



Xledger

**Cloud-based Finance and
Accounting Software
Service Definition**



xledger®

empowering ambition®

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Xledger Company Background

Xledger is a multi-tenanted, cloud-based Financial Management System delivered through a Software-as-a-Service (SaaS) model, designed to provide a scalable and modern alternative to legacy finance systems. Built as a cloud-native platform from the very beginning, Xledger has been continuously enhanced over more than **two decades**, resulting in sustained innovation, technical maturity, and a highly resilient architecture. Xledger is purpose-built for mid-market organisations across the Charity, Housing, Education, and Professional Services sectors.

Our solution delivers measurable value across key areas:

- Real-time, accurate financial insights through dashboards and automated reporting
- Automation of core financial workflows to reduce manual effort and minimise errors
- Seamless integration with other systems using standard APIs and open data formats
- Collaborative budgeting, forecasting, and scenario planning
- Enhanced compliance, auditability, and internal controls
- Strong data security, privacy, and business continuity capabilities
- Scalability across entities, currencies, and geographies
- A modern, intuitive user experience across all devices
- Cost optimisation and maximised ROI through automation and efficiency
- A risk-managed, phased implementation approach with robust change management

Organisational Capability and Scale

Xledger is a leading provider of next-generation, cloud-based Financial Management Systems, supporting more than **10,000 organisations in over 60 countries**. Built on true multi-tenant cloud technology, Xledger is privately owned, has been profitable since 2008, and carries no external debt. Founded in 2001, the company now operates from offices in the UK, US, Norway, Sweden, and Finland. Xledger is currently in a strong growth phase, with ambitions to exceed 1 billion NOK (approximately £85m) in 2026. This growth is reflected in our expanding team of around **300 employees globally**, including **68 based in the UK**.

All Xledger consultants are specialists in both accounting and technology. They understand how finance functions operate and how to configure Xledger to best support each organisation's needs. Every customer is assigned a dedicated consultant and project manager to ensure a smooth, well-governed implementation.

"We really benefited from Xledger's consultative approach during our transition, the fact they are all Bristol based and trained accountants means they speak our language and really understand our pain points."

Financial Controller,
Bristol Sport



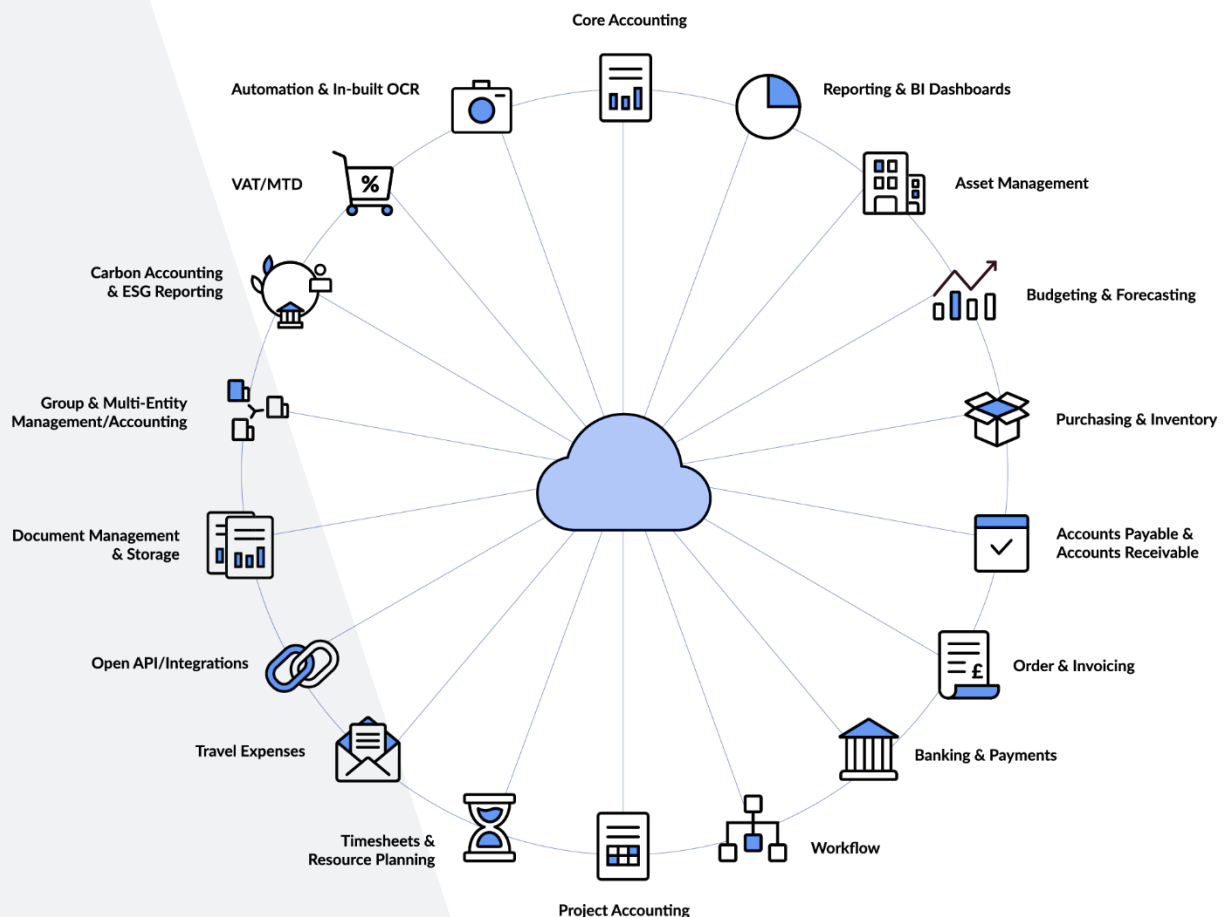
Xledger - The Proposed Solution

Xledger consists of a fully integrated suite of modules, delivered via any of the standard web browsers, using a Software-as-a-Service (SaaS) model. The application is role based, meaning that the level of access, the data that can be viewed and the range of functionality available is determined by each user's role.

Each user is presented with a dashboard relevant to their role. Such access promotes users to self-serve, creating both efficiencies and, where relevant, empowerment in financial decision making in real time.

Xledger can be accessed easily from any browser, is device agnostic, minimising dependence on IT (just an internet connection is required). This removes the hassle and cost of running a physically installed financial system and its related hardware.

Below is a visual representation of Xledger's modules:



Across Xledger's modules presented in the above diagram, the software delivers all the expected functionality from a modern finance system.

General

- Favourites tabs and shortcuts
- In-System chat bot
- Context based help, access to online support, documentation, and videos
- Create and manage Users and Roles
- Manage data imports using pre-defined import templates
- Manage document imports
- Manage Entity, Cost Centres, and all objects

Core Accounting

- Multi-currency transacting and reporting
- Multi-dimensional system for slice & dice reporting
- Processing supplier invoices, GL journals, bank journals
- Workflows for approvals
- Flexible accounting periods and accounting rules
- Automated reallocations

Banking and Payments

- Integrated payment process
- Integration for daily bank feeds
- Bank statement management and reconciliations in system
- Bank account auto-posting rules
- Automatic remittances

Order & Invoicing

- Create invoices including recurring setup, mass invoicing, importing and templates
- Manage layout and details for sales invoicing
- Sales order, application for payment, proforma invoice, functionality

Project Accounting

- Manage projects with specific Dashboards, Resource Planning and Project Reporting
- Ability to manage multiple difference project types including project capitalisation
- Project based budgeting, billing, and costing
- Flexible project based revenue recognition rules

Timesheets & Resource Planning

- Entry and management of timesheets (Mobile app & browser)
- Project Manager approval process
- Fully integrated resource planning module

Travel Expenses

- Create and manage employee records
- Create, approve, and manage expense claims (including via mobile App)
- Ability to process credit card expenditure through the expense module

Accounts Receivable

- Create and manage customer records
- Manage credit control, reminder letters, customer statement
- Reporting including but not limited to: aged debt and open items

Accounts Payable

- Create and manage supplier records
- Xledger built & owned OCR (Optical Character Recognition)
- Manage supplier transactions, OCR w/ machine learning, approval workflow
- Reporting including but not limited to aged payables and open items

Purchasing & Inventory

- Create and manage purchase orders (PO) and goods received notes (GRN)
- Manage purchase order approval workflow
- Manage stock (inventory)
- Detailed reporting around purchasing including commitment reporting and inventory reporting

VAT/MTD

- MTD compliant with the ability to manage different VAT rules including partial exemption
- Submission at Entity or Group level
- Configurable VAT rules for country specific VAT accounting

Carbon Accounting & ESG Reporting

- Fully integrated Carbon Accounting module for GHG emissions reporting
- Calculation of emissions scopes 1, 2, and 3 using cost, quantity, or user-defined resource factors
- Ability to link transactions and import climate activities for detailed GHG tracking
- Dashboards and reporting screens for statutory account notes
- Tracking of climate targets and actual vs target emissions across all dimensions
- Employee/Social reporting dashboards & reporting screens

Group & Multi-Entity Management/Accounting

- Real-time consolidated reporting with drill-down functionality
- Ability to report operational data across entities including supplier spend
- Entities can be created at a click of a button
- Manage a single COA & registers
- Automated Intercompany transactions

Document Management & Storage

- In-built Document management
- Document Management across modules & register
- Included as part of the base license as standard

OpenAPI/Integrations

- Open integration approach
- Flexible integration options
- Wide range of Xledger built, owned & maintained native integrations

Workflow

- Task based reminders/alerts for outstanding actions
- Inbuilt digital approval workflow
- Approval process spanning AP, Suppliers, Purchase Orders, Journals & more

Asset Management

- Manage Fixed Assets with automated depreciation, asset disposal and depreciation forecast
- Detailed Fixed Asset reporting by group or individual Asset
- Fully integrated Fixed Asset Module with the ability to hold additional information against assets

Budgeting & Forecasting

- Budgeting (unlimited budgets) with the ability to report on 3 budgets in a single report
- Real-time Budget Holder dashboards & reporting

Reporting & BI Dashboards

- Easy to use no code report writer to build unlimited reporting structures
- Private or shared reports
- Exports to other formats such as .pdf and .csv
- In-built reporting screens for enquiries, actual vs budget, transactions lists (fully flexible options to keep all analysis 'in-system,' removing the reliance on Excel)
- Multi-dimensional reporting with various presentation options
- Drill-down to transaction level with attached documentation
- User specific dashboards

Access to the modules is role specific therefore the options for each user are relevant to their role and authority level within the organisation. This would be governed and controlled totally by The Client. All modules and functionality are available to The Client, how these will be configured specifically is agreed within the Xledger Implementation Methodology (XIM) programme.

Benefits Of Our Solution

Data Centres

As a fully managed, multi-tenant cloud solution, the underlying infrastructure and security monitoring are handled by Xledger. **We own and maintain our own physical servers** and are therefore not reliant on third party platforms. The physical servers are located at two highly secured external data centres. Both data centres are in Norway, part of the EEA and abides by EU standards.

Our People

We are the vendor, not a reseller and we provide end to end support from our offices in Bristol. Xledger is a business made up of accounting experts. The solution is built, implemented, and supported by a team with a finance background – this includes our product team, solutions consultants, implementation consultants and support consultants. All our support team and consultants are trained accountants. This means that you can be confident throughout the entire customer life-cycle. The Client would be supported by a team that understands the challenges the finance team are looking to solve.

Our Solution

Our solution is designed to automate processes, reduce manual data entry, and enhance visibility not only for the finance team but for budget holders and across the wider organisation. By digitising workflows and automating routine tasks, the system allows The Client to focus on strategic decisions. In addition, Xledger provides a single, fully integrated environment that eases the reconciliation of accounts and reporting.

Xledger is a single unified solution. All core modules, e.g. OCR, expenses, dashboard reporting are built, owned and managed by Xledger. This improves ease of use, accessibility and a greater degree of automation across financial processes.

The Client can benefit in many ways from our solution, including, among others:

- **Advanced Data Capture:** OCR & machine learning technology to rapidly digitise documents and reduce manual input.
- **Digital Workflows:** Automate routine tasks such as invoice approvals and expense submissions.
- **Integrated BACS Payments:** Processes payments directly within the system, reducing the control risks associated with downloading and manually uploading payment files.
- **Comprehensive Dimension Analysis:** Supports extensive fund, project, and other dimension-based reporting, allowing detailed comparisons against budgets, forecasts, and variances.
- **Open API Integration:** Ensures seamless data exchange with other key organisational systems.
- **MTD Compliance and VAT Automation:** Features auto VAT calculations based on custom VAT rules to ensure compliance with Making Tax Digital regulations.
- **Fixed Asset Management:** Includes an asset module with automated depreciation postings, simplifying asset lifecycle management.
- **Multi-Entity Management:** Enables The Client to manage registers (suppliers, projects, CoA etc) centrally at the holding level, with the flexibility to perform tasks both at the local entity level and from the holding entity.
- **Scalability:** Ability to create a new entity with ease inheriting configuration from the holding level.

- **Comprehensive Reporting Options:** Xledger offers a wide variety of reporting tools, including dashboards, standardised PDF reports, flexible screen enquiries, and Excel live-links, catering to diverse organisational needs.
- **Real-Time Insights:** All data is available for real-time reporting, with drill-down features that allow users to examine detailed underlying transactions.
- **Customisable Dashboards:** Each user can access a personalised dashboard tailored to their role, displaying relevant financial and non-financial data such as P&L reports, cash flow, sales statistics, and custom KPIs.
- **Role-Based Access:** Managers and budget holders see only the budgets and actuals relevant to them, ensuring data security and promoting self-service reporting.
- **Flexible, User-Friendly Report Writer:** Create tailored reports for specific users, with menus that allow for multi-dimensional analysis using filters, data tables, pivot tables, and charts.
- **Customisable and Shareable Report Templates:** Users can design and save report templates for personal use or organisation-wide distribution, enabling quick access to preferred report formats.
- **Easy Data Export:** Reports can be exported to PDF or Excel, and live-links to Excel enable the creation of custom, dynamic reports for further analysis.
- **Comprehensive Financial Coverage:** Xledger supports all key reporting types, including Trial Balance, Balance Sheet, Income & Expenditure, Management Accounts, Statutory Accounts, Cash, Debtors/Creditors, audit, and working capital reports, all in SORP-compliant formats.

Key Differentiators of Xledger

Implementation Approach

A key part of any successful software implementation is the strength of the delivery approach and change management process across the business. This is where Xledger is truly unique and ensures that our customers maximise their ROI in the solution. Every implementation will be managed by an Xledger Project Manager, who will follow our 'Xledger Implementation Methodology' (XIM) – which is detailed on page 18. The approach is designed to be highly consultative throughout, so a lot of time is spent up front understanding the desired outcomes of the finance transformation and the processes set up needed to deliver on this. As well as ensuring that the project delivers on these goals, the role of the Project Manager is also to help define roles & responsibilities in the project easing pressure on teams balancing their BAU.

The Xledger platform will come to life early in the implementation will be available from around three weeks into implementation. This means that testing can happen throughout the entire implementation – tweaking, re-visiting and refining processes, therefore streamlining the transition to go-live. This also means that key stakeholders can be brought in early in the project, generating better buy-in from the wider business.

Xledger customers will have the same consultant from start to end of a project, including 3 months post go-live, this includes: 'Hypercare' and BAU. This facilitates building a very strong relationship, mutual respect, and trust. The 'Hypercare' period includes 2 months of high-touch support and 1 hour response time on any support ticket whilst the team works through the transition to a new system, e.g. the first VAT return, raising the first invoice etc. The project close will happen after a final month of BAU to ensure both The Client and Xledger are comfortable the project has delivered on the key outcomes for the business.

Please see a quote from The Royal Society following their recent implementation: ***"The implementation project with Xledger was a success with the system going live as originally***

planned. Xledger's implementation methodology provided a solid framework, yet what really impressed us was their collaborative approach. The Xledger implementation team worked with us to understand our organisation and its needs and tailored their approach and suggestions to help us to configure the system in the optimal way for the Royal Society."

Commitment to Sustainability

Xledger promotes paperless workflows, helping organisations reduce energy consumption and greenhouse gas emissions. Our energy-efficient data centres contribute to a lower environmental impact, while tools such as the Climate Accounting Module enable users to monitor and report CO₂ emissions, energy consumption, and other sustainability metrics in line with GHG Protocol standards. Additionally, Xledger holds Eco-Lighthouse certification, recognised by the European Commission, and aligned with UN sustainability goals.

Within our Carbon Accounting module, organisations can:

- Calculate energy usage to identify reduction opportunities.
- Track Greenhouse Gas (GHG) emissions across Scopes 1, 2, and 3 using Cost-Based, Quantity-Based, or User-Defined resource factors.
- Link transactions in Xledger to climate activities for detailed GHG reporting.
- Import climate activity data to enhance emissions tracking.
- Utilise Carbon Accounting dashboards for compliance and financial reporting, including statutory account notes.
- Set and track climate targets, comparing actual vs. target emissions across all resource factors, dimensions, and scopes.

Housing Association Experience

Over the past decade, Xledger has achieved significant organic growth within the housing sector, driven largely by customer referrals. Globally, Xledger now supports more than 65 housing and property organisations, delivering tangible operational impact by automating day-to-day financial processes, improving efficiency, and providing real-time financial insight through live reporting. This enables organisations to strengthen financial control, respond more quickly to change, and scale their systems to meet the demands of an evolving regulatory and economic environment. The housing sector is a strategic priority for Xledger and plays a central role in shaping our product development roadmap.

Xledger adopts a collaborative approach to customer engagement, working closely with housing providers to ensure the platform continues to reflect real sector needs. Quarterly Housing Forums for the Xledger Housing Community, alongside regional in-person events, create structured opportunities to share knowledge, discuss legislative and policy developments, and influence future functionality. This ongoing collaboration ensures enhancements are practical, relevant, and aligned with operational and compliance requirements.

Beyond system delivery, Xledger contributes positive social value through initiatives that support tenants and the wider UK housing sector. As a recognised sector supplier and active member of the National Housing Federation, Xledger remains closely aligned with sector priorities and best practice.

Xledger is a technology-focused organisation, with UK-based development driven directly by customer feedback and support interactions. This approach ensures solutions are specifically tailored to the needs of non-profit housing organisations, delivering long-term value and continuous improvement, informed by over ten years of experience supporting the UK market.

Xledger has a 100% implementation success for all UK Housing Associations

Some of our current Housing Customers include:

- **Rooftop Housing Group**
- **Worthing Homes**
- **Cairn Housing Association**
- **Irwell Valley Homes**
- **Clanmil Housing Association**
- **North Wales Housing Association**
- **Kingdom Housing Association**
- **Apex Housing Association**
- **Cobalt Housing**
- **Coastline Housing**

Impakt Housing & Support

Our proven track record in the Housing and Not-for-Profit sector, is exemplified by our work with organisations such as **Irwell Valley Homes, and Apex Housing.**

Please see below published project and post project Case Studies of Xledger Customers:

[Customer Story – Apex Housing - Xledger UK](#)

"We've noticed a huge difference in AP processing since switching to Xledger. It's night and day compared to our old system, and we're excited to explore the various reporting features available in the software."

Paul Moore, Financial Controller

Apex Housing Association

[Customer Story – Irwell Valley Homes - Xledger UK](#)

"We would recommend Xledger to other Housing Associations, the process from arranging demonstrations to Go Live has been well managed at all stages of the project."

Jeanette Pickup, Head of Finance

Further Education Experience

Xledger has a breadth of experience supporting clients in the Further Education sector. Here is a list of some of our key Further Education customers:

- Winstanley College
- Hull College
- LAMDA
- Kendal College
- English Speaking Union
- Wigan & Leigh College
- Wiltshire College
- Birmingham Education Partnership
- Royal Academy of Music

This expertise allows our consulting, project, and support teams to deliver tailored implementation and ongoing support that aligns with the unique needs of the college.

Customer example

For more specific detail on our work within the education sector, we've included a case study with the Arts University Plymouth:

[Customer Story - Arts University Plymouth - Xledger UK](#)

"Transaction processing in the back office is more efficient and the import of purchase invoices through email, the OCR functionality and the automated bank feed are all a massive improvement over our previous system."

Mark Taylor, Director of Finance

Arts University Plymouth

We believe Xledger significantly enhances the financial management and oversight capabilities of Further Education colleges by addressing key needs through the following features:

Real-Time Financial Monitoring

- Dashboards: Provide real-time visibility into critical metrics like current ratio and cash days in hand.
- Streamlined Reporting
- Automated Reports: Generate financial statements and forecasts quickly and accurately.

General Ledger

- Centralized chart of accounts with implementation consultant support for FE-specific reports (ESFA, CFFR).
- Multi-fund and multi-entity accounting capabilities.
- Manage journal entries, recurring entries, and adjustments seamlessly.

Budgeting and Forecasting Tools

- Scenario Planning: Create various financial scenarios based on different assumptions.
- Departmental Budgeting Tools: Enable individual departments to manage and forecast their budgets with real-time tracking against actuals.

Cost Control and Profitability Analysis

- Expense Tracking: Monitor and optimize operational costs to maintain a healthy operating surplus.
- Accounts Payable: Invoice processing and approvals for efficient supplier management. Payment scheduling to ensure timely payments.

Risk Management and Compliance

- Audit Trails: Maintain transparency with detailed transaction records for compliance during audits.
- Grant Tracking & Compliance: Budget for grant-specific projects and ensure expenses align with grantor rules and deadlines.

Cash Flow Management

- Cash Flow Projections: Predict cash flows accurately to ensure liquidity.
- Accounts Receivable: Streamline AR processes and visibility, including in-system billing.

Bank Reconciliation

- Automate the process of matching bank statements to internal records with bank feeds and reconciliation suggestions.
- Fund Accounting Capabilities.
- Track restricted, unrestricted, and designated funds while providing separate reporting for different funding sources.

Integration

- Enable integration with student management systems for comprehensive oversight of financial and enrollment data.

Stakeholder Communication

- Customisable Dashboards: Facilitate self-service access to valuable financial information for key stakeholders across the business.

Workflow Approvals

- Establish role-based access and budget approval chains for accountability.

ESG Capabilities

- Support carbon accounting for meeting Net Zero goals and track social and governance metrics for comprehensive reporting.

Not-for-Profit Experience

Xledger is also highly experienced in the demands of the UK Charity/NFP market, having now worked with and implemented Xledger with over 100 UK NFP Organisations. To elaborate, Xledger has a deep understanding of the unique financial challenges faced by NFP organisations. We tailor our solutions to meet the specific needs of non-profits, including:

- SORP compliance and in-system SoFA reporting,
- Restricted funds management,
- Donor management,
- Grant tracking,
- Project accounting,
- Automated bank integrations
- Grant management systems integrations, etc.

Here is a list of some of our key clients within the NFP sector:

- Wildlife Trusts (28 trusts)
- The Church of England (23 Dioceses)
- Comic Relief
- RSPB
- Amnesty International UK
- Bristol Zoo
- The Royal Society
- Anthony Nolan Foundation
- Motor Neuron Disease Association
- The Mental Health Foundation
- Trussell
- England Athletics

Our proven track record in the Charity and Not-for-Profit sector, is exemplified by our work with organisations such as Warwickshire Wildlife Trust and Trussell. Below are their case studies:

[Customer Story – Warwickshire Wildlife Trust](#)

"Xledger's consultants are also accountants, so it's great to have someone talking to you about the finance software that actually understands the debits and credits."

Philip Farrell, Finance Controller
Warwickshire Wildlife Trust

[Customer Story –Trussell](#)

"We assumed it would be like other support functions we can all relate to – on the phone for 10 minutes, only to find out the person can't help you, then being sent template documents to read through. However, we were reassured it wouldn't be like that and to be fair, support have been brilliant! Easily the best support team for any finance software we've ever seen. The response times are excellent, Xledger support would often come back within an hour and fix the problem."

Finance Operations Manager
Trussell

Additionally, we recommend watching our co-speaking session with Comic Relief titled *“How to Deliver a Successful Digital Transformation Project with Comic Relief and Xledger.”*: <https://www.youtube.com/watch?v=z7faTlbX0UU&t=747s>.

Case Studies from System Implementation Across Industries

We have included a range of industry case studies to demonstrate the flexibility, reliability, and proven success of our finance system across multiple sectors, including Arts and Culture, Financial Services and Energy. While each industry has its own financial processes and compliance requirements, the need for a secure, user-friendly, and scalable finance solution is universal. These case studies highlight our ability to meet diverse financial management needs, giving The Client confidence in our capability to deliver a robust, future-proof finance system tailored to their requirements.

[Customer Story –The Roundhouse:](#)

"On top of providing us with a system that could support us with our core accounting needs, Xledger's vast array of features has provided our team with highly customisable reporting capabilities."

Thalvin Punit Chauhan, Head of Finance and Business Planning

The Roundhouse

[Customer Story – Newcastle Theatre Royal](#)

"We see the most time saving on tasks that are performed on a daily basis – the integration is saving us at least 1 to 2 hours every day!"

Alex Grieves, Head of Business Optimisation and Projects

Newcastle Theatre Royal

[Customer Story – Lothian Pension Fund](#)

"Since implementing Xledger across all our entities we have seen an improvement in the timeliness of the payment of our invoices, particularly with invoices that had previously been paid via our administering authority."

Abigail Fortune, Finance Manager

Lothian Pension Fund

[Customer Story - Cornish Lithium](#)

"The reporting functionality has been excellent. We can now report our month-end numbers in a matter of hours, where once it used to be days."

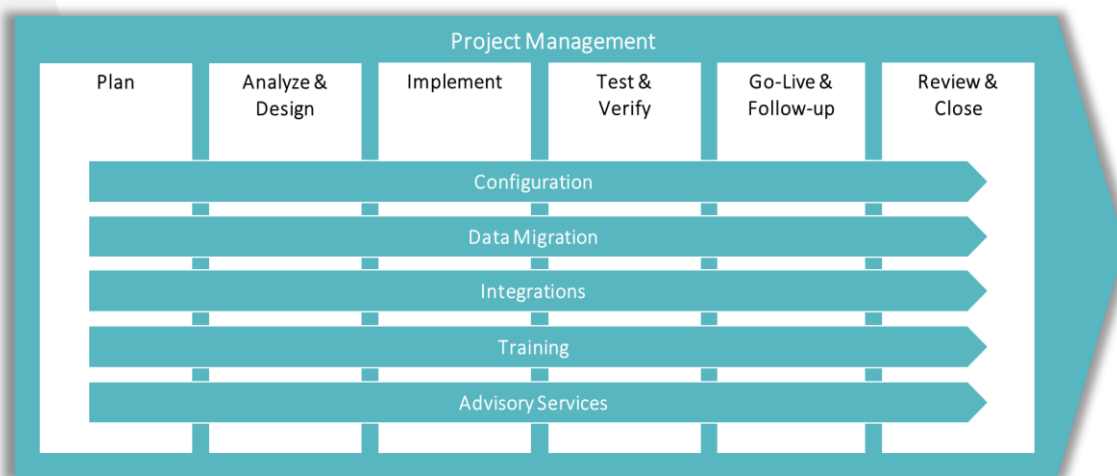
Paul Gilmour, VP/Financial Controller

Cornish Lithium

Approach to implementation

Xledger Implementation Methodology (XIM) has evolved over more than a decade of delivering successful software implementations. It has proven particularly effective for our Not-for-Profit, Housing and Education Organisations, where a structured, waterfall-style approach provides a more supportive and manageable journey. This methodology allows customers the necessary time and capacity to implement meaningful, well-considered change.

XIM is built around six key phases, each with distinct objectives and deliverables. (See below figure) While these phases follow a sequential flow, many activities overlap, supported by ongoing work streams that span multiple phases. These work streams are evolutionary in nature and continue to develop throughout the project, while each phase is designed to reach a specific milestone—such as completing testing in preparation for product go-live.

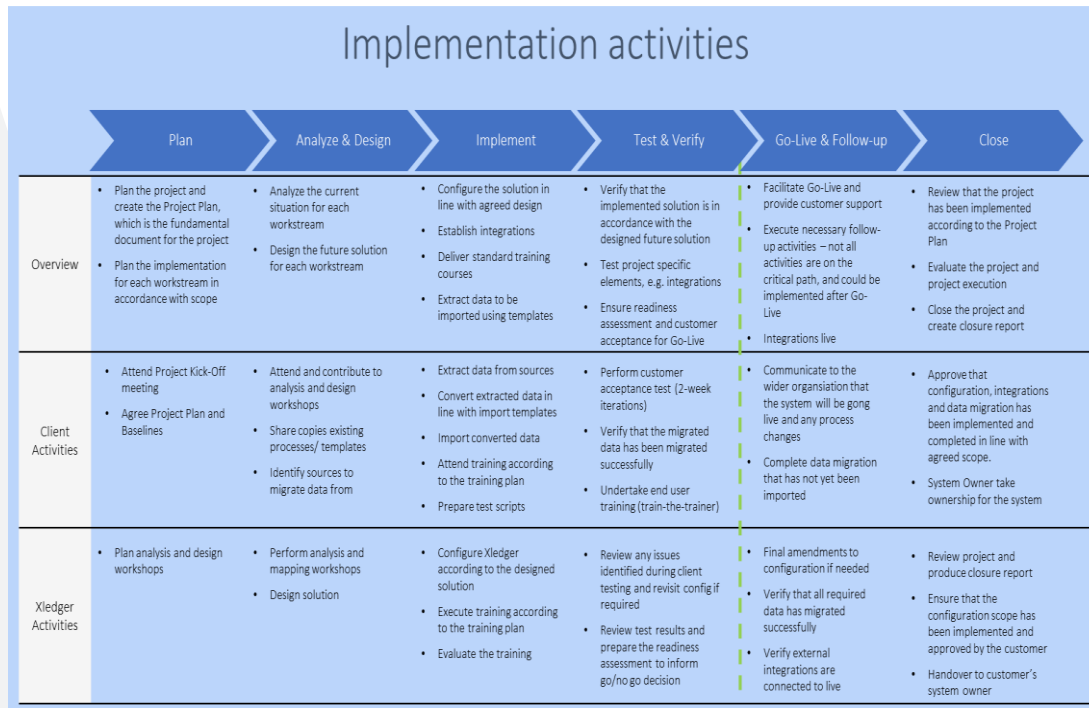


Xledger's support and implementation consultants all have **accountancy backgrounds**, ensuring expert service tailored to your sector. Once contract terms are finalised, the relationship is handed over to the Professional Services Team. A **dedicated Project Manager** will lead the implementation and deliver the project alongside a Xledger Consultant. Upon project closure, a **Customer Success Manager (CSM)** takes over for ongoing support.

Key Stages

Xledger's XIM methodology follows a structured approach through six phases, ensuring a smooth process from planning through to project closure, as outlined below.

Below are the six phases of our implementation process:



1. Plan: Establish project goals, timelines, and responsibilities. This phase involves creating a detailed project plan for approval and setting up the project structure.

2. Analyse & Design: Through workshops and working groups, Xledger and The Client collaborate to assess current systems and design the new solution. Key deliverables include system analysis, configuration requirements, and integration design.

3. Implement: Configuration, setup, and customisation of the solution are completed based on the approved design. Training sessions are provided to prepare The Client for testing and go-live.

4. Test & Verify: This phase involves rigorous testing in a production-like environment to ensure all functionalities meet the required standards. Acceptance criteria are jointly reviewed and signed off before proceeding to go-live.

5. Go-Live & Hypercare: The solution is deployed, and initial support is provided to ensure a smooth transition. Hypercare involves hands-on support during the early days of using the new system to address any challenges.

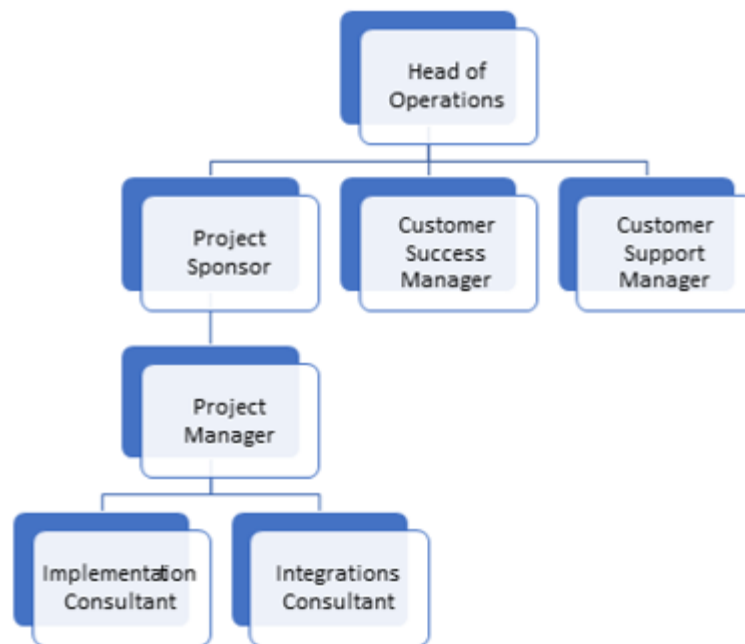
6. Close: The final phase marks the transition to regular operation and the handover of responsibilities to the CSM. Any outstanding issues are addressed, and a final report is prepared with client feedback.

Activities, deliverables and decision points

Our implementation approach includes the use of Xledger's "Configuration Tool" which is a layered tool which our consultants use to guide our customers through the implementation. With close collaboration between the Xledger Project Manager, the Xledger Consultant and Customer Team, the Config Tool is the source of all key activities, decision and related tasks and their context in terms of configuration and respective milestones. The Xledger Project Manager manages the activities and tasks and liaises with their counterparts from the customer team. Each project phases has its related tasks, activities and decision required...all set out early by the Xledger PM.

In keeping with PRINCE2 methodology all processes and progress are documented and reviewed regularly through update meetings, normally weekly, and conference calls.

Structure of our project team



The Xledger team assigned to The Client finance software project will include the following roles:

- **Qualified Project Manager (PRINCE2 or equivalent):** The project manager will ensure that The Client project is delivered on time, within budget, and in line with the agreed scope. Our project managers have experience across various industries, including Non-Profit (NFP). A specific project manager will be assigned at a later stage, and their experience and CV will be shared once the project team for The Client is confirmed. The team will be carefully selected based on their skills and expertise.
- **Implementation Consultant:** The implementation consultant will provide The Client with professional and expert guidance on Xledger's methodologies. They will oversee the entire implementation process, including training, configuration, and ongoing support. Our Implementation Consultants are highly skilled in areas such as group financial reporting, management accounting, statutory requirements, customer experience, stakeholder management, business process improvement, and commercial finance. Our consultants are dedicated to driving process improvements and efficiencies within your organisation. They will collaborate with you to design, implement, test, and launch a robust solution that aligns with your project scope and objectives.
- **Integrations Consultant:** All our integration consultants hold degrees in computer science and have successfully integrated Xledger with a range of external providers, including CRM products, EPOS systems, payroll solutions, bespoke billing platforms, and client-developed software.
- **Customer Success Manager (CSM):** The CSM runs the Customer Success Team and reports into the Xledger UK CEO. The team is responsible for the ongoing relationship with all customers, typically taking the lead on relationships once a customer is out of implementation. The CSM's strategic goal is to maintain high customer retention rates, achieve high customer satisfaction and optimise customers' use of the Xledger system through regular reviews, system health checks, and support/SLA assessments. The Team comprises Customer Success Executives (CSE) who are experienced in customer service, excel

at relationships building at all levels, from operational teams to C-Suite ensuring that The Client achieve their goals, deliver a strong value proposition and timely ROI.

- **Project Sponsor:** The Project Sponsor will be The Client's technical escalation point of contact. They have expertise in digital systems, data quality management, data governance, integration, CRM systems, customer analytics, segmentation, and marketing automation. Our Project Sponsors are experienced in both business processes and technical challenges. They have vast experience managing diverse teams across multiple industries. The sponsor will bring valuable cross-industry insights to ensure your project's success.

Support team

At Xledger, our consulting and support team members are trained accountants, giving us a unique understanding of finance and the real-world challenges finance teams face both now and in the future.

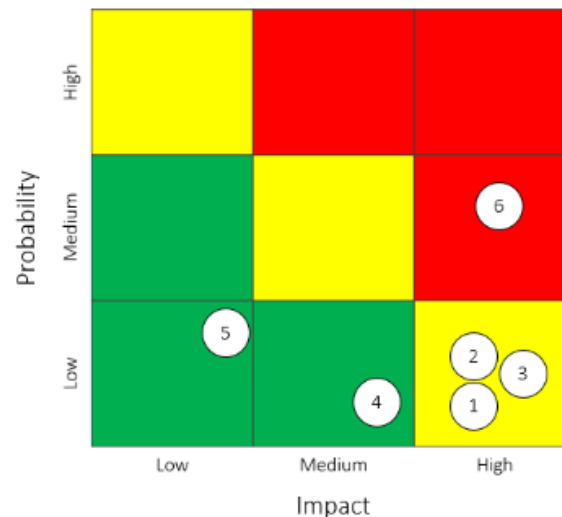
Our Bristol support team is essential to delivering exceptional service for our UK clients, distinguished by the following:

- **Deep Expertise:** Comprised of professionals well-versed in accounting and finance for UK-based not-for-profit organisations, our Bristol team maintains their expertise through regular training on Xledger's financial management system (FMS).
- **Local Presence with Global Support:** Based in Bristol, our sales, implementation, and support teams are backed by Xledger's global R&D network, allowing us to provide comprehensive support tailored to client needs.
- **Personalised Assistance:** Our team members offer targeted solutions to address each client's specific needs, from system configuration to troubleshooting.
- **Responsive Communication:** Clients have access to a dedicated Customer Success Representative who is readily available by phone, email, or online portal, ensuring quick and effective responses.
- **Commitment to Continuous Improvement:** Our team actively gathers client feedback to continuously refine our support, ensuring high-quality service that evolves alongside our clients' needs.

In essence, the Bristol support team is integral to our mission of empowering organisations with dependable financial management solutions.

Risk Management

Risk management is a critical success factor for all projects. A risk is a circumstance which can prevent or significantly increase the risk that a project will not be completed with the defined framework (e.g. time, cost, quality). A risk has a probability to occur and a consequence if it does occur. Risk assessment encompasses identifying risks and classifying them according to probability and consequence. Identified risks must be actioned. The project manager evaluates risk on a continuous basis and keeps the project owner and steering committee informed. Risk can be illustrated in a risk matrix with an associated table, as shown below.



Risk Description	Potential Impact (if the risk materialises)	Mitigating Actions & Progress Updates
Resource with limited availability and commitment to the new project	Go-live is likely to slip and may incur additional time and effort that would incur billable days.	- Agree Roles and Responsibilities for the Project Team at Project Initiation and sign-off by the Project Sponsor/Steering Committee. - Outline Resource Plans to be provided along with the project plan to provide an indicative estimate of the amount of resource time that should be safeguarded to support the project. - Ongoing Management and regular project review.

Absence of Senior Management assistance	Lack of guidance could impact the organisation to align processes to Xledger functionality and not achieve the Value Proposal.	• Be clear around Project Sponsorship at Project Initiation. • Be clear around the Value Proposal and ownership of this at Project Initiation.
Long decision-making process	If decisions are not made in a timely manner, then unnecessary delays may be incurred.	• Ensure that stakeholders on the Project Team can make decisions on behalf of the organisation. • Your Xledger Project Manager will have regular progress team meetings with the Project Team to follow-up on actions and decisions that are outstanding.
Undecided scope	This may distract committed project resources causing other deliverables to be delayed. This would add time and effort that may incur additional costs.	• Ensure that all key stakeholders are clear of the scope in line with the timeline and budget when signing-off the Project Initiation phase. • Ensure all key stakeholders are clear of the Project Change Control process and how it can be used by all parties throughout project delivery. Agree the remits of the process at Project Initiation and sign-off by the Project Sponsor/ Steering Committee. • Ongoing Management and regular project review of the Project Plan to focus on agreed scope to be delivered.
Low acceptance of new Business Processes	This may limit them in achieving the Value Proposal from using Xledger as design decision.	• Xledger will facilitate a Process Redesign Workshop alongside the Design Workshop to capture what and how key processes may change.

		The Client needs to commit resources to look at processes and empower them to make decisions. To change processes to align with best practice and leverage the technology to introduce efficiencies.
Insufficient depth and test coverage	It increases the risk of critical issues post go-live, because of not confirming that all critical business scenarios work in Xledger in line with your new processes during test phases.	- Client to identify clearly who understands the business needs and will have responsibility for coordinating testing and managing compliance to an agreed level. - Ensure that the test process is in place and understood by all. To be clear around; what should be tested, who should test it, how do you know the test is successful and how do you report issues that arise during testing.
Poor data to import into Xledger	Incomplete data, or inconsistent data formats will need to be cleansed before it can be migrated into Xledger. If minimum data requirements are not met the data imports are likely to fail. If this has not been completed for mandatory data requirements to test pre-go-live this can cause unnecessary delays to go-live	- Client to identify clearly who the Data Controller is for the project at Project Initiation (this person is responsible for preparing source data for the migration) - Agree a Data Migration Approach up front at Project Initiation; be clear around all the data sources that are in scope, what requires cleansing, if any data needs to be re-mapped to a new COA, who is responsible, the import formats that data needs to be provided in, estimate how much time this is likely to take and when data must be provided by).

Approach to data migration

Xledger can assist with data migration to any level as required by The Client. The level of Xledger involvement in data migration can be varied according to the need of the customer.

Xledger can offer basic assistance and practical guidance to support The Client in mapping and migrating your own data, whether that is just opening balances, the most basic option, or full transaction history for several years. Alternatively, we can offer data migration consultancy on a time and materials basis for an Xledger consultant to extract, map and import your data on your behalf and to the agreed level of detail and history, so that The Client does not need to allocate resource for this.

As part of the implementation, we will hold a dedicated workshop to discuss and plan the approach to data migration. Full training is provided on the practical and conceptual aspects of importing data to Xledger during implementation, and historical data is all imported through simple-to-use CSV file templates. This approach provides you with the skills and tools to manage your own data migration should you prefer.

Data is typically first loaded into the Demo environment for checking and validation, before being imported to the Production environment once agreed that the data in the Demo environment is accurate and complete. Migration of standing data takes place over the entire course of the implementation phase of the project, prior to testing and verification phase. The migration of opening balance and historical data may take place prior to Go-Live, or shortly after Go-Live with a carefully managed and agreed migration plan.

It is possible to import historical data into Xledger. This can be transactions or balances. The assigned Xledger implementation consultant will be able to advise you on the different options.

It will be the responsibility of The Client to:

- Extract the data to be migrated from external systems.
- Cleanse the data to remove unwanted records.
- Define the mapping of the data to the Xledger structures.
- Verify that the imported data is both accurate and complete.

Additional Xledger technical consultancy assistance is available on an hourly basis to:

- Transform the data to the Xledger format.
- Map the old codes to the new codes based on the mapping rules provided.
- Load the data into Xledger demo environment.
- Load the data into the Xledger live environment.

Data security

We take security very seriously at Xledger. Both the application, and physical infrastructure (i.e., servers and internal network infrastructure), are solely operated by a limited number of Xledger employees. The physical servers are located at two highly secured external data centres. These provide power, conditioned modules and redundant WAN links. Both data centres are in Norway, part of the EEA.

Xledger has conducted an annual International Standards Organization (**ISO**) **27001** audit of the data centres, processes, and operation procedures, in which the data centres operation and the staff operating the infrastructure are **ISO 27001** certified by an independent third-party auditor.

Xledger is **ISO 27001** and **Cyber Essentials** accredited.

There is the option for two-factor authentication or single sign-on to Xledger, with the ability to integrate to Active Directory. The application login requires a username, a password and a security code which is sent to the user via email, SMS or Authenticator (Google or Microsoft). Security code is activated by default for all users and ensures two-factor authentication. The application access is role-based. Each user is assigned standard roles controlling access to application information and features. The users are automatically logged out of the application after a certain inactive period. Our customers are provided with a special role called 'Domain Administrator', this role is typically held by a senior member of finance that will have the ability to setup and remove users, as well as assigning roles and workflows in the system.

There is built-in audit trail in Xledger, which tracks all key component changes and user logins.

Xledger is fully UK GDPR compliant as a data processor.

Moreover, Xledger implements privacy by design through:

- Design policy.
- Data protection routines.
- Encryption or masking of personal data.
- Tools and processes for development.

Data can be anonymised and scrambled through the UI, and data can be fully deleted by request. User access is restricted so any, e.g., employee data is only available to those with appropriate user access role.

Xledger shall only process the personal data for the purpose of performance of the Contract, which shall be limited to the following purposes:

The purpose of processing is to be able to offer a cloud-based ERP system where customers themselves input, maintain, and process data. Xledger, in its capacity as the provider of the Xledger Software, will manage the system operation and data storage, as well as providing functionality for the Customer's data processing.

Xledger processes customer data on behalf of customers as data processor, while customers remain responsible as the data controller. All data is encrypted at rest and in transit.

Approach to integration

Xledger has the in-house skills to support and guide our customers through their integration journeys. Whenever we start a new project that has the need to integrate with external systems, we hold a discovery and design workshop to scope, plan, and design the integration requirement needed for each external system. During this workshop we can advise and agree on the most appropriate method.

Xledger offers various integration options tailored to different use cases. It includes native integrations with several widely used third-party applications that support business processes, such as Pleo, peopleHR, Stripe, and GoCardless. Additionally, Xledger is continually expanding its network of native integrations.

Where Xledger does not have an existing native integration available, we will support you to integrate your applications with Xledger and have a variety of tools available to do this. Firstly, Xledger is available on the Zapier platform, which allows you to build lightweight integrations between Xledger and over 5,000 listed apps quickly, easily, at low cost and with low technical expertise. Below are a few of the native integrations that we offer:



We can support you through several different tools, which you can utilise to build and own your own bespoke integrations.

- **Data Import** – A low cost, semi-automated solution, whereby data is exported from one system, converted, and imported into another. These types of integration typically suit low volume, low frequency data sharing such as a monthly Payroll Journal data import, or one-off Data Migration activities. The benefit of this type of integration is it gives your finance team full control over the import and mapping files.
- **Web Services** – Xledger's offers SOAP webservice endpoints, where files can be imported and exported programmatically. The import uses the same file formats as the manual file import simplifying the process and export outputs XML payloads. Typically, these types of integration are built when there is a need for higher volume and smaller frequency (it can still handle high frequency requests however depending on need GraphQL might be more suited) data sharing across systems. Typical webservices integrations include, EPOS system

integrations (daily gross takings), CRM registers (funds, projects, employees), and External Sales Systems.

- **Graph QL** – Graph QL is a state-of-the-art API technology. Similar to a REST API, it uses JSON to exchange data. This API technology is ideal where there is a need for data to be shared on a real-time basis to instantly replicate data between systems. Most of our Native integrations leverage this technology.

As standard, we always consider bank integrations (statements and BACS), and MTD VAT to be included with all implementations. Aside from these, our customers have previously successfully integrated with many other external systems, such as CRMs, HR systems, Payroll systems, payment gateways, EPOS, external billing systems, external expenses systems etc.

Approach to Support

Support is included in your monthly Software as a Service (SaaS) agreement fee. This all-inclusive model covers all aspects of support, maintenance, hosting, eliminating unexpected fees or charges. Xledger's multi-tenanted architecture ensures all users operate on the latest version without costly forced upgrades, maintaining compliance with government regulations.

Support Model and Team

Xledger's support model during and post-implementation is designed to provide **practical, finance-focused assistance** while ensuring long-term system reliability and continuous improvement. Support is delivered by our **UK-based Bristol team**, composed of 7 specialists with strong accounting backgrounds or formal accountancy qualifications. This ensures we understand the real-world challenges faced by finance teams, particularly within not-for-profit organisations.

Key aspects of our support approach include:

- **Personalised Service:** Our team provides targeted solutions for each client's specific needs, from system configuration to troubleshooting, ensuring responsive and relevant support.
- **Local Knowledge with Global Backing:** While support is delivered locally from Bristol, it is underpinned by Xledger's global R&D network, ensuring robustness, security, and innovation at scale.
- **Deep Expertise:** The Bristol team maintains expertise through regular training on Xledger's Financial Management System (FMS) and sector-specific requirements.
- **Responsive Communication:** Clients have access to a dedicated Customer Success Representative who is readily available by phone, email, or online portal for timely assistance.
- **Continuous Improvement:** Client feedback is actively gathered and used to enhance both the service and the platform, ensuring support evolves in line with user expectations and sector changes.

Together, these elements provide a **robust, strategic framework for long-term engagement**, ensuring Client Name benefits from not only successful implementation but also ongoing system optimisation and dependable support.

Hours of Operation and Availability

The Xledger Support team is available to handle support requests during core office hours (09:00 to 17:00, Monday to Friday) via telephone, email, and a web portal. During the 'Hypercare' period, our objective is to respond to all issues raised by the Client Name team within one hour. Customers can log support tickets 24/7/365.

For any urgent matters outside core office hours, the technical team is available to address critical faults or system outages around the clock. Outside of these hours, response times are based on the severity and priority of the issue. All response times are measured starting from the first Support Hour following the reporting of an Error and are tolled during periods outside Support Hours.

Communication Channels

Xledger provides a range of communication options to ensure users can access support quickly and conveniently. A webchat and video call facility are available and often preferred for resolving minor queries in real time. For non-critical questions, users can also access an in-system chatbot, which serves as the first point of contact. This automated feature assists with common issues and frequently asked questions, enabling users to find solutions efficiently.

In addition, Xledger manages support requests through multiple channels, including telephone, email, a web portal, and Microsoft Teams calls with screen-sharing capabilities.

Knowledge Resources and Training

We host release webinars and publish release notes to introduce new features and updates.

Our software includes searchable and online contextual help, and we conduct knowledge-sharing webinars to promote best practices, and we store these in system. The in-system help is regularly updated to align with product changes, offering step-by-step guides with screenshots and/or videos for each process or function.

To supplement the help guides, Xledger also has a built-in ChatBot utilising Generative AI.

During implementation, we provide training documentation for each module or functional area and access to a learning management tool.

Please refer to our Zendesk portal for further self-service information:

<https://xledgerukinternal.zendesk.com/hc/en-us/categories/4410305177234-Technical-a>.

Service Level Agreements (SLAs)

With respect to Errors properly reported by Customer in accordance with the terms of the Support Service Terms, Xledger will classify the Support Request as per the table below:

Priority Category	Priority Description	Priority Definition	Target Response Time
Urgent	Operationally critical	The Customer's use of the Application (in the production environment) is shutdown or so severely impacted that the use of the Application is impossible.	1 hour
High	Time critical	One or several critical business processes are disabled by the issue, causing major disruption but a short-term alternative solution is available.	2 hours
Medium	Important	Business processes are affected by the issue, causing some disruption. An alternative solution is available which can be instigated causing some operational impact, but is not a high priority categorisation.	4 hours
Low	Not time critical	Business processes are minimally affected by the issue. The issue can be bypassed with little operational impact, but is not a medium priority categorisation. This category also covers, but not limited to: request for new features and/or enhancements, errors in documentation and clarification on procedures.	By the end of the next Business Day

Xledger strives to meet these SLAs, and response times are tracked for compliance. Customers can request regular reports on support performance.

Escalation Procedure

In the event of the Customer being dissatisfied with the level of Support being provided in relation to one or more matters, then Xledger will escalate the issue to higher levels of management as follows:

- **1st level of escalation: Customer Support Manager**
- **2nd level of escalation: Head of Operations**
- **3rd level of escalation: CEO**

The Customer shall give each person detailed not less than ten (10) Business Days to resolve the issue before requesting escalation to the next level.

Support During Hypercare

Xledger provides dedicated support during both pre- and post-go-live to ensure a smooth transition. For the first two months after go-live, an enhanced support service called 'Hypercare' is available. This includes two days of onsite or virtual assistance, agreed upon with the project manager, to help users with system navigation, ad-hoc queries, and best practices.

During this period, the Client Name project team will have direct access to a dedicated support consultant, alongside the email helpdesk. Hypercare covers quick questions, refresher training, in-depth functionality discussions, and reminders of available features. An Xledger support team member will monitor activities weekly and hold review calls with Client Name to address issues and assign tasks.

Hypercare is not a substitute for implementation consultancy, training, or testing. Services outside its scope, such as training for untrained users, system reconfiguration, or completing implementation tasks, may incur additional charges. Once Hypercare concludes, standard support will continue for the contract's duration.

Regular Support Post-Hypercare

Xledger ensures long-term support through a structured model. Super Users, trained during implementation, serve as the first line of internal support, managing day-to-day issues and reducing reliance on external assistance. They also retain access to Xledger's Equip platform, which provides ongoing learning and training resources.

For additional help, Xledger offers dedicated support channels for troubleshooting system performance, configuration, or functionality issues. If complex challenges arise, consultancy services are available on a time-and-materials basis for advanced troubleshooting and configuration adjustments.

Xledger continuously updates its platform to enhance features and security. Customers automatically receive these updates, with any associated issues promptly addressed. Our continuous improvement model ensures frequent, incremental updates, reducing the risks of large-scale releases and maintaining high system performance.

Our support aligns with Xledger's development roadmap, ensuring users receive timely assistance and training on new features. This integrated approach provides predictable, high-quality support while adapting to evolving user needs.

The attached roadmap is for informational purposes only and should not be viewed as a commitment to develop functionality specifically in the functional areas listed. Please note that all information

contained in the roadmap document is provided commercially in confidence and cannot be shared with any third parties without written consent of an Xledger Company Director.

For the duration of the contract, the customer will have free of charge access to a sandbox / demo environment. Additionally, quarterly development webinars, articles, and support features will assist Client Name's familiarisation prior to utilising the new features.

Reporting and Metrics

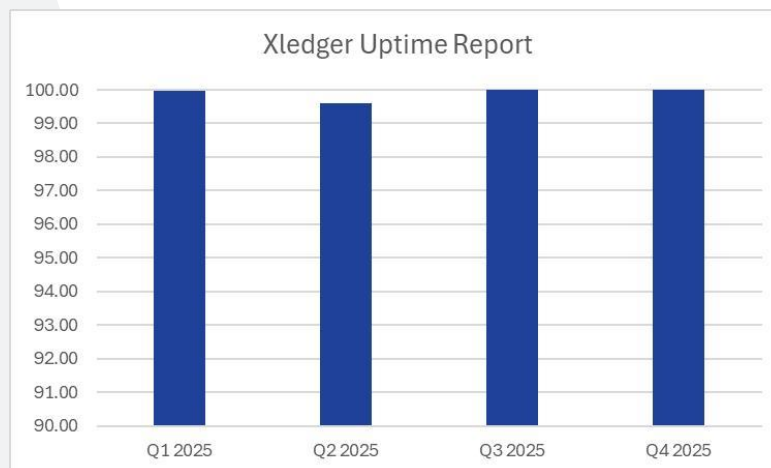
Xledger provides regular reports on service levels, including ticket volumes, resolution times, and overall system performance. These reports highlight key metrics and system health and are reviewed during scheduled service delivery meetings with our Service Delivery Manager and relevant vendor staff to discuss performance, address concerns, and ensure alignment with Client Name's objectives. Additionally, support requests are managed through multiple communication channels and classified according to the Support Service Terms.

Maintenance Details

Continuous monitoring and backup procedures ensure system integrity. Real-time monitoring alerts operational management to anomalies, and high availability is maintained through continuous mirroring, scheduled backups, and bi-weekly restore tests. Backup files are stored separately for added security. Redundant internet connections, weekly application upgrades, and semi-annual technical updates during off-peak hours minimise disruption. Xledger prioritises system availability and stability, committed to delivering the highest possible uptime.

Our SLA guarantees a minimum uptime of **99.5%**, with actual performance consistently exceeding this, in 2025 actual uptime was **99.98%**, reaching **100%** in 7 of the months.

The below figure depicts our uptime in 2025:



Xledger regularly tests its Business Continuity Plans to ensure uninterrupted system access across various scenarios. Database maintenance is typically conducted during technical release periods in May/June and October/November, with dates communicated in advance. Additional planned maintenance occurs as needed, usually on weekends to minimise impact, and emergency maintenance is notified as soon as possible. As a true-cloud solution, Xledger manages all infrastructure, maintenance, and upgrades at no additional cost, continuously improving the system in line with regulations, customer feedback, and technology trends.

Summary

Together, these support services ensure The Client users receive prompt, expert support and continuous access to system assistance during and post-implementation.

Approach to training

Xledger includes searchable and online contextual help, and we conduct knowledge-sharing webinars to promote best practices and we store these in system. We host release webinars and publish release notes to introduce new features and updates.

The in-system help is regularly updated to align with product changes, offering step-by-step guides with screenshots and / or videos for each process or function. During implementation, we provide training documentation for each module or functional area. Updated manuals are available upon request. We also encourage customers to create their own knowledge resources to support new user onboarding and ensure adherence to internal policies.

All our training, resources and guides are available for the full duration of your contract. Access to Xledger's online learning management tool, Equip, is also available in perpetuity.

What is Xledger's Approach to Training?

Xledger has a blended approach to training, meaning training on Xledger is completed using both an online learning management tool and supported by live workshops with a nominated consultant.

Equip is Xledger's online learning management tool designed to support users of Xledger with their training requirements. Equip contains interactive and dynamic content, optimised for use on any device, providing a learning programme suited to your Xledger needs.

Equip training courses include information and training to support the everyday use of Xledger, system setup and more detailed spotlight courses.

- The main suite of courses guides you through the core functions of Xledger training you on how to use each module.
- Set up courses guide system administrators through Xledger configuration and can be further supported by consultants for more detailed insight.
- The spotlight courses focus on key areas of Xledger, ensuring you get the most benefit from the efficiencies and automation Xledger has to offer.

All Equip users are enrolled on the courses to welcome you to Xledger and how to best utilise Xledger for business insight. All other courses can be found in the catalogue for enrolment.

All Equip courses contain 'Try it yourself' activities that can be completed in a demo environment provided by Xledger throughout the implementation. These can be submitted for review to your Xledger consultant to ensure learning is on track, thus promoting hands on learning in an active Xledger environment.

Why is this Xledger's approach to training?

By combining the benefits of online learning with a personal consultative approach, Xledger offers their onboarding customers a tailored, effective, and collaborative training experience that brings the best value to users and their organisations.

- Flexibility and speed of access to knowledge: anytime, anywhere, unlimited* access to Equip (*for the duration of the implementation – from Project Kick-off to Project Close)
- Relevancy: users' learning paths are relevant to the nature and complexity of their Xledger solution

- **Efficiency:** Equip arms Super Users/implementation/project teams with the level of system knowledge they need to make the most of consultancy hours efficiently

The aim of the training is to give the Project Team a variety of opportunities to gain sufficient knowledge of Xledger to make informed decisions. With the support of a nominated consultant a series of design and configuration workshops will allow the right Xledger configuration to suit your needs. A training plan will be agreed jointly between the Xledger and The Client.

For training courses that require further collaborative input during the session, days or hours will be scheduled with your consultant as required depending on the area of Xledger.

Should a client require bespoke training, this is available on request at an additional cost.

Who completes the training?

The Project Team should all complete the courses and workshops to ensure knowledgeable decisions pertinent to The Client are made in a timely manner. During the implementation Super Users will be identified within The Client and these users will become the primary support contacts once the implementation is complete. The Super Users will be self-sufficient in their knowledge of Xledger to maintain and update settings on an ongoing basis where required. Super user access to Equip is maintained after implementation to support ongoing learning requirements.

Where does the training happen?

Training on Xledger works best online, utilising a combination of Equip and virtual meeting spaces. Consultants are available for onsite sessions at The Client request.

When does the training take place?

Training on Xledger is undertaken throughout the implementation of Xledger. The Project Team will have access to Equip from “Project Kick-Off” to “Project Close” ensuring access to online training materials is available through out every stage.

Product Updates

Support is included within the monthly SaaS agreement fee, covering all aspects of support, maintenance, hosting, and upgrades, thereby eliminating any unexpected fees or charges.

As a multi-tenant solution, all updates are compulsory as all Xledger customers are on the latest version of the software. This approach enhances our responsiveness to user needs, aligns with evolving industry standards, and provides a more agile service experience. Updates are designed to improve functionality, security, and user satisfaction, ensuring The Client benefits from a cutting-edge financial management solution.

To maintain high availability and minimise disruption, technical updates are strategically scheduled during off-peak maintenance windows, typically at nighttime over weekends. Advance notifications are sent to ensure transparency. Clients are not required to perform testing or technical work, Xledger handles all aspects, ensuring minimal disruption to The Client.

For detailed information on specific updates, we provide release notes and communications. Our solution has been continually developed based on customer demand and market trends. This ensures the system remains aligned with global standards such as UK GAAP, IFRS, and GDPR, as well as modern best practices in financial technology.

Our architecture, built on multi-tenant true cloud technology, enables real-time deployment of updates, ensuring that all customers, including The Client, benefit from the latest improvements immediately without requiring manual installations. Continuous feedback collection ensures updates are relevant, user-driven, and valuable.

Patches and Releases rolled out to customers

In 2024, Xledger delivered approximately 2,200 minor patches. We typically release 6 to 12 major updates per year, though this can vary depending on the complexity and scale of the planned changes. As a global, industry-agnostic product, not all major updates are relevant to every customer.

Xledger follows a continuous update model, with security patches, bug fixes, and functionality improvements implemented multiple times per year. We also have Technical releases which occur bi-annually (typically in May/June and October/November), enabling us to perform necessary database and infrastructure updates.

Xledger ensures transparency by providing advance notifications for all scheduled maintenance periods. Urgent or critical maintenance is communicated at least 24 hours in advance. Release notes are published after each update, detailing changes, new features, and key bug fixes.

Our multitenant architecture ensures that every customer always runs the most current version of our software. This delivery model allows us to respond rapidly to feedback, remain aligned with evolving industry standards, and maintain a high level of service agility.

Xledger's ongoing development and adherence to regulatory updates make it an ideal choice for The Client's long-term project goals. The product evolves based on market demands, customer feedback, and strategic priorities, with development guided by a roadmap to ensure continuous enhancement and adaptability.

Quality Assurance

No additional testing is required from The Client. All changes are rigorously tested by our dedicated QA teams in controlled environments. Updates are designed to improve functionality, security, and usability.

Planned maintenance is scheduled outside business hours whenever possible. Emergency maintenance is rare but will be communicated with as much advance notice as possible.

We prioritise compliance and system integrity through regular updates that include security patches, performance improvements, and new features. Our commitment is backed by certifications such as ISO 27001 and Cyber Essentials.

Customer Support & Feedback for Updates

To support smooth adoption of updates, we provide comprehensive learning and engagement resources, including webinars, knowledge articles, in-system help prompts, and “What’s New” notifications. Our Equip training platform includes e-learning content to familiarise users with new features.

Customer Success Executives also provide support and guidance to ensure new functionality is understood and utilised effectively. This proactive approach helps ensure that The Client always benefits from a secure, compliant, and innovative solution.

Customers can submit improvement suggestions through the support ticketing system or directly via their Customer Success representative. Our Product Management team works closely with support and customer success to assess whether changes or new developments are needed, evaluating requests based on user impact, alignment with the strategic roadmap, compliance needs, and market relevance.

When requests align with our roadmap priorities, they are scheduled for development and added to the roadmap, which is updated regularly. Customers receive personalised feedback on the status of their suggestions through their Customer Success Executive.

Acceptance Testing

Approach to testing general

Full user-acceptance criteria are written into the Project Plan and signed off by both The Client and Xledger. This is then reviewed at the Project Close meeting which takes place three months after Go Live. Ahead of Go Live, testing takes place as part of the XIM programme. The testing and verification phase of the implementation follows a structured, process-based approach, and is completed in 2-week sprints. A plan will be agreed jointly between Xledger and The Client to walk through the key processes, covering both data in and data out. This will encompass all functionality as required for The Client. The acceptance testing plan will be signed off by both The Client and Xledger prior to the readiness assessment, held prior to Go-Live and at which point the acceptance testing status will be reviewed.

Any issues will be addressed in several ways, for example:

- Changes in the configuration.
- Additional training.
- New processes.

Test Environment & User cases

In the testing phase, a jointly developed Testing Plan outlines key scenarios tailored to The Client's specific use cases. This includes testing system configuration, end-to-end business-critical processes, exceptional scenarios, and any fixes or changes that have been applied.

Super Users will be expected to lead and drive the testing process, while End Users should be involved early to promote system familiarity and gain early acceptance. This collaborative approach helps ensure all business-critical functions are tested in realistic, operational contexts.

Progress is tracked quantitatively to provide an objective basis for governance discussions and ensure readiness for go-live. Xledger will support The Client throughout UAT, including defect tracking and remediation. A jointly agreed UAT plan, embedded within our XIM programme, will define key processes, acceptance criteria, and test scripts.

Xledger operates dedicated environments to support effective User Acceptance Testing (UAT):

- **DEMO – used for UAT, training, and testing. Refreshed every two weeks with a copy of the Live environment.**
- **PROD – the live environment.**
- **TEST – used for testing patches and releases.**
- **MASTER – used for development.**

Testing Frequency

Testing is structured into three 2-week sprints, allowing for multiple iterations to test, review, and retest key processes. This sprint-based approach supports timely issue resolution and continuous improvement throughout the UAT phase.

Feedback Tool

A **Sample Test Plan**, including a **Standard Testing Log**, will be provided by Xledger. This log serves as the central feedback tool during testing and should be used to:

- Record system queries
- Track defects
- Log any change requests requiring Xledger input

Xledger consultants will regularly review the Testing Log, respond to queries, validate issues, and implement appropriate solutions — whether through configuration changes, process updates, or additional training.

Additionally, **Consulting Testing Support Sessions** will be scheduled to review outstanding items from the log, walk through updates, and ensure testers have a clear understanding of the system. These sessions will help maintain testing momentum and support issue resolution prior to Go-Live.

Hosting

Hosting arrangements

Xledger operates a true multi-tenant cloud-based SaaS platform, with no on-premises components required by customers. All customer data is held exclusively within secure, ISO 27001-certified data centres in Norway (within the EEA). Xledger.net operates across two data centres in Oslo—DigiPlex and OSL5 (Base Farm)—both with N+1 redundant infrastructure for HVAC, power supplies, and UPS. The data centres are connected by 10 GB redundant dark fibre links, with continuous database and file backups to a separate subnet and weekly offline backups to a third-party location.

Each customer's data is logically segregated to ensure strict data isolation and prevent any cross-customer access. This architecture allows Xledger to maintain high levels of scalability, performance, and security, while ensuring that all data residency and privacy obligations are met.

Data Security

Xledger prioritises security across its application and physical infrastructure, which is managed exclusively by a limited number of Xledger employees. The system is hosted in two highly secure, ISO 27001-certified data centre in Norway, ensuring high availability with redundant power, conditioned modules, and WAN links.

Xledger is ISO 27001 certified. This certification demonstrates our commitment to effectively managing information security risks across all aspects of our operations.

Backup & Recovery

Xledger's recommended approach to backup is designed to ensure data integrity, high availability, and rapid restoration in the event of a failure. As a true multi-tenanted cloud solution, Xledger provides all customers with access to the same core application, running on a shared infrastructure with logical data separation. This architecture ensures consistent delivery of services, simplified updates, and efficient disaster recovery processes across all tenants.

Data resilience and security are maintained through continuous mirroring and frequent backups: databases are backed up every 15 minutes, and file servers are backed up daily. Backup files are stored securely off-site in separate physical locations to safeguard customer data against potential risks and ensure recoverability from localised incidents.

Xledger's application is updated several times a year, with patches and enhancements deployed during planned maintenance windows, typically scheduled overnight on weekends. Users receive advance notification of these updates to minimise any potential disruption. Multi-tenancy enables all customers to benefit from these updates simultaneously, with no need for individual installations or version control.

We follow industry best practices in disaster recovery and business continuity planning. Xledger is ISO 27001 certified, with our certification covering information security management, including business continuity procedures. We also complete an annual ISAE 3402 audit, providing assurance over our operational controls as a Software-as-a-Service (SaaS) provider.

Security and operational resilience are further reinforced through continuous monitoring of internal and internet-facing systems. Vulnerabilities are addressed promptly in line with security recommendations, and independent penetration tests are conducted annually by a third party. A summary of findings from these assessments is made available to customers.

Recovery in the Event of a System Failure

Our Recovery Point Objective (RPO) is 15 minutes, meaning in the event of a failure, data loss will be limited to a maximum of 15 minutes. The Recovery Time Objective (RTO) is set at 24 hours, ensuring the system is restored to full operation within one working day.

Xledger has a robust and tested recovery process in place to ensure rapid system restoration in the event of a system failure. A dedicated disaster recovery site is maintained and regularly updated to support business continuity if the primary environment becomes unavailable. To ensure the effectiveness of our recovery process, full-scale restore tests are carried out every two weeks. These tests simulate various disaster scenarios—including natural events and hardware failures—and verify the integrity and accessibility of backed-up data.

Outside of core office hours, the Xledger technical team is available to address any critical faults or system outages (24/7/365).

Xledger has a comprehensive Disaster Recovery Plan (DRP) designed to ensure continuity of service and rapid recovery in the event of a disaster. The plan addresses a wide range of potential incidents affecting personnel, premises, technology, data, suppliers, and other critical business functions.

Oversight of our disaster recovery processes is provided by the Chief Technology Officer, who ensures all procedures are implemented and documented. We conduct an annual risk assessment—reviewing risks such as system downtime, customer satisfaction, and data security—with documentation maintained by the CFO.

Exit Strategy

As part of Xledger's exit strategy, we can provide clients with copies of any Customer Data and certify that we have not retained any copies of such Customer Data after its return, unless specified otherwise by Applicable Laws or requested by relevant Authorities. Customers may download all Customer Data in CSV format at any time before termination. Following termination, clients have 30 days to submit a request for their data. Upon request, Xledger will deliver the Customer Data in a structured, editable format on an encrypted memory stick, which is an additional service subject to a charge. Customers are responsible for downloading any remaining data from the system not included in this service within the 30-day post-termination window, after which Xledger may delete any remaining data. Additional consultancy support is available at customer request and will be chargeable at then-current rates.

Additionally, we have included a "Delete Me" tool in our roadmap, designed to simplify the removal of data related to former employees, customers, or companies in compliance with legal requirements. This tool will also provide options for data anonymisation to further strengthen privacy protection.