

ARMEN

Mission Report

covering the period from 1 January 2024
to 31 December 2024



June 2025

DISCLAIMER

ARMEN SAS¹ (“**ARMEN**”) is a purpose-driven company (*société à mission*) as defined under article 176 of French law no. 2019-486 dated 22 May 2019 with respect to growth and companies’ transformation. This document is the annual mission report referred to under Article L.210-10 of the French Commercial Code.

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¹ ARMEN SAS, a private limited company (*société par actions simplifiée*) governed by French laws, with a share capital of €13,166,863, having its registered office located 6, place de la Madeleine, 75008 Paris, France and registered with the trade and companies register of Paris under number 915 298 566.

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1. INTRODUCTION

1.1 ARMEN's genesis

This section of the mission report was prepared solely by ARMEN. Its content reflects the views and analyses of the company and does not necessarily represent the opinions of the members of the Mission Committee.

ARMEN is the first European-based GP stakes firm with a track record in building fruitful GP success stories², offering the opportunity to invest as a strategic minority shareholder into alternative investment firms in Europe.

Some of these General Partners (GPs) are facing a structurally growing need for minority strategic capital to address multi strategies development, internationalisation, larger GP commitments in future vintages, balance sheet capabilities and generational transitions, etc.

As such, ARMEN benefits from first mover advantages and ideal timing to act as a trusted partner for GPs in Europe. **ARMEN is also the first purpose-driven GP stakes firm worldwide (société à mission).**

It is named in reference to the famous lighthouse off the Brittany coast, which embodies **foresight, resilience and trust. These values constitute the cornerstone of ARMEN's sustainability approach, which was defined at inception.**

ARMEN's vision is that responsible entrepreneurs and companies are powerful levers of change in a world with a growing need for purpose. As shareholders, the GPs are instrumental stakeholders. ARMEN aims at acting within GPs and their portfolio companies, where its know-how lies to contribute as a partner to a positive transformation of our economies.

As such ARMEN aims to position itself as a trusted partner for GPs in order to enable and favor a positive transformation of the private capital ecosystem and to steer GPs and their portfolio companies towards a sustainable future in a responsible manner.

This mission encompasses **three objectives** and associated key performance indicators (“KPIs”) which are ARMEN's guiding principles for nurturing its relationships with investors and other **stakeholders** including employees, the GPs invested in, their own portfolio companies and the civil society in the broadest sense:

- Foster equal opportunities and favor gender equality;
- Share economic value created with all stakeholders;
- Mitigate climate change and protect biodiversity.

² GP stakes firms invest capital in and bring added value services to other asset managers (“General Partners” or “GPs”), generally as minority investors.

Each of these objectives is associated with several KPIs which are monitored and reviewed annually, as part of ARMEN Mission Committee's responsibilities.

ARMEN strongly believes that Private Equity has a role to play in the development of today's society and the quest for performance should go hand in hand with social and environmental objectives.

As such, the vision and message conveyed by its founders can be summarized as follows:

"GPs are instrumental stakeholders in building tomorrow's society through their entrepreneurs and companies' networks. Our conviction is that shared values are a prerequisite to create sustainable performance taking into account environmental, social and governance issues at stake. We will act where our know-how lies to contribute as a partner to a positive transformation of our ecosystem."

Dominique Gaillard, Laurent Bénard and Renaud Tourmente – founders of ARMEN

ARMEN is also a signatory to the UN Principles for Responsible Investment (UN PRI).

1.2 Keynote from Members of the Mission Committee

Dear readers,

Welcome to the second edition of the mission report of ARMEN. Three years after ARMEN's inception as a purpose driven company, ARMEN and all members of the Mission Committee remain fully aligned to the fact that companies hold the key to driving positive change towards a sustainable future.

As members of ARMEN's Mission Committee, we have had the opportunity to observe the firm's structured and evolving approach to integrating sustainability into its core strategy. This report reflects ARMEN's concrete progress toward its mission-driven objectives and its commitment to embedding ESG considerations both at the firm and portfolio levels.

Naturally, in the current challenging social and environmental environment, the finance sector has a key role to play. ARMEN seeks to develop GPs who can, as instrumental stakeholders and together with responsible entrepreneurs and companies, act as powerful levers of change in a world with a growing need for purpose.

Our role as a committee is to support, challenge, and ensure accountability—and this year's development demonstrates ARMEN's willingness to engage in that dialogue and take measurable steps forward.

This report illustrates amongst other elements a reinforced focus on ARMEN's portfolio companies and the second edition of the ARMEN Index in collaboration with HEC Junio Conseil and DLA Piper highlighting the best practices in wealth sharing in Europe.

In the following pages, you will discover several stories and concrete achievements realized in the past 12 months.

Happy reading.

Proud to be part of this journey

Dorte Hopner,

Marta Jankovic,

Eloic Peyrache,

Yannick Grandjean,

Renaud Tourmente,

Members of ARMEN's Mission Committee.

2. ARMEN: A NATIVE PURPOSE-DRIVEN COMPANY

This section of the mission report was prepared solely by ARMEN. Its content reflects the views and analyses of the company and does not necessarily represent the opinions of the members of the Mission Committee.

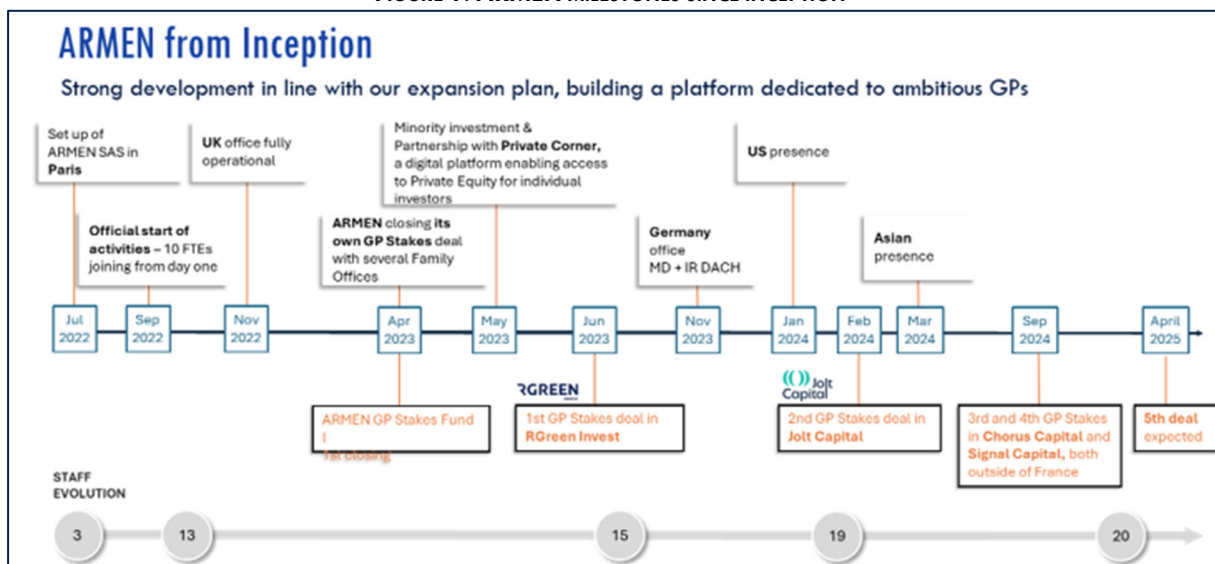
2.1 ARMEN Presentation

ARMEN was founded in July 2022 by Dominique Gaillard, Laurent Bénard and Renaud Tourmente to become the first European private asset firm with the objective of raising funds to acquire minority equity interests, referred to as “GP Stakes”, in (mostly European) GPs. Together, they recognized the need for founding a European GP stakes investor since the alternative market was embracing a new paradigm where the historical players needed to shift from partnership-like structures to corporate organisations to absorb current market growth and its demands. Consequently, ARMEN’s founders saw the significant growth potential for a GP stakes investor (especially in Europe) and decided to create ARMEN.

To demonstrate their conviction that the private equity industry, as an important economic player, must consider non-financial concerns (environmental, social and governance, i.e., sustainability) at the same level as financial profitability in order to build a fair sustainable future in society, they decided to incorporate ARMEN as a purpose-driven company (*société à mission*) as framed under the French “Loi PACTE³” enacted in France in 2019.

ARMEN is therefore the first purpose-driven GP stakes investor in the pan-European market, as this positioning did not previously exist in Europe. The following report shows the progress of ARMEN to develop a global platform dedicated to GPs together with a strong commitment to sustainability.

FIGURE 1: ARMEN MILESTONES SINCE INCEPTION



³ « LOI n° 2019-486 du 22 mai 2019 relative à la croissance et la transformation des entreprises »

It was important to define ARMEN’s commitments at various levels: (i) for ARMEN (ii) for the GPs in which ARMEN’s funds invest and (iii) more generally for the investments made by the GPs ARMEN accompanies and other actors of ARMEN’s ecosystem. These commitments are carried by 20 professionals based in France, the United Kingdom, Germany, the United States and Asia⁴.

FIGURE 2: COMMITTED TEAM



2.2 ARMEN’s Sustainability Approach

In ARMEN’s view, a sustainable future exists when environmental, social and governance stakes are taken into consideration at the same level as profitability by the economic players, enabling climate action and building a fairer society.

Throughout this report, the term ‘sustainability’ is used in its broad sense. It encompasses related concepts such as ESG, sustainable development, impact, responsible investing or Corporate Social Responsibility (CSR).

2.2.1. ARMEN’s objectives in line with its Mission – Sustainability Policy

ARMEN’s mission is defined in three objectives, which are translated into concrete goals at ARMEN level and through the Fund at GP level. ARMEN has set for itself internal goals to be achieved by the end of the lifetime of the Fund. ARMEN therefore also defined quantified goals, applicable at GP level. ARMEN’s sustainability policy is available on its website and was defined at inception (<https://ARMEN.eu/en/informations-reglementaires-2/>)

⁴ The Asian subsidiary has been closed at the end of 2024.

1. Foster equal opportunities:

At ARMEN level: the goal is to have at least forty percent (40%) of women in the investment team across the platform at the end of the lifetime of the Fund, which is defined as a 12-year period from the final closing date with three possible and successive one-year extensions⁵, i.e. prior to April 2040 at the latest.

At GP level: ARMEN intends to use its best efforts to monitor the increase, between the date of the investment and its disposal, in the share of women within the investment teams of each GP, or to ensure that women represent at least forty percent (40%) of the investment team of each GP at the time of disposal of the relevant investment⁶.

2. Share economic value created internally:

At ARMEN level: the objective is to have at least eighty percent (80%) of the group's employees⁷ benefiting from a profit-sharing mechanism every year (31/12/N) and at the end of the lifetime of the Fund, which is defined as a 12-year period from the final closing date with three possible and successive one-year extensions⁸, i.e. prior to April 2040 at the latest.

Profit-sharing mechanisms are construed as incentivized compensation programs that award employees a percentage of ARMEN's profits, including but not limited to subscription for ARMEN's shares, *intéressement*, saving plans, as well as subscription for carried interest in the Fund.

At GP level: ARMEN intends to use its best efforts to monitor the increase, between the date of the investment and its disposal, in the share of employees of each GP benefitting from at least one profit-sharing mechanism, or alternatively, the GP should have more than 50% of employees benefitting from such mechanisms at the disposal date⁷.

3. Mitigate climate change and protect biodiversity:

At ARMEN level: the objective is to have one hundred percent (100%) of its employees⁷ trained on carbon, climate and biodiversity assessment every year.

At GP level: ARMEN's objective is to increase the share of assets under management ("AuM") of each GP covered by a carbon footprint assessment carried out during the last 3 years (of the GP's holding period of a portfolio company), or to have at least seventy percent (70%) of AuM covered by such assessment at the date of disposal. Any such assessment should encompass the calculation of the green-house gas emissions for scopes 1 and 2 as well as the estimation of the scope 3, either in a

⁵ First two being at the discretion of ARMEN while the third one requires the prior approval of the Fund's advisory committee.

⁶ The second option being relevant for GPs having less than 40% ow women within the investment team on the investment date; the increase in the percentage of women within the investment team should be considered as the relevant criteria for other GPs.

⁷ Considering for such purpose employees with more than one year of presence within the group.

⁸ First two being at the discretion of ARMEN while the third one requires the prior approval of the Fund's advisory committee.

comprehensive manner or based on at least 5 significant emission items and based by the ADEME⁹ or the GHG protocol¹⁰ methodologies in the past three (3) years.

ARMEN aims to monitor these targets closely, at least on a yearly basis, by the investment team and the Mission Committee.

In 2024, ARMEN focused on two key priorities: conducting the second edition of the ARMEN HEC Wealth Sharing Index, in partnership with HEC Junior Conseil and DLA Piper, and continuing to grow its portfolio while initiating ESG-related discussions with its partner GPs. These efforts reflect ARMEN's commitment to promoting fair wealth sharing and advancing ESG practices within the private equity ecosystem.

2.2.2. **ARMEN's governance**

ARMEN's mission and associated objectives are embedded in ARMEN's articles of association, enabling ARMEN to qualify as **a purpose-driven company** (société à mission), as per the French loi PACTE, as well as in the LPA of the Fund with respect to objectives set at GP level and in the transaction document of any investment made by the Fund on a best-effort basis.

The good execution of our mission is ensured by a triple control mechanism:

1. **The Mission Committee:**

It brings its members together at least twice a year.

It is composed of 4 financially compensated members and one ARMEN employee.



Mrs. Dörte M. Höppner, Chief Sustainability Officer and Managing Director of Fundraising and Investor Relations at The Riverside Company, being notably in charge in her capacity of chief sustainability officer of leading The Riverside Company's global Responsible Investing efforts.;



Mrs. Marta Jankovic, Head of Sustainability at Stafford Capital Partners, focuses on shaping sustainability strategy and engagement with clients, policy and industry stakeholders. Previously, Marta was responsible for ESG integration in alternatives at APG Asset Management, and later advised APG on implementation of EU SFDR regulation. Marta was also a Director in the Investment Stewardship team at BlackRock, where she provided leadership on ESG research and insights, as well as voting and engaging with public companies in the EMEA region;

⁹ <https://www.ademe.fr/en/ademe-the-french-ecological-transition-agency/our-csr-approach/>

¹⁰ <https://ghgprotocol.org/calculation-tools-and-guidance>



Mr. Eloïc Peyrache, Professor of economics at HEC Paris since 2003 and Dean of HEC Paris since January 2021. He held several leadership positions within HEC, founded the Center of entrepreneurship and innovation and, lately, repositioned the mission of the School around its impact on society;



Mr. Yannick Grandjean, chairman and co-founder of Sirsa, consulting firm in sustainable transformation, who founded the company in 2014 since he was convinced that finance has a leading role to play towards more sustainability, formerly in charge of sustainable development at Eurazeo and first coordinator of the ESG commission of France Invest between 2012 and 2014; and

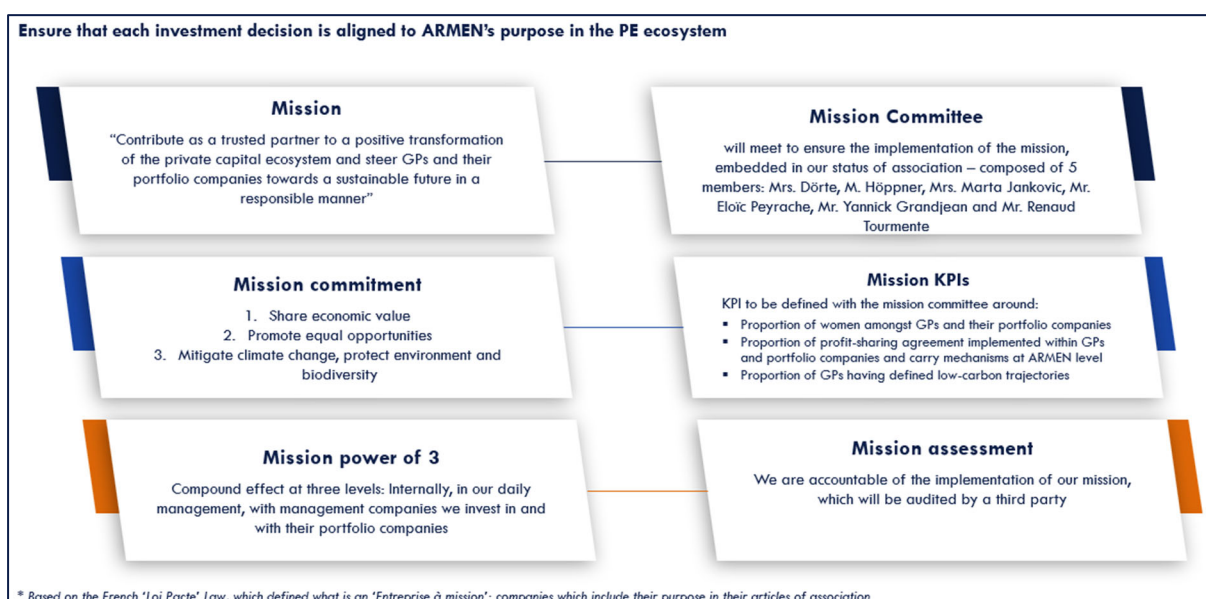


Mr. Renaud Tourmente, employed by the Management Company as chief operating officer and responsible for leading ESG efforts at the level of the portfolio management company itself and its investments in such quality.

The Mission Committee aims at monitoring closely the operational KPIs set as part of the mission and notably ensuring that:

- ARMEN's purpose is implemented and fulfilled in accordance with its sustainability policy;
- Objectives at the level of both ARMEN and the GPs are satisfied in accordance with the above-described key performance indicators and described in the Mission Model and the investment grid used in relation to sustainability matters for the purpose of screening Fund's investment opportunities;
- Constructive interactions are maintained with ARMEN's Executive Committee in order to determine actions to be put in place;
- Recommendations are added to the agenda of the meetings of ARMEN's shareholders to the extent required;
- Assistance to ARMEN's management with the definition and scope of the sustainability policy and actions is provided; and
- The annual report referred to in article L.210-10 of the French Commercial Code is being prepared.

FIGURE 3: EMBEDDED SUSTAINABILITY IN ARMEN THROUGH ITS MISSION COMMITTEE



2. The verification by an accredited and independent third-party, as framed per Loi PACTE.

ARMEN – with the support of the Mission Committee – chose to be accompanied by Aupeam¹¹ which was appointed as third-party independent controller on 25 March 2024.

ARMEN, established as a purpose-driven company (société à mission) in July 2022, submitted its first mission report covering the period from July 2022 to December 2023. Independent third-party Aupeam, accredited by COFRAC, conducted a moderate assurance audit to verify ARMEN's compliance with its stated social and environmental objectives.

The audit concluded with **no material anomalies** found regarding ARMEN's mission implementation. ARMEN's **purpose and statutory objectives** (promoting equal opportunity, sharing economic value and mitigating climate change and protecting biodiversity) were deemed consistent with its activities and mission commitments.

The **Mission Committee** was found to have performed effective oversight, showing high levels of expertise and involvement. ARMEN demonstrated that **appropriate resources and methodologies** were deployed, and objectives were met by the end of the reviewed period.

While the company's **purpose is unique**, the auditors noted that its objectives were somewhat generic. Additionally, the "equal opportunity" objective was operationalized mainly through **gender equality initiatives**. ARMEN will reflect on this point in the coming year, with the potential outcome

¹¹ Aupeam is accredited by the COFRAC under number 3-2190. The scope of accreditation is available on the website www.cofrac.fr.

of clarifying in its documentation that gender parity is the specific focus of its 'equal opportunity' objective.

The auditors highlighted ARMEN's internal control system, governance engagement, and the **coherence between purpose, strategy, and operations**. Key performance indicators (KPIs) were verified as sincere and aligned with long-term goals.

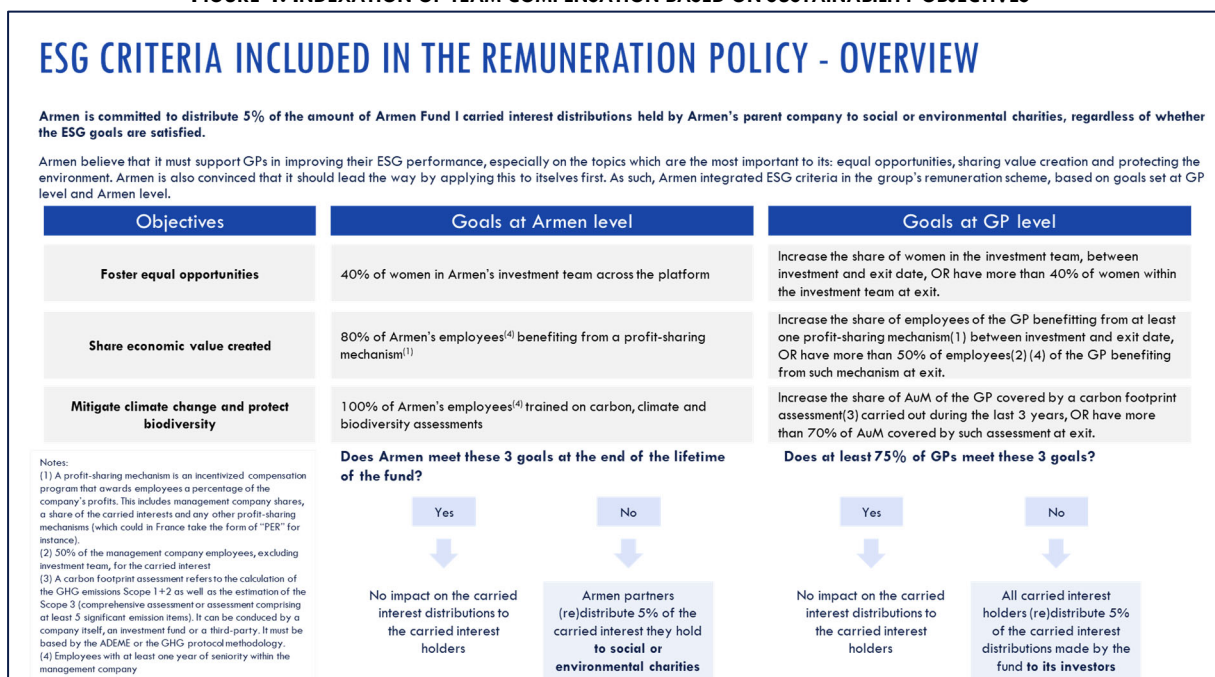
The audit involved document review, stakeholder interviews, and site visits. Data collection methods and reporting were evaluated for integrity and accuracy.

The final conclusion affirms that ARMEN **fully complies with Article L.210-10** of the French Commercial Code and can validly claim the status of a mission-driven company.

The second verification will be conducted by Aupeam no later than 2027.

3. The indexation of the team remuneration.

FIGURE 4: INDEXATION OF TEAM COMPENSATION BASED ON SUSTAINABILITY OBJECTIVES



ARMEN believes it must support GPs in improving their sustainability performance, particularly on the most critical topics: fostering equal opportunities, sharing economic value creation, and protecting the environment. ARMEN is also convinced that it must lead by example by first applying these principles internally.

As such, ARMEN has integrated sustainability criteria into the group's remuneration policy, based on clearly defined objectives at both the ARMEN and GP levels (please see below at the end of this section (2.2.2.).

At ARMEN level, the goals are as follows:

- 40% of women in ARMEN's investment team across the platform;
- 80% of ARMEN's employees benefiting from a profit-sharing mechanism;
- 100% of ARMEN's employees trained on carbon, climate, and biodiversity topics.

At the GP level, the objectives are:

- Increasing the share of women in the investment team between the date of investment and its disposal, or achieving at least 40% of women at its disposal;
- Increasing the share of employees benefiting from at least one profit-sharing mechanism between the date of investment and its disposal, or reaching at least 50% at its disposal;
- Increasing the share of AuM (Assets under Management) covered by a carbon footprint assessment over the last three years, or reaching at least 70% of AuM covered at the date of disposal.

The integration of the achievement of these environmental and social objectives into the investment team's remuneration is structured as follows:

- If ARMEN does not meet its own three sustainability targets by the end of the Fund's lifetime, ARMEN partners will redistribute 5% of the carried interest distributions they receive to social or environmental charities;
- If less than 75% of GPs fail to meet the sustainability goals set at GP level, 5% of the carried interest distributions will be returned to the Class A Limited Partners of the Fund;
- In all cases, 5% of the carried interest distributions received or to be received by the Management Company (and its Affiliates) will be donated to social or environmental charities.

This mechanism ensures a tangible, enforceable alignment between financial performance and sustainability commitment, and applies consistently across all stakeholders involved in carried interest.

2.2.3. Embedded sustainability in the investment process

ARMEN believes that, to carry out its mission and concretely contribute to a positive transformation of the private capital ecosystem, it must evaluate the sustainability profile and maturity applicable to the GPs the Fund invests in. ARMEN therefore has put sustainability at the core of its investment decisions and into the strategic support it brings.

FIGURE 5: SUSTAINABILITY THROUGH THE INVESTMENT PROCESS



1. Pre-investment phase:

Screening: The potential red flags at GP level are identified via a sustainability checklist filled out at the very outset of the investment process by the investment team. This enables ARMEN to identify, based on publicly available information, any exposure to sustainability controversies or any breach in terms of compliance with existing regulations, insufficient exclusion policy or lack of adequate sustainability governance.

Deeper sustainability analysis: A deeper analysis is then carried out on approx. 100 criteria covering both sustainability risks and other adverse ESG factors, at GP and their portfolio companies' levels. The criteria concern the internal resources of the GP, compliance with existing regulations, integration of sustainability in the investment process, internal commitments and sectoral initiatives. The sustainability grid ("Pre-investment grid") is firstly completed based on publicly available information. Further analysis is pursued during one or more interviews with the management of the GP, which represent an opportunity to complete the information found through public sources and identify actions to be implemented during the holding period.

External ESG Due diligence: For all investments, an ESG audit of the GP is conducted by an external auditor. The sustainability audit reports consist of a red-flag report covering ESG material issues at the GP level and in the investment policy, and a review of issues and requirements related to regulations.

Investment decision: The sustainability analysis, the areas of improvement and, if applicable, the conclusions of the external audit are included in the investment memoranda which form the basis for the investment decisions.

Best effort sustainability clauses in transaction documentation: From a legal standpoint, ARMEN seeks to include, whenever negotiations allow, contractually binding best-efforts undertakings requiring GPs to promote, both at the GP level and at the level of the portfolio companies managed or advised by them,

the three core objectives set by ARMEN (i.e. fostering equal opportunities, sharing internally the economic value created, and mitigating climate change). Depending on the profile of each GP, more refined environmental and social objectives may be requested and take the form of an action plan at both GP and portfolio company levels to be completed on a short/midterm horizon. Such undertakings shall be followed by ARMEN through reporting undertakings of the underlying GPs on an annual basis whenever possible.

2. Exclusion policy:

As a GP stakes management company, ARMEN will invest in other management companies and help them grow in a sustainable way. ARMEN believes its role is to screen the risks relating to sensitive sectors, at investment date, and to support the GPs in reinforcing their exclusion policies when needed.

As such, ARMEN systematically screens any exclusion policies of the Fund's investment targets during the pre-investment phase. ARMEN also investigates the exposure of the GPs, through the portfolio companies of the funds they manage/advise, related to the following sectors:

- Weapons exportation to any country under arms embargo or accused of serious abuses against children during a conflict;
- Weapons and military equipment sales to non-state entities outside NATO/EU countries (or involving FATF state);
- Manufacture, sale, storage, maintenance of weapons, as well as shortcomings with applicable legislations;
- Production, trade, storage of anti-personel mines, cluster/nuclear/biological and chemical weapons and depleted uranium munitions (incl. production or sale of semi-finished parts);
- Upstream and downstream palm oil /wood pulp value chain representing a significant part of the activities or contributing actively to deforestation;
- Construction of coal-fired plants or utility company involved in power generation owning/operating coal-fired plants and not exiting coal by 2030 (EU) or 2040 (RoW);
- Thermal coal extraction not exiting coal by 2030 (EU) or 2040 (RoW);
- Exploration, development and production of oil sand / shale oil and gas / offshore arctic oil and gas (incl. pipeline business transporting such oil / gas and LNG export terminals) to the extent it represents more than 10% of the turnover;
- Use of child or forced labor;
- Shortcomings with the rights of workers to organise in trade unions;
- Business engaged in land-grabbing practices;
- Illegal development of farming projects in protected areas;
- Production, trade, use of drift nets over 2.5km long;
- Production of asbestos fiber;
- Production and trade of products containing polychlorinated biphenyls;
- Trade of any plant or animal species or products governed by CITES;
- Tobacco products production (and companies whose main revenues derive from tobacco).

As part of the strategic support ARMEN brings to GPs, ARMEN offers them to conduct a critical review of their exclusion policy and to make it more ambitious. ARMEN notably believes that excluding the sectors having a significant impact on the environment is key to reduce the global GHG emissions and meet the Paris Agreement. As such, the Fund applies a zero-tolerance policy to the most severe breaches of fundamental human rights (such as child or forced labor), to activities causing major environmental harm (such as illegal deforestation or activities banned under international conventions), and to violations of

international conventions (such as the production or trade of anti-personnel mines). For other controversial sectors, ARMEN may exceptionally consider investments only if the exposure remains below 10% (through the portfolio companies of the funds they manage/advise,) and may discuss with the GP concerning a credible transition plan aligned with international standards.

3. Holding phase:

ESG reporting: ARMEN monitors the sustainability performance of the GPs in which the Fund has invested annually. This also enables GPs to keep track of their own progress and to set an ambitious action plan.

The table below presents a selection of ESG KPIs that will be requested annually from GPs to monitor year-on-year developments. It includes ARMEN's statutory KPIs as a mission-driven company (société à mission).

FIGURE 6: ESG KPIS THAT WILL BE ASKED ANNUALLY TO THE GPs

ESG KPI	Indicators	GP
Sharing economic value created exit	Percentage of employees benefiting from at least one profit-sharing mechanism , such as GP shares, carried interest shares, or company savings plans, ... <i>(Target: more than 50% of employees -with at least one year of seniority- benefiting from such mechanism at Armen exit)</i>	%
Fostering equal opportunities	Percentage of women in the investment team <i>(Target: more than 40% at Armen exit)</i>	%
Fostering equal opportunities	Percentage of women in the investment committee (ie women among voting members of the investment committee responsible for investment decisions)	%
Fostering equal opportunities	Percentage of women in the investment team who are not members of the investment committee	%
Fostering equal opportunities	Percentage of women in the management (with executive leadership roles)	%
Fostering equal opportunities	Percentage of women among employees (across the entire organization)	%
Fostering equal opportunities	Gender pay gap* within the investment team (excluding Investment Committee members)	€
Fostering equal opportunities	Gender pay gap* within the management team (with executive leadership roles)	€
Fostering equal opportunities	Percentage of employees who provided at least 1 hour of mentoring** as part of their job	%
Mitigating climate change and protecting biodiversity	Percentage of AUM covered by a carbon footprint (Scope 1, 2 and 3) assessment carried out during the last 3 years <i>(Target: having more than 70% of AUM covered by such assessment at Armen exit)</i>	%
Mitigating climate change and protecting biodiversity	Percentage of the management company's employees who received training on carbon, climate, and biodiversity assessments within the year	%
Mitigating climate change and protecting biodiversity	Assessment of the management company's carbon footprint	Yes/No
Mitigating climate change and protecting biodiversity	Assessment of whether the company has dedicated operational tools to mitigate biodiversity-related risks	Yes/No
Foster equal opportunities + Share economic value + Mitigate climate change and protect biodiversity	In the investment process: conducting ESG due diligence before making investment decisions	Yes/No
Mitigating climate change and protecting biodiversity	In the investment process: integration of biodiversity stakes****	Yes/No
Mitigating climate change and protecting biodiversity	In the investment process: exclusion policy (<10% of portfolio companies related to exploration, mining, extraction, distribution or refining of fossil fuels, sales of weapons, tobacco, and gambling-related products and services)	Yes/No
Mitigating climate change and protecting biodiversity	On the portfolio companies of the funds managed: assessment of the calculation of the carbon trajectories in alignment with the Paris Agreement.	Yes/No
Mitigating climate change and protecting biodiversity	On the portfolio companies of the funds managed: integration of a focus on climate change-related risks into the investment process	Yes/No (if applicable/rel event)
Fostering equal opportunities	On the portfolio companies of the funds managed: percentage of women in the management (with executive leadership roles)	% (if applicable/rel event)
Fostering equal opportunities	On the portfolio companies of the funds managed: percentage of women among employees (across the entire organizations)	% (if applicable/rel event)
Fostering equal opportunities	On the portfolio companies of the funds managed: gender pay gap* within the management teams (with executive leadership roles)	€ (if applicable/rel event)
E/S/G	Publication of Principal Adverse Impacts (PAI), i.e., disclosure of negative sustainability impacts of investments as per SFDR requirements, incorporating the 14 mandatory principal adverse impacts (PAIs) defined by the Disclosure Regulation	Ad hoc table

* Gender pay gap = Average salary of men - Average salary of women

** Mentoring refers to providing guidance, knowledge sharing, and professional support to colleagues (internal) or individuals outside the organization (external) to foster skill development, career growth, and workplace integration as part of one's job responsibilities.

*** A carbon footprint assessment is defined as the calculation of the GHG emissions Scope 1+2 as well as the estimation of Scope 3 (comprehensive assessment or assessment comprising at least 5 significant emission items), as per the ADEME or GHG protocol methodology. It can be conducted by the GPs, the Management Company or a third party.

**** Biodiversity stakes refer to the risks, dependencies, and opportunities related to biodiversity and ecosystems that can impact or be impacted by a company's activities, investments, or business model.

Sustainability at the board: When ARMEN, as manager of the Fund, has a seat at the GP's board, it requests to put sustainability at the board's agenda at least once a year, whenever it is possible.

Strategic support: Through a partnership with a sustainability advisory firm, ARMEN will suggest supporting the GPs in their sustainability transformation, from strategic advisory (sustainability policy design and review) to operational implementation (design and review of exclusion list, pre-investment analysis grid, reporting grid, implementation of a reporting platform, sustainability due diligence on target companies, etc.).

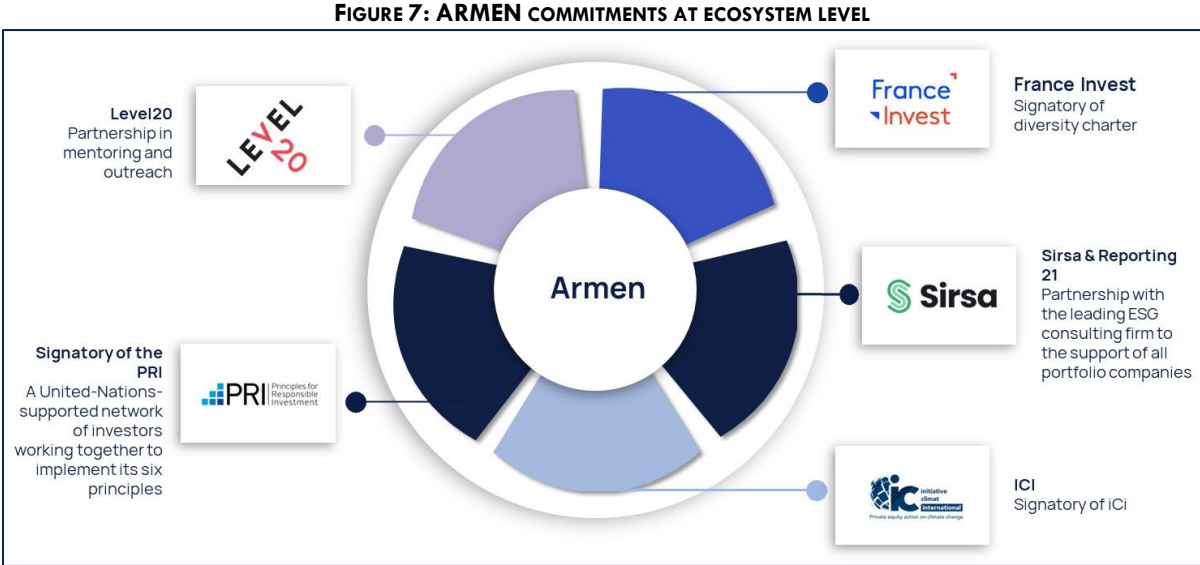
Financial incentives for the management company: ARMEN will use its best efforts to integrate sustainability criteria in the management package of each portfolio company, when possible considering the transactional negotiations and minority position assumed by the Fund.

4. Exit phase:

- Conduct ESG Vendor due diligence.
- Share sustainability information with potential buyers.
- Integrate sustainability in the exit memorandum if any.

2.2.4. Communication

ARMEN advocates sustainability through external commitments illustrated below:



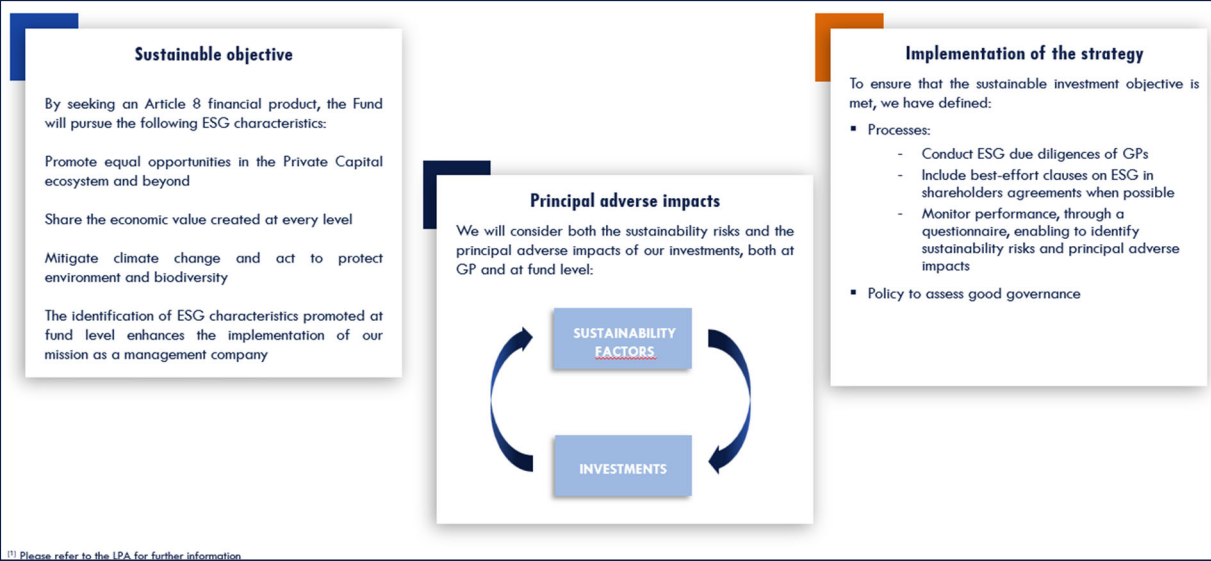
ARMEN also commits to respond to the sustainability questionnaires sent by its own investors, the limited partners in the Fund, and share with them its annual ESG report.

2.2.5. ARMEN is SFDR and art.29 (LEC) compliant

ARMEN is aligned with the dual materiality concept defined by the Sustainable Finance Disclosure Regulation ('SFDR') in considering both the impact of sustainability factors on the value of investments ('sustainability risks') and the impact of investments on sustainability factors ('principal adverse impacts') in pursuing sustainability.

ARMEN GP Stakes Fund I S.L.P. is classified as an **Article 8** product under SFDR. Further, ARMEN is compliant with Article 29 of the French Energy-Climate Law.

FIGURE 8: PROMOTING ESG CHARACTERISTICS



3. ARMEN'S CONCRETE ACHIEVEMENTS

3.1 ESG KPIs at ARMEN

This section is based on data and information provided by ARMEN.

ARMEN has developed an action plan to meet its commitments and its sincere desire to implement a responsible strategy as a company with a mission: i) adapting ARMEN's recruitment and human resources plan to the parity objective, ii) anticipating shareholding movements and the company's share reserve, as well as the allocation of carried interest shares, iii) organizing a yearly training for all ARMEN teams to raise awareness of climate change and biodiversity, iv) discussing sustainability with the companies held by ARMEN group and by the funds managed by ARMEN, v) organizing ESG DD on target companies and vi) sharing good practices and monitoring the ARMEN HEC Index¹².

These ESG KPIs are not only monitored but also directly linked to ARMEN's financial incentive mechanisms, as described in section 2.2.3. The achievement of these objectives has a tangible impact on the carried interest distribution, making them a cornerstone of ARMEN's long-term engagement.

FIGURE 9: ESG KPIs AT ARMEN IN 2024

ESG KPI (2024)	Indicators	Armen
Sharing economic value created exit	Percentage of employees benefiting from at least one profit-sharing mechanism , such as GP shares, carried interest shares, or company savings plans, ... <i>(Target: more than 80% of employees -with at least one year of seniority- benefiting from such mechanism)</i>	68%
Fostering equal opportunities	Percentage of women in the investment team <i>(Target: more than 40%)</i>	27%
Fostering equal opportunities	Percentage of women in the investment committee (ie women among voting members of the investment committee responsible for investment decisions)	17%
Fostering equal opportunities	Percentage of women in the investment team who are not members of the investment committee	27%
Fostering equal opportunities	Percentage of women in the management (with executive leadership roles)	0%
Fostering equal opportunities	Percentage of women among employees (across the entire organization)	47%
Mitigating climate change and protecting biodiversity	Percentage of the management company's employees who received training on carbon, climate, and biodiversity assessments within the year	100% in Dec 2023
Mitigating climate change and protecting biodiversity	Assessment of the management company's carbon footprint	No
Foster equal opportunities + Share economic value + Mitigate climate change and protect biodiversity	In the investment process: conducting ESG due diligence before making investment decisions	Yes (100%)
Mitigating climate change and protecting biodiversity	In the investment process: exclusion policy (<10% of portfolio companies related to exploration, mining, extraction, distribution or refining of fossil fuels, sales of weapons, tobacco, and gambling-related products and services)	Yes
E/S/G	Publication of Principal Adverse Impacts (PAI), i.e., disclosure of negative sustainability impacts of investments as per SFDR requirements, incorporating the 14 mandatory principal adverse impacts (PAIs) defined by the Disclosure Regulation	Yes

* Gender pay gap = Average salary of men - Average salary of women
 ** Mentoring refers to providing guidance, knowledge sharing, and professional support to colleagues (internal) or individuals outside the
 *** A carbon footprint assessment is defined as the calculation of the GHG emissions Scope 1+2 as well as the estimation of Scope 3 (comprehensive
 **** Biodiversity stakes refer to the risks, dependencies, and opportunities related to biodiversity and ecosystems that can impact or be impacted by a company's activities, investments, or business model.

¹² <https://ARMEN.eu/fr/ARMEN-index/>

ARMEN's 2024 ESG KPIs reflect both the progress achieved and the areas requiring continued focus in the implementation of its mission-led strategy.

❖ **Sharing Economic Value Created Exit:**

The percentage of employees benefiting from a profit-sharing mechanism is significant, at 68%, demonstrating ARMEN's commitment to equitable value distribution.

This figure is below ARMEN's target (80%), which reflects the fact that several employees have joined the firm within the past year or slightly more, and no capital movement has yet been initiated since their arrival. They will all be considered in the next capital reorganisation, in line with action point (ii) of the action plan -anticipating shareholding movements and the allocation of carried interest shares-.

❖ **Fostering Equal Opportunities – Women in the Investment Team:**

ARMEN continues to foster equal opportunities and recognition of talent across the teams.

Women currently represent a high proportion of the overall team, 47%, with significant female representation across functions other than the investment team.

In the investment team, a female member was promoted to the role of Principal this year.

Furthermore, while the firm's size, limited turnover, and hiring strategy naturally constrain short-term structural shifts, increasing the representation of women within the investment team remains a long-term priority for ARMEN.

❖ **Integration of ESG into Investment Process (Due Diligence, Engagement):**

The KPIs for ESG due diligence and GP engagement are not quantified but remain central to action points (iv) and (v), which emphasize consistent dialogue on sustainability with GPs and the systematic integration of ESG into due diligence process. ESG assessments were included in 100% of the GPs due diligence process by ARMEN.

❖ **PAI Disclosure:**

ARMEN published its Principal Adverse Impacts (PAIs) statement in line with SFDR requirements.

This publication reflects ARMEN's commitment to transparency and its ongoing efforts to assess and mitigate the negative externalities of its investments.

❖ **ARMEN HEC Index:**

ARMEN continues to share best practices and monitor the ARMEN HEC Wealth Sharing Index, in line with action point (vi) of the action plan. This initiative helps track progress across the ecosystem towards the objective of sharing internally created economic value and promotes broader awareness of responsible governance practices.

3.2 Fund's investments (GPs)

This section is based on data and information provided by ARMEN.

EXTRACTS

In the course of 2024, ARMEN made additional investments through the Fund, which is now invested in four (4) GPs: RGreen Invest, Jolt Capital, Signal Capital, and Chorus Capital. These portfolio companies integrate ESG features, as further described below.

3.2.1. **RGreen Invest**

RGREEN INVEST is an independent French asset management company and a leading European platforms dedicated to financing the energy transition. Founded in 2013, the firm has operated as a purpose-driven company (société à mission) since 2021 and has been certified B Corp since 2023. Its stated mission, as defined in its by-laws, is to combat climate change by accelerating the energy transition and supporting societal adaptation through the financing of sustainable infrastructure.

As of end-2024, RGREEN INVEST manages €2.6 bn in assets and has financed over 3,000 renewable energy projects across Europe and selected OECD countries. These investments help avoid approximately 1.8 million tonnes of CO₂e emissions per year and contribute to the deployment of more than 4.7 GW of green energy capacity.

The firm deploys capital across its latest Article 9 SFDR funds, and more generally spanning both equity and private debt strategies, and aims to grow its assets under management to €2.5–3 billion by 2025. It is committed to aligning with the EU Taxonomy and Science Based Targets initiative (SBTi) guidelines and maintains zero direct exposure to fossil fuels.

RGREEN INVEST's sustainability approach is structured around five mission-aligned objectives that support the UN Sustainable Development Goals. In 2024, the company was recognized by Private Equity Wire as "AA Winner – Corporate Sustainability Strategy of the Year: Management Company", highlighting the strength of its governance and ESG integration.

Its internal ESG and CSR governance is supported by a dedicated ESG team (representing for 10% of staff), a Mission Committee, and a cross-functional ESG Steering Committee. ESG risks and Principal Adverse Impacts (PAIs) are monitored across the entire investment cycle using internal frameworks and data platforms such as Greenscope (formerly Reporting 21). In 2024, 88% of portfolio companies participated in ESG reporting, and 19 received direct semi-annual ESG follow-up.

RGREEN also promotes inclusive growth within the organization. It fosters a culture of equity, diversity and employee well-being, and has implemented broad-based employee shareholding schemes. ESG and mission-related training is provided annually to all staff.

ARMEN became a minority shareholder in 2023 through its GP Stakes Fund I. While preserving RGREEN INVEST's strategic autonomy, ARMEN makes its best efforts to encourage alignment with the three pillars of its own mission: (i) fostering equal opportunities (notably through gender-balanced governance and inclusive HR practices), (ii) sharing economic value (via participative governance and equity sharing), and (iii) mitigating climate change (through climate-aligned strategies and impact measurement). ARMEN monitors progress annually through dedicated ESG reporting and continues to engage in constructive dialogue with RGREEN on shared long-term sustainability objectives.

3.2.2. Jolt Capital

Jolt Capital is an independent private equity firm specialized in growth-stage investments in European deep-tech companies. Founded in 2011 and headquartered in Paris, Jolt Capital focuses on scalable technologies in sectors such as cybersecurity, advanced materials, semiconductors, and AI-enabled software, with strong potential for industrial impact and sustainable transformation.

In March 2024, ARMEN acquired a minority stake in Jolt Holding SA, the parent company of Jolt Capital SAS. This partnership aims to support the long-term development of Jolt Capital as a premier deep-tech investment platform in Europe and beyond.

Jolt Capital is committed to integrating ESG and sustainability considerations across its operations and investment processes. In 2024, the firm made significant progress in formalizing and expanding its ESG framework. Its ESG policy was updated to reflect evolving regulatory expectations and sector-specific materiality, while maintaining exclusions on controversial investments. The firm improved its UNPRI score and strengthened its ESG governance, reporting, and risk management systems.

Among the key ESG milestones in 2024:

- Jolt Capital completed its first carbon footprint assessment (scopes 1, 2, and 3) and committed to science-based decarbonization targets aligned with a 1.5°C trajectory by 2030;
- The firm launched a biodiversity monitoring and impact assessment program, including the publication of its first biodiversity impact review for the Jolt IV portfolio in June 2024;
- At fund level, Jolt Capital reaffirmed its target of 1 kg CO₂eq avoided per euro invested. Jolt IV has already exceeded 600,000 tonnes of emissions avoided, and Jolt V (an Article 9 fund under SFDR) is targeting 1 million tonnes;
- Jolt's ESG reporting framework now covers 100+ indicators across its portfolio, consolidated into 20 KPIs and 16 Principal Adverse Impacts (PAIs) disclosed at fund level.

On the social front, Jolt Capital continues to implement the France Invest Parity Charter. As of the end of 2024, 20% of senior investment positions and 25% of total employees are held by women. The firm targets 25% and 40% respectively by 2030.

Jolt also actively engages with portfolio companies to foster ESG awareness, hosting dedicated training sessions and webinars on CSRD, EU Taxonomy, decarbonization, and biodiversity.

In line with ARMEN's mission, Jolt Capital shares a commitment to climate action, knowledge dissemination, and long-term value creation. While preserving the firm's independence, ARMEN makes its best efforts to encourage alignment with its three mission pillars: (i) fostering equal opportunities (e.g. diversity in leadership, inclusive HR practices), (ii) sharing economic value (via long-term incentive schemes and participative governance), and (iii) mitigating climate change (through impact-oriented strategies, carbon and biodiversity targets). These topics are monitored regularly through board representation and ESG reporting.

Jolt's positioning in European deep-tech makes it a key partner in driving sustainable technological sovereignty and resilience, consistent with ARMEN's long-term purpose.

3.2.3. Chorus Capital

Chorus Capital is a UK-based private debt investment manager specializing in bank risk-sharing transactions (RSTs), a niche segment of the securitization market that helps financial institutions manage regulatory capital and enhance lending capacity. Founded in 2011 and headquartered in London, Chorus Capital has grown into a market-leading, pure-play RST platform with approximately \$3.5 billion in assets under management as of the end of 2024.

In September 2024, ARMEN acquired a minority stake in Chorus Capital Management Limited (CCML) through ARMEN GP Stakes Fund I. ARMEN holds one board seat and actively participates in strategic discussions.

Chorus Capital's sustainability strategy is built around an operationally embedded ESG approach that has been progressively strengthened over the past years. Notably, as a credit investor, Chorus' ESG investment policy focuses on (a) exclusion and (b) monitoring, given that it cannot have direct involvement at the level of the borrowing companies.

In 2024, the firm further formalized its ESG integration through regular ESG Committee meetings, updated policies, and enhanced data collection processes. Key highlights include:

- The firm submitted its first mandatory UNPRI report, improving its score from 33 to 80, and outperforming peers in ESG policy, governance, and risk integration;
- Fund VI, to be launched in 2025, is currently being assessed for Article 8 classification under SFDR, with strong alignment on environmental disclosure;
- The Principle Adverse Impact (PAI) statement was published in June 2024, and Chorus has implemented tools to support carbon footprint and biodiversity monitoring at the portfolio level;

- Chorus has offset 270 tonnes of CO₂ emissions linked to 2024 activities through verified projects in the Amazon (Acre portfolio), and has committed to higher offsetting for 2025;
- The firm tracks ESG ratings of portfolio companies using MSCI screening tools, and integrates ESG and climate risks into origination, underwriting, and ongoing monitoring.

On the social side, Chorus Capital has taken concrete steps to promote diversity and inclusion:

- A significant part of employees are women, even in the investment team;
- The firm applies a variable compensation model aligned with long-term performance and has enhanced its policies through a standalone DEI framework approved in 2024;
- Chorus also provides ESG training and has improved office accessibility (e.g. inclusive facilities).

Chorus' internal governance has been strengthened through a dedicated ESG Committee co-chaired by senior team members, with regular reporting to the Board. The firm remains under the £5 billion AUM threshold for UK SDR reporting, but proactively tracks upcoming regulations.

ARMEN encourages Chorus Capital to align with its mission pillars: (i) fostering equal opportunities (through inclusive recruitment, DEI policies, and gender targets), (ii) sharing economic value (via carry mechanisms and broad employee incentives), and (iii) mitigating climate change (via offsetting, PAI, and Article 8 initiatives). While Chorus Capital maintains full independence in execution, ARMEN exercises its governance rights to monitor these areas, and fosters constructive dialogue through board presence and ESG committee engagement.

Through its focused strategy and operational excellence, Chorus Capital plays a critical role in enabling bank capital efficiency while embedding ESG principles in a sophisticated, scalable credit strategy aligned with ARMEN's long-term vision.

3.2.4. Signal Capital

Signal Capital is a London-based private asset management firm specializing in European corporate credit and real estate special situations. Founded in 2015 by former Deutsche Bank executives, the firm now manages approximately €3.4 billion in assets across its Alpha strategies, a credit hedge fund, and a growing CLO platform. Signal has established itself as a key player in complex, bilateral transactions where capital scarcity creates pricing inefficiencies.

In September 2024, ARMEN GP Stakes Fund I invested into Signal Capital Group Holdings. ARMEN now holds two board seats and monitors strategic alignment, governance, and ESG progress as part of its long-term partnership.

Signal's investment model is built on downside protection and bespoke capital structures, with a focus on non-traditional financing solutions. This includes senior secured debt, mezzanine instruments, and preferred equity. The firm's platform spans corporate and asset-backed lending, real estate restructuring, and special opportunities, with the third generation of its flagship Alpha fund in deployment.

On the ESG front, 2024 marked an inflection point. Signal Capital became a signatory to the UN Principles for Responsible Investment (UN PRI) and is preparing its first formal PRI report, due for submission in April 2025. An ESG strategy review was completed in Q2 2024, leading to the creation of an internal ESG Committee with quarterly governance, and the publication of Signal's first Sustainability Risk and PAI statement.

Key 2024 developments include:

- Appointment of a dedicated ESG lead and integration of ESG review into the investment committee process;
- Initial carbon footprint assessment and implementation of internal GHG tracking at firm level;
- Gender and inclusion KPIs introduced at management level;
- Initiation of ESG training programs and adoption of external ESG and risk scoring for portfolio companies;
- Signal's CLO strategy explicitly integrates ESG screening and is under review for potential EU SFDR classification in 2025.

Despite being a recent entrant in structured ESG practices, Signal has demonstrated rapid progress and openness to further institutionalization. The firm has also begun exploring carbon offset mechanisms and is evaluating how to implement responsible investment frameworks within its CLO and real estate verticals.

ARMEN engages proactively with Signal Capital to promote alignment with its mission pillars: (i) fostering equal opportunities (e.g. inclusive governance, recruitment objectives), (ii) sharing economic value (via co-investments and performance-based equity mechanisms), and (iii) mitigating climate change (through data integration, offsetting, and responsible investment tools). These areas are monitored through direct governance involvement and regular ESG dialogue.

Through its distinctive approach to private credit, Signal Capital brings complementary capabilities to the ARMEN portfolio, offering exposure to asymmetric credit strategies while embarking on a credible path to ESG integration.

3.2.5. ESG KPIs at GPs

ARMEN is actively involved in promoting ESG practices among its GPs: an ESG due diligence is systematically conducted prior to each investment, and ESG-related provisions are included in the SPA whenever possible, for example, ensuring that ESG matters are discussed at the boards on which ARMEN sits. While some GPs, such as Chorus Capital, were reluctant to formalize such provisions in the SPA due to perceived constraints (despite already implementing strong ESG practices), others, like Signal Capital, are in a pivotal year for their ESG strategy and have expressed a clear intention to strengthen their approach in ongoing dialogue with us, even if no specific provisions are included in the legal documentation.

In 2024, ARMEN tried to assess its GPs against its key ESG KPIs: sharing economic value created, fostering equal opportunities and mitigating climate change and protecting biodiversity. The findings help identify where ARMEN's strategic ESG engagement can generate the most impact going forward.

- ❖ **Sharing Economic Value Created:** all GPs are already aligned with or exceeding the target, reflecting strong engagement with value-sharing practices. This suggests limited need for corrective action but continued monitoring is key to maintaining alignment, especially if staff turnover affects eligibility.
- ❖ **Fostering Equal Opportunities: as of today, all GPs fall short of the target.** This KPI represents the most significant gap between current performance and target. Despite growing awareness, gender diversity in investment teams remains a structural challenge in the industry. ARMEN will encourage concrete action plans, such as inclusive hiring processes, internal promotion policies, and mentorship programs, particularly at Signal Capital where the starting point is especially low.
- ❖ **Mitigating Climate Change and Protecting Biodiversity:** climate-related impact measurement is progressing but remains uneven. ARMEN has an opportunity to influence GPs' roadmap and ensure carbon assessments are integrated in the near term.
- ❖ **Overall Takeaway:** among these KPIs, profit-sharing is the most advanced across the portfolio, while gender diversity in investment teams is the most lagging. Climate impact measurement is progressing but requires proactive engagement with certain GPs. ARMEN should continue to position itself as a strategic ESG partner by fostering tailored, GP-specific roadmaps toward exit targets.

3.4 Mission Committee's initiative

3.4.1. ARMEN HEC Wealth Sharing Index

Together with the Mission Committee, ARMEN defined possible initiatives to promote its mission. Disseminating good practices is one of the indicators of ARMEN's Mission Model. As one of the initiatives discussed with the Mission Committee, **ARMEN decided to create the ARMEN HEC Wealth Sharing Index** in 2023 to promote the concept of wealth sharing and to encourage progress and accountability throughout its ecosystem. In this context, wealth sharing means sharing economic value generated by GPs to the benefit of all their stakeholders (shareholders, employees).

A second campaign was conducted in 2024 to assess the evolution of the ARMEN HEC Wealth Sharing Index and strengthen its relevance as a tool for monitoring and driving progress over time. ARMEN is hoping the Index will help to educate the market, year after year, and have an impact on the governance of GPs while showcasing the best-in-class performers.

The Index is a tool to help set objectives and measure performance backed by data on wealth-sharing practices by GPs across Europe. The second edition, run in partnership with HEC Junior Conseil and DLA Piper, confirmed the trends observed in 2023 while enriching the insights with new dimensions, including LP perspectives and alternative profit-sharing mechanisms.

Over 200 GPs responded again in 2024, across 22 countries, and across the spectrum of AUM sizes (<€500m to €10bn+). The majority of respondents (59%) were private equity firms. The survey methodology was further refined to allow analysis by geography, strategy, firm size (AUM and FTEs), and capital structure.

3.4.1. 2024 Results and Key Findings

❖ **Carried interest**

Carried interest remains the most prevalent alignment mechanism. In 2024, 53% of GPs grant carried interest to more than 80% of their employees (vs. 31% in 2023). Smaller funds continue to distribute more broadly than large ones, and France leads in broad allocation, with 74% of employees receiving carry on average.

❖ **Equity ownership**

Ownership sharing remains concentrated. In 2024, 54% of GPs grant equity to less than 20% of employees, a result stable compared to 2023. Smaller and independent GPs are more likely to share ownership, especially in France and Southern Europe.

❖ **Other mechanisms and LP views**

Close to 50% of GPs reported using other wealth-sharing mechanisms, often adapted to their local context. Two-thirds of respondents confirmed actively promoting such mechanisms in their portfolio companies. LPs were also increasingly vocal: 64% of GPs say LPs consider wealth-sharing an important criterion, particularly in private equity and infrastructure.

❖ **Geographical and strategic diversity**

France and the Nordics continue to lead the way in wealth-sharing practices. UK, Benelux, and DACH show average scores with higher dispersion, while Southern Europe lags with lower and more concentrated results. Private equity outperforms other strategies in both carried interest and ownership sharing, whereas private debt and real estate lag.

❖ **Top Performers**

The 2024 Index also introduced a comprehensive ranking model based on five components (carried interest, equity, other mechanisms, LP view, portfolio practices). The top 5 GPs achieved scores above 90/110, with standout performers across fund sizes and strategies.

4. CONCLUSION: OPINION OF THE MISSION COMMITTEE

Since ARMEN's inception in July 2022 and until 31 December 2024, the Mission Committee was able to debate, observe and review the progress and achievements of the commitments made by ARMEN as a purpose-driven company (société à mission).

The Mission Committee believes that ARMEN's mission is both relevant and ambitious, because society changes should take place within companies and both ARMEN and its General Partners can play a key role there. The three sustainability related objectives that ARMEN has defined within its by-laws are: i) foster equal opportunities, ii) share economic value created internally, among GPs and among their portfolio companies and iii) mitigate climate change and protect biodiversity.

The Mission Committee assessed the efforts made by regarding these three statutory objectives, the resulting key indicators as well as the resources and the action plan deployed to achieve them. The Committee appreciates ARMEN's efforts toward meeting its 2024 Mission Objectives and believes that three objectives are integrated in the company's strategy and processes. It is worth noting that in addition, ARMEN initiated sustainability related initiatives that are not core to ARMEN's business but will help to promote the relevance of sustainability topics in the public, like successfully creating the ARMEN HEC Wealth Sharing Index in partnership with HEC.

The Committee has, on a best effort basis, provided advice and guidance with the objective that ARMEN contributes to a positive transformation of the private capital ecosystem by supporting investors and their portfolio companies in their sustainability efforts by implementing measures reflecting the three statutory objectives.

The Mission Committee notes that ARMEN is implementing its mission in line with its defined strategy and has taken steps toward meeting its three statutory objectives.