



2023 ESG REPORT





Table of contents

Executive summary	3
Foreword	3
BlackFin at a glance	4
Inspiring SDGs	6
Partnering with sustainable frameworks	7
Our Sustainability Approach	8
Governance With Integrity	9
BlackFin's committees and ESG governance	11
Our ESG trajectory	13
Promoting Social Wellbeing as part of our Strategy	14
Building our Environmental Responsibility	17
Portfolio Performance and Achievements	19
ESG Integration in the Investment Process	20
Buyout ESG processes	22
Tech ESG processes	23
Overall portfolio ESG performance	25



Executive Summary

President of BlackFin



Laurent Bouyoux
Founding Partner



As influential shareholders of our investments, we are constant advocates for ethical and sustainable practices. Since 2015, our journey towards sustainability has made significant progress, particularly since 2020.

Important steps have been taken to advance our efforts. This year, most of our portfolio companies not only calculated their carbon footprint, guided by our encouragement and dialogue, but they also made tangible progress in augmenting their ESG performance. This serves as evidence of our dedication to fostering positive change within our sector.

Additionally, this year we made progress internally. We bolstered our Diversity & Inclusion policy by extending maternity and paternity leave provisions, reinforcing our commitment to social progress and gender equity alongside environmental responsibility.

Our second ESG report details our continued commitment to embedding ESG principles within our investment decisions. This is our contribution to a future where sustainability contributes, not only to financial success, but also to a more responsible and resilient financial services sector as a whole.





BlackFin at a Glance

BlackFin Capital Partners leads private equity investments in Europe's financial sector. It operates through two key strategies: **Buyout and Tech**.

- **In the Buyout strategy**, we seek majority or influential minority stakes allowing for active direction of portfolio company ESG initiatives.
- **Our Tech strategy** focuses on pioneering FinTech, InsurTech, and RegTech, with leading or co-leading investments, guiding ESG initiatives.

BlackFin gathers ESG data throughout the investment process and seeks to foster ESG progress in all portfolio companies.

KEY FACTS

	1	Investment Focus Financial services sector
	3	Guiding Values Integrity, ethics and transparency
	5	Offices in Europe Paris, Brussels, Frankfurt, London and Amsterdam
	49	Employees across all offices
	14	Nationalities among staff
	27	Portfolio Companies All funds combined
	100%	Of investments have undergone ESG process

Our active funds

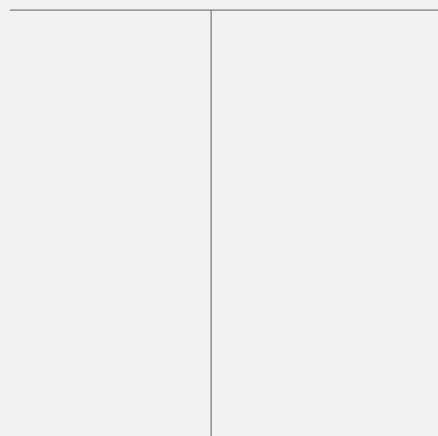
As of December 31, 2022

	Buyout II	Buyout III	Tech 1	Tech II
Portfolio companies (in numbers)	5	7	14	1
Raised capital	€408 Million	€985 Million	€178 Million	€390 Million



BlackFin is committed to investing with the highest ethical standards, integrity and transparency.

We firmly believe that these foundations contribute to sustainable value creation.





Inspired by SDGs

Our deep-rooted history within the financial sector has enabled us to pinpoint distinct ESG opportunities and risks that commonly confront our investments.

Based on these themes, we have identified key United Nations' Sustainable Development Goals that are material to our portfolio and coherent with our responsible strategy. We are committed to incorporating this vision into our own roadmap and leading our investments in the same direction.



ENHANCED DIVERSITY

At BlackFin, we encourage gender equality and developing the talent of our female colleagues. At our portfolio companies, we encourage the implementation of gender equality initiatives.



5.1 Gender equality



SUSTAINABLE GROWTH

Our investment strategy consists of accompanying the growth of our portfolio companies over time, thereby contributing to sustainable economic growth and prosperity.



8.1 Economic growth



ACCESS TO FINANCIAL SERVICES

By investing in the financial services sector, we contribute to strengthening the sector, ultimately contributing to wider the access to it.



9.3 Access to financial services



RELIABLE FINANCIAL SERVICES

By investing to create more efficient companies in the financial services sector, contributing to giving a broader access to financial services.



10.5 Monitoring of financial markets



SUSTAINABILITY REPORTING

By conducting yearly ESG reviews and by defining ambitious ESG roadmaps for each portfolio company, BlackFin contributes to increased transparency of ESG data and is a catalyst for sustainable practices implementation.



12.6 Sustainability reporting



ACCOUNTABLE AND TRANSPARENT INSTITUTIONS

During the investment phase, BlackFin rigorously applies the strictest governance practices, on ethics, cybersecurity and the Anti-Money Laundering and Anti-Terrorism Financing (AML/CFT) guidelines to prevent the diversion of resources away from economically – and socially – productive uses.



16.6 Effective, accountable and transparent institutions



Partnering with Sustainable Frameworks

BlackFin became a signatory to United Nations' Principles for Responsible Investment (UN-PRI) in 2015.



We annually engage in PRI reporting to provide stakeholders with visibility on our responsible investment practices and sustainability progress.

Latest grade obtained in the UN-PRI assessment	Policy Governance and Strategy	★★★★☆	BlackFin: 73 /100 vs. Median of signatories : 62 /100
	Direct - Private Equity	★★★★★	BlackFin: 92 /100 vs. Median of signatories : 80 /100
	Confidence building measures	★★★★★	BlackFin: 100 /100 vs. Median of signatories : 80 /100



In 2021, we joined the Initiative Climat International (iCI), a PRI-endorsed global community of investors who seek to better understand and manage the risks associated with climate change.

The iCI is a global sharing platform which brings together and mobilizes private equity firms wishing to make a concrete contribution to the fight against climate change.



BlackFin is a member of France Invest's network, which encourages the implementation of sustainability within the private equity industry.



In 2022, we joined Level 20, an association that aims to promote gender diversity in the private equity industry. Among other objectives, members commit to reach the 20% target of women in at all levels of seniority.



In 2022 we joined Out Investors, a network dedicated to making the direct investment industry more welcoming for the LGBT+ community.



Our

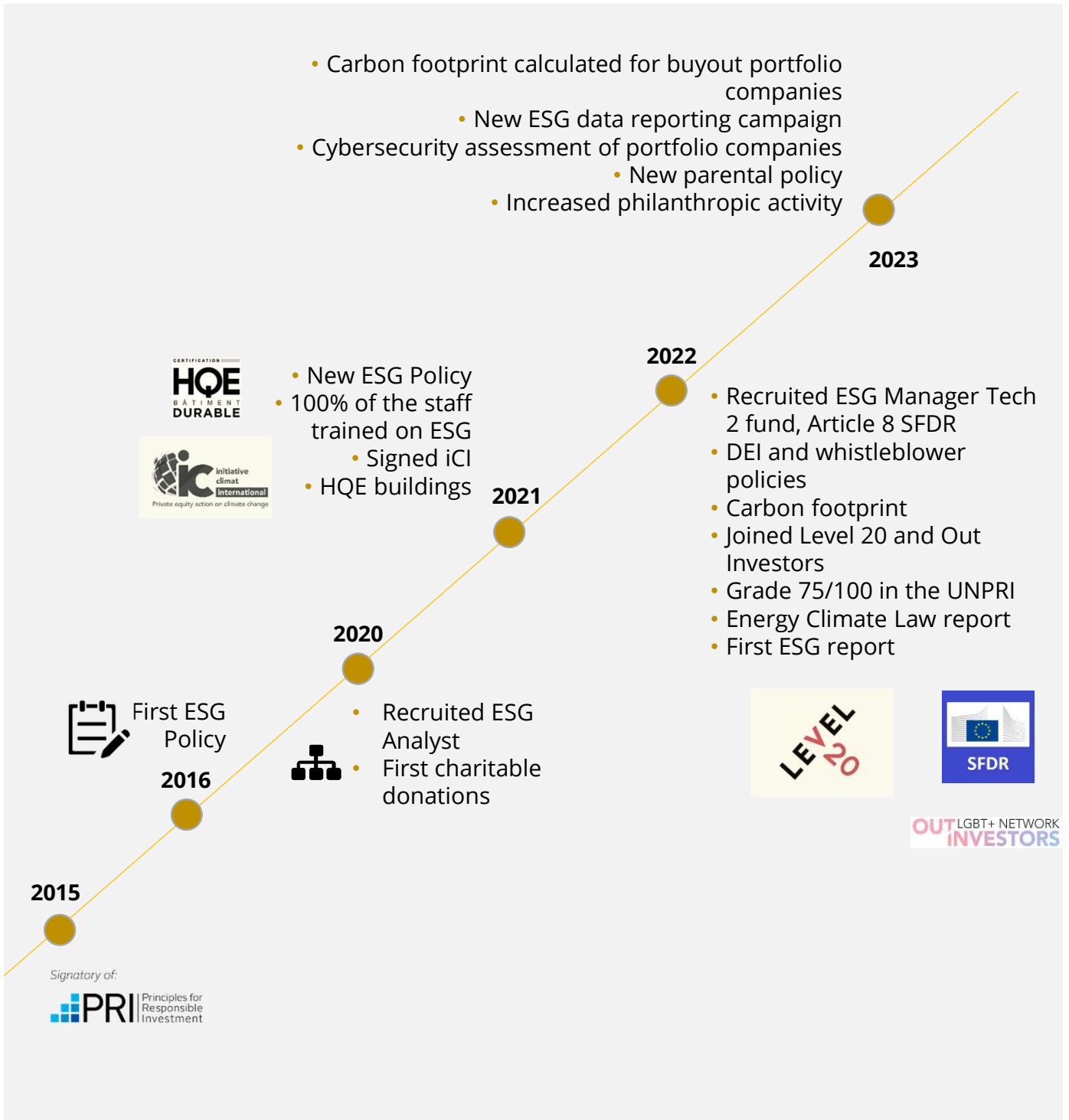
Sustainability

Approach 



BLACKFIN'S ESG TRAJECTORY

BlackFin started structuring its ESG journey in 2015. Since then, the firm has been working to improve it in light of the market's developments.





Governance With Integrity

A clear governance structure for efficient decision making



As a private equity actor engaged in financial services, we have an important role to play in implementing strong ethical values.

Any deficiencies, particularly those concerning money laundering and cybersecurity risks, could significantly impact our reputation and subsequently, our investment performance. Our ongoing efforts continually refine and fortify our control and mitigation processes with each passing year, instilling confidence across our stakeholders and external financial institutions.



OUR GOVERNANCE PRIORITIES

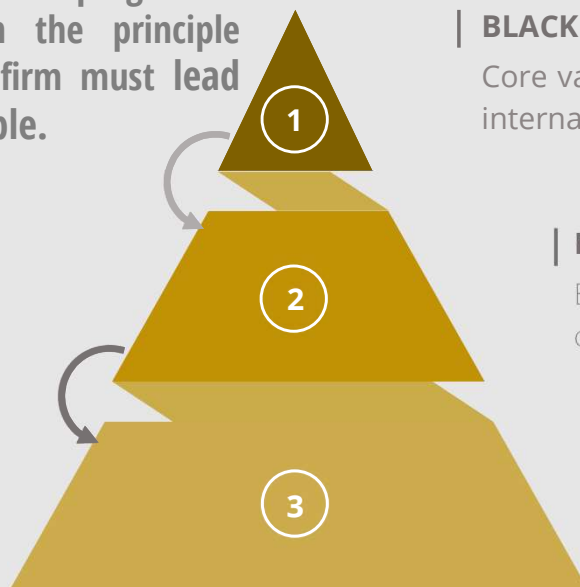
INTEGRITY

TRANSPARENCY

RELIABILITY &
CYBERSECURITY

ESG GOVERNANCE

BlackFin's ESG program is based on the principle that our firm must lead by example.



BLACKFIN - FIRM LEVEL

Core values and ESG priorities reflected in internal initiatives

FUNDS LEVEL

ESG integrated in the investment cycle

PORTFOLIO COMPANIES

Concrete implementation of actions aligned with BlackFin's core values



Responsibilities duly assigned at each level

MANAGEMENT COMMITTEE

Since BlackFin’s creation, our decision-making process has been independent, collegial and preceded by open internal debates.

BlackFin’s management committee ensures that ESG topics are discussed at regular intervals and receive the necessary attention.

Senior leadership is committed to promoting an ESG-focused culture at all levels. To expedite the integration of this philosophy, they have access to independent experts, who support decision-making based upon ESG criteria and associated risks. Experts also help BlackFin navigate international standards and the diversity of regulations.

The management committee oversees the overall strategy and performance management of BlackFin, including ESG related performance. Additionally, the integration of ESG criteria into the investment strategy is monitored by the investment committee and discussed during weekly meetings.

Highlights



ESG topics and findings are reviewed at weekly Investment Committee meetings, particularly before investment decisions and after ESG annual reviews of portfolio companies.

Partners of BlackFin



Laurent Bouyoux
Founding partner



Eric May
Founding partner



Paul Mizrahi
Founding partner



Bruno Rostain
Founding partner



Damien Lestang
Partner



Daniel Cohen-Sabban
Partner



Sabine Mathis
Partner



Dr. Kai Franzmeyer
Partner



Julien Creuzé
Partner

Management Committee



BLACKFIN'S COMMITTEES AND ESG GOVERNANCE

MANAGEMENT COMMITTEE

Composed of BlackFin's partners.

Oversees the ESG strategy
Handles strategic topics at the management company level

INVESTMENT COMMITTEE

Composition specific to each fund.

Makes investment decisions

Reviews ESG findings, disseminates ESG information and updates on portfolio companies

INVESTMENT TEAMS

Engage and discuss with portfolio companies on ESG topics

Ensure the implementation of the ESG strategy along with the ESG team

REMUNERATION COMMITTEE

Composed of the Chairman, Laurent Bouyoux, and two independent members.

Reviews remuneration policy and strategy
Ensures compliance with applicable regulation

IT COMMITTEE

With the support from an external professional service provider.

Ensures secured remote access, IT daily backups and monitoring, including on cybersecurity topics

RISK COMMITTEE

Composed of the Compliance Officer, the Head of Finance and Risk and 3 partners.

Conducts periodic monitoring and compliance controls

COMPLIANCE COMMITTEE

Composed of 3 partners, the CFO, the Head of Finance and Risk, the Compliance Officer and the Compliance Associate.

Reviews the conclusions of the controls carried out over the period and reviews regulatory matters



ESG GOVERNANCE | FOCUS ON THE ESG TEAM

BlackFin's ESG team is composed of a full-time ESG manager and one associate, who report to a partner. The ESG team allows the integration of ESG throughout BlackFin's investment lifecycle and is also in charge of:

- > **Monitoring ESG requirements;**
- > **Designing, reinforcing and structuring** the implementation of BlackFin's ESG strategy (including climate strategy and diversity & inclusion strategy);
- > **Facilitating and disseminating** our ESG commitment to portfolio companies and stakeholders, including the preparation and publication of this ESG report;
- > **Coordinating training** and capacity building related to ESG matters;
- > **Representing BlackFin** in stakeholder discussions.

BlackFin's ESG team



Sabine Mathis
Partner



Estela Souto
ESG Manager



Raphaël Berthier
Associate

ESG KNOWLEDGE SHARING

BlackFin annually invests significant resources to foster its ESG culture among staff and to reinforce its internal processes and practices.

We ensure the technical expertise of our teams in accordance with best practices and recognized standards. We provide access for our employees to professional networks, independent consultancy firms and external service providers.

Highlights

100% of staff, across all BlackFin offices attended a training session on ESG related matters in 2023, **all positions** included



BlackFin's
ESG
strategy



ESG frameworks



Regulations &
frameworks



Promoting social wellbeing as part of our strategy

Diversity in the financial industry

SDG
5 GENDER
EQUALITY

5.1.
Gender
Equality

Investment firms such as BlackFin have a key role to play in promoting gender equality in decision-making positions. We decided to make a stronger commitment to gender equality and promoting diversity at all ranks. This commitment is further underpinned by our desire to make the investment industry more welcoming to LGBTQ+ community.

IN THE WORLD

Finance services sector

17%

of women among
workforce¹

Vs.

40%

of women among
BlackFin's workforce²

AT BLACKFIN

¹Source: Women in the Financial Services 2020 – Oliver Wyman

²As of December 2023



Structuring our priority areas

- **Publication in 2022 of a Diversity Equity and Inclusion Policy (DE&I)** laying the foundation for BlackFin's engagement. The policy was updated in 2023 to extend the maternity leave in two additional months, as well as to provide 100% coverage of the paternity leave for one month following the birth of the child.
- **Designation of a DE&I Lead** to uphold BlackFin's values to the highest standards along with the ESG Manager.
- **Definition of specific diversity indicators and objectives** to monitor BlackFin's performance.

Since 2022, we support the Level20 initiative, which aims to improve gender equality in the private equity industry. Likewise, we joined Out Investors, a global network of LGBTQ+ investment professionals.



As part of our 2030 agenda, we set specific objectives for BlackFin at firm and portfolio company levels regarding gender equality. Each year, we monitor our performance and push further our engagement into the right direction.



Women leadership at BlackFin and among portfolio companies

2030 OBJECTIVES	Latest results
25% of women in senior positions (30% by 2035)	15%*
40% of women across all employment positions	40%*
30% of women on Management Committees across our buyout portfolio companies	24%**

* December 2023

** Buyout II & Buyout III investments as of December 2022

ACTING FOR THE WELLBEING OF OUR TEAMS

COVERAGE OF HEALTH INSURANCE COSTS

BlackFin pays the total health insurance premium for all employees.

VOLUNTARY TIME OFF

At least once per year, employees may opt to take "Voluntary Time Off" (VTO) to perform a charitable activity of their choice or when proposed via company initiative.

SOLIDARITY

Team building events are organized to maximize cohesiveness and communication across our offices.

WORK-LIFE BALANCE

We have put increased focus onto balancing the personal and professional lives of our employees by providing remote working flexibility.



DEVELOPING PHILANTHROPIC INITIATIVES

Since 2020, BlackFin has continually reinforced its philanthropic initiatives. In 2023, we chose three initiatives to support that work with different themes aligned with BlackFin’s ESG values.



Fondation des Hôpitaux supports medical and social work institutions by funding projects aimed at improving the daily lives of the most vulnerable population.



Article 1 supports young people in achieving academic success and professional integration.



Plantons pour l'avenir contributes to the reforestation of French forests.



Building our Environmental Responsibility

Environmental priorities for BlackFin



BlackFin has been taking active steps to reduce its environmental footprint while also identifying additional initiatives for the future.

OUR ENVIRONMENTAL PRIORITIES

GREATER ECO-EFFICIENCY

TRANSPARENCY

CLIMATE AWARENESS

KEY OBJECTIVES

Climate ambition

- Implement measures to increase eco-efficiency
- Engage portfolio companies on their carbon footprint assessment

Taking responsibilities for a better impact

► Environmental global supervision: ESG team members



BlackFin joined the ICI in 2021

At BlackFin, we understand the influential role that private capital plays in allocating toward sustainable projects like energy transition. Acknowledging climate urgency, since joining the Initiative Climat International in 2021, we have reinforced our climate efforts.

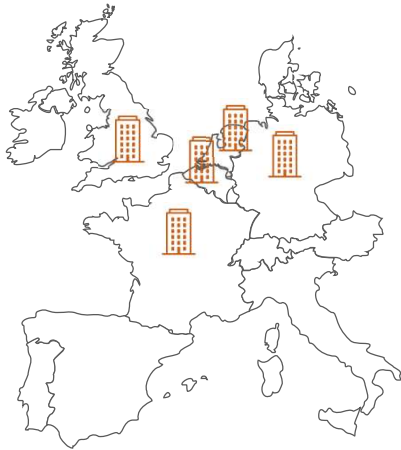
We first calculated our carbon emissions in 2022. We expanded our efforts by encouraging and aiding by portfolio companies to calculate their own emission calculations in 2023.

Additionally, this year we took initial steps toward integrating biodiversity considerations into our ESG strategy. For instance, we initiated dialogues with our portfolio companies and encouraged them to identify whether their operations are situated in or near Biodiversity Key Areas. These steps reflect our dedication to substantive actions.



Adopting sustainable behavior in our offices

Across our network of offices, we have taken several actions to increase our eco-efficiency, such as:



► ENERGY'S BUILDING EFFICIENCY

Relocated the headquarters and the Brussels' office to an HQE ("Haute Qualité Environnementale", High Environmental Quality) building.

► SUSTAINABLE OFFICE SUPPLIES

Implemented initiatives to reduce printing and facilitate recycling.

► GREENER COMMUTING

Providing bicycle parking to encourage non-motorized commute.

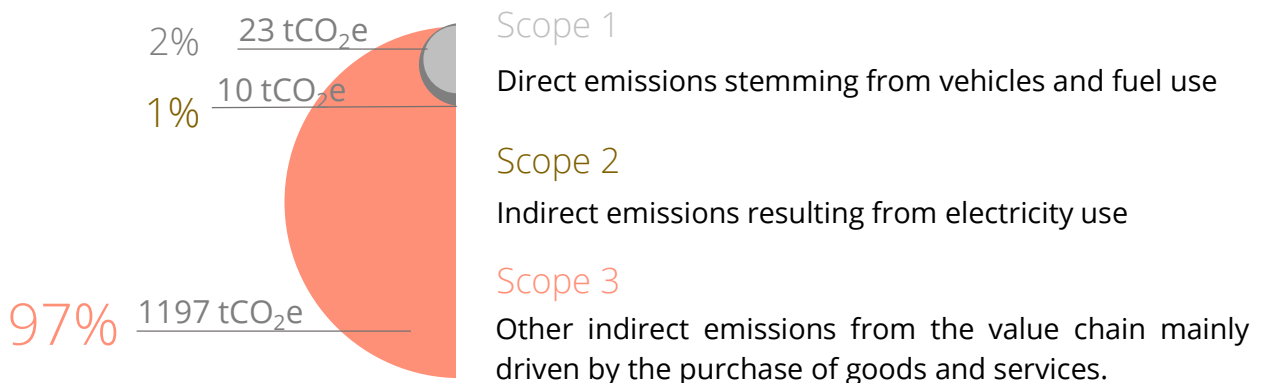
► TEAM AWARENESS

Required staff training on climate impact.

Understanding our environmental impact

In 2023, BlackFin completed an assessment of the firm's carbon footprint relative to 2022 and over the scopes 1, 2 and 3 with the support of an external advisor. The methodology used is consistent with the ADEME recommendations and recognized international protocols.

CARBON FOOTPRINT 2022 RESULTS





Portfolio

Performance & Achievements

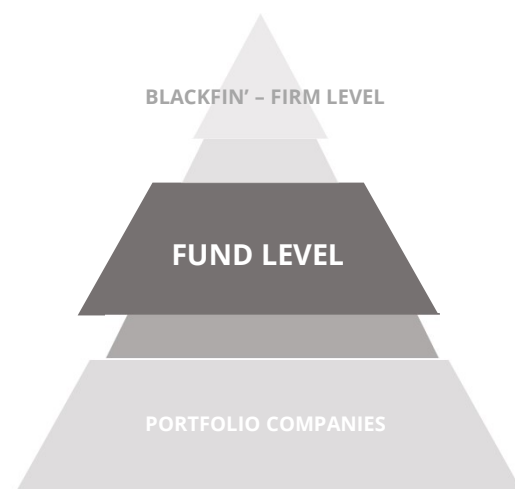




ESG Integration in the Investment Process

BlackFin employs two distinct approaches to manage ESG across its portfolio, one for Buyout and one for Tech, as detailed in the following sections.

Our ongoing commitment involves continuously enhancing ESG practices at our portfolio companies throughout the investment cycle. In 2023, BlackFin made significant strides in this pursuit by enhancing its ESG reporting exercises. Additionally, we began using Sirsa/Reporting 21, a tool to help portfolio companies effectively report and document their ESG data and information.



Before any investment

BlackFin's values, philosophy, and approach guide our investment teams to identify and mitigate ESG risks. As such, all investments are firstly scrutinized based on our exclusion policy's requirements.

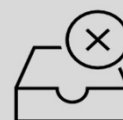
Also,

- › Investment committee assesses the ESG performance of a target, and
- › An ESG clause is integrated to all Shareholders Agreements.

Exclusion policy

Adhering to responsible investment principles, BlackFin excludes several sectors and companies from its investment strategy and policy. These encompass:

- Mining
- Coal
- Tobacco
- Alcohol
- Gambling
- Weapons & firearms
- Pornography & prostitution
- Illegal economic activities including drugs
- Activities enabling illegal access to IT systems





“

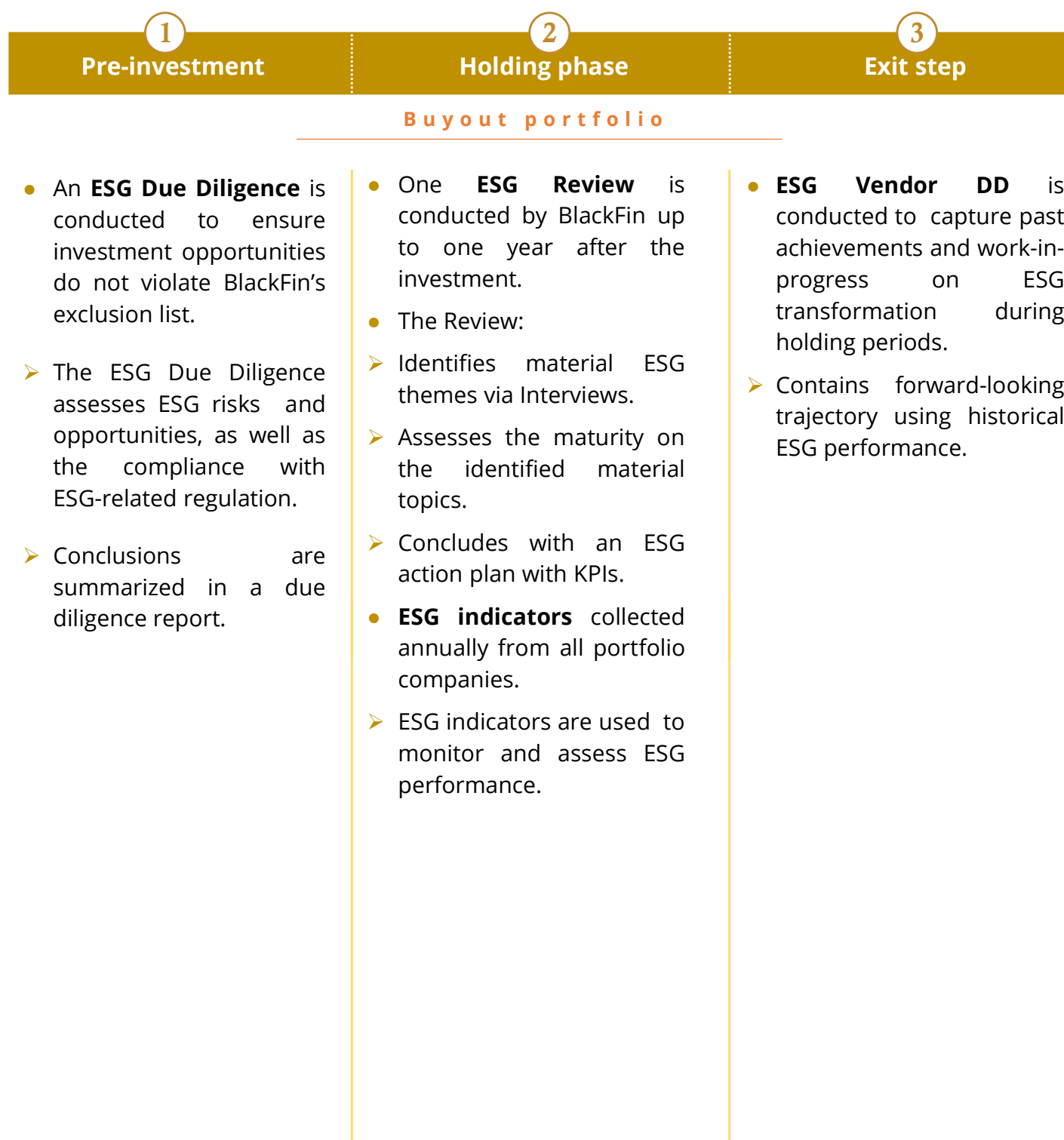
We actively integrate ESG during the transformation phases of our portfolio companies. ESG transformation is a key component of our value-creation strategy.

Sabine Mathis
BlackFin's Partner



Buyout ESG processes

As an influential shareholder in its Buyout strategy, BlackFin builds close relationships with portfolio company management, leveraging its position to expedite their sustainability practices. To achieve ESG transformation, we have implemented ESG diligence procedures at every stage of the investment cycle within our buyout funds. Collaborating closely, BlackFin's ESG team and investment team work alongside an external advisor to execute various tasks detailed below.





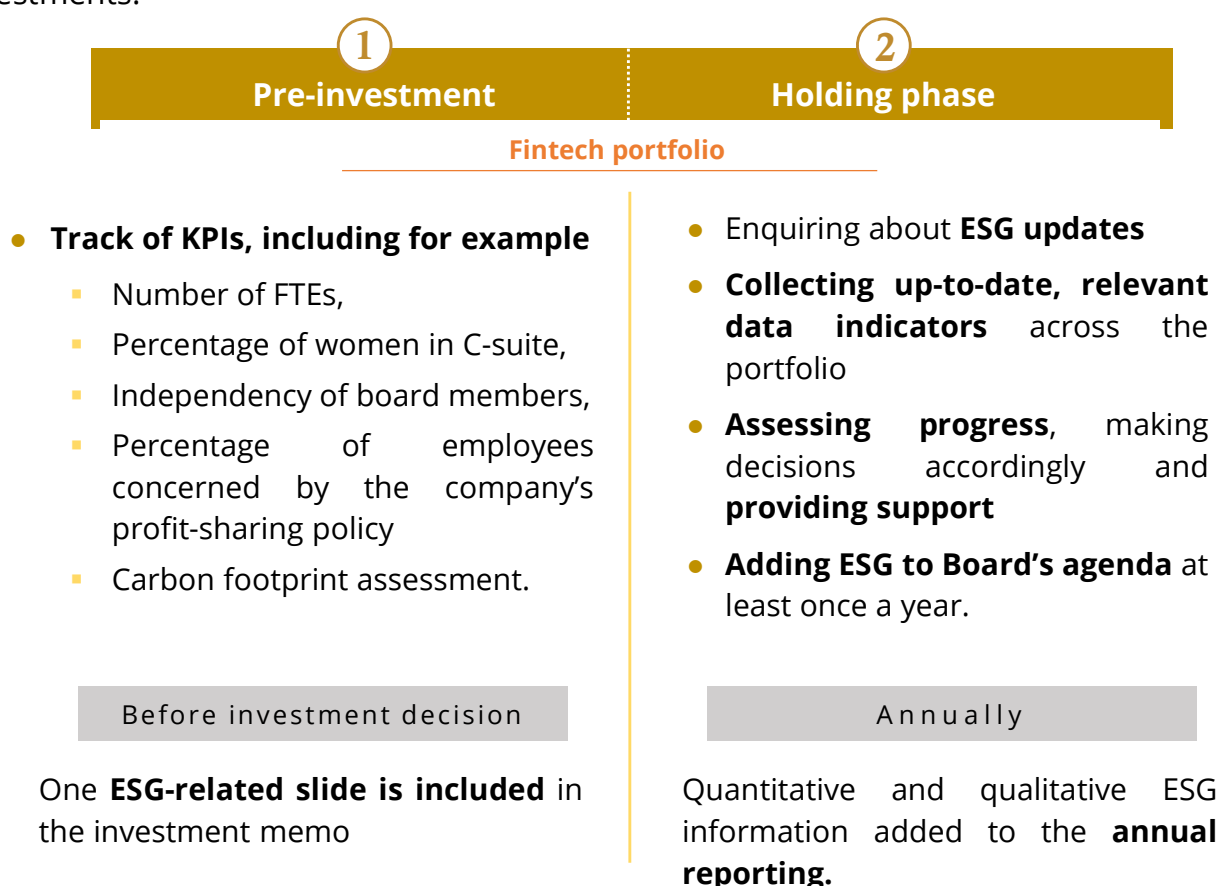
FinTech funds ESG process

In our Tech funds, although BlackFin holds a minority shareholding, ESG considerations persist as pivotal elements in our deal preparations and throughout the stewardship period.

To ensure good coverage, our work is based on a framework specifically tailored for FinTech companies. This framework encompasses both qualitative and quantitative analyses, enabling a relevant assessment of ESG factors.

Financing sustainable fintech

By classifying our Tech 2 fund as article 8 according to the EU SFDR, we have taken a major step in promoting environmental and social considerations among our fintech investments.



Tech's related impact



Access to financial services (SDG 9.3)



Refers to the ability for users to easily, efficiently, and appropriately obtain Financial Services, including credit, deposit, payment, insurance, and other risk management services.



Monitoring of financial markets (SDG 10.5)



Includes transparency, openness, education on rights, products and services, as well as solid regulations encouraging an efficient, agile, robust, and healthy ecosystem of stakeholders.



Focus on the ESG Reporting Campaign

Our ESG reporting campaign forms the cornerstone of our ESG process, serving as a robust reference grid to meticulously track improvements across Governance, Social, and Environmental domains in our portfolio. The reporting campaign is instrumental not only in pinpointing potential areas for refining each portfolio company's strategy but also in crafting specialized action plans for the medium and long term.

In 2023, our collaboration with an esteemed external provider, Cority/Reporting 21, significantly streamlined our data collection and coherence checks. This partnership enabled all our portfolio companies to seamlessly upload comprehensive ESG data and documents, encompassing a well curated set of over 100 indicators on Environmental, Social, and Governance themes.



The annual ESG Reporting Campaign highlights our commitment to ongoing improvement. Constantly reviewed, it ensures relevance, tracking progress for both the company and BlackFin while fulfilling regulatory compliance and meeting our investors' stringent information needs.



Overall Portfolio ESG Performance

Assessment of Buyout portfolios

Through its majority shareholding in Buyout strategies, BlackFin capitalizes on the opportunity to create comprehensive ESG frameworks and reports. These resources are subsequently utilized by both the investment team and portfolio company management to foster positive ESG outcomes.

In 2022, several companies made noteworthy advancements in ESG themes by implementing and consistently updating their ESG roadmaps, a practice documented annually. Reviewing these roadmaps also provides an opportunity for reflection, identifying areas for further enhancements.

KEY FIGURES

Buyout Funds



100% of portfolio companies

- **have been screened under an ESG assessment**
before the acquisition
- **have defined their ESG roadmaps**
and update them annually after one year from the investment
- **report ESG data for more than 100 indicators**
annually



Buyout ESG Performance

Key indicators relevant to our portfolio companies

Hereafter a selection of KPIs taken from the consolidation of all assessed companies' ESG data in the buyout funds. BlackFin is committed to engaging with our portfolio companies by going hand-in-hand them through their ESG journey and enhancing their scores during the entire holding period.

| SCOPE: Buyout funds' portfolio companies
| YEAR: EOY 2022

Governance

100%

discuss ESG topics at Board level

→ Vs. 100% in 2021

75%

assigned CSR/ESG responsibilities

↗ Vs. 73% in 2021

100%

implemented cybersecurity initiatives

↗ Vs. 82% in 2021

83%

have a Code of Conduct

↗ Vs. 43% in 2021

42%

carried out an external GDPR audit

New indicator

75%

appointed a Data Protection Officer

New indicator



Relevant related SDGs

Aligned with BlackFin's values and ESG priorities



16.6 Effective, accountable and transparent institutions



10.5 Monitoring of financial markets



Social

21%

2021-2022 growth rate of total portfolio' FTEs
Considering all companies in the portfolio in EOY 2021 vs. EOY 2022

56%

of women among employees
Vs. 57% in 2021

100%

> 40% of women among staff
New indicator

24%

% of women among Top Management
 ↗ *Vs. 16% in 2021*



Relevant related SDGs

Aligned with BlackFin's values and ESG priorities



8.1 Economic growth



5.1 Gender equality

Environment

100%

implemented eco-efficiency initiatives (e.g. recycling, etc.)
 → *Vs. 100% in 2021*

100%

calculated their carbon footprint
New indicator

25%

implemented actions to limit the environmental footprint of IT systems
 ↗ *Vs. 20% in 2021*

17%

have an environmental policy
 ↗ *Vs. 9% in 2021*



Relevant related SDG

Aligned with BlackFin's values and ESG priorities



12.6 Sustainability reporting



Tech ESG Performance

Key indicators relevant to our portfolio companies

Hereafter a selection of KPIs taken from the consolidation of all assessed companies' ESG data in tech funds.

SCOPE: Tech funds' portfolio companies

YEAR: EOY 2022

Governance

43%

Discuss ESG topics at Board level

21%

Assigned ESG responsibilities (e.g., CSR Manager)

100%

Implemented a cybersecurity policy

70%

Have a Code of Conduct

57%

Have a whistleblowing system

100%

Appointed a Data Protection Officer

Social

24%

Average women among Top Management

32%

Average women among employees

19

Average number of nationalities among staff

54%

Average % of employees benefiting from sharing value creation

Environment

50%

Calculated their carbon footprint

79%

Implemented eco-efficiency initiatives

29%

Implemented actions to limit the environmental footprint of IT systems

36%

Have a travel or mobility policy