



Leading Banking Forward



Thibault de Tersant
Chairman



Takis Spiliopoulos
Chief Executive Officer and interim Chief Financial Officer

Innovating with purpose

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Operational resilience in today's complex environment depends on disciplined delivery, trusted technology and a strong commitment to long-term sustainable value creation.

In a world of increasing environmental, social and technological complexity, operational resilience is built through disciplined execution, trusted technology and a long-term commitment to sustainable value creation, for our clients, our people and society. The global landscape is evolving rapidly, reshaping how institutions operate, invest and manage risk. Banks today face significantly more demanding expectations from regulators, customers and society at a time when resilience, trust and long-term value creation are more critical than ever.

The World Economic Forum's Global Risks Report 2025 highlights rising geopolitical tensions, extreme weather events, cyber risks and the spread of mis- and disinformation. Challenges such as climate change, biodiversity loss and ecosystem decline continue to be among the most significant global risks, reinforcing the need for responsible leadership and long-term thinking.

In this context, Temenos remains focused on what we do best: creating long-term, sustainable value for all our stakeholders. For more than 30 years, sustainability has been at the core of how we operate, innovate and grow. Even as the external environment becomes more complex and uncertain, our commitment to sustainability remains clear and unchanged.

Building on our strong foundation, sustainability supports both our mission to modernize financial institutions through trusted, industry-leading technology and our vision to power a world where banks rely on Temenos to make banking simpler and help people lead better financial lives. Our sustainability strategy strengthens our business, supports our clients and enables responsible operations amid growing environmental and social pressures.

Our journey begins with taking responsibility for our own footprint. We continue to advance our Climate Transition Action Plan and science-based targets, focusing on reducing greenhouse gas emissions, improving energy and water efficiency and increasing the use of renewable energy across our operations. Transparency and accountability remain central to our approach. In 2025, we further strengthened this commitment by enhancing the accuracy of our emissions calculations, updating our Double Materiality Assessment in line with CSRD requirements to more clearly reflect our material impacts, risks and opportunities, and introducing new tools that improve ESG data collection and drive deeper engagement across our value chain.

Our greatest impact, however, lies in how we support our clients. Banks are navigating rising cost pressures, expanding regulatory requirements and rapidly evolving customer expectations while transitioning toward a more digital, data-intensive and AI-enabled future. Temenos enables banks to grow efficiently by aligning digital modernization with capital and resource discipline. Through our cloud-native architecture and continuous optimization of our software platform, banks can scale transaction volumes, adopt AI-enabled capabilities and strengthen resilience without proportional increases in infrastructure, operating costs or energy intensity.

By improving performance and reducing the resource footprint of core banking operations, Temenos helps clients manage costs, optimize technology investment and mitigate transition and operational risks associated with large-scale IT transformation. Combined with the sustainability performance of our hyperscaler Partners, this approach supports long-term value creation for banks transitioning to public cloud and Software-as-a-Service models, where efficiency, scalability and sustainability increasingly reinforce financial performance.

Resilience also depends on strong governance, secure and reliable technology and a clear long-term strategy. At Temenos, we continue to invest in these foundations, strengthening risk management, cybersecurity and business continuity, while embedding responsible innovation across our products and operations.

Our progress is driven by our people, because at Temenos, people are the key. Temenosians bring the skills, expertise and commitment needed to innovate responsibly and support our sustainability goals. By fostering a culture of trust, inclusion and continuous learning, we empower our people to balance performance with responsibility. Our Partners also play a vital role in scaling solutions, validating impact and delivering the right technologies to our clients.

We are proud that our efforts continue to be recognized by leading ESG indices and rating agencies, reinforcing the strong link between sustainability performance and business resilience. Temenos maintains its position as an ESG leader in the IT industry, ranking among the top performers across major benchmarks including the S&P Dow Jones Best-in-Class Indices, FTSE4Good, MSCI, ISS, Sustainalytics, CDP, EcoVadis and the SXI Switzerland Sustainability Index. We are also honored to be certified as a Best Place to Work and to receive the Equileap Gold Seal for Gender Equality, reflecting our commitment to culture, inclusion and responsible leadership.

The years ahead will continue to challenge organizations across all sectors. Environmental risks will intensify, and social and technological pressures will evolve rapidly. Yet our strategy is clear, our technology is future ready and our commitment to long-term sustainable value creation remains firm.

We would like to thank our people for their dedication and our stakeholders for their trust and partnership. Together, we are building a resilient, innovative and sustainable Temenos, supporting our clients, strengthening our business and contributing positively to the world around us.

This is our moment. And we are ready for what comes next.

Thibault de Tersant
Chairman

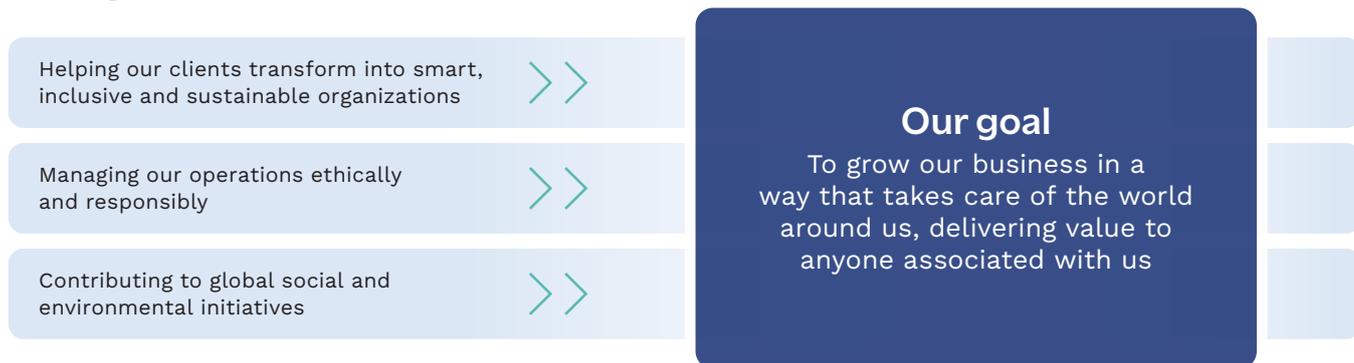
Takis Spiliopoulos
Chief Executive Officer and
interim Chief Financial Officer

Our ESG approach

Our commitments

Operating responsibly is in our DNA and part of the Temenos culture. We strongly believe that our long-term success requires a business model that incorporates sustainability as a fundamental building block of our operations. We are committed to achieving long-term value creation through our strategic roadmap, while operating with integrity and respecting our stakeholders, communities and the environment.

Creating sustainable value for our stakeholders



Progress and targets

E Environment	S Social	G Governance
<p>2025 progress</p> <p>26% reduction of absolute Scope 1, 2 and 3 GHG emissions vs revised science-based target (SBT) 2019 baseline year</p> <p>100% use of renewable electricity in Temenos internal operations</p> <p>74% ISO 14001:2015 certification coverage</p> <hr/> <p>Targets</p> <p>50% reduction of absolute Scope 1, 2 and 3 GHG emissions by 2030 vs 2019. New target submitted for SBTi validation</p> <p>Net-zero GHG emissions by 2050</p>	<p>2025 progress</p> <p>35% gender diversity in global workforce</p> <p>45% gender diversity of employees under 30 years old</p> <hr/> <p>Targets</p> <p>40% gender diversity in global workforce by 2030</p>	<p>2025 progress</p> <p>43% gender diversity in Board of Directors</p> <p>60% gender diversity in Executive Committee</p> <p>99% employees completed Business Code of Conduct and mandatory compliance trainings</p> <hr/> <p>Targets</p> <p>30% gender diversity in Board of Directors by 2025</p> <p>>97% completion rate of Business Code of Conduct and mandatory compliance trainings by 2025</p>

ESG ratings and rankings



SXI Switzerland
Sustainability 25[®] Index



S&P Sustainability
Yearbook member

Dow Jones Best-in-Class
Indices World and Europe¹



A for Climate
B for Water Security



Highest rating



Ranked 4th among top 500
sustainable companies



Highest rating in E&S categories
Prime status top 10%



Equileap
Gold seal



Top 1%, Platinum medal²



Low risk – Top rated

UN Global Compact
(UNGC)
Participant

Global Compact Network
Switzerland
Member

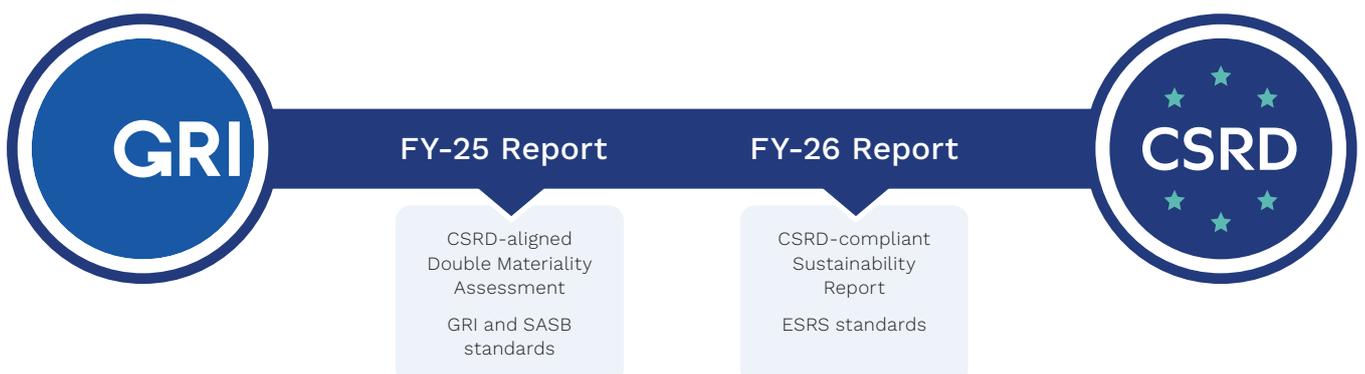
Women's Empowerment
Principles
Signatory

1 index inclusion based on the 2024 CSA 2 EcoVadis Sustainability Rating



Developments in ESG reporting: preparing for CSRD

Temenos has defined a clear roadmap for aligning our future Sustainability Reports with CSRD. In 2025, we refreshed our Double Materiality Assessment in line with CSRD requirements and enhanced our Sustainability Report by strengthening the linkage between disclosures and our material topics. Considering the European Commission's Omnibus proposals, we plan to publish a CSRD-aligned Sustainability Report on a voluntary basis for fiscal year 2026, to be issued in 2027.



→ Read more here: [Our Achievements](#)

Our priority areas

Guided by the Sustainable Development Goals (SDGs), we integrate sustainability into how we operate, innovate and deliver. Our four priority ESG areas drive value creation and risk mitigation, serving as the foundation for our CSRD alignment from FY-26.

E Environmental disclosures

Caring for the Planet

We are committed to aligning our business with the vision of a net-zero world by collaborating with our stakeholders across the value chain.

Preparation for CSRD alignment in FY-26

ESRS E1 Climate Change Mitigation

ESRS E1 Climate Change Adaptation

ESRS E1 Energy

Company specific: Enabling Emissions Reduction and ESG Reporting for Clients

→ [Read more on page 44](#)

SDGs



S Social and societal disclosures

Investing in Our People

We are committed to fostering an inclusive, safe and equitable workplace for our employees and Partners while respecting the rights of the communities and clients we serve. Our approach focuses on:

Preparation for CSRD alignment in FY-26

ESRS S1 Work-Life Balance for Temenos Employees

ESRS S1 Health & Safety for Temenos Employees

ESRS S1 Gender Equality and Equal Pay for Equal Work for Temenos Employees

ESRS S1 Measures Against Violence and Harassment in the Workplace

ESRS S1 Diversity

ESRS S1 Training and Skills Development

ESRS S2 Health & Safety of Value Chain Workers

ESRS S2 Gender Equality and Equal Pay for Equal Work of Value Chain Workers

ESRS S4 Privacy of Temenos' Consumers and End Users

Empowering Our Local Economies and Communities

We contribute to a more inclusive world by investing in our local communities while providing equitable and affordable financial services to all.

Preparation for CSRD alignment in FY-26

ESRS S3 Communities' Economic, Social and Cultural Rights

→ [Read more on page 63](#)

SDGs



G Governance disclosures

Operating Responsibly

We ensure stakeholder trust by taking responsibility for our business ethics, procurement and security.

Preparation for CSRD alignment in FY-26

ESRS G1 Protection of Whistleblowers

ESRS G1 Corruption and Bribery

ESRS G1 Management of Relationships with Suppliers

Company specific: Responsible and Ethical AI Use

Company specific: Cybersecurity

→ [Read more on page 94](#)

SDGs



General disclosures

Basis of preparation

Unless otherwise indicated, the information provided in this report reflects the situation as of 31 December 2025 and covers all Temenos operations as well as all financially consolidated activities globally during FY-25. The report is prepared in accordance with Art. 964b of the Swiss Code of Obligations, which is mandatory for Swiss companies of public interest and in alignment with recommendations and standards issued by the Integrated Reporting Framework, in accordance with the Global Reporting Initiative (GRI) Standards and mapped to the Sustainability Accounting Standards Board (SASB) Software and IT Services Sustainability Accounting Standard. All references to CSRD and ESRS are for information purposes to show the progress made towards our CSRD alignment in FY-26. Our Board of Directors acknowledges responsibilities and has approved and signed off the 2025 Temenos Sustainability Report according to the Swiss Code of Obligations. We also adhere to the requirements of Art. 964j-l of the Swiss Code of Obligations (Ordinance on Due Diligence and Transparency in relation to Minerals and Metals from Conflict-Affected Areas and Child Labor). We have determined that we are exempt from the obligations of due diligence and reporting obligations on minerals and metals from conflict-affected and high-risk areas and in relation to child labor (read more in the Human Rights section).

Please see our online GRI content index for detailed data and additional information. In the Disclosures in accordance with Art. 964b Swiss Code of Obligations section on page 117 we summarize how this report complies with the requirements of Art. 964b of the Swiss Code of Obligations. In addition, it serves as Temenos' annual Communication on Progress under the United Nations (UN) Global Compact. This is our tenth Sustainability Report. In 2025, Temenos has revised and updated its 2019 baseline year and 2024 GHG emissions figures due to methodological enhancements designed to improve data quality and comparability and reliability, as well as a change in the reporting period boundary to match the financial reporting year and ensure comparability and future CSRD alignment. We have assured the content through an internal review process, including Board of Directors and executive oversight of reviews and validation. In addition to the internal review process, an independent third party, PricewaterhouseCoopers SA, has provided limited assurance in accordance with the International Standard on Assurance Engagements (ISAE) 3000 (revised) and ISAE 3410 on selected indicators and disclosures of Temenos' Sustainability Report 2025. The scope of the assured information is indicated in the independent practitioner's assurance report. Our first report in accordance with GRI was published in 2017.

Environmental dashboard

Temenos operates 49 offices in large, leased, multi-tenant buildings in 36 countries. Temenos' energy reporting and Scope 1 and 2 emissions follow a 1 January–31 December cycle.

Reasons for recalculation of GHG emissions

- Adoption of improved calculation approaches, transitioning to publicly available emission factors (DESNZ, IEA) instead of proprietary datasets, introduction of an enhanced working-from-home (WFH) emissions methodology, and refinement of estimation techniques providing more granular, site-specific natural gas data.

- Change in reporting boundary: adjustment of the 2019 baseline period from December 2018–November 2019 to January–December 2019 for alignment with financial reporting and comparability with the calendar reporting cycle.
- Expanded scope: inclusion of new categories in baseline year 2019: emissions from leased cars, emissions from waste generated in operations and from other fuel and energy-related activities for comparability with current reporting.

Effect of recalculation

The recalculation led to significant changes in previously reported figures. The drivers of this impact are explained below. Further detailed disaggregation of the recalculation effect is considered beyond reasonable effort.

- Scope 1 (Natural Gas): 2019 emissions increased by 487% and 2024 emissions increased by 68%, due to updated methodology resulting in more granular site-specific data.
- Scope 3 (Waste): emissions decreased by 99% in 2024 due to updated emission factors for hazardous waste.
- Scope 3 (Employee Commute): 2024 emissions increased by 80% following application of Well-to-Tank and Tank-to-Wheel emission factors, including emissions from work from home.
- Scope 3 (Business Travel): 2024 emissions increased by 69% following application of Well-to-Tank and Tank-to-Wheel emission factors, as well as the inclusion of emissions from hotel stays.
- Minor adjustments (averaging 15%) were observed across other categories due to changes in reporting periods and emission factor sets.
- In accordance with Science Based Targets initiative (SBTi) requirements, Temenos has also recalculated its targets following these significant methodological and boundary changes. The revised figures and associated targets are currently under validation by the SBTi.

Methodology and assumptions

Energy and emissions calculations follow the Greenhouse Gas Protocol Corporate Standard. Calculations also reference ISO 14064-1:2018 – Greenhouse gases, Part 1: Specification with guidance at the organizational level for quantification and reporting of greenhouse gas emissions and removals. All greenhouse gases are included in the calculations. The consolidation approach used to calculate the GHG inventory is operational control, since Temenos has full authority over the operations, and accounts for all the emissions resulting from all operations across all offices in all countries. In the report, the metric ton/UK ton equivalent to 1,000 kilograms is stated solely as ton. Additionally, energy values in kilowatt-hours (kWh) are equivalent to 0.0036 gigajoules (GJ). Scope 1 and 2 emissions were calculated using latest available IEA and DESNZ emission factors. Emissions from Business Travel were calculated based on the distance traveled using DESNZ emission factors. All GHG emissions figures are in tons of carbon dioxide equivalents (tCO₂e). Renewable energy is valid only with an official certificate (Energy Attribute Certificate), following the RE100 initiative requirements. Employees exclusively working from home are not taken into consideration when calculating the % coverage for energy, waste and water data.

Methodology and assumptions continued

The energy consumption of our offices includes all types of energy (renewable and non-renewable purchased grid electricity, natural gas, diesel for on-site electricity and for heating and company cars). It represents consumption as reported on invoices from utility providers and management companies. For the energy use in company cars, average fuel economy factors (km/L) were used from the GHG Protocol transport tool version 7.2, and distance was converted to energy using DESNZ conversion factors. In 2025, we measured and reported 99% of the total energy consumption and GHG emissions, excluding only a few individual offices with maximum seating capacity of fewer than 10 works stations. When there is no data available, we estimate based on extrapolation, taking into consideration the average monthly consumptions per office. For offices that use natural gas for heating but do not provide primary consumption data, usage has been estimated through extrapolation using region-specific intensity factors. This approach relies on actual data from comparable sites or publicly available studies. Specifically, Bucharest consumption intensity has been applied for EU locations, and CBECS data for sites in the US and Canada. Assumptions have been made on the “months per year” for natural gas-based heating in different countries. Our water withdrawal covers 100% of our workforce (estimation based on extrapolation from actual data received from 91% of Temenos workforce, excluding employees exclusively working from home). Our offices in India Chennai measure inlet quantities in the sewage treatment plants (STP) and estimate outlet discharge based on landlord information, indicating that 80% of treated wastewater is reused and the remaining 20% is discharged into municipality sewer system. Waste generation covers 100% of our workforce (estimation based on extrapolation from actual data received from 83% of Temenos workforce, excluding employees exclusively working from home). The intensity ratios were calculated using annual performance data (energy, GHG emissions and water, and waste) for the period 1 January 2025 to 31 December 2025. Per-capita intensity metrics were based on total employee headcount for the reporting year, while economic intensity metrics were calculated using IFRS revenue for the same period.

Scope 1 and 2

Our Scope 1 emissions are due to direct natural gas consumption for heating, from diesel fuel consumption for on-site electricity generation, from fugitive emissions of the air conditioning equipment and from leased company cars.

The Scope 1 fugitive emissions were calculated taking into account the surface area of the office, the type of refrigerant, the leakage rate, the quantity of refrigerant gas recharge and the air conditioning capacity. A 6% annual leakage rate is applied, with refrigerant quantities informed by US Green Building Council guidance and air-conditioning capacity assumptions based on standard industry benchmarks where primary data is unavailable. We collect the refrigerant type per office and we map it with DESNZ emission factors to compute the GHG emissions based on IPCC AR5 2025. In cases where the refrigerant type is unknown, we assume R-407A.

Vehicle combustion Scope 1 emissions from company-leased cars were calculated using inputs such as type of vehicle, distance traveled, commuting days from the employee commute data and CO₂ emission factors from the manufacturer.

Our Scope 2 location-based emissions are a result of the consumption of purchased electricity from local grids. Our Scope 2 market-based emissions were calculated taking into account the green energy products from local utility providers, the Energy Attribute Certificates, as well as the residual mix values for each location where available. Temenos does not

generate any biogenic CO₂ emissions from the combustion or biodegradation of biomass. Calculation is based on building electricity invoices and includes offices, common areas and owned data centers.

Scope 3

Our Scope 3 categories Purchased Goods and Services, Capital Goods and Upstream Transportation and Distribution are estimated based on a methodology covering both average spend-based and supplier-specific spend-based approaches, and applying sector-specific emission factors (tCO₂e/USDm revenue) from the Environmentally Extended Input-Output (EEI-O) model provided by an external consultant company. We have used as input actual accounts payable invoices. We are continuously improving the methodology used to calculate Scope 3.1, 3.2 and 3.4 (moving from spend-based to supplier-specific or hybrid method) for more accurate data.

In order to calculate upstream emissions of the Scope 3 category of other Fuel and Energy-Related Activities from purchased electricity (e.g. due to transmission and distribution (T&D) losses for every unit of grid electricity procured) we used actual energy consumption as reported on invoices from utility providers and management companies and emission factors from DESNZ and IEA.

In order to calculate upstream emissions of our Scope 3 category of Waste Generated In Our Offices, we used our 2025 office collection data for hazardous and non-hazardous waste, e-waste and wastewater treatment, taking into account the disposal methods and emission factors from DESNZ, specific for each disposal method.

Our Scope 3 business travel-related emissions from flights, trains and taxis cover FY-25 and all the countries where Temenos operates, representing 100% of the total employee concentration. The data was collected from the Company travel management system as well as travel agency providers. Emissions from Business Travel were calculated based on the miles flown using DESNZ emission factors. For the taxi-related emissions, we have assumed a 20-mile taxi ride for each flight. Hotel stay emissions were calculated using DESNZ 2025 country-specific emission factors per room night, applied to the total number of recorded room nights. For countries not covered by the DESNZ database, regional averages were used instead.

The 2025 GHG emissions from employee commute were calculated based on integrated information from Geocoding Automation with Google Maps and from an employee survey run on LRM platform (also used for the mandatory training). This methodology covered 98.8% of total headcount. For cases where the information platform system exceeded 60-mile office to home distance (due to different tax and permanent address), an average 13.47-mile distance was assigned. The remaining 1.2% was estimated based on extrapolation, taking into consideration the hybrid model frequency. The information platform covered various aspects such as distance between home and the office, modes of transport—private vehicles, mass transit, cycling, carpooling, walking, fuel of private vehicles used and average monthly office presence. The data gathered covers private vehicles owned by our employees. The emissions have been calculated based on type of vehicles owned by our employees, total distance traveled, fuel types and emission factor. Work from home (WFH) emissions were calculated using the employee survey data, which included employee ID, country, commute distance, days in office and mode of transport. Data was extrapolated to cover all FTEs, if less than 100% participation rate in survey. Incremental energy use for home working was estimated using publicly available literature. The calculation assumed 261 working days per year.

For electricity, Well-to-Tank (WTT) and Tank-to-Wheel (TTW) emission were considered, with factors sourced from public and licensed datasets, including IEA. For natural gas, WTT and TTW factors were applied from DESNZ, and incremental consumption was adjusted to zero for certain locations to reflect warmer weather conditions.

Our Scope 3 category Use of Sold Products was estimated considering two components: (a) on-premise servers operated by Temenos clients and (b) end-user systems such as desktops and laptops in client banks. For servers, emissions were derived from Temenos' Microsoft Azure dashboard, which provides equivalent on-premise server data. Assumptions made include: regional averages and one server per client, multiplied by the average license duration of four years. For end-user systems, emissions are calculated based on the number of client deals, active users, concurrent usage rates, daily operating hours and working days, combined with incremental energy consumption and regional grid emission factors from IEA.

Diversity dashboard

Our headcount-related figures and diversity dashboard are based on the GRI and SASB Standards as well as S&P Global CSA requirements, cover all Temenos operations globally and are in full alignment with the Annual Report and Financial Statements. Employee data is sourced from the corporate internal IT and HR systems.

The Company's highest governance bodies are the Board of Directors and the Executive Committee.

All references to currency are in USD unless specified otherwise.

Methodology and assumptions

- Data used to compile the dashboard represents actual headcount (not FTE) as at 31 December 2025, unless specified otherwise.
- All charts refer to Temenos employees, unless specified otherwise.
- Temporary employees are employees on a fixed-term contract. The rest are permanent employees.
- Part-time employees are employees at less than 100% FTE. The rest are full-time employees.
- Non-employees: included in total Temenos headcount, but are not Temenos employees. This category includes the Board of Directors, business Partners and external contractors.
- Business Partners: consultants of Temenos Certified companies have been considered as Temenos staff augmentation.
- External contractors: consultants of third party companies (not approved as Temenos Certified Partners) or freelancers that get paid directly from Temenos have been considered as Temenos staff augmentation.
- Employee level: considers Temenos' internal ranking system (employee bands) and number of reporting lines and is mapped to SASB TC-SI-330a.3 categories. Individual contributors refer to the "all other employees" category of SASB TC-SI-330a.3 and are junior/mid-level employees with no reporting lines. Mid-level managers refer to the "non-executive management" category of SASB TC-SI-330a.3 and are mid/senior-level employees with at least one reporting line. Management refers to the "executive management" category of SASB TC-SI-330a.3 and includes senior managers and senior executives regardless of reporting lines.
- Employee category: "tech" refers to the "technical employees" category of SASB TC-SI-330a.3 and includes employees working in R&D or Cloud functions; "non-tech" includes employees working in G&A, S&M or Services functions.

- Employee function: internal employee classification system based on employee department.
- Employee ethnicity/race: diversity group representation of US employees according to SASB tc-si-330a.3.
- Hires, leavers and turnover rates are calculated by comparing employee headcount as at 31 December 2025 to actual headcount as at 31 December 2024 according to GRI 401-1.

Contextual information

As a rule, the vast majority of our global headcount is made up of permanent, full-time employees. Fixed-term employee contracts, not resulting from legal or statutory requirements, represent a negligible percentage of our global workforce.

All Temenos employees are guaranteed a fixed number of working hours per day, week or month.

Part-time employees represent below 1% of global workforce (e.g. employees returned from parental leave and employees who have opted to work part-time instead of full-time).

Fluctuations in headcount

Fluctuations in number of employees or workers who are not employees (non-employees) are considered significant if higher than the specific thresholds set per category. The fluctuation threshold is 15% for all employee categories including full-time, part-time, permanent and temporary employees. For non-employees the threshold is 20%.

The following methodology was applied to set the thresholds. For each workforce category, the average annual net headcount change over the last three years was calculated. Considering the dynamic nature of the software industry, including project-based delivery, evolving client demand, and ongoing technology and skills transformation, we applied a $\pm 100\%$ tolerance to historical averages to define thresholds for significant fluctuations. Outlier values were not considered.

In 2025, fluctuations in the headcount were identified that are considered significant based on the respective thresholds. Total Temenos employee workforce reduced by 20%, permanent employees by 20%, temporary employees by 19%, full-time employees by 19% and part-time employees by 35%. The fluctuation in employee headcount was mainly driven by product portfolio changes in line with our corporate strategy, including the divestment of the Multifonds business and changes to the operating model in the CPTO organization. No significant fluctuations in non-employee headcount were identified.

Contact

The 2025 Temenos Sustainability Report explains our policies, procedures, programs and performance on our material environmental, social and governance (ESG) focus areas as well as how we address other important CSR issues. We welcome stakeholder feedback on the activities and programs described in the report, as well as the focus areas stakeholders expect to see addressed in the future. Please email any comments to the below address.

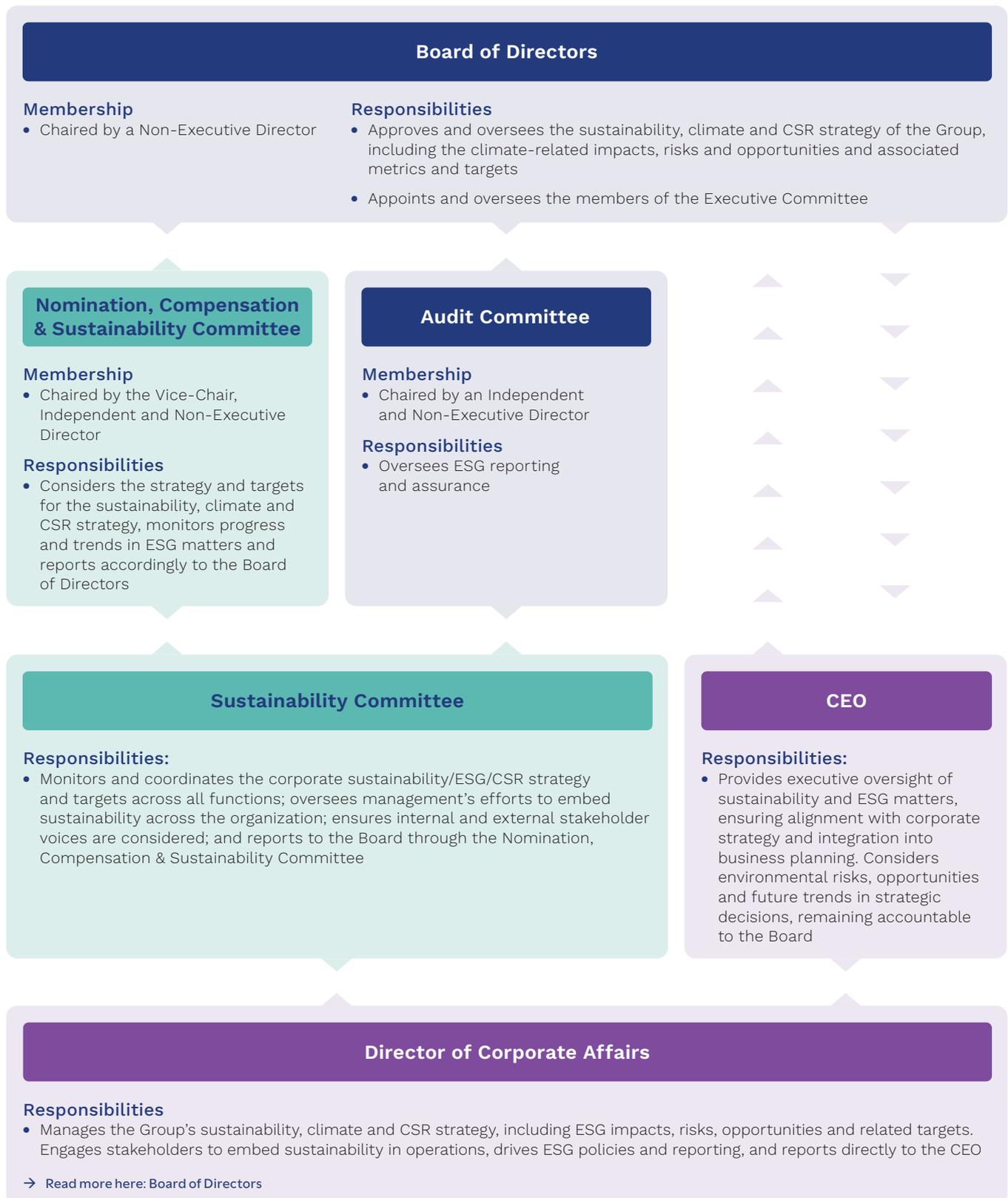
Adam Snyder

Director of Corporate Affairs

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sustainability@temenos.com

Sustainability governance



Temenos business model and value creation

Our business model is based on the development and delivery of banking solutions, offered through SaaS, cloud or on-premise deployment models and supported by a global ecosystem of technology and implementation Partners. A detailed view of our business model is provided in the Our Growth Strategy section of this report.

Value creation for key stakeholders

Clients

We enable banks and financial institutions to simplify complex IT landscapes, improve scalability and accelerate product innovation. SaaS and cloud-based deployments enhance system resilience, predictability of operating costs and energy efficiency compared to traditional on-premise environments, supporting both performance and sustainability objectives.

Employees

We create an environment where our employees can thrive. We invest in continuous learning, inclusion and wellbeing, fostering a culture of innovation and ethical conduct. Our commitment to employee experience is reflected in our recognition as a Great Place to Work® in 15 locations, supporting long-term engagement, skills development and organizational performance.

Suppliers and Partners

We work closely with suppliers and Partners to build a responsible and resilient value chain. In 2025, we strengthened our Supplier Engagement Program by introducing standardized ESG scorecards, learning resources and corrective action plans to support supplier improvement, including decarbonization efforts. We have also strategically built long-term relationships with leading public cloud providers with strong ESG commitments.

Investors and shareholders

By integrating sustainability considerations into strategy, risk management and decision making, Temenos strengthens its long-term value creation and access to capital. Our approach to sustainability is reflected in our consistently high performance in leading ESG ratings, supporting transparency, risk management, business resilience and investor confidence.

Regulators and society

By delivering a secure, compliant and resilient banking infrastructure, Temenos contributes to financial system stability and digital inclusion. Our solutions support regulatory compliance, operational resilience and the broader transition towards more efficient and sustainable banking technology. Beyond our products, we invest in the communities where we operate through targeted initiatives focused on education, financial inclusion and social impact.

Business performance and economic impact

Economic impact for Temenos means achieving our medium-term growth targets to generate long-term sustainable value for all of our stakeholders and contributing to the global economy as well as the local economies where our clients conduct their business.

In 2025, non-IFRS Subscription and SaaS increased by 10% in comparison to 2024 and non-IFRS total revenues increased by 11%. We have achieved a full year non-IFRS EBIT of USD 371.9 million with a non-IFRS EBIT margin of 35%, a 3pp increase compared to 2024. Long-term profit and cash flow strength support the proposed dividend of CHF 1.40, an 8% annual increase. Leverage decreased to 1.2x at year end, down from 1.3x in 2024 and we generated USD 398 million of operating cash flow in 2025.

Note: Non-IFRS figures are proforma. Proforma excludes Multifonds. The sale of Multifonds was completed in Q2-25.

Geographical outcomes

Europe – Romania: Temenos Romania benefited from an income tax exemption for employees in software creation-related roles. The amount of the exemption for 2025 was USD nil (2024: USD 86,559). In addition, there is also a reduction of 20% of the annual corporate tax if this is redirected to donations. The 20% reduction of the annual corporate tax redirected to CSR spending by Romania in 2025 was USD 11,508 (2024: USD 20,857).

Asia – Singapore: Under Singapore’s Central Provident Fund transition offset and progressive wage credit scheme, Temenos claimed USD 1,338 in 2025 (2024: USD 6,282). Temenos also received a benefit of USD 1,490 (2024: USD nil) in the form of a CIT Rebate Cash Grant.

Economic contribution to various stakeholders	FY-25 USD 000	FY-24 USD 000
Revenue	1,090,830	1,044,105
Employee wages and benefits	521,336	501,626
Payment to provider of funds	1,185,402	823,745
Payment to government	58,097	36,971
Community investment (monetary donations only)	1,024	505

For more information on our financial performance, please visit the respective section.

Temenos Materiality Assessment

We continue to report on sustainability disclosures related to our material topics, in accordance with the GRI framework.

To identify sustainability topics that are material to our business and stakeholders and in line with our plan to publish our first CSRD report in 2027, we updated our 2023 Double Materiality Assessment (DMA) with a new, comprehensive assessment.

In 2025, as part of our CSRD journey, we carried out a DMA in accordance with the requirements of the European Sustainability Reporting Standards (ESRS) under the Corporate Sustainability Reporting Directive (CSRD), based on the criteria defined in EFRAG implementation guidance and ESRS 1. Our materiality assessment in this report is also aligned with the specifications of GRI Standard 3: Material Topics (2021), incorporating an impact-focused approach that adheres to the GRI 2021 framework.

The assessment covers Temenos' own operations as well as upstream and downstream value chain activities and considers both actual and potential impacts, risks and opportunities across short, medium and long-term time horizons. The process ensures that our disclosures reflect both impact materiality and financial materiality. The assessment was conducted at the level of impacts, risks and opportunities (IROs), ensuring a granular and robust evaluation of sustainability matters across our value chain.

According to CSRD guidelines, a topic is characterized as material based on its impact materiality or financial materiality or both.

Impact materiality refers to sustainability matters where our activities have significant actual or potential impacts on people or the environment. These impacts were assessed based on:

- scale: the severity of the impact;
- scope: the number of people or the extent of the environment affected;
- irremediable character: the extent to which the impact can be reversed or mitigated;
- likelihood: for potential impacts, the probability of occurrence; and
- time horizon: short (<1 year), medium (1–5 years) or long-term (>5 years).

Temenos value chain mapping

Our value chain mapping describes our interactions and relationships with the most important stakeholder groups including upstream, own operations and downstream activities.



→ For a more detailed view of how we engage with our stakeholders and what their key concerns are, please refer to the Stakeholder Groups section

Financial materiality considers sustainability-related risks and opportunities that could influence our enterprise value. These risks and opportunities were assessed based on:

- magnitude of financial effect: estimated size of the potential impact on financial indicators including revenue, operating costs, capital expenditures, cost of capital, access to financing and long-term business resilience;
- likelihood of occurrence: probability that the risk or opportunity will materialize; and
- time horizon: short (<1 year), medium (1–5 years) or long-term (>5 years).

Methodology

Our DMA followed a four-phase approach:

1. **Science-based analysis:** leveraging Upright, the world's largest open-access database on company impact, we assessed all ESRS sustainability matters using quantitative thresholds informed by over 300 million scientific articles, public databases, and Temenos-specific data. This analysis identified 24 material IROs based on Upright's methodology and established thresholds.
 - Upright uses a four-point scale (0–4): None, Very Low, Low, Medium and High.
 - Materiality thresholds:
 - Impact materiality: topics with scores ≥ 20 were considered material.
 - The impact materiality thresholds is calibrated by taking advantage of Upright's database of 50,000+ companies and their materiality results, such that a sensible amount of impacts end up being material for each company, on average. This calibration is reviewed and updated annually to align with the prevailing interpretation of how sensitively impacts should be assessed as material for a company.
 - Financial materiality: risks/opportunities with scores ≥ 8 were considered material.
 - According to EFRAG, "The undertaking may refer to absolute monetary thresholds or to relative monetary thresholds, such as a percentage of the amount corresponding to a line item of its primary financial statements, its revenues, costs, total assets, net equity". In the absence of more detailed guidance from the EU or EFRAG, Upright has consulted tens of companies to understand which thresholds have been adopted in practice. These best practices are further calibrated based on Upright's extensive database of 50,000+ companies and their financial materiality results, ensuring that reasonable risks and opportunities are classified as material for each company (on average).
2. **Temenos working group review:** to supplement Upright's science-based analysis findings and provide industry context for materiality determination, the Temenos Global Sustainability team conducted a peer benchmarking analysis as well as a comprehensive qualitative review of the material IROs. Following the Upright science-based analysis, peer benchmarking and the qualitative review by the Temenos Global Sustainability team, 40 material IROs were identified.
3. **Stakeholder engagement:** to validate and enhance the quality of Upright's science-based materiality assessment, we conducted a comprehensive stakeholder engagement process, to ensure that the identified IROs accurately reflected the perspectives of those who can affect or be affected by Temenos' operations while maintaining the scientific foundation of the assessment. The engagement process was conducted through customized surveys completed by internal representatives with direct responsibility for, and regular interaction with, key stakeholder groups, including employees, clients, investors, suppliers, Partners and regulators. These internal representatives were selected based on their ability to represent affected stakeholder interests and provide informed perspectives on stakeholder expectations and concerns. This step was done to validate the identified IROs, and to enable the integration of stakeholder-informed insights with quantitative data to enhance the overall quality and business relevance of the materiality determination.
 - Stakeholders rated topics on a five-point scale (0–5): Not material, Limited, Slightly material, Material, Highly material and Critically material.
4. **Integration and finalization**
Survey results were integrated with Upright's analysis through a three-step review process:
 - Threshold assessment and shortlisting Survey responses were first assessed against predefined quantitative thresholds to determine which topics needed a further review. Specifically:
 - material risks or negative impacts: topics with an average stakeholder rating above 2 (on a 0–5 scale) were considered material; and
 - material opportunities or positive impacts: a stricter threshold of 3 was applied to avoid potential greenwashing.
 - Comparative analysis and alignment
Shortlisted topics were then compared with Upright's science-based materiality scores to finalize IRO materiality:
 - aligned Upright and survey scores: score retained;
 - 1-level difference: Upright score was kept, as Upright's methodology forms the basis of the DMA and provides more granular analysis; and
 - 2-level difference: the median score was applied to avoid bias.
 - Financial risk review and ERM alignment
We mapped our material risks to our Enterprise Risk Management framework, ensuring consistency with Company-wide risk categorization and supporting regulatory compliance and ongoing business relevance.
 - Governance oversight and management involvement
The results of the DMA, including the outcomes of stakeholder engagement, were presented to senior management through the Sustainability Committee to inform validation and prioritization of material IROs.

Temenos Materiality Assessment continued
Double Materiality Assessment Matrix

● Positive materiality ● Negative materiality

The Double Materiality Assessment Matrix illustrates the outcome of our assessment of Temenos' material topics, reflecting both the significance of Temenos' impacts on the environment and society and the financial risks and opportunities that sustainability matters may present to the business. The matrix visualizes how topics are prioritized based on impact materiality and financial materiality.



Material topics and IROs

Each material topic was determined based on its significance of Temenos' impacts on people and the environment or its potential influence on enterprise value. Following the process described above, we identified 33 material IROs (17 impacts, 11 risks, 5 opportunities) grouped under nine material topics (six ESRS, three Company specific).

IRO description	Material topic	IRO type, scope, horizon
Temenos generates GHG emissions through its operations, supply chain and the use of its products by clients. While the direct footprint is limited, emissions arise from energy use, travel, purchased goods and downstream software usage, contributing to climate change impacts.	E1 – Climate Change Mitigation	<ul style="list-style-type: none"> • Actual negative impact • Upstream, operations, downstream • Long term
Temenos enables banks to reduce their IT-related emissions by migrating from on-premise infrastructure to cloud-based solutions. This supports lower energy use and improved carbon efficiency across client operations.	E1 – Climate Change Mitigation	<ul style="list-style-type: none"> • Actual positive impact • Downstream • Medium term
Engaging suppliers on sustainability and emissions reduction can lower the carbon footprint of Temenos' value chain. This creates potential for shared climate benefits beyond direct operations.	E1 – Climate Change Mitigation	<ul style="list-style-type: none"> • Potential positive impact • Upstream • Medium term
The transition to a lower-carbon economy exposes Temenos to regulatory and compliance risks as climate-related requirements continue to evolve. Meeting these obligations may require increased CapEx to support mitigation actions, reporting capabilities and technology upgrades.	E1 – Climate Change Mitigation	<ul style="list-style-type: none"> • Risk • Upstream, operations • Medium to long term
Transitioning to renewable energy, green leases and energy-efficient equipment presents an opportunity to reduce OpEx through improved efficiency and lower exposure to energy price volatility. These actions also strengthen resilience to regulatory and climate-related energy risks.	E1 – Climate Change Mitigation	<ul style="list-style-type: none"> • Opportunity • Operations • Short term
Temenos' operations in climate-exposed and lower-resilience regions may increase physical climate risks. Addressing these risks could require additional CapEx for adaptation measures such as resilient infrastructure, cooling solutions or business continuity systems.	E1 – Climate Change Adaptation	<ul style="list-style-type: none"> • Risk • Operations • Medium to long term
Energy use across Temenos' operations, supply chain and product use contributes to resource depletion and GHG emissions. Dependence on carbon-intensive energy sources increases environmental impact.	E1 – Energy	<ul style="list-style-type: none"> • Actual negative impact • Upstream, operations, downstream • Short term
The technology sector presents risks related to excessive workloads and work-life imbalance. If not managed, this may negatively affect employee wellbeing, engagement and productivity.	S1 – Work-Life Balance of Temenos Employees	<ul style="list-style-type: none"> • Potential negative impact • Operations • Short term
Workplace health and safety violations pose a regulatory compliance risk due to occupational safety laws and inspection regimes, which may increase other operating expenses as well as SG&A and R&D costs due to absenteeism, turnover, insurance and training needs.	S1 – Health and Safety of Temenos Employees	<ul style="list-style-type: none"> • Risk • Operations • Short term
Gender pay gaps and unequal career opportunities can negatively affect workforce fairness and inclusion. These disparities may undermine employee trust and engagement.	S1 – Gender Equality and Equal Pay of Temenos Employees	<ul style="list-style-type: none"> • Actual negative impact • Operations • Short term
Gender pay gaps and discrimination pose a regulatory compliance risk, as regulators enforce gender pay gap reporting and transparency obligations. This may increase other operating expenses related to audits, benchmarking, legal and advisory support.	S1 – Gender Equality and Equal Pay of Temenos Employees	<ul style="list-style-type: none"> • Risk • Operations • Short to medium term

Temenos Materiality Assessment continued

Material topics and IROs continued

IRO description	Material topic	IRO type, scope, horizon
Gender-based disparities in payment practices and power imbalances may increase the risk of discrimination or harassment in the workplace. Such incidents can harm employee wellbeing, culture and retention.	S1 – Measures Against Discrimination and Harassment in the Workplace	<ul style="list-style-type: none"> • Potential negative impact • Operations • Short term
Limited diversity and inclusion may negatively affect employee experience and organizational culture. This can reduce employee engagement.	S1 – Diversity	<ul style="list-style-type: none"> • Potential negative impact • Operations • Short term
Diverse and inclusive teams enhance innovation, creativity and decision making. This strengthens product quality and supports better outcomes for clients. Inclusive teams are more likely to identify unconscious biases in software development.	S1 – Diversity	<ul style="list-style-type: none"> • Actual positive impact • Operations, downstream • Medium term
Continuous training and skills development improve employee capabilities and career prospects. This supports workforce adaptability and sustainable value creation.	S1 – Training and Skills Development	<ul style="list-style-type: none"> • Actual positive impact • Operations • Medium term
Targeted upskilling presents an opportunity to strengthen workforce capabilities, improve retention and future-proof critical skills. This may enhance employer brand and reduce OpEx through lower turnover and recruitment costs.	S1 – Training and Skills Development	<ul style="list-style-type: none"> • Opportunity • Operations • Medium term
Unsafe or non-compliant working conditions in the supply chain may expose Temenos to regulatory compliance risks. Mitigating these risks may increase other operating expenses related to monitoring, corrective actions or legal penalties.	S2 – Health and Safety of Value Chain Workers	<ul style="list-style-type: none"> • Risk • Upstream • Medium to long term
Temenos has suppliers in countries where the skill-level adjusted gender pay gap exceeds the materiality threshold, suggesting a potential contribution to unequal pay practices.	S2 – Gender Equality and Equal Pay of Value Chain Workers	<ul style="list-style-type: none"> • Potential negative impact • Upstream • Short term
Positive community impact through volunteering, donations and digital inclusion programs that strengthen local education, digital skills and financial inclusion.	S3 – Communities' Economic, Social and Cultural Rights	<ul style="list-style-type: none"> • Actual positive impact • Downstream • Short term
Collection and processing of personal data as well as processing of personal financial data could negatively affect consumers in case of mistreatment or data leaks.	S4 – Privacy of Temenos' Consumers and End Users	<ul style="list-style-type: none"> • Potential negative impact • Operations, downstream • Short term
Non-compliance with data protection and cybersecurity regulations may expose Temenos to legal, operational and reputational risks. Such failures could lead to remediation costs, regulatory sanctions and loss of client and investor trust.	S4 – Privacy of Temenos' Consumers and End Users	<ul style="list-style-type: none"> • Risk • Operations, downstream • Short term
Temenos has employees in countries where the Corruption Perceptions Index is over the threshold measure. This indicates an elevated risk of corruption and bribery, where non-functional whistleblowing channels pose a significant risk and could negatively affect stakeholders' trust, including society at large.	G1 – Protection of Whistleblowers	<ul style="list-style-type: none"> • Potential negative impact • Operations • Short term
Temenos has employees in countries where the Corruption Perceptions Index is over the threshold measure. Furthermore, association with the financial industry is characterized by an elevated risk of fraud, corruption and bribery.	G1 – Corruption and Bribery	<ul style="list-style-type: none"> • Potential negative impact • Operations • Medium term
Exposure to corruption and bribery risks may lead to regulatory compliance actions. These risks may increase operating expenses related to investigations, penalties, compliance enhancements or audits.	G1 – Corruption and Bribery	<ul style="list-style-type: none"> • Risk • Operations • Short to long term
Integrating ESG criteria into supplier management promotes responsible business conduct. This strengthens sustainability performance across the value chain.	G1 – Management of Relationships with Suppliers	<ul style="list-style-type: none"> • Actual positive impact • Upstream • Medium term

IRO description	Material topic	IRO type, scope, horizon
Insufficient supplier due diligence may expose Temenos to ethical, regulatory and reputational risks. Mitigation efforts may increase OpEx due to audits, corrective actions, claims or compliance with evolving due diligence requirements.	G1 – Management of Relationships with Suppliers	<ul style="list-style-type: none"> • Risk • Upstream • Medium term
Temenos integrates Artificial Intelligence (AI) features into its banking software to improve automation, credit-scoring, fraud detection and customer personalization. Inadequate governance of AI systems may result in biased or non-compliant outcomes. This could lead to regulatory action, reputational harm and financial impacts including legal liabilities and remediation costs.	Company Specific – Responsible and Ethical Ai Use	<ul style="list-style-type: none"> • Risk • Operation, downstream • Medium term
Responsible AI practices present an opportunity to strengthen market differentiation and client trust. This may support revenue growth through increased adoption and reinforce Temenos’ brand and intellectual capital.	Company Specific – Responsible and Ethical Ai Use	<ul style="list-style-type: none"> • Opportunity • Operation, downstream • Medium term
Temenos enables ESG data and reporting for clients, which could improve sustainability management and have a positive impact on sustainability performance.	Company Specific – Enabling Emissions Reduction and ESG Reporting For Clients	<ul style="list-style-type: none"> • Potential positive impact • Downstream • Medium term
By enabling clients to reduce operational emissions and meet ESG reporting requirements, Temenos strengthens its positioning as an ESG enabler. This may support revenue growth, reduce OpEx through scalability and improve access to sustainable financing.	Company Specific – Enabling Emissions Reduction and ESG Reporting For Clients	<ul style="list-style-type: none"> • Opportunity • Downstream • Medium to long term
Cybersecurity incidents may disrupt clients’ operations, compromise integrity of Temenos software and expose Temenos to regulatory and contractual risks. Addressing incidents may increase OpEx for remediation and CapEx for strengthening infrastructure resilience.	Company Specific – Cybersecurity	<ul style="list-style-type: none"> • Risk • Downstream • Medium term
Strong cybersecurity and privacy practices enhance client trust and market reputation. This may reduce cost of capital and support revenue growth, particularly in regulated markets.	Company Specific – Cybersecurity	<ul style="list-style-type: none"> • Opportunity • Downstream • Medium to long term



E Environmental disclosures

Caring for the Planet

With the global focus on climate change and an increasingly complex regulatory landscape, we recognize the need to understand and address our material environmental impacts, risks and opportunities across our value chain. As well as ensuring full compliance with all applicable environmental laws across our global office locations, we embrace a proactive approach to environmental challenges and conduct our business in a responsible and sustainable manner.

We are committed to proving that profitability and environmental stewardship are mutually reinforcing, delivering value for our stakeholders while protecting the planet. To meet evolving regulatory requirements, respond to growing expectations from clients, investors and society, and deliver a credible climate transition action plan, Temenos has built its environmental strategy on three core pillars: Ambition, Action and Accountability.

Preparation for CSRD alignment in FY-26

ESRS E1 Climate Change Mitigation

ESRS E1 Climate Change Adaptation

ESRS E1 Energy

Company specific: Enabling Emissions Reduction and ESG Reporting for Clients



2025 key highlights

SBTi

positive progress towards a near-term science-based target validation

74%

ISO 14001:2015 certification coverage

Zero

instances of non-compliance with environmental laws and regulations

100%

renewable electricity consumption

Our environmental strategy framework

Ambition

→ Read more about Ambition Page 45

Action

→ Read more about Action Page 46

Accountability

→ Read more about Accountability Page 53

By reducing our own environmental impact and embedding sustainability into our offering, we help shape a more resilient and low-carbon future for our business, clients and communities.

Contributing to the UN SDGs





Ambition

Temenos is committed to aligning its business with the vision of a net-zero global economy by working closely with stakeholders across the value chain through concrete actions and measurable targets. Our climate transition action plan follows a 1.5°C pathway, reinforcing our support for the UN Sustainable Development Goals (SDGs) and ensuring full regulatory compliance. Integrated into the business strategy, the transition plan is driven by clear, science-based targets to reduce emissions across Scope 1, 2 and 3, while addressing material impacts, risks and opportunities with a strong focus on resilience, accountability and building trust. These principles guide our efforts to safeguard the natural environment and deliver long-term value for all stakeholders.

1.5°C

aligned officially validated science-based target by the SBTi

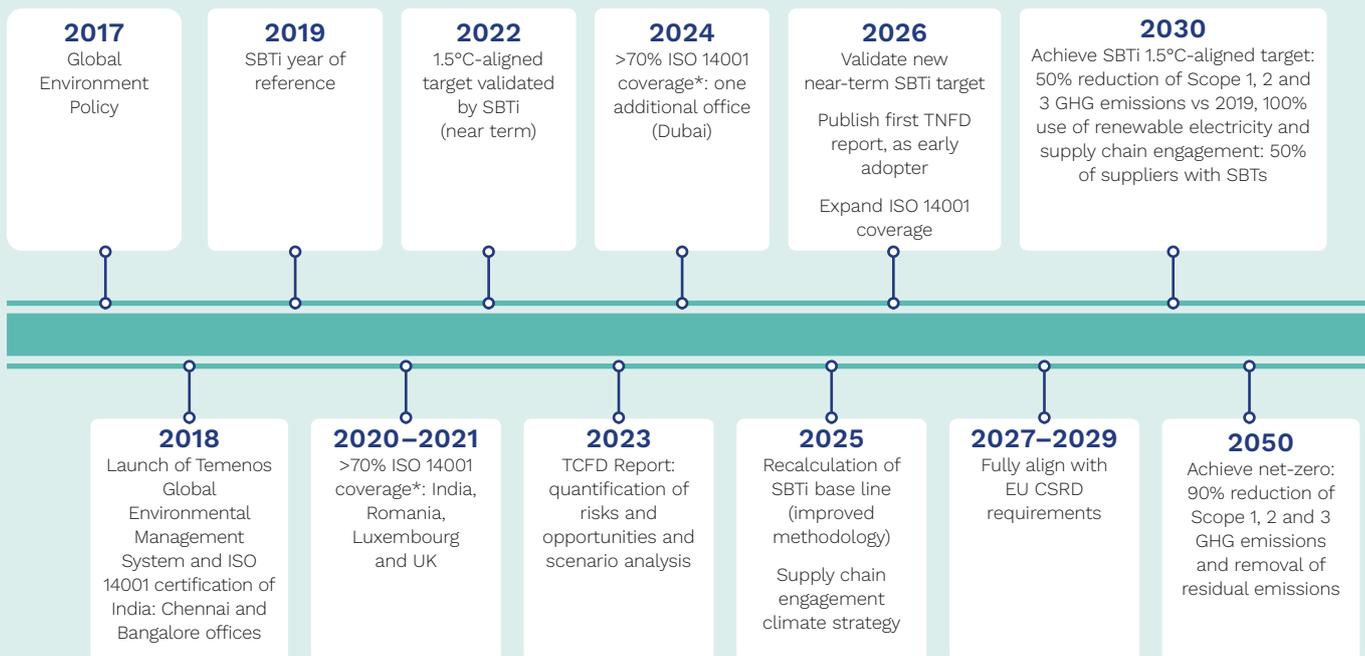
50%

GHG emissions reduction by 2030 with 2019 base year

Net-zero

emissions by 2050 with 2019 base year

Ambition towards net-zero



* Based on total employee workforce.

Action

Climate change strategy: mitigation, adaptation and energy

At Temenos, environmental sustainability is both a strategic priority and an ethical responsibility. We translate long-term objectives into actionable short and medium-term initiatives, embedding sustainability throughout our value chain.

We acknowledge that climate-related impacts, risks and opportunities (IROs) have material implications for our business, communities and the planet. Our strategy focuses on mitigation, adaptation and enabling clients to transition towards a low-carbon economy. This approach is supported by robust climate scenario analyses and resilience planning to ensure sustainable growth and operational integrity.

Global Environmental Policy

Temenos has established a Global Environmental Policy that sets out our commitment to environmental protection, climate change mitigation, nature conservation and biodiversity preservation in line with applicable regulatory requirements. The policy is approved by the CEO and governed through clear accountability across the sustainability leadership and our environmental management system. It is implemented through defined roles, operational controls, performance monitoring and reporting, with support from local teams. Employees and contractors are required to comply with the policy and contribute to continuous improvement across our operations.

Our commitments

- Operate responsibly and sustainably, recognizing the urgency of addressing climate change, biodiversity loss, and resource depletion.
- Align operations with regulatory requirements and voluntary frameworks to achieve net-zero greenhouse gas (GHG) emissions by 2050, in line with the Paris Agreement 1.5°C ambition, the EU CSRD and international guidelines on electronic waste management.
- Develop and deliver innovative technology solutions that enable banks and financial institutions to manage environmental impacts, invest in sustainable initiatives and meet their net-zero goals.
- Continuously improve energy efficiency and reduce emissions across our operations and value chain to minimize our environmental footprint.
- Monitor and transparently report on our global environmental performance.

Risks and opportunities

We are advancing our climate and nature agenda by integrating environmental risks and opportunities into decision making, governance, strategy and risk management, while continuously improving data quality and transparency. This supports proactive risk management, value-chain resilience and long-term sustainable value creation.

TCFD reporting

Since 2021, we have adopted the recommendations of the Financial Stability Board's Task Force on Climate-Related Financial Disclosures (TCFD) and published our first qualitative TCFD Report on climate-related risks and opportunities. By engaging with external consultants, we are committed to improving our scenario analysis and the quantification of the identified impacts. Based on the risk assessment, we set mitigation and adaptation measures and internal targets to manage these climate-related risks and opportunities. In 2025, Temenos strengthened its approach to environmental and sustainability risk management.

We have enhanced our risk assessments, including analysis of ESG regulatory compliance, market, technology and nature-related risks. We commit to continuously improving the climate risk assessment for each office location, informing our strategy and resilience efforts. Looking forward, we also plan to align with IFRS S1 and S2 standards, reinforcing our commitment to transparent climate disclosures.

Mitigation measures

Our aim is to reduce our operational carbon footprint by implementing a series of key initiatives, in order to improve energy efficiency, reduce emissions and invest in carbon capture projects for the carbon emissions we cannot reduce or replace, such as:

- implementing our ISO 14001-certified Global Environmental Management System (EMS);
- strengthening internal communications and mandatory environmental training;
- reducing business travel emissions by expanding virtual collaboration, applying travel and global mobility policies and using a flight-booking tool that displays emissions to support lower-carbon choices;
- embedding environmental criteria in new leases and renewals through our facilities management strategy;
- working with landlords on joint energy-efficiency initiatives in leased buildings;
- partnering with suppliers and event management vendors that share our environmental expectations; and
- investing in carbon removal projects to address residual emissions that cannot yet be reduced or replaced.

In addition, Temenos has committed to migrate from carbon-based electricity (generated by fossil fuels) to low-carbon electricity (renewable and decarbonized energy). Our goal is to increase the use of renewable energy and the energy efficiency in our operations and reach net-zero of our Scope 1, 2 and 3 GHG emissions, at a rate compatible with the SBTi methodology, by 2050, with 2019 as the baseline year.

Adaptation measures

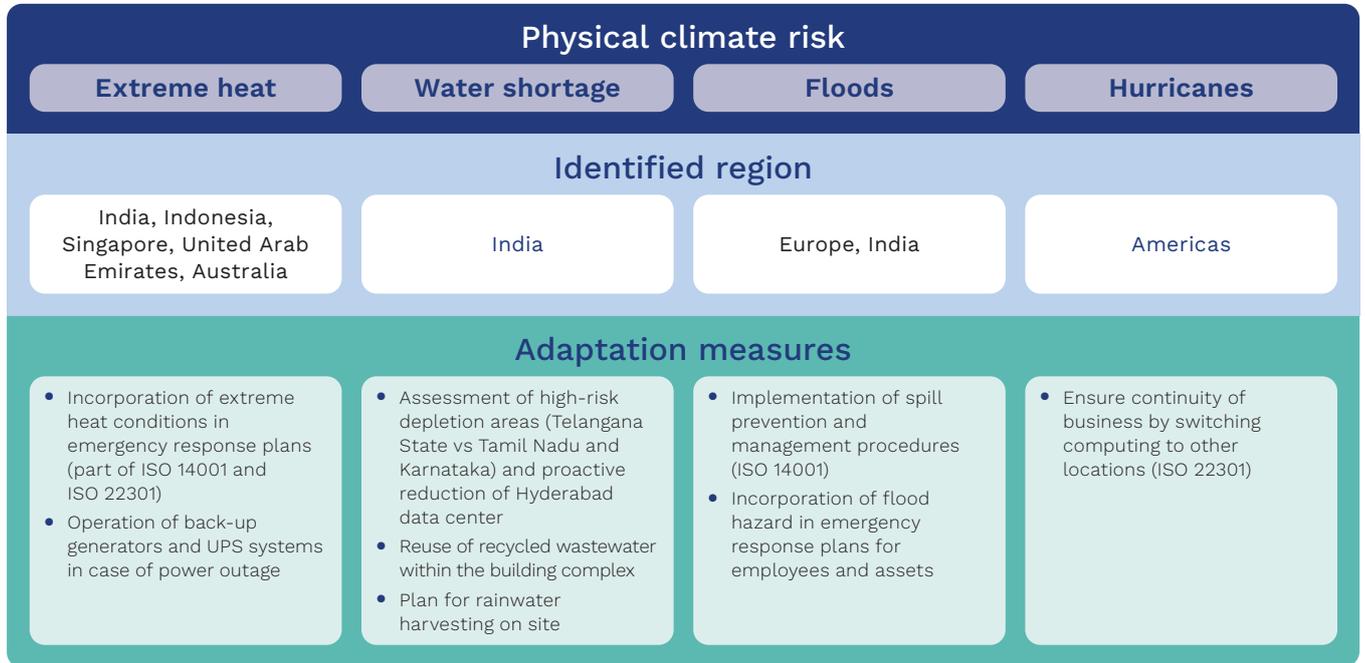
Following the TCFD recommendations, we identify physical climate risks for each region. Our operations in India – the region expected to experience the most significant adverse climate impacts across all our locations – are currently assessed as having negligible to low financial impact. Nevertheless, we are proactively implementing physical climate risk adaptation measures based on a three-year time horizon. As part of our overall approach, we maintain an ISO 22301-certified business continuity plan to prevent or minimize adverse impacts and to ensure the continuity of services to our clients should such events occur.

Key components of the plan include:

- back-up processes of data centers from primary to secondary locations;
- switching computing to other sites;
- using back-up generators and uninterruptible power supply (UPS) systems;
- internal corporate IT service continuity and disaster recovery plans;
- supplier contingency planning;
- crisis management and major incident handling procedures; and
- property insurance covering SFTI risks and employee mobility.

Our offices are located in large, leased office buildings, where such physical risks are included in the lease agreement. Our region-specific plan is as follows:

Region-specific adaptation plan



TNFD reporting

We were an early adopter of the Taskforce on Nature-related Financial Disclosures (TNFD) framework in 2023. We have undertaken an initial assessment of nature-related risks and dependencies across our operations and value chain, using the TNFD LEAP approach to identify priority nature-related topics. Building on this foundation, we plan to refine our analysis, strengthen data quality and governance, and prepare for the publication of our first TNFD-aligned disclosure by the end of 2026.

Environmental Management System

We are committed to measuring, monitoring and reporting our environmental footprint and mapping our journey towards net-zero, across the whole value chain, including our own operations, our products and services, and our supply chain. Our ISO 14001-certified Global Environmental Management System (EMS), built on the principles of continuous improvement, supports our commitment to minimizing environmental impact. It enables the efficient management of energy, water and waste, and provides a structured framework to achieve compliance with current and emerging environmental regulations and stakeholder requirements. It is a key tool for Temenos' environmental performance and the transition to a low-carbon economy, as it enables us to use transparent and accurate environmental data to monitor progress towards our action plans and the achievement of our near-term science-based target.

Our CEO is responsible for the Global Environmental Policy and the management team periodically reviews progress and compliance. The local EMS teams, led by dedicated and trained office managers, are responsible for annual targets, monitoring action plans, implementing operational controls and reporting environmental performance (energy, water, waste and GHG emissions). The Global Sustainability team is responsible for the rollout of internal and external audits.

→ [Read more here: Sustainability and Environmental Responsibility](#)

Our climate transition action plan

Our climate transition action plan defines time-bound actions, targets and KPIs to achieve an emissions reduction pathway aligned with the 1.5°C ambition of the Paris Agreement. Our focus through to 2030 is on emissions reduction rather than offsetting. The plan addresses three key areas across our value chain, and is embedded into the business strategy and decision making to strengthen resilience and minimize environmental impact, following the TCFD recommendations.

- **Operations:** reduce our carbon footprint, manage identified impacts and risks, implement mitigation and adaptation measures through energy reduction and emission avoidance initiatives, increase of energy efficiency and the use of renewable energy, in all operations (including offices, own and collocated data centers and cloud). Please read more as outlined below:
 - Offices, page 48
 - Data centers and cloud, page 49
 - Products and services, page 50
 - Sustainable mobility, page 51
 - Event Sustainability Management System, page 51
 - Employee environmental awareness, page 50
- **Suppliers:** engage with critical suppliers, supporting them to achieve net-zero by encouraging them to commit to the SBTi, and integrating environmental criteria into procurement and event management processes.

→ [Read more on page 51](#)

- **Clients:** accelerate the digital transformation from on-premise to cloud solutions by the use of the Temenos Cloud platform, enabling our clients to increase their energy efficiency, reduce their GHG emissions and get a deeper insight into carbon emissions data associated with their consumption of our cloud offering.

→ [Read more on page 52](#)

Action continued

Operations

Offices

Temenos operates exclusively from leased office buildings located in urban areas, close to city centers and outside legally protected lands or sensitive habitats, in alignment with our commitment to respect protected areas.

Our workplaces are designed to optimize natural resources while ensuring a high-quality employee experience. This includes maximizing daylight, utilizing flexible open layouts, and integrating outdoor spaces where feasible. For new offices and refurbishments, we follow procedures to identify efficiency opportunities and enhance operational performance through modern building technologies.

Renewable energy

As part of our commitment to a low-carbon economy, we continuously explore opportunities to integrate renewable energy into our operations, even in the challenging context of leased properties. During 2025, we sustained our progress, with all of our offices successfully transitioning to renewable electricity. This was achieved through local suppliers or the purchase of Energy Attribute Certificates, allowing us to cover 100% of our total electricity consumption with clean energy.

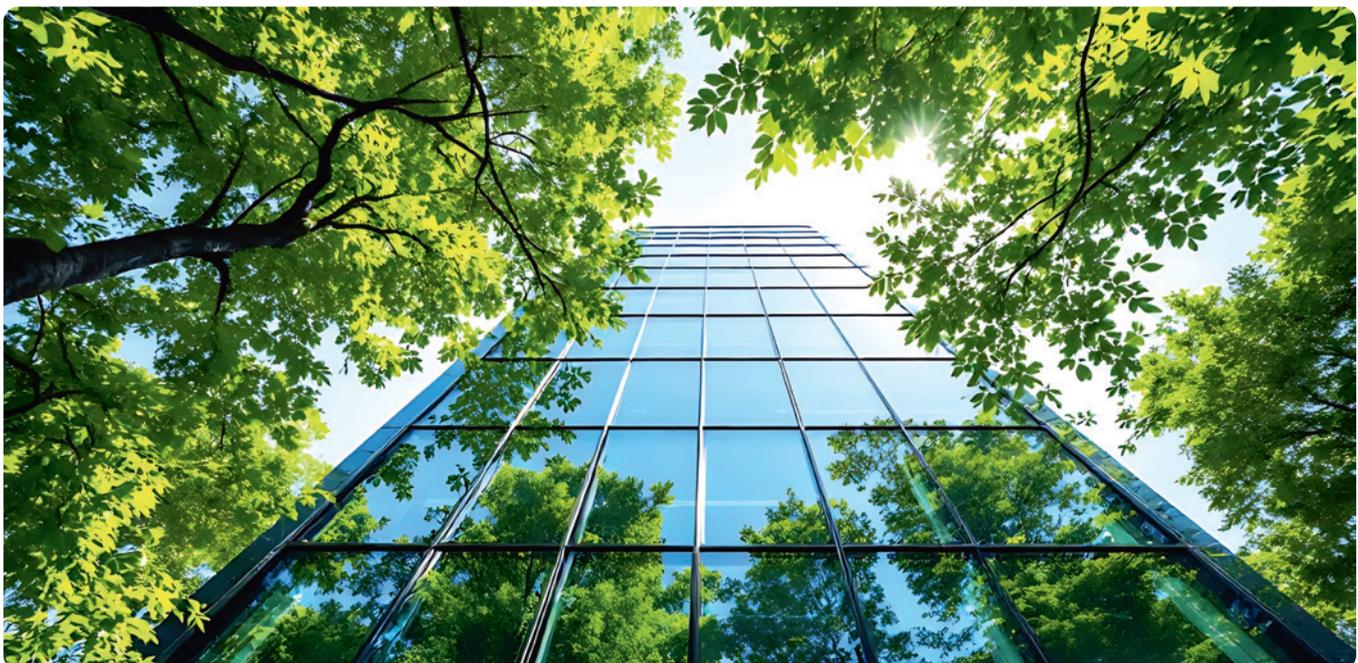
Green building certification

Temenos integrates environmental performance criteria into its corporate facilities governance, applying a structured facilities management strategy that considers financial, environmental and operational factors when entering into new property leases or renewing existing ones. At the end of 2025, our offices in Canada (Toronto), the US (New York, Miami, Orlando), China (Hong Kong), Indonesia (Jakarta), Taiwan (Taipei), Denmark (Copenhagen), France (Paris), Luxembourg (Luxembourg), Romania (Bucharest), Spain (Madrid), Switzerland (Zürich, Geneva), South Africa (Johannesburg), Mexico (Mexico City), Poland (Kraków), Romania (Bucharest), India (Hyderabad), Singapore (Singapore) and Philippines (Manila) were certified for their environmental performance as per a sustainable/

green building standard, such as LEED Gold, LEED Platinum, LEED Silver, Energy Star, Wiredscore Platinum, Green Mark Certificate Platinum, BEAM Plus Platinum, WELL Core Platinum, Greenship Existing Building Gold Certification (GBCI) Gold, German Sustainable Building Council (DGNB) Gold, HQE, BREAM, Minergie, Swiss Sustainable Building Standard (Standard Nachhaltiges Bauen Schweiz) Platinum and Green Star. In total, 27% of Temenos' occupied area is now covered by green building certifications, representing 13,324 m² of certified space. Alongside certification, we continue to pursue initiatives to improve energy efficiency and reduce carbon emissions, supporting our environmental objectives while accommodating the ongoing growth of our business.

Alongside certification, we continue to mitigate our environmental impact by incorporating operational control measures and clean technology in our facilities, such as:

- installation of electricity and water motion sensors in common areas;
- installation of smart metering with real-time data;
- upgrades of A/C systems and consolidation of critical rooms (data center server rooms and switch rooms);
- use of LED lights;
- use of ID secure printers;
- monthly preventive maintenance of office facilities, servers, diesel generators, UPS and fire preventive equipment;
- use of electricity from renewable sources;
- investing in landscaping and plantations;
- construction of organic waste converter and garbage room to recycle wet waste (India);
- installation of reverse osmosis plant in series with existing STP, to enable HVAC systems to utilize recycled water (India);
- solar energy rooftop plant and application of "solar reflective paint" on the terrace in all the exposed areas (India); and
- installation of EV charging points in the parking lots with more planned as per the increase in EVs (India).



Energy efficiency audits

We evaluate and substantiate measures to reduce energy use, improve efficiency and lower associated emissions. Audits consider factors such as building envelope characteristics (e.g. wall thickness, masonry and roof type), basement condition, heating distribution, and the performance of heating and ventilation systems, based on on-site assessments by authorized auditors, supporting documentation, building-owner inputs and targeted measurements.

Our European offices in Germany, Luxembourg and Romania, which qualify under the European Union Energy Efficiency Directive requirements, are undergoing energy efficiency audits aligned with the Directive's guidelines.

In the United Kingdom, we comply with the Energy Savings Opportunity Scheme (ESOS), a mandatory four-year energy assessment scheme administered by the Environment Agency. Having achieved full compliance with ESOS Phase 3, we have transitioned into the ESOS Phase 4 compliance period, which runs through December 2027. In addition, our UK offices comply with the Streamlined Energy and Carbon Reporting (SECR) framework, ensuring annual disclosure of energy consumption, Scope 1 and 2 emissions, and energy efficiency actions.

To meet UK requirements, we engaged a third party to conduct energy efficiency audits in line with BS EN 16247 and identify improvement opportunities. By the end of 2025, our UK offices achieved a 75.8% reduction in energy use vs 2024, supported by optimized facilities operations with building management, LED lighting upgrades (including automatic sensors) and automatic meter reading (AMR).

During 2025, following multi-site audits, we implemented targeted conservation measures across offices, including air conditioning upgrades and UPS optimization, supported by preventive maintenance and aligned with ASHRAE Level 2 guidelines. In 2026, a new audit cycle in India will assess progress achieved during 2021–2025 and identify further energy efficiency opportunities.

Data centers and cloud

Strategic planning of data centers (SASB C-SI-130a.3)

We recognize that data centers can make a substantial contribution to climate change mitigation, if implementing a comprehensive set of energy efficiency practices, and that cloud and SaaS products can lead to a more efficient use of energy and can contribute to mitigating climate change effects through replacement by digital services.

Own data centers

We are reducing our data centers' carbon footprint by carefully considering our platform design and leveraging our multi-tenant architecture. We choose to repurpose our existing servers; when a server is no longer suitable for its current workload due to age or performance restrictions, we investigate options of repurposing it for another function inside the organization. By doing so, we can extend its life and reduce e-waste by delaying the purchase of a new one. We also apply hyperconvergence, an IT infrastructure technique that consolidates compute, storage and networking resources into a unified system, helping to reduce data center complexity and footprint.

Whenever needed, we opt for selection of the most efficient power supply on the server, optimum airflow management, and cooling and decommissioning of underutilized servers to avoid waste of power/cooling, thus reducing further our carbon footprint. During the past few years, we have shut down our own data centers in Brussels and Luxembourg and reduced the size and the electrical load of our data centers in Hyderabad, India, considering the high-risk water stress of the area, based on the World Resources Institute's (WRI) Water Risk Atlas tool, Aqueduct. Since 2020, we have rolled out an energy project in our own data centers in India, Chennai/Bangalore/Hyderabad, based on the recommendations of the ASHRAE level 2 guidelines of the 2021 energy efficiency audit. For 2025, the estimated average power usage effectiveness (PUE) ratio was 1.8.

Collocated data centers

Most of our IT infrastructure is in facilities managed by third party companies, specialized in data center services, where we do not procure the energy or control the operations of the buildings, the so-called collocated data centers. We recognize the value added in allowing experts with green initiatives in place to manage the IT environment, including air cooling, gray water usage, power usage effectiveness ratio, renewable energy use, etc. We work closely with these collocated data centers on our sustainability journey and collaborate with those that have sustainability goals and monitor their performance to mitigate the risks of climate change. In 2025, we partnered with two collocated data centers in Switzerland, which utilize 100% renewable energy. For 2025, we estimated that the average PUE ratio for the collocated data centers we used in Europe, the Americas and Australia was 1.5, based on reports from our providers.

Public cloud

The momentum towards sustainable banking and green IT and cloud is only increasing. Our mission towards a modern banking technology transformation is critical to providing our clients with the products to enable them to decarbonize. Temenos recognizes the environmental benefits of cloud computing and employs a cloud-agnostic approach for its cloud and SaaS products. By deploying on the cloud, the Temenos Banking Platform helps banks reach their sustainability targets by operating their software more efficiently while reducing their carbon footprint. Regarding cloud providers, we strategically partner with public cloud providers (Microsoft Azure, AWS) with strong environmental agendas and commitment towards using 100% renewable energy and improving the energy efficiency of their infrastructure. By transitioning to a flexible, cloud-based infrastructure, we anticipate significant reductions in both our own and our clients' energy use. This shift is expected to lead to higher utilization rates compared to the inefficiencies often seen in on-premise data centers operating below capacity. Migrating to cloud also means less infrastructure, and hence less e-waste. Therefore, our clients that adopt Temenos SaaS will also accrue the inherent business and environmental benefits of this technology compared to an on-premise deployment.

→ [Read more here: EU Taxonomy](#)

Action continued

Operations continued

Products and services

In 2025, we published our latest Performance Benchmark, assessing the scalability, performance and sustainability of our cloud-native banking platform running on Microsoft Azure. The benchmark replicated a large-scale retail banking environment using our Retail Enterprise Services on our SaaS platform, simulating 25 million customers, 25 million savings accounts, 12.5 million current accounts and 12.5 million loans, while, for the first time, integrating AI workloads to reflect real-world banking demand.

The 2025 benchmark demonstrated our ability to handle rising transaction volumes and AI-enabled use cases with significantly improved resource efficiency. We achieved 17,119 transactions per second (TPS), representing a 3.7% year-on-year increase, while simultaneously delivering a 46.3% reduction in application server cores and a 6.8% reduction in database cores

compared to the previous benchmark. These results highlight the impact of continued code optimization, architectural simplification and cloud-native design, enabling higher performance with lower infrastructure requirements.

For the benchmarked R25 release, improvements such as leaner application architecture, removal of unnecessary event-streaming components, migration to more efficient technology stacks (including Jakarta EE and serverless options), and optimized near-real-time ingestion frameworks reduce processing power needs, energy consumption and associated carbon emissions.

Combined with our sustainable operations and the sustainability performance of hyperscaler Partners such as Microsoft Azure, these advances deliver meaningful environmental benefits for banks deploying our solutions on public cloud or consuming them as SaaS. They also support elastic scalability and built-in resilience to accommodate accelerating transaction performance and emerging AI use cases.

→ [Read more here: EU Taxonomy](#)



Employee environmental awareness

At Temenos, we believe sustainability starts with awareness and is driven by action. We provide comprehensive training and opportunities for employees to engage in voluntary environmental initiatives, equipping them with the knowledge and tools to make informed choices that contribute to a healthier planet.

Since 2023, environmental awareness training has been mandatory for all employees, ensuring a clear understanding of their role in advancing sustainability. In 2025, 99% of employees completed this training. In addition, employees annually review and acknowledge our Environmental Policy to reinforce alignment with shared objectives. We further strengthen our Environmental Management System (EMS) by continuously developing the core environmental team, with 100% of regions supported by ISO 14001-certified internal auditors.

Inspired by UN International Days, employees participate in voluntary environmental activities organized by local offices. In 2025, this resulted in 744 volunteering hours dedicated to environmental initiatives, demonstrating strong engagement beyond mandatory requirements. Through the T Stars Awards, we recognize and celebrate individuals who show creativity and commitment in addressing climate challenges and driving positive environmental impact. By fostering this culture, we aim to reduce environmental impact, conserve natural resources and protect biodiversity and local ecosystems.

→ [Read more here: Social Disclosures: Environmental and Community Action](#)

Case study

Climate resilience through reforestation

In 2025, Temenos Romania continued its partnership with NGO Plantăm Fapte Bune, supporting reforestation, biodiversity and environmental education. Since 2022, this collaboration has delivered measurable impact across ecosystem restoration and community engagement.

During the year, employees and their children planted over 1,200 black locust saplings in the Boboc Air Base area, Buzău County, contributing to the restoration of degraded land. Temenos also joined for the first time the “Caravana Pădurii” environmental education program, delivering activities in five schools and kindergartens across Romania and engaging 700 students, each of whom planted an oak sapling.

21,300+
trees planted

70–90%
survival rates from previous
reforestation efforts

5 hectares
reforested across
five locations

Event Sustainability Management System

Temenos manages event sustainability through a structured Event Sustainability Management System, ensuring that sustainability principles are applied consistently across corporate, sponsored and community events. This approach strengthens governance, supports responsible delivery across the event value chain and helps manage operational, reputational and compliance-related risks.

Our Sustainable Event Planning Policy establishes clear requirements for event planning and execution, aligned with the Global Environment Policy, the Temenos Code of Conduct and the Temenos Supplier Code of Conduct. It sets expectations for suppliers and delivery Partners and focuses on reducing environmental impacts (including waste, water, energy and air quality) while promoting positive social and economic outcomes for host locations and stakeholders. Temenos' commitment is demonstrated through its two flagship events, TKO and TCF, which are independently certified to ISO 20121 (Event Sustainability Management). Building on this maturity, Temenos is actively evaluating opportunities to expand ISO 20121 coverage to additional events, strengthening consistency and scalability of sustainable event practices over time.

→ [Read more here: Sustainable Event Planning](#)

Sustainable mobility

As a global IT software company, our operations depend on employee mobility, commute and travel, to deliver services, making business travel and employee commuting a significant environmental impact. We measure our footprint across air and ground travel in all countries where we operate, covering 100% of our workforce.

To mitigate this impact, we have introduced a range of carbon-reduction initiatives. These include updated travel and mobility policies, enhanced communication and environmental training, and more efficient meeting management. We also promote lower-carbon transport options, particularly within Europe, prioritize office locations with strong public transport links, and continue to invest in virtual collaboration technologies to reduce the need for travel.

Suppliers

Supplier engagement program and climate transition

We recognize that a resilient, low-carbon value chain is essential for achieving our long-term sustainability and climate ambitions. As part of our decarbonization journey and our commitment to Science Based Targets, we are strengthening supplier engagement to support the transition toward a net-zero economy, with a particular focus on Scope 3 emissions from Purchased Goods and Services, which represent a material share of our emissions profile.

We structure our supplier engagement around a phased, risk-based, and maturity-driven approach aligned with the 1.5°C Business Ambition and emerging corporate sustainability due diligence requirements. We embed climate and broader ESG criteria into the initial assessment of critical suppliers, guided by our procurement selection process, and we aim to progressively incorporate these requirements into relevant supplier contracts by 2030.

To implement this strategy at scale, we partnered in 2025 with a globally recognized supplier sustainability assessment and engagement platform, enabling a consistent, data-driven and auditable approach to supplier ESG management. The platform supports engagement across the full supply base through:

- risk mapping of suppliers using industry- and country-level ESG risk indicators and external data sources;
- tiered supplier engagement, combining light-touch questionnaires for lower-risk or smaller suppliers with in-depth, evidence-based assessments for priority and high-risk suppliers;
- standardized ESG scorecards, benchmarking supplier performance across Environment, Labor and Human Rights, Ethics and Sustainable Procurement; and
- corrective action plans, learning resources and collaboration tools to drive continuous improvement.

Addressing Scope 3 emissions is a central pillar of our climate change strategy. To meet the accuracy required by modern reporting standards, we are progressively moving away from spend-based estimation methodologies and increasing our collection of primary, supplier-specific emissions data. The new platform enables dedicated carbon-management capabilities to track supplier climate maturity, support emissions disclosure and monitor progress over time. We actively encourage suppliers to establish science-based targets, supported by platform tools for emissions calculation, disclosure and target setting. In parallel, an integrated learning academy offers e-learning resources for both procurement teams and suppliers to build the skills needed for effective climate action. We plan additional supplier engagement and training programs for suppliers at lower maturity levels, driving measurable progress.

Given our business model, we place particular focus on data center and cloud service providers, as well as IT hardware manufacturers, recognizing their significant contribution to energy consumption and emissions. We prioritize partnerships with cloud providers and procure IT equipment that meets internationally recognized energy efficiency and sustainability standards, including Energy Star, EPEAT and TCO. We also work to ensure that electronic equipment used in our operations aligns, where applicable, with EU Taxonomy technical screening criteria and relevant EU regulatory requirements related to manufacturing, energy efficiency and environmental performance. This approach supports climate change mitigation, responsible sourcing and alignment with EU sustainable finance objectives.

Through this integrated, platform-enabled Supplier Engagement Program, we are strengthening value chain resilience, improving the quality and transparency of Scope 3 emissions data, and supporting a credible transition toward a net-zero economy, working toward full alignment with CSRD requirements and leading climate governance practices.

Action continued

Clients

Client engagement decarbonization strategy: sustainability by design, enabled by the cloud

By deploying on the cloud, the Temenos Banking Platform helps banks operate more efficiently. Our platform supports banks' sustainability objectives by minimizing the environmental footprint of their technology. Utilizing the sustainability levers of Temenos cloud solutions, our clients reduce their GHG emissions from the use of software while benefiting from scalable, resilient and secure banking infrastructure. Temenos enables banks and financial institutions to reduce emissions through the digitalization and optimization of banking operations, including the migration from legacy on-premise systems to cloud-based and SaaS environments.

Through representative client use cases developed as one of our key strategic sustainability initiatives, Temenos has demonstrated how cloud adoption supports emissions reductions by improving IT infrastructure utilization, reducing energy intensity and lowering reliance on physical hardware. Clients migrating to

Temenos Cloud or SaaS benefit from more efficient transaction processing, streamlined financial operations and reduced infrastructure requirements, which in turn contribute to lower emissions and reduced electronic waste compared to traditional on-premise deployments.

In collaboration with a leading third party consultant specialized to measure the impact of software, we provide banks with comprehensive reports enabling them to track software-related carbon intensity, benchmark performance improvements over time, and support regulatory and investor ESG disclosures and insights into the environmental impact on a transaction level. Following the completion of an initial client use case with a core banking client in the Americas in 2024, we further expanded this initiative in 2025 by developing two additional client use cases in Europe, covering both core banking and digital banking solutions. These use cases were designed to assess and validate the environmental benefits enabled by the adoption of Temenos Cloud and SaaS. Building on this foundation, we plan to extend this use-case approach to additional clients and geographies in 2026 to further substantiate the climate mitigation benefits of our cloud solutions.

→ [Read more here: EU Taxonomy](#)



Case study

Advocacy for global sustainability: driving cooperation

Temenos aligns with global sustainability frameworks and initiatives, reinforcing its commitment to environmental stewardship. Through our commitment to global frameworks and engagement with communities, Temenos is playing a pivotal role in international cooperation for environmental sustainability, enabling the financial industry to lead in creating a sustainable future:

- UN Global Compact (UNGC) endorsement: as a proud signatory of the UNGC, Temenos aligns with its ten principles, submitting an annual Communication on Progress and actively participating in the Global Compact Network Switzerland initiatives.
- TCFD endorsement and TNFD early adopter: Temenos demonstrates commitment to transparency on climate and nature-related risks and opportunities.
- UN International Days support: Temenos actively supports UN International Days, organizing educational campaigns globally to raise awareness about climate change impacts, sustainable practices and environmental conservation. Our goal is to educate and empower local communities, fostering a collective commitment to global causes.

Accountability

Transparency is only as good as the data behind it. Our environmental reporting is supported by a digital sustainability platform that consolidates data across our operations, strengthening accuracy, consistency and audit readiness.

We report annually on Scope 1, Scope 2 and Scope 3 emissions and track progress against our science-based targets, while continuously improving data quality and methodology. The disclosures that follow summarize our approach and 2025 performance across four focus areas: greenhouse gas emissions, energy, water and waste.

Energy

As an IT company, most of our environmental footprint comes from energy used in our offices and digital infrastructure. In 2025, our total energy consumption (electricity, natural gas and diesel) was 25,411 GJ (7,058 MWh), of which 20,132 GJ (79%) was renewable energy. The remaining 5,279 GJ (21%) was direct energy from non-renewable sources, mainly natural gas (16%), diesel (4%), and energy consumed from use of company cars (1%). Cooling demand is captured within electricity consumption and steam is not applicable to our operations. In India, the combined office electrical load is 3,964 kW, largely attributable to HVAC systems, UPS and lighting.

To translate our climate strategy into measurable action, we set location-level energy targets and track performance against them. In 2025, our energy efficiency initiatives reduced energy use by 2,523 GJ. As most of our offices are leased and upgrade options can be limited, we focus on measures within our control, including closer monitoring, HVAC optimization and site-level action plans to reduce energy intensity. In 2026, we plan to rerun the energy audit for our India operations, our largest office footprint, to identify further opportunities and prioritize next steps.

GHG emissions

Scope 1 and 2

Our operational GHG emissions mainly come from energy use in offices and owned data centers, with smaller contributions from company vehicles and refrigerant leakage from air conditioning systems. In 2025, Scope 1 emissions decreased by 10% versus 2024 (revised), reflecting lower diesel consumption following the replacement of a diesel generator set with a more efficient unit and fewer power outages in India. Fugitive refrigerant emissions (HCFCs, HFCs and other ozone-depleting substances) decreased by 12% versus 2024 (revised). Emissions from natural gas decreased by 1% versus 2024 (revised), and diesel decreased by 3% versus 2024 (revised). Emissions from company-owned cars fell to 13tCO₂e, a 65% decrease from 2024 (revised: 38 tCO₂e), reflecting our continued transition from diesel to electric and hybrid vehicles. Emissions of NO_x, SO_x, VOCs, particulate matter and hazardous air pollutants are not considered significant to our operations, reflecting our business profile as a software company.

Scope 2 purchased electricity was 3,521 tCO₂e (location based), while market-based Scope 2 was 0 tCO₂e, reflecting our renewable electricity sourcing approach. To normalize performance as the Company grows, we also track intensity metrics. In 2025, energy intensity was 1,396 kWh per capita and 6,471 kWh per revenue, while Scope 1 and 2 emissions were 0.111 tCO₂e per capita and 0.516 tCO₂e per revenue.

Scope 3

In 2025, we improved Scope 3 data quality and transparency. Category 4 (Upstream Transportation and Distribution) is reported separately for the first time (previously included in Category 1). We updated calculations for fuel and energy-related activities, waste, business travel, and employee commuting/WFH using more granular activity data and updated DESNZ/IEA emission factors (including WTT/TTW and electricity T&D losses). This year, Scope 3 continued to represent the vast majority of our footprint (98%), reflecting the nature of Temenos' business model and value chain. Total Scope 3 emissions, excluding emissions from use of sold products, increased to 26,890 tCO₂e, compared with 21,437 tCO₂e in 2024 (revised). This was driven mainly by Category 1 (Purchased Goods and Services), which increased to 15,142 tCO₂e (2024 revised: 10,522 tCO₂e) and remained our largest Scope 3 source (55% of the total), and by Category 6 (Business Travel), which increased to 7,854 tCO₂e (2024 revised: 6,512 tCO₂e) and represented 29% of Scope 3 emissions.

To address the significance of our Scope 3 footprint, we have implemented a Supplier Engagement Program and strengthened our climate strategy. For further details, please refer to the Suppliers section on page 51. As a software company that relies heavily on collocated data centers and public cloud hyperscalers, we continue to enhance the accuracy and completeness of our energy consumption and GHG emissions data from these operations. Emissions associated with our use of cloud services, calculated using the Microsoft Azure Emission Impact Dashboard, were estimated at 4.34 tCO₂e.

Business Travel remains a material source of emissions for Temenos, as our teams travel to deliver services and support clients worldwide. We monitor emissions from air travel, rail, and taxi journeys across all countries where we operate, ensuring 100% coverage of our employee footprint. To reduce impact, we apply travel and global mobility policies, use a booking platform that shows flight emissions to support lower-carbon choices, promote rail and other lower-carbon options (especially within Europe), improve meeting and event planning to avoid unnecessary trips, and continue investing in virtual collaboration and employee awareness.

Employee Commuting (Category 7) decreased to 3,151 tCO₂e (2024 revised: 3,618 tCO₂e), while work-from-home emissions increased slightly to 1,351 tCO₂e (2024 revised: 1,262 tCO₂e). Since September 2021, Temenos has operated a hybrid working model, and in Hyderabad we have provided shuttle services from the Metro station to encourage lower-emission commuting options.

Fuel and Energy-Related Activities (Category 3) decreased to 560 tCO₂e (2024 revised: 643 tCO₂e) and Upstream Transportation and Distribution (Category 4) decreased to 24 tCO₂e (2024 revised: 34 tCO₂e). Remaining categories have minimal impact in the overall carbon footprint.

In 2025, we report Scope 3 Category 11 (Use of Sold Products) in the Annual Report for the first time, further enhancing transparency as our delivery model evolves. Category 11 is not included in our current SBTi target boundary because, under the GHG Protocol, indirect use-phase emissions are classified as optional. For software products, these indirect emissions reflect customer-specific choices, such as electricity mix, infrastructure and usage patterns, which fall under the customer's operational control. As the adoption of cloud-based and web-enabled solutions grows, the relevance of Category 11 increases, and we are strengthening our methodology to support potential future inclusion. In 2024, Category 11 emissions were 53,344 tCO₂e; in 2025, they were 51,783 tCO₂e.

Accountability continued

GHG emissions continued Scope 3 continued

Category 11 is largely indirect and depends on customer-specific factors such as electricity mix, infrastructure and usage patterns. Our calculations cover emissions from (i) on-premise servers used by clients and (ii) end-user devices, informed by modeling and data from Microsoft Azure tools. For collocated data centers and public cloud hyperscalers, we continue to enhance data gathering on energy use and associated emissions.

Reducing downstream emissions is a strategic driver of our continued investment in SaaS and cloud-native architectures, which enable more efficient resource utilization and scalable delivery. We collaborate with hyperscalers and data center Partners to support this transition by leveraging higher-efficiency infrastructure and electricity with increasing renewable sourcing. In parallel, we continue to improve our product design and coding practices, operational performance, and the transparency and robustness of our Category 11 methodology over time.

→ [Read more here: Basis of Preparation](#)

The journey towards net-zero

In 2025, our operational emissions improved, while value chain emissions remained the main driver of our footprint. Scope 1 and 2 emissions decreased by 13% (market based) and by 10% (location based) versus 2024 (revised), reflecting continued efficiency measures and 100% renewable electricity sourcing. Total Scope 3 emissions (excluding use of sold products) increased by 25% compared with 2024 (revised), indicating that additional progress is required across our value chain. This reinforces our focus on the most material levers, including enhanced supplier engagement and procurement measures, alongside strengthened travel management. We achieved a 26% reduction in emissions compared to our revised 2019 baseline across Scopes 1, 2 (market based), and 3, excluding from use of sold products. This progress highlights the impact of our ongoing decarbonization efforts. We remain committed to meeting our near-term SBTi target, with accelerated action focused on Scope 3.



Case study

Carbon removal project: blue carbon restoration in Pakistan

As part of our decarbonization strategy, we support verified carbon removal through the Delta Blue Carbon Project in Pakistan's Indus River Delta, the world's largest blue carbon restoration initiative. In 2025, we completed our third year of engagement, contributing to the removal of 1,500 tonnes of CO₂.

The project delivers nature-based carbon removal via afforestation, reforestation and revegetation (ARR) and wetlands restoration, and is certified under Verra's Verified Carbon Standard (VCS) and Climate, Community & Biodiversity Standards (CCBS – Triple Gold). Over its lifetime, the program is expected to remove 142 million tons of CO₂, demonstrating the role of blue carbon in long-term climate mitigation.

Located in a Key Biodiversity Area, the project protects the world's largest arid-climate mangrove forest and 11 vulnerable or threatened species while strengthening coastal resilience and fisheries. Social impact is central to restoration stewards, with 15,000 jobs supported and over 70,000 community members benefiting, including strong participation by women.

The Delta Blue Carbon Project contributes to 13 of the 17 UN SDGs, combining carbon removal, biodiversity protection and inclusive economic development. Through this investment, we integrate high-integrity carbon removal into our climate transition pathway, complementing our emissions reductions while delivering measurable environmental and social value.

Water

Temenos recognizes water as a finite natural resource and manages water-related risks through a structured water stewardship and risk management approach, focused on operational resilience, compliance and responsible resource use. Climate change and a growing population are putting increasing pressure on the global water supply. We comply with all legal requirements, standards and regulations related to water quality and quantity permits with zero incidents of non-compliance to report. In our eight significant offices, which account for 74% of our workforce, we implement an Environmental Management System (ISO 14001), conduct environmental impact assessments and continuously develop strategies to reduce our water usage and overall environmental impact.

In 2025, Temenos continued to strengthen its water stewardship program through targeted initiatives across operations (e.g. efficiency and monitoring measures in facilities, improved data capture and reporting processes), and by preparing to expand WASH-related actions through community initiatives. Oversight of Temenos' water stewardship approach is supported by senior management ensuring accountability for performance, risk management and disclosure quality. Water risks and opportunities are assessed as part of our broader sustainability and enterprise risk processes, with outcomes considered in strategic planning and operational decision making, including site-level actions in locations where water stress or regulatory requirements may be higher.

Water management reporting

Since 2019, we have been tracking and reporting water withdrawal from all sources (groundwater and third party supply), as well as water consumption by employees and discharge in our offices. While our water use is limited to office operations, we remain committed to monitoring and minimizing our impact. We collaborate with the building owners, analyze data and implement efficiency measures. To prevent unnecessary water use, we have installed water pedestal, tapping and motion sensor systems on water fixtures and we follow a preventive maintenance schedule to fix leaking taps in our offices.

Water risk management

As climate change intensifies, water stress and effective water risk management are gaining momentum and software companies need to ensure responsible water usage in water-stressed regions, both in their facilities and their collocated data centers. Using the WRI's Water Risk Atlas tool, Aqueduct, we have identified that 78% of our water use from our office facilities is withdrawn and consumed in locations with extremely high (>80%) and 7% in locations with high (40–80%) baseline water stress. We have also strategically selected most of our collocated data centers to be in regions with low water stress. Where water risk assessments identify priority areas, we integrate relevant mitigation and adaptation measures into operational planning, such as efficiency upgrades, reuse solutions and awareness actions to reduce consumption and strengthen resilience.

Water efficiency

Our offices in India operate in IT business parks, where all wastewater is being treated in a sewage treatment plant (STP). It is then reused for toilet flushing and horticulture, in accordance with the legal requirements set by the Chennai Metropolitan Water Supply and Sewage Board and Chennai Metropolitan Development Authority. As a result, in 2025, we reused 35% of treated domestic wastewater and reduced the consumption of fresh water by 7,457m³.

Water protection

We have implemented targeted controls to prevent water pollution and protect marine and coastal ecosystems while supporting biodiversity conservation. In locations where diesel generators are under our operational control, we apply Spill Prevention Plans, including training for responsible personnel, the availability of spill response kits and secondary containment to minimize the risk and impact of any fuel leakage. In India, we regularly monitor the effluent quality from our sewage treatment plants (STPs) in Chennai and Bangalore through accredited laboratories, helping prevent potential contamination of water and land from untreated wastewater. To further reduce impacts on water quality across our sites, we also use eco-friendly cleaning detergents in our offices.

Waste and e-waste

As an IT software organization, our waste generation primarily consists of municipal solid waste and a moderate amount of electronic waste (e-waste) from internal operations and IT infrastructure, including computers, printers, monitors and mobile devices. Additional waste streams include used batteries, lamps and hazardous materials originating from diesel generators in our India operations.

Our Waste Management and Prevention Program is governed by ISO 14001 standards and emphasizes minimizing landfill disposal through partnerships with authorized waste management vendors. All used IT equipment undergoes data and software sanitization before being either donated to non-governmental organizations (NGOs) or processed by certified recyclers. These recyclers dismantle equipment and safely remove hazardous components in compliance with local and international e-waste disposal regulations.

To address hazardous waste, we have implemented a Hazardous Waste Disposal Program, ensuring that authorized vendors manage disposal in accordance with global guidelines and regulatory requirements. Employees in our ISO 14001-certified offices receive annual training on waste management best practices, to raise awareness and better understand the benefits of reducing waste across operations, reinforcing the effectiveness of these programs and our commitment to sustainability. Furthermore, our Luxembourg and UK offices undergo external waste audits to identify opportunities for reuse, recycling, recovery or elimination of on-site waste. Across all locations, designated Environmental Champions lead initiatives that promote environmental stewardship and continuous improvement.

→ [Read more here: Environmental Dashboard](#)

EU Taxonomy

Activity 8.2 – Data-driven solutions for greenhouse gas (GHG) emissions reductions

In 2025, we reassessed our approach to EU Taxonomy and identified activities related to the use of Temenos cloud solutions by clients as eligible for activity 8.2, “Data-driven solutions for greenhouse gas (GHG) emissions reductions”, as defined in Annex I to the Climate Delegated Act (EU) 2021/2139, contributing to climate change mitigation (CCM).

This activity replaces the previously disclosed activity 8.1, “Data processing, hosting and related activities”. The change reflects a refined interpretation of the EU Taxonomy, aligning Temenos’ disclosures with its business model and the climate change mitigation benefits enabled by its software solutions for clients, rather than the underlying IT infrastructure operated by third parties.

Economic activity 8.2 data-driven solutions for greenhouse gas (GHG) emissions reductions”, captures Temenos’ role in enabling banks and financial institutions to reduce GHG emissions through the digitalization and optimization of banking operations, including migration from legacy on-premise systems to cloud-based and SaaS solutions.

The activity is assessed at the level of client use of Temenos software, rather than our own operational footprint, in line with the EU Taxonomy definition of enabling activities. The following sustainability levers outline how Temenos cloud solutions enable clients to reduce their GHG emissions from the use of software. These levers form the foundation for demonstrating alignment through representative client use cases.

Sustainability levers

- Optimize IT operations and infrastructure efficiency.
- Optimize financial processes and transaction efficiency.
- Measure software carbon intensity to track efficiency improvements.
- Benchmark and reduce carbon emissions further across operations.
- Support banks’ ESG disclosures to regulators and investors.
- Empower customers with transaction-level carbon insights.
- Reduce IT infrastructure needs and e-waste.

EU Taxonomy eligibility

The environmental benefits for our clients stem from the cloud deployment model rather than from product-specific functionalities. By deploying on the cloud, the Temenos Banking Platform helps banks operate more efficiently.

In 2025, the proportion of revenue attributable to cloud-based software solutions out of total Temenos Group revenue was assessed as eligible for contributing to the EU Taxonomy climate change mitigation objective under activity 8.2, resulting in a total Taxonomy-eligible revenue proportion of 30.3%. For more information about EU Taxonomy activity 8.2 eligible revenue please refer to the appendix of the Sustainability Report.

EU Taxonomy alignment

A gradual approach is being followed to prove alignment with EU Taxonomy activity 8.2. Temenos is developing representative client use cases, meeting the technical criteria of activity 8.2, in collaboration with GoCodeGreen, a third party consultancy specialized in measuring the carbon footprint of software solutions. We aim to quantify the actual GHG emissions reductions achieved at client level – expressed as absolute emissions or emissions intensity reductions – through migration from on-premise to SaaS or cloud-based environments. Based on the client use cases, the absence of comparable data from other cloud-based banking software providers and an independent benchmarking placing Temenos within the top performers in a broader peer group – including fintech companies, banks and financial institutions – we consider our cloud-based solutions to meet the EU Taxonomy criterion on substantial lifecycle GHG emission savings compared to the best-performing alternative solutions in the market.

The methodology used for quantifying lifecycle GHG emission reductions is developed by GoCodeGreen. The calculations of GHG emissions reduced by the use of Temenos cloud solutions have been externally verified by an independent party. The standards used to guide the calculations include ISO 14067:2018.

To harmonize the results of client use cases and enable extrapolation to Temenos cloud revenue, representativeness criteria have been considered including typology, geography and hosting provider. Extrapolation applies a single client use case as a proxy to model and infer outcomes across the wider use-case population. In specific, a client use case is used as a sample when it sufficiently reflects the common characteristics of a broader set of clients.

To date, we have developed two core banking client use cases – one in the Americas and one in Europe. In addition, we are currently assessing a digital banking client in Europe.

In 2025, based on the methodology described above, we identified EU Taxonomy-aligned revenue under activity 8.2 amounting to 11.3% of total Temenos Group IFRS revenue. For more information about EU Taxonomy activity 8.2-aligned revenue please refer to the appendix.

Do No Significant Harm (DNSH) assessment

We assessed compliance with the applicable “Do No Significant Harm” (DNSH) criteria as required by EU Taxonomy at Temenos Group level and concluded that applicable requirements are met. The assessed DNSH criteria include:

- Climate change adaptation: an assessment of physical climate risks relevant to the provision and use of software solutions, supported by resilience measures at system and infrastructure level, is conducted. For more information, please refer to the Temenos TCFD Report.
- Transition to a circular economy: the IT hardware equipment we use meets the requirements of Directive 2009/125/EC for servers and data storage products and is free from restricted substances listed in Annex II to Directive 2011/65/EU. We have established a proactive policy requiring all suppliers to conform with these directives. We also have an e-waste management system in place to ensure maximum recycling of electrical and electronic equipment at the end of life. For more information, please refer to the Temenos Global Environmental Policy and ISO 14001 certification.

Minimum safeguards assessment

Minimum safeguards criteria were assessed at Group level and concluded that Temenos complies with the OECD Guidelines for Multinational Enterprises, the UN Guiding Principles on Business and Human Rights and the applicable standards as described in the EU Taxonomy regulation, including human rights, corruption, taxation and fair competition.

For more information, please refer to Temenos Business Code of Conduct and corporate policies.

Activity 7.3 – Installation, maintenance and repair of energy efficiency equipment

EU Taxonomy activity 7.3 covers expenditure for the installation, maintenance and repair of energy efficiency equipment in buildings, as defined in the Climate Delegated Act (EU) 2021/2139. For Temenos, eligible expenditure is limited to tenant-controlled energy efficiency measures implemented in office spaces where Temenos is responsible for fit-out, upgrades or operational improvements. These investments support climate change mitigation by improving the efficiency of building services and reducing energy consumption.

Eligible activities focus on digital, control-based and operational measures rather than structural building elements, including building automation and energy management solutions such as smart metering, sensors, control systems and lighting optimization. Activities are restricted to measures under Temenos' direct control within leased, multi-tenant office buildings.

EU Taxonomy eligibility

In 2025, Temenos identified capital expenditure (CapEx) and, where applicable, operational expenditure (OpEx) related to energy efficiency measures as eligible under EU Taxonomy activity 7.3. Eligibility is assessed based on whether installed, upgraded or maintained equipment and systems deliver a verifiable improvement in energy performance, reduce final energy demand and are consistent with the requirements of the EU Taxonomy Climate Delegated Act, including recognized energy efficiency standards and best practices. The proportion of CapEx and OpEx classified as Taxonomy-eligible under activity 7.3 represents a limited share of total Group expenditure, reflecting Temenos' business model (IT company) and reliance on leased office space. For more information about EU taxonomy activity 7.3 eligible CapEx and OpEx please refer to the appendix.

EU Taxonomy alignment

Temenos does not claim EU Taxonomy alignment under activity 7.3 at this stage. Current disclosures are limited to eligibility only. While Temenos' investments support energy efficiency, EU Taxonomy alignment under activity 7.3 is not claimed in 2025, as the Company's tenant-controlled measures in leased buildings do not yet allow full substantiation of the technical screening criteria for substantial contribution.

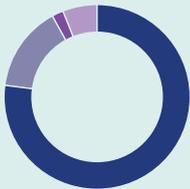
Financial year 2025

KPI	Total	Proportion of Taxonomy eligible activities	Taxonomy-aligned activities	Breakdown by environmental objective of Taxonomy-aligned activities										Taxonomy-aligned activities in 2024	Proportion of Taxonomy-aligned activities in 2024
				Proportion of aligned activities	Climate change mitigation	Climate change adaptation	Water	Circular economy	Pollution	Biodiversity	Proportion of enabling activities	Proportion of transitional activities	Not assessed activities considered non-material		
	USDm	%	USDm	%	%	%	%	%	%	%	%	%	%	USDm	%
Turnover	1,090.8	30.3%	123.2	11.3%	11.3%	—	—	—	—	—	—	11.3%	—	n/a	n/a
CapEx	83.6	0.12%	—	—	—	—	—	—	—	—	—	—	—	n/a	n/a
OpEx	842.8	0.34%	—	—	—	—	—	—	—	—	—	—	—	n/a	n/a

Environmental dashboard

Energy and GHG emissions

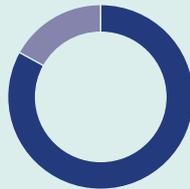
2025 electricity use by region



% by region

Asia Pacific	77%
Europe	15%
Middle East and Africa	2%
Americas	6%

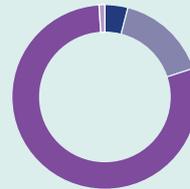
2025 renewable energy use



% renewable energy use

Renewable	79%
Non-renewable	21%

2025 total energy profile



% by activity

Diesel	4%
Natural gas	16%
Grid electricity	79%
Company cars	1%

GHG emission profile (% per Scope)

	2019 revised ⁴	2019 ³	2024 revised ⁴	2024	2025
Scope 1	3.0	2.2	2.8	2.7	2.0
Scope 2 ¹	13.1	17.6	0.1	0.1	0.0
Scope 3 Cat. 1 Purchased Goods and Services	20.8	24.2	47.6	53.8	55.2
Scope 3 Cat. 2 Capital Goods	0.2	0.2	0.4	0.2	0.5
Scope 3 Cat. 3 Fuel and Energy-Related Emissions	2.8	–	2.9	3.3	2.0
Scope 3 Cat. 4 Upstream Transportation and Distribution	0.3	–	0.2	–	0.1
Scope 3 Cat. 5 Waste Generated in Operations	0.3	–	0.1	8.0	0.1
Scope 3 Cat. 6 Business Travel	36.0	35.4	29.5	21.0	28.6
Scope 3 Cat. 7 Employee Commute	23.5	20.4	16.4	10.9	11.5
Scope 3 total (excluding use of sold products)²	83.9	80.3	97.1	97.2	98.0

1 Scope 2 emissions (market based) are considered as a representation of emissions based on purchased electricity.

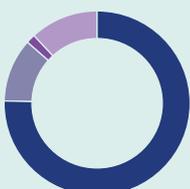
2 Scope 3 includes all relevant categories, excluding category use of sold product. For more information, please refer to Scope 3 on page 53.

3 Scope 2 emissions (location based) are considered.

4 For more information, please refer to Basis of Preparation.

Water and waste

2025 water withdrawal



% by region

Asia Pacific	75.4%
Europe	11.1%
Middle East and Africa	1.6%
Americas	11.9%

2025 baseline water stress



% baseline water stress

>80% extremely high	78.0%
40–80% high	7.4%
<40% low	14.6%

2025 waste profile



% waste

Diverted from disposal	61.2%
Directed to disposal	38.8%

2025 energy consumption and GHG emissions per region	Unit of measurement	Asia Pacific	Europe	Americas	Middle East and Africa	Temenos
Electricity	GJ	15,514	3,053	1,230	335	20,132
Electricity (renewable sources)	GJ	15,514	3,053	1,230	335	20,132
Natural gas	GJ	0	2,211	1,740	0	3,951
On-site electricity generation	GJ	795	0	0	0	795
Diesel used for heating	GJ	0	296	0	0	296
Company cars	GJ	0	237	0	0	237
Total energy consumption	GJ	16,309	5,796	2,970	335	25,411
Renewable energy	%	95.1	52.7	41.4	100	79.2
Total grid electricity consumption	%	95.1	52.7	41.4	100	79.2
Scope 1 – natural gas	tCO ₂ e	0	114	89	0	203
Scope 1 – diesel	tCO ₂ e	56	20	0	0	76
Scope 1 – company cars	tCO ₂ e	0	13	0	0	13
Scope 2 – electricity (market based)	tCO ₂ e	0	0	0	0	0

Emission activities	Scope	Emission source
Natural gas consumption	Direct (Scope 1)	Natural gas supply
On-site electricity generation – diesel fuel	Direct (Scope 1)	Diesel-operated generator sets
Fugitive emissions (HCFCs, HFCs, ODS)	Direct (Scope 1)	Air conditioning equipment
Leased cars	Direct (Scope 1)	Company cars
Purchased electricity	Indirect (Scope 2)	Electricity grid
Purchased goods and services	Other indirect (Scope 3)	Upstream use of natural resources
Capital goods	Other indirect (Scope 3)	Upstream use of natural resources
Other fuel and energy-related activities	Other indirect (Scope 3)	Electricity grid
Upstream transportation and distribution	Other indirect (Scope 3)	Upstream use of natural resources
Waste generated in operations	Other indirect (Scope 3)	Waste generated in the offices
Employee commute	Other indirect (Scope 3)	Employees' private vehicles, public transportation, taxis and WFH
Business travel	Other indirect (Scope 3)	Commercial airlines, hotel stays and taxis
Use of sold products	Other indirect (Scope 3)	Downstream use of natural resources

Normalized metrics (per capita ¹)		2019 revised	2024 revised	2025
GRI 302-3	Energy intensity (kWh) ²	1,704	1,234	1,396
GRI 305-4	Scope 1 and 2 emissions (market based)	0.850	0.103	0.111
GRI 305-4	Scope 3 emissions (excluding Use of sold products)	4.407	3.410	5.319
GRI 305-4	Scope 1, 2 and 3 (excluding Use of sold products)	5.257	3.513	5.431
	Water withdrawal (KL)	5.068	3.453	4.271
	Waste generation (t) ³	0.039	0.021	0.026

Normalized metrics (per revenue ⁴)		2019 revised	2024 revised	2025
GRI 302-3	Energy intensity (kWh) ²	12,339	7,432	6,471
GRI 305-4	Scope 1 and 2 emissions (market based)	6.151	0.618	0.516
GRI 305-4	Scope 3 emissions (excluding Use of sold products)	31.905	20.513	24.651
GRI 305-4	Scope 1, 2 and 3 (excluding Use of sold products)	38.056	21.150	25.167
	Water withdrawal (KL)	36.686	20.789	19.792
	Waste generation (t) ³	0.281	0.126	0.120

1 Annual performance for the period January to December per headcount. For more information on the calculation, please refer to Basis of Preparation.

2 Includes all types of energy (grid electricity, natural gas, diesel).

3 Annual waste generated for the period January to December per headcount. For more information on the calculation, please refer to Basis of Preparation.

4 Annual performance for the period January to December, divided by the IFRS revenue of the reporting year.

Integrated Report

Sustainability continued

Environmental disclosures continued

Environmental dashboard continued

GHG emissions (tCO ₂ e) ¹		2019 revised ⁵	2019*	Variance 2019(%)	2024 revised ⁵	2024	Variance 2024(%)	2025
GRI 305-1	Scope 1: Natural Gas Consumption	458	78	487	205	122	68	203
GRI 305-1	Scope 1: Diesel Consumption	329	304	8	79	79	–	76
GRI 305-1	Scope 1: Fugitive Emissions (HCFCs, HFCs, ODS)	309	291	6	305	263	16	270
GRI 305-1	Scope 1: Leased Cars	57	–	new	38	38	–	13
GRI 305-1	Scope 1: total	1,153	673	71	627	502	25	562
GRI 305-2	Scope 2: Purchased Electricity (location based)	4,823	5,738	(16)	3,897	3,974	(2)	3,521
GRI 305-2	Scope 2: purchased electricity (market based)	4,879	–	new	19	19	–	–
GRI 305-3	Scope 3: Purchased Goods and Services	7,757	7,880	(2)	10,522	9,891	6	15,142
GRI 305-3	Scope 3: Capital Goods	75	75	–	88	35	152	131
GRI 305-3	Scope 3: Other Fuel and Energy-Related Activities	1,029	–	new	643	611	5	560
GRI 305-3	Scope 3: Upstream Transportation and Distribution	123	–	new	34	–	new	24
GRI 305-3	Scope 3: Waste Generated in Operations	94	–	new	20	1,467	(99)	28
GRI 305-3	Scope 3: Business Travel (air, train, taxi, hotels)	13,444	11,527	17	6,512	3,855	69	7,854
GRI 305-3	Scope 3: Employee Commute ²	8,764	6,655	32	2,356	2,014	17	1,800
GRI 305-3	Scope 3: Employee Commute (work from home)	–	–	–	1,262	–	new	1,351
GRI 305-3	Scope 3: total (excluding use of sold products)	31,286	26,137	20	21,437	17,873	20	26,890
GRI 305-3	Scope 1, 2 (location based) and 3: total ³ (excluding use of sold products)	37,262	32,549	14	25,961	22,349	16	30,973
GRI 305-3	Scope 1, 2 (market based) and 3: total³ (excluding use of sold products)	37,318	–	new	22,083	18,394	20	27,452
Revised SBTi target	Scope 1, 2 (market based) and 3³ (excluding use of sold products)	37,318	31,338	19	27,226	24,444	11	25,562
GRI 305-3	Scope 3: use of sold products	80,311	–	new	53,344	–	new	51,783
GRI 305-3	Scope 1, 2 (location based) and 3: total ⁴	117,573	–	new	79,305	–	new	82,756
GRI 305-3	Scope 1, 2 (market based) and 3: total⁴	117,629	–	new	75,427	–	new	79,235
GRI 305-5	Emissions offset (carbon removal as of 2024)		14,587			1,000		1,500

* 2019 was selected as the base year for emissions calculations as it represents the first year with comprehensive data collection across all relevant categories.

1 For more information, please refer to Basis of Preparation.

2 Excluding GHG emissions from work from home (WFH) employees.

3 Excluding GHG emissions from use of sold products. For more information, please refer to Scope 3 on page 53.

4 Including GHG emissions from use of sold products. For more information, please refer to Scope 3 on page 53.

5 The figures for GHG emissions under columns “2019 revised” and “2024 revised” have been restated to take into account the updated methodologies, the expanded scope and the change in the reporting period, improving the reliability and comparability of the data. The revised figures and associated targets are pending validation by the Science Based Targets initiative (SBTi). For more information, please refer to Basis of Preparation.



Sources of water¹		Volume (m ³) 2024	Volume (m ³) 2025
Purchased water	Municipality water	18,172	18,471
	Purchased water (non-potable)	2,381	1,617
	Purchased water (potable)	382	683
Ground water	Ground water	771	818
Surface water	Surface water (river/lake/sea)	0	0
Harvested rain water	Rainwater collected and stored (water consumed from RWH tanks)	0	0
Recycled water	Other water, >1,000 mg/l total dissolved solids	9,693	7,457
Total water withdrawal (SASB TC-SI-130a.2) (GRI 303-3)	Freshwater, ≤1,000 mg/l total dissolved solids	21,706	21,589
Total wastewater discharge		20,621	20,509

Waste profile	Quantity (tn) 2024	Quantity (tn) 2025
GRI 306-3 Total waste generated	132	131
GRI 306-4 Total waste diverted from disposal	102	80
GRI 306-5 Total waste directed to disposal	30	51

Waste per category	Quantity (tn) 2024	Quantity (tn) 2025
Food waste (compost)	11.1	13.1
Food waste (landfill)	10.0	5.6
Paper/carton/plastic/tin/glass (recycle)	63.3	60.5
Domestic (landfill)	20.1	45.2
Domestic (recycle)	1.5	0.5
Domestic (incinerated with energy recovery)	5.8	0.1
Hazardous waste ² (recycle)	0.4	0
Hazardous waste ² (incinerated without energy recovery)	0.1	0
E-waste (recycle)	19.7	5.9

Water withdrawal per region¹	Volume (m ³) 2024	Volume (m ³) 2025
Asia Pacific	18,575	16,285
Europe	1,920	2,392
Americas	1,206	2,568
Middle East and Africa	5	344
Total water withdrawal	21,706	21,589

2025 water withdrawal and consumption profile¹	Percentage (%)
% recycled water (SASB TC-SI-130a.2)	34.5
% water in regions with high baseline water stress (SASB TC-SI-130a.2)	7.4
% water in regions with extremely high baseline water stress (SASB TC-SI-130a.2)	78.0

2025 water stress	Water withdrawn (m ³)	Total water consumption (m ³)	Water stress (%)
Extremely high (>80%)	16,841	842	78.0%
High (40–80%)	1,588	79	7.4%
Low (<40%)	3,160	158	14.6%

2025 water stress per region	High (40–80%)	Extremely high (>80%)
Asia Pacific	2.1%	97.3%
Europe	23.5%	31.3%
Americas	37.3%	–
Middle East and Africa	0%	100%

1 All water volumes are reported in cubic meters (m³). For reference, 1 megaliter (ML) equals 1,000 m³. For more information on the calculations, please refer to Basis of Preparation.

2 Hazardous waste is generated from operation and maintenance of diesel generators in India.

Environmental goals and targets

Caring for the Planet

■ Indicates target achieved

Environmental management and awareness



Indicator	2022	2023	2024	2025	2026 target	2030 target
Roll out EMS to additional locations and increase the ISO 14001:2015 certification coverage	7 offices	7 offices	8 offices	8 offices¹	8 offices	10 offices
Increase global waste diversion from landfill	78%	73%	78%	61%	80%	90%
Percentage of per capita water consumption for certified ISO 14001 offices, compared to 2018 baseline (first certification) reduction	72%	72%	61%	48%	75%	80%
Organize sustainable events ²	1 event	2 events	5 events	7 events	10 events	12 events

1 We have implemented an ISO 14001:2015-certified EMS in our offices: four in India, one in Romania, one in Luxembourg, one in the UK and one in Dubai.

2 Results displayed annually represent the cumulative count of sustainable events since 2022.

Energy



Indicator	2022	2023	2024	2025	2026 target	2030 target
Percentage of per capita energy consumption for certified ISO 14001 offices, compared to 2018 baseline (first certification) reduction	45%	37%	34%	25%	50%	
Percentage of annual sourcing of renewable electricity use in Temenos internal operations (offices and owned data centers)	18%	86%	86%	100%	80%	100%

Climate change strategy

Business Ambition for 1.5°C



Indicator	2022	2023	2024	2025	2026 target	2030 target
Get validation of Science Based Targets initiative (SBTi) for the reduction of GHG emissions	Official validation	–	–	–	Target resubmission	
SBTi target: percentage of absolute Scope 1 and 2 GHG emissions reduction, compared to 2019 baseline	18%	91%	91%	91%	32%	50%
SBTi target: percentage of absolute Scope 1, 2 and 3 GHG emissions reduction, compared to 2019 baseline ³	2%	31%	59%	26%⁴	32%	50%

3 Since 2022, data includes all relevant Scope 3 categories aligned with the SBTi.

4 In 2025, we have recalculated our SBTi baseline year. For more information, please refer to Basis of Preparation.

S Social and societal disclosures

Investing in Our People

At Temenos, people are our greatest asset. We are committed to fostering an open, fair, inclusive, safe and equal opportunity work environment where all employees and contractors are treated with respect, dignity and honesty. By investing in our people's wellbeing and development through continuous learning, inclusive policies and a culture of empowerment, we enable our teams to thrive, innovate and deliver exceptional value to our stakeholders. These principles are embedded in our daily interactions and formally reflected in our Business Code of Conduct, which underpins our commitment to open and respectful communication, diversity and equal opportunities at all levels, and the health and safety of our workforce.

Preparation for CSRD alignment in FY-26

- ESRS S1** Work-Life Balance for Temenos Employees
- ESRS S1** Health & Safety for Temenos Employees
- ESRS S1** Gender Equality and Equal Pay for Equal Work for Temenos Employees
- ESRS S1** Measures against Violence and Harassment in the Workplace
- ESRS S1** Diversity
- ESRS S1** Training and Skills Development
- ESRS S2** Health & Safety of Value Chain Workers
- ESRS S2** Gender Equality and Equal Pay for Equal Work of Value Chain Workers
- ESRS S3** Communities' Economic, Social and Cultural Rights
- ESRS S4** Privacy of Temenos' Consumers and End Users

Empowering Our Local Economies and Communities

Through targeted community programs, strategic partnerships and employee volunteering, we support access to education, digital inclusion, women's empowerment, financial inclusion and environmental action in the regions where we operate. Our approach focuses on addressing local needs while delivering measurable impact, strengthening resilient communities and contributing to inclusive and sustainable growth.

2025 key highlights

5,205
people

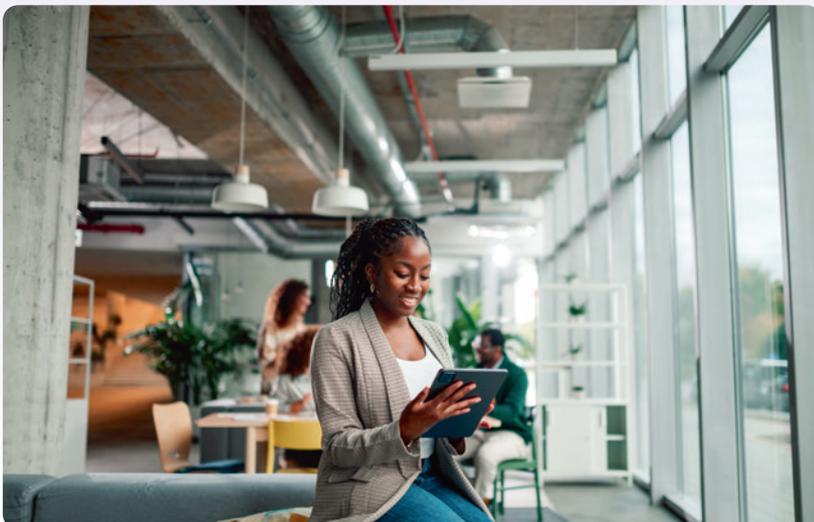
49
offices

36
countries

81
nationalities



Working with our employees towards an inclusive, purposeful and sustainable working environment.



Contributing to the UN SDGs



Social disclosures

Investing in Our People

Diversity, inclusion and equal opportunity

Temenos is a truly global and diverse team of 81 nationalities in 49 offices across 36 countries. Our differences are our strengths.

At the end of 2025, Temenos employed 5,205 people worldwide, including full-time and part-time employees, business Partners and contractors of Temenos. Our partnerships increasingly allow us to deliver a complete range of implementation and support services to our clients and complement our growth strategies. Most of our employees work as full-time, permanent employees. In 2025, we had 35 part-time employees (24 women and 11 men) and 131 temporary employees (103 men and 28 women). Of these, 128 employees are on a statutory fixed-term contract, the majority in Dubai in line with UAE labor law. Fixed-term employment contracts in the UAE are mandatory for all private sector companies. All employee benefits are provided to full-time as well as temporary or part-time employees based on the requirements mandated by the laws in the countries where we operate and the locations where we recruit.

Our diversity, equity and inclusion (DEI) approach, starting with our own people and ending with our clients and their customers, drives collaboration and enables our employees to succeed. We are committed to an inclusive workforce that fully represents the many different cultures, viewpoints and backgrounds within our organization, and that of our clients, our Partners and our communities.

Our business philosophy and our organizational structure are based on cultural diversity, as we operate using a matrix of regional and global business functions. We encourage decentralized work processes and cooperation between our people across countries and regions, or anywhere in the world when traveling, while maintaining a central process approach for our core activities and decision making.

People experience

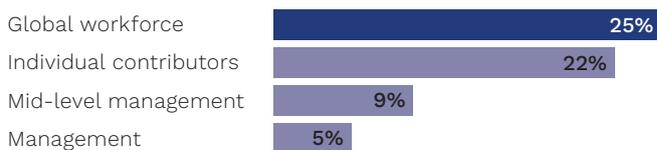
In 2025, we focused on enhancing our system landscape to improve the overall employee experience, particularly from a systems and processes perspective. As part of this initiative, we have invested in Workday, a powerful, cloud-based platform that will streamline and elevate our HR and expenses processes. Workday will provide real-time insights, automated workflows and a unified system to simplify tasks such as payroll, recruitment, budgeting and talent management.

By leveraging Workday, Temenos will boost efficiency, reduce administrative overhead and enable data-driven decision making for improved business outcomes. The project officially kicked off in Q4 2024, with the Phase 1 go-live scheduled for Q1 2026.

Equal pay and gender pay parity

We review our pay practices annually across the countries in which we operate to identify and address potential pay disparities. In these reviews, we assess roles and objective factors such as skills, experience, tenure, and market conditions, alongside demographic indicators where legally permissible. We designed our compensation framework to remain competitive externally while promoting internal equity. As of our most recent review, we report a mean gender pay gap of approximately 25%, representing a reduction of three percentage points compared to the prior year and continuing a positive direction of travel. While this gap reflects our workforce composition and the distribution of roles across levels, we remain focused on narrowing it over time through structured action plans, ongoing monitoring, and global initiatives that support fair and consistent pay outcomes. Some year-on-year variation reflects the introduction of our updated career framework, which brought a more structured and consistent approach to role classification and strengthened reporting clarity across our organization.

Mean gender pay gap



We leverage a dedicated analytics platform embedded within our compensation processes to support our pay equity strategy. This enables us to systematically review pay differentials across relevant employee groups and supports ongoing monitoring to promote equitable outcomes. We review salaries annually with reference to local market conditions and cost-of-living considerations. We aim to pay above applicable statutory minimum wages and, where possible, in line with recognized living wage benchmarks. We comply with statutory pay gap reporting obligations at the country level, including publication of the UK Gender Pay Gap Report and reporting under the Australian Workplace Gender Equality framework.

Women per pay quartile (%)

Pay quartile	Management	Mid-level management	Individual contributor	Women distribution
Top	25%	24%	26%	18%
Upper middle	19%	24%	36%	24%
Lower middle	19%	28%	40%	28%
Lower	25%	27%	41%	29%
Women distribution	3%	8%	90%	



Inclusive culture

Accelerating our diversity journey

The technology industry, among others, faces a gender diversity problem. As a global company with a presence in many countries, we are committed to advancing gender diversity in our operations, value chain and community investment programs. As part of our diversity, equity and inclusion approach, we are actively recruiting and retaining qualified women, while supporting them in their career development, with the aim of achieving an equal representation of male and female employees in our Company. The principles and goals of the Universal Declaration of Human Rights are at the center of our diversity initiatives.

According to the latest Global Gender Gap Report 2025 by the World Economic Forum, it will take another 123 years to completely close the global gender gap, which has been closed by 68.8% in 2025. Women have not been hired at equal rates across industries, despite an increase in the proportion of women in leadership positions over time. In particular, only 25% of leadership roles are held by women in the technology industry. At Temenos, we have achieved 47% gender diversity in top management positions (one level below CEO).

Although the science, technology, engineering and mathematics (STEM) workforce has grown rapidly in recent decades, the share of women is uneven across STEM job types. According to the World Economic Forum, women make up just 28% of the global STEM workforce and only 22% of Artificial Intelligence (AI) professionals. In addition, according to the European Commission, women are also underrepresented in digital studies and careers. Women account for just one in three STEM graduates and one in five ICT specialists. At a young age, girls generally outperform boys in computer and information literacy, but as they get older and reach higher levels of education, girls tend to steer away from ICT and STEM subjects.

At Temenos, the female representation in STEM-related positions is at 34% (as of the end of 2025). We have developed a strategy to attract and retain women in STEM-related roles, focusing on the following directions:

- through our detailed diversity dashboard, we monitor closely and understand gender diversity in our Company;

- based on the insights and coupled with the Company's business directions, we draft DEI policies internally, focusing on five areas – Recruitment, Retention, Pay, Advancement and Representation – for a more gender-balanced work environment;
- we work with schools and universities to fund girls through targeted scholarships to study STEM and motivate them to eventually join the tech industry;
- we provide job opportunities to build work experiences, internships and mentoring programs that would encourage women towards tech after graduation; and
- we walk the talk and lead by example, showcasing women in managerial positions as Temenos female role models, offering women the opportunity to progress and succeed in senior roles.

At Temenos, we are committed to increasing gender diversity globally to 40% by 2030. At the Company level, the female representation in the total Temenos headcount is at 35%, while the diversity group representation of ethnic groups in the US is at 46%, as of the end of 2025. Since as early as 2014, we have focused on gender diversity in the IT workplace and have fostered an equal opportunity environment for both men and women. Our CEO has the executive oversight for diversity issues throughout the Company, signaling the importance of gender diversity and leading by example. DEI is such an important part of our talent agenda and as such we have dedicated resources which manage DEI. At Group level, it is led by our Head of Talent Attraction and DEI, who reports to our Chief People Officer (member of the Executive Committee).

Achieving gender equity in the workplace at all levels remains a significant challenge for most businesses, and we recognize that meaningful change takes time, particularly for initiatives that encourage women to pursue careers in IT, which will ultimately enhance gender diversity. Our global, regional and local HR teams use quarterly analysis to identify and address challenges, reviewing gender balance and discussing key initiatives to increase the proportion of female employees. We remain committed to communicating internally and externally the importance and benefits of gender diversity, designing targeted interventions and monitoring progress over time.

Investing in Our People continued

People experience

In 2025, we focused on enhancing our system landscape to improve the overall employee experience, particularly from a systems and processes perspective. As part of this initiative, we have invested in Workday, a powerful, cloud-based platform that will streamline and elevate our HR and expenses processes. Workday will provide real-time insights, automated workflows and a unified system to simplify tasks such as payroll, recruitment, budgeting and talent management.

By leveraging Workday, Temenos will boost efficiency, reduce administrative overhead and enable data-driven decision making for improved business outcomes. The project officially kicked off in Q4 2024, with the Phase 1 go-live scheduled for Q1 2026.

Empowering our people

All employees have a role to play in building and maintaining a diverse and inclusive culture. By sharing their backgrounds, interests or concerns, they can connect, embrace their differences and make them forces for positive social and cultural change. By forming employee-led and run groups, they ensure that Temenos is a safe place, where everyone can bring their true self to work every day and work to leverage our diversity as a catalyst for innovation.

Employee communities

Employee communities are networks of employees that are formed based on shared characteristics or backgrounds and sponsored by Temenos. Its members share common needs in the workplace. The groups advocate for themselves, and in addition to fostering their own professional development, often become a valuable resource, providing information about their identities, performing community outreach, opening new networks for recruiting, supporting business objectives and

serving as a visible sign of their employer's commitment to a diverse and inclusive workplace. All of these communities will reflect the unique culture, mission and strategic objectives of Temenos.

Women@Temenos

Over the past 12 months, we continued our Career Fireside Chats, adding webinars, related to self-confidence, portfolio life and women's health, which brought awareness and helped us to focus more on our physical and mental health in addition to work. Our online community has grown to over 800 women and allies. In 2025, we once again joined thousands of people around the world to support Breast Cancer Awareness Month.

Parents@Temenos

Parents@Temenos has over 230 members from all around the world and aims to provide Temenosians with a safe place to discuss and tackle parenting and family-related topics. We are planning a re-launch of this employee community in 2026.

¡ALMA!

¡ALMA! is accessible to everyone who wishes to learn more about the Latin America region and culture. The community has over 100 members, publishes updates (Viernes con ¡ALMA!) and has over 200 attendees during each of its live events.

LGBTQIA+ employee community

A dynamic and inclusive space within Temenos, dedicated to fostering a workplace where everyone, regardless of sexual orientation, gender identity or expression, can thrive.

The Souls by Temenos

Temenosians who sing and play various instruments form our music employee community band located in Chennai and Bangalore, with the goal of promoting music and the vast Indian musical culture.



Elimination of discrimination and prevention of harassment

Temenos is proud of the diversity of its people and believes in an equal employment opportunity for all. The work environment at Temenos is free of any type of harassment based on race, religion, national origin, ethnicity, color, gender, age, marital status, sexual orientation, gender identity or disability or any other personal traits or characteristics that are not work related. Any behavior contrary to this principle will not be tolerated.

This forms a part of our Business Code of Conduct, which is publicly available, and all employees have to read and acknowledge it when joining the Company and annually after that. All employees are required to complete anti-harassment training annually, as part of the Business Code of Conduct mandatory training. Through the respective communication channels, as communicated in the Code as well as through our HR department, employees are encouraged to report any concern of discrimination and harassment. Any retaliation with regard to any such report is strictly forbidden. In case a concern is raised or detected, an internal independent investigation will be launched as quickly as possible, which will be conducted carefully and with full discretion, and any corrective or punitive action taken, if appropriate, will be subsequently reported directly to the Board of Directors. Our anti-discrimination and anti-harassment policies apply to employees and contractors, as well as suppliers, Partners and clients. Our Working with Integrity Principles Policy covers bullying or harassment of or by anyone engaged to work at Temenos, and also by third parties such as clients or suppliers. The policy encompasses bullying or harassment that occurs in the workplace, and also out of the workplace, such as on business trips or at work-related social events.

Freedom of expression and privacy

We believe that access to information technology can support greater freedom of expression, which in turn depends upon the right to privacy if it is to be exercised effectively. We respect people’s right to freedom of expression and their right to freedom from arbitrary and unlawful interference with privacy online. We ensure this through our Code and the respective privacy policies.

Against forced and child labor

At Temenos, we condemn forced or compulsory labor practices. We comply fully with local minimum age laws and requirements and do not employ children. We ensure this through our global and local HR and recruitment policies.

Freedom of association and collective bargaining

As stated in our Business Code of Conduct, we respect the right of our employees to join or not to join trade unions or similar external representative organizations as defined in the ILO Declaration on Fundamental Principles and Rights at Work, while we engage in a constructive dialogue with employee representatives. Local employment laws and practices, collective bargaining agreements and individual contract terms are followed. Where mandated by local law, we have 100% of employees covered by collective bargaining agreements. We provide policies and communication channels for hearing and addressing the concerns of our employees and resolving their issues in an open, fair and transparent manner. Freedom of association and collective bargaining is a fundamental principle, which is respected and valued by the Company for all of its employees. We comply with all relevant collective bargaining agreements in countries where we operate. We follow as a minimum the local law requirement; we also require subcontractors to comply with all relevant collective bargaining agreements and to provide documentation of compliance. All Temenos employees based in Brazil, France,



Spain, Romania and Belgium are covered by collective bargaining agreements that cover various topics such as health and safety, working conditions, talent and development, discrimination and harassment. In France, Germany and Luxembourg, employees maintain work councils and health and safety committees. The local HR departments work as an enabler to make sure that all agreements are followed through as agreed. Working conditions and employment terms are not influenced or determined based on collective bargaining agreements for Temenos employees based in countries except for Brazil, France, Spain, Romania or Belgium.

Employees covered under collective bargaining agreements

Country	No.	% of total headcount
Brazil	12	0.24
France	43	0.85
Spain	26	0.51
Romania	178	3.52
Belgium	14	0.28
Total no. of employees	273	5.40

Supporting our employees during transitions

During periods of change, Temenos remains committed to supporting employees as they navigate their next professional chapter. We collaborate with Randstad RiseSmart to deliver tailored career transition programs for employees impacted by role changes or approaching retirement.

Through this partnership, participants receive individualized one-to-one coaching alongside access to a broad suite of live and on-demand career resources. These tools are designed to help individuals assess their skills, clarify their aspirations, and confidently explore a wide range of future pathways.

Whether pursuing new career opportunities, preparing for retirement, launching entrepreneurial initiatives or considering non-executive or Board roles, the program supports a thoughtful and structured transition. This approach reflects our broader responsibility to people, extending our commitment to development, employability and long-term career sustainability beyond an employee’s time with the Company.

Investing in Our People continued

People experience continued

Talent and learning

Foundations of our learning ecosystem

In 2025, learning at Temenos continued to evolve as a key driver of both individual and organizational success. This year, we focused on creating learning experiences that empower employees to adapt, innovate and lead in an ever-changing environment. Through the Temenos Learning Hub and People Managers Hub, employees, including part-time, full-time and contractual (fixed-term), had on-demand access to curated content, collaborative resources and personalized learning paths. This year, we strengthened our ecosystem by partnerships with external vendors which bring relevant qualifications, are accredited and verified, and are strategically aligned with our priorities. Our average training cost for the same period was USD 7,900.

At the same time, we invested in internal expertise to deliver programs tailored to enhance our culture and business priorities.

By the end of the year, employees actively engaged in approximately 45 hours (or 6 days) of learning experiences. These efforts were complemented by on-the-job coaching, shadowing and feedback, as well as experiential learning that goes further than what traditional metrics capture. Our investment in development this year underscores its importance as a strategic advantage for both individual growth and organizational success. Our approach in 2025 was shaped by insights from engagement surveys, talent reviews and career development plans, ensuring alignment with both business priorities and individual aspirations. Looking forward, we remain committed to evolving our approach and continuing to shift from traditional training to a continuous learning culture where every Temenosian has the tools and confidence to thrive.

Rolling out new learning initiatives

Building on the success of 2024, where we introduced Asynchronous Learning, Social Learning and Leadership Development programs, 2025 marked a strong leap forward in creating a collaborative and future-focused learning culture at Temenos.

This year, we expanded our Peer-to-Peer Learning initiatives, moving beyond pilot programs to a robust offering of interactive sessions facilitated by employees across the organization. Temenos employees with specific expertise volunteer their time and effort to design and deliver learning programs for their colleagues. These sessions included workshops on Change Leadership, Innovation Demystified, AI & Power BI, Design Thinking, Facilitation Skills, and AI Prompt Engineering. By leveraging internal talent, these programs equip teams with practical skills to drive change, embrace technology and foster creativity.

A major highlight for 2025 was the launch of the Sales Leaders Academy, a year-long program designed for senior sales leaders across Temenos. This program combined in-person and virtual learning experiences to maximize accessibility and impact. With a strong focus on enhancing advanced sales capabilities and human-centered leadership elements, the Academy equipped our sales leaders to drive growth while fostering collaboration and performance within their teams.

Our commitment to diversity and inclusion was further amplified through programs designed specifically for female talent. This year we extended the offering to include a one-day workshop, delivered virtually or in person, on Marketing Self, focusing on building confidence, personal branding and influence.

These initiatives reflect our vision of learning as a shared responsibility and a continuous journey. By combining technical expertise with human-centered leadership and inclusive practices, we are equipping our people to perform with confidence. Through collaboration and breaking down silos, we are building an environment that encourages knowledge sharing and mutual support, empowering every Temenosian to thrive in a world of constant change and opportunity.

The way forward

As we look ahead to 2026, our learning and development vision is to further elevate the learning culture across Temenos by creating experiences that are engaging, personalized and impactful. Every employee, whether individual contributors, emerging leaders, existing people managers or leaders of leaders, will have opportunities to develop in ways that are meaningful to them and aligned with business priorities. Our approach combines experiential learning, social collaboration and expert-led programs, following the 70:20:10 model so that learning becomes part of everyday work rather than a one-time event.

To meet the evolving needs of our workforce, we will focus on key priorities:

- expanding social learning: scaling peer-to-peer programs to foster further collaboration and leverage collective expertise across Temenos;
- empowering leaders: continuing initiatives that build trust, accountability and confidence, including our Sales Leaders Academy, which will evolve with leadership profiles and experiential sessions for deeper impact; and
- supporting female talent: launching new programs for young female leaders, complementing existing initiatives for senior female leaders.

2026 will be a year of further progress for learning at Temenos. We will focus on creating impactful experiences that drive real-world performance and career growth. Our efforts aim to build capabilities that drive business, team and individual performance whilst supporting ESG commitments. Our goal is to make learning accessible, relevant and embedded in everyday work.

In 2026, we are elevating our Sales Leaders Academy through a new partnership with Korn Ferry, announced at our TKO event. The enhanced 12-month learning journey will take a multi-layered approach, covering pivotal leadership capabilities designed to strengthen the effectiveness of our Sales Leaders and Managing Directors. Through a blend of experiential learning, leadership profiling, coaching and practical application, the program will equip our leaders to confidently navigate complex commercial environments and lead high-performing teams.

Leadership development

In 2025, we focused on strengthening our leadership capability across all levels, creating opportunities for leaders to broaden their perspective, adapt to evolving business demands, and lead with purpose.

We continued to offer the People Managers as Coaches Program, delivering modules on coaching skills, navigating job satisfiers and objective setting. These sessions empowered managers to lead with empathy and foster meaningful career conversations that drive engagement and performance.

We also continued to offer executive coaching for senior leaders, as well as an e-learning curriculum specifically designed for people leaders. This curriculum provided flexible, on-demand modules covering leadership fundamentals, leading with emotional intelligence, handling difficult conversations and ethical leadership practices.

Building on the previous success, our partnership with Blanchard enabled us to deliver the Emerging Leaders Program, a five-month journey designed to develop essential leadership skills and mindsets for future-ready leaders. In parallel, we collaborated with Dale Carnegie to offer the Leadership Excellence Program, focusing on advanced leadership capabilities, strategic thinking and human-centered leadership across multiple regions.

We also advanced leadership opportunities for female talent through targeted programs facilitated by Diafora. In addition to the new Marketing Self Program, we continued to offer the Senior Female Leaders Program, a two-day in-person experience designed to strengthen leadership presence and strategic influence.

Finally, we launched the Sales Leaders Academy, a flagship year-long program for senior sales leaders. Delivered in collaboration with Youd Andrews and Dale Carnegie, this blended learning experience combined in-person and virtual sessions. The program offered practical tools and experiential learning, with sessions focused on coaching skills, handling difficult conversations, presenting with impact, effective delegation, time management and mastering the sales cycle. These sessions aimed to equip sales leaders with the capabilities to lead geographically diverse, dynamic and high-pressured teams with confidence.

These initiatives reflect our ongoing commitment to empowering leaders to foster inclusion, drive performance and achieve both personal and organizational success.

Leadership and culture

In 2025, we continued to build on the culture and leadership momentum established in 2024. Following last year's culture survey with our top 100 leaders, we focused on translating insights into action. Working with our external vendor, we held off-site sessions to identify priority focus areas and develop action plans to strengthen our culture.

Additionally, we launched our Culture Champions initiative in February, empowering employees across Temenos to support and embed these cultural actions across the organization.

The Senior Leadership Team continued to reinforce cross-functional collaboration and alignment to further build trust through ongoing workshops and leadership engagements, ensuring cultural and strategic priorities progress hand in hand.

Performance management

In 2025, Temenos introduced OKRs (Objectives and Key Results) as a strategic framework to strengthen alignment, focus execution and improve transparency across teams. The launch of OKRs marked a shift towards clearer prioritization, outcome-based measurement and shared accountability for organization-wide goals.

We also continued to evolve our performance management approach, building on the enhancements introduced in the prior year and further embedding a culture of continuous feedback, accountability and growth. The emphasis shifted from process adoption to sustained engagement, ensuring performance management supports both individual development and organizational priorities.

The feedback module and self-rating functionality are now established, enabling more frequent, meaningful and two-way performance conversations throughout the year. Employees are empowered to reflect on their contributions, actively seek feedback and take ownership of their performance and development, reinforcing transparency and trust.

For managers, the enhanced framework supports more balanced and objective performance assessments, underpinned by ongoing dialogue rather than point-in-time evaluations. This approach enables more consistent decision making around career progression, development planning and recognition while ensuring alignment with business needs.

Targeted learning resources, including e-learning, toolkits and user guides, continue to be available to all employees, reinforcing understanding, consistency and effective use of the process across the organization.

By embedding continuous feedback and structured reflection into everyday practice, performance management at Temenos plays a critical role in fostering high performance, supporting career growth and strengthening trust-based relationships between employees and managers.

Talent Cards and growth plans

In 2025, Talent Cards became an embedded and integral part of Temenos' people and talent strategy, moving from launch into sustained adoption and value creation.

Talent Cards now provide a shared, transparent view of individual capabilities, aspirations and development priorities across the organization. Employees continue to be empowered to actively own their growth, reinforcing a culture of accountability, engagement and continuous learning and to lead the discussions around their career aspirations.

For leaders and managers, Talent Cards have evolved into a critical decision-support tool. They enable more informed talent discussions and help identify development actions to retain key skills and mitigate flight risk. By embedding Talent Cards into core talent and performance processes, Temenos has strengthened its ability to develop internal talent, support future-ready capabilities and ensure a more resilient and sustainable organization.

Investing in Our People continued

People experience continued

Mentoring

This year, mentoring continues to play a vital role in fostering growth and connection across Temenos. The Mentoring Program now operates as an ongoing initiative, giving employees the flexibility to engage at any point in their career journey. Participants can choose to be mentors, mentees or both, creating a dynamic exchange of knowledge and experience.

This approach enables mentees to select mentors aligned with their goals and areas of interest, ensuring a truly personalized experience. For mentors, it offers a meaningful way to share expertise and support others, while mentees gain practical guidance, fresh perspectives and confidence to navigate their development.

Coaching

Coaching continues to be a cornerstone of leadership and career development at Temenos. Through partnerships with external providers, each specializing in areas we need to address, we are able to offer our people four different types of coaching journey.

Our Executive Coaching Program supports both emerging and senior leaders, helping them strengthen leadership capabilities and navigate periods of transformation with confidence.

We also maintain specialized programs to support employees through key life and career transitions. The Returner Coaching Program provides guidance for those returning from extended absences, such as parental leave or sabbaticals, ensuring a smooth reintegration into the workplace. Additionally, the Transition Coaching Program offers personalized support for employees preparing for new chapters, including retirements or entrepreneurial ventures.

Across these initiatives, coaching delivers tailored guidance that goes beyond role-specific skills, helping individuals build resilience, clarity and confidence for success both within Temenos and beyond.

Job shadowing

Our Job Shadowing Program continues to provide employees with opportunities to broaden their skills and gain exposure to different roles and functions across Temenos. Through this initiative, participants are paired with subject matter experts from various departments, enabling them to learn through observation and hands-on experience in areas beyond their own.

The program remains open to all employees and encourages professional exploration, collaboration and continuous growth. In 2025, over 53 sessions were completed, with consistently high satisfaction scores, reinforcing its value as a tool for career development and cross-functional learning.

360° feedback survey

Our 360-degree feedback process continues to serve as a powerful tool for leadership development and self-awareness. Built around 15 core leadership competencies and aligned with our Temenos values, the survey provides employees with confidential, multi-perspective feedback through the Qualtrics platform.

Participants receive a consolidated report that highlights strengths and development areas, followed by personalized debrief sessions with trained and experienced internal or external coaches. These conversations help translate insights into actionable development plans tailored to individual growth goals and career aspirations. By fostering transparency and constructive dialogue, the program supports leaders in building the skills and behaviors needed to succeed in a dynamic business environment.

Talent mobility

The global talent mobility guidelines outline the eligibility criteria for talent mobility and the roles and responsibilities of those involved, and they provide a step-by-step guide to support our employees through every stage of the process. We believe that through talent mobility, we can support our people's career progression, help them achieve their goals and drive our business forward.





Employee engagement

Our CEO and the executive team share regular communications at a global level, while employees receive regional and functional communications covering both strategic and operational topics. We use Microsoft 365 tools and other channels to communicate and engage with employees, including a SharePoint intranet, Viva Engage, video updates, targeted newsletters, townhalls and live-streamed events with leaders. To ensure we deliver a seamless people experience, we have partnered with Qualtrics since 2021 to better measure employee engagement and identify where change is needed. Insights from our January 2025 engagement survey informed a number of positive changes across the business, including the launch of our new Career Framework, designed to provide greater clarity and transparency and to put employees in the driver’s seat of their careers at Temenos. Survey feedback also led to significant upgrades to our workspaces, with new and enhanced offices in Orlando, the Kingdom of Saudi Arabia, Paris, Brussels and Hyderabad. We continued to strengthen communication through Natter AI-powered listening sessions and more structured townhalls. In India, we delivered 25 learning sessions for more than 400 employees, focused on strengthening soft and behavioral skills and building team capabilities, key areas identified for improvement through the survey results.

2025 engagement (survey period January 2026)

One global cloud-based platform: Qualtrics

Frequency: annually. This year the survey was held in January 2026.

2025 survey design: 56 questions in 17 categories, 8 qualitative follow-up questions triggered when someone answers favorably or unfavorably on specific questions for key themes (e.g. Communication, Inclusion, Growth) and one free text question. Survey categories include Client Focus, Collaboration, Communication, Company Leadership, Compensation and Benefits, Employee Engagement, Ethical Business Conduct, Growth and Development, Inclusion, Innovation, Job Enablement, Performance and Accountability, Recognition, Strategic Alignment, Survey Follow-up, Work Process, Workload and 1 Net Promoter Score question.

2025 analysis and reporting: received 3,805 responses, which was 77% of the total number of employees surveyed. 67% of total survey respondents were male and 33% were female.

Confidentiality and anonymity commitment: survey responses are stored in third party Qualtrics servers, in alignment with GDPR and industry standard security policies. This ensures that all responses remain confidential to continue with our commitment under the Safe Harbor certification.

Temenos leaders are committed to listening to and acting on our employees’ feedback. That is why we will again be conducting several enablement sessions in partnership with an external third party, to analyze and explain the results, share best practices and support people managers in developing and registering action plans.

Our employees’ feedback showed confidence in the survey, with 78% of respondents believing positive action will come as a result of it, which is far above the global norm and the industry standards. Some of our top performing categories, as per our employees’ inputs, are around ethical business practice, respectful and inclusive culture and team enablement.

Moving forward, we will be focusing on the creation of action plans to address our areas of opportunity, with 400 managers receiving survey results dashboards to share and discuss the results with their teams and then create an action plan.

Employee Engagement is now comprised of the results of the following four questions:

- I am proud to work for this company;
- My work gives me a feeling of personal accomplishment;
- I would recommend this company to people I know as a great place to work; and
- This company motivates me to put in a great deal more than what is expected of me.

	Unit	2022	2023	2024	2025
Employee engagement	% of actively engaged employees	76	76	78	81
Data coverage	% of total employees	82	90	78	77

Investing in Our People continued

Wellbeing at work

Promoting health and wellbeing

At Temenos, we are committed to supporting our employees' wellbeing and creating a healthy and safe work environment.

Our wellbeing initiatives include:

- recharge days;
- a hybrid work model, to balance work and personal life;
- international travel and medical insurance, including health screenings in some countries and mental health support coverage in 21 countries that previously did not have coverage with Betterhelp;
- on-site and online team bonding and recreation opportunities;
- on-site recreational rooms and movement rooms with walking and cycling desks;
- initiatives and educational webinars focusing on mental health and wellbeing at work;
- multiple channels of internal communication and engagement with our employees across countries and at all levels;
- recognition of employees' work and contribution with T Stars, functional and regional award programs, and our Culture Champion awards;
- opportunities to learn more about Temenos and spend time with the leadership team; and
- opportunities to be involved with community service and volunteering projects.

Wellbeing Weeks

In 2025, we hosted two Wellbeing Weeks. During these Wellbeing Weeks, we hosted over 80 events, including yoga, runs, meditation, sound baths, indoor cricket and many more. We also held a two-week global virtual fitness challenge via the GoJoe app which included 300 participants and they logged an average of 26 activities per person.

Educational virtual webinars and panel discussions

In 2025, we hosted webinars based on our pillars of wellbeing and led by experts on subjects such as journeys into leadership, overcoming challenges, leadership styles, mentorship, and integrative healing through yoga, acupuncture and nutritional health. We also held a panel discussion on empowering women by overcoming challenges and building customer success.

Promoting mental health

We have a page on our SharePoint intranet Uni-T summarizing what mental health platforms and support are available to employees in each Temenos location. In 2025, we expanded mental health coverage from 84% coverage to 100% by offering coverage to an additional 21 countries. Additionally, we have resources to promote mental health and wellbeing on our Intranet Uni-T. In May and September 2025, we held Wellbeing Weeks, which included activities such as mental health awareness sessions, heart health, yoga, art therapy, sound therapy, mindfulness exercises, breathwork to manage stress and interactive gratitude walls in local offices. We also had a few global webinars titled "Explore integrative healing through yoga, acupuncture and nutritional health" and "Branding your brilliance". On top of this we have regional programs that support mental health, for example, in the Middle East, employees can attend webinars focused on being healthy during Ramadan.

Wellbeing pilots

In 2025, we extended our virtual Coaching and Nutrition Program within our CRO organization to support sustainable health and wellbeing. Ten employees participated over a six-month period, achieving strong and measurable results while balancing demanding roles, travel and family commitments. Participants focused on different goals, from weight management to strength and performance, with those aiming to lose weight achieving an average reduction of 9 kg (and up to 17 kg), while others gained significant lean muscle and improved body composition. More than 80% of participants achieved their individual goals.

Beyond the physical outcomes, the program delivered broader benefits linked to energy, resilience and confidence, with participants reporting improved stress management and a greater ability to sustain healthy habits long term. In parallel, we piloted our first "Unplugged Week", enabling all employees, except for a small skeleton team, to take a full week of uninterrupted leave. Together, these pilots reinforced our commitment to wellbeing as a core enabler of employee experience, sustainable performance and long-term engagement.

Wellbeing Hub

Our Wellbeing Hub on Uni-T has been updated with new content, including links to wellbeing-related resources, promotion of Wellbeing Weeks and other wellbeing events, and resources and tips for local offices planning events.

Building a strong community

At Temenos, we know that people are the key, so we prioritize creating opportunities for people to come together. In 2025, we held 198 events for our employees – a combination of global and local office events. This included (but was not limited to) Wellbeing Weeks, family days, end of year celebrations, volunteering and fundraising events, and cultural celebrations. In 2025, we continued to hold regular meetings for the people responsible for organizing local office events (including Human Resources and Office Managers) to ensure consistency globally, create efficiencies and promote information sharing for the organization of local office events.

An important element of our Temenos culture is bringing people together who might not typically cross paths in their day-to-day work. Creating opportunities to bond means our employees feel valued and have greater creativity and innovation, better work outcomes and more effective problem solving. Employees are encouraged to create employee resource groups.

Workplace health and safety

A Health and Safety and Physical Security Committee was set up in 2025. The Committee meets quarterly to review policies, strategy and issues. In early 2026, we have completed stage 1 of the ISO 45001 certification for our two largest offices in India, Chennai KG and Bangalore, covering 42% of Temenos employees. The full certification is expected to be completed in the first half of the year.

Supporting our employees as their families grow

Temenos aims to foster an inclusive workplace by ensuring that policies, benefits and leave arrangements support employees at different life stages and help promote equal opportunity across the organization. These frameworks are designed to contribute to a working environment where employees feel supported, respected and able to perform at their best.

Recognizing the importance of employee wellbeing to both individual performance and the long-term sustainability of the business, Temenos provides a range of benefits to support employees and their families during significant life events. A set of minimum global standards applies across the Group, ensuring consistency, while local statutory requirements or market practices prevail where they provide more favorable conditions.

Details of these benefits, including global policies as well as region-specific insurance coverage and local provisions, are made available to employees via the Company's internal information platforms, providing transparency and clarity on entitlements beyond statutory requirements.

Supporting professional development

Supporting our employees in developing their professional skills and advancing towards their career goals is critical to Temenos. We understand that it can be challenging to find time to dedicate to this, while managing the demands of their day-to-day work. This is why we give the option to our employees to take up to two weeks of paid leave each year for study or personal development to support them in their current role and help them gain the skills they need to grow. This includes higher education and any relevant skill-based courses.

Recharge days

In order for employees to perform at their best, it is important to take some time to "recharge" their batteries and rebalance their bodies and minds. Employees are encouraged to take four days per year to use as recharge days when physically or mentally needed.

Marriage and civil partnership leave allowance

We grant one week of paid leave for marriages and civil partnerships, including same-sex/civil partnerships.

Giving time when our family needs us most

Temenos recognizes that, at certain times, personal or family circumstances may require employees to step away from work to focus on what matters most. To support employees during such periods, the Company offers a range of paid leave provisions designed to provide time, flexibility and financial security when facing significant life events.

Under the Family Care Leave Policy, employees may take up to four weeks of paid leave in cases of bereavement or the critical illness of an immediate dependant (spouse or child), a parent or any individual for whom the employee is the primary caregiver. This leave is also available to support employees following a miscarriage, abortion or pregnancy loss. In addition, employees may take up to two weeks of paid leave to focus on fertility treatment or surrogacy arrangements. Women experiencing menopause may access up to two additional weeks of paid leave per year.

Separately, Temenos provides enhanced support for employees facing serious personal health challenges through its Critical Illness Leave provision. Where an employee experiences a qualifying critical illness resulting in at least six consecutive months of total incapacity to work, the Company provides up to one year of paid leave, topping up statutory or insurance benefits to full base salary. This benefit is available once during an employee's tenure and is subject to medical certification and eligibility criteria.

In the event of an employee's death, and where life insurance benefits are not available, Temenos provides the employee's family with one year of base salary, reflecting the Company's commitment to responsible and compassionate people practices.

Parental Leave Policy

Temenos operates a gender-neutral parental leave framework designed to support diverse family structures and caregiving arrangements. The Company has moved away from traditional maternity and paternity leave models in favor of a Primary Carer/Secondary Carer approach, allowing parents to self-designate their caregiving roles based on their family's needs rather than gender.

Primary carers are entitled to 20 calendar weeks of fully paid leave, while secondary carers are entitled to 10 calendar weeks of fully paid leave, in each case with no minimum tenure requirement. These entitlements apply equally to birth parents, adoptive parents and foster parents (for long-term placements), including employees in same-gender relationships.

To support a smooth transition back to work, both primary and secondary carers may opt for a gradual return-to-work arrangement following their leave. Parental leave must be taken within the first 12 months following the birth, adoption or foster placement of a child and may be taken consecutively or concurrently, subject to local statutory requirements.

This policy applies globally where it provides more generous benefits than local statutory provisions. Where statutory entitlements exceed the Company's offering, the more favorable provision applies. The policy reflects Temenos' commitment to inclusivity, equal opportunity and responsible people practices.

Parental leave

Employees on parental leave in 2025

Male	189
Female	192

Employees who returned to work after parental leave ended

Male	175
Female	173

Employees who returned to work after parental leave ended and were still employed 12 months after their return to work

Male	179
Female	157

Return to work rate of employees on parental leave

Total	91.3%
Male	92.6%
Female	90.1%

Retention rate of employees on parental leave

Total	79.4%
Male	83.6%
Female	75.1%

Investing in Our People continued

Sabbaticals

At Temenos, we value tenure and loyalty. We also understand that our employees have personal goals and commitments outside of work and might enjoy the opportunity to take some additional time off. Therefore, employees are encouraged to take up to two months of unpaid sabbatical leave after five years of service, up to four months after ten years and up to twelve months after twenty years of working with us.

Rewarding for attracting new talent

We believe that our people are the most effective recruiters. We encourage our employees to invite new talent into our business through their personal network. According to our Referral Award Policy, our employees are eligible to receive a monetary reward between USD 500–8,000 for referring a new Temenosian. The value of the reward will vary depending on the candidate's band and location, as specified in our Referral Award Policy. The time scale for payment is one-month tenure of the new recruit.

Hybrid working

Temenos operates a hybrid working framework that balances flexibility with the benefits of in-person collaboration. While remote working can support work-life balance, the Company believes that time spent together in the office remains important for collaboration, learning and maintaining strong connections across teams.

The hybrid model is designed to combine the advantages of remote and office-based work. It also supports a more inclusive approach to employment by recognizing that daily commuting or permanent on-site presence is not, in itself, a prerequisite for effective contribution in many roles.

Working from anywhere

To further promote flexibility, Temenos offers employees the opportunity to work remotely from an alternative location for up to two weeks per year. This arrangement enables employees to extend personal travel, combine work with business trips or temporarily work from a different location than their usual place of work, subject to applicable guidelines.

Employees are also encouraged, where feasible, to connect with other Temenos offices during these periods, supporting collaboration, knowledge sharing and engagement across the global organization.

Part-time options

In some roles, Temenos allows employees to work part-time to provide an additional working option for those who prefer not to work full-time.

A meaningful gift for our employees

We have a long-established partnership with From Babies with Love to provide gifts to Temenosians at important moments in their lives: when they become parents, get married, or experience the loss of an immediate family member.

These symbolic gifts are designed to show care and recognition, while also creating a wider positive impact. From Babies with Love is a social enterprise and purpose-led brand whose vision is that every child grows up in a loving family. It donates its profits to support vulnerable children, and since the beginning of our collaboration, Temenos has contributed significantly towards this cause.

Together with From Babies with Love, we help provide family homes, education, healthcare and support for children.

Supporting global mobility

As a global software company, we rely heavily on our global workforce and leverage our talent to drive business success.

The Global Mobility Program at Temenos supports the strategic deployment of skilled professionals across international locations to meet business, client and project requirements. The Global Mobility Team enables seamless cross-border movement of technology, product and domain experts to support our global banking clients, regulatory projects and digital transformation initiatives.

The team ensures compliance with immigration, tax, labor and data security regulations while providing consistent employee experience. Our Regional Mobility Experts support mobility to any of the 36 countries in which we operate in coherence with our robust policies and processes that address the complex challenges of managing an international workforce. They facilitate short-term assignments, long-term transfers and project-based deployments, helping the organization build global capability, strengthen client delivery and promote knowledge transfer across regions.

The Global Mobility team partners with world-class relocation agents, and tax and immigration counsels to facilitate personal income tax consulting, immigration and shipping services.

Through our Global Mobility Program, we are committed to protecting top-tier talent by strategically deploying them from stagnant markets to active markets, and address the skills shortage through the infusion of diverse talent pools fostering diversity and inclusion to boost innovation and productivity.



Awards and recognition

Employee recognition

Our people and unique culture are what propel us forward as we continue to deliver on our vision to transform the banking industry. Our recognition programs are an opportunity to celebrate the contributions of Temenosians from across the business, not only for performance excellence, but also for the achievement of our social, environmental and climate-related targets. The nominations are done on the basis of our Temenosity values, for reaching key milestones or going above and beyond the role requirements. Everyone is invited to nominate their colleagues and peers. Our employees are highly encouraged to be inclusive and consider those in roles that are less visible but still make valuable contributions.

Culture Champion Award

The Culture Champion Award is Temenos' annual recognition program celebrating the people who make Temenos what it is. Each year, we recognize individual contributors who bring our values to life, as well as people managers who lead with purpose, empower their teams, grow talent and go above and beyond for their colleagues and our customers.

This award is our moment to say thank you for outstanding contributions, commitment and collaboration, and to celebrate the culture and leadership we are proud to share across Temenos. The Culture Champion Award includes both monetary and non-monetary recognition.

In 2025, the program received over 380 nominations, sharing powerful stories of impact from across the business. From these nominations, 20 winners were selected, each demonstrating Temenosity and our values in action.

Temenos Service Milestones

In 2025, we introduced Temenos Service Milestones as part of our investment in fostering a culture of appreciation and recognition.

Temenos Service Milestones is a non-monetary, enhanced experience that modernizes how we celebrate work anniversaries and other important professional achievements.

From welcoming new joiners and celebrating promotions or educational achievements to sending well wishes during retirements and farewells, each recognition reflects our appreciation for the people who make Temenos what it is.

Temenos keys

At Temenos, we've always believed that people are the key. It's something our founder, the late George Koukis, deeply valued and it still holds true today as we look to the future. We celebrate key tenure moments with a personal digital award, starting at 1 year and continuing at 5 years, 10 years and every 5 years thereafter.

The club

Temenos also runs a "Club" to celebrate our top performing sales and business solutions colleagues from around the world in a unique way – a trip with our CEO. In previous years, the Club awardees traveled with their partners to Scotland, Iceland, Vietnam, Barbados, Capri, Kenya, India, Morocco, Zambia, Rome and Cambodia.



Case study

Great Place to Work 2025

In 2025, Temenos was certified by Great Place To Work® in 15 locations: China, Costa Rica, Ecuador, Hong Kong, India, Kenya, Mexico, Romania, Singapore, South Africa, Spain, Switzerland, Taiwan, the United States and Vietnam. Great Place To Work® is a global authority on workplace culture, employee experience and leadership behaviors that help drive performance, retention and innovation. This recognition is based entirely on employee feedback in these locations.

Across the certified 15 locations, over 82% of respondents said Temenos is a Great Place to Work.

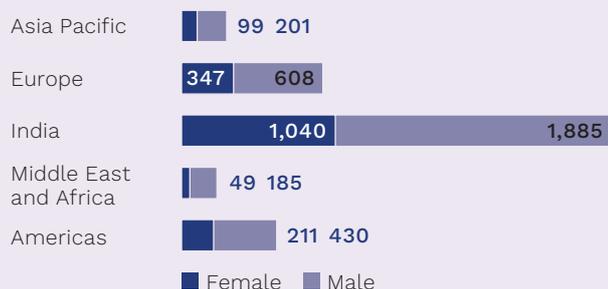
Beyond certification, Temenos France (certified in 2024) achieved an impressive 17th place in Best Workplaces France 2025 and was also recognized on the Great Places to Work in Tech list. Temenos China also ranked 18th in Best Workplaces in Greater China 2025.

Diversity dashboard

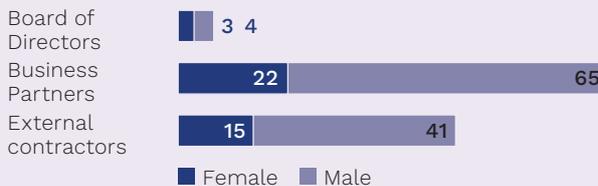
We track the effectiveness of our DEI strategy through the Temenos diversity dashboard. While the dashboard data provides valuable insights, it does not capture every diversity aspect of our workforce. We continue to enhance our data collection, within legal and local constraints, to better understand the Temenos employee experience and support more informed and inclusive decision making.

→ For more details on methodology, assumptions, contextual information and potential fluctuations, please refer to Basis of preparation

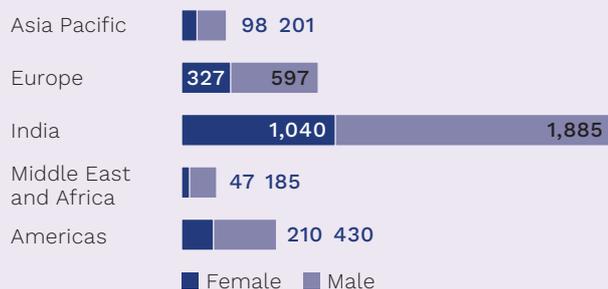
Temenos employees by region and gender



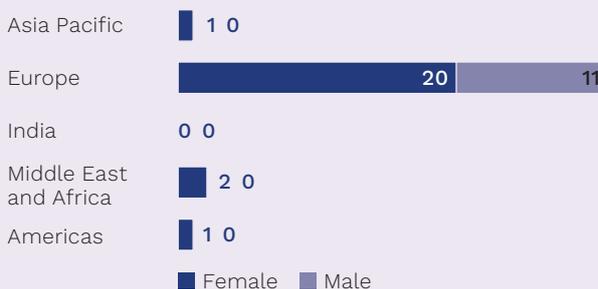
Non-employees



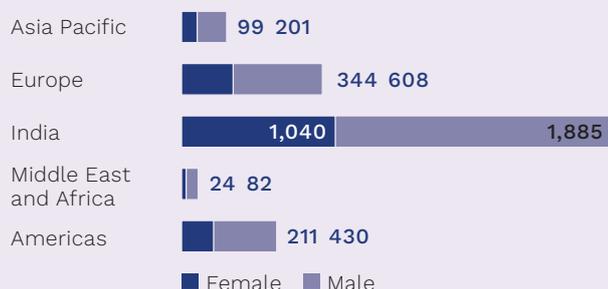
Full-time employees by region and gender



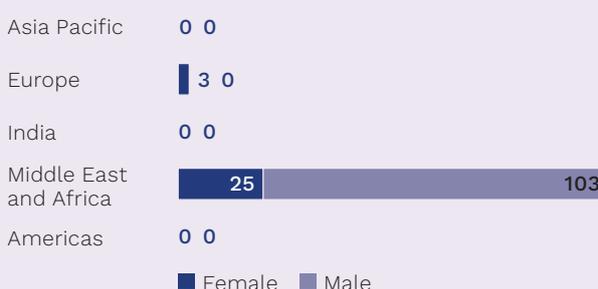
Part-time employees by region and gender



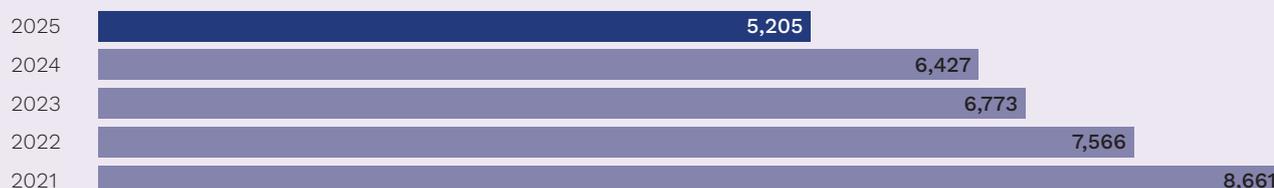
Permanent employees by region and gender



Temporary employees by region and gender



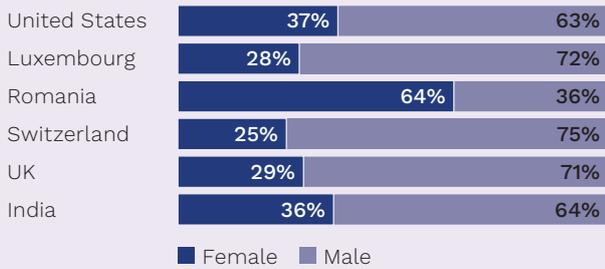
Total headcount*



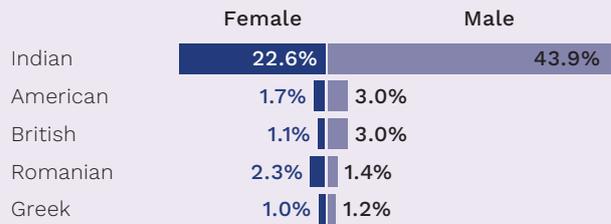
* Including both Temenos employees and non-employees.

Temenos employees

By gender in certain regions

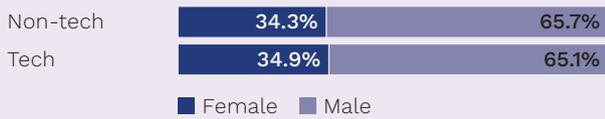


By gender and nationality*

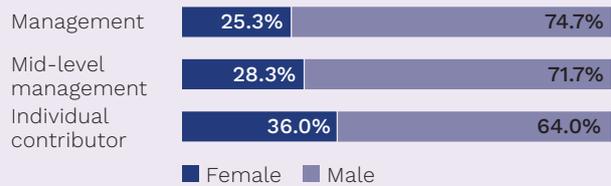


* Top five nationalities in terms of headcount as per S&P CSA requirements.

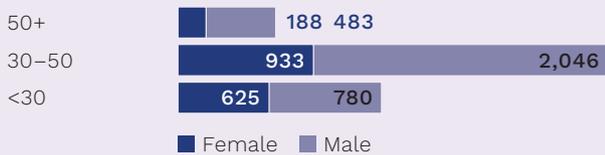
By gender and employee category



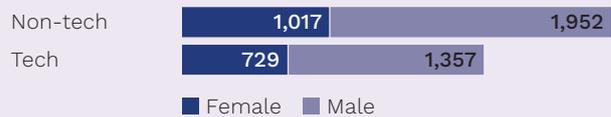
By gender and employee level



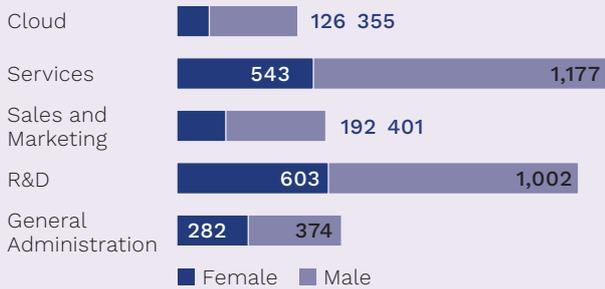
By gender and age



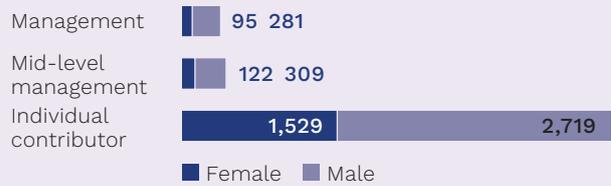
By gender and employee category



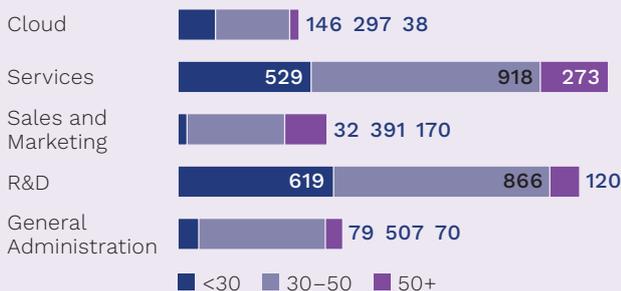
By gender and function



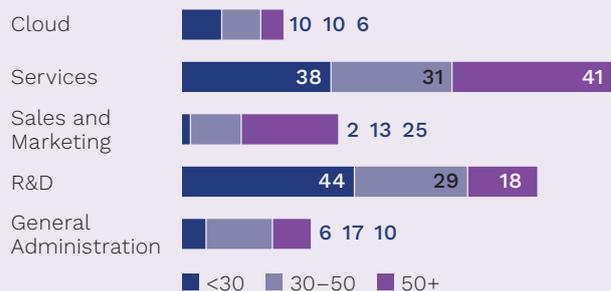
By gender and employee level



By function and age

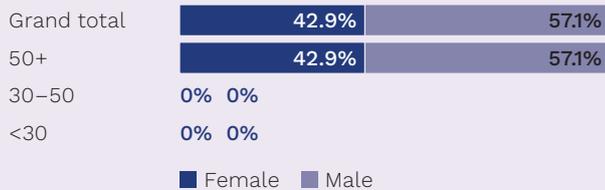


% by function and age

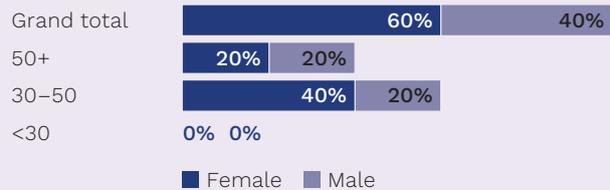


Temenos leadership

Board of Directors by gender and age*



Executive Committee by gender and age*



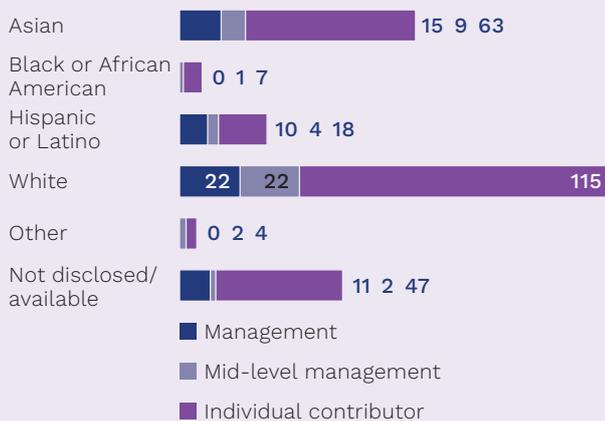
* Board of Directors and Executive Committee as of 31 December 2025.

US employees

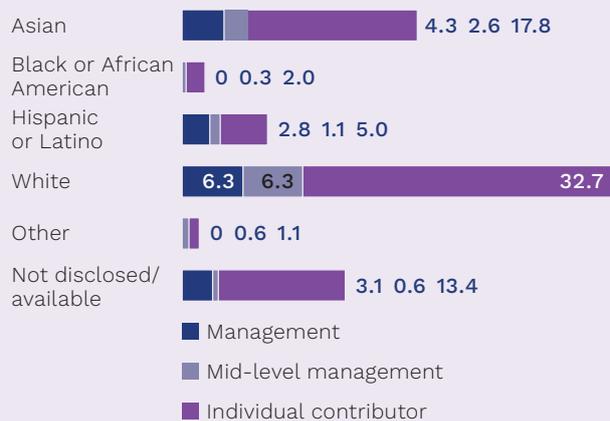
By diversity group representation



By diversity group representation and employee level



% by diversity group representation and employee level



US new employees hires

By diversity group representation



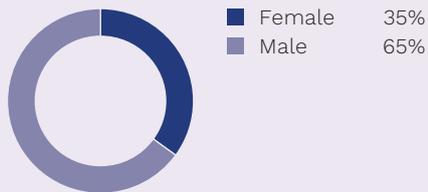
US employee turnover

By diversity group representation

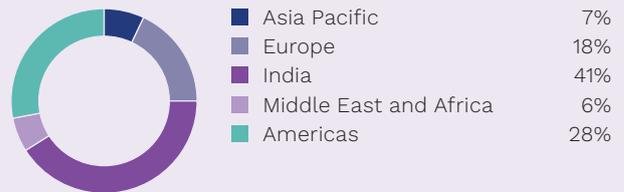


New employee hires

By gender

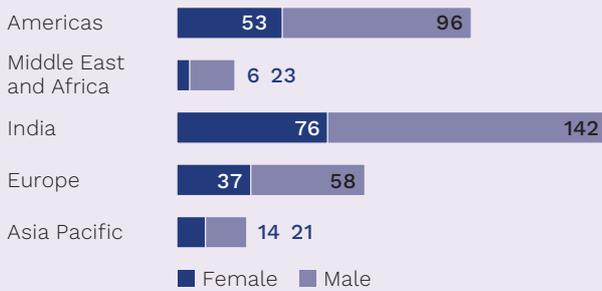


By region*



* New employee hires from a region/total number of new employee hires.

By gender and region

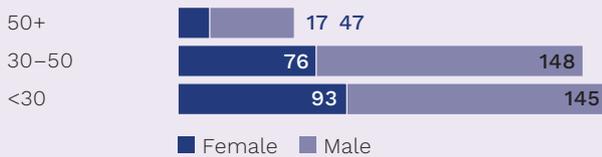


Open positions filled by internal candidates (internal hires)*

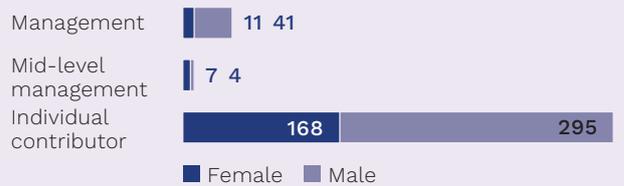


* Internal hires as per S&P CSA requirements.

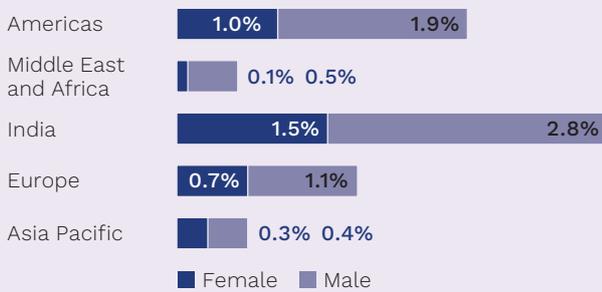
By gender and age



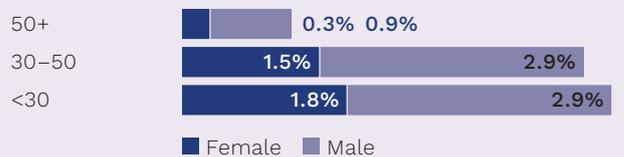
By gender and employee level



Rate by gender and region

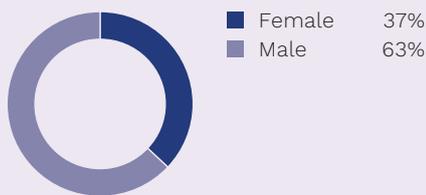


Rate by gender and age

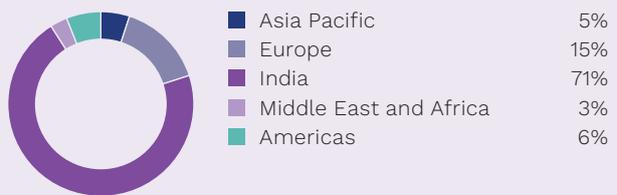


Employee turnover

By gender

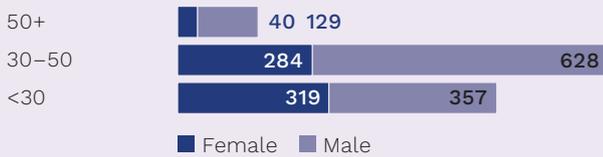


By region*

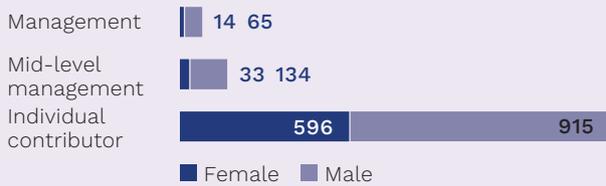


* Leavers at a region/total number of leavers.

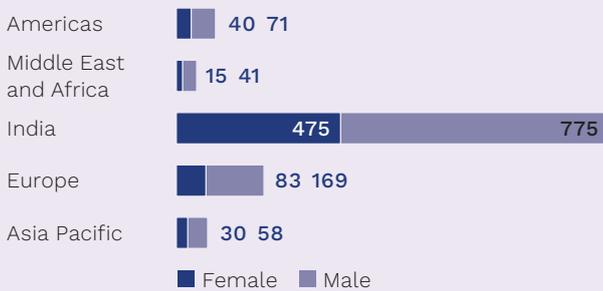
By gender and age



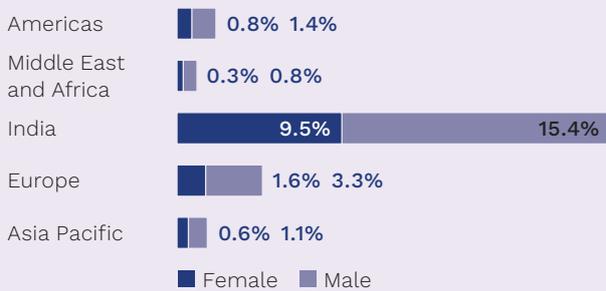
By gender and employee level



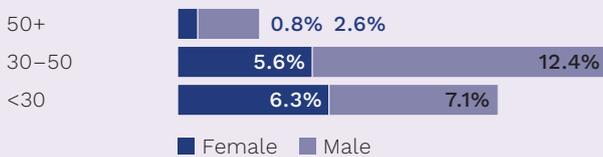
By gender and region



Rate by gender and region



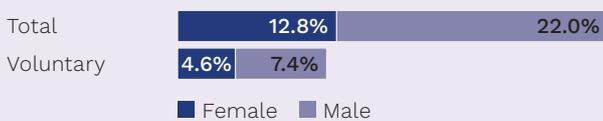
Rate by gender and age



Turnover rate



Turnover rate by gender*

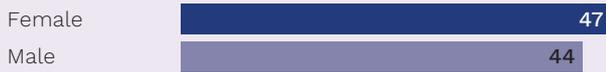


* As per GRI, turnover rate refers to the proportion of employees who leave over a set period, often a year, expressed as a percentage of the total workforce.

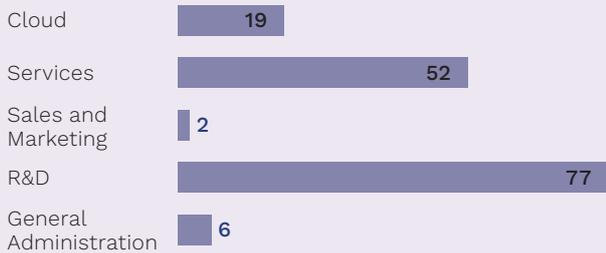
Training and development dashboard

Average training hours

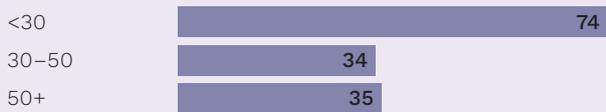
By gender



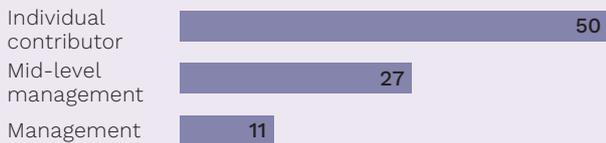
By function



By age group



By employee level

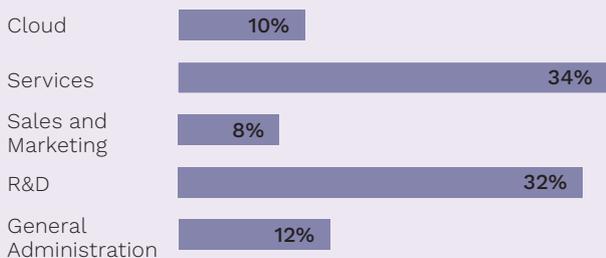


During talent review cycle – 2025 Talent review communication

By gender

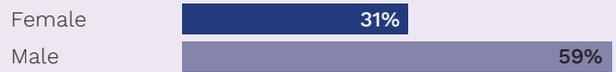


By function

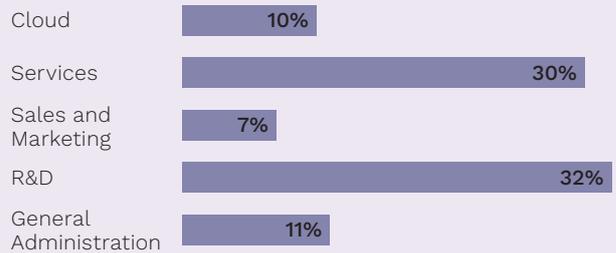


Career progress*

By gender



By function



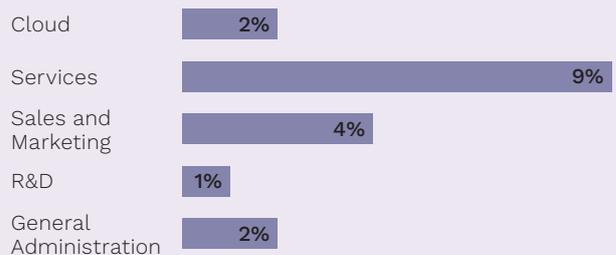
* Employees whose band, job title, salary or department changed through the year.

Out of talent review cycle – 2025 Talent review communication

By gender

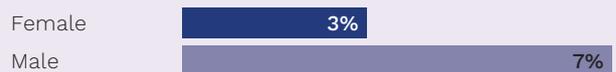


By function

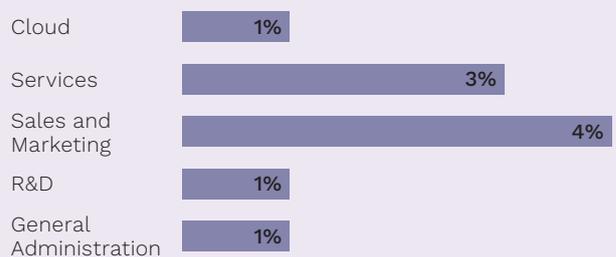


Career progress

By gender



By function



Social goals and targets

Investing in Our People

■ Indicates target achieved

Gender diversity



Indicator ¹	2023	2024	2025	2026 target	2030 target
Women in the Temenos total headcount	35%	35%	35%	>35%	40%
Women in all management positions, including junior, middle and senior management (as % of total management workforce)	33%	32%	32%		
Women in junior management positions ² , i.e. first level of management (as % of total junior management positions)	46%	30%	44%		
Women in top management positions, one level away from the CEO (as % of total top management positions)	50%	57%	47%		
Women in top management positions, two levels away from the CEO (as % of total top management positions)	34%	34%	43%		
Women in management positions in revenue-generating functions ³ (e.g. Sales) as % of all such managers (i.e. excluding support functions such as HR, IT, Legal, etc.)	28%	29%	32%		
Women in STEM-related positions ³ (as % of total STEM positions)	35%	35%	34%		

- 1 To have a consistent year-on-year increase of at least 1% on all indicators.
- 2 Junior level employees who have at least one reporting line.
- 3 Based on employee cost center.

Wellbeing at work



Indicator	2023	2024	2025	2026 target
Percentage of actively engaged employees ⁴	76%	78%	81%	>80%
Number of wellbeing activities	316	309	198	>200

4 The way we measure the percentage of actively engaged employees changed slightly compared to prior year. For further details see page 71.

Societal disclosures

Empowering Our Local Economies and Communities

Temenos believes that inclusive economic growth is enabled by access to education, technology, employment opportunities and financial services. Through our products, strategic partnerships and targeted community investments, we leverage technology to strengthen local economies, reduce inequality and empower communities to thrive in the digital age.

Our commitment to this integration is a deliberate system designed for:

- Enabling access to financial services: we support community-based banking as a driver of inclusive growth. Utilizing advanced digital solutions, we enable financial providers to serve their communities effectively, integrate the unbanked and facilitate long-term progress in Emerging Markets.
- Investing in our communities through innovative programs: we prioritize digital literacy, transforming the next generation from digital consumers into digital architects. Our reach extends across key pillars of social progress, including education, women's economic empowerment, environmental sustainability and essential water, sanitation and hygiene (WASH) initiatives.
- Employee volunteering: we encourage employees to contribute their time, skills and expertise to community initiatives, supporting social and environmental progress while strengthening local impact and employee engagement.

2025 key highlights

20
training rooms, computer labs and data centers in India since 2017

2
solar-powered computer labs in 2025

754
volunteers

61,310
students reached through the Adopt-iT CSR India Program since the program was launched

At Temenos, we measure our success by the prosperity we leave behind. We bridge the gap between global expertise and local needs by investing our time and technology to strengthen the foundations of our communities.



Empowering Our Local Economies and Communities

 continued

Enabling access to financial services

According to the World Bank, 1.3 billion adults worldwide still lack banking accounts and access to loans. Where access to financial services and equal opportunities are limited, people and whole communities remain trapped in poverty. At Temenos, we believe technology should help close this gap by giving underserved populations the tools they need to improve their lives.

Global data shows that the underlying drivers of poverty are worsening. Recent import tariffs have disrupted global markets, triggered counter-tariffs, and contributed to inflation, reduced consumer confidence and job losses. The IMF projects negative GDP growth for many economies, signaling potential recessions. These conditions weaken purchasing power and deepen vulnerability for both the already poor and those barely surviving.

Although poverty is often associated with developing regions, recent trends show growing hardship even in developed countries. Some major cities face increased homelessness, crime and overstretched budgets. Food bank usage has risen by an estimated 340% compared to pre-pandemic levels. Poverty is becoming more visible in places where it was previously less common.

People fall below the poverty line when multiple conditions coexist. Evidence highlights key contributors, including:

- lack of access to education;
- unemployment;
- systemic discrimination;
- political and economic instability;
- lack of political will to adopt pro-poor policies;
- inadequate infrastructure;
- conflicts and crises;
- extreme weather events;
- corruption; and
- limited access to financial services.

While not exhaustive, meaningful progress requires addressing all of these factors.

In many regions – including sub-Saharan Africa, South Asia and parts of the Middle East – education is difficult to access due to poverty, weak infrastructure and cultural norms. With limited government-funded schools and often unaffordable private options, children lose opportunities to develop skills needed for employment, perpetuating cycles of poverty. Discrimination, whether based on tribal affiliation or gender, can further restrict educational and economic opportunities, particularly for women.

Political and economic instability also plays a significant role. In environments where elections do not reflect the will of the people, corruption thrives, national wealth is misallocated, and policies to support the poor are rarely implemented. This often leads to conflict as communities compete for limited resources.

The World Bank Group's vision is a world free of poverty on a livable planet. In 2025, it committed USD 118.5 billion to accelerate development, with job creation as a central focus. Its approach includes strengthening foundational infrastructure, improving governance and regulation, and mobilizing private capital. We commend these efforts, and at Temenos, we contribute in our own way to advancing societal equity.

Temenos Financial Inclusion

Microfinance institutions, credit unions and community banks play a critical role in expanding access to financial services for the poor. For 25 years, Temenos has supported these institutions by providing software that powers their operations and delivers the reporting needed to ensure institutional health. Our Financial Inclusion product – a curated package of our core banking platform – provides the specialized workflows and capabilities required by this sector.

Serving customer bases from a few thousand to several million, these institutions require performance on par with mainstream banks. Over the past 25 years, Temenos has continually enhanced the product, investing more than 20% of our annual revenue in R&D. We work closely with clients to anticipate future needs and maintain a solution that is functional, intuitive, omnichannel, modern and quick to deploy.

By offering an affordable and scalable banking platform, we support institutions as they grow, expand and create jobs that lift people out of poverty. The product can be deployed on-premise, in the cloud or as SaaS. To support smaller institutions, Partners host shared environments where each institution pays only for the services it uses. This removes the need for hardware and infrastructure investments and ensures compliance, security and regulatory requirements are met – allowing institutions to focus on delivering financial services to unbanked and underbanked communities.

While the Financial Inclusion product is increasingly used by retail and startup banks because of its simplified workflows and ease of deployment, its core mission remains unchanged: empowering institutions that provide essential financial services, especially loans, to those excluded from traditional banking. This mission has guided the product since its launch in 2000. Today, we see its impact in the millions of customers served daily across many countries, and we remain committed to this investment.



Case study

Scaling impact through a strategic collaboration with Hand in Hand International

For Temenos, enabling access to financial services begins with empowering people to generate stable income, build businesses and participate fully in local economies, while recognizing that women often face the greatest barriers to economic opportunity. In many low-income communities, systemic challenges such as limited education, restricted employment opportunities and gender inequality continue to exclude large segments of the population from the financial system. In 2025, Temenos made a strategic decision to collaborate with Hand in Hand International, aligning with its proven approach to inclusive growth and women’s economic empowerment.

Through a donation of USD 235,000, Temenos enables Hand in Hand International to deploy resources flexibly where they are needed most, supporting poverty reduction through job creation, digital inclusion and women’s economic empowerment across programs in Kenya, Tanzania, Afghanistan and Uganda.

Hand in Hand’s model focuses on organizing women into self-help groups and equipping them with business and digital skills, access to finance and connections to new market opportunities. This integrated support enables entrepreneurs to transform skills into sustainable livelihoods, build financial independence and strengthen their role as economic decision makers within households and communities. Where livelihoods are affected by climate pressures, climate-resilient practices are embedded as a supporting enabler, helping protect income and ensure long-term stability.

As enterprises grow, the benefits extend beyond individual income. Families become more financially secure, local economies are strengthened and pathways into the formal financial system are created.

By investing in people as economic actors and partnering with organizations that deliver locally led, scalable solutions, we are turning access to financial services from an aspiration into a lasting reality, supporting inclusive growth that benefits communities today and strengthens economies for the future.

This collaboration supports SDG 1 (No Poverty), SDG 5 (Gender Equality) and SDG 8 (Decent Work and Economic Growth), while exemplifying SDG 17 (Partnerships for the Goals) through effective collaboration between business and civil society.



When women grow economically, families become more secure, communities grow stronger and countries move closer to sustainable prosperity.

Amalia Johnsson
CEO, Hand in Hand International

Investing in our communities

We are committed to creating inclusive and resilient communities through the responsible use of technology. In a rapidly evolving social and economic environment, we recognize our role in supporting positive outcomes in the communities where we operate, with a focus on access, equity and opportunity. We approach community investment through a structured engagement and impact management framework, ensuring that community perspectives inform both our strategic priorities and the design of our initiatives. Looking ahead, Temenos has set targets for expanding its community impact. We aim to reach 62,500 students through our Adopt-iT CSR India Program by 2026. Our commitment to community engagement is further reinforced by our alignment with the UN Global Compact principles and our ESG reporting framework.

Transforming lives through targeted action

As digital transformation accelerates globally, Temenos works to reduce the digital divide by expanding access to technology and building the skills required for participation in the digital economy. We focus on enabling inclusive growth through education, digital literacy and employment pathways, particularly for young people and underrepresented groups.

This commitment is delivered primarily through our flagship Adopt-iT CSR Program in India, where 58% of our global workforce is based. Since its launch, the program has reached

more than 61,000 students through partnerships with schools and universities. By investing in digital infrastructure, skills development, scholarships, internships and essential hygiene facilities, we support safe, inclusive and future-ready learning environments that equip young people with the skills and confidence to succeed.

Focus areas

Our community investment strategy focuses on four priority areas that drive long-term social value:

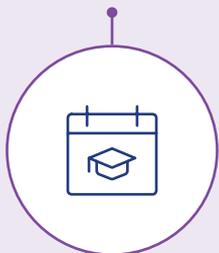
- poverty alleviation and financial inclusion: expanding access to financial services to support economic participation and resilience in underserved communities;
- digital inclusion and innovation: enabling access to digital tools, skills and opportunities that support education, employability and innovation;
- diversity, equity and inclusion: promoting inclusive practices and equal opportunities to ensure broad participation and representation; and
- employee volunteering and community service: enabling employees to contribute their time and expertise to strengthen communities and deliver measurable impact.

Focus areas	Poverty alleviation and financial inclusion	Digital inclusion and innovation	Diversity, equity and inclusion	Employee volunteering and community service
Programs	<ul style="list-style-type: none"> • Corporate Donations and Community Investment • Adopt-iT Scholarship Program 	<ul style="list-style-type: none"> • Adopt-iT India CSR School Program • Adopt-iT – India CSR University Program 	<ul style="list-style-type: none"> • Empowering Women and Girls • Inclusive Access for Persons with Disabilities 	<ul style="list-style-type: none"> • Adopt a Kid – India • Environmental and Community Action • Employee Volunteering

2025: Local economies and communities impact

Adopt-IT CSR Program

- Schools
- Universities
- Digital labs
- Technology hubs
- Internships



Scholarships

- Talent development
- Need and merit based



Employee volunteering

- Mentoring
- Digital literacy
- Fundraising
- Community projects



Access to education

- Digital inclusion
- Computer labs
- Training rooms
- Assistive and sensory labs
- WASH

Women and girls empowerment

- STEM and fintech exposure
- Threads for Change
- Sustainable mobility SH(E) Riders
- Women on Wheels

CSR India Program

The CSR India Program brings together a diverse portfolio of initiatives. At the core of the program is Adopt-iT, which focuses on schools, universities and scholarships, expanding access to education and digital skills for students. Complementary initiatives further support women’s empowerment, hygiene, community wellbeing and environmental action, ensuring a holistic and sustainable approach to social impact.

Adopt-iT – India CSR School Program

Since 2017, the Adopt-iT School Program has expanded access to education and digital skills for thousands of students. We have established 17 solar-powered computer labs, smart classrooms and technology hubs, helping young students prepare for a digital future. Complementary initiatives include WASH infrastructure in government schools to support girls’ education, as well as Sensory and Assistive Labs in Chennai and Bangalore that promote inclusive learning for children with hearing and visual impairments.

2025 Temenos Adopt-iT India Labs

Semmancherry GHSS	Solar-powered hub equipped with advanced computing technology and software, offering students access to digital resources. The initiative benefited 800 students.
Singaram Pillay Hr Sec School	The initiative benefited 350 students through a solar-powered, technology-enabled learning hub, equipped with advanced computing infrastructure and software, while a 6 kW rooftop solar system supports sustainable operations and reduces environmental impact.

Case study

Adopt a Kid – India employee-led initiative

Alongside Adopt-iT, Temenos supports access to education through the Adopt a Kid – India Education Support Program (ESP), an employee-led and employee-funded initiative launched in 2017. The program provides educational support to children from low-income households, including orphans and children living below the poverty line. In recognition of its social impact, Temenos reinforces the program through a structured donation-matching mechanism.

In 2025, the program supported 193 children, with 50 scholarships funded through employee contributions and 143 scholarships supported through Temenos’ matching. This was enabled by employee donations of USD 13,236 and corporate matching of USD 25,453. Since inception, the program has supported 958 scholarships, including 403 funded by employees and 555 supported through Company matching, expanding access to education and long-term opportunity.

193

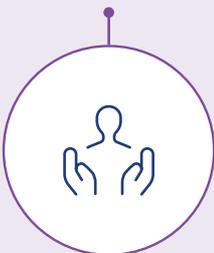
students supported in 2025

958

children were able to go to school and pursue their education (2017–2025)

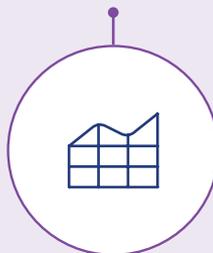
Community wellbeing

- Healthcare
- Sanitation
- Disability inclusion
- Assistive mobility



Community investment

- Corporate donations
- Matched giving
- In-kind contributions



Environmental and climate action

- Tree planting
- Coastal clean-ups
- Clean energy
- Sustainable mobility
- Environmental awareness



Financial inclusion

- Community banking
- Emerging Markets
- Financial inclusion



Poverty alleviation

- Local economic development
- Employee-led action





Adopt-iT – India CSR University Program

Recognizing the role of universities in developing future fintech talent, the Adopt-iT University Program supports students in building industry-relevant skills and practical experience. Since 2019, Temenos has partnered with universities to extend learning beyond the classroom. The program has established three specialized labs at Partner institutions, including an Innovation Lab for research, an Assistive Technology Lab to enhance digital accessibility, and an Excellence Hub for advanced learning. These initiatives are complemented by scholarships, targeted training, hackathons and recruitment activities, supported by employee mentors and a strong focus on sustainability.

Adopt-iT Scholarship Program

The Adopt-iT Scholarship Program supports students in technology and engineering fields that are critical to India's digital future. This year, Temenos awarded 260 university scholarships, representing a 13% increase compared to 2024 and reflecting sustained growth since the program's launch in 2019. Scholarships were awarded across nine Partner universities, including one new partnership established in 2025, supporting undergraduate studies in Chennai, Bangalore and Hyderabad. The program places a strong emphasis on increasing the participation of girls in STEM, contributing to greater gender diversity within the technology sector. By expanding university partnerships and prioritizing high-impact fields of study, the program helps reduce financial barriers, strengthen talent pipelines and support a more inclusive and resilient technology workforce.

	Total number of scholarships	Boys	Girls
2019	46	32	14
2020	92	50	42
2021	141	77	64
2022	196	118	78
2023	196	117	79
2024	230	60	170
2025	260	77	183

260

scholarships to students at nine educational institutions in 2025

1,161

need and merit-based scholarships (2019–2025)

Inclusive access for persons with disabilities

Temenos supports access and inclusion for persons with disabilities by collaborating with NGOs, educational institutions and public authorities when opportunities arise to address barriers to learning, mobility and participation. In previous years, this has included the establishment of Sensory and Assistive Labs in schools in Chennai and Bangalore, creating inclusive learning environments for children with hearing and visual impairments.

In 2025, Temenos advanced mobility and inclusion through targeted initiatives delivered in collaboration with government schemes and local authorities. We provided 10 Neo Motion wheelchairs to students with disabilities, supported 17 para-athletes with Neo Motion wheelchairs (Tamil Nadu wheelchair basketball team), and delivered 20 Neo Motion wheelchairs through New Dawn 2.0 to enable participation in education and employment. Together, these programs strengthened access to learning, work and daily life, supporting greater independence, dignity and social inclusion for persons with disabilities.

Employee engagement also plays a role in supporting inclusion, with employee-led volunteering initiatives continuing to assist students with disabilities during academic examinations, helping ensure fair access to education and assessment.



After getting the Neo Motion wheelchair, my life has completely changed. I can now go out and take care of my daily needs without depending on anyone, which gives me so much peace and happiness. Neo Motion is not just a wheelchair; it's my freedom and independence.

Participant of the program

Empowering women and girls

Women’s empowerment is a strategic priority for Temenos. We advance inclusive growth by supporting access to education, skills and economic opportunity, with targeted initiatives that strengthen participation, leadership and long-term resilience in the digital economy. Our approach focuses on practical, locally relevant interventions that strengthen financial independence, resilience and long-term opportunity.



Empowering young women through fintech and skills development

In 2025, Temenos engaged more than 200 female students at Presidency College as part of International Women’s Day, delivering fintech and career-focused skills development sessions aligned with the theme “Inspire Inclusion: investing in women to accelerate progress”. These engagements support financial literacy, employability and leadership pathways for young women entering the workforce.



“Threads for Change” – women’s entrepreneurship through high-demand skills

This commitment extends to entrepreneurship and income generation through Threads for Change, a community-led initiative launched in 2024 and hosted the Bro Siga Social Service Guild to support women from economically vulnerable urban communities in Chennai. Delivered through targeted training cycles, the program provides structured vocational training in high-demand skills such as Aari embroidery and tailoring, combined with entrepreneurial skills and asset-based support, enabling women to generate sustainable income and strengthen household stability. In 2025, the first cohort of women successfully completed the program, transitioning from trainees to skilled artisans, and the initiative progressed to a second training cycle (Threads for Change 3.0), ensuring continuity and scale.



Driving women’s independence through mobility

Recognizing mobility as a key enabler of economic participation, Temenos also strengthens women’s independence through SH(E) Riders and Women on Wheels. These initiatives support women from underserved communities by providing them with sustainable mobility solutions, including electric two-wheelers and auto rickshaws, improving access to employment while promoting low-carbon transport. Beyond income generation, these programs contribute to improved wellbeing, confidence and long-term self-reliance.

“This help has changed my family’s life, my child’s education and my confidence as a woman to live with dignity. Temenos continues to stand by us in every situation.”

Participant of the program



Environmental and community action

At Temenos, environmental responsibility is embedded in how we act, engage and lead. We combine climate-conscious practices, employee volunteering and community-based initiatives to deliver practical environmental action and build awareness where it matters most. Our approach focuses on reducing environmental impact, strengthening environmental literacy and reinforcing the link between healthy communities and a resilient environment. In 2025, employees actively contributed to environmental action through locally driven programs and trusted partnerships, supporting inclusive, measurable and long-term environmental stewardship.

Protecting and restoring natural ecosystems

Employees contributed to ecosystem protection through locally delivered initiatives in India and Singapore, supporting waste reduction, marine protection and community awareness. In Chennai, Temenosians partnered with Communitree to restore sections of Marina Beach, removing 3,381 kg of waste alongside community volunteers. In Singapore, colleagues supported environmental stewardship at East Coast Park. Tree planting and urban greening also formed a focus in 2025. In India, the Temenos Urban Greening Initiative (also known as CH2) supported the planting of 2,500 trees, while in Romania, employees and their families planted more than 1,200 trees in Boboc, Buzău, in collaboration with Plantăm Fapte Bune, contributing to biodiversity enhancement and locally relevant, measurable environmental stewardship.



Promoting climate awareness and sustainable behaviors

Environmental awareness initiatives extended beyond Temenos' ISO 14001-certified offices into the wider communities we serve, with different activities delivered across locations globally. To mark World Environment Day and Earth Day in 2025, employees participated in targeted actions promoting low-carbon behaviors, including the No Lift Week Challenge (341 employees, 205 kg CO₂ avoided), Green Desk Decoration initiatives, sustainability quizzes, awareness sessions and a Pledge to End Plastic Pollution engaging employees' children. Community engagement was also strengthened through locally tailored initiatives, such as a mural-painting activity with Thuvakkam NGO at Indian Air Force premises, involving employees and their families.

Beyond the immediate environmental impact, these initiatives bring people together around a shared cause and help foster awareness and responsible behavior, supporting efforts to educate and inspire the next generation to protect the natural environment.



Case study

Tech-driven urban sustainability in Chennai

In 2025, Temenos advanced urban sustainability in India through the launch of Tamil Nadu's first Reverse Cloth Vending Machine (RVM) network in high-traffic commercial areas of Chennai. Delivered through a public-private partnership with the Greater Chennai Corporation and InstaGood, we completed the handover of five smart RVM units across key high-traffic locations in Chennai.

The initiative demonstrates how technology can support circular economy solutions at scale by directly influencing everyday behavior. The RVMs incentivize the exchange of single-use plastic water bottles for reusable cloth bags, offering a practical and accessible alternative for commuters, vendors and shoppers. By targeting high-footfall locations, the project directly supports municipal waste-reduction priorities while aligning with Temenos' environmental and community commitments.

During the year, the initiative enabled the collection of 2,390 plastic bottles, distributed reusable cloth bags, and engaged more than 200 community members, contributing to measurable reductions in plastic waste in high-density urban zones. Beyond its immediate environmental impact, the program serves as a replicable, high-visibility model for technology-enabled waste management, demonstrating the value of collaboration between local authorities, private sector innovation and community participation.

2,390

reusable cloth bags distributed to the community

~119,500

prevented single-use plastic bags*

* Source: UNEP – assumption of 50 uses per reusable cloth bag.

Employee volunteering

At Temenos, purpose is expressed not only through our business performance, but through the positive role we play in the communities where we operate. Employee volunteering is embedded in our culture, reflecting our commitment to using our skills, time and expertise to create impact beyond the workplace.

Our volunteering initiatives are aligned with the UN SDGs and are activated throughout the year through global and local actions. We mark key international days with celebrations and volunteering activities across our offices worldwide, supporting causes spanning education and youth development, environmental protection, social inclusion and community wellbeing.

In 2025, 754 Temenosians contributed 2,722 volunteering hours across a wide range of initiatives, delivered in collaboration with local Partners. Through this collective action, volunteering remains a powerful way we translate our values into action, strengthen local communities and help build a more sustainable and inclusive future.

Employee volunteering by CSR strategic priority areas	Employee time in USD*	Employee time in hours
Environment	13,127	659
Poverty alleviation and local economic development	42,117	1,202
Technology and innovation	15,102	631
Children	8,868	230
Emergency relief	–	–
Total	79,214	2,722

Employee volunteering by region	Employee time in USD	Employee time in hours
Americas	5,427	99
Middle East and Africa	2,668	32
India	29,323	1,557
Europe	29,619	868
Asia Pacific	12,177	166
Total	79,214	2,722

* To calculate the cost, base salary and social charges were used for each employee.

2,722
volunteering hours
in 2025

50+
organizations
supported in 2025

40+
projects and events
in 2025

15+
countries where we supported
local communities in 2025



Corporate donations and community investment

Temenos approaches community investment as a structured and responsible activity, embedded within clear priorities and governance frameworks. In line with Temenos' Anti-Corruption and Bribery Policy and Charitable Donations and Non-Commercial Sponsorships Policy, the Company does not support political, religious or legislative organizations. Requests are reviewed through internal processes, and corporate monetary contributions are subject to annual independent internal audits, with oversight from the Sustainability and Audit Committees. Our aim is to support communities in a way that is transparent, consistent and aligned with both local needs and the Company's broader social and environmental commitments.

We engage through a combination of corporate monetary contributions, matched funding linked to employee initiatives, in-kind donations such as refurbished IT equipment, and the contribution of employee time, skills and expertise to non-profit organizations and community projects. Our approach

balances longer-term programs with targeted interventions, allowing us to respond to specific needs while maintaining focus and continuity. Since 2017, Temenos has invested over USD 4 million in community initiatives across regions. During the reporting period, Temenos made corporate monetary contributions to selected non-governmental organizations, including Hand in Hand International and HURIDOCS, with donations of USD 235,000 and USD 250,000 respectively, in line with the Company's community investment priorities areas and governance framework.

Community investment activities are guided by defined focus areas, including poverty alleviation, child welfare, youth development, access to education and technology, environmental sustainability and emergency relief. Where appropriate, Partner organizations provide information on activities and outcomes, supporting transparency and enabling Temenos to reflect contributions accurately in reporting. Employee participation complements this approach and, when relevant, is supported through corporate matching, ensuring alignment with approved priorities and controls.

Community investment in USD	2022	2023	2024	2025
Monetary donations	452,543.18	697,391.61	504,996.44	1,023,865
Employee fundraising	77,325.00	52,165.60	31,565.23	9,051
Employee volunteering cost	109,918.00	136,938.00	70,216.16	79,214
In-kind donations	99,121.65	9,243.01	–	–
Management overheads	78,456.00	101,705.00	101,692.00	102,822
Total	817,363.83	997,443.22	708,469.83	1,214,952

Type of philanthropic activities (2025)	Percentage of total costs
Charitable donations	6.5%
Community investments	93.5%
Commercial initiatives	–
Total	100.0%

Case study

Enabling human rights documentation through responsible technology

In 2025, Temenos supported HURIDOCS (Human Rights Information and Documentation Systems) with a USD 250,000 donation, reinforcing our commitment to responsible technology, transparency and access to justice.

Temenos' support enabled HURIDOCS to deliver pro bono and subsidized technical assistance to 35 under-resourced Partner organizations (out of 41 projects supported during the period), strengthening documentation and data-management capacity across the sector.

Since 1982, HURIDOCS has supported the global human rights movement by developing secure, open-source documentation tools and standards that enable organizations to document violations, preserve collective memory and pursue accountability. These Partners were active across multiple regions, including the Americas, Asia Pacific, Africa, Eastern Europe and Central Asia, the Middle East and North Africa, as well as international initiatives. Through this collaboration, Partner organizations used Uwazi, HURIDOCS' flagship open-source documentation platform, to consolidate fragmented datasets, migrate

legacy records and apply structured documentation methodologies. This work strengthened evidence for advocacy and litigation, improved public access to credible human rights information and ensured the long-term preservation of sensitive records. The contribution also supported the continued development of Uwazi, including new machine-learning capabilities such as automatic text translation in 23 languages and metadata extraction, improving efficiency, security and accessibility for users. As a result over 300 human rights organizations managing more than 400 databases worldwide continue to rely on HURIDOCS' technology and expertise to monitor violations, manage cases and support memorialization efforts.

Through its support, Temenos has helped strengthen the digital infrastructure underpinning human rights documentation globally, empowering grassroots and under-resourced organizations to advance justice, accountability and long-term societal impact. This initiative reflects Temenos' commitment to responsible technology, transparency and long-term community impact.

Societal goals and targets

Empowering Our Local Economies and Communities

■ Indicates target achieved

Digital inclusion and innovation



Indicator	2022	2023	2024	2025	2026 target
Number of students reached/benefited through the Adopt-iT CSR India Program since the program was launched	34,347	36,694	56,660	61,310	62,500

Volunteering and community service



Indicator	2023	2024	2025	2026 target ¹
Percentage of volunteers ¹ (% of the total headcount of the year)	20.7%	12.6%	14.9%	>20%

¹ Employees that participated in at least one volunteering activity.

Employee fundraising and corporate matching



Indicator	2022	2023	2024	2025	2026 target
Percentage of India employees' funds raised and Company matched – Adopt a Kid since program launch	73%	89%	100%	100%	100%



Governance disclosures

Ethical business

For three decades, Temenos has built its reputation on professionalism and strong client relationships, underpinned by a commitment to ethical business conduct and corporate governance. Integrity, honesty and transparency are core to our values. We prioritize long-term value creation for all our stakeholders by maintaining rigorous internal controls and fostering a culture of accountability across all levels. As a global leader, we adhere to the highest ethical standards, often exceeding regulatory requirements. We are dedicated to building enduring, value-driven relationships with all stakeholders.

Information security, cybersecurity, data privacy and business continuity

Temenos is committed to safeguarding client data through robust information security and cybersecurity practices that meet global standards. We embed security and privacy within our business model, supported by strong governance frameworks, skilled teams and comprehensive processes to ensure the secure delivery of our solutions. In addition, we maintain business continuity measures to enhance resilience and protect stakeholder trust.

Responsible procurement

At Temenos, responsible procurement is a key lever for managing sustainability risks and creating positive impact across our value chain. We work closely with our suppliers to promote high standards of environmental, social and ethical performance, integrating sustainability considerations into procurement processes and decision making. In 2025, Temenos strengthened its approach by implementing a new supplier sustainability assessment platform, enabling a more structured, consistent and scalable evaluation of supplier ESG performance. The platform supports enhanced transparency, supplier engagement and data quality, and strengthens our ability to identify risks, drive improvement and align our supply chain with our climate, human rights and governance expectations. This approach supports regulatory readiness, and reinforces our commitment to responsible business practices across our upstream value chain.

Preparation for CSRD alignment in FY-26

- ESRS G1** Protection of Whistleblowers
- ESRS G1** Corruption and Bribery
- ESRS G1** Management of Relationships with Suppliers
- Company specific:** Responsible and Ethical AI Use
- Company specific:** Cybersecurity

2025 key highlights

99%

of employees completed Business Code of Conduct training

100%

sustainability assessment for all tier 1 suppliers



Promoting accountability at all levels of our organization and fostering responsible decision making.

Contributing to the UN SDGs



Ethical business

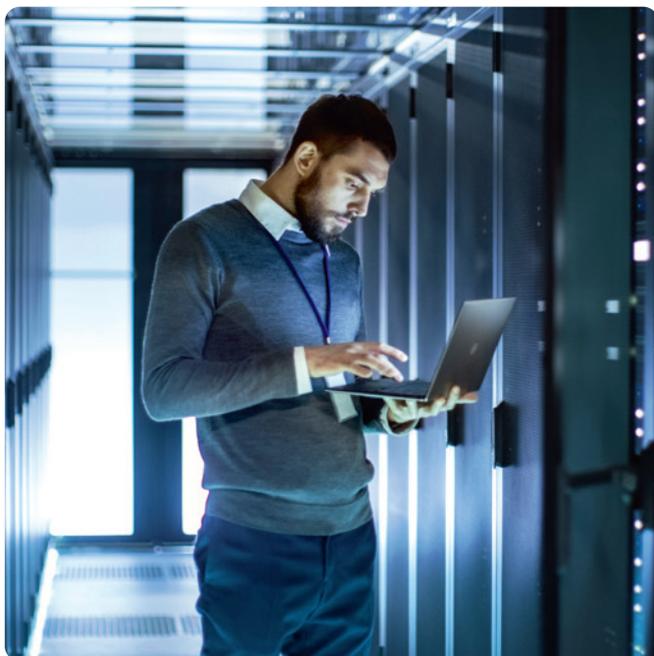
Business Code of Conduct

The Temenos Business Code of Conduct with the linked corporate policies is the foundation of our commitment to ethical business practices and legal compliance. The Code defines the standards for business conduct everywhere we operate and provides guidance in addressing the business, legal and ethical issues encountered while performing daily work or making decisions on behalf of Temenos. We operate in accordance with our Code, including where local legislation is less strict, or there is an absence of legal and/or regulatory frameworks.

Our Code and policies are aligned with the ten principles of the UN Global Compact on the four issue areas of human rights, labor, environment and anti-corruption and the OECD guidelines for multinational enterprises. The members of the Board of Directors and the Executive Committee have endorsed the Code. Our Code is available in English and French on our intranet and our corporate website. It applies equally to full-time, part-time and temporary employees and contractors globally. It is a key part of the employment contract and contractor agreement. All employees are required to read and acknowledge the Code and linked policies within the first three months of their employment. They are also required to complete the mandatory trainings upon joining and to repeat every 12 months.

The compliance requirements of the Code are also part of our Partners and Suppliers Program. Specific compliance provisions are included in the Services Partner Agreement and all new suppliers are required to comply with the Code as well as the Temenos Supplier Code of Conduct. In addition, the rollout of the Suppliers Program includes existing suppliers, as they incrementally need to comply with the Code and related policies and to verify compliance by providing respective information when requested.

The backbone of our Code is made up of the corporate policies linked to it that provide detailed guidance on how to exercise good judgment when working and making decisions for Temenos. The policies are reviewed annually and reflect our continued commitment to ethical business practices and legal compliance.



Human rights

As defined in the UN Guiding Principles on Business and Human Rights (UNGP), we are committed to respecting as well as promoting and advancing human rights, as recognized in international human rights standards, within our organization and our supply chain. We are committed to preventing and mitigating any adverse human rights impacts resulting from our own actions. This commitment extends not only to our direct activities but also to any adverse impacts linked to our operations, products or services through our business relationships, even if we have not directly caused or contributed to those impacts. Our human rights commitment is an integral part of our Business Code of Conduct, mandatory related training and Ethical Business Conduct Program, as well as the Supplier Code of Conduct and supplier performance and risk assessment processes of our Global Procurement Policy and procedure. It clearly outlines the requirements for our own operations (employees, direct activities, products or services) and for our suppliers and Partners, as well as the actions and procedures we undertake to meet our commitment. We expect our employees, Partners, suppliers and clients to share this commitment to ensure that the IT sector and our business respect and promote human rights.

Temenos has developed a due diligence process to proactively and systematically identify and manage potential human rights risks across its own operations, value chain and business-related activities. Our cross-functional Human Rights Working Group oversees our human rights strategy, helping to coordinate our efforts to identify and mitigate human rights risks in our own operations and our value chain. The results of these efforts are shared with the Executive Committee and the Board of Directors.

Our human rights due diligence process covers various issues such as child and forced labor, discrimination, harassment, collective bargaining and health and safety. We perform internal audits on a regular basis at a global level to identify potential human rights risks, while taking mitigation and remediation actions as required.

In 2025, we renewed our compliance with the UK Modern Slavery Act by issuing a Slavery and Human Trafficking Statement where we outlined Temenos' policies and procedures related to fair labor standards and respect for human rights throughout our operations and supply chain, while describing our efforts to address modern slavery. As a UN Global Compact participant, we respect and support the values of the Universal Declaration of Human Rights, the OECD Guidelines for Multinational Enterprises and the International Labour Organization's (ILO) Declaration on Fundamental Principles and Rights at Work by integrating human rights considerations into our business operations. We respect government policies in the countries where we operate, while seeking ways to honor these global principles. We conduct regular audits to check internal compliance with these standards.

We have established a process to assess on a regular basis our obligations under the Swiss Conflict Minerals and Child Labor Due Diligence Obligations. According to the assessment conducted in 2023 and considering our activities, business model and supply chain needs remain unchanged. Temenos is exempt from the Swiss due diligence and reporting obligations, as we do not import minerals and metals and have not identified reasonable grounds to suspect child labor in our supply chain.

Ethical business continued

Compliance Program

In 2025, the Temenos Compliance Framework continues to be based on the principles of assessment, prevention, detection and correction, ensuring that Temenos continues to:

- operate responsibly in accordance with applicable laws and regulations;
- maintain a culture of honesty, integrity, responsibility and compliance;
- meet high ethical and professional standards;
- prevent fraud and abuse and other compliance issues;
- detect compliance issues at earlier stages and prompt corrective actions; and
- build employee trust and confidence.

The Temenos Compliance Framework has been designed to operate in the form of a “Compliance Ecosystem” and includes:

1. anti-trust and anti-competitive practices;
2. anti-corruption and bribery;
3. due diligence and onboarding;
4. export controls and sanctions;
5. anti-money laundering; and
6. conflict of interest and related party transactions.

Anti-trust and anti-competitive practices

Temenos values customer and market trust and strongly believes that it is fundamental to ensure Temenos safeguards its reputation. Complying with anti-trust laws throughout the world is part of our commitment to operating in an effective, fair and free market economy. This commitment includes contracts with clients and any third party, ensuring Temenos competes independently from other market players and does not seek to control the commercial policy and practices of its resellers or distributors in any illegal or inappropriate manner.

The most significant amount of our revenues derives from direct dealings with our clients ensuring Temenos is in a strong position for enforcing its sales and contracting processes.

Specific provisions of the Temenos Anti-Trust Policy are included in the Business Code of Conduct.

Anti-corruption and bribery

For Temenos, anti-corruption is not only a legal obligation but also a matter of ethical business standards. We take a zero-tolerance approach to bribery and corruption and are committed to acting professionally, fairly and with integrity in all our business dealings and relationships – wherever we operate – and to implementing and enforcing effective systems to counter bribery. Our ethical standards and zero tolerance of corruption are set out in our Business Code of Conduct and our Anti-Corruption and Bribery Policy, which apply to all Temenos employees and Group entities.

Anti-Corruption and Bribery training is part of the annual mandatory training that all employees take when joining Temenos and is repeated annually during their employment with Temenos.

As a testament to our commitment to ethical business practices, in 2025, Temenos has not incurred any fines or settlements, nor was it involved in any investigations related to anti-competitive business practices, bribery or corruption.

As part of our ongoing commitment to anti-corruption, we have expanded our commitments in this area beyond Temenos, to include our suppliers, Partners and other third parties that have a direct contractual relationship with Temenos. Integrity is a vital part of our business. We also have anti-corruption and bribery provisions in our Partner and contractor agreements as well as in our procurement process with suppliers.

Temenos does not make any contributions to political parties nor does it engage in any lobbying activities.

We monitor compliance with the Anti-Corruption and Bribery Policy regularly through routine and ad hoc checks and audits across the organization. The Anti-Corruption and Bribery Policy and the effectiveness of the Anti-Corruption Program are assessed and revised on a regular basis.

Due diligence and onboarding

The Temenos Due Diligence Framework is currently implemented on sub-licensing and Partner deals, following a risk-based approach. As part of our commitment to continuously enhance our Compliance Framework, all the assessments carried out in the previous year as part of the due diligence process are examined and – based on the analysis and results – the model’s assessment and key risk factors are fine tuned in order to further strengthen its predictability and risk assessment evaluation methodology.

Export controls and sanctions

Temenos complies with all applicable export control laws and sanctions worldwide and meets obligations under sanctions regimes of the jurisdictions in which it does business. To support the Compliance Program, and in order to meet the challenges and complexities of the regulatory requirements when operating at a global scale, Temenos will seek, when required, the advice of external legal counsel with expertise in the relevant fields. Temenos will forgo business which would breach sanctions regimes directly applicable to it.

All Temenos employees, contractors, distributors and Partners are expected and required to comply with the Export Controls and Sanctions Policy, which is also part of the Business Code of Conduct. Failure to observe sanctions and export controls may cause operational delays, expose the Company to regulatory investigations, severely damage our reputation and create substantial legal exposure for Temenos companies, including criminal and civil fines, and fines and imprisonment for individuals.

The Temenos Financial Crime Mitigation (FCM) solution is an integrated part of the Export Controls and Sanctions Compliance Program and covers all the relevant business needs and compliance requirements. The respective implementation enables us to examine the country where the software will be exported as well as the underlying entity.

Anti-money laundering

At the present time, due to the nature of our business activities which are business-to-business dealings with regulated entities (primarily banking and financial services institutions), Temenos assesses it has limited exposure to money laundering risk. To this end, Temenos is following a risk-based counterparty due diligence approach, in terms of assessments and controls in order to mitigate any money laundering risk. It is based on the “Know Your Customer” approach and it is formalized into two distinct phases: a) pre-onboarding assessment; and b) ongoing and systematic monitoring of high-risk counterparties.

Conflict of interest and related party transactions

Conflicts of interest in both the public and private sector have become a major matter of public concern worldwide. As a global market-leading software provider, Temenos might be faced with actual, potential or perceived conflicts of interest. Temenos is sensitive to the ways in which an employee’s private financial affairs could create potential conflicts of interest. Also, transactions executed by related parties (legal entities and natural persons) must be reported if such transactions are carried out under the significant influence of a Temenos senior manager. Ensuring that the integrity of the Company’s decision making is not compromised by employees’ private interests, Temenos has in place business-specific policies and procedures that address the identification and management of actual, potential or perceived conflicts of interest that may arise in the course of business as well as the reporting of any related party transactions.

The Conflict of Interest Policy is linked to the Business Code of Conduct and describes in detail the disclosure mechanism for all Temenos employees, members of senior management and the Board of Directors as well as the appeal process to the Ethics and Compliance Committee.

We operate a global internal system that centralizes the declaration of conflicts of interest and related party transactions. The system also manages approvals for outside directorship requests by Temenos employees and Board members, where such roles could give rise to potential conflicts of interest. The Chief Compliance Officer prepares and submits on an annual basis a consolidated conflict of interest incidents report to the Audit Committee.

ONE Compliance

The ONE Compliance initiative provides an umbrella over our compliance activities within our Compliance, HR, Finance, Sales Operations and Partner Management functions. Key benefits of the ONE Compliance initiative include:

- breaking down silos to collaborate and ensuring a 360-degree view of compliance throughout Temenos;
- improved compliance reporting; and
- clear demonstration of management commitment to compliance.

Ethical business conduct monitoring and reporting

It is our responsibility to train our employees on ethical business conduct, provide them with communication channels, build controls to prevent and detect unethical and non-compliant conduct and perform regular internal audits. When we identify or learn of concerns or improper conduct, we investigate them fully and take appropriate action to remediate any issues identified.

Temenos offers employees, Partners and suppliers ways to report compliance concerns. If instances of possible non-compliance with the Business Code of Conduct are detected, an internal grievance mechanism is in place to record verbally, in print or electronically any related concerns through the line manager, Group People department, Group Legal department and Group Internal Audit.

In addition, there is an independent anonymous reporting mechanism in place, the details of which are set out in the Anonymous Reporting Policy and guidelines, which is linked to the Temenos Business Code of Conduct as well as the Temenos Supplier Code of Conduct. It is available on our intranet and our corporate website. Anonymous reporting means raising a concern about suspected wrongdoing involving the Temenos brand, people, contractors, Partners and suppliers. Temenos is committed to promoting and maintaining the highest ethical standards in all our work, and ensuring that where concerns are raised, they are investigated and resolved, preserving the anonymity and confidentiality of anyone raising a concern. In addition, an appeal process to the Ethics and Compliance Committee is in place, whose decision is final and binding. All disclosures are reported to the Audit Committee.

All filed cases have been successfully resolved. The below table includes concerns raised from Temenos employees (two cases) as well as externals/anonymous (six cases):

Employee concerns 2025 (including externals)	Source	Raised	Upheld	Not upheld	Action taken
Workplace discrimination concerns (perceived feeling of discrimination)		–	–	–	n/a
Workplace concerns of harassment, bullying or unfair treatment	HR grievance mechanism	7	3	4	Yes
Other workplace concerns (failure to comply with legal obligations, such as breach of employment law or human rights obligations)		–	–	–	n/a
Fraud, theft, bribery or other ethical misconduct	Anonymous reporting mechanism	3	–	3	n/a
Health and safety or perceived damage to the environment	Anonymous reporting mechanism	1	–	1	n/a
Violation of the Temenos Business Code of Conduct	Anonymous reporting mechanism	3	3	–	Yes
Actual, potential or perceived conflict of interest	Anonymous reporting mechanism	1	1	–	Yes
Total		15	7	8	

Ethical business continued

Shaping up the future – Temenos Integrity Framework

The Temenos Integrity Framework is based on the below four pillars (as set by the World Economic Forum):



Risk management and internal control

Risk management and internal controls provide independent oversight over the portfolio of key risks impacting Temenos and manage emerging risks with a potential business impact. Temenos has an established Enterprise Risk Management function overseen and managed by the Risk Director (who reports to the Chief Security and Risk Officer) to monitor and manage enterprise risks including the establishment of a Group-level Enterprise Risk Management Framework which is aligned with ISO 31000: Risk Management. In addition to the Group's Enterprise Risk Management Framework, there is also a robust internal control system in place for financial reporting and key operational and fraud risks that goes beyond statutory requirements. All relevant risks are identified, formally assessed and documented. For each risk we have implemented specific controls and mitigation plans and these are documented in formal risk and control matrices, which are subjected to annual reviews and updates. The effectiveness of the controls is subject to independent review and testing by both internal and external audit.

To read more on our Group's Enterprise Risk Management Framework and internal controls, please refer to the Maintaining Robust Risk Management – Principal Risks and Uncertainties section of this report.

Compliance training

Trust is earned. Compliance protects it.

This principle guided our global compliance campaign, reinforcing Temenos' commitment to integrity, accountability and responsible business practices.

During the year, we introduced new mandatory trainings, including Anti-Harassment and Anti-Discrimination, Health and Safety (where legally required), and an Artificial Intelligence (AI) awareness course to promote responsible use of emerging technologies.

All employees acknowledge the Business Code of Conduct upon joining and annually thereafter, and complete mandatory training covering Anti-Corruption and Bribery, Data Protection and Privacy, Information Systems Security, Business Continuity and Environmental Awareness.

Compliance leadership is demonstrated at the highest level, with all Executive Committee members completing the full suite of mandatory trainings. The completion rates below reflect participation across the entire Temenos workforce.

Global Temenos 2025 training completion percentage	%
Anti-Corruption and Bribery	99.7%
Anti-Harassment and Discrimination	99.5%
Artificial Intelligence (AI)	99.4%
Business Continuity Management	99.4%
Code of Conduct	99.5%
Data Protection and Privacy	99.4%
Environmental Sustainability	99.4%
Information Security	99.6%

The Anti-Corruption and Bribery Policy and the Anti-Corruption Program include several elements such as proportionate procedures, top-level commitment, risk assessment, integrity, due diligence, communication, training, monitoring, review, enforcement and sanctions, with the aim of continuous improvement and alignment with prevailing international standards. The Board of Directors has the highest level of executive oversight for the Company's Anti-Corruption Program. As part of our ongoing commitment to anti-corruption, we have expanded our commitments in this area beyond Temenos, to include our suppliers, Partners and other third parties that have a direct contractual relationship with Temenos. Integrity is a vital part of our business. We also have anti-corruption and bribery provisions in our Partner and contractor agreements as well as in our procurement process with suppliers.

Anti-Corruption and Bribery training dashboard

By function*	No.	Employees trained
G&A	636	100%
R&D	1,564	99.3%
Sales and Marketing	583	99.8%
Services	1,701	99.8%
Cloud	477	99.8%

By region*	No.	Employees trained
APA	294	99.7%
EUR	926	99.6%
IND	2,874	99.6%
MEA	229	100%
NSA	638	99.8%

* The tables above cover the active employees as of 31 December 2025. 77 employees were exempt from mandatory compliance trainings due to long-term leave reasons (sickness, maternity, etc.).



Information security, cybersecurity, data privacy and business continuity

Governance

Temenos maintains rigorous governance and oversight across its Information Security and Risk Management programs. These programs fall under the direct authority of the Board of Directors, which is responsible for guiding and approving Group IT, Security and Risk strategies. With deep expertise in strategy, finance, and technology, the Board plays a critical role in shaping and steering these domains.

To operationalize the Board's direction, we employ a robust "three lines of defense" model. This approach supports business strategy and key initiatives by ensuring effective management of risks, security and compliance:

- first line: Information Technology and Temenos Cloud Operations;
- second line: Information Security and Risk Management; and
- third line: Internal Audit.

The Audit Committee, which convenes at least four times annually, provides comprehensive oversight of both the Security and Risk functions, including their strategic orientation. These functions report regularly to the Committee, offering updates on strategy implementation, key performance indicators, risk indicators, audit results and significant incidents or findings.

The Executive Committee, responsible for defining and monitoring the Group's strategic plans, includes information security and risk management as a core strategic element, represented at the leadership level by the Chief Security and Risk Officer.

Temenos also maintains a Security and Privacy Committee, which oversees global Information Security and Privacy Program implementation in alignment with business strategy. Chaired by the Chief Information Security Officer, this Committee meets at least quarterly and includes representatives from Information Security, Privacy, Temenos Cloud, IT, Legal, HR, Finance, ESG, Marketing and Internal Audit. It ensures that appropriate security and privacy policies, guidelines and operational procedures are established, advises the business of obligations and requirements, reviews significant security incidents and confirms that Security and Privacy functions are adequately resourced.

Chief Information Security Officer

The Chief Information Security Officer (CISO) is accountable for Temenos' information security and cybersecurity strategy, ensuring an organizational structure that provides continuous support from specialist security functions. Under the CISO's mandate, we have established a comprehensive Security Program covering:

- Information security governance
- Security incident response
- Cloud security
- Security operations
- Security architecture and engineering
- Security assurance

This multi-layered program addresses the protection needs of Temenos systems and services, including corporate systems and networks, physical infrastructure and facilities, and the Temenos Cloud and its associated services. This structure enables full alignment with Temenos' overarching security objectives and ensures strong, proactive protection across all operational areas.

Information security

The Information Security Governance team is responsible for developing and maintaining the Temenos Security Framework, which includes all policies, standards, guidelines, procedures and controls.

The framework is based on the Information Security Forum's Standard of Good Practice and incorporates controls from globally recognized sources, including CIS, CSA, ISO 27001/2, NIST and other internationally accepted security frameworks.

As part of its mission, the team drives proactive information security risk assessment, including third party risk management, to identify, evaluate and mitigate risks across Temenos' information assets and systems. This includes embedding security within internal projects and throughout the supply chain to ensure a consistent, enterprise-wide security posture.

The governance team collaborates across the business to oversee implementation of security controls, ensuring risks are systematically managed and addressed in line with organizational security objectives.

For more information please refer to the Maintaining Robust Risk Management section of the report.

Cloud security

The Cloud Security team, embedded within the Temenos SaaS organization, plays a pivotal role in ensuring the Temenos Cloud meets the stringent security expectations and contractual obligations of clients. The team is responsible for implementing and sustaining the controls defined in the Temenos Cloud Security Uniform Terms, focusing on preserving the confidentiality, integrity and availability of client applications and data.

We demonstrate deep commitment to security across the organization by maintaining a wide range of protective technologies and processes, including:

- Privileged identity and access management
- Data loss prevention
- Advanced email and web security
- Endpoint detection and response
- Anti-malware protection
- Application whitelisting
- File integrity monitoring
- Network intrusion prevention
- Web application firewalls
- Mobile device management
- Denial-of-service protection
- Multi-factor authentication
- Robust vulnerability management

These components together form an integrated defense strategy that protects systems, safeguards data and reinforces client trust.

Information security, cybersecurity, data privacy and business continuity continued**Security incident response**

Temenos recognizes incident response as a fundamental capability in today's technology environment. Accordingly, it has established a comprehensive and integrated security incident management function, aligned with the NIST Computer Incident Handling Guide.

The Security Operations Center (SOC) provides continuous global monitoring across Temenos systems and digital services using advanced detection technologies.

Upon detection of a potential or actual incident, the SOC follows established procedures to analyze, contain, eradicate and support recovery efforts.

For significant events, incidents are escalated to the Critical Incident Response team (CIRT), composed of senior leaders from Information Security, IT, Legal, Risk Management, HR, Finance and Internal Audit. CIRT oversees management of critical incidents, including notifications to relevant parties such as clients, regulators, and investors.

Following an incident, CIRT conducts reviews to identify preventive measures and assigns ownership to ensure timely execution. This allows Temenos to continually strengthen its security posture while maintaining effective and transparent response processes.

Assurance

Temenos maintains a rigorous Vulnerability and Threat Management Program, continuously assessing potential weaknesses across its environment. This program includes vulnerability scanning, penetration testing and advanced threat-intelligence analysis.

Assessments are performed by an experienced internal security team working closely with system owners and stakeholders. Its mandate is to identify vulnerabilities, provide remediation guidance and ensure all actions align with Temenos' Security Policy and standards.

This proactive, comprehensive approach demonstrates our commitment to maintaining strong defenses, protecting client data and reinforcing resilience against evolving threats.

Security training and awareness

At Temenos, we recognize the vital role that comprehensive security awareness plays in maintaining the integrity and safety of our operations. To this end, all Temenos employees, contractors and Partners are mandated to complete thorough Security Awareness training. This training covers topics including phishing, data security, privacy, physical security and business continuity. It is a requirement for all new joiners to Temenos and must be completed annually thereafter.

In addition to our employees, all Partners engaged under the Services Partner Agreement are contractually obligated to provide their employees, especially those involved in Temenos projects, with Security Awareness and Data Protection training. We also provide specialized training for employees or contractors engaged in sensitive activities, such as SaaS operations, product development and our internal security teams. Our security awareness initiatives are further bolstered by regular activities, including phishing simulation exercises, informative email communications and intranet posts that highlight recent security developments both within and outside of Temenos.

Moreover, Temenos is an active participant in industry-specific organizations, such as the Information Security Forum (ISF), Center for Information Security (CIS) and Cloud Security Alliance (CSA). Our involvement in these organizations allows our Security

function to leverage industry best practices, stay updated on evolving threats and continuously enhance the knowledge and preparedness of our security staff. This proactive engagement in the wider security community is a key component of our commitment to upholding the highest standards of security and protecting our systems, data and client interests.

Product security

Temenos is steadfast in its commitment to continuous security assessment and improvement within its software products, constantly researching the latest vulnerabilities and attack trends. This vigilance is a key component of our secure development lifecycle. Identifying vulnerabilities involves comprehensive testing of target applications using a diverse array of methods and tools. Our dedication to product security is so deeply ingrained in our product development methodology that we confidently assure a significant reduction in the risk of security issues within our product suite.

Any architectural changes or new products undergo a meticulous review process. These are presented to the Security Design Authority for a global assessment and approval. Our secure design, development and review process is meticulously crafted to ensure the implementation of fundamental security principles, such as:

- identifying potential flaws or vulnerabilities in the initial phase of design and development, prior to the coding process;
- developing code securely and ensuring the implementation of security controls identified during the design phase;
- adhering to secure coding practices;
- conducting unit testing of the security features of the application, performing security audits and code reviews and utilizing automated code review tools; and
- ensuring that security recommendations are implemented and approved.

For enhancements to information systems or new product requests, the product development team collaborates with the product security assurance (PSA) team. These requests are meticulously reviewed for security design and tested using a combination of OWASP ASVS and Top10, SANS and specific test scenarios crafted by Temenos. The testing results are then reviewed and approved by the PSA team.

The security testing of our products, an integral part of the release process, is conducted by the PSA team. This testing includes:

- Secure code review
- Static code analysis (SAST)
- Open-source library analysis (OSL)
- Malicious code detection (MCD)
- Dynamic application security testing (DAST)
- Internal and external penetration testing

Vulnerability findings, complete with recommendations, are shared with development teams for remediation. All identified issues are meticulously recorded in our Incident Management tool. Additionally, critical applications undergo a malicious code review conducted by the PSA team, which includes examinations for application backdoors and potential for security control bypass. This comprehensive approach ensures the utmost security and integrity of our products, reinforcing our unwavering commitment to safeguarding our clients' interests.

Data privacy

Privacy organization

The Chief Compliance Officer (CCO) leads our global privacy function and has global responsibility for privacy throughout the Company, including our cloud, product and corporate business units. Temenos operates an enterprise-wide privacy framework to drive and monitor privacy compliance. Important components of this framework include:

Business area	Key privacy activities and controls
Product	<p>Our privacy team is embedded within our product development teams to ensure that we deliver products that honor Privacy by Default obligations. Key controls include:</p> <ul style="list-style-type: none"> • an automated system to enforce and manage Privacy Impact Assessments at key stages in the Software Development Lifecycle (SDLC); and • delivering bespoke privacy training to technical product teams to ensure that privacy concepts are well understood and practically applied.
Cloud	<p>Our privacy team supports our cloud business on a daily basis. Key controls include:</p> <ul style="list-style-type: none"> • undertaking Privacy Impact Assessments when we onboard cloud clients. These assessments are used to identify/honor applicable data privacy regulations and to create records of processing within our enterprise privacy management system; • delivering bespoke privacy training to our global cloud implementation and operation teams; and • supporting security incident investigations.
Corporate	<p>Our privacy team supports our corporate functions such as Sales, Marketing, Procurement, HR and Finance by:</p> <ul style="list-style-type: none"> • maintaining our records of processing; • completing Privacy Impact Assessment for the introduction of new systems and processes; and • delivering bespoke training to high-risk functions such as Marketing and HR.

How Temenos uses data

Temenos processes personal data only for the purpose it was originally collected as per the applicable legal basis of processing. Personal data is not processed for any other secondary purpose. Access to that data is restricted to the people responsible for the specific processing activities. Temenos has never received any requests for customer information from government or law enforcement agencies and we comply with all reporting requirements in this regard. In addition, the Company has neither received any substantiated complaint concerning breaches of customer privacy and losses of customer data in 2025, nor have there been any monetary losses as a result of legal proceedings associated with user privacy.

Data request management

We take our role as a data controller seriously and respect all rights of our data subjects including their privacy and broader human rights; for example, we notify our employees of any data that we are required to legally share with government or law enforcement agencies. Additionally, any government data requests are overseen by our Chief Compliance Officer, who is responsible for evaluating and responding to law enforcement or government data requests. Any evaluation takes into account the privacy and human rights of our data subjects by doing a risk assessment. In the event that an investigation results from a government data request, our Chief Compliance Officer is also responsible for leading the investigation and implementing any corrective actions.

E-privacy

The Temenos Privacy Policy is available on our website. We also maintain an Employee Privacy Notice. The users that opt in to our targeting/advertising cookies on temenos.com may see our display advertising banners; additionally, users that search on Google for terms relevant to our business may see our ads. Personal data is not used in either case. The nature of our products and services means that they are not subject to government-required monitoring, blocking, content filtering or censoring.

Artificial Intelligence governance

Temenos has an AI governance structure composed of an AI Committee and the AI & Data Design Authority to ensure responsible, compliant and strategic use of AI across its organization.

AI & Data Design Authority

This team of experts advises on, reviews, monitors and supports internal AI & data-related process models and strategies. The authority emphasizes the importance of fostering a culture of innovation while ensuring responsible AI usage. The AI & Data Design Authority also serves as an approval gateway early in the design process, providing oversight, guidance, and expertise to maintain a unified design vision on AI and data.

The AI & Data Design Authority is composed of subject matter expertise in various areas from technical, legal, compliance, security and risk.

AI Committee

Provides strategic oversight and makes policy-level decisions related to the development, deployment and use of AI technologies across Temenos. The Committee is composed of senior leadership representing all areas of the business.

This governance structure supports:

Ensuring responsible use of AI

- Provides guidelines for the ethical and responsible deployment of AI.
- Promotes transparency, accountability and the long-term sustainability of AI advancements.

Enabling value-driven decision making

- Ensures that AI aligns with the principles, goals and objectives of the business, promoting transparency, equity and sustainability.

Strategic alignment

- Ensures that AI initiatives align with an enterprise's broader business objectives and corporate values.
- Ensures that AI investments are not only innovative but also support the Company's long-term goals and mission.

Information security, cybersecurity, data privacy and business continuity continued

Risk management

- Incorporates risk considerations early in the assessment of AI use cases.
- Integrates risk assessment into development and deployment of AI products to identify and manage risks.

During 2025, Temenos approved an AI Policy and developed an AI Governance Requirements Framework that adopts a risk-based approach aligned with applicable and emerging regulatory requirements. The framework establishes proportionate governance expectations based on the level of risk associated with AI use cases. Full operationalisation of the framework is planned for 2026. In parallel, Temenos will continue to review and evolve its AI governance arrangements to reflect regulatory developments and emerging best practices.

Business continuity

Temenos has an ethical and social responsibility to protect its people, assets, clients and stakeholders from the potential impacts of business disruption. This understanding is at the core of our business continuity activities.

Temenos has established a Business Continuity Management (BCM) Program as an integral part of the Company's normal business operations and is committed to ensure the continuity of its operations in the event of an incident that causes major disruption. In addition, Temenos is committed to satisfy applicable requirements and for the continual improvement of the BCM Program.

The purpose of BCM is to establish and maintain a framework of procedures and plans, which, in the event of a disruption, enable the efficient and cost-effective resumption of business. The aim of BCM is to:

- protect the organization and its business, including employees, assets (information and physical assets), customers and shareholders, by minimizing the impact of major disruptions;
- understand and communicate the recovery needs of the business and ensure appropriate recovery capability is provided to meet those needs;
- recover the business in a planned and controlled manner to meet the requirements of the business and comply with applicable laws, contracts, regulations or other factors in all regions;
- ensure that BCM is an essential part of business planning and development; and
- maintain a robust Business Continuity Management System (BCMS).

Temenos' BCMS is ISO 22301:2019 certified and associated with the operation and support of the Temenos products and services. It covers both on-premise and cloud services to customers.

Responsible procurement

Beyond our operations, our commitment to operate responsibly and sustainably extends to our suppliers and Partners. Temenos integrates sustainability considerations in its Procurement Policy and practices and applies a strategic procurement operating model that proactively engages the business and suppliers for sustained cost efficiency, enabled innovation and operational risk mitigation in the supply chain.

We employ a responsible strategic sourcing process for categories of suppliers considered critical for our business. We categorize our suppliers into four tiers as below:

Tier	Description
Tier 1 – client-critical suppliers	Suppliers that provide critical products/services which underpin the running of the software or services provided to our clients
Tier 2 – high-risk operational suppliers	Suppliers that provide operational dependent products and/or services to the organization and/or our clients
Tier 3 – functional suppliers	Important suppliers to the general functioning of Temenos
Tier 4 – commodity suppliers	Suppliers that provide general services

Sustainability and operational risk assessments are part of the supplier selection process. For the risk assessments, we use a General Questionnaire that covers areas such as business and ethical conduct, environment, human and labor rights, impact on society, client privacy and information security, Artificial Intelligence, and financial and legal compliance requirements. Our General Questionnaire is aligned with the ten principles of the UN Global Compact and the EU General Data Protection Regulation 2016/679. The tiering determines the topics covered in the Supplier Questionnaire and the frequency of due diligence updates. Our focus is on tier 1 and tier 2.

Since 2021, we use a third party supplier risk management software to enable predictive risk management and planning. We influence suppliers by implementing a Compliance Framework to plan, execute, monitor and assess shared strategic sustainability goals.

Our Supplier Code of Conduct lists our commitments and expectations for our suppliers in adhering to our responsible ways of operating and is integrated into contracts and purchase order terms and conditions. We expect our suppliers to champion these values in their own supply chains, while encouraging them to develop responsible practices of their own and communicate any concerns they might have related to a possible breach of our Code through the anonymous reporting mechanism. The Supplier Code of Conduct and all relevant information related to our Purchase Order Terms and Conditions and invoice guidelines are publicly disclosed on our corporate website in a dedicated supplier section.

Spending on local suppliers

We recognize that a supply chain composed of diverse suppliers promotes competition and quality from our vendors, drives innovation, empowers local economies and helps us better reflect the diversity of our clients. We are proud to work with a range of diverse and dynamic suppliers that can meet the specific needs of each business line. We build and maintain relationships with both small local suppliers and large international suppliers.

The reported local spending contains all purchases performed by the Temenos local entity from local suppliers, i.e. suppliers that are registered in the same country as the Temenos entity that pays them.

Top 15 countries based on headcount¹	% purchases from local suppliers 2024	% purchases from local suppliers 2025
India	98%	97%
United States	88%	98%
United Kingdom	95%	92%
United Arab Emirates	60%	72%
Romania	99%	99%
Singapore	85%	88%
Switzerland ²	47%	32%
Greece	25%	63%
Canada	68%	86%
Australia	97%	96%
Luxembourg	52%	79%
Ecuador	99%	99%
Mexico	46%	57%
France	56%	83%
Germany	94%	94%

1 Top 15 countries covering 92% of total headcount. Highest: 2,925; lowest: 44.

2 The number is low as the majority of global software and events activities are signed under the head office entity in Switzerland.

Responsible Procurement Framework

We have established a Responsible Procurement Framework to track our current achievements and long-term goals in delivering sustainable outcomes. A detailed view of our goals is provided in the Goals and Targets section.

Supplier Diversity Framework

As part of our ongoing plan to integrate sustainability into our value chain, we have established a comprehensive framework to ensure that we are not only providing opportunities for diverse businesses, but also incorporating supplier diversity as a weighted criterion in the supplier selection and renewal processes. We have developed a section dedicated to supplier diversity and incorporated it into the Supplier Questionnaire that our suppliers need to complete during the onboarding process.

We consider as a diverse supplier any business that is at least 51% owned, controlled or actively managed by any of, but not limited to, the following categories: woman/women; LGBTQIA+; disabled person(s); veteran(s); and Asian/Black or African American/Hispanic or Latino/Native American (US only).

We have invested in a supplier diversity platform powered by Supplier.io, which provides us with a database including more than 2 million suppliers. The platform enables us to better track our diverse suppliers in the US and globally. In addition, we monitor our new diverse suppliers on a regular basis, through our global vendor management system.

Since 2023, we have been collaborating with one of our clients, a top US-based bank, to report our diverse suppliers' spend quarterly. By doing this, we contribute to the bank's tier 2 Supplier Diversity Program.

Supplier Engagement Program

Our Supplier Engagement Program strengthens a responsible and resilient supply chain by embedding ESG principles across all key areas of environment, labor, ethics, and human rights. In 2025, we invested in a platform to drive supplier collaboration through standardized ESG scorecards, learning resources and corrective action plans to support their decarbonization journey. This program will support our future alignment with EU CSRD and emerging due diligence requirements. Our aim is to integrate ESG criteria into supplier selection, performance reviews and contract renewals through shared sustainability goals, fostering stronger partnerships.

→ [Read more about supplier climate engagement in Environmental disclosures](#)



Governance goals and targets

Operating Responsibly

■ Indicates target achieved

Ethical business conduct and governance



Indicator	2023	2024	2025	2026 target
Percentage of completion of Business Code of Conduct and mandatory compliance trainings	99.2%	99.9%	99.5%	>97%

Information security



Indicator	2023	2024	2025	2026 target
ISO 27001 certification coverage	14 locations	14 locations	13 locations	To continue to expand the scope in order to include new locations/acquisitions based on the business needs and directives from management.
ISO 27017/ISO 27018 certification coverage	13 locations	13 locations	13 locations	To continue to integrate newly acquired companies, if any, and certify new locations as required.
EU Cloud Code of Conduct	Level 2 compliance	Level 2 compliance	Level 2 compliance	To maintain program compliance.

Responsible procurement



Indicator	2023	2024	2025	2026 target
Percentage of suppliers assessed that have commitment to ESG targets ¹	73%	64%	61%	75%
Sustainability assessment for all tier 1 suppliers	–	80%	100%	100%
Sustainability assessment for all new suppliers (tier 1, 2 and 3)	23%	13.5%	61%	90%
Sustainability assessment for all new tier 2 suppliers	–	89.5%	100%	100%
Sustainability assessment for all new tier 3 suppliers	–	29%	55%	50%
Supplier engagement rate (engaged with data center and IaaS suppliers) ²	–	88%	93%	100%

1 Targets adjusted as a number of suppliers assessed were small, low-value organizations or startups that do not have ESG commitments.

2 Direct engagements with all data center and IaaS suppliers that were assessed this year and this included screening on both environmental and social criteria.

Independent practitioner's limited assurance report

on Temenos Sustainability Report as per 31 December 2025 to the Board of Directors of Temenos AG, Grand-Lancy

We have been engaged by the Board of Directors to perform assurance procedures to provide limited assurance on selected non-financial disclosures and indicators in the Sustainability sections (including the GHG emissions) in the Annual Report and Accounts 2025 as per 31 December 2025 of Temenos AG (the 'Sustainability Report'). Our limited assurance engagement focused on selected non-financial disclosures as presented in the GRI Context Index in the Sustainability Report in the appendix on pages 118 to 125, marked with the check mark , and indicators as presented in Annex 1 of this report.

The Sustainability Report 2025 (including the GHG emissions) was prepared by the Board of Directors of Temenos AG (the 'Company') based on the section 'General disclosures' in the Sustainability Report 2025, describing, among others, the relevant guidance contained within 2021 GRI Sustainability Reporting Standards ('GRI Standards') published by the Global Reporting Initiative ('GRI'), in sections of the Greenhouse Gas Protocol Corporate Standard for Greenhouse Gas ('GHG') emissions, and in the Software & IT Services SASB Standard published by the Sustainability Accounting Standards Board ('SASB') (here-after summarised as the 'suitable Criteria'). We have evaluated the selected non-financial disclosures and indicators against the suitable Criteria.

Inherent limitations

The accuracy and completeness of the non-financial disclosures and indicators (including the GHG emissions) are subject to inherent limitations given their nature and methods for determining, calculating and estimating such data. In addition, the quantification of the non-financial disclosures and indicators is subject to inherent uncertainty because of incomplete scientific knowledge used to determine factors and the values needed to combine, e.g. emissions of different gases.

Our assurance report will therefore have to be read in connection with the suitable Criteria used by Temenos AG, its definitions, its procedures and the methodology used to select, to prepare and to disclose the information included in the Sustainability Report 2025 (including the GHG statement).

Board of Directors' responsibility

The Board of Directors of Temenos AG is responsible for preparing and presenting the Sustainability Report as per 31 December 2025 in accordance with the section 'General disclosures'. This responsibility includes the design, implementation and maintenance of the internal control system related to the preparation and presentation of the Temenos Sustainability Report as per 31 December 2025 that are free from material misstatement, whether due to fraud or error. Furthermore, the Board of Directors is responsible for the selection and application of the suitable Criteria as well as making estimates that are reasonable in the circumstances and adequate record keeping.

Independence and quality management

We have complied with the independence and other ethical requirements of the International Code of Ethics for Professional Accountants (including International Independence Standards) issued by the International Ethics Standards Board for Accountants (IESBA Code), which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour and relevant independence and ethical requirements as transposed in Switzerland by EXPERTsuisse.

PricewaterhouseCoopers SA applies International Standard on Quality Management 1, which requires the firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Practitioner's responsibility

Our responsibility is to perform a limited assurance engagement and to express a conclusion on selected non-financial disclosures and indicators as per 31 December 2025 (including the GHG emissions), and as presented in the GRI Context Index in the Sustainability Report in the appendix on pages 118 to 125, marked with the check mark , and presented in Annex 1 of this report. We conducted our engagement in accordance with the International Standard on Assurance Engagements ISAE 3000 (Revised) 'Assurance engagements other than audits or reviews of historical financial information' and the International Standard on Assurance Engagements 3410, Assurance Engagements on Greenhouse Gas Statements ('ISAE 3410'), issued by the International Auditing and Assurance Standards Board. Those standards require that we plan and perform our procedures to obtain limited assurance whether anything has come to our attention that causes us to believe that the selected non-financial disclosures and indicators (including GHG emissions) presented in the GRI Context Index in the Sustainability Report in the appendix on pages 118 to 125, marked with the check mark , and in the Annex 1 of this report, were not prepared, in all material respects, in accordance with the suitable Criteria.

Based on risk and materiality considerations, we performed our procedures to obtain sufficient and appropriate assurance evidence. The procedures selected depend on the assurance practitioner's judgement. A limited assurance engagement under ISAE 3000 (Revised) and ISAE 3410 is substantially less in scope than a reasonable assurance engagement in relation to both the risk assessment procedures, including an understanding of internal control, and the procedures performed in response to the assessed risks. Consequently, the nature, timing and extent of procedures for gathering sufficient appropriate evidence are deliberately limited relative to a reasonable assurance engagement and therefore less assurance is obtained with a limited assurance engagement than for a reasonable assurance engagement.

Independent practitioner's limited assurance report continued

on Temenos Sustainability Report as per 31 December 2025 to the Board of Directors of Temenos AG, Grand-Lancy continued

Practitioner's responsibility continued

We performed the following procedures, among others:

- Assessed the suitability of the selected disclosures and indicators and the related criteria and the description in the section 'General disclosures' in the Sustainability Report, respectively, against the above-mentioned standards;
- Reviewed the application of the Temenos AG's section 'General disclosures' in the Sustainability Report, respectively as the suitable Criteria;
- Interviewed personnel responsible for internal reporting and data collection and preparation at selected locations and at Corporate level;
- Inquired of personnel involved in the preparation and presentation of the data for the Annual Report and Accounts regarding the preparation process (i.e. collecting, merging, aggregating and checking applied methodology and data) and the selected disclosures and indicators in the Annual Report and Accounts;
- Performed analytical procedures and tests of details on a sample basis of evidence supporting the selected disclosures and indicators concerning completeness, accuracy, adequacy and consistency.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion.

Conclusion

Based on the work we performed, nothing has come to our attention that causes us to believe that the selected non-financial disclosures as presented in the GRI Content Index in the Sustainability Report (including the GHG emissions) of Temenos AG in the appendix on pages 118 to 125, as per 31 December 2025, marked with the check mark , and indicators presented in Annex 1 of this report are not prepared, in all material respects, in accordance with the suitable Criteria.

Intended users and purpose of the report

This report is prepared for, and only for, the Board of Directors of Temenos AG, and solely for the purpose of reporting to them on selected non-financial disclosures as presented in the GRI Content Index in the Sustainability Report as per 31 December 2025 (including the GHG emissions) in the Appendix on pages 118 to 125 and indicators presented in Annex 1 of this report and no other purpose. We do not, in giving our conclusion, accept or assume responsibility (legal or otherwise) or accept liability for, or in connection with, any other purpose for which our report including the conclusion may be used, or to any other person to whom our report is shown or into whose hands it may come, and no other persons shall be entitled to rely on our conclusion.

We permit the disclosure of our report, in full only and in combination with the Sustainability Report 2025 (including GHG statement) and the section 'General disclosures', to enable the Board of Directors to demonstrate that they have discharged their governance responsibilities by commissioning an independent assurance report over the selected non-financial disclosures and indicators in the Sustainability Report 2025, without assuming or accepting any responsibility or liability to any third parties on our part. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Board of Directors of Temenos AG for our work or this report.

PricewaterhouseCoopers SA

Yazen Jamjum Pierrick Misse

Genève, 2 March 2026

The maintenance and integrity of Temenos AG's website and its content are the responsibility of the Board of Directors. The work we have performed as the independent assurance practitioner does not involve consideration of the maintenance and integrity of the Temenos AG's website. Accordingly, we accept no responsibility for any changes that may have occurred to the reported Temenos Sustainability Report 2025 (including the GHG emissions) or GRI Sustainability Reporting Standards since they were initially presented on the website.

Enclosed:

- Annex 1 – Selected non-financial indicators included in the Sustainability Report 2025 to the Board of Directors of Temenos AG

Annex 1 – Selected non-financial indicators included in the Sustainability Report 2025 to the Board of Directors of Temenos AG

GRI standard reference	Quantitative indicators assured	Report page	
2-7	Employees	Total number of employees, and a breakdown of this total by gender and by region	p. 63–64, 76
		Total number of:	p. 76
		i. permanent employees, and a breakdown by gender and by region;	
		ii. temporary employees, and a breakdown by gender and by region;	
		iv. full-time employees, and a breakdown by gender and by region;	
	v. part-time employees, and a breakdown by gender and by region.		
2-8	Workers who are not employees	Total number of workers who are not employees and whose work is controlled by the organization	p. 76
2-16	Communicating critical concerns	Total number and the nature of critical concerns that were communicated to the highest governance body during the reporting period.	p. 97
2-27	Compliance with laws and regulations	Total number of significant instances of non-compliance with laws and regulations during the reporting period, and a breakdown of this total by:	p. 96
		i. instances for which fines were incurred;	
		ii. instances for which non-monetary sanctions were incurred.	
		Total number of fines for instances of non-compliance with laws and regulations that were paid during the reporting period, and a breakdown of this total by:	p. 96
		i. fines for instances of non-compliance with laws and regulations that occurred in the current reporting period;	
		ii. fines for instances of non-compliance with laws and regulations that occurred in previous reporting periods.	
2-30	Collective bargaining agreements	Percentage of total employees covered by collective bargaining agreements	p. 67
201-1	Direct economic value generated and distributed	Direct economic value generated and distributed (EVG&D) on an accruals basis, including the basic components for the organization’s global operations as listed below.	p. 37
		i. Direct economic value generated: revenues;	
		ii. Economic value distributed: operating costs, employee wages and benefits, payments to providers of capital, payments to government by country, and community investments;	
		iii. Economic value retained: ‘direct economic value generated’ less ‘economic value distributed’.	
203-1	Infrastructure investments and services supported	Extent of development of significant infrastructure investments and services supported	p. 91
204-1	Proportion of spending on local suppliers	Percentage of the procurement budget used for significant locations of operation that is spent on suppliers local to that operation (such as percentage of products and services purchased locally)	p. 103
205-2	Communication and training about anti-corruption policies and procedures	Total number and percentage of governance body members that the organization’s anticorruption policies and procedures have been communicated to, broken down by region.	p. 96, 98
		Total number and percentage of employees that the organization’s anti-corruption policies and procedures have been communicated to, broken down by employee category and region.	p. 96
		Total number and percentage of business partners that the organization’s anticorruption policies and procedures have been communicated to, broken down by type of business partner and region.	p. 97
		Total number and percentage of governance body members that have received training on anti-corruption, broken down by region.	p. 98
		Total number and percentage of employees that have received training on anticorruption, broken down by employee category and region.	p. 98

Independent practitioner's limited assurance report continued

on Temenos Sustainability Report as per 31 December 2025 to the Board of Directors of Temenos AG, Grand-Lancy continued

Annex 1 – Selected non-financial indicators included in the Sustainability Report 2025 to the Board of Directors of Temenos AG continued

GRI standard reference	Quantitative indicators assured	Report page
302-1 Energy consumption within the organisation	Total fuel consumption within the organization from non-renewable sources, in joules or multiples, and including fuel types used.	p. 53, 59
	Total fuel consumption within the organization from renewable sources, in joules or multiples, and including fuel types used.	p. 53, 59
	In joules, watt-hours or multiples, the total:	p. 53, 59
	i. electricity consumption; ii. heating consumption	
	Total energy consumption within the organization, in joules or multiples.	p. 53, 59
302-3 Energy intensity	Energy intensity ratio for the organization.	p. 53, 59
303-3 Water withdrawal	Total water withdrawal from all areas in cubic meters (1 megaliter equals 1,000 m ³).	p. 61
	Total water withdrawal from all areas with water stress in cubic meters (1 megaliter equals 1,000 m ³).	p. 61
	Total freshwater ($\leq 1,000$ mg/L Total Dissolved Solids) withdrawal in cubic meters (1 megaliter equals 1,000 m ³).	p. 61
305-1 Direct (Scope 1) GHG emissions	Gross direct (Scope 1) GHG emissions in metric tons of CO ₂ equivalent.	p. 33-34, 53, 58-60
305-2 Energy indirect (Scope 2) GHG emissions	Gross location-based energy indirect (Scope 2) GHG emissions in metric tons of CO ₂ equivalent.	p. 34, 53, 58-60
	Gross market-based energy indirect (Scope 2) GHG emissions in metric tons of CO ₂ equivalent.	p. 34, 53, 58-60
305-3 Other indirect (Scope 3) GHG emissions	Gross other indirect (Scope 3) GHG emissions in metric tons of CO ₂ equivalent.	p. 34-35, 53, 58-60
305-4 GHG emissions intensity	GHG emissions intensity ratio for the organization.	p. 59
305-5 Reduction of GHG emissions	Reduction of GHG emissions year on year.	p.53-54
306-3 Waste generated	Total weight of waste generated in metric tons, and a breakdown of this total by composition of the waste.	p. 61
308-1 New suppliers that were screened using environmental criteria	Percentage of new suppliers that were screened using environmental criteria	p. 104
401-1 New employee hires and employee turnover	Total number and rate of new employee hires during the reporting period, by age group, gender and region.	p. 79
	Total number and rate of employee turnover during the reporting period, by age group, gender and region.	p. 80

GRI standard reference	Quantitative indicators assured	Report page
401-3 Parental leave	Total number of employees that were entitled to parental leave, by gender.	p. 73
	Total number of employees that took parental leave, by gender.	p. 73
	Total number of employees that returned to work in the reporting period after parental leave ended, by gender.	p. 73
	Total number of employees that returned to work after parental leave ended that were still employed 12 months after their return to work, by gender.	p. 73
	Return to work and retention rates of employees that took parental leave, by gender.	p. 73
404-1 Average hours of training per year per employee	Average hours of training that the organization's employees have undertaken during the reporting period, by: <ul style="list-style-type: none"> i. gender; ii. employee category. 	p. 81
404-3 Percentage of employees receiving regular performance and career development reviews	Percentage of total employees by gender and by employee category who received a regular performance and career development review during the reporting period.	p. 81
405-1 Diversity of governance bodies and employees	Percentage of individuals within the organization's governance bodies in each of the following diversity categories: <ul style="list-style-type: none"> i. gender; ii. age group: under 30 years old, 30-50 years old, over 50 years old. 	p. 78
	Percentage of employees per employee category in each of the following diversity categories: <ul style="list-style-type: none"> i. gender; ii. age group: under 30 years old, 30-50 years old, over 50 years old. 	p. 77
414-1 New suppliers that were screened using social criteria	Percentage of new suppliers that were screened using social criteria	p. 104
SASB TC-SI-130a.1 (1) Total energy consumed, (2) percentage grid electricity and (3) percentage renewable	Total amount of energy consumed as an aggregate figure, in gigajoules (GJ)	p. 53, 59
	Percentage of energy consumed that was supplied from grid electricity	p. 58-59
	Percentage of energy consumed that was renewable energy	p. 53, 58

Independent practitioner’s limited assurance report continued

on Temenos Sustainability Report as per 31 December 2025 to the Board of Directors of Temenos AG, Grand-Lancy continued

Annex 1 – Selected non-financial indicators included in the Sustainability Report 2025 to the Board of Directors of Temenos AG continued

GRI standard reference	Quantitative indicators assured	Report page
SASB TC-SI-130a.2	Amount of water, in thousands of cubic metres, withdrawn from all sources	p. 58, 61
(1) Total water withdrawn,	Amount of water, in thousands of cubic metres, consumed in operations	p. 61
(2) total water consumed;	Water withdrawn in locations with High or Extremely High Baseline Water Stress as a percentage of the total water withdrawn	p. 58, 61
percentage of each in regions with High or Extremely High Baseline Water Stress	Water consumed in locations with High or Extremely High Baseline Water Stress as a percentage of the total water consumed	p. 61
SASB TC-SI-330a.2	Employee engagement as a percentage	p. 71
Employee engagement as a percentage		
SASB TC-SI-330a.3	Percentage of gender representation and diversity group representation, among its employees for:	p. 77-78
Gender and racial/ethnic group	(a) management,	
	(b) mid-level management,	
	(c) individual contributor and	
	(d) technical employees	

International standards and certifications

	2025 goals	Progress against 2025 goals	2026 goals	2027 goals
ISO/IEC 27001:2022 Information Security Management System	To sustain the existing certification and expand the scope based on business needs.	The certification has been sustained, successfully clearing the external surveillance audits conducted in October 2025.	To continue to expand the scope based on the business needs in order to include new locations/acquisitions based on the business needs and directives from management.	
ISO 27017:2015 Cloud Information Security ISO 27018:2019 Protection of Personally Identifiable Information (PII) in Public Clouds	To sustain the existing certification and expand the scope based on business needs.	The certification has been maintained as per the plans.	To sustain the existing certification and expand the scope based on business needs.	To continue to integrate newly acquired companies, if any, and certify new locations as required.
ISO 22301:2019 Business Continuity Management	Renewal of ISO 22301:2019 certificate.	Successful renewal of ISO 22301:2019 certificate. Audit conducted in November 2025.	To maintain the existing certification and expand the scope by adding critical activities and locations based on business needs.	To complete successfully the annual surveillance audit and the Change To Approval (CTA) audit for the additional activities and locations.
ISO 9001:2015 Quality Management System	To sustain the existing certification and expand the scope based on business needs.	The certification has been sustained, successfully clearing the external surveillance audits conducted in October 2025.	To continue to expand the scope based on the business needs to include new locations/acquisitions based on the business needs and directives from management.	
ISO 20121:2012 Sustainable Event Management System	To maintain ISO 20121 certification for our two largest corporate events: Temenos Kick Off (TKO) and Temenos Community Forum (TCF).	ISO 20121 certification has been successfully maintained as planned.	To expand the scope of ISO 20121 certification to include Tech Days.	To organize sustainable and carbon-neutral events.
ISO 14001:2015 Environmental Management	To maintain ISO 14001 certification for our Temenos offices in India, the UK, Luxembourg, Romania and Dubai.	Certification for our eight offices was maintained. The Hyderabad office relocation was managed under ISO 14001:2015, while we continued improving the Environmental Management System (EMS).	To expand certification to additional locations based on business needs, targeting ten certified offices (adding the Geneva Headquarters office and the Greece office).	To maintain certifications and continue improving the Environmental Management System (EMS).
AICPA SOC Service Provider Security SOC 1 Type 2 SOC 2 Type 2 CSA-CCM	To maintain ongoing SOC 1, SOC 2 and SOC 3 attestation reports for all Temenos cloud delivery centers. To continue inclusion of CSA-CCM compliance attestation into SOC 2 report. To expand the scope to meet new regulatory and business requirements.	SOC and CSA-CCM compliance attestations maintained. SOC 2 report includes five trust service criteria. Scope of the SOC report has been expanded accordingly.	To maintain ongoing SOC 1, SOC 2 and SOC 3 attestation reports for all Temenos cloud delivery centers. To continue inclusion of CSA-CCM compliance attestation into SOC 2 report. To continue to expand the scope to meet new regulatory and business requirements.	To continue the global SOC 2 Type 2 and SOC 1 Type 2 reporting. To integrate and align newly acquired companies – if any – to Temenos standard set of security and privacy controls.

International standards and certifications continued

	2025 goals	Progress against 2025 goals	2026 goals	2027 goals
CSA-STAR Certificate/ Cloud Security Alliance – Cloud Controls Matrix	To maintain compliance with CSA-STAR Certificate Level 2.	CSA-STAR Certificate Level 2 audit was obtained in Q1 2025 and was maintained throughout the year. Temenos achieved the CSA “Trusted Cloud Provider” mark.	To maintain compliance with CSA-STAR Level 2.	To examine the requirements for obtaining CSA-STAR Certificate Level 3 for Temenos and newly acquired companies, and proceed accordingly.
PCI-DSS Level 1 Payment Card Industry – Data Security Standard	To maintain existing certificates and compliance with PCI-DSS standards. To extend as applicable the PCI-DSS Program.	PCI-DSS certificate for Temenos AWS platform obtained.	To maintain existing certificates and compliance with PCI-DSS standards. To extend as applicable the PCI-DSS Program.	To further extend PCI-DSS certificate. To complete the readiness assessment against PCI – Secure Software Framework and PCI – Secure Software standards. To prepare to attain industry certification.
ISO 20000-1:2018 IT Service Management System	To sustain and expand the scope based on business needs.	The certification has been sustained, successfully clearing the external surveillance audits conducted in October 2025.	To continue to expand the scope based on the business needs in order to include new locations/acquisitions based on the business needs and directives from management.	
EU Cloud Code of Conduct	To maintain program compliance.	Temenos has finalized the submission of all required information and documentation in order to maintain the Level 2. Report is expected to be issued in January 2026.	To maintain program compliance.	To maintain program compliance.
EU-US Data Privacy Framework (DPF) Program	To expedite the self-certification process of compliance with the EU-US DPF framework benefiting from the sets of reliable mechanisms and strengthened safeguards for personal data transfers to the US in compliance with the EU privacy principles and law.	Temenos will examine in 2026 the business requirement for obtaining the respective certificate and proceed accordingly.	To maintain program compliance (if obtained).	To maintain program compliance.
CMMI Maturity Level 3 (ML3) for Support (PACS) and Maintenance	To continue the efforts to sustain the certification.	Efforts are continued to sustain the spirit of CMMI certification. The re-appraisal to sustain this certification through external evaluation will be done in 2027.	To continue the efforts to sustain the certification.	
CMMI ML3 (Maturity Level 3) for product	To continue the efforts to sustain the certification.	Efforts are continued to sustain the spirit of CMMI certification. The re-appraisal to sustain this certification through external evaluation will be done in 2026.	External re-appraisal to retain the CMMI ML3 certification for product and upgrade to V3.0 is scheduled for January 2026, based on the new SAFe methodology. In addition, the security assurance team will also be evaluated.	

Stakeholder groups

Stakeholder groups	Examples of engagement	Stakeholder key concerns	Location in report
<p>Employees Frequency: daily</p>	<ul style="list-style-type: none"> Employee surveys: employee engagement survey, dedicated wellbeing survey Performance management: talent review, Talent Cards and growth plans, 360° feedback survey, job shadowing, mentoring, coaching, talent mobility Talent and learning: Temenos Learning Hub (TLH), Temenos Learning Community (TLC), leadership development training Internal communications: Microsoft 365 tools, SharePoint intranet, Viva Engage, video updates, targeted newsletters, townhalls and live-streamed events with leaders, always-on “Bright Ideas” feedback platform Wellbeing: Wellbeing Hub, wellbeing webinar series, wellbeing pilots, Wellbeing Weeks, special leaves, referral bonus, hybrid working, working from anywhere Workplace health and safety Global mobility Employee recognition: T-Stars, Culture Champion Awards, the Club, Hackathons Employee communities: Women@Temenos, Parents@Temenos, ¡ALMA!, The Souls by Temenos, LGBTQIA+ community Temenos Business Code of Conduct and linked policies Compliance training Anonymous reporting mechanism Employee CSR volunteering and fundraising matching scheme 	<ul style="list-style-type: none"> People experience Talent and learning Internal communications Employee pay and benefits Employee engagement Employee recognition Diversity, equity and inclusion Talent mobility Wellbeing at work Purpose-driven talent management Environmental management and awareness Information security, cybersecurity, data privacy and business continuity 	<p>Social and societal disclosures</p> <p>Empowering Our Local Economies and Communities</p> <p>Environmental disclosures</p> <p>Governance disclosures</p>
<p>Clients Frequency: daily</p>	<ul style="list-style-type: none"> Annual Temenos Community Forum (TCF) Annual Temenos Kick Off Meeting (TKO) Annual Partners’ Meeting Temenos Learning Community (TLC) Temenos Exchange Temenos Ambassador Program Newsletters, marketing updates and social media Customer support portal Internal and external audits Temenos Security and Privacy Committee Business Code of Conduct, data privacy and protection and corporate security policies Corporate website ESG indices and ratings 	<ul style="list-style-type: none"> Client communication Client satisfaction Customer support Quality, security and responsibility in delivery and implementation Cybersecurity, data privacy and business continuity 	<p>Temenos business model and value creation</p> <p>Environmental disclosures</p>

Stakeholder groups continued

Stakeholder groups	Examples of engagement	Stakeholder key concerns	Location in report
Investors – research analysts Frequency: weekly	<ul style="list-style-type: none"> • Annual General Meeting of Shareholders (AGM) • Capital Markets Day (CMD) • Quarterly results releases, presentations and management calls • Roadshows, investor and analyst visits, meetings, calls • Financial press releases, videos, webcasts and social media • Annual Report • Corporate website • Business Code of Conduct and linked policies • ESG indices and ratings 	<ul style="list-style-type: none"> • Economic performance • Transparent and ethical corporate governance • Accurate, timely and responsible communication 	Annual Report
Suppliers and Partners Frequency: daily	<ul style="list-style-type: none"> • Annual Temenos Community Forum (TCF) • Annual Temenos Kick Off Meeting (TKO) • Annual Partners' Meeting • Responsible procurement framework • Supplier diversity framework • Temenos Learning Community (TLC) • Temenos exchange • Trainings and seminars • Procurement policies • Audits and risk assessments • Event sustainability management system 	<ul style="list-style-type: none"> • Ethical and responsible business conduct • Long-term partnership 	Governance disclosures Environmental disclosures
Local communities and NGOs Frequency: monthly	<ul style="list-style-type: none"> • Cooperation with NGOs • Community service and employee volunteering • Employee fundraising • Community investment projects • Scholarships • Internships • Social media • Temenos Financial Inclusion 	<ul style="list-style-type: none"> • Access to education and jobs • Improving local living conditions • Support in emergency situations 	Empowering Our Local Economies and Communities
Academic community Frequency: daily	<ul style="list-style-type: none"> • Services Incubation Center • Temenos Services Masterclass • Temenos Innovation Labs • Temenos developer community • Hackathons • Scholarships • Collaboration in research programs • Lectures, presentations, Company visits • Career days • Social media 	<ul style="list-style-type: none"> • Collaboration and job opportunities • Joint research and development projects 	Social and societal disclosures Empowering Our Local Economies and Communities
Media and industry analysts Frequency: daily	<ul style="list-style-type: none"> • Temenos events • Roadshows, visits, meetings, calls • Press releases, videos, webcasts, blogs and social media • Annual Report • Corporate website 	<ul style="list-style-type: none"> • Accurate, timely and responsible communication 	Annual Report

EU Taxonomy disclosures

The following tables present the Temenos key performance indicators (KPIs) for turnover, CapEx and OpEx, prepared using the EU Taxonomy disclosure templates. The disclosures provide an overview of the proportion of the Company's turnover associated with Taxonomy-eligible and Taxonomy-aligned economic activities for the reporting period 2025.

Turnover

Financial year 2025

Economic activities	Code	Environmental objective of Taxonomy-aligned activities										Proportion of Taxonomy aligned in Taxonomy eligible		
		Taxonomy-eligible turnover (proportion of Taxonomy-eligible Turnover)	Taxonomy-aligned CapEx (monetary value of Turnover)	Taxonomy-aligned KPI (proportion of Taxonomy-aligned Turnover)	Climate change mitigation	Climate change adaptation	Water	Circular economy	Pollution	Biodiversity	Enabling activity		Transitional activity	
		%	USDm	%	%	%	%	%	%	%	%	"E" where applicable	"T" where applicable	%
Data-driven solutions for GHG emissions reductions	8.2	30.3%	123.2	11.3%	11.3%	—	—	—	—	—	—	E	—	37.3%
Total turnover	—	30.3%	123.2	11.3%	11.3%	—	—	—	—	—	—	11.3%	—	37.3%

CapEx

Financial year 2025

Economic activities	Code	Environmental objective of Taxonomy-aligned activities										Proportion of Taxonomy-aligned in Taxonomy eligible		
		Taxonomy-eligible CapEx (proportion of Taxonomy-eligible CapEx)	Taxonomy-aligned CapEx (monetary value of CapEx)	Taxonomy-aligned KPI (proportion of Taxonomy-aligned CapEx)	Climate change mitigation	Climate change adaptation	Water	Circular economy	Pollution	Biodiversity	Enabling activity		Transitional activity	
		0.12%	USDm	%	%	%	%	%	%	%	%	"E" where applicable	"T" where applicable	%
Installation, maintenance and repair of energy efficiency equipment	7.3	0.12%	—	—	—	—	—	—	—	—	—	E	—	—
Total CapEx	—	0.12%	—	—	—	—	—	—	—	—	—	—	—	—

EU Taxonomy disclosures continued

OpEx

Financial year 2025

Economic activities	Code	Environmental objective of Taxonomy-aligned activities										Proportion of Taxonomy aligned in Taxonomy eligible		
		Taxonomy-eligible OpEx (proportion of Taxonomy-eligible OpEx)	Taxonomy-aligned OpEx (monetary value of OpEx)	Taxonomy-aligned KPI (proportion of Taxonomy-aligned OpEx)	Climate change mitigation	Climate change adaptation	Water	Circular economy	Pollution	Biodiversity	Enabling activity		Transitional activity	
		%	UDSm	%	%	%	%	%	%	%	%	"E" where applicable	"T" where applicable	%
Installation, maintenance and repair of energy efficiency equipment	7.3	0.34%	—	—	—	—	—	—	—	—	—	E	—	—
Total OpEx	—	0.34%	—	—	—	—	—	—	—	—	—	—	—	—

UN Global Compact Index

The table below describes the location of relevant report content for each of the UN Global Compact's ten principles.

Principle	Description	Report section	GRI Standards/SASB metrics
Human rights			
1	Businesses should support and respect the protection of internationally proclaimed human rights.	Social and societal disclosures	2-23, 2-24, 2-25, 2-27, 2-28, 203-1, 205-2
2	Businesses should make sure they are not complicit in human rights abuses.	Social and societal disclosures	2-16, 2-26, 406-1, 414-1
Labor			
3	Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.	Social and societal disclosures	2-30
4	The elimination of all forms of forced and compulsory labor.	Social and societal disclosures	409-1
5	The effective abolition of child labor.	Social and societal disclosures	408-1
6	The elimination of discrimination in respect of employment and occupation.	Social and societal disclosures	401-1, 404-1, 404-3, 405-1, 406-1/TC-SI-330a.3
Environment			
7	Businesses should support a precautionary approach to environmental challenges.	Environmental disclosures	302-1, 302-3, 303-3, 305-1, 305-2, 305-3, 305-4, 305-5, 306-3, 306-4, 306-5/TC-SI-130a.1, TC-SI-130a.2, TC-SI-130a.3
8	Businesses should undertake initiatives to promote greater environmental responsibility.	Environmental disclosures	302-1, 302-3, 303-3, 305-1, 305-2, 305-3, 305-4, 305-5, 306-3, 306-4, 306-5, 308-1/TC-SI-130a.1, TC-SI-130a.2, TC-SI-130a.3
9	Businesses should encourage the development and diffusion of environmentally friendly technologies.	Environmental disclosures	302-1, 302-3, 303-3, 305-1, 305-2, 305-3, 305-4, 305-5, 306-3, 306-4, 306-5, 308-1/TC-SI-130a.3
Anti-corruption			
10	Businesses should work against corruption in all its forms, including extortion and bribery.	Governance disclosures	2-23, 2-26, 205-2, 205-3, 206-1

Disclosures in accordance with Art. 964b Swiss Code of Obligations

Art. 964b requirement	Reference
General information required to understand our business	Annual Report: Overview; The Temenos Banking Platform; Group Structure and Shareholders; Responsible Procurement
Description of the business model	Our Growth Strategy; The Temenos Banking Platform; Governing the Group; Sustainability Governance Disclosures
Environmental matters (incl. CO ₂ goals)	Environmental Disclosures
Social issues	Social and Societal Disclosures; Empowering Our Local Economies and Communities
Employee-related issues	Societal disclosures; Governance Disclosures
Respect for human rights	Ethical Business; Ethical Business Conduct Monitoring and Reporting; Maintaining Robust Risk Management
Combating corruption	Ethical Business; Ethical Business Conduct Monitoring and Reporting; Anti-Corruption and Bribery; Governance Disclosure: Human Rights
Material risks	Temenos Materiality Assessment; Maintaining Robust Risk Management
Main performance indicators	Goals and Targets; Temenos Materiality Assessment: Diversity Dashboard; Environmental Disclosures: Environmental Dashboard
References to national, European or international regulations	Developments in ESG reporting: Preparing for CSRD; EU Taxonomy; EU Taxonomy Disclosures; Governance Disclosures: Human Rights; Basis of Preparation
Coverage of subsidiaries	Group Companies; Segment Information

GRI content index

GRI 1: Foundation

GRI 1: Foundation statement of use	Unless otherwise indicated, the information provided in this report reflects the situation as of 31 December 2025 and covers all Temenos operations globally during FY-25. The report is prepared in accordance with the Global Reporting Initiative (GRI) Standards and is mapped to the Sustainability Accounting Standards Board (SASB) Software and IT Services Sustainability Accounting Standard
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI sector standards	No applicable GRI sector standard(s)

GRI 2: General Disclosures 2021	Reference	Notes and omissions	External assurance
1. The organization and its reporting practices			
2-1 Organizational details	Basis of Preparation; Group Structure and Shareholders; Temenos World Offices		✓
2-2 Entities included in the organization's sustainability reporting	Temenos World Offices		✓
2-3 Reporting period, frequency and contact point	Basis of Preparation		✓
2-4 Restatements of information	Basis of Preparation		✓
2-5 External assurance	Independent Practitioner's Limited Assurance Report		✓
2. Activities and workers			
2-6 Activities, value chain and other business relationships	Basis of Preparation; Annual Report: Overview; The Temenos Banking Platform; Group Structure and Shareholders; Group Companies; Segment Information; Responsible Procurement		✓
2-7 Employees TC-SI-330a.3 (gender only)	Basis of Preparation; Diversity Dashboard		✓
2-8 Workers who are not employees TC-SI-330a.3	Basis of Preparation; Diversity Dashboard		✓
3. Governance			
2-9 Governance structure and composition	Our Governance Framework; Sustainability Governance		✓
2-10 Nominating and selecting the highest governance body	Our Governance Framework; Corporate Website		✓
2-11 Chair of the highest governance body	Message from the Chairman and CEO; Our Governance Framework; Internal Organizational Structure		✓
2-12 Role of the highest governance body in overseeing the management of impacts	Sustainability Governance; Our Governance Framework; Maintaining Robust Risk Management		✓

GRI 2: General Disclosures 2021	Reference	Notes and omissions	External assurance
3. Governance continued			
2-13 Delegation of responsibility for managing impacts	Sustainability Governance; Business Code of Conduct		✓
2-14 Role of the highest governance body in sustainability reporting	Sustainability Governance		✓
2-15 Conflicts of interest	Conflict of Interest and Related Party Transactions		✓
2-16 Communication of critical concerns	Ethical Business Conduct Monitoring and Reporting		✓
2-17 Collective knowledge of the highest governance body	Sustainability Governance		✓
2-18 Evaluation of the performance of the highest governance body		We have plans to incorporate ESG targets in executive compensation.	
2-19 Remuneration policies	Compensation Report	Partially reported this year. We have planned to incorporate ESG targets in executive compensation.	
2-20 Process for determining remuneration	Audit Committee; Nomination, Compensation & Sustainability Committee	Partially reported this year. Currently, we do not publicly disclose the results of votes of stakeholders. Confidential information.	
2-21 Annual total compensation ratio		Median annual total compensation not disclosed. Confidential information.	

GRI content index continued

GRI 2: General Disclosures 2021	Reference	Notes and omissions	External assurance
4. Strategy, policies and practices			
2-22 Statement on sustainable development strategy	Message from the Chairman and CEO		✓
2-23 Policy commitments	Ethical Business; Human Rights Due Diligence Process and Mitigation Measures; Human Rights; Maintaining Robust Risk Management; Corporate Website; Caring for the Planet		✓
2-24 Embedding policy commitments	Ethical Business; Ethical Business Conduct Monitoring and Reporting; Anti-Corruption and Bribery; Maintaining Robust Risk Management		✓
2-25 Processes to remediate negative impacts	Ethical Business Conduct Monitoring and Reporting; Human Rights		✓
2-26 Mechanisms for seeking advice and raising concerns	Ethical Business Conduct Monitoring and Reporting		✓
2-27 Compliance with laws and regulations	Caring for the Planet; Anti-Corruption and Bribery		✓
2-28 Membership of associations	Achievements and Endorsement; Human Rights		✓
5. Stakeholder engagement			
2-29 Approach to stakeholder engagement	Stakeholder Groups		✓
2-30 Collective bargaining agreements	Freedom of Association and Collective Bargaining		✓
GRI 3: Material Topics 2021			
3-1 Process to determine material topics	Basis of Preparation; Temenos Materiality Assessment		✓
3-2 List of material topics	Basis of Preparation; Temenos Materiality Assessment		✓
3-3 Management of material topics			✓

Integrated Report

Topics standards		Reference	Notes and omissions	External assurance
Business performance				
GRI 3: Material Topics 2021	3-3 Management of material topics	Annual Report: Financial Statements		✓
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Temenos Business Model and Value Creation; Annual Report: Financial Statements		✓
	201-3 Defined benefit plan obligations and other retirement plans	Annual Report: Governance, Financial Statements		
	201-4 Financial assistance received from government	Temenos Business Model and Value Creation		
Social responsibility and community investment				
GRI 3: Material Topics 2021	3-3 Management of material topics	Community Investment; Responsible Procurement		✓
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	Societal Disclosures		✓
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Responsible Procurement		✓
Ethical business conduct and governance				
GRI 3: Material Topics 2021	3-3 Management of material topics	Compliance Program; Compliance Training; Elimination of Discrimination and Prevention of Harassment; Ethical Business Conduct Monitoring and Reporting		✓
GRI 205: Anti-Corruption 2016	205-2 Communication and training about anti-corruption policies and procedures	Compliance Training		✓
	205-3 Confirmed incidents of corruption and actions taken	Ethical Business Conduct Monitoring and Reporting	No confirmed incidents.	

GRI content index continued

Topics standards	Reference	Notes and omissions	External assurance
Ethical business conduct and governance continued			
GRI 206: Anti-Competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust and monopoly practice TC-SI-520a.1	Compliance Program	
SASB: Intellectual Property Protection and Competitive Behavior			
GRI 406: Non-Discrimination 2016	406-1 Incidents of non-discrimination and corrective actions taken	Elimination of Discrimination and Prevention of Harassment; Ethical Business Conduct Monitoring and Reporting	
Tax strategy and governance			
GRI 3: Material Topics 2021	3-3 Management of material topics	Corporate website: Tax Strategy and Governance	
	207-1 Approach to tax	Corporate website: Tax Strategy and Governance	
GRI 207: Tax 2019	207-2 Tax governance, control and risk management	Corporate website: Tax Strategy and Governance	
	207-3 Stakeholder engagement and management of concerns related to tax	Corporate website: Tax Strategy and Governance	
Energy			
SASB: Environmental Footprint of Hardware Infrastructure	TC-SI-130a.1 Total energy consumed; Percentage of energy drawn from grid electricity; Percentage of energy from renewable sources	Caring for the Planet; Environmental Disclosures; Energy; Environmental Dashboard	✓
GRI 3: Material Topics 2021	3-3 Management of material topics	Caring for the Planet; Environmental Disclosures; Energy; Environmental Dashboard; Climate Change Strategy	✓
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Caring for the Planet; Environmental Disclosures; Energy; Environmental Dashboard	✓
	302-3 Energy intensity	Environmental Dashboard	✓
Water			
SASB: Environmental Footprint of Hardware Infrastructure	TC-SI-130a.2 Total water withdrawn; Total water consumed; The percentage of each occurring in regions with High or Extremely High Baseline Water Stress	Environmental disclosures; Water; Environmental Dashboard	✓
GRI 3: Material Topics 2021	3-3 Management of material topics	Caring for the Planet; Environmental Disclosures; Water	✓

Topics standards	Reference	Notes and omissions	External assurance
Water continued			
GRI 303: Water 2018	303-1 Interactions with water as a shared resource	Environmental Disclosures; Water	✓
	303-3 Water withdrawal	Environmental Disclosures; Water; Environmental Dashboard	✓
	303-4 Water discharge	Environmental Disclosures; Water; Environmental Dashboard	
	303-5 Water consumption	Environmental Disclosures; Water; Environmental Dashboard	
Waste			
GRI 3: Material Topics 2021	3-3 Management of material topics	Caring for the Planet; Environmental Disclosures; Waste	
GRI 306: Waste 2020	306-3 Waste generated	Environmental Disclosures; Waste; Environmental Dashboard	✓
	306-4 Waste diverted from disposal	Environmental Disclosures; Waste; Environmental Dashboard	
	306-5 Waste directed to disposal	Environmental Disclosures; Waste; Environmental Dashboard	
Emissions			
GRI 3: Material Topics 2021	3-3 Management of material topics	Caring for the Planet; Environmental Disclosures; Carbon Footprint; Climate Change Strategy	✓
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Environmental Disclosures; Carbon Footprint; Environmental Dashboard	✓
	305-2 Energy indirect (Scope 2) GHG emissions	Environmental Disclosures; Carbon Footprint; Environmental Dashboard	✓
	305-3 Other indirect (Scope 3) GHG emissions	Environmental Disclosures; Carbon Footprint; Environmental Dashboard	✓
	305-4 GHG emissions intensity	Environmental Disclosures; Carbon Footprint; Environmental Dashboard	✓
	305-5 Reduction of GHG emissions	Environmental Disclosures; GHG emissions; Environmental Dashboard	
Responsible procurement			
GRI 3: Material Topics 2021	3-3 Management of material topics	Responsible Procurement	✓
GRI 308: Supplier Environmental Assessment 2016	308-1 Percentage of new suppliers that were screened using environmental criteria	Responsible Procurement	✓
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Responsible Procurement	✓
Equal treatment and equal opportunities for all: Talent and development			
GRI 3: Material Topics 2021	3-3 Management of material topics	People Experience: Talent and Learning; People Experience: Performance Management	✓

GRI content index continued

Topics standards		Reference	Notes and omissions	External assurance
Equal treatment and equal opportunities for all: Talent and development continued				
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Training and Development Dashboard		✓
SASB: Recruiting and Managing a Global, Diverse and Skilled Workforce	404-3 Percentage of employees receiving regular performance and career development reviews TC-SI-330a.2	Training and Development Dashboard		✓
Equal treatment and equal opportunities for all: Diversity and inclusion				
GRI 3: Material Topics 2021	3-3 Management of material topics	Diversity Dashboard; Diversity, Inclusion and Equal Opportunity; Inclusive Culture; Wellbeing at Work		✓
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Diversity Dashboard		✓
	401-3 Employee parental leave	Wellbeing at Work		✓
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees TC-SI-330a.3 (gender and diversity group representation)	Diversity Dashboard		✓
SASB: Recruiting and Managing a Global, Diverse and Skilled Workforce				
Equal treatment and equal opportunities for all: Human rights				
GRI 3: Material Topics 2021	3-3 Management of material topics	Human Rights; Inclusive Culture: Against Forced and Child Labor; Business Code of Conduct; Responsible Procurement		
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	Human Rights; Inclusive Culture: Against Forced and Child Labor; Responsible Procurement		
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Human Rights; Inclusive Culture: Against Forced and Child Labor; Responsible Procurement		

Topics standards	Reference	Notes and omissions	External assurance
Working conditions: Health and safety			
GRI 3: Material Topics 2021	3-3 Management of material topics	Wellbeing at Work	✓
GRI 403: Occupational Health and Safety 2018	403-6 Promotion of worker health	Wellbeing at Work	✓
Information security and data privacy			
GRI 3: Material Topics 2021	3-3 Management of material topics	Information Security, Cybersecurity, Data Privacy and Business Continuity; International Standards and Certifications	
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data TC-SI-230a.1	Information Security, Cybersecurity, Data Privacy and Business Continuity: Privacy	
SASB: Data Security	Description of policies and practices relating to behavioral advertising and user privacy TC-SI-220a.1	Information Security, Cybersecurity, Data Privacy and Business Continuity: Privacy	
	Number of users whose information is used for secondary purposes TC-SI-220a.2	Information Security, Cybersecurity, Data Privacy and Business Continuity: Privacy	
	Total amount of monetary losses as a result of legal proceedings associated with user privacy TC-SI-220a.3	Information Security, Cybersecurity, Data Privacy and Business Continuity: Privacy	
SASB: Data Privacy and Freedom of Expression	(1) Number of law enforcement requests for user information (2) Number of users whose information was requested (3) Percentage resulting in disclosure TC-SI-220a.4	Information Security, Cybersecurity, Data Privacy and Business Continuity: Privacy	
	List of countries where core products or services are subject to government-required monitoring, blocking, content filtering or censoring TC-SI-220a.5	Information Security, Cybersecurity, Data Privacy and Business Continuity: Privacy	

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