2025 ESG Report

Environmental, Social and Governance

Kyriba

About This Report

Kyriba entered 2026 with a stronger Environmental, Social, and Governance (ESG) foundation. Over the past year, we embedded ESG priorities more deeply into our strategy and operations, reflecting both stakeholder expectations and the rapidly evolving policy landscape. This 2025 ESG Report covers our fiscal year from January 1st 2025, to December 31st 2025, and presents the actions we took to enhance sustainability performance, mitigate risk, and create long-term value.

This Report is a product of coordinated efforts across the company - shaped by our ESG Steering Committee, informed by executive leadership, and overseen by our Board of Directors - demonstrating our integrated approach and our commitment to full accountability.

We also continue to improve the quality of our data and the level of transparency we provide, as this year's Report includes a dedicated addendum of quantitative metrics across our material topics to better measure progress and drive targeted improvements.

Please note, this Report does not replace material information contained in our Annual Financials or related filings. We continue to align our disclosures with widely used frameworks and standards, including the UN Sustainable Development Goals (SDGs), the Global Reporting Initiative (GRI), and the European Sustainability Reporting Standards (ESRS), as we prepare for Corporate Sustainability Reporting Directive (CSRD) compliance. Additionally, we have made progress in disclosing our Climate Risks/Mitigation strategy in reference to California's Senate Bill 261 and the Task Force on Climate-related Financial Disclosures (TCFD) framework.

Table of Contents

Foreword

A Message from our Chair & CEO

At Kyriba, our ambition is to create durable, positive outcomes within our company and across the ecosystems we serve.
We dream big and have audacious goals, which we aim to consistently meet and exceed. We've long coupled business performance with ethical, equitable, and environmental impact, grounded in a culture of trust and transparency. Over the past year, despite navigating a shifting market context in which ESG has moved down the priority list for some companies due to geopolitical agendas, we have further embedded ESG into how we operate and make decisions. We're doing this because we firmly believe it strengthens both our people and our business— supporting employee wellbeing and engagement while reinforcing long-term performance and resilience.

This Report organizes our sustainability priorities around three focal points: People Matter, Trusted & Transparent Governance and Commitment to a Sustainable Future (Decarbonization & Sustainable Partnerships). These areas emerged from our 2024 materiality assessment - our process for identifying what matters most to our business, our people, and the communities we serve.

Our 2025 report sections comprehensively address all matters relevant to Kyriba spanning the categories of Environmental, Social, and Governance.

Throughout 2025, we advanced initiatives across each of these areas, strengthening operational discipline and enhancing community engagement. Highlights include:

- **Strengthening our commitment to people,** launching ADAPTability (our neurodiversity ERG), KyriBalance (health and wellbeing) and our first high school internship program to engage emerging fintech talent.

- **Enhancing trust, transparency, security and privacy**, improving ESG data quality and reporting by partnering with Novata and adding ISO 27017 Cloud Security and 27018 Privacy certifications to our portfolio.

- **Amplifying our focus on environmental impact,** launching our 'Kyriba Forest' tree planting initiative with Evertreen and achieving a bronze rating with EcoVadis (top 20% of companies assessed).

The milestones outlined in this Report mark meaningful progress - and they also set the direction for what comes next. This document is not only an account of our actions, but also a plan for continued improvement: embedding ESG more deeply into our strategy, scaling our impact with customers and partners, and strengthening our readiness for an evolving regulatory landscape.

As we look ahead, my commitment is clear: deliver on our ESG goals, equip others with solutions that enable more sustainable outcomes, and report transparently on our journey. We'll hold ourselves accountable as we aim to build lasting value and measurable positive impact.

Sincerely,

Melissa Di Donato
Chair & CEO

A Message from our Board of Directors

On behalf of the Board, I want to acknowledge Kyriba's continued momentum on its Environment, Social, and Governance (ESG) priorities over the past year - momentum that is all the more meaningful given the shifting landscape we're navigating.

The external environment has become notably more complex. These shifts - including California's climate disclosure regulations, changes to upcoming European regulations (such as EU Omnibus), emerging AI governance frameworks, and the loss in momentum in DE&I - have all been reshaping expectations across our industry.

Since joining as an independent director in 2021, I've watched Kyriba translate intent into measurable action across the FinTech sector and the ESG domain. In my role as ESG Board Champion, I've partnered with management to sharpen priorities, align governance, and strengthen disclosure so stakeholders can clearly see progress and accountability.

This year, Kyriba has intensified efforts where it matters most: advancing a thriving culture with data-informed programs; elevating engagement across the value chain for customers, partners, and suppliers; and reducing environmental footprint with more rigorous baselines and targets.

The Board's focus is consistent and forward-looking: maintain strong oversight, ensure clarity of ownership for ESG outcomes, and elevate transparency as standards and regulations evolve. We are committed to supporting Kyriba as it continues to embed ESG into performance and long-term value creation.

We look ahead with confidence as Kyriba's ESG journey progresses.

Regards,

Kevin Burke
ESG champion on Kyriba's Board of Directors

2025 ESG Highlights

UN SDG	FOCUS AREA	GOAL	FY25 ACHIEVEMENTS
SDG 3 Good Health & Wellbeing	Social: Inclusion & Belonging	Reach the top 10% of tech companies for employee engagement.	• We achieved 93% participation in our latest engagement survey - above our 90% target - and our eNPS increased from 42 to 58, placing us in the top 5% of tech organisations.
SDG 3 Good Health & Wellbeing	Social: Wellbeing & Benefits	Increase Health & Wellbeing offerings and benefits for employees.	• Launched KyriBalance: our new Global Health & Wellbeing program. Spanning three pillars - Mental, Physical, and Financial Wellbeing - employees and their eligible dependents can access a variety of beneficial services. • Implemented Syndio to strengthen pay equity in line with best practice.
SDG 16 Peace, Justice & Strong Institutions	Governance: Cyber Security & Data Privacy	Strengthen our security and privacy further.	• We added ISO 27017 (Cloud Security) and ISO 27018 (Privacy) to our overall ISO 27001 certification.
SDG 16 Peace, Justice & Strong Institutions	Governance: Ethics, Compliance & Reporting	Strengthen our global compliance framework to stay ahead of evolving regulations.	• Completed a comprehensive audit of all regulatory policies to address new and emerging risks. • Achieved over 97% completion of all compliance-related Code of Conduct training. • Maintained ongoing GDPR compliance through continuous review by the Global Privacy Office.
SDG 13 Climate Action	Environmental: Decarbonization	Advance our climate strategy through robust governance, materiality-driven targets and a clear decarbonisation pathway.	• Migrated to a new ESG reporting platform (Novata) to improve carbon accounting quality and transparency. • Reduced our Scope 1 & 2 emissions by 43% (94 to 53 MT C02e) and 45% (58 to 32 MT C02e) respectively.
SDG 12 Responsible Consumption & Production	Others: Sustainable Partnerships	Suppliers: Grow our sustainable financing mode in Kyriba.	• Grew ESG-financed transactions by an estimated 100% in 2025 • Onboarded 10 new global customers to ESG-linked working-capital programs in 2025, generating approximately $250k in ARR.
		Customers: Embed ESG considerations into supplier selection and management to drive more sustainable procurement practices.	• Onboarded 29 new ESG-compliant suppliers in 2025, alongside a significant increase in the number of vendors acknowledging the Business Partner and Vendor Code of Conduct. • Secured a Bronze rating in EcoVadis, improving our scores by +5 to 68 and reaching the top 20% globally, with visible improvement across all performance drivers.
SDG 11 Sustainable Cities & Communities	Others: Sustainable Partnerships	Philanthropy: Increase donations by a further 25% YoY.	• Increased total charitable donations to $43,000, including company matches, by 65%. • Contributed 400 volunteer hours.

UN SDG - United Nations Sustainable Development Goals

ESG Governance

Our ESG strategy is anchored in a clear governance model that sets direction, assigns accountability, and enables execution across the organization. Oversight begins at the top: the Board of Directors regularly reviews ESG strategy and monitors progress against commitments to ensure alignment with our long-term objectives. ESG is also a standing item in quarterly Board and Audit, Finance, Compliance & Ethics (AFCE) Committee agendas, with guidance from our ESG Board Champion, Kevin Burke. The day-to-day is driven by a cross-functional ESG Committee composed of employees from key functions and regions. Chaired by our Chief of Staff and VP of ESG, who reports directly to the CEO, this committee approves strategic ESG decisions, prioritizes initiatives, and coordinates implementation. The committee meets monthly to track performance, surface areas for improvement, and elevate material topics to the Board when appropriate - ensuring that sustainability remains integrated, measurable, and continuously improving.

KYRIBA BOARD

ESG Board Champion - Kevin Burke
Provides Board level oversight and sponsorship for key ESG initiatives

CEO

ESG COMMITTEE
Led by the Chief of Staff (VP of ESG)

ENVIRONMENTAL

SOCIAL

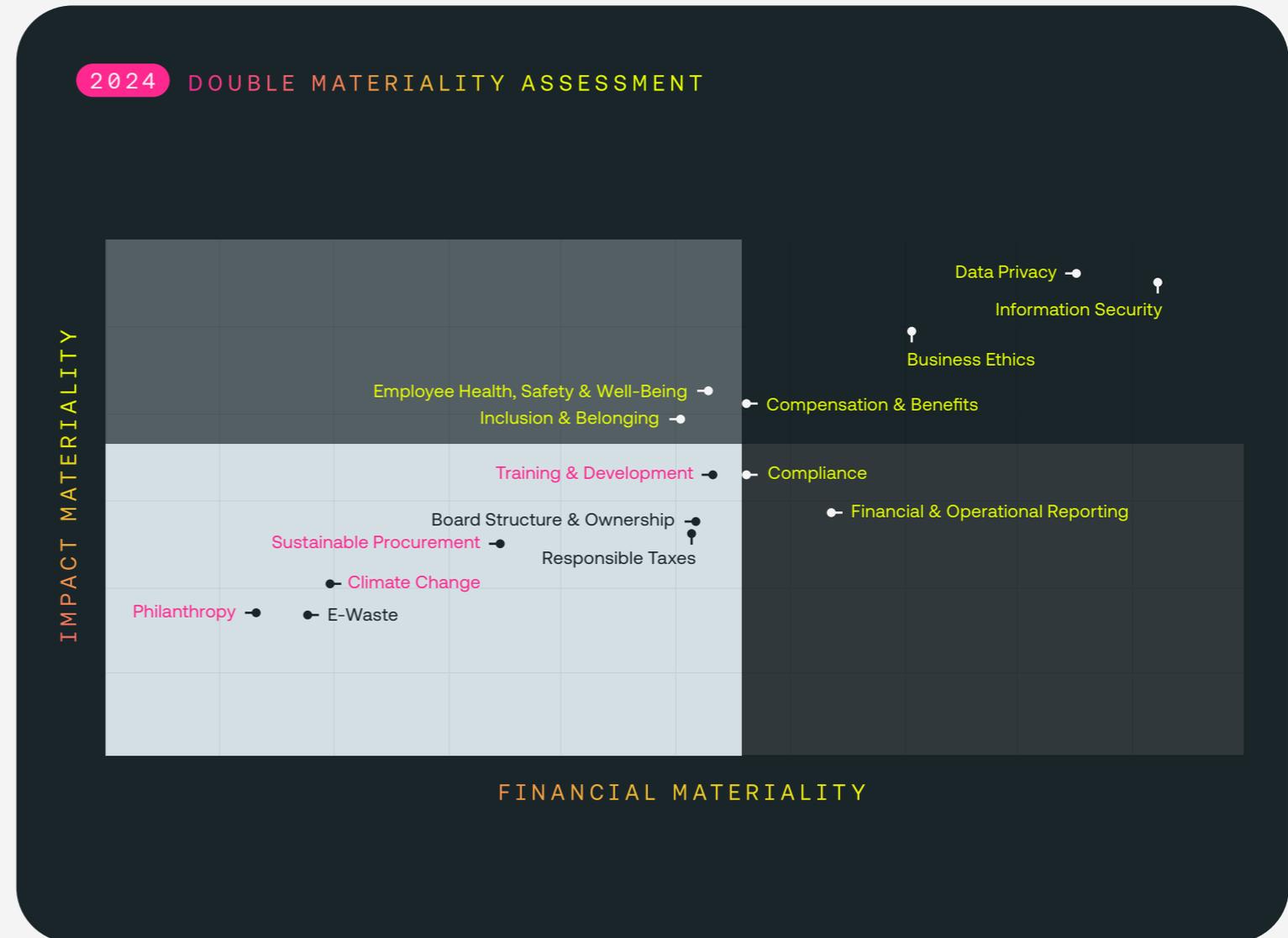**GOVERNANCE**

Identifying & Managing Material Issues

Progress on Environmental, Social, and Governance priorities is iterative, and our focus remains on actions that are material to our business and stakeholders. To guide investment, we completed a comprehensive Double Materiality Assessment in 2024 and used those insights to shape 2025 priorities and disclosures. Drawing on surveys and interviews with employees, customers, investors, and suppliers, we evaluated topics through both financial materiality and potential environmental and societal impact, referencing established frameworks such as CSRD, the UN Global Compact, and GRI. The result was a clear set of focus areas for the future, and a roadmap for improvement in 2025, the achievements from which will be detailed in this report. Please see our material topics listed below, alongside some other topics on which we are voluntarily disclosing.

2025

REPORT PILLARS	ESG THEMES	TOPICS
People Matter	Social	• Compensation & Benefits • Inclusion & Belonging • Employee Wellbeing and Health & Safety • Training & Development
Trusted & Transparent Governance	Governance	• Information Security • Data Privacy • Business Ethics • Compliance • Financial & Operational Reporting
Commitment to a Sustainable Future	• Environmental • Others	• Climate Change • Sustainable Procurement, Customers & Philanthropy

These topics guided our priorities in 2025

*COLOUR CODING =
Material Topics / Voluntary Disclosure

2024 DOUBLE MATERIALITY ASSESSMENT

IMPACT MATERIALITY

FINANCIAL MATERIALITY

- Data Privacy
- Information Security
- Business Ethics
- Employee Health, Safety & Well-Being
- Compensation & Benefits
- Inclusion & Belonging
- Training & Development
- Compliance
- Board Structure & Ownership
- Financial & Operational Reporting
- Sustainable Procurement
- Responsible Taxes
- Climate Change
- Philanthropy
- E-Waste

ESG at Kyriba

Our sustainability agenda focuses on three pillars that concentrate effort where it matters most for our business and stakeholders. These pillars translate ESG into business outcomes - unlocking new revenue opportunities, enabling high-performing teams, and strengthening the efficiency and resilience of the assets we manage. They are:

People Matter

Trusted & Transparent Governance

Commitment to a Sustainable Future

People Matter

Our performance is a reflection of our people. We dream big and have audacious goals for our customers, our business, and our employees. For that reason, we remain deliberate about creating the conditions for teams to do their best work.

In practice, that means inclusive and fair policies that shape hiring, development, and advancement; programs that create meaningful opportunities to learn and connect across regions and disciplines; and benefits designed to support employees and their families at various life stages.

Guided by our values, the People Matter pillar in 2025 concentrates on two priorities informed by employee feedback and business needs.

Inclusion & Belonging

Wellbeing & Benefits

Inclusion & Belonging

EMPLOYEE INCLUSION

In 2025, we advanced Inclusion & Belonging by deepening programs that create connection, visibility, and practical support across our teams.

We launched ADAPTAbility, an employee resource group focused on neurodivergent employees, employees with physical disabilities, and their allies. So far, ADAPTAbility has been building understanding of different cognitive profiles, sharing tools for accessible collaboration, and creating spaces where employees can exchange lived experiences and practical strategies that improve everyday work.

The rest of our ERG network continued to be a catalyst for culture. Pride@ Kyriba and the Women's Empowerment Group expanded their annual calendars with a total of 13 events - workshops, panel discussions, and community engagements - that combined learning with allyship and career development.

Our Executive Committee (XCO) brings together leaders from distinct disciplines with global outlooks, many of whom have lived and worked across multiple countries. Of the 13-member team, five are women, representing approximately 38% of our executive leadership*, alongside colleagues with a wide range of backgrounds and upbringings.

This diversity of experience and perspective helps shape how we set direction, assess risk, and build products, embedding openness and inclusive thinking into the decisions that matter most.

The results of our latest Peakon employee engagement survey showed the positive outcomes of this inclusive environment: we reached the Top 5% versus the industry benchmark on the "Belonging" driver, underscoring the strength of our culture and our continued commitment to fostering a workplace where employees feel connected, valued, and supported.

In 2026, as we continue to shape our Employee Value Proposition, we will prioritize defining a clear plan as we continue to turn this ambition into consistent, measurable progress.

*Note: XCO figures reference the 2025 team, inclusive of the CEO, as of December 2025.

EMPLOYEE ENGAGEMENT

When it comes to employee engagement, we listen with intent and we act on what we hear. Using Workday Peakon Employee Voice, we gather insights into the employee experience and translate them into meaningful dialogue and action.

In November 2025, participation reached 93%, exceeding our 90% target, and our engagement eNPS increased from 42 to 58 over the year, significantly surpassing our goal to maintain a score of 42.

The most positive movement was seen in the areas we deliberately prioritized. In 2025, scores for Growth increased by 20 points, Freedom of Opinion by 15 points, and Health & Wellbeing by 14 points. Together, these results place Kyriba in the top 5% of technology organizations globally and reflect sustained, focused work to support both personal and professional wellbeing.

Furthermore, voluntary attrition remained stable at around 7.9% this year (vs. 7.7% in 2024). This is a strong result given the significant change Kyriba has experienced over the past two years, and it reflects our continued focus on enhancing the overall employee experience.

We will continue to use these insights to prioritize the changes that matter most to our people and that strengthen our business.

	FY25	FY24
Average Headcount	1060	938
GLOBAL LEADERSHIP* GENDER		
Female	34%	28%
Male	66%	72%
GLOBAL WORKFORCE GENDER		
Female	34%	34%
Male	66%	66%

*Managers with at least one direct report

*Note: The above headcount figures only include Employees. Contingent Workers are not included.

Wellbeing & Benefits

EMPLOYEE WELLBEING

Employee Wellbeing - spanning physical, mental, financial, and workplace safety - remains a core priority at Kyriba. As hybrid and remote work continue to shape how we operate, we have focused on support that meets people where they are, and reflects the realities of modern work.

Our benefits continue to provide comprehensive global coverage, and this year we expanded that foundation with KyriBalance: our new Global Health & Wellbeing program.

KyriBalance was developed based on employee feedback and external benchmarking, aligned with leading practices. Built around three core pillars — Mental, Physical, and Financial Wellbeing — the program gives employees and their eligible dependents access to a wide range of support, including counselling, coaching, and meditation training; IVF, adoption, menopause, and hormone therapy resources; and financial planning guidance.

Following the initial rollout, we continue to host regular information sessions with providers to ensure teams understand the full range of resources available and how to access them.

COMPENSATION & BENEFITS

At Kyriba, our approach to benefits is designed to be both competitive and consistent, supporting employees across the markets where we operate while reflecting local expectations and practices. As part of the HR compensation and benefits framework, we place a strong emphasis on pay equity and transparency, with further developments planned for H2 2026. To keep our offering current and compelling, we regularly benchmark our benefits and total rewards across different geographies, using market comparisons to validate competitiveness and make informed adjustments where needed. This helps us maintain a balanced, transparent rewards approach that supports attraction, retention, and employee wellbeing globally. Our benefit plans are customized by country and include insurance options, retirement plans, employee assistance programs, flexible working arrangements, and physical wellness partnerships.

TALENT DEVELOPMENT

Investing in employee growth remains a strategic priority for us. It is a process delivered through a mix of formal learning, mentoring, coaching, and on-the-job development.

In 2024, we rolled out Growth Journeys as Kyriba's career development program, bringing together resources and guidance to help employees build skills, explore opportunities, and grow in their careers. Building on that foundation, and in response to employee feedback, we expanded the program to include two new elements: Anytime Feedback and Mentor Match (both enabled by Workday). Employees also continue to have access to LinkedIn Learning, which includes new tools such as Career Path skills development and AI coaching, as well as more than 16,000 courses.

Employees are also encouraged to complete a Career Profile to capture aspirations, current capabilities, and development plans, followed by regularly meeting with their managers to align on priorities and support.

In addition, we continue to invest in leadership development through targeted learning programs, DiSC profiling and coaching, and leadership workshops aligned with our Leadership Action Impact Framework. This framework covers key capabilities including change management, leading high-performing teams, and inclusive leadership.

In 2025, we also hosted our inaugural KyribaThrive event — a leadership development offsite that brought managers together in person to align on strategy, build capability, and strengthen connections across the organisation.

Internal mobility is a core part of how we grow and retain talent at Kyriba. It enables employees to progress their careers while allowing the business to retain critical skills and institutional knowledge. In 2025, we facilitated career moves for 187 people, of which 145 were promotions, supporting both career advancement and cross-functional development.

We also ensure support for early career development, enabling the next generation of talent to dream big, go beyond, and be unstoppable. We launched two new pilot programs internally - Talent Navigator for early career professionals and Talent Accelerator for aspiring and emerging leaders. We have also made significant investments in developing the talent within our Technology team, such as our Accelerate program, which offers recent graduates the opportunity to join Kyriba with structured mentoring and development, helping them progress quickly on an accelerated path toward specialist-level roles. In addition, we launched our inaugural UK internship program (a week-long experience for local secondary school students) as well as a one-year Work Experience Program (rotations across different departments, providing participants with a holistic view of the business and broad exposure to how Kyriba operates).

Trusted & Transparent Governance

Anchored in our Core Values, our governance is built to deliver lasting value and support long-term performance with security, fairness, and ethical conduct embedded in everyday decisions. Our commitment to integrity is constant, as is our responsibility to protect the trust placed in us by customers, suppliers, partners, and employees whose data we safeguard.

We will break this subject down into the following two topics:

Ethics, Compliance & Reporting

Cyber Security & Data Privacy

Ethics, Compliance & Reporting

GOVERNANCE OVERSIGHT

Our Board of Directors provides direction across strategy, risk, compliance, and standards of behavior, drawing on a deliberately diverse mix of expertise that aligns with our evolving business. To support this oversight, the Board maintains robust governance through its Audit, Finance, Compliance, and Ethics Committee, which convenes bi-annually to provide oversight of Kyriba's overall enterprise risk, including matters of finance, audit results, our ESG program, regulatory compliance, and overall corporate ethics.

In 2025, we continued to track progress against enterprise priorities, including ESG and risk, with particular focus on the rapidly evolving regulatory landscape. Our priorities included regulatory readiness and AI governance considerations, helping us ensure we remained forward-looking and responsive, especially as new AI-related expectations and requirements emerge across the jurisdictions where we operate.

POLICIES, PROCEDURES, & TRAINING

Every employee - from new hire to executive - is accountable for completing required training and adhering to our policies. In 2025, we conducted a comprehensive audit of all regulatory policies to confirm completeness and identify updates required in response to newly identified risks and recent regulatory changes. We reinforced this framework through broad-based training, achieving over 97% completion across all compliance-related virtual training programs, and supplementing standard modules with live, tailored trainings on our internal compliance program, covering topics such as Anti-Bribery and Corruption (ABAC), Anti-Money Laundering (AML), sanctions, gifts and entertainment, conflicts of interest, and others.

We will continue to evolve our controls, policies, and training; update certifications and attestations; and maintain rigorous oversight so that security and privacy remain foundational to our performance and our relationships with customers, partners, suppliers, and employees.

Employees also read and agree to the Code of Conduct as part of annual training requirements, and we regularly communicate expectations through newsletters and other channels to reinforce that business is conducted with the utmost integrity and in compliance with our Code of Conduct.

Finally, we supported new product launches (such as Trusted AI) with end-to-end compliance and legal guidance to help ensure responsible development and go-to-market practices aligned with our standards and applicable requirements. We also maintain an Anti-Competition policy to ensure our commercial practices support fair competition and comply with applicable competition laws.

TIER 1
Meta Policy

- Employee Code of Business Conduct

TIER 2
Critical to conducting business in compliance with global legal requirements

- Anti-Money Laundering Policy and Statement
- Anti–Bribery and Corruption Policy
- Anti–Trust and Competitive Intelligence Policy
- Global Sanctions and Export Policy
- Artificial Intelligence (AI) Usage Policy

TIER 3
Operating policies supporting company values and ethical business relationships

- Business Partner and Vendor Code of Conduct
- Anti-Slavery and Human Rights Policy
- Conflict of Interest Policy
- Gifts and Entertainment Policy
- KYC and Third-Party Due Diligence Policy
- Inclusion and Belonging Policy
- Environmental Policy
- Travel and Expense Policy

TIER 4
Upholding company standards and protecting employees

- Global Whistleblower Policies

ETHICS & REPORTING

We sustained a strong culture of compliance by keeping our reporting line trusted and accessible, and reinforcing "speak-up, no-retaliation" practices across the business. The Business Code of Conduct sets expectations for behavior and decision-making, while our confidential Ethics Hotline and Whistleblower Program provides channels for raising concerns. All reports are handled in accordance with applicable laws and internal procedures managed by HR and Legal Compliance. In 2025, 100% of received reports were resolved within service-level targets, with corrective actions implemented where needed. We also enhanced third-party due diligence by strengthening enhanced due diligence requirements to support our expansion into new and growing regions, and by migrating to a new third-party screening tool to improve coverage and consistency across Anti-Bribery and Corruption (ABAC), Anti-Money Laundering (AML), sanctions, and adverse-media checks.

RISK MANAGEMENT

Our risk approach keeps pace with evolving threats and regulation. Annual and periodic assessments evaluate risks spanning cybersecurity, privacy, third-party exposure, critical incidents, and climate-related factors, with results informing roadmaps, controls, and oversight. In 2025, we conducted deep dives, including a Gifts & Entertainment audit to assess alignment with our Anti-Bribery and Anti-Corruption (ABAC) policy and identify opportunities to strengthen controls. We also enhanced our enterprise Risk Register to centralize risk identification, ownership, mitigation plans, and monitoring across the business. In addition, we expanded our risk lens to capture emerging ESG and climate-related risks, helping ensure these considerations are reflected in ongoing governance, prioritization, and decision-making.

Cyber Security & Data Privacy

Security and privacy are integral to how we deliver on our ESG commitments. Our Information Security organization is responsible for protecting data and systems through clear policies, tested controls, and technologies that prevent unauthorized access, reduce risk, and meet applicable regulatory and customer requirements. In 2025, we focused on strengthening prevention and ensuring our controls evolve with the threat landscape and regulatory change. This included broadening security assurance coverage through new certifications and customer assessments, expanding enterprise security capabilities, and advancing privacy protections - particularly as AI adoption accelerates.

SECURITY AWARENESS PROGRAM

People remain one of the most effective defenses. Our Security Awareness Training program has been in place since 2018 and continues to reach all employees with core onboarding modules, annual refreshers, and targeted role-based content for teams with elevated access such as Engineering, IT and HR. Completion was at 100% in 2025, and at 100% within one month of arrival for new hires. We also maintained monthly simulated phishing exercises with individualized coaching, issued regular security updates and guidance, and hosted internal briefings on emerging threats. The result is a consistent baseline of security behaviors embedded in daily work.

CERTIFICATIONS & CREDENTIALS

We maintain independent validations that our controls meet recognized standards. We have been System and Organization Controls (SOC) 1 and SOC 2 compliant since 2013, and in 2025, we continued to evaluate and align controls to business processes in our global portfolio. We have held International Organization for Standardization (ISO) 27001 accreditation since 2019 and SWIFT certification since 2017, reflecting an ongoing commitment to protecting sensitive financial data and enhancing industry trust. Our Data Privacy Framework (DPF) certification from the U.S. Department of Commerce supports lawful transfers of personal data between the EU, UK, Switzerland, and the U.S.

In 2025, we further strengthened our assurance posture by adding Trusted Information Security Assessment Exchange (TISAX), ISO 27017, and expanding our overall ISO certification scope to include ISO 27018 (Cloud Privacy). We also added SWIFT Customer Security Assessments to support customer requirements and revenue generation. In 2025, we completed two SWIFT Customer Security Program (CSP) Assessments and identified seven findings.

INTERNAL RESOURCES & PRACTICES

Established in 2017, our Cyber Defense Center (CDC) monitors for and responds to potential cyber events across our environment. In 2025, the CDC processed 2500 reports and blocked approximately 15 million threats, while maintaining mean time to detect and respond to incidents below industry average. Our Privacy Office, created in 2023, continued to align our Legal and Security organizations on privacy risk management, regulatory adherence, and transparency.

In 2025, we strengthened our privacy approach by mapping AI controls and AI tools against privacy risks, helping ensure responsible and compliant use of AI as our products and internal capabilities evolve. On the security side, we enhanced resilience and response capacity by deploying Distributed Denial-of-Service (DDoS) protection across all our platforms, saturating Secure Access Service Edge (SASE) tools across the enterprise, and adding AI tools to accelerate Security Operations response. The team led the annual data mapping exercise to track personal information across systems, identify risks, and inform mitigation, enabling us to maintain an accurate inventory of where personal data resides, support regulatory reporting and audits, and prioritize remediation actions to reduce exposure.

Commitment to a Sustainable Future

Kyriba's responsibility extends beyond our products and offices. We are committed to leaving the communities we engage with stronger by directing time, talent, and resources toward initiatives that create opportunity and long-term resilience. From the outset, social impact has been integral to how we define our culture and measure performance, grounded in the belief that shared prosperity and equity are essential to sustainable, long-term growth.

Our sustainable future pillar turns that belief into action. It connects philanthropy with the way we operate, strengthens inclusion across our value chain through supplier diversity, and drives accountability for our environmental footprint and broader impact. The intent is practical and measurable: focus where we can make a meaningful difference and build programs that endure.

Over the past year, we accelerated this work. We introduced and expanded initiatives that channel our technology, our partnerships, and most importantly, the energy of our employees toward measurable community outcomes. Through targeted giving, employee volunteering, skills-based support, and environmental projects, Kyribians helped advance programs designed to drive real-world impact and support a more equitable future.

Decarbonization

Sustainable Partnerships

Decarbonization

Climate risk is reshaping the world we live and work in, and our aim is straightforward: reduce our carbon footprint, accelerate our transition, and be transparent about our progress. We ground our approach in data and science, measuring and reporting emissions with rigor, setting targets aligned to the best available climate science, and executing against plans that prioritize real reductions over offsets.

We have also mapped our climate risks and mitigation in line with California's evolving Senate Bill 261. There is a specific addendum at the end of this report with more details. In addition, our carbon emissions disclosure fulfills the requirements of California's SB 253 regulation.

EMISSIONS TARGETS

We continued to measure our emissions, with a focus on collecting more accurate data and using more effective tools to support the process. This year, we implemented Novata, a new platform for carbon accounting and ESG data collection. As part of this transition, we also recalculated our emissions for the last two years in order to accurately report them against our targets as we move forward. This means our previously stated 2023 Scope 2 and 3 emissions figures have undergone slight changes, in line with assumptions based on Novata's Carbon Navigator (GHG Protocol-aligned), as shown below. Here are our new totals*:

EMISSIONS (MT CO2e)	2024	2023	COMMENTS
Scope 1 Direct - Natural Gas/Petrol/Diesel*	53	94	In 2024, the number of company cars in France decreased from 20 to 18, and the remaining vehicles were hybrids and drove fewer miles.
Scope 2 Indirect - Electricity*	32	58	The Warsaw office sourced renewable energy, the San Diego office got significantly smaller, and the Frankfurt office closed in 2023. These factors triggered a decrease from 2023 to 2024.
Scope 3 Total Indirect - Value chain*	6,447	5,132	Our Scope 3 emissions increased because we expanded our Scope 3 inventory to be more comprehensive by adding new data categories and improving data quality. Newly included categories include employee commuting, business travel based on actual (rather than estimated) data, and working from home.
Total	6,532	5,284	We have significantly reduced the direct emissions within Kyriba's control (Scopes 1 and 2), which have decreased in line with our targets. By contrast, our value chain emissions have increased as a result of improvements in data quality and data capture.

*2023 and 2024 emissions were calculated in Novata's Carbon Navigator
*Scope 2: Market-based

SETTING SCIENCE-ALIGNED EMISSION TARGETS

As a consequence of the above change in our 2023 baseline emissions, we have restated our near-term emission targets, aligned to net-zero standards and designed to be achieved by 2030. In addition, we remain committed to achieve Net zero emissions by 2050.

The key initiatives to drive decarbonization and achieve these targets include:

FOR SCOPE 1 & 2 EMISSIONS:

1. Minimize company cars and move to electric where feasible.

   Related developments include:
   - We're continuing the Electric Vehicle salary sacrifice scheme in the UK, with a total of 10 employees profiting from the scheme so far.
   - We closed the company car scheme in late 2024, helping streamline and reduce our direct emissions.

2. Reduce energy consumption at Kyriba sites – modernizing facilities, optimal leases etc.
   - For example, the opening of a new Paris office in early April, designed for improved energy performance (BREEAM certification obtained).

3. Change energy suppliers of Kyriba offices to renewable where possible.
   - For example, in Warsaw, we purchase renewable power supported by Renewable Energy Certificates confirming wind as the energy source).

4. Optimize our workspace footprint where utilization is low.

FOR SCOPE 3 EMISSIONS:

1. Improve emissions data quality from key suppliers (goods, services, and travel).

2. Electronic waste reduction (prolonging the life of hardware through equipment donation/refurbishment).

3. Influence key suppliers to commit to sustainability, including setting science-aligned emission targets.

Furthermore, internal checks and balances exist to optimize our energy consumption and GHG emissions.

	BASE YEAR (2023)	BASE YEAR (2023) NEW	TARGET YEAR (2030)	TARGET YEAR (2030) NEW	% SBT REDUCTION
Scope 1 Emissions (tCO2e)	94	94	55	55	42%
Scope 2 Emissions (tCO2e)	63	58	37	34	42%
Scope 3 Emissions (tCO2e)	10,351	5,132	7,763	3,849	25%

As we move forward, we continue to prioritize our decarbonization efforts, systematically aligning our efforts to these levers. One key item on our roadmap for next year is a third-party energy and/or carbon audit, which we have not yet undergone.

KEY INITIATIVES IN 2025

Equipment & E-Waste

E-waste is not a material topic for us. However, we actively manage our electronic waste. As a software company, we strive to minimize our contribution to global e-waste by recycling and repurposing outdated computer and IT equipment. Since 2019, we have responsibly disposed of end-of-life laptops and technology by working with partners who donate equipment to schools and non-profits, helping divert e-waste from landfills. In 2024, we collected and donated 0.01 tons of electronic waste across our offices in Europe and the U.S.

In addition, across all Kyriba offices, we have instituted Green Policies designed to promote recycling and reduce physical waste by offering recycling options where possible. In Paris, our Employee Resource Group, Green Action Kyriba, also led employee awareness efforts to improve waste segregation practices in the office. We also integrate environmental action into our "Kyriba Cares" Corporate Social Responsibility program through eco-conscious activities such as volunteer clean-ups of local beaches and cities, and sustainable habit-formation challenges on the Alaya platform.

"Green Action Kyriba" ERG

Employee engagement is a key enabler of our climate efforts. Through the "Green Action Kyriba" network, we run awareness-building initiatives and learning opportunities throughout the year, including multiple webinars. These included sessions with Jessica Vetterli (founder of Simply Sustainable) focused on practical ways to weave sustainability into daily routines, and an Earth Day webinar with Laura Francois (a socio-environmental impact strategist), centered on using the beauty of nature to inspire action.

We also launched our new "Kyriba Forest" tree-planting initiative in partnership with Evertreen, a company which facilitates satellite monitoring and transparent reporting on reforestation projects. Led by our Green Action Kyriba ERG, this initiative is designed to amplify our sustainable impact by linking select business activities - such as new logo wins and event participation - to the development of new green spaces around the world. We began building our "Kyriba Forest" during our December Giving campaign, planting a tree for every donation, starting with Amazon reforestation in Brazil. So far we have planted over 500 trees, with our most recent initiative including one tree for every attendee of our annual Sales and Marketing Kick Off.

Sustainable Partnerships

Sustainable partnerships matter at Kyriba because our ESG impact extends beyond our own operations into our customer ecosystems and communities. Strengthening standards and collaboration improves transparency and resilience whilst also reducing compliance and reputational risk.

SUPPLIERS

We expect the companies we work with to uphold high standards of ethical, environmental, and social responsibility. In 2025, we continued embedding ESG criteria into sourcing and vendor management, building on our Supplier Code of Conduct (first introduced in 2022), and our Business Partner and Vendor Code of Conduct acknowledgments (initiated in late 2024).

Our procurement policy requires ESG criteria to be considered during the RFP process for vendor selection, with particular focus on whether the vendor has an ESG policy, tracks and works to reduce carbon emissions, and maintains corporate ethics and Anti-Corruption policies, including conflict-of-interest management processes. Our refined procurement process prioritizes suppliers with credible sustainability practices, transparent carbon disclosures, and strong labor and human rights safeguards. Over the year, we onboarded 29 suppliers meeting our ESG requirements.

Beginning in January 2025, all current and prospective suppliers were asked to complete a targeted ESG questionnaire covering company and workforce profile, environmental impact measures (e.g., policies, emissions/energy, and compliance), social impact measures (e.g., labor, health and safety, and DE&I), and corporate governance (e.g., ethics and information security), so that we can continue to improve supplier sustainability. In addition, acknowledgement of the Kyriba Business Partner and Vendor Code of Conduct is required as part of supplier management, and as of 2025 year-end, we saw a significant increase in the number of vendors acknowledging the Business Partner and Vendor Code of Conduct - 264 (72% of) new suppliers (vs 54% in 2024).

CUSTOMERS

Our customers increasingly look to us to help them integrate ESG into their working capital strategies. In 2025, we expanded the capabilities and reach of our ESG-aligned solutions to enable customers to link financing terms to measurable sustainability performance, and improve transparency across supplier networks.

We saw transaction volumes increase 35% in 2025 to $35 billion, with ESG-financed transactions growing an estimated 100%. We onboarded 10 new global customers to ESG-linked working-capital programs, generating approximately $250k in ARR in 2025. We also began integrating ESG considerations into additional working capital offerings (with pilots underway across Receivables Finance and Securitization), adding the possibility for differentiated pricing conditions according to the customer's ESG ratings. Across these programs, customers used our supplier platform for deeper analytics, standardized reporting, and automated eligibility criteria - helping them to operationalize ESG goals across complex value chains.

PHILANTHROPY

Our Kyriba Cares program has been active since 2021, and continues to serve as the hub for year-round engagement - connecting teams to local and virtual opportunities, spotlighting campaigns tied to Inclusion & Belonging and Sustainability, and enabling matched giving (when Kyriba donates to a charity an amount equal to employees' contributions).

In 2025, we expanded our effort, forming new partnerships, and re-engaging employees in volunteering, with 7 local volunteering events in 4 locations, and one volunteering session for charity at our KyribaThrive leadership event, where we built and donated 15 sports wheelchairs (as pictured). Overall, in 2025, we contributed a total of nearly 400 volunteering hours.

Employees have also used our Corporate Social Responsibility (CSR) platform this year to complete 261 "Positive Action" activities and challenges in support of various causes chosen by employees. Through our Year-End Giving Campaign and additional fundraising activities, we raised and donated $43,000+ (including employee donations and Kyriba's dollar-for-dollar matching).

Looking ahead, we plan to expand skills-based volunteering, and to continue team engagement with the activities proposed by Employee Resource Groups and CSR Leads.

The Way Forward

Together with our employees, customers, and suppliers, we aim to push what's possible - advancing our industry while delivering broader positive impact.

To learn more about our values and ESG commitments, please visit our website →

About Kyriba

For over 25 years, Kyriba has been a global leader in liquidity performance that empowers CFOs, Treasurers, and IT leaders to connect, protect, forecast, and optimize their liquidity. As a secure and scalable SaaS solution, we bring intelligence and financial automation that enables companies and banks of all sizes to improve their financial performance and increase operational efficiency.

Kyriba's real-time data and AI-empowered tools empower our 3,000 customers worldwide to quantify exposures, project cash and liquidity, and take action to protect balance sheets, income statements, and cash flows. We manage more than 3 billion bank transactions and $15 trillion in payments annually and give customers complete visibility and actionability, so they can optimize and fully harness liquidity across the enterprise and outperform their business strategy.

Addendums

1. **Climate Risks/Mitigation strategy in line with California's Senate Bill 261 (in reference to the Task Force on Climate-related Financial Disclosures [TCFD] framework).**

Our approach to climate-related risk management is informed by California Senate Bill 261 (SB 261) and aligned with the Task Force on Climate-related Financial Disclosures (TCFD) framework. We identify and assess climate-related risks and opportunities through periodic discussions and working sessions with function leaders, considering established frameworks and standards in order to identify risks that could affect operations, costs, and demand, as well as opportunities to improve efficiency, strengthen resilience, and support customers' transition needs. The outcomes of this process inform our mitigation planning, operational resilience priorities, and ongoing governance and oversight.

The section below summarizes key risks, mitigation actions, and opportunities.

CATEGORY	SUB-CATEGORY	RISKS	DETAILS	FINANCIAL IMPACT
Physical	Acute (Event driven)	Extreme Weather events & Customer Operations	Fire, floods, droughts etc. disrupting operations (data centers) and thereby customer operations	Revenue impact and potential SLA & related contractual impacts, higher churn (soft)
	Acute (Event driven)	Extreme weather & Kyriba Offices	Fire, floods, droughts etc. disrupting Kyriba offices and internal operations; employee safety concerns	Increased operational costs and eventually higher insurance premiums; higher costs from negative impacts on workforce (e.g., health, safety, absenteeism)
	Chronic (longer-term shifts in weather)	Extreme heat increasing energy demand	Extreme heat waves have become more frequent across the US and Europe and requiring increased AC use and thereby electricity consumption	Increased operational costs; higher costs from negative impacts on workforce (e.g., health, safety, absenteeism)
	Acute (Event driven)	Supply Chain risks	Climate disruptions affecting key suppliers (hardware, facilities, services)	Increased costs, service disruption risks
Transition	Policy & Legal	Policy & Compliance	Investment in Carbon Credit (like Renewable Energy Certificates) could be required which becomes more expensive year by year; there will be a financial impact. Secondly complying with evolving climate regulations, risk-assessments/stress-tests & reporting would incur higher effort & costs.	Increased investment and risk of non-compliance
	Market	Supply chain transition risks	Suppliers facing climate related disruptions – increased carbon pricing/cost of operations for suppliers get passed on as higher product costs, material shortage due to climate change, reputational liability for Kyriba due to insufficient measures from suppliers etc.	Increased costs, reputational risks
	Market	Market Transition	Customer expectations around sustainable software products & modules enabling sustainable business.	Reduced demand for products

How's Kyriba Addressing These Risks?

For key physical risks, we leverage robust disaster recovery and AWS global backup and geographic diversification for cloud infrastructure, plus preparedness measures for offices (including flexible/remote work) and considering climate-resilient facilities and locations. For energy demand from heat, we are moving toward renewable energy via landlords at lease renewal, and improving HVAC/lighting efficiency. For transition risks, we are setting science-aligned emissions targets, modifying the company car scheme to reduce footprint and reliance on carbon credits, strengthening vendor management with climate criteria, and periodically reviewing the supplier code (with potential for audits and more active climate performance management).

CATEGORIES	OPPORTUNITY	DETAILS	FINANCIAL IMPACT
Resource efficiency	More efficient car policy	Replaced company car policy with car allowance; launching EV lease options	Operational efficiency (less assets to manage) & lower footprint; providing employee benefits and maximizing satisfaction/retention
Resource efficiency	More efficient office buildings	Leasing BREEAM certified offices	Lower operating costs (lower energy charges/overheads)
Energy Source	Low-emission source of energy	Opting for renewable energy sources at leased offices – e.g. Warsaw	Cleaner fuel use, better reputational benefits
Products & Services	Ability to diversify business activities	Expand ESG EC products – Receivables Finance	Increased revenue through new solutions to meet transition needs
Resilience	Adoption of energy efficiency measures	Accessing carbon offsets via tree-planting initiative	Boost employee morale, gamify employee experiences driving retention, all while positively impacting environment

Going forward, we aim to provide transparency on which reporting frameworks are referenced in our reports and which recommendations and disclosures are addressed, as our disclosure practices continue to evolve. Beyond managing climate-related risks, we see meaningful opportunities to drive operational excellence, strengthen our competitive position through sustainable innovation, and create long-term value for our stakeholders.

2. ESG Data Tables

This report has been prepared in reference to GRI Standards and the European Sustainability Reporting Standards (ESRS). To support the topics discussed in the main report, we have included the data tables below.

Please note: where possible, we have done our best to provide 3 years of data for transparency purposes.

Please note that if we have not reported a specific metric in a previous year, this will be noted with a "-".

	FY25	FY24	FY23
Average Headcount	1060	938	883
GLOBAL WORKFORCE* GENDER			
Female	34%	34%	31%
Male	66%	66%	69%

Managers with at least one direct report

	FY25	FY24	FY23
Years in which sustainability data was publicly disclosed	✓	✓	✓

Region	Worker Type*	FY25 Average Number of workers	FY24 Average Number of workers	FY23 Average Number of workers
Asia Pacific and Japan (APJ)	Employee	55	52	54
	Contingent Worker	4	3	4
Europe, Middle East, and Africa (EMEA)	Employee	659	563	515
	Contingent Worker	33	32	29
Latin America (LATAM)	Employee	13	7	5
	Contingent Worker	0	0	0
North America (NORAM)	Employee	333	316	309
	Contingent Worker	3	6	9
Employees Total		1060	938	883
Contingent Workers Total		40	41	42

Employee includes all permanent as well as temporary and/or fixed-term contracts

Contingent worker category includes Contractors and Agency Workers

Compensation & Benefits

	FY25	FY24	FY23
Percentage of employees on minimum wage (%)	0.26%*	-	-

3 people, incl. interns and entry level position

Inclusion & Belonging

	FY25	FY24	FY23
Percentage of employees responding to employee engagement survey	93%	91%	86%
Numbers of Employee Resource Groups	4	3	1
Percentage of leadership roles held by female employees*	34%	28%	25%
Percentage of leadership roles held by male employees*	66%	72%	75%

Managers with at least one direct report

Employee Wellbeing and Health & Safety

	FY25	FY24	FY23
Number of work-related injuries	2	-	-
Number of work-related fatalities	0	-	-
Total number of days lost due to injury	229*	-	-

This figure covers one employee's long-term leave post-injury

Training & Development

	FY25	FY24	FY23
Number of promotions	145	98	82
Number of lateral moves	42	32	21

Information Security

	FY25	FY24	FY23
Number of confirmed information security incidents	0	0	0

Data Privacy

	FY25	FY24	FY23
Number of data breaches	0	0	0
Number of monetary losses as a result of data privacy breaches	0	0	0

Business Ethics

	FY25	FY24	FY23
Number of incidents of discrimination	2	-	-
Percentage of ethics reports resolved within service-level targets, with corrective actions implemented where needed (%)	100	-	-

Compliance

	FY25	FY24	FY23
Annual Code of Conduct training completion rate (%)	97	-	-

Climate Change

A detailed look at our old vs. new carbon emissions totals after transitioning to a new ESG reporting platform with new standards and frameworks (2023 data onwards).

Note: we measure both location and market-based scope 2 emissions. The scope 2 emission values in this report correspond to a market-based approach.

EMISSIONS (MT CO2E)		2024	2023	2022
Scope 1: Direct - Natural Gas/Petrol/Diesel		53	94	-
Scope 2: Indirect - Electricity		32	58	50
Scope 3	Purchased Goods & Services	2,825	2,714	-
	Capital Goods	1,239	694	-
	Fuel and energy related activities*	7	278	-
	E-waste (global)	0	0	-
	Business travel	2,201	1,446	-
	Employee Commuting	94	-	-
	Upstream leased assets	81	-	-
Total scope 3		6,447	5,132	-
All scopes total		6,532	5,284	374

*This sub-category covers emissions associated with the extraction/production and transportation of fuel, plus the distribution of energy.

Sustainable Procurement, Products & CSR:

	FY25	FY24	FY23
Percentage of Code of Conduct acknowledgement from new suppliers	72%	54%	-
Number of onboarded suppliers eligible for ESG questionnaire completion (those with ARR of $35k)	80	-	-
Number of onboarded suppliers who completed an ESG questionnaire	29	-	-