of euros (€)	2025 OpEX	2030 OpEX	2025 CapEX	2030 CapEX
Territories	74,090	590,128		
Foundation	231	1,500		

Note: projections are cumulative over the period 2026-2030 inclusive

Data for 2024

In thousands of euros (€)	2024 OpEX	2030 OpEX	2024 CapEX	2030 CapEX
Territories	72,149	756,753		
Foundation	306	1,500		

The changes in the cumulative projections through 2030 result from a reassessment of the business development plan for the 2026–2030 period.

The CapEX associated with the communities is difficult to assess, as most of the Group's investments relate to its operating activities, from the construction and operation of facilities to the acquisition of new companies and are therefore de facto for the benefit of the territories in which it operates.

3. Consumers and end-users [S4]

3.1. Strategy

3.1.1. Material impacts, risks and opportunities and their interaction with strategy and business model [SBM-3]

All end-users that may be materially affected by the company are included in the ESRS 2 scope.

For the Group, end-users are downstream customers, i.e. subscribers and occasional users (individuals or companies) of parking spaces (vehicles and bicycles), including users of the INDIGO Neo service and users of self-service bicycles. All of these customers are likely to be impacted by INDIGO's activities or value chain. The Group is responsible for guaranteeing the availability and quality of its services and the information that it provides to its end-users, as well as the integrity of their personal data. As car parks are open to the public and are used by vehicles, users may be exposed to risks related to traffic accidents or damage to vehicles. The Group also pays particular attention to the risk of fire in its facilities. It therefore remains vigilant about the risks to which its users may be exposed.

Nature of the IRO	Description of the IRO	How it affects the population or the environment or what are the current financial effects for INDIGO	Time horizon	Positioning in the relevant value and activity chain
Negative impact	Lack of information for customers and end-users on conditions of access to services	Lack of information to customers and end-users on the conditions of access to services can lead to misuse of services due to asymmetries of information and lack of access, which can also cause inequalities and a loss of quality of service for the user.	Short term (<1 year)	Internal All INDIGO activities
Negative impact	Absence of consideration of customer health and safety.	Failure to take into account the health and safety of customers can lead to direct damage to their physical integrity (e.g. in the event of fire), a loss of customer satisfaction and the development of a feeling of insecurity among users (e.g. in the event of damage to vehicles or theft).	Constant	Internal and value chain Mainly parking services
Financial risk	Legal and financial consequences of failure in the consideration of user health and safety	Failure to take user health and safety into account can lead to financial losses as a result of legal claims in the event of accidents or injuries, potential administrative closures, a poor image of the company in the eyes of the general public, and loss of commercial relations.	Short term (<1 year)	Internal and value chain All INDIGO activities
Positive impact	Contribution to customer satisfaction by means of high-quality services in compliance with car park regulations.	High-quality services that comply with the regulations applicable to car parks boost users' confidence in the quality of the facilities and services provided.	Long term (>5 years)	Internal and value chain All INDIGO activities
Financial risk	Potential revenue reduction due to poor management of complaints and disputes, affecting customer satisfaction.	Poor management of complaints and disputes can lead to a drop in the number of users or subscribers due to poor service quality, as well as high costs associated with managing disputes and complaints, including time spent, financial compensation and administrative procedures.	Medium term (1-5 years)	Internal and value chain All INDIGO activities
Risk	Risk of compromising of the personal data of employees and customers, resulting in a privacy breach.	The compromising of the personal data of employees and customers exposes them to fraud, identity theft or abuse by cybercriminals, resulting in a loss of privacy, a feeling of unease and even financial repercussions.	Constant	Internal and value chain All INDIGO activities

The INDIGO Group's business model is based on the operation and management of parking services, both off-street and on-street, as well as sustainable mobility services. Service quality is therefore at the heart of its model. The impacts, risks and opportunities affecting end-users have a direct impact on the sustainability of the Group's business model, in that they have a positive or negative effect on its revenue, which is itself dependent on subscriptions and, more generally, on the use of its services. User dissatisfaction with the quality of services provided or access to information can have a direct impact on the revenue of the facilities in question, and even on the Group's financial results. On the other hand, quality services generate end-user satisfaction, which benefits INDIGO's image and financial results.

Resilience capacity of the strategy and business model

The resilience capacity of the Group's strategy and business model is based on monitoring service quality and customer satisfaction. This monitoring enables practices to be adjusted in line with user feedback. Various measures, such as satisfaction surveys, ensure continuous monitoring of operational processes and responsiveness to any observed malfunctions. This proactive approach enables INDIGO to strengthen its competitiveness while meeting customer expectations.

3.2. Impact, risk and opportunity management

3.2.1. Policies relating to consumers and end-users [S4-1]

The Group has adopted targeted policies to reduce the risks and seize the opportunities associated with its products and services. These policies reflect INDIGO's commitment to integrating sustainability principles, while meeting stakeholder expectations.

The Group has put in place a number of policies to manage the significant impact of its products and services on consumers and end-users:

- INDIGO ensures that it provides clear and transparent information to its customers, in accordance with local and international regulations, particularly with regard to pricing, consent and the protection of personal data;
- the Group applies the standards and regulations governing its facilities in order to guarantee users parking spaces and services that comply with fire and electrical safety standards and lift maintenance requirements. It also ensures that its facilities are accessible to people with disabilities;
- in order to strengthen interactions with its users and improve their experience, INDIGO implements a multi-channel communication policy, including telephone lines, online forms and physical shops.

INDIGO's policies have been designed to meet key strategic objectives:

- ensure that parking conditions comply with safety standards through regular inspections (internal or carried out by administrative authorities), fire tests and ongoing investment in infrastructures in which the Group can invest;
- ensure the transparency of information provided to users, particularly on prices and general terms and conditions, while complying with personal data protection standards;
- improve the user experience by tracking key indicators such as customer satisfaction and Google reviews.

INDIGO's policies are aimed at all consumers and end-users who interact with its services, while meeting the specific needs of certain groups. They are aimed at occasional or regular customers, whether subscribers or one-off users, and also include targeted measures for specific populations. For example, the Group makes its infrastructures accessible to users with different types of disability, including people with reduced mobility. In addition, digital consumers, particularly those using the INDIGO Neo website or application, benefit from ergonomic and secure platforms that comply with personal data protection standards.

The INDIGO Group has been a signatory to the Paris Charter for Resilience since 2025. This charter is a collective commitment to promoting a vision of regional resilience based on anticipating risks, fostering local solidarity, and encouraging cooperation between institutional, economic, and community stakeholders.

The implementation of consumer and end-user policies is the responsibility of the Directors of the various countries in which the Group operates.

The development of INDIGO's policies is based on an analysis of the expectations of key stakeholders: occasional users, regular subscribers, professional users and institutional partners. This is facilitated by the collection of feedback through satisfaction surveys, online opinions and regular discussions with stakeholders. These contributions help to identify priority needs and adapt policies accordingly. For example, expectations in terms of safety, soft mobility and infrastructure accessibility have led to targeted investments to meet current standards and improve the user experience.

INDIGO ensures that its policies are accessible to the stakeholders in question, whether consumers or the partners involved in implementing them. These policies are communicated using a variety of media, such as documents available on the company's website, information available on the INDIGO Neo website or application, regulatory signage, occasional poster campaigns in car parks, specific communications addressed to institutional stakeholders and external communications.

Respect for Human Rights

As a member of the United Nations Global Compact since 2022, the INDIGO Group has made serious commitments to guarantee respect for human rights, in particular those of its consumers and end-users. The Group also applies the OECD Guidelines for Multinational Enterprises to ensure that the rights of consumers/end-users are protected and respected throughout the Group's operations.

One of INDIGO's main commitments is to comply with the General Data Protection Regulation (GDPR) in Europe and equivalent regulations outside the European Union (Switzerland, the Americas), thereby guaranteeing the protection of the personal data of end-users. The company is also committed to complying with standards relating to confidentiality and the protection of sensitive information, particularly with regard to transactions carried out by consumers and information linked to their use of services, such as electric vehicle charging stations or the use of digital platforms.

At the same time, the Group has formalised all of the standard ethical rules binding on all its employees, in a code of conduct established in all the languages used in its subsidiaries. It expects irreproachable conduct from each of them, based on probity, loyalty, respect for dignity and individual rights.

The Group's values, in particular those of "respect and solidarity", complement the high standards of compliance expected of employees, both individually and collectively.

To date, no cases of non-compliance with the UN guidelines, the ILO declaration or the OECD guidelines involving consumers or end-users have been reported in the company's value chain, either upstream or downstream.

In the course of its business, the Group has no direct impact on the fundamental rights of consumers and end-users, with the exception of the protection of personal data. However, to mitigate any potential impact in this area, INDIGO complies with European and international regulations on data protection and has put in place IT security procedures complying with international standards.

General Data Protection Regulation

In order to comply with the European Directive (EU) 2016/679 known as the General Data Protection Regulation (GDPR), the Group has set up an organisation to ensure the protection of the personal data of its employees, customers and any stakeholders for whom it may have to manage such data.

The coordination of this process has taken the form of:

- the appointment of a Group Data Protection Officer (DPO) as well as local DPOs in each country;
- continuous updating of processing registers and maps to provide an accurate picture of the data processed;
- a generalisation of the privacy impact assessment (PIA) approach to all processing involving customer data or where there is a significant risk;
- the implementation of an awareness plan intended for:
 - all European employees from 2022, with specific workshops or information notes to round off the awareness-raising programme;
 - populations exposed to personal data protection issues relating to the application of Group procedures (privacy by design, compliance with retention periods, etc.);
 - the data controllers appointed by INDIGO;
- Regular review of contracts with relevant suppliers (data protection agreement) and audits of relevant third parties (by means of a questionnaire or ad hoc verification),
- management of requests to exercise rights by individuals whose personal data are processed, with full information on how to exercise these rights, in particular via the various "Confidentiality policies" or information notices on collection forms (e.g. on the INDIGO Neo websites and application);
- the implementation of a body of documentation comprising personal data management policies and procedures (management of the exercise of rights, management of data breaches, data life cycle) which is applied and regularly updated (new developments, changes to the requirements of the supervisory authorities (the CNIL, i.e. the French Data Protection Authority), publication of the recommendations of the European Data Protection Committee, case law).

INDIGO also has a set of internal policies designed to guarantee the security and confidentiality of personal data:

- general security policies (ISSP, IT charter, logs policy, etc.);
- cyber incident response plan;
- a policy for managing breaches of personal data and their potential notification, which the Group may initiate in order to limit or mitigate as effectively as possible the effects of a breach on the individual's fundamental rights and freedoms. The GDPR regulation also requires the company that has experienced the breach to notify the country's supervisory authority (in France, the CNIL) and/or to notify data subjects in case of a high risk to their rights. The aim is to act with diligence to remedy the effects of the breach and inform the people in question of the measures that they can take to protect themselves.

The organisation's GDPR maturity is monitored through regular internal audits of the roadmap of each country concerned by the GDPR. An annual review of the results of these audits and improvement actions takes place at the Group Audit and Risks Committee.

In the event of an incident, INDIGO has drawn up a cyber-incident response plan. This plan sets out a series of measures to be implemented rapidly in order to limit the potential impact on the fundamental rights and freedoms of data subjects. These measures include detection, immediate technical response and communication to stakeholders.

Cybersecurity

The Group has implemented an Information Systems Security Policy (ISSP) since 2018. Its content is aligned with the requirements imposed by laws and regulations such as the laws on personal data and privacy (General Data Protection Regulation). It follows security management standards and best practices such as ISO2700x. And finally, it incorporates the implementation of PCI DSS, an industry standard designed to protect payment card information. The Information Systems Security Manager (ISSM) ensures that the ISSP is properly applied and updated as necessary. In 2024, the Group's Supervisory Board approved a structured approach to cyber policy and action plans, based on the international NIST 2.0 standard. Its rollout began in 2025 and will continue into 2026.

This ISSP is applicable in all the Group's subsidiaries, under the responsibility of the local IT correspondents or, in the absence of such correspondents given the size of the subsidiary, directly under the supervision of the Group's IT Department. This policy includes a cyber alert process that any Group employee can activate.

Considering the risks specific to each business line, operational policies incorporating targets and objectives have been defined, physical, administrative and technical protection has been put in place and security incident management is ensured for workstations and servers.

At the same time, training and awareness-raising actions are carried out for IT teams and users, as with the distribution of the "Golden Rules of IT security" in all subsidiaries and on the Group's intranet. In 2025, phishing awareness campaigns were carried out across the Group.

In addition, as a result of the increase of remote working, the Group has strengthened the configuration of its IT assets and its authentication processes, such as the widespread use of MFA (Multi-Factor Authentication) on nomadic VPN access (SSL) for all its subsidiaries.

Finally, the Group regularly tests the effectiveness of its IT protection systems and internal and external audits are carried out annually. An annual review of the results of these audits and improvement actions takes place at the Group Audit and Risks Committee.

In April 2025, the INDIGO Group fell victim to a cyber incident. The above-mentioned response plan was implemented, and IT security has since been strengthened across all areas. Further details of the incident can be found in the Group's Consolidated Financial Statements, in the '2.1 Key Events' section.

INDIGO's general approach to interacting with consumers and end-users

INDIGO adopts a multi-channel approach to ensure optimum interaction with its consumers and end-users. This strategy is designed to meet the varied needs of its customers, whether they are using on-street or off-street parking services for personal or professional reasons, for hourly parking, on a season ticket or on a lease basis, or whether they are looking for electric charging stations or secure spaces for their bicycles.

Communication tools and channels used

INDIGO uses a variety of channels to facilitate interaction with its customers and ensure that its services meet their expectations:

- physical supports: the car park's internal regulations are available in each car park, providing essential information on users' rights and obligations. The price list is clearly displayed at the entrance to the facilities and at the payment terminals. Finally, clear pedestrian and vehicle signage has been installed to ensure safe orientation;
- digital channels: the INDIGO Neo websites and mobile application include Frequently Asked Questions, contact forms and/or a telephone number for customer service, and a dedicated customer area for managing services (subscriptions, on-demand bookings, viewing invoices, etc.). The general terms and conditions of sale are also available on these 2 media;
- direct interaction: a customer service team is available by e-mail or telephone, and staff are on hand in the shops or at the car park reception counters to deal with customer queries efficiently, while a 24/7 remote operation ensures immediate assistance in the event of a request for assistance in the car parks, with rapid response thanks to local response bases. These remote operations and assistance centres can, at any time, 24/7, intervene and assist the customer in his or her journey. Operators are also connected to the main equipment in the car parks, as well as to the various security (fire, sprinkler fault, etc.) or technical (pump malfunction, lift fault, etc.) alarms, enabling them to intervene very quickly by notifying local operating staff to clear up any doubts, or directly the emergency services concerned in the event of a confirmed incident. On the other hand, they interact directly with customers in the event of a call from intercom points located in the facilities (at gates or automatic checkouts, at entrance or exit doors, etc.). A system of video-protection cameras enables operators to remotely operate the car park and to better understand the situations presented and assist customers with requests of all kinds: questions about payment, loss of ticket, opening pedestrian access, reading number plates, etc.;
- digital media: INDIGO uses social networks to share key information and build closer ties with its customers. Special attention is paid to the Google reviews received, which are the subject of a personalised response from customer services, in collaboration with the car park team in question.

The Group endeavours to identify and remove any obstacles that may limit the accessibility or understanding of information:

- compliance with specific regulations: information distributed or displayed, such as price lists or general terms and conditions, is adapted to local and national regulations, whether for physical or remote sales;
- translation and graphic representation: in multilingual areas, INDIGO provides translated information to ensure understanding by all users. In addition, signs and pictograms complying with local regulations make it easier to pass on safety instructions and traffic rules;
- staff training: employees in direct contact with consumers are trained to respond to customers' main requests for information or assistance. Fire safety training enables employees to intervene in the event of a fire outbreak, to assist the fire brigade during an intervention and to come to the aid of people in danger.

3.2.2. Processes for engaging with consumers and end-users about impacts [S4-2]

The views of consumers and end-users are central to managing the actual and potential impacts of the Group's activities. This approach is based on a structured process of listening to customers, analysing their needs and taking corrective action, incorporating a number of key initiatives:

Systematic collection of feedback

INDIGO uses a range of tools to gather feedback from consumers, guaranteeing a proactive and transparent approach within its customer relations centres:

- online customer reviews: comments published on Google and other platforms are analysed individually. They receive a personalised response, drawn up in collaboration with the local team at the car park in question;
- satisfaction surveys: after each customer interaction (e-mail, telephone call or appointment), a survey is sent out to assess the quality of the care provided and to gather suggestions for improvement.

Data analysis and monitoring

The data collected through these different channels are centralised in a dedicated tool, which enables:

- identification of recurring trends in customer contacts and feedback;
- comparison of performance between car parks and measure progress over time;
- presentation of the results to country management to potentially guide strategic decisions.

Implementation of corrective actions

User feedback directly informs the decisions taken by INDIGO to improve the customer experience:

- local actions: teams in each car park implement practical solutions in response to customer feedback, such as adjusting signage or operational processes;
- targeted investments: analyses of mystery visits and satisfaction surveys influence investment priorities (e.g. equipment maintenance, additional training for employees).

Integration into the corporate strategy

Service quality is not just an operational objective, but also a key performance criterion. It is integrated into the variable remuneration of the entire operational chain, guaranteeing the involvement of all hierarchical levels in the continuous improvement of the customer experience.

By placing consumer feedback at the heart of its decision-making processes, INDIGO is strengthening its ability to meet user expectations and effectively manage the actual and potential impacts of its activities.

INDIGO attaches central importance to the views of consumers and end-users to inform its decisions and manage the actual or potential impacts of its activities. These customer experiences are gathered through the listening and interaction processes described above.

The subsidiary managers in each country are responsible for ensuring the availability of communication channels for dialogue with consumers. Their role is to ensure that user feedback is systematically considered, that the results of evaluations feed into strategic decisions, and that all customer relationship management processes are optimised.

Finally, in France, the effectiveness of interaction with consumers is assessed using a number of key indicators set out in a "360 Quality Indicator". Satisfaction surveys provide precise data on how services are perceived, while monitoring customer feedback and the implemented solutions provides for measurement of the impact of corrective actions.

Relations with cities (principals)

INDIGO adopts an approach based on close collaboration with cities. The Group's organisation is structured to be as close as possible to the field, enabling frequent and effective interaction at different levels. This guarantees a detailed understanding of local needs and a relevant response to the issues at hand.

Dialogue with the cities is organised around regular meetings, whether monthly, quarterly or annually, to discuss service performance, identify emerging needs and assess improvement plans. These interactions are often governed by detailed contractual clauses, which precisely define the pace and procedures for exchanges (comitology). To enhance transparency, INDIGO provides digital tools that enable local authorities to monitor infrastructure operation data in real time.

To guarantee the quality of our services, audits may be carried out by our principals, depending on the contract terms. These audits include evaluation grids, with penalties for non-compliance. The technical equipment in the car parks is also subject to regular checks by independent auditors, while ongoing staff training ensures that operational risks are kept under control.

As part of regulatory changes or to incorporate new urban mobility, the Group assists local authorities, on request, in drafting related contractual clauses. The company provides annual reports for public service contracts and equivalent reports for private contracts. At the end of the contract, INDIGO implements procedures to guarantee a smooth transition, ensuring the protection of personal data in accordance with the GDPR and respecting its contractual commitments.

3.2.3. Processes to remediate negative impacts and channels for consumers and end-users to raise concerns [S4-3]

INDIGO implements specific measures to remedy any negative impacts that may affect its end customers, whether involving a lack of information, health and safety risks or poor service quality. Each reported incident is thoroughly investigated by the local teams, in coordination with regional managers, to determine the cause and implement corrective solutions. These actions include clear communication with the users in question, who are informed of the implemented measures. At the same time, preventive action is being taken to avoid a recurrence of these problems, in particular through adjustments to operational processes or additional employee training.

INDIGO has set up several accessible channels for users to report any concerns or needs that they may have. The INDIGO Neo websites and application feature a telephone hotline and an online form for all countries in which the Group operates, enabling fast, personalised interaction. In addition, Google reviews, which are systematically analysed, enable the Group to gather direct feedback. Users can also contact the local teams in the car parks for immediate assistance.

Lastly, in France and in accordance with article L 211-3 of the French Consumer Code, the Group's General Terms and Conditions of Sale inform its consumer customers of the possibility of referring a dispute to its mediator or, in the case of a non-professional individual, to the European Online Dispute Resolution Platform.

INDIGO guarantees the availability of its channels through various support processes. Contractual clauses specify their implementation within the framework of relations with its principals, ensuring consistent and comprehensive coverage. Customer relations staff are trained to actively promote these tools to customers, and posters in car parks and online information regularly remind them of their existence. This proactive approach ensures that users are well informed of the means available to them to voice their concerns.

These are handled carefully and methodically by the customer relations centres. To ensure optimum management, key indicators such as the claims resolution rate and the customer satisfaction rate are monitored internally and presented annually to the Audit and Risks Committee. These data can be used to make the necessary adjustments to continually improve the processes and the responses provided. Internal mystery shopping also helps to improve the quality of customer interactions.

INDIGO strives to ensure that consumers are fully aware of the channels available to them and that they have confidence in their effectiveness: transparency of responses, speed of response, regular communications and information available in the car parks (rates, video protection, signage, etc.) and on its digital platforms.

INDIGO does not have specific policies against retaliation linked to the use of these channels as the Group considers this issue to be irrelevant in the context of its relations with consumers and end-users. The company guarantees the confidentiality of exchanges and respect for users to preserve a climate of trust and encourage open use of these tools, in line with the Group's GDPR policy.

3.2.4. Taking action on material impacts on consumers and end-users, and approaches to managing material risks and pursuing material opportunities related to consumers and end-users, and effectiveness of those actions [S4-4]

The INDIGO Group implements a series of actions to anticipate, prevent and mitigate the potential or actual negative impacts of its activities on consumers and end-users, in line with its social responsibility commitments and regulatory obligations. These actions are broken down into several key areas:

Measurement of customer satisfaction

In general, customer satisfaction with the Group's car parks is measured using several tools:

- customer surveys;
- on-site audits by a "mystery shopper";
- "mystery phone calls" to INDIGO stores or customer relations centres;
- Satisfaction surveys after contact with the customer relations centres,
- social network monitoring.

In France, mystery shopping is carried out by an external firm twice a year. The latter is based on a grid that tracks the journeys of pedestrians and vehicle users, thus allowing attention to all potential hurdles for the customer. As with annual surveys, the results are used by the Group to improve the quality of its services and shared with principals.

Compliance with current regulations

The Group scrupulously monitors compliance with regulatory changes in terms of safety and service to users:

- regulatory audits: depending on local regulations, our facilities are regularly inspected by the relevant administrative authorities, who check that the infrastructures comply with current standards (for example, safety commissions in France). The technical equipment is also subject to periodic inspections by inspection bodies;
- fire safety tests: regular drills and checks are carried out to ensure that the infrastructures are safe in the event of fire. Fire and evacuation simulations with the fire brigade are also organised;
- appropriate investment: in car parks where contractual conditions allow, the Group invests to modernise facilities and meet new regulatory requirements.

Employee training

Preventing and managing impacts also involves enhanced staff training, including:

- occupational health and safety training (*Sauveteur Secouriste du Travail (SST) Occupational First Aider*), aimed at giving employees the skills they need to prevent and manage risks both within their teams and for end-users;
- certifications, such as those for SSIAP (*Service de Sécurité Incendie et d'Assistance à Personnes - Fire Safety and Personal Assistance Service*) operatives, and electrical clearances, enabling rigorous management of infrastructures.
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Communication processes and incident management

To ensure optimum transparency and responsiveness to user needs, a number of communication processes have been put in place:

- direct communication channels: voice systems and customer relations centres enable end-users to quickly report any abnormal situations encountered in the car parks;
- display and documentation: the car park's internal regulations, tariffs and information on video surveillance are displayed in the car parks to clearly inform users of their rights and obligations;
- incident management: in the event of a local incident in the car parks, a case-by-case response is provided, in most cases involving the operating teams and, if necessary, the local legal and insurance departments or any other competent service or third party.

Improvement of infrastructures for the safety of consumers and end-users

To ensure user safety and compliance with current standards, the Group's facilities incorporate specific systems to make walkways safe and prevent the risk of fire:

- signage and safe paths: car park infrastructures are designed or adapted to include clear pedestrian paths, protected crossings and enhanced road and information signage;
- fire safety: in addition to regular tests, specific fire alarm and evacuation systems are installed in accordance with the regulations applicable to the structures (fire safety systems, fire detection, sprinklers, etc.).

Contributing to the prevention of potential negative impacts

The Group strives to minimise the potential negative impact on users by integrating safety and customer satisfaction at the heart of its processes:

- preventive maintenance: depending on the country, specialised employees or third parties ensure that safety equipment (fire detection, electricity) and lifts are in good working order;
- corrective action: following regulatory or internal audits, the recommendations made by the administrative authorities are systematically implemented;

- customer feedback: operations teams work closely with customer relations departments for quick resolution of reported operational incidents;
- adapted infrastructures: for people with disabilities, including those with reduced mobility, car parks are adapted to ensure accessibility for all.

The role of insurance and the legal profession

The Group's Legal, Insurance and Compliance Department manages the Group's insurance policy and oversees the management and settlement of claims. Insurance policies cover the main risks in accordance with local regulations.

Prevention is at the heart of the dialogue between the Group and its insurers. By seeking to optimise the coverage of insured risks, the Group maximises its investment in the protection of its structures.

Monitoring of actions

INDIGO relies on a set of mechanisms to monitor and evaluate the effectiveness of the actions and initiatives put in place to produce the expected results for consumers and end-users.

Compliance with regulations and regulatory developments

Audit reports on electrical equipment and fire safety enable the Group to maintain the compliance of its facilities.

Fire safety tests

The effectiveness of fire safety tests is assessed by analysing the results of periodically performed drills and simulations. These exercises help to identify any weaknesses in security protocols or equipment, and how to remedy them.

Employee training (SST, SSIAP, electrical approvals)

A follow-up of the initial trainings is carried out, in particular in order to respect the frequency of the trainings which, by regulation, must be regularly renewed like the trainings for electric authorisation, fire safety or first aid.

Personal data management

Internal GDPR compliance audits and IT system resilience tests are used to check the effectiveness of preventive and corrective measures. Feedback from stakeholders (customers, supervisory authorities) is also taken into account to adjust data protection policies.

By adopting this systematic approach to monitoring and evaluation, INDIGO guarantees that the implemented actions meet the expectations of consumers and end-users and are part of a continuous improvement process.

Description of how the company deals with a significant negative impact

INDIGO undertakes to anticipate, identify and remedy any negative material impact on its customers and users, particularly in terms of information transmitted, health and safety, and commercial relations. The company has put in place rigorous procedures to guarantee the quality and accuracy of communications sent to customers in the event of insufficient or incorrect information. This includes compliance with contractual obligations and transparency in information media. Feedback channels and complaints management systems enable any shortcomings to be identified quickly, reducing the risk of dissatisfaction or breach of contract. This approach helps to limit financial losses linked to a loss of confidence or the deterioration of commercial relations.

With regard to user safety, health and protection, INDIGO follows strict protocols to ensure the security of its infrastructures and services. Regulatory audits and technical inspections enable the Group to maintain its facilities in compliance with regulations and guarantee high safety standards for its users. In the event of an incident or proven risk, immediate corrective action is taken to minimise the risks to its customers. These measures are designed not only to protect users, but also to avoid financial repercussions such as higher insurance premiums or legal penalties for the Group.

Finally, with regard to the quality of relations with upstream customers and users, INDIGO promotes customer satisfaction by ensuring that it offers services that comply with the contracts signed and the information provided at the time-of-service subscription. At the same time, the Group works actively to avoid cases of non-compliance and to minimise their impact where necessary. Proactive management of complaints and disputes is a key lever for preserving quality relationships, maintaining stakeholder confidence and avoiding a potential drop in revenue due to deteriorating commercial relations.

Actions planned or underway to limit the significant risks to the company arising from its impacts on consumers and end-users

INDIGO deploys various measures to limit the significant risks that could arise from its activities. The Group commissions inspection firms to carry out inspections of electrical installations, technical equipment such as lifts and fire safety systems (extinguishers, alarms, evacuation systems). In the event of non-compliance, corrective action plans are immediately implemented to guarantee user safety.

Actions in terms of building maintenance, fire safety, staff training, customer care, information and the provision of communication channels to users of INDIGO's services enable the Group to limit the impact that it could suffer as a result of its own impact on its consumers.

Actions planned or underway to pursue material opportunities in relation to consumers and/or end-users

INDIGO has seized a number of strategic opportunities to meet user expectations, while strengthening its service offering.

The Group has invested massively (7.3% of the Group's CAPEX in 2025, as detailed in the paragraph on Taxonomy) in developing low-carbon mobility by installing electric vehicle charging stations, by integrating secure spaces for bicycles (Cyclopark) in its car parks or on the public highway and as the operator of the 'Vélib' bike-sharing scheme in the Paris metropolitan area, through its subsidiary Smovengo. These initiatives respond to consumers' growing expectations in terms of sustainable mobility, while reinforcing INDIGO's commitment to the ecological transition.

INDIGO is also developing a digital offering to simplify and enhance the user experience. The "INDIGO Neo" websites and mobile application enable customers to reserve a parking space, take out a season ticket or pay using paperless solutions.

At the same time, in line with its vision of the "Car Park of the Future", the Group also incorporates in its off-street facilities new car-related services that make urban travel more fluid and facilitate the daily life of its users and local residents. It is also diversifying its activities by promoting activities linked to urban logistics:

- entering into partnerships with product distributors by installing secure parcel lockers in its facilities for both private and business customers;
- by proposing the integration of Urban Logistics Spaces (ULS) in its facilities. A ULS is an urban logistics platform for the temporary storage of products to be delivered. The delivery lorries no longer deliver to the final recipients and have only one destination: the ULS. Subsequently, the packages are delivered in the car park periphery by small electric or non-motorised vehicles, which limits congestion in city centres and also pollutant emissions. The Group has therefore identified more than 94,000 m² of parking space in France that can be converted into city logistics, drive-through and storage activities. For example, in 2024, the Pressoir de Bercy car park in the heart of Paris will be completely transformed into a 2,040 m² urban logistics space. In 2025, the Group began work on the creation of a 12,000 m² urban logistics facility within one of Paris's largest car parks, the Arsenal de Foch car park; completion is expected in 2026. These projects illustrate a vision of urban distribution that meets the new standards of urban mobility, in perfect harmony with the logistics and environmental strategy of the city of Paris. Other projects are planned for 2025.

Actions to avoid causing or exacerbating significant negative impacts on consumers and end-users

INDIGO takes care to avoid any significant negative impact on its customers, in particular through its marketing, sales and use of personal data practices. To guarantee the protection of personal data, the company scrupulously complies with local legislation in this domain. Secure processes for processing, storing and accessing user data have been put in place. Regular cyber-security audits of information systems ensure that personal data are neither compromised nor used for purposes that do not meet consumer expectations.

Given its activities, INDIGO's marketing and sales practices do not discriminate against any group of consumers and do not favour a model that could run counter to the interests of the most vulnerable users.

Data for 2025

Resources allocated to policies related to the health and safety of employees and customers

In thousands of euros (€)	2025 OpEX	2030 OpEX	2025 CapEX	2030 CapEX
Allocated resources	52,181	435,768	8,830	65,270

Resources allocated to policies related to the customer information

In thousands of euros (€)	2025 OpEX	2030 OpEX	2025 CapEX	2030 CapEX
Allocated resources	983	7,853	6,522	67,343

Note: projections are cumulative over the period 2026-2030 inclusive.

The changes in the cumulative projections through 2030 result from a reassessment of the business development plan for the 2026-2030 period.

Data for 2024

Resources allocated to policies related to the health and safety of employees and customers

In thousands of euros (€)	2024 OpEX	2030 OpEX	2024 CapEX	2030 CapEX
Allocated resources	51,598	545,069	8,649	82,170

Resources allocated to policies related to the customer information

In thousands of euros (€)	2024 OpEX	2030 OpEX	2024 CapEX	2030 CapEX
Allocated resources	1,292	11,724	5,580	61,431

3.3. Metrics and targets

3.3.1. Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities [S4-5]

Measurement of customer satisfaction

Being able to count on loyal and faithful customers is essential for the Group. The operations and maintenance departments ensure on a daily basis that the services delivered are always optimal in the fundamental areas of cleanliness, lighting and equipment operation. But the satisfaction of the customers can raise other criteria. Thus, the measurement of their satisfaction is an indispensable tool that allows the Group to better understand their expectations and thus, by meeting them, to strengthen its competitiveness. Each country organises its own quality measures, according to the specific requirements of its users and principals (jointly prepared satisfaction surveys, for example). In France, the overall assessment of the service quality is part of the "360 Quality Indicator" or "IQ 360" reference system.

In 2025, 371 mystery visits took place in the Group's French car parks, which is roughly the same number as in 2024 (369).

"Mystery" phone calls and e-mails are also made either in INDIGO stores or at the Customer Relations Centre to assess the entire process, from the telephone reception to the end of the call. In 2025, 465 telephone calls were made and 480 "mystery" e-mails were sent in France, compared with 218 and 219 respectively in 2024. This increase is linked to the introduction of new services, which have been the subject of specific surveys: INDIGO Pro (a solution for a fleet of vehicles operating across multiple car parks) and INDIGO Recharge, with the Group becoming a fully-fledged charging operator in 2025.

In 2025, 632,302 tickets were processed by the Customer Relations departments, a significant increase compared with 2024 (565,449 tickets), mainly due to the cyber incident in April 2025. A satisfaction questionnaire is sent out for every ticket processed. In 2025, 34,795 responses were received and analysed with a view to continuously improving the provided services (compared to 46,070 in 2024).

Lastly, the operational monitoring carried out on social networks involved 10,277 opinions for France in 2025, compared to 7,184 in 2024. This 43% increase is driven by:

- the widespread adoption of digital surveys among INDIGO Neo customers (launched in May 2025), which direct some reviews to the Google listings of the relevant car parks;
- technical developments and increased resources, which enable reviews to be collected more effectively.

Scoring methodology (IQ 360):

- visit score: assessment based on 4 ratings graded 0/30/70/100 according to the criteria in the grid;
- call rating: 3 call attempts for each shop. Analysis of the call on a subscription request. Unanswered calls are not counted;
- Google reviews: Google reviews are collected by car park. The number of stars is expressed as a percentage. The average of the scores is the overall score;
- satisfaction survey score: the proportion of survey returns rated “good” out of the overall volume of returns gives the satisfaction score as a percentage.

IQ 360 target: 80% overall satisfaction with the IQ 360 standard.

As previously stated, the results are communicated to the principals, and an annual presentation is made to the Group's shareholders at the Audit and Risks Committee meeting.

The INDIGO Group does not have any specific objectives concerning the safety, health and protection of users.

Governance information

1. Business conduct [G1]

1.1. Governance

1.1.1. The role of the administrative, supervisory and management bodies [GOV-1]

In accordance with legal requirements, the role of the administrative, management and supervisory bodies is described in the General Information section, section 1.2. Governance.

1.2. Impact, risk and opportunity management

1.2.1. Description of the processes to identify and assess material impacts, risks and opportunities [IRO-1]

The description of the process to identify and assess material business conduct impacts, risks and opportunities can be found in the General Information section, section 1.4.1 Description of procedures for identifying and assessing material impacts, risks and opportunities [IRO-1]. The same parameters have been applied to it.

Type of IRO	Description	How it affects the population or the environment or what are the current financial effects for INDIGO	Time horizon	Location and activity concerned
Negative impact	Impact on the image of principals and shareholders in the event of poor management of business conduct.	Poor business management can lead to financial loss and damage the image of principals and shareholders in the eyes of users.	Medium term (1-5 years)	Internal and value chain All INDIGO activities
Financial risk	Inability to respond to invitations to tender (exclusion from contracts) and to perform current contracts in the event of unethical behaviour.	Unethical behaviour can lead to loss of funding or commercial opportunities, particularly in public procurement, because of failure to comply with the requirements of principals.	Constant	Internal and value chain All INDIGO activities
Negative impact	Damage to the image and reputation of principals and shareholders in the event of a corruption offence.	A corruption offence can damage the image of principals, affect the reputation of shareholders and lead to financial loss for the Group.	Short term (<1 year)	Internal and value chain All INDIGO activities
Financial risk	Legal and financial consequences in case incidents of corruption or bribery.	Corruption and bribery are highly regulated issues that can result in substantial financial penalties, compliance costs, a poor public image for the company, ruptured business relationships with partners, a damaged employer brand and a reduction of the attractiveness of the company.	Short term (<1 year)	Internal All INDIGO activities
Risk	Failure to comply with national and European legislation on the protection of whistleblowers (e.g. the Sapin II Act and the European Directive) could damage the Group's reputation and result in administrative or financial penalties.	A lack of protection for whistleblowers may result in corrective action being required, as well as legal costs, the temporary loss of access to certain markets or funding where compliance is required by clients or lenders, and financial penalties.	Short term (<1 year)	Internal All INDIGO activities

Ethical business conduct is at the heart of the INDIGO Group's business model and value chain. The Group works with principals that are demanding in this respect, particularly public sector customers whose orders are regulated. It is therefore crucial to adopt standards-compliant business practices in order to develop long-term relationships based on trust, which are essential to the sustainability of the business model.

1.2.2. Business conduct policies and corporate culture [G1-1]

In 2024, the Group defined its values and the major principles of action that flow from them.

A participative methodology has been carried out, including an inventory of existing values disseminated in the various countries in which the Group is established, workshops with the various human resources departments of the subsidiaries, and a questionnaire sent to representative panels of employees around the world.

This work has led to the definition of three couples of values, inherent to the Group and based on the major contemporary challenges: respect and solidarity, spirit of conquest and innovation, responsibility and commitment. Responsibility and commitment mean, first and foremost, collectively, “ensuring the means to provide a quality service within an ethical framework” and, at an individual level, “demonstrating ethics and transparency in all my decision-making.”

Respect for and implementation of these values, which constitute the Group’s culture, are supported by the Executive Board, under the supervision of the Supervisory Board.

The general compliance policy is based on the implementation of the pillars defined by the Sapin II law:

- risk mapping: the Group has drawn up an anti-corruption risk map to identify, assess and prioritise corruption-related risks in all of its activities and geographical areas. This mapping is based on an in-depth analysis of the company’s activities and processes, and its interactions with stakeholders. It is a tool for defining appropriate preventive measures, reinforcing internal controls and raising employee awareness through targeted training. This approach is part of the Group’s overall strategy of responsible governance, and it helps to reduce the risks of non-compliance while strengthening stakeholder confidence. It has been drawn up for each country in which the Group operates and then consolidated at the Group level. The map is updated to take account of changes in the company’s activities and regulatory environments (see G1-3_01 for further details).
- a Code of Conduct: as part of its commitment to responsible governance and ethical conduct, the Group has drawn up and implemented a Code of Conduct, prefaced by the Chairman of the Executive Board, to guide all employees, partners and stakeholders. This document reflects the Group’s fundamental values, such as integrity, transparency, respect for competition rules and the fight against corruption. It defines the expected behaviours, based on probity, loyalty, respect for dignity and individual rights, as well as prohibited practices. It is made available to all employees and appended to employment contracts (see G1-3_01 for further details).
- an internal whistleblowing system: the Group has set up a whistleblower hotline to provide a secure and confidential channel for reporting any behaviour that runs counter to its values and current regulations. This tool enables employees, partners and stakeholders to report inappropriate practices, human rights violations, environmental damage or any other behaviour constituting a misdemeanour, crime, etc.
- a training programme: the Group organises training sessions to raise awareness and educate employees about compliance issues and the rules to be observed.

For example, Brazil and France have developed an e-learning platform that includes training on the Code of Conduct and the whistleblower line, which is included in the employee onboarding procedure. In the other subsidiaries, awareness-raising initiatives have been implemented within the management committees to remind them of the ethical rules set out in the code of conduct.

This system helps to prevent non-compliant behaviour, to ensure compliance with current regulations and to protect the company’s reputation (see also G1-3_6).

The Group’s anti-corruption training programme is aimed primarily at employees whose functions are most exposed to the risks identified in the risk mapping. They are mainly linked to the management of contracts and tenders, purchasing, recruitment and operations, because of their interaction with external parties and their ability to commit the company.

- control procedures: each country has drawn up its own risk map and action plans, which are monitored at the Group level; the Group has set up internal control processes to monitor and assess the effectiveness of the implemented measures, including compliance audits carried out in its subsidiaries.

This policy is part of an approach to responsibility and business ethics that meets the growing expectations of the Group’s stakeholders. In this way, INDIGO strengthens the trust of its partners and consolidates lasting relationships, while meeting regulatory and societal requirements. This approach also helps to retain in-house talent, which is particularly sensitive to commitments in terms of governance and social responsibility. It also promotes more effective management of stakeholder relations and helps to make the Group more attractive to like-minded partners.

The compliance policy applies to all Group activities, including its foreign subsidiaries, and covers all employees. It covers projects and services for both public-sector customers, such as cities and hospitals, and private-sector customers. It spans the entire value chain, integrating upstream relationships with suppliers and partners, as well as downstream delivery of services to end customers. Its application covers all countries in which the Group operates, while taking into account local specificities and regulations in force. This policy involves all of the Group's stakeholders, including shareholders, employees, customers, as well as suppliers, subcontractors and strategic partners, thus guaranteeing a compliant and responsible framework in all of its economic and commercial interactions.

The General Management is responsible for the sustainable development and compliance programmes and ensures their implementation. The various departments of the General Secretariat draw up policies and procedures, then support their operational implementation. The Risk and Internal Audit Department ensures that they are properly applied.

The Audit and Risks Committee also supports the development of our corporate ethics culture. It is briefed quarterly on ESG work and oversees reporting on compliance, sustainability and social policies, as well as internal audits in these areas.

Structuring projects and policies are also submitted to the Supervisory Board, which validates the Group's three risk maps. These are the anti-corruption/Sapin 2 risk map, the ESG dual materiality matrix and the mapping of the Group's general risks.

The Group's commitments and values have led it to set up a compliance programme, including the implementation of the obligations arising from the French law of 9 December 2016 on transparency, the fight against corruption and the modernisation of economic life (Sapin II law).

In addition to complying with legal and ethical requirements, the Group's values lead it to promote a culture of integrity and individual and collective responsibility. The challenge is not only to prevent risks - particularly corruption - to avoid the negative effects of criminal, financial and reputational sanctions, but also to strengthen the confidence of its stakeholders, shareholders, employees, customers and partners....

For the Group, compliance and a culture of ethics are a guarantee of the long-term future of its activities.

In developing its policies, INDIGO takes into account the interests of its main stakeholders by complying with French, European and international legislative requirements. This approach ensures that the implemented policies meet regulatory expectations and the Group's ethical and operational challenges. These policies are communicated by the Group Chairman and the Executive Board members, who convey the messages directly to all employees, in particular at group meetings.

Compliance policies are made available to all internal stakeholders via the Group's intranet site, guaranteeing direct and permanent access to reference documents. To ensure that they are properly understood and applied, INDIGO deploys specific tools such as mandatory training and awareness-raising sessions, enabling each employee to acquire in-depth knowledge of the applicable commitments and rules. These systems make it easier for teams to take ownership of policies and reinforce their implementation in the Group's day-to-day operations.

Whistleblowers system

In 2024, the Group modernised its whistleblowing system by setting up a common platform dedicated to whistleblowers, called "Integrity Log", which guarantees the anonymity of the whistleblower and the transmitted information. Brazil has developed its own reporting platform ("Contato Seuro") offering the same guarantees and protections.

In accordance with European Directive 2019/1937 on the protection of whistleblowers, all employees and third parties concerned have the right to report any information relating to a crime, an offence, a threat or harm to the general interest, as well as any violation of an international commitment ratified by France, a unilateral act of an international organisation, European Union law, the law or regulations in force, or the Group's Code of Conduct, particularly with regard to corruption.

To ensure optimum accessibility, a telephone hotline is also available in all countries where the Group operates, and the whistleblowing platform, hosted by an external service provider, is accessible 24/7 in all of the Group's languages.

Each subsidiary has designated an independent function to handle alerts, and all investigations are accompanied by a confidentiality undertaking from the parties involved.

The Whistleblowers' Charter drawn up by INDIGO states that the Group guarantees that there will be no retaliation, discrimination or disciplinary action in respect of whistleblowers reporting in good faith.

This whistleblower line enables all employees and third parties concerned to contribute to compliance and reinforces the Group's commitment to transparency and ethics.

1.2.3. Prevention and detection of corruption and bribery [G1-3]

As part of its commitment to business ethics and compliance, INDIGO has put in place a set of procedures to prevent, detect and deal with allegations or incidents of corruption and bribery. These measures guarantee the integrity of the Group's operations while ensuring compliance with local and international regulations. INDIGO has developed preventive mechanisms in compliance with the Sapin II law and following the recommendations of the French Anti-Corruption Agency (AFA).

Code of Conduct and associated policies

The Group's Code of Conduct, available on its website, formalises INDIGO's commitment to ethical practices and provides a framework for the conduct expected of its employees. It explicitly prohibits all forms of corruption and bribery and sets out rules for managing conflicts of interest and interactions with commercial agents.

In Brazil, a code of conduct has also been introduced to complement the Group's code and ensure it is tailored to the Brazilian regulatory and cultural environment. It provides practical guidance on topics such as anti-corruption, data protection, interactions with public authorities, social and environmental responsibility, and compliance with local laws, to employees and all stakeholders.

To ensure its broad distribution, the Code of Conduct has been translated into the main languages used by the Group's controlled subsidiaries. It is appended to employment contracts and made available to all employees via the company intranet. It is also accessible to partners and suppliers, and specific anti-corruption clauses are included in commercial contracts. In order to prevent all possible risks, the Code of Conduct is also backed up by Group procedures and policies, such as the gifts and entertainment policy.

The Executive Board Chairman is personally involved in communicating these commitments, signing all important messages, writing explanatory prefaces on the procedures and using videos to highlight the importance of anti-corruption training.

Compulsory training and awareness-raising schemes

The Group has set up a structured training programme designed to raise awareness among all employees of the challenges of combating corruption.

Initially, an e-learning module was deployed and made compulsory for all managers. This module covers concepts such as corruption, influence peddling and conflicts of interest, with practical exercises and a final quiz to assess the acquired knowledge. This e-learning module is permanently accessible on the group's dedicated training site, "Campus INDIGO".

In addition, face-to-face training sessions are organised for employees in positions identified as sensitive by the anti-corruption risk mapping. These sessions, led by lawyers specialising in compliance and anti-corruption, are based on risk scenarios revealed by the mapping exercise and adapted to the participants' functions, thus strengthening their ability to identify and manage high-risk situations.

Following face-to-face training for operational roles in 2024, another specific face-to-face training course was also offered in 2025 to support functions, HR, legal and internal audit departments, and to all exposed management. It is also based on scenarios derived from the anti-corruption risk map and has been adapted to the specific characteristics of their activities in order to ensure a targeted and relevant approach.

Similarly, the management bodies are also involved, with regular awareness-raising sessions on anti-corruption issues given to members of Comex and the Management Committee in France. They were also given special training in 2025.

Within the Group, 72% of the functions considered to be most exposed to corruption risks, in view of their interactions with third parties and their status, have received training with regard to these risks. Specific targets relating to this area will be set in 2026 and published in the next sustainability report.

Number of employees in positions exposed to the risk of corruption covered by training programmes:

At-risk functions	% covered by training programmes	
	2024	2025
Number of functions-at-risk covered by training programmes	487	436
Total at-risk functions	731	609
Percentage of functions-at-risk covered by training programmes	67%	72%

Risk management and internal control

Risk mapping

As part of a proactive approach, INDIGO regularly assesses corruption risks in order to identify sensitive areas and strengthen its control systems. In 2023, the mapping of corruption and influence peddling risks was completely updated. This work enabled us to draw up a detailed map by country as well as a consolidated summary at Group level, accompanied by local and global action plans. This map will be updated in 2026 to include the Group's new acquisitions.

Evaluation and control of third parties

In France, Brazil and Colombia, the most at-risk third parties are assessed before the start of a contractual relationship. This evaluation is based on the use of screening software (Brazil and Colombia) or on the sending of questionnaires adapted to the type of third party in question (France). Specific anti-corruption clauses are included in contracts to prevent any risk of illegal practices.

Alert and incident management mechanisms

In addition to preventive measures, INDIGO has put in place tools and mechanisms to detect potential incidents and respond effectively:

- internal audits and financial control: annual internal audits are carried out to examine financial transactions and internal processes, so as to identify any anomalies or suspicious behaviour;
- secure reporting channel: since 2024, the Group has deployed a secure reporting platform for reporting any suspicious incident or allegation of corruption. This system guarantees the confidentiality of information and facilitates the early detection of risks.

Managing alerts and sanctions

When an alert is received, a strict procedure is applied:

- internal investigation: a dedicated, independent team analyses the admissibility of the report and investigates the facts reported. In France, these investigations are carried out jointly by the Head of Compliance and the Head of Internal Audit and Risk Management. They assess the admissibility of the report and then open an internal investigation, if necessary, in conjunction with a Human Resources representative or any other relevant function, depending on the nature of the case. Everyone involved in the survey is subject to a specific confidentiality undertaking;
- disciplinary sanctions: if the facts are confirmed, proportionate sanctions are applied, up to and including dismissal;
- remediation plan: corrective measures are put in place to prevent incidents from recurring and to reinforce preventive measures.

The anonymised investigation report is presented to the Internal Risk Committee, which monitors the progress of reported matters and reports regularly to the Audit and Risks Committee.

Through these measures, INDIGO is strengthening its anti-corruption policy and guaranteeing the effective implementation of its commitments in terms of ethics and compliance. By integrating training tools, control processes and secure reporting mechanisms, the Group prevents risks and ensures ethical, transparent and responsible business conduct.

1.3. Metrics and targets

1.3.1. Incidents of corruption or bribery [G1-4]

The Group complies with its legal and regulatory obligations and incorporates the recommendations of the French Anti-Corruption Agency in the development of its compliance system.

Number of proven cases of corruption

	2024	2025
Number of convictions for breaches of anti-corruption and anti-corruption laws	0	0
Amount of fines for violation of anti-corruption and anti-bribery laws	0	0
Number of confirmed incidents of corruption or bribery	0	0
Information on the nature of confirmed incidents of corruption or bribery	0	0

Appendices

Disclosure requirements IRO_2 [ESRS 2] relative to ESRS covered by the undertaking's sustainability report.

Legend:

- I = Part 1: General Information
- IE = Part 2: Environmental Information
- IS = Part 3: Social Information
- IG = Parts 4: Governance information

ESRS	Disclosure requirements	Associated section
ESRS 2 - General disclosures	General basis for preparation of the sustainability statements [BP-1]	I 1.1.1.
	Disclosures in relation to specific circumstances [BP-2]	I 1.1.2.
	Role of the administrative, management and supervisory bodies [GOV-1]	I 1.2.1.
	Information provided to and sustainability matters addressed by the undertaking's administrative, management and supervisory bodies [GOV-2]	I 1.2.2.
	Integration of sustainability-related performance in incentive schemes [GOV-3]	I 1.2.3.
	Statement on due diligence [GOV-4]	I 1.2.4.
	Risk management and internal controls over sustainability reporting [GOV-5]	I 1.2.5.
	Strategy, business model and value chain [SBM-1]	I 1.3.1.
	Interests and views of stakeholders [SBM-2]	I 1.3.2.
	Material impacts, risks and opportunities and their link with strategy and business model [SBM-3]	I 1.3.3 IE 1.1.2. IS 1.1.1. IS 2.1.1. IS 3.1.1. IG 1.2.1.
	Description of the process to identify and assess material impacts, risks and opportunities [IRO-1]	I 1.4.1.
	Disclosure requirements in ESRS covered by the undertaking's sustainability report [IRO-2]	I 1.4.2.
	ESRS E1 - Climate change	Integration of sustainability-related performance in incentive schemes [GOV-3]
Material impacts, risks and opportunities and their interaction with strategy and business model [SBM-3]		IE 1.2.2.
Description of processes to identify and assess climate-related material impacts, risks and opportunities [IRO-1]		I 1.4.1.
Transition plan for climate change mitigation [E1-1]		IE 1.2.2.
Policies related to climate change mitigation and adaptation [E1-2]		IE 1.2.3.
Actions and resources in relation to climate change policies [E1-3]		IE 1.2.4.
Targets related to climate change mitigation and adaptation [E1-4]		IE 1.3.1.
Energy consumption and mix [E1-5]		IE 1.3.2.
Gross Scope 1, 2, 3 and total GHG emissions [E1-6]	IE 1.3.3.	

ESRS S1 – Company workforce	Interests and views of stakeholders [SBM-2]	I 1.3.2.
	Material impacts, risks and opportunities and their interaction with strategy and business model [SBM-3]	IS 1.1.1.
	Policies related to the company's workforce [S1-1]	IS 1.2.1.
	Process for dialogue with the company's employees and their representatives on the impacts [S1-2]	IS 1.2.2.
	Process for remedying negative impacts and channels for company staff to raise concerns [S1-3]	IS 1.2.3.
	Taking action on material impacts on company personnel, approaches to managing material risks and pursuing material opportunities related to company personnel, and effectiveness of those actions [S1-4]	IS 1.2.4.
	Targets related to managing material negative impacts, advancing positive impacts, and the management of material risks and opportunities [S1-5]	IS 1.3.1.
	Characteristics of the undertaking's employees [S1-6]	IS 1.3.2.
	Characteristics of non-employees assimilated to company staff [S1-7]	IS 1.3.3.
	Collective bargaining and social dialogue coverage [S1-8]	IS 1.3.4.
	Diversity indicators [S1-9]	IS 1.3.5.
	Decent wages [S1-10]	IS 1.3.6.
	Training and skills development indicators [S1-13]	IS 1.3.7.
	Health and safety indicators [S1-14]	IS 1.3.8.
	Work-life balance indicator [S1-15]	IS 1.3.9.
Remuneration metrics (pay gap and total remuneration) [S1-16]	IS 1.3.10.	
Incidents, complaints and severe human rights impacts [S1-17]).	IS 1.3.11.	
ESRS S3 – Affected Communities	Interests and views of stakeholders [SBM-2]	I 1.3.2.
	Material impacts, risks and opportunities and their interaction with strategy and business model [SBM-3]	IS 2.1.1.
	Policies relating to affected communities [S3-1]	IS 2.2.1.
	Process for dialogue with affected communities on impacts [S3-2]	IS 2.2.2.
	Taking action on material impacts on affected communities, an approach to managing material risks and pursuing material opportunities related to affected communities, and effectiveness of those actions [S3-4]	IS 2.2.3.
Targets related to managing material negative impacts, developing positive impacts, and the management of material risks and opportunities [S3-5]	IS 2.3.1.	
ESRS S4 – Consumers and end-users	Interests and views of stakeholders [SBM-2]	I 1.3.2.
	Material impacts, risks and opportunities and their interaction with strategy and business model [SBM-3]	IS 3.1.1.
	Policies relating to consumers and end-users [S4-1]	IS 3.2.1.
	Process for dialogue with consumers and end-users on impacts [S4-2]	IS 3.2.2.
	Processes to remediate negative impacts and channels for consumers and end-users to raise concerns [S4-3]	IS 3.2.3.
	Taking action on material impacts on consumers and end-users, and approaches to managing material risks and pursuing material opportunities related to consumers and end-users, and effectiveness of those actions [S4-4]	IS 3.2.4.
Targets related to managing material negative impacts, advancing positive impacts, and the management of material risks and opportunities [S4-5]	IS 3.3.1.	
ESRS G1 – Business Conduct	The role of the administrative, management and supervisory bodies [GOV-1]	IG 1.1.1.
	Description of the processes to identify and analyse material impacts, risks and opportunities [IRO-1]	IG 1.2.1.
	Corporate culture and business conduct policies [G1-1]	IG 1.2.2.
	Prevention and detection of corruption and bribery [G1-3]	IG 1.2.3.
	Incident of corruption or bribery [G1-4]	IG 1.3.1.

Table of omissions

In accordance with the CSRD directive and the results of the dual materiality analysis, certain issues have been deemed non-material and are therefore excluded from the reporting requirements. The table below summarises these omissions:

ESRS	Disclosure requirements	Comment
ESRS E1 – Climate change	GHG removals and GHG mitigation projects financed through carbon credits [E1-7]	Not applicable as INDIGO is not developing carbon offset projects.
	Internal carbon pricing [E1-8]	Not applicable as INDIGO has not introduced any internal carbon pricing.
	Expected financial impact of physical and material transition risks and potential climate-related opportunities [E1-9]	Not applicable this year.
ESRS E2 – Pollution	ESRS non-material following dual materiality analysis	The INDIGO Group's activities and its value chain are not a major source of pollution. Any removal of asbestos or lead paint, which may occur during the work carried out in the car parks that the Group manages for its own account, are carried out in accordance with the laws in force and are also entrusted to specialised companies.
ESRS E3 - Water and marine resources	ESRS non-material following dual materiality analysis	The Group's water consumption is limited and mainly used for cleaning the car parks. This limited use has no significant impact on local water resources. Moreover, the new car parks constructed within water tables do not discharge dewatering water, whether collected after seepage or pumped to avoid such seepage. Similarly, the generated wastewater comes mainly from washrooms and cleaning operations, with some run-off water that may contain hydrocarbons, but this is filtered in settling tanks before being discharged into the sewer system. Water pumping is also controlled to minimise any environmental impact.
ESRS E4 – Biodiversity and Ecosystems	ESRS non-material following dual materiality analysis	As the construction and operation of car parks takes place mainly in urban environments, the Group's business is not very concerned with biodiversity issues.
ESRS E5 - Resource use and circular economy	ESRS non-material following dual materiality analysis	The Group's activities, both in the operation of its car parks and in its offices, generate very little waste and consumption of raw materials.
ESRS S1 – Company workforce	Social protection [S1-11]	Not applicable this year.
	Persons with disabilities [S1-12]	The accessibility of car parks for people with disabilities is a matter entirely governed by local legislation, which sets out strict and sufficient requirements in this area. However, in addition to complying with these obligations, the Group is taking additional measures to improve the accessibility of its infrastructures, depending on the specific situation in each country.
ESRS S2 - Workers in the value chain	ESRS non-material following dual materiality analysis	Workers in the value chain are not a material issue. The business is based mainly on local operations, with a limited number of staff employed directly by the company.
ESRS S4 – Consumers and end-users	Processes to remediate negative impacts and channels for affected communities to raise concerns [S3-3]	The Group's activities do not generate any significant complaints or concerns from the affected communities.
	Targets related to managing material negative impacts, advancing positive impacts, and the management of material risks and opportunities [S4-5]	The INDIGO Group does not have an MDR-T target.
ESRS G1 – Business Conduct	Management of relationships with suppliers [G1-2]	The issue is non-material following the dual materiality analysis.
	Political influence and lobbying activities [G1-5]	The issue is non-material following the dual materiality analysis.
	Payment practices [G1-6]	The issue is non-material following the dual materiality analysis.

List of datapoints anticipated in the cross-cutting and topical standards that are required by other EU legislation in application of ESRS 2, Appendix B

Disclosure Requirement and related datapoint	SFDR reference	Pillar 3 reference	Benchmark Regulation reference	EU European Climate Law	Section in the report
ESRS 2 GOV-1 Board's gender diversity paragraph 21 (d)	Indicator n° 13 of Table #1, Annex I		Annex II of Commission Delegated Regulation (EU) 2020/1816		I 1.2.1.
ESRS 2 GOV-1 Percentage of board members who are independent paragraph 21 (e)			Annex II of Commission Delegated Regulation (EU) 2020/1816		I 1.2.1.
ESRS 2 GOV-4 Statement on due diligence paragraph 30	Indicator n° 10, table #3, Annex I				I 1.2.4.
ESRS 2 SBM-1 Involvement in activities related to fossil fuel activities paragraph 40 (d) i	Indicator n° 4, table #1, Annex I	Article 449a of Regulation (EU) n° 575/2013; Commission Implementing Regulation (EU) 2022/2453, table 1: Qualitative information on Environmental risk and Table 2: Qualitative information on Social risk	Annex II of Commission Delegated Regulation (EU) 2020/1816		Not concerned
ESRS 2 SBM-1 Involvement in activities related to chemical production paragraph 40 (d) ii	Indicator n° 9, table #2, Annex I		Annex II of Commission Delegated Regulation (EU) 2020/1816		Not concerned
ESRS 2 SBM-1 Involvement in activities related to controversial weapons paragraph 40 (d) iii	Indicator n° 14, table #1, Annex I		Article 12(1), Delegated Regulation (EU) 2020/1818, Annex II of Delegated Regulation (EU) 2020/1816		Not concerned
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), of Delegated Regulation (EU) 2020/1816, Annex II.		Not concerned
ESRS E1-1 Transition plan to reach climate neutrality by 2050 paragraph 14				Article 2(1) of Regulation (EU) 2021/1119	IE 1.2.2.
ESRS E1-1 Undertakings excluded from Paris-aligned Benchmarks paragraph 16 (g)		Article 449a Regulation (EU) N° 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	Article 12.1 (d) to (g), and Article 12.2 of Delegated Regulation (EU) 2020/1818		Not concerned
ESRS E1-4 GHG emission reduction targets paragraph 34	Indicator n° 4, table #2, Annex I	Article 449a Regulation (EU) N° 575/2013; Commission Implementing Regulation (EU) 2022/2453, Template 3: Banking book – Climate change transition risk: alignment metrics	Article 6 of Delegated Regulation (EU) 2020/1818		IE 1.3.1.
ESRS E1-5 Energy consumption from fossil sources disaggregated by sources (only high climate impact sectors) paragraph 38	Indicator n° 5, table #1 and Indicator n. 5, table #2, Annex I				IE 1.3.2.
ESRS E1-5 Energy consumption and mix paragraph 37	Indicator n° 5, table #1, Annex I				IE 1.3.2.

ESRS E1-5 Energy intensity associated with activities in high climate impact sectors paragraphs 40 to 43	Indicator n° 6, table #1, Annex I				IE 1.3.2.
ESRS E1-6 Gross Scope 1, 2, 3 and Total GHG emissions paragraph 44	Indicators number 1 and 2 Table #1, Annex I	Article 449a of Regulation (EU) N° 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	Article 5(1), 6 and 8(1), of Delegated Regulation (EU) 2020/1818,		IE 1.3.3.
ESRS E1-6 Gross GHG emissions intensity paragraphs 53 to 55	Indicator n° 3, table #1, Annex I	Article 449a of Regulation (EU) N° 575/2013, Commission Implementing Regulation (EU) 2022/2453, Template 3: Banking book – Climate change transition risk: alignment metrics	Article 8(1) of Delegated Regulation (EU) 2020/1818		IE 1.3.3.
ESRS E1-7 GHG removals and carbon credits paragraph 56				Article 2(1) of Regulation (EU) 2021/1119	Not concerned
ESRS E1-9 Exposure of the benchmark portfolio to climate-related physical risks paragraph 66			Annex II of Delegated Regulation (EU) 2020/1818, Annex II of Delegated Regulation (EU) 2020/1816		Not concerned this year
ESRS E1-9 Disaggregation of monetary amounts by acute and chronic physical risk paragraph 66		Article 449a of Regulation (EU) N° 575/2013, Commission Implementing Regulation (EU) 2022/2453, paragraphs 46 and 47, Template 5: Banking book — Climate change physical risk: Exposures subject to physical risk.			Not concerned this year
ESRS E1-9 Location of significant assets at material physical risk paragraph 66(c).					
ESRS E1-9 Breakdown of the carrying value of its real estate assets by energy-efficiency classes paragraph 67 (c)		Article 449a of Regulation (EU) N° 575/2013, Commission Implementing Regulation (EU) 2022/2453, paragraph 34, Template 2: Banking book – Climate change transition risk: Loans collateralised by immovable property — Energy efficiency of the collateral			Not concerned this year
ESRS E1-9 Degree of exposure of the portfolio to climate-related opportunities paragraph 69			Annex II of Commission Delegated Regulation (EU) 2020/1818		Not concerned this year
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 n° 8, table #1, Annex I; Indicator n° 2, table #2, Annex I, Indicator n° 1, table #2, Annex I; Indicator n° 3, table #2, Annex I				Not concerned
ESRS E3-1 Water and marine resources, paragraph 9	Indicator n° 7, table #2, Annex I				Not concerned
ESRS E3-1 Dedicated policy paragraph 13	Indicator n° 8, table #2, Annex I				Not concerned
ESRS E3-1 Sustainable oceans and seas paragraph 14	Indicator n° 12, table #2, Annex I				Not concerned

ESRS E3-4 Total water recycled and reused paragraph 28 (c)	Indicator n° 6.2, table #2, Annex I				Not concerned
ESRS E3-4 Total water consumption in m ³ per net revenue on own operations paragraph 29	Indicator n° 6.1, table #2, Annex I				Not concerned
ESRS 2- SBM 3 - E4 paragraph 16 (a) i	Indicator n° 7, table #1, Annex I				Not concerned
ESRS 2- SBM 3 - E4 paragraph 16 (b)	Indicator n° 10, table #2, Annex I				Not concerned
ESRS 2- SBM 3 - E4 paragraph 16 (c)	Indicator n° 14, table #2, Annex I				Not concerned
ESRS E4-2 Sustainable land / agriculture practices or policies paragraph 24 (b)	Indicator n° 11, table #2, Annex I				Not concerned
ESRS E4-2 Sustainable oceans / seas practices or policies paragraph 24 (c)	Indicator n° 12, table #2, Annex I				Not concerned
ESRS E4-2 Policies to address deforestation paragraph 24 (d)	Indicator n° 15, table #2, Annex I				Not concerned
ESRS E5-5 Non-recycled waste paragraph 37 (d)	Indicator n° 13, table #2, Annex I				Not concerned
ESRS E5-5 Hazardous waste and radioactive waste paragraph 39	Indicator n° 9, table #1, Annex I				Not concerned
ESRS 2- SBM3 - S1 Risk of incidents of forced labour paragraph 14 (f)	Indicator n° 13, table #3, Annex I				IS 1.1.1.
ESRS 2- SBM3 - S1 Risk of incidents of child labour paragraph 14 (g)	Indicator n° 12, table #3, Annex I				IS 1.1.1.
ESRS S1-1 Human rights policy commitments paragraph 20	Indicator n° 9, table #3 and Indicator n° 11, table #1, Annex I				IS 1.2.1.
ESRS S1-1 Due diligence policies on issues addressed by the fundamental International Labour Organisation Conventions 1 to 8, paragraph 21			Annex II of Commission Delegated Regulation (EU) 2020/1816		IS 1.2.1.
ESRS S1-1 Processes and measures for preventing trafficking in human beings paragraph 22	Indicator n° 11, table #3, Annex I				IS 1.2.1
ESRS S1-1 Workplace accident prevention policy or management system paragraph 23	Indicator n° 1, table #3, Annex I				IS 1.2.1.
ESRS S1-3 Grievance/complaints handling mechanisms paragraph 32 (c)	Indicator n° 5, table #3, Annex I				IS 1.2.3.

ESRS S1-14 Number of fatalities and number and rate of work-related accidents paragraph 88 (b) and (c)	Indicator n° 2, table #3, Annex I		Annex II of Commission Delegated Regulation (EU) 2020/1816		IS 1.3.8.
ESRS S1-14 Number of days lost to injuries, accidents, fatalities or illness paragraph 88 (e)	Indicator n° 3, table #3, Annex I				IS 1.3.8.
ESRS S1-16 Unadjusted gender pay gap paragraph 97 (a)	Indicator n° 12, table #1, Annex I		Annex II of Delegated Regulation (EU) 2020/1816		IS 1.3.6.
ESRS S1-16 Excessive CEO pay ratio paragraph 97 (b)	Indicator n° 8, table #3, Annex I				IS 1.3.6.
ESRS S1-17 Incidents of discrimination paragraph 103 (a)	Indicator n° 7, table #3, Annex I				IS 1.3.11.
ESRS S1-17 Non-respect of UNGPs on Business and Human Rights and OECD paragraph 104 (a)	Indicator n° 10, table #1 and Indicator n° 14, table #3, Annex I		Annex II of Delegated Regulation (EU) 2020/1816, article 12 (1) of Delegated Regulation (EU) 2020/1818		IS 1.3.11.
ESRS 2- SBM3 — S2 Significant risk of child labour or forced labour in the value chain paragraph 11 (b)	Indicators number 12 and 13, table #3, Annex I				Not concerned
ESRS S2-1 Human rights policy commitments paragraph 17	Indicator n° 9, table #3 and Indicator n° 11, table #1, Annex I				Not concerned
ESRS S2-1 Policies related to value chain workers paragraph 18	Indicators number 11 and n° 4, table #3, Annex I				Not concerned
ESRS S2-1 Non-respect of UNGPs on Business and Human Rights principles and OECD guidelines paragraph 19	Indicator n° 10, table #1, Annex I		Annex II of Delegated Regulation (EU) 2020/1816, article 12 (1) of Delegated Regulation (EU) 2020/1818		Not concerned
ESRS S2-1 Due diligence policies on issues addressed by the fundamental International Labour Organisation Conventions 1 to 8, paragraph 19			Annex II of Delegated Regulation (EU) 2020/1816		Not concerned
ESRS S2-4 Human rights* issues and incidents connected to its upstream and downstream value chain paragraph 36	Indicator n° 14, table #3, Annex I				Not concerned
ESRS S3-1 Human rights policy commitments paragraph 16	Indicator n° 9, table #3 and Indicator n° 11, table #1, Annex I				IS 2.2.1.
ESRS S3-1 Non-respect of UNGPs on Business and Human Rights, ILO principles or OECD guidelines paragraph 17	Indicator n° 10, table #1, Annex I		Annex II of Delegated Regulation (EU) 2020/1816, article 12 (1) of Delegated Regulation (EU) 2020/1818		IS 2.2.3.
ESRS S3-4 Human rights issues and incidents paragraph 36	Indicator n° 14, table #3, Annex I				IS 2.2.3.

ESRS S4-1 Policies related to consumers and end-users paragraph 16	Indicator n° 9, table #3 and Indicator n° 11, table #1, Annex I				IS 3.2.2.
ESRS S4-1 Non-respect of UNGPs on Business and Human Rights principles and OECD guidelines paragraph 17	Indicator n° 10, table #1, Annex I		Annex II of Delegated Regulation (EU) 2020/1816, article 12 (1) of Delegated Regulation (EU) 2020/1818		IS 3.2.2.
ESRS S4-4 Human rights issues and incidents paragraph 35	Indicator n° 14, table #3, Annex I				IS 3.2.3.
ESRS G1-1 United Nations Convention against Corruption paragraph 10 (b)	Indicator n° 15, table #3, Annex I				IG 1.2.2.
ESRS G1-1 Protection of whistleblowers paragraph 10 (d)	Indicator n° 6, table #3, Annex I				IG 1.2.2.
ESRS G1-4 Fines for violation of anti-corruption and anti-bribery laws paragraph 24 (a)	Indicator n° 17, table #3, Annex I		Annex II of Delegated Regulation (EU) 2020/1816		IG 1.2.4.
ESRS G1-4 Standards of anti-corruption and anti-bribery paragraph 24 (b)	Indicator n° 16, table #3, Annex I				IG 1.2.4.

Certification report on sustainability and taxonomy information

INDIGO GROUP

Société Anonyme

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92800 Puteaux

Report on the certification of INDIGO Group sustainability information and verification of the disclosure requirements under Article 8 of Regulation (EU) 2020/852

Financial year ended December 31, 2025

This is a translation into English of the statutory auditor 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 Members of the Management Board,

This report is issued in our capacity as statutory auditor of INDIGO GROUP. It covers the sustainability information and the information required by Article 8 of Regulation (EU) 2020/852, relating to the year ended December 31, 2025 and included in section "Performance extra-financière" in the group management report ("Sustainability Report").

Our procedures, which relate to this information, have been performed in an evolving context characterized by uncertainties regarding the interpretation of the laws and regulations, and the development of established practices.

Pursuant to Article L. 233-28-4 of the French Commercial Code, INDIGO GROUP is required to include the above-mentioned information in a separate section of the group management report. This information enables an understanding of the impact of the activity of the group on sustainability matters, as well as the way in which these matters influence the development of the business of the group, its performance and position. Sustainability matters include environmental, social and corporate governance matters.

Pursuant to Article L.821-54 paragraph II of the aforementioned Code our responsibility is to carry out the procedures necessary to issue a conclusion, expressing limited assurance, on:

- compliance with the requirements set out in the sustainability reporting standards adopted by the European Commission pursuant to Article 29 b of Directive (EU) 2013/34 of the European Parliament and of the Council of 26 June 2013, as amended by Directive (EU) 2022/2464 of the European Parliament and of the Council of 14 December 2022 (hereinafter ESRS for *European Sustainability Reporting Standards*) of the process implemented by INDIGO GROUP to determine the information reported, including, where applicable, the obligation to consult the social and economic committee provided for in the sixth paragraph of Article L. 2312-17 of the French Labour Code;
- compliance of the sustainability information included in the group management report with the provisions of Article L. 233-28-4 of the French Commercial Code, including ESRS; and
- compliance with the reporting requirements set out in Article 8 of Regulation (EU) 2020/852.

This engagement is carried out in compliance with the ethical rules, including independence, and quality control rules prescribed by the French Commercial Code.

It is also governed by the H2A guidelines on "*Limited assurance engagement - Certification of sustainability reporting and verification of disclosure requirements set out in Article 8 of Regulation (EU) 2020/852*".

In the three separate sections of the report that follow, we present, for each of the sections of our engagement, the nature of the procedures that we carried out, the conclusions that we drew from these procedures and, in support of these conclusions, the elements to which we paid particular attention and the procedures that we carried out with regard to these elements. We draw your attention to the fact that we do not express a conclusion on any of these elements taken individually and that the procedures described should be considered in the overall context of the formation of the conclusions issued in respect of each of the three sections of our engagement.

Finally, where deemed necessary to draw your attention to one or more disclosures of sustainability information provided by INDIGO GROUP in the group management 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.

This engagement does not provide guarantee regarding the viability or the quality of the management of INDIGO GROUP, in particular it does not provide an assessment, of the relevance of the choices made by INDIGO GROUP in terms of action plans, targets, policies, scenario analyses and transition plans, which would go beyond compliance with the ESRS reporting requirements.

Furthermore, as forward-looking information is inherently uncertain, actual future outcomes may differ, sometimes significantly, from the forward-looking information presented in the group management report.

Our engagement does, however, allow us to express conclusions regarding the entity's process for determining the sustainability information to be reported, the sustainability information itself, and the information reported pursuant to Article 8 of Regulation (EU) 2020/852, as to the absence of identification or, on the contrary, the identification of errors, omissions or inconsistencies of such importance that they would be likely to influence the decisions that readers of the information subject to this engagement might make.

Any comparative information that would be included in the group management report is not covered by our engagement.

It does not cover the entity's compliance with the legal and regulatory provisions relating to the vigilance plan published pursuant to Article L. 225-102-1 of the French Commercial Code.

Sustainability information and the information required under Article 8 of Regulation (EU) No 2020/852 may be subject to inherent uncertainty arising from the state of scientific knowledge and from the quality of the external data used. Certain information is sensitive to the methodological choices, assumptions and/or estimates applied in preparing it and presented in the group management report.

Compliance with the requirements set out in the ESRS of the process implemented by INDIGO GROUP to determine the information reported, including the obligation to consult the social and economic committee provided for in the sixth paragraph of Article L. 2312-17 of the French Labour Code

Nature of procedures carried out

Our procedures consisted in verifying that:

- the process defined and implemented by INDIGO GROUP, including the obligation to consult the social and economic committee provided for in the sixth paragraph of Article L. 2312-17 of the French Labour Code, has enabled it, in accordance with the ESRS, to identify and assess its impacts, risks and opportunities related to sustainability matters, and to identify the material impacts, risks and opportunities, that lead to the publication of information disclosed in the Sustainability Report and
- the information provided on this process also complies with the ESRS.

Conclusion of the procedures carried out

On the basis of the procedures we have carried out, we have not identified any material errors, omissions or inconsistencies regarding the compliance of the process implemented by INDIGO GROUP with the ESRS.

Elements that received particular attention

The information relating to how the entity updates its Double Materiality Assessment (DMA) analysis and concludes that no significant changes occurred during the financial year requiring an update of the DMA process is presented in the "Management of Impacts, Risks and Opportunities" section of the Sustainability Report.

Through discussions with the CSR management, we have obtained an understanding of the analyses carried out by the entity, in particular the assessment of internal and external factors considered to justify the absence of an update to the DMA process. These factors notably include changes in the reporting scope and developments in the nature of its activities and its geographical footprint.

Based on our professional judgment, our procedures notably consisted of:

- exercising professional skepticism over the documentation of the analyses performed by the entity, as well as over the approach implemented by the entity to identify the internal and external factors to be considered;
- assessing the appropriateness of the internal and external factors considered by the entity in light of our knowledge of the entity's specific facts and circumstances;
- assessing the appropriateness of the description provided in this respect in the "Management of Impacts, Risks and Opportunities" section of the Sustainability Report.

Compliance of the sustainability information included in the Sustainability Report with the provisions of Article L.233-28-4 of the French Commercial Code, including the ESRS

Nature of procedures carried out

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

- the disclosures provided enable an understanding of the general basis for the preparation and governance of the sustainability information included in 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 INDIGO GROUP for providing this information is appropriate; and
- on the basis of a selection, based on our analysis of the risks of non-compliance of the information provided and the expectations of users, that this information does not contain any material errors, omissions or inconsistencies, i.e. that are likely to influence the judgement or decisions of users of this information.

Conclusion of the procedures carried out

Based on the procedures we have carried out, we have not identified material errors, omissions or inconsistencies regarding the compliance of the sustainability information included in the Sustainability Report, with the provisions of Article L.233-28-4 of the French Commercial Code, including the ESRS.

Elements that received particular attention

- Information disclosed in accordance with environmental standards (ESRS E1 to E5)

The information disclosed in relation to climate change (ESRS E1) is presented in the "Climate Change [E1]" section of the Sustainability Report.

Below, we present the matters to which we paid particular attention regarding the compliance of this information with the ESRS.

Our procedures notably consisted of assessing the appropriateness of the information presented in the "Climate Change [E1]" section of the Sustainability Report and its overall consistency with our knowledge of the entity.

- With respect to the information disclosed regarding the greenhouse gas (GHG) emissions inventory:
 - We assessed the consistency of the scope considered for the GHG emissions inventory with the scope of the consolidated financial statements and the upstream and downstream value chain;
 - We obtained an understanding of the protocol used by the entity to prepare the GHG emissions inventory and assessed its application, on a sample of emission categories and sites, for Scope 1 and Scope 2;
 - With respect to Scope 3 emissions, we assessed:
 - the justification for the inclusion and exclusion of the various categories and the transparency of the related disclosures,
 - the information collection process;
 - We assessed the appropriateness of the emission factors used and the related conversion calculations, as well as the calculation and extrapolation assumptions, taking into account the uncertainty inherent in the state of scientific or economic knowledge and the quality of external data used;
 - For physical data (such as energy consumption), we reconciled, on a sample basis, the underlying data used to prepare the GHG emissions inventory with supporting documentation;
 - We performed analytical procedures;
 - With respect to estimates that we considered significant and that were used by the entity in preparing its GHG emissions inventory, we obtained an understanding of the methodology used to calculate estimated data and the information sources on which these estimates are based;
 - We verified the arithmetic accuracy of the calculations used to prepare this information.
- With respect to the review of the resilience analysis to physical and transition risks, our work mainly consisted of assessing whether the information disclosed in relation to this analysis complies with ESRS E1 requirements, appropriately describes the methodology used to perform the analysis, the climate scenarios considered, as well as the results in terms of asset exposure to the various risks.
- Information disclosed in accordance with social standards (ESRS S1 to S4)

The information disclosed in relation to the company's workforce (ESRS S1) is presented in the "Company Workforce [S1]" section of the Sustainability Report.

Our main procedures on this information consisted of:

- Based on interviews conducted with the Human Resources management and other relevant personnel, obtaining an understanding of the processes for collecting and compiling qualitative and quantitative information for the purpose of disclosing material information in the Sustainability Report;
- Assessing the appropriateness of the information presented in the "Company Workforce [S1]" section and its overall consistency with our knowledge of the group.

With respect to the information disclosed on health and safety indicators:

- We obtained an understanding of the processes implemented by the group;
- We assessed the consistency of the scope used for consolidating health and safety indicators with the scope of the consolidated financial statements;
- We obtained an understanding of the definitions used by the group to identify incidents and accidents, with or without lost-time injuries, in light of ESRS requirements;
- We assessed how these definitions were applied on a sample of incidents and accidents, with or without lost-time injuries;
- We performed analytical procedures;
- On a test basis, we reconciled the underlying data with available supporting documentation;
- We assessed the appropriateness of the information presented in the Sustainability Report.

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 INDIGO GROUP to determine the eligible and aligned nature of the activities of the entities included in the consolidation.

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

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

Conclusion of the procedures carried out

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

Elements that received particular attention

We determined that there were no such matters to report in our report.

The statutory auditor

Paris-La Défense, 26 March 2026

Deloitte & Associés

Hélène DE BIE