

## **The Citation Group of Companies headed by Rocket Topco Limited**

### **Annual Report Addendum for the year ending 31 December 2021**

#### **Non-financial Key performance indicators (KPIs)**

In addition to the financials and financial KPIs reported within the Group's Annual Report for the year ending 31 December 2021 the Group measures its performance through the following non-financial KPIs also mentioned within the Group's Annual report:

- Customer Service
- Net Promoter Score (NPS)

Net Promoter Score is defined as the % of promoters minus % of detractors following an HR, H&S visit or Atlas training session. Whilst not quantifiable itself customer service is inherently measured by the Group's NPS score. Maintaining a high NPS score is a key facet of the Group's strategy and business model with a high score giving rise to:

- An increased likelihood of winning new business through upsell and cross sell to the existing customer base;
- An increased likelihood of maintain the existing customer base through renewal of existing customer contracts nearing expiration.

The Board has acknowledged the need for enhanced disclosure and transparency in the financial statements under the Walker Guidelines and is satisfied that basic compliance requirements have been achieved through the information included within the Group's Annual Report, the Group's Addendum to the annual report, and the Group's mid-year update for the 6 months to June 2021. However, it is noted that additional details could be provided to achieve what is deemed Best practice under the guidelines, in particular in relation to all Key Performance Indicators. However, disclosure is limited in these areas on the basis of further information being commercially sensitive.

#### **Details of board**

##### ***Timothy Franks – KKR Partner Private Equity - London***

Timothy Franks (London) joined KKR in 2017 and leads the development of KKR's activities in the UK & Ireland within the Private Equity platform, as well as the Consumer industry team in EMEA. He is also Co-CEO of KKR's global democratized private equity business. Mr. Franks serves as a member of KKR's European Private Equity Investment Committee, European Portfolio Management Committee, and Global Impact Fund Committee. He formerly looked after the longer term Core investment strategy of the firm in Europe.

Mr. Franks has been involved in KKR's investments in Accel, ERM, Citation, Wella, Coty, Roompot/Landal, Viridor, Upfield, The Hut Group, Webhelp, and Afriflora. Mr. Franks is currently Chairman of Upfield and ERM and a member of the Boards of Accel, Citation, and Wella. Mr. Franks started his private equity career in 1999 at Advent International's London office. At Advent he was involved in more than 13 transactions over a 17 year period focusing on consumer-facing companies and technology and led Advent's New York office for three years.

Prior to his private equity career, he was at Deutsche Morgan Grenfell and CS First Boston. He holds an M.A. from Cambridge University, and an M.P.P. from the John F. Kennedy School of Government, Harvard University.

***Rami Bibi – KKR Director - Head of Europe Global Impact***

Rami Bibi (London) joined KKR in 2014 and is the Head of Europe for KKR Global Impact, the firm's private market investing platform focused on businesses that promote solutions associated with sustainable living, climate change, lifelong learning, and inclusive economic development. He serves as a member of the Global Impact Investment Committee and Portfolio Management Committee, and co-leads KKR's ESG taskforce in Europe.

Mr. Bibi is currently on the Boards of Citation Group and ERM, the world's largest standalone environmental consulting firm. Prior to joining KKR, he worked at Morgan Stanley in London and New York. He is on the Global Steering Committee of Human Rights Watch, an international non-profit.

Mr. Bibi graduated from Tufts University with degrees in Quantitative Economics, Physics, and History.

***Louis Kinsella – HG Director – Partner***

Based in the London office, Louis focuses on investments in software and tech enabled services companies as a member of Hg's Mercury team.

Louis is a board member at Prophix, Citation and Azets. His other investments include insightsoftware, Sovos, team.blue, JLA, Zenith and Kinapse.

Louis joined Hg in 2015 from Deloitte and holds a first class honours degree in Mathematics and Finance from the University of Leeds.

***Joris Van Gool – HG Director – Partner***

Joris is a Partner focusing on software and tech services investments at Hg. He is also responsible for covering the Benelux region.

Joris joined Hg in 2012 and is currently a Board Director of team.blue, Ideagen, Silverfin, Septeo and Citation. His other investments at Hg include Gen II, Zenith, Parts Alliance, Raet/Visma, JLA, Kinapse and A-Plan.

Joris joined Hg from McKinsey & Company.

Joris is Belgian and holds a Masters in Commercial Engineering from the University of Leuven and an MBA from Harvard Business School. A native Dutch speaker, he speaks English, French and basic German.

The directors consider the annual report, financial statements and this addendum to the annual report to comply with the Guidelines for Disclosure and Transparency in Private Equity.

Signed on behalf of Rocket Topco Limited

A handwritten signature in blue ink, appearing to read 'Eloise Wann'.

.....

Eloise Wann

(Statutory Director and Group Chief Financial Officer)