



**Tailored Investments**

# **Responsible Investing Report 2025**

*Driving value through responsible ownership*

London | Dublin | Paris | New York

*Private and confidential*

***“We focus on long-term value creation  
by investing responsibly and supporting  
sustainable, well-governed businesses.”***

---



# Contents

---

**4**

Introduction

*A message from the  
Co-CEOs*

*MML at a glance*  
*Portfolio impact at a  
glance*

**8**

ESG Integration

*Our investment  
approach*

*Due diligence*

*Integrating ESG into  
decision-making*

*Data approach*

*Progress & key trends*

**13**

Value Creation

*Unlocking impact  
capital*

*ESG as a driver of  
value creation*

*Case studies*

**21**

Tracking  
Progress

*Portfolio trends*

*EcoVardis*

**24**

Responsible  
Investing  
Frameworks

*ESG governance*

*SFDR, EU Taxonomy  
& EDCI*

**28**

Firm-level ESG

*Carbon neutrality*

*ESG governance*

*People & culture*

*Community impact*

**39**

Looking Ahead

*Priorities and future  
focus*

# A message from Bal Johal and Ian Wallis

## *Our Co-Chief Executive Officers*



Welcome to our 2025 Sustainability Report, reflecting on a year in which we have continued to navigate a complex and evolving market environment, while remaining focused on our core investment philosophy of partnering with high-quality businesses to deliver sustainable, long-term growth.

Against a backdrop of macroeconomic uncertainty, regulatory evolution and increasing stakeholder expectations, we remain clear in our view:

*Responsible investing is not a parallel activity, but a core driver of value creation, resilience and effective risk management.*

Embedding ESG considerations across the investment lifecycle enables our portfolio companies to adapt, grow and deliver stronger outcomes over the long term.

Over the past year, we have made meaningful progress in further embedding ESG across our platform. This includes enhancing the consistency and quality of our data and reporting, strengthening engagement with portfolio companies, and continuing to align with leading industry frameworks and evolving regulatory requirements.

Our approach remains grounded in partnership and stewardship. We work closely with management teams to implement practical, value-driven ESG initiatives that are tailored to each business, supporting commercial performance, operational efficiency and exit readiness.

We have also continued to invest in our internal capabilities, strengthening our ESG governance, systems and processes, and enhancing collaboration across our teams. This ensures ESG considerations are embedded consistently across investment decision-making, ownership and reporting.

### ***Key highlights from the year include:***

- Hiring a dedicated ESG Manager
- Increased ESG engagement with portfolio companies
- Introducing a new metric collection platform, Novata
- Inclusion in the Sunday Times Best Places to Work 2025

While we are encouraged by the progress made, we recognise that ESG integration is an ongoing journey. As

expectations continue to evolve, we remain committed to continuous improvement - deepening portfolio engagement, enhancing data coverage and quality, and supporting our companies in delivering measurable, sustainable outcomes.

### ***Looking ahead, our priorities will include:***

- Continuing to enhance data quality, validation and audit-ability
- Expanding portfolio-wide decarbonisation initiatives
- Preparing for the evolution of SFDR regulations
- Continuing investment in ESG resources, tools and training

We would like to thank our employees, portfolio company management teams and investors for their continued support and collaboration. Together, we remain committed to delivering responsible investment outcomes that create long-term value for all stakeholders.

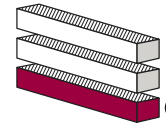
# MML at a Glance

*MML has a unique approach to unlocking opportunity and potential.*

As an independent firm, our Partners take an active, hand-on approach, combining capital with strategic insight and international reach. Through disciplined investing and a consistent focus on ESG-aligned value creation, we aim to build resilient businesses and deliver attractive outcomes for our investors.

**14**

funds



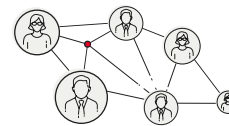
**150+**

businesses backed



**80+**

professionals



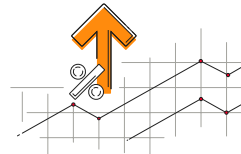
**4**

international offices



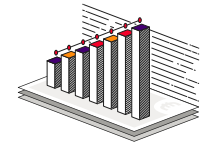
**€4.7bn**

AUM



**€10bn+**

value created



## Responsible Investing



## 2025 at MML

**5**

*Funds Closed*

**5**

*Exits Average  
MOIC 2.6x*

**€1.5bn**

*Raised*

**7**

*New Investments  
€700m Invested*

**31**

*New LPs  
welcomed*

**8**

*New joiners*

**12**

*Team promotions*

*Private and confidential*

# Building on our Progress

**2019**



Became a UN PRI signatory

**2021**

ESG Working Group established and became a Carbon-Neutral company



**2022**



Committed to SFDR Article 8 classification for all new funds

**2023**

First Impact Report published  
Completed first EU Taxonomy Assessments

**2024**

Reported first EDCI metrics, SFDR PAIs and ESOS assessment  
Completed first TCFD-aligned portfolio climate risk assessment  
Recognised in The Sunday Times Best Places to Work



**2025**

Building on these foundations, 2025 marked a year of continued progress in embedding ESG more deeply across our platform.

Appointment of a dedicated ESG Manager to strengthen internal capabilities

Rollout of Novata across the portfolio, improving ESG data consistency and comparability

Increased ESG data coverage and alignment with EDCI metrics

Expanded integration of ESG into 100day plans and value creation initiatives

Progress on decarbonisation and operational efficiency initiatives across the portfolio

Increased EcoVadis participation and uptake across portfolio companies

Recognised again in The Sunday Times Best Places to Work

# Portfolio Impact at a Glance

*Strong ESG integration across the portfolio, with full coverage of core metrics and increasing depth of data and action*

**€3.6bn**

total portfolio company revenue

**14,692**

FTEs across the portfolio

**>200**

ESG metrics collected

**100%**

portfolio company data coverage\*



## Environmental

**100%**

Scope 1 & 2 emissions calculated



+4% vs 2024

**88%**

of companies using renewable energy



+11% vs 2024



## Social

**40%**

women in workforce

**60%**

Have reduced their employee turnover rates since 2024



## Governance

**61%**

of companies have female board representation



+29% vs 2024

**76%**

ISO accredited



+7% vs 2024

\*Coverage refers to portfolio companies within funds subject to MML's ESG policy. Ireland Fund I and Partnership Fund VI pre date the introduction of this policy and are therefore excluded from ESG data collection.

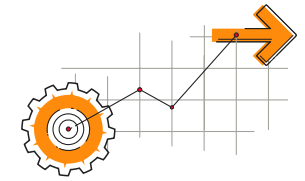
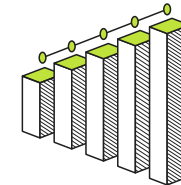
*ESG Integration*

---



# Our Investment Approach

*Driving value, managing risk and enhancing outcomes at every stage*



## **Screen**

We apply ESG screening and exclusions at the outset to ensure alignment with our responsible investment principles and to avoid exposure to high-risk or non-compliant sectors

## **Diligence**

We conduct ESG due diligence on all prospective investments. We identify material risks, opportunities and sector-specific considerations to inform investment decisions, pricing and the development of value creation action plans

## **Enhance**

We embed ESG into value creation plans from day one, working in partnership with management teams to implement initiatives that drive operational improvement and long-term growth

## **Monitor**

We track ESG performance through structured data collection and regular engagement, using consistent metrics to support portfolio oversight, board discussions and LP reporting

## **Exit**

We support portfolio companies in strengthening ESG maturity and disclosure, enhancing exit readiness, buyer confidence overall attractiveness competitive sale processes and in

*ESG is fully integrated from investment decision through to exit, supporting long-term value creation and resilience across the portfolio.*

# Integrating ESG into investment decision-making

*We integrate ESG analysis into our due diligence process to identify material risks and value creation opportunities, informing both investment decisions and post-investment strategy.*

## Our structured ESG Due Diligence process

### *Initial Research*

Before engagement, a high-level stakeholder ESG maturity review is undertaken. This review considers competitors, clients, suppliers, employees, shareholder demands and compliance requirements.

### *Request for Information*

A tailored RFI is issued to each prospective investment to identify potential ESG risks. This helps establish a baseline understanding of ESG practices and identifies initial areas for improvement.

### *Management Call*

A follow-up call with the management team helps clarify RFI responses and provides additional insight into ESG-related business practices and procedures.

### *Phase 1 Report*

Based on initial findings, companies receive ESG risk mitigation recommendations along with a 100day action plan. These targets are designed to kickstart improvements and strengthen ESG performance early in the investment period.

### *Phase 2 Report*

After the first 100 days, progress against the initial targets is reviewed. New, more ambitious ESG goals are then set, supported by a clear roadmap and MML's ESG teams to help companies achieve their improvement period and longer-term targets.

## *ESG risk assessment*

A key part of our due diligence process is the allocation of a RAG (Red / Amber / Green) rating to each material risk, prioritising issues based on impact and likelihood. Each risk is linked to clear mitigation actions, supporting the delivery of 100day plans and long-term ESG roadmaps, and enabling measurable improvement over time.



### *Low risk*

Limited likelihood of material impact. No immediate action required; monitor over time.



### *Low risk (Advisory)*

Low likelihood of material impact, with scope for improvement. Enhancements recommended to prevent future risk escalation.



### *Medium risk*

Moderate likelihood of material impact. Targeted mitigation actions required in the medium term.



### *High risk*

High likelihood of material impact. Immediate action required to mitigate risk.

# Monitoring ESG Performance Across the Portfolio

*In 2025, MML further strengthened its approach to monitoring, tracking and analysing ESG performance across the portfolio. Through a combination of structured data collection, consistent metrics and enhanced tools, we continue to improve the quality, comparability and usability of ESG data.*

## Our monitoring approach

- Annual ESG data collection across portfolio companies
- Metrics aligned with EDCI, SFDR and other industry frameworks
- Regular performance tracking to support board oversight
- Data-driven insights used to inform value creation and risk management

## Enhancing our approach with Novata

- Transitioned to Novata in 2025 to support ESG data management
- Standardised data collection across the portfolio
- Improved validation, consistency and audit-ability of ESG metrics
- Centralised platform enabling more efficient data capture and analysis

## Impact and value delivered

- Greater consistency and comparability of ESG data
- Improved tracking of year-on-year performance
- Increased engagement with management teams
- Clearer insights to support value creation initiatives
- Positive feedback from portfolio companies
- Stronger foundation for LP and regulatory reporting

## Looking ahead



**Data Workspace**  
Access and manage all your sustainability data in one place

Search [ ] Reporting Period [v] Tags [v] Business Units [v] Users [v] Status [v]

Metric	Preferred Value	Reporting Period	Business Unit	Tags	Last Updated by
Annual Percent Turnover	8.333%	2025	Trial Gabor and C...	13	MR Mariam Roux
Turnover Number	1 FTE	2025	Trial Gabor and C...	14	MR Mariam Roux
Insulin... Emulsi... Paracet... in FTE	0	2025	Trial Gabor and C...	9	MD Maximilian Roux

Following our first year using Novata, we will continue to refine and enhance our approach based on initial learnings. As with any new system implementation, there have been areas for improvement, and we are working closely with Novata to address these and optimise the platform for MML and our portfolio companies.

Overall, our experience has been positive, and we look forward to continuing to build on this foundation - further improving data quality, streamlining processes and strengthening the role of ESG data in supporting investment insights and value creation across the portfolio.

# *Value Creation*

---



# Unlocking Capital Through Impact

***Impact is embedded within our investment approach and plays a direct role in expanding access to capital and enhancing fundraising outcomes.***

Our experience demonstrates that well articulated ESG and impact characteristics can unlock additional pools of capital at both deal and fund level, strengthening flexibility and investor engagement. Impact-led engagement at the deal level can translate into wider fund-level commitments, reinforcing the importance of considering ESG and impact potential early in the investment process.



ESG positioning can expand the available capital pool, including access to impact allocations within broader investment mandates



Alignment with frameworks such as SFDR Article 8 supports engagement with LPs



Impact-led opportunities can act as a gateway to new LP relationships, while deepening engagement with existing investors



Embedding ESG early enhances fundraising momentum, credibility and differentiation

## *Impact-led engagement translating into capital outcomes*

**€23m**

**Impact-designated co-investment**

Unlocked within a broader transaction through ESG positioning

**€18m**

**Impact mandate allocation**

Secured following impacted engagement at deal level

**€52m**

**Follow on commitment**

Generated from initial impact co-investment engagement

**€9m**

**LP investment enabled by ESG credentials**

Driven by SFDR Article 8 positioning at fund level

### ***Case example: Lowe Rental***



The identification and articulation of Lowe's circular business model and ESG characteristics enabled access to additional impact-aligned capital alongside the core investment. This included €23m of impact-designated co-investment as part of a broader €97m transaction, demonstrating how ESG positioning can directly influence capital allocation and deal dynamics.

# Value Creation and Exit Readiness

*At MML, we understand that sustainable businesses also want to see commercial benefits of investing time and resources into being responsible businesses. We are making a conscious effort to drive value creation via close partnership with management teams together with our investment teams.*

At MML, we understand that businesses also want to see commercial benefits of investing time and resources into sustainability. We are making a conscious effort to build value creation via close partnership with management teams, together with our investment teams.

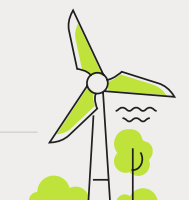
Over the past year, we have supported portfolio companies in prioritising ESG initiatives that drive both value creation and protection, including focusing on resource efficiency, managing environmental risks and strengthening governance. An example of this is in the ESG due diligence process (which every new asset goes through pre-acquisition) where, if gaps are flagged in business-critical governance areas, MML supports in filling these.

We have also enhanced ESG data collection and reporting to enable clearer tracking and more transparent stakeholder communication. This data collection now forms the basis of discussions amongst the ESG team with deal teams and management. Where we see trends in particular metrics, we either highlight these as successes or ensure they do not go unnoticed as areas for improvement.

***We embed ESG into core operations to support commercial objectives, ensuring it drives measurable impact and financial performance. We are increasingly working with our portfolio companies to support them in Sustainability-Linked Loans where required, where they can tie ESG KPIs to reduced borrowing costs.***

Exit readiness is approached as an ongoing, ESG-integrated process, with early focus on strengthening sustainability credentials and pulling out clear carbon and cost saving stories to maximise value at exit.

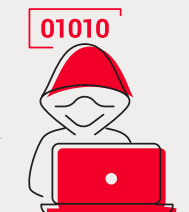
The companies that have adopted clean energy often see reduced energy consumption and less price volatility, helping to reduce operating expenditure.



Efforts to reduce staff turnover help lower recruitment costs for our portfolio. (The total turnover cost per employee in the UK is estimated at up to 1–2x annual salary.)



Strengthening governance like cyber security controls reduces the likelihood of fines and data breaches, avoiding potentially significant unplanned expenditure.



# Value Creation and Exit Readiness:

## Case Study

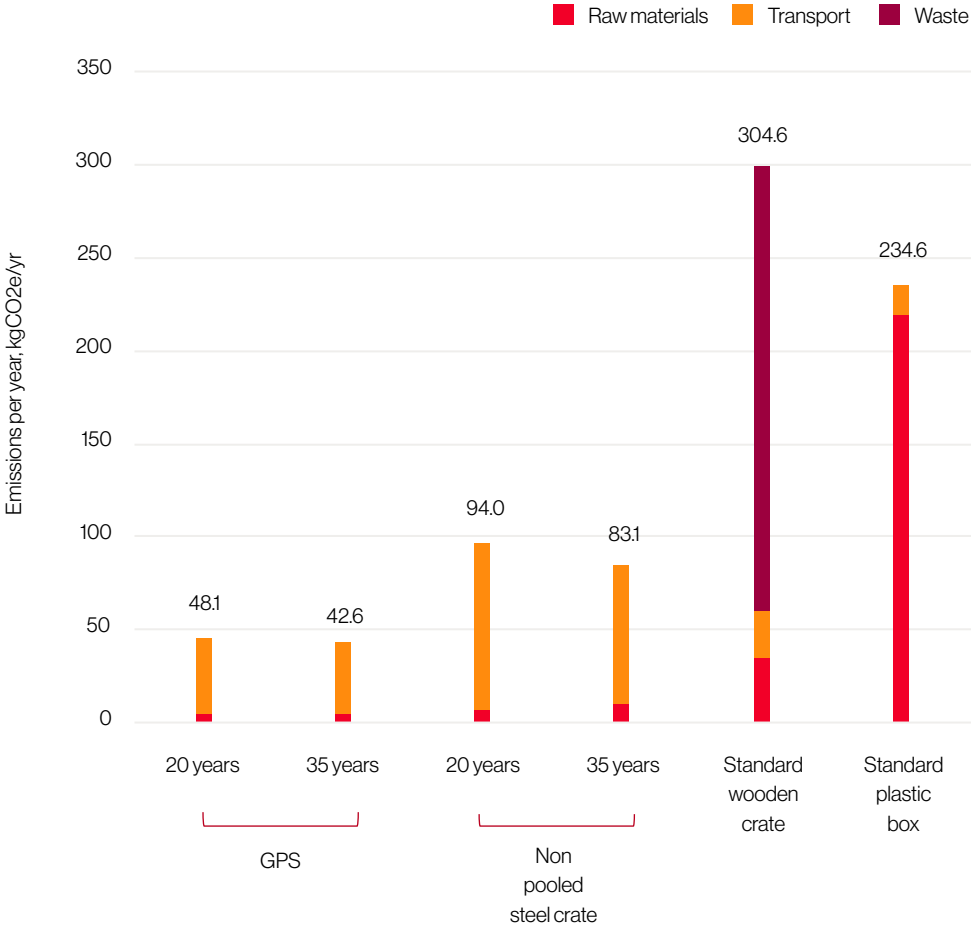
### Case study: GPS Story

MML commissioned an Environmental Story from external sustainability consultants, with the purpose of articulating how GPS's products save money and carbon emissions for clients.

GPS, a Keystone asset, is a circular, pooled reusable platform that extends product life-cycles and reduces reliance on single-use materials. Its robust steel crates deliver material carbon savings of c.49 - 86% versus alternatives (plastic or wood), driven by reuse, lower raw material demand and more efficient logistics. Collapsible crates and pooled networks improve load efficiency and cut empty return trips, reducing transport and fuel costs.

By lowering customers' waste and packaging spend, GPS strengthens its value proposition and supports premium pricing. Long product lifespans - often decades - spread capex over multiple cycles, boosting returns on invested capital. Alignment with customer decarbonisation goals can drive higher utilisation and repeat business. Ongoing initiatives such as fleet optimisation and energy efficiency are expected to further reduce costs and enhance margins over time.

Where these clear value-driving narratives exist, we are working to articulate these, to demonstrate how sustainable options can reduce both expenditure and carbon emissions.



**GPS offers carbon savings of up to 86%**

# The Member Company

## Portfolio Case Study



### Fund

Partnership VIII

### Sector

Business Services

*TMC is a global high-tech consultancy redefining how talent and sustainability intersect. TMC enables over 3,000 engineers and digital experts across 18 countries to deliver high-impact solutions for their clients.*

At the core of TMC's model is a simple but powerful belief: when people are empowered, better outcomes follow.

Through platforms such as YOUiversity, employees are given the tools, autonomy and support to continuously build skills, develop new ideas and translate them into solutions with tangible environmental and social impact.

What sets TMC apart is how this translates into practice. Sustainability is not a standalone function - it is embedded in the day-to-day work of its engineers. Employees integrate sustainability directly into client projects, delivering solutions such as lifecycle assessments, circular design models and emissions reduction strategies as part of core technical problem-solving.

Alongside this, TMC is strengthening its own environmental performance, having established a baseline carbon footprint and progressing toward a formal reduction plan.



***“Sustainability is about everyone taking responsibility for today and for the future, while also coming together to create change collectively. Every action matters.”***

# Vyta

## Portfolio Case Study



### Fund

MML Ireland Fund II

### Sector

IT Asset Disposal

*Vyta is a provider of secure IT asset disposition and circular economy services. A core element of Vyta's approach is extending the lifecycle of IT equipment through reuse.*

Vyta's commitment to environmental management is reflected in its suite of certification, including:

- ISO 14001 (Environmental Management System)
- ISO 14068 (carbon neutrality)
- R2v3 (a leading global certification for responsible electronics reuse and recycling)

Vyta has developed internal carbon calculation methodologies aligned with Science Based Targets initiative (SBTi) principles, enabling it to quantify the carbon savings generated through its IT reuse services. Over the past year, Vyta has also made other improvements,



including the introduction of lower-emission vehicles and a transition to LED lighting, contributing to reduced energy consumption and emissions across its operations. Vyta improved its EcoVadis rating from Bronze to Silver, reflecting enhanced ESG performance, and was awarded the King's Award for Enterprise in Sustainable Development, one of the UK's highest business honours.

***“Sustainability is at the core of our circular IT lifecycle model. We focus on extending asset life and reducing e-waste. Social responsibility and ethical supply chains are supported through strong people, human rights and community commitments, while robust governance is ensured through Board-level oversight and a dedicated ESG Committee.”***

# EVAARO

## Portfolio Case Study



### Fund

Keystone

### Sector

Circular Economy

*EVAARO is a specialist provider of keg management solutions for the beverage industry, offering maintenance and logistics services to breweries and drinks companies. They offer efficiency by extending asset life, improving traceability, and reducing waste across the supply chain.*

Following the creation of EVAARO, the asset is accelerating the development of its ESG function, building on the company's inherently sustainable logistics model.

EVAARO's circular business model underpins its mission to reduce CO<sub>2</sub>e per pint, particularly following its recent M&A activity. Alongside continued carbon monitoring, a key strategic focus throughout 2026 will be the attraction and retention of diverse talent.

Within the first 100 days, EVAARO became the first MML portfolio company to exceed its ESG action plan targets, reflecting strong management engagement and a clear commitment to continuous improvement.

In parallel, the company is enhancing its environmental data capabilities through the development of a carbon measurement tool to calculate CO<sub>2</sub>e per pint. This will drive greater



*“We’ve taken practical steps to strengthen our ESG approach to make a better business and become a frontrunner in this industry - from building up our core governance frameworks to developing tools to better understand our carbon impact through the supply chain.”*

transparency for internal decision-making and strengthen customer engagement, reinforcing EVAARO's role as a partner to clients seeking to reduce the environmental impact of their supply chains.

# Ross Shire Engineering

## Portfolio Case Study



### Fund

Partnership VIII

### Sector

Infrastructure Services

*RSE is a UK-based engineering company delivering manufacturing and installation of water and clean energy infrastructure. It specialises in modular, offsite-built solutions that improve efficiency and reduce environmental impact, supporting clients in building more sustainable infrastructure.*

RSE is transforming water infrastructure delivery through its modular offsite construction approach. With 100% of its products manufactured offsite, RSE delivers scalable, low-carbon treatment solutions that improve efficiency and reduce project risk.

On a typical project, RSE's approach can reduce delivery time by around 49%, costs by around 25% and project carbon emissions by up to 54% when powered by renewable electricity, compared to traditional onsite construction. RSE is increasingly transitioning towards standardised modular products, enabling greater scalability, consistency and efficiency across project delivery.

Offsite delivery also significantly reduces disruption, with up to 95% less site traffic, improving safety while minimising community and environmental impact.

RSE further enhances sustainability through long-life technologies such as ceramic membrane filtration, extending asset lifespans from around five years to 15 - 20 years, reducing lifecycle waste and lowering total cost of ownership for clients.



***“As the challenges facing the water sector continue to evolve, sustainability is central to our strategy. By combining innovation, offsite delivery and long-life technologies, we are supporting our clients in meeting their environmental targets while delivering future-ready infrastructure.”***

Reduction of operational carbon on projects offered to RSE clients of up to

**48%**

# RSBP

## Portfolio Case Study



### *Fund*

Enterprise

### *Sector*

Industrials

*RSBP is a B2B commercial washroom manufacturer that specialises in manufacturing and distributing washrooms, vanity units, pre-plumbed panelling and loose sanitaryware. The business entered the Enterprise portfolio in July 2025.*

Since joining the MML portfolio, RSBP has demonstrated a clear and increasingly structured commitment to sustainability, with tangible initiatives across product innovation and responsible sourcing.

The company has introduced a bamboo product range (a fast-growing, renewable material with a lower environmental footprint than traditional timber) supporting the shift towards more sustainable offerings in line with growing client demand.

Responsible sourcing is well embedded in procurement, with FSC-certified timber and high levels of recycled material used across core products. This is being strengthened enhanced supplier engagement.

RSBP operates under ISO 14001 standards and has invested in energy efficiency measures, including re-purposing 100% of production wood waste via a biomass boiler, achieving zero wood waste to landfill. The business also continues to explore new sustainability initiatives, including potential solar panel installation, regular energy conservation meetings focused on reducing consumption and costs, and operational decisions (such as limiting energy-intensive shift work) that deliver both financial and environmental benefits.



***“It feels rewarding to work on projects at RSBP that truly drive meaningful change – aiming to reduce costs, improve operational efficiency and deliver positive outcomes for both the planet and its people.”***

# *Tracking Progress*

---



# Monitoring Portfolio Carbon Trends

*As part of our commitment to responsible investing, we continue to support portfolio companies in measuring, managing and reducing their environmental impact.*

Reducing reliance on carbon is not only environmentally beneficial, but also economically advantageous. Renewable energy sources, such as solar, can provide more stable and predictable pricing compared to volatile fossil fuel markets, helping to manage long-term energy expenses. In some cases, on-site generation can further reduce reliance on grid electricity, lowering exposure to rising energy costs. We are pleased to say that we have seen an increase in on-site energy generation across our portfolio since 2024, reducing reliance on fossil fuels and reducing the risk of price volatility in the current geopolitical environment.



## *Reduction in carbon intensity ratio per M turnover (%)*

<i>Asset</i>	<i>2022 - 2023</i>	<i>2023 - 2024</i>	<i>2024 - 2025</i>
<i>Western Global</i>	↘ 20%	↘ 11%	↘ 3%
<i>Mainport Shipping</i>	Not in portfolio	↘ 19%	↘ +100%
<i>Zanders</i>	↗ 25%	↘ 18%	↘ 1%

## *Renewable energy consumption (%)*

<i>Asset</i>	<i>2022</i>	<i>2023</i>	<i>2024</i>	<i>2025</i>
<i>RSE</i>	Not in portfolio	↗ 4%	↗ 6%	↗ 19%
<i>Veezu</i>	0%	↗ 52%	↗ 64%	↗ 64%
<i>Vyta</i>	0%	↗ 5%	↗ 6%	↗ 50%

We have pulled out some examples of where our assets are adopting this philosophy. The first table highlights year-on-year reduction in carbon intensity ratios across selected companies, demonstrating how improved data visibility and targeted initiatives are translating into measurable emissions reductions. While progress varies by sector and maturity, these results reflect a growing focus on decarbonisation as a driver of efficiency and risk management.

# EcoVadis

*EcoVadis is a globally recognised ESG ratings platform that assesses companies across key areas including environment, labour and human rights, ethics and sustainable procurement. It is widely used in B2B supply chains, where ESG credentials are often requested by customers as part of procurement processes.*



At MML, we do not require portfolio companies to participate in EcoVadis, nor do we use it as a formal benchmarking tool. However, particularly for many of our B2B businesses, EcoVadis assessments are becoming an important way to respond to client expectations and demonstrate ESG performance in a credible way. To date, approximately 25% of our portfolio companies have engaged with EcoVadis, achieving a range of ratings including

Gold badges, reflecting differing levels of ESG maturity. Where portfolio companies choose to undertake an EcoVadis assessment, we see this as a positive indicator of both ESG progress and commercial awareness, helping businesses strengthen their positioning with customers while identifying opportunities to further enhance their ESG practices.

## *MML's portfolio companies which are EcoVadis assessed*



*Private and confidential*






# *Responsible Investment Frameworks*

---



# Responsible Investing Frameworks

*Driving consistency, transparency and accountability through recognised frameworks*

<b>Framework</b>	<b>What it is</b>	<b>How MML applies it</b>	<b>What this delivers</b>
<p>Signatory of:</p> 	Globally recognised framework for responsible investment	Signatory to UN PRI, integrating ESG considerations into investment decisions and ownership practices, with annual disclosure on approach and progress	Confidence in alignment with global best practice and transparency on ESG integration
	EU regulatory framework promoting environmental and social characteristics	All new funds are classified as Article 8, with ESG considerations embedded across the investment lifecycle and reporting aligned with SFDR requirements at fund and portfolio level	Transparent, structured ESG reporting aligned with regulatory expectations and LP requirements
	Industry-led standard for ESG data collection in private equity	ESG data collection aligned with EDCI, capturing core metrics such as emissions, diversity and health & safety across portfolio companies	Consistent, comparable and decision-useful ESG data across the portfolio
	EU classification system for environmentally sustainable economic activities	Used as a reference framework across selected portfolio companies, including eligibility assessments where relevant	Supports assessment of sustainable activities and prepares portfolio companies for evolving regulatory expectations
	Framework for identifying, assessing and disclosing climate-related risks and opportunities	Portfolio-wide TCFD-aligned climate risk assessment completed in 2024, with periodic reassessment (typically every three years)	Enhanced understanding of climate-related transitional and physical risks and opportunities, supporting resilience planning and regulatory alignment

# Regulatory Landscape: SFDR Evolution

*SFDR is evolving to improve transparency and comparability across managers*

## What's changing



SFDR 2.0 was announced in November 2025

SFDR 2.0 will replace the old Articles 6, 8 and 9 with three new product categories to simplify sustainability claims for investors.



Greater emphasis on evidence-based sustainability outcomes



Increased focus on consistent, high-quality ESG data



Introduction of distinct sustainability categories, expected to include:

- Sustainable (products with measurable sustainability objectives)

- Transition (supporting companies on a decarbonisation / improvement pathway)

- ESG Collection / Mixed (integrating ESG characteristics without a singular objective)

## What this means for PE

- Greater need to clearly define and evidence sustainability positioning at fund and asset level
- Increased importance of credible transition narratives across portfolio companies
- Greater reliance on robust, standardised ESG data
- ESG becoming a core commercial and reporting requirement

## MML's approach

- At MML, we view this evolution as a positive development
- All new funds classified as Article 8, with ESG integrated across the lifecycle
- Focus on practical ESG integration and value creation, including transition-led improvements
- ESG data aligned with EDCI framework
- Implementation of Novata to support consistent, comparable reporting

*SFDR evolution reinforces a shift from how ESG is described to how it is evidenced - aligning with MML's focus on data-driven ESG integration and measurable progress.*

# Applying EU Taxonomy in Practice

*Translating frameworks into actionable portfolio insights*



## *Scope*

4 portfolio companies assessed within the Keystone portfolio

## *Focus Areas*

Circular Economy | Climate Mitigation and adaptation

## *Our Approach*

### *Eligibility*

Identify activities aligned with EU Taxonomy sectors



### *Alignment*

External assessment to review performance against technical screening criteria



### *DNSH & Safeguards*

Confirm no significant harm and minimum social and governance standards

## *Outcome of taxonomy assessment*

- All companies identified as **eligible** under EU Taxonomy activities
- Strong alignment with **circular economy objectives**
- **>90% expected alignment** (financial basis)\*
- Supports ESG positioning, reporting and exit readiness

## *Why this matters*

- Strengthens credibility of ESG integration
- Supports SFDR and regulatory evolution
- Strengthens sustainability narratives at exit
- Informs analysis and value creation without reliance on formal alignment targets

\*Subject to KPI validation

*Private and confidential*

*ESG at MML*

---



# ESG Governance & Team

*Embedding ESG accountability across the firm and investment lifecycle*

## MML's ESG Team



**Andrew Honan**

*Co-Managing Partner,  
Keystone Chair of  
Sustainable Investing*



**Emily Brooks**

*ESG Manager*



**Annabelle Statham**

*ESG Investor Relations Lead*

## External ESG Consultant

*Specialist support & expertise*

## Board / Investment Committee

*Oversight & strategic decision-making*



## Chair of Sustainable Investing

*Senior leadership & ESG accountability*



## ESG Manager

*Coordination & implementation*



## ESG Working Group

*Cross-functional representation across geographies, investment strategies, IR, finance & compliance. The group consists of twelve individuals in total.*



## Deal Teams

*Execution & value creation*

## Investor Relations

*LP engagement & reporting*



## Portfolio Companies

*ESG performance delivery*

## Investors

*Capital & oversight*

## Roles and responsibilities

- Deal teams responsible for ESG integration at investment and portfolio level
- ESG embedded in due diligence, investment papers and IC decision-making
- Ongoing monitoring and engagement with portfolio companies
- Supported by external ESG specialists where appropriate

## What this structure enables

- Clear accountability through defined ESG ownership at each level
- Consistent integration into investment decision-making
- Active ownership and engagement with portfolio companies
- Alignment with LP expectations and regulatory requirements

*Private and confidential*

# Leading by example

*Over the past year, MML has continued to enhance its internal ESG function, prioritising portfolio ESG engagement and performance, as well as team-wide involvement in the importance of responsible investment.*

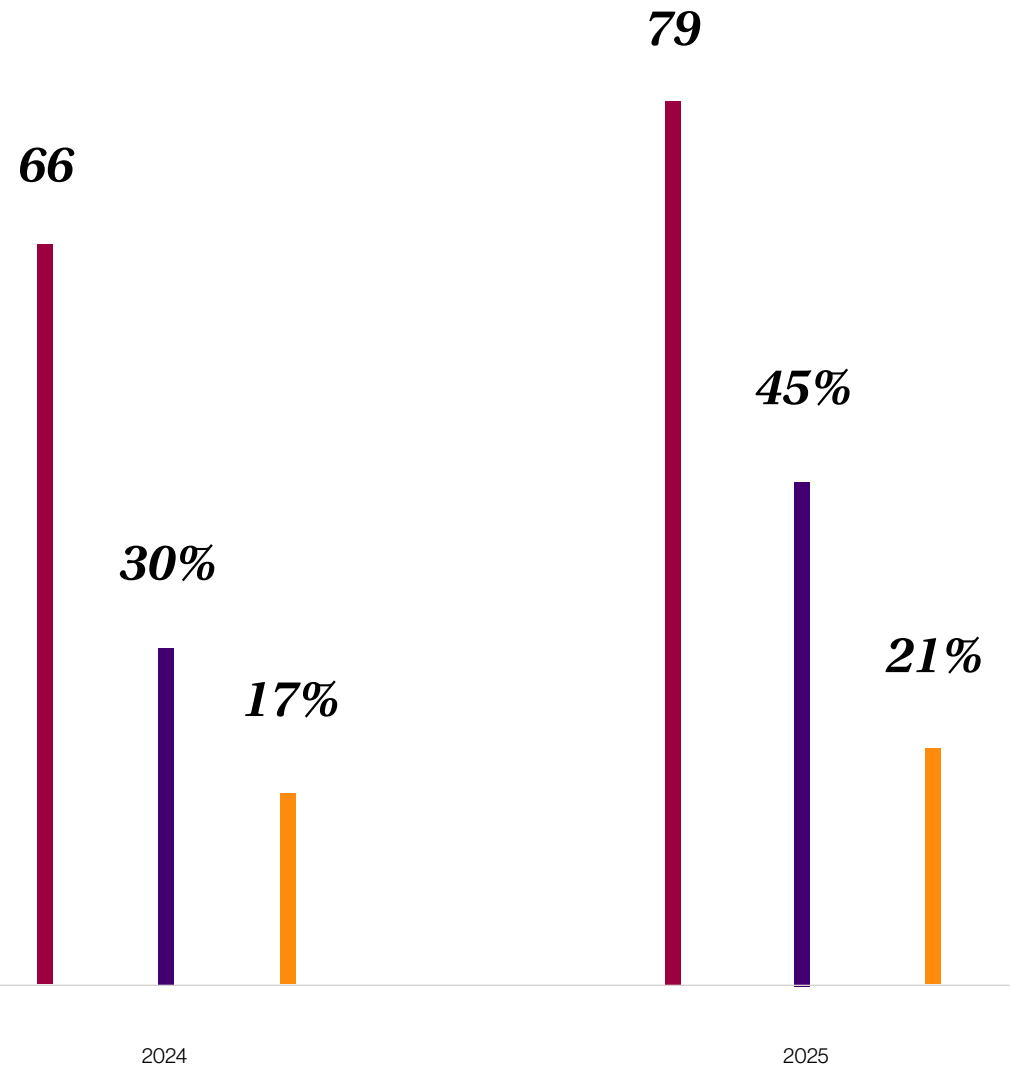


Our ESG Policy, which is updated on an annual basis, is complemented by some updated and enhanced internal policies as well as supplier engagement documents at MML. This includes the rollout of dedicated supplier ESG questionnaires which we have sent to our new providers, and a Supplier Code of Conduct, ensuring that our expectations on ESG standards extend across our value chain.

We have also continued to invest in our people and culture. This includes the extension of our paternity leave offering, reflecting our focus on supporting employees at key life moments. MML also launched a quarterly internal ESG newsletter, sharing case studies, portfolio highlights and emerging topics to drive engagement and knowledge-sharing across all four MML offices.

MML continues to offer a range of established employee benefits, including contribution to a gym membership for each employee, free lunch in the office and comprehensive healthcare, all to continue to support employee well-being.

■ FTEs   ■ % of workforce that are women   ■ % of women in senior positions



# Leading by example

*Our work in the employee engagement space is proven to be working, with our latest Employee Engagement Survey providing us with the following highlights:*

**58**

NPS score

**94%**

response rate

**87%**

Engagement Score

**90%**

feel proud to work for MML

As part of its employee engagement survey, MML UK receives a Net Promoter Score (NPS), which is a measure of employee satisfaction and loyalty. It is based on a single question: how likely someone is to recommend MML as a place to work.

The NPS is calculated by subtracting the percentage of detractors from the percentage of promoters. The result is a score between -100 and +100. A higher score indicates stronger employee engagement and a more positive overall experience.

Respondents give a score from 0 to 10 and are grouped into three categories:

**Promoters**

(9 - 10)

highly engaged and supportive

**Passives**

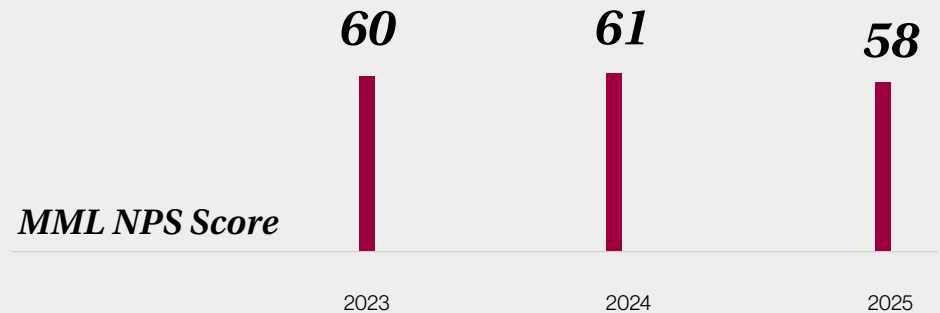
(7 - 8)

generally satisfied but less engaged

**Detractors**

(0 - 6)

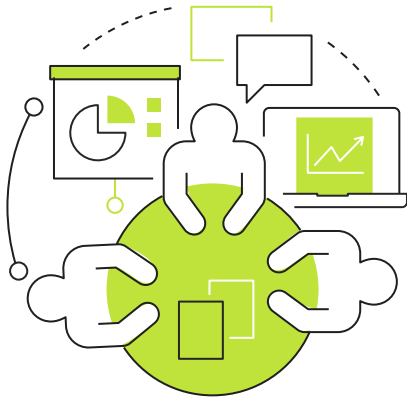
less satisfied



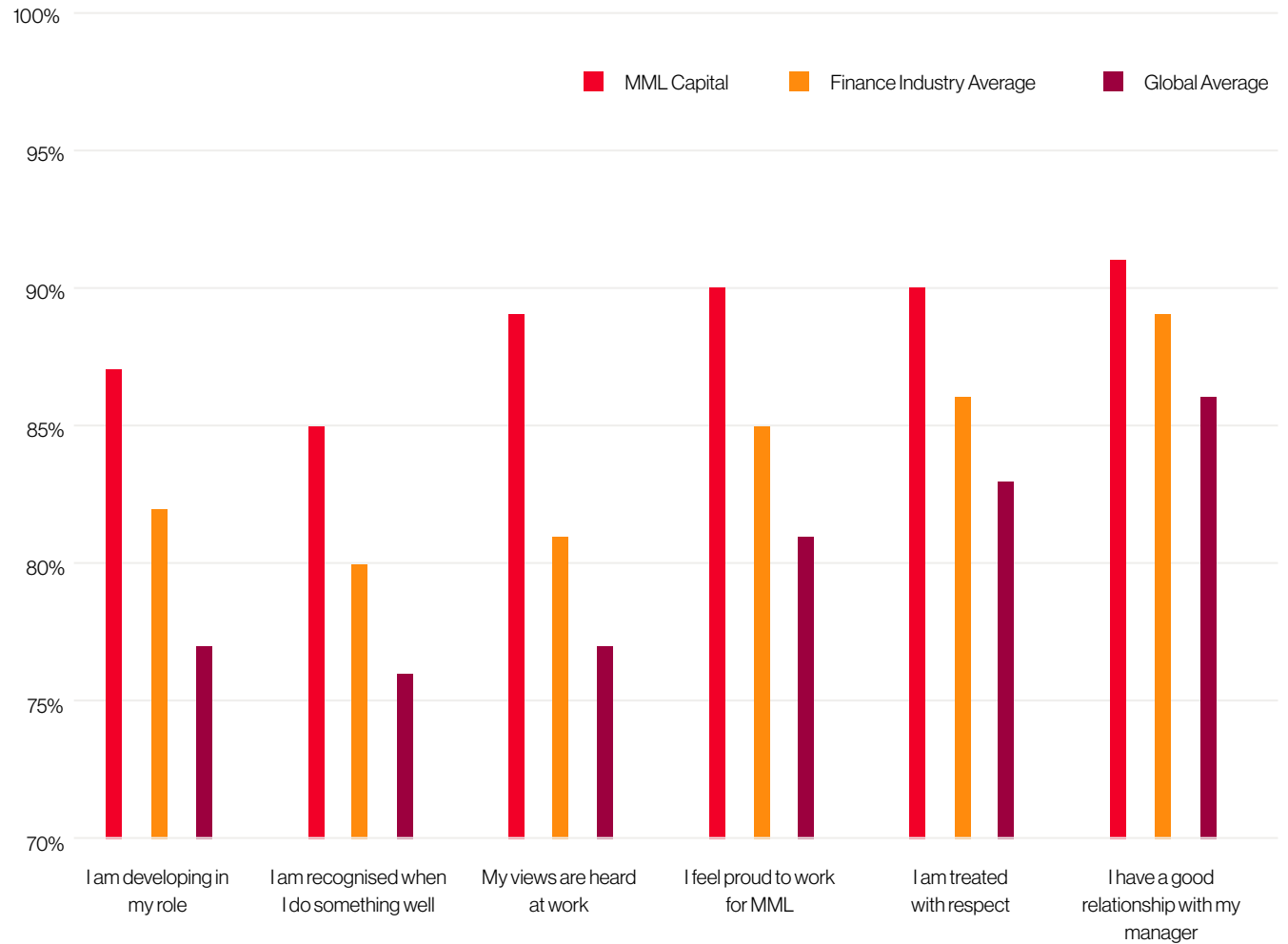
**What is a good NPS score?**



# How our employee engagement compares

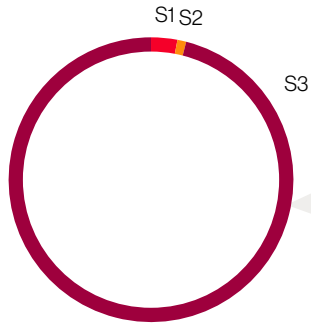


We used insights from our most recent Employee Engagement Survey to benchmark our performance against the wider market and a broad range of organisations. With near full participation from the London office, the results provide a highly reliable and valuable view of employee sentiment, helping us clearly identify priority areas for focus and improvement.



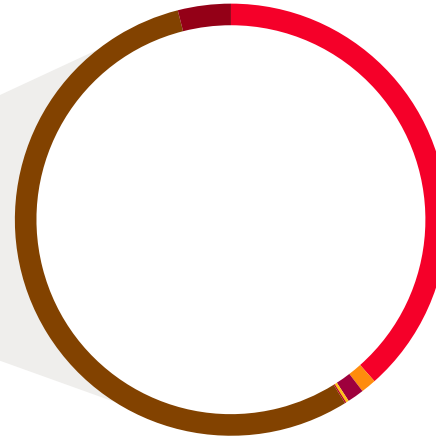
# MML's Carbon Journey

## Breakdown of Scope 1,2 & 3 emissions



Total tCO2e in 2025: 724.20 (market-based)

## Breakdown of MML's Scope 3



\*excluding Scope 3 Category 15

## MML's material Scope 3 categories

Material Scope 3 categories	% Breakdown
C1 Purchased Goods & Services	36.9%
C2 Capital Goods	1.1%
C3 Fuel & energy-related activities	1.2%
C4 Upstream transportation	0.2%
C5 Waste	0.1%
C6 Business travel	52.7%
C7 Employee commuting	3.8%

FY25 Intensity Ratios	FY23 Gross Emissions (Market based)	FY24 Gross Emissions (Market based)	FY25 Gross Emissions (Market based)
tCO2e per employee	9.35	16.82	10.97
tCO2e per m2	0.55	1.02	0.70

Scope 3 Category 15 Investments	FY24	FY25
Intensity ratio (tCO2e per employee)	276	354

Scope 3 Category 15 emissions, relating to financed investments, have been assessed separately and are not included within MML's operational footprint, as they represent emissions generated by portfolio company activities rather than emissions associated with MML's corporate operations and value chain. This category has seen an overall increase in emissions due to the increase in number of assets within the portfolio.

We are pleased to report that operational emissions decreased since 2024, and we will work to prioritise certain categories, such as Business Travel, so this trend continues. Our carbon consultants have identified key emission "hot spots" and have recommended reduction initiatives across our operations. Where emissions cannot yet be eliminated, we support verified offset projects aligned with recognised standards and broader sustainability outcomes.

# Carbon Offsetting

*MML has offset its emissions since 2023, following a credible approach that prioritises emissions reduction, with high-quality carbon offsetting used only for residual emissions.*

Consistent with prior years, MML has taken responsibility for its 2025 operational carbon footprint by purchasing high-quality carbon credits equivalent to its measured emissions. While this compensates for our current impact, we recognise that offsetting alone does not meet the threshold for a “carbon neutral” claim under the evolving best practice. We are evolving our approach to place greater emphasis on reducing emissions over time, particularly in higher-impact areas such as business travel, using offsetting as a transitional measure.

Due to the revised requirements around claims of carbon neutrality, we are now referring to activities as “carbon offset” rather than “carbon neutral.” We understand that carbon neutrality now centres on prioritising emissions reductions, with offsetting used only for what cannot be reduced.

MML’s carbon offsetting supports a grid-connected solar power project in Telangana, India, which generates renewable y and helps reduce reliance on fossil fuel-based powergeneration. The project supports India’s renewable energy transition and contributes to employment and skills development through ongoing operations and maintenance activities.



MML has offset 100% of Scope 1, Scope 2 and material Scope 3 emissions for 2025\*

**724.204 tCO<sub>2</sub>e**

**32,918**

offset in 2025 - equivalent to the annual carbon absorbtion of

trees



## Our Approach

### Reduce

Focus on operational efficiencies (energy, waste, travel)



### Measure

Ongoing footprint analysis and hotspot identification



### Offset residual emissions

Offsets are sourced from independently verified, recognised standards (e.g. Verra VCS).

## Solar Power Project

### *Grid-connected solar power delivering verified reductions in India supported by MML*

Generates renewable electricity for Thailand’s national grid, reducing reliance on fossil fuels

Avoids approximately 70,073 tCO<sub>2</sub>e emissions annually

45 MW capacity installed across Telangana, India

Support the transition to a lower-carbon energy mix and strengthens regional energy resilience

Creates local employment and contributes to long-term economic stability

Delivers both climate impact and community benefits

The project contributes to the following UN SDGs



\*Material Scope 3 refers to Scope 3 emissions under MML’s control. This therefore excludes Scope 3 Category 15: Investments.

# Awards and Recognition

*External validation across performance, people and responsible investing*

## *Individual Recognition*



***Karan Darroch, CFO***

**Winner – Drawdown Awards 2025**  
(Operational Leaders)

Recognising outstanding innovation and leadership in private markets

## *Sustainability*



***Recorra's Responsible Procurement Award (Finalist)***

Reflecting our strong commitment to waste reduction, circular economy principles and responsible sourcing

## *People & Culture*



***The Sunday Times Best Places to Work***

Awarded twice and shortlisted again for 2026, with results to be announced. This award recognises strong culture and employee engagement

*"I'm thrilled for Karan. She adds so much to MML and increasingly the broader industry, we're delighted that this has been recognised through this award."*  
– Ian Wallis, Co-CEO



***MML UK***

**Multi-Strategy House of the Year**  
(2026 Finalist)

**Fundraiser of the Year (€500m–€2bn)**  
(2026 Finalist – Keystone)

## *Firm Performance*



***MML Ireland***

**Private Equity House of the Year**  
(2025 Winner)

**Portfolio Deal of the Year**  
(2025 Winner – Kyte Powertech 10.5x)

***MML Ireland***

**PE House of the Year – Lower Mid Cap**  
(2025 Winner)

**Lower Mid Cap Deal of the Year**  
(2025 Winner – Kyte Powertech 10.5x)

*Private and confidential*

# Office Sustainability

Over the past year, MML has continued to enhance its office environments with a focus on sustainability and responsible sourcing. This included a full renovation of the London office, where sustainability and responsible sourcing were integrated into decision-making alongside improvements to the workspace.

Across these initiatives, MML prioritised working with suppliers who could demonstrate strong ESG credentials, including the use of sustainable materials and reduced packaging. This approach has enhanced the quality and functionality of our offices while ensuring alignment with our broader sustainability commitments.



## ***Reducing Single Use Plastics***

Water dispensers have been introduced across our offices, providing chilled, sparkling and ambient water and removing the need for bottled water.

In addition, reusable eco-friendly cups have been distributed to employees, reducing reliance on single-use products. As part of this initiative, 50 trees were planted in MML's name, supporting broader environmental impact.



## ***Sustainable Procurement***

MML continues to integrate sustainability considerations into procurement decisions across its offices, prioritising suppliers with strong ESG credentials and products that reduce environmental impact.

Initiatives include a shift towards larger container formats to minimise packaging waste, engagement with suppliers via a new ESG questionnaire and a Supplier Code of Conduct, and the sourcing of more sustainable office equipment.



## ***Workplace Well-being & Environment***

Office design has incorporated natural elements and improved workspace environments, supporting employee well-being while aligning with sustainability considerations.

Office plants are provided in partnership with The Glasshouse, a social enterprise that supports women in prison through horticultural training, employment opportunities and rehabilitation programmes.

# Community Impact

*Alongside our investment activities, we remain committed to supporting the communities in which we operate. We view community engagement as an important part of our broader responsible investment approach, helping to create positive impact beyond our portfolio.*

**Charitable partners supported across our offices**



## ***MML Ireland Barretstown***

The Dublin team volunteered at Barretstown Camp's 'Helping Hands Day', supporting therapeutic and recreational programmes for children with serious illnesses, helping build confidence and create positive experiences beyond treatment.



## ***MML UK MAF & Little Village***

In 2025, the UK team contributed over 200 volunteering hours supporting charitable initiatives, including Little Village (see next page) and our partnership with the Mountain Adventure Fund, helping provide underprivileged children with access to outdoor education programmes they would not otherwise have.



## ***MML Paris Paris Half Marathon***

In March 2025, seven members of the Paris team participated in the Paris Half Marathon in partnership with World Vision, raising funds to support children's education, health and social programmes globally.



## ***MML New York Charitable Initiatives***

The New York team supported a range of charitable initiatives, including Catholic Charities, The Cystic Fibrosis Foundation and Grassroots Grocery. Team members also participated in an initiative supporting Adelante Student Voices, which helps undocumented students access higher education through mentorship and programming.

***Key 2025 highlights***

**200+**  
volunteering hours

**4**  
regions engaged

**Multiple**  
long-term charity partnerships

**Ongoing**  
employee-led initiatives

# Community Impact

## *Supporting Little Village*



**£3,721** | donated

**40 hours** | volunteered

Little Village supports families with babies and children under five living in poverty across London through its network of “baby banks” and dedicated guidance teams, which provide essential items and practical support to parents.

In 2025, MML continued its partnership with Little Village, with team members volunteering their time during the festive period to support families in need. The London team spent a day at Little Village’s Tooting hub, where activities included sorting and quality-checking

donations, as well as preparing “newborn packs” for distribution to London hospitals. These packs provide vital essentials to help families through the first few days following the birth of their child.

Alongside volunteering, MML colleagues led fundraising initiatives such as Christmas Jumper Day, raising over £3,000. Donations were further amplified through matching via the Big Give, increasing the overall impact of the team’s efforts.

*Looking Forward*

---



## In summary

---

*At MML, we view ESG as a core driver of long-term value creation and resilience. Integrating sustainability into our investment strategy remains fundamental to fulfilling our fiduciary duty to investors and supporting the growth of our portfolio companies.*

We will continue to ensure all future investments align with our responsible investment approach, while strengthening how ESG is embedded across the investment lifecycle. As expectations evolve, we remain committed to aligning with leading international standards and advancing best-in-class sustainability practices across our portfolio.

Looking ahead, our focus is on translating this approach into measurable outcomes. We aim to further increase ESG data coverage across the portfolio, continuing to enhance the quality, consistency and usability of ESG data. We will expand our decarbonisation efforts across priority portfolio companies, supporting progress towards net zero ambitions where relevant, and deepen engagement with management teams to drive tangible ESG improvements.

We will also continue to enhance the depth and transparency of our ESG reporting, ensuring it remains aligned with evolving LP expectations and regulatory developments, and supports more informed investment decision-making.

Alongside our portfolio activities, we remain committed to advancing MML's own sustainability journey, including ongoing efforts to reduce our GHG emissions and strengthen our internal practices.

By continuing to embed ESG into both investment decisions and value creation, we aim to reinforce our positioning as a responsible investor and support the delivery of sustainable, long-term outcomes for our investors and portfolio companies.