

November 18, 2025

The BSE Limited
Phiroze Jeejeebhoy Towers,
Dalal Street, Mumbai-400 001.
Scrip Code: 543398

National Stock Exchange of India Limited
Exchange Plaza, C-1, Block G,
Bandra Kurla Complex Bandra East,
Mumbai 400 051
Scrip Symbol: LATENTVIEW

Dear Sir/Madam,

Sub: Sustainability Report for the financial year 2024-25

Please find enclosed the Sustainability Report highlighting our dedication to environmental protection, social responsibility, and exemplary governance for the Financial Year March 31, 2025.

The same has also been uploaded on our website at <https://www.latentview.com/investor-relations/financial-results-reports/>.

This is for your information and records.

Thanking you,
For **Latent View Analytics Limited**

P. Srinivasan
Company Secretary and Compliance Officer

**Purpose-led.
People-centric.
Planet-conscious.**



LatentView

Actionable Insights • Accurate Decisions

PURPOSE-LED. PEOPLE-CENTRIC. PLANET-CONSCIOUS.



In a world where data shapes every choice, we channel its power with intent - to transform lives, safeguard the planet, and drive enduring progress. At the heart of our strategy lies the seamless integration of business intelligence and sustainability, ensuring that every decision becomes a step toward responsible leadership.

As a purpose-led enterprise, we embed long-term thinking, stakeholder value, and ESG priorities into every byte of our operations. Data is our superpower, enabling us to design ethical, efficient, and resilient business models for our clients, our partners, and ourselves.

Our people are the engine of this vision. We nurture inclusion, innovation, and well-being through equitable leadership, continuous learning, and a culture of conscious growth that empowers every individual to contribute meaningfully.

Sustainability is not an attachment, it is ingrained in everything we do. From investing in green infrastructure and renewable energy to advancing responsible procurement and resource efficiency, we are building a future-ready enterprise.

We also extend our impact beyond business, creating shared value through community partnerships. By investing in education, digital inclusion, and sustainable livelihoods, we unlock opportunities that spark long-term, scalable change.

Robust governance reinforces these efforts, ensuring transparency, accountability, and strategic clarity at every level.

This report is a reaffirmation of our philosophy: growth must be responsible, impact intentional, and progress inclusive. We are powered by data, guided by purpose, and committed to shaping a future where people and the planet thrive together.

INSIDE VIEW

Click here to view more on our [website](#)



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Safe harbor statement

This report contains forward-looking statements that represent our current expectations, strategic intentions, and projections, grounded in reasonable assumptions and based on historical performance. However, these statements are inherently subject to uncertainties and risks arising from a variety of factors; including, but not limited to, industry trends, market dynamics, geopolitical developments, regulatory changes, government policies, and other external influences. Consequently, actual outcomes may differ materially from those expressed or implied, and readers are advised to interpret such statements with due consideration of their speculative nature and the potential for underlying assumptions to evolve over time.

[Click here to view BRSR](#)

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OUR SUSTAINABLE WINS OF THE YEAR

Highlights



People

Talent attraction and retention

- **180** employees onboarded
- Introduced **'Pay for Performance'** to align employee rewards with measurable outcomes, fostering a high-performance culture

Training and upskilling

- **66,680+** learning hours recorded (78% of employees covered)
- **100%** of our employees received training on health & safety/wellness measures
- **100%** of our employees benefit from performance and career development reviews

Diversity and inclusion

Certified as a Great Place to Work® in India

- India's Best Workplaces for Women 2024
- India's Best Workplaces in IT & IT-BPM 2024
- India's Best Workplaces™ for Millennials 2024
- India's Great Mid-size Workplaces 2024

Named one of the Best Workplaces™ for Women in India

- Achieved **36%** diversity ratio
- **33%** Female Directors (2 of the 6 board members are women)
- **8.3** employee engagement score achieved
- **0** number of complaints made by employees
- **0** number of complaints made by shareholders

Local communities

- Contributed **₹27 million** in CSR activities
- **65,000+** beneficiaries
- **2** flagship programs and **5** satellite projects
- **7** NGO partnerships



Planet

Energy management

- Broadened the scope of energy data to include **global operations**
- Efficiency efforts cut lighting power density by a minimum of **30%**
- Infrastructure designed to source **12%** of energy from renewables

Carbon emissions

- New categories included to strengthen Scope 3 reporting
- Our CDP score sustained at 'C', despite change in CDP parameters
- Crossed the Silver threshold in **EcoVadis**, after earning a bronze



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Highlights



Purpose

Corporate governance

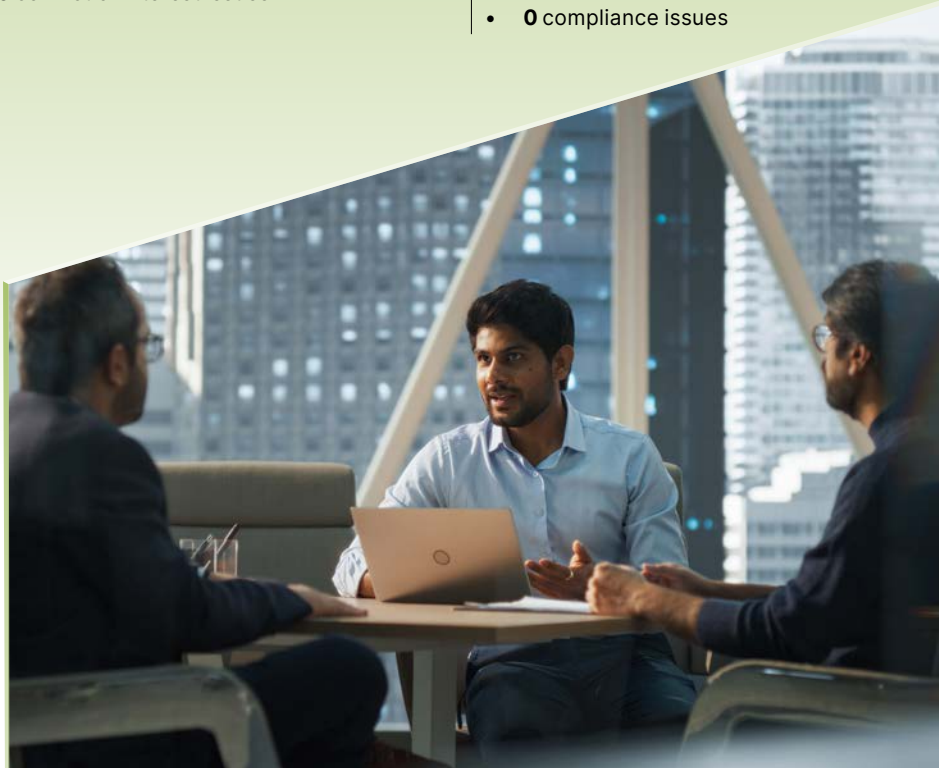
- **4** Board meetings with **100%** attendance
- **17** Board Committee meetings with **99%** attendance
- **0** conflict of interest issues

Data security

- **0** data breaches
- **0** complaints on data security

Compliance

- **0** compliance issues



Value

Economic performance

- **₹8,478** million Revenue from Operations, a **32%** increase w.r.t. FY24
- **₹1,305** million Net cash flow, an increase of **₹151** million from FY24
- Crossed the **\$100** million revenue threshold
- Achieved **142%** revenue growth since our listing in 2021
- **9th** consecutive quarter of revenue growth

Customer satisfaction

- **93%** client satisfaction - either satisfied or very satisfied
- Recommendation score of **8.3** out of 10
- Net Promoter Score (NPS) of **+41**
- **+10** point Increase in NPS over last 2 years
- **0** customer complaints
- **0** incidents of service failures involving non-compliance

Innovation

- **440+** high-impact solutions & insights delivered, driving impact



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BUILT ON STANDARDS. STRUCTURED FOR SIMPLICITY.

About this report

We are delighted to present Latent View Analytics Limited's 2nd Sustainability Report, covering the reporting period from **April 1, 2024 to March 31, 2025 (FY25)**.

While this is only our 2nd formal publication, it reflects a long-standing mindset. Sustainability has always been embedded in our DNA, long before it became a formal disclosure.

This report reinforces our commitment to delivering insights that drive positive impact; not just for our clients, but also for our people, communities, and the planet. As a global digital analytics company, we believe that data is a powerful instrument for good, and we're using it to inform decisions, drive accountability, and build a better tomorrow.

Aligned with our theme for this year 'Purpose-led. People-centric. Planet-conscious', this report details how we're living that philosophy across every facet of our operations. From enabling client outcomes with data-led solutions to nurturing an inclusive and future-ready workforce and reducing our environmental footprint, we are focused on creating long-term, sustainable value for all stakeholders.

Reporting framework and structure

This report has been prepared in accordance with the **GRI 2021 Universal Standards: 'With Reference' option**, reflecting our continued commitment to globally recognized sustainability reporting practices. It follows the core GRI principles of materiality, stakeholder inclusiveness, sustainability context, and transparency, ensuring we communicate with both clarity and credibility.

To reflect a triple-bottom-line approach combined with ESG framework, the report is structured into four key sections:

- **Economic** - Showcasing how we drive responsible and resilient business performance
- **Environmental** - Detailing our climate action, resource efficiency, and de-carbonization initiatives
- **Social** - Highlighting our employee engagement, inclusion, diversity and community impact efforts
- **Governance** - Reflecting our ethical foundation, risk management, and compliance track record

All **12 of our material topics**, as defined through stakeholder consultations and materiality analysis, are addressed under these four pillars.

Reporting boundary

The scope of this report includes **LatentView's global operations**, spanning 11 offices worldwide. The operations of the recently acquired Decision Point Private Limited and its subsidiaries (hereinafter referred to as Decision Point) are not yet included in the FY25 reporting boundary, as their integration is ongoing. Future reports will reflect their integration.

Independent assurance

We have engaged Bureau Veritas, a leading third-party assurance provider, to conduct limited assurance on carbon emissions. Their independent verification enhances the reliability and accountability of our data.

Please refer to page 43 of this report for the assurance statement and scope of the assured metrics.

Corrections and restatements

This report follows the same GRI 2021 standards as our inaugural edition. There is one correction though in the data disclosed in our previous Sustainability Report.

We welcome your feedback

This is only the 2nd year we are reporting publicly on our sustainability performance, and we are committed to releasing annual updates hereafter. We deeply value your feedback, as it helps us learn, adapt, and better align our actions with stakeholder expectations.

Please share your thoughts with us at
esg@latentview.com

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Sustainability Report 2024-2025

CREATING VALUE THAT STANDS THE TEST OF TIME

From the desk of the founders**Dear All,**

Sustainable growth has been a conscious choice for us since our inception. It is in the deliberate decisions we make when it comes to providing actionable insights to our clients, using technology purposefully, growing our business responsibly, and building a culture of commitment among our people.

While our values of shared responsibility for the planet are ingrained in the way we work, FY25 marks an important step in our sustainability journey with this first Global Sustainability Report. As we take stock of how far we've come, it also brings into focus how far we aim to go. This report reflects not just metrics and milestones but our mindset — one that is embedded in long-term thinking, systemic value creation, and a shared purpose.

The growing alignment between financial prudence and sustainability imperatives continues to strengthen our conviction. Responsible profits allow us to reinvest in creating shared value through planet-conscious infrastructure, inclusive people practices, and a business approach that considers the well-being of all stakeholders, not just shareholders. This underlines our integrity and social responsibility. These values build trust, long-term relationships, and meaningful contributions to society.

This year marked a critical leap in operationalizing our ethos. We laid the groundwork to expand our reporting scope from India to include all global operations, indicating the international footprint of our business and our commitment to holistic accountability.

To make our objectives stronger, we finalized the KPIs and targets of 12 material topics across economic, environmental, social, and governance pillars. This marks a transition from principle to practice, bringing rigor, transparency, and continuous improvement into every dimension of our ESG journey.

As we continue to grow, our physical spaces reflect our purpose. In every location we operate globally, we strive to choose sustainable spaces and thoughtfully design interiors that align with our

environmental values. We believe that sustainability can coexist with scalability.

The transformation of our Chennai office captures this ethos. Far from a routine upgrade, the renovation was envisioned as a blueprint for sustainable, future-ready workspaces. Every aspect of the design was approached with an ecological vision.

From incorporating biophilic design principles that foster a connection to nature, to maximizing natural light and installing low-energy lighting systems, as well as deploying energy-efficient HVAC systems and sensor-activated water fixtures, the space is engineered for minimal environmental impact and maximum comfort. Universal accessibility is woven into the layout, ensuring inclusivity at every step. The space is an embodiment of our values, thoughtfully crafted with innovation in design to inspire collaboration, promote wellness, and lead by example in building a low-carbon, people-centric future.

Our people power our purpose. Being recognized as a Great Place to Work® for the third year in a row and featured among India's Best Workplaces for Women highlights our ecosystem of inclusion, engagement, and care. With a 36% diversity ratio and 33% representation of women on our Board, we are proud of the progress we've made. But we know there is always more to do.

Inclusion, for us, is a continuous journey of listening and learning. Just as we strive to build an inclusive workplace, we are equally committed to extending that impact to the communities around us. Our CSR programs continue to scale real impact. In FY25, we touched the lives of 65,000+ beneficiaries through ₹27 million in CSR initiatives.

From setting up sensory rooms in government-aided schools to running after-school learning centers and flood mitigation initiatives, we believe in co-creating value with communities. Our flagship project, Chennai Kaalpandhu League, a grassroots football development initiative in government schools, provides

young athletes from equity-challenged communities a platform to develop their skills, build confidence, and pursue their passion for the sport. Our other flagship educational initiative, Project Apoorva, plays a pivotal role in empowering students from low-income backgrounds by offering them certifications in data analytics that open pathways to brighter futures.

Underpinning all of this is our governance approach, which is centered around a constant reaffirmation of shared responsibility and building a culture of empowerment.

Our principles hold us accountable to a discipline that shapes a resilient, equitable, and environmentally conscious world: for our people, our clients, our communities, and the planet. We are proud of our teams, grateful for our partners, and optimistic about the future we are co-creating.

As we look ahead, we remain committed to pushing the boundaries of what's possible and creating lasting value for all.

With warm regards,

**Venkat and
Pramad****Founders**

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GROWTH AS A FORCE FOR GOOD

CEO's message

Dear stakeholders,

At LatentView, we believe that sustainability is not a siloed strategy; it is the soul of how we operate in a data-driven world that demands action and accountability in equal measure.

As we harness the power of analytics every day, I see a future where every data point we analyze, every solution we design, and every relationship we build leads to responsible and resilient outcomes, not only for our clients but also for society and the planet.

FY25 was a defining year, not just in terms of the performance metrics, but also in the purpose, precision, and progress we brought to every decision. It saw us crossing key financial milestones. We crossed the \$100 million revenue threshold, marking a 32% year-on-year growth, alongside a healthy EBITDA of ₹1,957 million and PAT of ₹1,735 million. This growth has helped us invest in what matters: innovation, environmental responsibility, people development, and social impact.

With this outlook, we ensured that the 440+ high-impact solutions delivered during this period were embedded with innovation at every stage. Our Service Delivery Excellence (SDE) framework, with its feedback loops, performance audits, and methodology refinement, ensures that we stay agile, transparent, and client-aligned.

The confluence of growth and sustainability comes to life in our Chennai headquarters. Our recently renovated premises have been designed with an eco-vision, keeping in mind optimal circulation space and using eco-certified interiors, as well as reused and recycled materials. It is an example of innovation in design that ensures 80% of occupied areas have quality views to exterior spaces.

The sustainability-first interventions also include the use of low-GWP refrigerants aligned with global climate protocols and indoor air-quality sensors that ensure healthier spaces. In addition, we have achieved a 100% transition to energy-efficient LED lighting across all our global offices.

The Chennai office is located within the first EDGE Zero Carbon Certified facility in India, which represents the gold standard in green infrastructure. The campus has a Zero Liquid Discharge approach that ensures that 100% of the water used is treated and recycled, thanks to the advanced STP systems. Our renovated office supports this through features like sensor-based faucets, dual-flush toilets, and touch-free hygiene infrastructure that enhance both water efficiency and user safety.

We believe in responsible waste management starting with waste segregation at the source, and have fostered a culture where our people actively make it happen. Our partnership with ITC's WOW initiative for paper and carton reuse is another example of this ethos in action. From eliminating single-use plastics to adopting reusable cutlery and compostable packaging, we have put the measures in place, but it is our employees' everyday choices and actions that turn these measures into a living, circular, low-waste mindset that defines our infrastructure and culture.

We take pride in cultivating a workplace where growth, equity, and well-being go hand in hand. Our learning ecosystem - from technical certifications and leadership bootcamps to behavior-focused training - is designed to help every individual advance with confidence. Our flagship programs, like STEP (Stride Towards Excellence) and Rising Star, are helping to build our future leadership pipeline.

In FY25, we onboarded 372 new team members and clocked 200,000+ learning hours, reflecting our shared hunger for continuous improvement. But skill-building is only part of the story. We believe that true inclusion is built into the fabric of the workplace. Accessible infrastructure, gender-neutral restrooms, and in-house wellness campaigns ensure that every employee can thrive.

Wellness at LatentView is multi-dimensional, with the PRANA program addressing mental, emotional, physical, financial, and social well-being through initiatives that promote mindfulness, financial literacy, inclusivity, and community-building events.

This commitment to well-being extends beyond our offices into the communities we serve. This year, we impacted thousands of individuals through our CSR initiatives, led by our people and supported by seven NGO partners. Our employees get involved in every aspect of conducting the Chennai Kaalpandhu League, which is a medium for school engagement and holistic development while fostering grassroots football talent in government schools. They also come together to shape our other flagship initiative, Project Apoorva, which provides data analytics certification to underserved children. In addition, our impact areas spanning education, livelihood, and environmental sustainability are all powered by active and involved employee collaboration.

As we grow, our values are anchored in strong governance. Trust is the foundation of our digital work and we treat data privacy and cybersecurity as non-negotiable responsibilities. Through the FAIR methodology and SAFE Security CRQM, we've enhanced real-time visibility into cyber risks, enabling ESG-aligned transparency and measurable financial impact. We have also enhanced our threat response capabilities through the deployment of Zscaler and instituted a dedicated hotline for security incident reporting. Our compliance with ISO 27001, ISO 27701, GDPR, HIPAA, and PCI DSS remains robust.

Our Board and governance committees have been proactive in embedding ESG oversight into core operations, ensuring every stakeholder interaction is grounded in transparency, accountability, and ethics.

Looking ahead, we remain steadfast in driving sustainability, creating workplaces that inspire, advancing innovations that power low-carbon futures, and growing responsibly, ethically, and inclusively.

Best regards,

Rajan Sethuraman
Chief Executive Officer



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WHERE ANALYTICS DRIVES IMPACT

Company profile

We harness the power of data to create real-world, responsible impact. For nearly two decades, we've been at the forefront of helping global enterprises navigate disruption, accelerate digital transformation, and make better, faster, and more meaningful decisions, at scale.

Founded in 2006, LatentView has grown into a trusted end-to-end data and analytics partner, serving over 40 Fortune 500 clients across Technology, Financial Services, Retail, Consumer Packaged Goods (CPG), Industrials, and Healthcare. As we enter our 20th year of operations, we continue to deliver on our promise: to inspire and transform businesses to thrive in the digital era.

We are pleased to say that our work extends beyond performance metrics. Our data strategies are built not just to optimize margins or increase conversion, but to help our clients embrace purpose-led transformation. Whether it's smarter retail, equitable finance, sustainable supply chains, or ethical AI, we turn insights into lasting advantages.



A seamless global footprint

Anchored by our delivery centers in Chennai and Bengaluru, we operate with a truly global mindset. Our on-ground teams across the US, Netherlands, Germany, UK, Canada, and Singapore ensure we're never far from the clients we serve. This strategic presence enables us to combine scale with agility, delivering consistent, high-quality solutions while staying attuned to local market dynamics and client needs.

Domain depth. Measurable impact.

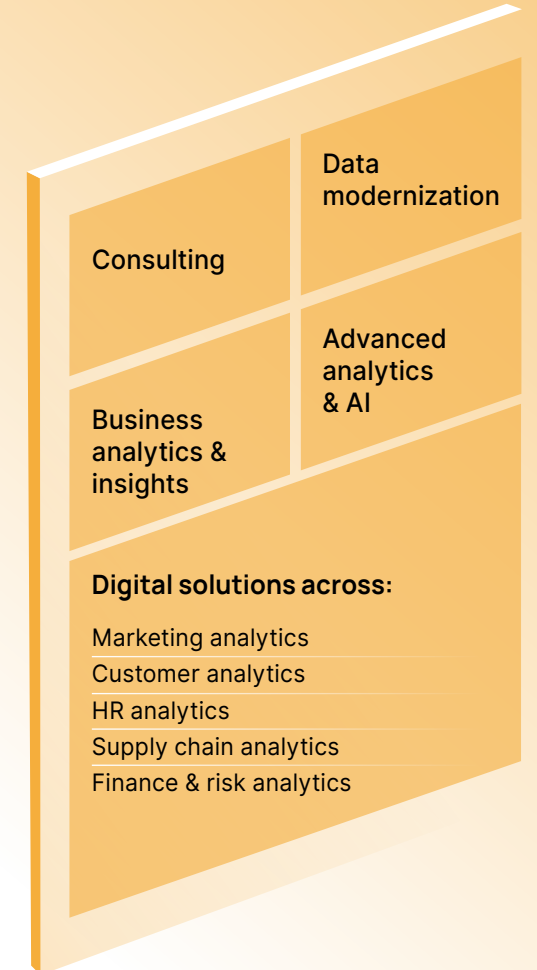
Our cross-functional teams bring sector-specific expertise and cutting-edge tools to solve complex business problems. Whether it's forecasting demand in a volatile environment, enhancing customer lifetime value, or evaluating risk through prescriptive analytics, we drive competitive advantage with speed, clarity, and confidence.

A milestone year

FY25 marked a significant milestone in our journey. We crossed the \$100 million revenue threshold, reinforcing the strength of our business model, disciplined execution, and long-term strategy. Since our IPO, we've demonstrated robust and profitable growth, grounded in sustainability, innovation, and stakeholder trust.

Delivering outcomes across the data value chain

At LatentView, we offer consulting-led, technology-enabled solutions across the entire data and AI lifecycle:



From predicting customer behavior to reducing supply chain disruptions, we approach each engagement with analytical rigor and business empathy. We don't just mine data, we mine possibilities.

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Our impact in numbers

1st

Pure-play data analytics company in India listed on BSE and NSE

10

Global subsidiaries across 4 continents: North America, Europe, APAC, and LATAM

12

Countries and counting, reflecting our global footprint

77+

Global brands in our client portfolio, including 40 Fortune 500 companies

Nearly 2 decades

Of enabling data-led business transformation

₹75 billion

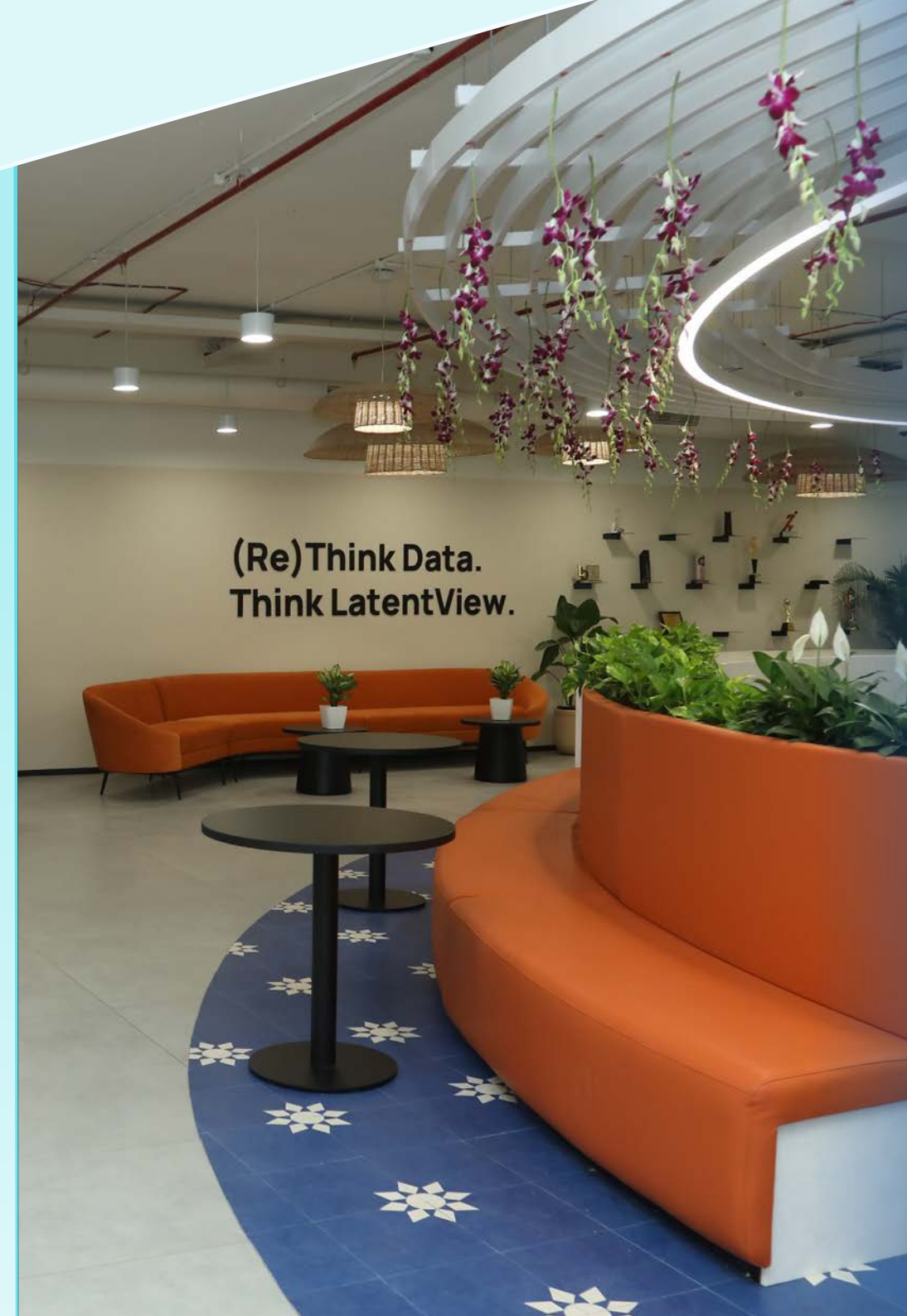
Market capitalization at the close of FY25

440+

Transformative solutions delivered in FY25, driving measurable client impact

1,600+

Analytics professionals at the intersection of business, math, and technology



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INTEGRITY. EMPATHY. INTENTION.

Our approach to sustainability

As a company rooted in data and driven by purpose, we recognize that every decision we make, from the models we build to the offices we power, has a broader impact. In a world shaped by climate urgency, social expectations, and a demand for responsible business, we are clear-eyed about our role: to lead with integrity, act with empathy, and build with intention.

As we deepen our commitment to becoming a purpose-led, people-centric, and planet-conscious enterprise, sustainability is not just a standalone initiative. It is embedded in our long-term strategy, shaping how we engage with our stakeholders, deliver on business goals, and create shared value for society.

Built on strong foundations

We believe that true sustainability lies at the intersection of environmental stewardship, social empowerment, and strong governance. Guided by these pillars, we are creating long-term value for all stakeholders - clients, employees, communities, investors, and the planet.

- **Environmental responsibility** drives our efforts to reduce emissions, optimize resource consumption, and transition toward greener operations
- **Social equity** shapes our inclusive culture and our approach to community engagement
- **Economic sustainability** ensures we pursue growth responsibly, equitably distributing the value we create
- **Governance excellence** holds it all together, reinforcing transparency and ethical conduct

Together, these commitments position us to respond proactively to emerging risks and opportunities while building a resilient, future-ready organization.

A journey with milestones

Over the years, we've moved steadily from intent to impact.

FY21

Measured Scope 1, 2, and 3 emissions with FY20 as our baseline; outlined our low-carbon roadmap

FY22

Participated in the CDP for the first time, earning a score of 'C'

FY23

- Conducted a formal materiality assessment
- Published our first BRSR and Impact Report
- Earned a Bronze rating on EcoVadis

FY24

- Our CDP score sustained at 'C', despite change in CDP parameters
- Implemented an ESG tool to strengthen our data capabilities
- Published our first sustainability report
- Crossed the EcoVadis threshold for Silver (percentile 69%)

FY25

- Expanded reporting scope from India operations to global operations for a more comprehensive sustainability assessment



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Our approach to sustainability

Our sustainability objectives

We approach sustainability holistically, balancing environmental, social, and economic imperatives through concrete, measurable actions.

Environmental impact

Our goal is to operate with minimal environmental footprint while championing innovations that are better for the planet. Key areas of focus include:

- Transitioning to renewable energy
- Improving energy and water efficiency
- Minimizing waste and adopting circular practices
- Investing in green technologies and infrastructure

Social responsibility

For employees: We foster an inclusive, transparent, and empowering workplace that nurtures talent, values diversity, and ensures equitable growth through fair policies and meaningful upskilling.

For communities: We support societal upliftment through CSR programs focused on education, digital literacy, and social well-being, monitored rigorously for accountability and impact.

Economic value creation

We strive to deliver consistent, responsible business performance that benefits all stakeholders. Our long-term success is defined not just by what we earn, but how we earn it - ethically, sustainably, and inclusively.

Ethical governance

Our Board of Directors plays a pivotal role in steering our sustainability agenda. Their oversight ensures our decisions are transparent, data-informed, and aligned with stakeholder interests. Robust governance enables us to meet regulatory requirements while driving long-term impact.

What matters most

In FY23, we conducted a detailed materiality analysis to identify and prioritize ESG topics most relevant to our stakeholders and our business. These material issues lie at the heart of our sustainability priorities.

This year, following our inaugural India-centric sustainability report last year, we have expanded our scope to include all global offices.

We are also finalizing formal KPIs and targets to track our progress with enhanced transparency. We will continue engaging with internal teams and external partners to ensure our priorities reflect evolving expectations and emerging risks.



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LISTENING WITH PURPOSE. ACTING WITH CLARITY.

Stakeholder engagement

Our stakeholder engagement philosophy stems from the belief that true progress is collaborative. We are committed to building a sustainable future, one shaped not only by data and analytics but also by dialogue, transparency, and trust.

Engaging with our stakeholders helps us stay aligned with their evolving expectations, manage risks proactively, and identify emerging opportunities. This ongoing engagement is especially critical as a publicly listed company where accountability and inclusiveness go hand in hand.

Identifying and engaging key stakeholders

Our stakeholder identification and engagement process is both inclusive and structured. Guided by the Global Reporting Initiative (GRI) Standards and our own values, we identify key stakeholder groups based on their influence on, and interest in, our business.

Through consultations such as surveys, interviews, focus groups, and one-on-one meetings, we capture a 360-degree view of their expectations. This insight informs our materiality assessment and shapes our Environmental, Social, and Governance (ESG) priorities.

Our key stakeholder groups include:

- **Employees** - the backbone of our innovation and delivery
- **Customers** - the partners in our value creation journey
- **Shareholders and investors** - the custodians of our long-term strategy

By maintaining consistent dialogue and integrating feedback across our decision-making processes, we ensure stakeholder priorities are embedded in our business and sustainability decisions.

Structured platforms and engagement

We have institutionalized a robust engagement framework to address stakeholder concerns through formal and informal channels. From town halls and annual reports to digital platforms and feedback sessions, each channel is an opportunity to build trust and foster mutual understanding.

As part of our materiality assessment, feedback gathered from stakeholders is presented to relevant Board sub-committees. This ensures that the most pertinent social, environmental, and economic topics are elevated to strategic discussions. At our Annual General Meetings, shareholders engage directly with our leadership, closing the loop with transparency and accountability.

Co-creating a more inclusive tomorrow

Our CSR initiatives are deeply stakeholder-led. With employee involvement and community feedback woven into the implementation process, these programs target vulnerable groups with measurable outcomes. By focusing on education, employability, and holistic development, we are not only uplifting individuals but also enhancing our social license to operate.

Whether through scholarships, skills training, or nutrition support, every initiative is guided by the insights we gather. Career counseling for underserved students, for instance, was launched based on real-time feedback highlighting a need for direction and mentorship.



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Stakeholder engagement

Why, how, and how often we listen

Stakeholder Group	Whether identified as Vulnerable & Marginalized Group	Channels of communication	Frequency of engagement	Purpose and scope of engagement including key topics and concerns raised during such engagement
Shareholders/ Investors	No	<ul style="list-style-type: none"> • Press releases • Email advisories • Quarterly investor calls 	<ul style="list-style-type: none"> • Quarterly: earnings call; exchange notifications; press release • Annual: Annual General Meeting; annual report • Continuous: Investors' page 	<ul style="list-style-type: none"> • Educating the investor community about LatentView's integrated value creation model and business strategy for the long term • Helping investors voice their concerns regarding company policies, reporting, strategy, etc. • Understanding shareholder expectations
Employees	No	<ul style="list-style-type: none"> • Manager meetings • Town halls and quarterly updates • HR touch points 	<ul style="list-style-type: none"> • Pre-onboarding touch points with candidates • Fortnightly and monthly meetings • Quarterly updates • Continuous engagement with the employee through leadership connects, easy access to HR, flat and open culture • Employee survey feedback • Exit interview feedback 	<ul style="list-style-type: none"> • Two-way communication with employees is a must at LatentView. The current engagement index stands at 8.3. Engagement strategies are used by leadership to actively listen and act • Career management and growth prospects • Learning opportunities • Compensation structure • Building a safety culture and inculcating safe work practices among employees • Flexible working hours • Improving diversity and inclusion • Unique Working Space - In-built innovation • Embolden the practice of intrapreneurship • Health and wellness programs • Learning and development opportunities
Customers	No	<ul style="list-style-type: none"> • Project-related calls and meetings • Project management reviews • Relationship meetings and reviews • Executive meetings and briefings • Customer visits • Responses to RFIs/RFPs • Sponsored events • Mailers, newsletters, and brochures 	<ul style="list-style-type: none"> • Half-yearly: Customer satisfaction surveys • Annual: Roundtable • Project need basis: As and when required • Continuous: LatentView website; social media (LinkedIn) 	<ul style="list-style-type: none"> • Understanding client, industry and business challenges • Identifying opportunities to improve LatentView's service and products for cross-selling • Deciding on investments and capabilities required to fulfil demand • Understanding client's data privacy and security requirements

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Sustainability Report 2024-2025

IDENTIFYING WHAT MATTERS MOST

Materiality analysis

In an increasingly complex and interconnected world, staying relevant requires more than just reacting to change; it demands anticipating what matters most. At LatentView, materiality is more than an exercise; it's an ongoing commitment to align our sustainability agenda with the evolving needs of our stakeholders and the rapidly shifting external environment.

In FY23, we undertook a comprehensive materiality assessment to identify and prioritize the environmental, social, economic, and governance issues that are most significant to our business and our stakeholders. This analysis continues to guide our sustainability strategy today, forming the backbone of how we navigate risks, create long-term value, and make meaningful progress toward our purpose-led, people-centric, and planet-conscious vision.

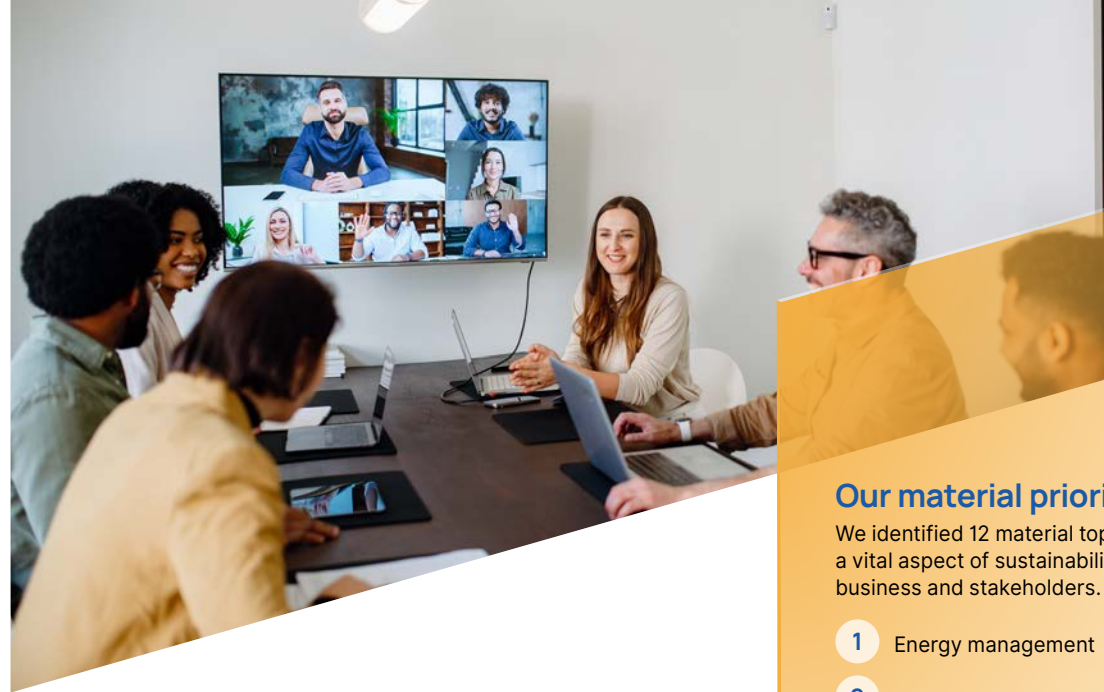
During FY25, we finalized the KPIs and targets for our material topics to strengthen our sustainability performance framework.

Our materiality assessment approach

We followed a structured and stakeholder-informed process to conduct our materiality analysis. The assessment was anchored in international frameworks such as the Global Reporting Initiative (GRI) and Sustainability Accounting Standards Board (SASB), and benchmarked against peers, customers, and industry leaders in the data and analytics ecosystem.

The steps included:

- Identifying relevant topics based on global frameworks, regulatory updates, and sustainability trends
- Engaging stakeholders through surveys, interviews, and consultations, to capture a broad range of perspectives
- Assessing impact and influence, evaluating how each topic affects our business and how important it is to our stakeholders
- Prioritizing issues based on relevance, urgency, and potential impact
- Aligning with business strategy, ensuring each topic connects back to our long-term goals and sustainability vision



Stakeholder-driven and future-focused

Our materiality assessment is built on the insights of those who matter most - our employees, clients, investors, and community partners. Their feedback helped refine our understanding of what truly matters and where our efforts can be most effective.

This year, we reassessed the relative importance of each material topic based on emerging trends and peer benchmarking. Two key shifts reflect our deepening sustainability maturity:

- The relevance of 'carbon emissions' has increased from 4 to 5, reflecting the rising urgency to act on climate
- 'Diversity and inclusion' moved from medium to high priority, highlighting our commitment to inclusive growth and workplace equity

A foundation for focused action

Our materiality framework helps guide our sustainability priorities by identifying the issues that matter most to our stakeholders and our business. These topics shape the way we design programs, track progress, and share our results, ensuring clarity and accountability.

This is an ongoing process. It evolves with our business, our people, and the operating environment. In this way, we remain focused on the issues that matter most, creating impact that is relevant, practical, and sustainable.

Our material priorities

We identified 12 material topics, each representing a vital aspect of sustainability that impacts our business and stakeholders. These are:

- 1 Energy management
- 2 Carbon emissions
- 3 Diversity and inclusion
- 4 Data security (Data privacy/Cybersecurity)
- 5 Social responsibility (Local communities)
- 6 Talent attraction and retention
- 7 Training and upskilling
- 8 Corporate governance
- 9 Customer satisfaction
- 10 Economic performance
- 11 Innovation
- 12 Compliance

Each of these topics contributes to our broader ambition of embedding sustainability into every layer of our operations - from how we manage energy and emissions, to how we treat our people, protect customer data, and contribute to societal well-being.

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FINANCIAL STRENGTH AS A FORCE FOR GOOD

Economic

Strong financial performance is not just a measure of success, it is an enabler of long-term sustainability. A robust economic foundation allows us to serve our stakeholders better, power our growth engines responsibly, and drive transformative change in the data analytics ecosystem.

In FY25, we continued to reinforce this foundation by delivering consistent, future-focused results while embedding sustainability into our operations.

Being purpose-led means pursuing profitability not in isolation, but in alignment with the well-being of people and the planet. A people-centric mindset ensures our growth translates into opportunities for our employees, customers, and communities. And being planet-conscious encourages us to reinvest our resources into environmentally responsible innovations that reduce our footprint while amplifying our impact.

KEY ECONOMIC MATERIAL TOPICS

1. **Economic performance:** Strive to maintain steady revenue and profitability, even in volatile macroeconomic conditions
2. **Customer satisfaction:** Loyalty, trust, and referrals from our clients are vital drivers of long-term financial stability
3. **Innovation:** New ideas, technologies, and data solutions fuel our competitive edge and open new frontiers of growth, both for us and for those we serve



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PROSPERITY SHARED. PROGRESS MULTIPLIED.

Economic performance

Economic performance is not just about financial metrics, it's about shared value. We view business success through a broader lens, one that balances profitability with long-term impact for our stakeholders and the ecosystem we serve.

In FY25, we demonstrated strong economic resilience and continued to outperform in a dynamic global environment. With our data-first mindset, strategic foresight, and consistent execution, we achieved Revenue from Operations of ₹8,478 million, marking a growth of over 32% from the previous year.

We also generated ₹1,305 million in net cash flow from operations, up ₹151 million from FY24, strengthening our ability to reinvest in innovation, people, and community impact.

Equitable value distribution

True to our belief in stakeholder capitalism, we measure success by how equitably we distribute value across our ecosystem. We are committed to sharing the wealth we generate, empowering employees, rewarding shareholders, collaborating with partners, and uplifting communities.

Particulars (₹ in million)	FY25	FY24
Revenue (A)	8,478	6,407
Other income (B)	690	737
Direct economic value generated (C) = (A)+(B)	9,168	7,144
Operating costs	1,272	812
Employee benefits expense	5,609	4,339
Payments to providers of capital	-	-
Payments to governments (total taxes)	552	384
Community investments	27	22
Economic value distributed (D)	7,460	5,557
Economic value retained (E) = (C)-(D)	1,708	1,587

We do not view financial health in isolation from our ESG responsibilities. It is our belief that profits made responsibly can, and must, be reinvested for maximum positive impact.

In FY25, the economic value distributed increased to ₹7,460 million, up from ₹5,557 million in FY24. These numbers speak not just about our financial health, but also about our intentional efforts to create a ripple effect of positive impact across the value chain.

The backbone of sustainable practices

The economic performance leads to long-term value creation, for our shareholders, our clients, our people, and society at large. By generating robust revenues and healthy profitability, we create a self-sustaining cycle of reinvestment into sustainable practices, social initiatives, and green innovations.

Our steady economic performance allows us to:

- Contribute meaningfully to reduce our carbon footprint
- Support our community upliftment programs with consistency
- Provide training and upskilling opportunities across our global teams
- Deliver high-quality, insight-driven value to our clients
- Ensure long-term returns to our investors with financial prudence
- Reinvest in advanced analytics, AI-readiness, and responsible tech development

We believe economic sustainability isn't the destination. It's the engine that propels our purpose.



Highlights of the year

- **\$100 million milestone crossed:** FY25 marked a defining moment in our journey as we crossed the \$100 million revenue threshold, a clear affirmation of our disciplined approach to sustainable growth
- **9 consecutive quarters of growth:** We closed the financial year with 9 consecutive quarters of revenue growth, underscoring the consistency of our client delivery engine and our continued ability to create value, even amid market uncertainty
- **Post-IPO progress:** Since our public listing in 2021, we have achieved 142% revenue growth, reinforcing our strategic clarity and delivering measurable returns to our shareholders

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BUILDING BONDS, NOT JUST BUSINESS

Customer satisfaction

As a purpose-led, people-centric, and planet-conscious company, we believe that delivering lasting impact begins with building deep, trusted relationships with our clients. By consistently delivering value, ensuring customer data privacy, and embracing proactive communication, we strive to not only meet but exceed expectations.

Customer satisfaction is a critical pillar of our sustainability agenda. It influences retention, fuels innovation, and strengthens our reputation across industries - from technology and consumer packaged goods to financial services and retail.

Zero customer complaints, data breaches, or service disruptions during FY25 is a tribute to our commitment to excellence, transparency, and trust.

Voices that guide us. Feedback that shapes us.

We believe that the most successful partnerships are built on listening. Our Voice of Customer (VoC) survey, conducted biannually by our dedicated Service Delivery Excellence (SDE) team, gives clients the opportunity to share candid feedback.

In our latest VoC cycle, 93% of respondents rated our partnership as satisfactory or highly satisfactory, and we recorded a recommendation score of 8.3/10 with a Net Promoter Score (NPS) of +41, all of which are strong indicators of brand loyalty and delivery excellence.

These insights are not taken lightly. Post-survey, our SDE team synthesizes the feedback into actionable plans, working closely with client teams to address specific areas for improvement. This continuous feedback loop ensures that our engagements remain aligned with evolving expectations, while embedding excellence into every deliverable.

Empowering proactive service

Customer engagement at LatentView is never reactive. We have implemented structured mechanisms for capturing feedback and handling concerns through multiple channels. Whether it's through business reviews, digital platforms, or direct communication, every interaction is treated with integrity and urgency.

Our Service Delivery Excellence (SDE) function further strengthens this approach by:

- Driving standardization and operational efficiency across projects
- Sharing cross-functional success stories to replicate proven methodologies
- Conducting quality audits and performance reviews to elevate team productivity

These steps help ensure that client concerns are not only heard but resolved swiftly, fostering a culture of ownership and responsiveness.

Trust is built on data privacy

In a digital-first world, data privacy and cybersecurity are non-negotiable. As an ISO 27001:2018 certified company, LatentView adheres to the highest standards of data protection and regulatory compliance. We follow a comprehensive Privacy Policy aligned with the EU General Data Protection Regulation (GDPR), ensuring that client data is handled with transparency, accountability, and care.

Our cybersecurity and privacy framework outlines:

- Secure collection, storage, and use of personal data
- Clear articulation of user rights and data handling practices
- Robust measures to mitigate data-related risks and ensure business continuity

Throughout FY25, we recorded zero data privacy issues, cybersecurity incidents, or regulatory penalties, highlighting the effectiveness of our risk management protocols and our unwavering commitment to client trust.

Communicating with clarity

We understand that our clients rely on us to deliver consistently, even during uncertain times. That's why we maintain a proactive communication strategy, especially during service disruptions, customer complaints, or risk events. We inform clients in real time, outlining the issue, the resolution timeline, and mitigation steps. This transparency not only upholds trust but also reinforces our reputation as a dependable, value-driven partner.

Satisfaction that sustains

Customer satisfaction is at the intersection of experience, performance, and purpose. It directly influences our long-term success and strengthens our ability to serve a broader mission. Happy customers create lasting value.

As we continue to evolve our offerings, including AI-driven enhancements for client feedback analysis, we remain focused on delivering insight-driven, secure, and personalized experiences.



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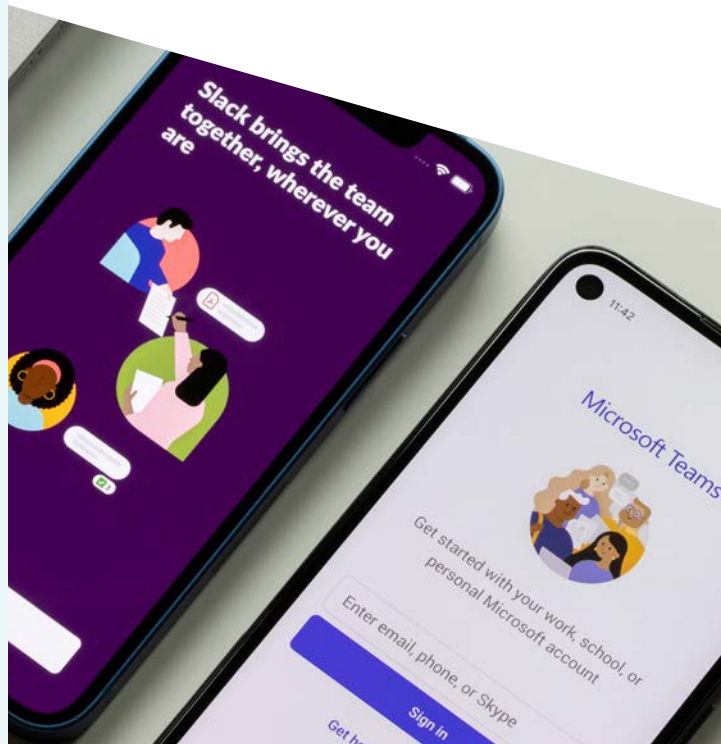
SOLVING REAL-WORLD PROBLEMS

Innovation

In a world shaped by constant digital disruption and climate urgency, our commitment to purpose-led innovation empowers us to address tomorrow's challenges today. For us, innovation fuels sustainability, enabling smarter decision-making, greener operations, and inclusive outcomes.

At the heart of our strategy is the conviction that innovation should not only accelerate business performance but also drive meaningful societal impact. Whether we're unlocking insights through artificial intelligence, designing sustainable business solutions, or nurturing human ingenuity, we innovate with intention and impact.

In FY25, delivered 440+ high-impact solutions and insights, accelerating innovation and delivering measurable client value.



From predictive intelligence to generative breakthroughs

As a forward-thinking data analytics company, we've long harnessed the power of artificial intelligence (AI) - across descriptive, diagnostic, and predictive layers of analytics. Today, we're pushing the boundaries by actively exploring Generative AI and Agentic AI solutions that move beyond experimentation to real-world impact, to reimagine client value, elevate experiences, and future-proof our capabilities.

The acquisition and integration of Decision Point has further sharpened our AI capabilities, enriching our solution-ing depth while expanding our innovation bandwidth across multiple industry verticals.

Every breakthrough begins with a curious mind

At LatentView, we firmly believe that people are the engines of innovation. Every employee is empowered to ideate, iterate, and innovate, not as an add-on, but as part of their core role.

We encourage intrapreneurship among our employees so that all employees can bring their ideas directly to the table instead of leaving and starting their own business. We always set up an internal innovation team that can work to refine their ideas and act as a sounding board.

Innovation, embedded into execution

Our Service Delivery Excellence (SDE) framework fuels our innovation engine. Designed to evolve with client needs, the SDE model drives continuous improvement, identifies transformation opportunities, and fosters client-centric innovation.

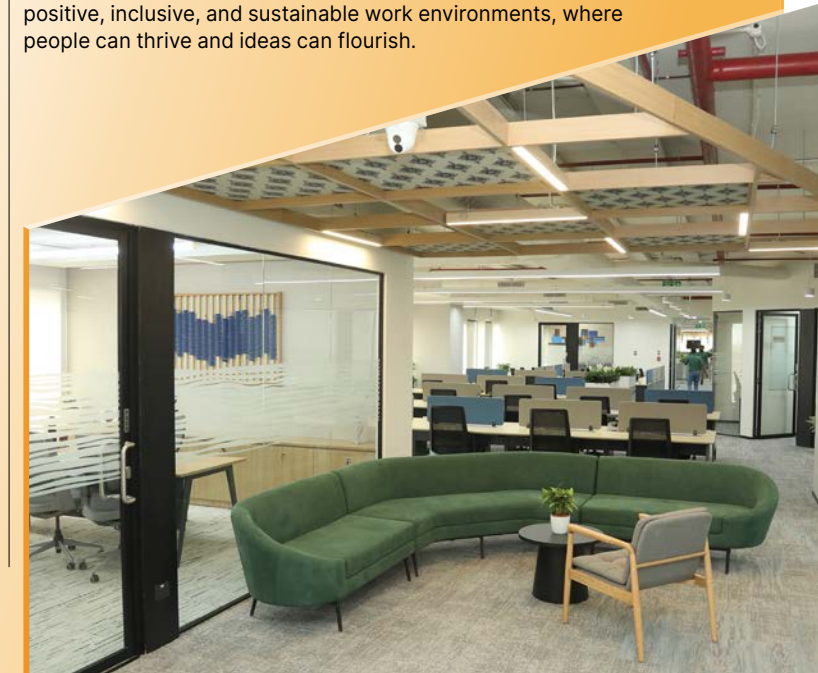
By integrating client feedback into every iteration, SDE helps us co-create solutions that are not only technically sound but also strategically aligned. Whether it is process innovation, cross-pollination of methodologies, or next-gen analytics models, our SDE approach ensures we're always one step ahead.

Capital investments that matter

Innovation also finds expression in how we enable our people and equip our workplace. We have made significant capital investments to completely redesign our office, embedding sustainability principles across energy efficiency, water conservation, and waste management. Some specific changes that create more healthier, inspiring and innovation-enabling spaces for our teams included:

- Ergonomic chairs and height-adjustable desks to promote physical well-being
- Training room upgrades for better learning experiences
- Desk exercise bikes to encourage micro-movement during work hours
- Better lighting solutions to reduce energy use while creating brighter, more productive spaces
- Introduction of green plants across the workplace to enhance air quality, well-being, and creativity

These improvements demonstrate our commitment to health-positive, inclusive, and sustainable work environments, where people can thrive and ideas can flourish.



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Environmental

Every footprint matters

While our core operations as a data analytics company have a relatively lower environmental impact compared to resource-intensive sectors, we understand that every footprint matters.

In today's dynamic global context, marked by climate change, resource scarcity, and ecosystem degradation, we are acutely aware of our role in shaping a greener, more resilient future. Our approach to environmental responsibility is not about checking boxes; it's about choosing better every day - better processes, better practices, and better outcomes for the planet.

As a digital-first organization, we are not dependent on fossil fuel-based manufacturing or extractive resources. However, this does not exempt us from responsibility. Rather, it positions us to lead by example - utilizing data, insights, and purposeful design to cultivate climate-conscious workplaces and practices.

Our material priorities

We have identified two key material issues that define our environmental responsibility and sustainability roadmap.

Energy management

Continually optimize energy usage across our global offices and data operations, energy stewardship is embedded in our everyday actions. This includes investing in creating energy-efficient and eco-friendly workspaces, which is included in the 'Green building practices' section.

Carbon emissions

Committed to consistently reducing our carbon output by integrating climate-conscious practices in all our operational decisions.



Extended environmental focus areas

In addition to our material topics, we prioritize two other focus areas that help shape a more comprehensive environmental strategy.

1. Water management

Efficient consumption and responsible usage of water across all offices

2. Waste management

Minimize the generation of waste and maximize recycling

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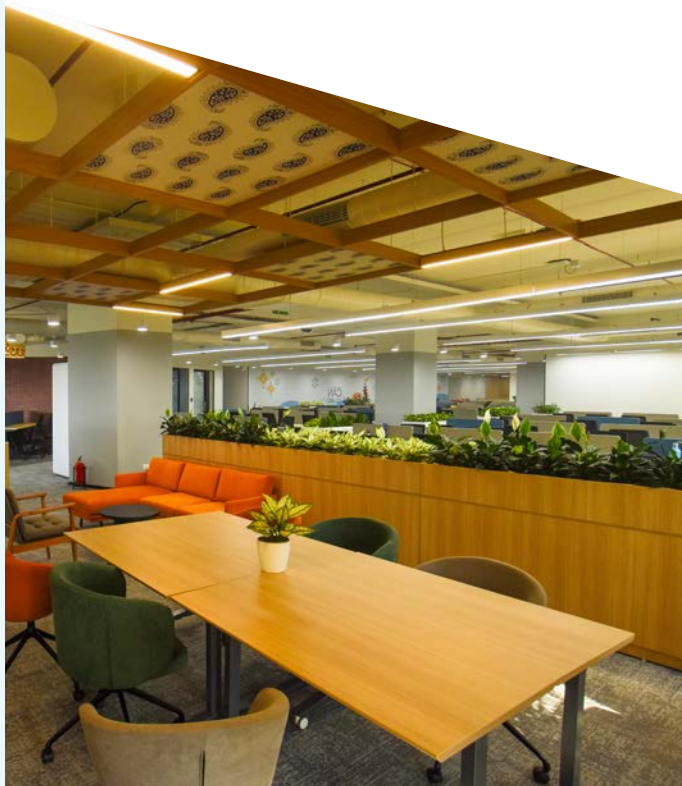


EFFICIENT BY DESIGN. RESPONSIBLE BY CHOICE.

Energy management

Sustainability begins with the choices we make every day, and energy is one of our most conscious ones. As a data-driven organization, we understand that how we consume energy directly shapes our environmental footprint. That's why we've made energy management a foundational pillar of our sustainability strategy.

Our approach is deeply intentional, built around measurable outcomes and reinforced by smart infrastructure and employee awareness.



2-pronged energy strategy

Optimize usage

We aim to reduce total energy consumption by implementing advanced efficiency measures across our facilities.

Go greener

We are steadily increasing our reliance on renewable energy, dramatically reducing the carbon intensity of our operations.

Energy efficiency and renewable energy are not an afterthought, they are engineered into our workspace design. Our headquarters at Chennai incorporates:

Eco-friendly refrigerants: All HVAC systems operate on CFC- and HCFC-free refrigerants, minimizing environmental impact while maintaining high performance.

Energy metering and monitoring: Sub-meters and continuous monitoring systems are in place to track consumption patterns and drive data-led efficiency improvements.

Efficient lighting design: LED lighting across facilities delivers at least a 30% reduction in Lighting Power Density compared to conventional standards.

Smart sensor systems: Motion sensors are installed in all occupied areas, while daylight sensors along building façades maximize natural light use and reduce unnecessary energy load.

On-site renewable energy: We are working toward a target where at least 12% of our total energy requirements are met through on-site renewable generation.

High-efficiency appliances: All equipment and appliances used are Energy Star or BEE 3-star rated, reinforcing our commitment to sustainable consumption.

These choices reflect our belief that even in an industry not directly reliant on resource-heavy infrastructure, we still carry an environmental responsibility, and we act on it with focus. Similarly, our global offices extend this commitment, which is detailed in the 'green building practices' section below.

Key achievements of FY25

Advancing EcoVadis performance

After earning a Bronze rating in our inaugural EcoVadis Sustainability Assessment, we have now crossed the threshold for a Silver medal, affirming progress across energy use, environmental governance, and impact.

Energy consumption and intensity

Energy in GJ	FY25	FY24
Total electricity consumption (renewable sources)	1,078.36	1,328.64
Total fuel consumption	0	0
Energy consumption through other sources	0	0
Total energy consumed from renewable sources	1,078.36	1,328.64
Total electricity consumption (non-renewable sources)	1,799.16	551.49
Total fuel consumption	99.16	4.77
Energy consumption through other sources	0	0
Total energy consumed from non-renewable sources	1,898.32	556.26
Total energy consumed (GJ)	2,976.68	1,884.90
Energy intensity per full time employee (GJ/FTE)	2.13	1.69

Note: FY24 numbers are standalone (India specific) while the FY25 numbers are for global operations. So, no comparisons can be made.

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Green building practices

At LatentView, we view our offices not just as work spaces but as living embodiments of our sustainability vision. Every design choice, every fixture, and every innovation is guided by the principle that the spaces we create must inspire people, respect the planet, and strengthen our long-term purpose.

From Chennai to San Jose, Seattle, London, and Bengaluru, our green building practices reflect our deep-rooted commitment to environmental stewardship, employee well-being, and resource efficiency.

Our Chennai headquarters - a flagship of eco-innovation

Our Chennai office, where nearly majority of our people work, continues to raise the bar in sustainable infrastructure. The campus is housed in Ramanujan Intellion Park, India's first EDGE Zero Carbon Certified Asset, which has also earned the WELL V2 Platinum core rating, a globally respected benchmark that integrates health, wellness, and environmental performance.

Eco-design approach

Energy efficiency: We use CFC- and HCFC-free refrigerants, LED lighting systems, and appliances that are Energy Star and BEE 3-star rated. Sub-meters and continuous monitoring enable granular visibility, while motion and daylight sensors optimize energy use. Together, these interventions reduce lighting power density by a minimum of 30%.

On-site renewables: Our infrastructure is designed to achieve up to 12% of total energy requirements through renewable sources, reinforcing our transition to low-carbon operations.

Water conservation: From dual-flush toilets and sensor-based faucets to health faucets fitted with aerators, water efficiency is built into our facilities. Treated water from advanced STP systems supports 100% reuse through a Zero Liquid Discharge (ZLD) facility - including using recycled water for flushing.

Interior materials: Eco-certified interiors, recycled materials, and reused components drive down embodied carbon while improving circularity.

Indoor environment: 80% of occupied areas offer direct views of exterior spaces, boosting well-being, while indoor air quality sensors ensure healthier spaces.

Global offices - extending the commitment

San Jose

Our San Jose office reflects California's bold renewable energy mandate, with the Irvine Company's procurement meeting CA RPS requirements, ensuring that nearly 38% of our building's power is sourced from renewables.

The premises carry LEED Gold certification, the world's most widely recognized symbol of sustainability achievement, alongside the UL Verified Healthy Building-Indoor Air rating, which ensures high-quality indoor air standards. In addition, the office has earned the WELL Health-Safety Rating, affirming robust safety and health protocols.

Seattle

Located within KORE West Park in Redmond, our Seattle office is part of a development committed to creating the first Circular Economy Industrial Park in the Baltic States. This pioneering ecosystem fosters industrial symbiosis, resource reuse, and minimal waste.

The park is aligned with the United Nations Sustainable Development Goals and the City of Redmond's Environmental Sustainability Action Plan, which targets an 89% reduction in community-wide emissions and carbon neutrality by 2050. These commitments resonate with LatentView's own ESG aspirations, as we integrate innovation, collaboration, and social responsibility into everyday operations.

London

Though a virtual office, our London location benefits from a building management team committed to Science Based Targets initiative (SBTi) pathways and Carbon Net Zero targets. This ensures alignment with Europe's advanced ESG frameworks and allows us to integrate local best practices into our global sustainability narrative.

Bengaluru

Our Bengaluru office incorporates baseline sustainable practices such as energy-efficient lighting and waste segregation. While smaller in scale, it reflects our ethos that no action is too minimal when it contributes to a planet-conscious workplace.



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CLEANER CHOICES. GREENER FUTURE.

Carbon emissions

Our commitment to a sustainable planet is deeply embedded in how we operate, design, and scale our systems. As a purpose-led and planet-conscious data analytics company, we understand that reducing carbon emissions is not just a regulatory necessity, but a collective responsibility to future generations.

While our business may not be resource-intensive in the traditional industrial sense, we recognize the importance of minimizing our climate impact through deliberate and forward-thinking environmental practices. Our carbon reduction strategy is rooted in innovation, powered by data, and brought to life by our people.



Reducing carbon intensity

Our approach begins with reducing the carbon intensity of our day-to-day operations. Key interventions designed to cut down direct and indirect emissions includes:

- Combination of energy efficiency measures and increasing the use of renewable energy through green building practices, as shared in the energy management section
- Already phased out R22 refrigerants, shifting to alternatives with lower global warming potential (GWP), reducing emissions while aligning with international environmental protocols
- Have deployed CO₂ monitoring sensors throughout our offices to track and optimize indoor air quality, a small but essential step toward ensuring climate-aware infrastructure design
- Increasing focus on Scope 3 measurements

Advancing our Scope 3 journey

Sustainability isn't limited to our premises. FY25 year saw us advancing our Scope 3 emissions assessment, capturing our broader environmental footprint from indirect sources.

- Till last year, we measured business travel, purchased goods and services, employee commute patterns, and work-from-home energy consumption
- This year in FY25, we added capital goods and fuel & energy related activities under scope 3
- For FY25, the emissions tracked covered our global operations, giving us a more comprehensive picture of our impact

By evaluating these upstream and downstream emissions, we're able to make smarter decisions around procurement, hybrid working, and travel policies. This holistic view helps us identify targeted areas for intervention.

Key achievements of FY25

Consistent CDP score

Our CDP score remained steady at 'C', even as the CDP framework introduced changes to its assessment parameters.

Energy consumption and intensity

Parameter	FY25	FY24
Scope 1 emissions (tCO ₂ e)	5.85	1.07
Scope 2 emissions (tCO ₂ e)	414.804	109.69
Scope 3 emissions (tCO ₂ e)	2,243.48	1,021.34
Scope 3 emissions per rupee turnover (tCO ₂ e/₹)	0.00000028	0.00000036
Scope 3 emission per ton of output (tCO ₂ e/ton)	1.604	0.96
Scope 1 + 2 emissions (tCO ₂ e)	420.654	110.76
Scope 1 + 2 emissions per rupee turnover (tCO ₂ e/₹)	0.000000053	0.000000037
Scope 1 + 2 emission intensity (tCO ₂ e /FTE)	0.301	0.09
Total emissions (including scope 3) (tCO ₂ e)	2,664.11	1,132.10

Note: FY24 numbers are standalone (India specific) while the FY25 numbers are for global operations. So, no comparisons can be made.

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EFFICIENCY FUELS SUSTAINABILITY

Key focus areas (other than material issues)

1. Water management

We understand that every drop counts. Even though our operations are not water-intensive, we treat water as a precious shared resource and make every effort to manage it with care and foresight.

As a purpose-led and planet-conscious organization, we strive to reduce our water footprint through thoughtful infrastructure upgrades, responsible practices, and a conservation-focused culture. This is how we turn everyday choices into long-term impact.



Integrating technology for smarter use

Our water conservation strategy begins with deploying technology to make consumption smarter and leaner. Across our offices, we've installed a wide range of water-efficient fixtures, including sensor-activated faucets, dual-flush toilets, and health faucets fitted with aerators. These installations are designed not just to reduce wastage but also to ensure hygiene, especially in high-traffic common areas. We also use recycled water for flushing, further reducing our reliance on freshwater resources.

Furthering our commitment, restrooms across facilities are equipped with touch-free sensor taps to minimize usage and encourage water-conscious behavior. Beyond functionality, our inclusive restroom facilities are also designed for universal accessibility, ensuring sustainability extends to inclusivity.

Zero Liquid Discharge (ZLD) facility

At our Chennai location, we operate within an IT park that houses a state-of-the-art ZLD facility. This cutting-edge infrastructure includes a dedicated Sewage Treatment Plant (STP), ensuring that 100% of wastewater generated is treated and recycled within the premises. We use recycled water for flushing, further reducing our dependence on freshwater resources. No liquid effluents are discharged externally, reinforcing our commitment to environmental stewardship.

This closed-loop system not only enables efficient water recycling but also eliminates the need for external water transportation, thereby reducing the greenhouse gas emissions associated with water procurement and disposal. In essence, the ZLD facility helps us balance sustainability with operational efficiency.

Educating for everyday impact

We believe that creating a culture of conservation is as crucial as the infrastructure itself. We are actively addressing this through internal campaigns that promote water-sensitive behaviors, both at work and beyond. From informational signage in restrooms to digital communication campaigns, we continuously encourage our teams to conserve water as part of their everyday routine.

Withdrawal and consumption of water

Water withdrawal by source (in kiloliters)	FY25	FY24
(i) Surface water	0	0
(ii) Ground water	0	0
(iii) Third party water	520	286
(iv) Seawater / Desalinated water	0	0
(v) Others: Flush / Recycled water	1,462	3,898
Total volume of water withdrawal (in kiloliters)	1,982	4,184
Total volume of water consumption (in kiloliters)	1,982	4,184
Water consumption intensity per rupee of turnover (in kiloliters/₹)	0.0000005	0.0000014
Water intensity per Full Time Employee (in kiloliters/FTE)	1.69	3.86

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LatentView
Actionable Insights • Accurate Decisions

Key focus areas (other than material issues)

2. Waste management

As a data-driven and purpose-led organization, we recognize that how we manage our waste today will define the environmental legacy we leave tomorrow. We fully understand the growing environmental risks posed by global waste generation, especially e-waste, which is uniquely relevant to the IT and analytics industry.

From awareness to action

Our waste management philosophy is rooted in the 3R approach - Reduce, Reuse, Recycle. Whether it is food waste in the pantry or e-waste from servers and systems, we aim to manage every stream responsibly.

In FY25, we strengthened our tracking and reporting efforts to measure the types and quantities of waste generated, thus laying the foundation for better planning and performance benchmarking in the years ahead.

Our 3-pronged strategy

We follow a structured, outcomes-focused approach to manage waste:

1. Track

Measure and monitor waste at the source

Maintain digital logs for accountability

2. Segregate and dispose

Source-level segregation into food, plastic, and paper

Special bins for e-waste placed strategically (restrooms, UPS room, etc.)

Safe handover to certified vendors for responsible disposal

3. Use eco-friendly alternatives

Shift to sustainable materials and long-lasting products

Eliminate items with short life cycles or high ecological impact

E-waste: Responsible recycling with certified partners

Electronic waste, though often invisible in daily operations, poses one of the most significant environmental threats in our industry. We manage it head-on by partnering with authorized recyclers who comply with Pollution Control Board (PCB) norms, ensuring responsible handling and recovery of metals, plastics, and other materials.

All e-waste, from cables to cartridges, is sorted and processed through designated bins and handed over for recycling in accordance with the highest environmental standards. This mitigates the risk of hazardous substances such as mercury and lead entering the ecosystem.

Sustainable choices at the workplace

Small changes lead to significant impact. In FY25, we scaled several initiatives to reduce everyday waste generation:

Single-use plastic was eliminated in our canteen, replaced by reusable sustainable cutlery reducing dependence on disposables

Disposable paper cups were phased out, with more eco-friendly options introduced

Waste from carton boxes and newspapers is now disposed through ITC's 'Well-being Out of Waste (WOW)' initiative, promoting circular economy practices

Each of these choices not only reduces landfill pressure but also strengthens our resolve to be an eco-conscious workplace.

Creating a culture of conscious consumption

Our waste management efforts go beyond systems. They are driven by people. Through internal campaigns, signage, and peer advocacy, we cultivate a workplace culture that values thoughtful consumption and responsible disposal. Employees are encouraged to participate actively in recycling programs and educated about the environmental impacts of their daily habits.

By nurturing this culture, we empower every LatentView employee to be a sustainability ambassador, on campus and beyond.

A circular mindset for a linear challenge

As global waste challenges continue to escalate, we remain focused on circular thinking, transforming what was once waste into a potential resource. Whether through reusing office infrastructure during renovations or sourcing recycled materials for acoustic panels, our approach is holistic and future-facing.

Waste generated and recycled

Total waste generated (in metric tonnes)	FY25	FY24
Plastic	2.32	2.17
Paper	2.56	2.60
Total	4.88	4.77
Waste intensity per Full Time Employee (FTE)	0.0047	0.0044
Waste intensity per rupee of turnover	0.000000001	0.000000001

Note: FY24 numbers are standalone (India specific) while the FY25 numbers are for global operations. So, no comparisons can be made.

For each category of waste generated, total waste recovered through recycling, re-using or other recovery operations (in metric tonnes)

Category of waste	FY25	FY24
Recycled	4.88	5.38
Re-used	0	0
Other recovery operations (safely disposed)	0	0
Total	4.88	5.38

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Social

Growing with people

Long-term sustainability is inseparable from social equity. Our business is built on human potential - driven by our people and inspired by the communities we serve. Whether we're enabling careers in data analytics or empowering under served communities with access to education and livelihood opportunities, our social agenda is defined by one core belief: **progress is meaningful when it is inclusive.**

We continue to advance our social goals through an integrated strategy that centers on employee well-being, diversity and inclusion, skills development, and community engagement. This people-centric approach not only supports business success but helps build a more equitable, resilient society.

Fostering a workforce that thrives

Our employees are the soul of our business, and investing in them has been our top priority. In a competitive and fast-evolving industry like data analytics, attracting, developing, and retaining exceptional talent is crucial. We've cultivated a workplace that champions belonging, continuous learning, and professional growth, a culture where everyone can bring their best selves to work.



BEYOND BUSINESS. INTO THE COMMUNITY.

Our responsibility doesn't end at the workplace. It extends to the communities we operate in. Guided by the belief that shared prosperity fuels real progress, we align our CSR investments to areas that deliver measurable and scalable impact.

We continue to build comprehensive programs around four material focus areas:

1. Talent attraction & retention

From transparent performance management to well-being initiatives, we support employees at every stage of their journey.

2. Training & upskilling

Through structured development programs and specialized learning tracks, we help our workforce stay ahead of the curve in a rapidly digitizing world.

3. Diversity & inclusion

We embrace a future where opportunity knows no bias. Our DE&I initiatives are designed to create equitable access and build diverse leadership pipelines.

4. Local communities

Our community engagement strategy revolves around

Education

Livelihood

Sporting talent development

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EMPOWERING PEOPLE. ENRICHING POTENTIAL.

Talent attraction and retention

Our people are at the core of our success and sustainability. In a rapidly evolving data-driven world, attracting and retaining top-tier talent is not just a strategic imperative, it's a reflection of who we are. Grounded in our purpose-led, people-centric philosophy, we strive to create a workplace that nurtures ambition, fuels development, and enables meaningful growth for every individual.

We believe that great performance comes from happy, healthy, and inspired people. That's why our talent strategy is anchored in the 4 R's:

1. Recognition is a part of our rhythm
2. Re-training through continuous upskilling
3. Respect for Diversity, Equity and Inclusion
4. Rejuvenation through holistic wellness programs

From recruitment to retirement, our policies ensure fairness, meritocracy, and inclusivity. We follow a transparent, competency-based hiring process and extend equal opportunity to all, regardless of gender, background, or disability.



Recognizing and developing high potential

We invest in our people as long-term partners. Our **Rising Star Program** identifies the top 1% of high-performing employees every six months, offering them accelerated career tracks, leadership exposure, and access to elite learning opportunities such as Stanford LEAD, Kellogg, Purdue, and IIM programs. This year, **7 employees** completed premier executive education courses, while **5 more** are currently pursuing industry-leading certifications. These efforts build our internal leadership pipeline and reinforce our belief in promoting from within.

Performance reviews are 100% universal and deeply developmental, offering career clarity and internal mobility. Our compensation strategy, regularly benchmarked against industry peers, ensures skill-based allowances and total pay equity across roles and geographies.

Performance and career development reviews of employees

Employees	FY25			FY24		
	Total (A)	No. (B)	% (B/A)	Total (C)	No. (D)	% (D/C)
Male	895	895	100%	674	674	100%
Female	456	456	100%	408	408	100%
Total	1,351	1,351	100%	949	1,082	100%

Note: FY24 numbers are standalone (India specific) while the FY25 numbers are for global operations. So, no comparisons can be made.



Return to work and retention rates of permanent employees who took parental leaves

Gender	Return to work rate	Retention rate
Male	100%	100%
Female	100%	100%
Total	100%	100%

Note: These numbers are for global operations.

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Talent attraction and retention

Supporting employee well-being

Employee wellness is part of our core business philosophy, our comprehensive Occupational Health & Safety (OHS) system safeguards both routine and non-routine risks, empowering employees to proactively identify and report hazards without fear.

We recorded zero safety incidents and zero complaints on working conditions in FY25, a tribute to our proactive approach and safe work culture.

Introducing PRANA - our holistic wellness program

At LatentView, our greatest strength is our people. Our wellness program, PRANA, fosters a culture where individuals thrive physically, mentally, and socially through mutual support and shared responsibility.

PRANA is built on the belief that health and well-being are fundamental employee rights and a collective responsibility. It promotes holistic wellness by empowering employees to co-create initiatives across three spheres: Individual, Community, and Workplace, ensuring sustainable and connected wellness for all.

These spheres of influence are anchored in five pillars of wellness. Each pillar addresses a vital dimension that contributes to balance in an individual's life

1. **Mental and Emotional Wellness**
2. **Physical Wellness**
3. **Financial Wellness**
4. **Occupational Wellness**
5. **Social Wellness**



Caring beyond the office

Every employee at LatentView receives comprehensive health and accident insurance, maternity and paternity benefits, and access to non-occupational healthcare services, including annual preventive check-ups and mental wellness resources.

We've thoughtfully implemented inclusive restroom facilities, ergonomically designed workspaces, and policies that ensure employees can safely remove themselves from potentially hazardous situations.

Details of measures for the well-being of employees

Category	Total (A)	Percentage of employees covered by									
		Health insurance		Accident insurance		Maternity benefits		Paternity benefits		Day care facilities	
		No. (B)	% (B/A)	No. (C)	% (C/A)	No. (D)	% (D/A)	No. (E)	% (E/A)	No. (F)	% (F/A)
PERMANENT EMPLOYEES											
Male	895	895	100	895	100	NA	NA	895	100	741	82.79
Female	456	456	100	456	100	456	100	NA	NA	392	85.96
Total	1,351	1,351	100	1,351	100	456	100	895	100	1,133	83.86

Note: Only India office has day care facility

Culture, compensation and career progression

We have cultivated a culture where talent flourishes in a supportive, ethical, and high-performance environment. Our values of respect, transparency, and continuous learning reflect in everything we do, from skill-based pay and flexible career pathways to our zero-tolerance stance on discrimination. By intertwining well-being, recognition, and development, we've built a virtuous cycle that attracts the best minds and helps them build meaningful careers. As we grow, we remain committed to sustaining this culture of care, one where every team member is empowered to perform, progress, and prosper.

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LatentView
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KNOWLEDGE THAT POWERS PROGRESS

Training and upskilling

In a world where analytics evolves by the minute, we believe that keeping pace isn't enough, we strive to lead. Our approach to training and upskilling ensures that our workforce is prepared not only for today's challenges but is also primed to solve tomorrow's opportunities.

Our learning ecosystem is intentionally designed to be inclusive, adaptive, and future-facing. Whether it's a new hire entering our bootcamp or a senior leader participating in STEP, every employee has access to structured, curated, and customized learning paths.

In FY25, our strategic talent development approach enabled us to:

- Log over 66,680+ learning hours
- Achieve 78% training coverage across all employee levels
- Record a 7.9 employee engagement score, highlighting our people-first culture

Core principles of our learning philosophy

- Mastery through applied learning and experimentation
- Empowering employees with the freedom to chart their own learning journeys
- Leveraging blended formats for dynamic, flexible learning experiences
- Encouraging self-driven, proactive skill development

Where learning never stops

We place a strong emphasis on upskilling through comprehensive range of Learning and Development (L&D) programs designed to boost both productivity and career progression. To meet the diverse learning needs of our employees, we offer a blend of self-paced and structured training initiatives. These include:

LEAP (Learning Excellence Acceleration Program)
Certified online courses in analytics, technology, and business that help employees reskill or specialize. Course fees are reimbursed upon completion to encourage active participation.

Platform partnerships
Collaborations with Udemy help employees access cutting-edge learning from external industry experts, providing them with unlimited access to a library of over 10,000 courses.

Professional and behavioral training
Monthly sessions in leadership, time management, and communication prepare our teams for both technical as well as behavioral excellence.

Peer learning
Regular webinars and knowledge exchanges support a collaborative learning environment, driving cross-team innovation.

Compliance training
Mandatory modules on PoSH, ABAC, Data Security, and Information Security Awareness ensure we remain compliant and accountable.



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Training and upskilling

Bootcamps for fresh talent

Our six- to nine-week bootcamps onboard campus hires with foundational skills in SQL, Python, and cloud platforms. Designed to simulate real-world challenges, these bootcamps blend learning with live projects, building confidence, competence, and business storytelling ability.

Bootcamps in FY25

- **Number of Bootcamps organized for campus hires: 5**
- **Number of participants onboarded: 170**
- **Number of graduates: 164**

Lateral hires training

Mid-career professionals are equipped through customized onboarding programs featuring two technical courses, a behavioral storytelling session, and cross-functional knowledge transfer, helping them align quickly with our culture and client standards.

Nurturing the next generation of leaders

Empower is a 2-year development journey for emerging leaders. Participants engage with industry experts and internal mentors, sharpening strategic, operational, and leadership capabilities through a real-time learning model. Through Empower, participants will develop expert-level proficiency across seven core leadership competencies.

The skill dossier

Each employee is equipped with a skill dossier, a personalized digital logbook to track their learning progress. This ensures that training aligns with both personal aspirations and organizational goals, allowing employees to own their career journeys.

The Thrive framework: Careers with clarity

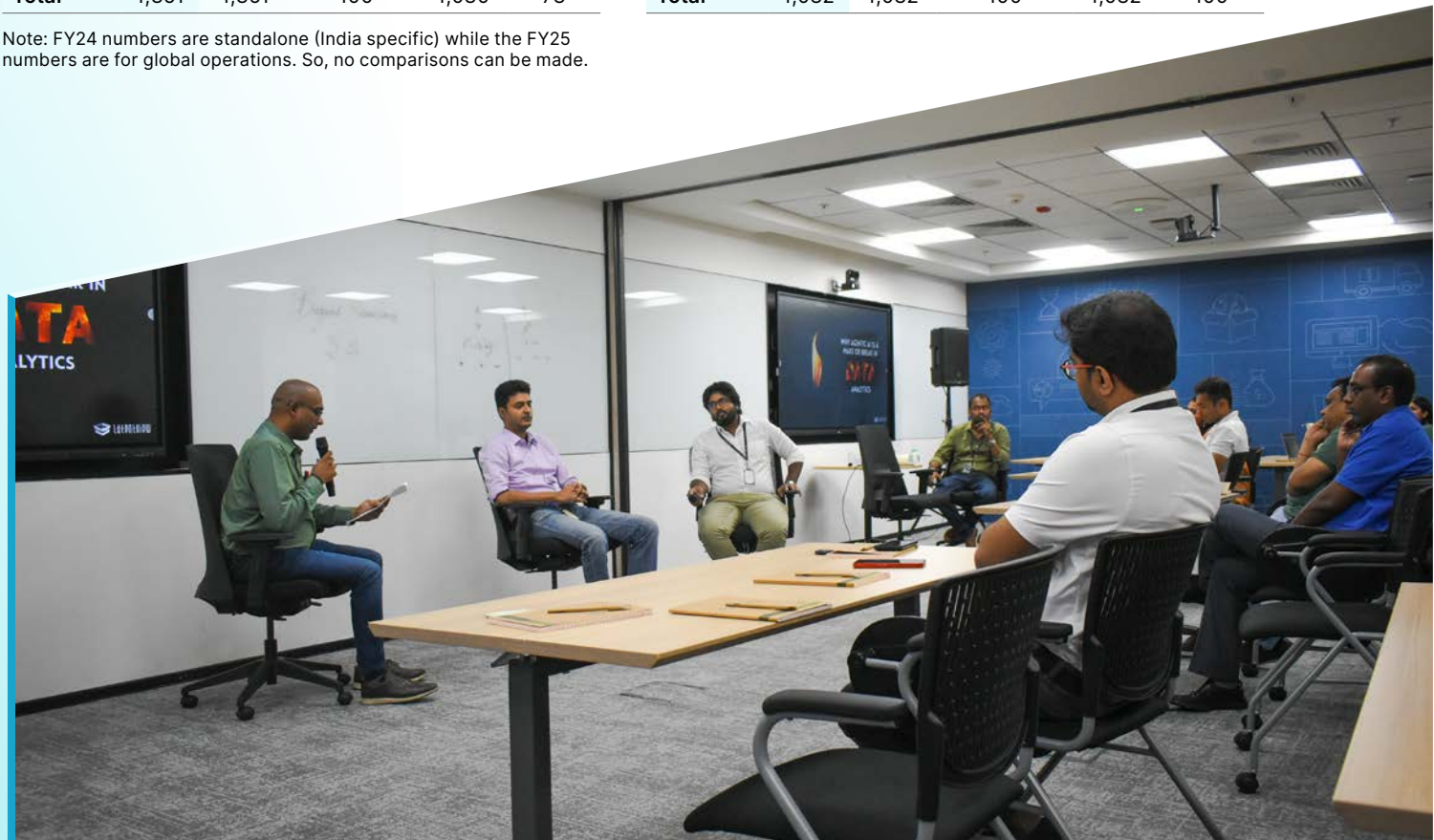
Our Thrive Career Framework is a transparent roadmap that enables employees to explore growth avenues within the organization. It facilitates meaningful career conversations, aligns aspirations with business goals, and ensures clarity on role expectations. In doing so, it fuels both internal mobility and cross-functional excellence, two pillars of our high-performing culture.

Training given to employees

Category	FY25				
	Total (A)	On health & safety / wellness measures		On skill upgradation	
		No. (B)	% (B/A)	No. (C)	% (C/A)
Male	895	895	100	664	75
Female	456	456	100	366	79
Total	1,351	1,351	100	1,030	78

Category	FY24				
	Total (D)	On health & safety / wellness measures		On skill upgradation	
		No. (E)	% (E/D)	No. (F)	% (F/D)
Male	674	674	100	674	100
Female	408	408	100	408	100
Total	1,082	1,082	100	1,082	100

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A CULTURE WHERE EVERY VOICE COUNTS

Diversity and inclusion

In a world defined by complexity, the most powerful insights emerge when diverse minds come together. Our inclusive culture strengthens our ability to solve complex problems, fuels innovation, and makes our workplace more enriching and equitable for all.

We are committed to creating an environment that supports all employees - irrespective of gender, background, disability, or belief. As a validation of our efforts, we were honored to be named as Great Place to Work® in India for 2024-25, India's Best Workplaces™ for Millennials 2024 and one of the Best Workplaces™ for Women in India in the same year.

The Diversity & Inclusion index stands at 8.6, reflecting strong employee satisfaction.

Inclusive by design. Equitable by nature.

Our Chennai campus, where majority of our workforce is located, reflects universal accessibility standards. From ramps, elevators with Braille buttons, to gender-neutral, accessible washrooms, we ensure our infrastructure speaks the language of inclusion.

We have also installed wheelchairs, battery-powered vehicles, and implemented emergency protocols that include easily movable stretchers, prioritizing dignity and care for persons with disabilities.

Equal opportunity at every level

Our Equal Employment Opportunity & Anti-Discrimination Policy, aligned with the Rights of Persons with Disabilities Act, 2016, upholds our stance on merit-based employment and promotion decisions. Accessible on our internal HRIS system, this policy ensures that every employee is respected, valued, and supported.

Employment decisions at LatentView are based purely on merit; without bias toward age, gender, marital status, disability, religion, sexual orientation, or ethnicity. Our Business Code of Conduct reinforces fairness in recruitment, compensation, development, and performance appraisals.

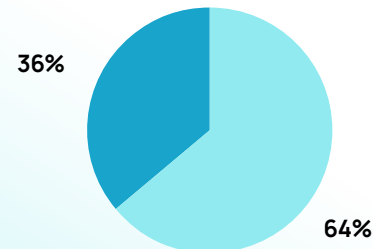
We have achieved a 36% women diversity ratio, and continue to strive for greater representation across all levels. Practicing inclusion is our strength Training for managers on Unconscious Bias

Through our Engagement Pulse survey, our employees rated high on below areas:

- Freedom to express ideas - **8.8**
- Treat us with equality and empathetic managers - **8.9**
- As a Org works towards eliminating discrimination - **8.6**

Gender diversity in LatentView in FY25 (in %)

● Men ● Women



Safety, respect, and a culture of accountability

Creating a safe, harassment-free environment is paramount. We have implemented a robust Prevention of Sexual Harassment (POSH) policy supported by an active Internal Complaints Committee (ICC) that protects employee rights and dignity.

Number of complaints reported in FY25: Zero
To ensure transparency and voice, our whistle-blower mechanism empowers employees to report unethical conduct confidentially, without fear of retaliation.

WINGS: Women innovating, networking, and growing

We launched the LatentView Women Network Group (WiNG) on March 7, 2025. This initiative is designed to empower women professionals across all levels and geographies, providing a platform to connect, collaborate, and lead.

WINGS six-pronged philosophy

- **Inclusion**
- **Collaboration**
- **Mentorship**
- **Skill development**
- **Advocacy**
- **Empowerment**

WINGS drives engagement through

WiNGS drives engagement not just within the organization but also extends support through outreach programs accessible for employee's family members as well.

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PURPOSE BEYOND PROFITS

Local communities

True progress is not only measured by business outcomes alone, but also by how we uplift the communities around us. Our community engagement strategy is rooted in inclusion, empowerment, and measurable impact.

We partner with trusted organizations and involve our people in driving grassroots change, ensuring our interventions go beyond philanthropy to foster dignity, opportunity, and transformation.

Our CSR framework focuses on long-term impact - empowering youth, nurturing talent, enhancing livelihoods, and promoting sustainability.

Strategic focus areas

Education

Unlocking potential through access, equity, and innovation

Livelihood

Empowering individuals and families with market-ready skills

Environment

Strengthening climate resilience and biodiversity



FY25 at a glance

₹27 million invested

In CSR initiatives

65,000+ lives

Positively impacted

7 NGO partnerships

Aligned with SDGs

2 flagship

Programs & 5 satellite projects implemented

Our flagship programs

1. Chennai Kaalpandhu League (CKL)

Kicking where it counts

CKL is our grassroots football program that leverages the passion for football as a medium for school engagement and holistic development.

This year:

540 students from government schools competed

31 students received training at a **FIFA-accredited academy**, Chennaiyin FC, and attended an exposure camp with BFC for a week, while participating in various tournaments

50 employees volunteered for scouting across 18 schools and mentored students over a 3-4 month training period

Home-and-away matches within the teams were conducted to create a culture of camaraderie and confidence

The Grand Finale was graced by sports champions (Joshna Chinappa - Indian squash player, and Sri Karthik Sabariraj - Indian shooter) inspiring the next generation

Rising star - Maruva Farzeen

From her first match at 11 to becoming CKL Season 4's top scorer and Best Player, Maruva Farzeen has turned setbacks into stepping stones. Competing fearlessly and earning a full scholarship at the SDAT Sports Hostel, she embodies resilience, passion, and the power of opportunity.

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Training and upskilling

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Local communities

2. Project Apoorva

Building data-savvy youth

Project Apoorva is designed to bridge the opportunity gap by empowering 4,000 students from Classes 9 to 12 with future-ready skills. Through training in digital literacy, data analytics, and spoken English, the program builds confidence, enhances employability, and equips young learners to pursue higher education and meaningful careers in the digital economy.

4,079 students benefited

Launched *Capstone Projects* for Grade 11 students, enabling them to analyze real-world data in teams, guided by LatentView volunteers. The initiative sharpened their data skills while fostering teamwork, problem-solving, and communication. Introduced in 10 schools, with 18 employee mentors, they presented their insights in *Capstone Showcase*, where 12 employees evaluated and offered career guidance

Chess Data Quest: Students paired in teams not only played chess but also analyzed moves and strategies as data, combining critical thinking with data analytics. The event culminated on Children's Day with presentations linking chess strategies to data interpretation



Satellite projects

Empowering education for all

PROGRAMS WITH PURPOSE

1. **Sevalaya career counseling & higher education scholarship program:** During FY25, 41 students have benefited from higher education scholarships and 458 have received career counseling support. 68 have successfully graduated since 2018.
2. **Aid India - Eureka Superkidz:** Set up after-school learning centers in 15 rural villages across Ramanathapuram, an aspirational district under NITI Aayog, positively impacting 524 children
3. **Madras Dyslexia Association:** Established three resource rooms in government-aided schools, supporting 300 children with dyslexia
4. **Indus Action:** Aims to strengthen the Tamil Nadu E-Governance Agency (TNeGA) and e-Sevai operators, improving public service delivery through the e-Sevai portal

Environmental impact

COMMUNITY-FIRST APPROACH

5. **Constructed wetlands project:** Implemented in Velachery as a nature-based intervention, it has helped reduce waterlogging, improved flood preparedness, and enhanced biodiversity, creating a healthier ecosystem and enhancing the quality of life for surrounding communities.

Community engagement model

LISTEN WITH HEART

We follow a participatory, insight-driven model, ensuring that all CSR initiatives reflect local needs and deliver real-world impact. Our feedback mechanisms include:

- Regular reviews with NGOs and stakeholders
- Ongoing engagement with school authorities, parents, and students
- Grievance redressal through direct engagement and situational assessments

Employee-driven impact

VOLUNTEERING AS A CULTURE

Our employees are central to our social impact:

- 105+ employees volunteered across initiatives, from mentoring and panel judging to event planning
- CKL mentoring, Sevalaya cheque ceremonies, and Capstone evaluations are just some of the platforms where our people stepped up with purpose

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Governance

Ethics at the core. Accountability by design.

For us, governance is more than a regulatory obligation, it is a reflection of who we are and how we lead. Our governance framework strengthens every aspect of our business. It ensures we deliver value responsibly, safeguard stakeholder interests, and build trust in everything we do, from data security and compliance to ethical conduct and strategic leadership.

As an analytics-driven organization, we believe good governance is a data-informed, principle-driven, future-ready discipline, integrated seamlessly into our strategy and operations.

RELATED MATERIAL ISSUES

We prioritize governance across 3 critical sustainability domains.

Corporate governance:

Upholding high standards of transparency, board oversight, and ethical conduct

Data security:

Safeguarding sensitive information with robust cybersecurity and privacy controls

Compliance:

Ensuring full alignment with all applicable laws, frameworks, and industry best practices



OUR GOVERNANCE PHILOSOPHY

Our governance is shaped by a philosophy that blends ethical leadership with operational excellence. It enables us to manage risks proactively, uphold compliance, and maintain the highest standards of transparency and fairness.

1. Ethical business practices

Integrity, responsibility, and accountability are the pillars of our operations. We ensure every decision reflects our unwavering commitment to doing the right thing.

2. Fairness and transparency

We foster open, honest communication with all stakeholders. Our governance culture values clarity, objectivity, and consistency in every engagement.

3. Leadership with accountability

Our leadership team defines the strategic direction while embodying the principles of responsible governance. The tone at the top cascades through the organization, shaping a culture of ownership and ethical performance.

4. Strategic alignment

Governance at LatentView is not a standalone function; it is interwoven into our business strategy. This alignment enables smarter decision-making, informed resource allocation, and sustained long-term growth.

5. Checks, balances, and oversight

We maintain a rigorous system of internal controls through audits, board evaluations, and a structured accountability framework. This ensures every action is deliberate, fair, and compliant with both the letter and spirit of the law.

6. Compliance and agility

As governance norms evolve, we stay ahead of the curve. We regularly review and enhance our policies to meet emerging regulatory, legal, and ethical standards.

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ENABLING STAKEHOLDER TRUST THROUGH ETHICS

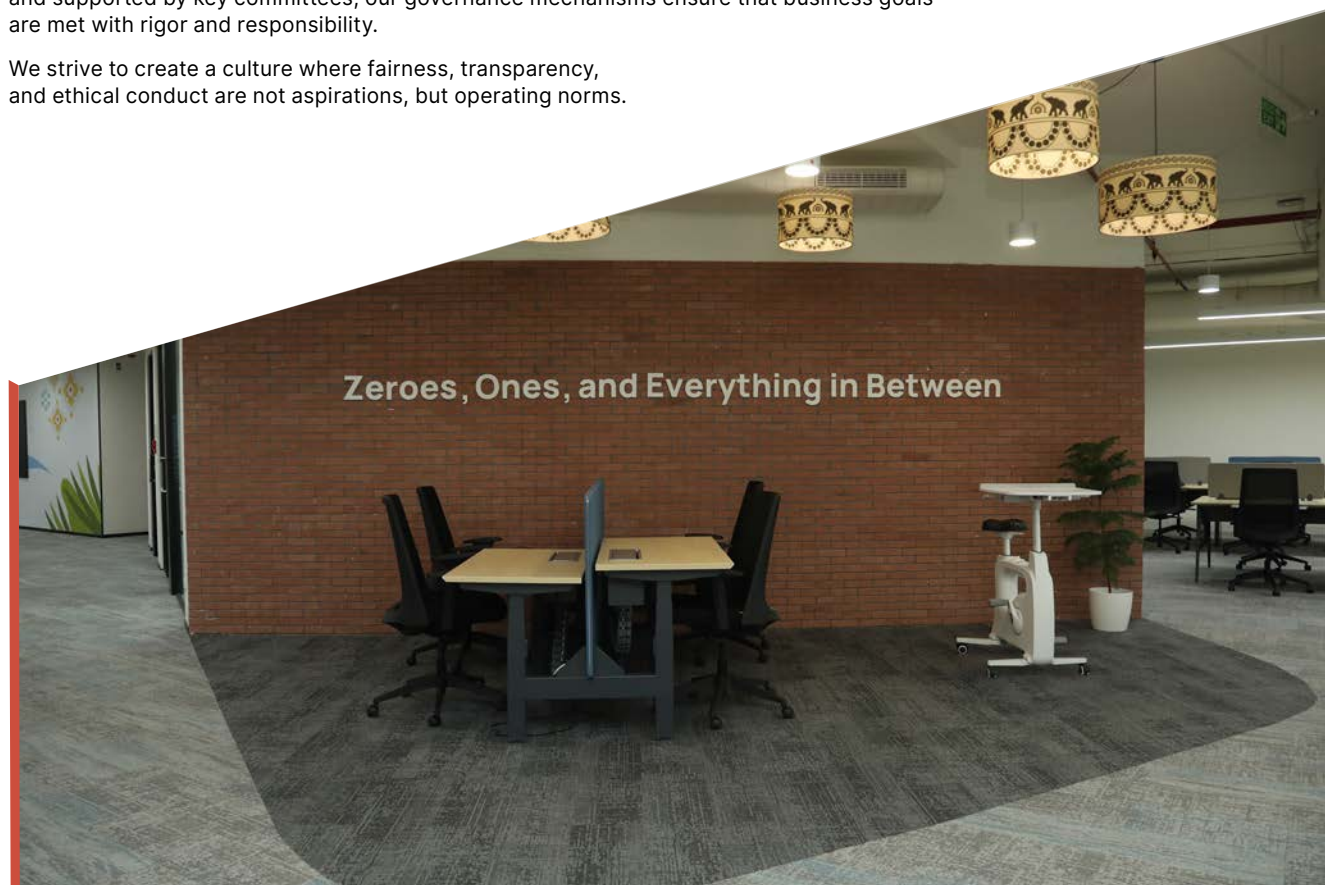
Corporate governance

Corporate Governance is about building a resilient and responsible organization that creates long-term value for all stakeholders. It is the architecture of our trust, and a reflection of our belief. Our governance philosophy is embedded in every decision we make, ensuring transparency, ethical conduct, and strategic accountability across the enterprise.

A robust governance framework

Our governance model is structured around a well-defined framework that balances oversight with agility. Anchored by a seasoned Board of Directors, empowered by executive leadership, and supported by key committees, our governance mechanisms ensure that business goals are met with rigor and responsibility.

We strive to create a culture where fairness, transparency, and ethical conduct are not aspirations, but operating norms.



Leadership at the helm

Our Board of Directors brings deep domain expertise and multifaceted experience across leadership, governance, technology, ESG, risk, and finance, ensuring that every decision is informed, inclusive, and investor-aligned.



A.V. Venkatraman
1 | 2 | 3 | 5 | 6 | 7 | 9



Pramadwathi Jandhyala
1 | 2 | 3 | 5 | 6 | 7 | 8 | 9



Dipali Sheth
1 | 2 | 4 | 5 | 7 | 9 | 10



Mukesh Butani
1 | 2 | 5 | 6 | 7 | 8 | 9 | 10



R. Raghuttama Rao
1 | 2 | 4 | 5 | 6 | 7 | 8 | 9 | 10



Reed Cundiff
1 | 2 | 3 | 5 | 6 | 7 | 9

Keys: 1. Leadership, Management & Governance | 2. Business & Industry knowledge | 3. Technology background | 4. Experience on ESG | 5. People Management | 6. Risk expertise | 7. Strategic and analytical mindset | 8. Legal, regulatory and financial knowledge | 9. Interpersonal skills and personal values | 10. Audit and Financial Management

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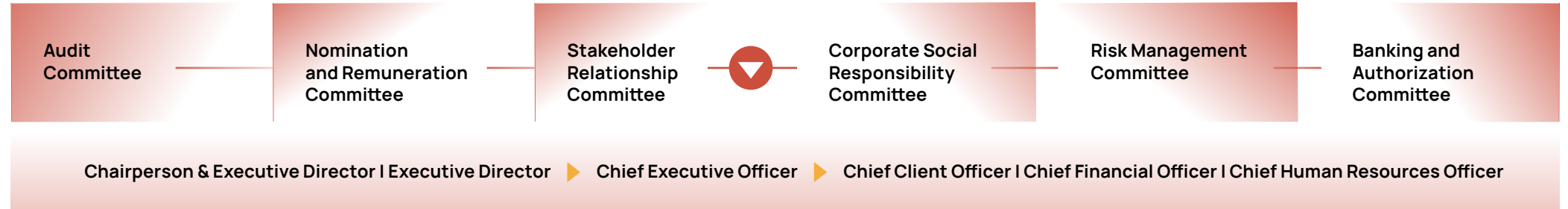
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Corporate governance

Board of Directors' structure



Board composition: Balanced, diverse, and experienced

We believe a well-composed Board brings diverse perspectives and sharpens oversight.

67% Non-Executive Directors	33% Executive Directors	33% Female Representation (2 of 6 Directors)
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Their experience strengthens our decision-making process and aligns our leadership with our evolving ESG commitments.

100% Of Directors have 10+ years of experience	67% Have 20+ years	50% Have 30+ years
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Board performance at a glance

4 Board meetings during FY25 with 100% attendance	17 Board Committee meetings during FY25 with 99% attendance	Zero Compliance issues or conflict of interest cases during FY25
---	---	--

A CEO-led commitment to ESG

Our leadership plays an active role in guiding both growth and sustainability. Our CEO and CFO are closely involved in identifying and managing ESG risks and opportunities, helping ensure that our strategy remains forward-looking, compliant, and impactful.

Board Committees

We've established key committees that strengthen our governance infrastructure and ensure sharper, specialized oversight.

<p>Audit Committee Ensures integrity in financial reporting and robust internal controls.</p>	<p>Nomination and Remuneration Committee Oversees the Director and Senior Management personnel's appointment, performance review, and ensures equitable, performance-linked compensation.</p>	<p>Stakeholder Relationship Committee Facilitates transparent communication with investors and resolves shareholder concerns.</p>	<p>Corporate Social Responsibility Committee Drives social value creation aligned with our sustainability goals and national priorities.</p>	<p>Risk Management Committee Anticipates and mitigates emerging and long-term risks to business continuity and stakeholder confidence.</p>	<p>Banking and Authorization Committee Streamlines authorizations and supports efficient operational decision-making.</p>
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ZERO COMPROMISE. FULL COMPLIANCE.

Data security

Data is not just a resource, it is a responsibility. Protecting privacy, confidentiality, and integrity remains central to our operations and sustainability agenda. In an era where breaches can erode trust, we uphold the highest standards in cybersecurity, ensuring a resilient digital ecosystem for all stakeholders.

Our framework

We follow a multi-layered security architecture anchored in international standards such as ISO 27001:2013, ISO 27701:2019, HIPAA, PCI DSS, and GDPR. This approach integrates zero-trust principles, advanced technologies, and real-time threat monitoring.

Core pillars

Identity & Access Management (IAM):

Secure SSO, two-factor authentication, and device protection via JumpCloud

Cloud security

Cloud-agnostic operations with real-time monitoring through CrowdStrike CSPM and native tools across AWS, Azure, and Google Cloud

Email security

Enterprise-level TLS encryption, spam/malware protection, and compliance-ready archiving

Air-gapped backup

Encrypted backups with Commvault Metallic and ransomware interception using Threatwise decoys

Web & internet security

Robust firewalls, secure application monitoring, and Wi-Fi 6-enabled networks with certificate-based access

Key achievements of FY25

- 1. Data classification:** Implemented the Klassify Data Classification Suite in Feb 2025 to categorize data as Public, Internal, Confidential, or Restricted, enabling better compliance and protection
- 2. Zero trust internet access:** Finalized Zscaler in Mar 2025 after POCs with Zscaler and Netskope, enabling fast and secure remote connectivity with direct application access for authorized users across locations, strengthening system resilience and adaptability to hybrid work
- 3. Decision Point integration:** Extended major security controls to our acquired entity, including next-gen firewalls, endpoint security, attack surface monitoring, and application security testing
- 4. Security processes:** Rolled out the Secure Hosting Application Process and communicated the Incident Response Plan to employees and stakeholders in December 2024
- 5. Enhanced controls:** Introduced a machine-freezing process from January 2025 to secure inactive or unpatched devices, reducing potential vulnerabilities

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Proactive threat detection and risk management

Endpoint Detection & Response (EDR)

With CrowdStrike Falcon Complete, we detect and neutralize endpoint threats in real-time. CrowdStrike Spotlight provides ongoing vulnerability assessments, and no additional scans needed.

Privileged access security

We use CyberArk PAM to secure high-privilege accounts, enabling password vaulting, session monitoring, and automatic credential rotation.

Firewall & threat prevention

Our Palo Alto Next-Gen Firewall deployment ensures network integrity through intrusion detection/prevention (IDS/IPS) and behavior-based threat analytics.

Data Loss Prevention (DLP)

Forcepoint DLP ensures sensitive data doesn't leave our network unintentionally, whether through emails, downloads, or insider activity.

Attack surface management

UpGuard ASM monitors all public-facing digital assets, helping us close vulnerabilities before they escalate.

Patch & endpoint management

With ManageEngine Endpoint Central, we ensure security patches are applied promptly and system health is uniformly maintained.

24/7 security monitoring (SOC + SIEM)

Our Securonix SIEM, combined with third-party SOC services, enables real-time anomaly detection across our infrastructure, ensuring swift incident response.

CRQM-safe: Continuous risk & quality oversight

Our CRQM tool actively monitors security risks and ensures compliance across all layers of our operations, mitigating threats before they can materialize.

Zero breaches.
Total trust.

Zero
Data breaches reported in FY25

Zero
Client or consumer complaints on data privacy

Full compliance
With ISO, GDPR, PCI DSS, and HIPAA standards

Dedicated hotline for security incidents

To enhance incident responsiveness and employee engagement, we've introduced a dedicated hotline for reporting security breaches or suspicious activity: +91 44 4344 1716

This hotline complements our internal reporting platforms and highlights our commitment to secure, swift, and transparent communication.



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STRONG VALUES. STRONGER GOVERNANCE.

Compliance

Ethical and legal adherence forms the foundation of resilient, responsible business. Compliance, for us, is the minimum threshold as we aim higher by institutionalizing integrity, accountability, and transparency into every layer of our operations.

Compliance as culture, not just control.

We maintain a zero-tolerance policy for bribery, corruption, and unethical conduct. Our comprehensive Anti-Bribery and Anti-Corruption Policy sets out strict principles for employees, vendors, and partners alike, ensuring fairness in every transaction and transparency in every engagement. These policies serve as the bedrock of trust across our stakeholder ecosystem.

Guided by code. Driven by ethics.

Our Code of Conduct is not just a rulebook, it's a living framework that empowers every leader and team member to act with responsibility. It provides clear direction on avoiding conflicts of interest and promotes the adoption of ethical governance practices across the Board, senior management, and every level of the organization.

This ethical commitment is embedded in our Corporate Governance model, aligning decision-making with our sustainability goals and reinforcing our leadership's accountability to internal and external stakeholders.

Compliance beyond governance.

We go beyond financial or statutory compliance to actively adhere to environmental, social, and labor-related regulations. Whether it is GDPR, ISO 27001:2013, ISO 27701:2019, HIPAA, or PCI DSS, our operations are built to meet, and exceed, industry benchmarks for privacy, human rights, cybersecurity, diversity, and environmental responsibility.

From ensuring gender-neutral hiring to meeting the standards of the Rights of Persons with Disabilities Act, we treat compliance as a vehicle to drive inclusivity, equity, and long-term impact.

A flawless record of regulatory adherence

In FY25, we continued our impeccable compliance track record.

Zero

Compliance issues or violations

In FY25, we continued our impeccable compliance track record.

Zero

Penalties or regulatory proceedings

Zero

Conflicts of interest involving directors or KMPs

This unblemished performance reflects our deep-rooted compliance culture and reinforces our reputation as a trusted partner in the global analytics space.



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AWARDS THAT REFLECT OUR VALUES

Sustainability recognitions

For us, every accolade is a tribute to how deeply our purpose-driven philosophy is embedded in everything we do. These recognitions validate our commitment to using data for good, building trust-driven cultures, and delivering sustainable innovation that transforms both business outcomes and societal well-being.

Each award amplifies our conviction that analytics, when guided by empathy and governed by purpose, becomes a force for transformative impact.

Culture, inclusion and employee experience

Our people practices have earned us recognition as one of India's leading employers, affirming our belief that people are at the heart of all progress.

1. Great Place to Work® Recognitions (2024-2025)



2. Economic Times HR World Awards (2024-2025)

- | | | | | |
|---|---|---|--|--|
| Excellence
In Cultivating a Culture of Trust & High Performance | Exceptional
Employee Experience - Large Scale | Post-Pandemic
Workplace of the Year | Best Innovative
Leadership Program of the Year | Excellence
In Hybrid Work Arrangement & Management |
|---|---|---|--|--|

These distinctions reflect our ongoing commitment to creating workplaces that celebrate diversity, prioritize well-being, and cultivate future-ready leaders.

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GRI INDEX

LatentView Analytics Limited has prepared this **Sustainability Report for FY25 (1 April 2024 - 31 March 2025) in accordance with the GRI 2021 Universal Standards: 'With Reference' option**. The report covers our economic, environmental, social, and governance performance across our global operations, excluding our acquired entity, Decision Point. This is our **first Global Sustainability Report**, marking an important milestone in expanding the scope of reporting beyond India to reflect our international footprint and holistic accountability.

The report addresses **12 material topics** identified through a structured materiality assessment and aligned with our ESG strategy. The disclosures presented are based on globally recognized frameworks and standards, with data assured internally for accuracy and completeness, except for the carbon footprint, which was assured externally.

Statement of use — LatentView has reported the information cited in this GRI content index for the period 1st April 2024-31st March 2025 with reference to the GRI Standards.

GRI 1 used — GRI 1: Foundation 2021

Disclosure	Topic	Report section
General disclosures (GRI 2: 2021)		
2-1	Organizational details	Company profile
2-2	Entities included in the organization's sustainability reporting	About this Report
2-3	Reporting period, frequency, contact point	About this Report
2-6	Activities, value chain, business relationships	Company profile
2-7	Employees	Social
2-9	Governance structure and composition	Corporate governance
2-12	Role of highest governance body in ESG oversight	Corporate governance
2-22	Statement on sustainable development strategy	Our approach to sustainability
2-27	Compliance with laws and regulations	Compliance
2-29	Stakeholder engagement approach	Stakeholder engagement
Material topics (GRI 3: 2021)		
3-1	Process to determine material topics	Materiality analysis
3-2	List of material topics	Materiality analysis
3-3	Management of material topics	Materiality analysis

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GRI Standard	Topic	Report section
Environmental disclosures		
302: Energy	Energy efficiency	Energy management
303: Water & Effluents	Water conservation	Key focus areas
305: Emissions	Emission reduction	Carbon emissions
306: Waste	Waste management and reduction	Key focus areas
Social disclosures		
401: Employment	Employment practices	Talent attraction and retention
403: Occupational Health & Safety	Workplace safety	Training and upskilling
404: Training & Education	Employee upskilling	Training and upskilling
405: Diversity & Equal Opportunity	Workforce diversity	Diversity and inclusion
413: Local Communities	Community initiatives	Local communities
Governance disclosures		
418: Customer Privacy	Data protection and privacy	Customer satisfaction + Data security
419: Socioeconomic Compliance	Regulatory compliance	Compliance

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CERTIFICATE OF CARBON FOOTPRINT VERIFICATION

Certificate

Our Conclusion

Based on our methodology and the activities described above, it is our opinion that the GHG emissions calculation sheets related to Scope 1, Scope 2 & Scope 3 (Business Travel, Purchased Goods and Services, Employee Commute, Employee Work from home emissions) of "Latent View" containing its reporting and declaration of the GHG emissions from the operations within the organizational boundary and the reporting period, as described above, is prepared in all material respects in line with The GHG Protocol & assured in accordance with ISAE 3410.

With Best Regards,

Syed Ahamed Mohiuddin
Lead Assuror
Bureau Veritas (India) Private Limited
Hyderabad, India
Dt: 01.08.2025

M. Rama Mohan Rao
Technical Reviewer
Bureau Veritas (India) Private Limited
Hyderabad, India
Dt: 02.08.2025



To

Date : 02.08.2025

Latent View Analytics Limited
Unit 6, 7, 8, 5th Floor, Neville Tower,
Block A3, Ramanujan IT City SEZ,
Old Mahabalipuram Rd, Tharamani,
Chennai, Tamilnadu – 600113

Bureau Veritas Industrial Services Private Limited has carried out the verification of the Carbon Foot Print of the organization for the following sites in accordance with The GHG Protocol & ISAE 3410 and the results are as below:

Boundary of Foot Print:

S No	Site	Address	Services Delivered
1	Chennai (HO)	Unit 6, 7, 8, 5th Floor, Neville Tower, Block A3, Ramanujan IT City SEZ, Old Mahabalipuram Rd, Tharamani, Chennai, Tamilnadu – 600113	Data & Analytics services
2	Bengaluru	Vaishnavi Signature, 78/9, Outer ring road, Bellandur village varthur, Uttarahalli Hobli, Bengaluru, Karnataka – 560013.	Data & Analytics services
3	San Jose	2540N First Street # 108, San Jose, CA 95131, United States	Data & Analytics services
4	Seattle	15333 NE 90th St, Suite 120 Redmond WA 98052, United States	Data & Analytics services

Base year : Financial Year 1st April 2019 to 31st March 2020 &
Current Reporting period : Financial Year 1st April 2024 to 31st March 2025

Scope Details	Type of Emissions	Base Year 2019-20 (tCO2e)	Current Reporting Period 2024-25 (tCO2e)
Scope 1 - Stationary Combustion	Direct Emissions	1.649	5.850
Scope 1 - Fugitive Emissions	Direct Emissions	120.574	0
Scope 2 - Purchased Electricity	Indirect Emissions	166.162	414.804
Scope 3 - Purchased Goods and Services	Indirect Emissions	17.626	66.681
Scope 3 - Capital Goods	Indirect Emissions	0	157.753
Scope 3 - Fuel- and energy-related	Indirect Emissions	127.970	103.680
Scope 3 - Business Travel	Indirect Emissions	163.034	350.471
Scope 3 - Employee Commute	Indirect Emissions	131.396	564.325
Scope 3 - Work from Home	Indirect Emissions	---	1000.548

Exclusions: The Offices of Latent View in Princeton (USA), Co-Working Spaces in Singapore and Frankfurt (Germany), and Virtual offices in London (UK), Amsterdam (Netherlands), and Munich (Germany) are not included in Scope 1 & 2 emission calculations as the operations are very limited in those locations.

Level of assurance:

Limited (the level of assurance obtained in work performed in a limited assurance engagement is lower than for a reasonable assurance engagement, but is higher than no assurance)



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