

LEFEBVRE
SARRUT

Enable knowledge

2022

ESG Report



Editorial



We strongly believe that access to the law is a pillar of our democracies. Each of our 2,500 employees puts their energy and expertise into helping our clients - legal professionals, businesses, public institutions and communities - to understand the evolving legal and regulatory landscape, implement changes and contribute to the rule of law. All this takes place in an increasingly innovative, open and collaborative context that makes full use of the latest technologies.

Today, faced with huge social and environmental challenges, we have stepped up our commitment. In addition to supporting the legal bedrock of our society, we are also committed to accelerating the positive impact of European businesses on environment, society and governance. Our core values are based on enabling knowledge to build a fairer, more efficient and sustainable society.

To apply these values, our ESG strategy is implemented in two ways.

Directly, through actions and strategies deployed independently by Lefebvre Sarrut Group in the pursuit of five major commitments.

And indirectly, by providing content, training and reliable, innovative, specialised tools to thousands of organisations across Europe pursuing their own ESG strategies, enabling them to improve their impact on the planet and people.

As a family enterprise, we have a deep belief in a future in which the businesses that thrive will be those that can meet the needs of today without compromising the ability of future generations to meet theirs.



Thank you to everyone who works alongside us and supports our vision.

This ESG report is not merely a statement of our actions. It is an appointment with the future. A way to engage collectively in order to pursue, amplify and multiply our contributions.

Sincerely,

Olivier Campenon
CEO, Lefebvre Sarrut

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Overview of our countries

Lefebvre Sarrut, a European leader in legal and tax knowledge

Lefebvre Sarrut Group provides publishing, training, software and services solutions in eight European countries.

Lefebvre Sarrut is owned by the LEFEBVRE family via FROJAL (77%) and SARRUT family (23%). The LEFEBVRE family is building on the legacy of its ancestor Francis Lefebvre, who in the 19th century started a pioneering company offering publishing and training in the field of tax and accounting law. The SARRUT family inherited the legacy created by Lise and Jean Sarrut, who founded Editions Législatives in 1947, establishing themselves as key players in the field of social law. Born from the alliance of two families, Lefebvre Sarrut Group has grown steadily thanks to a series of acquisitions in France and Europe.



Our values



Excellence

Thoroughness and precision are LEFEBVRE SARRUT's 'totem' virtues. Our dedication to excellence is paramount in the support we offer to clients with their strategic business decisions.



Sharing

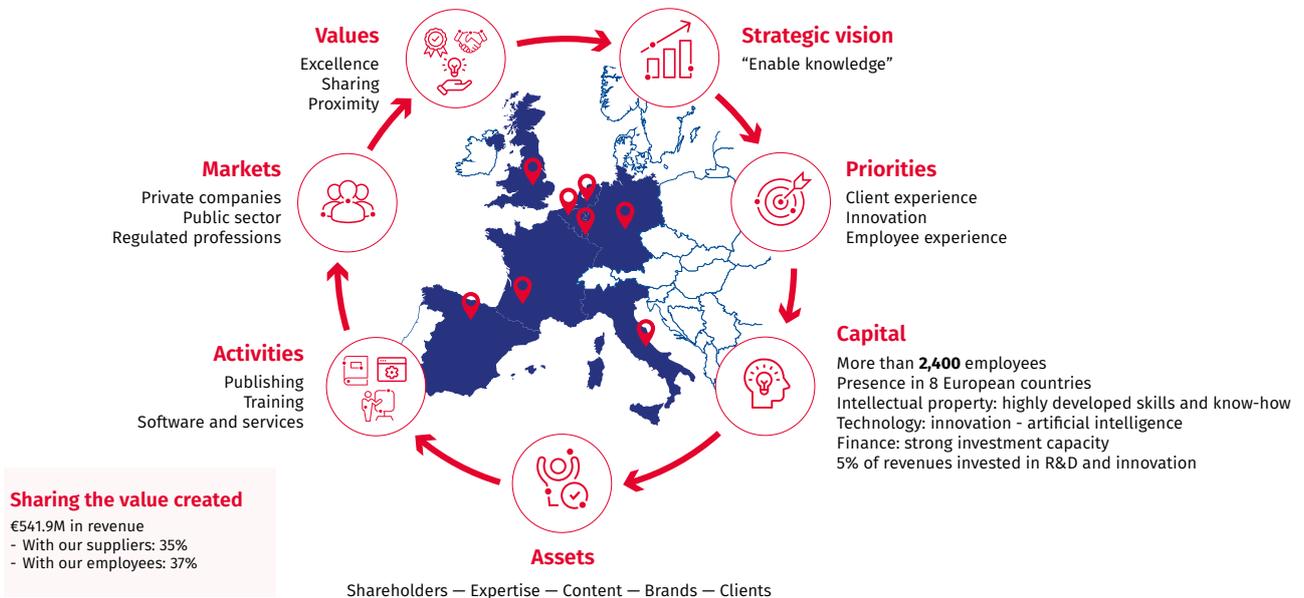
Knowledge is an inexhaustible asset. By sharing it with as many people as possible, it will grow and flourish.



Proximity

With its unique family history, Lefebvre Sarrut Group places great importance on forging close long-term relations with its employees, clients and partners.

Our business model



2022, a year of commitments for Lefebvre Sarrut

Enabling knowledge for a fairer, more efficient and sustainable society.

2022 was a strong year for commitment. We also began to assess our environmental and social impact – an essential starting point in order to build an action plan and monitor progress.

1. Our core values

Our core value is all about **enabling knowledge for a fairer, more efficient and sustainable society**, uniting the staff, clients, families, shareholders and partners of Lefebvre Sarrut Group on a daily basis.

In doing this, we are actively committed to:

- **Guaranteeing access to the law** by expanding knowledge of legal, fiscal and regulatory matters, working hand in hand with public institutions in particular.
- **Enabling our clients to stay ahead of the curve** by constantly anticipating the changes to their business environment and using partnership and innovation to build the solutions of tomorrow.
- **Identifying and understanding how the legal and regulatory landscape is evolving**, to enable our clients to grow their businesses in full compliance with the law.
- **Creating an inspiring workplace**, offering our employees stimulating projects and innovative, collaborative methods to support their personal and professional development.
- **Building a more sustainable world** by respecting the environment through cooperation with all our stakeholders.

2. Participation in the Global Compact

We are signatories to the UN Global Compact, which encapsulates ten fundamental principles for sustainable business.

On 26 January 2022, Lefebvre Sarrut Group joined the Global Compact programme launched by the United Nations.

The aim of the programme is to encourage organisations to adopt responsible, sustainable

commercial practices by respecting ten universally-recognised principles in the field of human rights, employment, environment and the fight against corruption.



United Nations
Global Compact

Our commitments

	<p>Guaranteeing access to the law. As leaders in the promotion of legal and tax knowledge, Lefebvre Sarrut works alongside public stakeholders to support the rule of law.</p>
	<p>Enabling our clients to stay ahead of the curve by constantly anticipating the changes to their business and building tomorrow's solutions with them. Lefebvre Sarrut invests constantly in innovation and the creation of an ecosystem of partnerships. Lefebvre Sarrut also works alongside start-ups, vulnerable members of society, students and other groups to help develop their skills and engage them in Lefebvre Sarrut's vision of the future.</p>
	<p>Identifying and understanding changes in laws and regulations, enabling our clients to remain compliant and using the law as a lever to grow their business. Lefebvre Sarrut advisory teams study the law, provide guidance and information, and design highly reliable tools designed to allow professionals to improve their performance.</p>
	<p>Providing an inspiring workplace by offering motivating projects and innovative, collaborative methods to support our employees' professional and personal development.</p>
	<p>Building a more sustainable world with respect for the environment by working responsibly with all our stakeholders.</p>

3. Our first carbon footprint report

In 2022, Lefebvre Sarrut Group produced its first carbon footprint report with the assistance of a leading carbon reporting firm*, covering all the carbon emissions linked directly or indirectly to our business (scopes 1, 2 and 3).

Almost all the Lefebvre Sarrut Group's carbon emissions are indirect, coming from our supply

chain (85%). The mission is clear: to support our suppliers in producing their own carbon reports and reducing their environmental footprints.

A second carbon report in 2024 will identify the progress made.



* For more information about our chosen methodology, see the full Non-Financial Report on the website of Lefebvre Sarrut Group.

4. EcoVadis



In January 2022, EcoVadis, the world's leading sustainable assessment provider, awarded Lefebvre Sarrut Group a global score of 52/100, compared to an average of 44/100 for other businesses in the Media sector.

This achievement comes as a reward for our initial efforts in the field of sustainability and we see the bronze medal first and foremost as a sign of encouragement.

Our goal is now to improve on that score and obtain new medals!

52/100

compared to an
average of 44/100
for other businesses
in our sector

01

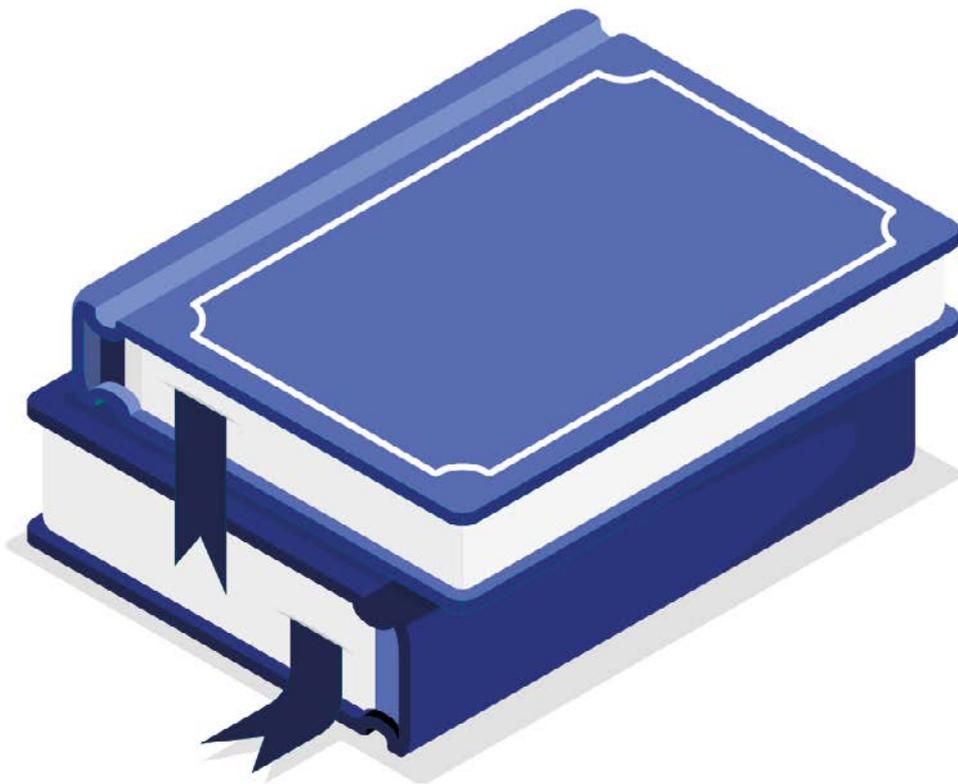
Commitment 1

Guaranteeing
access to
the law



In an increasingly complex world, Lefebvre Sarrut Group is committed to making the law accessible and comprehensible for as many people as possible.

The question of access to the law has been fundamental to the Group since its formation - not only in our Publishing and Training activities and more recently in Software and Services for professionals and students, but also in terms of the non-profit actions addressed to the wider public.



1. Maximising public access to the law

32

million people used our Group's services (free or paid) in 2022

We work to make the law accessible to as many people as possible by building free, open platforms that present regulatory and legal data in a clear and comprehensible way. It is all about providing the right content for each user, at the right time and in the right format.

Lefebvre Sarrut Group pursues these projects at Group and country level.

Examples of Group actions.

— Strada Lex Europe

Strada Lex Europe is a free platform providing the official sources of European legislation and case law, making it easier to understand the institutions of the European Community.



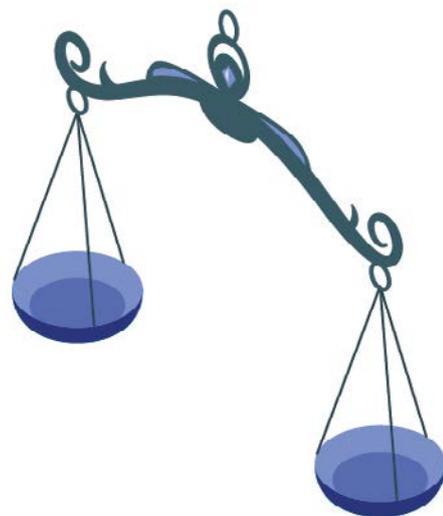
— Dalloz Jurisprudence

Dalloz Jurisprudence offers free access to a huge volume of court decisions, helping to make public action transparent and ensuring respect for the rule of law.

— JUANO – Justice anonymisation

Larcier-Intersentia, our activity in Luxembourg, contributed to the launch of JUANO by providing AI tools developed by Lefebvre Sarrut.

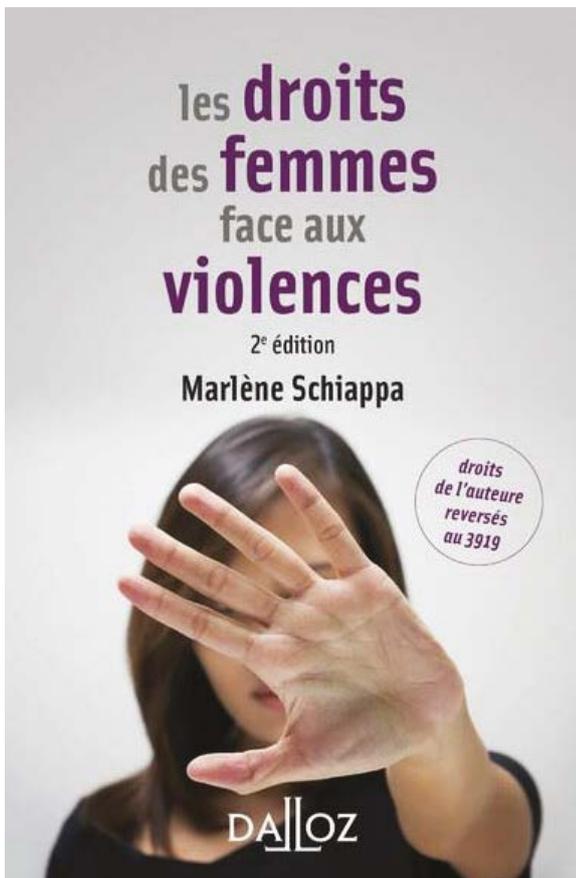
Supported by the Prosecutor General of Luxembourg, JUANO anonymises court decisions so that they can be made public.



Our commitment to **maximising public access to the law** also involves **the provision of financial support to foundations and associations** who share this same objective. Beneficiaries include the Francis Lefebvre Foundation run by the Lefebvre family, the French Fédération nationale solidarités femmes (National Federation of Solidarity for Women), Lawyers for Lawyers and Immigration Guidance, an organisation that helps refugees find work. A Ukrainian version of the app was introduced in 2022.

€325,070

of donations were transferred to associations working to guarantee access to the law, representing 78% of the total donations made in 2022.



2. Making the law more intelligible

Making the law functional and easier to understand is the principle behind the work of Lefebvre Sarrut Group.

To do this, we first create a service offer and work to continuously improve it, also by taking into account the new opportunities linked to AI.

— OK doc

OK.doc

Supported by our French office, Ok.doc is a tool based on GPT technology and was launched in 2022. The app supplies a list of results that allows the user to ask a question about the law, as they would do with a colleague. It then gives a rapid, reliable, well-sourced response using the Lefebvre Dalloz databases.

— Tandem

Developed by our Spanish office, Tandem allows users to integrate their own documents and databases with the algorithms created by Lefebvre Sarrut Group. This gives our clients access to a powerful customised search engine, which they can use on the Lefebvre resources and their own databases.

LEFEBVRE TÁNDEM

— Open Lefebvre Dalloz

Open • Lefebvre Dalloz

The Open Lefebvre Dalloz platform gives access to news and case files related to social law and business law. Our objective is now to expand the scope of subjects covered.

The 'Costituzione in classe' (Constitution in the Classroom) programme was launched last year in Italy, in partnership with local players, to raise younger generations' awareness of democratic challenges through workshops presenting the Italian Constitution and the fundamental freedoms. This initiative will be repeated and deployed more widely in 2023.



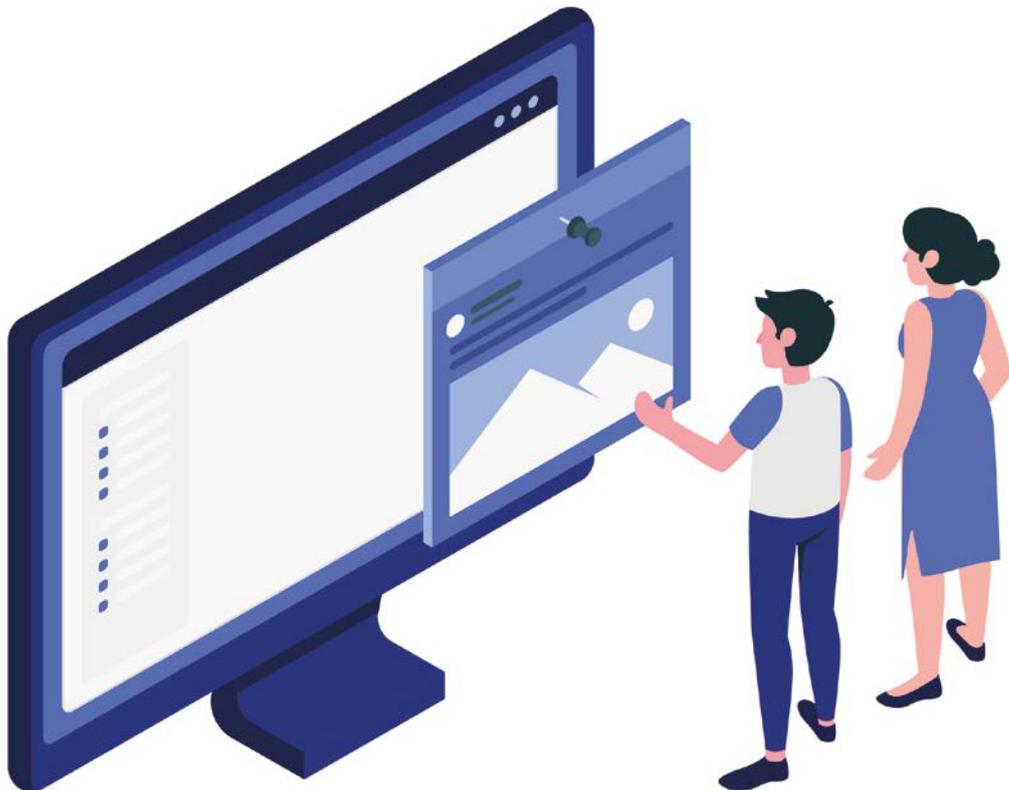
These free projects complement the paid offer of Lefebvre Sarrut, which gives professionals and students all the news, summaries, commentaries and in-depth analyses produced by our editorial teams.

Our work is all about providing trustworthy, transparent, reliable, unbiased information.

02

Commitment 2

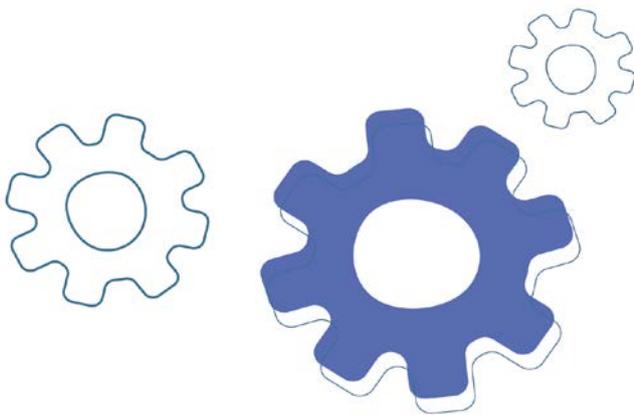
Enabling our clients
to stay ahead of the curve



In order to respond to and anticipate the needs of our partners in an ever-changing world, Lefebvre Sarrut puts investment in **innovation** at the heart of its plans. This requires major financial investment in R&D and in the creation and testing of new products and innovative services.

It also harnesses the culture of innovation within Lefebvre Sarrut Group, with the roll-out of an **entrepreneurship programme** focused on innovation, and a strong commitment to in-house training.

Another factor in this commitment is the support and close proximity to **the world of start-ups** (in fields such as legaltech, edtech, fintech and regtech) to gain mutual enrichment. One highlight of this area is our European start-up accelerator, LightSpeed.



282,000

hours devoted to
the development of
innovative projects
in 2022

InnovAction

Our entrepreneurship programme, InnovAction, is open to all our employees, giving them the opportunity to create and develop new concepts, products and services to best respond to the emerging needs of our clients.

For three months, our international employees spend two days a week on developing their project, led by coaches specialised in the incubation of innovative business ideas.

In 2022, InnovAction saw the development of four projects, three of which have now been successfully delivered to our partners.

INNOVATION



LightSpeed start-up accelerator

LightSpeed supports fledgling innovators with a personalised mentoring and POC (Proof of Concept) programme that includes marketing tests run by our sales and marketing teams, the

creation of new services by the start-up working with our teams, and even the integration of the start-up's technology with the products offered by LSG.



In 2022, 6 start-ups joined the programme:



Belgium – Tool for the management of contracts from drafting through to signature.



Spain – A public speaking training platform that uses VR to give learners real-life experience.



France – A service offering end-to-end encryption of customer data for publishing software.



France – E-learning platform aimed at legal professionals, based on a dedicated social learning methodology.



Italy – A mobile app that certifies any type of media, including photos or videos generated by smartphones, giving it legal value.



Netherlands – An AI-based robot that examines and annotates non-disclosure and subcontracting agreements.

03

Commitment 3

Identifying and understanding changes in laws and regulations



Our partners are evolving in a context that is complex and highly technical, particularly when it comes to compliance. They have to keep up to date on areas such as the GDPR, anti-corruption laws, ESG and CSR criteria, just to name a few.

In this context, our aim is to **support our partners in keeping abreast of these changes at European and national level, understanding what the changes mean for them and ensuring they remain compliant.**



In 2022, Lefebvre Sarrut developed a series of software solutions to assist clients with their compliance needs. They include:

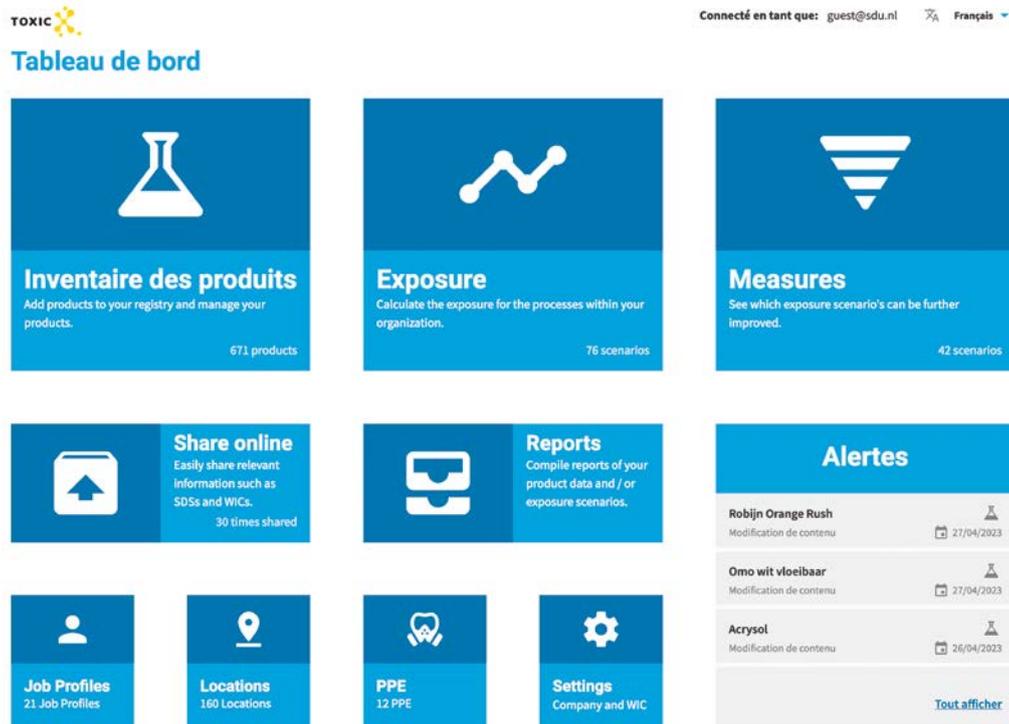
LEFEBVRE CENTINELA

Centinela Compliance (Spain), a platform designed to automate compliance processes and monitor their correct implementation.

GoComply Whistleblowing (Belgium and Luxembourg) helps organisations to comply with whistleblowing regulations by setting up a dedicated reporting channel.



Toxic (Netherlands) is a solution that logs and monitors the chemicals used within an organisation, according to the REACH regulations. The company can then estimate the exposure to chemicals generated through its internal processes. Toxic is now available in Poland, Czech Republic, Slovakia, Italy, Spain, Germany, France, Belgium and Austria.



Our aim to support partners in compliance compels us to act accordingly. **We need to be exemplary in all compliance matters** by fostering a culture within Lefebvre Sarrut Group that supports these new requirements.



In 2022, all the Group's sites conducted an anti-corruption training programme. The French office also ran a programme on the risks of cyber crime.



We have set up a European Compliance team to monitor compliance indicators and advise Lefebvre Sarrut Group on its strategic decisions.

04

Commitment 4

Creating an inspiring,
stimulating and
innovative workplace



In a context of far-reaching changes to the world of employment, Lefebvre Sarrut Group aims to offer all staff a working environment that reflects their expectations, with beneficial aspects such as permanent hybrid working, the promotion of diversity and inclusion, and the prioritisation of meaningful work for all.

To respond to these new professional and social expectations, our ambition is to **build a strong corporate culture, focused on innovation, solidarity and commitment from every member of Lefebvre Sarrut Group.** This requires the adaptation of our workplace, the roll-out of team-specific programmes and a special focus on recruitment and day-to-day management.

1. Strengthening employee engagement



To strengthen employee engagement, Lefebvre Sarrut Group has redesigned its governance strategy.

A range of new programmes have been introduced within the various branches, such as SomosLefebvre in Spain and Brunci in Italy. We also run a sponsorship programme for new arrivals in France.

At Group level, a programme has been launched through which younger employees can provide their valuable perspectives.

The **Young Advisory Board** meets twice a month, tackling topics such as the implementation of our core values and the ability to attract and retain young talent.

Composed of a panel of **7 volunteers** under the age of 35, this multi-branch board brings to LSG the ideas and dynamic energy of the younger generations.

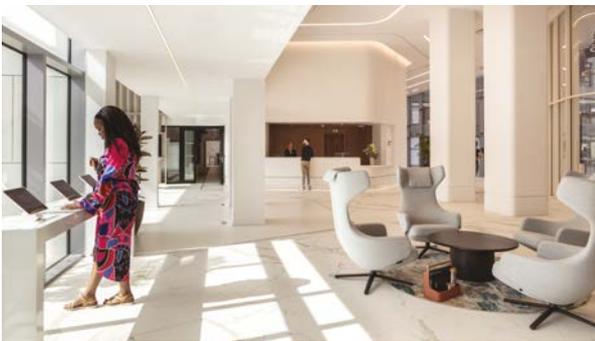


2. Providing an inspiring work environment

2022 saw the launch and completion of various relocation projects, intended to offer our staff a more inspiring workplace tailored to their needs.

In France, all staff now work at a single site at the Tour Lefebvre Dalloz tower in La Défense (Paris), one of Europe's premier business districts. With

open-space offices, meeting places, gyms and fitness facilities, changing rooms, concierge service and connected meeting rooms, the Tour Lefebvre Dalloz enhances the employee experience.



Relocations were also completed in Belgium in 2022. In Belgium, the workspace was redesigned to take account of new working practices. The teams based in Mortsels have now relocated to the modern, functional office premises in Berchem.

3. An employee experience with an international dimension

Lefebvre Sarrut is a European group based in 8 countries. This international dimension brings real added value for our staff, who gain from working on international projects such as InnovAction, and our cross-border mobility schemes.



45

employees benefited from the intra-group mobility scheme

4. Offering a safe, healthy workplace

4.1 Preventing psychosocial risks

Preventing psychosocial risks is central to our QVCT (quality of life and working conditions) policy. Dedicated schemes have been introduced in the various offices.

The French office, for example, provided dedicated training to managers in order to improve workplace life for everyone. In total, more than 120 managers were trained in 2022 and the campaign will continue in 2023.

4. 2 Diversity, inclusion and equality

A core value of Lefebvre Sarrut is respecting equality and countering all forms of discrimination based on country of origin, gender, sexuality, age or disability. Diversity and equality are at the heart of the employee experience.

Many schemes have been deployed across all offices to prevent and raise awareness of sexual

harassment and sexist behaviours, address the risk of discrimination in recruitment processes, and guarantee equal opportunities for all. For example, an anonymous reporting channel has been set up in the Spanish office, through which employees can report any episode of sexist behaviour or harassment.

4. 3 Workplace inclusion of people with disabilities

Access to the labour market remains complex for people with disabilities, for which the unemployment rate is nearly twice that of the general population. People with disabilities may have to deal with stereotypes or prejudice in the workplace.

To ensure that disabled employees are fully integrated, Lefebvre Sarrut has set up a range of schemes and partnerships.

- In France, a partnership was signed with the ARPEJEH association to support the recruitment of people with disabilities.
- In the Spanish office, services such as reception and facilities maintenance have been entrusted to providers specialising in the employment and inclusion of young people with disabilities.

05

Commitment 5

Contributing to building
a more sustainable world
respectful of the environment



Important action on our supply chain

As published in our recent carbon report, 97% of our emissions are indirect, and largely caused by the activities of our suppliers (85% of the total).

Our challenge over the coming years is to work collectively to reduce the carbon footprint of our supply chain.

This calls for a specific policy regarding all Group purchases in order to obtain pledges for improvement from our suppliers at the contract signing or renewal stage.

How is our paper made?

Paper production has a big impact on a publisher's environmental footprint.

We are aiming to increase the proportion of paper from sustainably managed forests (PEFC or FSC labels) in our global consumption from 79% in 2022 to more than 90% in 5 years.



The Tour Lefebvre Dalloz



In 2022, all French staff, previously distributed over 7 different sites, relocated to the Tour Lefebvre Dalloz tower in Paris La Défense. The relocation not only avoids the need for travelling between sites but has also created a more eco-sustainable workplace. The building has received a number of certifications (HQE, BREEAM and WIRED SCORE) and attestations (BIODIVERSITY). Thanks to the smart management of light and heating, the Tour Lefebvre Dalloz has also optimised its energy consumption.

Showing employees how they can make a difference

Although our direct emissions only account for 3% of our carbon footprint, Lefebvre Sarrut has taken action across all its sites to encourage staff to reduce their carbon footprint at an individual level. This includes measures such as reducing

the number of documents printed and making fewer printers available (France and Netherlands), providing personal water bottles (Italy and France) and introducing a fleet of electric or hybrid vehicles (Belgium and Netherlands).

“Guaranteeing access to the law and making a positive impact thanks to innovation and ESG solutions”



2022 saw our first steps in CSR engagement. Through the five commitments presented below, we have defined and consolidated our core value: **enabling knowledge for a fairer, more efficient and sustainable society.**

In 2023, these contributions will be amplified and accelerated. The use of generative AI within our service offering allows clients to benefit from this technological revolution while responding to the need for accuracy and confidentiality that is essential in any type of legal work. Meanwhile, the creation of a complete ESG offering is helping European businesses with the evaluation and deployment of their ESG policies ahead of the enactment of the European CSRD directive, set to enter into force in 2024.

At the time of writing this report for 2022, our 2,500 workers are already poised to write the sequel, using their energy and expertise to support our ESG commitments. We are looking forward to next year, when we hope to present results in line with our expectations. Every year that passes should allow us to improve and make our mark on a sustainable world as we support millions of clients across Europe. We firmly believe that all players in the field of law and tax have an essential contribution to make in terms of building a better world.

Lefebvre Sarrut Group, as a European leader in legal and tax knowledge, is proud to use its expertise in order to create a fairer, more efficient and sustainable society.

Thank you to everyone who works to support our vision and commitment.

Camille Sztejnorn

ESG Impact Director



Overview of our countries



The Lefebvre Sarrut Group is established in 8 European countries: Germany, Belgium, France, Italy, Luxembourg, Spain, the Netherlands and the United Kingdom.

It is owned by the two shareholder families (77% by Francis LEFEBVRE via FROJAL and 23% by the SARRUT family).

The 7 countries included for the 2022 financial year are: France, Italy, Spain, the Netherlands, Belgium, Germany and Luxembourg.

The 17 legal entities included are: FROJAL, Lefebvre Sarrut, Les Éditions Législatives, Société des Éditions Francis Lefebvre, Les Éditions Dalloz, Lefebvre Dalloz Compétences, Lefebvre Dalloz Logiciels, Oppus by Lefebvre Dalloz, Prévisoft, Francis Lefebvre E-compliance, Lefebvre Dalloz Services, Lefebvre El Derecho, Sdu, Lefebvre Sarrut Belgium, Giuffrè Francis Lefebvre, Lefebvre Sarrut GmbH and Rocket LAWYER.



— Giuffrè Francis Lefebvre – Italy

Giuffrè Francis Lefebvre is one of the leading Italian providers of editorial solutions and latest-generation digital services for law, tax, social law and business law professionals. Created in 2018 from the merger of Giuffrè Editore founded in 1931 and Memento Francis Lefebvre, Giuffrè Francis Lefebvre supports the professional growth of its clients by providing innovative and tailored solutions suited to all needs and helps corporate professionals to find all their answers in the shortest possible time, thanks to reliable and authoritative solutions. The company also supports the public sector and collaborates with universities, in open access, to

contribute maximally to the dissemination of culture. Giuffrè Francis Lefebvre provides its clients with a wide range of products and services based on authoritative content and effective consultation: books, portals, databases and digital platforms, software, cloud-based tools and face-to-face and on-line accredited training.

Key figures:

- 230 employees
- 200 independent sales representatives
- Sites: Milan, Rome, Varese, Macerata

Lefebvre Dalloz

— Lefebvre Dalloz – France

Lefebvre Dalloz is a new brand with a global offer of publishing, training, software and services that encompasses the legal entities Les Éditions Législatives, Francis Lefebvre, Dalloz and five training providers.

This merger has given Lefebvre Dalloz a leading position in legal, tax and regulatory knowledge in France. Thanks to its combined know-how, Lefebvre Dalloz provides a global response to businesses (HR departments, administrative and financial directors, legal directors, compliance directors, etc.), the public sector, regulated professions (chartered accountants, lawyers, notaries, etc.) and students. Lefebvre Dalloz stands apart from its competitors because of the quality and reliability of its content and its unique publishing, training, software and services offering. Our main products are Mémento Francis Lefebvre, the Dalloz codes, Navis, L'appel Expert, Open Lefebvre Dalloz, Previsoft, Oppus.

Key figures:

- More than 1,000 employees
- Site: Paris La Défense



— SDU – the Netherlands

Sdu is a leading provider of services to law and regulatory professionals. Sdu's history dates back to 1577, when official documents were created. At the time, Sdu (Staatsdrukkerij en Uitgeverij) was the Dutch State publishing house. In 1988, Staatsdrukkerij en Uitgeverij became what is now Sdu.

Key figures:

- More than 320 employees
- Site: The Hague



— Lefebvre – Spain

Lefebvre is a provider of legal software and content, offering practical solutions to lawyers, law firms and their advisers, as well as innovative tools, training and advisory services. The current Lefebvre has its roots in Editions Francis Lefebvre, a company founded in 1990 in Spain that absorbed El Derecho Editores on 2010. Following the merger with Indicator in 2011, Lefebvre-El Derecho was formed in 2015 to coincide with the 25th anniversary of Ediciones Francis Lefebvre in Spain. This marked the start of a smart innovation phase, which has given the company a competitive edge. In 2018, the brand simplified and returned to the original: Lefebvre. The Ecosistema offer was launched in 2022, an environment where all legal knowledge and content and the digital solutions of Lefebvre is found in one place, completely integrated, based on advanced artificial intelligence functionalities.

Key figures:

- More than 350 employees
- Sites: Headquartered in Madrid – Offices in Barcelona, Bilbao, Valencia and Seville



— Larcier-Intersentia – Belgium, Luxembourg

A key figure in the fields of publishing, training and digital solutions, Larcier-Intersentia provides a global response to the needs of regulated professions, companies, universities and students in the areas of law and tax in Belgium and Luxembourg. Keen to address the major challenges facing the sector, Larcier-Intersentia is the result of the merger of four publishing brands: Larcier, Bruylant, Intersentia and Indicator.

Key figures:

- More than 270 employees
- Sites: Belgium (Brussels, Berchem, Ghent, Leuven, Louvain-la-Neuve) – Luxembourg (Windhof)

Stollfuß Juris

— Stollfuß / Juris – Germany

There are two brands in Germany. Juris is Germany's leading digital legal publisher, through a joint-venture with the federal government and in partnership with independent publishers. The Lefebvre Sarrut Group also acquired Stollfuß Verlag in 2021, a tax and legal information publisher for tax advisers and legal and financial professionals.

ROCKETLAWYER®

— Rocket Lawyer

Formed from an alliance between Lefebvre Sarrut and Rocket Lawyer Incorporated, this subsidiary offers an online legal aid service platform.



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