4.

Sustainable development

4.1 Context of the sustainable development approach

4.1.1 INTRODUCTION

Tikehau Capital is defined by its entrepreneurial mindset. Our mission is to direct global savings towards solutions that create sustainable value for all stakeholders and accelerate positive change for society.

Tikehau Capital is committed to managing the savings entrusted to it by financial institutions, private companies, public bodies and individuals all over the world in a sustainable, efficient and responsible manner. These savings are invested by Tikehau Capital through tailor-made and innovative business financing and investment solutions for companies.

The aim of creating long-term value, which is the cornerstone of the Group's strategy, drives the Tikehau Capital teams to provide financing and investment solutions, using debt or equity, which are tailored to the needs of companies, the lifeblood of the economy. Companies are selected on the basis of operational and financial data, as well as environmental, social and governance criteria. Considering the impact of portfolio companies on society is an integral part of Tikehau Capital's approach and that of its employees, across all of the Group's business lines.

Leveraging its multi-local platform, Tikehau Capital finances the real economy (1) and provides vital support for businesses. Tikehau Capital aims to promote the development and growth of companies by offering them tailored financing solutions (either directly or via the capital markets), by investing in their capital, and by releasing financial resources through the purchase or financing of real assets such as real estate.

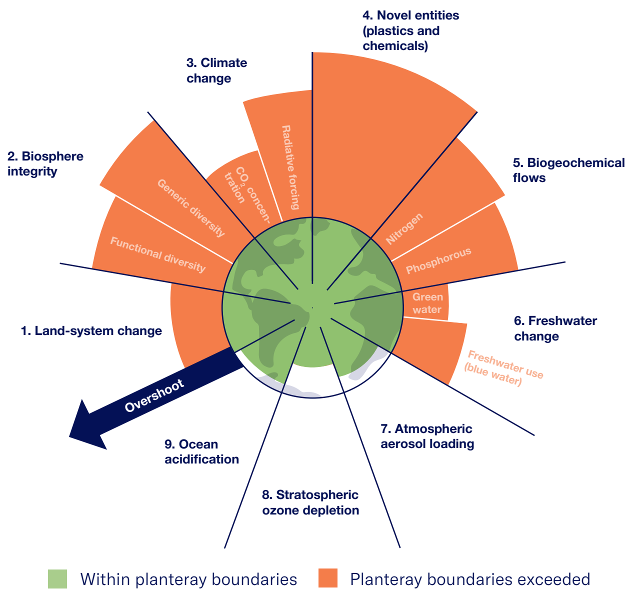
Through its Private Equity and Private Debt activities, Tikehau Capital contributes to maintaining and creating jobs. At the end of 2023, the Group had invested or financed around 200 companies through its Private Equity, Direct Lending and Corporate Lending activities.

The Group believes that a responsible investor is also a responsible employer and partner. The social and environmental impact of Tikehau Capital primarily occurs through its investments. The responsible investment policy or the investment policy in terms of "ESG" (environment, social/ societal and governance) thus constitutes the backbone of the Group's sustainable development approach. Tikehau Capital has a "Sustainability by design" approach, which is fully integrated throughout the investment cycle.

The pursuit of globalisation has favoured the optimisation of resources over resilience, global expansion over local engagement and economic growth over well-being of living beings. The crisis associated with the Covid-19 pandemic, the escalation of armed conflicts, as well as the acceleration of global warming are realities that force us to acknowledge the potential impacts of significant shocks. To help accelerate the necessary transformations, Tikehau Capital launched a sustainability-themed and impact investment platform based on several scientific findings.

Since 2009, the Stockholm Resilience Centre (Sweden) has been working on the notion of planetary boundaries by modelling the planet's nine main processes and the thresholds not to be exceeded to maintain the stability and resilience of the terrestrial system. In 2023, the Stockholm Resilience Centre noted that six of the nine planetary limits had been crossed: (1) land-system change, (2) biosphere integrity (erosion of biodiversity), (3) climate change, (4) novel entities (chemical and plastic pollution), (5) biogeochemical flows (disruption of the nitrogen and phosphorous cycle), and (6) freshwater change.

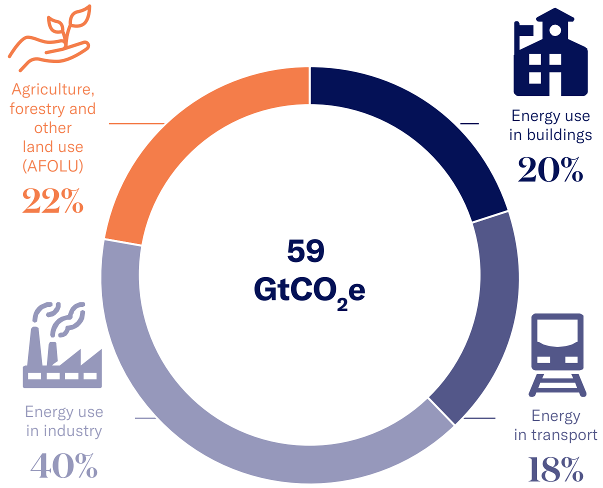
9 planetary boundaries assessed, 6 crossed



Source: Stockholm Resilience Centre

(1) The real economy refers to economic activities related to the production of goods and services or the construction and management of physical assets (real estate and infrastructure). Through its disintermediated investment strategies, Tikehau Capital finances companies and projects that seek to create long-term value.

Global greenhouse gas emissions by sector, 2019



Source: adapted from IPCC, 2022

According to the sixth assessment report of the Intergovernmental Panel on Climate Change ("IPCC"), global emissions of anthropogenic greenhouse gases reached 59 gigatons of CO_2 equivalent (tCO_2e) in 2019, around 12% above the 2010 level and 54% above the 1990 level [1]. This sixth assessment report also found that human activities caused an average global warming of 1.1 °C compared to the pre-industrial era [2]. This warming trend continued in 2023, the hottest year on record [2].

The 28th United Nations Climate Change Conference (COP28), held in Dubai in November 2023, highlighted that the trajectories of global greenhouse gas emissions are still not aligned with the temperature target of the Paris Agreement, despite significant collective progress in terms of climate action over the past decade [3].

4.

4.1.2 NON-FINANCIAL REPORTING FRAMEWORK AND APPLICABLE REGULATIONS

As a listed company, Tikehau Capital falls within the scope of directive 2014/95/EU on the publication of non-financial information (or "NFRD") amending directive 2013/34/EU and of the Taxonomy Regulation which governs the publication of information on the assessment of the sustainability of the economic activities of the companies falling in its scope of application.

The Company must therefore prepare a statement of non-financial performance in its management report (pursuant to the provision of Article L.22-10-36 of the French Commercial Code) and this Universal Registration Document includes considerations relating to both corporate social responsibility ("CSR") and the responsible investment approach.

This statement must include: the business model [4], the main non-financial risks, the ESG policies implemented and the associated due diligence procedures, as well as the results of the policies and performance indicators. Tikehau Capital's business model is presented in the introduction to this Universal Registration Document.

Directive 2022/2464/EU (Corporate Sustainability Reporting Directive or "CSRD"), which reinforces disclosure and transparency obligations, replaced the NFRD directive as of 1 January 2024. Thus, the Group is preparing to publish a sustainability report in line with the CSRD in 2025 addressing the 2024 financial year.

The NFRD directive provided for a "materiality" criterion for the information to be provided and the CSRD directive formalises the requirement of a materiality analysis based on a "double materiality". For each ESRS (European Sustainability Reporting Standards) and specific ESG theme (so-called "sustainability matter"), Impacts, Risks and Opportunities (IRO) are analysed by considering the probability of occurrence of these risks and opportunities, the potential magnitude of their short, medium and long-term financial effects, and the thresholds used to determine these effects. Interviews with stakeholders on the analysis of double materiality will be conducted in 2024.

(1) https://www.ipcc.ch/report/ar6/syr/downloads/report/IPCC_AR6_SYR_SPM.pdf
(2) https://climate.copernicus.eu/record-warm-november-consolidates-2023-warmest-year
(3) https://unfccc.int/sites/default/files/resource/cma2023_L17_adv.pdf
(4) See further details in the (Business Model) Section of this Universal Registration Document.

The CSRD directive expressly provides for the obligation to produce forward-looking information and requires in particular the publication of a defined plan to ensure the compatibility of the company's business model and strategy with the transition to a sustainable economy, limiting global warming to 1.5 °C in accordance with the Paris Agreement, and the objective of climate neutrality by 2050. This theme is partially covered in Section 4.3.2 (Climate strategy) of this Universal Registration Document.

Lastly, the CSRD also requires disclosures on governance, data collection and construction tools, and systems for monitoring and analysing companies' non-financial challenges.

Since 2023, the Group has voluntarily disclosed the main negative impacts of its transactions (Group scope) in a cross-reference table (see Section 4.6 (Cross-reference table - PAI (Principal Adverse Impacts)) of this Universal Registration Document).

The Group's management companies fall within the scope of the SFDR Regulation. They are also subject to Article 29 of the Energy-Climate Law, codified in Article L.533-22-1 of the French Monetary and Financial Code, which supplements and replaces the provisions of Article 173 of the Law on Energy Transition for Green Growth [(1)]. The Group proactively consolidates certain information for transparency purposes and strives to consider both the risks and opportunities related to sustainability factors and climate change in particular.

In addition, in line with the principles of the SFDR Regulation, the Group strives to improve transparency on the main negative externalities of its investments ("principle adverse impacts") and to consider different sustainable development objectives so as not to pursue an objective which risks causing harm ("do no significant harm").

The Group's non-financial performance statement also takes into account two other global sustainability reporting frameworks:

1. The Sustainability Accounting Standards Board ("SASB"), which provides companies with a grid of material sector indicators on ESG topics. In August 2022, the consolidation of the Value Reporting Foundation and the Climate Disclosure Standards Board signed the delegation of the management and evolution of non-financial reporting methods to the ISSB (International Sustainability Standards Board). Under the aegis of its parent body, the International Financial Reporting Standards (IFRS) Foundation, the ISSB aims to provide a base of sustainability reporting standards. In December 2023, the ISSB published amendments to the SASB standards in order to strengthen their international applicability. (see Section 4.9 (Cross-reference table - SASB) of this Universal Registration Document);
2. The recommendations of the Task Force on Climate-Related Financial Disclosures ("TCFD"), a working group on climate reporting led by the G20 Financial Stability Board. In December 2023, the TCFD recommendations were absorbed by the IFRS foundation, which continues to consolidate private sustainability reporting standards through the ISSB. As of the date of this Universal Registration Document, information concerning the carbon footprint of investments was not yet available; it will be published at a later date by the Group in a dedicated report available on its website [(2)] (see Section 4.9 (Cross-reference table - TCFD) of this Universal Registration Document).

(1) See the section (Publication of information on sustainability at the level of the Group's management companies, Statement on the main negative impacts of investment decisions on sustainability factors and Article 29 of the Energy Climate Law) presented on Tikehau Capital's website.

(2) https://www.tikehaucapital.com/en/our-group/sustainability/publications

4.1.3 TIKEHAU CAPITAL'S CULTURE CONTRIBUTES TO SHAPING THE SUSTAINABLE DEVELOPMENT POLICY

The Group was founded in 2004 by entrepreneurs from the financial sector and has since seen considerable growth in its activities. Today, it continues to develop while retaining its original modus operandi.

Entrepreneurship and the **alignment of interests** with its investor-clients, employees and the corporate partners in its portfolio form the basis of Tikehau Capital's development.

The Group has a **multilocal platform** of 15 offices around the world and a **unique ecosystem of partners**, promoting an alternative vision.

These key areas help to shape the Group's sustainable development policy and the "Sustainability by Design" progress approach, which is integrated throughout the investment cycle.

What sets Tikehau Capital apart

ENTREPRENEURIAL MINDSET

- **Entrepreneurial DNA**
- **Young and agile organisation**
- **Culture of innovation**

ALIGNMENT OF INTERESTS

- **Interests strongly aligned with our clients-investors, shareholders and the management:**
  - 79% of our own balance sheet invested alongside our investor-clients and savers
  - 55% of the capital controlled by the Group's management and employees
- **20% of variable compensation linked to people & climate goal**
- **Share of carried interest linked to ESG targets for impact funds**

MULTILOCAL PLATFORM

- **Global and local presence in 15 countries in Europe, the Middle East, North America and Asia**
- **Diversity of profiles**
  - 758 employees
  - 48 nationalities
  - 44% of women
- **Large network of advisors in each of the asset classes we cover**

ESTABLISHED NETWORK OF PARTNERS

- **Partnerships with large companies such as:**
  - TotalEnergies (decarbonisation strategy)
  - Unilever and AXA (regenerative agriculture strategy)
  - Altarea (European credit real estate strategy)
  - Airbus, Safran, Dassault Aviation and Thales (aerospace strategy)
- **Partnerships with banks and insurrers to enable private clients to benefit from Tikehau Capital's expertise in private markets.**
  - Banca March et Fideuram - Intesa Sanpaolo Private Banking
  - CNP Assurances, MACSF, Société Générale Assurances and Suravenir

SUSTAINABILITY BY DESIGN

- **Sustainability experts are assigned to our investment teams to ensure proximity, agility, refinement and integration of sustainability criteria throughout the process**
- **Investments are assessed based on both sustainability and economic criteria**

As at 31 December 2023

4.1.4 HISTORY AND RECOGNITION OF TIKEHAU CAPITAL'S COMMITMENT

Since signing the United Nations-supported Principles for Responsible Investment ("PRI") in 2014, efforts have been deployed each year to improve the Group's approach to sustainability, both in terms of investments and in its relations with stakeholders. The last two years were marked by:

1. The reinforcement of the Group's sustainability-themed and impact platform:

DECARBONISATION
NATURE AND BIODIVERSITY
RESILIENCE
CYBERSECURITY

€4.3bn billion in funds dedicated to corporate assets

SUSTAINABLE CITIES

€7.4bn billion in funds dedicated to real estate assets

   a. As at 31 December 2023, the sustainability-themed and impact platform's assets under management relating to the "verticals" of (i) decarbonisation, (ii) nature & biodiversity, (iii) cybersecurity and (iv) resilience amounted to €4.3 billion, including €3.0 billion dedicated specifically to climate and biodiversity, in order to implement a large-scale transition. Tikehau Capital is therefore on track to reach its target of exceeding €5 billion in assets under management dedicated to these strategies by 2025,

   b. In addition, over the last two years, the Group's real estate investment and ESG teams have worked closely together to set up a new vertical dedicated to sustainable cities totalling €7.4 billion in assets under management as at the end of 2023.

2. Tikehau Capital finalised its Net Zero Asset Manager ("NZAM") objectives in March 2023. The Group has committed to managing nearly 40% of its assets under management in line with the global target of reaching net zero emissions by 2050;

3. The reinforcement of ESG capabilities through the integration of a sustainability risk manager in 2023, the establishment of an ESG data IT platform, and the formalisation of methodological guides and of a RACI responsibility matrix [1] with the investment and support teams (legal, compliance, customer service, etc.);

4. In early September 2023, Tikehau Capital successfully priced a new sustainable bond issue for €300 million maturing in March 2030. At the end of 2023, 78% of the Group's financing had an ESG component, which is an additional incentive to accelerate the "Sustainability by Design" and impact strategy [2].

The Group's approach is recognised by a variety of standards. Using annual reviews and comparison exercises with its peers, Tikehau Capital is able to identify potential areas for improvement and strengthen its approach. The Group as a whole is keen to apply a market-leading sustainability policy. In January 2024, Tikehau Capital was awarded a top-rated industry badge by the non-financial rating agency Sustainalytics for the third consecutive year.

(1) RACI : Responsible, Accountable, Consulted, Informed.

(2) In March 2021, the Group successfully completed the placement of an inaugural €500 million sustainable bond due 2029. This long-term bond is based on an allocation framework (Sustainable Bond Framework) which allows the Group to invest the proceeds of the issue directly in sustainable assets (social or environmental) or in aligned sustainability-themed funds. In July 2021, the interest rate margin of the Company's syndicated loan agreement was indexed on three ESG criteria: (1) amount of assets under management dedicated to climate and biodiversity, (2) the feminisation of management, and (3) the alignment of interests. Then, in February 2022, Tikehau Capital announced that it had successfully set the terms of an inaugural private placement of $180 million on the US market (USPP). The proceeds of this financing are intended to be used in strict compliance with the allocation framework (Sustainable Bond Framework) implemented as part of the Group's first sustainable bond.

History of Tikehau Capital's commitment

2014-2017

PRI Principles for Responsible Investment signatory

Responsible investing charter

Proprietary ESG grid

Dedicated ESG role

1st sustainability report

2018-2021

Signatory of the Net Zero Asset Manager Initiative (NZAM)

Fund dedicated to the energy transition and launch of a sustainability-themed and impact platform

Climate and Biodiversity target: €5bn by 2025

1st ESG ratchet in private debt (direct lending) — Private Debt Investor AWARDS 2021, Responsible Investor of the Year, Europe

1st impact report

1st carbon footprint assessment — BFCA Excellence in ESG 2020 Winner

1st sustainable bond issue for €500m — ISS ESG

2022-2023

NZAM targets
1st climate report (TCFD)

Assets under management devoted to Climate and Biodiversity (1): €3bn

Reinforcement of the thematic and impact platform with the addition of the sustainable cities vertical

Assets under management in the sustainability-themed & impact platform (1): >€11bn

66% Of assets under management classified as SFDR Articles 8 & 9

20% Of employees' variable remuneration linked to ESG objectives

ESG Industry Top Rated 2024 — Environmental Finance IMPACT Awards 2023 Winner, Asset manager of the year: large

(1) As at 31 December 2023

Recognition of the Group's approach

PRODUCTS AND SERVICES LEVEL	
Label ISR	• Five real estate funds awarded the Real Estate SRI Label by the French Ministry of the Economy, Finance and Industrial and Digital Sovereignty • The SRI label was awarded to the Tikehau Impact Credit bond fund and renewed for the S.YTIC equity fund
labelRelance	• "Relance" label of the French Ministry of the Economy, Finance and Industrial and Digital Sovereignty awarded to four private equity funds: Ace Aero Partenaires, Brienne III, T2 Energy Transition and Tikehau Growth Equity II
LuxFLAG ESG Label	• The LuxFLAG (Luxembourg Finance Labelling Agency) ESG label is being renewed for six open-ended funds, was awarded to one private debt fund and is in the process of being awarded to a Special Opportunities fund
Greenfin Label	• Greenfin label of the French Ministry of Ecological Transition & Territorial Cohesion awarded to Tikehau Green Assets
Towards Sustainability	• In 2023, the "Towards sustainability" label administered by the Central Labelling Agency (CLA) of the Belgian SRI label was awarded to the Regenerative Agriculture fund

TIKEHAU CAPITAL GROUP LEVEL	
PRI	• Signatory since 2014 • Good scores in the 2022 valuation report: 4/5 stars for the "Policies, Governance and Strategy" module, and also 4/5 stars for real estate (score 80/100) and private equity (score 83/100)
CDP	• CDP 2023 climate change score: B
Gaïa	• 2022 ESG rating by Ethifinance: 63/100, above the sector average
Sustainalytics / ESG Industry Top Rated	• 2023 ESG rating: 12.6 (representing a low risk) • In January 2024, Tikehau Capital was awarded the "ESG Industry Top-Rated" badge by Sustainalytics for the 3rd consecutive year
S&P Global	• ESG rating – S&P Global CSA (Corporate Sustainability Assessment) 2023 ESG score: 36/100, above the industry average (84th percentile)

AWARDS	
Private Debt Investor AWARDS 2022	• Private Debt Investor magazine has awarded Tikehau Capital Responsible Investor of the Year, Europe 2022 for its ESG approach in Private Debt. In 2023, Tikehau Capital was again short-listed for this prize
Environmental Finance IMPACT Awards 2023 Winner	• The online newspaper Environmental Finance recognised the Tikehau Capital fund for the third consecutive year with the Impact 2023 award for asset manager of the year

4.1.5 IDENTIFICATION AND RESPONSE TO MATERIAL NON-FINANCIAL CHALLENGES

Maintaining a close relationship with stakeholders is a key factor in Tikehau Capital's sustainability approach. Employees, investor-clients, shareholders and civil society are involved in discussions on ESG issues (for example, through the Group's code of conduct and responsible purchasing charter, which are available on its website). Close relations contribute both to identifying and optimising the management of non-financial risks and to reinforcing the entrepreneurial and innovative approach that is at the heart of the Group's strategy.

In 2019, the Group called on its internal and external stakeholders to carry out an initial mapping of its main non-financial risks and opportunities (materiality matrix). Since 2021, the ESG risk prioritisation exercise is integrated into the major risk mapping conducted by the internal audit team (see Section 2.3 (Risk management culture and compliance obligations) of this Universal Registration Document). At the end of 2023, as part of the preparation for the entry into force of the CSRD, a working group on the double materiality analysis was launched and a steering committee of the CSRD project met in February 2024.

Aware that sustainability challenges can represent both risks and opportunities, the Group is committed to working on all significant aspects. The key sustainability issues reflect both risks and opportunities identified through the mapping of major risks:

1. Responsible investment (Communication, reputation and brand risk);
2. Climate change, biodiversity and the environment;
3. Talent management and diversity; and
4. Cybersecurity and information security risks.

As of the date of this Universal Registration Document, a review of key sustainability challenges is underway in line with preparations for the CSRD. The Group anticipates changes in the presentation of key sustainability issues over the next reporting period.

Through its sustainability-themed and impact investment platform, the Group also focuses on five themes related to key ESG issues: (i) decarbonisation, (ii) nature & biodiversity, (iii) cybersecurity, (iv) resilience and (v) sustainable cities (vertical added in December 2023). The sustainable development goals ("SDGs") offer a reference framework that enables communication with all stakeholders. Where appropriate, the Group ensures that the link is made between ESG issues and the relevant SDG(s). In addition, the Group carefully considers scientific studies on planetary boundaries and the work of the Organisation for Economic Co-operation and Development (OECD) on the combination of social and planetary boundaries (see the Donut theory developed by the British economist Kate Raworth [1]).

4.1.6 GROUP SUSTAINABLE DEVELOPMENT GOVERNANCE

The Group firmly believes that defining a responsible investing strategy is key to creating sustainable value (i.e. long-term value linked to global societal and environmental challenges) for all of its stakeholders. This belief is demonstrated by the strong involvement across all levels of seniority, from investment and operations teams to the Managers and the Supervisory Board representatives, in the implementation of the ESG and climate policies.

Tikehau Capital's Supervisory Board regularly reviews the progress of the ESG strategy. In 2022, a first internal training course was organised for Board members covering both climate science and climate change risks and opportunities.

The Supervisory Board relies particularly on its Governance and Sustainability Committee comprised of three independent members (see Section 3.4.2 (Committees of the Supervisory Board) of this Universal Registration Document), in charge of reviewing the integration of matters related to ESG (including climate and nature-related risks and opportunities) and CSR into the Group's strategy and its implementation.

In addition, an initial analysis of the Group's climate risks was included in the global mapping exercise of major risks and was presented to the Audit and Risk Committee and then to the Supervisory Board in December 2022. Lastly, in March 2024, the Governance and Sustainable Development and Audit and Risk Committees carried out a joint review of this statement of non-financial performance.

In March 2021, a Sustainable Bond Allocation Committee was set up.

(1) *https://www.kateraworth.com/doughnut/*

Group sustainable development governance

The Company's Supervisory Board	**Governance and Sustainability Committee of the Supervisory Board**	Assists the Supervisory Board in: • Monitoring ESG issues to better understand and anticipate the challenges, risks and opportunities associated with them for the Group • Examining the main commitments and guidelines of the Group's ESG policy, and monitoring their deployment • More generally, examining the inclusion of ESG issues in the Group's strategy and its implementation
	Audit and Risk Committee of the Supervisory Board	Assists the Supervisory Board in: • Reviewing the strategy in terms of risk, notably financial, non-financial, operational and non-compliance risks, including the impact of climate-related risks
The Company's Managers	**Sustainability Strategy Orientation Committee**	Is advising the Managers for: • Steering and structuring the Group's sustainability strategy over the medium term • Identifying strategic collaborations and partnerships to further sustainability topics • Defining ESG exclusions, as well as an ESG watchlist
Activities	**Report to the Sustainability Strategy Orientation Committee at least annually** Real Estate / Direct & Corporate Lending / CMS Infrastructure / Leveraged loans & CLOs / Private equity	• ESG Taskforces under the leadership of ESG lead for each business line • Make decisions specific to asset management companies • Report results to the Sustainability Strategy Orientation Committee at once a year

Over the past two years, the Group's governance of sustainability issues was updated to give it a medium-term strategic push and set up operational working groups by business line.

- Comprised of experienced Group employees (including one of the co-founders, representing the Managers), the Sustainability Strategy Orientation Committee sets the guidelines of the ESG, climate and biodiversity policy. It meets at least once a year.
- In 2022, operational ESG working groups for each of the Group's business lines have been set up to roll out the sustainability strategy with an annual roadmap. These working groups include business line managers and the ESG team and meet every quarter. In 2023, working groups on cross-functional issues (e.g. "compliance-legal-risks and ESG" or "ESG transformation and IT") were formed and meet every month. In 2023, 18 meetings were held.

Lastly, for impact funds, the Impact Committee is responsible for reviewing proposed investments to assess their potential contribution to the fund's mission and to evaluate the 'do no significant harm' (DNSH) principle.

Key indicators:	As at 31 December 2023	As at 31 December 2022
Dedicated employees in the ESG team [(1)]	**10**	**10**
Active participation in working groups on ESG and impact [(2)]	4	4

(1) Excluding the Group's Chief Climate Officer and the Deputy Chief Executive Officer in charge of the Group's ESG challenges.
(2) In France Invest, IIGCC (Institutional Investors Group on Climate Change), One Planet Private Equity Funds (OPPEF) and UN PRI.

As of 31 December 2023, the ESG team comprised ten people. ESG specialists were also assigned to the Risk, IT and Data Management teams.

The ESG team oversees the integration of the ESG policy across all activities and enhances the ESG, impact, climate, and biodiversity capabilities of the investment and management teams. The ESG team also participates in engagement measures with portfolio companies and progress plans for real assets.

Since 2022, a director who is an expert in sustainable development has been appointed in each business line and is supported by ESG analysts and apprentices, who work alongside the investment teams to ensure capacity-building, proximity, agility, development, and integration of sustainability criteria throughout the lifespan of investments.

The responsibility for ESG integration and engagement falls to the investment teams. As such, all investment analysts, managers and directors are responsible for integrating the ESG criteria into the fundamental analysis of investment opportunities.

In December 2022, Tikehau Sustainability University was launched with a dedicated mobile application prioritising the strengthening of climate and regulatory knowledge, in addition to other topics for continuous training for the Group's investment teams and other functions. At the end of 2023, over 80% of the Group's employees had taken at least one course from the Tikehau Sustainability University.

To further develop key topics such as SBT trajectory, financing the transition, and CSRD, and to reinforce the exchange of best practices, the Tikehau Impact Club was launched by the Group in December 2023. It organises webinars and lunches, each time bringing together several dozen Private Equity and Private Debt portfolio companies.

In addition, ESG processes include first and second level controls through reviews carried out by the risk, compliance and internal audit teams.

At the beginning of 2022, to reinforce the approach, the Managers introduced a standard, according to which at least 50% of the carried interest allocated to the asset manager of new impact funds must be indexed to ESG and impact performance criteria.

Finally, 20% of the variable compensation is linked to the achievement of collective ESG objectives.

4.2 Responsible investment approach

4.2.1 INTRODUCTION

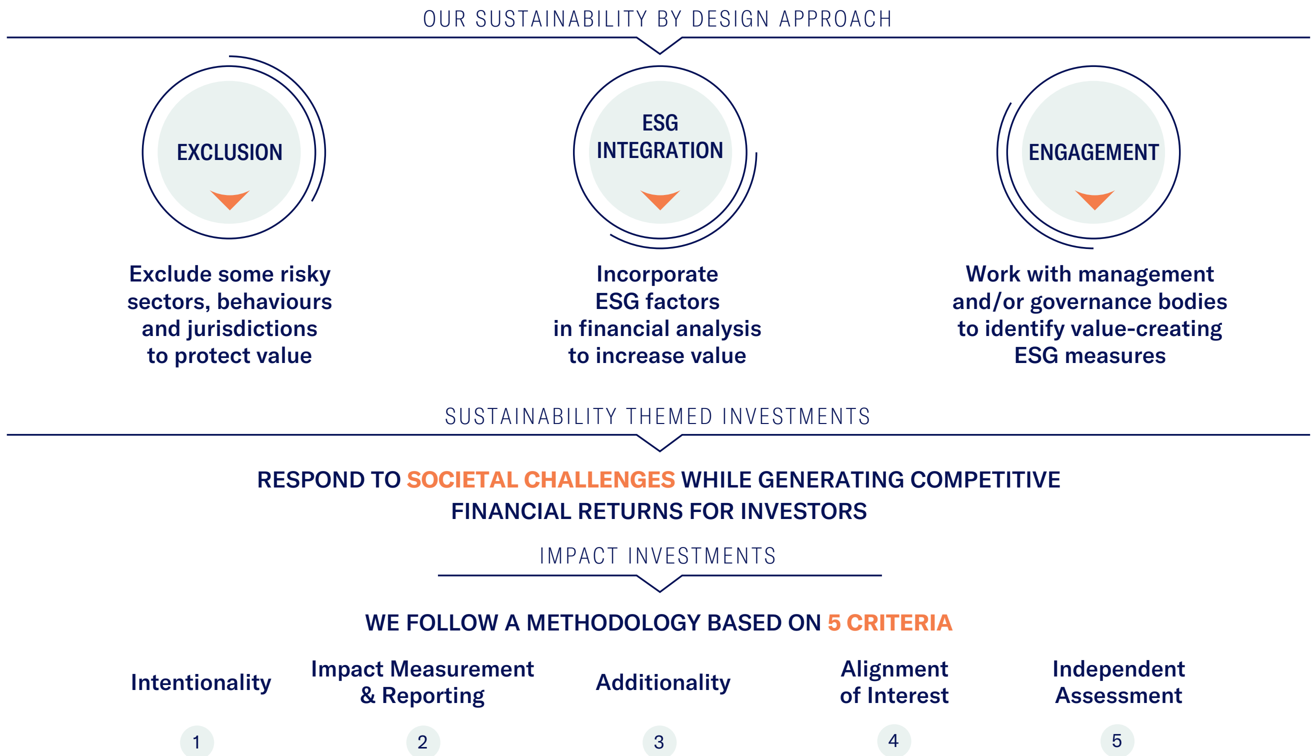
Key indicators:	As at 31 December 2023	As at 31 December 2022
Assets under management (AUM) in SFDR Article 8 or Article 9 funds	**€28.3bn**	**€22.7bn**
Share of AUM in SFDR Article 8 or Article 9 funds in the Group's total AUM	**66%**	**60%**
Share of AUM in SFDR Article 8 or Article 9 funds in the Group's total AUM subject to SFDR (1)	81%	72%

(1) Excluding (i) funds closed to subscription before 31 March 2021, date of the entry into force of the SFDR, (ii) holding companies or SPVs (special purpose vehicles) and vehicles not marketed in Europe and (iii) other products not subject to the SFDR or not marketed in Europe.

The Group's sustainable investing charter covers the full spectrum of responsible investment, from exclusions to the development of impact products dedicated to ESG issues. ESG integration is the backbone of the Group's responsible investing strategy and engagement is held on an ad hoc basis with a view to helping the portfolio companies improve.

The Group's Sustainability Report provided an overview of ESG performance (and impact where relevant) by business line until the 2022 reporting period. In 2024, a 2023 integrated report and a 2023 climate report will be published. For certain funds, ESG and Impact reports are integrated into periodic reports or published separately where relevant.

Tikehau Capital's rigorous Sustainability by Design approach and impact framework



There is no guarantee that investments objectives will be met.

Adaptation in line with the SFDR Regulation

Pursuant to the SFDR (Sustainable Finance Disclosure Regulation):

- Tikehau Capital and the Group's asset management companies that market funds and financial products in Europe integrate **sustainability risks** into their investment decision-making process;
- investment products classified as SFDR Article 8 or Article 9 take into account **best governance practices** and report on the **principal adverse impacts**;
- investment products classified as SFDR Article 8 with a sustainable investment component or SFDR Article 9 assess the "do no significant harm" principle, notably by performing reasonable due diligence on the principal adverse impacts, and applying the **definition of sustainable investment** of the management company concerned by differentiating between investments in companies and real estate investments (see details in the definition presented in the Group's Sustainable Investment Charter, available online on the Tikehau Capital website [1]).

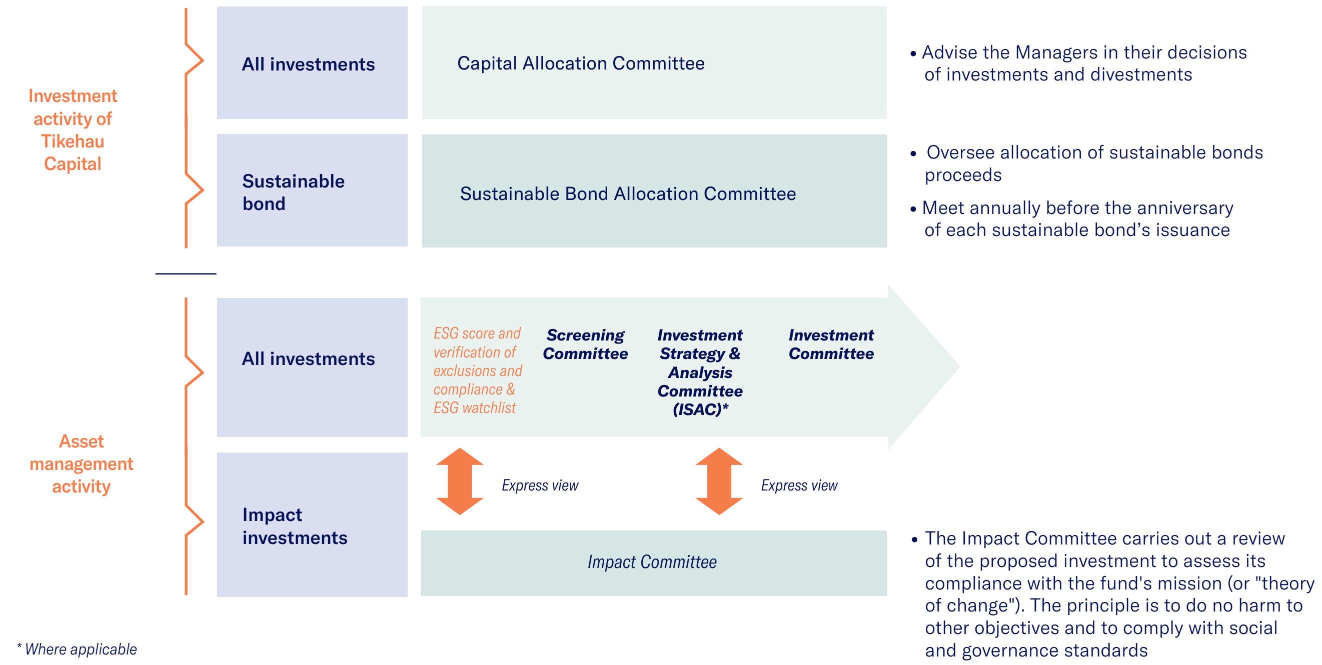
Work on the potential positive and negative impacts of the companies and assets financed provides a better understanding of the impact of investment portfolios on sustainability issues (notably, their climate change footprint) and complements the traditional ESG approach which assesses the ESG risks on the portfolio (for example, the impact of natural disasters on the assets held in the portfolio). One of the main negative impacts (principal adverse impacts) identified by Tikehau Capital is related to climate change (see the mapping of non-financial risks and opportunities presented in Section 4.1.5. (Identification and response to significant non-financial challenges) of this Universal Registration Document. Other negative and positive impacts are considered on a case-by-case basis, using the various tools put in place by the Group (e.g. pre-investment ESG analysis grids, monitoring ESG questionnaires, etc.).

Beyond regulatory requirements, the Group aims to integrate ESG criteria into the core of its investment process as it believes that these criteria have a material impact on the risk-adjusted financial performance of the asset under consideration. Tikehau Capital formalises its ESG approach through a non-financial analysis grid adapted to each activity.

Governance

The Group's sustainable investing charter covers all investments and, since the beginning of 2022, strengthened procedures have been put in place for the allocation of sustainable bond issues as well as for the opportunities considered for impact funds.

Sustainability governance at the level of investment opportunities



* Where applicable

(1) https://www.tikehaucapital.com/~/media/Files/T/Tikehau-Capital/publications/ri-charter-en-2017-12-06.pdf

Raising the teams' awareness of ESG topics

Placing ESG at the heart of the investment policy requires continuous training of the teams (by regularly raising awareness through the ESG employees working alongside the investment teams, sharing of cases or organising consultations with experts) and formalising the approach to non-financial criteria (via the application of an ESG analysis grid and a summary in investment memos). With regard to the environment, financial analysts or real estate managers are not expected to carry out complex assessments themselves (for instance, energy audits), but rather are expected to identify the main ESG risks and opportunities. This analysis is the natural corollary to a financial appraisal.

Around 150 permanent Group employees took part in "Climate Fresco" and "Biodiversity Fresco" workshops in 2023. In addition, since its launch in December 2022, over 80% of the Group's employees have participated in the Tikehau Sustainability University programme based on the content of the AXA Climate School.

4.2.2 EXCLUSIONS

Tikehau Capital has defined an exclusion policy that covers sectors for which negative impacts on the environment or society have been demonstrated. It should be noted that the Group's exclusion policy has been developed on the basis of the most objective criteria possible. In addition to existing regulatory and international frameworks (e.g. national laws and regulations, the Universal Declaration of Human Rights, recommendations from international agencies, etc.), the Group consults its network of experts wherever relevant.

As at the date of publication of this Universal Registration Document, four activities were excluded from the Group's investment universe [(1)]: (1) controversial weapons [(2)]; (2) prostitution and pornography; (3) fossil fuels (conventional and unconventional hydrocarbons) exceeding certain thresholds [(3)]; and (4) tobacco. A review of exclusions related to the destruction of a critical habitat and biodiversity is underway (see details in the exclusion policy published on the Tikehau Capital website [(4)]).

In 2023, the Group's exclusion policy was amended to specify its application to real estate activities. Exclusions applicable to real estate assets include fossil fuels, tobacco, recreational marijuana, controversial weapons, prostitution and adult entertainment. Furthermore, exclusions related to fossil fuels were reinforced in early 2024.

Lastly, the Group defined a compliance and ESG watchlist that seeks to identify the industries and geographical areas that may have negative external impacts on the environment or society (e.g. at-risk countries, allegations of corruption, tax evasion or money laundering and other allegations of breaches of the United Nations Global Compact etc.). Consultation with the Compliance-Risk-ESG working group is required for sensitive cases and the Group's Impact Committee is solicited when a consensus has not been found, in order to pursue investigations. Topics linked to climate change are also taken into account in the risk analysis. Finally, the Compliance & ESG exclusion list and watchlist are reviewed and updated periodically to refine the positions and anticipate unhedged non-financial risks, as new situations arise.

4.2.3 ESG INTEGRATION

An ESG analysis grid for portfolio companies

With regard to investments in companies, the research and investment teams take into account a common set of ESG themes. An ESG rating must be assigned to each company prior to investment in order to reflect the risk and opportunities related to environmental, social and governance issues.

In 2023, Tikehau Capital decided to strengthen its ESG rating tool to (i) have a methodology that continually evolves with ESG standards and stakeholders' expectations, (ii) take into account quantitative and qualitative criteria, (iii) take into account a company's performance in relation to its sector, (iv) allow the use of the score by certain companies as a roadmap to improve their ESG performance, (v) strengthen external recognition, and (vi) increase the number of ESG themes taken into account when assessing large companies.

Since January 2024, the ESG scores of the **Capital Markets Strategies, Private Equity and Private Debt** business lines have been based on S&P Global methodologies:

- S&P Global's CSA (Corporate Sustainability Assessment) measures the performance and management of a company's material ESG risks, opportunities and impacts, based on a combination of information reported by the company, of media and stakeholder analysis, of modelling approaches and of in-depth company engagement;
- The "Provisional CSA Fundamental Score", adapted for companies not covered by S&P, measures the performance of a company and its management of significant ESG risks, opportunities and impacts, based on a combination of information provided by the company and, where applicable, by due diligence work by Tikehau Capital's research and/or investment teams or third-party consultants.

(1) The exclusions apply to direct investments managed through the investment and asset management businesses. They apply on a best effort basis for investments in funds of funds.

(2) With a zero tolerance standard for companies involved in cluster munitions, land mines, chemical and biological weapons.

(3) See the box on the exclusion of fossil fuels presented in Section 4.3.1 (Exclusions related to climate, nature and biodiversity) of this Universal Registration Document.

(4) https://www.tikehaucapital.com/en/our-group/sustainability/publications

These quantitative ESG ratings are then classified into three categories: acceptable ESG risk, medium ESG risk and high ESG risk. Only investments in issuers that represent an acceptable ESG risk are authorised without prior internal approval. Issuers with a medium ESG risk are subject to review by the Compliance-Risk-ESG working group, which provides a recommendation. Investments representing a high ESG risk are excluded [(1)], pursuant to an approach similar to that applicable before January 2024.

As at the date of this Universal Registration Document, CLO activities refer to the proprietary ESG rating tool developed by the Group and to the Fitch Ratings ESG score for coverage purposes.

Example of the ESG criteria analysed for companies at the pre-investment stage (through application of the Group's exclusion policy and the ESG score):

- Governance – Analysis of exposure to countries at risk of corruption and human rights violations, commitment to sustainable development (signing of the United Nations Global Compact), assessment of governance practices, and exposure to proven or potential controversies (corruption, employment law, competition law, taxation, etc.);
- Social – Analysis of social risks, including health and safety risks; and
- Environment – Analysis of environmental risks, notably the company's decarbonisation strategy.

An ESG analysis grid for real estate assets

For **real estate activities** (for the Sofidy, IREIT and Tikehau IM subsidiaries), the investment teams take into account common ESG themes. Prior to an acquisition, an ESG grid must be completed for each transaction, in order to reflect the risks and opportunities related to environmental, social and governance issues. Although the grid may vary depending on the subsidiary or fund, all investment grids were developed in collaboration with an ESG consultant specialised in real estate activities, taking into account the main reference frameworks such as the Global Real Estate Sustainability Benchmark (GRESB) or the European Taxonomy. These grids include 15 to 45 ESG criteria, depending on the entity, the fund and the characteristics of the asset, such as its typology or location.

Example of ESG criteria analysed for real estate assets at the pre-investment stage and during the management phase:

In accordance with the **Group's ESG Framework for real estate**, all ESG grids have a common base (see Section 4.2.4 (ESG engagement with portfolio companies and real assets) of this Universal Registration Document). Here are some examples of the themes and criteria collected for all investments:

- Exposure to fossil fuels;
- Physical risks related to climate change;
- Energy and carbon: Energy Performance Certificate ("EPC") label, annual energy intensity and greenhouse gas emissions;
- Environmental certifications: type of certification, rating obtained and date of expiry;
- Biodiversity: vegetated area compared to the total area of land; and
- Soft mobility: proximity of the asset to public transport (less than 500 metres).

Key indicators:	As at 31 December 2023	As at 31 December 2022
Share of AUM in real estate assets exposed to fossil fuels [(2)]	**0.03%**	**0.02%**
Share of real estate assets with an analysis of physical risks related to climate change	**94%**	**83%**
Share of AUM in real estate assets located less than 500 metres from a public transport network [(3)]	**94%**	**92%**

(2) 100% coverage rate. Exposure to fossil fuels mainly targets independent gas stations. Gas stations belonging to a larger building complex, such as a supermarket or shopping centre, are not taken into account in the analysis.

(3) Coverage rate of 91% in 2023 and 69% in 2022.

(1) See details in Tikehau Capital's Sustainable Investment Charter, available on its website: https://www.tikehaucapital.com/en/our-group/sustainability/publications.

In order for an investment to be validated, a set of mandatory criteria must be met, including compliance with the exclusion policy, the fund's SFDR strategy (if Article 8 or 9), or with the French Tertiary Decree (1) (if the asset is subject to it). In addition, special attention is paid to the quality of information and the availability of supporting documents for key information (e.g. EPCs and certifications).

As part of a continuous improvement approach ("best in progress"), Sofidy has adapted the ESG rating grid it uses during the acquisition phase to take into account the criteria of the SRI (Socially Responsible Investment) real estate label, as well as the criteria to which are subjected the funds that opted for an Article 8 classification under the SFDR. This analysis takes into account, for example, the energy and carbon performance of buildings, the social impact of tenants' activities, and stakeholder commitment.

Each fund with an SRI approach has set a minimum ESG rating (threshold) for its assets. This takes into account the fund's strategy, its objectives for each of the three ESG themes, as well as the criteria used in the rating framework. The objective is to improve the performance of assets with a rating below the threshold and to continue to improve the performance of assets with a good rating over time, wherever possible.

4.2.4 ESG ENGAGEMENT WITH PORTFOLIO COMPANIES AND REAL ASSETS (ASSET MANAGEMENT ACTIVITY)

Key indicators:	As at 31 December 2023	As at 31 December 2022
Ratio of companies financed with an ESG ratchet (3) compared to the total number of new companies financed in the current year with private debt (4)	**66%**	**50%**
Share of private equity holdings with a sustainability roadmap	**38%**	**35%**

(3) An ESG ratchet (or Sustainability Linked Loan) is a contractual mechanism that adjusts upwards or downwards the interest rate margin of a predefined amount depending on whether or not ESG objectives are achieved.

(4) Excluding CLO vehicles and leveraged loan funds.

Tikehau Capital establishes an engagement approach with companies. Starting at the investment decision and throughout the holding period of the investment, Tikehau Capital promotes the adoption of practices that align financial performance with social and environmental impact. The investment teams and the ESG team maintain dialogue with the portfolio companies with a view to creating sustainable value.

Voting policy

The Group believes that active shareholding stimulates communication and contributes to the creation of value. In this context, the Group is committed to voting at shareholder meetings of all companies held in funds it manages (excluding funds of funds).

With regard to investments in **listed companies** (equity funds of the Capital Markets Strategies activity, Sofidy real estate equity funds, and investments through the balance sheet), the Tikehau Capital analysts and fund managers analyse the resolutions of the general meetings. They can use the research work of the ISS proxy voting consulting firm to assess problematic resolutions, and also use the ISS platform to vote. The resolutions which are voted against by the financial analysts and fund managers through the "proxy advisors" are reviewed. In 2023, the financial analysts and the managers of Tikehau IM and Sofidy exercised their voting rights at 97.9% of the General Meetings of the Shareholders (2).

With regard to **Private Equity** investments, whether Tikehau Capital has a minority or majority stake in the share capital in a given company, the teams can systematically exercise their voting rights. Resolutions added to the agenda by external shareholders are analysed on a case-by-case basis and approved if they contribute to the improvement of business practices or if they have the potential to create value for shareholders.

ESG monitoring

In Private Equity and Private Debt, the Group aims to work together with the management team of the companies in the portfolio, the equity sponsor and/or potential co-investors on ESG-related topics.

To raise the management's awareness in the early stages of the investment relationship, an ESG clause is included wherever possible in shareholders' agreements or credit documentation. This clause lists Tikehau Capital's commitments to responsible investment and binds executives to adopt a progressive approach based on their resources. In 2023, the Private Equity ESG clause was strengthened to include the climate commitments expected from portfolio companies. The clause notably requires them to provide a carbon footprint and define an action plan to reduce GHG emissions, as well as a trajectory aligned with the Paris Agreement, within two years following the investment.

During the holding period, the portfolio companies are subject

(1) Eco-Energy Tertiary Decree (Dispositif Éco Énergie Tertiaire, "DEET"): French regulation which aims at reducing energy consumption for non-residential buildings with a surface area of more than 1,000m^2. The reduction targets must be achieved in one of two ways: (i) reducing final energy consumption by -40% in 2030, -50% in 2040 and -60% in 2050 compared to a reference year; (ii) achieving absolute targets, depending on the building typology and region.

(2) Tikehau IM's managers and financial analysts exercised their voting rights at 100% of General Meetings of the Shareholders. For Sofidy's real estate equity funds, with the exception of a general meeting of a foreign issuer (Europe excluding France) requiring the additional sending of a proxy-card to the custodian in addition to the vote carried out on the voting platform, all voting rights at the meetings were exercised.

to an annual review of their ESG performance through a dedicated questionnaire. Thanks to companies' responses, Tikehau Capital is able to identify risks and/or opportunities relating to ESG factors. Where appropriate, the investment teams and ESG team may be encouraged to engage in dialogue with the companies to help identify the risk management strategies in place. For example, as a minimum, the Group encourages the establishment of formal Codes of Ethics to promote an exemplary approach within companies.

Depending on the degree of proximity of the teams to management and the characteristics of the transactions, the investment teams may sit on the governance bodies of the portfolio companies. The most important ESG topics are included on the agenda of such bodies at least once a year.

Within the **Capital Markets Strategies** business line, the ESG profiles of invested companies are reviewed annually. Ongoing monitoring of controversies is also carried out on the basis of data from external data providers. The most severe cases are reviewed by a committee composed of representatives of the Compliance, Risk and ESG teams and, where applicable, an engagement is conducted with the company to analyse the corrective actions put in place.

For **real estate activities**, ESG indicators are monitored at the asset level by external asset managers and/or property managers, then analysed by Tikehau Capital teams at least once a year. In order to collect this data, ESG clauses are included whenever possible in tenant's leases and/or in contracts with external asset managers/property managers.

In 2023, the Group reinforced its real estate ESG data collection tools, in particular by setting up controls to improve the reliability of the data collected.

ESG roadmaps

When the characteristics of the transaction allow it in the case of Private Debt, and systematically for new Private Equity investments, ESG roadmaps are co-constructed with the companies in the portfolio. The definition of these plans is based on a materiality analysis of ESG topics according to the activity, size and geographical exposure of the companies. Qualitative objectives and management indicators are monitored annually.

Private debt – To ensure the resilience and improve the performance of portfolios in a world facing the climate emergency, Tikehau Capital has, for several years, used tools (ESG profile in 2017, ESG score the following year, data collection for reporting campaigns, etc.) and internal expertise that allow it to take ESG considerations into account in its investment process.

This approach extends beyond the consideration of ESG risks in investment processes. The Private Debt team also positions itself as a partner of the companies in which it invests. The investment teams influence the integration of sustainability issues into business models by conditioning the terms for providing a loan on the environmental, social or governance performance of the companies. This is the principle of Sustainability Linked Loans (also known as ESG ratchets), which include a mechanism for upward or downward adjustment of loan interest rates depending on the achievement of specific ESG criteria.

66% of all Private Debt transactions (direct and corporate lending) [(1)]) carried out in 2023 included such a mechanism, demonstrating the intensity of the Private Debt team's ESG engagement and its desire to reduce the sustainability risks of portfolios.

Benefiting from this expertise and experience, Tikehau Capital decided to commit its flagship fund, Tikehau Direct Lending VI, to a net zero carbon approach, in line with a trajectory of 1.5 °C compared to pre-industrial levels. The materialisation of this commitment is based on establishing greenhouse gas reduction criteria through Sustainability Linked Loans.

In 2022, Tikehau Capital co-led a working group of France Invest on Sustainability Linked Loans that drew up a guide [(2)] aimed at accelerating the role that the private debt market can play in financing and supporting companies towards more sustainable models. In 2023, Tikehau Capital took part in the ESG Integrated Disclosure project, an AIMA initiative aimed at strengthening the harmonisation and consistency in the reporting of ESG indicators by committed borrowers in private debt and syndicated loan transactions. In September 2023, the UN PRI Private Debt Committee published a report on responsible investment in private debt to which Tikehau Capital [(3)] actively contributed. The report underlines the importance of collaboration for an effective integration of ESG criteria, and the importance of Sustainability Linked Loans. While recognising industry progress since 2019, the report highlights the continued need for additional efforts.

(1) Analysis of new portfolio companies.

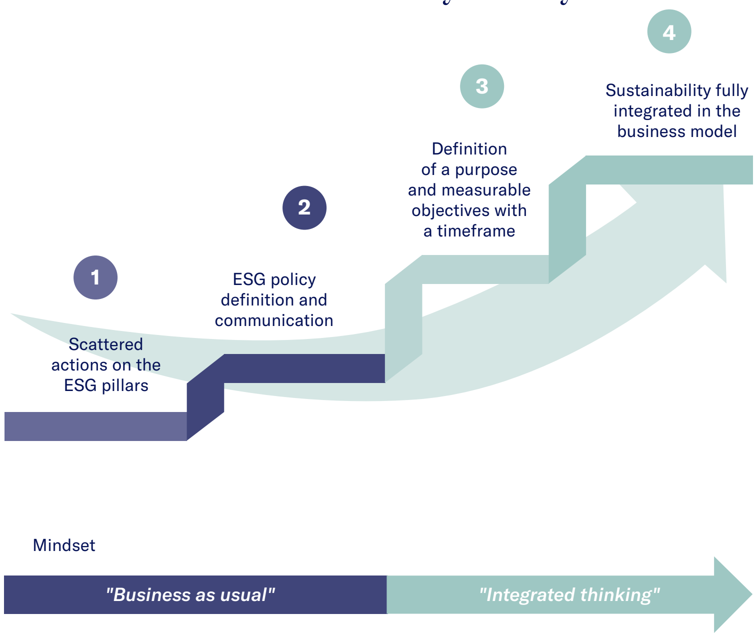
(2) The Sustainability Linked Loans guide is available on the France Invest website, here: www.franceinvest.eu/guide-sustainability-linked-loans

(3) ttps://www.unpri.org/private-debt/esg-incorporation-in-direct-lending-a-guide-for-private-debt-investors/(1) 11772.article

Private equity – Tikehau Capital's teams work closely with portfolio companies to develop tailor-made sustainable development roadmaps. Targets are defined according to the activity, size and geographical location of each company. The Tikehau Capital teams assess the Company's position in relation to a sustainable transformation trajectory and in relation to the achievement of the five objectives defined for private equity.

Four key steps to achieve sustainable transformation and private equity objectives

The Sustainability Journey



Tikehau Sustainability Must-Haves(1)

At least one external board member(2)	100%
A Sustainability roadmap *(defined by the company or at the initiative of the investment team in the 12 months following the acquisition)*	100%
Discussing sustainability topics at board level at least annually	100%
Carbon footprint assessment *(in the 12 months following the acquisition)*	100%
Carbon reduction plan(1) *(aligned with Science-based targets where possible in the 24 months following the acquisition starting with 2022 investments)*	100%

(1) There is no guarantee that the sustainable objectives will be achieved, but Tikehau Capital makes its best efforts to encourage portfolio companies to achieve these objectives.

(2) To be considered as an external member of the Board of Directors, the person must not be an employee of the Tikehau Capital Group, nor of the Company, and must not own more than 5% of the Company's shares.

Tikehau Capital's Private Equity and ESG teams are positioning themselves as partners to support the managers of portfolio companies in the integration of climate-related issues. At the end of 2023, 100% of Private Equity investments in SFDR Article 8 and 9 funds held for more than 12 months had established a carbon footprint through ERM, Carbometrix or another specialised advisor. This work is a prerequisite for the establishment of impact and decarbonisation roadmaps. At the end of 2023, four Private Equity investments had validated Science Based Targets.

To further develop key topics (SBT trajectory, financing the transition, CSRD) and reinforce the exchange of best practices, the Tikehau Impact Club was launched by the Group in December 2023 by organising webinars and lunches which each time bring together several dozen Private Equity but also Private Debt participants.

Capital markets strategies – Supporting listed market companies in their sustainable development approach is also important. Engagement is at the heart of the "additionality" deployed as part of Tikehau IM's high yield impact loan strategy, which focuses on the levers of transition to a circular and low-carbon economy.

Through its impact strategy, Tikehau Impact Credit seeks to identify and support companies whose impact, although sometimes less direct or visible, remains significant. This approach aims to highlight the efforts of companies which are often underestimated. For example, they include companies in the packaging sector that must develop innovative approaches to design solutions that minimise waste and pollution while ensuring a high recyclability and the safety of packaged products. They also include companies in the aluminium sector that are developing new low-carbon production methods using furnaces with hydrogen-powered burners, and automotive parts manufacturers that have developed lifecycle analyses or created new divisions within their teams to work solely on sustainable materials.

These companies can also contribute to the decarbonisation efforts of the entire value chain. Working with less mature companies in terms of ESG can contribute to achieving sustainability objectives, as well as to potentially achieving medium to long-term financial objectives. It also allows these companies to better understand the expectations of impact investors when refinancing.

The three pillars to achieve a sustainable transformation and the objectives of Tikehau Impact Credit

1

SELECTION

A demanding selection made through impact grids specific to the type of investment.

2

MEASURABILITY

A measurement of impact indicators at the level of each investment and at the level of the fund.

3

ENGAGEMENT

Targeted commitment on the fund's themes and the conclusions drawn from ESG monitoring in order to commit to the most relevant themes.

+ Continuously challenging our approach to keep up with constantly evolving standards and practices

To meet the specificities of listed markets, Tikehau Impact Credit's impact approach is based on the following three pillars:

(i) a rigorous selection process to determine, on the one hand, whether, thanks to its products and services, the company is a transition player, a supplier of low-carbon solutions or an enabler of the transition to low-carbon processes, and, on the other, whether the company has set itself the goal of significantly reducing its GHG emissions in the management of its operations. For sustainable finance instruments such as "Sustainability Linked Bonds", particular attention is paid to the performance indicators used, their relevance and their ambition, for example by trying to prioritise GHG reduction targets that include Scope 3 and all of the most significant emission sources;

(ii) the measurement of the impacts generated by each company of the fund, the results of which are reflected in an annual impact report reviewed by an independent third party; and

(iii) active engagement with companies, a key element of the impact approach, which focuses particularly on key environmental aspects for the fund. This includes setting ambitious carbon footprint reduction targets, adhering to internationally recognised initiatives such as the Science Based Targets (SBT), or supporting the reinforcement of circularity objectives, notably by promoting the use of recycled materials.

Significant negative externalities from emitters are also taken into account, such as water consumption, in order to promote more sustainable practices in their operations.

Thus, Tikehau Impact Credit aims to work closely with certain companies in order to promote the transition to a model compatible with climate challenges. ESG engagement also takes the form of participation in collaborative initiatives. Thus, the ESG team took part in the CDP Non Disclosure campaign as a "Lead Investor" for three companies, in order to encourage them to increase their transparency on their environmental impacts.

Real estate activities – Real estate investment involves buildings whose characteristics can be directly improved by the manager's practices. As assets owners, Tikehau Capital's subsidiaries work continuously to improve their assets in collaboration with stakeholders. They use governance tools such as environmental appendices in the leases of tenants or in the contracts of external asset managers or property managers.

During the real estate asset management phase, the asset management teams aim to identify and implement relevant areas for improvement in order to enhance the non-financial performance of the real estate assets under management. In 2023, Tikehau Capital defined a common ESG management framework for all its real estate subsidiaries. This strategy is based on three main commitments (Environment, Social and Governance), broken down into objectives applicable to all subsidiaries.

ESG framework for the Group's Real Estate activities

E — TAKING ACTION FOR CLIMATE AND BIODIVERSITY: TOWARDS A SUSTAINABLE REAL ESTATE SECTOR

- Reducing energy consumption and the carbon footprint
- Building resilience to climate change
- Targeting ambitious environmental standards and certifications
- Preserving biodiversity in and around assets

S — PLACING HUMAN INTERACTIONS AT THE CENTRE OF CITIES AND COMMUNITIES

- Promoting local integration
- Promoting sustainable mobility

G — MEETING ESG CHALLENGES BY PROMOTING EXEMPLARY GOVERNANCE

- Integrating environmental and social objectives into internal governance
- Engaging external stakeholders

Environmental Pillar – Taking action for climate and biodiversity: towards a sustainable real estate sector

Tikehau Capital is committed to contributing to transitioning towards a sustainable real estate sector. This is reflected in a decarbonisation strategy, in line with both the Group's NZAM commitment and with regulations specific to the real estate sector, such as the French Tertiary Decree. The commitment to nature is reflected in the formalisation, in 2023, of a biodiversity strategy (for more information, see Section 4.3.1 (Biodiversity commitments and actions) of this Universal Registration Document).

In order to improve the overall environmental performance of its buildings, Tikehau Capital is also implementing a certification strategy for its real estate assets. In 2022, IREIT launched an environmental certification process for its portfolio. With the exception of the Berlin asset, which will undergo major restructuring work, all the assets present throughout 2023 in the portfolio of the Singaporean REIT (1), i.e. 36 assets, had obtained a BREEAM in Use or a LEED certification as at 31 December 2023. The scores obtained as part of these certifications are the starting point for a continuous improvement process for IREIT's buildings.

Social Pillar – Placing human interactions at the centre of cities and communities

As part of its commitment to a positive territorial impact and the reduction of carbon emissions, Tikehau Capital aims at promoting real estate assets providing sustainable mobility solutions to their users. The location of real estate assets is crucial to guarantee that they are accessible to as many people as possible at a low cost and with a low carbon footprint. The Group invests in real estate assets located near public transport networks. At the end of December 2023, 94% of the Group's real estate assets (measured as a % of assets under management with a coverage rate of 91%) were located withing 500 meters of a public transport network.

Tikehau Capital's subsidiaries also own a large number of assets providing essential services to local populations. In 2023, Sofidy and Selectirente managed over 1,500 local shops (2). Offering services in or near buildings is a major subject for the Group, which promotes the "fifteen-minute city", local integration and the dynamism of city centres.

Governance Pillar – Meeting ESG challenges by promoting exemplary governance

Tikehau Capital works with stakeholders using or working on its assets to extend its ESG approach to as many people as possible. ESG clauses are included in lease contracts whenever possible, to encourage the sharing of consumption data related to resources such as energy, water and waste, and to identify areas for improvement in the ESG performance of assets. Moreover , a guide on best environmental practices (eco-guide) is made available to tenants whenever possible.

In addition to these initiatives, Sofidy's teams also use responsible supplier and responsible distributor charters, which are distributed to encourage suppliers and distributors to integrate ESG issues whenever working with the Group.

Lastly, the Group works with service providers specialised in sustainable real estate, notably: (a) Deepki, which provides expertise in the analysis and optimisation of building energy data in order to improve their energy performance and visualise the decarbonisation trajectory of assets, (b) Wild Trees, an ESG consulting firm for real estate activities, which supports the Group in the production of a tool to calculate the carbon emissions of real estate assets, (c) Egis, a consulting, construction engineering and operating group specialised in real estate and sustainable cities, which is working on action plans for the energy performance of Tikehau IM assets subject to the Tertiary Decree and (d) Gondwana, a biodiversity consulting firm. In 2023, Gondwana supported the Group in defining a biodiversity charter for Tikehau Capital's real estate activities, as well as in developing action plans by type of asset (see Section 4.3.1 (Biodiversity commitments and actions) of this Universal Registration Document).

(1) Excluding 17 acquisitions made in 2023
(2) Including food and catering, health, personal services, etc.

4.2.5 CASE STUDIES

Examples of actions related to ESG engagement are presented below.

In Private Debt

Focus on an ESG ratchet

Founded in 1934, Lebronze Alloys SAS ("LBA") is a family business specialising in the transformation and recycling of high-performance copper and nickel-based alloys. With a team of more than 750 employees, it published revenue of around €300 million at the end of 2023.

Since 2015, Tikehau IM has positioned itself as a partner to support the international development and external growth of the metallurgist. In 2023, as part of a refinancing operation, close collaboration with management was established to set up Sustainability Linked Loans around three key objectives: reduction of water consumption, reduction of the accident frequency rate, and reduction of the carbon footprint across the three scopes in line with the Paris Agreement.

The creation of the LBA Sustainability Linked Loan, which could lead to an upward or downward modulation of the credit margin, within a range of up to 45 basis points, acted as a catalyst for the roll-out of an ambitious action plan through to 2030.

- **Environment**: in order to reduce its carbon footprint, of which 80% comes from purchases of raw materials and energy, LBA launched a programme to reduce its energy consumption, which is overseen by the Energy and Decarbonisation Committee, and brings together the Executive Committee and the technical departments each month. LBA has taken concrete measures, such as electrifying its energy uses, improving the energy efficiency of existing equipment, and obtaining ISO 14001 or ISO 50001 certification for several sites. Moreover, LBA is committed to a responsible purchasing approach, incorporating environmental and societal criteria alongside price requirements. This is reflected in the prioritisation of local purchasing, in awareness-raising among suppliers, service providers and employees, in promoting the purchase of metals from the recycling sector (with a target of an 85% use of recycled materials by 2030), and in favouring suppliers committed to a CSR approach. Lastly, LBA is actively committed to developing more resistant and/or more conductive products that are as close as possible to the shape desired by the customer, thus aiming to reduce the use of copper and nickel.
- **Water management**: LBA set up a technological transition to cool heat treatment furnaces, thus integrating a recycling loop and consequently reducing water consumption by half. At the same time, LBA moved a water-intensive activity from a production site to a modern plant equipped with a closed-circuit cooling system. Investments are also planned to improve existing infrastructure for wastewater recycling. In addition, in-depth studies will be undertaken in 2024 to assess the feasibility of rainwater harvesting and its use for self-consumption.
- **Reduction of accidents**: LBA initiated a training programme for its employees, focused on skills development, health and safety at work. To strengthen its commitment, the company integrated the Health, Safety and Environment (HSE) coordination function within the Sustainable Performance Department. An HSE Steering Committee was set up, operating at the level of each business line and at each site. An external safety expert is now on-site in Germany two days a week. In addition, safety officers were appointed per sector to assist the site safety manager and sector management in monitoring and identifying safety risks. At the same time, awareness-raising and communication initiatives were rolled out. In order to frame its occupational health and safety management system, LBA chose to prepare for certification on the dedicated ISO 45001 standard, with a first pilot site in 2024, before rolling it out at other sites.

Structuring of LBA's ESG ratchet

Relevant SDG	Objectives	2023	2024	2025	2026	2027	2028	2029
6 CLEAN WATER AND SANITATION	***Reduction of water consumption***							
	Reduction compared to 2022, as a %	45%	51%	54%	57%	58%	60%	61%
8 DECENT WORK AND ECONOMIC GROWTH	***Reduction of accident frequency rate***							
	Frequency rate	-	19.5	18.5	18.0	17.5	17.0	16.5
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	***Reduction of greenhouse gas (GHG) emissions***							
	Reduction in Scopes 1 & 2 compared to 2021, as a %	-4.99%	-7.48%	-9.97%	-12.47%	-14.96%	-17.45%	-19.94%
	Reduction in Scope 3 compared to 2021, as a %	-5.60%	-8.30%	-11.10%	-13.90%	-16.70%	-19.40%	-22.20%

Source: Tikehau IM

In Private Equity

Focus on Groupe Sterne's roadmap

Created in 1972, Groupe Sterne is a European player in multi-service transport and logistics with strong historical positions in tailor-made and high value-added operations. Building upon its historical transport and night delivery solutions, it has developed three complementary services (time critical, urban delivery, aftermarket), as well as a best-in-class digital platform. Its ability to act on road optimisation levers and optimised loading rates, combined with its large network and its decarbonisation trajectory, make it a leading player in sustainable transport. Groupe Sterne has a network of 72,000 daily delivery points.

Tikehau Capital invested in Groupe Sterne through its Private Equity decarbonisation strategy. Groupe Sterne incorporates the most effective levers available to reduce transport-related emissions into its business model, as identified by the International Energy Agency (IEA). At the time of the investment, Tikehau Capital negotiated an ESG clause to establish a decarbonisation trajectory aligned with the Paris Agreement. This approach was a logical continuation of Groupe Sterne's sustainability strategy. Monthly meetings among Sterne employees, Tikehau IM and external experts, and a partial funding of the definition of the decarbonisation roadmap, enabled the definition of a trajectory validated by the Science Based Target (SBT) initiative in 2023, just 18 months after Tikehau IM's investment. Groupe Sterne's commitments and performance in relation to the trajectory were published in their non-financial performance statement, available on the Groupe Sterne website [1].

Its strong commitment and the quality of its approach naturally led Groupe Sterne to become, in 2023, one of the few companies in the transport and logistics sector to adopt the status of a "company with a mission". It commits the company to being responsible for non-financial objectives in the same way as for financial performance objectives: "Optimising transport and logistics flows and associated services to support our customers in implementing innovative, eco-responsible services with high added value, contributing to the development of a more sustainable ethical and economic performance, preserving natural resources, and guaranteeing a constructive and solidarity-based quality of life at work".

The non-financial objectives are presented below:

Objective #1: Contribute to the ecological transition by reducing the environmental impact of services and promoting eco-responsible behaviours among stakeholders (employees, suppliers, customers, subcontractors, partners).

- By minimising the waste generated by operations;
- By adopting measures to reduce energy consumption; and
- By reducing greenhouse gas emissions in line with the Paris Agreement and SDG 13 on Climate.

Relevant SDG	Objectives	2030
13 CLIMATE ACTION	***Reduction of greenhouse gas (GHG) emissions***	
	Reduction in Scopes 1 & 2 compared to 2021, as a % (95% of emissions in scope)	-42%
	Reduction in Scope 3 compared to 2021, as a % (67% of emissions in scope)	-25%

Objective #2: Promote an optimal quality of life at work in order to guarantee the fulfilment, safety and intellectual stimulation of Groupe Sterne's employees and partners.

- By supporting the professional development of employees through training;
- By implementing best practices in terms of health and safety for employees and partners; and
- By promoting gender equality and social inclusion.

Objective #3: Act in an ethical and transparent manner with all Groupe Sterne stakeholders in order to be in constant alignment with our mission.

- By defining a clear and transparent Code of Ethics, and by requiring its implementation by our employees, partners and suppliers;
- By implementing a responsible purchasing policy; and
- By seeking an annual external assessment of Groupe Sterne's practices in terms of managing environmental and social issues.

(1) https://www.groupe-sterne.com/wp-content/uploads/2023/10/Brochure_DPEF_Groupe_Sterne_2023_FR.pdf

In Real Estate

Reducing energy consumption and carbon emissions of the Group’s real estate assets: case study of GreenCenter, which was invested in through Tikehau IM’s value-add impact fund

For Real Estate activities, the challenge of the ecological transition is to make progress on existing assets, in order to limit the consumption of raw materials during construction and to improve the real estate portfolio, which is renewed over the long term. The goal of Tikehau IM’s value-add impact fund is to give additional environmental or social value to existing real estate assets.

The GreenCenter project, initiated in 2023, fully embodies this strategy. It aims to acquire vacant and outdated apartments located in the heart of Madrid and refurbish them to the best ESG standards, before renting them and building a stable qualitative portfolio.

The portfolio targets an average 50% reduction in energy consumption and greenhouse gas emissions, thus aligning itself with the CRREM (Carbon Risk Real Estate Monitor) 1.5 °C decarbonisation trajectory. Whenever possible, the teams work with the co-owners in each building to improve energy efficiency through various works, such as the renovation of façades, the optimisation of heating systems and the replacement of lighting with LED technologies.

Through the exemplary ESG approach deployed across the project, one of GreenCenter's apartments obtained the sustainable renovation certificate from AENOR (Spain’s leading certification body). This was the **first time a green certificate was obtained for the renovation of an individual apartment** in Spain. This first certification is a starting point for the extension of the certification to the majority of GreenCenter’s portfolio. It will prove that the project's apartments underwent a sustainable renovation process. For instance, in addition to the reduction of energy consumptions, the teams have worked on the full life cycle of the flats by ensuring proper treatment of construction and demolition waste, use of environmentally certified materials and use of materials and installations that have longer lifespans.

Decontamination and redevelopment: case study of a Sofidy asset in Saint-Cloud

The renovation project of the asset located at 165-186 boulevard de la République in Saint-Cloud (property of the fund Immorente), aims to transform a former gas station into an asset focused on services such as medical offices and a pharmacy. There will be two major phases: first, in-depth decontamination of the site over a period of more than a year, and removal of asbestos from the building, then extension and conversion of the commercial premises on the ground floor. This approach aims at boosting local economic development while providing essential services to the neighbouring community.

To promote biodiversity, a low-slope green roof will be installed, with planters for shrubbery. In addition, a vegetated pavement foundation technique will be used to facilitate the infiltration of rainwater, thus contributing to the preservation of biodiversity and of the soil as a natural heat regulator.

In order to reduce the carbon footprint, the project incorporates an innovative approach using clinker-free concrete, which is low in greenhouse gas emissions.

Lastly, the project is aiming for BREEAM Refurbishment and Fit-Out very good certification.

4.2.6 SUSTAINABILITY-THEMED AND IMPACT INVESTMENTS

Sustainability-themed investment was initiated in 2018 as part of the creation of the T2 Energy Transition fund (for more information, see Sections 1.3.2.4 (b) (Energy transition fund) and 4.3.4 (Climate and biodiversity: thematic and impact investments) of this Universal Registration Document). The Group is now well positioned to develop its transition and impact strategy across its various business lines.

Sustainability-themed and impact investment platform at the end of 2023

INVESTED COMPANIES

DECARBONISATION

PRIVATE EQUITY
Decarbonisation
Green Assets

PRIVATE DEBT
Unit-linked products [1]

CMS
Tikehau Impact Credit[2]

Promoting solutions: energy efficiency, renewable energy supply and low carbon mobility

Transition to a low carbon economy

NATURE AND BIODIVERSITY

PRIVATE EQUITY
Regenerative Agriculture

Rebuild soil organic matter and restore degraded soil biodiversity

Shift toward regenerative ingredients

Scale up technical and digital solutions

Support transition to sustainable agrifood

€4.3bn
in funds dedicated to companies

CYBERSECURITY

PRIVATE EQUITY
Cybersecurity

Mitigate increasing digital risks

Scale up cyber security solutions

Drive the need for new solutions and approaches

RESILIENCE

PRIVATE DEBT
Belgian Resilience [4]
Impact Lending

PRIVATE EQUITY
Growth equity

Drive the digital and sustainable transition

Access and reinforce the healthcare system

REAL ESTATE ASSETS

SUSTAINABLE CITIES

REAL ESTATE [3]
Efimmo 1
Immorente
Sofidy Europe Invest
Sofidy Pierre Europe
SoLiving
Sofimmo
S.YTIC
Value add impact

Low carbon cities:
Energy efficiency improvement, renewable energy supply, low carbon mobility

More inclusive cities:
Response to a high housing need

Biodiversity preservation

Promotion of local shops

€7.4bn
in funds dedicated to real estate assets

As at 31 December 2023

(1) Risk mutual investment funds (fonds commun de placement à risque, or FCPR) exclusively accessible through unit-linked life insurance policies marketed by Société Générale Private Banking France

(2) Tikehau Impact Credit is a compartment of the "Tikehau Fund" mutual fund (SICAV) UCITS managed by Tikehau IM. The fund's main risks are capital loss, counterparty, liquidity and sustainability risks. For a description of all the risks, please refer to the fund's prospectus. The occurrence of one of the risks may result in a reduction of the fund's net asset value.

(3) SCPI shares are long-term investment vehicles and must be acquired with a view to diversifying the portfolio. The minimum recommended investment period is generally eight years. Like any investment, real estate presents a risk of lack of return, a risk of loss of capital, a liquidity risk and a sustainability risk, which can however be mitigated, without guarantee, by the real estate or lease diversification of the fund. For a description of all the risks, please refer to the fund prospectuses. Some funds are reserved for investors based in France.

(4) Self-managed fund.

Over the last two years, the Group's real estate investment and ESG teams have worked closely together to set up a new vertical dedicated to sustainable cities totalling €7.4 billion in assets under management as at end-December 2023. Consequently, a fifth theme was added to the Group's sustainability-themed and impact investment platform, which now includes (i) decarbonisation, (ii) nature and biodiversity, (iii) cybersecurity, (iv) resilience and (v) sustainable cities.

Key indicators:	As at 31 December 2023	As at 31 December 2022
Assets under management in the sustainability-themed and impact platform [1]	€4.3bn	€2.7bn
Assets under management in the sustainability-themed & impact platform - real estate assets, corresponding to the "sustainable cities" vertical	€7.4bn	NA[2]

(1) Private Equity, Private Debt and Capital Markets Strategies funds with a sustainability-themed and impact investment strategy. The amount of assets under management in the value add impact real estate strategy has been deducted from the 2022 figure previously communicated (€3.0bn) to be included in the real estate category.

(2) At the end of 2022, several Sofidy funds filed amendments for their regulations with the AMF (French Financial Markets Authority), mentioning a sustainable investment objective (with social or environmental characteristics). These funds were integrated into the sustainability-themed and impact investment platform in 2023.

Overview of decarbonisation strategies

	ESG theme	Launch date
The **T2 Energy Transition Fund** is a private equity fund focused on companies operating in three sectors critical to achieving the long-term temperature target of the Paris Agreement: (1) energy efficiency, storage and digitisation (2) clean energy production and (3) low-carbon mobility (see further details in Section 1.3.2.4. (b) (Energy transition fund) and Section 4.3.4 (Climate and biodiversity: thematic and impact investments) of this Universal Registration Document).	Climate change (energy transition)	Dec-2018
Tikehau Decarbonisation Fund II is the second vintage of the Private Equity strategy dedicated to decarbonisation. The goal of this fund is to contribute to the decarbonisation of the economy with a wide range of adapted and impacting solutions, and its investment thesis is twofold, (1) it is based on sectors, i.e. decarbonise the entire economy by focusing on all sectors contributing to the generation of CO_2 emissions (with the exception of agriculture, covered by the Regenerative Agriculture strategy): energy generation, industry, buildings and transport, and (2) it is solution-based, i.e. targeting the most impactful solutions, as well as catalysers, and identifying key value-added components in the value chain of these solutions. The fund will target the following solutions: efficiency, electrification, low-carbon energy and inputs, and adaptation. In line with the T2 Energy Transition Fund, this second vintage applies an approach combining Tikehau Capital's sustainable investment policy and an impact reference framework (see further details in Section 1.3.2.4 (b) (Energy transition fund).	Climate change	June 2023
Tikehau Impact Credit is a high-yield bond fund that pursues both a financial objective and an objective of accelerating the transition to a circular and low-carbon economy by investing in issuers that explicitly intend to make a positive and measurable contribution through their products and services, their operations or through certain projects (green bonds). The fund not only finances solutions, but above all the transition of the current ecosystem, i.e. the decarbonisation of production plants, buildings and mobility (see further details in Section 1.3.2.3 (a) (Bond management) of this Universal Registration Document).	Climate change and circular economy	July 2021
The **green assets strategy** is dedicated to capital investment in real assets to reduce the carbon footprint of their end users: low carbon technologies (LED lighting, new refrigeration units, heat recovery systems, etc.), infrastructure (charging stations for electric vehicles, batteries, etc.) or more specific projects (vertical farms, recycling units, etc.). This strategy forges partnerships with players wishing to decarbonise or with companies providing decarbonisation solutions, in order to meet the financing needs of their asset portfolios with a tailor-made offer (see further details on Tikehau Green Assets in Section 1.3.2.4. (b) (Energy transition fund) of this Universal Registration Document).	Climate change	Apr-2021
SG Tikehau Dette Privée is a support exclusively available in unit-linked life insurance contracts marketed by Société Générale Private Banking France, enabling individual investors to finance selected unlisted French and European companies while supporting the reduction of their greenhouse gas emissions. The companies financed must commit to a decarbonisation trajectory aligned with the Paris Agreement based on the Science Based Targets methodology (see more details in Section 1.3.2.1(a) (Direct lending activity (direct financing)) of this Universal Registration Document).	Climate change	Dec-2022
Tikehau Financement Décarbonation is a unit-linked, multi-insurance vehicle that enables individual investors to finance selected unlisted French and European companies while supporting the reduction of their greenhouse gas emissions. The companies financed must commit to a decarbonisation trajectory aligned with the Paris Agreement based on the Science Based Targets methodology (see more details in Section 1.3.2.1(a) (Direct lending activity (direct financing)) of this Universal Registration Document).	Climate change	July 2023

Overview of the nature and biodiversity strategy

	ESG theme	Launch date
The **Regenerative Agriculture** strategy focuses on three main areas: (1) protecting soil health to strengthen biodiversity, preserve water resources and participate in the fight against climate change, (2) contribute to future supply of regenerative ingredients to meet the needs of a growing global population, on the one hand, and consumer demand for increasingly sustainable products, on the other, and (3) contribute to the progress of technological solutions that look to accelerate the transition to regenerative agriculture (see further details in Section 1.3.2.4 (d) (Regenerative Agriculture fund) of this Universal Registration Document).	Nature and biodiversity (regenerative agriculture)	Dec-2022

Overview of cybersecurity strategy

	ESG theme	Launch date
Brienne III is a private equity fund that finances disruptive players in critical sectors to support their growth ambitions. The fund seeks to contribute to the resilience of the increasingly digitised and interconnected economic system, through cybersecurity (see further details in Section 1.3.2.4.(f) (Cybersecurity fund) of this Universal Registration Document).	Cybersecurity	June 2019
Brienne IV is the new vintage of the Private Equity strategy dedicated to cybersecurity. The fund's objective is to support innovative cybersecurity companies, providing proven technology with high growth potential. With the continuous evolution of the digital landscape, the need for robust cybersecurity has never been more crucial, and Brienne IV is investing in the entire cybersecurity value chain, namely: (i) innovative solutions against cybercrime, and for hardware and software protection, (ii) the technologies underlying the cybersecurity solutions innovation process, which encompasses all dedicated and necessary technologies to create a cybersecurity solution, and (iii) business applications with significant cybersecurity or data protection components (see further details in Section 1.3.2.4(f) (Cybersecurity Fund) of this Universal Registration Document).	Cybersecurity	Oct-2023

Overview of resilience strategies

	ESG theme	Launch date
The **impact lending strategy** aims to contribute to a sustainable European economy while offering investors competitive returns by investing mainly in SMEs that contribute to the sustainable economic transition through their offering, their resource management or their processes. The impact lending strategy consists of offering more favourable financing conditions to companies that achieve their sustainability objectives (see further details on Tikehau Impact Lending in Section 1.3.2.1 (b) (Corporate Lending activity) of this Universal Registration Document).	Climate change Sustainable innovation Social inclusion	Dec-2020
The **Belgian Resilience Fund** was launched under the auspices of the Belgian Minister of Finance and the Belgian Secretary of State for Recovery. The fund aims to contribute to the recovery and digitisation of the Belgian economy, as well as to the preservation of the economic fabric by strengthening, in a targeted manner, the balance sheets of healthy medium-sized companies. (see further details in Section 1.3.2.1(a) (Direct Lending activity) of this Universal Registration Document).	Economic recovery	Sep-2021
The **sustainable agrifood strategy** is based on a partnership with Sofiprotéol, a subsidiary of the Avril group, which has in-depth knowledge of these sectors. This strategy targets the development of companies of all sizes in the agro-industrial and agrifood sector and which are committed to the sustainable transition.	Sustainable agrifood: Climate change Sustainable innovation Social inclusion	Feb-2022

On the other hand, the Obligations Relance investment fund was launched in November 2021, at the instigation of the French Ministry of Economy, Finance and Recovery. The fund amounts to €1.7 billion and aims to strengthen the financial situation of French SMEs and ETIs following the crisis linked to the Covid-19 pandemic. Tikehau IM was selected alongside six other management companies to manage an investment pocket of €300 million.

Overview of Sustainable Cities strategies

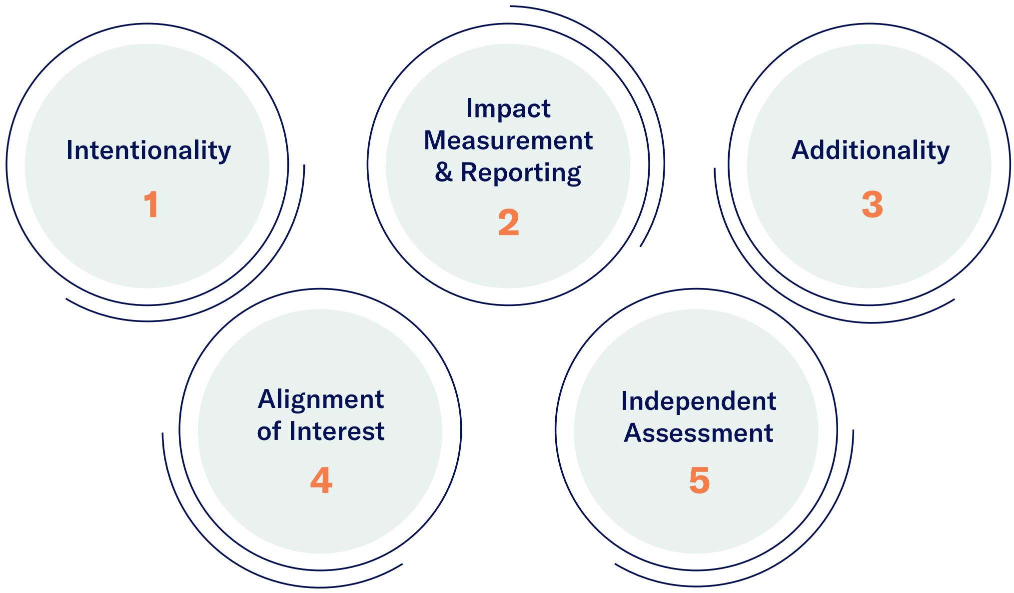
	ESG theme	Launch date
Set up in 1987, **Efimmo 1** has been managed by Sofidy since 2000. At the end of 2023, the SCPI held more than 1,000 rental units, 84% of which were invested in offices. Efimmo 1 aims to improve the environmental performance of assets by acting on their carbon footprint (reduction of energy consumption or promotion of less carbon-intensive energies) and/or by promoting biodiversity on and around sites (see further details in the Section 1.3.2.2(b) (Real estate funds managed by Sofidy) of this Universal Registration Document).	Environmental performance: energy consumption, renewable energy, biodiversity	Oct-1987
Immorente, flagship of Sofidy and one of the largest French SCPIs with a capitalisation of €4.3 billion. Immorente also aims to improve the environmental performance of assets by acting on their carbon footprint (reduction of energy consumption or promotion of less carbon-intensive energies) and/or by promoting biodiversity on and around sites (see further details in the Section 1.3.2.2(b) (Real estate funds managed by Sofidy) of this Universal Registration Document).	Environmental performance: energy consumption, renewable energy, biodiversity	Oct-1988
Sofimmo is a professional collective real estate Investment body (French OPPCI reserved for professional customers) holding assets invested, directly or indirectly, in local retail premisses in France (see further details in Section 1.3.2.2 (Real Asset activity) of this Universal Registration Document). It has the SRI real estate label. With a strong commitment to local economic roots, Sofimmo works to develop responsible and sustainable city-centre retail, which contributes to the revitalisation of the regions, notably in the regions and in medium-sized cities experiencing dynamic development	Local shops	Mar-2009
Sofidy Pierre Europe, is a collective real estate Investment body (French OPCI) for the general public that combines real estate and financial assets, by investing in physical real estate assets (office assets, retail and hotel properties, logistics assets or residential assets) and in financial assets mainly focused on the real estate sector (listed real estate) (see further details in Section 1.3.2.2 (b) (Real estate funds managed by Sofidy) of this Universal Registration Document). It has the SRI real estate label. Sofidy Pierre Europe takes into account the impact of buildings on their ecosystem and the impact of ecosystems on buildings. The fund strives to limit the environmental footprint of buildings (optimisation of energy consumption and greenhouse gas emissions). The tenant's comfort of use via the proximity of transport and services and the quality of the workspace are also taken into account. In addition, the fund is committed to improving the resilience and/or reversibility of its buildings over the long term.	Environmental performance (energy consumption, greenhouse gas emissions, biodiversity) Tenant comfort & well being	Jan-2018

Overview of Sustainable Cities strategies (continued)

	ESG theme	Launch date
The **S.YTIC** thematic equity fund dedicated to sustainable cities aims to invest in the shares of listed European companies that Sofidy considers capable of benefiting from the advantages and opportunities offered by the specific ecosystem of the world's major developed cities. The consideration of ESG (Environmental, Social and Governance) criteria is an integral part of the fund's strategy, and is used to validate the eligibility of the companies invested in the fund. It is SRI certified. S.YTIC is the mirror of CITY, managed by Sofidy, and although the fund focuses on acquiring shares of listed companies, the classification under the theme of "sustainable cities" was selected in accordance with its investment theme.	Vertical development of cities and urban renewal Infrastructure management and waste management Digital evolution and transformation of social ties	Mar-2018
Sofidy Europe Invest is a real estate investment company (French SCPI) that targets the most promising real estate markets in the European Economic Area, the United Kingdom and Switzerland (see further details in Section 1.3.2.2(b) (Real estate funds managed by Sofidy) of this Universal Registration Document). It has the SRI real estate label. Sofidy Europe Invest works to optimise the energy performance and reduce the greenhouse gas emissions of its assets. Depending on the specific nature of the assets, the fund also works to protect, maintain and develop biodiversity. Lastly, the fund aims to better integrate the expectations of users and stakeholders, by being very demanding notably with regard to the location of assets and the access to services.	Environmental footprint of buildings (optimisation of energy consumption and greenhouse gas emissions, biodiversity)	Apr-2021
SoLiving is a collective real estate Investment body (French OPCI) that targets investment in European assets embodying different types of housing throughout life. It has the SRI real estate label. SoLiving finances lifelong living arrangements, from students to seniors, including open-ended, intermediate and social housing, as well as co-living and hotels. With a strong commitment to local roots, SoLiving works to develop housing connected to public transport, and close to shops and services, by positioning itself in areas with high rental demand. SoLiving also takes into account environmental issues, by seeking to improve the energy performance of its assets.	Housing needs Tenant comfort & well-being Access to services	Apr-2022
The **value-add impact real estate strategy** aims for more sustainable buildings and neighbourhoods for living, working and enjoying leisure activities, while seeking value-added opportunities in a variety of asset classes (offices, retail outlets, residential, logistics, industry, storage, healthcare, hotels). The impact materialises through the development of multi-year action plans to improve the response of each real estate investment to at least one of the three impact objectives, namely (1) climate action, (2) the conservation of biodiversity, and (3) inclusive neighbourhoods (see further details on Tikehau Real Estate Opportunity II in Section 1.3.2.2(a) (Real estate assets managed by Tikehau IM) of this Universal Registration Document).	Climate change by improving energy performance Biodiversity Social inclusion	Jun-2022

As part of its impact investing strategy, the Group established a structured framework

WE FOLLOW A METHODOLOGY BASED ON 5 CRITERIA



Tikehau Capital distinguishes between "sustainable investment" according to the SFDR Regulation [(1)] and "impact investment".

The impact approach of Group relies on international reference frameworks (Global Impact Investing Network or GIIN, IRIS+, SDGs, Impact Management Project, UN PRI, etc.):

- The first pillar of an impact approach is **intentionality**. This involves combining strong financial performance with a response to global and societal challenges such as the climate emergency and biodiversity. Our investment and ESG teams work with experts in this sector (including Blunomy or AXA Climate) to define a "theory of change" or logical impact framework;
- The second pillar of the impact approach is **impact measurement**. In addition to monitoring financial performance, impact measurement contributes to transparency for investors regarding the companies under consideration. Impact measurement therefore has several advantages: (i) at the investment level, it provides a management tool to encourage companies to take action; (ii) at fund level, it provides a clear and actionable view of the investment thesis; and (iii) at the communication level, it contributes to improving transparency vis-à-vis interested stakeholders (in other words underwriters, companies, the general public) with regard to non-financial matters;
- The third pillar of an impact approach is **additionality**. It is not limited to financing a company or an asset while waiting to assess its non-financial results, but rather it actively contributes to improving its impact. In addition to financial support, many companies and assets financed through impact funds also benefit from tailor-made support to encourage progress on their sustainability journey.

In addition to these three traditional impact blocks, Tikehau Capital is adding two additional bricks:

- The fourth pillar of the impact approach is **alignment of interests**, which is at the heart of the Tikehau Capital model. The Group is committed to investing in all of its impact funds. At the beginning of 2022, to reinforce the approach, the Managers introduced a standard, according to which at least 50% of the carried interest allocated to the asset manager of new impact funds must be indexed to ESG and impact performance criteria;
- Lastly, Tikehau Capital carries out independent assessments or **external audits** of the roll-out of non-financial commitments for all impact funds.

Aware that launches of impact initiatives are multiplying and in order to avoid greenwashing, the Group strengthened the governance of impact funds in 2022, by creating an **Impact Committee**, which may issue an unfavourable opinion upstream of the investment.

The Group also believes it is essential to participate in working groups aimed at harmonising definitions of this emerging investment practice. Thus, members of the Group's teams actively participate in several working groups (France Invest, *Institut de la Finance durable*, formerly Finance for Tomorrow) and contributed to the guide on "Impact investing - A demanding definition for listed and non-listed products" published by France Invest and the Forum for Responsible Investment) (FIR) in March 2021 and available here: www.frenchsif.org/isr_esg/actus/2021/FIR-FranceInvest_InvestissementAImpact_2021.pdf.

Lastly, Tikehau Capital also invested in impact funds such as Alter Equity 3P (for People, Planet, Profit), Blue Like an Orange Sustainable Capital and Ring Mission through its balance sheet.

(1) See details in the definition presented in the Group's Sustainable Investment Charter, available online on the Tikehau Capital website: https://www.tikehaucapital.com/en/our-group/sustainability/publications

4.3 Climate and biodiversity approach, and consideration of the European Taxonomy

Key indicators:	As at 31 December 2023	As at 31 December 2022
Climate and biodiversity assets under management [(1)]	€3.0bn	€2.3bn
Private Debt and Private Equity companies with a commitment or with validated Science Based Targets (SBT) [(2)]	42	Not available
Assets under management in real estate assets with excellent performance (assets with an Energy Performance Certificate (EPC) label A or a certification BREEAM very good, LEED gold or HQE very good or above) [(3)])	€1.4bn	€0.9bn
Share of assets under management in real estate assets exposed to fossil fuels [(4)]	0.03%	0.02%
Share of real estate assets with an analysis of physical risks related to climate change	94%	83%

(1) SFDR Article 8 or 9 funds with at least one priority objective related to decarbonisation, nature, biodiversity or another environmental theme (excluding Sofidy funds) and green bonds selected for Tikehau Impact Credit and invested via other funds. The 2023 figure excludes TREO II.
(2) Private Debt undertakings excluding CLOs.
(3) Certifications obtained or in the process of being obtained, with a review across the entire scope.
(4) 100% coverage rate. Exposure to fossil fuels mainly targets independent gas stations. Gas stations belonging to a larger building complex, such as a supermarket or shopping centre, are not taken into account in the analysis.

In addition to raising awareness of the climate emergency, the Group is carefully considering the work on planetary boundaries (see Section 4.1.1 (Introduction) of this Universal Registration Document). It seems essential to understand the main levers to ensure an appropriate response aligned with the needs of the planet, people and the economy.

4.3.1 BIODIVERSITY COMMITMENTS AND ACTIONS

In June 2022, as part of the Act4nature initiative, Tikehau Capital made biodiversity commitments at several levels; the first concrete results include:

1. **Launch of climate and biodiversity strategies**: the regenerative agriculture strategy launched in December 2022 focuses on forms of agriculture that promote biodiversity through healthy and living soils (see box in Section 4.3.6 (Climate, nature and biodiversity: thematic and impact investments) of this Universal Registration Document);
2. **Nature-related risks analysis**: AXA Climate carried out a first nature-related risk analysis at sector level in 2023. The study took into account three types of risks related to nature, in accordance with the recommendations of the international initiative for nature, the Taskforce on Nature-related Financial Disclosures (TNFD): (i) physical risks, which result from a degradation of nature and the resulting loss of ecosystem services on which economic activity depends; (ii) transition risks, which arise from a misalignment between economic actors and actions aimed at protecting, restoring and/or reducing negative impacts on nature; (iii) systemic risks, which arise from the breakdown of the entire system and are characterised by modest tipping points that combine indirectly to produce significant failures and cascading interactions of physical and transition risks. The analysis revealed that a small proportion of assets under management are located in sectors with high nature risks;
3. **Employee awareness-raising**: launch of a training module of 10 courses dedicated to the collapse of biodiversity in 2023;
4. **Contribution to financial sector ESG coalitions**: notably through the Sustainable Markets Initiative's Natural Capital Investment Alliance (NCIA) in the United Kingdom and the One Planet Business for Biodiversity (OP2B) of the World Business Council for Sustainable Development (WBCSD).

Tikehau Capital is aware of the impact of its real estate activities on biodiversity and aims to preserve it within its real estate assets portfolios. In 2023, a mapping exercise was carried out with a consulting firm specialized in biodiversity within Real Estate, Gondwana, to identify ecological issues across the Group's entire real estate portfolio. This initiative led to the development of a specific biodiversity charter for real estate assets. This charter is materialised through the implementation of differentiated action plans, adapted to the specific characteristics of each asset, such as their typology or the presence of green spaces.

Focus on the real estate biodiversity charter

As part of its real estate activities, Tikehau Capital undertakes to implement six key principles, thus defining its commitments in terms of biodiversity conservation.

1. **Knowing the natural environment** associated with our real estate assets
2. **Limiting the impact** of our real estate activities in order to preserve biodiversity
3. **Enhancing the ecological value** of our portfolio
4. **Sustaining biodiversity** on our sites during the operating phase
5. **Communicating** on commitments **to enhance the value of these actions and get stakeholders on board**
6. **Integrating biodiversity into Tikehau Capital corporate culture** to unite its employees around the protection of biodiversity

4.3.2 CLIMATE STRATEGY

In March 2021, Tikehau Capital joined the **Net Zero Asset Managers initiative** ("NZAM") and, in this context, the Group has undertaken to define decarbonisation trajectories in line with the Paris Agreement to limit global warming to 1.5 °C with intermediate targets for its business lines.

In March 2023, Tikehau Capital Sustainability Strategy Orientation Committee validated an initial target to manage 39% of the Group's assets under management in line with the goal of achieving net zero emissions by 2050. This objective was also validated by NZAM [1]. The Group will strive to increase the proportion of assets under management in line with the net zero objective, with the introduction of new funds with net zero strategies. The NZAM objective will be updated periodically.

The NZAM initiative recognises several approaches to the definition of intermediate decarbonisation targets, two of which were retained by the Group: (i) the Net Zero Investment Framework (NZIF) of the Paris Aligned Investment Initiative (PAII), which takes into account the CRREM (Carbon Risk Real Estate Monitor) methodology, and (ii) the Science Based Targets (SBT) initiative for financial institutions.

Tikehau Capital developed intermediate objectives, through to 2030, by business line, as follows:

1. Real Estate: 50% of assets under management in the scope of application [2] are considered net zero or aligned with net zero by 2030, in accordance with the CRREM 1.5 °C decarbonisation trajectories. The Group aims to improve the energy and carbon intensity of its real estate portfolio by working on capex plans for energy efficiency, as well as on tenant behaviour, as soon as possible;
2. Private Equity: 100% of portfolio companies in the scope of application [3] have validated SBT targets by 2030. In addition to this objective of covering the companies in the portfolio, there is a carbon intensity objective, described below;
3. Private Equity and Private Debt: 50% reduction in the weighted average carbon intensity per million euros of turnover (WACI), on Scopes 1 and 2, of assets under management in the scope of application [4] by 2030 compared to the 2021 baseline. This corresponds to 20tCO_2e/million euros of turnover, compared to a baseline of 39tCO_2e/million euros of turnover;
4. Capital Markets Strategies: 50% of companies in the scope of application [5] are considered net zero or aligned with net zero by 2030, in line with the NZIF's portfolio coverage approach.

In recent years, Tikehau Capital has mobilised human and digital resources to deploy its decarbonisation strategy:

- hiring of a climate and biodiversity director in May 2022;
- participation in specialised working groups: One Planet Private Equity Funds (OPPEF), Institutional Investors Group on Climate Change (IIGCC), Entreprises pour l'Environnement (EPE) and Convention des entreprises pour le climat - Monde financier, with four full days and more than ten meetings in 2023;
- digitalisation with the development of two carbon footprint and decarbonisation modules launched in 2023 (estimate of 130 man-days of development in 2023 and 200 planned for 2024); and
- costs related to environmental consulting services paid by Tikehau Capital, its asset management companies or its funds (ERM, Carbometrix, Sweep, AXA Climate, Greensoluce, WildTrees).

(1) *https://www.netzeroassetmanagers.org/signatories/tikehau-capital/*

(2) *All real estate assets are included (Tikehau IM, Sofidy, IREIT), except residential assets and funds managed on behalf of third parties.*

(3) *Companies in the portfolio for at least two years and whose shareholding threshold is equal to or greater than 25%, and excluding venture capital funds, i.e. a scope of around 80% of assets under management in Private Equity.*

(4) *Including six Private Equity funds (and their related co-investment vehicles) and three Private Debt funds as at 31 December 2023.*

(5) *Including 50% of the assets under management of funds classified as SFDR Articles 8 and 9 of the Capital Markets Strategies business line.*

For real estate assets, the decarbonisation strategy requires energy audits (budget of around €500,000 in 2024 for Tikehau IM) as well as capex included in work plans, in addition to recurring work with tenants, property managers and other stakeholders involved in the operation of buildings.

To respond to the climate emergency, the Group has developed a climate strategy that consists of working on four dimensions: exclusions, risk management, measurement, and the commitment and launch of funds dedicated to solutions and the transition.

Four dimensions of the climate strategy

1

Exclusions related to climate change

With its policy of excluding fossil fuels, Tikehau Capital limits its exposure to the assets and companies that emit the most greenhouse gases and, consequently, manages its exposure to climate-related transition risks.

2

Addressing climate-related risks

Physical and transition risks related to climate change are taken into account throughout the investment cycle. Tools are being developed to strengthen the assessment of climate-related risks at portfolio level.

3

Carbon – Steering the trajectory and measuring the carbon footprint

The Group set itself the target of 39% of its assets under management being in line with the objective of achieving zero net emissions by 2050. These objectives are broken down by business line, and a dedicated annual report is made available to stakeholders.

4

Supporting the transition and developing solutions

The climate emergency is a challenge for humanity and, at the same time, a significant investment opportunity. Tikehau Capital is well on the way to achieving its target of dedicating €5 billion to climate action and biodiversity protection by 2025.

4.3.3 CLIMATE-RELATED EXCLUSIONS

Through its fossil fuel exclusion policy, Tikehau Capital restricts new direct financing of fossil fuel projects and related infrastructure at a global level, as well as new direct investments in companies that have significant exposure to fossil fuels. This policy helps to mitigate climate-related transition risks.

Revised in February 2024, the exclusion policy imposes restrictions on investments in fossil fuel-related projects and their associated infrastructure. Moreover, it restricts new direct investments in companies with significant exposure to fossil fuels, as defined by the Global Coal Exit List (GCEL) and the Global Oil and Gas Exit List (GOGEL) of the NGO Urgewald, published in October and November 2023 respectively. This policy is available on the Tikehau Capital website [(1)].

For Real Estate activities, investments in real estate assets involved in the extraction, storage, transport or manufacture of fossil fuels are excluded. Furthermore, new investments in independent gas stations are excluded. In 2023, only one of the Group's independent real estate assets under management was exposed to fossil fuels.

(1) See https://www.tikehaucapital.com/fr/our-group/sustainability/publications

4.3.4 INTEGRATION OF RISKS RELATED TO CLIMATE CHANGE IN THE RESPONSIBLE INVESTMENT POLICY

In line with the TCFD recommendations, Tikehau Capital takes into account climate-related risks and opportunities, namely: (i) **physical risks**, defined as the exposure of real assets to the physical consequences directly induced by climate change (chronic events – such as warming and rising water levels – and extreme events – such as fires and cyclones) and (ii) **transition risks**, including regulatory, technological, market and reputational risks. Climate-related information is taken into account throughout the investment cycle.

Climate risks: assessment prior to investment

Through its exclusion policy, Tikehau Capital excludes sectors, types of activities, behaviours or geographical areas that carry a sustainability risk deemed unacceptable, notably transition risks related to the climate and to activities related to fossil fuels.

ESG risks are then assessed by assigning an ESG score to an investment objective. As part of the environmental pillar, the ESG score takes into account the company's greenhouse gas emissions, its emission reduction target, and its climate risk management.

In addition, for the decarbonisation strategy in Private Equity and, where applicable, for other funds, an audit (due diligence) with a climate component is carried out by an external advisor.

Regarding Real Estate activities, the ESG analysis takes into account greenhouse gas emissions, data on energy consumption, and exposure to fossil fuel-related activities. Moreover, physical risks are considered during the due diligence process through an analysis of the assets' exposure to climate risks.

Climate risks: monitoring during the investment period

For investments in companies, climate-related risks are taken into account throughout the investment process.

- Annual measurement of key climate-related performance indicators, notably carbon indicators related to the Principal Adverse Impacts (PAI) under the SFDR regulation: greenhouse gas emissions, carbon footprint, intensity of greenhouse gas emissions of companies held, exposure to companies active in the fossil fuel sector, and investments in companies that have not adopted carbon reduction initiatives;
- Review of the annual reports of the Private Debt and Private Equity portfolio companies to identify sustainability risks specific to the company, notably climate-related risks;
- Annual key performance indicators (notably climate-related key performance indicators) on financing related to sustainable development (ESG ratchets or Sustainability Linked Loans) are implemented for certain private debt investments, which has an impact on corporate interest rate margins;
- For the Capital Markets Strategies business line, the weighted average carbon intensity of Tikehau IM funds is managed and compared to their investment universe, with a view to being 20% lower.

For investments in real estate assets, climate-related risks are also considered throughout the investment cycle. The physical risks associated with climate change impact directly the real estate assets (mainly offices, shops and housing) held by the Group. Since the end of 2022, Sofidy, Tikehau IM and IREIT have been using the R4RE tool (Resilience for Real Estate or Bat-ADAPT of the *Observatoire de l'immobilier durable*, OID) to assess the exposure of their assets to heat waves, droughts, and rainfall and floods, at the time of investment and during the holding period of the assets.

Analysis of physical risks in real estate portfolios

The analysis of physical risks at a 2050 horizon presented below is based on the IPCC SSP5-8.5 scenario, which assumes the continuation of human activities with carbon emissions at current rates. The results enable teams to continue identifying and taking into account the physical risks related to climate change in the life of the portfolios.

Proportion of assets at risk of climate change at a 2050 horizon, as a percentage of assets under management

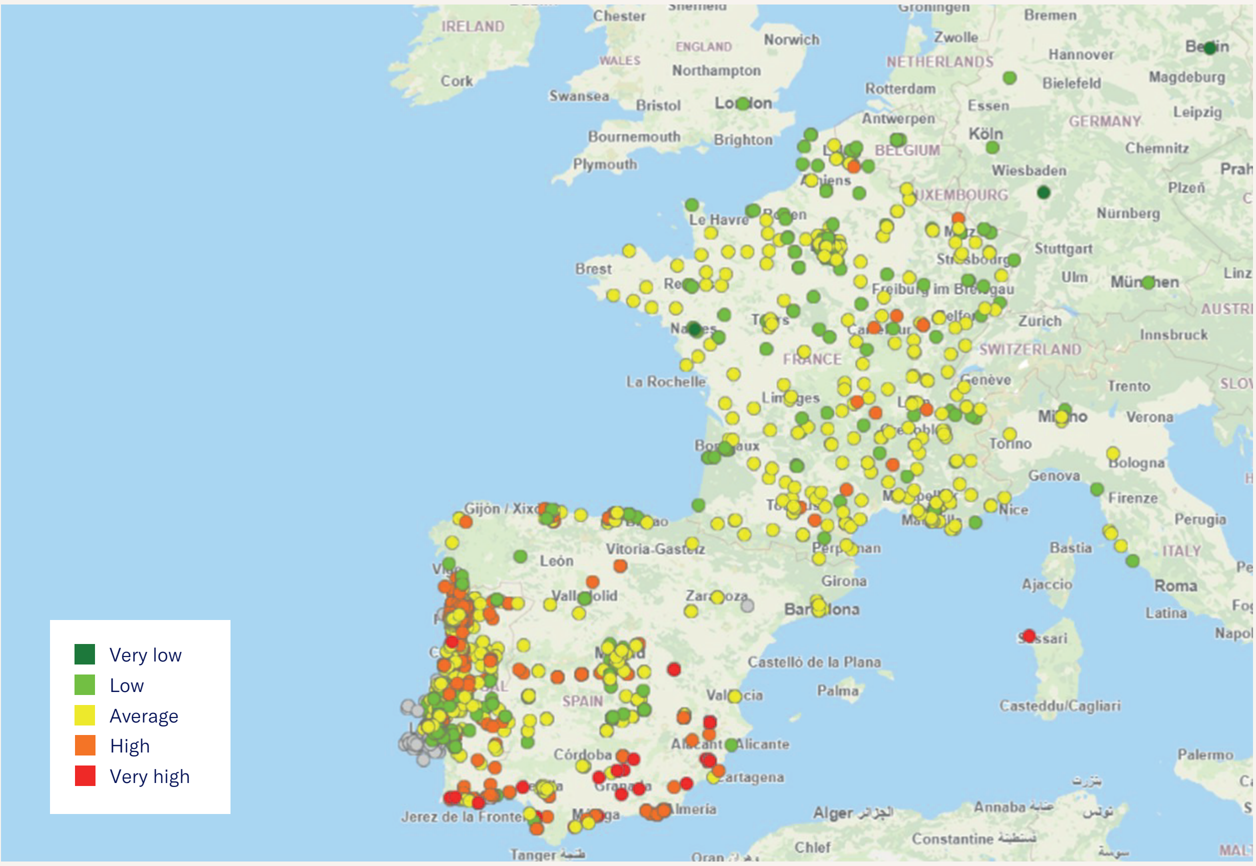
Climate change	Indicator	Low or very low risk	Medium risk	High or very high risk
Rainfall and floods	Risk index	25%	13%	63%
Heat waves	# days	4%	15%	80%
Droughts	Probability	36%	61%	2%

Source: R4RE. January 2024 analysis, coverage rate of 94% (1).

The results presented in 2023 on the 2022 reporting year were calculated at a 2030 horizon, while the results presented above are at a 2050 horizon, which explains why the risks identified are greater, in particular for heat waves. Certain subsidiaries present increased exposure to certain risks depending on the location of their assets. Thus, 91% of Tikehau IM's assets under management are exposed to a high risk of heat waves (coverage rate: 78%), which is explained by a higher proportion of assets located in southern European countries (Spain, Italy and Portugal).

A reflection on the challenges of adaptation is underway and a mission will be launched in 2024 to define action plans for the most exposed assets.

Mapping of the Group's real estate assets according to the level of exposure to the risk of droughts (IPCC SSP5-8.5 scenario, 2050 horizon)



Source: R4RE. Analysis of 5,911 real estate assets in January 2024.

(1) *Some assets are not covered by the analysis for the following reasons: (i) assets outside the R4RE scope (Europe only), (ii) assets not located by R4RE (imprecise addresses), (iii) assets located, but no risk analysis provided by the tool.*

Tikehau Capital also assesses exposure to climate and nature risks at the level of the investments and portfolios of the funds managed by the Group. At the end of 2022, Tikehau Capital commissioned AXA Climate to develop a **sector-based screening tool to assess the physical and transition risks related to climate change** by 2030 and 2040, based on scenarios developed according to their relevance for the risk studied:

(i) The physical risk analysis is based on the most pessimistic climate change scenario, Representative Concentration Pathway ("RCP") SSP5 - 8.5 of the IPCC, which assumes continued human activity with carbon emissions at current rates. This scenario is expected to result in warming that is 5 °C above pre-industrial levels in 2100;

(ii) The analysis of transition risks and opportunities (regulatory, technological, market and reputational risks) takes into account (i) the Net Zero 2050 scenarios of the Network for Greening the Financial System ("NGFS") and (ii) the "Nationally Determined Contributions" ("NDC", including national policies pledged through to 2030) of the NGFS network. This network aims to strengthen the financial system in managing climate change risks.

The analysis covers 21 economic activity sectors, stemming from a consolidation of Moody's industrial categories. The level of risk of each sector is assessed taking into account the exposure and vulnerability of the sector to these risks, with a focus on Europe given the concentration of assets managed by the Group in this region. The sectors were classified on a four-level risk scale: low, medium, high and very high. It should be noted that this study was carried out at the sector level and does not take into account the location of the assets or their mitigation factors. In February 2024, this analysis was updated on the basis of the sectoral breakdown of assets under management as at 31 December 2023.

Risk studied	Indicator
Climate-related physical risks	By 2030, the most at-risk sector identified is the agri-food industry, which represents approximately 2% of Tikehau Capital's assets under management. The real estate, high tech, health, construction and public works, and consumer goods end sectors, which are classified as having an average level of risk, represent approximately 57% of Tikehau Capital's assets under management.
Climate-related transition risks	By 2030, the sectors most at risk are the transport, automotive, construction and public works, aerospace and defence, electricity and non-renewable energies sectors, which account for approximately 10% of Tikehau Capital's assets under management. The recurring transition risks identified are particularly related to compliance with climate-related policies, as well as the costs of transitioning to lower-emissions technologies.
Nature-related risks	The sectors most at risk (all medium-level) are the agri-food, steel and mining sectors, which account for approximately 2% of Tikehau Capital's assets under management.

Source: Tikehau Capital, based on the work of AxaClimate

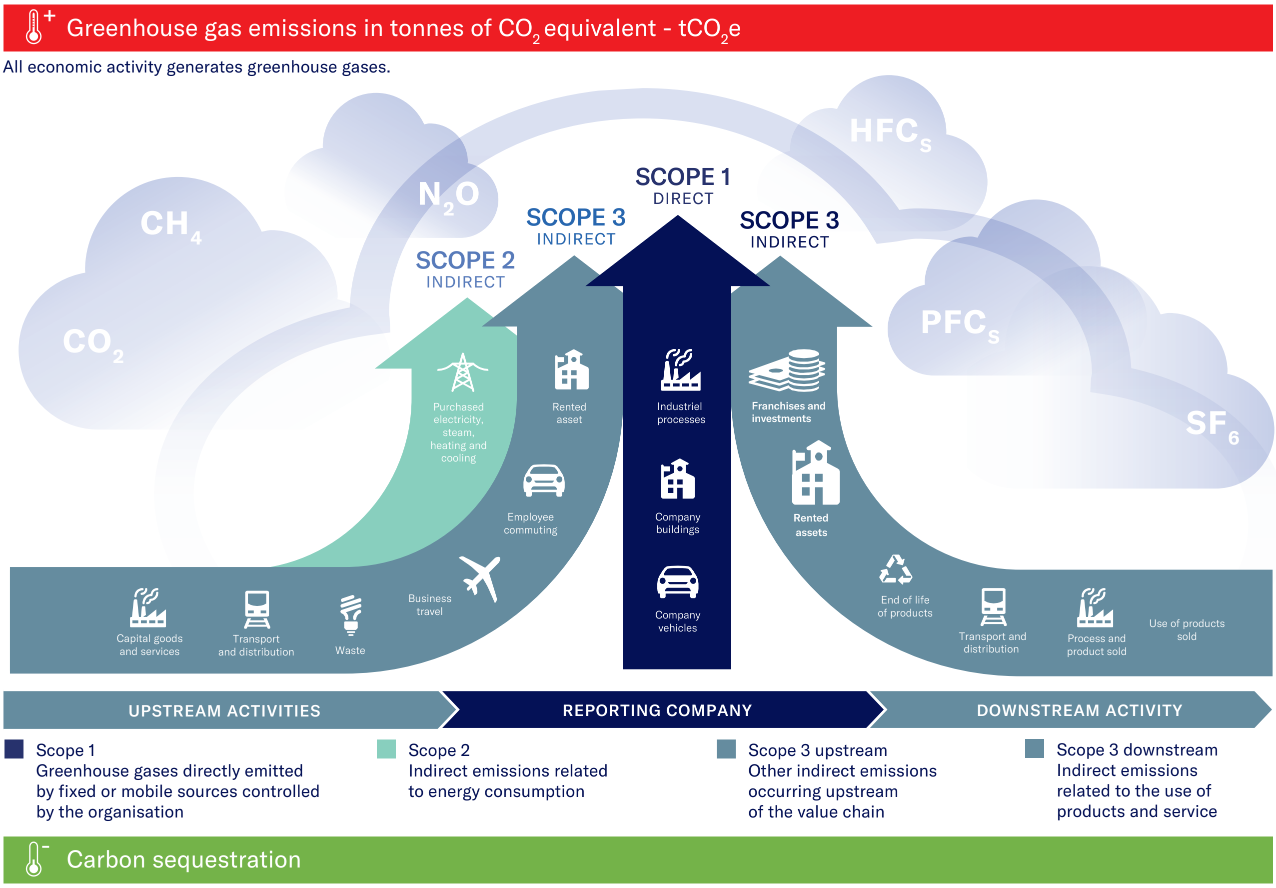
Details of this study are also available in Section 2.1.5 (Mapping of risks related to climate change and nature across the Group) of this Universal Registration Document. This study leads to the conclusion that the Group's current exposure to the consequences of climate change and risks related to nature remains relatively limited, and that the impacts on the financial statements are not material.

The results of these analyses are presented to the Company's Supervisory Board and its specialised committees.

4.3.5 MEASURING THE CARBON FOOTPRINT AT PORTFOLIO LEVEL

The carbon footprint has become an essential indicator. Calculating the carbon footprint aims to estimate the quantity of greenhouse gases ("GHG") or carbon emissions, measured in tons of CO_2 equivalent - tCO_2e, allocated to a company or a fund through a range of emissions sources grouped within a scope.

Carbon emissions throughout a company's value chain



Source: GHG Protocol and World Resources Institute (WRI)

Tikehau Capital recognises that the bulk of its carbon impact comes through its investment (Scope 3 downstream). As of the date of this Universal Registration Document, analyses are underway and will be published later in the annual climate report, available on the Tikehau Capital website (see https://www.tikehaucapital.com/en/our-group/sustainability/publications). Tikehau Capital uses several service providers adapted to its business lines (ERM, ISS, S&P Trucost, Wild Trees) to carry out carbon footprint assessments of the Group's investments including direct investments in companies as well as investments in real estate assets.

The Group also undertakes to measure and report on the carbon footprint of the Company and its subsidiaries on an annual basis (see Section 4.4.2 (Tikehau Capital's environmental footprint) of this Universal Registration Document).

Moreover, in addition to calculating the carbon footprint, an estimate of avoided emissions allows for a better assessment of a company's or a fund's contribution to mitigating climate change. In 2023, Tikehau Capital commissioned ERM to carry out carbon footprint and avoided emission assessments for certain portfolio companies.

4.3.6 CLIMATE, NATURE AND BIODIVERSITY: THEMATIC AND IMPACT INVESTMENTS

Tikehau Capital considers the response to the climate emergency as a pressing call for action in terms of risk management, but also as the greatest investment opportunity of recent decades. Tikehau Capital began investing in renewable energy a decade ago, and notably contributed equity to Quadran, EREN, GreenYellow and Amarenco.

Through the first vintage of the Private Equity fund dedicated to decarbonisation, the T2 Energy Transition Fund, the Tikehau Capital teams were able to demonstrate the relevance of investing in the fight against climate change (from a financial and impact point of view) and helped to reinforce the Group's impact approach. From 2018, Tikehau Capital multiplied the number of vehicles under management contributing to this theme. By adopting a holistic impact approach, the Group has extended the approach to take into account biodiversity-related issues. In this context, Tikehau Capital launched its first fund dedicated to the transition to regenerative agriculture, at scale, in partnership with AXA and Unilever.

In 2021, the Group announced the objective of managing €5 billion in assets under management dedicated to climate and biodiversity by 2025. With €3.0 billion in assets under management dedicated specifically to climate and biodiversity at the end of 2023, Tikehau Capital is on track to achieve its target.

Focus on the T2 Energy Transition Fund (T2)

As at 31 December 2023, T2 had made 14 investments (including two partial exits and one full exit). The 2023 carbon analyses are underway. Over the 2022 financial year, according to the analysis of the environmental expert ERM, the ten companies in which T2 is invested have made it possible to save more than 700 GWh of energy, provide 1.8 GW of clean energy, and equip 1.7 million vehicles with electric powertrains.

2022 activities of the T2 Energy Transition Fund

EFFICIENCY
Focus on energy efficiency solutions

CETIH
renovated 118 km² of doors and windows and isolated a surface equivalent to 41 km² in 2022

CoolPlanet
enabled 211 GWh of energy savings annually 160 factories under management(1)

greenyellow
3,100 Energy efficiency agreements with c.400 clients enabling c.600 GWh annual energy savings(2)

ELECTRIFICATION
Focus on low carbon mobility

egis is a key partner in Grand Paris
w/ 200 km of electric underground deployed(3)

EUROGROUP LAMINATIONS
EG's components were present in c. 1.7m Electric Vehicle (EV) power trains in 2022

greenyellow
deployed +500 fast EV charging stations by 2022(2)

egis
Contributed to deployed 82 EV charging stations by 2022(3)

LOW CARBON ENERGY & INPUT
Focus on renewable energy

greenyellow AMARENCO enso
More than 1.8 GW production capacity over T2 portfolio producing +700 GWh annually

isotrol
Had 120 GW under management, enabling +1,100 GWh of extra-electricity produced annually thanks to Isotrol's APM solutions(4)

enso
1st carbon capture system in the biomass plant worldwide(5)

The collection of 2023 data was underway as of the date of this Universal Registration Document.
Sources: Tikehau IM, T2 Energy Transition Fund 2022 impact report; (1) Information from Cool Planet (2022); (2) GreenYellow ESG report (2022); (3) Egis website (2022); (4) Application Performance Monitoring; (5) Enso energy website (2022).

The T2 investment team is positioning itself as a partner to support the managers of the portfolio companies in the integration of ESG and climate-related issues. This is reflected in the establishment of a carbon footprint and the implementation of impact and decarbonisation roadmaps aimed at supporting the sustainable development of companies.

Focus on the regenerative agriculture strategy

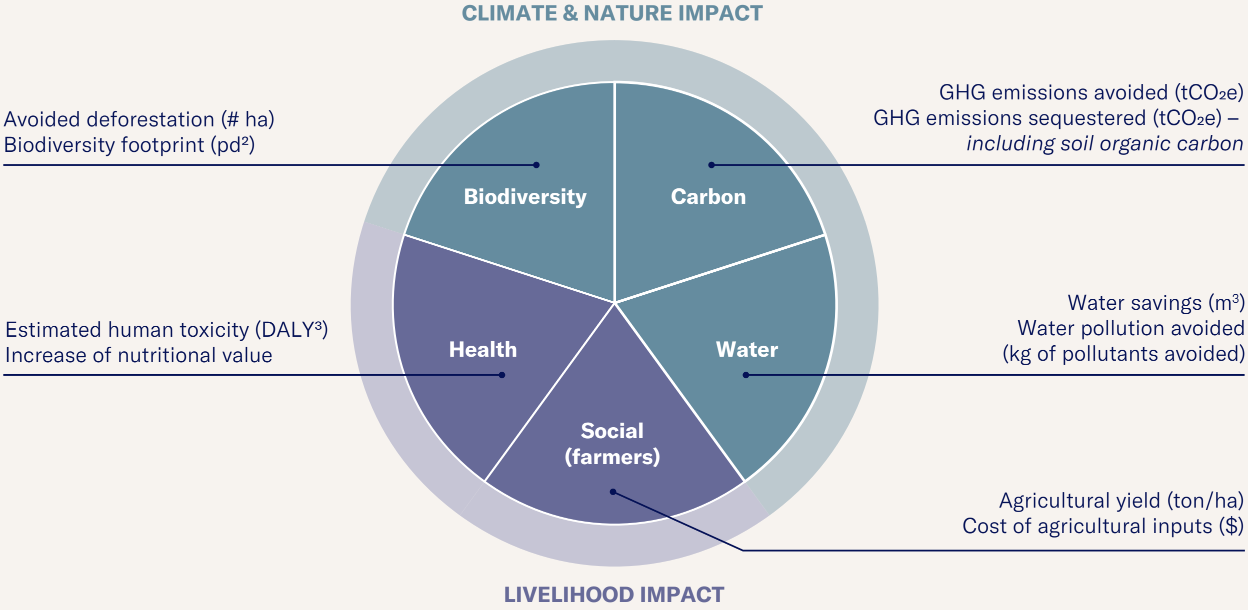
According to the United Nations Convention to Combat Desertification (UNCCD), nearly 40% of the world's soils are degraded [(1)]. Agriculture, land use change and deforestation combined represent the second largest source of greenhouse gas emissions globally and contribute significantly to biodiversity loss.

The regenerative agriculture strategy launched by Tikehau Capital, in partnership with AXA and Unilever, focuses on four main areas:

- **Inputs**: replenishment of soil organic matter and restoration of biodiversity resources with alternatives to conventional inputs and crops;
- **Farm equipment & operations**: technical, digital and agricultural equipment solutions supporting the transition to regenerative practices;
- **Ingredients**: support for the development of a range of regenerative products to meet growing demand and preserve natural resources; and
- **Cross-functional catalysts**: cross-sectoral solutions facilitating the transition and demonstrating the impact of regenerative agriculture.

Given the multidimensional impact of regenerative agriculture, the fund aims to invest in companies with a positive net impact on at least one of the priority environmental dimensions (biodiversity, carbon and/or water) as well as a neutral impact on the other two social dimensions (health and social) presented below.

Regenerative agriculture strategy impact framework



(1) The indicators are measured using an internal methodology developed with AXA Climate
(2) PDF (Potentially Disappeared Fraction of species) due to the impact of the human activities
(3) DALY (Disability Adjusted Life Years), 1 DALY corresponds to one year of healthy life lost compared to a theoretical life expectancy. The number of DALYs is equal to the sum of the number of years of life lost and the number of healthy years of life lost due to disability or illness.

For each opportunity, the investment team, in partnership with AXA Climate, an ESG & impact consulting firm, must be able to demonstrate the fund's contribution to the impact thesis and identify the indicators of the impact roadmap monitored with the target company. The fund adopted exemplary impact governance with the establishment of a tripartite Impact Committee guaranteeing alignment with the fund's thesis and the robustness of the impact roadmaps.

A focus on other funds dedicated to decarbonisation, nature and biodiversity is presented in Section 4.2.6 (Sustainability-themed and impact investments) of this Universal Registration Document.

(1) Global Land Outlook, 2022

Focus on Biobest

In 2023, an investment was made in Biobest, a world leader in pollination and integrated biological pest and disease control in over 60 countries. This capital increase aims to finance the acquisition of Biotrop, a Brazilian company specialising in biological solutions for crop nutrition and protection in open fields.

The acquisition of Biotrop positions Biobest as a major player in South America, enabling it to expand its range of biological solutions including biocontrol (beneficial insects and biopesticides), inoculants, biostimulants and pollination services. Thanks to the diversity of its activities, Biobest contributes to reducing dependence on conventional pesticides and reduces pressure on biodiversity. The impact measurement approach and the definition of the impact roadmap are priorities of the engagement with Biobest over the first half of 2024.

4.3.7 TAKING INTO ACCOUNT THE EUROPEAN TAXONOMY

Measurement of eligibility and alignment with the European Taxonomy at Company level

As a listed company, the Company falls within the scope of the Taxonomy Regulation, which governs the publication of information on the sustainability of the economic activities of the companies subject to it. This regulation distinguishes between financial companies and non-financial companies (these two categories of companies are subject to different requirements). The Company is not:

(i) an asset manager [(1)] (or an asset manager within the meaning of the AIFM Directive, or a management company or a self-managed investment company within the meaning of the UCITS Directive);

(ii) or a credit institution;

(iii) or an authorised investment firm within the meaning of the UCITS Directive;

(iv) or an insurance company;

(v) or a reinsurance company,

the Company does not meet the definition of a financial enterprise and must therefore be classified as a non-financial enterprise. Thus, the activities to be taken into account for the Taxonomy reporting are those carried out by the Company which are carried out by the companies within its scope of consolidation in the accounting sense. The Company Taxonomy reporting doesn't consider its asset management and investments activities.

Since 2021, the first two objectives of the Environmental Taxonomy have been applied: (i) adaptation to climate change and (ii) climate change mitigation. In January 2024, the following four objectives of the Environmental Taxonomy came into force, namely: (iii) sustainable use and protection of water and marine resources, (iv) transition to a circular economy, (v) pollution prevention and control, and (vi) protection and restoration of biodiversity and ecosystems.

Over the 2023 financial year, only two entities included in the Group's accounting scope of consolidation, Sofidy and Alma Property, carried out activities relating to the Environmental Taxonomy objectives, namely the activities of (i) acquisition and ownership of buildings, and (ii) renovation of existing buildings. In the last quarter of 2023, Alma Property exited the Group's scope of consolidation.

At 31 December 2023, only a very small portion of the Company's revenue and capital and operating expenses were eligible for the taxonomy and, as at that date, the building partially owned by Sofidy did not meet the energy performance thresholds set by the Taxonomy. The renovations carried out during the year did not lead to a reduction of energy consumption by 30%. Thus, as of 31 December 2023, the share of the Company's revenue and capital and operating expenses aligned with the Taxonomy was zero (see details in Section 4.5 (Taxonomy reporting) of this Universal Registration Document).

Measurement of eligibility and alignment with the European Taxonomy at the level of the Group's funds and management companies

For Capital Markets Strategies funds, the Group has selected the EU Taxonomy Alignment module of the non-financial agency ISS for its analysis of equity and bond funds.

For certain closed funds, Tikehau Capital works with environmental experts such as ERM.

An analysis of real estate assets highlights the very limited number of assets that could be aligned with the Taxonomy as at the end of 2023. The Group invests heavily in older buildings to improve their energy performance. The Group is already working on energy efficiency action plans and will be working from 2024 on the Taxonomy's DNSH (do no significant harm) criteria, including, for example, the definition of action plans to adapt to climate risks.

Assets under management in impact funds with a major climate and biodiversity focus described above do not represent an estimate for assets eligible for the European Taxonomy.

(1) Tikehau Capital is a global alternative asset management group. Tikehau Capital SCA, the Group's listed parent company, controls management companies but is not itself an asset manager within the meaning of European regulations.

Real estate project whose objective is to align itself with the European Taxonomy: Sky Centre (TREO 2018)

Environmental certifications and European Taxonomy objective

The Sky Centre project, located in Gennevilliers, in the Paris region, consists of redeveloping a 32,000 m^2 office building into light industrial activities. The project aims to align with the European Taxonomy and the building permit was obtained in the last quarter of 2023.

Sky Centre project, located in Gennevilliers in the Paris region

Several environmental certifications are targeted by this project, including the BREEAM new construction certification with a “Very Good” rating, demonstrating that ESG aspects are taken into account in its design.

In addition, to highlight the teams’ commitment to building a low-carbon building, two specialised labels are targeted:

- The BBCA (low carbon building) label, which certifies the exemplary carbon footprint of the building, assessing the reduction of emissions throughout its life cycle;
- The E+ C- label, which assesses the energy performance (E) and the carbon footprint (C), with a specific aim of “E2C1” for this project.

The reuse of materials is also planned, which could lead to obtaining the Circolab “Level 2” label. Lastly, the project will seek to obtain the BiodiverCity label to promote practices related to biodiversity and the ecological management of green spaces.

Economic revitalisation

The redevelopment of existing buildings, such as Sky Centre, has many benefits, including job creation for residents and economic revitalisation for the city. This avoids the deterioration of underused buildings, thus contributing to the improvement of the urban landscape. Reconversion also makes efficient use of existing land, slowing down urban sprawl. By transforming a former office building into a thriving business centre, the project is best suited to the needs of the area, preventing it from becoming an urban wasteland.

4.4 CSR approach at Group level

In addition to its voluntary responsible investment policy, the Group also adopts CSR approach (i.e. a sustainable development approach at the level of its operations) the main areas of which are as follows:

- **area 1 - Governance and the alignment of interests** are at the heart of the Group's CSR approach. Priority is given to business ethics and compliance;
- **area 2 -** Tikehau Capital monitors the **environmental footprint** of its operations and makes efforts to reduce its direct impacts;
- **area 3 - Diversity and talent retention** are at the heart of the Group's strategy and considered as growth drivers;
- **area 4 -** Tikehau Capital is attentive to **relations with its stakeholders**, in particular through its responsible purchasing policy and its community involvement.

As of the date of this Universal Registration Document, a review of key sustainability issues was under way following a double materiality approach, in line with the CSRD. The Group anticipates changes in the presentation of issues over the next reporting period.

4.4.1 GOVERNANCE AND BUSINESS ETHICS

Compliance with fundamental standards

The Group develops respecting human rights and the environment wherever it operates. Tikehau Capital aims to act in accordance with:

- the International Bill of Human Rights;
- the United Nations Global Compact; and
- the Principles and Guidelines for Multinational Enterprises of the Organisation for Economic Co-operation and Development (OECD).

Tikehau Capital is committed to working to achieve standards in terms of Corporate Social Responsibility (CSR) and to adopting an ethical behaviour. The Company joined the United Nations Principles for Responsible Investment (PRI) in July 2014 and the United Nations Global Compact in February 2023 and cooperates with these international initiatives on relevant topics.

Given the nature of the services that the Group offers, the risk of involvement in human rights violations at the level of direct operations and direct suppliers is low. The measures taken to limit the negative impact on human rights at the Group are described in the Code of Conduct available on the Tikehau Capital website. In 2023, a working group began to draft the policies, namely in terms of (i) human rights and (ii) equal opportunities and non-harassment. These policies were published on the Tikehau website in February 2024.

Tikehau Capital also adheres to the principles laid down in the fundamental conventions of the International Labour Organization ("ILO") concerning (i) respect for the freedom of association and right to collective bargaining, (ii) the elimination of discrimination in respect of employment and occupation, (iii) the elimination of forced and compulsory labour, and (iv) the effective abolition of child labour. The Group endeavours to ensure that human resources play an integral part of its own strategy and of that of the companies in which it invests. Depending on the nature of the businesses and their industries, qualitative or quantitative criteria used in regard to social aspects may vary: human resources policy, social risk, employee safety and work-related accident rates. As a responsible shareholder or lender, Tikehau Capital promotes, wherever relevant, diversity and gender balance within the governance bodies of its portfolio companies.

The Group's approach rests on the belief that high-quality management of human resources is required for a company to be productive and reduce all types of social risks.

Alignment of interests

Alignment of interests is a distinctive feature of Tikehau Capital's business model:

- employees and certain investor-clients are also Group shareholders;
- Tikehau Capital's balance sheet actively supports the development of its management platform by investing in its own strategies; and
- the companies in the portfolio are both beneficiaries of the Group's Capital and drivers of its growth.

Lastly, through its new impact funds, the Group aligns the interests of its asset management companies with the ESG objectives of portfolio companies.

Key indicators:	As at 31 December 2023 (1)	As at 31 December 2022 (2)
Percentage of the Company controlled by its founders, management and employees (directly or indirectly)	55%	57%
Percentage of employee shareholders in the Company (3)	65%	60%
Share of the Group's investment portfolio invested in its asset management strategies	79%	79%

(1) In 2023, the denominator corresponds to the average workforce excluding the EIL subsidiary, which is not eligible for the allocation of free shares.
(2) In 2022, the denominator corresponds to the average workforce excluding the EIL & GSA Immobilier subsidiaries, which are not eligible for the allocation of free shares.
(3) Group scope. Employees who hold shares directly or indirectly, including and without limitation by way of an ad hoc vehicle or company who have been allocated shares of the Company, even if they have not yet vested, in each case in accordance with any free share or performance plan implemented by the Company.

Investor-clients satisfaction

The Group's investor-clients are made up of institutional and private investors who may also be shareholders in Tikehau Capital. In both cases, investor-client satisfaction is a key factor both in terms of performance for the Group and for its Asset Management business. The Group's subsidiaries monitor investor incidents.

The Group pays particular attention to transparency and communicates regularly with its investor-clients. For all of its funds, both open-ended and closed, the Group ensures that it provides regular updates on financial performance.

The Group has also set itself the objective of sharing communications on non-financial performance at least once a year for the main open-ended and closed funds.

Finally, the Group has articulated a responsible marketing approach that is incorporated into its compliance manuals. The Group works hard to communicate accurate, clear information that does not mislead investor-clients. The Compliance Department checks all presentations that are prepared with the purpose of promoting the Group, the Company or its funds. The financial and non-financial reports undergo an internal review process and, in some cases, are subject to independent third-party verification.

The Group's subsidiaries are regularly recognised

In 2023, Sofidy was once again recognised as one of the preferred asset management companies of wealth management professionals at the 30th edition of the Supplier Awards, organised by the Gestion de Fortune magazine. In addition to the financial performance of the funds, which regularly receive prizes, this award recognised the quality of Sofidy's customer service and its sales teams.

Among the other awards received in 2023, Sofidy was also voted "Best SRI Management Company" in the "Real Estate Asset Management" category at the Responsible Finance Awards organised by the magazine Investissement Conseils. This distinction underlines Sofidy's ongoing commitment to providing a responsible real estate savings model.

In 2023, Tikehau Short Duration was voted "best fund over 10 years - EUR short term bonds", Europe, Netherlands, Switzerland and United Kingdom at the Refinitiv Lipper Fund Awards 2023 – Europe. This award recognises its proven expertise in the management of short duration strategies.

Transparency and interest representation

The Group intends to meet a high level of transparency concerning its own activities to the fullest extent compatible with its role as an asset manager and investor, so that its stakeholders can assess the developments of the Group's situation and its outlook (for an overview of employee relations, see Section 4.4.3 (Human Capital: diversity, attracting and retaining talent) of this Universal Registration Document).

As it developed and in order to increase the visibility and understanding of its strategies, the Group initiated lobbying actions, defined as any initiative led by a representative of the Group's interests aimed at, on the one hand, raising public awareness of the Group's areas of expertise and, on the other, influencing, where applicable, a public decision.

Tikehau Capital refrains from making political contributions, even if they are lawful in a large number of countries within a strictly-regulated framework.

In addition, the Group supports and is an active member of professional associations that represent its interests and those of its sector, notably: French Association of Private Enterprises (AFEP), French Asset Management Association (AFG), Alternative Investment Management Association (AIMA), French Association of non-listed real estate investment funds (ASPIM), European Leveraged Finance Alliance (ELFA), France Invest (leading association of French private investors), l'Institut pour la Finance Durable (ex. Finance For Tomorrow), Invest Europe, Loan Market Association (LMA) and the UN PRI. In 2023, the Group also reinforced its contribution to think tanks.

	As at 31 December 2023	As at 31 December 2022
Transparency and interest representation (1)	€134,000	€261,000
Candidates, organisations or political campaigns at local, regional or national level	0	0
Market associations and think tanks	€750,800	€155,000

Note: rounded up to the nearest thousand

(1) Certain contributions to financial market associations were recognised as representations of interests in 2022 and were recognised in "Market associations and think tanks" in 2023.

Business Practices

Compliance with ethical principles is a fundamental pillar of the Group's Asset Management and Investment activities and a key element for its reputation. In all of its actions, Tikehau Capital is committed to complying with rules of conduct with respect to all its stakeholders and in the way it conducts its business. These rules of conduct are laid down in the Group's Code of ethics. One of the essential principles is combating behaviours or practices that run counter to business ethics, such as corruption or influence peddling (see Section 2.3 [Risk management culture and compliance obligations] of this Universal Registration Document).

Tikehau Capital is fully committed to conducting its business development in compliance with the highest international anti-corruption standards such as the French law on transparency, the fight against corruption and the modernisation of economic life (known as the "Sapin II" Act), the "Foreign Corrupt Practices Act" (FCPA) in the US, and the "UK Bribery Act". A Code of Conduct on the prevention of corruption and influence peddling was introduced in 2020 and updated in 2022 (Anti-Bribery, Corruption and Influence Peddling code or "ABC Code"). This code sets out the definition of illicit behaviour (corruption, influence peddling, abuse of corporate assets, etc.), the associated risks for the development of the Group's activities, the guidelines to be adopted and a procedure to ensure the implementation of the system (including roles and responsibilities, whistleblowing procedure and associated sanctions). Equally, the Group has an anti-money laundering policy.

The Group encourages the use of fair practices by both its teams and service providers. A similar level of requirement is expected within the companies in which the Group invests.

The Group prohibits deals or conduct which could be considered anticompetitive. Conversely, Tikehau Capital requires its suppliers, service providers, consultancy firms and other third parties to comply with applicable regulations. The Company also requires its trading partners to introduce responsible environmental and social practices (see Section 4.4.4 (Relations with external stakeholders) of this Universal Registration Document).

The teams of each of the Group's entities are particularly trained on the risks of non-compliance of any kind and training and measures have been implemented to prevent some of the economic violations and breaches that might occur in the course of conducting its activities (insider misconduct, fraud, corruption, tax evasion, money laundering, financing of terrorism, the protection of personal data, etc.).

To consolidate the main commitments, policies and procedures and expectations of the Group in terms of behaviour for both employees and key stakeholders of the Group, a Code of Conduct was written and published on the website of Tikehau Capital in 2021 and updated in 2023.

This Code is not exhaustive and should be considered as a complementary tool to other existing policies. It covers the following seven topics:

1. Relations with customers, suppliers and external stakeholders (for example as part of marketing and responsible communication);
2. Rules of conduct on protection and reputation (for example, in terms of cybersecurity and data protection);
3. Anti-corruption conduct rules (including lobbying);
4. Rules of conduct for governance;
5. Social conduct rules (e.g. in terms of respect for human rights, freedom of association, or the policy on diversity and the fight against harassment);
6. Environmental approach (commitments and eco-friendly actions); and
7. Application of the code of conduct (whistleblowing system and penalties policy).

Preventative action

In the context of the listing of Tikehau Capital's shares on the Euronext Paris regulated market, a Stock Market Professional Code has been set up. This complements all of the specific strategy arrangements and training linked to asset management regulations, the provision of investment services and regulations on the prevention of money laundering and finance for terrorism.

Training sessions (e.g. prevention of money laundering or finance for terrorism) take place regularly in line with the regulatory obligations of the Group's asset management companies for all teams. Moreover, a whistleblowing system has been implemented, and the data gathered in 2023 did not reveal any material problems.

The Group's requirements in terms of professional ethics also involve balanced governance, prevention of conflicts of interest and stringent internal control (see Section 2.3 [Risk management culture and compliance obligations] of this Universal Registration Document).

Cybersecurity and personal data protection

Cybersecurity is perceived as a major issue and the Group is constantly strengthening its architecture and IT systems. External intrusion tests are regularly implemented to check the robustness of the Group's information systems (see Section 2.2.4 (Risks of fraud or IT security) of this Universal Registration Document). The cybersecurity risk prevention system notably includes due diligence work on external IT service providers (cloud applications, data processing, etc.), phishing simulation campaigns and training for all employees. With regard to cybersecurity training, the population covered by the training increased in absolute terms. However, the percentage of employees trained fell from 2022 to 2023 due to an increase in the number of external service providers included in the population required to participate in training.

	As at 31 December 2023	As at 31 December 2022
Percentage of employees who completed cybersecurity training (1)	71%	86%

(1) Population targeted by the IT department (permanent and non-permanent Group employees as well as permanent service providers) included in the campaign for the second quarter and part of the workforce as at 31 December of the year in question. It should be noted that cybersecurity awareness-raising campaigns remain open after 31 December.

In addition, the Group also strives to guarantee the security of personal data and complies with the European General Data Protection Regulation (GDPR). The Group undertakes to process personal data in accordance with the existing regulatory framework and to respect the rights and fundamental freedoms of natural persons and, in particular, their right to privacy, with regard to the automated processing of their personal data.

The Group periodically commissions external consultants to review the measures in place.

4.4.2 TIKEHAU CAPITAL'S ENVIRONMENTAL FOOTPRINT

The environmental impact of Tikehau Capital is mainly due to its investments. Nevertheless, the Group is keen to apply best practice to its operations to reduce its footprint.

In 2023, the scope of the environmental analysis covered 24 offices. Environmental data was collected for 15 offices (Aix-en-Provence, Évry, Frankfurt, London, Luxembourg, Lyon, Madrid, Milan, Nantes, New York City, two offices in Paris, Seoul, Singapore and Tokyo), representing 94% of the Group's permanent and non-permanent employees and 92% of its office space. For the other nine offices, estimates were made on the basis of an extrapolation using physical data available for the offices covered and/or data collected during the previous year.

Regarding the scope, the Abu Dhabi office was added after its opening while the GSA Immobilier office was removed following the sale of this entity. Furthermore, data collection was extended to smaller offices whose energy consumption had previously been estimated (Aix-en-Provence, Luxembourg, Lyon, Nantes, Seoul, Tokyo).

The energy consumption of Tikehau Capital's offices is presented in the table below:

	As at 31 December 2023	As at 31 December 2022
Total electricity consumption (in MWh)	1,461	1,566
Total renewable electricity consumption (in MWh)	331	0
Share of renewable electricity consumption	**23%**	**0%**
Total energy consumption (in MWh)	2,698	2,466
Total energy consumption/office space (MWh/m^2)	0.169	0.161
Total energy consumption/number of employees (in MWh/employee)	**3.2**	**2.9**

The main changes in energy consumption in 2023 were as follows:

- regarding electricity, consumption was down, notably at the London and New York offices. These reductions were partially offset by an increase in electricity consumption at the Paris and Évry offices, and
- regarding natural gas, consumption was up, notably at the Madrid and New York offices.

Sustainable use of resources and circular economy

Initiatives aimed at reducing the impacts of the Group's activities are in place. All Group employees are encouraged to limit their consumption:

- of paper, avoiding printing, default printing on both sides and restricting printing to identified authorised employees. Employees are also encouraged to look at their own printing impact using the PaperCut solution;
- of plastic bottles, by equipping offices with bottles and water fountains when the number of employees so allows.

Group employees are also encouraged to sort and recycle waste. The Paris and Évry offices sort, collect and recycle paper/cardboard, plastics, metals, glass, coffee capsules, etc. with the adapted company (Entreprise Adaptée - EA) Cèdre. The Brussels, London, Madrid, Milan and Singapore offices also introduced recycling programmes.

Special attention is placed on the most polluting waste (electronic and IT waste, ink cartridges, batteries and light bulbs). The average lifetime of a computer is four years.

Moreover, the Group also aims to reduce its environmental impact by involving its stakeholders. Sofidy thus offers the partners of its funds the option of digitising the notices of General Meetings and regulatory and periodic documents. Sofidy has undertaken to donate €1 to EcoTree for any partner who opts for digitisation.

Carbon footprint at the level of the Group's operations

ERM was mandated to carry out a carbon assessment of the Group in line with the Greenhouse Gas Protocol ("GHG Protocol") for the 2023 financial year. The scope chosen for the analysis is the same as the one for the Group's operations: it includes Scope 1, covering direct emissions from fixed or mobile sources controlled by the organisation; Scope 2 covering indirect emissions linked to energy consumption; and Scope 3, upstream, covering indirect emissions linked to the upstream value chain.

Scope 3 emissions were calculated taking into account the following upstream categories: purchased goods and services, capital goods, activities consuming fuel / other energy sources, waste generated, business travel and employee commuting.

Key indicators:	**2023**	**2022** [4]
tCO_2e emissions, Scope 1	194	222
tCO_2e emissions, Scope 2, location-based approach [1]	225	274
tCO_2e emissions, Scope 2, market-based approach [2]	239	330
tCO_2e emissions, Scope 3, upstream	9,144	7,847 [4]
tCO_2e emissions, Scope 1, 2, market-based and 3 upstream	**9,576**	**8,399**
tCO_2e emissions, in tCO_2e/employee [3]	**11.4**	**10.0**

(1) In the location-based approach, the electricity emission factors correspond to the average of the network in the area where the company is located.
(2) In accordance with the GHG Protocol scope 2 guidance, for offices that do not have renewable energy contracts, the market-based approach used electricity emission factors corresponding to the grid residual electricity mix where available; in the absence of these factors, the location-based electricity emission factors were used.
(3) Calculation based on the total workforce (permanent and non-permanent) and excluding downstream Scope 3 related to investment activity.
(4) Scope 3 emissions in 2022 were restated due to the identification of an error in the categories of purchased goods and services and of capital goods.

Other than changes in scope, the main differences from 2023 to 2022 were as follows:

- The connection of the Paris office to the district cooling network in 2023 reduced Scope 1 emissions from refrigerants and increased Scope 2 emissions;
- An increase in business travel emissions, linked to the increase in the number of flagship funds being raised, contributed to an increase in upstream scope 3 emissions.

At the date of publication of this Universal Registration Document, the Scope 1-2 GHG emissions related to the common areas of the buildings in the real assets portfolio were being finalised. The downstream Scope 3 GHG emissions related to portfolio companies and real assets (tenant consumption) is also being calculated and will be published later in the 2023 climate report available on the Tikehau Capital website [1].

Details of the Group's 2023 Scope 3 carbon assessment

Scope 3 upstream

			Travel			
	Purchased goods and services	**Capital goods**	**Business travel**	**Employee commuting**	**Others**	**Subtotal Scope 3 upstream**
Emissions (in tCO_2e)	5,536	263	2,780	441	123	9,144

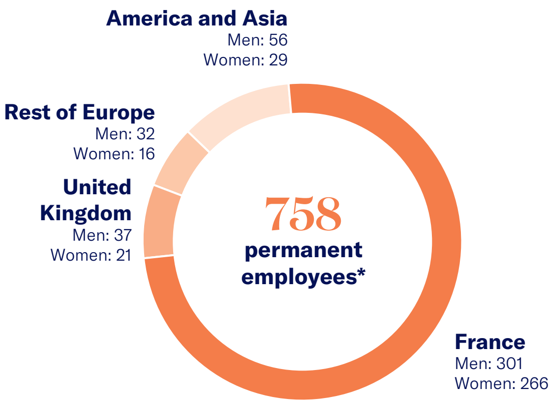
(1) https://www.tikehaucapital.com/en/our-group/sustainability/publications

4.4.3 HUMAN CAPITAL: DIVERSITY, AND ATTRACTING, DEVELOPING AND RETAINING TALENT

The employees

At 31 December 2023, the Group's employees were divided among:

- the Company;
- Tikehau Capital Europe;
- Tikehau Capital North America [1];
- Tikehau IM and its subsidiaries and branches;
- Homunity and its subsidiaries;
- Sofidy and its subsidiaries;
- IREIT Global Group; and
- FPE Investment Advisors.



** As at 31 December 2023 (including representatives of the Managers and the corporate officers).*

To support the growing assets under management, headcount has been expanded significantly in recent years. Although most of the growth has been organic, the Group makes occasional acquisitions (such as, notably, a majority interest in FPE Investment Advisors in April 2021).

In 2022, the Group was present in Amsterdam, Brussels, Frankfurt, London, Luxembourg, Madrid, Milan, Zurich, New York, Singapore, Seoul, Tokyo and Tel Aviv. 2023 was marked by the opening of an office in Abu Dhabi in July.

At 31 December 2023, the Group had 758 permanent employees (including the two representatives of the Managers and the corporate officers of Group companies), compared with 742 at 31 December 2022. The Group's total workforce (permanent and non-permanent) was 845 employees at 31 December 2023, compared with 828 at 31 December 2022.

The permanent workforce includes employees with permanent full- or part-time contracts, as well as representatives of the Managers and corporate officers of Group companies. At the date of this Universal Registration Document, no corporate officer of the Company or the representatives of the Managers was bound by a contract of employment. However, the representatives of the Managers are included in the permanent workforce.

The non-permanent workforce includes employees holding full-time or part-time temporary contracts, including special temporary contracts such as apprenticeship contracts, replacement contracts, seasonal work contracts, internships and apprenticeship contracts. The non-permanent workforce does not include external contractors, workers seconded by an outside company and who work at Group company premises, or temporary workers. The Group's employees work in complex organisation. As a result, Tikehau Capital employees are highly qualified and most of them have *"cadre"* status. As at 31 December 2023, the share of employees with the "cadre" status was 90%.

The table below presents the Group's permanent employees and any changes between 31 December 2022 and 31 December 2023.

Key indicators:	As at 31 December 2023	As at 31 December 2022
Number of permanent employees [2]	758	742
Percentage of permanent employees in total headcount	90%	89%
Percentage of women in the permanent workforce	**44%**	**43%**
Percentage of employees with the "cadre" status in permanent workforce	91%	89%

(2) The number of permanent employees includes the two representatives of the Managers and five corporate officers of Group companies.

(1) Star America Infrastructure Partners was merged into Tikehau Capital North America on 31 July 2023.

The table below presents hires and departures at the Group from 2022 to 2023. In 2023, 44 net new jobs were created (compared to 61 new jobs created in 2022), reflecting the Group's organic and continuous growth.

	From 1 January to 31 December 2023	From 1 January to 31 December 2022
TOTAL HIRES (PERMANENT CONTRACTS)	**154**	**161**
Retirements and early retirements	2	1
Departures on the initiative of the employee	64	55
Departures on the initiative of the employer	27	24
Other departures (1)	17	20
TOTAL DEPARTURES	**110**	**100**

(1) Other departures include ending of contracts by mutual agreement.

Key indicators:	2023	2022
Turnover rate on average headcount	14.9%	13.8%
Net new jobs created	44	61

Health and Safety

Health, safety, hygiene and well-being at work are among the Group's priorities and are considered key challenges. In several countries, there are legal obligations in terms of health and safety at work to reinforce prevention and encourage dialogue with employees. In France, four meetings with the elected members of the Social and Economic Committee are dedicated among other things, to health and safety each year. In addition to regular informal discussions, constructive discussions lead to the establishment of an action plan in this area. Most of the measures taken for France are rolled out to the rest of the Group where relevant.

	From 1 January to 31 December 2023	From 1 January to 31 December 2022
Workplace accident frequency rate (1)	0.00	0.78
Absenteeism rate (2)	1.1%	1.4%
Number of days lost due to injury, accident, death or illness	2,046	2,304

(1) Number of accidents with lost time greater than one day per million hours of work.
(2) Including hours of absence for ordinary, work-related illness.

In this context, several initiatives have been put in place. In France and internationally, the Group's managers are trained in emotional intelligence and psychosocial risks. The purpose of these training sessions is to prevent and detect situations that could generate risks for Tikehau Capital employees. Employees may also have access to an occupational psychologist, depending on the specificities of local health coverage.

In addition, a tailor-made managerial programme was launched in 2022 and continued in 2023, enabling all the Group's managers and future managers to acquire uniform tools and methods to support their teams in the best possible way, and developing a shared managerial culture.

Particular attention is also paid to the ergonomics of workspaces. Employees who wish to do so can benefit from adapted equipment (ergonomic ball, specific mouse, footrest). The Human Capital Department works on this in partnership with the occupational health service in France and the elected members of the Social and Economic Committee. Each employee has an ergonomic chair and two screens.

Several new initiatives on well-being at work were put in place to support employees with well-being at work, including the implementation of webinars and workshops throughout the year. Specialised workshops were rolled out on stress management, sleep, disconnection and lifestyle. Some employees can also receive individual support on request and in complete confidentiality.

In order to cultivate well-being at work, seated massage sessions as well as osteopathy consultations are offered regularly to employees of the Paris and London offices. In view of the success of these services, the plan is to roll out similar initiatives at other offices in 2024.

In 2023, the Group continued to organise the Quality of Work Life week. This year, the initiative was rolled out at all Group offices. The aim was to raise employee awareness of good posture at work and of mental and physical health. Several workshops and webinars were offered to employees throughout the year. Moreover, as part of the Quality of Work Life week and to encourage its employees to participate in sports, the Group organised a sports competition between its various offices. This initiative enabled the Group to make a financial donation to Sport dans la Ville, an association working on integration through sport.

In the same way, the Group continued to encourage employees to take part in sport and regularly organised sporting events (half-marathons, solidarity races, ascent of Mont Ventoux by bicycle).

The Group also provides bicycle subscription schemes to employees in France and the United Kingdom.

An outsourced quality of life at work platform is offered to employees ("Ma Bonne Fée") in order to provide them with solutions, support and relevant content in areas such as work-life balance, diversity and inclusion, as well as personal development. Through a personalised space, employees benefit from access to experts, training courses and daily support, both professionally and personally.

In France and internationally, employees are regularly trained in fire safety and volunteers are trained in first aid.

Lastly, Tikehau Capital welcomes requests for part-time work or specific adaptation following maternity leave or an exceptional family situation.

Diversity and inclusion

Promoting a culture of diversity is central to the Group's success and recruitment strategy. At the end of 2023, the teams comprised 48 nationalities from around the world.

The Human Capital Department is mobilised to diversify its sources of recruitment, encourage diversity within the Group, and fight all forms of discrimination. The recruitment firms used by Tikehau Capital are continuously made aware of the goal.

The Human Capital Department has formalised a diversity and inclusion policy at Group level that involves all management.

The Group trains Human Capital Department employees and raises awareness among all managers and employees involved in recruitment processes to prevent any unlawful discrimination in hiring on the grounds of colour, religion or belief, gender, national or ethnic origin, disability, age, nationality, family status, pregnancy or orientation. Specific training on unbiased recruitment is offered to all employees involved in the Group's recruitment processes.

Breakdown by nationality (in the permanent workforce)	**As at 31 December 2023**
France	70%
United States	4%
United Kingdom	4%
Italy	3%
Singapore	3%
Others	16%

Breakdown by age (in the permanent workforce)	**As at 31 December 2023**
29 and under	20%
Between 30 and 39	41%
Between 40 and 49	23%
Over 50	15%
Average age of the workforce	**39**

Breakdown by position (before promotions, which come into force in January of the following year)	**As at 31 December 2023**
Analyst	142
Associate	163
Vice-President	172
Director	120
Executive Director	94
Managing Director	60

Tikehau Capital is committed to ensuring an environment that respects the dignity and professional contributions of each individual and is free from any form of discrimination. Harassment (moral, sexual or discriminatory) constitutes misconduct and is strictly sanctioned.

Diversity of professional backgrounds and profiles

The Group places great importance on the human qualities and professional behaviour of the employees recruited as well as on the diverse range of professional backgrounds.

The Group strives to attract a variety of profiles, with prestigious academic backgrounds as well as differentiating ones. When it comes to recruiting early-career professionals, the Talent Acquisition team is in continuous contact with schools and various associations to set up dedicated and personalised events. Thus, numerous initiatives are organised at the Group to meet new talent and promote the employer brand.

In addition, partnerships have been set up with associations to promote exchanges and recruitments of interns with atypical or minority backgrounds. In France, the Human Capital Department has established a partnership with the Institut de l'Engagement to meet and support young people who have proven themselves through civic or associative commitment (see Section 4.4.4 (Relations with external stakeholders) of this Universal Registration Document). The Talent Acquisition team remains in regular contact with the Institut de l'Engagement to collaborate on the recruitment of interns or young profiles. In 2023, the human capital team took part in the competition to assess the profiles of potential winners for the 2023/24 programme.

The Group also participates in integration programmes for students from disadvantaged neighbourhoods. In 2023, two interns benefited from a discovery internship initiated by the Kattan association, and one intern from the Job dans la Ville association was able to spend three months in the private equity team. In addition to the integration of interns, the human capital team organises charity events, such as Sport dans la Ville charity tennis, and work with the association for the integration through sport of young people from disadvantaged neighbourhoods.

In order to promote the integration of interns at the Group, the Human Capital Department has set up a community dedicated to interns and work-study students in France and abroad called "TKO Future Capital". Each month, its members are invited to meetings to learn about the Group's business lines and enable them to create a network useful for their future careers by interacting with senior employees of Tikehau Capital.

Finally, on France, the use of apprenticeship is strongly encouraged by teams, and several apprentices have become permanent employees. In 2023, the teams had 22 apprentices and four of them were integrated into permanent contracts at the end of their apprenticeship.

Ethnic diversity

Legal constraints in France do not allow for factors likely to represent ethnic diversity to be taken into account. Thus, Tikehau Capital is working on this issue as a priority in countries where monitoring is possible.

In the United Kingdom, the partnership with the "10,000 Black Interns" association was renewed in 2023 to foster the diversity of interns. This collaboration made it possible to hire two interns who joined the investment and investment support teams in 2023. New interns who are members of the "10,000 Black Interns" and "10,000 Able Interns" associations will join the Group in 2024 to boost the talent pool from minorities and people with disabilities.

The Group also participates in the "Milken Institute" programme, which offers internships to young people from developing countries.

As an employer subscribing to the principle of equal access to employment, Tikehau Capital also encourages ethnic diversity in recruitment in the United States and the United Kingdom, where the monitoring of such information is authorised.

Gender balance and equal pay

The industry in which the Group operates is marked by an over-representation of men. In this context, the Human Capital Department has implemented a proactive policy to further strengthen diversity and gender equality. Recruitment and promotion targets for women have been set, and all the Group's teams have been made aware of this topic.

Key indicators:	As at 31 December 2023	As at 31 December 2022
Percentage of women in the permanent workforce	**44%**	**43%**
Proportion of women in investment teams [(1)]	24%	26%
Professional equality index, Tikehau Capital Economic and Social Unit [(2)(4)]	84/100	86/100
Professional equality index, Tikehau Capital Economic and Social Unit [(3)]	85/100	85/100

(1) Women are better represented in other Group functions (human capital, legal, compliance, ESG, etc.).
(2) The Tikehau Capital Economic and Social Unit (UES) was formed in 2021 and includes Tikehau IM.
(3) The Sofidy Economic and Social Unit (UES) was formed in 2023 and includes Sofidy, Sofidy Financement, Sofidy Gestion Privée and Selectirente Gestion.
(4) The methodologies used to calculate the professional equality index, on the one hand, and the gender pay gap, on the other, differ.

Whenever possible, the Group's recruitment policy aims to promote female applications for job openings, and in particular for the investment business lines, in order to promote a gender balance. Recruitment initiatives are carried out both for internship populations (who may eventually become permanent employees) and for permanent employees. Special attention is paid to the career development of women, and more specifically to women upon their return from maternity leave in terms of promotion and salary development. These actions are also supported by our parental leave policies, in compliance with local legislation.

In the context of the mandatory introduction of a workplace gender equality index in France, the Human Resources team has been monitoring five indicators:

1. gender pay gap;
2. differences in the distribution of raises;
3. difference in the distribution of promotions;
4. number of employees with a raise upon returning from maternity leave; and
5. parity among the ten highest paid employees.

These indicators are monitored in the French entities and internationally, and are intended to be improved.

A Manager has set targets in terms of gender balance applying to the Group's executive management as well as the time horizon for achieving them, and has determined the terms and conditions for their implementation. The Managers do not rely solely on one Executive Committee whose mission is to regularly assist it with all management decisions, but on several ad hoc Committees that bring together representatives of the senior management of the Group and are involved in their own fields. The objectives in terms of diversity applying to the Group's executive management have therefore been defined for a population corresponding to the Group's senior management, i.e. employees with the rank of Managing Directors and Executive Directors. These two grades are the highest within the Group and include employees who are at the head of business lines or support functions, who have real autonomy and/or who are part of the succession plan for managers of business lines or support functions.

Noting that diversity is part of Tikehau Capital's DNA and is one of its major assets and a decisive factor in its performance and growth, a Manager has set the objective of increasing the proportion of women who are Managing Directors and Executive Directors from 26% at the end of 2023 to 28% at the end of 2025 and 30% at the end of 2027. These percentages include promotions but they will not come into force until 1 January of the following year.

At 1 January 2024, 24 % of Managing Directors and Executive Directors were women, compared to 23% at the start of 2023. Although this increase is encouraging, the Group is below the target set in its gender diversity policy applying to executive management. Despite a proactive policy resulting in concrete actions, the Group must deal with external constraints, in particular the over-representation of men in its sector of activity, which represents a major challenge in achieving the ambitious objectives set for years to come.

In 2023, the following actions were implemented:

- promoting women candidates for job openings, particularly in the investment business lines, aiming to achieve gender balance;
- training employees of the Human Capital Department on the prohibition of any illegal hiring discrimination on the grounds of skin colour, religion or beliefs, gender, national or ethnic origin, disability, age, nationality, family situation, pregnancy or sexual orientation so that they can in turn raise the awareness of all managers and employees participating in the recruitment process on these subjects;
- raising managers' awareness of sexist biases, notably in the context of recruitment, performance evaluations and promotions, by participating in "Recruit without discrimination" training for managers and recruiting employees;
- facilitating a network of women through the "Women @Tikehaucapital" Group;
- continuing the implementation of a Group-wide training course on female leadership with 24 women across three continents participating at this stage;
- renewing and reinforcing links with associations that promote gender diversity in the financial sector and academia;
- developing the "Ma Bonne Fée" external platform on well-being and parenthood, notably with the possibility of consulting targeted articles and participating in webinars related to these topics and the possibility of obtaining the help of a coach for future young mothers to support them when they depart from and return to work;
- identifying high-potential employees, as part of the "Talents 2023" plan, and updating ad hoc development plans to prepare them for mobility to positions of high responsibility, in the form of mentoring programmes and training plans to develop technical and interpersonal skills; and
- establishing senior management succession plans involving women in the short-, medium- and long-term.

These actions will be pursued in 2024, as the Group wishes to continue its efforts to increase the proportion of women among Managing Directors and Executive Directors.

The following table presents statistics on gender diversity by position within the permanent workforce before and after promotions in 2023.

	Before 2023 promotions			After 2023 promotions		
	Breakdown of permanent workforce	Number of women	Share of women	Breakdown of permanent workforce	Number of female promotions in 2023	Share of women
Managing Director (highest grade)	60	13	22%	69	2	22%
Executive Director	94	24	26%	98	3	26%
Director	120	33	28%	132	12	32%
Vice-President	172	101	59%	179	15	58%
Associate	163	97	60%	161	13	59%
Analyst (lowest grade)	142	64	45%	112	NA	46%

In the interest of equity, the Human Capital Department is committed to reducing any pay gaps. To do so, it has implemented a policy of harmonising data among Group entities (departments and regions) in order to better identify gender pay gaps and take corrective measures where necessary. Thus, as part of the annual remuneration review, the Human Capital Department measures and analyses gender pay gaps, and, for several years, it has established remuneration grids for employees in investment activity, which eliminates pay differences between men and women.

The gender pay gap is identified on the basis of female-male categories of permanent employees defined on the basis of their function, grade, geographical area and activity for an autonomous management company with specific remuneration practices. These population categories are then reviewed individually to exclude employees who have spent less than 6 months of year N in the Group and groups with fewer than two employees of the same gender. Out of 50 categories comprising 683 permanent employees, 26 categories comprising 582 employees were selected. Thus, 85% of the population studied is represented (see more details in Section 4.12 (Methodological note) of this Universal Registration Document). The calculation considers fixed, variable cash and deferred variable remuneration. The pay gap between men and women is then calculated by category. The average of the differences observed is weighted by the number of employees per category and is presented below.

Key indicator:	2023	2022
Gender pay gap (1)	**12.8%**	**8.9%**

(1) Fixed remuneration, variable cash remuneration and deferred variable remuneration.

In view of (i) the size of the Group, (ii) the diversity of its activities and geographical locations and (iii) the rapid development of its teams in recent years, the dimensions of the categories analysed remain limited and thus the three-point change in 2023 is explained by the lack of statistical significance. The calculation carried out provides an overview, as at 31 December 2023, which could evolve over future years.

Lastly, the Group raises the awareness of all employees about sexist bias issues. At the end of 2020, the Human Capital Department set up partnerships with networks of women present in business schools and universities. It also explored gender bias awareness among various stakeholders, and a webinar was offered to all Group employees in the first quarter of 2021. Actions continued in 2022 and 2023 to offer targeted training to managers and all employees on the subject of sexist bias and, more generally, on diversity and inclusion. These will be continued in 2024.

Employment of people with disabilities

In France, the Group's contribution to the employment and integration of disabled people is reflected in its choice of suppliers who employ people with disabilities. The Paris and Évry offices use the adapted company (EA) Cèdre for recycling and the "establishment and service of assistance through work" (Établissement et Service d'Aide par le Travail - "ESAT") API for office supplies services.

In November 2023, Tikehau Capital took part, for the third time, in the European week for the employment of people with disabilities. Several initiatives were organised in France and internationally, such as a webinar on disability to raise employee awareness, an introduction to sign language to better understand the challenges and power of this language, and a presentation by Darren Edwards, an adventurer with a disability. A "DuoDay" was organised at the Paris office, enabling Group employees to welcome people with disabilities and help them discover career paths. As at the end of 2023, Tikehau Capital had seven employees recognised as workers with disabilities.

In 2023, Tikehau Capital renewed its partnership with TH PARTNERH to promote the recruitment and inclusion of people with disabilities.

Talent recruitment, management and skills development

The recruitment and talent development policy is a key challenge for the Group, at the heart of the concerns of the management team and the Human Capital Department.

The Group seeks to attract diverse profiles and provides the means to do so (see Section 4.4.3 [Human Capital: diversity, attraction and retention of talent - Diversity of professional backgrounds and profiles] of this Universal Registration Document).

The talent management and retention policy includes a set of complementary initiatives: permanent dialogue on career development, training, mobility offers, seminars led by management for the Group's young talent, as well as attractive long-term remuneration packages and benefits.

The employer brand and school relations

In 2023, the Group organised a number of events dedicated to promoting the employer brand and increasing its visibility among schools and universities. School relations are a key part of the Group's success in terms of recruitment and talent attraction, as well as the diversification of hiring sources and the profiles presented.

In 2023, the Group took part in 23 events, including 17 in France, three in the rest of the European Union, and three in the United Kingdom and the United States. The Group intends to continue its participation in this type of event, in France and internationally, in 2024.

In 2024, the Human Capital team also intends to launch new projects dedicated to improving the visibility of Tikehau Capital's employer brand (for example, a Welcome to the Jungle partnership with online media around work and employment).

Promotions

The Group established an internal grid for classifying positions by level of responsibility and defining objective and explicit criteria. The Group thus has a clear and objective procedure for the management of talent and promotions. As part of this procedure, the management team ensures that each appointment is documented, relevant and conducive to ensuring consistency and fairness within the Group.

The promotions procedure is broken down into the following steps:

- forms are sent to managers at the beginning of October (the forms are adapted according to the grade);
- managers return the completed forms to the human capital team providing a reasoned explanation on why the promotion was requested;
- the human capital team verifies that the applications are consistent and then submits them to the Promotions Committee in liaison with General Management;
- the Promotion Committee assesses each request and makes a decision with management;
- the manager announces the news to the promoted employee;
- the final results are published on the Tikehau Capital intranet at the end of the process in January.

All promotions are announced in January of the following year and take retroactive effect from 1 January.

Particular attention is paid to promoting women and diversity throughout the Group (see Section 4.4.3 (Human capital: diversity, and attracting and retaining talent - Gender balance and equal pay) of this Universal Registration Document).

Regular dialogue and feedback

All employees have periodic individual evaluation interviews. Employees may also benefit from a mentoring programme wherein they receive advice from more experienced employees and can discuss a range of topics such as their career development or the business culture.

To meet the expectations of many employees in terms of receiving qualitative feedback from their manager, the Group set up a digital tool to promote and facilitate feedback as part of the annual performance reviews, which encourage:

- a culture of ongoing dialogue, throughout the year, between managers and their teams;
- qualitative exchanges (regular performance interviews, project monitoring interviews) as part of a joint development approach to ensure personalised and flexible monitoring; and
- teamwork on multi-disciplinary projects, improving overall cohesion.

Training

The training provided within the Group aims to ensure that employees adapt to their jobs and to enable them to develop their skills. As part of its skills development plan, the human capital team monitors and ensures that all employees have access to diversified and high-quality offers. In 2022, the Group invested in a training management tool to facilitate exchanges among employees, managers and the human capital team. Several training catalogues are available via the platform. This tool is now used to organise annual career and skills development discussions, as part of the "Career Development Discussions" campaigns.

Tailor-made strategic training plans were created and rolled out in 2023:

- "Tikehau management training programme": individual and collective training course dedicated to all Group managers. Initiated in 2022, the programme gradually integrates new managers in order to support them in their new role;
- an awareness-raising programme on psychosocial risks was drawn up in the form of a “Discussion for sustainable team performance”, which was recommended to all Group managers;
- "Women's leadership programme": a course provided in collaboration with the SKEMA Business School and France Invest, initiated in 2022, to support certain women at the Group in their career development. Two new generations started in 2023 and will continue in 2024;
- awareness-raising for the investment teams on financial communication and storytelling: intensive programme to train investment teams in financial communication in order to reinforce the impact of their quarterly presentations to investors;
- “Tikehau Sustainability University”: Group platform dedicated to training programmes covering ESG-related topics. The course consists of e-learning modules focused on climate and biodiversity, presented by AXA Climate. At the same time, employees are invited to participate in a

series of workshops at the Tikehau Capital offices ("Climate fresk", "Inventing our low carbon life"); and

- the Group rolled out several training courses dedicated to Diversity & Inclusions in 2023, including programmes created to let go of cognitive biases and to hire without discrimination, as well as conferences such as “Promoting Diversity & Creating an Inclusive Workplace for Everyone” or “Unconventional success: Beyond hard work, devotion and linear paths”, open to all employees.

These collective courses are available in the Group's training catalogue and are intended to be renewed each year.

Over the 2023 financial year, 13,417 hours (or 564 days) of external training were provided to all Group entities.

Training (permanent and non-permanent workforce)	From 1 January to 31 December 2023 (2)	From 1 January to 31 December 2022 (3)
Total number of training hours (excluding e-learning platform)	**9,292**	**8,376**
Total number of training hours (including e-learning platform)	**13,417**	**Not available**
Percentage of employees having followed at least one external training course during the year (1)	**93%**	**71%**
Annual training expenditure, excluding salaries paid (in thousands of €)	782	590

(1) Average workforce in 2023.
(2) Permanent workforce.
(3) Permanent and non-permanent workforce, excluding Tikehau Capital Advisors employees.

Internally, presentations and training are also delivered by Group employees and cover awareness on compliance, cybersecurity, explanation of the various business lines and Group products, talent management (management, annual and career interviews, best recruitment and mentoring practice, welcome meetings for new recruits and business culture, etc.).

Externally, the 2023 skills development plan has included:

- certifications, enabling the upgrading and/or development of the skills required for the positions, including mandatory certifications for the performance of certain functions (AMF certificate, CFA level I to III, CFA ESG);
- collective and/or individual technical skills development initiatives (regulatory news and standards, as well as business training, notably on financial modelling, investment capital funds, real estate valuation);
- actions to develop cross-functional skills (office automation, language training) or professional development (interpersonal skills, know-how).

Individual coaching is offered to certain employees in view of their development within the Group (undertaking a position, managerial development) and their needs.

The Tikehau Graduate Programme, launched in 2021 - a recruitment programme for promising young international graduates on permanent contracts - was closed in 2023. Each graduate recruited benefited from cycles in different teams - investment, investment, sales & marketing, or corporate support - in France and internationally over a period of 18 months. At the end of this immersion, each employee joined one of the Group’s teams. At the same time, these young recruits benefited from privileged access varied training during the course. The 2021 campaign was a great success, leading to the recruitment of 12 young analysts. The Group is relaunching the next edition of the Graduate Programme in 2024.

Mobility

Tikehau Capital is an organisation which promotes internal mobility:

- horizontal mobility (also called transversal mobility or functional mobility) is characterised by a change in job or business line but maintaining the same rank (25 intragroup movements during 2023);
- vertical mobility refers to the situation of an employee who changes position in order to benefit from increased responsibilities; and
- geographical/international mobility corresponds to a change of geographical location.

At a time when organisations and professions are constantly evolving, internal mobility is a key issue whether it is initiated by the employee or proposed by the employer. It fosters employee loyalty and talent retention and is a way to keep up the Group’s competitiveness and level of performance. Mobility is not only a motivational factor for employees, increasing their investment in the workplace, but also an excellent way to develop new skills and learn. It is also a very important way to strengthen ownership and the dissemination of the corporate culture.

When new offices open internationally, the mobility of the Group’s employees greatly facilitates interactions with other entities and the integration of locally recruited employees.

In 2023, 12 geographical transfers took place across the Group (Europe, Asia, United States and Middle East).

Lastly, the Group continues to strengthen the use of International Corporate Volunteering contracts.

Remuneration and Benefits

The remuneration policy has several goals:

- ensure coherent remuneration within business lines across countries, and among genders;
- be competitive in terms of local market practices, to attract talent and retain loyalty while maintaining the Group's economic competitiveness;
- encourage and recognise collective and individual contributions; and
- promote fair remuneration and build trust.

The Tikehau Capital department must reconcile the demands of a highly competitive market with the expectations of investors, clients, shareholders and Group employees by ensuring the consistency of the remuneration policy with the Group's strategy and compliance with applicable regulations.

The Human Capital Department plays a key role in the Group's activities and the remuneration policy has a strong impact on competitiveness, allowing to both recruit and retain high-quality professionals. The remuneration policy defines effective and responsible remuneration practices in order to avoid conflicts of interest, protect the interests of the Group's investor-clients and ensure that there is no incentive to take excessive risk. It also looks to contribute to the creation of long-term value for the Group.

The Group is also committed to a fair and equitable remuneration policy that complies with the regulations applicable in the various countries where it works (AIFM, UCITS, etc.).

Tikehau Capital pays particular attention to the alignment of long-term interests at all levels. All employees are eligible for individual incentives and bonuses. All positions starting with the Associate level are also eligible for the allocation of free shares. In addition, since 2021, non-financial criteria (ESG) are taken into account in the variable remuneration of all employees. In 2023, 20% of variable remuneration was subject to performance index linked to collective targets in terms of human resources and assets under management dedicated to climate and biodiversity. The variable remuneration of identified persons is thus directly impacted by the attention they have paid to managing risks within their businesses and strict respect for internal procedures and compliance regulations. The vesting of deferred portions of variable remuneration is subject to the absence of fraudulent behaviour or serious error in relation to the regulations in force, as well as the applicable internal policies and procedures in terms of compliance, risk management and ESG.

Since March 2021, in accordance with the SFDR, the remuneration policies of Tikehau IM and Sofidy take into account the participation of employees in the relevant management company's ESG criteria policy which integrates sustainability issues see Section 1.4.3.4 (Other regulations - Regulation applicable to remuneration policies) of this Universal Registration Document).

Tikehau Capital also set up a 2022-2025 long-term incentive plan for certain senior managers of the Group, which will be liquidated in 2026 in view of the achievement of quantitative and qualitative criteria reflecting the Group's main financial and non-financial objectives. These include (i) achieving the target of having more than €5 billion in assets under management dedicated to climate and biodiversity by 2025, (ii) developing the skills of the Group's teams in the implementation of the Group's ESG policy through the continuous training and support of ESG experts and (iii) disseminating and obtaining external recognition of the Group's ESG policy, notably among its affiliates and its investments so that they integrate the ESG policy in their activities and, more generally, among stakeholders.

Employees' commitment and engagement are reinforced by partnership, shareholding and strong incentives that allow each one to benefit from Tikehau Capital's creation of shareholder value. Since the listing of its securities on the regulated market of Euronext Paris, the Company has set up free share plans and performance share plans which are described in Section 8.3.2.2 (free share and performance share plans) of this Universal Registration Document. The Group's employees based in France also benefit from a profit-sharing and incentive agreement.

Remuneration and benefits in thousands of euros (permanent and non-permanent workforce)	From 1 January to 31 December 2023	From 1 January to 31 December 2022
Total payroll	172,800	163,100
Percentage of employees benefiting from a profit-sharing arrangement (1)	100%	100%
Percentage of employee shareholders in the Company (2)	**65%**	**60%**

(1) France scope. Percentage of employees benefiting from a profit-sharing agreement.

(2) Group scope. Employees who hold shares directly or indirectly, including and without limitation by way of an ad hoc vehicle or company who have been allocated shares of the Company, even if they have not yet vested, in each case in accordance with any free share or performance plan implemented by the Company.

It should be noted that around 110 senior Group employees and representatives of the Managers are partners and have invested in a structure that holds a stake in Tikehau Capital Advisors and receives 20% of the carried interest available from the funds managed by the Group. The remaining 80% is split equally between the Company, Tikehau IM (or the Group's relevant asset management company) and Tikehau Capital Advisors. This carried interest exclusively concerns some closed funds (performance fees for open funds are received in full by Tikehau IM or the Group's relevant asset management company) and enable receipt of a portion of the investor yields over and above an internal profitability level set out in the fund documentation.

This structure incentivises these employees to achieve performance for the Group and its funds and creates solidarity across all business lines, avoiding any silo effect and allowing employees to participate in the control of the Group via its stake in Tikehau Capital Advisors.

The alignment of interests is a key element of Tikehau Capital's DNA and history. Tikehau Employee Fund 2018 is an investment tool open to all Tikehau Capital employees, with a view to aligning their interests with those of clients, investors and the Company.

Tikehau Employee Fund 2018 is a vehicle investing in different Tikehau Capital asset classes, thus promoting both employee shareholding in the Group's main vehicles and direct investment internally or alongside external partners. It enables all employees to benefit from Tikehau Capital's performance over the long term. All Group employees with open-ended contracts can invest in this vehicle.

Employee relations

Within the Group, discussion is encouraged by accessible and attentive management.

The Group respects the freedom of association and, in compliance with legal requirements, promotes the establishment of bodies tasked with encouraging employer-employee relations.

In 2021, following the recognition of a Tikehau Capital Economic and Social Unit (*Unité Économique et Sociale - UES*), and as part of the Reorganisation, a UES SEC was set up. It thus represents the Company and Tikehau IM, uniting the employee representative bodies of the two companies.

In 2023, following the recognition of a Sofidy Economic and Social Unit (*Unité Économique et Sociale - UES*), a UES SEC representing Sofidy, Sofidy Financement, Sofidy Gestion Privée and Selectirente Gestion was set up.

Approximately 40% of Group employees are covered by collective agreements, especially in France, Italy and Spain.

Lastly, the Human Capital Department encourages dialogue with employees and regularly participates in transversal and impactful projects.

4.4.4 RELATIONS WITH EXTERNAL STAKEHOLDERS

Responsible purchasing policy

Given its activity in the service industry, the Group has very little exposure to issues related to the infringement of social rights or environmental risks at the level of its first rank suppliers. Nevertheless, for Investment and Asset Management activities, a responsible purchasing policy is a key ESG issue. Such a policy makes it possible to mitigate a large number of non-compliance risks, reputational risks and supply chain disruption risks in business sectors such as the manufacturing industry, agro-food, the textile industry or the healthcare and pharmaceutical industry.

Applying a similar level of requirements to its investments and those of its funds under management, the Group wishes to continue its efforts to meet high standards and requirements by strengthening its responsible purchasing policy, in order to integrate even more into its criteria selection, vigilance and assessment of the systems put in place by suppliers and their subcontractors in terms of (i) anti-corruption measures, (ii) respect for human rights, labour law and the development of human potential, (iii) business ethics, (iv) confidentiality and intellectual property, (v) the environment, and (vi) the supply chain.

In this approach, the Group has defined and made available to its teams standard clauses expected for the drafting and negotiation of contracts with its suppliers. This policy is also formalised in a document that is regularly updated and available on the Company's website.

Partnership and philanthropy initiatives

Through its policy of partnership and philanthropy, the Group proactively supports initiatives and projects that reflect its values or pressing issues.

In 2023, Tikehau Capital launched an endowment fund, Tikehau Capital Foundation, to expand the reach of the solidarity actions it has implemented for a number of years. Tikehau Capital wishes to accompany and support projects that highlight the importance of youth training, as education plays a decisive role in personal development but also, on a larger scale, in social integration, and it represents a vector for transformation.

As at the date of this Universal Registration Document, the endowment fund is administered by a Board of Directors composed of seven members, including its two co-founders, four senior Group employees and one external member. An employee of the endowment fund oversees the strategy and sponsorship activities.

	From 1 January to 31 December 2023	From 1 January to 31 December 2022
Associations supported [(1)]	16	22
Amount of donations *(in thousands of €)* [(2)]	612	647

(1) Excluding seven associations supported through Tikehau IM funds.
(2) Including around €150,000 related to Tikehau IM fund management fee repayments.

In the field of youth

Since 2019, Tikehau Capital supports the **Institut de l'Engagement**, which enables thousands of young people who are involved in volunteering to promote their civic engagement and structure a project for the future through individual support. As part of this partnership, Tikehau Capital's teams participate in the selection of future laureates, in the initial phase of examining applications and in the oral interview phase. Moreover, the Group values participation in the Institut de l'Engagement when recruiting interns.

Since 2019, Tikehau Capital has also supported the **Sport dans la Ville** association, which helps young people from priority neighbourhoods on their way to success. Through sport, they communicate important values for their personal development and professional integration.

Tikehau Capital also supports two associations in Spain: **Fundación Exit**, which fights against young people dropping out of school, and **Junior Achievement**, which provides local learning centres that support young people and help them succeed and find their way.

Since 2021, Tikehau Capital has supported the development of **Espérance banlieues** by contributing to the construction of the new Cours Charlemagne premises in Argenteuil (France). The Espérance banlieues network is developing an innovative school model specialising in the educational challenges in the French suburbs by preventing school drop-outs and promoting the social and cultural integration of young people. It is based on individualised monitoring of students (made possible by working with small groups), learning focused on fundamentals (reading, writing, counting) and a strong involvement of parents in education.

In 2022 and 2023, Tikehau Capital also supported the **Life Project for Youth** association, which develops solutions for the professional and social inclusion of young people aged 17 to 24 living in extreme poverty and who are victims of exclusion in 13 countries in Asia, the Middle East, Europe and America.

Lastly, in January 2023, Tikehau Capital provided support for the **Alliance pour l'éducation** association and made a multi-year commitment to bringing together businesses, associations, educational establishments, philanthropists and public bodies with a view to helping young people attending secondary schools in REP and REP+ countries.

In the field of health

After contributing to Covid-19 research in March 2020 by making a significant donation to the Assistance Publique-Hôpitaux de Paris (AP-HP), Tikehau Capital became a "Grand Mécène" (Major Patron) of **Fondation AP-HP** in 2021 to support innovation in health, the teams of the 39 AP-HP hospitals and accessibility to health care for all. This partnership continued until 2023.

Tikehau Capital also decided to support an academic hospital system, the **Chaire de Philosophie à l'hôpital**, over the 2022-2024 period. It is a teaching and research programme designed to combine theory and practice by working with caregivers, patients, students, stakeholders in the healthcare system, as well as the general public.

In the field of climate and biodiversity

At the beginning of 2021, Tikehau Capital made a commitment for a period of five years to the **Océan Polaire** association, founded by the doctor and explorer Jean-Louis Étienne as part of its Polar Pod project. Océan Polaire organises educational and scientific expeditions and missions in the polar regions. While waiting for the construction of the Polar Pod, the Perseverance vessel set out for a preliminary measurement campaign, covering the Arctic season (Svalbard, North-East Greenland, Scoresby Sund, etc.). Since November 2023, the vessel has been in Antarctica, carrying out surveys on site. The ship has a scientist on board, as well as passengers who contribute to the costs associated with the vessel. Travel details are available on www.bateauperseverance.com.

Supporting the independence of the most vulnerable with CARAC

Since June 2011, Tikehau IM and Mutuelle d'Épargne, de Retraite et de Prévoyance CARAC ("CARAC") have joined forces to create an associative savings product via the Tikehau Entraid'Épargne Carac fund (TEEC).

4.5 Taxonomy reporting

As a listed company, the Company falls within the scope of the Taxonomy Regulation, which governs the publication of information on the sustainability of the economic activities of the companies subject to it. This Regulation distinguishes between financial companies and non-financial companies (these two categories of companies are subject to different requirements). The Company is not:

(i) an asset manager [1] (or an asset manager within the meaning of the AIFM Directive, or a management company or a self-managed investment company within the meaning of the UCITS Directive),

(ii) or a credit institution,

(iii) or an authorised investment firm within the meaning of the UCITS Directive,

(iv) or an insurance company,

(v) or a reinsurance company,

the Company does not meet the definition of a financial enterprise and is therefore classified as a non-financial enterprise. Thus, the activities to be taken into account for Taxonomy reporting are those carried out by the Company which are carried out by the companies within its scope of consolidation in the accounting sense. The Taxonomy reporting therefore doesn't consider the asset management and investments activities.

The Company is subject to the requirement to disclose information on how and to what extent its activities are associated with economic activities that may be considered environmentally sustainable under Articles 3 and 9 of the Taxonomy Regulation. In particular, the Company must disclose: (a) the share of its turnover from products or services associated with economic activities that may be considered environmentally sustainable under Articles 3 and 9; and (b) the portion of their capital expenditure and the portion of their operating expenditure related to assets or processes associated with economic activities that can be considered environmentally sustainable under Articles 3 and 9.

Since 2021, the first two objectives of the Environmental Taxonomy have been implemented: (i) climate change adaptation and (ii) climate change mitigation. In January 2024, the following four objectives of the Environmental Taxonomy came into force, namely: (iii) sustainable use and protection of water and marine resources, (iv) transition to a circular economy, (v) pollution prevention and control, and (vi) protection and restoration of biodiversity and ecosystems.

Over the 2023 financial, only two entities included in the Group's accounting scope of consolidation, Sofidy and Alma Property, carried out activities relating to the Environmental Taxonomy objectives, namely the activities of (i) acquisition and ownership of buildings (Economic Activity 7.7 of Annex I), and (ii) renovation of existing buildings (Economic Activity 7.2 of Annex I). In the last quarter of 2023, Alma Property exited the Group's scope of consolidation.

(1) Tikehau Capital is a global alternative asset management group. Tikehau Capital SCA, the Group's listed parent company, controls management companies but is not itself an asset manager within the meaning of European regulations.

Proportion of Turnover from products or services associated with Taxonomy-aligned economic activities, disclosure covering year N

Financial year N		31 December 2023		Substantial Contribution Criteria					
Economic Activities (1)	**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)**
Text		*kEUR*	*%*	*Y; N; N/EL [b][c]*	*Y; N; N/EL [b][c]*	*Y; N; N/EL [b][c]*	*Y; N; N/EL [b][c]*	*Y; N; N/EL [b][c]*	*Y; N; N/EL [b][c]*
A. Taxonomy - Eligible activities									
A.1. Environmentally sustainable activities (Taxonomy-aligned)									
Activity 1			%						
Activity 1 [d]			%						
Activity 2			%						
Turnover of environmentally sustainable activities (Taxonomy-aligned) (A.1)			%	%	%	%	%	%	%
of which Enabling			%	%	%	%	%	%	%
of which Transitional			%	%					
A.2. Taxonomy-Eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) [g]									
				EL ; N/EL [f]	EL ; N/EL [f]	EL ; N/EL [f]	EL ; N/EL [f]	EL ; N/EL [f]	EL ; N/EL [f]
Activity 1 [e]			%	EL	EL			EL	
Turnover of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)			%	%	%	%	%	%	%
A. TURNOVER OF TAXONOMY ELIGIBLE ACTIVITIES (A.1+A.2)			**%**	**%**	**%**	**%**	**%**	**%**	**%**
B. Taxonomy-non-eligible activities									
Turnover of Taxonomy-non-eligible activities		501,502.6	100%						
TOTAL (A+B)		**501,502.6**	**100%**						

a) The Code constitutes the abbreviation of the relevant objective to which the economic activity is likely to make a substantial contribution, as well as the Section number of the activity in the relevant Annex covering the objective, i.e.:
- Climate Change Mitigation: CCM;
- Climate Change Adaptation: CCA;
- Water and Marine Resources: WTR;
- Circular Economy: CE;
- Pollution Prevention and Control: PPC;
- Biodiversity and ecosystems: BIO.
For example, the Activity “Afforestation” would have the Code: CCM 1.1
Where activities may make a substantial contribution to more than one objective, the codes for all objectives should be indicated.
For example, if the operator reports that the activity “Construction of new buildings” makes a substantial contribution to climate change mitigation and circular economy, the code would be: CCM 7.1./ CE 3.1.
b) Y - Yes, Taxonomy eligible and Taxonomy-aligned activity for the relevant environmental objective:
N - No, Taxonomy eligible but not Taxonomy-aligned activity for the relevant environmental objective;
N/EL – not eligible, Taxonomy non-eligible activity for the relevant environmental objective.

DNSH criteria ('Does Not Significantly Harm') [h]									
Climate Change Mitigation (11)	Climate Change Adaptation (12)	Water (13)	Pollution (14)	Circular Economy (15)	Biodiversity (16)	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)
Y/N	***Y/N***	***Y/N***	***Y/N***	***Y/N***	***Y/N***	***Y/N***	***%***	***E***	***T***
Y	Y	Y	Y	Y	Y	Y	%		
Y	Y	Y	Y	Y	Y	Y	%	E	
Y	Y	Y	Y	Y	Y	Y	%		T
Y	Y	Y	Y	Y	Y	Y	%		
Y	Y	Y	Y	Y	Y	Y	%	E	
Y	Y	Y	Y	Y	Y	Y	%		T
							0.001%		
							0.001%		
							0.001%		

c) Where an economic activity contributes substantially to multiple environmental objectives, non-financial undertakings shall indicate, in bold, the most relevant environmental objective for the purpose of calculating the KPIs of financial undertakings while avoiding double counting.
d) The same activity may align with one or more environmental objectives for which it is eligible.
e) The same activity may be eligible and not aligned with the relevant environmental objectives.
f) EL - Taxonomy eligible activity for the relevant objective - N/EL - Non-taxonomy eligible activity for the relevant objective.
g) Activities shall be reported in Section A.2 of this template only if they are not aligned to any environmental objective for which they are eligible. Activities that align to at least one environmental objective shall be reported in Section A.1 of this template.
h) For an activity to be reported in Section A.1 all DNSH criteria and minimum safeguards shall be met.

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

Financial year N	31 December 2023			Substantial Contribution Criteria					
Economic Activities (1)	**Code [a] (2)**	**CapEx (3)**	**Proportion of CapEx, year N (4)**	**Climate Change Miti-gation (5)**	**Climate Change Adap-tation (6)**	**Water (7)**	**Pollu-tion (8)**	**Cir-cular Eco-nomy (9)**	**Bio-diver-sity (10)**
Text		***kEUR***	***%***	***Y; N; N/EL [b] [c]***	***Y; N; N/EL [b] [c]***	***Y; N; N/EL [b] [c]***	***Y; N; N/EL [b] [c]***	***Y; N; N/EL [b] [c]***	***Y; N; N/EL [b] [c]***
A. Taxonomy - Eligible activities									
A.1. Environmentally sustainable activities (Taxonomy-aligned)									
Activity 1			%						
Activity 1 [d]			%						
Activity 2			%						
CapEx of environmentally sustainable activities (Taxonomy-aligned) (A.1)			%	%	%	%	%	%	%
of which Enabling			%	%	%	%	%	%	%
of which Transitional			%	%					
A.2. Taxonomy-Eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) [g]									
				EL ; N/EL [f]	EL ; N/EL [f]	EL ; N/EL [f]	EL ; N/EL [f]	EL ; N/EL [f]	EL ; N/EL [f]
Activity 1 [e]	CCM 7.2	393.8	2.59%	EL	EL			EL	
CapEx of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)		393.8	2.59%	2.59%	NA	NA	NA	NA	NA
A. CAPEX OF TAXONOMY ELIGIBLE ACTIVITIES (A.1+A.2)		**393.8**	**2.59%**	**2.59%**	**NA**	**NA**	**NA**	**NA**	**NA**
B. Taxonomy-non-eligible activities									
CapEx of Taxonomy-non-eligible activities	14,789.5	97.41%							
TOTAL (A+B)	**15,183.3**	**100%**							

a) The Code constitutes the abbreviation of the relevant objective to which the economic activity is likely to make a substantial contribution, as well as the Section number of the activity in the relevant Annex covering the objective, i.e.:
- Climate Change Mitigation: CCM;
- Climate Change Adaptation: CCA;
- Water and Marine Resources: WTR;
- Circular Economy: CE;
- Pollution Prevention and Control: PPC;
- Biodiversity and ecosystems: BIO.
For example, the Activity "Afforestation" would have the Code: CCM 1.1
Where activitiesmay make a substantial contribution to more than one objective, the codes for all objectives should be indicated.
For example, if the operator reports that the activity "Construction of new buildings" makes a substantial contribution to climate change mitigation and circular economy, the code would be: CCM 7.1./ CE 3.1.
b) Y - Yes, Taxonomy eligible and Taxonomy-aligned activity for the relevant environmental objective:
N - No, Taxonomy eligible but not Taxonomy-aligned activity for the relevant environmental objective;
N/EL – not eligible, Taxonomy non-eligible activity for the relevant environmental objective.

DNSH criteria ('Does Not Significantly Harm') (h)									
Climate Change Mitigation (11)	**Climate Change Adaptation (12)**	**Water (13)**	**Pollution (14)**	**Circular Economy (15)**	**Biodiversity (16)**	**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)**
Y/N	***Y/N***	***Y/N***	***Y/N***	***Y/N***	***Y/N***	***Y/N***	***%***	***E***	***T***
Y	Y	Y	Y	Y	Y	Y	%		
Y	Y	Y	Y	Y	Y	Y	%	E	
Y	Y	Y	Y	Y	Y	Y	%		T
Y	Y	Y	Y	Y	Y	Y	%		
Y	Y	Y	Y	Y	Y	Y	%	E	
Y	Y	Y	Y	Y	Y	Y	%		T
							4.50%		
							4.50%		
							4.50%		

c) Where an economic activity contributes substantially to multiple environmental objectives, non-financial undertakings shall indicate, in bold, the most relevant environmental objective for the purpose of calculating the KPIs of financial undertakings while avoiding double counting.
d) The same activity may align with one or more environmental objectives for which it is eligible.
e) The same activity may be eligible and not aligned with the relevant environmental objectives.
f) EL - Taxonomy eligible activity for the relevant objective - N/EL - Non-taxonomy eligible activity for the relevant objective.
g) Activities shall be reported in Section A.2 of this template only if they are not aligned to any environmental objective for which they are eligible. Activities that align to at least one environmental objective shall be reported in Section A.1 of this template.
h) For an activity to be reported in Section A.1 all DNSH criteria and minimum safeguards shall be met.

Proportion of OpEx from products or services associated with Taxonomy-aligned economic activities, disclosure covering year N

Financial year N	**31 December 2023**			**Substantial Contribution Criteria**					
Economic Activities (1)	**Code [a] (2)**	**OpEx (3)**	**Proportion of OpEx, year N (4)**	**Climate Change Miti-gation (5)**	**Climate Change Adap-tation (6)**	**Water (7)**	**Pollu-tion (8)**	**Cir-cular Eco-nomy (9)**	**Bio-diver-sity (10)**
Text		***kEUR***	***%***	***Y; N; N/EL [b][c]***	***Y; N; N/EL [b][c]***	***Y; N; N/EL [b][c]***	***Y; N; N/EL [b][c]***	***Y; N; N/EL [b][c]***	***Y; N; N/EL [b][c]***
A. Taxonomy - Eligible activities									
A.1. Environmentally sustainable activities (Taxonomy-aligned)									
Activity 1			%						
Activity 1 [d]			%						
Activity 2			%						
OpEx of environmentally sustainable activities (Taxonomy-aligned) (A.1)			%	%	%	%	%	%	%
of which Enabling			%	%	%	%	%	%	%
of which Transitional			%	%					
A.2. Taxonomy-Eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) [g]									
				EL ; N/EL [f]	EL ; N/EL [f]	EL ; N/EL [f]	EL ; N/EL [f]	EL ; N/EL [f]	EL ; N/EL [f]
Activity 1 [e]	CCM 7.2	25.7	0.01%	EL	EL			EL	
OpEx of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)		25.7	0.01%	0.01%	NA	NA	NA	NA	NA
A. OPEX OF TAXONOMY ELIGIBLE ACTIVITIES (A.1+A.2)		**25.7**	**0.01%**	**0.01%**	**NA**	**NA**	**NA**	**NA**	**NA**
B. Taxonomy-non-eligible activities									
OpEx of Taxonomy-non-eligible activities		269,516.0	99.99%						
TOTAL (A+B)		**269,541.6**	**100%**						

a) The Code constitutes the abbreviation of the relevant objective to which the economic activity is likely to make a substantial contribution, as well as the Section number of the activity in the relevant Annex covering the objective, i.e.:
- Climate Change Mitigation: CCM;
- Climate Change Adaptation: CCA;
- Water and Marine Resources: WTR;
- Circular Economy: CE;
- Pollution Prevention and Control: PPC;
- Biodiversity and ecosystems: BIO.
For example, the Activity “Afforestation” would have the Code: CCM 1.1
Where activities may make a substantial contribution to more than one objective, the codes for all objectives should be indicated.
For example, if the operator reports that the activity “Construction of new buildings” makes a substantial contribution to climate change mitigation and circular economy, the code would be: CCM 7.1./ CE 3.1.
b) Y - Yes, Taxonomy eligible and Taxonomy-aligned activity for the relevant environmental objective:
N - No, Taxonomy eligible but not Taxonomy-aligned activity for the relevant environmental objective;
N/EL – not eligible, Taxonomy non-eligible activity for the relevant environmental objective.

DNSH criteria ('Does Not Significantly Harm') (h)									
Climate Change Mitigation (11)	Climate Change Adaptation (12)	Water (13)	Pollution (14)	Circular Economy (15)	Biodiversity (16)	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)
Y/N	*Y/N*	*Y/N*	*Y/N*	*Y/N*	*Y/N*	*Y/N*	*%*	*E*	*T*
Y	Y	Y	Y	Y	Y	Y	%		
Y	Y	Y	Y	Y	Y	Y	%	E	
Y	Y	Y	Y	Y	Y	Y	%		T
Y	Y	Y	Y	Y	Y	Y	%		
Y	Y	Y	Y	Y	Y	Y	%	E	
Y	Y	Y	Y	Y	Y	Y	%		T
							0.004%		
							0.004%		
							0.004%		

c) Where an economic activity contributes substantially to multiple environmental objectives, non-financial undertakings shall indicate, in bold, the most relevant environmental objective for the purpose of calculating the KPIs of financial undertakings while avoiding double counting.
d) The same activity may align with one or more environmental objectives for which it is eligible.
e) The same activity may be eligible and not aligned with the relevant environmental objectives.
f) EL - Taxonomy eligible activity for the relevant objective - N/EL - Non-taxonomy eligible activity for the relevant objective.
g) Activities shall be reported in Section A.2 of this template only if they are not aligned to any environmental objective for which they are eligible. Activities that align to at least one environmental objective shall be reported in Section A.1 of this template.
h) For an activity to be reported in Section A.1 all DNSH criteria and minimum safeguards shall be met.

Turnover

	Proportion of turnover	
	Aligned with taxonomy by objective	Eligible for taxonomy by objective
CCM	0 %	0 %
CCA	0 %	0 %
WTR	0 %	0 %
CE	0 %	0 %
PPC	0 %	0 %
BIO	0 %	0 %

Note: The code is composed of the abbreviation corresponding to the objective to which the activity can make a substantial contribution, as well as the section number allocated to the activity in the appendix relating to this objective, namely: CCM for Climate Change Mitigation, CCA for Climate Change Adaptation, WTR for Aquatic and Marine Resources, CE for Circular Economy, PPC for Pollution Prevention and Reduction and BIO for Biodiversity and Ecosystems.

CAPEX

	Share of CapEx	
	Aligned with taxonomy by objective	Eligible for taxonomy by objective
CCM 7.2	0 %	2.59 %
CCA	0 %	0 %
WTR	0 %	0 %
CE	0 %	0 %
PPC	0 %	0 %
BIO	0 %	0 %

Note: The code is composed of the abbreviation corresponding to the objective to which the activity can make a substantial contribution, as well as the section number allocated to the activity in the appendix relating to this objective, namely: CCM for Climate Change Mitigation, CCA for Climate Change Adaptation, WTR for Aquatic and Marine Resources, CE for Circular Economy, PPC for Pollution Prevention and Reduction and BIO for Biodiversity and Ecosystems.

OPEX

	Share of OpEx	
	Aligned with taxonomy by objective	Eligible for taxonomy by objective
CCM 7.2	0 %	0.01 %
CCA	0 %	0 %
WTR	0 %	0 %
CE	0 %	0 %
PPC	0 %	0 %
BIO	0 %	0 %

Note: The code is composed of the abbreviation corresponding to the objective to which the activity can make a substantial contribution, as well as the section number allocated to the activity in the appendix relating to this objective, namely: CCM for Climate Change Mitigation, CCA for Climate Change Adaptation, WTR for Aquatic and Marine Resources, CE for Circular Economy, PPC for Pollution Prevention and Reduction and BIO for Biodiversity and Ecosystems.

4.6 Cross-reference table - PAI (principal adverse impacts)

In line with the principles of the SFDR Regulation, the Group strives to improve transparency on the main negative externalities of its investments ("principle adverse impacts") and to consider different sustainability objectives so as not to pursue an objective which risks causing harm ("do no significant harm").

Applying a similar level of requirements to its own operations and investments, the Group voluntarily presents the principal adverse impacts of its direct operations, carried out by the Company and its consolidated subsidiaries. It should be noted that two of its consolidated subsidiaries, Tikehau IM and Sofidy, are asset management companies subject to the provisions of the SFDR Regulation. These asset management companies published a statement on the main negative impacts of their investment decisions during 2023.

Mandatory PAI (Principal Adverse Impacts)

Negative impact	Indicator from 1 January to 31 December 2023	Description	Relevant Section
Greenhouse gas (GHG) emissions	• GHG Scope 1: 194 tCO_2e • GHG Scope 2 (location based): 225 tCO_2e • GHG Scope 3 (upstream): 9,144 tCO_2e • GHG Scope 3 (downstream): not available	In 2023, Scope 3 GHG emissions (covering the upstream emission sources) amounted to 9,144 tCO_2e. As at the date of this Universal Registration Document, the Scope 1-2 GHG emissions related to the common areas of the buildings in the real assets portfolio were not available. The downstream Scope 3 GHG emissions related to portfolio companies and real assets (tenant energy consumption) was also being calculated and will be published later in the 2023 climate report available on the Tikehau Capital website.	4.4.2
Exposure to companies active in the fossil fuel sector	Non-applicable	Non-applicable - Does not directly concern Tikehau Capital (Tikehau Capital does not derive any direct revenue from prospecting, mining, extraction, production, processing, storage, refining distribution, including transportation, warehousing and trading of fossil fuels), but is applicable to certain portfolio companies.	-
Share of non-renewable energy consumption	88%	In 2023, renewable electricity sources were used in the following offices: London, Luxembourg, Milan, New York and Paris (Homunity). Following a change of electricity supplier, renewable electricity was used for a part of 2023 at the Sofidy offices in Aix-en-Provence, Évry, Lyon and Nantes.	
Energy consumption intensity per high impact climate sector	Non-applicable	Non-applicable - Does not directly concern Tikehau Capital, but is applicable to certain portfolio companies.	-
Activity negatively affecting biodiversity sensitive areas	0	Tikehau Capital confirms that the sites where the Group operates do not present any risk to sensitive areas thanks to the assessment conducted using the Integrated Biodiversity Assessment Tool (“IBAT”).	-
Emissions to water	Non-applicable	Does not directly concern Tikehau Capital (no Group site is exposed to direct emissions of priority substances within the meaning of Article 2, point 30, of European Directive 2000/60/EC, nor to direct emissions of nitrates, phosphates and pesticides), but is applicable to certain portfolio companies.	-
Hazardous waste and radioactive waste ratio	Non-applicable	Does not directly concern Tikehau Capital, but is applicable to certain portfolio companies.	-
Violations of the UN Global Compact principles and the OECD Guidelines for Multinational Enterprises	0	During the 2023 financial year, Tikehau Capital was not subject to any complaint, formal notice or conviction in respect of any of the principles of the United Nations Global Compact or one of the OECD guidelines.	-

Negative impact	Indicator from 1 January to 31 December 2023	Description	Relevant Section
Lack of processes and compliance mechanisms to monitor compliance with UN Global Compact principles and OECD Guidelines for Multinational Enterprises	No	A Code of Conduct on the prevention of corruption and influence peddling was introduced in 2020 and updated in 2022 (Anti-Bribery, Corruption and Influence Peddling code or "ABC Code"). Equally, the Group has an anti-money laundering policy. In early 2023, Tikehau Capital joined the United Nations Global Compact and works to strengthen the formalisation of its human rights, labour rights and environmental rights framework.	4.4.1
Unadjusted gender pay gap	12.8%	The human capital team defines homogeneous categories of permanent employees taking into account: (i) their function, (ii) their grade and (iii) their geographical zone. The pay gap between men and women is then calculated by category. The average of the differences observed is weighted by the number of employees per category (see Section 4.12 (Methodological note) of this Universal Registration Document).	4.4.3
Board gender diversity	40%	40% of women on the Company's Supervisory Board.	3.1.2
Exposure to controversial weapons (anti-personnel mines, cluster munitions, chemical weapons and biological weapons)	Non-applicable	Does not directly concern Tikehau Capital and constitutes an exclusion for portfolio companies (direct investments).	-

4.

Additional environmental PAI (Principal Adverse Impacts)

Negative impact	Indicator from 1 January to 31 December 2023	Description	Relevant Section
Emissions of inorganic pollutants	Non-applicable	Does not directly concern Tikehau Capital (no Group site is exposed to inorganic chemicals), but could be applicable to certain portfolio companies.	-
Emissions of air pollutants	Non-applicable	Does not directly concern Tikehau Capital (no Group site is exposed to direct emissions of sulphur dioxide, nitrogen oxides, non-methane volatile organic compounds and fine particles), but could be applicable to certain portfolio companies.	-
Emissions of ozone-depleting substances	Non-applicable	Does not directly concern Tikehau Capital (no Group site is exposed to substances listed in the Montreal Protocol on substances that deplete the ozone layer), but could be applicable to certain portfolio companies.	-
Lack of initiatives to reduce carbon emissions	No	**In March 2023, Tikehau Capital Sustainability Strategy Orientation Committee validated an initial target to manage around 40% of the Group's assets under management in line with the goal of achieving net zero emissions by 2050.** With regard to real estate assets, the Group aims to improve energy and carbon intensity. With regard to Private Debt, Private Equity and Capital Markets Strategies investments, this involves investing in companies that themselves have a decarbonisation trajectory in line with the Paris Agreement and are achieving their reduction targets.	4.3.2
Breakdown of energy consumption by type of non-renewable sources of energy	Non-applicable	Does not directly concern Tikehau Capital (no Group site is exposed to oil, gas or coal), but is applicable to certain portfolio companies.	-
Water usage and recycling	Not available	As at the date of this Universal Registration Document, Tikehau Capital did not measure its water consumption.	-
Lack of water management policy	Non-applicable	Does not directly concern Tikehau Capital, but is applicable to certain portfolio companies.	-

Negative impact	Indicator from 1 January to 31 December 2023	Description	Relevant Section
Exposure to areas of high water stress	Limited	According to the Aqueduct database, developed by World Resources Institute (WRI), offices in New York, Tel Aviv, Brussels, Bordeaux, London and Madrid are at risk of stress high water. In these cities, the ratio between water withdrawals water totals (domestic, industrial, irrigation, etc.) and the available renewable supplies of fresh water surface and groundwater is unfavourable.	-
Chemicals production	Non-applicable	Does not directly concern Tikehau Capital (no Group activity falls within the scope of Annex I, Division 20.2, of Regulation (EC) No. 1893/2006), but is applicable to certain portfolio companies.	-
Land degradation, desertification, soil sealing	Non-applicable	Does not directly concern Tikehau Capital, but is applicable to certain portfolio companies.	-
Lack of sustainable land/agricultural practices	Non-applicable	Does not directly concern Tikehau Capital, but is applicable to certain portfolio companies.	-
Lack of sustainable oceans/seas practices	Non-applicable	Does not directly concern Tikehau Capital, but is applicable to certain portfolio companies.	-
Non-recycled waste ratio	Not available	Tikehau Capital sorts the streams of recyclable waste in its main offices.	-
Natural species and protected areas	Non-applicable	Does not directly concern Tikehau Capital (no Group site is exposed to endangered species or sites owned, leased or managed in or near a protected area or a biodiversity high-value zone outside protected areas), but is applicable to certain portfolio companies.	-
Deforestation	Non-applicable	Does not directly concern Tikehau Capital, but is applicable to certain portfolio companies.	-

Additional social PAI (Principal Adverse Impacts)

Negative impact	Indicator from 1 January to 31 December 2023	Description	Relevant Section
Lack of workplace accident prevention policy	No	Does not directly concern Tikehau Capital, but is applicable to certain portfolio companies.	4.4.3
Rate of accidents	0.00		4.4.3
Number of days lost due to injury, accident, death or illness	2,046		4.4.3
Lack of a supplier code of conduct	No	Tikehau Capital has a Responsible Purchasing Charter, available on its website: https://www.tikehaucapital.com/en/our-group/sustainability/publications	4.4.4
Lack of grievance/complaints handling mechanism related to employee matters	No	Tikehau Capital set up a whistleblowing system accessible to all Group employees, temporary workers, interns and service providers, enabling them to report professional misconduct through a dedicated mailbox. These alerts are handled by dedicated referents within the compliance teams. Tikehau Capital is also working on setting up an independent platform, which will also allow the reception and processing of alerts by dedicated contacts of the Human Capital team, when these alerts concern personnel issues.	-

Negative impact	Indicator from 1 January to 31 December 2023	Description	Relevant Section
Insufficient whistleblower protection	No	A whistleblowing system, with confidential treatment of information, was set up and made accessible to all Group employees, temporary workers, interns and service providers. Alert reports are treated confidentially by dedicated referents within the compliance team, who apply a policy of no retaliation or intimidation.	-
Discrimination cases	0	No case of discrimination was reported to the Human Capital Department of Tikehau Capital in 2023.	-
Excessive CEO pay ratio	Not available		-
Lack of a human rights policy	No	The Code of Conduct available on the Group's website includes a section on respect for human rights. In early 2024, Tikehau Capital also published a human rights policy on its website:www.tikehaucapital.com/en/our-group/sustainability/publications	4.4.1
Lack of due diligence	-	Tikehau Capital joined the United Nations Global Compact in February 2023 and will strengthen its due diligence procedures to identify, prevent, mitigate and address negative impacts on human rights.	-
Lack of processes and measures for preventing trafficking in human beings	-	Tikehau Capital has a Responsible Purchasing Charter, available on its website: https://www.tikehaucapital.com/en/our-group/sustainability/publications	-
Operations and suppliers at significant risk of incidents of child labour	Non-applicable	Given the nature of the services that the Group offers, the risk of involvement in human rights violations at the level of direct operations and direct suppliers is low. The measures taken to limit the negative impact on human rights at the Group are described in the Code of Conduct available on the Tikehau Capital website.	-
Operations and suppliers at significant risk of incidents of forced or compulsory labour	Non-applicable	Given the nature of the services that the Group offers, the risk of involvement in human rights violations at the level of direct operations and direct suppliers is low. The measures taken to limit the negative impact on human rights at the Group are described in the Code of Conduct available on the Tikehau Capital website.	-
Number of cases of severe human rights issues and incidents	0	During the 2023 financial year, Tikehau Capital was not subject to any complaint, formal notice or conviction in respect of any of the principles of the United Nations Global Compact, including human rights. However, some portfolio companies may have been exposed to human rights incidents during the 2023 financial year.	-
Lack of anti-corruption and anti-bribery policies	No	A Code of Conduct on the prevention of corruption and influence peddling was introduced in 2020 and updated in 2022 (Anti-Bribery, Corruption and Influence Peddling code or "ABC Code"). Equally, the Group has an anti-money laundering policy. In early 2023, Tikehau Capital joined the United Nations Global Compact to strengthen the formalisation of its human rights, labour rights and environmental rights framework.	4.4.1
Cases of insufficient action taken to address breaches of standards of anti-corruption and anti-bribery	No	A Code of Conduct on the prevention of corruption and influence peddling was introduced in 2020 and updated in 2022 (Anti-Bribery, Corruption and Influence Peddling code or "ABC Code"). Equally, the Group has an anti-money laundering policy.	4.4.1
Number of convictions and amount of fines for violation of anti-corruption and anti-bribery laws	0	During the 2023 financial year, Tikehau Capital was not subject to any complaint, formal notice or conviction in respect of any of the principles of the United Nations Global Compact, including the fight against corruption. However, some portfolio companies may have been exposed to incidents of corruption during the 2023 financial year.	4.4.1

4.7 Cross-reference table - Articles L.225-102-1 and L.22-10-36 of the French Commercial Code

The following table presents a cross-referencing of the information published in this Universal Registration Document with the provisions of Articles L.225-102-1 and L.22-10-36 of the French Commercial Code.

Headings in the regulation	Relevant Section
Description of the main non-financial risks	4.1.5
Description of the impact of non-financial risks on categories mentioned in paragraph III of Article L.225-102-1 and in paragraph II of Article L.22-10-36 of the French Commercial Code	See details below

Theme	Description of the strategy put in place	Relevant Section
The way in which the Company takes into account the social and environmental consequences of its activity	The Group's responsible investment strategy details the consideration of social/societal and environmental factors.	4.2
The effects of its activity on respect for human rights	In its Investment activity, the Group carries out reasonable due diligence regarding the compliance with the provisions of the International Labour Organization's fundamental conventions. Where relevant, the Group supports the portfolio companies in formally establishing a Code of ethics. The Group is also vigilant in the selection of its suppliers and has a Responsible Purchasing Charter.	4.4.1
The effects of its activity on the fight against corruption	Tikehau Capital has incorporated the principles included in the "UK Bribery Act" in its various compliance manuals. The UK Bribery Act seeks at fighting against corruption and has an extra-territorial scope. A Code of Conduct on the prevention of corruption and influence peddling was introduced in 2020 and updated in 2022 (Anti-Bribery, Corruption and Influence Peddling code or "ABC Code"). This code sets out the definition of illicit behaviour (corruption, influence peddling, abuse of corporate assets, etc.), the associated risks for the development of the Group's activities, the guidelines to be adopted and a procedure to ensure the implementation of the system (including roles and responsibilities, whistleblowing procedure and associated sanctions). The teams of each of the Group's entities are especially aware of the risks of non-compliance of all kinds and of corruption.	4.4.1
The effects of its activity with respect to tax evasion	In terms of the fight against tax evasion, Tikehau Capital has set control measures to ensure that its operations comply with tax laws and regulations. Tikehau Capital is bound to comply with the new requirements regarding tax declaration obligations, and will work to implement the new obligations that are part of anti-tax evasion rules implemented globally. The teams of each of the Group's entities are especially aware of the risks of non-compliance, including risks relating to tax evasion. For its investment activity, the Group has defined a compliance and ESG watchlist. Any company exposed to tax havens is scrutinised by the compliance team.	4.4.1
Information related to the consequences on climate change of the Company's activity and the use of the goods and services it produces	Tikehau Capital periodically revises its Sustainable Investing Charter (ESG, biodiversity and climate policy) and actively works on strengthening its approach to climate-related risks (physical and transition).	4.3.1, 4.3.2, 4.3.3 and 4.3.4
Its societal commitments in favour of sustainable development	Tikehau Capital's mission is to direct global savings towards innovative and adapted financing solutions that create sustainable value for all stakeholders and accelerate positive change for society. Tikehau Capital launched a sustainability-themed and impact platform that focuses on five themes: (i) decarbonisation, (ii) nature and biodiversity, (iii) cybersecurity, (iv) resilience, and (v) sustainable cities.	4.1.1 and 4.2.5
The circular economy	All Group employees are encouraged to limit their consumption and to sort recyclable waste materials and packaging. The circular economy impacts the activities and assets of the Group's four business lines in a wide variety of ways.	4.4.2

Theme	Description of the strategy put in place	Relevant Section
Combating food waste	Given its activity and the nature of its investments, the Group is not heavily exposed to food waste-related issues.	Non-applicable
Combating food insecurity	Given its activity and the nature of its investments, the Group is not heavily exposed to food precarity-related issues.	Non-applicable
Respect for animal well-being	The Group's compliance and ESG watchlist mentions animal welfare offences and invites investment teams to consult the Compliance-Risk-ESG working group in case of doubt (for example, activity related to exotic leathers). However, because of its activity and the nature of its investments, the Group is not heavily involved in animal welfare issues.	Non-applicable
Responsible, fair-trade and sustainable food	Through its regenerative agriculture strategy in private debt and its sustainable agrifood strategy in private debt, the Group promotes a more responsible and sustainable food value chain. In its operations, the Group is careful in the selection of its suppliers.	4.2.5
Collective agreements within the Company and their impacts on the Company's economic performance	The Group pays special attention to employee dialogue and, in accordance with the regulations, has established Social and Economic Committees within the relevant French entities. In particular, the Group has established a profit-sharing agreement for employees based in France. More information on the list of collective agreements is available on request.	4.4.3
Employee working conditions	Employee well-being is at the heart of the Group's CSR strategy. Health and safety indicators are monitored.	4.4.3
Action against discrimination and to promote diversity	The Group believes in a critical and original way of thinking. Thus, promoting a culture of diversity is at the heart of its success and recruitment strategy. The Group trains Human Capital Department employees and raises awareness among all managers and employees involved in recruitment processes to prevent unlawful discrimination in hiring on grounds of colour, religion or belief, gender, national or ethnic origin, disability, age, nationality, family status, pregnancy or orientation. The Group also encourages the promotion of diversity within the companies it finances, where proximity to the Company allows, and the Group promotes the appointment of women to governance bodies.	4.4.3
Measures taken in favour of people with disabilities	In France, the Group's contribution to the employment and integration of disabled people is reflected in its choice of suppliers who employ people with disabilities. The Paris and Évry offices use the adapted company (EA) Cèdre for recycling and the "establishment and service of assistance through work" (Établissement et Service d'Aide par le Travail - "ESAT") API for office supplies services.	4.4.3
Actions to promote physical and sports activities	The Group offers remote sports sessions and, whenever possible, participates in sports events (marathons, solidarity races, ascent of Mont Ventoux by bicycle). In Paris, employees also have access to a gym in the building. Company bikes are still offered to employees in France and the UK as a tax benefit.	4.4.3
Actions to promote the Nation-Army link and support involvement in the reserves	Military reservists often learn useful on-the-job skills such as resilience, discipline, stress management and problem-solving skills. Tikehau Capital has several employees who wish to serve in the reserve while pursuing a civilian career. As at the date of this Universal Registration Document, consideration was being given to an agreement to support the reserves.	

4.8 Cross-reference table - Regulation (EU) 2019/2088

The following table cross-references the information published in this Universal Registration Document with the provisions of Regulation (EU) 2019/2088 of 27 November 2019 on sustainability disclosure in the financial services sector.

Theme	Description of the strategy put in place	Relevant Section
Transparency of sustainability risk policies at entity level (Article 3)	The integration of ESG risks is at the heart of the responsible investment strategy of Tikehau Capital and its subsidiaries. "Sustainability risk" is the risk that an environmental, social or governance event or condition will have a material adverse effect, real or potential, on the value of investments made by the Group and its investment subsidiaries. The Company and its subsidiaries integrate sustainability risks into their investment decision-making process and perform reasonable due diligence on key adverse impacts. Beyond regulatory requirements, the Group aims to integrate ESG criteria into the core of its investment process as it believes that these criteria have a material impact on the risk-adjusted financial performance of the asset under consideration. These risks are identified, monitored and controlled by the management companies of the Group using a qualitative process (i.e. exclusion policy, negative and positive screening, review of controversies, etc.) in the best interest of investors.	4.2.1
Transparency of adverse sustainability impacts at entity level (Article 4)	Tikehau Capital's integration approach goes beyond the consideration of ESG risks and also covers sustainability externalities. In 2023, Tikehau IM and Sofidy published a first statement on the main negative impacts of investment decisions on sustainability factors.	4.2.3
Transparency of remuneration policies in relation to the integration of sustainability risks (Article 5)	Since March 2021, the remuneration policies of Tikehau IM and Sofidy take into account sustainability risks and the participation of employees in the ESG criteria policy of the management company concerned.	1.4.3.4
Integration of sustainability issues in pre-contractual documents and periodic reports of financial products (Articles 6, 8 and 9)	The Tikehau IM and Sofidy legal teams updated the pre-contractual documents (or website information) of their financial products classified as SFDR Article 8 and 9 in order to ensure compliance with the SFDR Regulation.	-
Transparency on ESG integration on the website	The Group's responsible investment charter is available on its website: www.tikehaucapital.com/en/our-group/sustainability/Publications	-

4.9 Cross-reference table - SASB (Sustainability Accounting Standards Board)

The table below reconciles the information published in this Universal Registration Document and the Sustainable Industry Classification System® (SICS®) FN-AC standard of December 2023 prepared by SASB Standards (part of IFRS foundation) for the asset management sector.

Theme	Code	Description	Indicator / Comments	Relevant Section
Transparent Information & Fair Advice for Customers	FN -AC-270a.1	(1) Number and (2) percentage of employees with professional qualifications with a record of investment-related investigations, consumer-initiated complaints, private civil litigations, or other regulatory proceedings	(1) Zero (2) 0%	-
	FN -AC-270a.2	Total amount of monetary losses resulting from legal proceedings associated with the marketing and communication of financial product related information to new and returning customers	€0 No financial losses resulting from legal proceedings associated with the marketing and communication of information about financial products to old and new customers.	-
	FN -AC-270a.3	Description of approach to informing customers about products and services	The Group's asset management companies are subject to strict regulations regarding the classification of clients and the provision of information to them. The Group has developed a responsible marketing approach integrated into the dedicated chapters of the various compliance manuals of each asset management company. All marketing communications on financial products and certain publications are subject to internal controls.	4.4.1
Employee diversity and inclusion	FN -AC-330a.1	Gender and ethnic diversity for (a) senior management, (b) the management of the various teams, as well as (c) permanent employees and (d) all employees	Promoting a culture of diversity is central to the Group's success and recruitment strategy. At the end of 2023, the teams had 50 nationalities and 44% women worldwide. 24% of Managing Directors and Executive Directors were women. Legal constraints in France do not allow for factors likely to represent ethnic diversity to be taken into account.	4.4.3
Incorporation of Environmental, Social, and Governance Factors in Investment Management & Advisory	FN -AC-410a.1	Amount of assets under management, by asset class, that employ (1) integration of environmental, social, and governance (ESG) issues, (2) sustainability themed investing and (3) screening	**ESG integration policy** formalised in the legal documentation of SFDR Article 8 and Article 9 funds: Private Debt **€8.1bn** Capital Markets Strategies: **€4.4bn** Real Estate: **€9.8bn** Private Equity: **€6.0bn** **Sustainability-themed and impact investments** applied to: Private Debt: **€1.1bn** Capital Markets Strategies: **€0.04bn** Real Estate: **€7.4bn** Private Equity: **€6.0bn** Group **exclusion policy** applied to direct investments: Private Debt: **€18.2bn** Capital Markets Strategies: **€4.6bn** Real Estate: **€13.5bn** Private Equity: **€6.5bn**	4.2.2, 4.2.3 and 4.2.5

Theme	Code	Description	Indicator / Comments	Relevant Section
	FN -AC-410a.2	Description of approach to incorporation of environmental, social, and governance (ESG) factors in investment and/or wealth management processes and strategies	The Group's responsible investment policy covers the full spectrum of responsible investment, from exclusions to the development of impact products dedicated to ESG issues. ESG integration is the backbone of the Group's responsible investing strategy and engagement is held on an ad hoc basis with a view to helping the portfolio companies improve.	4.2.4
	FN -AC-410a.3	Description of proxy voting policies and investee engagement policies and procedures	The Group believes that active shareholding stimulates communication and contributes to the creation of value. In this context, the Group is committed to voting at shareholder meetings of all companies held in funds it manages (excluding funds of funds). Portfolio managers have access to a leading platform to vote. Tikehau Capital's voting and engagement policy is available on the website, here: www.tikehaucapital.com/en/our-group/sustainability/publications	4.2.4
Financed Emissions	FN -AC-410b.1	Absolute gross financed emissions, disaggregated by (1) Scope 1, (2) Scope 2 and (3) Scope 3	At the date of publication of this Universal Registration Document, the collection and calculation of 2023 financed emissions are in progress and will be published subsequently in the 2023 climate report available on the Tikehau Capital website. The methodologies used will be described in this same report.	
Business ethics	FN -AC-510a.1	Total amount of monetary losses as a result of legal proceedings associated with fraud, insider trading, anti-trust, anti-competitive behaviour, market manipulation, malpractice, or other related financial industry laws or regulations	€0	-
	FN -AC-510a.2	Description of whistleblower policies and procedures	Alerts can be received via email addresses accessible only to the identified focal points of the Compliance teams. Whistleblowing is handled impartially and guarantees, as far as possible, the strict confidentiality of the whistleblower's identity and all communications. The information required to process the alert and identify the person(s) reported is not disclosed to third parties, except to the judicial authorities. Tikehau Capital cannot take unfavourable measures against the whistleblower when this person is an employee, such as dismissal, layoff, demotion, refusal of hiring or re-hiring, intimidation, harassment, etc.	-
Issues financed	FN -AC-410b.1	Scopes 1, 2 and 3 of the issues financed in absolute terms	As of the date of this Universal Registration Document, the collection and calculation of the issues financed in 2023 was under way, and will be published subsequently, in the 2023 climate report available on the Tikehau Capital website. The methodologies used will be described in this same report.	-
	FN -AC-410b.2	Total assets under management (AUM) included in the disclosure of issues financed		-
Activity measurement	FN -AC-410b.3	Percentage of assets under management (AUM) included in the disclosure of issues financed		
	FN -AC-410b.4	Description of the methodology used to calculate issues financed		
	FN -AC-000.A	Total assets under management	Assets under management of the Group: **€43.2bn** Assets under management of the Asset Management activity: **€42.8bn**	
	FN -AC-000.B	Total assets under custody and supervision	Assets under management of the Asset Management activity: €42.8bn	

4.10 Cross-reference table - TCFD (Task Force on Climate-Related Financial Disclosures)

Theme	Description of the strategy put in place	Comments	Relevant Section
Governance	**a)** Describe the board's oversight of climate-related risks and opportunities. **b)** Describe management's role in assessing and managing climate-related risks and opportunities.	The Company's Supervisory Board reviews the ESG strategy by systematically discussing this topic at its meetings, paying increasing attention to the Climate theme. The Supervisory Board has: (i) a Governance and Sustainability Committee, composed of three independent members, in charge of examining the integration of ESG issues (including risks and opportunities related to climate and biodiversity) in the Group's strategy and its implementation, and (ii) an Audit and Risk Committee in charge of examining the risk strategy, notably in terms of financial, non-financial, operational and non-compliance risks. At management level, these topics are overseen by a Deputy Chief Executive Officer. In addition, the Sustainability Strategy Orientation Committee advises the Managers on the guidelines of the ESG, climate and biodiversity policy.	4.1.6
Strategy	**a)** Describe the climate-related risks and opportunities the organisation has identified over the short, medium, and long term. **b)** Describe the impacts of climate-related risks and opportunities on the organisation's business, strategy and financial planning. **c)** Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including Disclosure under a 2°C or lower scenario.	Tikehau Capital identifies climate and biodiversity risk as a major issue for the Group, both in terms of its asset management and investment activities. • Exclusions related to climate change: with its policy of excluding fossil fuels, Tikehau Capital limits its exposure to the assets and companies that emit the most greenhouse gases and, consequently, manages its exposure to climate-related transition risks. • Addressing climate-related risks: physical and transition risks related to climate change are taken into account throughout the investment cycle. Tools are being developed to strengthen the assessment of climate-related risks at portfolio level. • Carbon – Steering the trajectory and managing the carbon footprint: the Group set itself the target of 39% of its assets under management being in line with the objective of achieving zero net emissions by 2050. These objectives are broken down by business line, and a dedicated annual report is made available to stakeholders. • Supporting the transition and developing solutions: the climate emergency is a challenge for humanity and, at the same time, a significant investment opportunity. Tikehau Capital is well on the way to achieving its target of dedicating €5 billion to climate action and biodiversity protection by 2025.	4.3 and 4.3.2

Theme	Description of the strategy put in place	Comments	Relevant Section
Risk management	**a)** Describe the organisation's processes for identifying and assessing climate-related risks. **b)** Describe the organisation's processes for managing climate-related risks. **c)** Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organisation's overall risk management.	As at the date of this Universal Registration Document, the processes for identifying and assessing ESG risks are being strengthened and include the following: • Through its exclusion policy, Tikehau Capital excludes sectors, types of activities, behaviours or geographical areas that carry a sustainability risk deemed unacceptable, including activities related to fossil fuels. • In addition, for the decarbonisation strategy in Private Equity and, where applicable, for other funds, an ESG due diligence with a climate-related risks component is carried out by an external advisor. • For real estate assets: an analysis of the exposure to physical risks (heat waves, droughts, rainfall and floods), • AXA Climate was commissioned to develop a sector-based screening tool to assess the physical and transition risks related to climate change and nature. An ESG risk manager was appointed to increasingly integrate ESG and climate risks into the risk analysis. The mapping process for the financial and non-financial risks attached to the Group's activities is carried out each year under the coordination of the Group's internal audit team.	4.3.2

Theme	Description of the strategy put in place	Comments	Relevant Section
Indicators and targets	**a)** Describe the metrics used by the organisation to assess climate-related risks and opportunities, in line with its strategy and risk management process. **b)** Disclose Scope 1, Scope 2, and if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks. **c)** Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets.	At the level of the companies in the portfolio, the following indicators are taken into account: • GHG Scopes 1, 2 and 3 (sourced from companies or estimated); • Net zero alignment and carbon reduction target; • Turnover eligible for the European Taxonomy; and • Physical and transition risks (qualitative analysis). For real estate assets, the following indicators are taken into account: • GHG Scopes 1, 2 and 3; • Alignment with the CRREM (Carbon Risk Real Estate Monitor) trajectory; and • Physical risks. At the level of the Group's operations, the results of the 2023 carbon assessment were as follows: GHG Scope 1: 194 tCO_2e GHG Scope 2 (location based): 225 tCO_2e In 2022, upstream Scope 3 GHGs amounted to 9,144 tCO_2e. After making a commitment in 2021 to support the objective of net zero emissions by 2050, in accordance with the Paris Agreement, Tikehau Capital finalised its Net Zero Asset Manager (NZAM) objectives in March 2023. The Group is committed to ensuring that nearly 40% of its assets are managed pursuant to the global objective of net zero emissions. The Group aims to improve the energy efficiency and carbon intensity of its real estate assets, with particular attention being paid to its assets in France. With regard to its Private Equity, Private Debt and Capital Markets Strategies activities, the objective is to support companies that set themselves decarbonisation targets, and which are making progress in their low-carbon transition. The proportion of assets under management meeting the net zero objectives will increase over time, with the launch of new funds aligned with this objective. Tikehau Capital also announced a target of €5 billion dedicated to climate and biodiversity by 2025. The achievement of this objective contributed to the determination of the variable component of employee remuneration in 2022 and 2023. As at 31 December 2023, €3.0 billion in assets under management were dedicated to climate and biodiversity. Lastly, the Group set itself the target of reducing the Scope 1 and 2 emissions of its own activities by 38% by 2030 compared to the reference year of 2022. A climate report for 2023 will be published on the Tikehau Capital website.	4.3.3 and 4.4.2

4.11 Additional human capital indicators

The following table establishes a reconciliation between the information published in this Universal Registration Document and the most frequently asked questions, among others, in the context of Due Diligence Questionnaires or questionnaires of non-financial rating agencies.

Indicator	Definition	Formula	Indicator from 1 January to 31 December 2023	Relevant Section
Total workforce	Workforce of full-time or part-time employees on permanent or fixed-term contracts (including interns and apprentices), as well as representatives of the Managers (the two co-founders) and corporate officers of Group companies as at 31/12/2023. Founders are only included in the total workforce and permanent workforce indicators	-	845	4.4.3
Permanent workforce	Workforce of full-time or part-time employees on permanent or fixed-term contracts, as well as representatives of the Managers (two co-founders) and corporate officers of Group companies as at 31/12/2023. Founders are only included in the total workforce and permanent workforce indicators	-	758	-
Average workforce	Average workforce of full-time or part-time employees on permanent or fixed-term contracts, as well as representatives of the Managers (co-founders) and corporate officers of Group during the 12 months of the reference year	Permanent workforce by month of the reference year / 12	739.3	-
Percentage of permanent employees in total headcount	Percentage of employees on permanent contracts, whether full-time or part-time, as well as corporate officers of Group companies at 31/12/2023	Permanent workforce divided by total workforce and multiplied by 100	90%	-
Percentage of women in the permanent workforce	Percentage of women in the permanent workforce as at 31/12/2023	The permanent workforce of women divided by the permanent workforce and multiplied by 100	44%	-
Percentage of women executives in the permanent workforce	Percentage of Executive Directors and Managing Directors in the permanent workforce as at 31/12/2023	The sum of the permanent workforce of Executive Directors and Managing Directors divided by the permanent workforce multiplied by 100	21%	-
Permanent workforce by gender and country	Permanent workforce by gender and by country for countries where the Company has 50 or more employees representing at least 10% of the total number of permanent employees as at 31/12/2023	-	France: 266 women 300 men United Kingdom: 21 women 37 men United States: 14 women 34 men	-
Number of nationalities	Number of nationalities in the permanent workforce as at 31/12/2023	-	48	-
Permanent workforce by nationality	Permanent workforce by nationality (top 5 nationalities represented & other) as at 31/12/2023	The sum of the permanent workforce of each nationality divided by the permanent workforce multiplied by 100	France: 70% United Kingdom: 4% United States: 4% Italy: 3% Singapore: 3% Other: 16%	-
Permanent workforce by age	Permanent workforce by 10-year age range as at 31/12/2023	The sum of the permanent workforce in each age range divided by the permanent workforce and multiplied by 100	29 and under: 20% Between 30 and 39: 41% Between 40 and 49: 23% Over 50: 15%	-

Indicator	Definition	Formula	Indicator from 1 January to 31 December 2023	Relevant Section
Percentage of women in the investment teams	Percentage of women in the permanent workforce of the investment teams as at 31/12/2023	The permanent workforce of women in the investment teams divided by the permanent workforce of the investment teams and multiplied by 100	24%	-
Professional equality index, Tikehau Capital Economic and Social Unit	Professional gender equality index for Tikehau Capital, Economic and Social Unit, for the reference year	Defined by the French government	84	-
Professional equality index, Sofidy Economic and Social Unit	Professional gender equality index for Sofidy for the reference year	Defined by the French government	85	-
Permanent workforce by position	Permanent workforce by position at 31/12/2023	N/A	Available in Section 4.4.3	4.4.3
Number of part-time employees	Permanent workforce on permanent part-time contracts	-	10	-
Gender pay gap	Gender pay gap in the reference year	The methodology is detailed in Section 4.12 (Methodological note)	12.8%	-
Percentage of women among hires (permanent workforce)	Percentage of women among permanent employees in the reference year	Number of female hires divided by the total number of hires in the reference year	48%	4.4.3
Total hires (permanent contracts)	Total number of hires in the reference year	-	154	-
Retirements and early retirements	Total number of retirements and early retirements in the reference year	-	2	-
Departures on the initiative of the employer	Total number of departures on the initiative of the employer in the reference year	-	27	-
Departures on the initiative of the employee	Total number of departures on the initiative of the employee in the reference year	-	64	-
Other departures	Total number of other types of departures (by mutual agreement) in the reference year	-	17	-
Total departures	Total number of departures in the reference year	-	110	-
Female attrition rate	Departure rate of women compared to the average permanent female workforce in the reference year	Number of female departures divided by the average female workforce in the reference year	13.2%	-
Turnover rate on average headcount	Departure rate compared to the average permanent workforce in the reference year	Number of departures divided by the average workforce in the reference year	14.9%	-
Net new jobs created	Net number of jobs created in the reference year	Total number of hires less total number of departures	44	-
Workplace accident frequency rate	Rate of accidents with lost time of more than one day per million hours worked in the reference year	Number of accidents resulting in lost time of one day or more divided by 1 million hours	0.0	-
Workplace incident rate	Number of recordable incidents per 200,000 hours worked or per 100 employees, assuming employees work 40 hours per week and 50 weeks per year in the reference year	Number of accidents divided by 200,000 working hours or 100 full-time employees	0.0	-

Indicator	Definition	Formula	Indicator from 1 January to 31 December 2023	Relevant Section
Absenteeism rate	Absenteeism rate including days of absence for ordinary and occupational illnesses in the reference year	Number of days lost due to injury, accident, death or illness divided by the number of days worked in the reference year	1.1	-
Number of days worked	Number of days worked by the permanent workforce as at 31/12/2023 in the reference year	-	1,324,668	-
Number of days lost due to injury, accident, death or illness	Number of days lost due to injury, accident, death or illness in the reference year	-	2,046	-
Number of employees benefiting from maternity leave	Number of employees benefiting from maternity leave in the reference year	-	15	-
Number of employees benefiting from paternity leave	Number of employees benefiting from paternity leave in the reference year	-	20	-
Total number of training hours (excluding e-learning platform)	Total number of training hours (excluding e-learning platform)	-	9,292	-
Total number of training hours (including e-learning platform)	Total number of training hours (including e-learning platform)	-	13,417	-
Percentage of employees having followed at least one external training course during the year (excluding e-learning platforms)	Percentage of employees having followed at least one external training course (excluding e-learning platforms) in the reference year	Number of employees having followed at least one external training course during the year (excluding e-learning platforms) divided by the average workforce in the reference year	93%	-
Annual training expenditure, excluding salaries paid (in thousands of €)	Amount of annual training expenditure excluding salaries paid in the reference year	-	€782 thousand	-
Percentage of employees who took part in performance interviews	Percentage of employees who took part in at least one performance interview in the reference year	Percentage of employees who took part in at least one performance interview in the reference year divided by the average workforce in the reference year	95%	-
Total payroll	Total payroll for the reference year	-	€172,8 million	-
Percentage of employees benefiting from a profit-sharing arrangement	Percentage of employees benefiting from a profit-sharing agreement in France	Percentage of employees benefiting from a profit-sharing agreement in France divided by the permanent workforce in France	100 %	-
Percentage of employee shareholders in the Company	Employees who, as at 31/12/2023, hold shares directly or indirectly, including and without limitation by way of an ad hoc vehicle or company who have been allocated shares of the Company, even if they have not yet vested, in each case in accordance with any free share or performance plan implemented by the Company.	The number of employees concerned divided by the permanent workforce as at 31/12/2023	65 %	-

Indicator	Definition	Formula	Indicator from 1 January to 31 December 2023	Relevant Section
Number of fines received with regard to health and safety	Number of fines related to health and safety at work and/or fines related to work paid by the Company during the reference year. Occupational health and safety fines may include work-related accidents and fatalities, occupational illnesses and failure to provide a safe working environment for the workforce. Labour-related fines may include violations of employee rights, discrimination, unpaid overtime, working conditions, harassment in the workplace and repression of collective bargaining rights.	-	0	-
Number of strikes and lock-outs	Number of strikes and lock-outs at the Company's sites during the reference period.	-	0	-

4.12 Methodological note

Reporting period

Assets under management are carried forward to 31 December. Social and environmental indicators are reported over a rolling 12-month period, from 1 January to 31 December of the year.

Indicators related to assets under management

Assets under management – depending on the different strategies, assets under management correspond notably:

- for the Capital Markets Strategies activity: to the net assets of the funds (the net asset value of each type of fund unit being multiplied by the number of units outstanding);
- for the Private Debt activity: (i) to the commitments of subscribers and target expected leverage for certain leveraged funds or the net asset value plus uncalled commitments during the periods of fundraising and investment, (ii) to the higher of the net asset value of the funds or gross asset value for certain leveraged funds and the basis for determining management fees once the investment period has ended, (iii) to the assets of CLO vehicles (including cash), (iv) to subscribers' commitments less commitments allocated to other strategies and (v) to the capital outstanding for crowdfunding platforms;
- for the Real Assets activity: (i) during fundraising then investment periods, to the available appraisal value of the assets held by the funds (or, failing that, to the acquisition cost of the assets) plus uncalled commitments, cash and the fund's other assets, if any, or to the revalued net asset plus uncalled commitments and, once the investment period has ended, to the available appraisal value of the assets held by the funds (or, failing that, to the acquisition cost of the assets); but also (ii) to the commitments of subscribers called up or not called during the investment period and, once the investment period is over, to the capital invested by the funds;
- for the Private Equity activity: (i) during the fundraising then investment periods, to subscriber commitments or to called revalued commitments plus uncalled subscriber commitments, and (ii) once the investment period has ended, generally to the latest valuation of the fund assets.

See details presented in Section 5.1.1 (Key figures for the 2023 financial year - Operational indicators reflected in the consolidated financial statements of Tikehau Capital) of this Universal Registration Document.

Assets under management in the sustainability-themed and impact platform: funds with a sustainable or impact theme in the investment strategy.

Assets under management in the climate and biodiversity platform: funds or investment vehicles, dedicated to companies, with a priority objective related to decarbonisation, nature, biodiversity or another environmental theme. The funds opted for an SFDR Article 8 or 9 classification. SFDR Article 8 funds must have an objective of promoting environmental characteristics formalised in the SFDR pre-contractual appendix for at least 75% of investments. In addition to funds, some green bonds may also be eligible.

Assets under management in the sustainable cities platform: funds or investment vehicles, dedicated to real estate assets, with a priority objective related to the transition to sustainable cities such as improving the energy efficiency of buildings, social inclusion or the promotion of biodiversity. The funds opted for an SFDR Article 8 or 9 classification. SFDR Article 8 funds must meet at least one of the following two conditions (i) have a sustainable investment objective formalised in the SFDR pre-contractual appendix for at least 75% of investments, or (ii) have, or currently obtaining, a SRI label in real estate or a SRI label with a theme contributing to sustainable cities.

Assets under management in real estate assets with excellent performance: assets with an energy performance certificate label A or a certification BREEAM very good, LEED gold or HQE very good or above. These certifications have been obtained or are in the process of being obtained.

Labour indicators

Before being consolidated, information related to human resources is collected at the Group level, which includes several companies as at 31 December 2023: the Company, Tikehau Capital North America, Tikehau IM and its subsidiaries and branches, Tikehau Capital Europe, Homunity and its subsidiaries, Sofidy and its subsidiaries, IREIT Global Group and FPE Investment Advisors.

Permanent workforce: includes employees with permanent full-time or part-time contracts as well as the representatives of the Managers.

Accidents: to calculate the workplace accident rate, the company divides the respective number of accidents by the total number of hours worked by its employees and multiplies the result by 1,000,000.

Unadjusted gender pay gap: the unadjusted gender pay gap is prepared based on categories of permanent employees taking into account:

(i) their function ((a) investment professionals, (b) corporate functions or (c) investment support);

(ii) their grade ((a) analyst - associate, (b) vice president - director and (c) executive director - managing director);

(iii) their geographical region (Eurozone, United Kingdom, USA and Asia); and

(iv) their activity for two autonomous asset management companies with specific remuneration practices.

Each category of permanent employees is then reviewed individually to exclude:

- employees having spent less than six months of year N at the Group;
- groups with less than two employees of the same gender.

Out of 48 categories comprising 679 permanent employees, 26 categories comprising 580 employees were selected. The categories selected thus represent more than 85% of the population studied.

The bases of remuneration retained for employees present in the Group on 31 December of year N include fixed remuneration, variable remuneration paid over the year in cash as well as deferred variable remuneration; a proration of variable remuneration has also been calculated for employees present for more than six months but less than a year.

Given (i) the size of the Group, (ii) the diversity of its activities and geographical locations and (iii) the rapid development of its teams in recent years, the size of the analysis categories remains limited and thus, could be significantly affected, negatively or positively, by any marginal evolution of each category.

Training: total training actions carried out under the 2023 skills development plan at Group level. This includes mandatory, individual and collective training actions.

Cyber training: population targeted by the IT department: permanent and non-permanent Group employees as well as permanent service providers enrolled in the cyber risk campaign in the second quarter of year N and included in the workforce at 31 December of year N.

Employees who are Company shareholders: Group employees who hold shares directly or indirectly, including and without limitation through the intermediary of a company or a special purpose vehicle or who have been allocated shares of the Company, even if these have not been vested, in each case in accordance with the free share or performance plans adopted by the Company. The percentage is calculated by taking the average monthly workforce from which the workforce of EIL has been subtracted, as they are not eligible for the allocation of free shares.

Environmental indicators

In 2023, environmental data was collected for 15 offices (Aix-en-Provence, Évry, Frankfurt, London, Luxembourg, Lyon, Madrid, Milan, Nantes, New York City, two offices in Paris, Seoul, Singapore and Tokyo), representing 94% of the Group's permanent and non-permanent employees and 92% of its office space. For the other offices, estimates were made on the basis of an extrapolation using physical data available for the offices covered and/or data collected during the previous year.

Greenhouse gas (GHG) emissions: in line with the Greenhouse Gas Protocol ("GHG Protocol"), the Group takes into account the following greenhouse gases (i) carbon dioxide (CO_2), (ii) methane (CH_4), (iii) nitrous oxide (N_2O) and (iv) fluorinated gases (PFC, HFC, SF_6, NF_3). The Group uses recognised sources of emission factors: (1) 2022 Green-e®, (2) ADEME Carbon Base, (3) AIB 2022, (4) IEA 2023, (5) DEFRA 2022, (6) US EPA EEIO 2018, (7) IPCC 5th Assessment Report for Global Warming Potentials. The US EPA EEIO 2018 emission factors were adjusted in 2023 to account for inflation.

GHG Scope 1: emissions from fixed or mobile facilities controlled by the organisation. For Tikehau Capital, these are emissions related to fuel and gas consumption, and refrigerant gas emissions related to air conditioning.

GHG Scope 2: indirect emissions related to energy supplied to offices, including electricity and the district heating and cooling network in Paris.

GHG Scope 3 upstream: indirect emissions related to purchased goods and services, capital goods, activities that consume fuels / other energy sources, waste generated, business travel and employee travel. Scope 3 emissions were calculated using monetary factors for purchased goods and services and capital goods and supplier specific emission factors were used for business travel.

The Group's consolidated operating expenses include an item related to IT expenses covering both hardware and software/IT services. Hardware is included in the "Capital goods" category of Scope 3, while software and services are included in the "Purchased goods and services" category of Scope 3. The ratio of hardware spend to software/IT services spend was assessed on the basis of detailed spend data for Tikehau Capital SCA, which accounts for the majority of IT spend among the Group's entities.

Scope 3 emissions from 2022 were restated due to the identification of an error in the operating expenses used to calculate the Scope 3 emissions from the "Purchased goods and services" and "Capital goods" categories. [1]

At the date of publication of this Universal Registration Document, the Scope 1-2 GHG emissions related to the common areas of the buildings in the real assets portfolio were not available. The downstream Scope 3 GHG related to portfolio companies and real assets (tenant energy consumption) is also being calculated and will be published at a later date.

(1) This correction also led to a 1.5% reduction in business travel emissions in 2022. However, these issues were not restated, as the change was below the materiality threshold of 5%.

4.13 Report of the independent third-party organisation

Report of the independent third-party organisation on the verification of the consolidated non-financial performance statement included in the management report

MAZARS

Registered office: 61, rue Henri Regnault, 92400 Courbevoie, France

For the financial year ended 31 December 2023

To the Shareholders,

In our capacity as an independent third party, member of the Mazars network, Statutory Auditors of Tikehau Capital, accredited by COFRAC Inspection under number 3-1895 (accreditation for which the list of sites and the scope are available on www.cofrac.fr), we performed work in order to provide a reasoned opinion expressing a conclusion of moderate assurance on the historical information (observed or extrapolated) of the consolidated non-financial performance statement (hereinafter respectively the "Information" and the "Statement"), prepared in accordance with the entity's procedures (hereinafter the "Guidelines"), for the year ended 31 December 2023, presented in the management report of Tikehau Capital (hereinafter the "Company" or the "Entity"), pursuant to the provisions of Articles L. 225 102-1, R. 225-105 and R. 225-105-1 of the French Commercial Code.

Conclusion

Based on the procedures we performed, as described in the "Nature and scope of our work" and the evidence we collected, nothing has come to our attention that causes us to believe that the consolidated non-financial statement is not presented in accordance with the applicable regulatory requirements and that the Information, taken as a whole, is not presented fairly in accordance with the Guidelines, in all material respects.

Preparation of the non-financial performance statement

The lack of a commonly used framework or established practice on which to base the assessment and evaluation of information allows for the use of alternative accepted methodologies that may affect comparability between entities and over time.

The Statement has been prepared in accordance with the entity's Guidelines, the main elements of which are presented in the Statement.

Restrictions due to the preparation of the Information

As mentioned in the Statement, the Information may contain inherent uncertainty about the state of scientific or economic knowledge and the quality of external data used. Some of the Information is dependent on the methodological choices, assumptions and/or estimates made in preparing the information and presented in the Statement.

The Company's responsibility

The Managers are responsible for:

- selecting or setting appropriate criteria for the preparation of the Information;
- preparing the Statement with reference to legal and regulatory requirements, including a presentation of the business model, a description of the principal non-financial risks, a presentation of the policies implemented considering those risks and the outcomes of said policies, including key performance indicators and also, the Information required by Article 8 of Regulation (EU) 2020/852 ("green taxonomy");
- and implementing internal control procedures deemed necessary to the preparation of information, free from material misstatements, whether due to fraud or error.

The Statement was prepared in accordance with the Entity's Guidelines as mentioned above.

Responsibility of the independent third-party organisation

Based on our work it is our responsibility to express a reasoned opinion with moderate assurance on:

- the compliance of the Statement with the requirements of Article R. 225-105 of the French Commercial Code;
- the fairness of Information (observed or extrapolated) provided in accordance with Article R. 225 105 I, 3° and II of the French Commercial Code, namely the outcomes, including key performance indicators, and the measures implemented considering the principal risks (hereinafter the "Information").

We carried out work aimed at formulating a reasoned opinion expressing a conclusion of limited assurance on the historical information, whether recorded or extrapolated.

As it is our responsibility to express an independent conclusion on the Information prepared by management, we are not authorised to be involved in the preparation of such Information, as this could compromise our independence.

It is not our responsibility to express an opinion on:

- the Entity's compliance with other applicable legal and regulatory requirements (in particular with regard to the Information required by Article 8 of Regulation (EU) 2020/852 (green taxonomy), the due diligence plan and the fight against corruption and tax evasion);
- the truthfulness of the Information provided for in Article 8 of Regulation (EU) 2020/852 (EU Taxonomy);
- the compliance of products and services with applicable regulations.

Regulatory provisions and applicable professional standards

Our work described below was carried out in accordance with the provisions of Articles A. 225-1 et seq. of the French Commercial Code, as well as with the professional guidance of the French Institute of Statutory Auditors ("CNCC") applicable to such engagements and with ISAE 3000 (revised).

This report was prepared in accordance with the RSE_SQ_Programme de vérification_DPEF audit programme.

Independence and quality assurance

Our independence is defined by the requirements of Article L. 822-11 of the French Commercial Code and the French Code of Ethics (*Code de déontologie*) of our profession. In addition, we have implemented a system of quality control including documented policies and procedures regarding compliance with applicable legal and regulatory requirements, the ethical requirements and the professional doctrine of the French National Association of Auditors.

Means and resources

Our work involved the skills of four people and took place from December 2023 to February 2024, over a total period of five weeks.

We conducted around 10 interviews with the people responsible for preparing the Statement, representing the ESG, administration and finance, risk management, internal audit, and human resources departments.

Nature and scope of our work

We planned and performed our work considering the risks of significant misstatement of the Information.

We estimate that the procedures we have carried out in the exercise of our professional judgement enable us to provide a limited assurance conclusion:

- we reviewed the activities of all the entities included in the scope of consolidation and the description of the principal risks;
- we assessed the suitability of the criteria of the Guidelines with respect to their relevance, completeness, reliability, neutrality and clarity, with due consideration of industry best practices, when appropriate;
- we verified that the Statement includes each category of social and environmental information set out in Article L. 225 102 1 III as well as information regarding compliance with human rights and anti-corruption and tax avoidance legislation;
- we verified that the Statement provides the Information required under Article R. 225-105 II of the French Commercial Code, where relevant with respect to the principal risks, and includes, where applicable, an explanation for the absence of the Information required under Article L. 225-102-1 III, paragraph 2 of the French Commercial Code;
- we verified that the Statement presents the business model and a description of principal risks associated with all the consolidated entities' activities, including when relevant and proportionate, the risks associated with their business relationships, their products or services, as well as their policies, measures and the outcomes thereof, including key performance indicators associated to the principal risks;
- we referred to documentary sources and conducted interviews to:
  - assess the process used to identify and confirm the principal risks as well as the consistency of the outcomes, including the key performance indicators used, with respect to the principal risks and the policies presented, and
  - corroborate the qualitative information (measures and outcomes) that we considered to be the most important presented in the appendix below. Our work was carried out centrally with the consolidating departments;
- we verified that the Statement covers the scope of consolidation, namely all the consolidated entities in accordance with Article L. 233-16 of the French Commercial Code within the limits set out in the Statement;
- we obtained an understanding of internal control and risk management procedures implemented by the Entity and assessed the data collection process to ensure the completeness and fairness of the Information;
- for the key performance indicators and other quantitative outcomes that we considered to be the most important presented in the appendix below, we implemented:
  - analytical procedures consisting of verifying the due consolidation of the data collected and the consistency of their changes,
  - tests of details, using sampling techniques, in order to verify the proper application of the definitions and procedures and reconcile the data with the supporting documents. This work covers 100% of the consolidated data selected for these tests;
- we assessed the overall consistency of the Statement based on our knowledge of all the consolidated entities.

The procedures performed as part of a moderate assurance engagement are less extensive than those required for a reasonable assurance engagement performed in accordance with the professional doctrine of the national auditing body (Compagnie nationale des commissaires aux comptes); a higher level of assurance would have required more extensive verification work.

The independent third-party organisation, Mazars SAS

Paris-La Défense, 20 March 2024

Gilles MAGNAN, Partner — Edwige REY, CSR & Sustainability Partner

Appendix: information reviewed through detail tests

- Lack of processes and compliance mechanisms to monitor compliance with UN Global Compact principles and OECD Guidelines for Multinational Enterprises
- Assets under management in real estate assets with excellent performance (assets with an energy performance certificate labelA or a certification BREEAM very good, LEED gold, HQE very good or above, certification obtained or ongoing)
- Assets under management in impact funds with a climate and biodiversity focus
- Assets under management in SFDR Article 8 or Article 9 funds
- Activity negatively affecting biodiversity sensitive areas
- Greenhouse gas (GHG) emissions assessment – Scope 1, Scope 2 and Scope 3 upstream
- Discrimination cases
- Dedicated employees in the ESG team
- Gender pay gap
- Exposure of the real estate portfolios to the physical risks of climate change (R4RE tool)
- Board gender diversity
- Number of Private Debt and Private Equity companies with a commitment or with validated Science Based Targets (SBT)
- Number of days lost due to injury, accident, death or illness
- Share of non-renewable energy consumption and production
- Share of assets located less than 500m from a public transport network
- Percentage of women in Managing Director + Executive Director
- Percentage of women in the permanent workforce
- Percentage of women in investment teams
- Share of investments in real estate assets used for the extraction, storage, transport or production of fossil fuels
- Share of private equity holdings with a sustainability roadmap
- Percentage of employees having followed at least one external training course during the year
- Percentage of registered employees having followed cybersecurity training
- Share of the Group’s investment portfolio invested in its investment strategies
- Percentage of employee shareholders in the Company
- Ratio of companies financed with ESG ratchet to total number of companies financed in private debt (corporate lending and direct lending)
- Accident rate
- Turnover rate on average headcount
- Violations of the UN Global Compact principles and the OECD Guidelines for Multinational Enterprises