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Alten Sverige AB
Org nr 556420-7453

Årsredovisning för räkenskapsåret 2022

Styrelsen och verkställande direktören avger följande årsredovisning.

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Om inte annat särskilt anges, redovisas alla belopp i tusental kronor. Uppgifter inom parentes avser föregående år.

Undertecknad styrelseledamot och VD i Alten Sverige AB intygar härmed att resultaträkningen och balansräkningen i årsredovisningen fastställts på årsstämma den 2023-05-12.

Årsstämman beslöt att godkänna styrelsens förslag till vinstdisposition.

Jag intygar också att innehållet i årsredovisningen och revisionsberättelsen stämmer överens med originalen.

Göteborg den 2023-05-12

Anders Persson

2022

ÅRSREDOVISNING

ALTEN Sverige

ALTEN

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A BETTER FUTURE THROUGH TECHNOLOGY

ALTEN är ett konsultbolag som utvecklar och levererar kompetens för världsledande företag med konsulter inom teknik, IT och biokemi. Ingenjörskonst, kundfokus och ett beprövat kvalitetssystem har gjort ALTEN marknadsledande inom teknik- och IT-konsultverksamheten i Europa. Tack vare våra engagerade och kompetenta medarbetare kan vi alltid ligga steget före och erbjuda de bästa lösningarna för våra kunder.

Varje individ är lika viktig i ALTENs framgång: Vi drivs av att se människor växa. Vi skapar möjligheter för att man hos oss ska kunna arbeta med det man har passion för. I nära och strategiska relationer till många av de största kunderna i Europa erbjuder vi exceptionella möjligheter till rörlighet mellan sektorer, varierande karriärvägar och geografisk flexibilitet. Det innebär att vi ger våra medarbetare chansen att utvecklas och bygga en internationell karriär.

Vi brinner för ingenjörskonsten och främjar för att fler unga ska välja tekniska utbildningar. Vi tror bestämt att jämställdhet och mångfald inom ingenjörsbranschen bidrar till **en innovativ arbetsmiljö och stark utveckling av samhället i en positiv riktning.**

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En del av ALTEN Group

Vi är ett globalt företag med en stark lokal närvaro. Som ett av Europas största teknik- och IT-konsultbolag, med över 50 000 medarbetare i över 30 länder, samarbetar vi med Europas ledande företag genom hela produktutvecklingskedjan.

ALTEN grundades 1988 i Paris av tre ingenjörer. Redan från starten var målsättningen att kunna erbjuda de allra bästa ingenjörerna på marknaden, och bolaget fick snabbt stora uppdrag inom flyg- och försvarsindustrin.

Bara nio år efter starten hade ALTEN drygt 1 000 anställda med kontor på sju orter i Frankrike. Därefter följde en stark expansionsfas med etableringar runtom i Europa.

Som en global aktör kan vi dra nytta av våra samlade tekniska erfarenheter och resurser för att ta oss an stora och komplexa uppdrag – oavsett var i världen behoven uppstår.

Som en lokal aktör har vi möjligheten att arbeta nära våra kunder. Det är en förutsättning för att kunna leverera konkurrenskraftiga lösningar i utvecklingens absoluta framkant.

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ALTEN Sverige i korthet



SEDAN
1991

9
STÄDER

1400
MEDARBETARE

1,39 MDKR
OMSÄTTNING

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VD:n har ordet

Större delen av 2022 följde samma positiva trend som 2021 — det är hög efterfrågan på våra tjänster. Det är främst pådrivet av den pågående tekniska omställningen inom elektrifiering, grön energi, digitalisering och ökade investeringar i försvarsindustrin, men även av en fortsatt återhämtning från pandemin.

För 2022 levererar vi en omsättning på 1,39 miljarder SEK, vilket är en ökning på 3% jämfört med år 2021. Vi når inte riktigt våra omsättningsmål, men en högre än budgeterad aktivitetsnivå resulterade i en förbättrad rörelsemarginal. Leveranser i form av helhetsåtaganden och agila teams växer procentuellt som andel av vår omsättning. Även volymen projekt utförda från ALTENs leveranscenter i Europa till kunder i Sverige har ökat dramatiskt under året.

Fortsatt stark efterfrågan — på en tuff rekryteringsmarknad

Vi ser fortsatt starkast efterfrågan på teknisk spetskompetens inom mekanik, elektronik och mjukvaruutveckling. Fordons- och försvarsindustrin är de branscher som gått absolut starkast under 2022, där tillväxten främst drivits av Göteborg och Stockholmsregionerna. Vår aktivitet inom Life Science har varit påverkad av fortsatta covid-restriktioner i Asien, då våra kunder har en stor del av sin marknad där. Vi räknar med att Life Science återvänder till en positiv trend när restriktionerna släpper och kunderna kan återstarta sina projekt.



Trots den hårt konkurrensutsatta svenska rekryteringsmarknaden inom Teknik och IT träffade vi över 6 000 kandidater och välkomnade 650 nyanställda kollegor från ett 30-tal länder till ALTEN i Sverige under 2022. Jag är extra stolt över den mångfald vi idag har i bolaget. Med ett 30-tal nationaliteter representerade i Sverige och en andel kvinnor på nästan 30% av alla nyanställda har vi idag en stor bredd av kompetenser, erfarenheter och infallsvinklar som alla kompletterar varandra i våra sammansatta team. I slutet av 2022 sysselsätter vi 1400 engagerade medarbetare vid 10 kontor från Lund i söder till Skellefteå i norr.

Merparten av våra medarbetare är högutbildade med en masterexamen och flerårig arbetslivserfarenhet. Sverige har begränsad tillgång till lokal högkvalificerad arbetskraft, vilket lett till att vi rekryterar en betydande andel från utlandet. Särskilt utmanande har i sammanhanget varit de förändringar och fördröjningar i migrationspro-

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cesserna som vi upplevt under året. Detta har påverkat vår tillväxt negativt och migrationsprocesserna fortsätter vara en begränsade faktor. Det är även utmanande att hantera att våra kunder rekryterar personer från vår organisation, vilket representerar en stor del av vår personalomsättning.

En ny nordisk organisation

Under de senaste åren har vi arbetat långsiktigt med att säkra fortsatt diversifiering genom att växa vår verksamhet i balans mellan branscherna, i syfte att maximera möjligheter och minimera risk. Sommaren 2022 skapade vi därför en ny organisation där Sverige och Finland slogs ihop i alla operationella funktioner. Vi är nu nordiskt organiserade som ALTEN Nordics utifrån våra affärsområden Engineering, IT och Life Science. I Sverige har vi traditionellt varit starkast positionerade inom produktutveckling, medan tjänster mot tillverkande industri (såsom stål, papper, energi) har varit den största delen av verksamheten i Finland. Vi planerar nu att överföra kompetens och samköra projekt mellan länderna, för att på så vis få tillgång till en större andel av konsultmarknaden inom teknik och IT.

Den nya nordiska organisationen stöttar även vår satsning mot energisektorn som vi lanserade under 2021. Vi kan med vår kompetens verkligen bidra till en hållbar utveckling och det är genom våra kundprojekt som vi dagligen kan göra störst skillnad. Internt fortsätter arbetet, på global nivå, med att halvera våra utsläpp till år 2035 och nå klimatneutralitet år 2050 enligt våra SBTi-baserade mål.

Fokusområdena för ALTEN i Sverige, och numera även gemensamt i Norden, är fortsatt desamma: Diversifiera genom att vidareutveckla vårt erbjudande inom respektive bransch, optimera vår tekniska in-house-verksamhet för arbetspaket, nyttja styrkan som är vårt globala nätverk samt kontinuerligt kompetensutveckla våra medarbetare.

En stabil framtid

Geopolitisk oro, inflation och risk för lågkonjunktur dominerar nyhetsflödet när året 2022 går till sitt slut. Detta kräver att vi är lyhörda, agila och har kapaciteten att leverera kostnadseffektiva lösningar. Vi är idag bra rustade för detta.

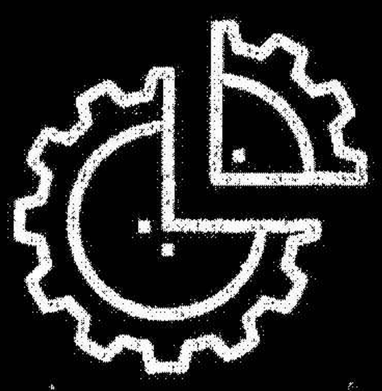
Tillsammans med lönsam organisk tillväxt kommer vi fortsatt arbeta långsiktigt med att förstärka vår position ytterligare genom strategiska bolagsförvärv. ALTEN bidrar med teknisk kompetens, resurser och nya arbetssätt som kompletterar den långsiktiga strategin hos våra partners. Vi är ett globalt bolag med en lokal närvaro.

Stort tack till alla kunder, samarbetspartners och framförallt våra medarbetare för de möjligheter som vi skapar. Låt oss fortsätta växa tillsammans!

Anders Persson
VD

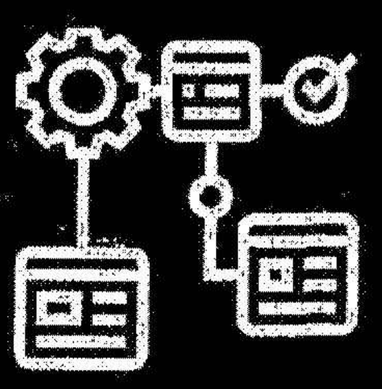
Fyra fokusområden för framtiden

Vi utvecklar och levererar kompetens för världsledande företag genom engagerade teknik- och IT-konsulter. Det innebär att vårt värde ligger i oss själva och den kompetens vi besitter. För att nå våra affärsmål och för att fortsätta att vara välpositionerade i den tekniska tillväxt som pågår på global nivå har vi identifierat fyra fokusområden.



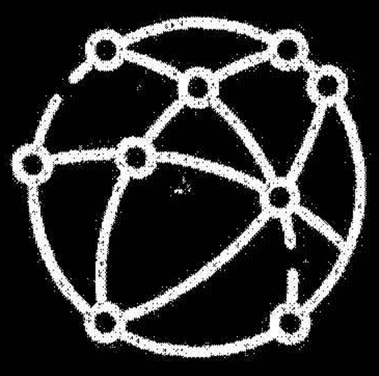
Diversifiering av branscher

Vi kommer att arbeta aktivt med ett tydligt kundfokus, med avsikt att uppnå en diversifierad marknadsposition. Det gör vi genom att investera på rätt platser där vi strävar efter att vara aktiva. Vi kommer att positionera vår dagliga verksamhet i enlighet med våra investeringar och se till att stödja dem på bästa möjliga sätt, vilket kommer leda till mer intressanta uppdrag och möjligheter.



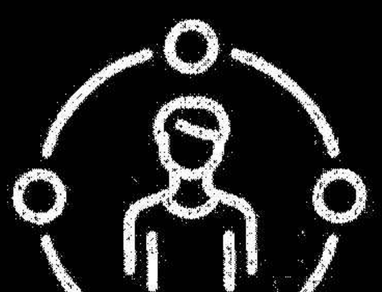
Optimerade leveranser

Optimerade leveranser innebär arbetspaket, där vi levererar strukturerat värde till våra kunder inom projektledning. De utgör cirka 25% av vår verksamhet och fortsätter att växa. Vi kommer att fortsätta investera i vår egen kapacitet och våra egna resurser för att leverera dessa projekt, vilket kommer att skapa lokala kompetenscenter och fungera som teknisk grund på våra egna kontor.



Globala nätverk

För att kunna diversifiera vår verksamhet och hantera optimerade leveranser måste vi använda vår globala kapacitet inom ALTEN. Vi är ett stort företag, och att vara ett stort företag har många fördelar – en av dem är våra internationella resurser. Det innebär att vi kommer att samarbeta mellan företag och länder för att komplettera våra team i Sverige.



Kompetensutveckling

Vår största tillgång är människorna på ALTEN och strävan efter att utvecklas. Därför vill vi uppmuntra alla som vill prova något nytt att aktivt söka en ny utmaning där det finns möjlighet att växa. Det gör vi genom att kontinuerligt stärka vårt erbjudande, optimera våra utbildningsmöjligheter och erbjuda relevanta kurser som uppmuntrar till vidareutveckling.

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Våra medarbetare är vår framgång

Varje enskild medarbetare utgör en viktig del i vår framgång. Därför verkar vi för ett arbetsklimat med utgångspunkt i alla människors lika värde: Hos oss ska alla kunna känna sig trygga och ha samma rättigheter, skyldigheter och möjligheter. Vi är övertygade om att en jämlik och jämställd arbetsplats skapar ett gott arbetsklimat och bidrar till att stärka vår konkurrenskraft.

Möjligheter

Våra kunder är verksamma inom flera olika områden och branscher, vilket skapar möjligheter för våra konsulter att **bygga sin egen karriär och få jobba med vad de brinner för.**

I och med att vi erbjuder kompetenser genom hela produktutvecklingskedjan finns det goda möjligheter att bredda sin kompetens. ALTEN Groups breda globala närvaro ger även **möjligheter att göra en internationell karriär.** Dessa stora möjligheter att kunna påverka sitt uppdrag bidrar till engagerade medarbetare.

Utveckling

Vi erbjuder kurser som utvecklar medarbetarnas professionella kompetens, inspirerar personlig utveckling och arbetar för att ge våra ledare **de rätta verktygen för ett coachande ledarskap** där varje individs potential tas tillvara.

Vi är kollektivavtalsanslutna och erbjuder våra medarbetare friskvårdsbidrag, pensions- och sjukförsäkring. En trygg arbetsmiljö är avgörande för att våra kollegor ska kunna utvecklas och vi vill erbjuda bästa tänkbara förutsättningar för att trivas.

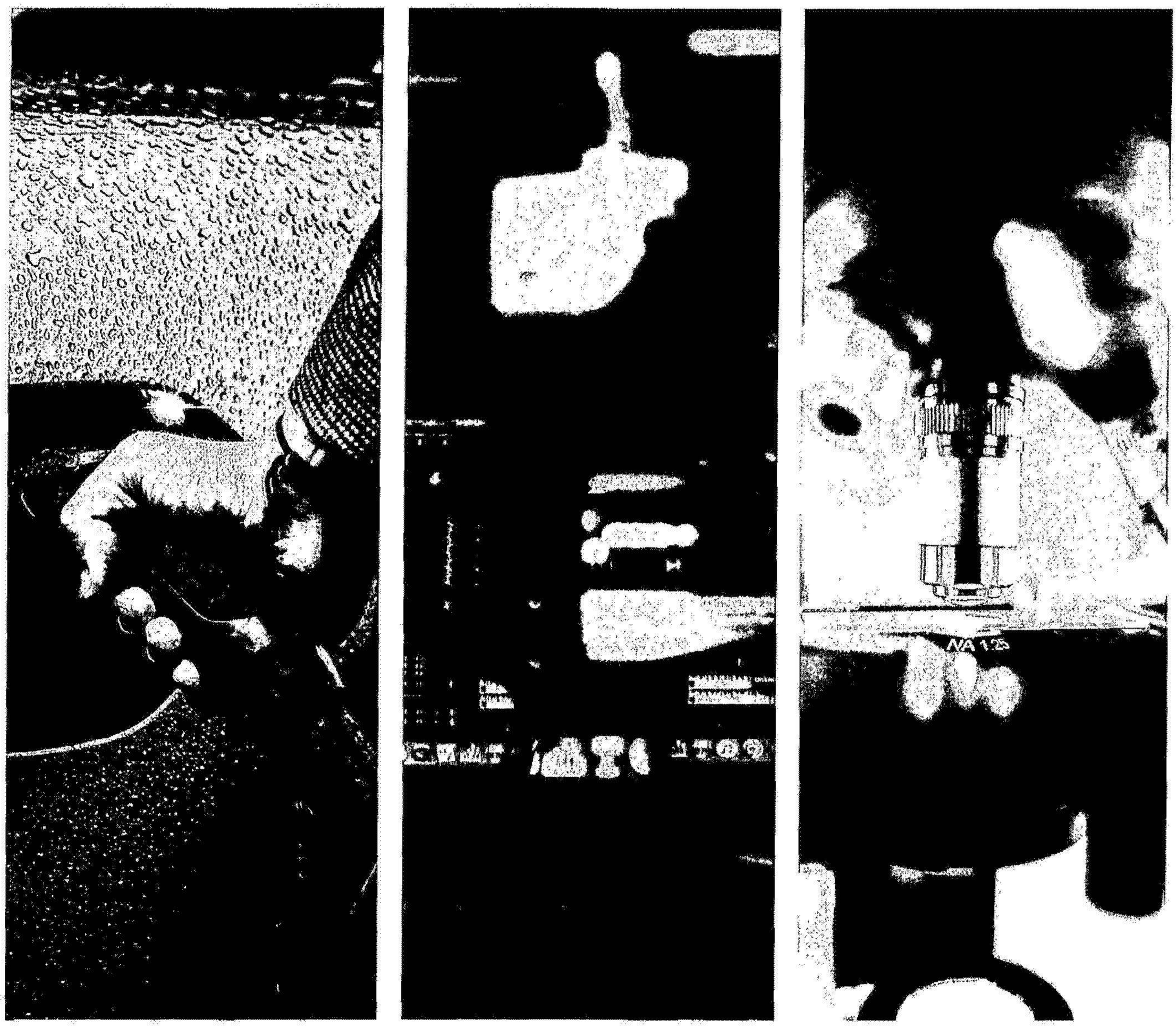
Gemenskap

För att kunna göra ett så bra jobb som möjligt är det viktigt att man trivs och har kul med sina kollegor. Hos oss finns **många möjligheter till gemenskap**, genom flera kompetensbreddande och inkluderande nätverk.

Nätverket Women@ALTEN har som syfte att skapa forum för våra kvinnliga medarbetare att **bygga gemenskap och utbyta erfarenheter,** attrahera fler kvinnor att jobba på ALTEN samt att **inspirera unga tjejer att välja tekniska utbildningar.**

Tre renodlade affärsområden

Sedan slutet av 2019 arbetar vi utifrån tre renodlade affärsområden: Engineering, IT och Life Science. Det gör vi för att som organisation kunna möta nutid och framtid på bästa sätt. Vårt fokus på dessa tre affärsområden möjliggör effektivare samarbeten och kommunikation med våra kunder, riktade budgetar och strategiska satsningar internt. Det skapar även en naturlig tillhörighet i ett större nätverk för våra medarbetare.



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Engineering

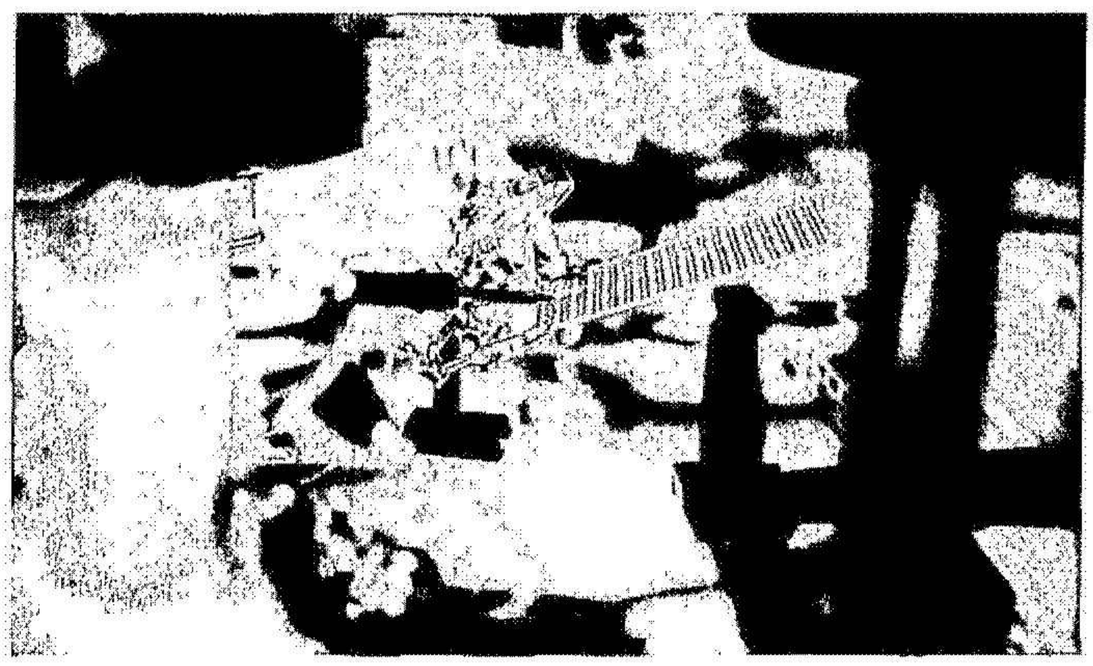
Vi utför komplexa och tekniska projekt genom hela produktutvecklingskedjan hos de främsta bolagen inom flera olika branscher. Vi kan ta oss an våra kunders utmaningar, oavsett om uppdraget gäller ett helhetsåtagande eller ett specifikt delmoment i utvecklingscykeln. Våra engagerade ingenjörer arbetar med den senaste tekniken och brinner för att ständigt utveckla nya och innovativa lösningar som gör skillnad inom flertalet tjänsteområden.

Produktutveckling

Vi har såväl generalister som experter inom hela utvecklingscykeln, vare sig det gäller **industriell** eller **mekanisk design**. Vi är en partner till våra kunder genom hela processen – från koncept, utveckling och **testning** till konstruktion, **projektledning** och industrialisering. Vi gör även flera jobb inom **beräkning och simulering**.

Tillverkningsindustrin

Som en komplett partner vet vi vad som behövs för att kunna konkurrera på den globala marknaden och våra ingenjörer förbättrar tillverkningsprocesser och sänker **produktions- och kvalitet**skostnader utifrån helheten. Det kan till exempel vara att vi hjälper företag med smarta distributionskedjor, **inköp**, **logistik**, **processteknik** och **automation**.





Inbyggda system

Tekniken blir alltmer avancerad och inbyggda system ökar dagligen i komplexitet. Vi erbjuder spetskompetens inom flera områden såsom **AI**, **test och verifiering** och **maskininlärning**. Med vår tekniska bredd kan vi sätta samman tvärfunktionella team och **projektleda** idéer från koncept till verklighet, vad gäller utveckling av både **hårdvara** och **programvara**.

Kraft, process & anläggning

Vi är partner till bolag verksamma inom energiframställning, energiutvinning samt inom processindustrin. Vår kompetens sträcker sig inom hela energisektorn, vilket innefattar att vi besitter kompetenser inom **mekanisk konstruktion**, **processteknik** och **elkraftteknik**. Vi bidrar även dagligen med **projektledning** och **beräkning och simulering**.

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IT-tjänster

Vi designar och utvecklar morgondagens system och gränssnitt med modern, framtidssäker teknik. Tack vare vår expertis inom centrala teknikområden utvecklar vi våra kunders position på marknaden, oavsett bransch. Vi tar oss an IT- och affärsutmaningar, erbjuder smarta lösningar baserat på kundens behov och finns med i varje steg på vägen, från koncept till färdig lösning. På så sätt kan vi säkerställa ett agilt och önskvärt resultat.

Utveckling & arkitektur

Vi har kompetenta utvecklare och IT-arkitekter som arbetar med **fullstack, backend** och **frontend** med modern teknik och metodik. Vi hjälper organisationer att utveckla programvara och lösningar för att tillhandahålla effektivare lösningar och bättre lönsamhet. Det gör vi inom flera expertisområden, såsom **Integration**, **Mobile** och **Data Science**, m.fl.

Design & UX

All framgångsrik IT börjar med användaren. Vi fokuserar på upplevelsen, gränssnitten och banar väg för våra utvecklingsteam. Vi skapar användar- och affärsvärde genom att förstå målgruppens behov, beteenden och drivkrafter genom forskning, workshops, konsekvenskartläggning, konceptutveckling, design och användartester. Vi gör det mesta inom **UX, ID, UI, AD** och **3D**.

Test & kvalitetssäkring

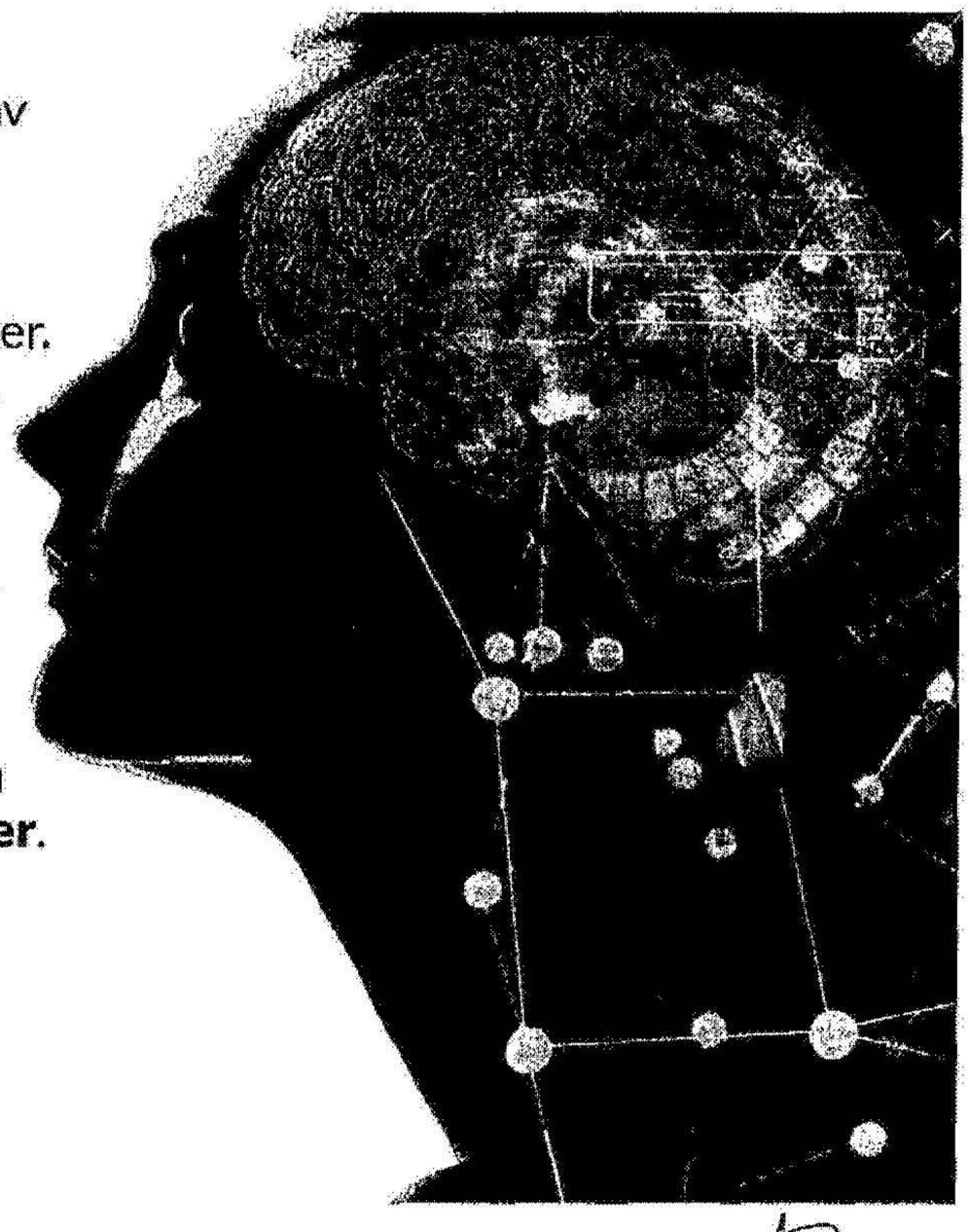
Vi gillar att utmana etablerade rutiner och arbetssätt. Våra QA-uppdrag har genomförts för hela organisationer såväl som i enskilda projekt. Vårt fokus ligger på automatisering för att stödja den **agilitet** som behövs i modern mjukvaruutveckling. Vi arbetar framgångsrikt med analys, strategier och tekniker för att definiera rätt kvalitetsnivå inom områden som **säkerhetsrelaterad testning, test- och kravhantering.**

DevOps & Cloud

Vi optimerar processer och automatiserar flöden för att möta marknadens och användarnas föränderliga behov, där samarbete, testning och kontinuitet står i fokus. Våra experter arbetar i moderna ramverk över de viktigaste molnplattformarna, inklusive AWS, Azure och GCP. Vi bistår även kunder inom **ML-Ops, SRE** och **API-utveckling**.

Projektledning

ALTEN har lång erfarenhet av att driva projekt inom flera olika företagssektorer, från nystartade företag till stora multinationella organisationer. Vi kan ta oss an hela projekt, tillsätta nyckelroller inom befintliga projekt eller effektivisera en hel projektorganisation. Våra medarbetare är **Scrum Masters, produktägare, agila coacher, Release Train Engineers** och **produktchefer**.



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Life Science

Vi är stolta över att ha bidragit med specialistkompetens som drivit – och driver – utvecklingen framåt med stora steg inom Life Science. Det är ett expanderande affärsområde, där vi växer tillsammans och arbetar för en friskare vardag, och verksamheten täcker in läkemedel, bioteknik och medicinteknik. Våra experter besitter en bred kompetens som bidrar till en säker och effektiv leverans till våra kunder, men framför allt handlar det om att göra skillnad för slutanvändaren.

Medicinteknik

Vi är en av Sveriges starkaste leverantör av tjänster inom medicinteknik och är certifierade enligt ISO 13485 — en kvalitetsstämpel som påvisar att vi har processer, erfarenhet och kunskap i att hjälpa såväl uppstartsbolag som etablerade bolag att utveckla, producera och sälja medicintekniska produkter. Vi har lång erfarenhet av att som helhetsleverantör hjälpa våra kunder och bistår med expertis inom **design, mekanik, mjukvara, elektronik** och **kvalitetssäkring.**

Läkemedel

Process, metodutveckling, test och analys — våra experter behärskar såväl traditionella som agila processer för att uppfylla kraven hos företag av alla storlekar. Vi erbjuder tjänster som är effektiva, skalbara och anpassade efter användaren inom **processteknik, kvalitetssäkring, kvalitetskontroll, validering** och **projektledning.** Våra fokusområden inkluderar bland annat kliniska studier, analytisk kemi, molekylärbiologi och medicinsk information.



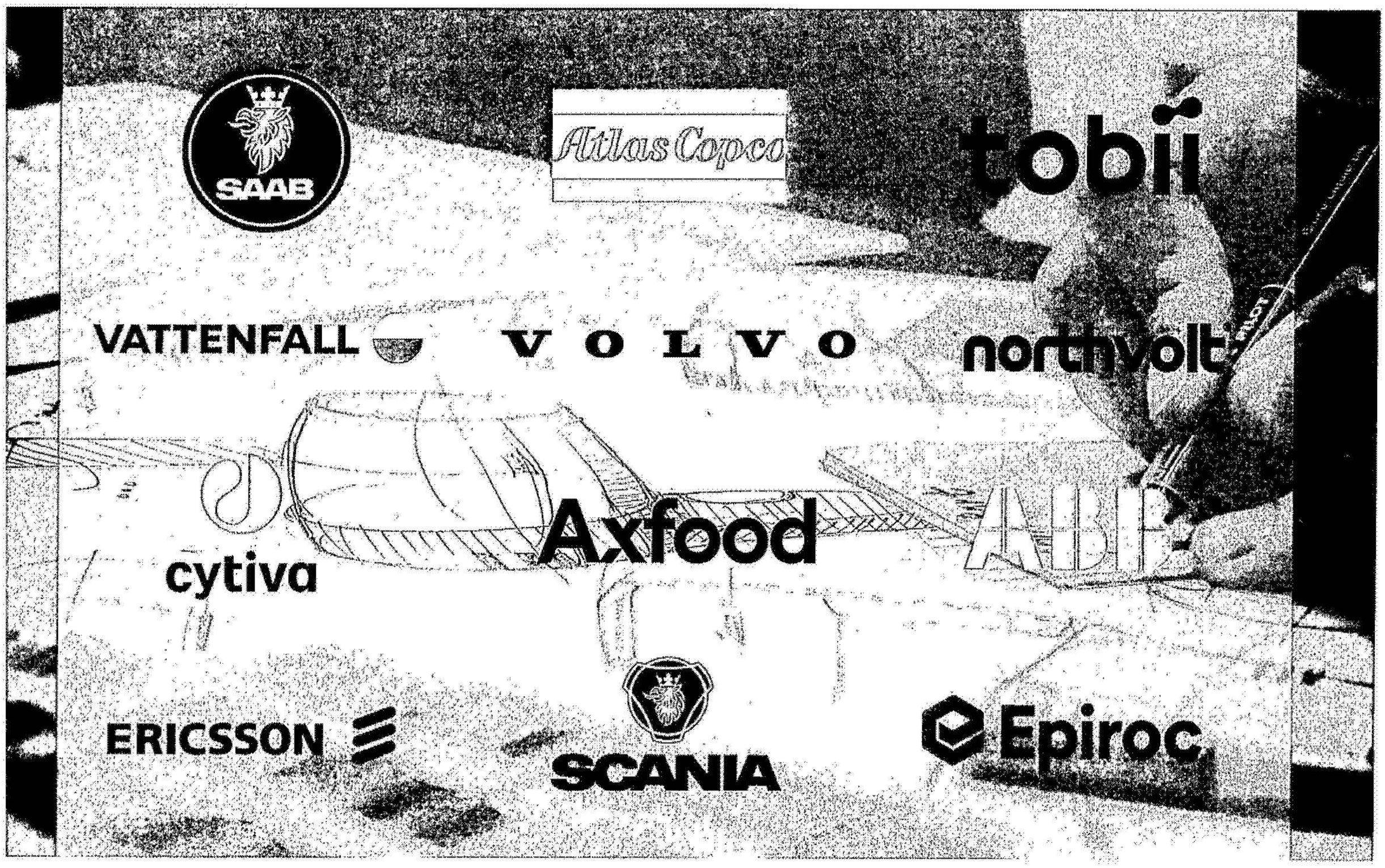
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Våra kunder

Vår målsättning är att bygga långsiktiga samarbeten, vilket förutsätter nära samarbete och god förståelse för varje kund och deras utmaningar. Vår styrka är att vi alltid anpassar oss efter varje enskild förfrågan och levererar den bästa kompetensen utifrån kundens specifika behov.

Sedan början av 1990-talet har vi byggt upp en stark position inom ett flertal branscher. Specialistkompetenser och ett stort engagemang har skapat våra långsiktiga kundrelationer där många samarbeten har pågått i flera decennium. Tack vare vår gedigna erfarenhet kan vi med trygghet erbjuda våra kunder tjänster inom såväl stora som små projekt, och ta oss an uppdrag i alla storlekar.

Våra största kunder återfinns idag inom branscher som **Automotive, Defense & Aerospace, Energy, Manufacturing, Public Sector samt Life Science**; vi erbjuder kompetens och lösningar genom hela produktutvecklingskedjan, från resursförstärkning på plats till att leverera hela arbetspaket med konsulter från flera olika tjänsteområden. Vi har ramavtal med ett flertal världsledande bolag, såsom AB Volvo, ABB, Ericsson, SAAB Group, Atlas Copco, Scania, Vattenfall, Volvo Cars och många fler.





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Styrelsen och verkställande direktören för ALTEN Sverige AB (556420-7453) får härmed avge årsredovisning för räkenskapsåret 2022-01-01 – 2022-12-31.

Om inte annat särskilt anges, redovisas alla belopp i tusental kronor. Uppgifter inom parentes avser föregående år.

Förvaltningsberättelse

Information om verksamheten

ALTEN Sverige AB ägs till 100 % av ALTEN Group, ett globalt ledande teknik- och IT- konsultföretag. Kombinationen av ALTEN Groups internationella organisation, starka varumärke och solida position tillsammans med ALTEN Sveriges egen expertis och framstående kunder stärker arbetet med att vara ett av de ledande konsultföretagen i Norden inom Engineering, IT och Life Science.

ALTEN utvecklar och levererar kompetens och projekt till världsledande företag genom engagerade teknik- och IT-konsulter. Våra kunder återfinns i huvudsak inom branscher som fordon, försvar & flyg, energi, tillverkningsindustri, offentlig sektor, medicinteknik samt läkemedel. Huvudverksamheter är mekanikutveckling, beräkning & simulering, elektronik- & mjukvaruutveckling, IT & systemutveckling, test & kvalitetssäkring, processteknik & logistik, bioteknik och kemi. Uppdragen utförs på plats hos kund eller som helhetsåtaganden i egna lokaler.

Bolagets säte är Göteborg.

Väsentliga händelser under räkenskapsåret och händelser efter dess utgång

Större delen av 2022 följde samma positiva trend som 2021 med hög efterfrågan på våra tjänster. Det är främst pådrivet av den pågående tekniska omställningen inom elektrifiering, grön energi, digitalisering och ökade investeringar i försvarsindustrin men även av en fortsatt återhämtning från pandemin.

Vi når inte riktigt våra omsättningsmål, men en högre än budgeterad aktivitetsnivå resulterade i en förbättrad rörelsemarginal. Leveranser i form av helhetsåtaganden och agila teams växer procentuellt som andel av vår omsättning. Även volymen av projekt utförda från ALTENs leveranscenter i Europa, till kunder i Sverige har ökat dramatiskt under året. Vi ser fortsatt starkast efterfrågan på teknisk spetskompetens inom mekanik, elektronik och mjukvaruutveckling. Fordons- och försvarsindustrin är de branscher som gått absolut starkast under 2022, där tillväxten främst drivs av Göteborg och Stockholmsregionerna.

ALTEN har under året valt att göra en nedskrivning om 22 Mkr av den goodwill som härrör till förvärvet av Beamon People AB.

Vår aktivitet inom Life Science har varit påverkad av fortsatta covid-restriktioner i Asien, då våra kunder har en stor del av sin marknad där. Vi räknar med att Life Science kommer tillbaka till en positiv trend när restriktionerna släpper och kunderna kan återuppta sina projekt.

Merparten av våra medarbetare är högutbildade med en masterexamen och flerårig arbetslivserfarenhet. Sverige har begränsad tillgång till lokal högkvalificerad arbetskraft, vilket lett till att vi rekryterar en betydande andel från utlandet. Särskilt utmanande har i sammanhanget varit de förändringar och fördröjningar i migrationsprocesserna som vi upplevt under året. Detta har påverkat

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vår omsättningstillväxt negativt och migrationsprocesserna fortsätter vara en begränsade faktor. Det är även utmanande att hantera att våra kunder rekryterar personer från vår organisation, vilket representerar en stor del av vår personalomsättning.

Under de senaste åren har vi arbetat långsiktigt med att säkra fortsatt diversifiering genom att växa vår verksamhet i balans mellan branscherna, i syfte att maximera möjligheter och minimera risk. Sommaren 2022 skapade vi därför en ny organisation där Sverige och Finland slogs ihop i samtliga operationella funktioner. Vi är nu nordiskt organiserade utifrån våra affärsområden Engineering, IT och Life Science. I Sverige har vi traditionellt varit starkast positionerade inom produktutveckling, medan tjänster mot tillverkande industri (såsom stål, papper, energi) har varit den största delen av verksamheten i Finland. Vi planerar nu att överföra kompetens och samköra projekt mellan länderna, för att på så vis få tillgång till en större andel av konsultmarknaden inom teknik och IT.

Fokusområdena för ALTEN i Sverige är fortsatt desamma: Diversifiera genom att vidareutveckla vårt erbjudande inom respektive bransch, optimera vår tekniska in-house-verksamhet för arbetspaket, nyttja styrkan som är vårt globala nätverk, samt kontinuerligt kompetensutveckla våra medarbetare.

Investeringar

Under året har ALTEN investerat ca 4,4 MSEK i materiella anläggningstillgångar, varav ca 2 MSEK i samband med flytt till nya lokaler i Linköping.

ALTEN har under 2022 förvärvat resterande aktier i Chief Consulting AB och äger numera 100 %.

Finansiering

Under året har arbetet med att minska den genomsnittliga kredittiden intensifierats ytterligare. ALTEN Sverige har fortsatt hög kreditvärdighet hos Creditsafe (83).

Miljö

Under det gångna året har ALTEN samlat data för att redovisa i enlighet med SBTi (Science Based Targets initiative) vilket kommer underlätta skapandet av en åtgärdsplan för ALTEN Sverige under 2023.

Tidigare år har det visat sig att största miljöpåverkan från ALTEN har kommit ifrån tjänstebilar, tjänsteresor och pendling till och från jobbet. Genom att förhandla fram nya leasingavtal och enbart fylla på tjänstebilsflottan med laddhybrider och elbilar har ALTEN minskat sin miljöpåverkan.

De kontorslokaler som ALTEN använder sig av och där vi kan påverka valet av elleverantör har ALTEN gått över till el från förnyelsebara källor. I Göteborg har även belysningen justerats så att den släcks i alla lokaler när larmet startar.

Hållbarhetsrapport

ALTEN har valt att upprätta sin hållbarhetsrapport skild från årsredovisningen i enlighet med ÅRL 6:11. Hållbarhetsrapporten som upprättats i enlighet med ÅRL 6:12 - 14 är publicerad på moderbolagets hemsida under adressen: http://www.alten.com/investors/financial-publication.
Utöver informationen som framgår av koncernens redovisning så gäller nedan tillägg enbart för ALTEN Sverige AB specifikt.

ALTEN Sverige AB
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Rapportering
ALTEN rapporterade under året in kvalitativ och kvantitativ hållbarhetsdata (miljö-, klimat-, medarbetar-, social- och samhällsdata) till ALTEN Group.

Certifiering
Under början av året gjordes en extern revision gällande ISO 14001:2015 utan anmärkning.

Väsentliga risker och osäkerhetsfaktorer

ALTEN är beroende av tillgången på kompetent personal på de orter vi är verksamma samt av möjligheten att kunna attrahera och behålla dessa medarbetare. Vi är också beroende av att våra kunder har en fortsatt god utveckling i sin affärsverksamhet och därför har behov och möjlighet att fortsatt köpa konsulttjänster. ALTEN är även utsatt för andra potentiella risker och osäkerhetsfaktorer såsom exempelvis risker i kundprojekt. Vi har en relativt hög exponering mot fordonsindustrin som motsvarar 49 % av omsättningen. Geopolitisk oro, inflation och möjlig lågkonjunktur utgör alla marknadsrisker som kan påverka bolaget under 2023. Detta kräver att vi är lyhörda, agila och har kapaciteten att leverera kostnadseffektiva lösningar. Vi är idag bra rustade för detta.

Framtida utveckling

ALTEN avslutade 2022 med en tillfällig svacka i efterfrågan från kunder inom fordonssektorn. Detta främst kopplat till projekt- och produktplanering och prioritering i budgetarbetet hos våra kunder. Vi startar 2023 med en något lägre beläggning än planerat, men ser också att behoven återkommer. Vi ser försiktigt positivt på utvecklingen under kommande år och vid liknande marknadsekonomiska förutsättningar kommer ALTEN fortsätta sin organiska tillväxt med bibehållen lönsamhet.

En av de absolut avgörande faktorerna för året är vår förmåga att nyttja kompetensen och styrkan i våra globala leveranscenter för att kunna erbjuda kostnadseffektiva lösningar till våra kunder. I kombination med lönsam organisk tillväxt kommer vi fortsatt arbeta långsiktigt med att förstärka vår position ytterligare genom strategiska bolagsförvärv. ALTEN bidrar med teknisk kompetens, resurser och nya arbetssätt som kompletterar den långsiktiga strategin hos våra partners. Vi är ett globalt bolag med en lokal närvaro.

Flerårsjämförelse

Bolagets ekonomiska utveckling i sammandrag.

	2022	2021	2020	2019	2018
Nettoomsättning, tkr	1 392 813	1 356 265	1 225 501	1 560 073	1 404 533
Resultat efter finansiella poster, tkr	77 197	73 471	-6 710	92 701	82 785
Rörelsemarginal, %	6	5	-1	6	6
Balansomslutning, tkr	546 265	627 818	639 788	737 703	653 881
Eget kapital, tkr	300 106	349 625	308 440	317 307	248 768
Soliditet, %	55	56	48	43	38
Medelantal anställda, st	1 395	1 319	1 453	1 640	1 592

Nyckeltalsdefinitioner framgår av not 1.

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Resultat och ställning

Under året ökade ALTENs omsättning med ca 3 % till 1 393 Mkr och rörelseresultatet ökade med 5 % till 77 Mkr.

Förslag till vinstdisposition

Till årsstämmans förfogande står följande vinstmedel:

Överkursfond		7 919 471
Balanserade vinstmedel		237 561 490
Årets resultat		53 440 970
	kronor	298 921 931

Styrelsen föreslår att vinstmedlen disponeras så att

i ny räkning överförs		298 921 931
	kronor	298 921 931

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Resultaträkning	**Not**	**2022**	**2021**
Nettoomsättning	3	1 392 813	1 356 265
Övriga rörelseintäkter	4	761	715
		1 393 574	1 356 980
Rörelsens kostnader			
Övriga externa kostnader	3, 5, 6	-270 254	-328 056
Personalkostnader	7	-1 001 634	-927 829
Avskrivningar och nedskrivningar av materiella och immateriella anläggningstillgångar		-43 979	-27 285
Övriga rörelsekostnader		-609	-131
Summa rörelsens kostnader		-1 316 476	-1 283 301
Rörelseresultat		77 098	73 679
Resultat från finansiella poster			
Övriga ränteintäkter och liknande resultatposter	8	810	726
Räntekostnader och liknande resultatposter	9	-711	-934
Summa resultat från finansiella poster		99	-208
Resultat efter finansiella poster		77 197	73 471
Skatt på årets resultat	10	-23 756	-20 081
Årets resultat		53 441	53 390

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Balansräkning	**Not**	**2022-12-31**	**2021-12-31**
Tillgångar			
Anläggningstillgångar			
Immateriella anläggningstillgångar			
Balanserade utgifter för utvecklingsarbeten och liknande arbeten	11	1 142	2 465
Goodwill	12	56 398	95 365
		57 540	97 830
Materiella anläggningstillgångar			
Förbättringsutgifter på annans fastighet	13	3 511	3 025
Inventarier, verktyg och installationer	14	7 998	7 798
		11 509	10 823
Finansiella anläggningstillgångar			
Andelar i koncernföretag	15, 16	22 340	6 340
Summa anläggningstillgångar		91 389	114 993
Omsättningstillgångar			
Kortfristiga fordringar			
Kundfordringar		403 161	348 635
Fordringar hos koncernföretag	17	3 845	127 119
Övriga kortfristiga fordringar		462	904
Förutbetalda kostnader och upplupna intäkter	18	47 408	36 167
		454 876	512 825
Summa omsättningstillgångar		454 876	512 825
Summa tillgångar		546 265	627 818

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Balansräkning	**Not**	**2022-12-31**	**2021-12-31**
Eget kapital och skulder			
Eget kapital			
Bundet eget kapital			
Aktiekapital	19	893	893
Reservfond		291	291
		1 184	1 184
Fritt eget kapital	20		
Överkursfond		7 919	7 919
Balanserad vinst		237 562	287 132
Årets resultat		53 441	53 390
		298 922	348 441
Summa eget kapital		300 106	349 625
Kortfristiga skulder			
Leverantörsskulder		40 951	63 360
Skulder till koncernföretag	21	20 593	8 930
Aktuella skatteskulder		9 885	22 393
Övriga skulder		59 547	55 069
Upplupna kostnader och förutbetalda intäkter	22	115 183	128 441
Summa kortfristiga skulder		246 159	278 193
Summa eget kapital och skulder		546 265	627 818

Förändringar i eget kapital

	Aktiekapital	Reservfond	Fri Överkursfond	Övrigt fritt eget kapital	Summa eget kapital
Eget kapital 2021-12-31	**893**	**291**	**7 919**	**340 522**	**349 625**
Utdelning beslutad på extra bolagsstämma	-	-	-	-102 960	-102 960
Årets resultat	-	-	-	53 441	53 441
Eget kapital 2022-12-31	**893**	**291**	**7 919**	**291 003**	**300 106**

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Kassaflödesanalys	Not	2022	2021
Den löpande verksamheten			
Resultat efter finansiella poster		77 197	73 471
Justering för poster som inte ingår i kassaflödet, mm	23	43 983	27 361
Betald skatt		-36 264	-7 496
		84 916	93 336
Förändring av kortfristiga fordringar		57 949	-146 293
Förändring av kortfristiga rörelseskulder		-19 526	-57 753
Kassaflöde från den löpande verksamheten		123 339	-110 710
Investeringsverksamheten			
Investeringar i materiella anläggningstillgångar		-4 379	-11 111
Investeringar i koncernföretag		-16 000	-
Kassaflöde från investeringsverksamheten		-20 379	-11 111
Finansieringsverksamheten			
Amortering av skuld		-	-45 000
Utbetald utdelning		-102 960	-
Kassaflöde från finansieringsverksamheten		-102 960	-45 000
Årets kassaflöde		0	-166 821
Likvida medel vid årets början		-	129 514
Infusionerat banksaldo		-	37 307
Likvida medel vid årets slut	24	0	0

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Noter

Not 1 Redovisnings- och värderingsprinciper

Bolagets årsredovisning har upprättats enligt Årsredovisningslagen och Bokföringsnämndens allmänna råd BFNAR 2012:1 Års- och koncernredovisning (K3).

Redovisningsprinciperna är oförändrade i jämförelse med föregående år.

Utländska valutor

Monetära tillgångs- och skuldposter i utländsk valuta värderas till balansdagens kurs. Transaktioner i utländsk valuta omräknas enligt transaktionsdagens avistakurs.

Vinster och förluster på fordringar och skulder av rörelsekaraktär nettoredovisas bland övriga rörelseintäkter alternativt övriga rörelsekostnader.

Intäktsredovisning

Intäkter har tagits upp till verkligt värde av vad som erhållits eller kommer att erhållas och redovisas i den omfattning det är sannolikt att de ekonomiska fördelarna kommer att tillgodogöras bolaget och intäkterna kan beräknas på ett tillförlitligt sätt.

Företaget vinstavräknar utförda tjänsteuppdrag på löpande räkning i den takt arbetet utförs. Pågående, ej fakturerade tjänsteuppdrag, tas i balansräkningen upp till det beräknade faktureringsvärdet av utfört arbete och redovisas i posten förutbetalda kostnader och upplupna intäkter.

Företaget vinstavräknar utförda tjänsteuppdrag med fast pris när arbetet är avslutat. Pågående, ej fakturerade tjänsteuppdrag värderas i balansräkningen till direkt nedlagda utgifter med tillägg för andelen för indirekta utgifter samt för fakturerade dellikvider. Nettovärdet redovisas i posten Pågående arbeten för annans räkning.

Statliga bidrag

Bidrag från staten redovisas till verkligt värde då det föreligger en rimlig säkerhet att bidraget kommer att erhållas och att bolaget kommer uppfylla de villkor som är förknippade med bidraget. Statliga bidrag som avser kostnadstäckning periodiseras och intäktsredovisas i resultaträkningen över samma perioder som de kostnader bidragen är avsedda att täcka. Statliga bidrag presenteras som en övrig rörelseintäkt i bolagets resultaträkning.

Inkomstskatter

Aktuella skatter värderas utifrån de skattesatser och skatteregler som gäller på balansdagen.

Uppskjutna skatter värderas utifrån de skattesatser och skatteregler som är beslutade före balansdagen.

Uppskjuten skattefordran avseende underskottsavdrag eller andra framtida skattemässiga avdrag redovisas i den utsträckning det är sannolikt att avdraget kan avräknas mot överskott vid framtida beskattning.

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Aktuell skatt, liksom förändring i uppskjuten skatt, redovisas i resultaträkningen om inte skatten är hänförlig till en händelse eller transaktion som redovisas direkt i eget kapital. Skatteeffekter av poster som redovisas direkt mot eget kapital, redovisas mot eget kapital.

Immateriella anläggningstillgångar

Goodwill redovisas till ursprungligt anskaffningsvärde med avdrag för ackumulerade avskrivningar och eventuella nedskrivningar. Avskrivningstiden är 10 år vilket överensstämmer med företagsledningens uppfattning om den ekonomiska nyttjandetiden.

Balanserade utgifter för utvecklingsarbeten skrivs av linjärt över den beräknade nyttjandeperioden vilket är 5 år.

Materiella anläggningstillgångar

Materiella anläggningstillgångar redovisas till anskaffningsvärde minskat med avskrivningar. I anskaffningsvärdet ingår utgifter som direkt kan hänföras till förvärvet av tillgången.

När en komponent i en anläggningstillgång byts ut, utrangeras eventuell kvarvarande del av den gamla komponenten och den nya komponentens anskaffningsvärde aktiveras.

Tillkommande utgifter som avser tillgångar som inte delas upp i komponenter läggs till anskaffningsvärdet om de beräknas ge företaget framtida ekonomiska fördelar, till den del tillgångens prestanda ökar i förhållande till tillgångens värde vid anskaffningstidpunkten.

Utgifter för löpande reparation och underhåll redovisas som kostnader.

Realisationsvinst respektive realisationsförlust vid avyttring av en anläggningstillgång redovisas som övrig rörelseintäkt respektive övrig rörelsekostnad.

Materiella anläggningstillgångar skrivs av systematiskt över tillgångens bedömda nyttjandeperiod. När tillgångarnas avskrivningsbara belopp fastställs, beaktas i förekommande fall tillgångens restvärde.

Linjär avskrivningsmetod används för de materiella tillgångarna.

Följande avskrivningstider tillämpas:
Förbättringsutgifter på annans fastighet 5 år
Inventarier, verktyg och installationer 5 år

Nedskrivningar av icke-finansiella tillgångar

När det finns en indikation på att en tillgångs värde minskat, görs en prövning av nedskrivningsbehov. Har tillgången ett återvinningsvärde som är lägre än det redovisade värdet, skrivs den ner till återvinningsvärdet. Vid bedömning av nedskrivningsbehov grupperas tillgångarna på de lägsta nivåer där det finns separata identifierbara kassaflöden (kassagenererande enheter). För tillgångar, andra än goodwill, som tidigare skrivits ner görs per varje balansdag en prövning av om återföring bör göras.

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Leasingavtal

Samtliga leasingavtal där företaget är leasetagare redovisas som operationell leasing (hyresavtal), oavsett om avtalen är finansiella eller operationella. Leasingavgiften redovisas som en kostnad linjärt över leasingperioden.

Ersättningar till anställda

Kortfristiga ersättningar:

Kortfristiga ersättningar i bolaget utgörs av lön, sociala avgifter, betald semester, betald sjukfrånvaro och bonus. Kortfristiga ersättningar redovisas som en kostnad och en skuld då det finns en legal eller informell förpliktelse att betala ut en ersättning.

Ersättningar efter avslutad anställning:

Planer för ersättning till personal klassificeras som antingen avgiftsbestämda eller förmånsbestämda. Företaget har endast avgiftsbestämda planer vilket innebär att företaget betalar fastställda avgifter till ett annat företag, normalt ett försäkringsföretag, och har inte längre någon förpliktelse till den anställde när avgifterna är betalda. Storleken på den anställdes ersättningar efter avslutad anställning är beroende av de avgifter företaget har betalat och den kapitalavkastning som avgifterna ger. Pensionspremier redovisas som avgiftsbestämda vilket innebär att avgifterna kostnadsförs.

Finansiella instrument

Bolaget tillämpar kapitel 11, värdering till anskaffningsvärde.

Finansiella instrument som redovisas i balansräkningen inkluderar värdepapper, kundfordringar och övriga fordringar, leverantörsskulder och låneskulder. Instrumenten redovisas i balansräkningen när bolaget blir part i instrumentets avtalsmässiga villkor.

Finansiella tillgångar tas bort från balansräkningen när rätten att erhålla kassaflöden från instrumentet har löpt ut eller överförts och bolaget har överfört i stort sett alla risker och förmåner som är förknippade med äganderätten.

Finansiella skulder tas bort från balansräkningen när förpliktelserna har reglerats eller på annat sätt upphört.

Kundfordringar och övriga fordringar

Fordringar redovisas som omsättningstillgångar med undantag för poster med förfallodag mer än 12 månader efter balansdagen, vilka klassificeras som anläggningstillgångar. Fordringar tas upp till det belopp som förväntas bli inbetalt efter avdrag för individuellt bedömda osäkra fordringar. Fordringar som är räntefria eller som löper med ränta som avviker från marknadsräntan och har en löptid överstigande 12 månader redovisas till ett diskonterat nuvärde och tidsvärdeförändringen redovisas som ränteintäkt i resultaträkningen.

Låneskulder och leverantörsskulder

Låneskulder och leverantörsskulder redovisas initialt till anskaffningsvärde efter avdrag för transaktionskostnader. Skiljer sig det redovisade beloppet från det belopp som ska återbetalas vid förfallotidpunkten periodiseras mellanskillnaden som räntekostnad över lånets löptid med hjälp av instrumentets effektivränta. Härigenom överensstämmer vid förfallotidpunkten det redovisade beloppet och det belopp som ska återbetalas.

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Kvittning av finansiell fordran och finansiell skuld
En finansiell tillgång och en finansiell skuld kvittas och redovisas med ett nettobelopp i balansräkningen endast då legal kvittningsrätt föreligger samt då en reglering med ett nettobelopp avses ske eller då en samtida avyttring av tillgången och reglering av skulden avses ske.

Nedskrivningsprövning av finansiella anläggningstillgångar
Vid varje balansdag bedömer bolaget om det finns någon indikation på nedskrivningsbehov i någon utav de finansiella anläggningstillgångarna. Nedskrivning sker om värdenedgången bedöms vara bestående.

Aktier och andelar i dotterföretag
Aktier och andelar i dotterföretag redovisas till anskaffningsvärde efter avdrag för eventuella nedskrivningar. I anskaffningsvärdet ingår köpeskillingen som erlagts för aktierna samt förvärvskostnader. Eventuella kapitaltillskott läggs till anskaffningsvärdet när de uppkommer. Utdelning från dotterföretag redovisas som intäkt.

Fusion
Fusionen har redovisats i enlighet med BFNAR 2020:5 Redovisning av fusion.

Avsättningar
Företaget gör en avsättning när det finns en legal eller informell förpliktelse och en tillförlitlig uppskattning av beloppet kan göras.

Som avsättning har redovisats förpliktelser gentemot tredje man som är hänförliga till räkenskapsåret eller tidigare räkenskapsår och som på balansdagen antingen är säkra eller sannolika till sin förekomst men oviss till belopp eller till den tidpunkt då de ska infrias.

Obeskattade reserver
Obeskattade reserver redovisas med bruttobelopp i balansräkningen, inklusive den uppskjutna skatteskuld som är hänförlig till reserverna.

Bokslutsdispositioner
Förändringar av obeskattade reserver redovisas som bokslutsdispositioner i resultaträkningen.

Kassaflödesanalys
Kassaflödesanalysen upprättas enligt indirekt metod. Det redovisade kassaflödet omfattar endast transaktioner som medför in- eller utbetalningar.

Koncernförhållanden
Företaget är moderföretag men med hänvisning till undantagsreglerna i årsredovisningslagen 7 kap 2§ upprättas ingen egen koncernredovisning. Det överordnade moderföretaget Alten Group i Frankrike upprättar koncernredovisning. Koncernredovisningen återfinns hos Alten, 40 Avenue André Morizet, 92513 Boulogne-Billancort Cedex, Frankrike eller på hemsidan www.alten.com.

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Nyckeltalsdefinitioner

Rörelsemarginal (%)
Rörelseresultat i procent av omsättningen.

Soliditet (%)
Justerat eget kapital (eget kapital och obeskattade reserver med avdrag för uppskjuten skatt) i procent av balansomslutning.

Not 2 Uppskattningar och bedömningar

Bolaget gör uppskattningar och bedömningar om framtiden. De uppskattningar för redovisningsändamål som blir följden kan komma att variera mot det verkliga utfallet. De uppskattningar och antaganden som innebär en betydande risk för väsentliga justeringar i redovisade värden för tillgångar och skulder under nästkommande år behandlas i huvuddrag nedan.

Aktier i koncernföretag och goodwill
Bolaget gör årligen en bedömning om det finns nedskrivningsbehov. Att fastställa nedskrivningsbehovet är en väsentlig bedömningsfråga.

Not 3 Transaktioner med närstående

	2022	2021
Inköp och försäljning mellan koncernföretag		
Nedan anges andelen av årets inköp och försäljning avseende koncernföretag.		
Inköp, (%)	25,8	16,4
Försäljning, (%)	1,3	0,9

Geografisk marknad: Sverige

Not 4 Övriga rörelseintäkter

Övriga rörelseintäkter inkluderar offentliga bidrag med 761 tkr (381 tkr).

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Not 5 Ersättning till revisorerna

	2022	2021
Grant Thornton Sweden AB		
Revisionsuppdraget	700	750
Summa	700	750

Not 6 Operationella leasingavtal

	2022	2021
Framtida minimileaseavgifter, som ska erläggas avseende icke uppsägningsbara leasingavtal:		
Förfaller till betalning inom ett år	30 487	30 206
Förfaller till betalning senare än ett men inom 5 år	37 700	53 667
	68 187	83 873
Under perioden kostnadsförda leasingavgifter	37 110	35 004

Uppgifterna i denna not inkluderar även finansiella leasingavtal, vilka redovisas som operationella. Årets kostnader avseende leasing- och hyresavtal avser hyror för lokal, garage, datorer och personbilar. De två mest väsentliga leasingkontrakten avser det nya huvudkontoret i Göteborg med löptid till sista mars 2026 och kontoret i Stockholm med löptid till sista mars 2024.

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Not 7 Löner, andra ersättningar och sociala kostnader

	2022	2021
Medelantalet anställda		
Kvinnor	381	348
Män	1 014	971
Totalt	1 395	1 319
Löner, ersättningar, sociala avgifter och pensionskostnader		
Löner och ersättningar till verkställande direktören (varav bonus 980 tkr (1 250 tkr))	2 870	3 050
Löner och ersättningar till övriga anställda	680 819	628 857
	683 689	631 907
Sociala avgifter enligt lag och avtal	234 804	219 148
Pensionskostnader för verkställande direktören	670	729
Pensionskostnader för övriga anställda	63 753	62 472
Totalt	982 916	914 256
Uppsägningskostnader		
Avgångsvederlag ingår i ovan kostnader med	3 055	1 591
I anställningsavtalet för VD finns avtalat avseende avgångsvederlag om sex månadslöner.		
Styrelseledamöter och ledande befattningshavare		
Könsfördelning styrelseledamöter på balansdagen, %		
Kvinnor	-	-
Män	100	100
Könsfördelning verkställande direktörer och andra ledande befattningshavare, %		
Kvinnor	50	50
Män	50	50

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Not 8 Övriga ränteintäkter och liknande resultatposter

	2022	2021
Ränteintäkter från koncernföretag	649	111
Övriga ränteintäkter	161	615
Summa	810	726

Not 9 Räntekostnader och liknande resultatposter

	2022	2021
Räntekostnader till koncernföretag	-79	-326
Övriga räntekostnader	-632	-608
Summa	-711	-934

Not 10 Skatt på årets resultat

	2022	2021
Aktuell skatt	-23 756	-20 081
Skatt på årets resultat	-23 756	-20 081
Redovisat resultat före skatt	77 197	73 471
Skatt beräknad enligt gällande skattesats 20,6% (20,6%)	-15 903	-15 135
Skatteeffekt av ej avdragsgilla kostnader	-8 286	-4 946
Skatt hänförlig till tidigare års redovisade resultat	433	-
Redovisad skattekostnad	-23 756	-20 081

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Not 11 Balanserade utgifter för utvecklingsarbeten

	2022-12-31	2021-12-31
Ingående anskaffningsvärden	7 953	8 688
Försäljningar och utrangeringar	-	-735
Utgående ackumulerade anskaffningsvärden	7 953	7 953
Ingående avskrivningar	-5 488	-4 807
Försäljningar och utrangeringar	-	691
Årets avskrivningar	-1 323	-1 372
Utgående ackumulerade avskrivningar	-6 811	-5 488
Utgående restvärde enligt plan	1 142	2 465

Not 12 Goodwill

	2022-12-31	2021-12-31
Ingående anskaffningsvärden	216 281	129 246
Årets förändringar		
-Genom fusion	-	87 035
Utgående ackumulerade anskaffningsvärden	216 281	216 281
Ingående avskrivningar	-120 916	-98 055
Årets förändringar		
- Avskrivningar	-16 660	-22 861
Utgående ackumulerade avskrivningar	-137 576	-120 916
Ingående nedskrivningar	-	-
Årets förändringar	-	-
- Nedskrivningar	-22 307	
Utgående ackumulerade nedskrivningar	-22 307	0
Utgående restvärde enligt plan	56 398	95 365

Avser fusionsgoodwill och skrivs av linjärt under 10 år då den har sitt ursprung i den strategiska etableringen i Sverige.

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Not 13 Förbättringsutgifter på annans fastighet

	2022-12-31	2021-12-31
Ingående anskaffningsvärden	5 394	4 014
Årets förändringar		
- Inköp	1 533	3 404
- Försäljningar och utrangeringar	-275	-2 428
- Genom fusion	-	404
Utgående ackumulerade anskaffningsvärden	6 652	5 394
Ingående avskrivningar	-2 369	-3 583
Årets förändringar		
- Försäljningar och utrangeringar	273	2 428
- Genom fusion	-	-326
- Avskrivningar	-1 045	-888
Utgående ackumulerade avskrivningar	-3 141	-2 369
Utgående restvärde enligt plan	3 511	3 025

Not 14 Inventarier, verktyg och installationer

	2022-12-31	2021-12-31
Ingående anskaffningsvärden	13 564	10 009
Årets förändringar		
- Inköp	2 846	7 707
- Försäljningar och utrangeringar	-14	-6 345
- Genom fusion	-	2 193
Utgående ackumulerade anskaffningsvärden	16 396	13 564
Ingående avskrivningar	-5 766	-8 244
Årets förändringar		
- Försäljningar och utrangeringar	12	6 313
- Genom fusion	-	-1 671
- Avskrivningar	-2 644	-2 164
Utgående ackumulerade avskrivningar	-8 398	-5 766
Utgående restvärde enligt plan	7 998	7 798

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Not 15 Andelar i koncernföretag

	2022-12-31	2021-12-31
Ingående anskaffningsvärde	6 340	139 776
Förvärv	16 000	-
Genom fusion	-	-133 436
Utgående ackumulerat anskaffningsvärde	22 340	6 340
Utgående redovisat värde	22 340	6 340

	Org nr	Säte
Xdin Inc	54-1984160	USA
Chief Consulting AB	559205-4380	Stockholm

	Kapital-andel %	Rösträtts-andel %	Antal aktier	Bokfört värde 22-12-31	Bokfört värde 21-12-31
Xdin Inc	30	30	1 000	40	40
Chief Consulting AB	100	100	1 000	22 300	6 300
Summa				22 340	6 340

Not 16 Fusion

Per 2021-04-13 fusionerades det tidigare helägda dotterföretaget Beamon People AB (556807-3109) med Alten Sverige AB. I Alten Sverige AB:s resultaträkning för 2021 ingick 32 812 tkr i nettoomsättningen och 4 047 tkr i rörelseresultatet, som hänförde sig till Beamon People AB:s resultaträkning för tiden före fusionen. Koncernmässiga värdet på tillgångar och skulder som övertogs av moderbolaget var, vid tidpunkten för fusionen, enligt följande:

Anläggningstillgångar	87 669
Omsättningstillgångar	56 550
Skulder	-18 993
Koncernmässigt värde	125 226

Anskaffningsvärdet för aktierna i Beamon People AB var 133 436 tkr.

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Not 17 Fordringar hos koncernföretag

	2022-12-31	2021-12-31
Saldo på koncernkonto ingår med:	-	124 401

Not 18 Förutbetalda kostnader och upplupna intäkter

	2022-12-31	2021-12-31
Upplupna konsultintäkter	35 543	26 187
Förutbetalda hyror	6 396	5 763
Förutbetalda leasingavgifter	1 462	1 767
Övriga poster	4 007	2 450
	47 408	36 167

Not 19 Aktiekapital

Aktiekapitalet består av 17 864 374 st aktier med kvotvärde 0,050 kr.

Aktiekapitalet är fördelat på 16 937 374 st A-aktier och 927 000 st B-aktier, båda med kvotvärde 0,050 kr.

Not 20 Förslag till vinstdisposition

Till årsstämmans förfogande står följande vinstmedel:

Överkursfond	7 919 471
Balanserade vinstmedel	237 561 490
Årets resultat	53 440 970
kronor	298 921 931

Styrelsen föreslår att vinstmedlen disponeras så att i ny räkning överförs

	298 921 931
kronor	298 921 931

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Not 21 Skulder till koncernföretag

	2022-12-31	2021-12-31
Saldo på koncernkonto ingår med	-12 130	-

Not 22 Upplupna kostnader och förutbetalda intäkter

	2022-12-31	2021-12-31
Löneskuld	55 371	72 256
Bonuslöner	17 708	13 071
Upplupna sociala avgifter	14 387	13 577
Övriga poster	27 717	29 537
Summa	115 183	128 441

Not 23 Justering för poster som inte ingår i kassaflödet, mm

	2022	2021
Avskrivningar och nedskrivningar	43 979	27 285
Resultat vid försäljningar och utrangeringar av inventarier och balanserade utgifter för utvecklingsarbeten	4	76
Summa	43 983	27 361

Not 24 Likvida medel

Under 2021 anslöt sig bolaget till ALTEN Groups cash pool.

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Not 25 Ställda säkerheter

	2022-12-31	2021-12-31
För egna avsättningar och skulder		
Företagsinteckningar	856	856
Summa ställda säkerheter	856	856

Göteborg 2023 - 05-04

Anders Persson
Verkställande direktör

Olivier Granger
Ordförande

Bruno Benoliel

Nicolas Di Franco

Vår revisionsberättelse har lämnats 2023 - 05-11.
Grant Thornton Sweden AB

Magnus Leijon
Auktoriserad revisor

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Grant Thornton

Revisionsberättelse

Till bolagsstämman i Alten Sverige Aktiebolag
Org.nr. 556420 - 7453

Rapport om årsredovisningen

Uttalanden

Vi har utfört en revision av årsredovisningen för Alten Sverige Aktiebolag för år 2022.

Enligt vår uppfattning har årsredovisningen upprättats i enlighet med årsredovisningslagen och ger en i alla väsentliga avseenden rättvisande bild av Alten Sverige Aktiebolags finansiella ställning per den 31 december 2022 och av dess finansiella resultat och kassaflöde för året enligt årsredovisningslagen. Förvaltningsberättelsen är förenlig med årsredovisningens övriga delar.

Vi tillstyrker därför att bolagsstämman fastställer resultaträkningen och balansräkningen.

Grund för uttalanden

Vi har utfört revisionen enligt International Standards on Auditing (ISA) och god revisionssed i Sverige. Vårt ansvar enligt dessa standarder beskrivs närmare i avsnittet *Revisorns ansvar*. Vi är oberoende i förhållande till Alten Sverige Aktiebolag enligt god revisorssed i Sverige och har i övrigt fullgjort vårt yrkesetiska ansvar enligt dessa krav.

Vi anser att de revisionsbevis vi har inhämtat är tillräckliga och ändamålsenliga som grund för våra uttalanden.

Annan information än årsredovisningen

Detta dokument innehåller även annan information än årsredovisningen och återfinns på sidorna 1 - 13. Det är styrelsen och verkställande direktören som har ansvaret för denna andra information.

Vårt uttalande avseende årsredovisningen omfattar inte denna information och vi gör inget uttalande med bestyrkande avseende denna andra information.

I samband med vår revision av årsredovisningen är det vårt ansvar att läsa den information som identifieras ovan och överväga om informationen i väsentlig utsträckning är oförenlig med årsredovisningen. Vid denna genomgång beaktar vi även den kunskap vi i övrigt inhämtat under revisionen samt bedömer om informationen i övrigt verkar innehålla väsentliga felaktigheter.

Om vi, baserat på det arbete som har utförts avseende denna information, drar slutsatsen att den andra informationen innehåller en väsentlig felaktighet, är vi skyldiga att rapportera detta. Vi har inget att rapportera i det avseendet.

Styrelsens och verkställande direktörens ansvar

Det är styrelsen och verkställande direktören som har ansvaret för att årsredovisningen upprättas och att den ger en rättvisande bild enligt årsredovisningslagen. Styrelsen och verkställande direktören ansvarar även för den interna kontroll som de bedömer är nödvändig för att upprätta en årsredovisning som inte innehåller några väsentliga felaktigheter, vare sig dessa beror på oegentligheter eller misstag.

Vid upprättandet av årsredovisningen ansvarar styrelsen och verkställande direktören för bedömningen av bolagets förmåga att fortsätta verksamheten. De upplyser, när så är tillämpligt, om förhållanden som kan påverka förmågan att fortsätta verksamheten och att använda antagandet om fortsatt drift. Antagandet om fortsatt drift tillämpas dock inte om styrelsen och verkställande direktören avser att likvidera bolaget, upphöra med verksamheten eller inte har något realistiskt alternativ till att göra något av detta.

Revisorns ansvar

Våra mål är att uppnå en rimlig grad av säkerhet om huruvida årsredovisningen som helhet inte innehåller några väsentliga felaktigheter, vare sig dessa beror på oegentligheter eller misstag, och att lämna en revisionsberättelse som innehåller våra uttalanden. Rimlig säkerhet är en hög grad av säkerhet, men är ingen garanti för att en revision som utförs enligt ISA och god revisionssed i Sverige alltid kommer att upptäcka en väsentlig felaktighet om en sådan finns. Felaktigheter kan uppstå på grund av oegentligheter eller misstag och anses vara väsentliga om de enskilt eller tillsammans rimligen kan förväntas påverka de ekonomiska beslut som användare fattar med grund i årsredovisningen.

Som del av en revision enligt ISA använder vi professionellt omdöme och har en professionellt skeptisk inställning under hela revisionen. Dessutom:

- identifierar och bedömer vi riskerna för väsentliga felaktigheter i årsredovisningen, vare sig dessa beror på oegentligheter eller misstag, utformar och utför granskningsåtgärder bland annat utifrån dessa risker och inhämtar revisionsbevis som är tillräckliga och ändamålsenliga för att utgöra en grund för våra uttalanden. Risken för att inte upptäcka en väsentlig felaktighet till följd av oegentligheter är högre än för en väsentlig felaktighet som beror på misstag, eftersom oegentligheter kan innefatta agerande i maskopi, förfalskning, avsiktliga utelämnanden, felaktig information eller åsidosättande av intern kontroll.
- skaffar vi oss en förståelse av den del av bolagets interna kontroll som har betydelse för vår revision för att utforma granskningsåtgärder som är lämpliga med hänsyn till omständigheterna, men inte för att uttala oss om effektiviteten i den interna kontrollen.
- utvärderar vi lämpligheten i de redovisningsprinciper som används och rimligheten i styrelsens och verkställande direktörens uppskattningar i redovisningen och tillhörande upplysningar.
- drar vi en slutsats om lämpligheten i att styrelsen och verkställande direktören använder antagandet om fortsatt drift vid upprättandet av årsredovisningen. Vi drar också en slutsats, med grund i de inhämtade revisionsbevisen, om huruvida det finns någon väsentlig osäkerhetsfaktor som avser sådana händelser eller förhållanden som kan leda till betydande tvivel om bolagets förmåga att fortsätta verksamheten. Om vi drar slutsatsen att det finns en väsentlig osäkerhetsfaktor, måste vi i revisionsberättelsen

Registrerat revisionsbolag
Member of Grant Thornton International Ltd

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fästa uppmärksamheten på upplysningarna i årsredovisningen om den väsentliga osäkerhetsfaktorn eller, om sådana upplysningar är otillräckliga, modifiera uttalandet om årsredovisningen. Våra slutsatser baseras på de revisionsbevis som inhämtas fram till datumet för revisionsberättelsen. Dock kan framtida händelser eller förhållanden göra att ett bolag inte längre kan fortsätta verksamheten.

- utvärderar vi den övergripande presentationen, strukturen och innehållet i årsredovisningen, däribland upplysningarna, och om årsredovisningen återger de underliggande transaktionerna och händelserna på ett sätt som ger en rättvisande bild.

Vi måste informera styrelsen om bland annat revisionens planerade omfattning och inriktning samt tidpunkten för den. Vi måste också informera om betydelsefulla iakttagelser under revisionen, däribland de eventuella betydande brister i den interna kontrollen som vi identifierat.

Rapport om andra krav enligt lagar och andra författningar

Uttalanden

Utöver vår revision av årsredovisningen har vi även utfört en revision av styrelsens och verkställande direktörens förvaltning för Alten Sverige Aktiebolag för år 2022 samt av förslaget till dispositioner beträffande bolagets vinst eller förlust.

Vi tillstyrker att bolagsstämman disponerar vinsten enligt förslaget i förvaltningsberättelsen och beviljar styrelsens ledamöter och verkställande direktören ansvarsfrihet för räkenskapsåret.

Grund för uttalanden

Vi har utfört revisionen enligt god revisionssed i Sverige. Vårt ansvar enligt denna beskrivs närmare i avsnittet *Revisorns ansvar*. Vi är oberoende i förhållande till Alten Sverige Aktiebolag enligt god revisorssed i Sverige och har i övrigt fullgjort vårt yrkesetiska ansvar enligt dessa krav.

Vi anser att de revisionsbevis vi har inhämtat är tillräckliga och ändamålsenliga som grund för våra uttalanden.

Styrelsens och verkställande direktörens ansvar

Det är styrelsen som har ansvaret för förslaget till dispositioner beträffande bolagets vinst eller förlust. Vid förslag till utdelning innefattar detta bland annat en bedömning av om utdelningen är försvarlig med hänsyn till de krav som bolagets verksamhetsart, omfattning och risker ställer på storleken av bolagets egna kapital, konsolideringsbehov, likviditet och ställning i övrigt.

Styrelsen ansvarar för bolagets organisation och förvaltningen av bolagets angelägenheter. Detta innefattar bland annat att fortlöpande bedöma bolagets ekonomiska situation och att tillse att bolagets organisation är utformad så att bokföringen, medelsförvaltningen och bolagets ekonomiska angelägenheter i övrigt kontrolleras på ett betryggande sätt. Verkställande direktören ska sköta den löpande förvaltningen enligt styrelsens riktlinjer och anvisningar och bland annat vidta de åtgärder som är nödvändiga för att bolagets bokföring ska fullgöras i överensstämmelse med lag och för att medelsförvaltningen ska skötas på ett betryggande sätt.

Revisorns ansvar

Vårt mål beträffande revisionen av förvaltningen, och därmed vårt uttalande om ansvarsfrihet, är att inhämta revisionsbevis för att med en rimlig grad av säkerhet kunna bedöma om någon styrelseledamot eller verkställande direktören i något väsentligt avseende:

- företagit någon åtgärd eller gjort sig skyldig till någon försummelse som kan föranleda ersättningsskyldighet mot bolaget, eller
- på något annat sätt handlat i strid med aktiebolagslagen, årsredovisningslagen eller bolagsordningen.

Vårt mål beträffande revisionen av förslaget till dispositioner av bolagets vinst eller förlust, och därmed vårt uttalande om detta, är att med rimlig grad av säkerhet bedöma om förslaget är förenligt med aktiebolagslagen.

Rimlig säkerhet är en hög grad av säkerhet, men ingen garanti för att en revision som utförs enligt god revisionssed i Sverige alltid kommer att upptäcka åtgärder eller försummelser som kan föranleda ersättningsskyldighet mot bolaget, eller att ett förslag till dispositioner av bolagets vinst eller förlust inte är förenligt med aktiebolagslagen.

Som en del av en revision enligt god revisionssed i Sverige använder vi professionellt omdöme och har en professionellt skeptisk inställning under hela revisionen. Granskningen av förvaltningen och förslaget till dispositioner av bolagets vinst eller förlust grundar sig främst på revisionen av räkenskaperna. Vilka tillkommande granskningsåtgärder som utförs baseras på vår professionella bedömning med utgångspunkt i risk och väsentlighet. Det innebär att vi fokuserar granskningen på sådana åtgärder, områden och förhållanden som är väsentliga för verksamheten och där avsteg och överträdelser skulle ha särskild betydelse för bolagets situation. Vi går igenom och prövar fattade beslut, beslutsunderlag, vidtagna åtgärder och andra förhållanden som är relevanta för vårt uttalande om ansvarsfrihet.

Som underlag för vårt uttalande om styrelsens förslag till dispositioner beträffande bolagets vinst eller förlust har vi granskat om förslaget är förenligt med aktiebolagsla

Göteborg 2023 - 05-11
Grant Thornton Sweden AB

Magnus Lejjon
Auktoriserad revisor

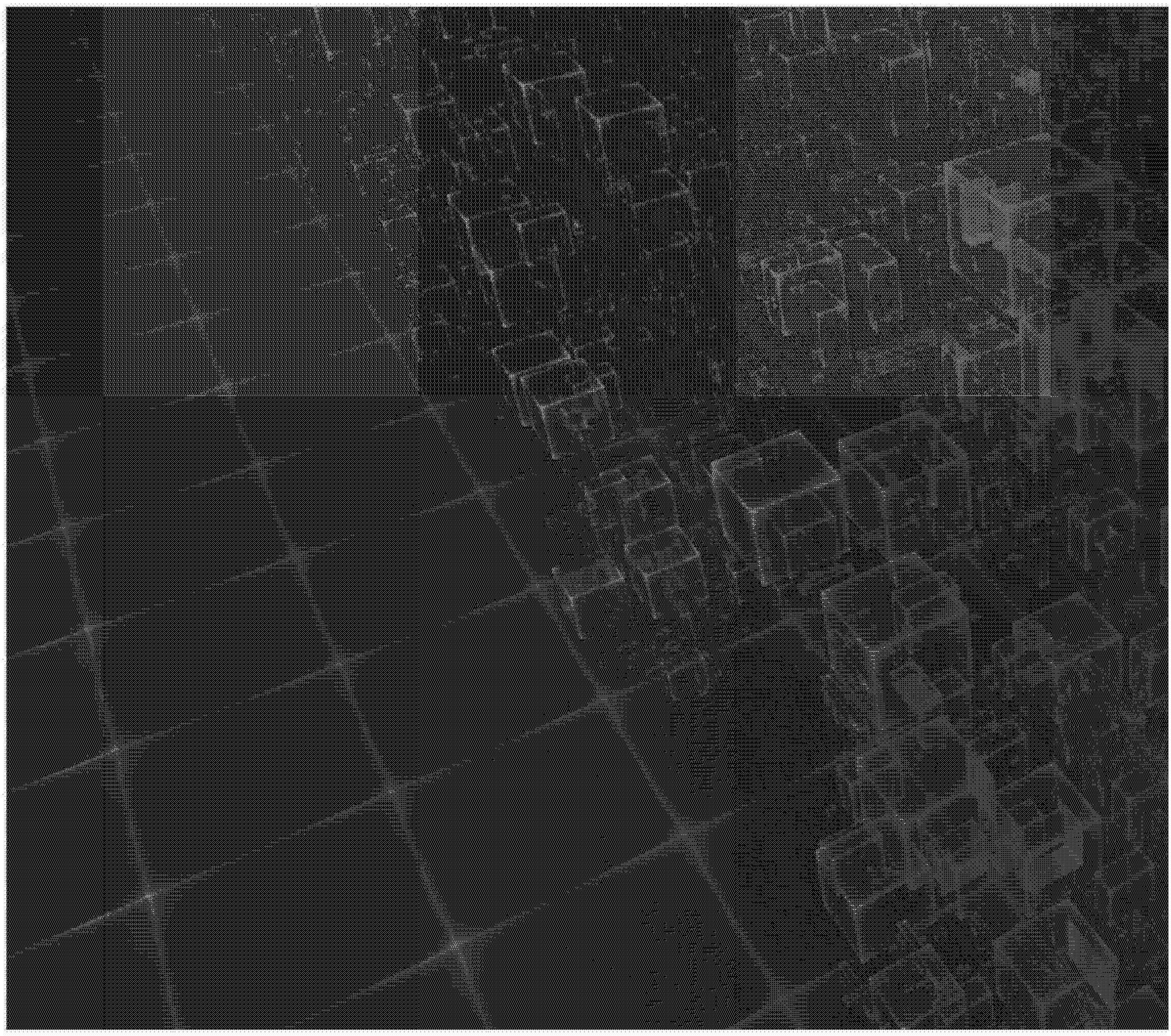
Registrerat revisionsbolag
Member of Grant Thornton International Ltd

UNIVERSAL REGISTRATION DOCUMENT

2022

including the annual financial report
and the integrated report

ALTEN





AUTORITÉ
DES MARCHÉS FINANCIERS

AMF

The Universal registration document was filed on 27 April 2023 with the AMF, in its capacity as competent authority under Regulation (EU) 2017/1129, without prior approval in accordance with Article 9 of said regulation.

The Universal registration document may be used for the purpose of an offer of financial securities to the public or the admission of financial securities to trading on a regulated market if it is supplemented by a securities note and, where applicable, a summary and any amendments to the Universal registration document.

The resulting package shall then be approved by the AMF in accordance with Regulation (EU) 2017/1129.

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ALTEN,

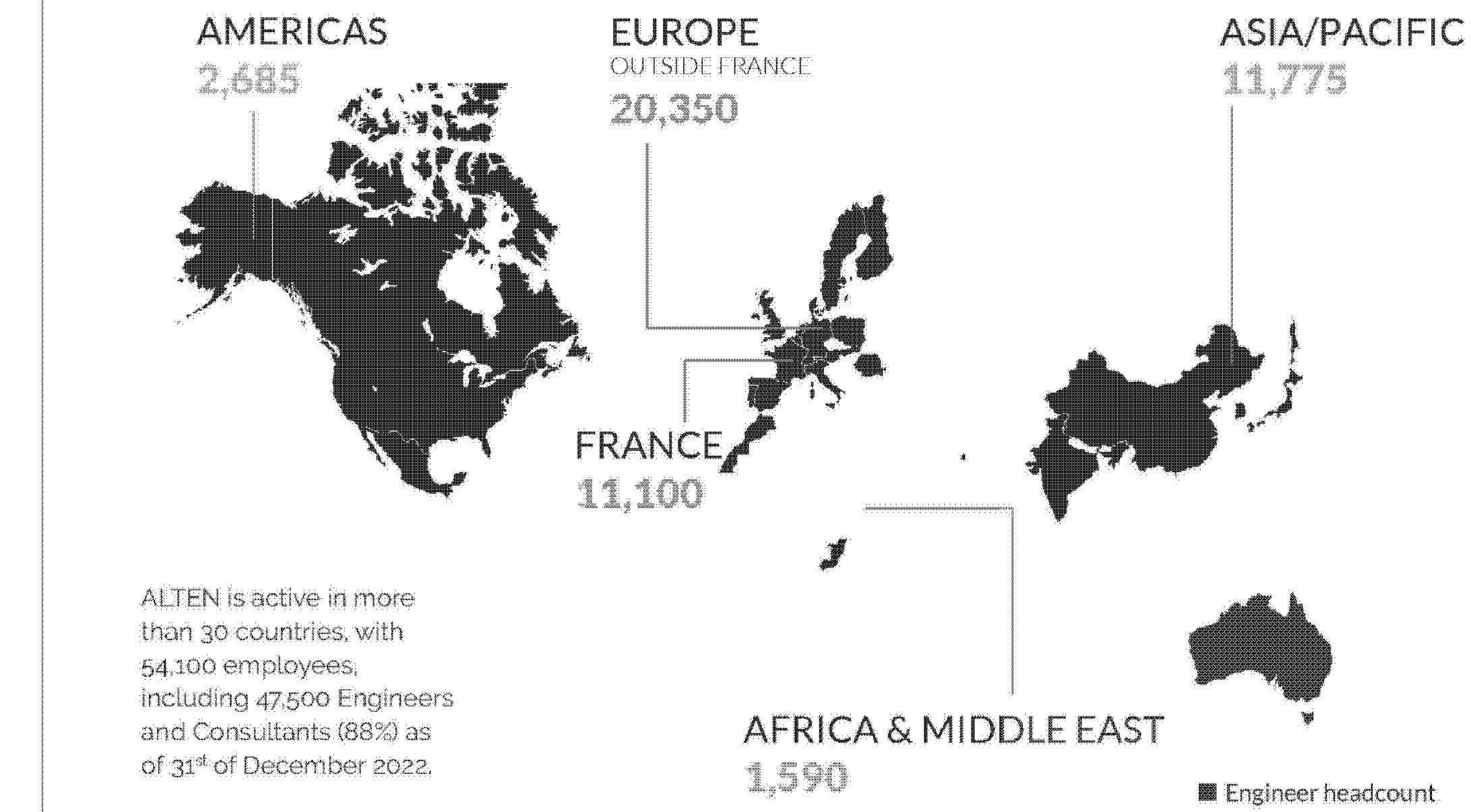
A world leader in Engineering and IT Services

For 35 years, ALTEN has been assisting the growth strategy of its clients in the areas of:

- innovation;
- R&D;
- IT systems.

The Group has established itself as a world leader in Engineering and IT Services, by working with major players in the following sectors:

- Aeronautics & Space;
- Defence, Security & Naval;
- Automotive & Rail;
- Energy;
- Life Sciences;
- Industrial & Electronic equipment;
- Telecoms;
- Banking, Finance & Insurance;
- Retail, Services, Media & Public Sector.



ALTEN is active in more than 30 countries, with 54,100 employees, including 47,500 Engineers and Consultants (88%) as of 31st of December 2022.

INTERVIEW

with Simon AZOULAY, Chairman and Chief Executive Officer



"At ALTEN, we are convinced that innovation only makes sense if it has a positive impact on people's lives."

WHAT IS YOUR ASSESSMENT OF THE YEAR 2022?

In 2022, ALTEN achieved several important milestones. With more than 54,000 employees and a revenue of €3.78 billion, the Group confirms its position as the world leader in Engineering and IT Services with a presence in more than 30 countries.

We achieved growth of 29.3% (including 17.7% organic) and a OPA[1] of 11.1%.

I would like to warmly thank all our teams for their commitment and efficiency.

Beyond these figures, the Group has notably consolidated its international organisation to meet the global and technological challenges of its clients.

WHAT ROLE DOES INTERNATIONAL BUSINESS PLAY IN ALTEN'S GROWTH?

Over the last six years, the development of our international business has continued to grow and now represents 68.9% of our revenue. This trend will continue in 2023, with ambitious growth targets in many countries.

France also experienced strong growth and saw the number of engineers increase from 10,000 to 11,100 in one year, thanks to the opening of new markets and sectors.

France is the country where we capitalise on our know-how and our organisation. It is essential to roll out our model of technical management, commercial organisation and coordination, as well as career management, training and recruitment worldwide.

(1) Operating profit on activity.

WHAT TRENDS EMERGED IN 2022?

The Group has always sought to be present in all key industry and service sectors so as not to be exposed to fluctuations in any one of them in the event of a crisis.

Despite relatively uniform growth in all business sectors in which ALTEN operates, some experienced more dynamic development in 2022.

Aeronautics experienced very strong growth following the significant increase in new projects, such as low-carbon aircraft or the acceleration of production capacities with new plants. ALTEN has been able to meet these needs and thus confirm its leadership with its civil aeronautics clients.

The defence sector has seen a similar trend with many digitisation needs, as has space with the deployment of new satellite constellations.

The automotive industry has compensated for the decline in traditional activities, such as internal combustion engines, by investing in new technologies, such as electric and hybrid cars, safety and infotainment.

The Life Sciences sector, where ALTEN was not present ten years ago, now accounts for 10% of the Group's revenue. We have been able to integrate several specialised companies with a high level of expertise into our ecosystem.

Finally, while strengthening our leadership in Design Engineering, we are continuing our deployment in industry 4.0, manufacturing or process-engineering.

Similarly, we experienced strong growth in IT Services, which represent 25% of our revenue.

WHAT ARE ALTEN'S DEVELOPMENT PLANS?

At ALTEN, we are convinced that innovation only makes sense if it has a positive impact on people's lives. Manufacturing 4.0, 5G, Green IT, digital transformation, etc. We provide our know-how and expertise to meet the challenges of our clients and partners. We are mindful of our role in creating a more sustainable future that takes into account social, societal and environmental issues. In 2022, 25% of the research and development projects carried out by our teams in our ALTEN Labs were dedicated to sustainable innovation. We are proud of the role we play in building tomorrow's world today.

In 2023, we will continue to be a leading technology partner to our clients around the world. We support our employees by training them in technological and environmental challenges and by offering them a unique, multidisciplinary and multi-sectoral field of investigation. We are continuing our solid and sustainable growth and our desire to make ALTEN the first choice for engineers.

THE GROUP HAS ALMOST SURPASSED ITS TARGET OF REACHING THE SYMBOLIC 50,000 ENGINEERS WORLDWIDE BY 2024. WHAT DOES THIS MEAN FOR ALTEN?

In 2019, we announced the 50/70 strategic plan, aiming to reach 50,000 engineers by the end of 2024. This plan was completed almost two years in advance since at the end of 2022, ALTEN had 47,500 engineers worldwide, despite the COVID crisis.

These results demonstrate the strength of the Group's positioning and model since its creation. We must constantly strive to attract new talents in a global context that has always been tense.

ALTEN is more than ever a key player in the world of Engineering and IT Services. Our ambition and our new strategic plan will, I hope, enable us to reach a headcount of more than 70,000 engineers by the end of 2026, with an efficient international organisation.

2022
IN FIGURES

€3,783.1 million

in revenue

68.9%

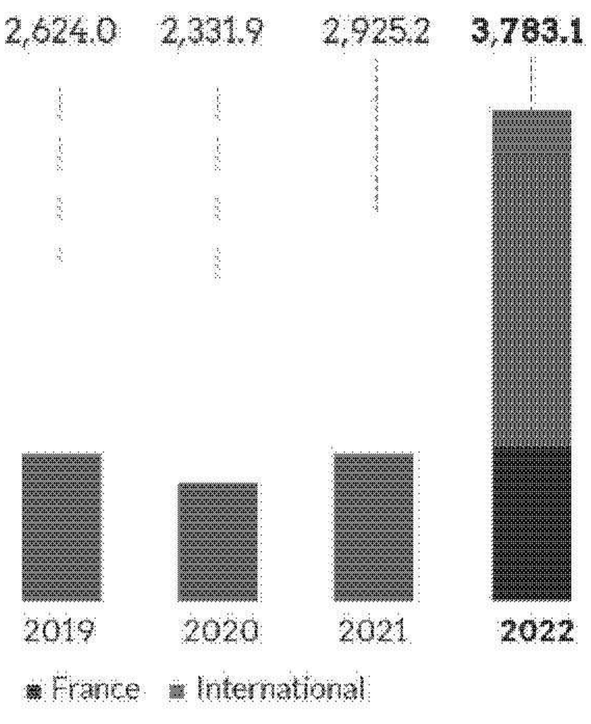
of revenue
internationally

54,100

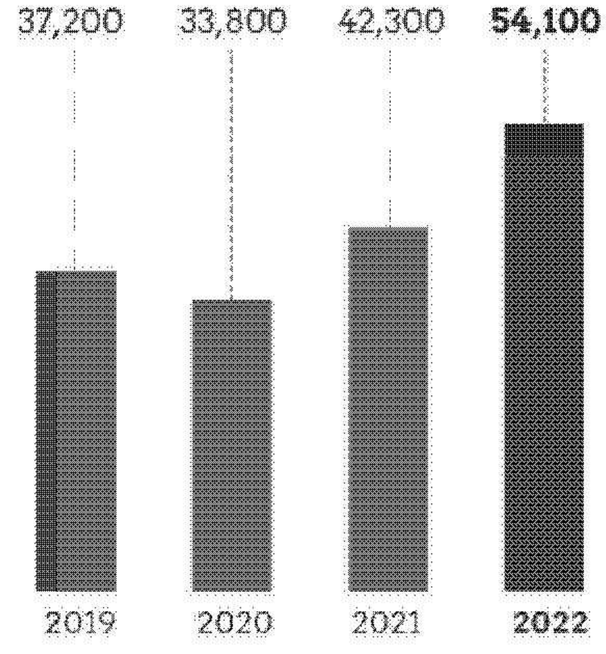
employees including
47,500 Engineers

Revenue

(in millions of euros)

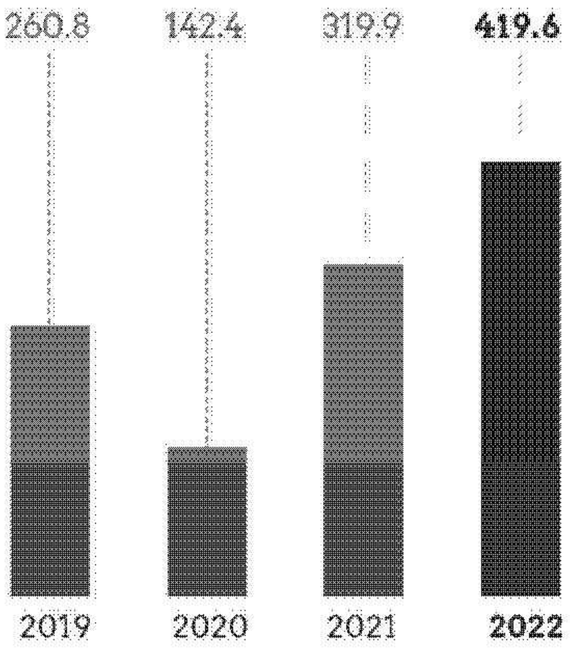


Headcount

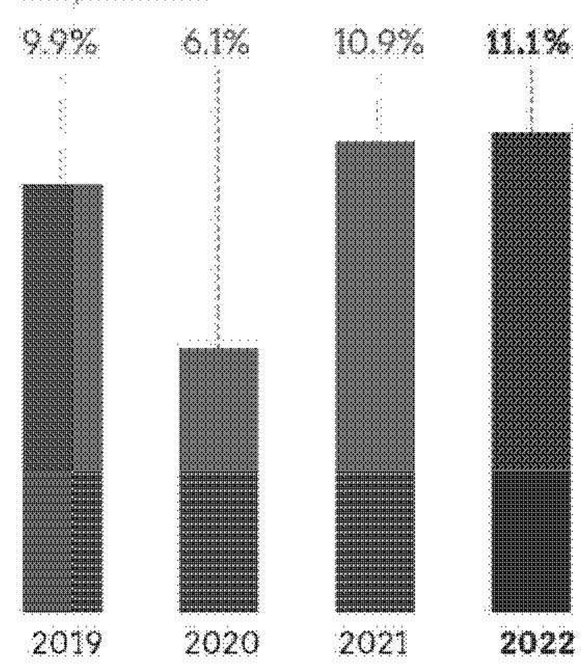


Operating profit on activity

(in millions of euros)

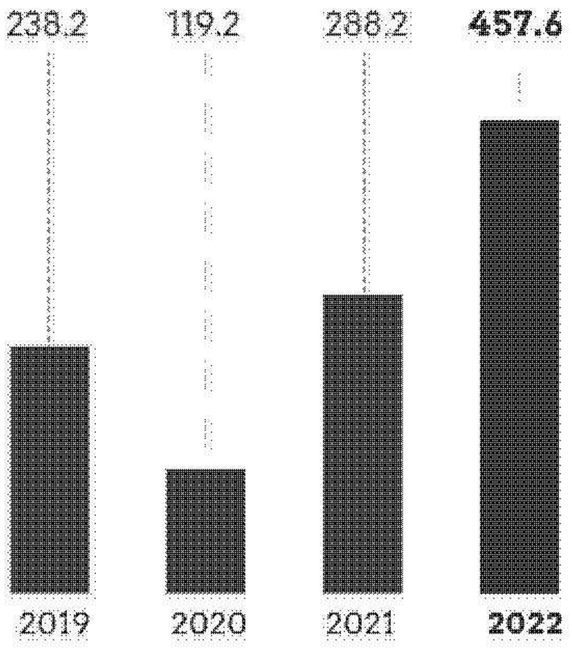


(% of revenue)



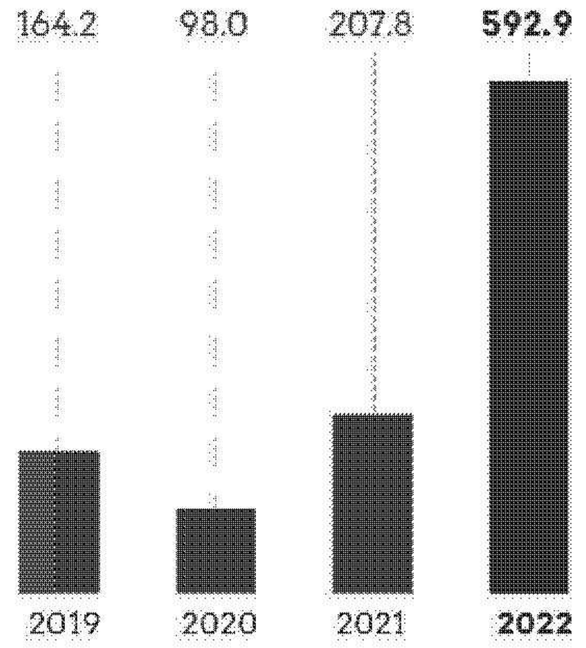
Operating profit

(in millions of euros)



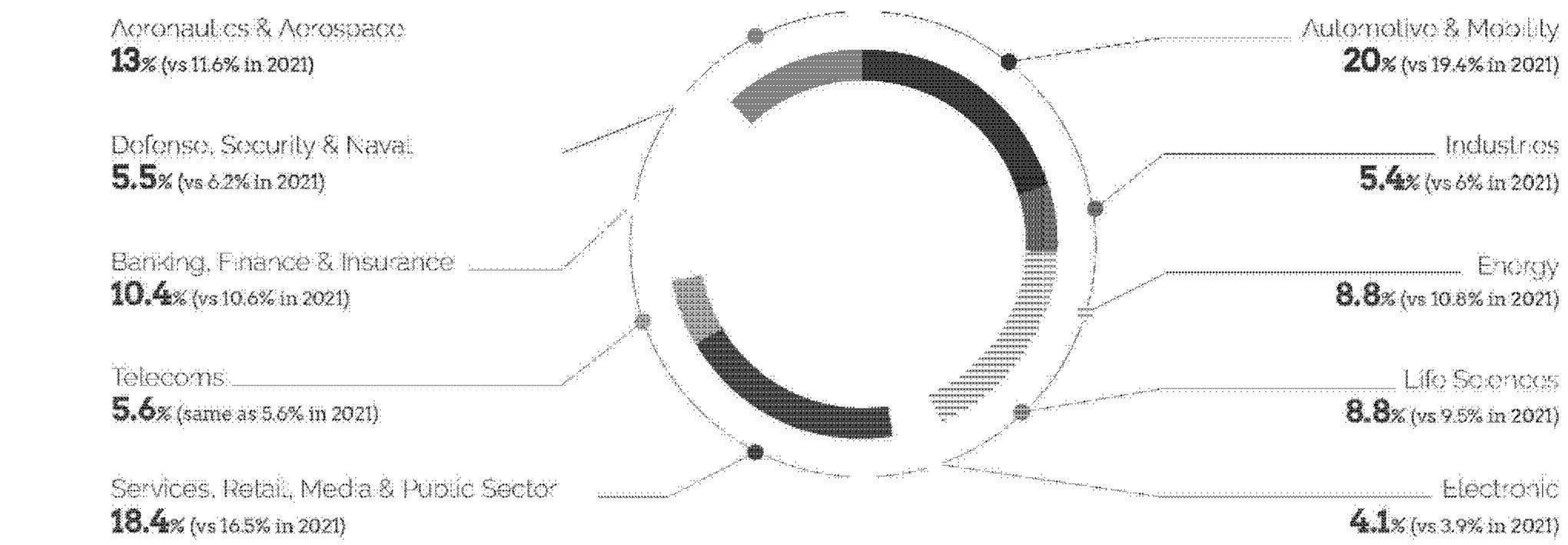
Net income, Group share

(in millions of euros)



Breakdown of revenue by business sector

(% of revenue)



CSR INDICATORS

453

School partnerships

(ALTEN Group CSR scope)

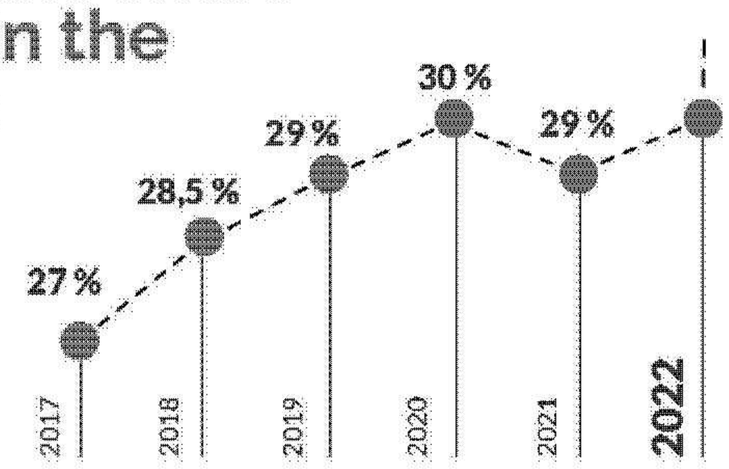
25%

of the Group's R&D activities

are dedicated to sustainable development, particularly decarbonisation.

Change in the share of women in the headcount

30%



(ALTEN Group CSR scope)

Ecovadis

ALTEN has been voluntarily evaluating its CSR performance for over ten years.
The Group holds Platinum status for the assessment of its social, ethical and environmental approach.

ALTEN obtained a score of 82/100 in 2022.

64%

of sites covered by a waste sorting scheme

(ALTEN Group CSR scope - 99% in France)

60%

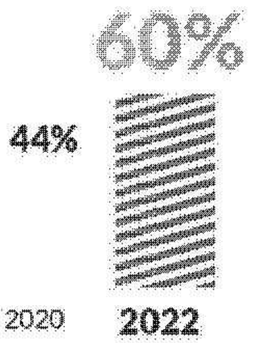
of surfaces ISO 27001 certified

(Information Security Management, France scope, for areas occupied by employees at 31/12/2022)

Increased share of renewable energy purchased

(ALTEN Group CSR scope)

60%



(Example: electricity, biomass, etc.)

13 YEARS

OF COMMITMENT TO THE UNITED NATIONS GLOBAL COMPACT

Since 2010, ALTEN has been a signatory of the ten principles of the Global Compact. This approach focuses on:

- the protection of Human Rights;
- the environment;
- the development of sustainable innovation.

The "Advanced" label, renewed each year, recognises ALTEN's commitment and progress in its Communication on Progress (COP).

KEY EVENTS

COVID RECOVERY

ALTEN significantly exceeded its pre-COVID level of activity thanks to very sustained organic growth in almost all geographical areas. Revenue was up by 29.3% compared to the previous year. Including acquisitions, the Group's business has grown by more than 30% in two years. A large majority of business sectors are therefore growing, even if their pace differs.



9 TRADE SHOWS

2022 was marked by a strong recovery in ALTEN's activity, which was also reflected in the Group's return to trade shows:

- Global Industrie;
- French Software Testing Day;
- Eurosatory;
- Toulon, *Territoire de Défense*;
- SIDO;
- IAC;
- InnoTrans;
- European Cyber Week;
- Green Tech Forum.



AN ALTEN LAB DEDICATED TO STMICROELECTRONICS ARTIFICIAL INTELLIGENCE SOLUTIONS IN GRENOBLE

ALTEN & STMicroelectronics have joined forces to deploy intelligent IoT on a large scale. These embedded systems perform automated missions, provide contextualised alerts and deliver high value-added services.

In order to accelerate innovation in AI and as part of this partnership, ALTEN opened an Artificial Intelligence IoT skills centre in Grenoble in October 2022, dedicated to STMicroelectronics solutions.

Grenoble is a technology park with an international dimension and has been recognised as the "European Green Capital 2022". It is a city conducive to the development of innovation. It is in this context that ALTEN has chosen to set up its new Lab, in order to carry out projects with its clients based on all of STMicroelectronics' AI solutions. The developments will focus on three main themes related to Green Smart IoT:

- new services provided by smart products (ambient intelligence services);
- new decentralised architectures closer to data capture (data mesh);
- targeted cybersecurity IoT (from hardware to embedded software).

ALTEN OBTAINS THE BEST MANAGED COMPANIES LABEL FROM DELOITTE

The Best Managed Companies programme is an initiative now present in more than 45 countries. This label rewards the excellence of companies that distinguish themselves by the quality of their management and their performance. Companies are assessed on the basis of four pillars: strategy, ability to execute and innovate, culture and commitment to employees, and governance structure and financial management.



ALTEN AND TEAM VITALITY: AT THE HEART OF ONE OF THE BIGGEST ESPORT TOURNAMENTS OF THE YEAR

ALTEN and Team Vitality, Europe's leading eSport club, have joined forces to offer engineering and business school students a unique experience called "ALTEN ROAD SHOW", an eSport tournament on one of the most popular video games: Rocket League. This collaboration makes sense because eSport is at the crossroads of innovation, technology and team spirit, all of which are part of ALTEN's DNA.

ALTEN RENEWED ITS TOP EMPLOYER CERTIFICATION

For the 11th consecutive year, ALTEN has received Top Employer certification.
Certified in France, Germany and Italy, ALTEN stood out in 2022 by:

- developing the skills of its employees;
- career management;
- its eco-responsible commitments.

This label is based on an audit built on a framework of 600 HR practices.

STRATEGY

Business strategy and objectives:
a strong positioning in Engineering and IT Services

ALTEN'S POSITIONING

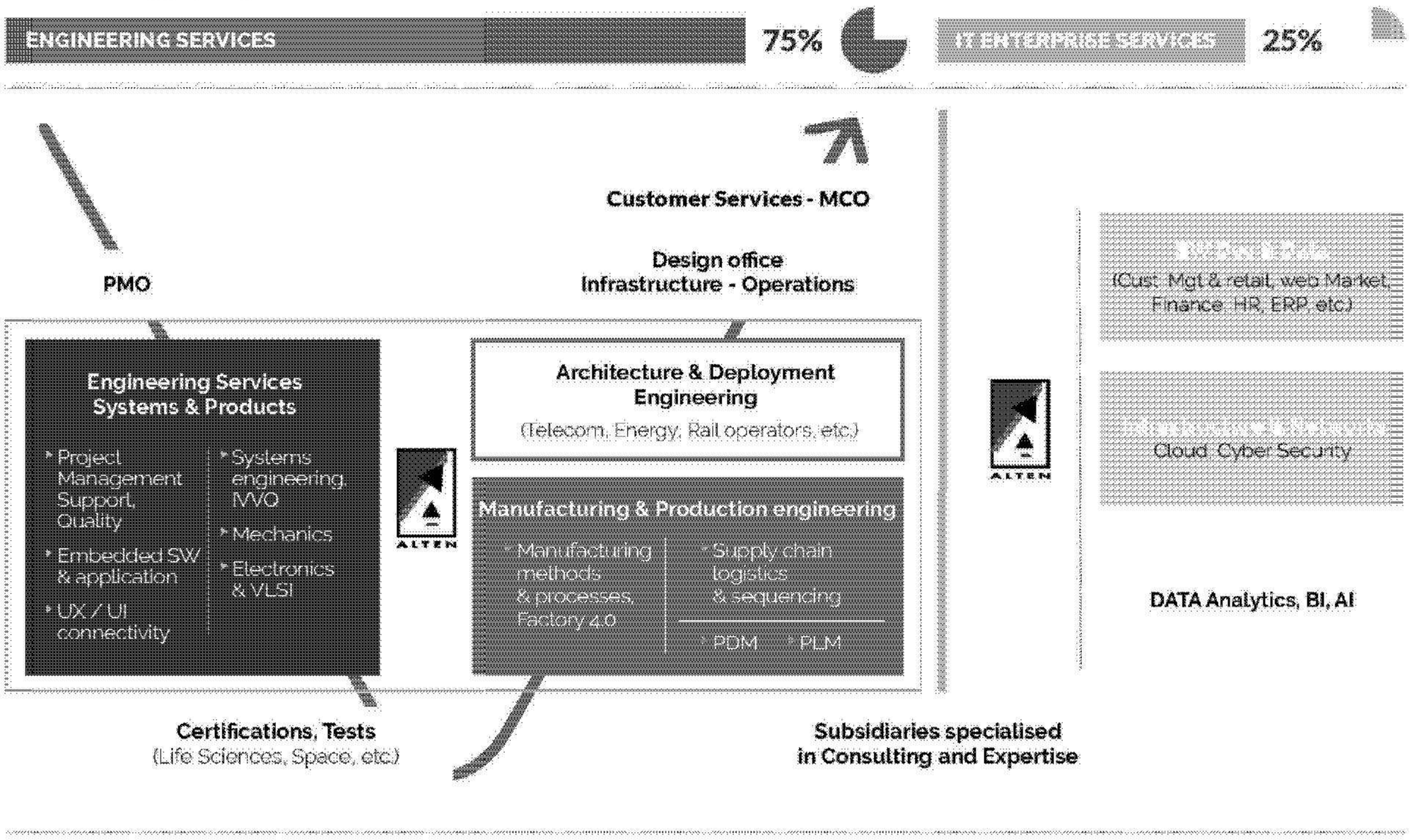
The ALTEN Group supports its clients' R&D and digital strategy.

It helps them to develop their new products & services and to improve their internal performance.

	Risk level	Position	Estimated gross margin	% of Group's activity
	4	▸ IP, Risk sharing, Software Publishing ▸ Capex investments: prototyping, testing and pre-production activities	Random & long-term	0%
ALTEN	3	**Work Packages** with Technical Division & Methods, Specific Methodologies & specific tools	25 -35%	60%
	2	**Time & Material (AT)** With added value: HR management and bench risks HR and CI risk Nb: 2+ High-level consultancy		38%
		Staffing, Freelance	5 -18%	2%

For information:
Level 5 = manufacturer, Tier-1 plant & production
Level 6 = industry, OEM – complete integrator

The Group covers the entire product development cycle for Engineering and IT Services technology projects.



ALTEN is an Engineering (75%) and IT Services (25%) Group with 80% digital positioning.

ALTEN's Core Business services are supplemented by specific offerings through subsidiaries specialising in Consulting and Expertise.

Consulting

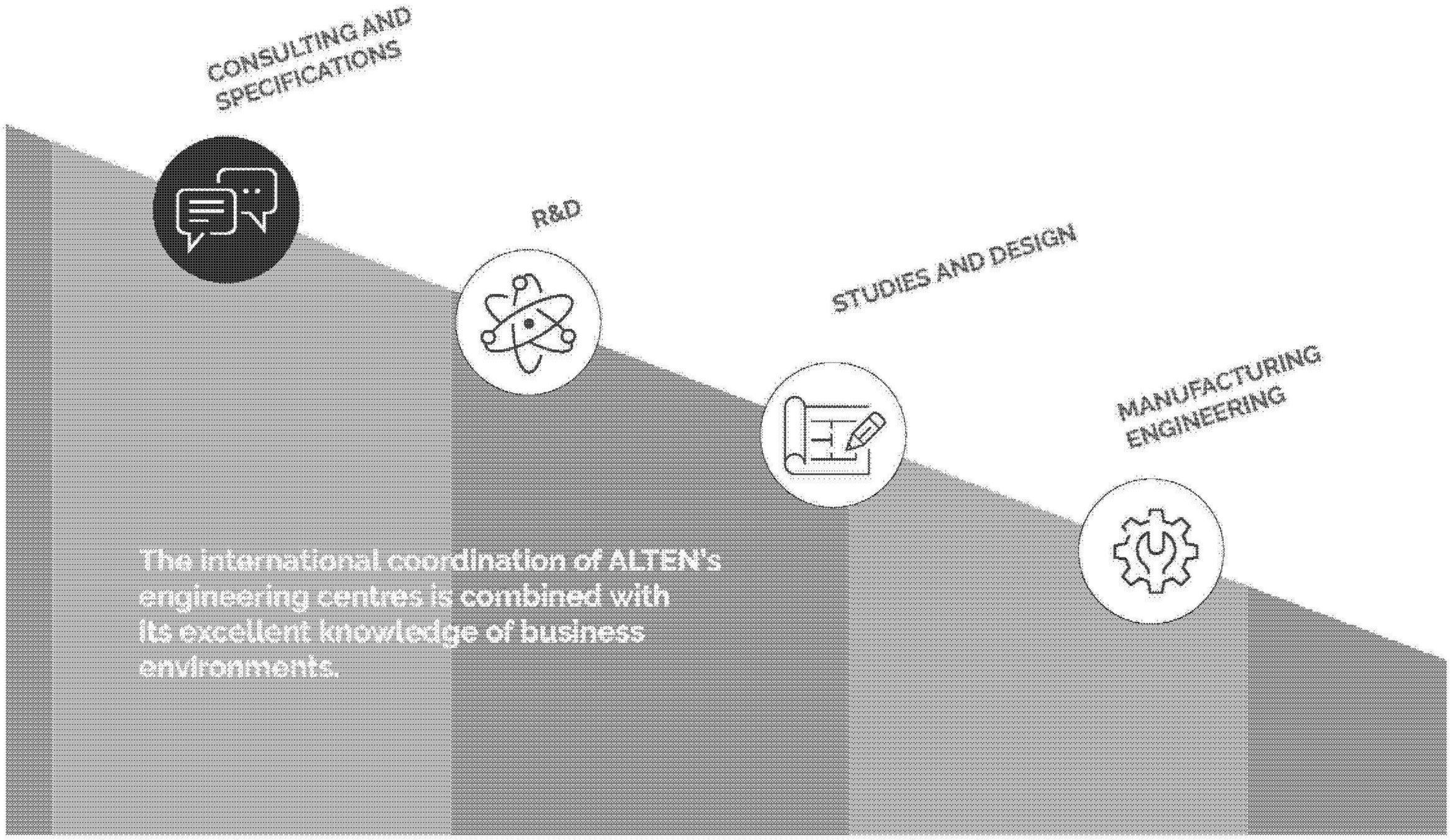
- **MI-GSO | PCUBED, CORTAC, META PM**
  PMO and Change Management consulting;
- **AVENIR CONSEIL FORMATION, QUICK RELEASE**
  Consulting and Training in PLM Management and PDM;
- **OPTIMISSA, NEXEO**
  IT Consulting in Market Finance.

Expertise

- **LINCOLN, SDG GROUP**
  Data Science – BI;
- **AIXIAL, CMED**
  Life Sciences: CRO and Clinical Operations;
- **CADUCEUM**
  Life Sciences: Quality and Manufacturing;
- **CLEVERTASK**
  Digital transformation;
- **AFOUR, VOLANSYS**
  Product engineering;
- **ATEXIS**
  Client Support and MCO;
- **WAFER SPACE, SI2CHIP**
  VLSI – Chip & MicroChip design;
- **ANOTECH**
  Design office – Infrastructure – Operations – Oil & Gas;
- **ICONEC**
  Telecommunications;
- **QUALITANCE**
  Software development;
- **METHODS**
  Cloud Architectures and digital transformation.

ENGINEERING: THE GROUP'S HISTORICAL CORE BUSINESS

The Group, a leading technology partner, is involved in all phases of the product cycle for the industry's Technical Divisions:



A COMPLEMENTARY AND HISTORICAL POSITIONING IN IT SERVICES

The health context has accelerated the digital transformation within IT departments. ALTEN is naturally positioned to provide high value-added technological solutions in:

- complete control of the application life cycle;
- data management and valuation;
- migration to the Cloud;
- Cybersecurity and data protection;
- the consideration of environmental issues with a multi-domain approach of Green IT, at the IS level as well as at the level of the development and deployment of applications;
- software testing;
- infrastructures and networks;
- integration of third-party software, such as ERP, CRM or PLM tools;
- training in IT methods and business lines. The ALTEN Academy, deployed in several of the Group's countries, offers international certification courses: ISTQB, IREB, IQBBA, SAFe, Scrum.org, ITIL and PMI.

In many countries, ALTEN is essentially positioned around Engineering. IT Services round out its multi-sector development, accounting for approximately 25% of revenue.

This development was supported in 2022 by the acquisition of QUALITANCE.

OUTLOOK AND STRATEGY

The challenges for 2023-2026 will focus on:

- enhancing "employer" appeal to recruit the best talents;
- further managerial structuring;
- increasing the internationalisation of our cross-functional commercial and technical structures;
- further marketing our Offshore and Nearshore Delivery organisations to meet the growing needs of clients and to gain new market share;
- continued targeted external growth.

ALTEN is well equipped to continue its development in all geographical areas, namely:

- Positioning and offers adapted to the challenges of its clients;
- Sectoral technological centres of excellence;
- Excellent delivery organisation, recognised worldwide;
- A financial position enabling it to accelerate its growth.

ALTEN is confident in its objectives in order to achieve an operating margin greater than or equal to 10%.

CUSTOMER SUPPORT

BY THE END OF 2026, THE GROUP INTENDS TO REACH ITS TARGET OF

70,000

ENGINEERS

Business model: the benefits of development

OUR RESOURCES

Human Resources

- **54,100 employees** including **47,500 Engineers** in over **30 countries** across **5 continents**.

Intangible resources

- Extensive expertise in all fields of Engineering;
- R&D programmes and Innovation Labs;
- Project management methodology certified CMMI level 3;
- Integrated Information and Environment Management System for the Group.

Societal Resources

- **89 partnerships** with **NGOs** or similar associations;
- **453 school partnerships;**
- Responsible Purchasing Charter, Ethics and Compliance Charter, Sustainable Development Charter.

Financial resources[1]

- **€ 3,783.1 million in revenue** in 2022. **68.9% of revenue** generated outside France;
- Strong increase in operating margin: **operating profit on activity 11.1% of revenue**;
- A very healthy financial structure: equity **€1,838.6 million** - Positive cash position: **€418 million**.

Environmental resources

- Use of energy and natural resources[2].

(1) At 31 December 2022
(2) See 4.4 – "Reducing the Group's environmental footprint".

OUR DNA

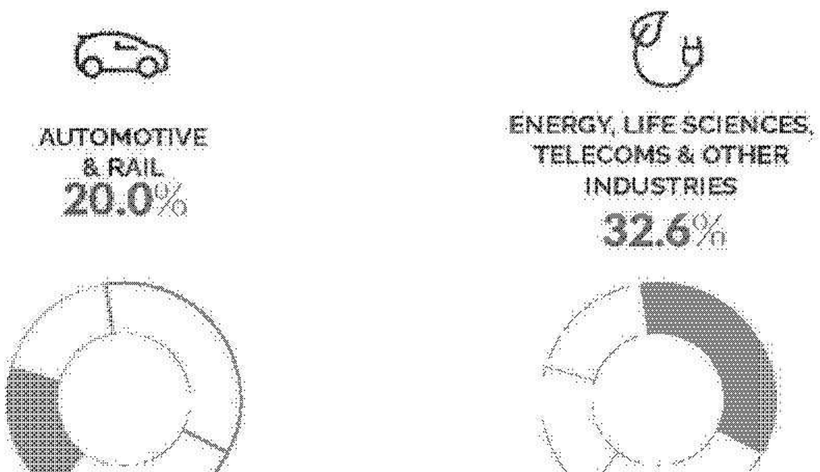
Comprehensive technological coverage

- Engineering and outsourced R&D;
- IT & Network Services;
- Subsidiaries specialised in Consulting and Expertise.

5 levels of commitment to meet clients' needs



Comprehensive and balanced coverage of sectors



High-performance Human Resources and talent management processes

- Multiple and varied career opportunities.

Fixed-price
Fixed-price projects with commitment to results

Commitment to results
Control, quality, time, delay, fixed price

Work units service contract
Service contract with a commitment to results and performance

Commitment to results
Deliverables industrialisation & productivity gains

Service contract
Service contract with commitment to providing resources and to achieving performance goals

Commitment to service quality
Service level commitment & delegation of project management

Globalisation
Gathering on a single contract covering several consulting projects

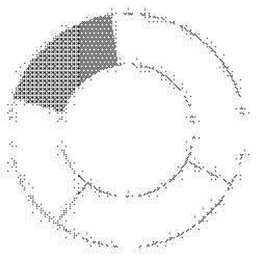
Commitment of providing resources
Teams of consultants delivering a wide range of expertise on a single contract

Consulting
Consulting with commitment of providing resources

Commitment of providing resources
Delivery of specific and flexible expertise

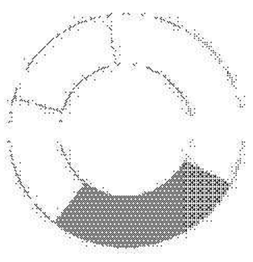
AEROSPACE, DEFENCE, SECURITY & NAVAL

18.5%



SERVICES, RETAIL, BANKING & PUBLIC SECTORS

28.9%



OUR VALUE CREATION

Engineering expertise and culture

(see "Strategy" of this Document)

- High-end positioning deployed on Engineering business lines;
- A Project Management Technical Division composed of **300 people**;
- Engineering centres of excellence.

Human capital development

(see 4.2 "Career-accelerating employer")

- A key player in the employment of managers and Engineers and the professional integration of young people;
- TOP EMPLOYER 2022© in France, Germany and Italy.

Targeted external growth strategy

- **8 international acquisitions** in 2022.

Societal commitments

(see 4.3.6 "Regional solidarity")

- **3,874 days** of skills sponsorship.

Assessments and certifications

(see 4.1.5 "Ratings – Awards")

- EcoVadis: 82/100;
- CDP: B rating in recognition of climate initiatives;
- CEFRI MASE;
- TISAX;
- depending on the scope, ISO 9001, 9100, 27 001, 14 001, 45 001.

Strategic **levers**

GOVERNANCE

1 THE BOARD OF DIRECTORS

The Board of Directors determines ALTEN's strategic directions and ensures their implementation, in accordance with its corporate interest, taking into consideration the social and environmental challenges of its activity. It controls the management of both financial and non-financial aspects and ensures the quality of the information provided to shareholders and the market.

Composition as of the date of this document

Simon AZOULAY
Chairman and Chief Executive Officer

Emily AZOULAY
Director
Member of the Remuneration and Nomination Committee

Jean-Philippe COLLIN(1)
Independent Director
Member of the Audit Committee
Member of the Remuneration and Nomination Committee
Member of the CSR Committee

Marc EISENBERG
Independent Director

Maryvonne LABEILLE
Independent Director
Chairwoman of the Remuneration and Nomination Committee
Chairwoman of the CSR Committee

Aliette MARDYKS
Independent Director
Chairwoman of the Audit Committee

Sébastien PRADON
Director representing employees

Jane SEROUSSI
Director

Philippe TRIBAUDEAU
Independent Director
Lead Director
Member of the Audit Committee

2 GENERAL MANAGEMENT

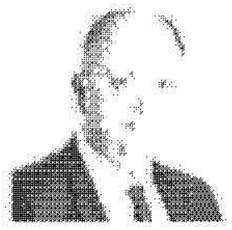
The General Management implements the strategy defined by the Board of Directors and develops the business.

It is assisted in its missions by:

THE EXECUTIVE COMMITTEE

The Executive Committee analyses the commercial and financial results and implements operational measures in line with the ALTEN Group's business.

Simon AZOULAY
Chairman and Chief Executive Officer



Bruno BENOLIEL
Chief Operating Officer, responsible for Finance, Legal and Information Systems

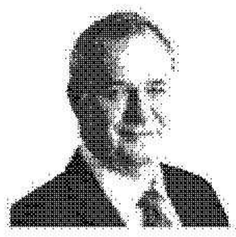


GROUP MANAGEMENT COMMITTEE

(1) Mr. Jean-Philippe COLLIN was co-opted as a Director by the Board on 23 February 2023, to replace Mr. ATTIA, for the remainder of his term of office, i.e. until the 2026 General Meeting. The ratification of this co-optation will be submitted to the approval of the shareholders at the 2023 General Meeting.

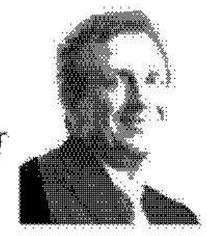
Pierre MARCEL

Chief Operating Officer in charge of ALTEN Germany



Gualtiero BAZZANA

Executive Vice-President ALTEN for Enterprise Services and Telecoms



Olivier GRANGER

ALTEN Manager responsible for International Scope 1



Pascal AMORÉ

Executive Vice-President responsible for ALTEN Asia



Stéphane OUGIER

Executive Vice-President ALTEN France and Solutions subsidiaries and Eastern Europe



Marcello BARBA

Executive Vice President in charge of Southern Europe



Pierre BONHOMME

Executive Vice President ALTEN France, UK and North America



It is made up of 18 people, including five women.

DYNAMIC SKILLS AND CAREER MANAGEMENT

ALTEN uses unique tools to identify the skills needed to carry out current and future projects. In this way, each employee remains trained in the latest technologies and strengthens his or her employability. The Group can secure its development prospects. It adapts its internal processes to the needs of its Engineers and Consultants, Business Managers and Support Functions.

Mobility allows employees to shape their career according to their geographical and professional aspirations.

The main aim of the training policy is to adapt employees' skills to the needs of the market and the challenges of tomorrow. The Group supports them in their professional projects. Through the internal universities, they can increase their skills, discover a new profession and train for it.

SUCCESSFUL TECHNICAL AND MANAGERIAL ORGANISATION

Internationally recognised, it includes:

- the Projects Division, with 300 Technical managers, Project Leaders and experts;
- a training centre and academies (DevOps, Cybersecurity, Testing) that allow all Engineers and Consultants to advance their careers at the highest level;
- technical communities to promote the exchange and sharing of information and capitalisation of know-how;
- a Quality and Methods Department. ALTEN's project management methodologies are assessed as CMMI Service Level 3.

COMPREHENSIVE TECHNOLOGICAL COVERAGE

CONSULTING SERVICES

The project is carried out on the client's premises based on the commitment of providing resources, time spent and under the responsibility of an ALTEN Manager. High-level ALTEN Engineers take charge of the project[1].

WORK PACKAGES MANAGEMENT

Its development is linked to the referencing policies of major industrialists aimed at streamlining subcontracting.

The selected service providers oversee increasingly large scopes and project management. Their controlled management processes must make it possible to organise the implementation of projects.

The Work Packages have several levels of responsibility and risk sharing. They can be carried out on the client's premises or outsourced on ALTEN's site, either entirely or partially.

ALTEN, French leader in the delivery of Work Packages.

Projects carried out accounted for 60% of business in 2022, making ALTEN the leader in terms of number, size and quality of delivery. Its project management methodologies are assessed at Capability Maturity Model & Integration (CMMI) level 3[2].

Work Packages, an integrated client/ supplier relationship

The expansion of Work Packages has major implications for ALTEN but also for clients.

Project feedback is systematically capitalised. On the margins, the search for productivity may lead to the transformation of the offer and/or the involvement of nearshore or offshore structures on all or part of the project.

These transformations are leading to an overhaul of processes and technical interfaces, both at ALTEN and with the client. They are therefore implemented in an integrated supplier approach.



IN 2022, PROJECTS CARRIED OUT IN WORK PACKAGES REPRESENTED 60% OF ACTIVITY

A UNIQUE CAPACITY FOR OFFSHORE DELIVERY

ALTEN now carries out more than half of its projects in France in "Structured Project" or Work Packages mode.

Part of it is outsourced to its Delivery Centres.

ALTEN can involve its offshore centres in all or part of a project for competitive reasons, when this optimises the skills/quality/cost equation. The centres have high-level Engineers and can meet the offset challenges of clients. In these centres, ALTEN employs over 7,000 consultants.

(1) For more information on Consulting missions, see Section "1.4 – Excellent technical organisation".

(2) This global standard is developed by the Software Engineering Institute. It enables engineering companies to understand, evaluate and improve their project implementation systems as part of a continuous improvement process.



ETHICAL AND RESPONSIBLE PRACTICES

ALTEN places ethics at the heart of its activities. The Group shares the highest standards in this area with its stakeholders.

As a responsible partner, ALTEN respects:

- the 10 principles of the United Nations Global Compact;
- the United Nations Universal Declaration of Human Rights;
- the various conventions of the International Labour Organisation;
- the OECD guidelines for multinational enterprises.

ALTEN is committed to conducting and developing its business in strict compliance with national and international laws and regulations and to making ethics and compliance a common priority for the entire Group.

In this respect, the Compliance Division is responsible for anchoring compliance in a responsible and continuous approach by relying on a network of Ambassadors, depending on the theme.

Compliance within the ALTEN Group covers, in particular, anti-corruption measures, compliance with international sanctions and the protection of personal data. In particular, it is based on a set of documents (Anti-Corruption Code of Conduct, Ethics and Compliance Charter, personal data protection policy, etc.) and training materials to raise awareness among all employees.

CSR AT THE HEART OF PARTNERSHIPS

ALTEN is committed to sustainable partnerships. Its responsible purchasing policy establishes a dialogue with its suppliers on Human Rights, environment, ethics and corruption.

The Group assesses the CSR performance of suppliers from the call for tender phase, with continuous improvement over the contractual life cycle.

The Group's responsible purchasing policy and charter materialise its commitment in this area and guarantee it when contracts are signed. For the past four years in France, suppliers with high CSR risks have filled out a questionnaire. This questionnaire covers their understanding of the challenges of their activity and their value chain. Unsatisfactory answers and documentation lead to formalised and monitored action plans. If these are not implemented, the collaboration may be reviewed.

Thanks to the implementation of an action plan and a 3-year progress plan, in December 2022 ALTEN obtained level 3 "confirmed" of the AFAQ Responsible Purchasing standard from AFNOR certifications for the ISO 20 400 standard.

A COMMITMENT TO THE REGIONS

It is expressed through actions that create value and meaning:

- skill-based sponsorship, supported by the Group's companies, provides its know-how and skills to associations and foundations recognised as being of general interest. It mainly concerns the social, medical and environmental fields. In France in 2022, within the ALTEN Solidaire programme, nearly 25 Engineers took part in a skills sponsorship mission in one of the 15 partner associations;
- partnerships with local schools and universities and promotion of the Engineering profession among young people. The Group develops actions on campuses and supports educational competitions such as *Je filme le métier qui me plaît*.

ALTEN Innovation:
Serving our clients and the planet

Societal, environmental and industrial challenges are continuously increasing in a world that must be more sustainable, more secure, while providing each of us with products and services that are adapted to our needs and ever more efficient.

The **digital transformation** provides effective solutions:

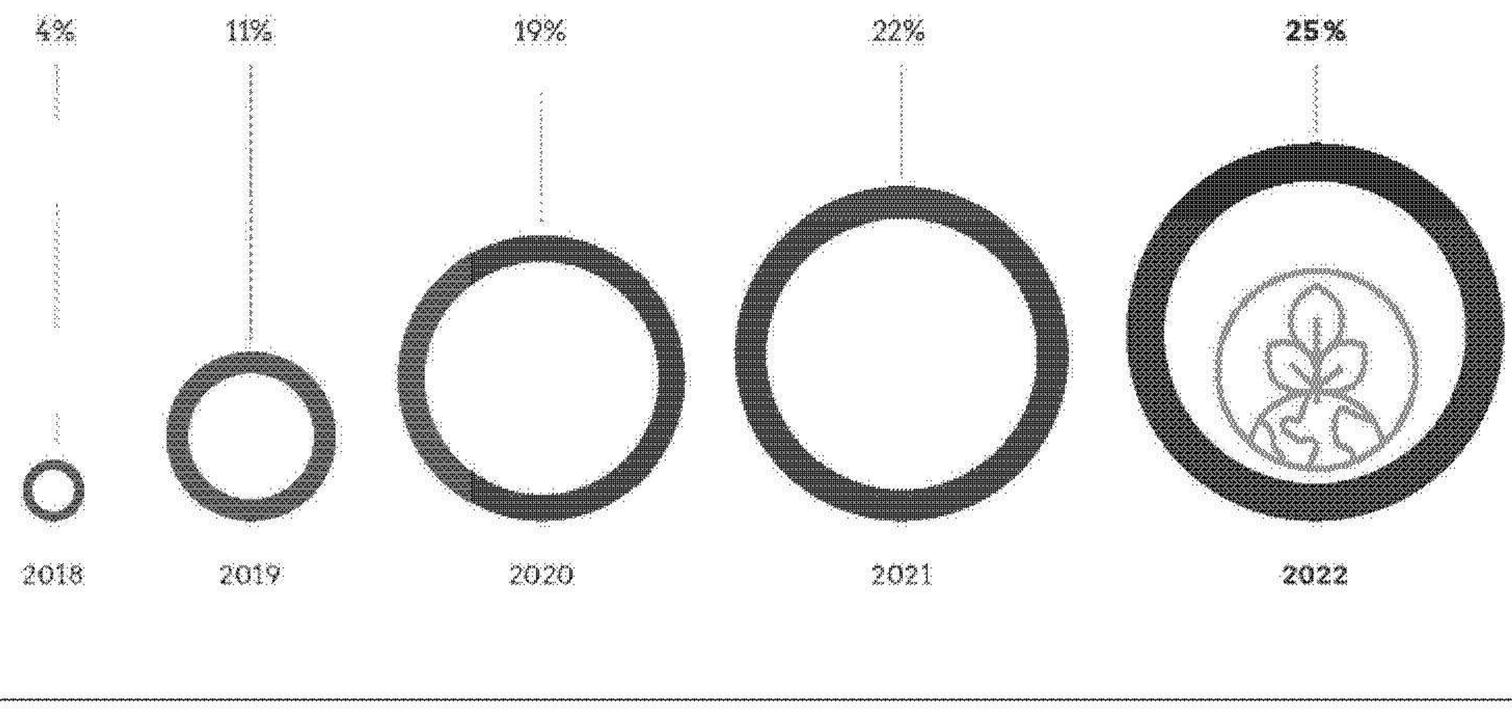
- Both in **industry**: adapting products to use; reducing Time To Market; making our industrial and logistics tools more agile, efficient and eco-responsible; combating counterfeiting; creating service offerings around the products sold, etc.
- And in **tertiary services**: adapting services to real-time usage; simplifying and managing identities; securing transactions; integrating new regulatory standards; detecting fraud; securing IT systems against cyber-attacks, etc.

ALTEN has **unique expertise** that combines engineering with digital and business services. Our experienced consultants and technical specialists build innovative value propositions within **ALTEN Labs** that combine these different areas of expertise.

The **SMART DIGITAL** initiative gives us a head start thanks to 9 main research programmes on cross-cutting themes, encompassing **more than a hundred active R&D projects** covering all our sectors of intervention and always perfectly adapted to our clients' problems. Our innovation process is based **on a bottom-up approach** and does not follow the top-down instructions of a marketing department: our consultants, who are experienced in our clients' businesses and who listen to them, build our R&D subjects directly on the basis of their very **diverse experience, and each of them contributes his or her engineering skills** to their implementation. The quality of our innovation processes and our technical support ensures the relevance of each project selected.

Our eco-responsibility is reflected in a higher requirement: **more than 25% of our activities in 2022 were on sustainable innovation topics**, and this percentage is growing year by year.

Share of ALTEN R&D in sustainable innovation
(in %)





+25%

OF OUR R&D ACTIVITIES IN 2022 DEALT WITH SUSTAINABLE INNOVATION

Our **ALTEN Labs** were strengthened in 2022: 80 permanent staff and supervisors, including 10 doctoral students supervised by scientific laboratories of prestigious Grandes Écoles, 500 consultants and engineering interns, work continuously on our innovative projects. Our **technology platforms** provide our entire network with unique capabilities in Multiphysics modelling, software development, data processing and data scientist support.

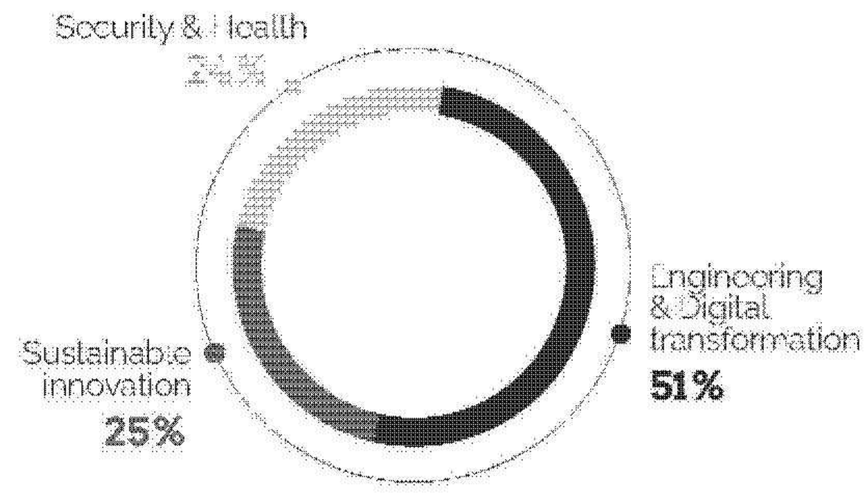
Innovation is experienced in multidisciplinary teams and networks. We have developed **partnerships** with manufacturers and start-ups and proposed joint and innovative offers on the market, including for example:

- with **ST Microelectronics** and its Nano Edge AI Studio, as a European partner in embedded artificial intelligence technology, for which we created a new ALTEN Lab in Grenoble;
- with **SIEMENS Digital Industries**, on the Factory of the Future, with the prescriptive maintenance of industrial facilities or the training of operators using augmented/Virtual Reality (with the SIEMENS Virtual Training Solution);
- with **Greenspector**, on our Green IT offer for a more sober software code.

2023 will see increased international deployment, the signing of new technology partnerships and the expansion of our contribution to client offerings. The distribution of our R&D is very balanced according to the major themes that will improve our future. The various Smart Programmes demonstrate our role as a technology integrator and also enable us to systematically offer innovative applications to all the different market segments and clients addressed by ALTEN.

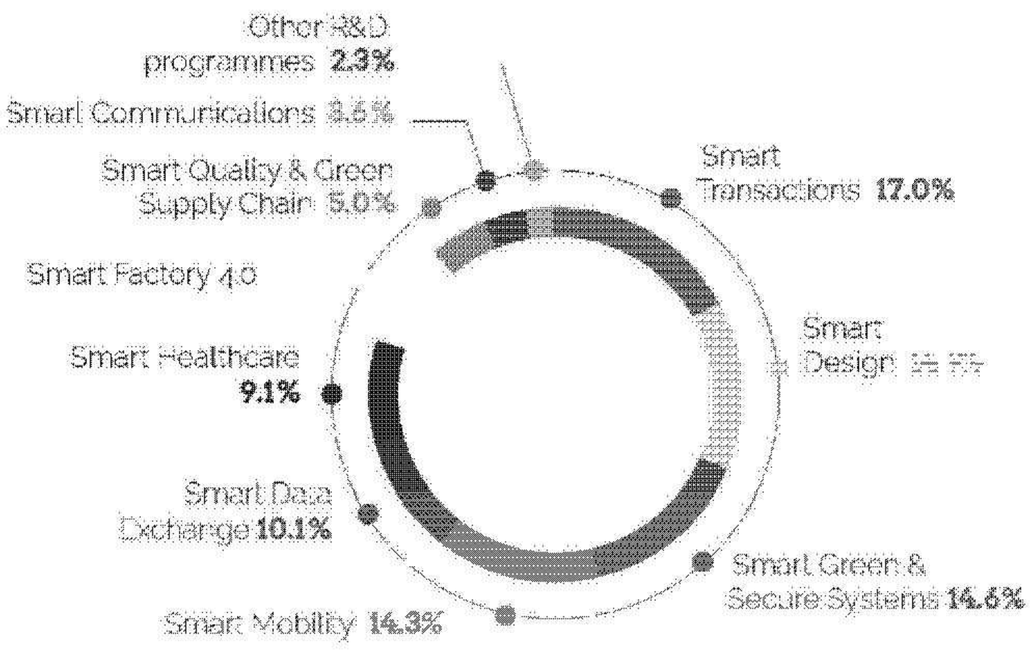
Breakdown of ALTEN R&D in 2022

(in %)



Breakdown of 2022 R&D by Smart Programme

(in %)



Sources: portfolio of R&D projects in Europe, in % of production days

CSR strategy and objectives:

sustainable development at the heart of the strategy

The Group's sustainable development approach was initiated with the signing of the United Nations Global Compact.

It is based on 4 priority areas :

- a career-accelerating employer;
- a player in sustainable innovation;
- a responsible partner and citizen;
- a company committed to the environment.

This CSR strategy is the result of a materiality study, in accordance with the requirements of the Global Reporting Initiative (GRI).

Environment

1. Environmental footprint*
2. Contribution to the success of client CSR strategies
3. Green mobility
4. Responsible Digital Technology

Social

1. Labour relations
2. Diversity and equal opportunities*
3. Skills development
4. Talent attraction and retention
5. Health and safety in the workplace
6. Well-being at work

Governance

- Client satisfaction*
- Corporate governance*
- IT system security and data protection*
- Business ethics and compliance*
- Innovation
- Promotion and feminisation of the Engineering professions
- Responsible purchasing
- Dialogue with local stakeholders
- Solidarity

**The issues identified by an asterisk are the most important issues both for ALTEN's activity and for its external stakeholders.*

ALTEN and its stakeholders

As a leader in Engineering and IT Services, ALTEN is committed to:
- **meeting the expectations of its stakeholders;**
- **anticipating their requirements by reconciling performance and sustainable development.**

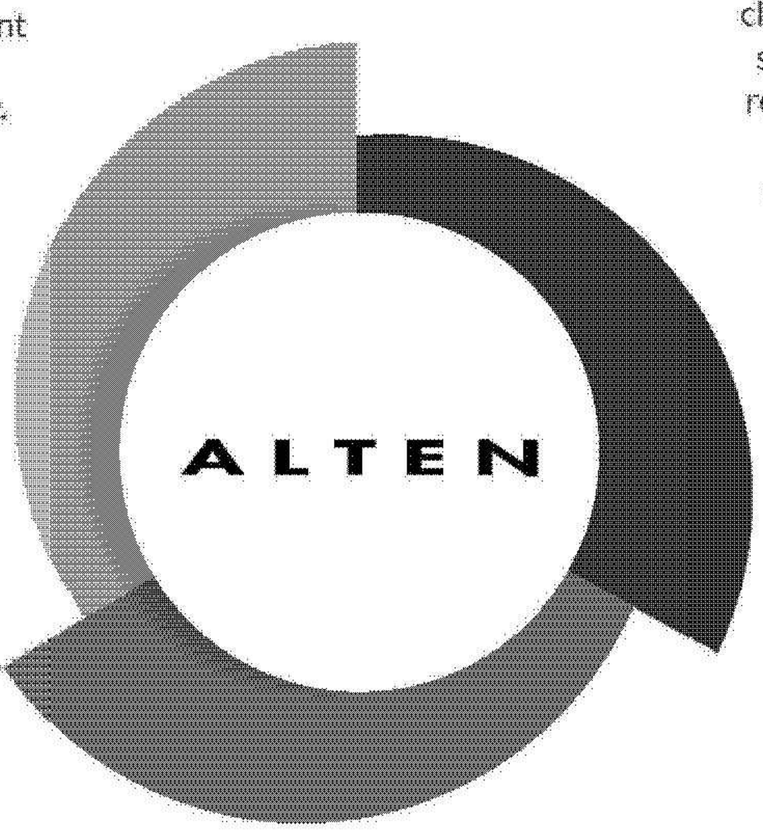
A career-accelerating employer with regard to employees

The women and men who make up the ALTEN Group are the driving force of its business. Its ability to develop and promote the best talent is strategic to meeting its clients' expectations. Its Human Resources management policy favours multiple career paths and the development of skills in its internal universities.
ALTEN promotes inclusion and diversity.

88%
ENGINEERS
(Group's 2022 headcount)

A stimulator of innovation with regard to clients

ALTEN is a catalyst for innovation for its clients. The Group develops innovative and sustainable solutions. It conducts its own research and development and innovation programmes reconciling the economic, environmental and societal dimensions.
Its goal: to create value for its clients and offer them the best technological practices.



A responsible partner with regard to suppliers, regions and civil society.

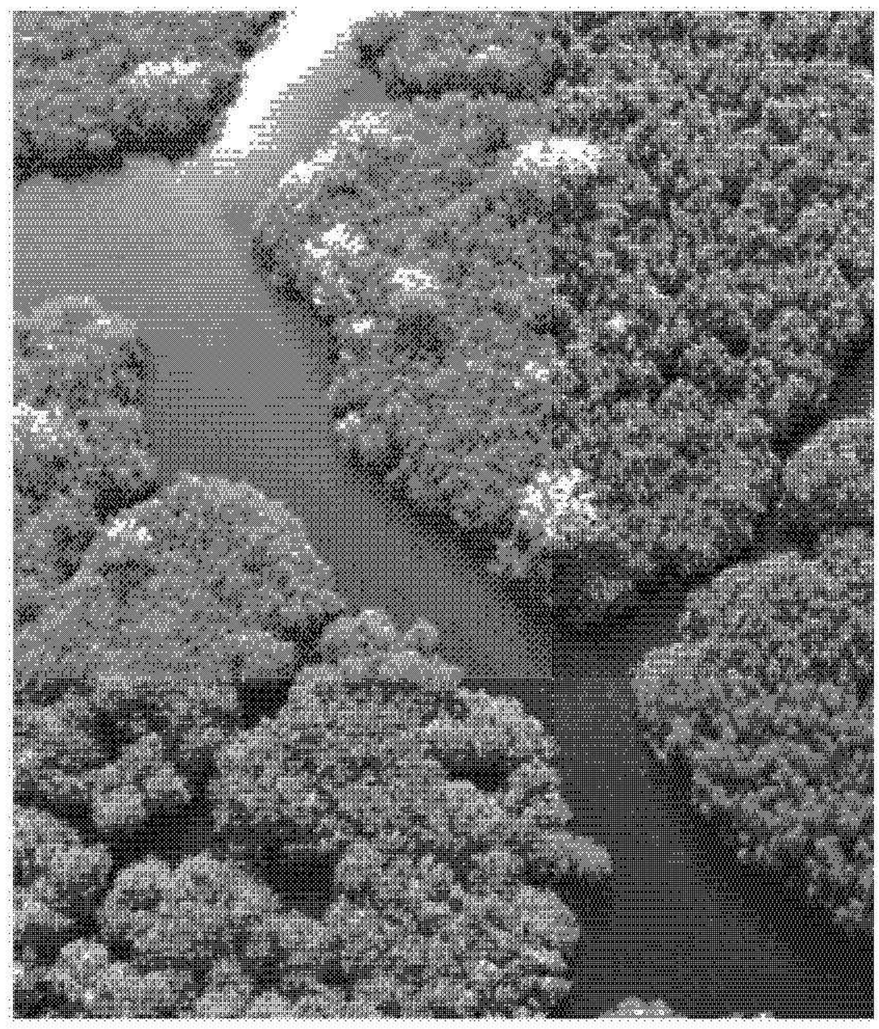
Integrity and transparency are the pillars of ALTEN's development.

The Group is committed to a responsible purchasing approach to support the CSR performance of its suppliers.
It has established numerous partnerships with local schools and associations.
It can thus promote Engineering and scientific and technical careers to young people.
ALTEN has also been committed for many years to promoting women in these professions.
The Group can count on its female employees to talk about their careers and to inspire young women.

107 PARTNERSHIPS IN THE FRAMEWORK OF THE PROMOTION AND FEMINISATION OF ENGINEERING PROFESSIONS

(ALTEN Group CSR scope)

A historical **commitment** to the environment



For over 10 years, ALTEN has been working to limit its environmental impact. Its Sustainable Development Charter formalises its commitments. The Group encourages its international entities to have a proactive environmental approach, based on recognised standards or benchmarks.

ISO 14001 certification establishes an environmental management system based on an environmental risk analysis and a continuous improvement process.

ALTEN is committed to the fight against climate change by joining national and international initiatives:

- the signing of Syntec-Ingénierie's Climate Charter for Engineers in 2019;
- participation in the United Nations Global Compact Climate Ambition Accelerator in 2021;
- the signing of the Science-Based Target Initiative commitment letter in 2021.

The indicators of the non-financial rating agencies (EcoVadis, Gaïa, CDP) demonstrate the Group's transparency and performance approach.

Aware that its activities give it an indirect environmental responsibility to its clients, ALTEN is committed to developing innovative and sustainable solutions and to acting in favour of Responsible Digital Technology, both internally and with clients.

Throughout the year, the Group works to raise employee awareness of environmental issues through a variety of means.

ALTEN is working to reduce its environmental impact through a three-pronged action plan:

MEASURING AND REDUCING GREENHOUSE GAS EMISSIONS

Each year ALTEN measures and publishes the greenhouse gas emissions of its activities and is committed to:

- promoting the use of renewable energy on its premises;
- encouraging the energy efficiency of buildings: this choice to occupy efficient and more environmentally friendly buildings is made in many countries where ALTEN operates;
- minimising the impact of IT facilities. ALTEN's IT Department is developing several areas: reviewing usage, calculating and reducing the carbon footprint, choosing labelled equipment, and managing obsolescence and the second life of IT equipment;
- supporting the transition to soft and sustainable means of mobility: ALTEN carries out mobility plans on sites with more than 100 employees, subject to a local urban plan. Since 2014, ALTEN has been working each year to strengthen its Car Plan requirements, governing the characteristics of the Company vehicles comprising the fleet, favouring engines with lower emissions. The Group promotes soft mobility and clean vehicles (installation of electric charging stations, etc.);
- developing sustainable innovation. The Group assumes indirect environmental responsibility for its activities towards its clients and conducts R&D projects on energy efficiency, transport electrification and improving the environmental performance of industries.

USING NATURAL RESOURCES WISELY

ALTEN is implementing best practices internally to limit the use of natural resources and the impact on biodiversity:

- sustainable paper consumption: ALTEN seeks to consume less and consume better. When purchasing, the Group favours recycled and/or eco-labelled paper and continues to roll out its project to dematerialise invoices and payslips;
- the Group is committed to reducing and sorting its waste. A sorting and recycling system has been developed in several of the Group's entities and a "zero disposable plastic cups" campaign has been deployed in France in 2020;
- to raise employee awareness, ALTEN is implementing an approach in favour of biodiversity by sponsoring beehives and relying on eco-labels for the purchase of supplies, whenever possible.

INFORMING AND RAISING EMPLOYEE AWARENESS OF ENVIRONMENTAL PROTECTION

Employees benefit from awareness-raising activities to make them aware of the Group's approach and enable them to participate in it (quizzes, competitions, conferences, etc.), as well as e-learning modules (ecomobility, eco-actions, etc.). Regular communications are made via the internal social network, newsletters, the intranet and posters.

Global R&D trends
and outsourced R&D market trends

Global business spending on R&D will increase at an average annual growth rate of 6% to exceed $2 trillion by 2025[1]. It will be driven in particular by investment in digital Engineering, which will account for over 50% of overall expenditure.

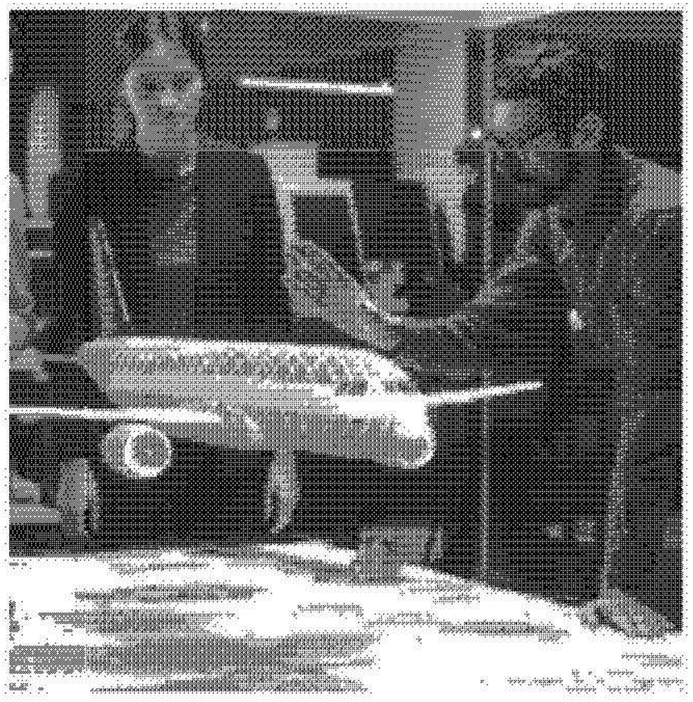
Since the last decade, Digital (IoT, Cloud, Data, AR/VR, AI/Machine Learning, PLM and digital twin, Cybersecurity, UX/UI...) has been developing very strongly on the one hand in the Product cycle (in design, production or in operation/maintenance in operational conditions), and on the other hand in the Client Relationship (web and mobile, UX/UI). Uncertainties related to geopolitics or the outlook for the world economy have had a relatively small effect on R&D investment, which will continue to grow at a high rate (+6% per year by 2025[1]).

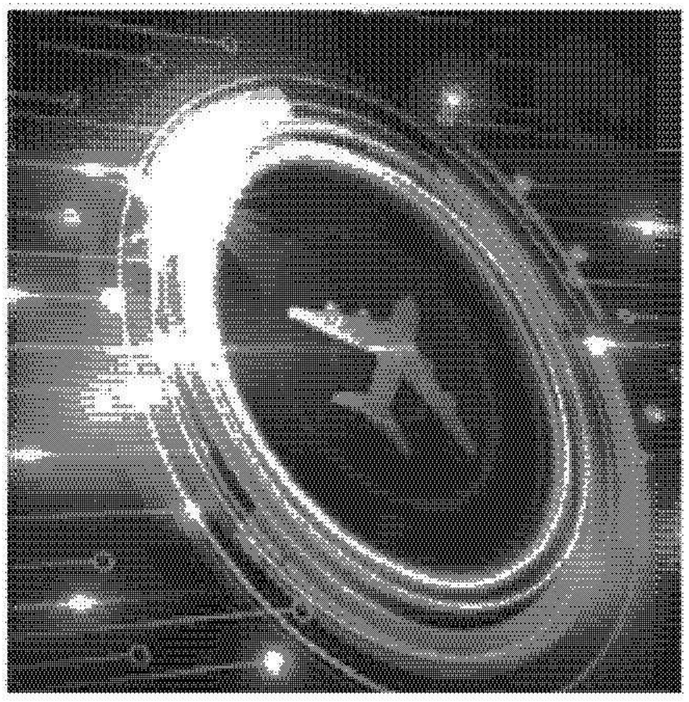
In France, according to Pierre Audoin Conseil (PAC), **the expected evolution of the ETC (Engineering and Technology Consulting)** market accessible to ALTEN is summarised in the following table:

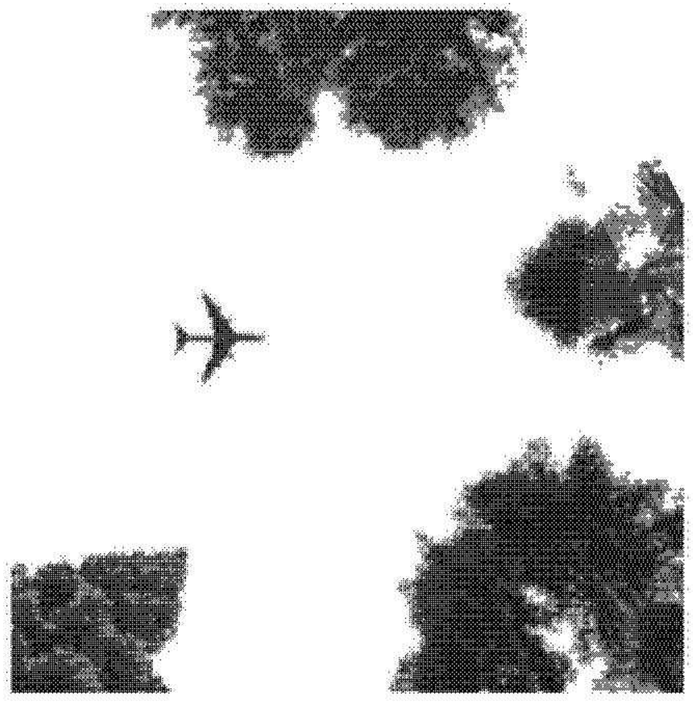
(in millions of euros)	2020	2021	**21/20**	2022	**22/21**	2023	**23/22**	2024	**24/23**	2025	**25/24**	2026	**26/25**
Aeronautics, Space & Defence	1,175	1,240	**5.5%**	1,325	**6.9%**	1,406	**6.1%**	1,486	**5.7%**	1,572	**5.8%**	1,658	**5.5%**
Land Transport	1,322	1,440	**8.9%**	1,583	**9.9%**	1,684	**6.4%**	1,804	**7.1%**	1,930	**7.0%**	2,062	**6.8%**
Telecoms and Multimedia	408	427	**4.7%**	451	**5.6%**	472	**4.7%**	493	**4.4%**	514	**4.3%**	535	**4.1%**
Energy & Life Sciences	1,486	1,558	**4.8%**	1,655	**6.2%**	1,741	**5.2%**	1,838	**5.6%**	1,937	**5.4%**	2,038	**5.2%**
Other	2,047	2,180	**6.5%**	2,352	**7.9%**	2,507	**6.6%**	2,659	**6.1%**	2,810	**5.7%**	2,954	**5.1%**
Total Technology Consulting *(ALTEN core business scope)*	6,438	6,845	**6.3%**	7,366	**7.6%**	7,810	**6.0%**	8,280	**6.0%**	8,763	**5.8%**	9,247	**5.5%**

(1) Source: Cabinet Zinnov (June 2022).

Aeronautics







ENGINEERING SERVICES

- **Design office**: System development / Cabin layout / Design / Embedded software / Testing / Certification / Configuration management
- **Manufacturing**: Drafting of assembly lines / Process definition / Quality / Supplier quality / Planning / Process optimisation
- **Client services**: Maintenance Engineering / Maintenance Documentation / Airline Services / Training / Aircraft Performance

DIGITAL TRANSFORMATION

- Big Data, IoT, Augmented Reality / RPA Automation
- Factory 4.0, Digital Twin
- Methods & tools / Project management
- Architecture / Development / Integration

ENERGY TRANSITION

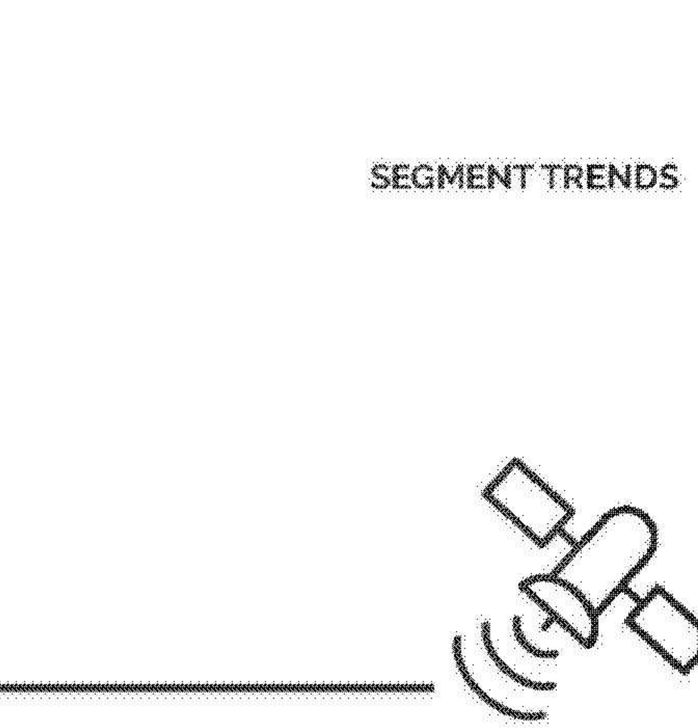
- Development of new systems & functionalities (hybridisation, vertical mobility, flight controls, new generation engines, etc.)
- Vertiport / Hydrogen station / Autonomous flight regulations / SAF bio fuel / Noise reduction

CHALLENGES

- Ensure the reliability and performance of devices
- Achieve autonomous flight
- Optimise comfort
- Increase production rates to support the recovery
- Create services for airlines
- Integrate new technological bricks
- Aim for zero carbon emissions by 2035
- Create the mobility of the future

Space





LAUNCHERS

- Design, mechanical & thermal analyses
- Aerodynamic models, studies, calculations
- Orbitography, orbit control
- Ground resources engineering
- Validation & Verification
- Industrialisation
- Quality

SATELLITES

- Design & Validation of space systems (Mechanical & Thermal, Avionics, RF, Optical Instruments, AOSC)
- AIT: procedures and tests
- Flight software: development & validation
- Management & Quality

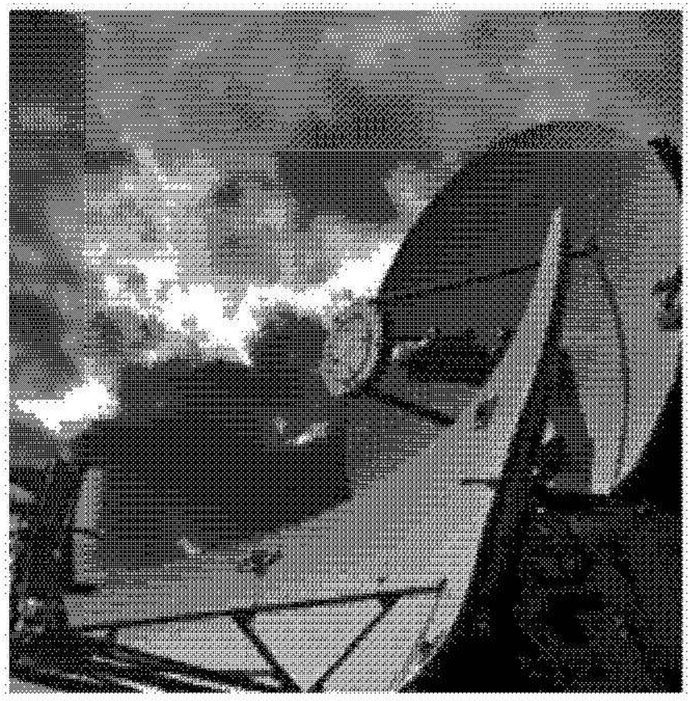
GROUND SEGMENTS

- Systems & networks administration, DB
- Infrastructure design & IVV
- On-Board / Ground Communications
- Preparation & Support in-flight operations
- Data processing: scientific algorithms, infrastructure, valuation
- Development of test sequences, mimics, tools

CHALLENGES

- Competitiveness of the space industry
- Reduction of start-up costs
- Technical expertise (structure, propulsion, mechanical flight, etc.)
- Emergence of New Space & opening of space to new players
- Space surveillance: strategic sovereignty issues
- Standardisation of components, pooling & the space factory of the future
- Expanding the scope of space technologies
- Explosion of demand for low-cost broadband connectivity worldwide
- Commercialisation of large-scale spatial data

Defence & Naval



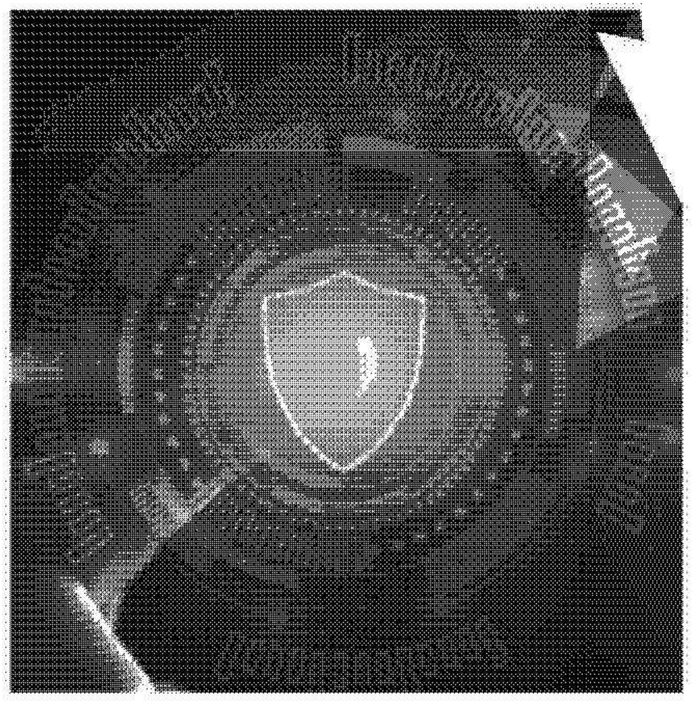
DEFENCE ENGINEERING

- Development of aircraft & all-terrain combat vehicles
- Development of state-of-the-art on-board systems (communication, radars, security, etc.)
- Design of optronic & guidance systems



NAVAL DEFENCE SYSTEMS

- Ship & submarine design
- Development of embedded systems for submarines



IT

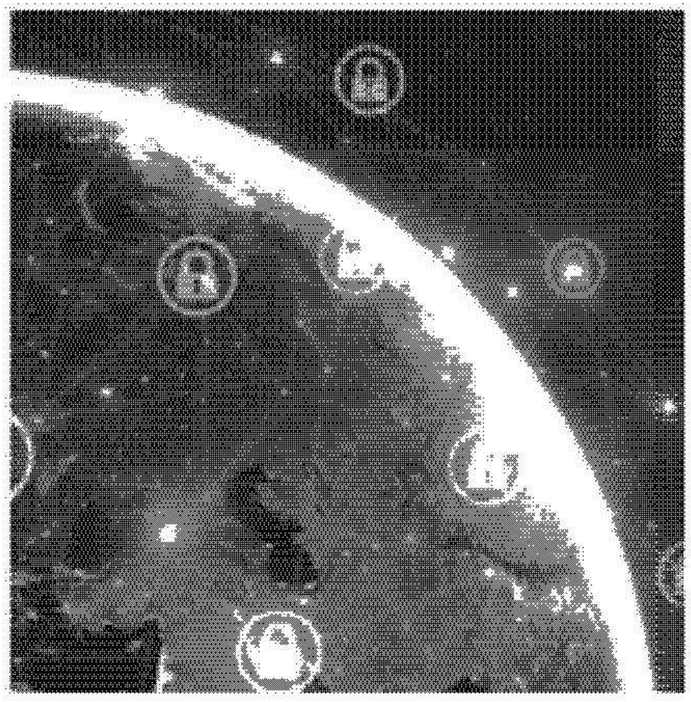
- Digital transformation of the sector Defence & Naval: digital twin, etc.

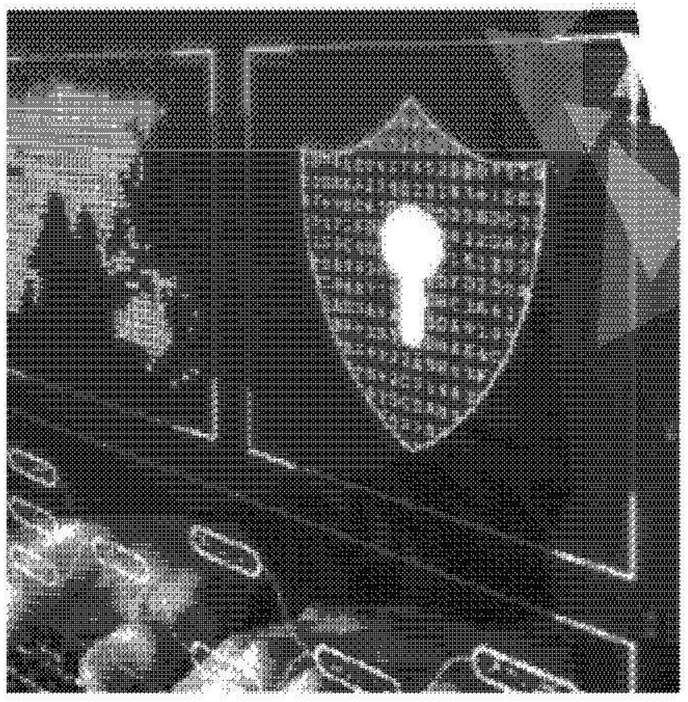
CHALLENGES

- Modernising the armed forces: air combat system of the future, drones, lasers
- Accelerate the development of equipment programmes
- Address European cooperation programmes
- Renew military buildings
- Acquire new skills (data, robotisation, etc.)
- Ensure the interconnection & automation of the vessel of the future

Security







IDENTIFY

- Organisation and process audit (ISO 2700x, ANSSI standard, etc.)
- Audit of IT architecture, configuration and codes
- Risk management & vulnerability detection (PENTEST)

PROTECT

- Definition of the architecture & choice of solutions
- Integration and deployment of security solutions
- Management and protection of private data
- Maintain the operational readiness of security services

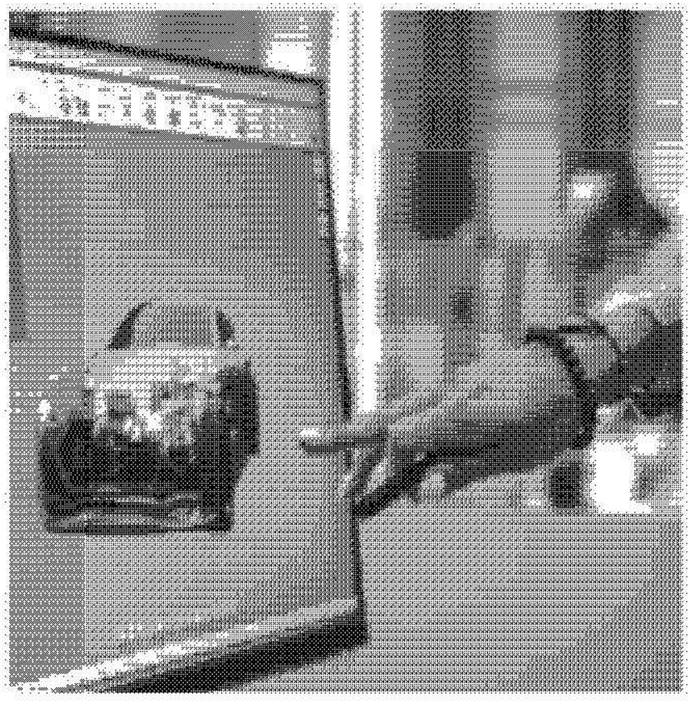
DETECT & RESPOND

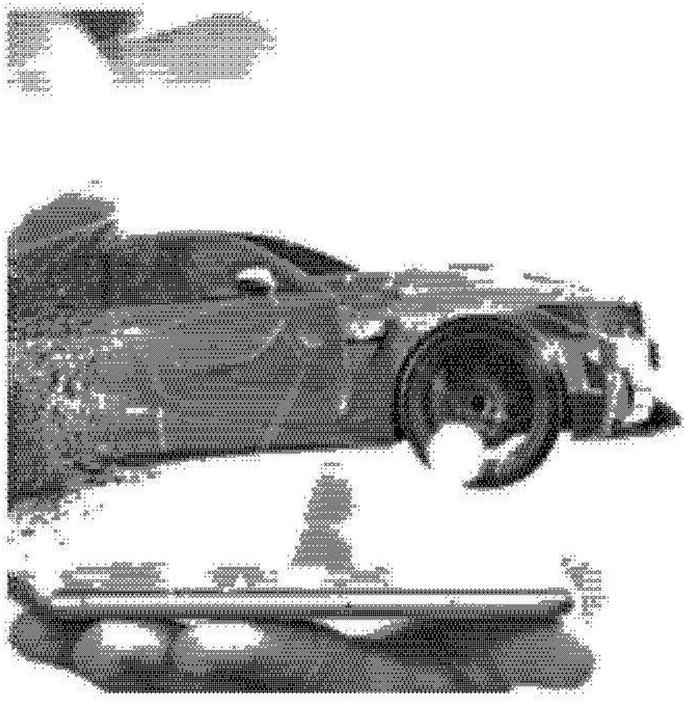
- Monitoring end-points & infrastructure
- Analysis and treatment of the incident
- Capacity restoration & crisis management

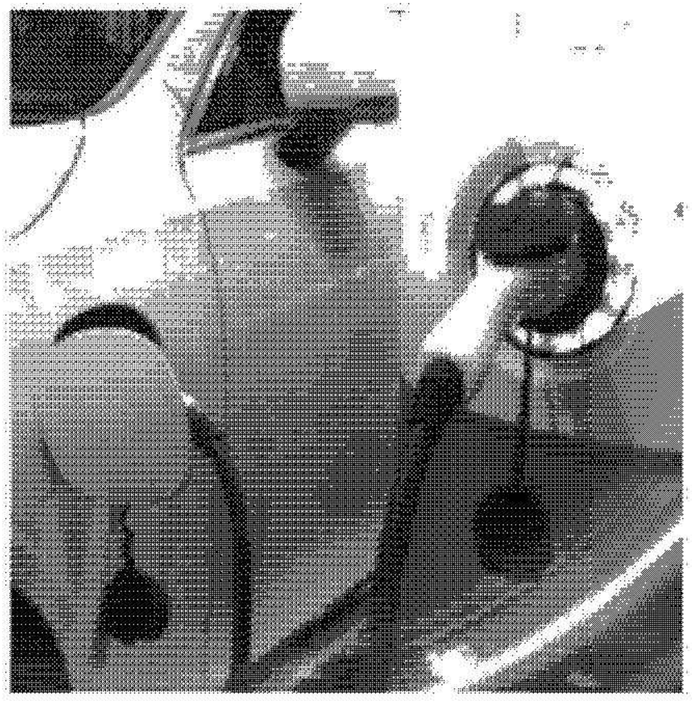
CHALLENGES

- Acceleration of the transition to remote working
- Continuous training to anticipate new vulnerabilities
- Competitiveness of the Cloud & digital identity
- Development in a standardised & secure context
- Redefinition of training methods

Automotive & Mobility







R&D

- **Autonomous** Vehicles
- Engineering of **embedded systems** (ADAS, infotainment, connectivity) & new architectures
- **Powertrain** design (thermal and electric) & batteries

DIGITAL INNOVATION

- **Digital Twin** & new PLMs
- Optimisation of the **competitiveness** across the entire cycle (design, Factory 4.0, supply chain)
- **Software Defined Vehicles**

MOBILITY SERVICES

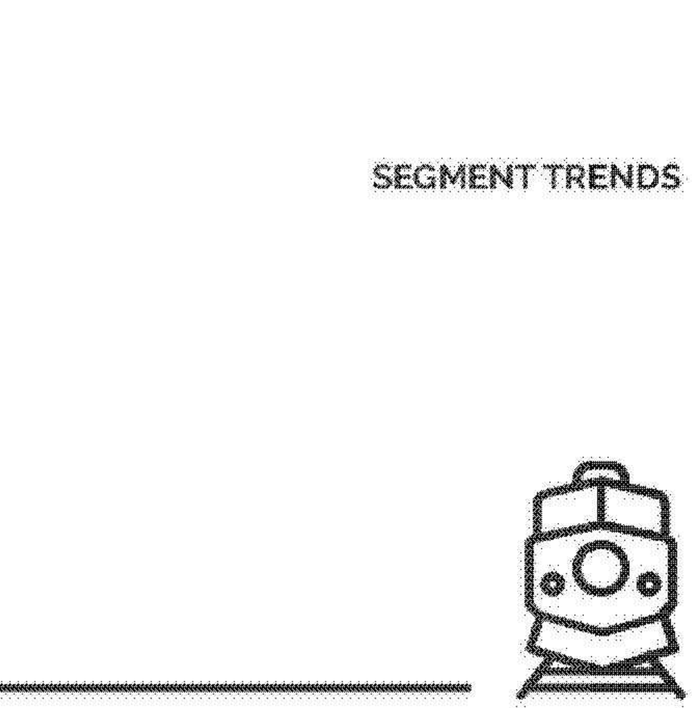
- **Multimodal** offering
- Connected services for efficient **electric charging**
- Autonomy & **shared vehicles**
- **Pay as You Drive**

CHALLENGES

- End of combustion engines in 2035
- Growth of electric & hydrogen for decarbonisation
- Driving automation: changes in legislation, acceleration of the offering
- Semiconductors: relocation in Europe
- Control of the value chain: relocation of strategic productions & internalisation of software development
- Acceleration of "Time to Market"
- Generic platform & single product optimisation
- Environmental & social responsibility of mobility
- Control of user costs
- Retention of the car's core value

Rail





ROLLING STOCK

- Modernisation of existing lines
- Creation of new lines
- Definition of the architecture of the train subsystems
- Rolling stock maintenance

INFRASTRUCTURE

- Network improvement
- Station development
- Line electrification
- Renovation of civil engineering structures

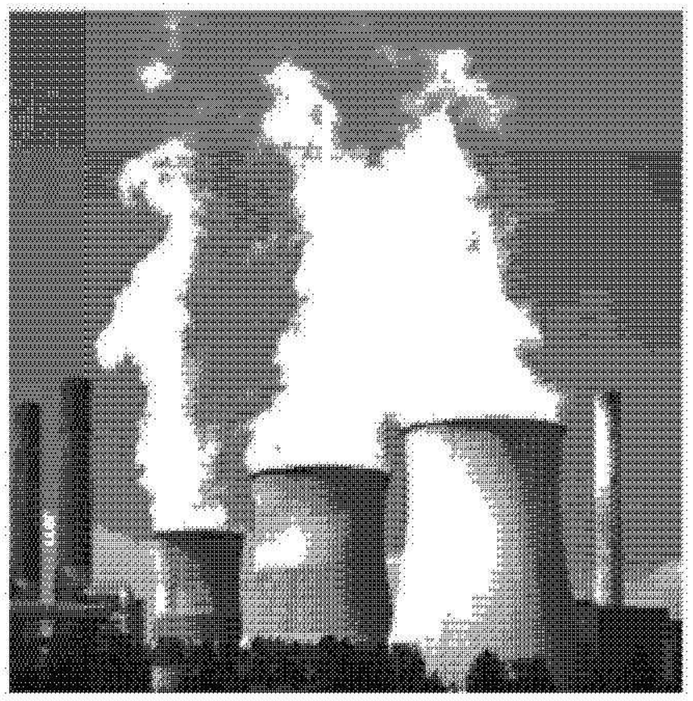
SYSTEM / SIGNALLING

- Design and development of CBTC - ERTMS - OCTYS systems
- Development of monitoring software
- Traffic automation
- Development of test facilities for electronic systems

CHALLENGES

- Increase the capacity of existing lines
- Develop hydrogen & battery operated trains
- Modernise infrastructure
- Promote station accessibility
- Modernise signalling systems
- Automate metro lines
- Improve traffic on peri-urban lines and high-speed lines

Energy



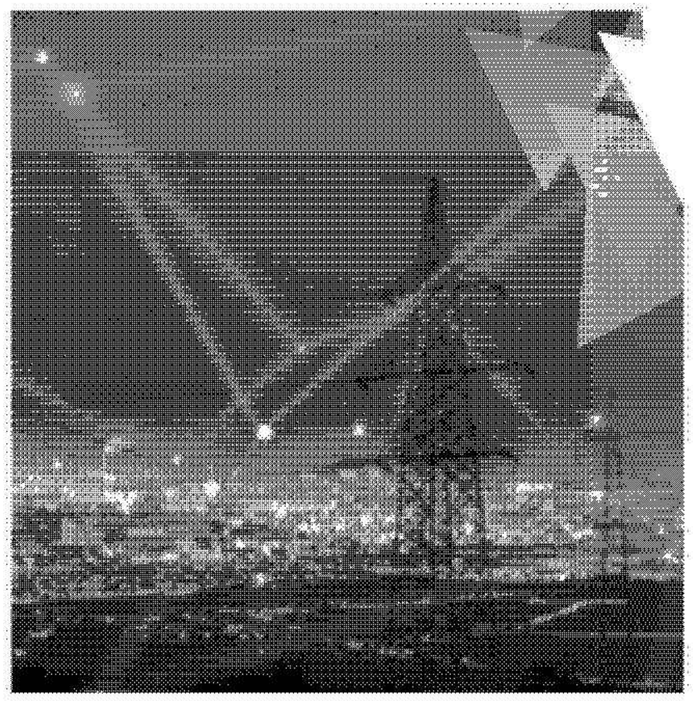
NUCLEAR ENERGY

- Design & construction monitoring of latest generation plants (EPR & SMR)
- Support for the operation & monitoring of maintenance work on the existing nuclear fleet
- Support for commissioning tests
- Methods for dismantling nuclear facilities



NEW ENERGY & ENERGY EFFICIENCY

- Project management for wind & solar sites
- Software & hardware design of communication equipment between renewable energy sites & electrical networks
- Development of hydrogen solutions & process design



SMART GRIDS

- Study & monitoring of electrical network construction
- Software developments for the optimisation of Smart Grids
- Support for the development & consultation of new electricity networks
- Deployment of charging station infrastructure for electric vehicles

CHALLENGES

- Operational excellence on Quality / Cost / Project lead time
- Optimisation of the production capacity of the existing fleet

- Distribution & storage of low-carbon energy
- Energy transition (green hydrogen, investments in solar & wind)

- Response to growing demand for electricity (network extension, IRVE charging stations, Grand Paris project, 2024 Olympic Games)
- Integration of renewable energies into the grid

Life Sciences & Health



END-TO-END SOLUTIONS

- Comprehensive support for the entire life cycle of the healthcare product: R&D / Engineering & industrialisation / Regulation / Quality / Marketing & Post-market
- Recognised expertise in all business functions through our dedicated health brands
- Development of cross-selling to meet specific client needs



ENGINEERING SERVICES & DIGITAL TRANSFORMATION

- Implementation of Industry 4.0 tools & methods applied to healthcare industries
- Operation & security of health data
- Digitisation of production plants
- Participation in the deployment of new software to secure traceability & quality processes



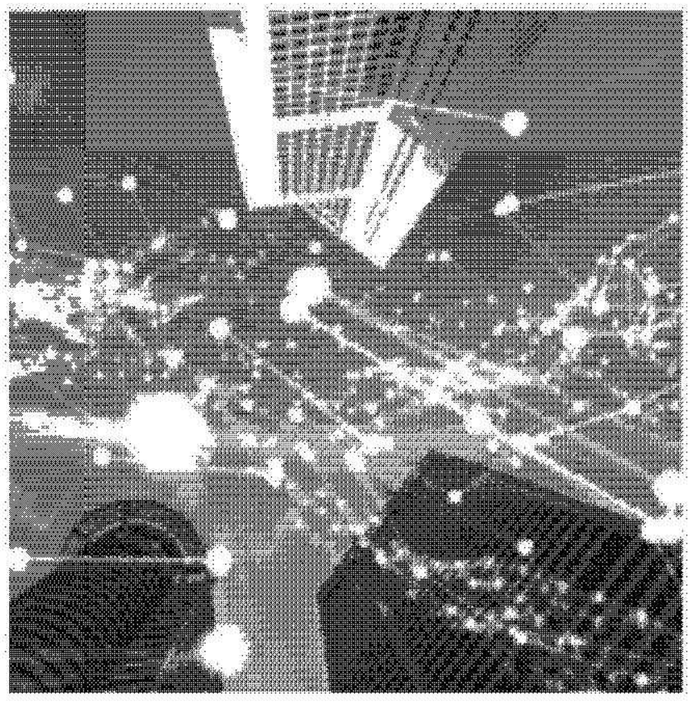
REGULATORY & MEDICAL AFFAIRS

- Registration & marketing strategies
- Life Cycle Management
- Assembly & publication
- Regulatory databases
- Audit & monitoring, in relation to the requirements & tightening of market access conditions

CHALLENGES

- Single response supporting all aspects of Healthcare product development
- Operational excellence on Quality / Cost / Project lead time
- Securing supply chains
- Cost reduction & optimisation
- Management of increased production
- Change in the pharmaceutical industry model
- Product compliance according to current local & international regulations
- Marketing of health products

Telecoms Engineering



VERY HIGH SPEED FOR ALL

- Deployment of **5G networks** (propagation study, management, etc.)
- Deployment of **Fibre optics** (APS / APD, WDM / IP studies, etc.)
- Deployment of **IoT** networks



IMPROVING NETWORK QUALITY

- Management & optimisation of the **QoS**
- Reliability of **GIS guidelines**
- **Facilities supervision** & investigation of power outages



SERVICE DESIGN

- Design & integration of **equipment** (boxes, stations, etc.) & **service platforms**
- Development of business applications
- Design of **OTT services** (VoD, etc.)

CHALLENGES

- Network convergence
- Right the First Time
- Reduction of the digital divide (grey / white areas)
- QoE (Quality of Experience)
- Reduction of churn
- Broadband assurance
- Competition with GAFA offering
- High service availability
- Optimisation of business line performance

Telecoms IT



INFRASTRUCTURE TRANSFORMATION

- **Migration** of business applications to the **Cloud**
- **Securing** infrastructure
- Transformation **DevOps**



AI, DATA & RPA (INTERNAL OPTIMISATION)

- **Automation of incoming flows** (email, telephone, chatbot, etc.)
- **Client data analysis** platforms (marketing, scoring, etc.)



TRANSFORMATION OF THE OPERATOR BUSINESS LINE

- Study of business needs (**tablet application** for field workers, client **web portal**, e-CRM, etc.)
- Support for **agility**

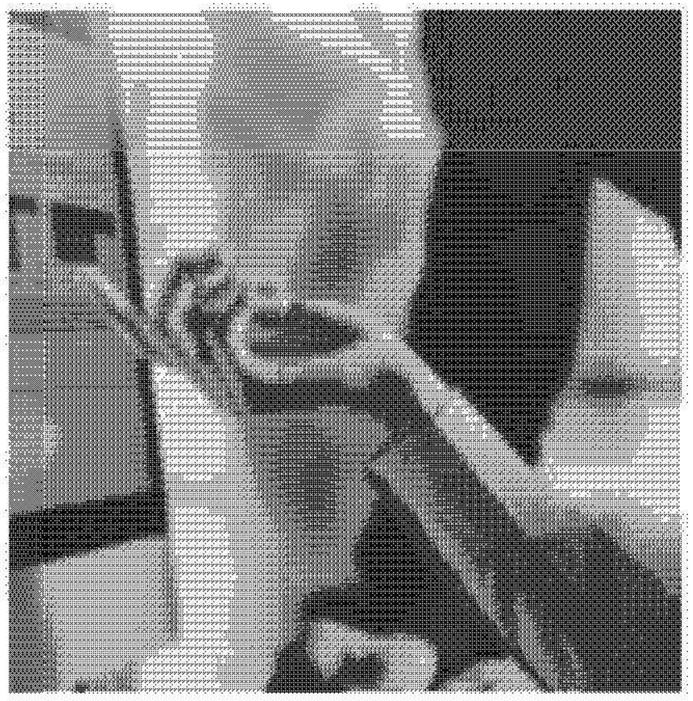
CHALLENGES

- Offer very high availability
- Secure client data

- Improve client relations
- Strengthen knowledge of client behaviour & create services

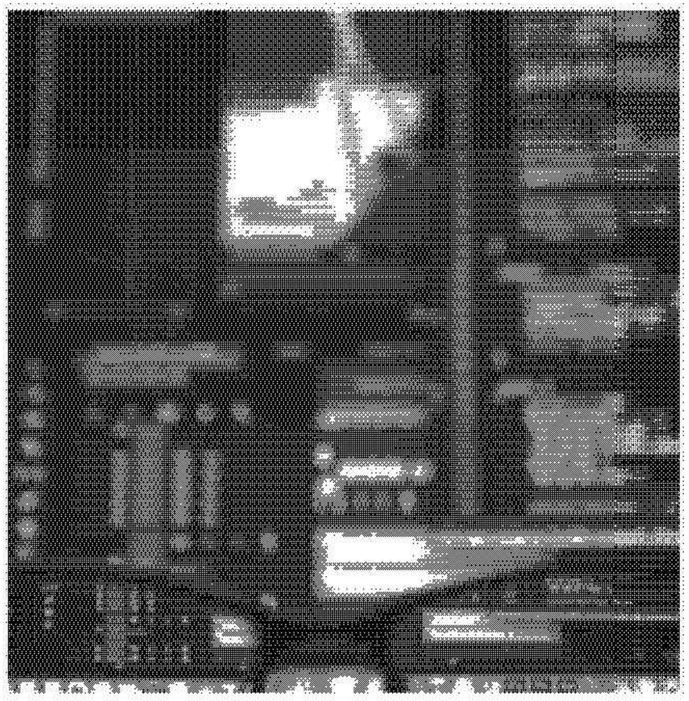
- Increase added value
- Reduce the "Time to Market" for the Business

BFI
(Banking, Finance & Insurance)



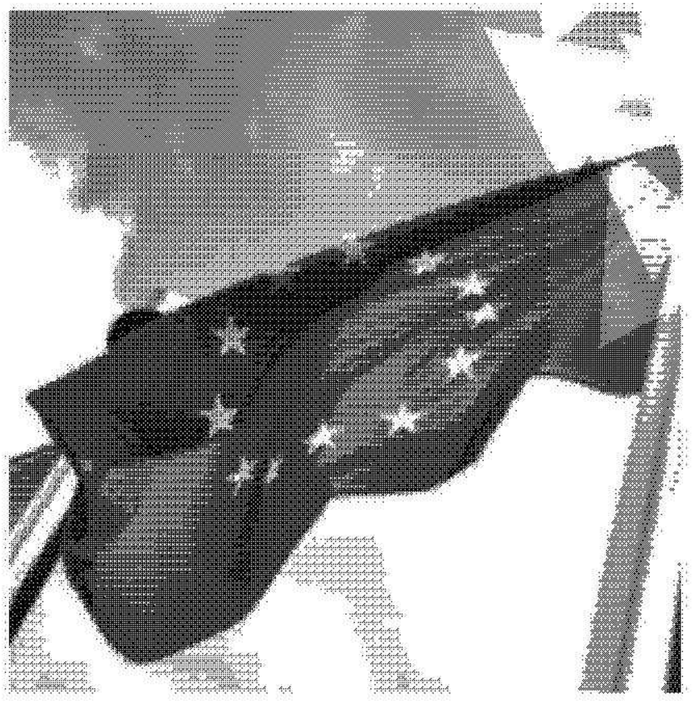
CLIENT RELATIONSHIP & PAYMENT

- **Account & asset aggregation** platforms
- **Mobile Banking** Applications & self-care tools
- Integration of payment solutions



AI, DATA & RPA (INTERNAL OPTIMISATION)

- **Automation of incoming flows** (email, telephone, chatbot, etc.)
- **Client data analysis** platforms (marketing, scoring, etc.)
- Financial product search engines, automated asset diagnosis, etc.



REGULATORY COMPLIANCE

- Development of **API** Open Banking
- Tools for monitoring client transactions & notification of risk profiles
- Development of credit risk analysis tools

CHALLENGES

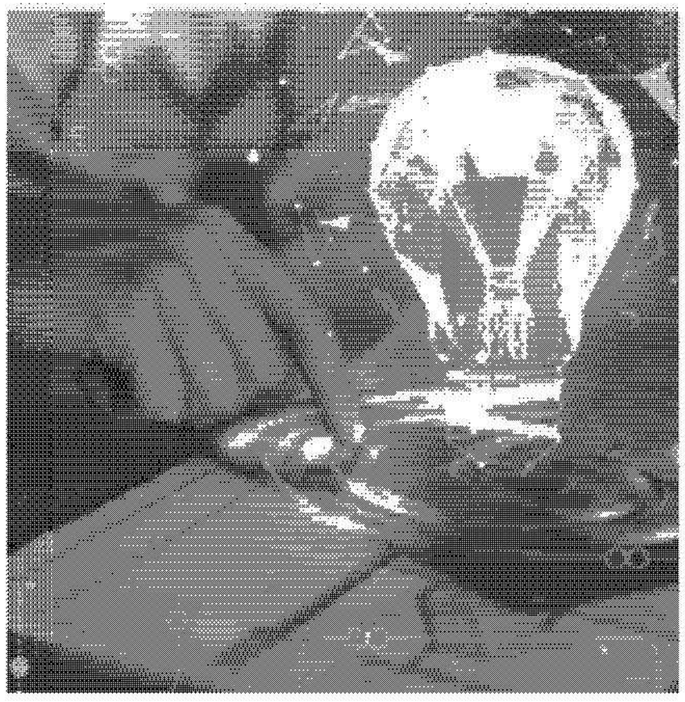
- Improve Client eXperience & strengthen attractiveness
- Offer new high value-added services
- Improve client relations & risk management (fraud, operational risks, etc.)
- Strengthen knowledge of client behaviour & create services
- Optimise compliance deadlines & costs
- Reconcile the profitability and resilience of the banking system

Services, Retail, Media and Public Sector



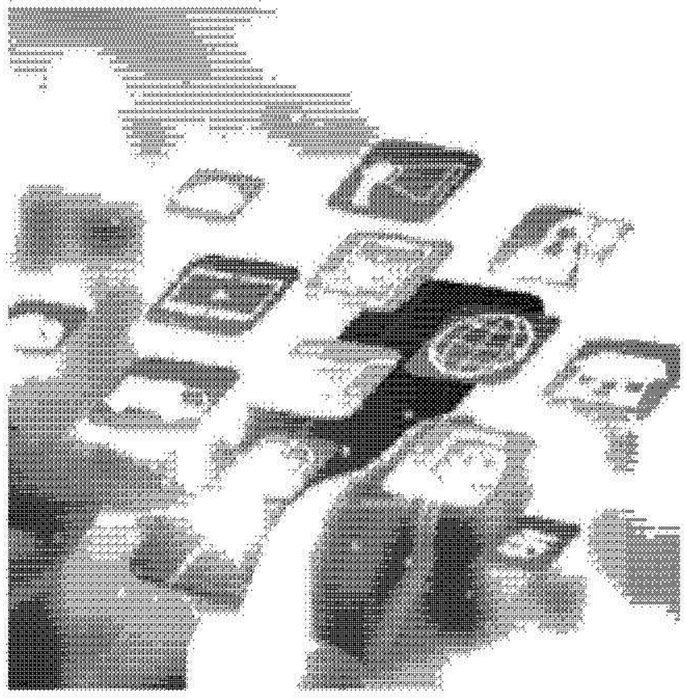
DIGITAL CUSTOMER EXPERIENCE

- **B2C & B2B e-commerce sites** (vehicle sales & leasing, local authority services, etc.)
- **e-CRM platforms & digital strategy** (Customer management, marketing, etc.)



DIGITAL WORKPLACE

- Business applications (**Compliance, GMAO**, etc.)
- HR IT systems, corporate finance & corporate
- **Automation of the processing** of exchange flows (e.g. suppliers)
- Business **data management** systems



SMART SERVICES

- **Connected services** for vehicles
- B2C **video streaming** applications
- Electronic banking (e.g. payment systems)

CHALLENGES

- Improve Client eXperience & strengthen attractiveness
- Offer new high value-added services
- Optimise the "Time to market"
- Make collaborative work possible between business lines
- Aim for high service availability
- Go further in innovation & deployment of IoTs

1

OVERVIEW OF THE GROUP AND ITS ACTIVITIES

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1.1 HISTORY

A 30-year history

Since its founding, ALTEN's growth has been based on three strategic pillars: positioning in high-level engineering services, continuous enrichment of its offering through the development of new areas of expertise and services and the geographical proximity of its clients (in France and abroad).

1988

ALTEN is founded by 3 engineers, all graduates of prestigious French universities, who are at the Group's helm.

1989 – 2000

1989

ALTEN continues growing, doubles the size of its workforce and remains profitable throughout the period.

ALTEN creates its first subsidiaries in France and abroad.

ALTEN opens new offices as part of its regional expansion strategy.

The Company continues to expand regionally and spins off its operations in Belgium with the creation of a new company.

1999

ALTEN SA is launched on the Second Market of the Paris Stock Exchange on 1 February 1999.

2000

ALTEN continues to set up foreign operations in Germany, Spain and Belgium and increases its stake in a company in the UK to 100%.

The Group acquires 4 companies.

ALTEN broadens its range of services by setting up subsidiaries that specialise in network architecture, open systems, client-server applications, and object-oriented technologies.

2001 – 2010

2004

ALTEN steps up its policy of growth through acquisition to sustain its rate of expansion in a less favourable economic environment and acquires 9 new companies overseas and 7 in France over this period.

ALTEN's external growth strategy allows ALTEN to become a European leader in R&D project management.

To meet the growing demands of its customers for Work Packages[1] and offshore/nearshore projects[2], ALTEN consolidated the "Structured Projects" offering in a dedicated division, and acquired a company specialised in R&D and design engineering and Work Package projects.

The nearshore offer is expanded with an acquisition in Romania and now includes the Czech Republic, Slovakia, Poland, Romania and Vietnam.

The Group records more than 25% of its revenue outside France.

ALTEN exceeds its target of 6,000 employees in 2005, a year early.

2008

ALTEN continues its sustained organic growth (16.2%), achieved mainly through the Energy, Rail, Aeronautics and Banking sectors.

ALTEN has confirmed almost all of its key accounts and partnerships in Europe, and is included among the listed E2S service providers throughout the top five engineering service providers of the EADS Group (source: PAC 2009)[3].

2009

The decline in economic activity affected most business sectors, mainly the Automotive industry. ALTEN's listings are confirmed and it continues its growth in other sectors such as Aeronautics, Energy and Banking/Finance.

ALTEN becomes the French leader in Structured Projects.

2010

ALTEN continues to redeploy its offering towards structured projects. This strategy leads it to strengthen and restructure its Technical Division and to start the CMMI certification process.

2011 – 2020

Between 2011 and 2018, ALTEN acquires 48 companies internationally and 3 companies in France. ALTEN is expanding its operations in Germany, Scandinavia, the United Kingdom, Eastern Europe and the United States.

2011

ALTEN continues to structure its Technical Division, developing its expertise centres and becoming leader in Work Packages management.

ALTEN continued to gain market share.

Revenue exceeds €1 billion and the Group has 14,800 employees.

ALTEN continues its strategy of organic growth and speeds up development through external growth in order to strengthen its market positions on the international stage.

2014

On 1 January 2014, ALTEN joins compartment A of Euronext.

2015 – 2018

ALTEN accelerates its development strategy, based on dynamic, targeted external growth, while maintaining its capacity for organic growth. For the first time since its founding, more than 50% of ALTEN's revenue is generated internationally. In 2017, the United States become the Group's second largest geographical area of business. **ALTEN exceeds €2 billion in revenue.**

2019

ALTEN continues its targeted external growth policy, making 7 international acquisitions. For the second consecutive year, the Group's total growth was greater than 15% and organic growth was greater than 10%.

2020

ALTEN lost 5,000 projects due to the health crisis. The sectors most heavily affected were Aeronautics and Automotive. Despite this, ALTEN managed to control its impact thanks to its rigorous management. Nine acquisitions were made in 2020, including six in Europe.

2021

The effects of the COVID crisis have been erased, except in the Automotive and Aeronautics sectors. Organic growth in 2021 has enabled the number of projects lost in 2020 to be recouped and the number of Engineers now exceeds 40,000. The Group maintained its external growth policy by making 7 acquisitions in France and internationally.

2022

External growth continued with 8 international acquisitions. The Group reached 47,500 Engineers. More than ever, the Group is confident in its ability to consolidate its position as leader in Engineering and Technology Consulting.

(1) Subcontracted services where technical resources are made available (premises, computers, specialised software).
(2) Services consumed in France performed abroad (geographically nearby countries nearshore, or in distant or very distant countries: offshore).
(3) Study conducted by Pierre Audoin Conseil.

1.2 THE OUTSOURCED R&D MARKET

1.2.1 GLOBAL R&D TRENDS AND OUTSOURCED R&D MARKET TRENDS

Since the last decade, Digital (IoT, Cloud, Data, AR/VR, AI/ Machine Learning, PLM and digital twin, Cybersecurity, UX/UI, etc.) has been developing very strongly on the one hand in the Product cycle (in design, production or in operation/ maintenance in operational conditions), and on the other hand in the Client Relationship (web and mobile, UX/UI). Uncertainties related to geopolitics or the outlook for the world economy have had a relatively small effect on R&D investment, which will continue to grow at a high rate (+6% per year by 2025). In France, according to Pierre Audoin Conseil (PAC), the expected evolution of the ETC (Engineering and Technology Consulting) market accessible to ALTEN is summarised in the following table:

(in millions of euros)	2020	2021	21/20	2022	22/21	2023	23/22	2024	24/23	2025	25/24	2026	26/25
Aeronautics, Space & Defence	1,175	1,240	5.5%	1,325	6.9%	1,406	6.1%	1,486	5.7%	1,572	5.8%	1,658	5.5%
Land Transport	1,322	1,440	8.9%	1,583	9.9%	1,684	6.4%	1,804	7.1%	1,930	7.0%	2,062	6.8%
Telecoms and Multimedia	408	427	4.7%	451	5.6%	472	4.7%	493	4.4%	514	4.3%	535	4.1%
Energy & Life Sciences	1,486	1,558	4.8%	1,655	6.2%	1,741	5.2%	1,838	5.6%	1,937	5.4%	2,038	5.2%
Other	2,047	2,180	6.5%	2,352	7.9%	2,507	6.6%	2,659	6.1%	2,810	5.7%	2,954	5.1%
TOTAL TECHNOLOGY CONSULTING (ALTEN CORE BUSINESS SCOPE)	**6,438**	**6,845**	**6.3%**	**7,366**	**7.6%**	**7,810**	**6.0%**	**8,280**	**6.0%**	**8,763**	**5.8%**	**9,247**	**5.5%**

1.2.2 COMPETITIVE POSITION

ALTEN has been the global leader in the Engineering and Technology Consulting market for several years now. ALTEN also works in IT services, mainly in infrastructure, networks, cloud and cybersecurity consulting.

The Technology Consulting market remains highly fragmented, particularly outside France, where a multitude of small players operate alongside the market leaders. In France, where the market is more and more organised, ALTEN holds a market share on the order of 15%.

Historically, three categories of players are present in this market:

- comprehensive Technology Consulting specialists offering R&D and STIE (Scientific, Technical, Industrial, Embedded): ALTEN belongs to this category, which includes mainly European players with strong local roots and vertical specialisation by sector (Aeronautics, Automotive, etc.);
- STIE specialists more or less involved in the entire value chain, working in all stages of product development. They generally have strong expertise in a very limited number of sectors;
- traditional IT players, such as software firms (ESNs), that position themselves in the STIE sector identified as growth driver and lever for strengthening their client relations.

However, other players are trying to penetrate this market, particularly in Europe:

- the temporary employment players, such as Randstad with the purchase of Ausy several years ago; more recently Adecco with the purchase of Akka;
- Indian players who have a growing appetite for the European market, which they hope to develop on the basis of a mainly offshore model, following the example of their model in the USA.

The consolidation of the market continues, due to the difficulties experienced by many modest size players in supporting complex listings and being listed when clients pursue major massification (some clients have reduced their Tier One short lists to less than five companies listed in Technology Consulting) or request to create industrialised delivery structures. This results in market share gains that can be significant for the major players.

The challenges of the ecological transition and the digitalisation of industrial processes - implying for the majority of players, whatever their size or business sector, to optimise but also to increase their external expenditure budgets - will accentuate this phenomenon of massification of suppliers.

These changes in the competitive environment also reflect more complex client demands: the digital transformation of the industrial world, the convergence of technologies, with the Internet of Things (IoT), the diversification of offerings and methods of contracting, complex transnational projects, the use of offshoring and nearshoring, massification, productivity gains, and others.

Only the large French groups have an international presence and are able to respond to the changes in this demand. Among them, ALTEN, through its client portfolio, sectoral expertise, geographic footprint or precursor positioning in services with strong added value, such as the completion of fully outsourced projects in Work Packages mode, managed locally or through a proven transnational organisation, has the necessary advantages to remain the leader in this market.

(Source: Teknowlogy PAC 2022)

1.3 OBJECTIVES AND STRATEGY

1.3.1 STRATEGIC POSITIONING

An offering covering all technological Engineering & IT Services projects.

ALTEN's positioning

The ALTEN Group is involved in all projects with a technological dimension for the Technical, Research & Development Divisions and Information Systems Divisions of major corporate, telecoms and service clients, requiring the involvement of high-level Consultant-Engineers.

Risk level	Position	Estimated gross margin	% of Group's activity
4	▸ IP, Risk sharing, Software Publishing ▸ Capex investments: prototyping, testing and pre-production activities	Random & long-term	0%
3	**Work Packages** with Technical Division & Methods, Specific Methodologies & specific tools	25 -35%	60%
2	**Time & Material (AT)** With added value: HR management and bench risks HR and CI risk Nb: 2+ High-level consultancy		38%
1	Staffing, Freelance	5 -18%	2%

For information:
Level 5 = manufacturer, Tier-1 plant & production
Level 6 = industry, OEM – complete integrator

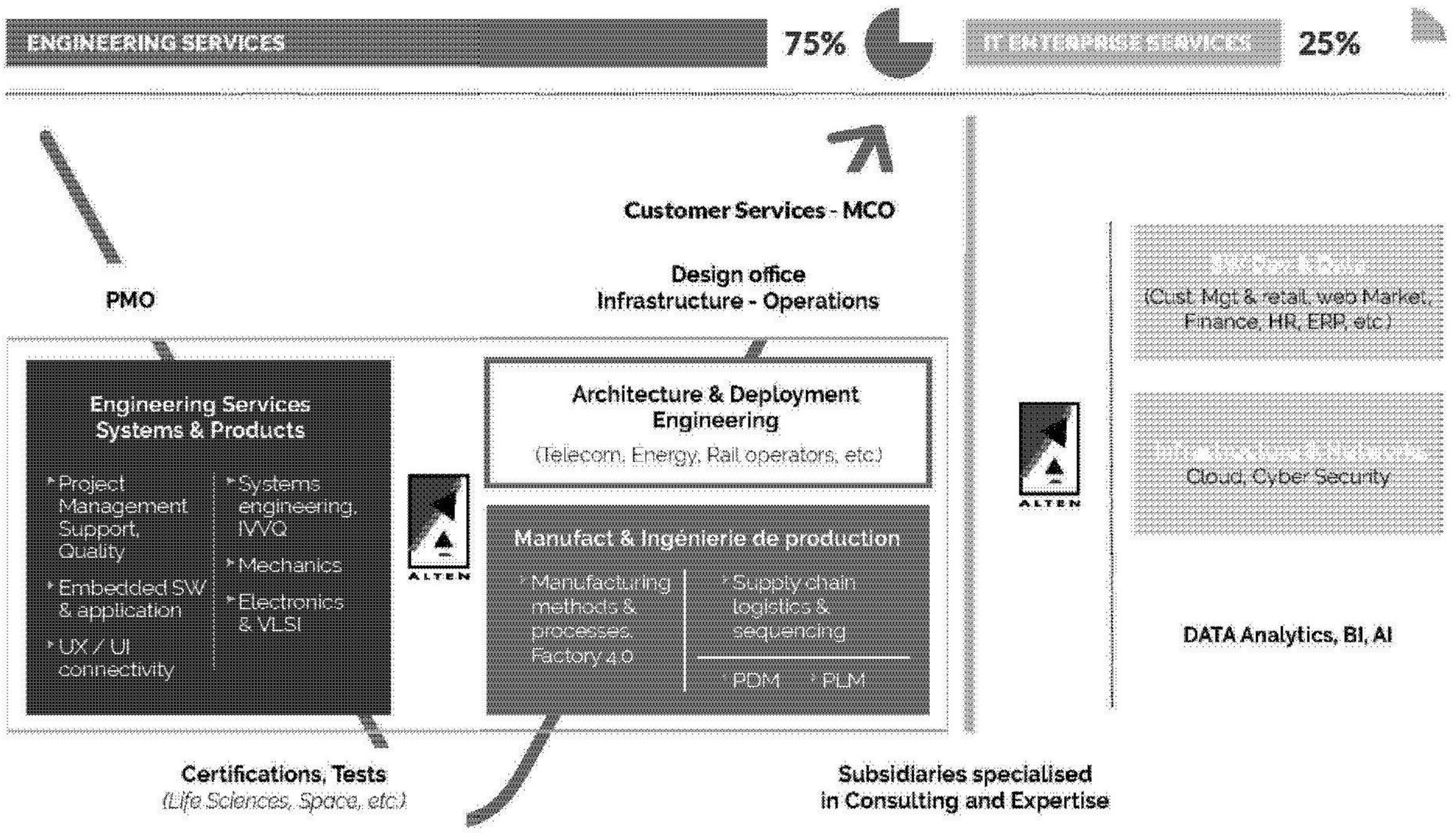
This strategic positioning is based on:

1 **two business lines:**

* Engineering;
* IT Services.

2 **engineer-level offerings that cover all technological Engineering and IT Services projects:**

* Core business ALTEN offering;
* specific offerings, *via* our subsidiaries specialised in Consulting and Expertise;
  - Consulting:
    - MI-GSO | PCUBED, CORTAC, META PM
      PMO and Change Management Consulting,
    - AVENIR CONSEIL, QUICK RELEASE
      Consulting and Training in PLM Management and PDM,
    - OPTIMISSA, NEXEO
      IT Consulting in Market Finance,
* Expertise:
  - LINCOLN, SDG GROUP
    Data Science – BI,
  - AIXIAL, CMED
    Life Sciences: CRO and Clinical Operations,
  - CADUCEUM
    Life Sciences: Quality and Manufacturing,
  - ATEXIS
    Client Support and MCO,
  - WAFER SPACE, SI2Chip
    VLSI – Chip & MicroChip design,
  - CLEVERTASK
    Digital transformation,
  - AFOUR, VOLANSYS
    Product engineering,
  - ICONEC
    Telecommunications,
  - QUALITANCE
    Software development,
  - METHODS
    Cloud architectures and digital transformation,
  - ANOTECH
    Design office – Infrastructure – Operations – Oil & Gas.



ALTEN is an Engineering (75%) and IT Services (25%) Group with 80% digital positioning.

ALTEN's historical core business is Engineering and has been recognised for more than 30 years as the benchmark technological partner of major clients within the industry. The Group has developed its complementary and historical positioning in IT Services to provide high value-added technological responses on:

* end-to-end control of the application lifespan;
* software testing;
* data management and valuation;
* infrastructures and networks;
* migration to Cloud, data protection and Cybersecurity;
* integration of third-party software, such as ERP, CRM or PLM tools;
* training in IT methods and business lines. The ALTEN Academy, deployed in several of the Group's countries, offers international certification courses: ISTQB, IREB, IQBBA, SAFe, Scrum.org, ITIL and PMI.

1.3.2 DEVELOPMENT STRATEGY

ALTEN is well equipped to continue its development in all geographical areas, namely:

- Positioning and offers adapted to the challenges of its clients;
- Sectoral technological centres of excellence;
- Excellent delivery organization, recognised worldwide;
- A financial position enabling it to accelerate its growth.

1.3.3 FINANCIAL AND NON-FINANCIAL OBJECTIVES

The objectives in the medium term and from 2023 onwards will focus on:

- enhancing "employer" appeal to recruit the best talents;
- further managerial structuring;
- increasing the internationalisation of our cross-functional commercial and technical structures;
- further marketing our Offshore and Nearshore Delivery organisations to meet the growing needs of clients and to gain new market share;
- continued targeted external growth.

ALTEN is confident in its objectives in order to achieve an operating margin greater than or equal to 10%.

Structuring efforts will continue to reach new development stages in order to reach the target of 70,000 Engineers by the end of 2026.

Moreover, ALTEN will continue the deployment of its Corporate Social Responsibility approach in the different countries of the Group with the following working focuses:

- the multiplicity of career paths and the development of skills through internal universities, while fostering inclusion and promoting diversity;
- the development of innovative and sustainable solutions reconciling economic, environmental and societal factors to create value for its clients and enable them to benefit from best practices in terms of technology;
- a responsible purchasing approach aimed at supporting the CSR performance of suppliers;
- a commitment to the environment:
  - reducing greenhouse gas emissions,
  - rational use of natural resources,
  - raising employee awareness of environmental protection issues.

The Group is more confident than ever in its ability to consolidate its leading position in Engineering and Technology Consulting.

1.4 EXCELLENT TECHNICAL ORGANISATION

ALTEN has a technical organisation recognised worldwide for its excellence.

ALTEN's project management methodologies are assessed at Capability Maturity Model & Integration (CMMI) level 3.

CONSULTING SERVICES

ALTEN's expertise	Project owner support
Practical expertise	During upstream stages of specifications that demand a good understanding of the client's organisation, needs and industry, leading to formal drafting of specifications.
Technical expertise	Added capacity in the study and design phases, or technological support in high value-added niches.
Support expertise	Support to help manage the different components of a project (planning, quality, cost control, supplier management, etc.) or to assist the client with change management, for example by providing training.

WORK PACKAGES MANAGEMENT

Work Packages include several levels of responsibility and risk-sharing and may be carried out at the client's premises or may be partially or completely outsourced to an ALTEN facility.

These are managed by ALTEN's Technical Division, which establishes a structured and multidisciplinary team (PMO, technical support and project Engineers) that is adequate for the levels of commitment defined with the client. It provides logistical resources to the client (facilities, specialised software, secure communication channels, etc.). Depending on the client's needs, ALTEN can put in place specific organisational structures for transnational projects, with extra coordination across several teams in different countries, or call in one of the nearshore/offshore structures (Romania, India, Morocco) for some project steps.

Work Packages management is a true entry barrier for competitors, since the processes, methodology, tools, capacity for organisation and management and organisation necessary for their success require major investments and an experience curve resulting from many years of implementation.

AN OFFSHORE DELIVERY CAPACITY UNIQUE ON THE MARKET TO SERVE THE COMPETITIVENESS OF CLIENTS

ALTEN conducts nearly 60% of its Structured Projects in France of which a portion is outsourced. For that, it has offshore offices in Romania, Morocco and India.

This organisation model consists in handing over project management and interface to the front-office team, which is located close to the client in the principal's country, with another part of the implementation team in an ALTEN offshore centre (back office). The client therefore works with the local ALTEN team, which will then transfer part of the activities to be conducted to its offshore centre. This enables ALTEN to provide its clients with teams that are fully conversant with the client's requirements, culture and language. The offshore portion can thus vary between 20% and 70% depending on the projects concerned. Skills are ramped up through the incubation of part of the offshore teams in the home country of the service and may be completed by the temporary sending of employees to the offshore/nearshore centre. The overall organisation of the Technical Division guarantees the quality control and project implementation processes, which must be the same regardless of the country in which the activity is carried out.

Thanks to this approach, ALTEN's Work Packages offering is very competitive, all the while guaranteeing a high level of performance through the application of ALTEN's standard processes.

Focus on:

The talent of ALTEN's teams at the service of the success of its projects

To identify the skills required for the successful completion of projects, both in-house and externally, ALTEN uses tools and processes that are unique on the market.

Skills and performance assessment systems to detect, develop and nurture those with the greatest potential.

Training programmes to anticipate future technology or project management needs.

1.5 ACTIVITIES *GRI 102-2 GRI 102-6*

1.5.1 ACTIVITY BY SECTOR AND GEOGRAPHICAL AREA

The main business sectors in which the ALTEN Group operates are described in pages 48 and following of this Document. The tables below supplement this information.

Breakdown of consolidated revenue by main business sector for the period covered by the historical financial information:

	2021	2022
Aerospace	11.6%	13.0%
Defence & Security/Marine	6.2%	5.5%
Automotive/Rail	19.4%	20.0%
Electronics	3.9%	4.1%
Retail, services, media & public sector	16.5%	18.4%
Banking, finance and insurance	10.6%	10.4%
Industries	6.0%	5.4%
Telecoms	5.6%	5.6%
Life Sciences	9.5%	8.7%
Energy	10.8%	8.8%

Distribution of revenue by main geographical areas:

	Full year				Change	
Country	**2021**	**%**	**2022**	**%**	**Change**	**Including organic at constant exchange rates**
France	1,031.9	35.3%	1,178.2	31.1%	14.2%	12.3%
International	1,893.3	64.7%	2,604.9	68.9%	37.6%	20.7%
North America	*378.2*	*12.9%*	*561.6*	*14.8%*	*48.5%*	*18.5%*
Germany	*263.2*	*9.0%*	*329.0*	*8.7%*	*25.0%*	*21.6%*
Scandinavia	*172.6*	*5.9%*	*183.6*	*4.9%*	*6.4%*	*9.6%*
Benelux	*169.5*	*5.8%*	*198.2*	*5.2%*	*16.9%*	*15.9%*
Iberian	*259.1*	*8.9%*	*323.3*	*8.5%*	*24.8%*	*21.8%*
Asia-Pacific	*166.3*	*5.7%*	*318.4*	*8.4%*	*91.4%*	*30.1%*
Italy	*198.0*	*6.8%*	*250.2*	*6.6%*	*26.3%*	*26.3%*
UK	*140.2*	*4.8%*	*263.2*	*7.0%*	*87.7%*	*26.8%*
Switzerland	*63.3*	*2.2%*	*66.0*	*1.7%*	*4.3%*	*-3.1%*
Eastern Europe	*62.8*	*2.1%*	*85.6*	*2.3%*	*36.3%*	*37.9%*
Other	*19.9*	*0.7%*	*25.7*	*0.7%*	*29.2%*	*19.3%*
TOTAL	**2,925.2**	**100%**	**3,783.1**	**100%**	**29.3%**	**17.7%**

1.5.2 ALTEN'S BUSINESS SECTORS

ALTEN, a leader in Engineering and IT Services, supports the development strategy of its clients in the areas of innovation, R&D and IT systems.

Automotive

ALTEN is positioned on the environments that concentrate added value and R&D investments such as powertrain design (thermal and electrical) and embedded systems (ADAS, infotainment, connectivity), and autonomous vehicles. ALTEN also deploys digital innovation to help its clients, manufacturers and equipment suppliers optimise their competitiveness over the complete cycle (design, Factory 4.0, supply chain) or offer new mobility services to the end consumer.

Rail

ALTEN provides assistance to the major players in the Rail industry in four areas: rolling stock, signalling (control/monitoring/traffic automation), infrastructure (networks and stations) and client relations (Internet and mobile services, traveller information, innovative services based on data analysis).

Aeronautics

In the Aeronautics sector, ALTEN is a catalyst for the transformation of its clients and participates in their incremental innovation strategy to support the development of new features and new systems (hybridisation, hydrogen, flight controls, etc.). ALTEN also supports manufacturers and equipment suppliers in their deployment of new technologies (Big Data, IoT, augmented reality, etc.) at the factory level (engineering manufacturing, Factory 4.0) and the supply chain but also in the field of client services and airlines. From predictive maintenance to collaborative client service platforms, ALTEN combines its knowledge of business processes and digital expertise to supply innovative solutions to its clients.

Space

Because of its technical expertise (structural, thermal, flight mechanics, spatial electronics, system Engineering, embedded software, etc.) ALTEN is involved throughout the life cycle of satellites and launchers (design, manufacturing and operation) with a historical presence of more than 20 years in key environments such as spatial electronics and AIT (Assembly, Integration and Tests). ALTEN is involved in a number of development projects responding to the challenges of more flexible and competitive launchers as well as the deployment of tools enabling its clients to best operate the different communication facilities with satellites.

Defence

With its Engineering expertise (embedded systems, mechanics, etc.), ALTEN supports manufacturers in the development of aircraft and all-terrain combat vehicles, as well as in all cutting-edge systems (communication, weapons, radar, security, etc.) integrated into these infrastructures.

Security

In the Security sector, ALTEN is involved in developing border and traffic control systems and biometric identification systems (embedded systems, signal processing, applications development, AI, Big Data, Cloud). ALTEN is also helping its clients secure their IT systems and develop and deploy cybersecurity solutions.

Naval

ALTEN is helping industrial leaders in naval defence systems design ships and submarines, develop embedded systems and carry out the digital transformation of the sector.

Energy

ALTEN positions itself as an end-to-end Engineering services provider (R&D, Industrial Methods, Supply Chain, Digital, etc.) and takes part in large-scale strategic projects with major Engineering needs in the areas of new nuclear build (new nuclear power plants), operation and maintenance in operational condition, commissioning and service start-up, dismantling and waste processing, transport and distribution.

Life Sciences

The ALTEN Group has a diversified Life Sciences offering through several specialised companies with high-level expertise (CRO & Pharmacovigilance, Product R&D, Processes, Data Engineering), to bring global services solutions to all industrial companies in drugs and medical devices. The Group helps its clients optimise R&D costs, use health data and implement the tools and methods of Industry 4.0.

Telecoms & Media

As a leading partner of telecom operators, equipment manufacturers and media groups, ALTEN is particularly involved in the deployment of very high-speed infrastructures (FTTH, 5G), network virtualisation (SDN, NFV, SD-WAN, etc.), the transformation to the Cloud, the Internet of Things (IoT) revolution and the improvement of the client experience for mobile applications.

Banking, Finance, Insurance – Retail

With its technological expertise (Applications, Cloud, AI, Cybersecurity, etc.) and its industry knowledge (compliance, market financing, etc.), ALTEN helps its clients improve and secure their IT systems, develop their new services, and optimise their client relations. The digitalisation of the client experience, the use of artificial intelligence to detect fraud and risk, or even the development of instant payment services are projects to which ALTEN actively contributes in this sector.

Project focus

EcoIoT4.0 - Ecodesign of an intelligent sensor for predictive maintenance: ALTEN, winner of the ADEME 2022 call for projects

Industry 4.0 and the massive deployment of connected objects make it possible to improve production, control resources, monitor data and thus reduce environmental impact and production costs. ALTEN is convinced that ecodesign is adapted to the industrial systems of the Smart Factory. Ecodesign reduces the environmental impact of these objects from start to finish, from the development of the industrial system and during its use.

With this in mind, the "PERFECTO 2022 EcoIoT4.0" project proposes the implementation of a measurement and ecodesign tool for a global solution (hardware and software) and its experimentation for the ecodesign of an intelligent sensor, in order to carry out predictive maintenance operations on cutting tools in a factory 4.0. Optimising these processes, avoiding breakdowns, making gains on the wear and tear of these tools as well as on energy consumption are the main objectives targeted by ALTEN, SIEMENS DI CS and GREENSPECTOR, with a concrete application in the factories of a leading partner in the aeronautics industry.

AI in Industry 4.0: ALTEN joins STMicroelectronics' partnership programme to optimise industrial performance

Following SIDO in Lyon, the largest European trade fair dedicated to IoT, AI and robotics, ALTEN announced in September 2022 that it was joining the Partner Program of STMicroelectronics, a world leader in semiconductors. This initiative aims to develop Industry 4.0 by strengthening the implementation of advanced embedded artificial intelligence solutions for industrial systems and processes. This is made possible through the use of STMicroelectronics' NanoEdge™ AI Studio technology, running on STM32 microcontrollers, which are already integrated in most client systems, as well as on future Intelligent Sensor Processing Units (ISPUs).

Hydrogen: decarbonising civil aviation by 2035

In September 2020, Airbus announced its intention to develop a 100% hydrogen aircraft by 2035. ALTEN's teams are working alongside Airbus to meet this revolutionary objective: to bring to market a zero-emission, totally carbon-free aircraft, with hydrogen replacing paraffin. The hydrogen aircraft raises challenges in terms of design and operation. It is unique in that it carries hydrogen at -273°C. Maintaining hydrogen at cryogenic temperature, however, is not easy. The ALTEN teams are involved in the entire design as well as the mechanical and thermal analysis to ensure the integrity of the hydrogen tank and guarantee the safety of passengers. This R&D development partnership between Airbus and ALTEN represents a real opportunity for major innovation while addressing environmental challenges on a large scale. Three aircraft concepts have been considered to date and initial experiments are underway to prepare for the arrival of hydrogen-powered aircraft at airports in 2035.

Space mechanics: on course for Phobos

ALTEN has been operating for over 10 years in mechanical engineering in the space sector, working with major manufacturers, New Space players and CNES. Throughout the product development cycle, from architecture to integration and testing, including design and detailed analysis, the Group is involved in telecommunications, observation and navigation satellites, as well as orbital infrastructures, launchers and rovers. Thanks to the diversity of subjects addressed in this speciality, ALTEN has developed its own design office in Toulouse. The ALTEN teams on site, specialised in design and calculation, have contributed to a major project supported by CNES: the MMX rover project. The aim of this mission is to send a rover to a moon of Mars, Phobos, in 2024 to study it.

1.5.3 ALTEN INNOVATION

The **SMART DIGITAL** initiative structures the ALTEN Group's R&D and innovation. Its nine main programmes delineate highly complementary and cross-cutting fields of research in all our clients' different sectors. In fact, this "**R&D toolbox**" allows us to always find innovation topics that may be of interest to any existing or prospective client of ALTEN or its subsidiaries. It is therefore a growth driver for the Group.

1.5.3.1 Smart Factory 4.0

Today's factories must be more flexible, more communicative and more efficient, while remaining at the service of people. This programme explores all the founding subjects of Factory 4.0: IoT, the digital twin, AI, augmented reality, robotics, the integrated computer system and cybersecurity. All these technologies need to be integrated with each other for more economically, environmentally and humanly efficient production.

ALTEN Labs Toulouse research teams have created a physical demonstrator for a UAV assembly Plant 4.0, in partnership with SIEMENS Digital Industries: the "Mini Plant" platform. It allows all the projects carried out within the Smart Factory 4.0 programme to be materialised.

Using **digital twin** technologies, ALTEN's French, German and Spanish teams are simulating the behaviour of a fully digitised factory and working on its optimisation in a virtual world that is easier to handle and less expensive than the real world. The Digital Twin Plant project has made it possible to build the Mini Plant 4.0 project so as to be able to analyse all the impacts of our innovations on industrial processes and their efficiency.

In particular, we study the **convergence between business IT systems (IT) and industrial and production management systems (OT Operating Technology)**. In particular, two topics were addressed in 2022: the security of computerised systems and the control of response time in the face of an inflation of connected objects. A cybersecurity standard (PSSI) was applied to our Mini Plant demonstrator with an easy-to-use application manual. We also worked on the IT/OT architecture on the digital twin of the plant to better visualise the problems of real-time data management.

The factory of the future must enable better anticipation and global and dynamic management of production, with precise measurement of its quality, by addressing both the human aspect of the operators and the production tool itself.

We have thus carried out work aimed at analysing the movements of operators on the line in real time in order to simulate them very accurately: a camera detects the real movements of the operator, which are transposed by image processing into a digital twin. Machine learning techniques improve accuracy and realism. This image quality makes it possible to anticipate human risks: the "**Operator Perception Behavioural Analysis**" project combines image recognition with Artificial Intelligence (AI) to analyse body movements in real time and reduce the risk of injury to the operator while offering advice on the most appropriate posture.

Predictive & prescriptive maintenance, the basic concepts of which were established in 2020, makes it possible to optimise the industrial tool according to the flows and the heterogeneity of the production, by reducing scrap/rejects but also by anticipating tool changes at the optimum time. This concept was mapped out, tested and validated in 2021, *in situ* at an aeronautics assembly plant with the identification of the relevant parameters to be studied for its deployment. This year we started the development of prototypes for the Sensor/IA/Platform chain. This work has enabled the ALTEN research team to understand the interaction between the various physical parameters of the machine and to enable the AI to construct future failure anticipation schemes. We have also developed a partitioning architecture for the data collected in order to improve real-time processing, eliminating the need for exhaustive measurement of the information. The **partnership set up between ALTEN and STMicroelectronics' NanoEdge AI Studio** has also enabled us to build solid skills in embedded intelligence. The quality of this innovative concept was recognised through the project "EcoloT4.0 - Ecodesign of an intelligent sensor for predictive maintenance", **winner of the ADEME 2022 call for projects**.

To complete the vision of a factory 4.0 in phase with the economic and ecological concerns of its time, the Green Factory project aims to deliver a **complete tool for managing the energy consumption and efficiency of a factory**. It aims not only to monitor energy consumption and production as a whole (by managing several energy sources), but also to optimise it by making it possible to predict, simulate and prescribe more ecological and economical solutions. A digital platform for the management and predictive analysis of energy consumption incorporating a first simulation model was tested on the Mini Plant demonstrator. It incorporates an intermittent energy source for production: solar. Work has also begun on the identification of digital pollution resulting from data acquisition, transport, storage and processing.

The management of internal and external production hazards is a key element of industrial performance. The **Digital Twin Internal Logistic** project proposes technologies to detect and qualify crises, to predict their impacts and to propose solutions, with the objective of structuring a digital tool providing prescriptions for securing the factory's internal logistics chain. This project includes an important robotics component: the automatic and reinforcement learning algorithms make it possible to dialogue vocally with the robots, including to train them, or also allow them to correct themselves autonomously if a deviation is detected by one of their sensors. Their management as an autonomous fleet, optimised in number, also makes it possible to deal with unforeseen events and to introduce a high degree of flexibility within Factory 4.0. The ALTEN Lab UK is also developing detection and machine learning algorithms on KANBAN models to optimise consumable inventories on production lines. The one in Morocco prototypes an autonomous mobile robot for logistical support tasks for operators.

1.5.3.2 Smart Quality & Green Supply Chain

This programme investigates the use of digital technologies to bring Quality and Supply Chain into a new, more interactive and responsible era, similar to Factory 4.0. The use of artificial intelligence and digitised data allows for more responsiveness, transparency and intelligence in day-to-day decision-making, but also significant improvements in the long term. Intelligent tools, based on proven methods, and the willingness to connect actors, their needs and factual results are the keys to the Quality and Supply Chain of tomorrow.

The development of **more intelligent quality systems** is an important aspect of the efficiency and quality of Factory 4.0. Our teams use the IT tools available in Industry 4.0 (technical data management, IoT, AI, Big Data, etc.) to automate quality controls and store relevant production data. These concepts were prototyped on the Mini Plant by introducing computer-aided visual quality control on the wing and on the entire drone, with a single controller capable of reorienting itself and performing a complete check. It makes it possible to detect drifts in the process that would require an exhaustive a posteriori control of the parts produced. In order to be able to preserve the images for 20 years without altering their quality, we worked on reducing them to keep only accurate information for quality verification while reducing the environmental footprint of storage.

ALTEN teams also address more global aspects of compliance with company standards. This work ranges from automated deployment of standards compliance verification processes to decision support systems for choosing the most effective process in a given situation. The **MYQUALITY 360** project aims to perform an assessment to ISO 9001 standards without human bias. Today, assessments are carried out through audits between an auditor and the company's own team. This new approach offers a digital solution verifying compliance with the standard by direct analysis of the data stored in a company's IT system. To do this, we distinguish the purely factual elements in the ISO 9001 standard and combine them with an automatic datamining tool capable of filling in an audit matrix to verify compliance but also of issuing recommendations.

At the ALTEN Lab Toulouse, the search for a more efficient Supply Chain addresses three main dimensions: GREEN to reduce its CO_2 footprint, LEAN to improve its responsiveness and PREDICTIVE to secure its supplies. Although there are software solutions that can be used to work on each of these areas, they remain highly interdependent: a choice of transport mode or route optimisation will have an indirect impact on the optimisation of CO_2 emissions. *De facto*, these three dimensions are combined in the same simulation tool developed as part of the **Digital Twin Supply Chain** project. A veritable logistics "control tower" with an AI trained to anticipate the impacts of choices on the various dimensions, this tool optimises the possibilities offered according to the various criteria and thus proposes an eco-responsible decision. The first work carried out on a road transport case has validated our solution functionally. In line with our Smart Mobility programme, this concept is directly linked to the search for eco-responsible solutions for **urban logistics, the so-called last mile**. Route optimisation must take into account multimodal solutions (thermal, electric, public transport, etc.) capable of combining efficiency and a small energy footprint. Multi-criteria optimisation algorithms allow them to be planned in an optimal way with regard to their energy consumption.

Other ALTEN R&D teams are also directly involved in innovative Supply Chain approaches:

- in Romania, for AkzoNobel's Carbeat™ solution for digitalised visual management of the automotive repair management process;
- in Germany, developing predictive systems to prioritise the management of thousands of containers, or proposing an optimal solution for locating repair workshops for a fleet of trucks, allowing more incidents to be handled more quickly.

1.5.3.3 Smart Communications

5G technology is now essential to the functioning of our ultra-connected world, which requires networks to have better coverage, energy efficiency, throughput, stability, reliability, etc. While 5G technology provides us with the technical means to achieve this, the Smart Communications research programme **adapts it to uses** through innovative "disruptive" solutions that exploit the new operating limits of directed beam antennae and the processing capacities of network cores. ALTEN Labs teams deploy their know-how to address a wide variety of applications, from consumer telecommunications to uses related to the critical IoT for the connected factory, including autonomous mobility. A major issue in the implementation of these technologies is to limit the energy consumption of these objects, so that their proliferation in public and industrial environments does not have a major environmental impact.

In order to offer technical solutions for low-power 5G relays based on meta-surface antennas, particularly for Factory 4.0 applications, ALTEN has entered into a partnership with CentraleSupelec's Paris Electrical and Electronic Engineering Laboratory (GeePs) to develop a spatial filtering antenna that reduces the consumption of the RF chain with passive solutions. The first part of the work focused on the design of a 4-way power divider operating in the Ka-band (26.5 - 40 GHz), which will be the input to a passive switch system.

The hybridisation of 5G networks and satellites is becoming increasingly important in the field of 5G telecommunications. The aim is to propose an end-to-end transmission architecture from the ground, making it possible to define the satellites that will cover a user according to his or her position. A team from ALTEN Lab Sèvres has developed a hybrid ground-air-space architecture solution that provides a better understanding of 5G satellite communication using aircraft as relays, including a programme to automate the hybrid communication process according to the user's needs. It is also exploring the possibility of **using a swarm of drones to relay a network** when 5G coverage is needed in remote and isolated areas (such as a humanitarian intervention zone or military theatre of operations). The technical issues addressed are complex, in particular the quantification of interference, not known in full-duplex, in order to define its importance on the quality of the network created.

The diversity of 5G relay capabilities also allows for indoor and outdoor **5G deployment simulator** solutions. At the crossroads of the Smart Factory 4.0 programme, the use of 5G for a **Wireless Plant** presents fundamental challenges. We studied the interoperability between industrial and wireless communication protocols in order to simulate concrete integration issues. This work will lead in 2023 to the establishment of a partnership and joint innovative offerings between ALTEN, the leader in engineering solutions, and two global players in telecommunications and the digital industry. For the outdoor part, the ALTEN Lab in Sèvres is designing a model describing the various 5G communication layers for an intelligent transport system in a Vehicle-to-Everything communication context (vehicle, pedestrian, network, signalling etc.).

1.5.3.4 Smart Green & Secure Systems

In this programme, the topics of eco-design and data security are addressed from two main angles:

- in the industrial sector, for the development of land or air transport systems that facilitate the energy transition by using alternative energies, or that are eco-designed with a view to reducing consumption. In particular, it uses the concepts of ecodesign of industrial systems developed in the Smart Design programme by applying them to concrete use cases;
- in the IT system sector, to achieve greater digital sobriety and increase their security and that of users.

ALTEN's R&D teams are very active in the electrification of land transport. Numerous projects are being carried out with the various manufacturers to develop these new vehicles. However, in order to increase their use, the disadvantages inherent in the low storability of electrical energy and the reuse of batteries must be countered.

An ALTEN team is working on the development of a **universal communication technology between the electric vehicle and a charging station**. Based on PLC (Power Line Communication) technology, it should ensure fast charging of vehicles on any type of terminal. ALTEN's Poland and France teams are also working on several charging station projects: increasing the functionality of new generation charging stations, improving charging efficiency, adapting to heavy loads (electric trucks), etc.

Another problem is what to do with the thousands of batteries in electric vehicles that are no longer suitable for in-vehicle applications, but which can still fulfil an energy storage role. The ALTEN Lab Toulouse, in cooperation with the one in Iasi (Romania), offers them **a second domestic life** by incorporating used Zoé batteries in adapted containers. This study showed that it was necessary to design these batteries in anticipation of this new use, and our work was therefore directed towards the following problems as an application case for the Smart Design programme:

- in a first step, identify the current parameters compromising the second life of batteries and feed this information back into the first design phase in order to best facilitate this second life;
- in a second step: directly design a high-performance battery for embedded systems, compatible with a second life in an ESS (Energy Storage System), while minimising the intermediate reconditioning step.

ALTEN is also strongly committed to research into the concepts of future generations of Zero Emission aircraft, with a disruptive vision of what exists. In particular, on the piloting part, with projects around solutions allowing to have **only one pilot in the cockpit**. We are exploring different possibilities for single-pilot management of the flight phases: either a single pilot on board for the whole flight, or the execution of the long-haul cruise phase by a single pilot in the cockpit. The scientific challenge of these projects is to demonstrate the feasibility of developing innovative procedures not assisted by a co-pilot. These will be implemented in the cockpit of the future: virtual assistant, artificial intelligence, etc. We are also working on the power and data distribution in the cabin, to increase their modularity, and also on the propulsion part, with the exploratory concepts of the CORAC project (see Smart Design). ALTEN Poland teams are involved in the design of new generations of energy-efficient turboprops.

The **reliability of electronic systems** is a central issue in the design of tomorrow's aircraft. The integration of new electronic technologies makes it possible to reduce the weight of the structures and to make the flight systems more secure. It also makes it possible to increase the services offered to passengers. An ALTEN France team, expert in the design of aeronautic systems, is working with AIRBUS on the development of a new type of primary flight actuator EMA (Electro-Mechanical Actuator) and its control electronics, in particular on the definition of a new µAFDX (Micro Avionic Full DupleX) communication bus. In this context, ALTEN was involved in the integration of two adjacent technological innovations:

- data transmission using parallelised multi-fibre optical links, to understand the behaviour and test the maturity of this technology in the aeronautics field (quality of signals and interference, robustness of the connections, maintenance capacity, etc.);
- the implementation of new HVDC electrical power, to reduce uncertainties related to cable technologies on their insulation, compliance with segregation rules, acceptable connector typologies and their manufacturing capacity.

ALTEN France teams work on the spatial geolocation of satellites, on secure satellite data acquisition systems and on their use for oceanography and tide gauges.

Embedded systems are becoming increasingly complex with the advent of AI technologies. While centralised data processing architectures for the collection of information from these systems are naturally very energy-intensive, the processing of this same data at the point of collection is much less so. Thus, through this programme, we seek to converge different approaches through **IT systems that are eco-designed** to be less greedy in terms of calculation and therefore in terms of energy, with AI in the field, directly implanted in the data sensors, and more collaborative to better distribute the tasks and authorise faster and more appropriate reactions.

Improving the energy efficiency of IT systems starts with coding. The holistic approach of ALTEN's research teams to **energy sobriety in code** was recognised in 2021 by the Institut du Numérique Responsable, which awarded it its *"Coup de Cœur"* prize in the "Organisational Strategy and Responsible Digital Technology" category.

Based on this observation, ALTEN's teams are developing a test platform dedicated to the eco-design of systems, comprising the following three layers:

- the **Green Code** project optimises the energy performance of application or embedded software, particularly in the collection and processing of connected data; the partnership with the company Greenspector makes a significant contribution to measuring Green performance;
- the **Green Smart Object** project enables the precise measurement of the energy consumption of intelligent systems and connected IoT (Internet of Things) objects;
- the **Green Smart System** project addresses complex systems and systems of systems, and aims in particular to measure the efficiency of communication between the different intelligences of the system and the impact of the distribution of intelligences (and calculations).

For a given application, ALTEN teams compare the energy consumption of intelligent systems according to their architecture (Edge, Cloud, Mist), and measure the energy consumption of the various components (hardware, software, artificial intelligence, communication). This platform makes it possible to propose strong recommendations on their architecture so that they are more energy efficient.

This rapid digitisation therefore raises a fundamental question: what are the solutions for controlling and securing access to data?

Simulating behaviour in Virtual Reality can save development time or anticipate new difficulties. Supported by an increasingly powerful range of XR headsets, **secure identification solutions** offer greater possibilities than those offered for mobile or PC. A team of ALTEN experts proposes **a new 3D password concept** based on complex interactions with virtual objects. This solution aims to exploit two elements not previously used in similar conditions: the depth of field in the virtual world, but also the biometric detection directly integrated into virtual reality headsets. While the combination of Blockchain and biometrics is very interesting in this area of access security, it also poses significant technological problems. Indeed, the biometric identification by fingerprint of the individual is not unique but can vary in a certain area. It is therefore not natively associated with a unique numerical value. An ALTEN team is therefore working on a solution that would make biometrics compatible with identity recovery in the Blockchain.

1.5.3.5 Smart Mobility

Mobility faces many challenges due to the strong growth in travel and its environmental impacts. In particular, local authorities and cities are faced with the challenge of developing the infrastructure of their transport networks to optimise the multimodal movement of users and goods and to integrate increasingly autonomous and connected vehicles.

This programme brings together innovative projects focusing on changes in mobility that are increasingly respectful of the environment (CO_2 emissions and noise) and the well-being of users. These research projects focus in particular on the implementation of solutions to facilitate traffic flow, as well as on the increasing autonomy of vehicles and their cooperation with ever more intelligent infrastructures. Our projects call on the skills of the historic transport professions but above all on those brought about by the new digital technologies. They are based on simulation and geolocation database exploitation tools.

The control of traffic flows through intelligent management of infrastructure and vehicles is indeed an essential aspect of urban mobility. ALTEN Lab teams have launched various projects to address this issue using data provided by both infrastructure and increasingly connected vehicles. AI and machine learning tools as well as massive datamining solutions open up a wider field of investigation. Two areas were addressed during our work in 2022:

- land transport infrastructure intelligence: To improve road traffic flow, work focused on using AI models based on reinforcement learning to control and manage traffic lights at the local level. The challenge is to be able to implement in the model all the traffic characteristics that can be encountered in a city to allow an intelligent self-adjustment of the traffic lights;
- traffic simulation as a decision support tool: In order to increase the level of reliability of traffic prediction models needed to assess the effects of transport infrastructure modifications, the development of traffic simulation tools was approached from a new angle, by working on a hybrid approach mixing on the one hand a mesoscopic modelling at the scale of the region and on the other hand a continuous microscopic simulation at the level of the vehicle in the street. The accuracy of the work has been improved, thanks to the existing very detailed data and by considering the city as a transit area.

Similarly, safety is a prerequisite for the wider deployment of autonomous driving functions. In this regard, the ALTEN Lab teams focused on two aspects:

- Validation methods and means to ensure that such functions developed on the basis of Artificial Intelligence adopt the appropriate behaviour in all circumstances. This leads to the development of a new data-driven and ontology-based approach. We then automatically generate a set of realistic test scenarios to validate in a virtual environment the behaviour of the chosen autonomous driving function with an acceptable level of confidence. The removal of this technical barrier led to the launch of a doctoral thesis on this subject in collaboration with the Industrial Engineering Laboratory of CentraleSupélec.
- Strategies for the perception by the autonomous vehicle of its environment and in particular of the most vulnerable road users, pedestrians. In this respect, the work focuses on the experimentation of AI methods and associated learning techniques to improve pedestrian detection and prediction of their intention in urban environments. This was also an opportunity to start evaluating the potential for cooperation between different ITS Intelligent Transport Systems through the fusion of data from the vehicle's on-board sensors and data from external sources (infrastructure, other vehicle, etc.). In this way, we are approaching V2X (Vehicle to Everything) technologies.

ALTEN Lab Morocco is also developing a prototype HIL (Hardware In the Loop) validation bench for testing intelligent driving assistance systems, whether autonomous or not.

Other R&D projects conducted by ALTEN teams concern the ecological transition for vehicles and uses: electrical architecture and optimisation of electric bus cabling (Poland), methodology for reducing vehicle weight based on maximum CO_2 emission requirements (Germany), development of new generations of road radars (France), hydrogen motorisation (France), driving aids and autonomous vehicles (France, Germany and Romania).

1.5.3.6 Smart Transactions

In an increasingly connected and digitalised world, the volume of data exchanges between individuals, companies, software, databases, etc. is growing rapidly. With a strong presence in the service sector, ALTEN Italy's teams are developing innovative platforms for several major banking and distribution clients, incorporating all the ingredients for digital transformation:

- to manage efficient transactions on the cloud, taking into account all regulatory and security constraints;
- for scalable, multi-channel and transparent e-commerce or B2C (Business To Consumer) banking services, integrating a quality user experience.

The Smart Transactions Research Programme integrates innovative user-centred projects with Blockchain technology to demonstrate that it can be perfectly integrated into the IS of companies. This approach is deployed for personal data management and digital identity management, but also addresses the area of cryptocurrency which we initiated in 2022.

In this context, the **PIMS (Personal Information Management System)** project is an approach to personal data management applied to the banking sector, with two main objectives: to meet the expectations of regulatory frameworks (RGPD and DPS2) and to allow access to a federated management of personal data and digital identities. One of the principles is to return control over the provision of personal data to the user. It offers a platform built on enabling technologies such as Blockchain and the semantic web to implement services that meet the different expectations of digital data and service providers, while respecting users' consent. The use of Blockchain enables traceability and immutability, transparency and native encryption. **Managing access to private data** relies on identity, authentication, and credibility associated with the information. As the various Blockchain technologies do not define a single identity concept, the technological challenge is to reconcile identity and authentication in order to benefit from the maximum level of security.

The explosion in the use of cloud technologies by businesses, and therefore the use of different solutions and suppliers, requires effective management of technical resources and associated financial costs. The "FinOps" team at the ALTEN Lab in Rennes is developing a technical solution and a process to help manage these costs. They cover the three structural dimensions of **multi-cloud management**: aggregating financial data, allocating resources and financing to the right users, and automating the management of these resources. This multi-criteria optimisation platform automatically configures several connectors to different cloud service providers (AWS, Azure, GCP, private...) in order to obtain a flexible and efficient result. Feedback enriches our approach, *via* the development carried out for Orange around a solution for previewing the costs of migrating services hosted in an Orange data centre to Google Cloud Platform.

Our subsidiary NEXEO studies the field of **market finance**. Its exploratory project on cryptocurrencies, CEMEX, analyses the evolution of their prices according to objective factors such as stock market indices or external events, with the aim of establishing a predictive model using machine learning algorithms. It is also working on ESG scoring by developing a responsible finance calculation engine. Indeed, these ESG criteria have been defined on the environmental responsibility of companies – criteria = environmental, social and transparency – but there is still no clear regulation on the calculation methods. As initiatives are heterogeneous, determining an objective method of calculation would allow progress in the adoption of these criteria.

Despite the security and health crises, the tourism sector is developing new attractive and multi-channel approaches to offer more economical and environmentally responsible solutions. ALTEN France's R&D teams contribute directly to the development of complex software for **reservation platforms** and to improving the performance of their real-time search engines, in particular through the implementation of multicloud, data science and cyber-security technologies.

1.5.3.7 Smart Data Exchange

The production of digital data is growing exponentially. New technologies known as Big Data make it possible to handle this growing volume of data efficiently and at low cost. The Smart Data Exchange Research Programme aims to **automate the work of data preparation, tool selection and model validation.** A real data factory driven by Artificial Intelligence, Smart Data Exchange assists Data Scientists: a first DLM (Data Lake Management) platform collects, qualifies, sorts and reconciles heterogeneous data from a wide range of sources, while a second SBM (System Behaviour Management) allows them to design and qualify their analysis pipelines by selecting the optimal algorithms and by integrating the security and reliability aspects of the models over time.

Work in 2022 focused on three main themes: DLM, semantic data management and meta-learning in SBM.

The first step is to be able to manage and structure a large amount of data. This point is addressed by the techniques of **Data Lake Management**. A research project was launched on the enhancement of the technical capabilities of Extract Transform and Load (ETL), technological building blocks for data collection and transformation. Work is focused on the development of a semantic data bus driven by Artificial Intelligence, processing data from heterogeneous, static or dynamic sources.

The management of **semantic data** is essential to have effective data processing tools. In this area, the ALTEN Lab in Sophia launched a thesis two years ago in conjunction with laboratories at the MINES ParisTech school, on the subject of the use of artificial intelligence in the management of a database, in this case on an application case of a project portfolio. We combined three concurrent approaches: technological, strategic, design and organisational behaviour. Starting from an understanding of databases and how they are populated for projects, the work turned to project audit methods to build an analysis cube. Faced with the reality of low database completion rates, we investigated motivational biases to encourage database completion in an organisation.

By mastering databases and semantic and ontological analysis, it is possible to take a greater interest in **meta-learning**, a very active research topic in the field of AI. Another thesis was launched with the same prestigious school by the ALTEN research team to study an approach implementing AutoML and meta-learning techniques to generate workflows for data analysis and valorisation. Given a multimodal dataset (data table, images, videos, etc.), a specified task (classification, clustering, regression, prediction, etc.) as well as simple metadata (data domain, label position, etc.), it is then a matter of automatically producing a machine learning workflow to answer this specified task.

There are many applications for these new technologies. Let's take two examples of R&D carried out by an ALTEN France team for AIRBUS Helicopters:

- in order to be able to use the technical maintenance information of the helicopters, we have to collect it first on paper plans. We therefore need to develop a robot for reading and indexing plan cartridges to feed a structured database. The combined use of optical character recognition (OCR) technologies with semantic data recognition makes it possible to categorise all the metadata in a plan, regardless of the format of the cartridge, and to populate it in the correct format in the database;
- secondly, they must be made accessible on all types of platforms (mobile, tablet, PC, Mac). The consultation or modification functionalities, whether connected to the network or not, must be the same *via* a single multiplatform application. The ALTEN team therefore developed an architectural solution that made it possible to migrate 5 TB of data and index 10 GB PDFs cut into several thousand small files, with very limited resource constraints.

Our subsidiary LINCOLN, specialised in data science, explores different technologies around data:

- **Natural language processing** (NLP) in video films: by extracting features from audio files, an artificial intelligence model is able to recognise the speaker in an audio segment, and to convert his/her speech into text, make text summaries and detect themes. In our case, it is a question of applying these methods to a political debate;
- **Intelligent information retrieval**: an AI-based intelligent search platform retrieves information wherever it is found, analyses it, sorts it and then responds to the user in an intelligent way. In order to achieve this objective it is necessary to study/test the whole range of artificial intelligence methods, in particular natural language processing, automatic search and semantic vector search methods. The application case is the search for information on PCs and information-sharing spaces;
- **Automatic detection of deepfakes**: a tool detects in multimedia, categorises and eliminates these malicious contents generated artificially and by superposition, with a focus on facial deepfakes;
- the construction of an **OCR toolbox**: this work is more general than that described in the AIRBUS Helicopters R&D projects above. They address the partitioning of a document into different zones labelled according to their content and then the extraction of text, images, titles, tables, lists, logos, signatures, etc.

1.5.3.8 Smart Design

With the Smart Design programme, our ALTEN Labs offer disruptive approaches to meet the challenges of designing complex technical systems combining the dimensions of products, services, processes or organisation. The increase in the interdependence of technologies, competition, uses, environmental or safety constraints now requires the integration and control of the technical, human or financial resources implemented and decided upon upstream of the design process in order to measure their impact over the entire life cycle.

However, the duration of development cycles is significantly reduced to meet the pre-eminent criteria of Time to Market.

The challenge is therefore twofold:

1. **bring more anticipation and flexibility to the upstream** "Out of Cycle" design process in order to reduce the effective "In Cycle" development time;
2. control the levels of complexity and uncertainties at the various levels of validation of the digital design process.

This new efficiency requires the use of different techniques and technologies integrated throughout the development process and the life of the products, and solutions to interconnect them: MBSE (Model-Based System Engineering), MDAO (Multidisciplinary Design Analysis Optimisation) and MBSA (Model-Based Safety Analysis).

This context particularly affects the civil aeronautics industry, which is now obliged to redevelop both products (new propulsion modes, new aircraft concepts, etc.) and its development processes. This transformation is reflected in the conduct of various aeronautical innovation projects subsidised by the DGAC, in which ALTEN is involved in accordance with the CORAC roadmap: ONE VOICE, STOHYC, ECOPROP. They are use cases for the new development methods developed by ALTEN teams and its partners.

The Smart Design programme integrates the entire life cycle of products and processes and aims at their optimisation, with two main requirements for our projects:

- properly address the problem by integrating, digitising and tracing functional and material requirements over the entire life cycle through new requirements engineering practices based on an MBSE approach, and gathered under the name Smart Requirement Modelling (SRM);
- correctly respond to problems by confronting different visions of eco-design *via* optimums of materials, performances, methods or uses.

ALTEN industrialises PMM© (Property Model Methodology), which consists of modelling requirements and making them simulatable, thus ensuring the consistency of specifications in a digital continuity of the various software tools, taking into account not only the technological solution but also the industrial system as well as supports and services. The ALTEN Lab Toulouse teams have built various industrialisation cases for their work on PMM©:

- **industrial design**: the PMM© method is directly tested on the Mini-Plant prototype of the Smart Factory 4.0 programme in order to validate its use in a product verification and design process, while extending its application to an industrial system, a field in which the MBSE approach is still underdeveloped;
- **the production process**: the objective is to use the PMM© method on production systems to identify the adaptability of the method. The case study is a picking robot. This makes it possible to combine the functional requirements of both the product (the robot) and the process (picking);
- **uncertainties and their propagation**: the application of the method must allow the identification and reduction of uncertainties on the results obtained for a complete system as well as their propagation on all the components for a global optimisation of the system. The studies were carried out on the specific case of a Flight Management System (FMS). This complex subject makes it possible to test the developed solution as a whole;
- **safety analysis**: the aim of this part is to work on operational safety using formal methods. Then, through the case study of a retractable steering wheel (research project conducted in 2021 at the ALTEN Lab in Sèvres), to integrate this method into a development process. We are thus testing the transposability of the PMM© method from the aeronautics sector, for which it was created, to the automotive sector.

The ONE VOICE, ECOPROP and STOHYC projects for Zero Emission aeronautics make full use of the deployment of these new methodologies for designing complex systems. The ECOPROP project is a perfect example. The MBSE method was introduced in specific developments around the thrust reverser (TRU). MBSE's contribution to this project focused on the formal requirements & functional validation part, with the ability to generate and centralise all requirements in a single view with automatic validation. These results can then be connected to other tools, such as a multiphysics model, to launch specific verifications. To go further, additional work was carried out on a version of the electric TRU. This case introduces a particular complexity with several interconnected levels of requirements and demonstrates that the validation of low-level requirements allows the *de facto* validation of the parent requirements.

Eco-design adds a new dimension of complexity to the development of systems, through materials, methods or uses. To take these complexities into account, ALTEN teams are working on the use of uMDAO (uncertainties MultiDisciplinary Design Analysis Optimisation) approaches. The fine modelling of multiphysical requirements and behaviours makes it possible to identify and propagate notions of intrinsic uncertainties in order to find a range of acceptable solutions more quickly. This method was used in the project to design a composite liquid hydrogen tank for aircraft: the MACSE project. In addition to optimising the design of the tank, it also enabled the selection of architectures and materials that significantly reduce CO_2 emissions during the manufacturing process. Another use case was to integrate the second life of electric batteries upstream of their design (see above, Smart Green & Secure Systems).

1.5.3.9 Smart Healthcare

AIXIAL, an ALTEN subsidiary specialising in clinical studies, acts directly as a CRO (Contract Research Organisation) for all the major European pharmaceutical research laboratories. Its specialised skills in regulatory pharmacy, pharmacovigilance and biostatistics put it at the forefront of **clinical research programmes** on a wide range of subjects: oncology, neurology, immunology, infectious diseases, pneumology, haematology, dermatology, endocrinology, etc.

Visualisation and surgical assistance are progressing enormously in order to limit surgical fields and avoid lengthy post-operative treatments. A German team is developing a complete visualisation and robotic surgeon support system for microsurgery.

1.5.3.10 Sport Sciences

ALTEN, through its LINCOLN subsidiary specialising in data science, has entered into a scientific partnership with the Research and High Performance section of the French Cycling Federation (FFC). This section of the FFC deals exclusively with athletes participating in international competitions (European and World Championships, Olympic Games) and is specifically mobilised to bring as many medals as possible to the Paris 2024 Olympic Games. ALTEN provides its expertise and research resources on the following topics:

- **aerodynamic optimisation**, in particular the individualised design of helmets and the determination of the best placement of athletes during the race;
- **optimising effort management** in the road time trial event, where the terrain and weather must be taken into account in order to obtain the best possible time for a given power and aerodynamics. In the continuity of our work in 2021 dedicated to high performance track cycling, the model has therefore been enriched with external disturbing elements (wind, gradient...), the objective being to provide indications of management of the power delivered in order to minimise the course time while remaining just below the rider's ultimate fatigue limit.

1.6 ORGANISATION CHART *GRI 102-4*

BRIEF DESCRIPTION OF THE GROUP

ALTEN SA is the parent company of the ALTEN Group. ALTEN SA conducts both operational activities and operational holding activities for the Group. It conducts the following activities as part of its parent-subsidiary relationship with the Group's subsidiaries:

- management and strategy consultancy;
- communication and marketing;
- finance (accounting, management oversight, cash management, taxation, etc.);
- legal (company law, contracts, dispute resolution, labour law, claims, mergers and acquisitions, etc.);
- internal development (recruitment and training of Sales Managers, etc.);
- administration and human resource management (career management, payroll, employee relations, etc.);
- computing (IT Systems and Networks/Telecommunications);
- purchases (policy, invitations to tender, negotiations);
- general resources, management of premises (logistics, care, maintenance, etc.).

The subsidiaries are billed for these services in line with the transfer pricing policy implemented within the Group.

ALTEN SA has formed a central corporate treasury within the Group through its subsidiary, ALTEN CASH MANAGEMENT.

ALTEN SA also allows some of its subsidiaries to benefit from major client referrals.

At 31 December 2022, the ALTEN Group was composed of just over 200 subsidiaries located in Europe, North and South America, Asia, Africa and the Middle East.

LIST OF MAIN SUBSIDIARIES

EUROPE

AUSTRIA

ALTEN AUSTRIA

BELGIUM

AIXIAL BELGIUM, ALTEN BELGIUM, ANOTECH ENERGY BELGIUM

CZECH REPUBLIC

AIXIAL

DENMARK

ALTEN DANMARK, LARIX

FINLAND

ALTEN FINLAND, COMIQ

FRANCE

AVENIR CONSEIL, AIXIAL, ALTEN SIR, ALTEN SUD OUEST, ALTEN TECHNOLOGIES, ANOTECH ENERGY, ATEXIS FRANCE, CADUCEUM, LINCOLN, MI-GSO, UNIWARE, NEXEO

GERMANY

ALTEN GMBH, ALTEN TECHNOLOGY GMBH, ATEXIS GMBH, CLEAR CONSULT, MI-GSO GMBH, QUICK RELEASE GMBH, OSB, BEONE, EEINS, EXPERT GLOBAL SOLUTIONS, ICONEC

ITALY

ALTEN ITALIA, SDG, MI-GSO ITALIA

LUXEMBOURG

ALTEN LUXEMBOURG

POLAND

ALTEN POLSKA, ALTEN ENGINEERING FACTORY

PORTUGAL

TECHALTEN, OPTIMISSA PORTUGAL, MI-GSO PORTUGAL, SDG PORTUGAL, ITSECTOR

ROMANIA

ALTEN DELIVERY CENTER IASI, ALTEN SI-TECHNO ROMANIA, EEINS, CMED SRL, MI-GSO PMO SRL, ICONEC, QUALITANCE

SPAIN

ALTEN SPAIN, ATEXIS SPAIN, AVENIR CONSEIL FORMATION ESPAÑA, MI-GSO EXPERTO EN MANAGEMENT DE PROYECTOS, OPTIMISSA SERVICIOS PROFESIONALES, SDG, ADC SPAIN, CLEVERTASK

SWEDEN

ALTEN SVERIGE, LARIX SWEDEN, CHIEF CONSULTING

SWITZERLAND

ALTEN SWITZERLAND, MI-GSO SWITZERLAND

THE NETHERLANDS

ALTEN NEDERLAND, ORION ENGINEERING, ANOTECH ENERGY NETHERLANDS

UK

ALTEN LTD, ANOTECH ENERGY GLOBAL SOLUTIONS, CADUCEUM UK, OPTIMISSA LTD, PROGRAM PLANNING PROFESSIONALS, QUICK RELEASE AUTOMOTIVE, SDG, CMED, METHODS

OCEANIA

AUSTRALIA

PCUBED AUSTRALIA, QUICK RELEASE AUSTRALIA, META PM

AMERICAS

CANADA

ALTEN CANADA, PCUBED CANADA, PROEX, ALTEN MDC, CIENET, VOLANSYS

CHILE

OPTIMISSA CAPITAL MARKETS CHILE

MEXICO

ALTEN INGENIERIA, OPTIMISSA CAPITAL MARKETS CONSULTING, MI-GSO PCUBED MEXICO

UNITED STATES

ALTEN TECHNOLOGY USA, ANOTECH ENERGY USA, CALSOFT LABS, CRESTTEK, QUICK RELEASE, PROGRAM PLANNING PROFESSIONALS, PVR, XDIN TECHNOLOGY, SDG, CMED, CIENET, EXPERT GLOBAL SOLUTIONS, VOLANSYS, CORTAC

ASIA

AZERBAIJAN

ANOTECH ENERGY AZERBAIJAN

CHINA

ALTEN CHINA, APSOLUTIONS, BEIJING LIDAZHITONG INFO TECHNOLOGY, NUO DAI BUSINESS CONSULTING, CIENET

INDIA

ALTEN CALSOFT LABS INDIA, ALTEN INDIA, CRESTTEK ENGINEERING, WAFER SPACE, EXPERT GLOBAL SOLUTIONS; VOLANSYS TECHNOLOGIES PRIVATE LIMITED, AFOUR

INDONESIA

PROGRAM PLANNING PROFESSIONALS

JAPAN

ALTEN JAPAN, NIHON RITATSU, RITATSU SOFT

MALAYSIA

ANOTECH MALAYSIA

QATAR

ANOTECH ENERGY DOHA, METHODS

SINGAPORE

ANOTECH ENERGY SINGAPORE, PROGRAM PLANNING PROFESSIONALS

SOUTH KOREA

AP SOLUTIONS

TAIWAN

CIENET

UNITED ARAB EMIRATES

ANOTECH DWC, SDG

AFRICA

CONGO

ANOTECH ENERGY CONGO

EGYPT

SDG

MOROCCO

ALTEN DELIVERY CENTER

NIGERIA

ANOTECH ENERGY NIGERIA

1 OVERVIEW OF THE GROUP AND ITS ACTIVITIES

2

RISK FACTORS AND INTERNAL CONTROL

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The Group regularly reviews risks that could have a significant adverse effect on its business, its financial position or its results (or its capacity to accomplish its objectives) and considers that there are no other significant risks than those presented hereinafter.

Investors' attention is drawn to the fact that the risk description below is not exhaustive and that other risks, either not yet identified or not considered as significant by the Group, may occur in the future with a significant adverse effect on its business, its financial position, its results or its growth.

Moreover, the risk management framework described below does not rule out the possibility that a risk may materialise and impact the Group's business. Investors are invited to read this entire Chapter.

2.1 RISK MANAGEMENT

ALTEN has implemented a risk management framework on both a Group and annual mapping of major risks and a review of its main processes.

The purpose of this framework is to allow Group Management to maintain risks at an acceptable level, thus preserving the Group's reputation and value of its assets.

In particular, the risk management framework deployed within ALTEN includes:

- a continuous steering of the risk management framework led by the Group Risk and Compliance Department;
- a risk management process for the identification, analysis and treatment of risks;
- a network of Group Risk Referents selected for their business expertise (e.g. Finance Department for financial category risks).

2.1.1 MAJOR RISKS MAPPING: A FIVE-STEP PROCESS

Step 1: local mapping of major risks (risk identification and assessment performed by all subsidiaries and corporate departments for their own respective scope).

Step 2: consolidation of local mappings by the Group Risk and Compliance Department.

Step 3: Group's major risks mapping conducted by the Group Risk and Compliance Department with the support of the Group Risk Referents. The analysis is carried out based on the local mappings and the business expertise of the Risk Referents.

Step 4: validation by General Management of the Group's major risks mapping along with the summary of the main risks that is intended to be included in the Universal registration document.

Step 5: approval by the Audit Committee of the Board of Directors of the Group's major risk mapping.

2.1.2 MAJOR RISKS MAPPING: METHODOLOGICAL APPROACH

2.1.2.1 Risk assessment

Local mapping are carried out annually by each subsidiary and Group function. To support them in the exercise, the Group Risk and Compliance Department provides them with a frame of reference validated by General Management. In particular, it is notably composed of a methodology and a catalogue of risks common to the entire Group that can be completed by each respondent.

The assessment of each risk is based on:

- the risk criticality: this criticality results from the combination of (a) the probability of occurrence and (b) the level of negative impact on the Group;
- the level of control;
- the control measures and actions to be implemented according to the priority area of the risk.

The combination of the risk criticality with the level of control enables to classify the risks in four priority areas over a risk matrix designed by ALTEN as follow:

- "priority 1" and "priority 2" areas refer to major risks that may have a significant impact. They require the implementation of a short-term action plan (priority area 1) or the verification of control measures to ensure their appropriate control (priority area 2);
- "priority 3" and "priority 4" areas refer to moderate or low risks. Since they have little impact, they mainly require periodic monitoring.

2.1.2.2 Risk consolidation

Consolidated risk analysis sheets are prepared by the Group Risk and Compliance Department for each subsidiary and corporate department based on local mappings. They are presented to the Risk Referents in accordance with their respective areas of expertise.

On the basis of this review, each Referent is responsible for defining a global level of risk for the Group. This assessment is then used to prepare the Group's major risks mapping which is later presented to General Management for final validation.

Risks presented in Section 2.2 "Summary of the main risks" are taken from the Group's mapping of major risks.

2.2 SUMMARY OF THE MAIN RISKS

The table below highlights the Group's main risks on the date of filing this Universal registration document.

These risks are classified by category and ranked according to their priority area. As described in point 2.1.2.1 "Risk assessment", the risk priority area results from its criticality (obtained with the probability of occurrence and the level of negative impact) combined with the level of control by ALTEN.

Risk factors and associated prevention and management measures are described below in Section 2.3 "Risk factors and risk management".

SUMMARY OF MAJOR CHANGES FROM FINANCIAL YEAR 2021

The Group's major risk mapping exercise conducted in 2022 showed that there was no change in terms of exposure for the Group's main risks identified in 2021.

In addition, the current international geopolitical context has led to the emergence of a new risk entitled "geopolitical risk". The "Risk related to the COVID-19 pandemic" presented in 2021 has been renamed "Health risk" to capture all major health risks.

RISK RANKING

Risk category	Risk identified	Priority area (2021)	Priority area (2022)	Change
Operational	Geopolitical risk	Not Rated	1	
	Significant loss of turnover	2	2	=
	Risk related to the protection of know-how	2	2	=
	Health risk	2	2	=
	Ability to meet commitments made to customers	2	2	=
	Critical certification loss	2	2	=
	Pressure on recruitment	2	2	=
Cyber/Information System Security	Cyber attack on ALTEN's Information System with an impact on customers	1	1	=
	Failure of the Information System	2	2	=
Legal & Regulatory	Regulatory and compliance risks	1	1	=
	Structuring evolution of tax and social rules	2	2	=
Strategy activity	Acquisition of a business that does not create value	2	2	=
Financial situation of the issuer	Foreign exchange risk	3	3	=
Non-financial	Climate change risk	4	4	=

2.3 RISK FACTORS AND RISK MANAGEMENT *GRI 102-11*

2.3.1 OPERATIONAL RISKS

Geopolitical risk

Risk identification

Due to its strong international presence, the Group is necessarily affected by all geopolitical factors around the world (e.g. the Ukrainian crisis, Sino-American tensions, etc.).

Depending on the country in question, geopolitical risk can have a significant impact on the Group's activities and consequently on its results.

Risk Management

The geographical diversification of ALTEN's activities would enable to limit the impacts if the geopolitical risk occurs.

Significant loss of turnover

Risk identification

The Group generated 25.0% of its turnover from its top ten clients in 2022.

The Group's largest client represents 10.3% of the consolidated turnover. This turnover is generated in several countries and by several legal entities.

If ALTEN were to lose a major customer account, its activity rate and therefore its profitability could be affected.

In addition, the reasons behind the loss of a key customer account could also be risk-aggravating factors, particularly if this loss is related to a default by ALTEN.

Nevertheless, no risk of dependence on a particular customer has been identified.

The impacts of the health crisis and geopolitical instability on the Group's activities are specifically detailed in the risk entitled "health risk" (p.63) and geopolitical risk (p.62).

Risk Management

The ALTEN Group has a diversified business portfolio. It generates its revenue in four broad sectors, none of which accounts for more than 32.6% of its turnover.

Each sector is divided into sub-sectors (10 in total), the main one accounts for approximately 18.5% of the consolidated turnover (the retail sector, services and media and the public sector, none of whose clients represent more than 1% of the Group's turnover).

Within each sector, the ALTEN Group also operates in various functional areas. This global approach dilutes the risk.

Finally, the key accounts with the Group's largest client are split into business lines. As a result, the loss of one key account with this client would not necessarily affect the other business lines.

Risk related to the protection of know-how

Risk identification

ALTEN has developed its own technologies, methodologies, and tools through its centres of expertise and excellence. ALTEN has also developed unique know-how in Human Resources management (recruitment and career management) that contributes to its organic growth.

The disclosure of this technological and Human Resources know-how outside of the Company could cause ALTEN to lose competitiveness due to the appropriation of its business model by competitors.

Risk Management

ALTEN has strengthened its control actions, in particular by setting up a retention plan in order to keep key people within the Group.

Moreover, enhanced confidentiality commitments and non-competition clauses are used when necessary.

Health risk

Risk identification

Although, like all global economic players, it was affected by the COVID-19 pandemic in 2020, ALTEN returned strongly to organic growth in 2021 and 2022 and significantly exceeded its 2019 performance.

However, the occurrence of a new health crisis could have consequences on:

- employee health;
- activity related to client requests;
- the Group's organic growth;
- the Group's results.

Risk Management

During the COVID-19 pandemic, ALTEN developed technical and organisational means to protect its employees and continue its activity in the event of a health crisis (teleworking, health protocol, etc.).

The geographical and sectoral diversification of ALTEN's activities would limit the impact of a health crisis.

Ability to meet commitments made to customers

Risk identification

ALTEN makes various types of commitments to its clients: commitments related to the quality, or even the results of services, commitments related to compliance with standards in the areas of ethics, compliance, security, business standards, etc. Clients generally tend to outsource their own risks and pass them on to their first-tier service providers like ALTEN.

ALTEN could misjudge certain commitments made to its customers in connection with complex projects and consequently may not be able to fully comply with them.

ALTEN could be held liable which would have a financial or legal impact.

Customers could also choose to not renew a contract or to terminate a partnership.

Risk Management

The Group has put in place a customer relationship management system for projects involving several stakeholders and several levels of control in order to verify the Group's compliance with the commitments it has made with clients. Non-exhaustively:

- the Operational Divisions, in charge of client prospecting, sales of services, and performance of operational services;
- the Sales Coordination Department, in charge of ensuring the overall maintenance of client relations;
- the Technical Division, in charge of supervising the conduct of projects and guaranteeing the technical compliance of the services;
- the Project Quality Department, in charge of project quality control and methods development, while checking the level of customer satisfaction;
- the Legal Department, in charge of identifying legal risks associated with services and contractualisation with clients;
- the Quality and Performance Department, responsible for identifying risks related to compliance with non-technical processes (ISO standards, CSR, etc.).

These departments are multidisciplinary teams within various committees that are in charge of identifying, analysing, and addressing potential risks related to project commitments.

Moreover, the Group has put in place an insurance policy not only to meet both the requirements of its clients but also to cover the financial consequences of its potential liability.

Critical certification loss

Risk identification

The ALTEN Group must have specific certifications (e.g.: ISO 27001 or EN 9100) in order to work with certain clients.

The loss or non-renewal of these certifications could lead to reduced business and thus have a significant impact on turnover.

Risk Management

On a day-to-day basis, the Quality & Performance Department ensures that certifications are maintained and coordinates audits with certifying bodies.

It also assists the Group and its subsidiaries in identifying and implementing concrete actions to maintain the level of requirements of the standards.

The Quality & Performance Department also continuously monitors any changes in the standards in question.

Pressure on recruitment

Risk identification

ALTEN has largely based its growth model on organic growth. Consequently, the Group's ability to recruit is key for its capacity to grow.

The Group's growth could be affected should it have difficulties in recruiting and retaining talent.

Revenue growth, or even its maintenance, could be impacted.

This difficulty in recruiting could also prevent the Group from fulfilling its commitments to its clients.

Risk Management

The Group pursues an active recruiting policy. This policy is supported by a retention plan that allows ALTEN to position itself among the leaders on the job market.

The ALTEN Group has established a dedicated recruitment organisation by type of function (Engineers, Support Functions, Sales), that relies on internally developed processes and tools. Their effectiveness is demonstrated by the recruiting volumes that the Group achieves each year, despite a general tension in the job market.

The recruitment trend is underpinned by a stringent skills analysis process to identify and recruit high-level profiles. The Group's teams of Consultant-Engineers work on the largest technological projects in cutting-edge technology sectors (*e.g.* Aeronautics, Spatial, Defence & Naval, Automotive, Rail, Energy, Life Sciences, Telecoms & Multimedia, Finance & Services).

To support its ambitious recruiting policy ALTEN has a strong commitment to the student community in order to attract best talents.

The Group wants to retain its talents and develop their loyalty to support its growth. To this end, ALTEN strengthens the quality of management through ongoing training of managers and ensures consultants satisfaction through a satisfaction survey process.

2.3.2 CYBERSECURITY AND IT SYSTEMS RISKS

Cyber attack on ALTEN's Information System with an impact on customers

Risk identification

ALTEN, like all companies of equivalent size, depends on the security and availability of its IT systems for all its processes. Consequently, an attack on ALTEN's IT systems would be likely to have a significant impact on its operational activities.

The risk of cyber-attacks has intensified in particular by the implementation of remote working measures.

Moreover, ALTEN's IT system could be used as a vector for an attack against one of its clients. ALTEN could be considered liable by a client.

Risk Management

Information security and cybersecurity are strategic issues at the forefront of the Group's concern. ALTEN has integrated into all its processes an Information Security Management System (ISMS) recognised by the ISO 27001 certification.

The Group's insurance policy takes into account exposure to cyber risks.

Failure of the Information System

Risk identification

The majority of the Group's activities are based on its IT system (ERP, HR, CRM, Recruitment, etc.). Risks associated with the failure of its IT system would be likely to limit the fluidity of exchanges and would negatively impact the Group's business activities.

Risk Management

ALTEN has an IT continuity plan.

Moreover, ALTEN has included the requirements of ISO 27001 in its Quality, Security and Sustainable Development Policy in order to:

- ensure service continuity;
- manage risks;
- guarantee control of intellectual capital;
- preserve the trust of stakeholders by defending the confidentiality of information;
- integrate this approach into the Company's management system to ensure that it is adopted by all.

2.3.3 LEGAL AND REGULATORY RISKS

Regulatory and compliance risks

Risk identification

The main compliance risks to which ALTEN is exposed are corruption, non-compliance with international sanctions, export controls, personal data protection and due diligence.

ALTEN's growth model is founded in part on external growth. The Group could acquire an entity that has or had non-compliant practices.

ALTEN is a global player subject to compliance risks that could be increased by geographical (presence in sensitive countries) or sectoral (clients in sensitive sectors) exposure.

The Group must be vigilant about the activities of its suppliers and subcontractors.

ALTEN could use suppliers or subcontractors who do not have the same level of CSR requirements (environmental aspects, respect for human rights, etc.).

Failure to comply with all of these regulations could have significant financial and reputational consequences for the ALTEN Group (e.g. fines, exclusion from certain contracts, termination of contracts, etc.).

Risk Management

The Group has set up a dedicated Ethics and Compliance structure. It is composed of an *ad hoc* Commission within the Executive Committee as well as an Ethics and Compliance Committee. Jointly, they are responsible for ensuring the application of the Group's policy and the dissemination of the ethics and compliance culture. For that, ALTEN relies on awareness-raising and training, largely supported by the network of Ambassadors that has been set up.

To this effect, the Group relies on its compliance programme designed to detect and prevent these risks. This programme is described in Section 4.3.2 "Ethics and Compliance".

ALTEN also shares its CSR ambitions with all its partners and has implemented a responsible purchasing approach, in line with its vigilance plan, to ensure that its suppliers are committed to respect these principles. The Group's approach is detailed in Section 4.3.4 "Maintaining a long-term relationship with suppliers and subcontractors".

Structuring evolution of tax and social rules

Risk identification

ALTEN's business model could be impacted by sudden and structural changes in social and tax regulations. A large part of the Group's expenses are related to payroll and taxes.

These changes could have a significant impact on the Group's turnover or margin.

These risks concern both emerging countries, where regulatory changes are rapid, and developed countries.

Risk Management

A global watch is implemented to anticipate regulatory changes. Moreover, the geographical distribution of ALTEN's business activities allows to mutualise the risk and limit its impacts.

2.3.4 RISK RELATED TO STRATEGIC ACTIVITIES

Acquisition of a business that does not create value

Risk identification

The ALTEN Group's growth model is partly founded on external growth that contributes to the nominal growth of the year of acquisition and to the organic growth of subsequent years.

External growth operations mainly involve the following risks:

- *assumptions made by the Group in valuing the acquisition may not be verified, in particular with regard to the prices, costs, synergies and expected profitability;*
- *difficulties linked to the integration of the acquired activities or companies could arise and impact the expected value of the transaction;*
- *the Group may not be able to retain certain key employees or clients and thereby lose a portion of the expected value of the acquired entity.*

Consequently, the expected benefits from future or past acquisitions may not materialise within the expected timeframes and levels. This could have a negative impact on the Group's net financial income, financial position, and prospects.

Risk Management

The relative size of the acquisitions made by ALTEN (from 200 to 1,000 consultants) allows to control integration risks and limits potential impacts in proportion to the size of the Group.

An acquisition process involves several ALTEN departments (including a department dedicated to research and target analysis which informs and advises management on investment choices) as well as external advisors. Systematic and in-depth compliance verifications are carried out before each acquisition by expert firms.

Once an investment decision has been made, the Group develops an integration programme and puts in place necessary resources to implement it.

2.3.5 RISK RELATED TO THE ISSUER'S FINANCIAL POSITION

Foreign exchange risk

Risk identification

Operational currency risk: the Group is exposed to currency risk when invoicing for its services.

Foreign exchange risk: the financing needs of subsidiaries outside the euro zone and of some of the Group's financing transactions expose certain entities to a foreign exchange risk (risk related to the variation in value of debts or receivables in currencies other than the operating currency of the lending or borrowing entity).

Translation foreign exchange risk: some Group subsidiaries are outside the euro zone, notably in the United States, Sweden, China and the United Kingdom. The financial statements of these subsidiaries, when translated into the consolidation currency, are subject to changes in exchange rates.

Risk Management

Operational foreign exchange risk: Although the Group has a broad international presence, currency flows linked to its activity, with a few exceptions, are limited to each subsidiary's internal market and primarily converted into local currencies.

Foreign exchange risk: the financing of these foreign currency transactions is generally done through spot purchases or short-term currency swaps on the markets. These transactions represent a small volume in relation to the Group's activity. In general, the Group's external financing is denominated in euros. In addition, see Chapter 6, Note 7.4 "Financial risk factors".

Translation foreign exchange risk: exposure to this risk is relative and monitored by the Group.

2.3.6 NON-FINANCIAL RISK

Climate change risk

Risk identification

As a leading Engineering and Technological Consulting company, the ALTEN Group is aware of the climate challenge which is particularly acute in industrial companies and for which ALTEN is a partner.

Although limited due to the Group's business model, difficulties in adapting its business to the challenges of climate change could constitute a risk.

Poor management of environmental issues and failure to meet targets could lead ALTEN to see its client tender applications being rejected and would negatively impact the Group's image towards its stakeholders (clients, suppliers, employees and shareholders).

Risk Management

ALTEN aims to control and reduce the contribution of its activity to climate change over the long term. To do so, the Group has developed an environmental management system (EMS) which is integrated into the management system. This system is based on an environmental risk analysis and a continuous improvement approach.

In France and abroad, the majority of entities are covered by an EMS, including some ISO 14001 certified entities.

ALTEN has also set up a monitoring system for its carbon emissions, which are assessed as part of its Non-Financial Performance Statement. In addition, ALTEN's actions in the fight against climate change are also evaluated by its clients in the context of calls for tender.

Moreover, ALTEN is committed to developing innovative and sustainable solutions for its clients to help them achieve their climate objectives.

ALTEN also supports its clients in carrying out environmental-themed projects.

Internally, the Group's environmental approach is based on the priorities described in Chapter 4.4. "Reducing the Group's environmental footprint".

2.4 INSURANCE AND RISK COVERAGE

The Group's insurance policy is associated with a strong initiative to prevent and protect against risks. All Group companies are insured through top-ranking insurance companies for all major risks that could significantly impact their business, results or assets.

The main risks insured are those related to:

- liability (contractual and extracontractual) for damage caused to third parties;
- damage suffered by the Group such as property damages and business interruptions.

2.5 INTERNAL CONTROL AND RISK MANAGEMENT FRAMEWORK

The risk management and internal control systems contribute to the control of the Group's activities. The Group relies on the reference framework and its application guide published by the *Autorité des Marchés Financiers* (AMF).

2.5.1 DEFINITION, OBJECTIVES AND SCOPE OF THE INTERNAL CONTROL AND RISK MANAGEMENT FRAMEWORK

The internal control and risk management framework is defined in the Group as a process implemented by the General Management and all employees to provide reasonable assurance on:

- the compliance with laws and regulations;
- the prevention and detection of fraud and errors;
- the implementation of guidelines and strategies set by General Management;
- the optimisation of operational activities;
- the proper functioning of the Group's internal processes, especially those affecting the protection of its assets;
- the reliability and quality of information used within the Group and disseminated externally;
- generally, the control of its activities, the efficiency of its operations and the effective use of its resources.

The Group ensures that this framework is applied to all of its subsidiaries, *i.e.* ALTEN SA and all companies consolidated using the full consolidation method. Recently acquired companies or groups of companies are gradually integrated into the risk management and internal control framework.

One of the objectives of the internal control framework is to prevent and limit all risks resulting from the Group's activities, particularly accounting, financial, operational, strategic and compliance risks. However, it cannot provide an absolute guarantee that objectives will be achieved or that the risks, whose likelihood of occurrence and potential impact it seeks to reduce, will be eliminated.

2.5.2 INTERNAL CONTROL PROCEDURE

The Board of Directors and General Management are responsible for the internal control system, with the Audit Committee monitoring the effectiveness of ALTEN's internal control and risk management system. To do this, General Management relies on the Group's functional Departments as well as on the operational departments (geographical areas and subsidiaries).

The Group has deployed a set of Charters for its employees and stakeholders:

- the Ethics and Compliance Charter, formalises the Group's commitments in the way it conducts its business and sets out a framework for the conduct expected of all its employees. It is distributed to each employee upon joining the Group and is made available on the Group's Intranet and website;
- the Anti-Corruption Code of Conduct, distributed to each employee, defines and illustrates the main principles (corruption, conflicts of interest, etc.) with which everyone must comply;
- the Sustainable Development Charter, which develops a corporate social responsibility approach within its entities;
- the Responsible Purchasing Charter applies to all ALTEN suppliers and commits them to respect the principles set out in the Charter on Human Rights, Ethics and the Environment.

A whistleblowing system, available on the intranet and on the Group's website, has been set up to give each employee the opportunity to report any behaviour that does not correspond to the Group's values (see Section 3.4.2 "Ethics and Compliance").

E-learning training must also be followed by employees for anti-corruption, cybersecurity and personal data protection training.

The various players involved in the management and control of the Group's risks are described below.

General Management can use three levels to coordinate internal control processes:

The first level is made up of operational managers and employees:

- this first level, responsible for the internal control of the processes of their entities, plays a key role in the system. It is responsible for the assessment, prevention and control of risks by setting up an appropriate control environment for the processes for which it is responsible. On a day-to-day basis, it is in charge of looking for possible failures and is continually working to improve the system.

The second level is made up of the Group's functional departments:

- these Group functional departments (Finance, Legal, Ethics and Compliance, IT, Human Resources, Purchasing, etc.) disseminate, assist and continuously monitor the implementation of internal control elements;
- the Finance Department is responsible for internal accounting and financial control. It supports the Group's entities by disseminating procedures and best practices and by implementing tools.

The Legal Department prepares and supervises the contractual commitments made by the Group. It is in charge of organising the control of the Group's interests in disputes it may have with third parties. It thus contributes to limiting and managing the legal risks to which the Group is exposed.

The Legal Department also participates in the protection of the Group's assets by defining and implementing coverage and coordinates the claims prevention process.

The Risk and Compliance Department, under the responsibility of the Legal Department, ensures compliance with the Group's regulatory compliance in the context of personal data protection, anti-corruption systems and compliance with international sanctions. It also contributes to compliance with the duty of care. Finally, it is responsible for identifying and assessing the risks to which the Group is exposed. It supports the Operational and functional divisions in the implementation of risk management action plans.

The IT Department participates in the deployment of internal control policies and risk management. Its technical security actions enable the Group to cope with cyber risks. It has developed and maintains a business continuity plan guaranteeing the continuation of ALTEN activities in the event of force majeure events. In addition, it ensures compliance with the principle of segregation of duties and ensures an adequate access rights policy.

The third level is the Internal Audit Department:

The objective of the internal audit is to assess the way in which the Group identifies and manages its risks. This activity provides the Group with assurance on the degree of control of its operations but also areas for improvement in the form of recommendations. It also ensures compliance with the procedures disseminated by the Group's departments in the areas audited.

Internal Audit, which reports to the Corporate Financial Department, intervenes on the entire scope of the Group on the basis of an annual plan based on a risk analysis and interviews with the Operations Managers. This audit plan is submitted to the Audit Committee for approval.

The work and conclusions of the Internal Audit Department, as well as the stage of completion of the action plans in the audited entities, are presented to General Management and the Audit Committee.

The Statutory Auditors assess the level of internal control of the processes for preparing and processing accounting and financial information in the performance of their duties and issue recommendations where appropriate.

2.5.3 INTERNAL CONTROL AND RISK MANAGEMENT SYSTEMS RELATING TO THE PREPARATION AND PROCESSING OF FINANCIAL AND ACCOUNTING INFORMATION

This Section will focus on control activities relating to the preparation and processing of accounting and financial information. This system ensures the implementation and compliance with the rules established by the Group in terms of forecasting, operational reporting, consolidation and financial communication.

2.5.3.1 Accounting and financial organisation

The Group Financial Department is responsible for internal audit procedures related to the preparation and presentation of internal and external financial information.

The production and analysis of the Group's financial information is based on the Group's consolidation, management control, tax and treasury functions as well as on the finance departments of the various subsidiaries within the scope.

The regional Financial departments (composed of a Chief Financial Officer and financial controllers) and the subsidiaries' financial departments are responsible for accounting and management data in line with the Group's instructions. They are responsible, for each legal entity, for the application of the Group's procedures as well as for managing the financial performance and closing the financial statements.

The entire Group's financial community is required to comply with the rules and procedures set out in the "Group accounting/finance guidelines" document, maintained by the internal financial control department, and defining:

- internal control rules;
- management rules and procedures;
- accounting principles and methods.

An annual self-assessment campaign on the key controls described in these guidelines is conducted in each Group entity. The responses obtained make it possible to assess the adequacy and effectiveness of internal control within each subsidiary and to define, if necessary, the action plans to be carried out.

2.5.3.2 Financial reporting

In order to control the Group's activities and in order to have information for the management of the Group, each subsidiary is subject to reporting budgetary/forecasting, operational and accounting obligations.

Budget and forecasts

Each Group entity prepares an annual budget including a management income statement from operational and financial indicators. The budgets are reviewed and consolidated by Group Management Control, then approved by General Management.

The budget is then revised each month and incorporates the achievements of the previous month and a new forecast for the remaining months of the current year.

Operational reporting

Each month, the Group's entities produce a management report allowing an analysis of the main operational and financial parameters of the business, as well as an income statement and cash flow reporting. These data are compared with the budget, the previous month's forecasts and data for the same period of the previous year. This information is reviewed and consolidated by Group Management Control, which sends it to General Management.

The financial data from these reports are reconciled with accounting data each quarter.

Statutory consolidation

Consolidated financial statements are prepared quarterly in accordance with international accounting standards ("IFRS") and published half-yearly and annually. The preparation of these statements is done as part of a process led by the consolidation department reporting to the Financial Department of the Group, in the following manner:

- dissemination of precise instructions to Group companies before each consolidation, including the scope of consolidation and a detailed schedule;
- preparation using software that provides all necessary functions in terms of traceability, accuracy and security of data and processing;
- subsidiaries report individual financial statements that are consolidated at Group level, without any consolidation step. Users are regularly trained and/or refreshed;
- production of analyses and controls of the data throughout the process.

2.5.3.3 Financial information and communication

The production of financial information that is the subject of an external communication is strictly controlled by the departments in charge of preparing it. In addition to these controls, two bodies are responsible for verifying the internal control environment and the quality of the financial statements:

- internal audit through these missions;
- the Statutory Auditors as part of the certification of the financial statements.

External communication of financial information through the Universal registration document, financial press releases and meetings with analysts and investors are also subject to appropriate controls.

2 RISK FACTORS AND INTERNAL CONTROL

3

CORPORATE GOVERNANCE

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3.1 OVERVIEW OF GOVERNANCE

3.1.1 CORPORATE GOVERNANCE CODE AND GENERAL MANAGEMENT PROCEDURES

Corporate Governance Code

ALTEN (hereinafter the "Company") refers to the recommendations of the Middlenext Corporate Governance Code (hereinafter the "Middlenext Code").

ALTEN complies with all of the recommendations of the Middlenext Code, with the exception of the point relating to assignments that may be entrusted to the Statutory Auditors, contained in recommendation No. 2 on conflicts of interest. The latter recommends entrusting services other than certification of accounts (SOCA) to firms other than those that certify the issuer's accounts.

Due to its numerous acquisitions throughout the world, ALTEN considers that excluding the networks of its Statutory Auditors as a matter of principle from all of its audit work on acquisition targets or one-off consulting assignments (tax or financial) would be likely to reduce, very narrowly, in certain countries, the panel of suppliers with the necessary resources and skills. ALTEN also believes that such an exclusion would have an unfavourable effect on the costs of missions as well as on their quality. The position adopted by the Company, which publishes the fees paid in this context, complies with the provisions of the French Commercial Code.

In accordance with the twenty-second recommendation of the Middlenext Code, the Board of Directors has taken note of the points of vigilance that the latter provides for, and which are subject to regular review by the board.

Finally, it should be noted that the operating rules of the Company's Board of Directors are set out in its Internal Rules, which were updated on 22 February 2022 to take into account, in particular, the 2021 revision of the Middlenext Code. The Middlenext Code is available on the Middlenext website at www.middlenext (1).

Arrangements for the exercise of the General Management and balance of powers

The Company has a mode of governance adapted to its specificities, which enables it to optimise its economic and financial performance and to create the most favourable conditions for the Group's long-term development.

In 2002, the Board of Directors decided to combine the functions of Chairman of the Board of Directors and Chief Executive Officer. This decision has not been changed since then. These functions are performed by Mr Simon AZOULAY, assisted until 31 December 2022 by a Deputy CEO (2).

The Board of Directors believes that combining the functions of Chairman of the Board of Directors and Chief Executive Officer allows for a high degree of responsiveness and agility in the administration and management of the Group, as well as a direct link between management and shareholders. This organisation also promotes dynamic dialogue between management and the Board of Directors.

In addition, as the founding partner of ALTEN, Mr Simon AZOULAY still has a key operational role in the Company's management and development.

In this regard, the Board of Directors considers that the combination of the positions of Chairman and Chief Executive Officer by Mr AZOULAY allows ALTEN to be part of a sustainable growth and value creation model.

Since 2002, the Board of Directors has seen the relevance and effectiveness of this mode of governance and has been satisfied with the balance of power between the Chairman and Chief Executive Officer and the Directors, thanks in particular to the presence, since 2018, of a Lead Director, who is independent and whose tasks are detailed below.

The creation of this function of Lead Director by the Board of Directors makes it possible, in particular, to prevent or manage any potential or proven conflict of interest situation within the board, in the event that the functions of Chairman and Chief Executive Officer are not separated.

Lastly, the significant proportion of Independent Directors sitting on the Board of Directors, *i.e.* 62.5% at the date of this Document, preserves the balance of powers within the board.

(1) The information on the website www.middlenext.com is not part of the Universal Registration Document. As such, this information has not been reviewed or approved by the French Financial Markets Authority (AMF – Autorité des Marchés Financiers).

(2) The Deputy CEO, Gérald ATTIA, resigned from his office with effect from 31 December 2022.

3.1.2 GENERAL MANAGEMENT

Composition of General Management

The General Management is composed of the Chairman and Chief Executive Officer, Mr Simon AZOULAY, assisted until 31 December 2022 by Mr Gérald ATTIA, Deputy CEO. To date, it has not been decided to appoint a new Deputy CEO to replace Mr ATTIA.

However, the Board of Directors decided to renew for 2023 the remuneration policy previously applicable to the Deputy CEOs of the Company according to the same terms and conditions as those set for 2022. This would enable the Company to acquire the necessary resources in the event of the recruitment of one or more Deputy CEOs.

Limitation of the powers of the General Management

The Chief Executive Officer and the Deputy CEO, when the Company has one, are vested with the broadest possible powers to act on behalf of the Company in all circumstances. They exercise their powers within the limit of the corporate purpose and subject to those which the law expressly allocates to meetings of shareholders and of the Board of Directors. They represent the Company in its relations with third parties and before the courts.

In addition, the Board's Internal Rules, available on the Company's website, do not provide for any limitations on the powers of General Management, with the exception of the powers reserved for the Board of Directors to review and authorise external growth projects.

Committees assisting the General Management

Two committees help the General Management meet its responsibilities: the Executive Committee and the Group Management Board.

The Executive Committee is composed of the Chairman and Chief Executive Officer, the Deputy CEOs and the Executive Vice Presidents. The Executive Committee meets at least once a month, and its brief is to analyse commercial and financial results, and implement operational measures.

The detailed composition of the Executive Committee is presented in the integrated report of this Document, page 16.

Search for a balanced representation of women and men on the Committees assisting General Management

The Group Management Board is currently made up of 18 members, five of whom are women.

ALTEN is keen to promote balanced gender representation in its workforce. Gender equality initiatives in the Group are described in Chapter 4 of this Document.

In 2022, ALTEN SA obtained a score of 89 out of 100 on the gender equality index defined by the law "for the freedom to choose one's professional future".

3.1.3 THE BOARD OF DIRECTORS

The Board of Directors determines ALTEN's strategic directions and ensures their implementation, in accordance with its corporate interest, taking into consideration the social, environmental, cultural and sporting challenges of its activity. It controls the management of both financial and non-financial aspects and ensures the quality of the information provided to shareholders and the market.

Composition of the Board of Directors

Article 16 of the Company's Articles of Association provides that the Board of Directors is composed of no fewer than three and no more than 18 members.

Directors are appointed by the Ordinary General Meeting, which may dismiss a Director from office at any time. A legal entity which is appointed as Director must designate a permanent representative who is subject to the same conditions and obligations as if he had been appointed Director in his own name.

An employee of the Company may be appointed as a Director under the conditions provided for by the regulations. The number of Directors linked to the Company by an employment contract may not exceed one third of the Directors in office (it being specified that the Director representing the employees is not included in this calculation).

Directors appointed by the General Meeting are appointed for a term of four years. The appointment of each Director is the subject of a separate resolution. All Directors whose term of office is ending are eligible to be re-elected.

The board elects a Chairman, who must be a natural person, from among its members for a period that does not exceed the Chairman's term of office as Director. The board may dismiss the Chairman at any time. If it deems this necessary, the Board of Directors may appoint one or more Deputy Chairmen from among its members, whose sole duty is to preside over Board meetings and General Meetings in the absence of the Chairman. The Board of Directors sets the term of his/her appointment, which cannot exceed that of their term of office as Director.

Composition of the Board of Directors on the date of publication of this Document

Directors	Independent	Gender	Nationality	Age	Number of ALTEN shares held	Start of first mandate	End of current mandate	Seniority on the Board	Attendance rate in 2022	Participation in committees
Simon AZOULAY[1]	No	M	French	66	5,098,013 (directly and *via* SGTI, a controlled company)	19/02/1997	2025 GM	26 years	100%	None
Emily AZOULAY	No	F	French	74	1,500	22/06/2011	2023 GM	11 years	100%	Remuneration and Nomination Committee
Jean-Philippe COLLIN[2]	Yes	M	French	66	0	23/02/2023	2026 GM	2 months	Not applicable	Audit Committee Remuneration and Nomination Committee CSR Committee
Marc EISENBERG	Yes	M	French	67	0	18/06/2014	2026 GM	8 years	86%	None
Maryvonne LABEILLE	Yes	F	French	65	0	29/01/2021	2024 GM	2 years	100%	Remuneration and Nomination Committee CSR Committee[3]
Aliette MARDYKS	Yes	F	French	67	0	22/06/2017	2025 GM	5 years	100%	Audit Committee[4]
Sébastien PRADON[5]	No	M	French	52	0	15/11/2022	15/11/2026	5 months	Not applicable[6]	None
Jane SEROUSSI	No	F	French	57	0	18/06/2014	2026 GM	8 years	100%	None
Philippe TRIBAUDEAU[7]	Yes	M	French	61	0	24/05/2016	2024 GM	6 years	100%	Audit Committee

(1) Chairman and Chief Executive Officer.

(2) Mr Jean-Philippe COLLIN was co-opted as a Director by the Board on 23 February 2023, to replace Mr ATTIA, for the remainder of his term of office, *i.e.* until the 2026 General Meeting. The ratification of this co-optation will be submitted to the approval of the shareholders at the 2023 General Meeting.

(3) Mrs LABEILLE chairs the Remuneration and Nomination Committee and the CSR Committee.

(4) Mrs MARDYKS chairs the Audit Committee.

(5) Director representing employees since 15 November 2022.

(6) The appointment of Mr PRADON by the ALTEN SA Economic and Social Committee took place after the last meeting of the Board of Directors in 2022.

(7) Lead Director.

Events relating to the composition of the Board of Directors during the 2022 financial year up to the date of publication of this Document

Date	Directors	Nature of the event	Diversification of Board membership
22 June 2022	**Gérald ATTIA**	Renewal of the term of office as Director by the General Meeting for a period of four years	-
22 June 2022	**Jane SEROUSSI**	Renewal of the term of office as Director by the General Meeting for a period of four years	Renewal contributing to gender balance on the Board of Directors
22 June 2022	**Marc EISENBERG**	Renewal of the term of office as Director by the General Meeting for a period of four years	Renewal contributing to gender balance on the Board of Directors
18 October 2022	**Marwane METIOUI**	End of term of office as Director representing employees	-
15 November 2022	**Sébastien PRADON**	Appointment by the Economic and Social Committee of ALTEN SA	Director representing employees
31 December 2022	**Gérald ATTIA**	Resignation of office as Director	-
23 February 2023	**Jean-Philippe COLLIN**	Appointment by the Board of Directors to replace Mr Gérald ATTIA, until the 2026 General Meeting	Co-optation contributing to the gender balance and the increase in the number of Independent Directors on the Board of Directors

Events relating to the composition of the Committees of the Board of Directors during the 2022 financial year and up to the date of publication of this Document

Date	Directors	Nature of the event	Diversification in the composition of committees
22 February 2022	**All directors**	Creation of the CSR Committee (plenary session of the Board of Directors)	-
27 January 2023	**Maryvonne LABEILLE**	Appointment as Chairwoman of the CSR Committee (plenary session of the Board of Directors)	Chair of the CSR Committee by an Independent Director
23 February 2023	**All directors**	Change from a full Board Committee with all Directors to an *ad hoc* CSR Committee with two Independent Directors	CSR Committee composed exclusively of independent members
23 February 2023	**Maryvonne LABEILLE**	Appointment as Chairwoman of the CSR Committee in *ad hoc* formation	Chair of the CSR Committee by an Independent Director
23 February 2023	**Jean-Philippe COLLIN**	Appointment as member of the Audit Committee, the Remuneration and Nomination Committee and the CSR Committee	Integration of an additional Independent Director on all committees

Independent members of the Board of Directors

The independence criteria adopted by the Company's Board of Directors correspond precisely to those defined by the Middlenext Code. These criteria are included in its Internal Rules, namely:

- has not been, over the past five years, and is not an employee or Executive Corporate Officer of the Company or of a company within the Group;
- does not have and has not had, in the last two years, a significant business relationship with the Company or Group (*e.g.* client, supplier, competitor, service provider, creditor, banker, etc.);
- is not a leading shareholder of the Company and does not hold a significant percentage of the voting rights;
- has no close or family ties with a Corporate Officer or leading shareholder;
- has not served as a Statutory Auditor for the Company in the last six years.

These five criteria make it possible to assess the independence of Board members, which is characterised by the absence of any significant financial, contractual, family or other close relationship that could affect the independence of their judgement.

Each year, the Board of Directors examines the situation of its members with regard to the above-mentioned criteria, in particular by means of a questionnaire that makes it possible to presume the independence of Board members, based on the answers provided.

The examination of these criteria with regard to the situation of each of the members of the Board enabled it to confirm, at its meeting of 26 April 2023, the independence of five of its members, Mrs LABEILLE and MARDYKS and Messrs COLLIN, EISENBERG and TRIBAUDEAU.

The summary of this review is presented in the following table:

Independence criteria	Emily AZOULAY	Simon AZOULAY	Jean-Philippe COLLIN[1]	Marc EISENBERG	Maryvonne LABEILLE	Aliette MARDYKS	Sébastien PRADON[2]	Jane SEROUSSI	Philippe TRIBAUDEAU
Has not been, over the past five years, and is not an employee or Executive Corporate Officer of the Company or of a company within the Group	✓		✓	✓	✓	✓		✓	✓
Does not have and has not had, in the last two years, a significant business relationship with the Company or Group (*e.g.* client, supplier, competitor, service provider, creditor, banker, etc.)	✓	✓	✓	✓	✓	✓	✓	✓	✓
Is not a leading shareholder of the Company and does not hold a significant percentage of the voting rights	✓		✓	✓	✓	✓	✓	✓	✓
Has no close or family ties with a Corporate Officer or leading shareholder		✓	✓	✓	✓	✓	✓		✓
Has not served as a Statutory Auditor for the Company in the last six years	✓	✓	✓	✓	✓	✓	✓	✓	✓

(1) Independent Director co-opted on 23 February 2023.
(2) Director representing employees.

As of the date of this Document, the Board of Directors was thus composed of five independent members out of a total of eight members (the Director representing the employees not being included in this calculation), *i.e.* a ratio of 62.5% of independent members, in accordance with the recommendations of the Middlenext Code in this area. The proportion of Independent Directors increased significantly from 2014 to 2016, so that the board, which previously had no Independent Directors, included four independent members for an independence ratio of 50%. This ratio increased further in February 2023 with the co-optation by the Board of Directors of Jean-Philippe COLLIN.

Lead Director

In order to ensure a fair balance of powers on the Board of Directors, with the functions of the Chairman of the Board of Directors and the Chief Executive Officer not being dissociated, the Board of Directors' Meeting of 25 April 2018 created the function of Lead Director.

The latter is chosen from among independent members of the Board of Directors. Mr Philippe TRIBAUDEAU has occupied this function since 20 June 2018.

The Lead Director's main mission is to provide the Board of Directors and its Chairman with assistance in ensuring the proper functioning of the Company's governance bodies, both within the Board of Directors and its specialised committees.

The tasks of the Lead Director are to:

- ensure that the Chairman of the Board complies with the governance guidelines (Internal Rules and Middlenext Code) and participate in the self-assessment process of the Board of Directors;
- prevent potential or proven conflicts of interest;
- request the Chairman, if necessary, to convene a meeting of the Board of Directors to discuss and decide any issue in relation to:
  - the governance guidelines,
  - potential or proven conflicts of interest concerning members of the Board of Directors.

The Lead Director is involved in the annual review of potential conflicts of interest provided for in the Internal Rules, within the Board, as well as in the Board's self-assessment process.

No potential or actual conflicts of interest were declared to the Lead Director in 2022.

Diversity policy applied within the Board

In the context of promoting the diversity of the profiles of Board members and in application of Article L. 22-10-10 of the French Commercial Code, the Board of Directors has paid particular attention to its composition.

The Board's diversity policy aims to ensure a variety of skills and experience and to ensure that its missions are carried out objectively and with an open mind. The skills of the Directors who are members of the Committees vary according to the Committees:

- the members of the CSR Committee have knowledge of CSR issues;
- the members of the Audit Committee have expertise in Finance or risks;
- the members of the Remuneration and Nomination Committee have expertise in the Human Resources of executive managerial staff and senior executives.

3

The table below summarises the expertise of Board members. The biographical elements that allow us to appreciate their respective skills are detailed below.

	Engineering and Technology Consulting	Corporate Management	Strategy	CSR challenges	Management	Mergers & Acquisitions	International Experience	Human Resources	Finance	Digital and IT	Governance
Simon AZOULAY	●	●	●		●	●	●	●	●	●	●
Emily AZOULAY	●	●			●			●			
Jean-Philippe COLLIN[1] [2]	●	●	●	●	●		●	●	●		●
Marc EISENBERG[2]		●	●		●	●	●		●		
Maryvonne LABEILLE[2]		●	●	●	●			●			●
Aliette MARDYKS[2]		●	●		●		●		●		
Sébastien PRADON[3]	●									●	
Jane SEROUSSI		●			●						
Philippe TRIBAUDEAU[2] [4]	●		●		●	●	●		●		●

(1) Director co-opted on 23 February 2023.

(2) Independent Directors.

(3) Director representing employees.

(4) Lead Director.

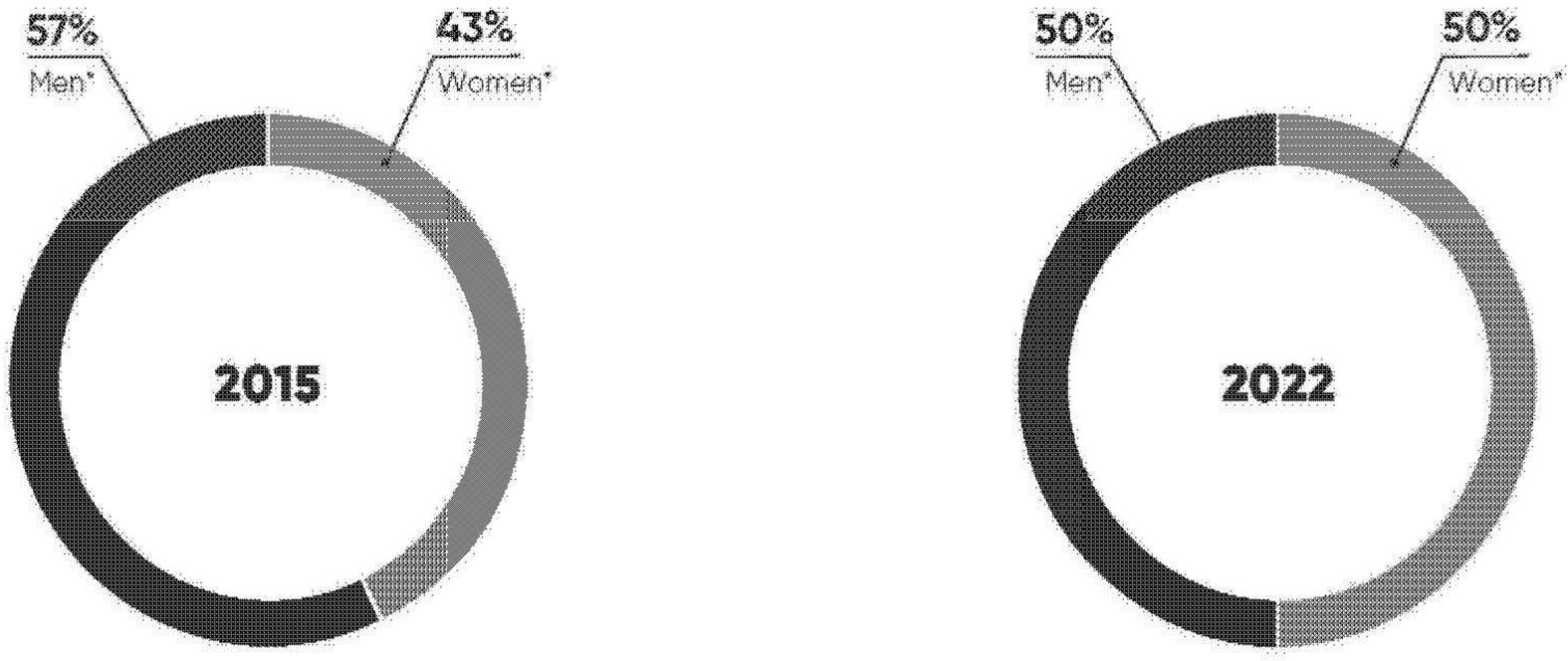
Furthermore, the commitment of the members is reflected in their high attendance rate at board and committee meetings in 2022.

The expertise and qualifications of each Board member ensure satisfactory diversity within the board, enabling a rapid and in-depth understanding of ALTEN's development issues. In addition, the gender balance on the board is also satisfactory.

When selecting candidates for the positions of Director, the Remuneration and Nomination Committee seeks skills complementary to those already represented on the Board of Directors and ensures that gender parity and a satisfactory proportion of Independent Directors are maintained.

Parity on the Board of Directors

Target: proportion of Directors of each gender not less than 40%.

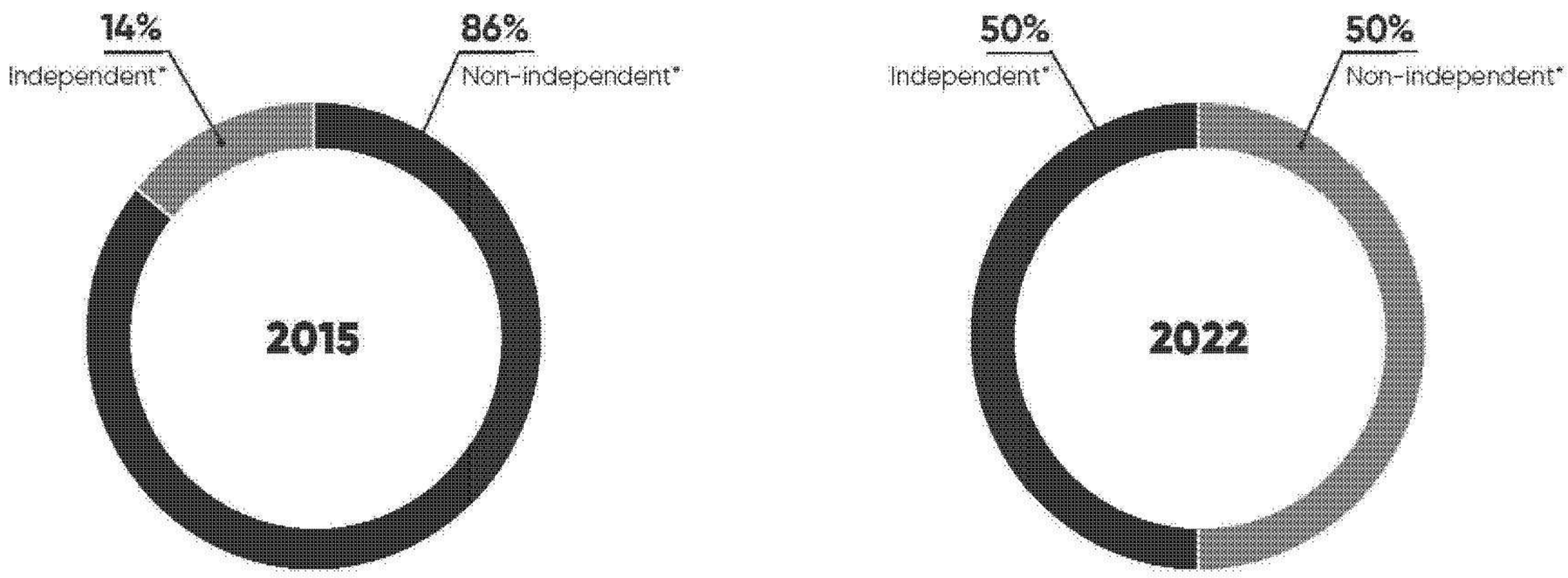


**Not including the Director representing employees.*

As of 31 December 2022, the Board of Directors was composed of four women and four men, thus fully respecting gender parity (excluding the Director representing employees, as required by law). This proportion remains unchanged as of the date of this Document, as Mr Jean-Philippe COLLIN was co-opted by the Board on 23 February 2023 to replace Mr Gérald ATTIA.

Independence rate of the Board of Directors

Target: 50% of Independent Directors, in accordance with the Middlenext Code.



**Not including the Director representing employees.*

Since 23 February 2023, the Board's independence ratio has increased from 50% to 62.5%.

The preservation of this diversity in terms of independence, qualifications, expertise, age and gender on the Board is therefore an essential element in the selection of candidates for the position of Director.

Term and plurality of offices

The term of office of the members of the Board of Directors appointed by the General Meeting is set at four years. This duration is adapted to the specificities of the Company, in accordance with the eleventh recommendation of the Middlenext Code.

The appointment of each Director is the subject of a separate resolution. Any Director whose term of office expires is eligible for reappointment. It is specified that the co-optation of Mr Jean-Philippe COLLIN by the Board of Directors on 23 February 2023 will be subject to ratification by the 2023 Annual General Meeting, *i.e.* the next meeting, in accordance with Article L. 225-34 of the French Commercial Code. In addition, as the directorship of Mrs Emily AZOULAY expires at the 2023 Annual General Meeting, the shareholders will be asked to renew her term of office.

The Directors' mandates are staggered.

The list of offices and positions held by the members of the Board of Directors as of the date of this Document is provided in the Section "Information relating to the Company's Directors as of the date of this document" below.

Members of ALTEN's Board of Directors do not hold an office in any listed company other than ALTEN.

Professional ethics of Directors

Every Director must respect the rules set out in the Internal Rules of the Board, particularly those regarding insider trading.

The members of the Board sign an annual declaration relating to conflicts of interest. According to the terms of this declaration, in accordance with the Board's Internal Rules and the first, second and ninth recommendations of the Middlenext Code, a Director facing such a conflict of interest is obliged to immediately notify the Board and comply with whatever the consequence may be for the performance of his or her corporate office.

In addition, and in accordance with the second recommendation of the Middlenext Code, each Director must declare before each meeting of the Board of Directors that he or she is not in a situation of conflict of interest with the items on the agenda. Thus, depending on the case, he or she must either abstain from taking part in and voting on the corresponding deliberation, or not attend the meeting of the Board of Directors during which he or she finds himself or herself in a situation of conflict of interest, or resign from his or her duties as Director, in particular if the conflict of interest proves to be lasting. The Chairman of the Board of Directors will not be obliged to send information or documents appertaining to the contentious issue, to Directors who he has serious grounds to believe have a conflict of interest, and shall inform the Board of Directors that such information or documents have not been sent.

The Board carries out an annual review of known conflicts of interest, in accordance with Article 4.2 of its Internal Rules and the second recommendation of the Middlenext Code. There are currently no conflicts of interest identified between the duties of any member of the Board of Directors with regard to the Company and their private interests.

In addition, as part of the obligations arising from European Regulation No. 596/2014 of 16 April 2014 on market abuse ("MAR Regulation") and the guide to ongoing information and management of insider information published by the French Financial Markets Authority (AMF – *Autorité des Marchés Financiers*), ALTEN has drawn up a Stock Market Ethics Charter recalling the main rules applicable to insider trading and securities transactions.

More generally, in order to comply with the obligations of the MAR Regulation, ALTEN has set up an internal procedure for identifying inside information. This procedure also specifies what to do in the event of inside information.

Ownership of shares

The Board's Internal Rules recommend that the shares of the Company and its subsidiaries held by Directors and their minor children or legally separated spouses be registered.

In addition, the Company's Executive Corporate Officer in the person of the Chairman and Chief Executive Officer, Mr Simon AZOULAY, is a significant shareholder (see Chapter 7.1 of this document for information on the position of ALTEN shares held by him).

In accordance with the provisions of Article L. 225-197-1 of the French Commercial Code, the Board has decided that the Executive Corporate Officers of the Company who are beneficiaries of preferred shares or performance shares must hold in registered form 2% of the shares resulting from the conversion or definitive allocation of ordinary shares until the termination of their duties as Executive Corporate Officers.

INFORMATION ON THE OFFICES AND POSITIONS HELD AND IN FORCE AS OF THE DATE OF THIS DOCUMENT

Mr Simon AZOULAY

Chairman and Chief Executive Officer

BIOGRAPHY
Mr AZOULAY is a graduate of Supélec.
After working as an R&D laboratory manager at THALÈS, he founded ALTEN in 1988 with two partners who were also Engineers.

Age:
66 years

Nationality:
French

Date first appointed:
19 February 1997 (Director) – 22 September 1998 (CEO).

Date of last renewal:
28 May 2021 (Director and CEO).

Expiry of term of office:
Meeting to be held in 2025 and called to approve the financial statements for the past financial year (Director and CEO).

OTHER OFFICES AND POSITIONS HELD AT 31 DECEMBER 2022 INSIDE COMPANIES CONTROLLED[1] BY ALTEN SA

POSITION/OFFICE	COMPANY	COUNTRY
Manager	ALTEN EUROPE SARL	France
Chairman of the Board of Directors	ALTEN FUND FOR ENGINEERING (Endowment fund)	France
Permanent representative of ALTEN SA, a legal entity, acting as Chairman	ALTEN SYSTEMES D'INFORMATION ET RESEAUX SAS	France
Permanent representative of ALTEN EUROPE SARL, a legal entity, acting as Secretary	ANOTECH ENERGY GLOBAL SOLUTIONS LTD	UK

OTHER OFFICES AND POSITIONS HELD AT 31 DECEMBER 2022 OUTSIDE COMPANIES CONTROLLED[1] BY ALTEN SA

POSITION/OFFICE	COMPANY	COUNTRY
Manager	AVENIR MONTMORENCY SCI	France
Manager	CAKCIV SC	France
Manager	SEV 56 SC	France
Manager	SIMALEP SC	France
Chairman	SOCIÉTÉ GÉNÉRALE POUR LES TECHNOLOGIES ET L'INGÉNIERIE (SGTI) SAS	France

OFFICES AND POSITIONS HELD OVER THE PAST FIVE YEARS AND NO LONGER HELD

None

(1) Within the meaning of Article L. 233-16 of the French Commercial Code.

Mrs Emily AZOULAY

Director

Member of the Remuneration and Nomination Committee

BIOGRAPHY

Mrs AZOULAY has worked for the ALTEN Group since ALTEN SA was formed in 1988.

Among other positions, she was Sales Manager and Head of Administration and Finance.

Her involvement with the ALTEN Group no longer extends beyond her capacity as a Director.

Age:
74 years

Nationality:
French

Date first appointed:
22 June 2011.

Date of last renewal:
18 June 2019.

Expiry of term of office:
Meeting to be held in 2023 to approve the financial statements for the past financial year.

OTHER OFFICES AND POSITIONS HELD AT 31 DECEMBER 2022 INSIDE CONTROLLED COMPANIES[1] BY ALTEN SA

None

OTHER OFFICES AND POSITIONS HELD AT 31 DECEMBER 2022 OUTSIDE COMPANIES CONTROLLED[1] BY ALTEN SA

None

OFFICES AND POSITIONS HELD OVER THE PAST FIVE YEARS AND NO LONGER HELD

None

(1) Within the meaning of Article L. 233-16 of the French Commercial Code.

Mr Jean-Philippe COLLIN

Independent Director

Member of the Audit Committee

Member of the Remuneration and Nomination Committee

Member of the CSR Committee

BIOGRAPHY

Mr COLLIN, age 66, has more than 40 years of international experience in several industrial sectors: Automotive, IT, Consumer Electronics and Pharmaceuticals in management positions in companies such as IBM, Valeo, Thomson, PSA and Sanofi. He is an expert in the implementation of change and transformation strategies at the level of internal organisations, structuring processes and corporate governance.

Age:
66 years

Nationality:
French

Date first appointed:
23 February 2023 (co-optation subject to ratification by the General Meeting to be held in 2023).

Date of last renewal:
N/A.

Expiry of term of office:
Meeting to be held in 2026 and called to approve the financial statements for the past financial year.

OTHER OFFICES AND POSITIONS HELD AT 31 DECEMBER 2022 INSIDE COMPANIES CONTROLLED[1] BY ALTEN SA

None

OTHER OFFICES AND POSITIONS HELD AT 31 DECEMBER 2022 OUTSIDE COMPANIES CONTROLLED[1] BY ALTEN SA

POSITION/OFFICE	COMPANY	COUNTRY
Director	Grant Alexander	France
Director	JICAP	France
Member of the Strategy Committee	SILEX	France
Member of the Strategy Committee	INNOV +	France
Director	CNA	France
Member of the Strategy Committee	HRFLOW	France

OFFICES AND POSITIONS HELD OVER THE PAST FIVE YEARS AND NO LONGER HELD

POSITION/OFFICE	COMPANY	COUNTRY
Purchasing Manager	SANOFI	France

(1) Within the meaning of Article L. 233-16 of the French Commercial Code.

Mr Marc EISENBERG

Independent Director

BIOGRAPHY

Mr EISENBERG began his career as a management consultant.

In 1986, he formed a cost-reduction consultancy in France, which has since become a European leader in its field and of which he was operating manager until 2012. He remains a major shareholder to this day.

He also sat on the Nanterre employment tribunal from 1995 to 1999 and on the Bobigny commercial court from 2000 to 2001.

Age:
67 years

Nationality:
French

Date first appointed:
18 June 2014.

Date of last renewal:
22 June 2022.

Expiry of term of office:
Meeting to be held in 2026 and called to approve the financial statements for the past financial year.

OTHER OFFICES AND POSITIONS HELD AT 31 DECEMBER 2022 INSIDE COMPANIES CONTROLLED[1] BY ALTEN SA

None

OTHER OFFICES AND POSITIONS HELD AT 31 DECEMBER 2022 OUTSIDE COMPANIES CONTROLLED[1] BY ALTEN SA

POSITION/OFFICE	COMPANY	COUNTRY
Manager	Kol Or Films	France
Member of the Supervisory Board	DPRJ	France

OFFICES AND POSITIONS HELD OVER THE PAST FIVE YEARS AND NO LONGER HELD

POSITION/OFFICE	COMPANY	COUNTRY
Manager	Labruyère – Pigalle – Trinité SCI	France

(1) Within the meaning of Article L. 233-16 of the French Commercial Code.

Mrs Maryvonne LABEILLE

Independent Director

Chairwoman of the Remuneration and Nomination Committee

Chairwoman of the CSR Committee

BIOGRAPHY

Mrs LABEILLE was Associate Director of a management consulting firm before creating the company LABEILLE Conseil in 1993, then in 2010 the company POTENTIEL ET TALENTS.

Its mission is to advise French and international groups in matters of Human Resources and recruitment, particularly in the search for and support for their managers.

Mrs LABEILLE holds several positions within SYNTEC: she is vice-Chairman of SYNTEC Conseil and Director of the SYNTEC Federation, which brings together the consulting, Engineering and digital professions. Mrs LABEILLE is also an elected member of the Paris Chamber of Commerce and Industry and a Director of the Organisation for the Development of Social Intelligence (ODIS).

Age:
65 years

Nationality:
French

Date first appointed:
29 January 2021.

Date of last renewal:
N/A

Expiry of term of office:
Meeting to be held in 2024 and called to approve the financial statements for the past financial year.

OTHER OFFICES AND POSITIONS HELD AT 31 DECEMBER 2022 INSIDE COMPANIES CONTROLLED[1] BY ALTEN SA

None

OTHER OFFICES AND POSITIONS HELD AT 31 DECEMBER 2022 OUTSIDE COMPANIES CONTROLLED[1] BY ALTEN SA

POSITION/OFFICE	COMPANY	COUNTRY
Chairwoman and Chief Executive Officer	LABEILLE Conseil	France
Chairwoman	LABEILLE INVESTISSEMENTS	France
Manager	POTENTIEL ET TALENTS	France
Manager	SCI LE CHALONY	France

OFFICES AND POSITIONS HELD OVER THE PAST FIVE YEARS AND NO LONGER HELD

POSITION/OFFICE	COMPANY	COUNTRY
Independent Director	SOLEA	France

(1) Within the meaning of Article L. 233-16 of the French Commercial Code.

Mrs Aliette MARDYKS

Independent Director

Chairwoman of the Audit Committee

BIOGRAPHY

Mrs MARDYKS has held operational and functional positions at the AIRBUS Group.

She originated the accounting integration project at the AIRBUS Group within a Shared Service Centre launched in November 2008, covering four of the Group's main countries (France, Germany, United Kingdom and Spain).

Mrs MARDYKS has not held a position at AIRBUS Group since the end of 2016.

Age:
67 years

Nationality:
French

Date first appointed:
22 June 2017.

Date of last renewal:
28 May 2021.

Expiry of term of office:
Meeting to be held in 2025 and called to approve the financial statements for the past financial year.

OTHER OFFICES AND POSITIONS HELD AT 31 DECEMBER 2022 INSIDE COMPANIES CONTROLLED[1] BY ALTEN SA

None

OTHER OFFICES AND POSITIONS HELD AT 31 DECEMBER 2022 OUTSIDE COMPANIES CONTROLLED[1] BY ALTEN SA

None

OFFICES AND POSITIONS HELD OVER THE PAST FIVE YEARS AND NO LONGER HELD

None

(1) Within the meaning of Article L. 233-16 of the French Commercial Code.

Mr Sébastien PRADON

Director representing employees

BIOGRAPHY
Mr PRADON has been an employee of the ALTEN Group since 1999, where he is a senior consultant specialising in project management, coaching and change support.

Age:
52 years

Nationality:
French

Date first appointed:
15 November 2022.

Date of last renewal:
N/A

Expiry of term of office:
15 November 2026.

OTHER OFFICES AND POSITIONS HELD AT 31 DECEMBER 2022 INSIDE COMPANIES CONTROLLED[1] BY ALTEN SA

None

OTHER OFFICES AND POSITIONS HELD AT 31 DECEMBER 2022 OUTSIDE COMPANIES CONTROLLED[1] BY ALTEN SA

None

OFFICES AND POSITIONS HELD OVER THE PAST FIVE YEARS AND NO LONGER HELD

None

(1) Within the meaning of Article L. 233-16 of the French Commercial Code.

Mrs Jane SEROUSSI

Director

BIOGRAPHY

Mrs SEROUSSI is a Business Manager.
She has successfully created her own brand (Cécile & Jeanne).

She has been in charge of the General and Financial Management of her group since its creation, which is developing in France and internationally through a selective network of boutiques under the brand name.

Age:
57 years

Nationality:
French

Date first appointed:
18 June 2014.

Date of last renewal:
22 June 2022.

Expiry of term of office:
Meeting to be held in 2026 and called to approve the financial statements for the past financial year.

OTHER OFFICES AND POSITIONS HELD AT 31 DECEMBER 2022 INSIDE COMPANIES CONTROLLED[1] BY ALTEN SA

None

OTHER OFFICES AND POSITIONS HELD AT 31 DECEMBER 2022 OUTSIDE COMPANIES CONTROLLED[1] BY ALTEN SA

POSITION/OFFICE	COMPANY	COUNTRY
Manager	CÉCILE ET JEANNE SARL	France
Manager	SIAM I SARL	France

OFFICES AND POSITIONS HELD OVER THE PAST FIVE YEARS AND NO LONGER HELD

None

(1) Within the meaning of Article L. 233-16 of the French Commercial Code.

Mr Philippe TRIBAUDEAU

Independent Director and Lead Director

Member of the Audit Committee

BIOGRAPHY

Mr TRIBAUDEAU has more than 25 years of experience in finance, investment banking and mergers and acquisitions.

Licensed by the UK Financial Services Authority, he spent several years with the investment bank MERRILL LYNCH – BANK OF AMERICA in the UK, where he served as First Vice President.

Age:
61 years

Nationality:
French

Date first appointed:
24 May 2016.

Date of last renewal:
18 June 2020.

Expiry of term of office:
Meeting to be held in 2024 and called to approve the financial statements for the past financial year.

OTHER OFFICES AND POSITIONS HELD AT 31 DECEMBER 2022 INSIDE COMPANIES CONTROLLED[1] BY ALTEN SA

None

OTHER OFFICES AND POSITIONS HELD AT 31 DECEMBER 2022 OUTSIDE COMPANIES CONTROLLED[1] BY ALTEN SA

None

OFFICES AND POSITIONS HELD OVER THE PAST FIVE YEARS AND NO LONGER HELD

None

(1) Within the meaning of Article L. 233-16 of the French Commercial Code.

INFORMATION ON THE OFFICES AND POSITIONS HELD THAT ENDED DURING THE 2022 FINANCIAL YEAR

Mr Gérald ATTIA

Deputy CEO and Director until 31 December 2022

BIOGRAPHY
Mr ATTIA holds an MBA from Hartford.
He joined the founding partners of ALTEN in 1993.

He was, until 31 December 2022, a Director and Deputy CEO in charge of International (Zone 2).

Age:
60 years

Nationality:
French

Date first appointed:
23 January 1998 (Director) – 21 December 1998 (CEO).

Date of last renewal:
22 June 2022 (Director) – 28 May 2021 (Deputy CEO).

Expiry of term of office:
Mr ATTIA resigned from his duties as Director and Deputy CEO with effect from midnight on 31 December 2022.

OTHER OFFICES AND POSITIONS HELD AT 31 DECEMBER 2022 INSIDE COMPANIES CONTROLLED[1] BY ALTEN SA

POSITION/OFFICE	COMPANY	COUNTRY
Director and Chairman of the Board of Directors	ALTEN CALSOFT LABS PRIVATE LTD (INDIA)	India
Director	ALTEN CALSOFT LABS (SINGAPORE) PRIVATE LIMITED	Singapore
Director, Chairman, and Secretary	ALTEN CANADA INC.	Canada
Executive Director	ALTEN CHINA LTD	China
Director	ALTEN INDIA PRIVATE LTD	India
Chairman	ALTEN INGENIERIA MEXICO SA DE CV	Mexico
Co-manager	ALTEN POLSKA SP ZOO	Poland
Sole Director	ALTEN SI TECHNO ROMANIA SRL	Romania
Consejero Vocal	ALTEN SOLUCIONES, PRODUCTOS, AUDITORIA e INGENIERIA SAU	Spain
Director and Chairman	ALTEN TECHNOLOGY USA INC.	USA
Director and Chairman	ALTEN USA INC.	USA
Executive Director	AP AUTOMOTIVE ENGINEERING (YANTAI) CO. LTD	China
Executive Director	AP ENG INC	Korea
Executive Director	ALTEN KOREA CO., LTD	Korea
Director and Chairman of the Board of Directors	CALSOFT LABS INC	USA
Sole Director	CALSOFT LABS UK PRIVATE LTD	UK
Director	CPRIME UK LIMITED	UK
Director	CM01 UKRAINE	Ukraine
Director	CRESTTEK ENGINEERING SOLUTIONS PRIVATE LIMITED	India
Chairman	DALIAN LIDAZHITONG INFO TECHNOLOGY CO. LTD	China
Chairman	HUBSAN SASU	France
Chairman	DA VINCI DESIGN SOLUTIONS PRIVATE LIMITED	India

(1) Within the meaning of Article L. 233-16 of the French Commercial Code.

OTHER OFFICES AND POSITIONS HELD AT 31 DECEMBER 2022 INSIDE COMPANIES CONTROLLED[1] BY ALTEN SA

POSITION/OFFICE	COMPANY	COUNTRY
Chairman	JINAN LIDAZHITONG INFO TECHNOLOGY CO. LTD.	China
Executive Director	LETENG (DALIAN) Human Resources SERVICE CO. LTD.	China
Representative Director and Chairman	NIHON RITATSU INC.	Japan
Director	PREMIER LOGIC INDIA PRIVATE LIMITED	India
Chief Executive Officer, Secretary and Chairman	PROEX INC.	Canada
Director and Chairman	PVR TECHNOLOGIES INC.	USA
Representative Director and Chairman	RITATSU SOFT INC.	Japan
Sole Director	SESAME GROUP LTD.	Hong Kong
Director and Chairman	STATMINDS	USA
Chairman	ALTEN JAPAN CO LTD.	Japan
Director and Chairman	XDIN INC.	USA
Chairman	CIENET TECHNOLOGIES TAIWAN	Taiwan
Chairman	TRUETEL COMMUNICATIONS TAIWAN INC.	Taiwan
Chairman	CIENET TECHNOLOGIES BEIJING CO. LTD.	China
Chairman	CIENET TECHNOLOGIES CHENGDU CO. LTD.	China
Chairman	CIENET TECHNOLOGIES NANJING CO. LTD.	China
Chairman	CIENET COMMUNICATIONS BEIJING CO. LTD.	China
Director, Chairman, and Secretary	ALTEN MDC INC.	Canada
Director	WAFER SPACE SEMICONDUCTOR TECHNOLOGIES PVT LTD.	India
Chairman	BEIJING LIDAZHITONG INFO TECHNOLOGY CO.	China
Director and Chairman	QUICK RELEASE INC.	USA
Manager and Chairman	CIENET INTERNATIONAL LLC	USA
Director and Chairman	CIENET TECHNOLOGIES INC.	USA
Director	EXPERT GLOBAL SOLUTIONS INC.	USA
Director	EXPERT GLOBAL SOLUTIONS PRIVATE LTD.	India
Director	EXPERT GLOBAL SOLUTIONS DEUTSCHLAND GMBH	Germany
Director	VOLANSYS TECHNOLOGIES PRIVATE LIMITED	India
Director	AFOUR TECHNOLOGIES PRIVATE LIMITED	India
Director	AFOUR TECHNOLOGIES INC.	USA
Chairman	EC MOBILITY PRIVATE LIMITED	India

OTHER OFFICES AND POSITIONS HELD AT 31 DECEMBER 2022 OUTSIDE COMPANIES CONTROLLED[1] BY ALTEN SA

POSITION/OFFICE	COMPANY	COUNTRY
Manager	GMA SC	France
Manager	ASA SCI	France

OFFICES AND POSITIONS HELD OVER THE PAST FIVE YEARS AND NO LONGER HELD

None

(1) Within the meaning of Article L. 233-16 of the French Commercial Code.

Mr Marwane METIOUI

Director representing employees until 18 October 2022

Member of the CSR Committee

BIOGRAPHY

Mr METIOUI has been an employee of the ALTEN Group since 2010, where he works as a consultant, carrying out various assignments in Logistics and Quality.
In 2013, he joined the Structured Projects Department as project quality assurance manager within the ALTEN Group.

Age:
47 years

Nationality:
French

Date first appointed:
21 December 2017.

Date of last renewal:
18 October 2018.

Expiry of term of office:
18 October 2022.

OTHER OFFICES AND POSITIONS HELD AT 31 DECEMBER 2022 INSIDE COMPANIES CONTROLLED[1] BY ALTEN SA

None

OTHER OFFICES AND POSITIONS HELD AT 31 DECEMBER 2022 OUTSIDE COMPANIES CONTROLLED[1] BY ALTEN SA

None

OFFICES AND POSITIONS HELD OVER THE PAST FIVE YEARS AND NO LONGER HELD

None

(1) Within the meaning of Article L. 233-16 of the French Commercial Code.

3.1.4 OPERATION, PREPARATION AND ORGANISATION OF THE WORK OF THE BOARD OF DIRECTORS AND ITS COMMITTEES

3.1.4.1 Work of the Board of Directors

The preparation and organisation of the work of the Board of Directors fall within the framework defined by the legal and regulatory provisions applicable to French limited companies (*Sociétés Anonymes*), by the Company's Articles of Association, and by the Board's Internal Rules.

The latter was amended in 2022, in particular to take into account the update of the Middlenext Code of September 2021.

These changes mainly concerned:

- strengthening of the conflict-of-interest clause;
- creation of a CSR Committee.

The latest version of the Board's Internal Rules is published on the Company's website: www.alten.com. (1)

Each Director has signed the Board's Internal Rules.

Directors are convened by ordinary letter, fax, e-mail or orally.

In 2022, the representative of the Economic and Social Committee was invited to all meetings of the Board of Directors.

In order to enable them to carry out their duties to the best of their ability, the Company's Statutory Auditors were also invited to all meetings of the Board of Directors.

In 2022, they were able to attend in particular meetings on the review or approval of the annual or half-year financial statements, in accordance with the provisions of Article L. 823-17 of the French Commercial Code, as well as to the Annual Ordinary General Meeting of Shareholders.

To enable members of the Board of Directors to prepare for meetings, the Chairman gives the Directors all information within a reasonable and adequate period of time as required to make decisions and, more generally to carry out their duties in an independent manner. In addition, each Director is able to obtain additional information necessary to perform his or her duties.

The Directors are kept regularly informed between meetings of the Board, whenever Company news so warrants, in accordance with the fourth Recommendation of the Middlenext Code.

The representative of the Social and Economic Committee received the same information within the same timeframe as the members of the Board.

Minutes of Board meetings are drafted following each meeting and are subject to approval by the Board of Directors at its next meeting.

In 2022, the Board of Directors met seven times, with an attendance rate of 97%. In particular, it intervened on the following topics:

- approval of the Group's strategy;
- the closing of the 2021 annual financial statements, the 2022 half-year financial statements and the revenue figures for the first and third quarters of 2022;
- external growth, development and disposal transactions occurring during the financial year;
- the review of current agreements entered into under normal conditions and the annual review of regulated agreements whose performance continued during the financial year;
- the Company's policy on equal opportunities and equal pay, as well as the diversity policy within the board and the management bodies;
- the convening of the Annual General Meeting;
- the 2022 remuneration policy for Corporate Officers;
- the policy of associating ALTEN Group employees with the capital, in particular: the implementation of new free share plans and free performance shares within the Group;
- the self-assessment of the Board of Directors and the composition of its committees;
- analysis of the voting results of the Annual General Meeting held on 22 June 2022 (*nota bene:* all resolutions presented at this meeting were adopted, with an average approval rate of 96.56%);
- creation of a CSR Committee.

3.1.4.2 Evaluation of the Board of Directors

In accordance with the thirteenth Recommendation of the Middlenext Code, the Board of Directors regularly, and at least once per year, discusses subjects such as the methods of functioning, composition and organisation of the Board of Directors and any Committees, its work, its delegations of powers and its decisions. These deliberations are transcribed in minutes.

In addition to holding regular debates on the subject during its meetings, the Board carries out a formal annual self-assessment of its operations. In particular, it assesses its ability to meet the expectations of the shareholders who have mandated it to administer the Company by periodically reviewing its composition, organisation and operation, as well as the committees.

This self-assessment has been carried out by means of a form sent to each member of the Board.

This year, the form contained 30 questions on three themes: the composition of the Board and the Committee, the quality of the information made available to them and their functioning.

According to the responses obtained, the Company prepares an action plan to improve any issues that may have been identified. The conclusions of the latest self-assessment were presented to the Board of Directors on 26 April 2023 and show an overall positive assessment of the functioning of the Board its committees and its diversification.

(1) The information on the website www.alten.com is not part of the Universal registration document. As such, this information has not been reviewed or approved by the AMF.

3.1.4.3 Training of board members

Training of board members

The Board of Directors, in collaboration with ALTEN's management, has worked to implement a three-year training plan for Directors in accordance with the fifth recommendation of the Middlenext Code, which was the subject of a specific item on the agenda of the Board of Directors' meeting of 26 October 2022.

The Board of Directors has therefore decided to implement a plan including at least one day of training per board member and per calendar year, from 2023, on the basis of proposals made by the Company to each of them.

Directors will be notably trained in CSR in 2023.

The Board of Directors also decided to set the training time for the Director representing employees at 40 hours per year.

The Board of Directors will review the progress of the plan annually and report on it in the corporate governance report.

3.1.4.4 Committees of the Board of Directors

The Board has established three specialised committees: the Audit Committee, the Remuneration and Nomination Committee and the CSR Committee.

The Audit Committee

The Audit Committee is chaired by Mrs Aliette MARDYKS, an Independent Director.

Mrs MARDYKS has solid financial management experience in an international environment, after a 35-year career with the Airbus Group. She held several operational and functional positions in various entities of the Airbus Group.

Duties of the Audit Committee

The duties of the Committee, as defined in the Audit Committee Operation Charter, are as follows:

- monitoring the process for preparing financial information and, where necessary, making recommendations to ensure its integrity;
- monitoring the effectiveness of the internal control, risk management and, where applicable, internal audit systems with respect to the procedures for preparing and processing accounting and financial information, without compromising its independence;
- making a recommendation on the Statutory Auditors nominated for appointment or renewal by the General Meeting;
- monitoring completion by the Statutory Auditors of their duties, taking account of the Notes and conclusions of the French High Council of Statutory Auditors after controls carried out in accordance with regulations;
- ensuring respect by Statutory Auditors of conditions of independence, under the conditions and using the methods provided for under regulations;
- approval of the provision of services other than certification of accounts (SOCA): a limited number of SOCA are approved upstream by the Audit Committee; the Committee is informed every year of the SOCA effectively provided;
- annual review of the conditions for entering into agreements entered into by ALTEN and report to the Board of Directors on the implementation of the procedure relating to the evaluation of the current agreements entered into under normal conditions, its results and any observations;
- regularly report to the board on the performance of its duties. It also reports on the results of its accounts certification mission, the way in which this mission has contributed to the integrity of financial information and the role it has played in this process. It immediately informs the Board of any difficulties encountered in this context.

COMPOSITION AND WORK OF THE AUDIT COMMITTEE

Members	Duties performed in the committee	Independence
Aliette MARDYKS	Chairwoman	✔
Jean-Philippe COLLIN[1]	Member	✔
Philippe TRIBAUDEAU	Member	✔

(1) Jean-Philippe COLLIN was appointed to the Audit Committee by the Board of Directors on 23 February 2023.

The Audit Committee met five times during the last financial year, with a 100% attendance rate.

In 2022, the Audit Committee examined:

- the annual separate and consolidated financial statements and the half-year financial statements;
- financial communication;
- services other than the certification of accounts (ACAS);
- related-party agreements;
- internal control;
- risks, ethics and compliance.

These meetings took place in the presence of the ALTEN Statutory Auditors and the Group Financial Director.

Certain Group executives, including the Legal Director, Head of Risk and Compliance and Head of Financial Internal Control, also participated in the meetings on an *ad hoc* basis. The meetings gave rise to several discussions between members of the Audit Committee and the Statutory Auditors.

The recommendations of the Audit Committee were implemented in full by the Board of Directors.

Since the beginning of the 2023 financial year, the Audit Committee has met again on 23 February 2023, in particular on the occasion of the closing of the Group's annual results, which were presented to the market on 24 February 2023.

It also met prior to the Board of directors meeting of 26 April 2023, which approved the notes to the 2022 separate and consolidated financial statements, as well as all the reports to be presented to the shareholders.

Remuneration and Nomination Committee

The Remuneration and Nomination Committee has been chaired by Mrs Maryvonne LABEILLE since 29 January 2021, who has solid experience, particularly in Human Resources and recruitment.

Duties of the Remuneration and Nomination Committee

The committee's mission is to assist the Board of Directors in particular on the following subjects:

- remuneration policy for Corporate Officers, members of the Executive Committee and the principal Directors;
- individual remuneration for officers, members of the Executive Committee and the principal Directors;
- discretionary profit sharing and shareholding schemes;
- career management;
- candidate selection process, and in particular the process for selecting Deputy CEOs, guaranteeing the presence of at least one person of each gender among the candidates;
- individual appointments;
- composition of the Board of Directors and its committees;
- succession of officers.

COMPOSITION AND WORK OF THE REMUNERATION AND NOMINATION COMMITTEE

Members	Duties performed in the committee	Independence
Maryvonne LABEILLE	Chairwoman	✔
Emily AZOULAY	Member	✗
Jean-Philippe COLLIN[1]	Member	✔

(1) Mr Jean-Philippe COLLIN was appointed to the Remuneration and Nomination Committee by the Board of Directors on 23 February 2023.

The Remuneration and Nomination Committee met four times during the last financial year, with a 100% attendance rate.

In 2022, the Remuneration and Nomination Committee addressed the following points:

- remuneration of Corporate Officers and key persons;
- mandates of Directors;
- employee-shareholding plans.

In addition, the executive succession plan was reviewed by the Committee in January 2023.

The CSR Committee

On 22 February 2022, the Board of Directors created a CSR Committee, in charge of issues related to corporate social responsibility, chaired by an Independent Director.

Given the nature of the issues specific to this matter and the ALTEN Group's sensitivity to these subjects, which are essential to the deployment of its strategy, it was initially decided that the board would form a CSR Committee in its plenary session.

Then, on 23 February 2023, the Board of Directors decided that the CSR Committee would now meet as a fully-fledged committee composed exclusively of independent members.

The chairmanship of this Committee has been entrusted to Mrs Maryvonne LABEILLE, an Independent Director, who has the skills to carry out its work.

Duties of the CSR Committee

The duties of the CSR Committee are as follows:

- review the main social, societal and environmental risks and opportunities for the ALTEN Group and its CSR policy;
- review of reporting, evaluation and control systems to enable the ALTEN Group to produce reliable non-financial information;
- review the main areas of communication to shareholders and other stakeholders in terms of social and environmental responsibility;
- examine and monitor the ratings obtained by the ALTEN Group from non-financial rating agencies.

COMPOSITION AND WORK OF THE CSR COMMITTEE

Members	Duties performed in the committee	Independence
Maryvonne LABEILLE	Chairwoman	✔
Jean-Philippe COLLIN	Member	✔

The CSR Committee met for the first time in January 2023, with an attendance rate of 100%.

During this first meeting, the CSR Committee reviewed the CSR initiatives initiated by the ALTEN Group.

3.1.5 OTHER INFORMATION

3.1.5.1 Declarations concerning members of the Board of Directors and General Management

To the best of the Company's knowledge, at the time of preparation of this document, and during the last five years, no member of the Board of Directors or of General Management (i) has been found guilty of fraud, (ii) has been stripped by a court of the right to exercise functions on management or supervisory bodies of share issuing companies, or to take part in the management or affairs of an issuer, (iii) has been implicated in a case by, and/or had an official public sanction from, any legal or regulatory authorities (including designated professional bodies), and (iv) has been involved in bankruptcy, sequestration, liquidation or placement of companies under legal administration.

Conflicts of interest

To the best of the Company's knowledge on the date this document was prepared:

- no potential conflict of interest is identified between the duties of any of the members of the Board of Directors and the General Management towards the Company and their private interests and/or other duties;
- there are no arrangements or agreements with major shareholders or with clients, suppliers or others, under which any of the members of the Board of Directors and the General Management have been selected as a member of an administrative, management or supervisory body or as a member of the General Management;
- there is no restriction on any of the members of the Board of Directors and General Management regarding the sale, within a certain time period, of securities they hold in the Company, with the exception of the retention obligations described in paragraph "Retention of shares", in Section 3.1.3 of this Chapter.

Service level agreements binding members of the administrative and management bodies

To the Company's knowledge and on the date on which this document was prepared, there are no service level agreements binding members of administrative or management bodies with ALTEN or any of its subsidiaries or stipulating the granting of advantages under such a contract.

3.1.5.2 Declarations relating to Corporate Officers

Mr Simon AZOULAY has family ties with Mrs Emily AZOULAY (sister) and Jane SEROUSSI (wife).

To the Company's knowledge and on the date on which this document was prepared, there is no other family link between the Company's Corporate Officers.

For the purpose of their corporate mandates, the members of the Board of Directors and General Management are domiciled at the Company's registered office.

3.1.6 SUMMARY TABLE OF DELEGATIONS AND AUTHORISATIONS FOR CAPITAL INCREASE

Nota bene: the pre-emptive subscription right is referred to in the table below as "PSR".

Nature of the authorisation or delegation	Date of the General Meeting	Date of expiry	Amount authorised	Use of the authorisation or delegation during the 2022 financial year	Residual amount at 31/12/2022
Delegation of authority for the purpose of increasing capital through capitalisation of reserves, profits and/or premiums[1]	28/05/2021	27/07/2023	10% of the share capital at 28/05/2021	None	10% of the share capital at 28/05/2021
Delegation for the purpose of increasing the share capital by issuing ordinary shares giving, where applicable, access to ordinary shares or to the allocation of debt securities (of the Company or of a Group company), and/or any other securities conferring a right in the share capital (of the Company or of a Group company), with retention of the PSR[1]	28/05/2021	27/07/2023	25% of the share capital at 28/05/2021 (nominal amount of shares) €1,150,000,000 (nominal amount of debt securities)	None	25% of the share capital at 28/05/2021 (nominal amount of shares) €1,150,000,000 (nominal amount of debt securities)
Delegation to issue ordinary shares giving, if applicable, access to ordinary shares or to the allocation of debt securities (of the Company or of a Group company) and/or any other securities (with the exception of debt securities) conferring a right in the share capital (of the Company or of a Group company) with cancellation of the preferential subscription right and a compulsory priority period by way of a public offering (excluding the offers referred to in 1 of Article L. 411-2 of the French Monetary and Financial Code) and/or as consideration for securities in the context of a public exchange offer[1]	28/05/2021	27/07/2023	10% of the share capital at 28/05/2021 (nominal amount of shares)[2][3] €460,000,000 (nominal amount of debt securities)[3]	None	10% of the share capital at 28/05/2021 (nominal amount of shares)[2][3] €460,000,000 (nominal amount of debt securities)[3]
Delegation to issue debt securities conferring a right in the share capital (of the Company or of a Group company), with cancellation of the preferential subscription right, by public offering (excluding the offers referred to in Article L. 411-2 of the French Monetary and Financial Code)[1]	28/05/2021	27/07/2023	10% of the share capital at 28/05/2021 (nominal amount of shares)[2][3] €460,000,000 (nominal amount of debt securities)[3]	None	10% of the share capital at 28/05/2021 (nominal amount of shares)[2][3] €460,000,000 (nominal amount of debt securities)[3]

(1) Suspension during a public offer.

(2) Charged against the maximum amount of capital increases set at 10% of share capital by the General Meeting of 28 May 2021.

(3) Common cap for delegations with removal of the pre-emptive subscription right by public offering.

Nature of the authorisation or delegation	Date of the General Meeting	Date of expiry	Amount authorised	Use of the authorisation or delegation during the 2022 financial year	Residual amount at 31/12/2022
Delegation to issue ordinary shares giving, where applicable, access to ordinary shares or to the allocation of debt securities (of the Company or of a Group company), and/or any other securities (with the exception of debt securities) conferring a right in the share capital(of the Company or of a Group company), with cancellation of the preferential subscription right by private placement[1]	28/05/2021	27/07/2023	5% of the share capital at 28/05/2021 (nominal amount of shares)[2][4] €230,000,000 (nominal amount of debt securities)[4]	None	5% of the share capital at 28/05/2021 (nominal amount of shares)[2][4] €230,000,000 (nominal amount of debt securities)[4]
Delegation for the purpose of issuing debt securities conferring a right in the share capital (of the Company or a Group company), with cancellation of the PSR by private placement[1]	28/05/2021	27/07/2023	5% of the share capital at 28/05/2021 (nominal amount of shares)[2][4] €230,000,000 (nominal amount of debt securities) (4)	None	5% of the share capital at 28/05/2021 (nominal amount of shares)[2][4] €230,000,000 (nominal amount of debt securities)[4]
Delegation of authority to increase the share capital by issuing ordinary shares and/or securities conferring a right in the share capital in order to remunerate contributions in kind of securities or securities conferring a right in the share capital[1]	28/05/2021	27/07/2023	5% of the share capital at 28/05/2021[2]	None	5% of the share capital at 28/05/2021[2]
Delegation to increase the capital by the issuance of ordinary shares and/or securities conferring a right in the share capital, without PSR, to the benefit of those belonging to a company savings plan, in accordance with Articles L. 3332-18 *et seq.* of the French Labour Code	28/05/2021	27/07/2023	2% of capital at the date of the Board's decision to carry out this capital increase	None	2% of capital at the date of the Board's decision to carry out this capital increase
Authorisation to award ordinary shares free of charge to salaried employees	22/06/2022	21/08/2025	210,000 shares[5], *i.e.* approximately 0.61% of the share capital on the date of preparation of the draft resolution	176,155 ordinary shares	33,545 performance shares and 300 democratic shares, for a total of 33,845 ordinary shares[6]

(1) Suspension during a public offer.

(2) Charged against the maximum amount of capital increases set at 10% of share capital by the General Meeting of 28 May 2021.

(4) Common cap for delegations with removal of the pre-emptive subscription right by private placement.

(5) Including (i) 150,000 "performance shares" and (ii) 60,000 "democratic shares".

(6) Including (i) 33,545 "performance shares" and (ii) 300 "democratic shares".

3.2 REMUNERATION AND BENEFITS

3.2.1 REMUNERATION POLICY

On the recommendation of the Remuneration and Nomination Committee and taking into account the recommendations of the Middlenext Code, the Board of Directors has established a remuneration policy for the Corporate Officers of ALTEN SA. This policy is in line with the Company's corporate interest and contributes to its sustainability through the search for a balanced medium- and long-term performance, in particular by aligning the interests of management and shareholders. It is part of its commercial strategy as described in Chapter 1 of this Universal Registration Document.

At the last General Meeting in 2022, the remuneration policies applicable for 2022 to the Directors, the Chairman and Chief Executive Officer and the Deputy CEO were adopted in the amount of 99.99%, 90.93% and 92.76% respectively.

No item of remuneration, of whatever nature, can be decided, allocated or paid by the Company, and no commitment can be made by the Company if it does not comply with the approved remuneration policy, or, in its absence, existing remuneration or practices in the Company.

The process of deciding, revising and implementing the remuneration policy of each of the Corporate Officers is carried out by the Board of Directors, based on the opinions and recommendations of the Remuneration and Nomination Committee. It should be noted that the Chairman and Chief Executive Officer, member of the Board of Directors does not participate in the deliberations and vote on these matters.

As part of the decision-making process followed for the determination and review of the remuneration policy, the conditions of remuneration and employment of ALTEN SA employees have been taken into account by the Remuneration and Nomination Committee and the Board of Directors as follows:

- account taken of equity ratios;
- study of changes in remuneration.

In the event of changes in governance personnel, the remuneration policy will be applied to the company's new Corporate Officers, and with the necessary adaptations where appropriate.

However, in exceptional circumstances, the Board of Directors may decide not to apply the remuneration policy if this exception is temporary, serves the corporate interest and is necessary to guarantee the long-term viability of ALTEN SA.

In such a case, the Board of Directors would decide on the recommendation of the Remuneration and Nomination Committee and would verify whether such a derogation is in line with the company's interest and necessary to ensure the continuity or viability of the Company. All the justifications would be brought to the attention of the shareholders in the following report on corporate governance. It should be noted that the Chairman and Chief Executive Officer, member of the Board of Directors does not participate in the deliberations and vote on these matters.

3.2.1.1 Remuneration policy for the Chairman and Chief Executive Officer

The remuneration policy for the Chairman and Chief Executive Officer, established by the Board of Directors on the recommendation of the Remuneration and Nomination Committee, is as follows:

Remuneration items	Description	Significance
Fixed remuneration	The Chairman and Chief Executive Officer has an annual fixed remuneration package whose amount is decided by taking account of the Group's results as well as the remuneration packages of Chairmen-Chief Executive Officers of a panel of comparable companies in the ICT sector. The Chairman and Chief Executive Officer may also receive Directors' fees paid by companies controlled by ALTEN SA, due to a position as Corporate Officer in one of these companies, either directly or through a company controlled by the Chairman and Chief Executive Officer.	The fixed remuneration is the only item of remuneration of the Chairman and Chief Executive Officer, along with benefits in kind (excluding the allocation of free shares and, where applicable, exceptional remuneration). In 2023, Mr AZOULAY may receive fixed remuneration paid by ALTEN SA of a maximum amount of €400,000 and a maximum of €450,000 in remuneration paid by ALTEN SA controlled companies *via* the SGTI company controlled by Mr AZOULAY.
Annual or multi-year variable remuneration	The Chairman and Chief Executive Officer does not receive any annual or multi-year variable remuneration.	None
Allocation of stock options To align the interests of executive management and shareholders by promoting value creation over the long term.	The Chairman and Chief Executive Officer is not allocated stock options.	None
Allocation of free shares To align the interests of executive management and shareholders by promoting value creation over the long term.	The Chairman and Chief Executive Officer will be able to benefit from the long-term discretionary profit-sharing plan (LTIPs) set up by the Group in the form of allocation of free shares or Preferred Shares, under the terms and conditions to be defined by the General Meeting. The Chairman and Chief Executive Officer must keep 2% of the ordinary shares thus allocated until the cessation of his functions.	Grant of a maximum of 75,000 performance shares. The performance criteria must be met over three years for the years 2020 to 2022. It is specified that these performance shares were fully granted in 2020. They will be definitively awarded in 2023 depending on the level of achievement of the performance criteria.
Extraordinary remuneration To reward an executive manager's completion of an exceptional project in line with the Group's strategy.	The Board of Directors can decide, on a proposal of the Remuneration and Nomination Committee, to award exceptional remuneration to the Chairman and Chief Executive in very particular circumstances: it must be possible to justify the payment of this type of remuneration on the grounds of an event such as a major operation for ALTEN SA or the ALTEN Group (such as a structural acquisition). The amount of extraordinary remuneration thus decided may not exceed a maximum of 100% of the annual fixed remuneration. The payment of such remuneration would be subject to the approval of shareholders in accordance with Article L. 22-10-34 II of the French Commercial Code.	None
Benefits of any kind To recruit and retain a high calibre of executive management to implement the strategy by offering competitive benefits in kind.	The Chairman and Chief Executive Officer is provided with a company car.	Mr AZOULAY will be able to benefit from the provision of a company vehicle up to a limit of €6,000 in 2023.
Commitments	The Chairman and Chief Executive Officer does not receive any specific severance package, non-competition payment, or defined benefit pension commitment.	None

3.2.1.2 Remuneration policy for the Deputy CEO(s)

On 23 February 2023, the board decided to renew, for 2023, the policy previously applicable to the Deputy CEOs of the Company according to the same terms and conditions as those set for 2022. This would enable the Company to acquire the necessary resources in the event of the recruitment of one or more Deputy CEOs.

Remuneration items	Description	Significance
Fixed remuneration To recruit and retain high-level executive management able to implement the Group's strategy, and to provide remuneration in keeping with the position held.	The Deputy CEO receives an annual fixed remuneration package, the amount of which reflects the level of responsibility in the operational positions occupied, and the person's value in terms of performance, expertise and experience. The overall level of performance of the part of the Group managed, its size, organisation and complexity are also taken into account. The Deputy CEO may also have an employment contract concluded with a company controlled by ALTEN SA, if this employment contract pre-dates the corporate office within ALTEN SA and corresponds to specific operational functions in this controlled company. The Deputy CEO may also receive Directors' fees paid by companies controlled by ALTEN SA, due to a corporate office exercised in the latter.	The fixed remuneration of the Deputy CEO represents up to 100% of the total annual remuneration (excluding allocations of free shares and, where applicable, extraordinary remuneration). In 2023, the Deputy CEO may receive fixed remuneration paid by ALTEN SA of a maximum amount of €260,000 and a maximum amount of €84,000 in remuneration paid by ALTEN SA controlled companies.
Annual or multi-year variable remuneration	The Deputy CEO does not receive any annual or multi-year variable remuneration.	None
Allocation of stock options To align the interests of executive management and shareholders by promoting value creation over the long term.	The Deputy CEO is not allocated stock options.	None
Allocation of free shares To align the interests of executive management and shareholders by promoting value creation over the long term.	The Deputy CEO may benefit from the LTIPs put in place by the Group, in the form of free allocations of shares or Preferred Shares, under the terms and conditions set by the General Meeting. The Deputy CEO must keep 2% of the ordinary shares allocated until the cessation of his functions.	None
Extraordinary remuneration To reward an executive manager's completion of an exceptional project in line with the Group's strategy.	The Board of Directors can decide, on a proposal of the Remuneration and Nomination Committee, to award extraordinary remuneration to the Deputy CEO in very particular circumstances: it must be possible to justify the payment of this type of remuneration on the grounds of an event such as a major operation for ALTEN SA or the ALTEN Group (such as a structural acquisition). The amount of extraordinary remuneration thus decided may not exceed a maximum of 100% of the annual fixed remuneration. The payment of such remuneration would be subject to the approval of shareholders in accordance with Article L. 22-10-34 II of the French Commercial Code.	None

Remuneration items	Description	Significance
Benefits of any kind To recruit and retain a high calibre of executive management to implement the strategy by offering competitive benefits in kind.	The Deputy CEO is provided with a company vehicle.	The Deputy CEO will be able to benefit from the provision of a company vehicle up to the limit of a budget of €5,000 in 2023.
Commitments	The Deputy CEO does not receive any specific severance package, non-competition payment, or defined benefit pension commitment.	None

3.2.1.3 Remuneration policy for Directors

In its seventh resolution the General Meeting of 18 June 2020 set the remuneration of board members at €200,000 per year, valid for the current financial year and until a further decision of the General Meeting. The amount of this envelope remains unchanged for 2023.

The criteria for distributing remuneration allocated by the General Meeting to Board members have been set by the Board of Directors, on the proposal of the Remuneration and Nomination Committee, and are:

- attendance by Board members at Board meetings;
- their membership of Board Committees;
- whether they are Independent Directors.

The Board of Directors decided, on the recommendation of the Remuneration and Nomination Committee, to remunerate the participation in the CSR Committee created during 2022 in the same way as for the other committees.

Accordingly:

- €1,500 per Board meeting attended is allocated to each Independent Director, and the amount is increased to €3,000 for each attendance by the Director beyond the threshold of 75% attendance;
- €1,000 per Board meeting attended is allocated to each non-Executive and non-Independent Director, and the amount is increased to €2,000 for each attendance by the Director beyond the threshold of 75% attendance;
- €1,500 per Director is allocated for each attendance at the Remuneration and Nomination Committee;
- €1,500 per Director is allocated for each attendance at the Audit Committee;
- €1,500 per Director is allocated for each attendance at the CSR Committee;
- in the event of the creation of new specialised committees, the Board, at the suggestion of the Remuneration and Nomination Committee, may add to these rules;
- an amount of €1,500 per assignment day is allocated in the event of the completion of a specific assignment entrusted by the Board of Directors;
- no remuneration is awarded to Executive Directors (linked to ALTEN SA by a corporate mandate and/or an employment contract);
- Directors' transport expenses will be reimbursed on presentation of receipts.

3.2.1.4 Information on the offices and employment and/or services contracts between Corporate Officers and the Company

The table below indicates the duration of the office of the Company's Executive Corporate Officers and, where applicable, the work or service contracts concluded with the Company, notice periods and the applicable termination conditions:

Company Officers	Office exercised	Date of expiry	Employment contract with ALTEN SA	Service contract with ALTEN SA	Notice periods	Termination conditions
Simon AZOULAY	Chairman and Chief Executive Officer	After the GM held in 2025 approving the financial statements of the 2024 financial year	No	No	No	Termination of office in accordance with law and case law No specific severance payment
Gérald ATTIA	Deputy CEO until 31 December 2022 (midnight)	Resignation from office with effect from 31 December 2022 at midnight	No	No	No	Termination of office in accordance with law and case law No specific severance payment

It is also specified that none of the Company's other Corporate Officers have concluded a service contract with ALTEN SA and that only the Director representing employees has an employment contract with the Company.

3.2.2 INFORMATION REFERRED TO IN I OF ARTICLE L. 22-10-9 OF THE FRENCH COMMERCIAL CODE FOR EACH CORPORATE OFFICER OF THE COMPANY

It is specified that the total remuneration of each Corporate Officer complies with the principles of the remuneration policy applicable to him or her and approved by the General Meeting of 22 June 2022 in its 8th and 9th to 10th resolutions.

3.2.2.1 Remuneration of Executive Corporate Officers

Summary table of remuneration and options and shares granted to each Executive Corporate Officer.

Simon AZOULAY, *Chairman and Chief Executive Officer*	**2021 financial year**	**2022 financial year**
Remuneration allocated for the financial year	€806,000	€856,000
Valuation of multi-year variable remuneration awarded during the financial year	None	None
Value of options awarded during the financial year	None	None
Value of performance shares awarded during the financial year[1]	None	None
Valuation of other long-term remuneration plans	None	None
TOTAL	**€806,000**	**€856,000**

(1) It is recalled that Mr Simon AZOULAY was granted 75,000 performance shares in 2020, over three performance years, for the years 2020 to 2022. The value of the shares at the time of grant as determined under IFRS 2 but before spreading the expense over the vesting period under IFRS 2 was €4,249,353. The definitive award of these shares, which will take place in October 2023, is subject to the attainment of demanding performance criteria as well as a condition of presence, the details of which are on page 114.

Gérald ATTIA, *Deputy CEO until 31 December 2022 (midnight)*	**2021 financial year**	**2022 financial year**
Remuneration allocated for the financial year	€349,000	€339,000
Valuation of multi-year variable remuneration awarded during the financial year	None	None
Value of options awarded during the financial year	None	None
Value of performance shares awarded during the financial year[1]	None	None
Valuation of other long-term remuneration plans	None	None
TOTAL	**€349,000**	**€339,000**

(1) It is recalled that Mr Gérald ATTIA was granted 35,000 performance shares in 2020, over three performance years, for the years 2020 to 2022. The value of the shares at the time of grant as determined under IFRS 2 but before spreading the expense over the vesting period under IFRS 2 was €1,983,031. The definitive award of these shares, which will take place in October 2023, is subject to the attainment of demanding performance criteria as well as a condition of presence, the details of which are on page 114. It is specified that Mr ATTIA still holds positions within certain subsidiaries of the ALTEN Group.

Summary tables of the remuneration of each Executive Corporate Officer

Simon AZOULAY, *Chairman and Chief Executive Officer*	2021 financial year		2022 financial year	
	Amounts allocated for 2021	**Amounts paid in 2021**	**Amounts allocated for 2022**	**Amounts paid in 2022**
Fixed remuneration	€350,000	€336,000	€400,000	€336,000
Annual variable remuneration	None	None	None	None
Multi-year variable remuneration	None	None	None	None
Extraordinary remuneration	None	None	None	None
Remuneration allocated for Board member status	None	None	None	None
Remuneration paid to SGTI (controlled by Mr AZOULAY) by companies controlled by ALTEN SA	€450,000	€450,000	€450,000	€450,000
Benefits in kind (company car)	€6,000	€3,955	€6,000	€3,955
TOTAL	**€806,000**	**€789,955**	**€856,000**	**€789,955**

Gérald ATTIA, *Deputy CEO until 31 December 2022 (midnight)*	2021 financial year		2022 financial year	
	Amounts allocated for 2021	**Amounts paid in 2021**	**Amounts allocated for 2022**	**Amounts paid in 2022**
Fixed remuneration	€260,000	€252,000	€260,000	€252,000
Annual variable remuneration	None	None	None	None
Extraordinary remuneration	None	None	None	None
Remuneration allocated for Board member status	None	None	None	None
Remuneration paid by controlled companies	€84,000	€94,000[1][2]	€74,000[3]	€74,000
Benefits in kind (company car)	€5,000	€3,705	€5,000	€3,705
TOTAL	**€349,000**	**€349,705**	**€339,000**	**€329,705**

(1) Directors' fees paid in January of year N+1 for financial year N.

(2) A clerical error has led to the amount for 2021 being exceeded. The overrun is €10 thousand on this item (it will be charged to the 2022 remuneration, which will be reduced accordingly), reduced to less than €1 thousand if we take into account the overall package for which the maximum authorised amounts have not been reached for fixed remuneration (-€8 thousand) and benefits in kind (-€1.2 thousand).

(3) i.e. €84,000 reduced by €10,000 for 2022, following an erroneous payment of €10,000 made by a subsidiary in 2021 (see Note (2) above), in accordance with the 2022 remuneration policy for the Deputy CEO.

Summary of Executive Corporate Officers' employment contracts, indemnities and/or benefits due or likely to be due as a result of the termination or change in their functions and others

Executive Corporate Officers	Employment contract	Supplementary pension plan	Remuneration or benefits owed or likely to be owed due to termination or change in duties	Remuneration related to a non-competition provision
Simon AZOULAY Chairman and Chief Executive Officer Start of term of office: 22 September 1998 Expiry of term of office: General Meeting to be held in 2025 to approve the financial statements for the last financial year	None	None	None	None
Gérald ATTIA Deputy CEO until 31 December 2022 (midnight) Start of term of office: 21 December 1998	None	None	None	None

Remuneration ratios and comparative evolution of ALTEN's performance

The remuneration amounts of the ALTEN Executive Corporate Officers have been compared with the median and average ages of employees in each of several financial years. This exercise shows the young age of the Group's employees and the stability of the indicators from one year to the next.

This is the result of the Group's active recruitment policy, with a strong commitment to attracting the best talent in student communities. It is a key factor behind the ratios of average and median remuneration levels of ALTEN employees to the remuneration levels of Executive Corporate Officers.

The remuneration packages of Corporate Officers include fixed remuneration, remuneration due from controlled companies in which the latter hold a corporate office, benefits in kind and allocations of performance shares valued according to IFRS on their date of allocation.

In this respect, the remuneration equity ratio of the latter is also presented for the Chairman and Chief Executive Officer and the Deputy CEO:

- on the one hand by spreading the valuation of the performance shares awarded to them in 2019 and 2020 in their annual remuneration over the vesting period of the said shares (three or four years); and
- on the other hand, by restating the valuation of the said shares with their annual remuneration.

This is intended to standardise remuneration and thus make the equity ratios more significant.

In addition, employee remuneration includes annual variable remuneration, incentive bonuses and profit sharing paid during the financial year in question, excluding the valuation of any free performance shares awarded.

Finally, in accordance with the Middlenext Code, the remuneration of Executive Corporate Officers was compared to the minimum wage for each year.

Remuneration ratios

Simon AZOULAY, *Chairman and Chief Executive Officer*	2018	2019	2020	2021	2022
Remuneration compared with the **average** of ALTEN SA employees	x 19	x 20	x 127[1]	x 19	x 18
Remuneration ratio compared with the **average** of ALTEN SA employees, **including the valuation of free allocations of performance shares during the vesting period of the said shares**	x 19	x 20	x 55	x 52	x 50
Remuneration ratio compared with the **average** of ALTEN SA employees, **restated for the valuation of free allocations of performance shares during the vesting period of the said shares**	x 19	x 20	x 20	x 19	x 18
Average age of employees	32	32	32	33	33
Remuneration ratio compared with the **median** of ALTEN SA employees	x 22	x 23	x 143	x 22	x 21
Remuneration ratio compared with the **median** of ALTEN SA employees, **including the valuation of free allocations of performance shares during the vesting period of the said shares**	x 22	x 23	x 63	x 60	x 58
Remuneration ratio compared with the **median** of ALTEN SA employees, **restated for the valuation of free allocations of performance shares during the vesting period of the said shares**	x 22	x 23	x 22	x 22	x 21
Median age of employees	30	30	30	31	31
Remuneration ratio compared to the minimum wage	x 42	x 44	x 273	x 41	x 39

Gérald ATTIA, *Deputy CEO until 31 December 2022 (midnight)*	2018	2019	2020	2021	2022
Remuneration compared with the **average** of ALTEN SA employees	x 7	x 59[2]	x 57[2]	x 8	x 7
Remuneration ratio compared with the **average** of ALTEN SA employees, **including the valuation of free allocations of performance shares during the vesting period of the said shares**	x 30	x 20	x 23	x 24	x 22
Remuneration ratio compared with the **average** of ALTEN SA employees, **restated for the valuation of free allocations of performance shares during the vesting period of the said shares**	x 7	x 7	x 7	x 8	x 7
Average age of employees	32	32	32	33	33
Remuneration ratio compared with the **median** of ALTEN SA employees	x 8	x 67	x 64	x 10	x 9
Remuneration ratio compared with the **median** of ALTEN SA employees, **including the valuation of free allocations of performance shares during the vesting period of the said shares**	x 36	x 22	x 26	x 28	x 26
Remuneration ratio compared with the **median** of ALTEN SA employees, **restated for the valuation of free allocations of performance shares during the vesting period of the said shares**	x 8	x 8	x 8	x 10	x 9
Median age of employees	30	30	30	31	31
Remuneration ratio compared to the minimum wage	x 16	x 129	x 122	x 18	x 16

(1) Simon AZOULAY's remuneration on the basis of which this ratio is calculated includes the value, as retained in the context of the application of IFRS 2 but before spreading the expense over the vesting period under IFRS 2, of the free share allocation made in 2020 in accordance with the remuneration policy then applicable and duly approved by the shareholders.

(2) Gérald ATTIA's remuneration on the basis of which these ratios are calculated includes the value, as retained in the context of the application of IFRS 2 but before spreading the expense over the vesting period under IFRS 2, of the free share allocations made in 2019 and 2020 in accordance with the remuneration policies applicable at the time and duly approved by the shareholders.

Changes in ALTEN's performance growth, average remuneration on a full-time equivalent basis for ALTEN employees other than executives, remuneration of ALTEN's Executive Corporate Officers and remuneration ratios

The change in the Executive Corporate Officers' annual remuneration is presented by spreading the valuation of the performance shares awarded over the vesting period of said shares (three years), as well as restating the valuation of the latter shares and finally, the change in their average remuneration over five years compared to the reference year.

	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	Average annual growth 2018–2022
Revenue growth	+14.4%	+15.6%	-11.13%	+25.4%	+29.3%	+13.6%
Growth in operating profit on activity	+15.3%	+16.4%	-45.4%	+24.7%	+31.2%	+17%
Change in average remuneration of ALTEN SA employees	+5.9%	-3.04%	+0.2%	+6.8%	+4.9%	+2.1%
Change in the remuneration of Simon **AZOULAY**, *Chairman and Chief Executive Officer*						
• Including valuation of free share allocations **year of allocation (2020)**	+32.4%	+5.3%	+527.8%	-84.3%	0%	+2.2%
• Including valuation of free share allocations **during vesting period of the said shares (2020 to 2022)**	+32.4%	+5.3%	+175%	-0.1%	0%	+32.1%
• **Restating the valuation** of free share allocations	+32.4%	+5.3%	-1.5%	-0.14%	0%	+2.2%
Change in the remuneration of Gérald **ATTIA**, *Deputy CEO, until 31 December 2022 (midnight)*						
• Including valuation of free performance share allocations **year of allocation (2019 and 2020)**	-1.2%	+717.6%	-4.4%	-84.33%	-5.7%	+3.4%
• Including valuation of free performance share allocations **during the vesting period of said shares (2017 to 2022)**	-0.3%	-36.3%	-16.2%	+8.7%	-2.0%	-5.8%
• **Restating the valuation** of free share allocations	-1.2%	-2.0%	-4.7%	+30.1%	-5.7%	3.4%

3.2.2.2 Remuneration of non-Executive Corporate Officers

The members of the Board of Directors received the following gross remuneration[1]:

(in €)	In 2022 for 2021	In 2023 for 2022
Simon AZOULAY[2]	Not applicable	Not applicable
Emily AZOULAY	14,500	15,000
Gérald ATTIA[3]	Not applicable	Not applicable
Jean-Philippe COLLIN[4]	Not applicable	Not applicable
Marc EISENBERG	15,000	10,500
Maryvonne LABEILLE	18,000	19,500
Aliette MARDYKS	21,000	21,000
Jane SEROUSSI	10,000	9,000
Philippe TRIBAUDEAU	21,000	21,000
Marwane METIOUI[5]	Not applicable	Not applicable
Sébastien PRADON[6]	Purposeless	Purposeless and not applicable

(1) Gross amounts before social security contributions and taxes for French residents.

(2) Simon AZOULAY does not receive any remuneration in respect of his office as director and Chairman of the Board of the Company.

(3) Gérald ATTIA resigned from his offices as Director and Deputy CEO of the Company with effect from 31 December 2022. The latter did not receive any remuneration in respect of his directorship on the board of the Company.

(4) Jean-Philippe COLLIN was co-opted at the board meeting of 23 February 2023.

(5) Director representing the employees until 18 October 2022, Marwane METIOUI did not receive any remuneration in respect of this office.

(6) Sébastien PRADON was appointed as the new Director representing employees, i.e. after the last board meeting in 2022. He does not receive any remuneration in respect of his office on the Board of the Company.

3.2.2.3 Information on stock options and performance shares

Share subscription or purchase options allocated during the financial year to each Executive Corporate Officer by ALTEN and by any company of the Group

None.

Share subscription or purchase options exercised during the financial year by each Executive Corporate Officer

None.

Performance shares allocated during the financial year to each Corporate Officer

None.

Performance shares made available to each Corporate Officer during the financial year

None.

History of allocations of share subscription or purchase options on 31 December 2022

To date, there are no share subscription or purchase options in progress.

Share subscription or purchase options granted to first ten non-corporate-officer employees and options exercised by latter

None.

History of allocations of free shares and Preferred Shares at 31 December 2022

	Allocation of free shares		Allocation of Preferred B Shares[3]		
Under authorisation of the General Meeting of 24 May 2016	**Free performance share allocation Plan 4/18**	**Free share allocation Plan No. 2**	**Preferred share allocation Plan No. 3**	**Preferred share allocation Plan No. 5**	**Preferred share allocation Plan No. 6**
Date of the Board of Directors' meeting	25/04/2018	27/07/2016	27/10/2016	26/04/2017	26/07/2017
Total number of shares awarded free of charge of which[1]:	75,320	1,572	500	18	167
Simon AZOULAY	–	–	–	–	–
Gérald ATTIA[2]	–	–	–	–	–
Vesting date of shares	25/04/2019	27/07/2018	27/10/2018	26/04/2019	26/07/2019
Date on which lock-up period ends	25/04/2020	27/07/2020	27/10/2020	26/04/2021	26/07/2021
Final award conditions	Presence and performance	Presence	Presence and performance	Presence and performance	Presence and performance
Number of shares vested at 31 December 2022	75,320	1,461	500	18	167
Cumulative number of cancelled or void shares (at 31 December 2022)	0	111	0	0	0
Remaining shares awarded free of charge at the end of the financial year	0	0	0	0	0

(1) Executive Corporate Officers eligible for preferred shares or performance shares are required to retain 2% of the ordinary shares until the end of their offices. The number of shares indicated for awards of class B preferred shares corresponds to the number of performance shares awarded, with a conversion ratio of a maximum of 100 ordinary shares for each Preferred B Share.

(2) Deputy CEO until 31 December 2022.

(3) One Preferred B Share entitles the holder to a maximum of 100 ordinary shares, the conversion ratio being determined according to the achievement of performance and presence criteria.

Allocation of Preferred B Shares[3]			Allocation of free shares			Allocation of free shares	
Preferred share allocation Plan No. 7	**Preferred share allocation Plan No. 8**	**Preferred share allocation Plan No. 12**	**Under the authorisation of the General Meeting held on 20 June 2018 ("Plan 2018")**	**Free performance share allocation Plan No. 9**	**Free performance share allocation Plan No. 10**	**Under the authorisation of the General Meeting held on 18 June 2019 ("Plan 2019")**	**Free performance share allocation Plan No. 11**
19/09/2017	25/10/2017	18/06/2019	Date of the Board of Directors' meeting	24/10/2018	18/06/2019	Date of the Board of Directors' meeting	15/11/2019
729	200	814	Total number of shares awarded free of charge of which[1]:	100,450	49,550	Total number of shares awarded free of charge of which[1]:	150,000
-	-	-	Simon AZOULAY	-	-	Simon AZOULAY	-
-	-	423	Gérald ATTIA[2]			Gérald ATTIA[2]	-
19/09/2019	25/10/2019	18/06/2021	Vesting date of shares	24/10/2022	18/06/2023	Vesting date of shares	15/11/2023
19/09/2021	25/10/2021	18/06/2023	Date on which lock-up period ends	-	-	Date on which lock-up period ends	-
Presence and performance	Presence and performance	Presence	Final award conditions	Presence and performance	Presence and performance	Final award conditions	Presence and performance
661	70	814	Number of shares vested at 31 December 2022	78,050	0	Number of shares vested at 31 December 2022	0
68	130	0	Cumulative number of cancelled or void shares (at 31 December 2022)	22,400	7,000	Cumulative number of cancelled or void shares (at 31 December 2022)	11,100
0	0	0	Remaining shares awarded free of charge at the end of the financial year	**0**	**42,550**	Remaining shares awarded free of charge at the end of the financial year	**138,900**

(1) Executive Corporate Officers eligible for preferred shares or performance shares are required to retain 2% of the ordinary shares until the end of their offices. The number of shares indicated for awards of class B preferred shares corresponds to the number of performance shares awarded, with a conversion ratio of a maximum of 100 ordinary shares for each Preferred B Share.

(2) Deputy CEO until 31 December 2022.

(3) One Preferred B Share entitles the holder to a maximum of 100 ordinary shares, the conversion ratio being determined according to the achievement of performance and presence criteria.

Allocation of free shares			
Under the authorisation of the General Meeting held on 18 June 2020 ("Plan 2020")	**Free share allocation Plan No. 13 – Motivation for 2020**	**Free performance share allocation Plan No. 14**	**Free share allocation Plan No. 15**
Date of the Board of Directors' meeting	27/10/2020	27/10/2020	27/10/2020
Total number of shares awarded free of charge of which[1]:	163,365	164,500	10,000
Simon AZOULAY	-	75,000	-
Gérald ATTIA[2]	-	35,000	-
Vesting date of shares	27/10/2022	27/10/2023	27/10/2022
Date on which lock-up period ends			
Final award conditions	Presence	Presence and performance	Presence
Number of shares vested at 31 December 2022	62,205	0	10,000
Cumulative number of cancelled or void shares (at 31 December 2022)	101,160	15 000	0
Remaining shares awarded free of charge at the end of the financial year	**0**	**149,500**	**0**

(1) Executive Corporate Officers eligible for preferred shares or performance shares are required to retain 2% of the ordinary shares until the end of their offices. The number of shares indicated for awards of class B preferred shares corresponds to the number of performance shares awarded, with a conversion ratio of a maximum of 100 ordinary shares for each Preferred B Share.

(2) Deputy CEO until 31 December 2022.

Allocation of free shares

Authorisation of the General Meeting of 18 June 2020	Free performance share allocation Plan No. 16	Free share allocation Plan No. 17	Authorisation of the General Meeting of 28 May 2021	Free share allocation Plan No. 18	Free performance share allocation Plan No. 19
Date of the Board of Directors' meeting	23/02/2021	23/02/2021	Date of the Board of Directors' meeting	27/10/2021	27/10/2021
Total number of shares awarded free of charge of which[1]:	109,450	13,500	Total number of shares awarded free of charge of which[1]:	105,850	116,825
Simon AZOULAY	–	–	Simon AZOULAY	–	–
Gérald ATTIA[2]	–	–	Gérald ATTIA[2]	–	–
Vesting date of shares	29/02/2024	23/02/2023	Vesting date of shares	27/10/2023	27/10/2025
Date on which lock-up period ends			Date on which lock-up period ends		
Final award conditions	Presence and performance	Presence	Final award conditions	Presence	Presence and performance
Number of shares vested at 31 December 2022	0	0	Number of shares vested at 31 December 2022	0	0
Cumulative number of cancelled or void shares (at 31 December 2022)	4,300	0	Cumulative number of cancelled or void shares (at 31 December 2022)	0	600
Remaining shares awarded free of charge at the end of the financial year	**105,150**	**13,500**	Remaining shares awarded free of charge at the end of the financial year	**105,850**	**116,225**

(1) Executive Corporate Officers eligible for preferred shares or performance shares are required to retain 2% of the ordinary shares until the end of their offices. The number of shares indicated for awards of class B preferred shares corresponds to the number of performance shares awarded, with a conversion ratio of a maximum of 100 ordinary shares for each Preferred B Share.

(2) Deputy CEO until 31 December 2022.

Allocation of free shares

Authorisation of the General Meeting of 22 June 2022	Free share allocation Plan No. 20	Free performance share allocation Plan No. 21
Date of the Board of Directors' meeting	26/10/2022	26/10/2022
Total number of shares awarded free of charge of which[1]:	59,700	116,455
Simon AZOULAY	–	–
Gérald ATTIA[2]	–	–
Vesting date of shares	26/10/2024	26/10/2026
Date on which lock-up period ends		
Final award conditions	Presence	Presence and performance
Number of shares vested at 31 December 2022	0	0
Cumulative number of cancelled or void shares (at 31 December 2022)	0	0
Remaining shares awarded free of charge at the end of the financial year	**59,700**	**116,455**

(1) Executive Corporate Officers eligible for preferred shares or performance shares are required to retain 2% of the ordinary shares until the end of their offices. The number of shares indicated for awards of class B preferred shares corresponds to the number of performance shares awarded, with a conversion ratio of a maximum of 100 ordinary shares for each Preferred B Share.

(2) Deputy CEO until 31 December 2022.

Main characteristics of the free share allocation plans in progress

Since 2018, the Board of Directors has issued performance share plans with the authorisation of the General Meeting in accordance with Article L. 225-197-1 of the French Commercial Code. These plans are subject to a service condition of two to four years depending on the plan, and for most of them, to performance conditions. These plans are mainly intended for certain employees and managers that the Group wishes to include in a loyalty process while preserving the dilutive potential of these plans for shareholders.

Corporate Officers of ALTEN SA benefited from these plans, in strict compliance with the remuneration policies applicable to them and the authorisations granted by the General Meeting.

For free share plans subject to performance conditions, the number of shares definitively acquired by each beneficiary at the end of the vesting period is calculated by multiplying the number of shares allocated at the time of the initial grant by the performance coefficient.

This performance coefficient is the algebraic sum of four coefficients, each with a 25% weighting:

- the organic growth coefficient ("cCO");
- the operating margin on activity coefficient ("cOMA");
- the free cash flow coefficient ("cFC");
- the QCSR coefficient ("cQCSR").

The performance coefficient can also be expressed as the following mathematical formula:

cPerf = 0.25 x (cCO + cOMA + cFC + cQCSR)

where:

Organic Growth Coefficient – cCO

The organic growth coefficient is based on the achievement of criteria for annual organic growth rates in ALTEN SA's consolidated revenue weighted over three or four years depending on the plan concerned.

The annual rate of organic growth amounts to the growth in ALTEN SA's consolidated revenue expressed as a percentage, on a like-for-like basis and exchange rates.

Operating margin on activity coefficient – cOMA

The operating margin on activity coefficient is based on meeting criteria relating to ALTEN SA's annual consolidated operating margins on activity, weighted over three or four years depending on the plan concerned.

The annual consolidated operating margin on activity amounts to the ratio of (a) ALTEN SA's consolidated operating profit on activity to (b) ALTEN SA's consolidated revenue; on a like-for-like basis.

Free cash flow coefficient – cFC

The free cash flow coefficient is based on the achievement of ALTEN SA's consolidated annual free cash flow rate criteria weighted over three or four years depending on the plan concerned.

Free cash flow amounts to ALTEN SA's consolidated cash flow, less: (a) tax paid, (b) changes in working capital requirements and (c) tangible and intangible capital expenditure (capex). Free cash flow is calculated on a like-for-like basis and without the impact of organic growth.

Cash flow is calculated using ALTEN SA's consolidated net income, on a normative basis, *i.e.* restated for non-recurring or exceptional items, net of tax effect.

The annual free cash flow rate is the ratio of (a) free cash flow to (b) ALTEN SA's consolidated revenue; on a like-for-like basis.

QCSR coefficient – cQCSR

The QCSR coefficient is based on a composite index of 10 of the Quality and Corporate Social Responsibility indicators monitored by the ALTEN Group.

Performance criteria	MIN[1]	MAX[1]	Calculation
Organic growth coefficient "cCO"	80%	100%	Linear between MIN and MAX (0% at MIN and 100% at MAX)
Operating margin on activity coefficient "cOMA"	80%	100%	
Free cash flow coefficient "cFC"	80%	100%	
Quality and CSR coefficient or "cQCSR"	-	5	mIA/5*100

(1) It is the responsibility of the Board of Directors, after review by the Remuneration and Nomination Committee, to verify attainment of the above criteria and then record definitive awarding of the performance shares.

4

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LETTER FROM THE CHAIRMAN *[GRI 102-14]*



"Our corporate culture is based on fundamentals shared by all our employees:

- human capital development;
- engineering culture;
- the search for profitable and sustainable growth.

Our international development and our position as a leader in Engineering and IT Services give us an ever greater responsibility towards all our stakeholders.

To meet their expectations, ALTEN relies on a four-pronged sustainable development strategy, initiated by the signing of the United Nations Global Compact:

- a career-accelerating employer, through:
  - attractiveness,
  - loyalty,
  - talent development,
  - skills development,
  - mobility and career management,
  - security,
  - employee development,
  - the development of labour relations;
- a key player in sustainable innovation, through the support given to our clients, employees and students in developing sustainable innovative solutions;
- a responsible partner, uncompromising on:
  - information security,
  - business ethics,
  - responsible purchasing,
  - solidarity;
- a company committed to reducing its environmental footprint through:
  - reducing the energy consumption of its buildings and the use of renewable energy,
  - the promotion of green mobility,
  - responsible digital technology,
  - reasoned use of natural resources and waste reduction.

In 2023, we will continue to face new challenges. As Chairman and Chief Executive Officer of ALTEN, I affirm my commitment to carry on this approach in the Group's countries: the network of CSR referents makes it possible to capitalise on each other's initiatives, to share our common values, and to accelerate on key issues, such as climate change".

Simon AZOULAY,

Chairman and Chief Executive Officer of the ALTEN Group

THE GROUP'S VALUES

ALTEN brings together human values, sustainable development and engineering culture in the service of performance to satisfy its stakeholders. The Group's corporate culture is based on key values shared by all its employees.

Engineering culture

ALTEN teams cultivate the same sense of belonging to a technological environment based on:

- creativity;
- innovation;
- the search for solutions.

Sustainable growth

ALTEN is a financially solid company that is faithful to its commitments thanks to:

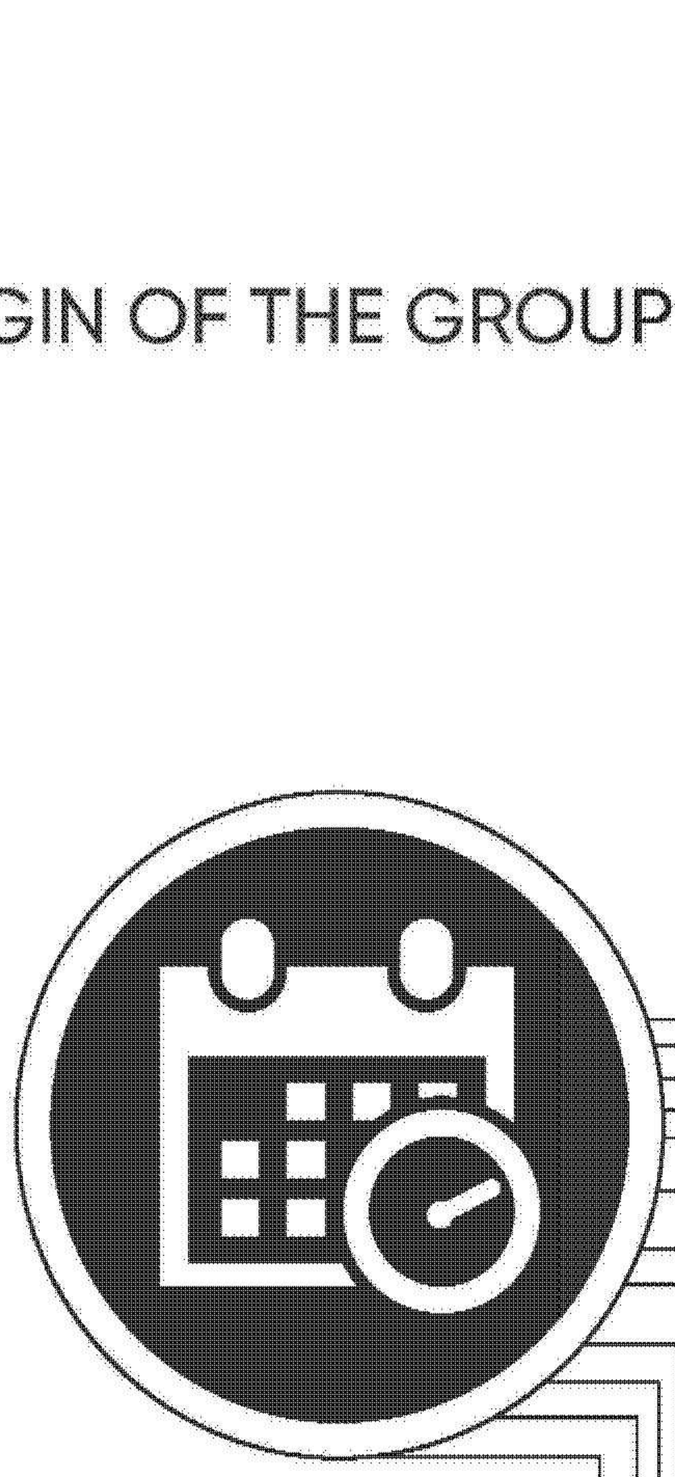
- the quality and rigour of its management;
- the quality of its teams;
- its rigorous management.

Human capital development

The Group's core commitments are the following:

- cultivate talent;
- enable individual development;
- develop expertise;
- provide a springboard for the future.

ORIGIN OF THE GROUP'S COMMITMENTS *[GRI 102-12] [GRI 102-13]*



2010

- The 10 principles of the United Nations Global Compact are signed

2011

- Distribution of the Sustainable Development Charter and the first Code of Ethics

2012

- Distribution of the Responsible Purchasing Charter
- First awarded TOP Employer® label in France

2013

- ISO 14001 certification obtained

2014

- "Advanced Level" awarded by the Global Compact

2015

- ISO 9001 certification obtained

2016

- ISO 27001 certification obtained

2017

- Creation of ALTEN Solidaire

2019

- Syntec-Ingénierie Climate Charter for Engineers signed

2020

- Achievement of "Platinum" status in the EcoVadis assessment

2021

- Signature of the Science-Based Targets Initiative commitment letter
- CDP Climate Change score of A-
- Jury's favourite at INR's Responsible Digital Technology Awards
- Signature of the Diversity Charter
- Signature of the Syntec-Ingénierie Diversity Charter
- Signature of the Planet Tech'Care manifesto

2022

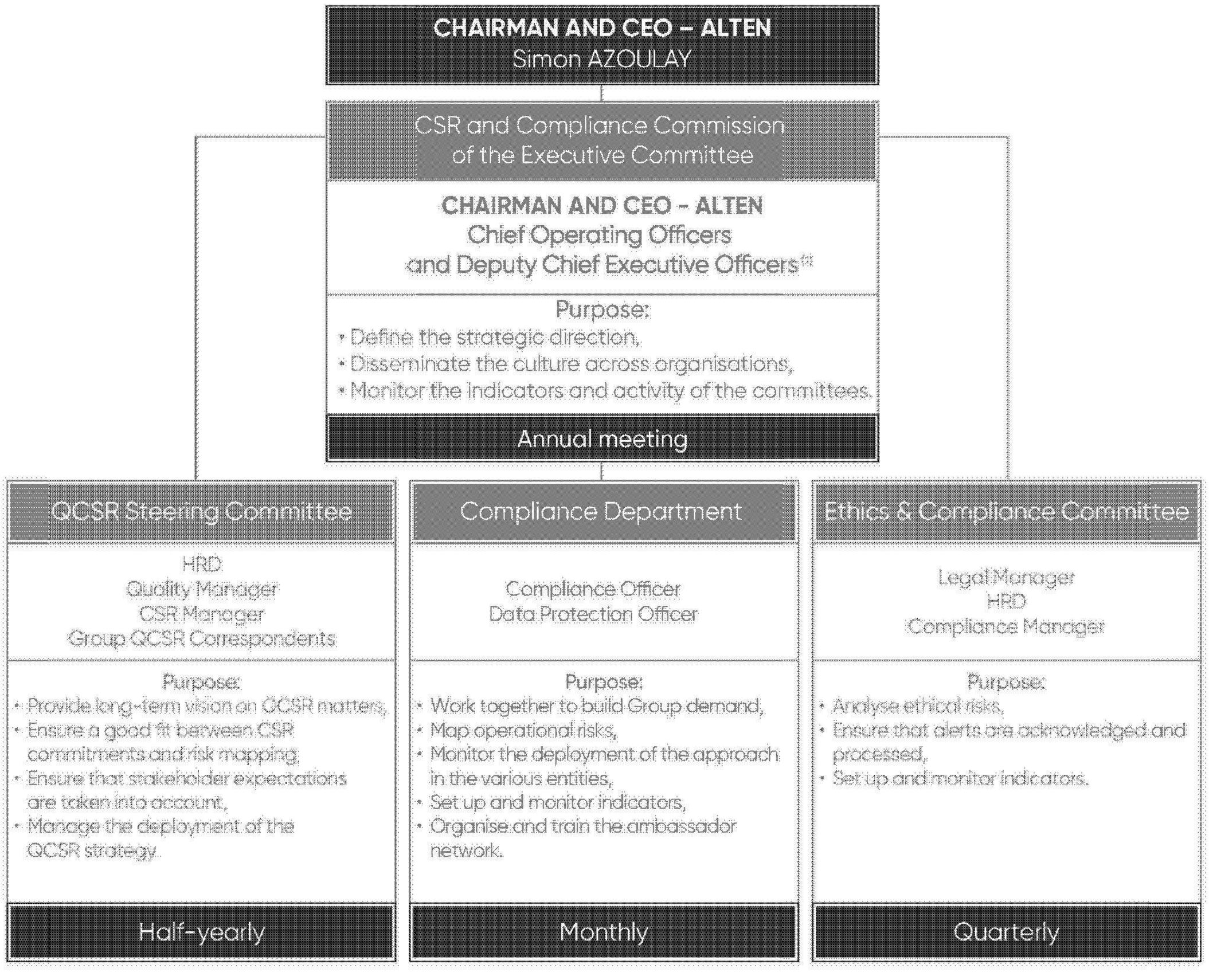
- Membership of the Institut du Numérique Responsable (Responsible digital Technology Institute)
- Award of the Best Managed Companies label
- Level 3 "confirmed" of the ISO 20400 AFNOR Responsible Purchasing standard

4.1 GOVERNANCE AND CSR STRATEGY

4.1.1 CSR GOVERNANCE *[GRI 102-18]*

The ALTEN Group's CSR governance is based on several committees and a CSR and Compliance Commission, created within the Executive Committee. This CSR and Compliance Committee validates the proposals of the Quality – Group CSR and Ethics and Compliance Steering Committees, and monitors the implementation of Compliance projects in the Group.

In addition, a CSR Committee was set up in 2022. Its composition and duties are described in Section 3.1.4.4 "Committees of the Board of Directors". It is currently composed of two independent directors.



The CSR team manages the dedicated approach across the Group thanks to a network of correspondents within subsidiaries. Reporting to the Quality and Performance Department, it aims to:

- develop, run and update the Group's CSR strategy;
- assist subsidiaries with the local adaptation of the materiality and conduct of CSR projects;
- run the CSR correspondents' network;
- promote the CSR approach with management of business lines;
- respond to non-financial assessments;
- ensure the efficiency of the stakeholder listening process;
- carry out CSR watch.

(1) The Deputy CEO, Mr Gérald ATTIA, resigned from his office with effect from 31 December 2022.

4.1.2 STAKEHOLDER MAPPING *[GRI 102-40] [GRI 102-42] [GRI 102-43] [GRI 102-44]*

ALTEN's stakeholders, who are reviewed on an ongoing basis according to the current status of the Departments, interact with:

- its social or economic sphere;
- its value chain;
- civil society;
- the regions where the Group operates.

To maintain a CSR strategy that corresponds to its challenges, ALTEN engages in dialogue with its stakeholders:

Employees,
ALTEN's true ambassadors
Interaction(s):
- suggestion box in France;
- events;
- internal communications;
- satisfaction surveys.

Clients,
drivers of research and innovation
Interaction(s):
- business and technical dialogue;
- client questionnaires.

Students and young graduates,
future employees with high added value
Interaction(s):
- intervention in universities;
- participation in trade fairs;
- sponsorship and student challenges;
- social media;
- candidate satisfaction survey.

Schools and universities,
partners in creating vocations
Interaction(s):
- intervention in universities;
- school/university partnerships.

Associations promoting scientific occupations
revealing the potential of tomorrow
Interaction(s):
- participation in events to promote scientific careers.

Shareholders,
supporting development
Interaction(s):
- General Meetings;
- regulated information;
- questionnaires;
- investor meetings.

The media,
vectors of the ALTEN brand image
Interaction(s):
- interview;
- press;
- social media.

Suppliers and subcontractors, or service providers
partners in success
Interaction(s):
- supplier meetings;
- ALTEN Sustainable Development questionnaire.

Staff representatives,
guarantors of labour relations
Interaction(s):
- staff representative bodies.

Rating agencies,
testimony to ALTEN's non-financial performance
Interaction(s):
- non-financial performance questionnaires.

Professional bodies,
industry advocates
Interaction(s):
* publications;
* physical or online information sites;
* support tools.

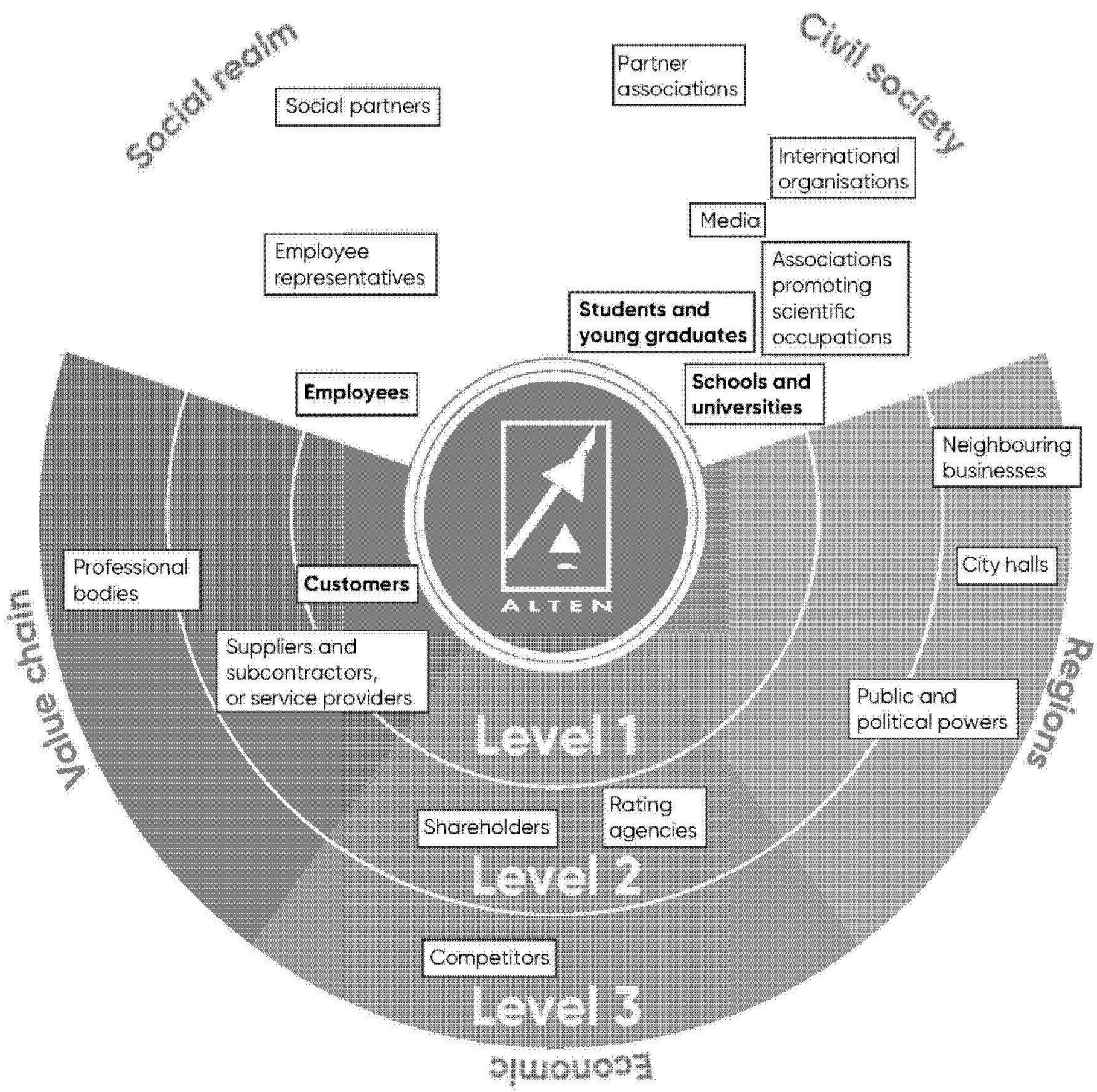
Public and political authorities, town halls, neighbouring businesses,
drivers of a sustainable local dynamic
Interaction(s):
* conferences;
* articles;
* online platforms.

International organisations,
guides to a more responsible approach
Interaction(s):
* conferences;
* events;
* organisations' websites.

Competitors,
competitors that encourage others to excel
Interaction(s):
* annual publications;
* conferences;
* events.

Partner associations,
bearers of ALTEN's commitment
Interaction(s):
* skills sponsorship;
* events.

Social partners,
guarantors of social negotiations
Interaction(s):
* meetings of trade unions and employers' organisations.



4.1.3 PRIORITISATION OF CHALLENGES *[GRI 102-44] [GRI 102-46] [GRI 102-47] [GRI 103-2]*

A carefully considered sustainable development strategy respects the Group's values and foundations. It must be aligned with its challenges and the expectations of its stakeholders.

The ALTEN Group's materiality analysis complies with the principles of the Global Reporting Initiative (GRI).

Issues are "material" if they can:

- affect the Company's short-term performance;
- determine its ability to achieve its strategic objectives;
- match the best practices in its sector;
- affect stakeholder behaviour;
- reflect the evolution of the Group.

This analysis, conducted since 2015, was updated in 2021 on the basis of interviews with stakeholders conducted internally and externally, but also on the basis of client CSR requests and sectoral analyses.

Following this analysis, the issues below have been selected as material ESG issues for the Group.

Environment	Social	Governance
Environmental footprint*	Labour relations	Client satisfaction*
Contribution to the success of client CSR strategies	Diversity and equal opportunities*	Corporate governance*
Green mobility	Skills development	Information Systems Security and data protection*
Responsible Digital Technology	Talent attraction and retention	Business ethics and compliance*
	Health and safety in the workplace	Innovation
	Well-being at work	Promotion and feminisation of the Engineering professions
		Responsible purchasing
		Dialogue with local stakeholders

**The challenges identified by an asterisk are the most important challenges both for ALTEN's activity and for its stakeholders.*

This study made it possible to refocus ALTEN's CSR strategy around four main priority areas:

- a career-accelerating employer;
- a stimulator of innovation;
- a responsible partner;
- a company committed to the environment.

4.1.4 MAIN NON-FINANCIAL RISKS *[GRI 102-15] [GRI 102-44] [GRI 103-1] [GRI 103-2]*

The ALTEN Group has reviewed its main non-financial risks [1] from:

- the analysis of their materiality;
- their relevance;
- the severity of their issues related to financial risk analysis.

Internal departments [2] that have worked with an external consulting firm. Together, they identified, prioritised and defined the main non-financial risks.

To do this, they compared:

- the business model;
- the Group's materiality matrix;
- non-financial topics [3].

They assessed the impact of each risk on the Group's activity and stakeholders. They also determined the probability of occurrence of the risks to measure their final impact.

This step made it possible to extract **eight non-financial risks**, which were then associated with the issues in the materiality matrix. This made it possible to verify the consistency of the Group's approach and maximise client satisfaction.

(1) In accordance with Articles L. 225-102-1, L. 22-10-36 and R. 22-10-29 of the French Commercial Code.

(2) The Quality and Performance Department, the Legal Department, the Communications Department and the Human Resources Department.

(3) Article R. 225-105 of the French Commercial Code.

4.1.4.1 Talent recruitment and retention

The quality and productivity requirements of ALTEN's clients are constantly increasing in a context of strong commitment. The Group's success could be affected by the difficulty of attracting and retaining talent.

The attraction policy is supported by a retention plan that places ALTEN among the leaders in the employment market.

Employee recruitment and retention strategy is described in Sections 4.2.3 – "Attracting talent" and 4.2.4 – "Retain talent".

Material ESG issues related to this risk:

- diversity and equal opportunities;
- talent attraction and retention;
- outreach and feminisation of the Engineering professions;
- labour relations.

4.1.4.2 Expertise and skills

ALTEN is positioned as a catalyst for innovation for its clients and employees. A lack of expertise and skill in supporting the clients would heavily penalise the Group.

Faced with this risk, ALTEN's skills development programme helps each employee to maintain or enhance their employability. At the same time, the Innovation Department develops innovative and sustainable solutions, shared with clients.

The Group's actions are described:

- in Section 4.2.5 "Career management, internal mobility and training";
- in Chapter 1, Section 1.5.3 "ALTEN Innovation".

Material ESG issues related to this risk:

- skills development;
- innovation.

4.1.4.3 Health and safety in the workplace

Health and safety in the workplace is a key responsibility for ALTEN. They help to optimise the working conditions of its employees.

To control the risk of deteriorating working conditions, ALTEN has implemented a health and safety prevention and protection approach. It is based on regulations, standards and strict internal guidelines.

The Group's approach is set out in Section 4.2.7 – "Health and Safety in the Workplace".

Material ESG issues related to this risk:

- health and safety in the workplace;
- well-being in the workplace.

4.1.4.4 Security of the IT systems

Information security and cybersecurity are major strategic issues for the Group. The risks related to its Information Systems Security system are a threat to its operations and clients.

The Group has defined an Information Systems Security policy and set up the associated management system.

Its approach is described in Section 4.3.3 "Information Systems Security".

Material ESG issues related to this risk:

- Information Systems Security and data protection.

4.1.4.5 The Ethics Charter and compliance with regulations

ALTEN promotes integrity and ensures compliance with laws and regulations. However, the Group may be exposed to the risk of breaching its Ethics Charter or regulations. It has therefore strengthened its internal transparency and anti-corruption procedures, in accordance with the Sapin II law.

The actions implemented by the Legal Department are detailed in Section 4.3.2 "Ethics and compliance".

Material ESG issues related to this risk:

- business ethics and compliance.

4.1.4.6 Dialogue with local stakeholders

The Group' s values commit it to:

- contribute to the development of the regions where it operates;
- support solidarity programmes;
- innovate for society.

Inadequate responsiveness and dialogue can affect ALTEN's attractiveness.

The Group has created a skills-based sponsorship programme in France. All ALTEN entities can participate. It carries out numerous sponsorship activities in the Group's various entities.

Details are set out in Section 4.3.6 "Regional solidarity".

Material ESG issues related to this risk:

- dialogue with local stakeholders;
- solidarity.

4.1.4.7 Human rights and environmental damage involving suppliers and subcontractors

The Group must be vigilant over the activities of its suppliers and subcontractors. It must be involved in the sustainable development of its partners. The risk would be to use suppliers or subcontractors with a lower level of CSR requirements than its own.

The Group has implemented a responsible purchasing approach linked to its duty of care plan. The Group's approach is set out in Section 4.3.4.2 "Responsible purchasing".

Material ESG issues related to this risk:

- responsible purchasing.

4.1.4.8 Climate change

ALTEN is a leader in Engineering and IT Services. A lack of adaptation to the consequences of climate change represents a risk to its success. ALTEN must sustainably control and reduce its environmental footprint and adapt its offering.

The risk analysis in accordance with the TCFD methodology conducted in 2022 by the ALTEN Group shows that the fight against climate change is also a source of opportunities for its business. It is detailed in Section 4.4.1 "Environmental challenges".

ALTEN has integrated environmental management into its quality management. The Group is rated B by CDP Climate Change. ALTEN has signed the commitment letter to the SBTi and aims to submit its reduction targets at the beginning of 2023 for validation the same year.

ALTEN's policy and plan to reduce its emissions are described in Section 4.4 "Reducing the Group's environmental footprint".

Material ESG issues related to this risk:

- environmental footprint;
- green mobility;
- responsible digital technology;
- contribution to the success of client CSR strategies.

4.1.5 RATINGS - AWARDS *[GRI 103-3]*

The ALTEN Group's commitment and non-financial performance are regularly recognised by certifications, labels, and ratings:

Top Employer®	* Label awarded to ALTEN by the Top Employers Institute for the 11th consecutive year; * Rewards companies for their HR policy and the Group's human investments to be a benchmark employer; * Other entities certified in 2022: – ALTEN SOLUCIONES, PRODUCTOS, AUDITORIA e INGENIERIA SAU; – ALTEN ITALIA SPA; – ALTEN GmbH; – MI-GSO SASU; – MI-GSO LDA PORTUGAL.
Training certification	* Amplify Ingénieurs in-house university certified by QUALIOPI in France and comprising 35 training programmes enabling consultants to obtain market-recognised certifications.
EcoVadis rating	* ALTEN Practice Responsibility Assessment renewed in 2022, after 13 years of voluntary assessment; * Group Sustainable Development approach rated 82/100; * Awarded the Platinum medal: – highest EcoVadis award, – distinguishes the top 1% of the world's best-performing companies.
Management system certifications	International standards are strategic tools and guidelines. Their integration into the company's management system ensures its optimal efficiency. **ALTEN's main certifications:** * ISO 9001 and EN 9100: Quality management system in the Aeronautics sector; * ISO 14001: Environmental performance management; * ISO 27001: Information security management since 2012 for ALTEN France. The following are also certified: * ALTEN CALSOFT LABS (INDIA) PRIVATE LIMITED; * ALTEN INDIA PRIVATE LIMITED; * HUBSAN SASU; * ALTEN FINLAND OY; * ALTEN SOLUCIONES, PRODUCTOS, AUDITORIA e INGENIERIA SAU; * ALTEN SVERIGE AB; * ALTEN GmbH; * ALTEN ITALIA SPA; * LINCOLN SASU; * TECHALTEN PORTUGAL LDA; * MI-GSO SASU; * MI-GSO EXPERTO EN MANAGEMENT DE PROYECTOS; * OPTIMISSA SERVICIOS PROFESIONALES; * PCUBED LTD.

Certifications Health & Safety	Certifications attesting to the efforts made and successes achieved through ALTEN's health and safety management system[1]: * MASE, Company Safety Improvement Manual: since 2008; * CEFRI, French Committee for the Certification of Companies for the training and monitoring of personnel working with ionising radiation: since 2007; * ISO 45001 for ALTEN FRANCE, ALTEN SOLUCIONES PRODUCTOS AUDITORIA E INGENIERIA SAU and ALTEN ITALIA SPA.
Certification Responsible purchasing	Progression of the assessment from level 2 to level 3 - Confirmed ALTEN's responsible purchasing programme demonstrating the right direction for the approach.
Global Compact	Commitment and success of ALTEN's progress reaffirmed in terms of sustainable development: * membership of the United Nations Global Compact since 2010; * renewal of the Advanced award for Communication on Progress (COP).
CDP	B rating in recognition of climate initiatives. A- score in recognition of the application of current best purchasing practices.
Universum	ALTEN is ranked 81st in the Engineering category (+10 places compared to the 2021 ranking).
Gaïa	ALTEN's participation in the Gaïa Rating for the eighth consecutive year with a score of 64/100 attesting to: * efforts in favour of the environment; * the social commitment of governance. Gaïa reviewed its rating methodology in 2022 and converted the scores of previous years with the new methodology. ALTEN has been making progress since 2019 (63/100 in 2019, 62/100 in 2020).
Vigeo	Participation in the Vigeo rating for the second time with a rating of 53/100, up from 2020: * placing ALTEN in the top 10 in the sector on its overall rating; * including the Advanced level on the energy transition score illustrating ALTEN's proactive environmental policy.
CMMI	The CMMI-SVC®, Capability Maturity Model and Integration – Services assessment reinforces ALTEN's position as a world leader in the implementation of complex projects, supported by: * a high level of expertise; * and the implementation of development processes. ALTEN achieved Level 3, which is the highest level of maturity reached in France, all sectors combined.

(1) These certifications show the desire for a continuous improvement approach in the HSE areas.

4.2 CAREER-ACCELERATING EMPLOYER

[GRI 103-1] [GRI 103-2] [GRI 103-3] [GRI 405-1]

4.2.1 CHALLENGES AND PRIORITIES

ALTEN has established a dynamic human capital management policy. This policy makes it possible to meet the CSR challenges identified in the materiality study. This policy is rolled out on the following priority areas:

- talent attraction and retention;
- skills development;
- diversity and equal opportunities;
- health and safety in the workplace;
- well-being in the workplace.

4.2.2 ALTEN EMPLOYEES *[GRI 102-7] [GRI 102-8] [GRI 401-1]*

The total headcount of the ALTEN Group in the CSR scope amounted to 41,936 employees at 31 December 2022. In France, there are 13,104 employees.

	Number of women in the headcount	Number of men in the headcount	Total 2021	Total 2022
France	30%	70%	11,757	13,104
Germany	25%	75%	2,220	2,505
Australia	35%	65%		31
Belgium	33%	67%	705	752
Canada	26%	74%		591
China	39%	61%	955	1,192
Spain	29%	71%	2,625	5,240
Finland	24%	76%	473	546
Italy	24%	76%	2,961	4,248
India	22%	78%	3,295	4,406
Morocco	57%	43%	963	1,563
The Netherlands	16%	84%	1,138	1,244
Poland	51%	49%	372	467
Portugal	40%	60%	169	423
Qatar	6%	94%	79	72
Romania	39%	61%	634	769
Singapore	18%	82%		136
Sweden	27%	73%	1,288	1,351
Switzerland	18%	82%	440	421
USA	33%	67%	442	1,597
UK	21%	79%	1,087	1,278
TOTAL	**29%**	**71%**	**31,603**	**41,936**

The changes in Australia, Canada, Spain, India, Italy, Portugal, Singapore and the USA are notably related to the extension of the CSR scope to new Group entities.

In France, the average age of employees is 31.

In the Group, 59% of employees are between 25 and 34 years old; employees break down into the following age brackets in the Group's CSR scope:

	Number of employees over 45 years old	Number of employees aged between 35 and 44 years old	Number of employees aged between 25 and 34 years old	Number of employees under 25 years old
Headcount at 31/12/2022	10%	19%	59%	12%

85% of the Group's headcount is composed of Engineers:

Percentage of employees who are Consultant-Engineers	85%
Percentage of employees who are Business Managers	6%
Percentage of employees who are Support Functions	9%

92% of employees within the CSR scope have permanent contracts:

Percentage of permanent employees	92%
Percentage of temporary employees	6%
Percentage of employees on apprenticeship and vocational training contracts	2%

In 2022, the part-time headcount represented 1.2% of employees in France.

4.2.3 ATTRACTING TALENT

The recruitment dynamic operates through a demanding skills analysis process. It enables the identification and recruitment of high-level profiles. The Group's teams of Consultant-Engineers have access to the largest technological projects in the following sectors:

- Aeronautics;
- Space;
- Defence, Security & Naval;
- Automotive;
- Rail & Mobility;
- Energy & Environment;
- Life sciences & Health;
- Industrial equipment & Electronics;
- Telecoms;
- Banking, Finance & Insurance;
- Retail, Services & Media;
- Public services & Government.

The Group therefore attaches great importance to the technical expertise, knowledge of the business sectors and the know-how of its Engineers. They must be able to adapt to rapidly changing environments:

- in France, ALTEN is strongly committed to students to attract the best talent;
- a recruitment team supports the Group's international growth, where ALTEN generates 68.9% of its revenue.

4.2.3.1 Internal systems

Co-optation

Internal co-optation encourages and rewards the referral of applications by employees. In 2022, it resulted in the recruitment of 369 employees in France.

ALUMNI Ambassadors

Many of our Engineers and Managers are involved with their home schools for courses, tutorials, conferences and skills sponsorship. The ALTEN Group is proud to see its employees share its values with their networks.

An overhaul of the consultant ambassadorship programme (formerly "Ingénieurs Campus Managers") is underway and will be operational for the 2023-2024 academic year: this programme will allow the Consultant Engineers who will be part of it to become even more involved in school relations and to promote the Group to students from their former schools in order to make it easier for them to join ALTEN.

4.2.3.2 ALTEN, partner for student projects

School and non-profit partnerships

To identify potential candidates as early as possible, ALTEN meets future graduates on a number of occasions: the Group is present at a large number of specialist recruitment fairs and forums. These events are an opportunity for students and graduates to meet recruiters, to discover career opportunities and, moreover, to benefit from a wealth of recruitment advice from professionals. In 2022, ALTEN took part in nearly 100 fairs and forums (physical or digital) in France and Europe.

In addition, ALTEN is a partner of 40 Engineering schools and technological universities, in which the Group organises technical and business conferences, as well as soft skills training or HR workshops (mock interviews, CV workshops, etc.).

To do this, ALTEN is committed to working on the following priority areas:

- strengthen and boost its exchanges with the administrations of the target schools by involving ALTEN Business Directors (called Top Ambassadors). 26 ALTEN Directors are therefore involved in the management of school initiatives on their former campus, and take part in significant events during the year;
- support Junior-Entreprises and other student associations:
  - as a premium partner of the National Confederation of Junior-Enterprises (CNJE) since 2011, ALTEN communicates with students from over 200 business schools, Engineering schools and universities. ALTEN's commitment is reflected in the presence of its teams at all CNJE meetings, as well as participation in the various ALTEN awards (Excellence Award for the best Junior Enterprise, Best Engineering Study Award and Best Business Development Strategy Award).

ALTEN goes further by forming stronger partnerships with 34 Junior-Enterprises that the Group supports in their development through soft skills training (prospecting, communication, team management, etc.), events such as afterworks and visits to the Group's Labs, or HR actions led by local recruiters and Business Managers.

Finally, ALTEN supports certain student associations (such as the *bureau des élèves*) with six associations present in partner schools. Financial and human support is offered.

In 2022, more than 1,500 students attended these courses online or in person.

Student e-sport tournament

In 2022, ALTEN organised the first edition of its eSports tournament "ALTEN ROAD SHOW", in collaboration with Team Vitality, the leading e-sport club in Europe.

The biggest student Rocket League competition of the year will feature remote qualification rounds and a physical final at the V.Hive, Team Vitality's headquarters. Under the conditions of a professional tournament, this final, commented by two influencers specialised in e-sports, Etienne Moustache and the Rocket Baguette collective, gathered more than 9,000 unique viewers live on the Twitch platform.

International initiatives and specialist subsidiaries

- **LINCOLN** offers mock interview workshops to CY Tech students. Mock interview sessions for Centrale-Supelec students, a debriefing with advice on CV writing, interview posture and presentation methodology were offered.
- **ALTEN DELIVERY CENTER MAROC** organised 14 technical seminars led by group specialists and 3 orientation seminars led by a coach for 8 schools and for the benefit of more than 400 students in 4 regions of Morocco.
ALTEN DELIVERY CENTER MAROC has signed an agreement with the Ministry of Digital Transition and Administration Reform in Taghazout to develop the digital ecosystem in the Souss-Massa region and support the employability of young Engineers. This agreement will make it possible to initiate the deployment of training actions, digital transformation programmes as well as the management and operation of the Technopark of Agadir and the promotion of the employability of young people.
- **PCUBED LTD** sponsors a specialised program at the University of Hertfordshire. This level-6 project management apprenticeship programme allows for alternating work patterns. The students work four days a week at a company and one day a week at the university.

4.2.3.3 An attractive employer on social media

The Group is keen to encourage projection within the Group. It continues to strengthen its visibility on social media:

- highlighting business expertise;
- profiles and interviews of Consultant-Engineers, etc.;
- promotion of CSR commitments;
- sharing the internal life of the Company;
- relaying the Group's news.

ALTEN has active LinkedIn, Twitter, Facebook, Instagram, YouTube and Glassdoor accounts. Its popularity on LinkedIn continued to grow, reaching 500,000 followers in December 2022.

4.2.3.4 ALTEN is committed to promoting the Engineering professions among young people

ALTEN continues its actions to promote Engineering, scientific and technical professions among young people, starting at secondary school.

"Je filme le métier qui me plaît": Engineers in the spotlight

"*Je filme le métier qui me plaît*" is a competition for secondary school pupils and students. The aim of the competition is to showcase different professions in a 3-minute video. The competition has been sponsored by prestigious "ambassadors of the arts" such as the actors Jean Dujardin & Jean Reno, the journalist Tina Kieffer, the Director Costa-Gavras, and even Dany Boon, President of the 2022 edition.

ALTEN has been a loyal partner of the competition for five years. The Group sponsors the "Engineers in the Spotlight" category and has awarded the Clap d'or 2022 to a team of high school students for their film "Driving towards the future", which presents the challenges of the test Engineer's job.

Feminisation of scientific professions

ALTEN is also committed to increasing the number of women in scientific and technical professions. The Group is developing a number of actions to raise awareness of these courses among young women. Its commitments to increasing the number of women in scientific professions are described in Section 4.2.6 "Promoting diversity".

The VIE Club

ALTEN has been a partner of the VIE Club for 5 years, which brings together a community of over 40,000 VIE alumni around the world. The "*Volontariat International en Entreprise*" allows talented young people to have a unique contract for a 12 to 24 month experience abroad in a fully packaged framework (insurance, mobility, allowances, etc.).

ALTEN welcomed 200 VIEs in 2022 and aims to offer 400 in 2023 in France, Germany, Belgium, Spain, the United States, Mexico and Asia.

4.2.4 RETAINING TALENT

4.2.4.1 Ensuring employee satisfaction

The Group wishes to retain its talents and build their loyalty to support the Group's growth. Since 2018, it has been pursuing a loyalty plan in France aimed at:

- strengthening the quality of management by placing the monitoring and management of the careers of Consultant-Engineers at the heart of the training of Business Managers;
- strengthening the satisfaction of consultants through monthly quality surveys: consultants are invited to assess their satisfaction on the following points:

Subject:	Ratings obtained in 2021	Ratings obtained in 2022
Relationship with ALTEN	3.22 / 4	3.33 / 4
Interest of the missions	3.25 / 4	3.36 / 4
Working environment	3.29 / 4	3.40 / 4
Interaction with the RI (Engineering Manager)	new indicator since H2 2022	3.30 / 4

The results are reported to the department Directors to ensure the satisfaction of the teams.

The integration and follow-up of employees has also been strengthened. Consultants are invited to an onboarding event in the month following their arrival. Departmental Directors and Career Mission Managers lead the event. It aims to introduce the ALTEN Group to new arrivals and to create links between them. The event is held in person.

The integration process for Consultants has been reviewed. A 5-step online process allows regular meetings between Consultants and Managers in the first year.

ALTEN also offers its Engineers the opportunity to become involved in other ways in addition to client assignments, through the following roles:

- **Site Leader (RSI)**: An RSI Consultant guarantees team cohesion with the Consulting Engineers on the same client site: 134 RSIs cover ALTEN France's Technical Assistance activities at as many client sites;
- **Campus Consultant Ambassador (CCA)**: a Campus Consultant Ambassador represents their school. This programme has been revitalised to strengthen relations with schools and activities with Alumni: 10 CCAs coordinate relations with Schools in 2022 in the ALTEN France scope;
- **Training Engineer**: this role was created within AMPLIFY Engineers, for those who want to become a trainer. AMPLIFY Engineers is an internal training organisation dedicated to Consultant-Engineers. It is launched with the help of Engineers responsible for producing educational content and delivering in-house training. To date, 15 trainers are providing the first training courses, and as the catalogue is regularly enriched. The number of trainers will increase gradually;
- **Specialist**: this role was created to promote and leverage the expertise of Engineers in technical, scientific or functional areas representing strategic challenges. 140 specialists represent 15 families of specialities spread over 60 fields.

Digital conferences "Chronicles of Specialists" were created in 2020. A Specialist presents his or her area of expertise for one hour. Open to all Engineers, they should enable the sharing of knowledge and strengthen the link between employees.

In 2022, six columns were organised on topics such as:

- the role of the IS architect in an IT project;
- medical imaging: principles and applications;
- electronic warfare: the new challenges and the keys to understanding;
- Blockchain;
- air traffic: challenges and digital development;
- recharging the vehicles of tomorrow.

Lastly, ALTEN's Yammer social network brings together more than 20,000 members across Europe through more than 150 technical and recreational communities. In 2021, ALTEN Tribes were launched with the objective of bringing together and animating the Technical Communities on a national scale through regular events, mainly digital to facilitate access throughout the country.

The ALTEN Awards and the *"Nos Salariés ont du Talent"* programme round out this skills development.

The **ALTEN Awards** enhance the value of employees. The 7th edition of the competition, open to applications in 2022, will take place in 2023. The ALTEN Awards reward the involvement and outstanding performance of Consultant-Engineers in ten categories:

- ALTEN Award for a Project Manager of a Structured Project;
- Innovation Award;
- Commercial Development Award;
- Most Promising Start Award;
- Award for Site Leader of the Year;
- Commitment Award;
- Specialist Award;
- CCA Award;
- Co-optation Award;
- Amplify Trainer Award.

After receiving the applications, the winners are announced at a ceremony in the presence of Simon AZOULAY, Chairman and Chief Executive Officer of ALTEN SA.

International initiatives and specialist subsidiaries

- **MI GSO SASU** has been labelled Happy Candidates since 2020 and Happy Trainees since 2018. MI GSO SASU organises regular team buildings by "Happiness Officer" ambassadors.
- **ALTEN SVERIGE AB** was selected in 2022 by Career Company as one of the companies that offer the most career development and opportunities for young graduates.
- **ALTEN GMBH** has launched a "Bicycle to Work" campaign: in cooperation with the German health insurance company, employees can take their bicycles to work and accumulate the kilometres travelled on an account. This allows them to participate in a free prize draw.
- **PCUBED LTD** wins second place in the Vitality survey. This survey ranks the best places to work in the United Kingdom.

4.2.4.2 Labour relations

ALTEN maintains regular labour relations with its social partners to foster constructive and value-creating relationships. In this way, the Group promotes the performance of the company and the protection of its employees.

In France, 22 *CSSCT* meetings and 81 SEC meetings were held in 2022.

4.2.4.3 Remuneration

The ALTEN Group remuneration policy combines competitiveness and equality to attract and motivate talents.

4.2.5 CAREER MANAGEMENT, INTERNAL MOBILITY AND TRAINING *[GRI 404-3]*

4.2.5.1 Career management

ALTEN offers dynamic Human Resources management that promotes career diversity and skills development. The internal organisation adapts to the expectations of Consultant-Engineers, Business Managers and Support Functions.

On the **Consultant-Engineers** side, the Engineering Careers Department and the Careers Officers define internal processes. The Business Managers, in charge of Engineers, deploy and monitor these processes.

For example, the annual appraisal helps to build development and career plans by identifying:

- skills acquired;
- the skills to be developed;
- training needs.

A system meets Engineers' requests for geographical mobility. It also promotes internal mobility between the Group's entities and functions.

On the **Business Managers** side, the half-yearly Career Committees bringing together the Operations Managers enable them to review the performance achieved. The following are studied:

- commercial results;
- recruitment and development results;
- compliance with processes;
- the quality of the follow-up.

Hierarchical changes, functional and geographical mobility are then decided. In addition, an annual appraisal campaign is held every year. It allows Business Managers to review the past year with their managers. Action plans are then drawn up to achieve the objectives set. Lastly, the AMPLIFY training paths are designed for Business Managers to acquire essential skills and expertise.

Throughout their career they benefit from:

- individual support;
- assessment procedures;
- face-to-face group courses;
- digital modules.

These measures reinforce learning in the field by targeting operational performance.

The "integration passport" offers new hires the support of an experienced manager. The latter supervises them on certain key missions:

- business development;
- recruitment interviews;
- preparation of technical meetings;
- etc.

On the **Support Functions** side, the Career Management department has been implementing various performance and skills management processes for several years:

- annual and professional appraisals;
- personnel reviews and career committees;
- management follow-ups: meetings are organised on a regular basis with Directors and managers to define and follow up on development action plans;
- mobility follow-up interviews: meeting with the employee to get feedback on his or her mobility;
- career development meetings: career management service staff meet employees to focus on their professional development, skills acquired, aspirations and prospects for development within the Group.

Over the last two years, the career department has stepped up its support for supervisors:

- a manager development process has been rolled out through a 360-degree assessment of managerial skills and the monitoring of development plans over the years.
- assessments by an external firm have been carried out since 2022 to assess the suitability of the skills of the proposed Heads of Department.

Internal assessments (1.5 hours) were conducted by the career teams with future managers to measure their aptitude and managerial reflexes.

More than 550 HR interviews were carried out in 2022 (+37% compared to 2021).

In 2023, Career Management has set itself the following objectives:

- creation of a development path for specialists and department managers;
- creation of an IT career path;
- addition of functionalities in the career section of the HR management tool for employees.

International initiatives and specialist subsidiaries

- **ALTEN CANADA INC.**, as part of the *ALTEN Académie* programme, created bootcamps on agility, programming, comics, etc.
- **ATEXIS SPAIN SLU, MI-GSO SASU, PCUBED AUSTRALIA, ALTEN CHINA LTD, ALTEN GMBH, ALTEN NEDERLAND BV, ALTEN FINLAND OY** and **ALTEN CANADA INC** facilitate the integration of new hires *via* sponsorship and mentoring programmes. The latter encourage the sharing of know-how from more experienced consultants to newcomers.

4.2.5.2 Internal mobility

ALTEN offers the MyMOBILITY platform to strengthen internal mobility. It allows employees to:

- access the Group's offers;
- apply for jobs;
- create alerts for positions that match their aspirations.

Mobility can be vertical, horizontal or geographical.

Employees can acquire expertise and become a referent, or move into management. The ALTEN Group offers many opportunities for geographical mobility in France, abroad and in its subsidiaries. It thus supports its national and international development.

Internal mobility is based in particular on:

- skills development;
- the discovery of a new profession;
- training for new professions.

As a new career boost, internal mobility allows employees to expand their network within the company. It also makes it possible to build bridges between departments and services. Interdepartmental synergy is increasingly practised, which also contributes to the performance and development of the Company.

In 2022, in France, 776 people moved within the Group (change of position or change of entity).

4.2.5.3 Professional training

ALTEN is a player in a society that is constantly changing. Its training policy takes these changes into account and prepares for the challenges of tomorrow. Its main objective is to adapt skills to market needs and to support professional projects.

Each Group population has a dedicated training department:

- AMPLIFY Business Managers;
- AMPLIFY Support Functions;
- AMPLIFY Consultants.

Information is consolidated by the Group Training Department, in order to centralise it and harness its value creation potential.

In 2022, the Training teams worked in particular to:

- support job entry and skills development;
- create training for employees;
- enrich and improve the offer proposed by the internal training centres.

For Business Managers

ALTEN has an in-house university dedicated to the skills of its Business Managers. The AMPLIFY Business Managers programmes support them in France and abroad throughout their development within the Group. Training takes place in English, French and German and is led by nearly 140 certified internal trainers, all Operations Managers within the ALTEN Group.

The AMPLIFY Business Managers programme offers:

- group courses based on an active pedagogy made of practical cases, simulations, role-plays;
- digital learning;
- tutoring courses and internal certifications to validate skills.

A total of 3 programmes are offered, with nearly 17 days of group learning, 10 days of individual learning and 2 digital courses which enable all Business Managers to acquire the skills and know-how that are essential to the operational performance of their job.

The AMPLIFY Business Managers courses are also provided in digital format. This makes it possible to maintain remote training and the deployment of new specific programmes.

For Engineers

In 2022, ALTEN continued to develop its internal training academy, dedicated to Consultants, which is now QUALIOPI certified. The programmes deployed concern the testing, agility and project management professions and enable participants to obtain certifications recognised on the market. As part of the continuous improvement of the programmes, the two existing internal paths for the specialist population and for employees are being redesigned. A course dedicated to Site Leader (RSI) will complete the training offer.

In 2023, the focus will also be on the deployment of career paths such as the Nuclear ALTEN Academy.

At the same time, the Training Departments dedicated to consultants will continue to roll out training to develop technical, business and soft skills.

Finally, the Digital Learning division continues to develop and will offer new e-learning courses and modules over the course of the year in order to facilitate the integration of consultants within ALTEN, as well as with clients.

For the Technical Division

The training offered for the Technical Divisions aims to:

- increase the skills of project stakeholders;
- disseminate common project management practices within the Group;
- deploy internal methodologies.

These training courses address 2 main priority areas essential to the success of ALTEN's projects:

1. technical area: Work Packages Management – ALTEN methodology, financial management of a project, etc.;
2. managerial area: client relations, team management, communication, etc.

They are organised around 4 career paths that meet specific needs:

- Project Managers;
- Level 1 Project Managers;
- Level 2 Project Managers;
- Technical Directors.

These courses are composed of group or individual sessions (in the form of coaching), conducted in person or remotely.

This coaching totals 19 days of training.

For Support Functions

In 2022, the Support Functions Training Department continued to create and complete business onboarding courses, particularly for the HR Admin and Sales Administration teams.

Career development and support courses (such as the Management course) are regularly challenged in order to offer quality training that meets the requirements of employees and the Company.

The training course for the Specialists has been reviewed and will be rolled out in 2023.

Change in the number of people trained in France

2019	5,685
2020	4,571
2021	4,702
2022	5,381

In 2020, the decrease in the number of employees trained is due to the disposal of certain entities in France. It is also due to the delay in adapting to digital training sessions in the health context. Since 2021, there has been an increase in the number of people trained.

International initiatives and specialist subsidiaries

LINCOLN SASU offers each employee access to the Openclassrooms platform enabling them to take the courses that interest them and obtain the associated certifications. The teams also have access to publishers' operating modes (Dataiku, GCP, Azure) allowing them to access digital platforms for online courses.

ALTEN ITALIA SPA and **TECHALTEN PORTUGAL LDA** provide technical and language training online, live and recorded, *via* the AulaStreaming platform and GoFluent.

CADUCEUM SASU and **ALTEN NEDERLAND B.V.** implement professional training plans created for ALTEN employees but also for clients through their own training institute.

ALTEN FINLAND OY offers several training sessions for managers, for example on employee contract law, health and safety, sales and recruitment practices, tools used, etc.

ALTEN GmBH has the same training programme as in France. The introduction of the new ALTEN Training Center (ATC) apprenticeships management system, set up for all employees, was a success.

4.2.6 PROMOTING DIVERSITY

The Group places the promotion of diversity at the heart of its Human Resources policy. It aims to break down preconceived ideas about the Engineering profession and promote integration and inclusion. In France, ALTEN is a signatory of the Diversity Charter supported by the "*Les Entreprises pour la Cité* network".

4.2.6.1 Engineering is multicultural

Cultural diversity is a reality for the ALTEN Group. It is supported by the Group's international growth and mobility opportunities. In France, the headcount is comprised of 97 nationalities, and more than 100 nationalities are represented in the Group's overall headcount.

International initiatives and specialist subsidiaries

MI-GSO SASU and **PCUBED LTD** launched a partnership with the charity Neurodiversity in Business, which advocates change for a more inclusive workplace.

ALTEN FINLAND OY develops a "2022–2024 Equality and Non-Discrimination Plan" which aims to encourage equality as well as to prevent all types of discrimination in the workplace.

C PRIME INC. establishes an internal resource group, The Root Cause, to promote inclusion and social justice.

4.2.6.2 Employment and integration of employees with disabilities

Each year, the ALTEN Group invests in the development of a policy for people with disabilities. It is committed to job retention and employee awareness. It ensures:

- assistance with administrative procedures;
- ergonomic adaptation of workstations;
- the Advice and Listening Service provided by the Disability Unit.

ALTEN is also strengthening support for employees with disabilities by:

- annual financial support for an adaptation or an external aid required as a result of an employee's disability;
- days of paid leave for medical follow-up.

Raising awareness and communications with employees

The European Week for the Employment of People with Disabilities took place in November 2022. ALTEN proposed:

- national awareness-raising on deafness and sign language to understand the difficulty of integrating hearing-impaired people into companies through an introduction to sign language. Around a hundred people took part in this awareness-raising event;
- a conference on ergonomic workstation design and prevention of Musculoskeletal Disorders (MSD) 60 people attended this conference.

ALTEN regularly communicates on its actions in favour of the disabled through several channels:

- the newsletter;
- awareness-raising brochures and comics;
- the "ALTEN & Disability" community on the Yammer corporate social network;
- interactive e-learning content.

Recruitment

In November 2022, ALTEN took part in the SUPELEC forum to present the ALTEN Group's Disability Policy and promote the recruitment of young students with disabilities.

Sponsorship, patronage and partnership

ALTEN sponsors and supports:

- a disabled fencing champion;
- a young disabled table tennis player.

Digital accessibility

In 2022, ALTEN worked on making its websites accessible and will publish its Multi-Year Accessibility Plan in 2023. The latter will set out ALTEN's ambitions and objectives to make digital tools accessible to people with disabilities.

In 2022, a reference person has been appointed to pass on best practices and ensure that the standards are applied correctly.

In 2023, ALTEN will continue its work on the subject and has set the following objectives:

- continue to make digital platforms accessible;
- train employees on the RGAA framework (General Accessibility Improvement Repository).

Employee training

Interactive training content is accessible to all employees on the intranet. It includes several features:

- e-learning modules;
- FAQ.

Collaboration with the sheltered sector

ALTEN works closely with adapted companies:

- *via* co-contracting on certain client projects;
- as part of its purchasing.

This approach makes it possible to support and accompany adapted companies in specific sectors by providing the Group's know-how. ALTEN is committed to promoting the use of the sheltered and adapted sector as part of its external services. It is working to expand its panel of referenced suppliers from this sector.

International initiatives and specialist subsidiaries

- **MI-GSO SASU** has contracted an office cleaning service with an employment centre specialising in the integration through work of people with disabilities.
- **ALTEN ITALIA SPA** 19 disabled people joined the company and new agreements with local authorities were established or renewed. Since 2018, ALTEN has awarded contracts for service activities (cleaning and installations) to companies specialised in integrating people with disabilities into the "world of work". At the same time, a collaboration was undertaken with a social cooperative. It aims to create an inclusive workplace for people with disabilities.
- **AIXIAL SAS** has developed an in-house team specialising in disability issues:

  - participation in business fairs on disability;

  - inclusion policy communicated through training at management and recruitment level on the company's actions;

  - adaptation of the workstation and working hours according to the disability, assessed on a case-by-case basis at the HR level;

  - all employees with a management function sign the "Obligations and Duties" letter of commitment, which recalls the "zero tolerance" towards any form of discrimination.

4.2.6.3 Integration of people seeking employment or retraining

ALTEN is also committed to the integration of people seeking employment or retraining who are registered with the employment centre. Even after a long period of inactivity, the Operational Preparation for Employment (POE) scheme supports, prepares and trains them. It allows them to be oriented towards specific and promising professions:

- cybersecurity;
- nuclear;
- naval.

Candidates can benefit from 399 hours of training to acquire the skills necessary for their integration.

ALTEN also supports the CEBIJE and FACE associations *via* its skills sponsorship programme.

4.2.6.4 Engineering has no age limits

The average age of ALTEN employees on permanent contracts is 31 in France.

However, the expertise of more experienced employees allows us to capitalise on key knowledge and skills. A career management process is dedicated to them. It includes a second-phase career interview and privileged access to training.

As part of its skills sponsorship, ALTEN also offers assignments to senior Consultants. They can thus diversify their projects and apply their expertise to an associative cause. At the same time, ALTEN ensures that their expertise is passed on to the young people who join its teams.

The Group promotes the integration of many students in internships, apprenticeships or work-study programmes. This mainly concerns the Support Functions, which are more suited to this type of contract.

Each student is supervised by an ALTEN tutor, who is responsible for their integration and the smooth running of the assignment. The tutor passes on his or her knowledge to the student, who gradually acquires the skills linked to the training and to the future profession. For ALTEN, work-study is an opportunity to train employees in its business lines and to identify the best potential for future recruitment.

4.2.6.5 Promoting Engineering to women

High school students, interns, apprentices, employees, etc. Throughout their professional career, ALTEN strives to show women that the engineering profession is not just for men. The place of women in industry is a real issue for society.

Since 2021, ALTEN has been a signatory of Syntec-Ingénierie's Engineering Charter for Gender Diversity. This signature testifies to the Group's desire to continue to make gender equality a lever to meet the challenges of the future.

ALTEN is committed to the following 4 priority areas:

1. take action to change the image of Engineering among young people and in particular young women;
2. ensure equal treatment of women and men throughout their careers;
3. promote a work-life balance for all;
4. encourage access for women to management positions, by developing upward mobility.

Regular monitoring of the commitments linked to the Charter is carried out by Syntec-Ingénierie.

Furthermore, as the Group is a key player in the professional integration of young people, it is committed to raising awareness and convincing women to join the technical and scientific professions. Partnerships with associations such as *Elles Bougent* help guide female students. ALTEN is thus present as far upstream as possible, in secondary and high schools.

Situation within the Group

ALTEN promotes gender equality and wishes to increase the loyalty of its female employees.

An equal number of men and women sit on the ALTEN Group Board of Directors [1].

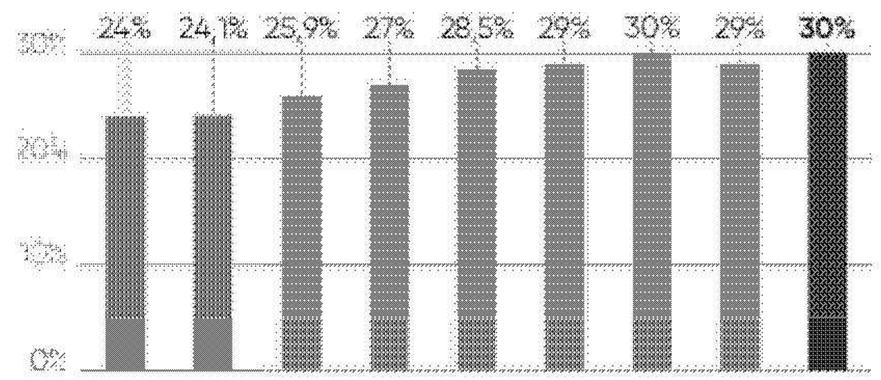
In France, the agreement on professional gender equality sets out the company's objectives and indicators in the following areas:

- recruitment and job diversity;
- measures to close the gender pay gap;
- career progression;
- work-life balance.

With this agreement, ALTEN wishes to combat inequality and promote the importance of professional diversity within the Company.

These measures have ensured that the proportion of women in the Group's headcount in France has been steadily increasing:

Change in the number of women in the French headcount



2022 gender equality index

Since 1 March 2019, French companies with more than 1,000 employees measure five indicators.

They publish their overall score according to the methodology of the gender equality index.

ALTEN SA obtained a score of 89/100.

ALTEN INFORMATION SYSTEMS AND NETWORKS obtained a rating of 89/100.

ALTEN SUD-OUEST obtained a rating of 88/100.

ALTEN TECHNOLOGIES obtained a score of 89/100.

Tales of Women Engineers Portfolio

The place of women in industry is a real issue for society. ALTEN is thus committed to raising awareness and convincing women to join the technical and scientific fields. This is achieved through the power of personal testimony: the role models help to deconstruct stereotypes and misconceptions about these professions from a very young age. Every year since 2017, ALTEN has interviewed its Consultant-Engineers, in France and abroad, to highlight their career paths and their business expertise in the Tales of Women Engineers Portfolio.

Elles Bougent and *Talents du Numérique*

Too few young women choose science and engineering courses. They remain under-represented in the Engineering professions. ALTEN has been a partner of the "*Elles Bougent*" association since 2009 and "*Talents du Numérique*" since 2006. The Group is committed to encouraging vocations and thus increasing the proportion of young women in Engineering.

The "*Elles Bougent*" association broadcasts the testimonies of female mentors who are passionate about their jobs. It informs schoolgirls and students of the many opportunities offered by Engineering degrees. ALTEN's network of female mentors includes nearly 100 female employees, Business Managers and Consultant-Engineers. In 2022, they continued to get involved with young women through awareness-raising activities.

The "*Talents du Numérique*" association brings together 70 higher education institutions and promotes scientific and technical training in digital professions to young men and women. In particular, it is one of the founding members of the "*Femmes@Numérique*" initiative, which aims to promote, through concrete actions, the place of women in the sector.

(1) Not counting the Director representing employees.

International initiatives and specialist subsidiaries

LINCOLN SASU obtained a score of 93/100 on the gender equality index.

ALTEN POLSKA SP ZOO organised a "Women in IT" event during Women's Month, which offered a series of articles, conferences and debates with the aim of promoting the place of women in the IT sector.

ALTEN SWITZERLAND AG and **ALTEN SOLUCIONES PRODUCTOS AUDITORIA E INGENIERIA SAU** broadcast videos highlighting women engineers on International Women's Day.

PCUBED LTD continues its commitment to the national gender equality programme in 2022 and has gathered 10 mentors and mentees. A community meets monthly to promote equality, diversity and inclusion.

ALTEN SVERIGE AB uses the internal network Women@ALTEN in order to build a community of women and strengthen their place in the industrial and technological world. The Women@ALTEN community organises various events throughout the year such as meet-ups, conferences, etc.

4.2.7 HEALTH AND SAFETY IN THE WORKPLACE *[GRI 403-1] [GRI 403-5]*

The health and safety of employees is a priority for the ALTEN Group. They meet client, normative and regulatory requirements.

4.2.7.1 FORCES policy

ALTEN's health and safety policy is centred on the acronym, FORCES, which aims to:

- Unite all stakeholders around a safety culture;
- Optimise employees' working conditions;
- Comply with normative, regulatory and client requirements;
- Capitalise on the Group's best practices to benefit all stakeholders;
- Committed to an HSE approach;
- Secure the working environment.

This approach is based on:

- risk prevention, by:
  - the identification of risks to which employees may be exposed,
  - raising employee awareness of these risks and the prevention and protection measures to be followed;
- dialogue and communication with the Health and Safety Committee. All the Group's subsidiaries reaching the relevant regulatory thresholds organise a Health and Safety Committee, convened as often as the law requires;
- training, with a proactive approach to both regulatory and voluntary schemes. Upon joining the Company, each new hire must follow an e-learning module about professional risks;
- awareness-raising for employees on specific risks is regularly organised. The Health, Safety and Environment booklet is distributed to all employees as a reference on awareness-raising. In addition, ALTEN is a signatory of the Ministry of the Interior's "National Appeal of Companies for Road Safety";
- Engineers or Consultant-Engineers give safety talks. They provide an opportunity to discuss health and safety issues with the Consultant-Engineers. In 2022, 2,034 employees attended talks in France;
- prevention of safety-related risks for nuclear clients, with the promotion of a genuine safety culture;
- equipment has been put in place, particularly in terms of personal protection, for example:
  - 100% of ALTEN sites are equipped with defibrillators in France,
  - 100% of ALTEN sites are equipped with hygiene products to avoid any epidemic spread within the premises;
- COVID-19 kits are available to employees on request;
- regulatory and standards monitoring, leading ALTEN to act as early as possible on safety regulations. ALTEN has developed a dedicated monitoring tool to keep abreast of regulatory changes.

4.2.7.2 Management of the health crisis linked to the spread of SARS-CoV-2 (COVID-19)

The health context required the adaptation of a risk management protocol based on principles set out by the government. ALTEN has placed a Business Continuity Plan (BCP) at the heart of its health and safety prevention approach. The measures implemented focused on:

- risk assessment;
- the mapping of activities;
- the adaptation of activities to workstations;
- their adaptation to collective and individual prevention and protection measures.

The prevention approach has been formalised by updating the single occupational risk assessment document. It enabled the implementation of the Business Continuity Plan, which includes the following priority areas and working conditions:

- **focus area 1**: ensure the smooth running of operations according to the development of the pandemic *via*:
  - an operational unit dedicated to the health crisis context coordinating the processing of requests relating to the virus. It ensures that client requirements are taken into account. The crisis unit is also responsible for:
    - the provision of personal protective equipment: masks, hydroalcoholic gel, etc.,
    - the implementation of the strict health protocol imposed on employees,
    - Management of ALTEN premises: wearing of masks, layout, continuous cleaning, etc.;
  - this same unit ensures dialogue with employees *via* an e-mail address specifically dedicated to requests and incidents;
- **focus area 2**: organise work with:
  - the introduction of teleworking when the activity allows it;

- **focus area 3**: secure buildings and their occupants thanks to:
  - the provision of collective and individual protective equipment,
  - the layout of the premises to ensure the required social distancing measures:
    - the closure of meeting rooms and lunch break areas when necessary,
    - separation of offices;
  - systems for regulating the flow of people in confined spaces:
    - stairs,
    - lifts,
    - corridors,
    - entrance halls;
  - the organisation of regular screening campaigns,
  - setting up an infirmary to offer in-company vaccination to employees,
  - permanent decontamination of premises by hydrogen peroxide diffused by the ventilation and air conditioning system;
- **focus area 4**: adapt travel where necessary through:
  - the ban on international travel,
  - the validation of Directors required for travel to France;
- **focus area 5**: centralise the reporting of information and control the processing of requests and/or incidents *via*:
  - tools for monitoring requests and incidents: inventory of COVID-19 cases, distribution of COVID kits, etc.;
- **focus area 6**: informing internally and externally through:
  - employee communication devices:
    - posters,
    - e-mails,
    - intranet,
    - dedicated e-mail address,
    - digital safe, etc.;
  - communication mechanisms with external stakeholders: COVID-19 appendix to prevention plans, etc.

The health measures put in place since April 2020 have proven to be very effective. They have enabled the ALTEN Group to continue to operate by constantly monitoring the incidence rate of the Group's sites.

As of 14 March 2022, the Government decided to lift the health protocol in companies and the obligation to wear a mask indoors.

In line with regulatory requirements, ALTEN has made office work more flexible.

Business continuity was ensured by compliance with the following principles:

- hygiene measures;
- rules governing the ventilation of premises;
- prevention of the risks of hand-carried contamination (regular cleaning of objects and points of contact that employees are likely to touch).

(1) Company Safety Improvement Manual.
(2) Health Safety Environment.

4.2.7.3 Assessments and certifications

In addition, ALTEN is involved in a voluntary MASE certification process [1] for its Lille and Vitrolles branches and a national ISO 45001 process. An HSE survey [2] was sent to all branch employees to measure their knowledge of these subjects.

To measure its Health and Safety performance, ALTEN relies on a risk management assessment questionnaire, designed by drawing on the ALTEN internal safety reference document, sent to the MASE scope. The assessment is positive, revealing a good knowledge of ALTEN's safety culture among employees.

4.2.7.4 Absenteeism

The absenteeism rate is an aggregate of days of absence through sick leave and work or commuting accidents. In 2022 in France, it stood at 2.26%.

4.2.8 WORK-LIFE BALANCE

4.2.8.1 Prevention of Psychosocial Risks (PSR)

All of the stakeholders listed below are committed to improving the Quality of Life at Work of employees within the ALTEN Group and to achieving a good balance between the employee's professional and personal life:

- the Communications Department;
- the Operational Human Resources Department;
- the Career Development Department (DCI);
- the Department for Development of Support Positions ("DDS").

The joint work of the various Departments aims to introduce positive measures to limit risks.

An agreement on health and quality of life at work was signed in 2015. It includes the following items:

- respecting and valuing the importance of disconnection time and organising follow-up discussions on workload;
- training line managers and staff monitoring teams in the identification and management of PSR and in stress management;
- the drafting and distribution of an ALTEN charter on well-being in the workplace;
- an e-learning module also provides an understanding of the psychosocial risks associated with stress and moral harassment;
- a counselling and psychological support unit is also available seven days a week and aims to prevent psychosocial risks.

To take stock of the situation in France and guide future decisions, ALTEN commissioned a firm with expertise in 2022 to conduct a study based on a questionnaire sent to all employees. This study led to the decision, for 2023, to make each team leader aware of the prevention of psychosocial risks during a one-day training course.

4.2.8.2 Information and inclusion in the well-being in the workplace approach

The ALTEN Group is committed, over the long term, to a number of actions to promote well-being in the workplace for all employees.

Opportunities for professional development and internal mobility are regularly mentioned during employee onboarding, in the welcome booklet and at various employee events.

An AMPLIFY training programme is available to all.

A welcome booklet is available and includes the following information:

- the Group's organisation;
- its values and commitments;
- career development opportunities;

This handbook improves employee integration by providing him or her with information that is essential for successful adaptation and facilitates onboarding.

Employees benefit throughout the year from:

- conferences on well-being in the workplace;
- technical conferences;
- sporting and culinary challenges, etc.

All these actions are relayed by internal communication tools, Yammer, Intranet or a monthly ALTEN & YOU newsletter.

On the internal social network Yammer, numerous communities encourage meetings, exchanges and the sharing of best practices, in particular:

- In the technical field: IS Dev – Web & Mobile, Cyber Security, Agile & DevOps, etc.;
- On Corporate matters: *Elles Bougent* mentors, ALTEN & Disability, Ecology and sustainable development, etc.;
- In the recreational sphere: E-sport, Gourmet, Runners, etc.

The *"Nos salariés ont du talent"* internal sponsorship programme has existed for several years. It aims to support personal passions and initiatives in sport, humanitarian, cultural or artistic fields.

Employees can also get involved in projects that promote the feminisation of the Engineering professions.

Employees can also work on skills sponsorship assignments with "ALTEN *Solidaire*", with partner foundations and associations. "ALTEN *Solidaire's*" community initiatives are described in Section 4.3.6 – "Regional solidarity".

International initiatives and specialist subsidiaries

CADUCEUM SASU provides a number of actions in its offices to improve the well-being of its employees, such as free fresh fruit every week.

LINCOLN SASU offers yoga and fitness classes every Thursday to all its employees.

MI-GSO SASU organises regular team building by the "Happiness Officer" ambassadors.

ALTEN CHINA LTD organised music therapy sessions for the management team.

ALTEN FINLAND OY regularly conducts well-being surveys to provide services that improve the quality of life of employees.

PCUBED LTD organised several courses delivered by The Mental Health First Aid (MHFA). 50% of the headcount now has mental health certification from this organisation.

4.3 ETHICS AND HUMAN RIGHTS *[GRI 102-16]*

4.3.1 CHALLENGES AND PRIORITIES

The Group's approach, based on the principles of integrity and transparency, are formulated around the following priorities:

- business ethics and compliance;
- Information Systems Security;
- responsible purchasing;
- duty of care plan;
- solidarity.

4.3.2 ETHICS AND COMPLIANCE *[GRI 102-17]*

The ALTEN Group built its growth on the basis of fundamental principles of integrity and transparency. Executives and employees of the ALTEN Group implement these principles in order to establish lasting relationships of trust with all of its stakeholders: employees, shareholders, public or private sector clients, suppliers, competitors and all other partners.

As such, the ALTEN Group complies with:

- the 10 principles of the United Nations Global Compact;
- the United Nations Universal Declaration of Human Rights;
- the various conventions of the International Labour Organization;
- the OECD Guidelines for Multinational Enterprises.

The Group's commitments to carry out and develop its activities in strict compliance with national and international laws and regulations are formalised in three founding documents, distributed internally and externally:

- the Ethics and Compliance Charter;
- the Sustainable Development Charter;
- the Responsible Purchasing Charter.

These documents are presented in the Duty of care plan described in Section 4.3.5.2 "Tools to prevent serious harm".

The Compliance Department coordinates the Group's compliance approach by relying on an internal network of ambassadors, acting as links between the Compliance Department and the various Group entities. Reporting to the Legal Department, the role of the Compliance Department is as follows:

- it ensures compliance with standards wherever the Group operates;
- it anchors compliance in a responsible and continuous approach;
- it coordinates and standardises the actions carried out within the ALTEN Group;
- it prepares Group policies and distributes them to all employees;
- it also puts in place all the pedagogical tools intended to disseminate a culture of compliance.

The Group's Compliance Manager reports regularly to General Management on these subjects.

4.3.2.1 Preventing corruption risks

The ALTEN Group has a "zero tolerance" policy on corruption and influence peddling. It strives to disseminate this message to all of its stakeholders. Moreover, it is carried out with respect to the national and international standards to which it is subject regarding preventing acts of corruption (1).

In terms of corruption, and more generally compliance, the ambassadors' network conveys the demands and the goals of the Group's General Management as well as reporting back on any alerts received locally.

ALTEN has defined and deploys its corruption prevention policy in accordance with the requirements of the Sapin II law (2).

A compliance framework

The Group's Ethics & Compliance Charter has for many years formalised the commitment of the ALTEN Group with respect to zero tolerance on corruption and conflicts of interest. This charter is available on the Group's website and retrievable by all stakeholders at the following address: https://www.alten.com/alten-group/responsibility-and-sustainability/.

These commitments were strengthened by an Anti-Corruption Code of Conduct that applies to all of the Group's internal and external employees and Corporate Officers. It defines the main principles (corruption, conflicts of interest, etc.) and describes them so that everyone is able to adopt ethical behaviour in compliance with the Group's policy.

The roll-out of the Anti-Corruption Code of Conduct in subsidiaries is accompanied by a communication and awareness program.

The Code of Conduct is available to all ALTEN stakeholders on the Group's website (https://www.alten.com/alten-group/responsibility-and-sustainability/).

In addition to this Code, the Group has developed application guides:

- a handbook on conflicts of interest. It reminds employees of the Group's policy and of the behaviour to adopt when faced with this risk;
- a gifts and hospitality policy. It recalls the guiding principles, provisions for authorisation and provides employees with recommendations for confronting potentially risky situations.

In 2022, the Group reviewed and updated its anti-corruption guidelines, which are available in several languages.

(1) Foreign Corrupt Practices Act in the United States, United Kingdom Bribery Act in the UK, law No. 2016-1691 of 9 December 2016, called "Sapin II", in France, World Bank, OECD (Organisation for Economic Cooperation and Development), International Chamber of Commerce (ICC), Transparency International, etc.

(2) Law No. 2016-1691 of 9 December 2016 concerning transparency, the fight against corruption and modernisation of economic life, called the "Sapin II" law.

A whistleblowing system

In 2016, ALTEN equipped itself with the MyALERT system, available on the intranet and open to all employees.

In a process of continuous improvement, the ALTEN Group has strengthened its system: the whistleblowing system in place meets the requirements of the Sapin II law, the law on the duty of care of parent companies and ordering companies and the General Data Protection Regulation (GDPR).

It enables all of the Group's internal and external stakeholders (employees, clients, suppliers, etc.) to submit an ethics alert confidentially (and, where appropriate, anonymously) on a secure platform available 24/7 in all countries where the ALTEN Group operates. This system is directly accessible at https://ALTEN.integrityline.com/ and is listed on the Group's institutional website. A page dedicated to the Group's internal whistleblowing system is also accessible from the ALTEN intranet site.

ALTEN has ensured that its internal whistleblowing system complies with new national and European regulations on whistleblowers.

Risk mapping

Pursuant to current legislation, the ALTEN Group has drawn up a mapping to identify and prioritise corruption risks according to the specificities of the ALTEN Group (activities, geographic sectors, etc.).

The different departments of the Group (subsidiaries and Group functions) must assess their corruption risks against different corruption scenarios defined by the Group and which the entities can complete. Finally, a formal interview to validate the exercise is conducted between the Risk & Compliance Department and the Department concerned.

Procedures for assessing third parties

The Group has implemented procedures for assessing third parties (clients, suppliers, M&A targets, etc.) and has equipped itself with the tools (databases, etc.) required to carry out these evaluations. The assessment of a third party before establishing a business relationship is carried out in two steps:

- an internal questionnaire and the consultation of the databases to categorise the third party according to three levels of risk (low/medium/high);
- the third party's file is approved locally or at Group level depending on its risk level.

Finally, ALTEN systematically evaluates the targets of merger and acquisition operations, relying, if necessary, on the expertise of external firms.

Accounting control procedures

The Group's accounting control procedures were adapted to take into account legal requirements in terms of preventing corruption.

Training

The Group devised a training programme adapted to targeted populations and an awareness campaign intended for all employees.

When new employees are hired, they are made aware of the Group's culture in terms of "zero tolerance" for corruption, in particular, through a welcome handbook that references the Group's Ethics and Compliance Charter. The Group's Anti-Corruption Code of Conduct and its gifts and hospitality policy are also incorporated into a welcome kit given to new arrivals.

A "Preventing corruption" e-learning module, available in several languages, has been rolled out and incorporated into mandatory training pathways for all employees, including new arrivals. This e-learning module reminds employees of the Group's anti-corruption policy and is accompanied by a quiz.

Ethics and compliance ambassadors also receive ongoing training.

A disciplinary system

The anti-corruption policy must be known and backed by all of the Group's employees. Thus, to ensure strict compliance with the principles that appear in the Code of Conduct, ALTEN has paired them with disciplinary sanctions.

An internal control and assessment mechanism

The internal control and assessment mechanism makes it possible to oversee the efficacy of measures, identify gaps and devise actions to prevent corruption. It is carried out based on a risk mapping of corruption, which is updated by the Compliance Department.

Key performance indicators

Key performance indicators		2021	2022	2023 Targets
Accessibility of the whistleblowing system	% of entities with access to the whistleblowing system	100%	100%	100%
E-learning module on the prevention of corruption[1]	% of employees trained in anti-corruption	62%	66%	80%

(1) For France, Germany and the United Kingdom.

4.3.2.2 Protection of personal data

ALTEN ensures compliance with regulations relating to the protection of personal data. The Group Data Protection Officer (DPO), appointed by General Management, coordinates and rolls out initiatives to ensure compliance with the personal data protection policy, *via* a network of data protection coordinators.

The Group policy ensures uniformity of procedures and processes regarding protection of personal data within the Group. It is based on procedures, including:

- the procedure for managing new personal data processing;
- the procedure for handling complaints and exercising the rights of data subjects;
- the procedure for handling personal data breaches.

The Group DPO is involved with all issues relating to personal data processing. He has the resources required to perform his duties. He does not receive any instruction in the performance of his duties from the Company and reports directly to the Company's highest level of Management.

The ALTEN Group promotes a culture of personal data protection. It provides its employees with awareness-raising e-learning modules. Each e-learning programme is tailored to employees' activities.

Key performance indicators

Key performance indicators		2021	2022	2023 Targets
E-learning module on the protection of personal data[1]	% of employees trained in data protection	66%	69%	75%
Requests to exercise rights[2]	Number of requests to exercise rights processed	50	30	N/A
Breaches notified to data protection authorities[2]	Number of data breaches notified to Data Protection Authorities	0	1	N/A

(1) Succesfactors scope (France/United Kingdom).

(2) France scope.

4.3.2.3 International sanctions

The Group's compliance policy also covers prevention of risks in terms of violation of international sanctions. This is referred to in the "Ethics & Compliance in a nutshell" guide, distributed to all Managers and Ethics & Compliance ambassadors. This document is available in several languages. It was updated in 2022 to take into account the issues related to the management of the Ukraine crisis.

A specific guide of conduct for activities in Russia has also been drawn up following the sanctions imposed on Russia by various countries and organisations.

Finally, the assessment process for third parties, which was implemented as part of the anti-corruption programme, is also intended to prevent risks in terms of violation of international sanctions by the ALTEN Group.

4.3.2.4 Lobbying

The ALTEN Group undertakes to conduct its lobbying activities in accordance with applicable laws, national and international agreements and its compliance policy. The relevant rules are set out in the Group's Anti-Corruption Code of Conduct.

In 2022, the ALTEN Group did not carry out any direct lobbying activity.

4.3.2.5 Fiscal transparency

In line with the Group's strategy, its tax policy preserves its reputation and reduces its tax risks.

The Group adopts a responsible fiscal approach in its practices. Its efficient tax management model strictly complies with international laws and regulations.

For this reason, the ALTEN Group's fiscal policy is formulated around three principles:

- the prevalence of economic activity: the establishment in a country is based on the will to develop the best offer and the best service to national clients;
- fair taxation of operations: the Group rigorously applies national and international tax rules and pays taxes in each country;
- control of tax risks: the Group secures tax costs by:
  - the reliability of financial data,
  - documentation of tax options,
  - continuous improvement in the identification and management of tax risks within the Group.

The ALTEN Group has established a transfer pricing policy in accordance with the OECD principles. The Group keeps an eye on fair distribution between countries of its internal operating margins.

In accordance with its legal obligations, the Group has been conducting its country-by-country reporting since the 2017 financial year. It reports the breakdown of its profits, taxes and activities by tax jurisdiction.

The Group is not legally established in the non-cooperative states and regions defined by French and international law.

4.3.3 INFORMATION SYSTEMS SECURITY

Information security and cybersecurity are central strategic issues. ALTEN has integrated an ISO 27001 certified Information Security Management System (ISMS) into its processes.

Client satisfaction and risk management are paramount. The Group has therefore initiated an ISO 27001 certification process to deal with:

- changes in the consulting business lines;
- international business development;
- the increasing criticality of information.

The first step in this process was the recruitment of an Information System Security Officer. Led by Management, an ISS governance structure was set up in the form of a committee, which brings together:

- Executive Committee members;
- members of the Information Systems Department;
- the Information System Security Officer;
- the Quality and Performance Department.

It meets every six months to:

- review internal and external issues;
- ensure the achievement of objectives;
- analyse the control of ISS risks;
- define the action plan.

ALTEN has built the ISO 27001 requirements into its Quality, Security and Sustainable Development policy. ISO 27001 prescribes the measures necessary to ensure information security within an organisation. It also covers the functioning of the information security management system.

Transversal to the company, this approach aims to:

- ensuring service continuity;
- managing risks;
- guaranteeing control of intellectual capital;
- preserving the trust of stakeholders by defending the confidentiality of information;
- building this approach into the Company's management system, ensuring that the entire headcount assumes ownership of it;
- combating cyber-attack threats.

In this dynamic, ALTEN SOLUCIONES PRODUCTOS AUDITORIA E INGENIERIA SAU has been ISO 27001 certified since 2013. ALTEN SA and ALTEN INDIA followed in 2016, then ALTEN GMBH, HUBSAN SASU in 2017 and LINCOLN SASU in 2020.

In 2021, ALTEN ITALIA SPA, TECHALTEN PORTUGAL LDA and the subsidiary MI-GSO SASU validated their ISO 27001 certification.

In order to meet the information security compliance needs of the automotive sector, the requirements of ISO 27001 are complemented by TISAX certifications in Germany, and since 2022, in Morocco and Romania.

This certification rewards a strategy and work begun several years ago.

ALTEN SA and its French subsidiaries have also developed accessible and mandatory e-learning training for everyone. It concerns Information Systems Security. It consists of role-playing and assessments, and raises awareness of all potential situations for employees. It also informs them about their rights and obligations. Since 2020, these e-learning modules have been supplemented by new materials in the form of cartoons. They help to understand best ISS practices in an entertaining way.

An intranet portal on Information Systems Security has also been created. Each employee will find:

- the IT Charter;
- security policy;
- access to dedicated e-learning modules;
- organisation;
- best practices;
- incident reporting, etc.

In the health context, information security developed projects aiming to:

- ensure compliance with the requirements;
- extend the scope of ISO 27001 certification;
- fight against cyber-attacks;
- secure remote working.

International initiatives and specialist subsidiaries

AIXIAL SAS trains its employees and makes them aware of information security. GDPR and confidentiality e-learning courses are offered to employees.

MI-GSO SASU has set up an ambassador programme: security patroller with a role in raising awareness among employees at local level.

4.3.4 MAINTAINING A LASTING RELATIONSHIP WITH SUPPLIERS AND SUBCONTRACTORS *[GRI 102-9] [GRI 308-1] [GRI 414-1]*

4.3.4.1 Strengthening and standardising purchasing practices across the Group

2022–2025 purchasing policy and programme

ALTEN's purchasing policy is driven by the Group's Purchasing Department. It is based on the six following areas of work:

1. the expertise axis, aimed at sharing and supporting internal stakeholders in the formalisation, application and monitoring of processes and good purchasing practices;
2. the performance axis contributing to the company's financial and non-financial results;
3. the quality axis, which manages the compliance of its third parties with regard to standard and regulatory requirements;
4. the business relationships axis, focusing on the integrity and sustainability of supplier relationships while promoting innovation and competitive bidding;
5. the risk axis, enabling the Group to meet its obligations and commitments relating to due diligence, the management of CSR performance, the assessment of compliance, nuclear safety and ethical risks;
6. the CSR axis, as part of an approach aimed at developing and deploying its Corporate Social Responsibility (CSR) and ethics values.

The Purchasing Department steers the deployment of the purchasing strategy in synergy with the Company's other departments. This strategy applies to all purchasing families and is part of a continuous improvement approach at Group level.

Support for international subsidiaries

To support international entities in their purchasing efforts, the ALTEN Group's Purchasing Department has made a service catalogue available to its subsidiaries, regrouping the following themes:

- the deployment of framework contracts;
- the application of the processes through the France document repository;
- the provision of financial and non-financial reporting tools;
- establishment of a Group-wide purchasing community;
- support in certification procedures.

4.3.4.2 Responsible purchasing

ALTEN's responsible purchasing scheme is deployed throughout France.

Founding principles

Responsible Purchasing is based on the ISO 20400 : 2017 standard which provides organisations of all sizes and activities with guidelines for integrating social responsibility into their purchasing process, as described in ISO 26000.

It is intended for stakeholders involved in or impacted by purchasing decisions and processes.

In 2022, ALTEN obtained the Responsible Purchasing Label issued by AFNOR, placing France at the "confirmed" level.

The Group's Responsible Purchasing Charter builds on the founding principles of the United Nations Global Compact, the Universal Declaration of Human Rights, the core conventions of the International Labour Organization and the OECD Guidelines for Multinational Enterprises.

In an effort to improve responsible purchasing practices, the ALTEN Group has defined five strategic areas to which the purchasing function and its stakeholders must respond as part of their missions:

- strengthen the structure and visibility of the responsible purchasing approach;
- preserve the environment: act on all three scopes and promote responsible digital technology;
- act for inclusion through solidarity purchasing;
- map, assess and manage Purchasing risks;
- manage and communicate Responsible Purchasing performance.

In this respect, the ALTEN Group undertakes to:

- preserve the environment by acting on all three scopes and promote responsible digital technology;
- carry out a full cost review prior to any purchasing decision;
- act for inclusion through solidarity purchasing.

The success of this approach involves the systematic integration by the Purchasing Department of a CSR dimension into the Group's purchasing approaches which aims to:

- rethink the act of purchasing to allow for a more environmentally, socially, human rights and ethically sound product/service approach;
- make it part of the buyer's role to define the need in collaboration with internal clients and to integrate the CSR dimension into the subject matter of the contract, the technical specifications and/or the performance conditions. The buyer must also carry out an analysis to measure the environmental impact of the product or service subject to the contract. If necessary, the buyer - in cooperation with the internal client - will be asked to seek an alternative or compensatory solution;
- value suppliers who stand out for their responsible approach by integrating these requirements *via* the dedicated selection or award criteria.

Mapping of supplier CSR risks

The Purchasing Department has defined a global mapping of risks determined by the nature of the supplier's activity, including a CSR component related to the environment, responsible purchasing, ethics, the social dimension and human rights.

Management of the Responsible Purchasing approach

Risk management is applied throughout the purchasing cycle.

During a call for tenders, all bidders are subject to a CSR maturity assessment through a questionnaire-based evaluation.

Supplier performance is managed through three areas:

- annual performance reviews involving stakeholders;
- annual supplier assessment campaigns;
- an audit process aimed at evaluating the compliance of suppliers with standards, regulations and requirements relating to the service provided to the Group.

In 2023, ALTEN's ambition is to extend this CSR dialogue to all strategic suppliers.

Continuous improvement of responsible purchasing practices

As part of the continuous improvement of the Purchasing Department, ALTEN called on AFNOR to support the implementation of the ISO 20400 standard on responsible purchasing.

Thanks to the implementation of an action plan and a 3-year progress plan, in December 2022 ALTEN obtained level 3 "confirmed" of the AFAQ Responsible Purchasing standard from AFNOR certifications.

4.3.5 DUTY OF CARE PLAN

ALTEN promotes:

- personal safety;
- sustainable development;
- respect for Human Rights;
- individual freedoms;
- ethics.

In 2010, the Group signed the Global Compact, formalising its commitment to Human Rights and the environment.

This commitment is applied operationally to all employees. It is reflected in the Group's CSR, ethics and compliance strategies.

4.3.5.1 Risk mapping

The development of the various risk maps is carried out by:

- the Quality and Performance Department;
- the Legal Department;
- the Purchasing Department.

ALTEN first identified and then assessed the 3 types of risk related to:

- the Group's activities;
- the business sectors of its suppliers and subcontractors;
- the countries where ALTEN operates.

ALTEN relies on its own benchmarks and external indices to quantify the level of risk.

For its own business activity, ALTEN carries out regular environmental impact assessments. Each environmental risk related to ALTEN's activity is assessed using a rating method. It takes into account:

- the frequency, determined according to the occurrence of the impact;
- the severity, indicating the level of impact on the host environment;
- stakeholder demands on the environmental aspect or impact. They are determined according to the requests of communities, associations, media, local residents, authorities, etc.;
- risk control is determined by the impact reduction actions taken and their effectiveness. This criterion also takes into account ALTEN's regulatory compliance.

ALTEN analyses social risk through the assessment of professional risks, including psychosocial risks. For each risk, the initial risk is cross-referenced with accident data and the degree of control. The residual risk calculated in this way is then ranked as follows:

- intolerable;
- substantial;
- average;
- controlled residual.

Finally, the ALTEN Group has developed a map to identify and prioritise corruption risks. It is described in Section 4.3.2.1 – "Preventing corruption risks".

For the activities of suppliers and subcontractors, the Purchasing Department mapped the risks related to:

- Human Rights;
- health and safety;
- the environment;
- corruption related to the suppliers' business sectors.

Suppliers are given the level of criticality of the services they perform.

Finally, ALTEN assesses the social and environmental risks of the countries where the Group's entities are located. For this purpose, external indices on the level of corruption and respect for political and civil rights are used. The risks and opportunities related to climate change are described in Section 4.4.1 "Environmental challenges".

ALTEN has also set up a risk management system based on their overall mapping [1]. This is based on the identification of the risks of the Group's subsidiaries and functions. They are grouped together in a catalogue of risks to be systematically assessed by the various Group departments (Group subsidiaries and functions).

(1) See Chapter 2 "Risk factors and internal control".

4.3.5.2 Tools to prevent serious harm

The ALTEN Group has several charters to govern its activities, those of its employees, suppliers and subcontractors.

The Ethics and Compliance Charter

The Ethics and Compliance Charter formalises the Group's commitments in its activities. It complies strictly with national and international laws and regulations, including those against corruption.

This charter is intended for employees in all countries where the Group operates and is available in several languages.

It reiterates the commitments backed by:

- the 10 principles of the United Nations Global Compact;
- the United Nations Universal Declaration of Human Rights;
- the various conventions of the International Labour Organization (ILO);
- the OECD guidelines for multinational enterprises.

The Sustainable Development Charter

It commits the ALTEN Group to promoting a CSR approach in its companies:

- act with integrity and ensure compliance with laws and regulations;
- promote:
  - skills development,
  - the social advancement of employees,
  - diversity and equal opportunities by combating discrimination;
- guarantee working conditions that respect fundamental rights and ensure:
  - security,
  - the health of its employees,
  - well-being in the workplace;
- sustainably reduce its impact on nature and biodiversity and promote "eco-gestures" among its employees;
- support clients in the development of solutions favourable to the environment;
- encourage employees to actively participate in responsible innovation;
- unite its clients, subcontractors and suppliers around its values and its commitment to sustainable development;
- support solidarity programmes linked to the Group's values;
- work for the development of Engineering and promotion of scientific and technical careers;
- base corporate governance on rigorous management and responsible communication.

The Responsible Purchasing Charter

This charter is an integral part of purchasing contracts. It applies to all ALTEN Group suppliers and covers the following issues:

- respect for Human Rights;
- prohibit forced or compulsory labour;
- prohibit child labour;
- combating discrimination, harassment and violence;
- fight against corruption;
- protect health & ensure safety;
- ensure fair remuneration;
- respect for freedom of association and recognition of the right to collective bargaining;
- respect for the environment.

Signatory suppliers undertake to ensure that the principles of the charter are respected.

By a cascade effect, they must convey these provisions to their own suppliers. This also applies to countries that are not signatories to ILO conventions where they would be required to work.

The Anti-Corruption Code of Conduct

This Code is described in Section 4.3.2.1 "Preventing corruption risks".

4.3.5.3 Controlling the risk in the Group's activities and those of its subsidiaries

ALTEN deploys policies and procedures to ensure compliance with its charters and to prevent their violation, particularly in the following areas:

- Human Rights and fundamental freedoms;
- personal health and safety;
- the environment.

These procedures are based on:

- labour relations;
- promoting diversity;
- FORCES policy.

Labour relations

ALTEN pursues a policy of dialogue with its social partners which is described in Section 4.2.4.2 "Labour relations".

Promoting diversity

ALTEN fights against discrimination and in favour of diversity. The Group has included these principles in its Sustainable Development Charter. Diversity is central to the Group's Human Resources policy [1]. To reinforce its commitment, the Group has signed the Diversity Charter and the Gender Charter for Engineers.

(1) See Section 4.2.6 "Promoting diversity".

The Group's principal actions address:

- gender equality, by retaining and promoting the ALTEN Group's female Engineers;
- the fight against discrimination, particularly with regard to disability, by responding pragmatically to the problems of:
  - hiring,
  - job retention,
  - employee awareness;
  - supporting younger and older employees;
- the integration of jobseekers or people undergoing retraining registered with the employment centre as part of the Operational Preparation for Employment (POE) programme.

QHSE-SD-ISS policy: FORCES *[GRI 103-3]*

Each year, ALTEN's General Management reiterates its desire to maintain a reliable management system that satisfies all stakeholders. The ALTEN Group's QHSE-Sustainable Development-ISS policy is divided into six priority areas:

- federating, or uniting, all employees, professions and process pilots;
- optimising the Company's processes to target efficiency;
- respecting the demands of stakeholders;
- capitalising on each process and in all subsidiaries;
- ensuring ALTEN's commitment to an approach of quality and performance;
- securing our activities through certification efforts.

The FORCES policy is communicated to all new employees in the welcome handbook in France. It is posted in the premises.

To apply this policy, ALTEN's General Management has launched a performance approach based on Continuous Improvement. The integrated QHSE management system ensures:

- control of environmental impacts;
- client satisfaction;
- management of nuclear safety risks;
- employee safety.

It complies with the guidelines:

- ISO 9001;
- ISO 14001;
- ISO 45001;
- EN 9100;
- CMMI;
- MASE;
- CEFRI;
- ISO 19443;
- ISO 27001.

The Group's actions in terms of safety are described in the following Sections:

- 4.2.7 "Health and safety in the workplace";
- 4.3.3 "IT System Security";
- 4.4 "Reducing the Group's environmental footprint".

Measures to fight corruption

The Group's actions to prevent and fight against corruption are detailed in Section 4.3.2 "Ethics and compliance".

4.3.5.4 Assessment and control of risk with suppliers and service providers

The Purchasing Department ensures that its suppliers comply with the Responsible Purchasing Charter. It incorporates it into the specifications for calls for tender and into contracts.

ALTEN sends a CSR performance questionnaire to suppliers deemed priority following a CSR risk analysis of the sector. It enables them to assess their CSR performance. The Purchasing Department may initiate physical audits if the documentation presented is not satisfactory. The approach is described in Section 4.3.4.2 "Responsible purchasing".

ALTEN suppliers involved in services that have a potential impact on issues such as nuclear safety are also subject to special monitoring, systematic audits and even surveillance plans. A particular level of requirement, set by the ISO 19443 standard, is imposed on the supplier.

4.3.5.5 Report on the Duty of Care Plan and its implementation

The Duty of Care Plan has been rolled out and implemented in France.

In 2022, the entities NEXEO CONSULTING SASU, FINAXIUM SASU, OPTIMISSA SERVICIOS PROFESIONALES, ALTEN CANADA INC., ALTEN TECHNOLOGY USA INC., MI GSO EMP (SPAIN), MI GSO GMBH and MIGSO LDA as well as PCUBED AUSTRALIA, PCUBED CANADA and PCUBED USA INC were integrated into the Group's CSR scope, which improves the visibility of both the CSR performance of the subsidiaries and CSR progress within the Group.

The results of the Plan on suppliers and subcontractors are detailed in Section 4.3.4.2 "Responsible Purchasing".

4.3.5.6 Alert procedure

Internal and external stakeholders can submit a confidential and anonymous ethics alert on a secure platform:

- available 24/7 in all countries where the Group operates;
- meeting the requirements of the law on the duty of care of parent companies and ordering companies;
- accessible at https://ALTEN.integrityline.com/.

In 2022, no alerts were considered relevant in the framework of the Duty of Care Plan [1].

(1) For further information, refer to Section 4.3.2 "Ethics and compliance".

4.3.6 REGIONAL SOLIDARITY *(GRI 103-1] [GRI 103-2] [GRI 103-3] [GRI 203-1] [GRI 203-2]*

In many of the Group's countries, ALTEN and its subsidiaries practice philanthropy initiatives in their host regions.

In France, "ALTEN *Solidaire*" helps general interest foundations and associations supporting causes with a social, medical or environmental impact. Since 2017, around 330 skills donations have been made. The "ALTEN *Solidaire*" unit also conducts solidarity operations with all employees in France and at the various sites in France.

In 5 years, skills sponsorship has represented almost 18,000 days of service for the benefit of more than 40 associative partners to whom we are committed.

In 2022 in France, skills-based sponsorship enabled employees to use their IT, operational and functional skills. Engineers wishing to get involved on a personal level in grass-roots actions can also contact "ALTEN *Solidaire*".

In 2022, several major initiatives were carried out through "ALTEN *Solidaire*", including:

- collections:
  - a collection for the benefit of the Food Bank deployed on all French sites made it possible to offer over 300 meals to families in need,
  - a sporting challenge mobilising all employees to support the Pink October & Movember campaigns, in favour of prevention and the fight against breast and prostate cancer. At the end of this challenge, the proceeds were donated to the Institut Curie,
  - fundraising was donated to the association *Tout le Monde Contre le Cancer*. This action made it possible to finance the organisation of even better end-of-year celebrations in the paediatric departments of several French hospitals;
- helping associations on technical projects, *via* skills sponsorship such as:
  - *L'Armée du Salut*, for the logistical management of their donations,
  - *France Parrainages*, in the implementation of a web marketing automation project,
  - *Télécom Sans Frontières*, in the deployment of VBA tools,
  - *Phyto-Victimes*, in the deployment of a web application.

At the same time, since 2013, ALTEN has been developing IT partnerships with associations from various backgrounds:

- education;
- inclusion;
- professional reintegration.

ALTEN remasters its obsolete PCs in-house and equips them with in-house developed applications for:

- job search assistance;
- help with CV writing;
- and job interview preparation tutorials.

This equipment allows associations to offer computer training or access to PCs for job hunting.

Since 2013, more than 8,500 computers or IT equipment have been donated to some 40 associations (one-off assistance, follow-up of development projects for the beneficiaries).

International initiatives and specialist subsidiaries

MI GSO EMP (SPAIN) collected food for the benefit of food banks *via* a Christmas collection campaign.

ALTEN CHINA LTD supports migrant workers in the construction sector by donating second-hand clothes and books. This enabled the creation of a library.

ALTEN CANADA INC. organised a dinner to benefit the massotherapy foundation. Its mission is to provide support to people affected by cancer, chronic pain or mental health problems, to women who are victims of domestic violence, to seniors in social geriatrics and ageing people in CHSLDs, as well as to family caregivers, by offering them free massage therapy care adapted to their state of health and provided by certified massage therapists.

ALTEN DELIVERY CENTER MAROC, donated computers to schools.

ALTEN TECHNOLOGY USA INC contributed to the construction of a house for Habitat for Humanity. Four blood drives were offered to employees during 2022.

4.4 REDUCING THE GROUP'S ENVIRONMENTAL FOOTPRINT *[GRI 103-3]*

4.4.1 ENVIRONMENTAL CHALLENGES *[GRI 103-1]*

The Group encourages all its entities to cultivate a proactive environmental approach, based on a recognised standard or benchmark.

The Quality & Performance Department defines the Group's environmental policy. It aims at assisting the subsidiaries in identifying and implementing concrete actions concerning:

- building management;
- control of the carbon footprint;
- rational use of natural resources.

The General Resources Department is committed to implementing these policies at all sites.

Its environmental approach is built around the following priorities:

- raising awareness of employees about eco-friendly behaviours;
- reducing its greenhouse gas emissions;
- using natural resources in a reasonable manner and reducing waste.

ALTEN is aware that its activities and sectors give it an indirect environmental responsibility to its clients. Thus, the Group is committed to developing innovative and sustainable solutions and to acting in favour of Responsible Digital Technology.

4.4.1.1 Consideration of risks and opportunities related to climate change in the Group's strategy

The ALTEN Group has studied the risks and opportunities that climate change represents for its activities based on the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD). The study methodology is broken down into several stages:

- identification of physical and transition climate scenarios related to climate change;
- analysis of potential negative consequences;
- assessment of the potential impact on the company.

In 2022, the study covers the France scope.

ALTEN's activities can be divided into two main categories:

- activities carried out at the Group's sites where services are provided to clients and the internal operating bodies;
- activities carried out on its clients' sites.

In the first category, only "office" activities are carried out, which give them a very low risk in relation to the physical hazards of climate change, apart from the geographical location of the sites.

The second category includes the Engineering activities of ALTEN's teams, which work directly in its clients' offices, plants or production facilities. The vulnerability to physical climate risks is also fairly minimal in the short and medium term.

Nevertheless, depending on the business sector in which the ALTEN Group's clients operate, the business could be exposed to transition risks.

Regardless of the nature and method of implementation, the geographical and sectoral breakdown of the ALTEN Group's business in France and around the world clearly mitigates the potential impact of climate change risks to which the Group may be exposed.

They must nevertheless be analysed.

Choice of climate scenarios

The ALTEN Group conducted a comparative study of the physical and transition climate scenarios proposed by the CDP, taking into account reference documents such as "Comparison of physical climate scenarios RCP" (Representative Concentration Pathway) and "Comparison of transition scenarios".

Three RCP climate scenarios were selected:

- the first with a low radiative forcing assumption (more or less strong global warming): RCP 2.6;
- the second with an intermediate radiative forcing assumption: RCP 4.5;
- the third with a strong radiative forcing assumption: RCP 8.5.

While taking into account the likelihood of these scenarios occurring.

Choice of transition scenarios

In line with the TCFD recommendations, the transition risk is linked to the transformations induced by the necessary adaptation to a low carbon future. 18 negative consequences related to the transition scenarios were therefore analysed.

Determination of physical climate hazards and consequences

Whatever the report used (IPCC, DRIAS, etc.), the scenarios are systematically associated with a certain number of indicators showing the evolution of climate hazard factors (average temperature, rainfall, number of hot days, etc.) between a current reference period and a specific time horizon (beginning of the century, 2021-2050; middle of the century, 2041-2070; end of the century, 2071-2100). From these physical climatic hazards, a number of potentially negative consequences for the company were derived, which were then studied according to the location and business sector and then adapted to the situation.

Description of the physical risks identified

The analyses identified:

- the main physical risks that could have potential impacts on two key business processes: human resources management and infrastructure management;
- a risk management plan.

Concerning the Human Resources Management process, the risk retained is the loss of productivity, which would come from a set of negative climate consequences. For example, the increase in the recurrence of extreme events.

This loss of productivity would be more or less significant depending on the intensity of climate change taken into account in the various climate scenarios studied.

For the Infrastructure Management process, three risks were identified: infrastructure degradation, energy shortages and rising energy costs. Indeed, climate change could lead to peaks in energy demand, which could potentially result in discontinuity of access to energy and increased costs for the company.

The management of physical risk therefore involves the implementation of mitigation actions to make the risk acceptable and therefore limit any consequences.

- integration of alternative energy supply contracts into the purchasing process.
- supporting suppliers in the implementation of this risk and opportunity approach.
- development of business continuity plans allowing for the transfer of all or part of the activities to sites less affected by possible climatic events.

Determination of transition hazards and consequences

In all existing transition scenarios, the transition risks identified in the report "Implementing the Recommendations of the Task Force on Climate-related Financial Disclosures" are of four types:

- **political and legislative hazards:** these are linked to the publication of new legislative texts dealing with adaptation to climate change;
- **technology-related hazards:** these are associated with innovation that supports the low-carbon economy. The use and development of these technologies will potentially have an impact on production and distribution costs;
- **the hazards of the economic market:** the transition to a low-carbon economy will change the supply and demand of goods and services;
- **reputational risks:** the involvement of business activities in this transition is a source of reputational risks.

These transition hazards could generate various negative consequences. These are listed in the report "Implementing the Recommendations of the Task Force on Climate-related Financial Disclosures". Some of these potential negative consequences do not apply to ALTEN's areas of activity.

Description of the transition risks identified

Market risks include all risks related to changes in the market for goods and services. Changes in the behaviour of internal clients (company employees) and external clients (direct clients and investors), linked to the changing environment, are a potentially significant risk.

ALTEN's human resources management policy, combined with the ALTEN Group's sustainable development approach and its development strategy, tends to minimise these risks as much as possible.

There are three **political and legislative transition risks** for ALTEN:

- the first is the emergence of new standards and regulations governing certain activities. New sectoral standards would imply a change in the Company's operational functioning;
- the second legislative risk is the increase in reporting obligations on greenhouse gas (GHG) emissions. This risk is both operational and reputational, and has a very high probability of increasing, regardless of the transition scenarios studied;
- finally, the third political and legislative risk is related to the evolution of GHG taxes, as predicted by many transition scenarios. This risk is both operational and reputational for the company.

For ALTEN, accepting this risk involves monitoring changes in business sectors as well as regulatory and normative changes.

ALTEN actively participates in national and international initiatives in order to contribute to progress at its level.

As such, ALTEN is a member of the *Institut du Numérique Responsable* (Responsible Digital Technology Institute) and a signatory of the Engineering for Climate Charter. Through these actions, ALTEN joins forces with its peers to reflect and act together on a better understanding of the new regulations. Finally, ALTEN's environmental approach based on a recognised management system, particularly through its certification (ISO 14001) or reference assessments such as CDP or Ecovadis, for example, includes a strict and rigorous regulatory watch.

Technological risks represent three different risks for ALTEN in the technology category:

- risks related to the substitution of existing products by alternatives with lower emissions;
- risks following an unsuccessful investment in new technologies or services;
- risks related to the costs of transitioning to less emitting technologies.

ALTEN intends to control this risk through its Smart Digital innovation programme. The ALTEN Group has been supporting its clients in sustainable innovation for many years. ALTEN Labs support this ambition and carry out projects dedicated to these major transformations. The activity of the Labs is described in Sections 1.5.3 "ALTEN Innovation" and 4.4.4.7 "Sustainable innovation".

The main reputational risk is the stigmatisation of a business sector in which ALTEN operates. The Group must demonstrate to all its stakeholders its ability to take the necessary measures to preserve the environment and limit the impacts of climate change. ALTEN's stakeholders are described in Section 4.1.2 "Stakeholder mapping". The examples of projects are described in Sections 1.5.3 "ALTEN Innovation" and 4.4.4.7 "Sustainable innovation".

Identification of opportunities

The ALTEN Group's environmental strategy described in the "Historical Commitment to the Environment" section of this document's Integrated Report incorporates the very notion of meeting clients' environmental needs. ALTEN not only participates in discussions with its clients to make collective progress on environmental challenges, but is also proactive in proposing offers that address these same challenges.

The Green IT offer described in Section 4.4.4.5 "Minimising the impact of IT installations" is an example.

In addition, the Smart Digital programme of the Innovation Department in France contributes to the progress of the work of many clients in the business sectors most affected by environmental challenges. The ALTEN Labs Smart Digital programme is described in Sections 1.5.3 "ALTEN Innovation" and 4.4.4.7 "Sustainable innovation".

Global corporate spending on R&D will increase and will focus in particular on programmes related to the energy transition. These investment challenges, which represent real opportunities for the ALTEN Group, are described in the "Segment trends" section of the Integrated Report of this document.

Summary

Climate change risks and opportunities are classified as either transition risks or physical risks. Risks are assessed with regard to their time horizon, the probability of occurrence and the significance of their potential impact.

The rating scale in the tables below is aligned with that of the CDP (three time horizon levels, nine levels of probability and six levels of inherent impact).

The details of the analysis of the risks and opportunities will be made public in the communication to the CDP in 2023, in accordance with the recommendations of the Task Force on Climate-related Financial Disclosure (TCFD).

The risks associated with climate change are a potential threat, but for the ALTEN Group they represent definite opportunities for innovation, particularly in business sectors identified as sensitive.

As part of its ISO 14001 certified EMS, ALTEN annually reviews the risks and opportunities related to climate change.

4.4.2 GROUP ORGANISATION FOR ENVIRONMENTAL MANAGEMENT *[GRI 103-2]*

The Group's environmental management system relies upon an environmental risk analysis and a continuous improvement approach.

Several French and international entities have initiated the voluntary process of certification of their environmental management system (EMS). In 2022, 70% of the headcount within the CSR perimeter is covered by an EMS, including some entities that have been ISO 14001 certified in recent years:

ALTEN SOLUCIONES, PRODUCTOS, AUDITORIA e INGENIERIA SAU in Spain;

ALTEN GmBH in Germany;

ALTEN SVERIGE AB in Sweden;

ALTEN SA, ALTEN SUD-OUEST SASU and **ALTEN SIR SASU** in France.

4.4.3 EMPLOYEE AWARENESS

ALTEN involves its employees by relaying the highlights of Sustainable Development *via* communication campaigns. In France, awareness campaigns, activities and training, especially those developed as part of the ISO 14001 certification process, are organised regularly to promote eco-friendly gestures and facilitate their adoption.

A Life Charter is displayed in all common areas. A dedicated e-learning module also reminds us of best daily practices to respect others and the environment. In 2022, more than 78% of employees received training on eco-friendly actions *via* e-learning modules in France.

International initiatives and specialist subsidiaries

ALTEN TECHNOLOGY USA INC organises monthly waste collection campaigns. This helps to raise awareness among the company's employees.

ALTEN ITALIA SPA puts up 'best practices' signs in all common areas, with suggestions for improving their sustainable development approach.

ALTEN NEDERLAND B.V. and **ALTEN DELIVERY CENTER MAROC** regularly inform employees of upcoming CSR activities or best practices through posters and e-mails (safety, energy consumption, compliance with the state of health emergency).

4.4.4 REDUCING THE GROUP'S GREENHOUSE GAS EMISSIONS

4.4.4.1 The Group's climate commitments
[GRI 305-1] [GRI 305-2] [GRI 305-3]

Since 2019, ALTEN has been a signatory of the *Syntec-Ingénierie's Climate Charter for Engineers*. The Group will take part in Syntec's Charter monitoring committee and will be involved in 3 areas:

- reducing the emissions of CO_2 produced by commuting and company vehicle-related travel;
- raising employee awareness of climate challenges;
- defining its climate pathway.

In 2021, ALTEN participated in the Global Compact's Climate Ambition Accelerator programme and signed the Initiative's commitment letter Science-Based Targets (SBTi). In 2022, ALTEN worked on its reduction trajectory. The climate objectives aligned with the recommendations of the Science Based Targets Initiative will be submitted to the SBTi in 2023 for validation the same year. At the same time, the roadmap will be updated to realign it with these new objectives.

Between 2020 and 2025, ALTEN will focus on the following priority areas:

- promoting the use of renewable energy on its premises, with a target of 80% renewable energy by 2025 for the CSR scope;
- encouraging the energy efficiency of buildings;
- minimising the impact of IT facilities;
- supporting the transition to more gentle and sustainable forms of mobility;
- assessing suppliers and service providers on their carbon emissions and favouring suppliers committed to the climate;
- supporting and raising the awareness of international subsidiaries regarding their carbon trajectory.

4.4.4.2 Breakdown of greenhouse gas emissions

Every year since 2019, ALTEN has updated the calculation of greenhouse gas emissions from all its activities in France and internationally. This assessment is carried out on the 3 scopes defined by the GHG Protocol:

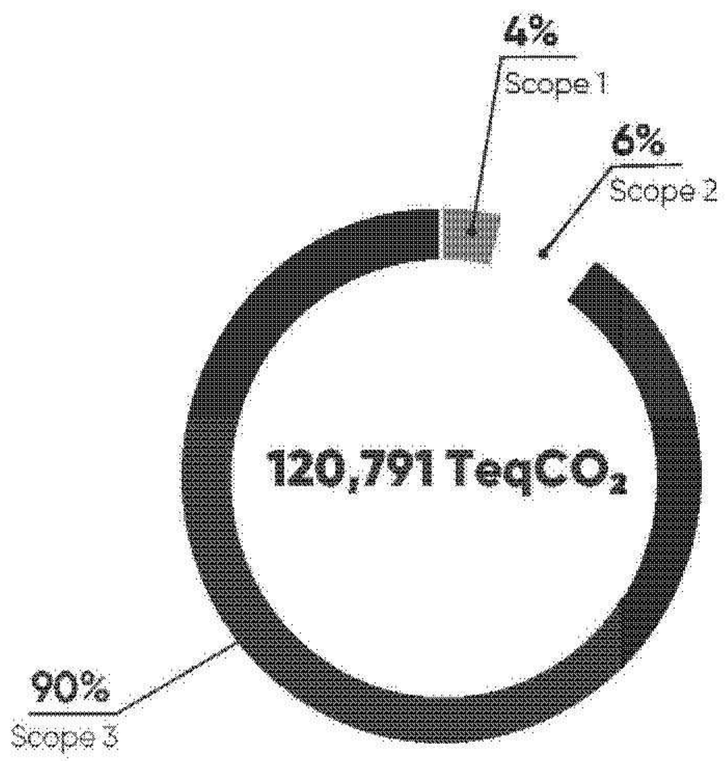
- Scope 1: direct emissions mainly due to:
  - the use of fuels on site,
  - refrigerant leaks,
  - fuel combustion by the vehicle fleet;
- scope 2: indirect emissions caused by the purchase or production of electricity and steam;
- scope 3: all other indirect emissions, such as:
  - business travel,
  - employee meals,
  - purchases and services,
  - non-current assets.

In 2022, ALTEN managed to stabilise its greenhouse gas emissions despite the return to normal activities following the COVID-19 period, in a context of strong growth in the Group's headcount.

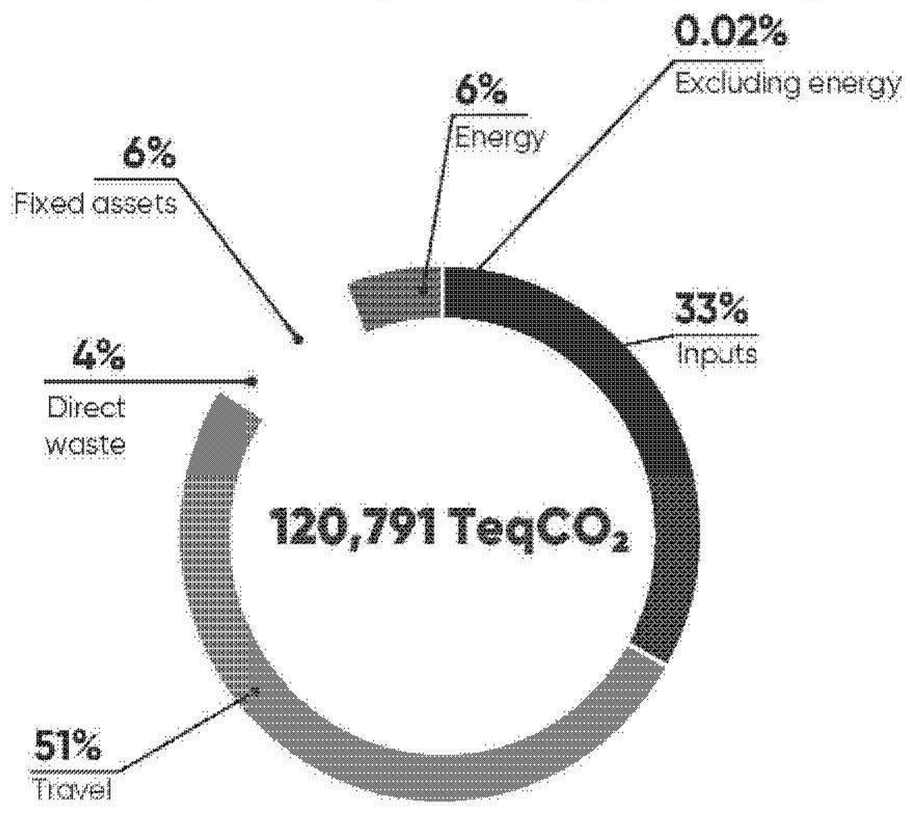
The total amount of greenhouse gases remains lower than that emitted in 2019, thanks to:

- a controlled increase in emissions related to business travel compared to the peak of the COVID period (2020);
- the electrification of company vehicle fleets;
- the use of teleworking in several countries, which limits emissions related to commuting.
- controlling energy consumption in the Group's buildings, particularly in France as part of the implementation of sobriety plans.

Group emissions by scope ($TeqCO_2$)



Group emissions by emission types ($TeqCO_2$)



The data have been rounded for clarity.

The carbon footprint published each year addresses the Group's scope, and not only the entities present in the CSR scope. When data were not available, they were extrapolated from previous years or from data available for neighbouring entities/countries.

In 2022, the energy consumption of ALTEN sites within the CSR scope [1] was as follows:

	Gross consumption - 2022	Consumption per m^2 - 2022
France	5,217 MWh	79.5 kWh/m^2
International	6,950 MWh	68.4 kWh/m^2
TOTAL	**12,167 MWH**	**54.4 KWH/M²**

In 2022, the CDP Climate Change assessed ALTEN's approach to combating climate change at level B.

4.4.4.3 Promoting renewable energy solutions

ALTEN promotes renewable energy solutions.

In 2022, 97% of the energy consumed in buildings in France was from renewable sources.

In 2022, ALTEN changed its electricity supplier to source 100% of its energy from renewable sources within the supplier's scope.

International initiatives and specialist subsidiaries

On an international level, subsidiaries also use renewable energies:

ALTEN CALSOFT LABS (INDIA) PRIVATE LIMITED used almost 30% of wind energy in 2022;

ALTEN Finland OY uses renewable energies for more than 90% of its energy consumption;

ALTEN SVERIGE AB uses 80% renewable energy.

In France, the Group's real estate strategy is based on the creation of regional business clusters and on the modernisation of the real estate portfolio. The Group works with developers, architects and builders, from the design stage, allowing it to guarantee an environmental approach to buildings.

The 6 buildings recently integrated into the real estate portfolio have:

- BREEAM Very Good certifications,
- regional labels such as:
  - BBCA (Low Carbon Building);
  - BDM (Mediterranean Sustainable Buildings);
  - RT 2012 – 10%;
  - Ready to OSMOZ;
  - E+/C–;
  - BBC-Effinergie 2017.

This choice to occupy efficient and more environmentally friendly buildings concerns many of the countries where the Group operates.

In 2022 in France, 48% of the real estate portfolio was BBC and/or HQE certified (with the integration of a new BREEAM certified site).

Since the end of 2022 and over 2023, ALTEN plans to reduce its energy consumption by applying its new energy sobriety plan by acting on the following factors:

- lighting: removal or reduction of lighting time slots/LED relamping and presence detectors;
- temperature: new strict temperature guidelines;
- domestic hot water and ventilation: control tools (BMS, BEM), reinforcement of boiler insulation, limitation of the maximum flow of new air and regulatory flow.

International initiatives and specialist subsidiaries

ALTEN SOLUCIONES PRODUCTOS AUDITORIA E INGENIERIA SAU is LEED GOLD certified for its four buildings in Madrid;

ANOTECH ENERGY SINGAPORE has set a minimum temperature (>26°) in its offices and has a procedure in place to ensure that the air conditioning and lights turn off when the office is closed;

ALTEN GMBH uses 100% renewable energy for its electricity supply at all sites. For heating, natural gas is used.

4.4.4.4 Minimising the impact of IT installations

ALTEN has defined and implemented a Responsible Digital Strategy that covers all issues related to its activity.

Through its Responsible Digital Strategy, ALTEN intends to put its expertise at the service of its clients and the transition of the digital sector, rely on its Innovation Labs to develop the footprint measurement and eco-design solutions of tomorrow, and finally, optimise its own internal systems.

At the end of 2021, ALTEN received the "Jury's Favourite" award in the "Corporate Strategy" category of the Responsible Digital Technology Awards organised by the *Institut du Numérique Responsable*.

ALTEN's Responsible Digital Strategy is based on the following 3 pillars:

- supporting its clients *via* an innovative framework for measuring the energy consumption of IT services. This framework is developed by ALTEN's Innovation Department teams in collaboration with the network of reference partners that ALTEN has built up in the footprint measurement and digital eco-design sector. ALTEN has already made more than 1,000 Consultants aware of the impacts of Green IT and created a developer training course on digital eco-design. A new Ecodesign Maturity Audit offer based on AFNOR SPEC 2201, allows its clients to have a trusted third party to analyse their maturity on Green IT. In these Softwares Delivery Centres, ALTEN offers the possibility of integrating a GreenDevOps approach into the integration and continuous development chain, combining best practices and benchmarks throughout the application's life cycle with the implementation of static and dynamic code analysis tools and measurement tools to define an environmental budget and monitor improvement;

(1) The scope of consolidation of this indicator is specified in the methodological note in section 4.5.1 "Methodological note".

- provide its expertise for the transition of the digital sector by helping to improve the tools developed by its partners and by participating in external initiatives such as the AFNOR "Responsible Digital Services" working group. At the same time, ALTEN's Innovation Department is developing a measurement tool, presented in paragraph 4.4.4.7 "Sustainable Innovation". We participate in many ThinkThanks, to develop tools and standards in order to raise awareness of the sector in the Green IT approach (Idate Digiworld, INR, AFNOR, etc.). The partnership network is a key element in our approach, which is why we work with GreenSpector, Cast, EasyVirt, WeDoLow, etc.;
- deploying the Responsible Digital Technology approach internally. ALTEN ISD is working to reduce its environmental footprint undertaken since 2013 with ISO 14001 certification. ALTEN implements measurement tools on these IT infrastructures, particularly on Azure with the tools offered by Microsoft. We integrate the AFNOR Spec 2201 guidelines on application eco-design, on our internal and external IT developments. Finally, ALTEN also monitors our IT networks on the carbon footprint generated by flow transfers.

Thus, the ALTEN ISD is acting on the following points:

- implementing a tool to measure the environmental footprint of cloud infrastructure and to monitor the associated carbon emissions;
- strengthening the collaboration with the data centre host for the creation of a calculator allowing:
  - to assess and adapt needs in real time,
  - to calculate CO_2 emissions,
  - to find ways to save energy in order to reduce the environmental footprint.

ALTEN offers employees digital tools that limit the amount of data stored and exchanged on networks (Teams, One Drive, One note or Sharepoint). In 2022, to promote their use, a user charter and training courses were offered to employees.

In France, 100% of computers and monitors are Energy Star certified. The IT equipment is category A3 or A4.

Focus on the hosting of the Group's data

ALTEN relies on modern hosting technologies. The Group consumes power on demand, adapted to needs at a given moment. Resources are pooled, streamlined and optimised to reduce the number of physical servers. This reduces the environmental footprint and ensures high security systems are available 24/7.

For the past 10 years, ALTEN has been outsourcing to 2 recognised hosting providers, one in a data centre, the other in the Cloud. These partners are part of a responsible digital technology approach.

The data centre hosting partner has implemented the following actions:

- 100% of the data centres' total energy consumption comes from renewable energy;
- it is involved in a reforestation project in Occitania (150 hectares in 2021) as part of a carbon offsetting policy which has enabled it to be the first digital company to obtain the French Low Carbon label;
- the cloud hosting partner is carbon neutral. It has committed to a 1.5° climate trajectory with the SBT Initiative and has committed to offsetting all of its carbon emissions since inception by 2030.

International initiatives and specialist subsidiaries

- **ALTEN GmbH** is extremely vigilant about the consumption of its data centres. These have been centralised at only a few sites in order to limit the energy impact and particular attention is paid to the cooling technology. In addition, green energy sources are used to operate these data centres.
- **ALTEN ITALIA SPA** buys refurbished smartphones and laptops. Old printers are being replaced by newer ones that reduce paper waste, thanks to a user identification system based on personal badges.
- **ALTEN SVERIGE AB** has introduced a computer lease agreement that also takes into account electronic waste. The maximum OneDrive data storage per employee has also been limited to 2GB.

4.4.4.5 Favouring sustainable mobility

Travel accounted for 50% of the Group's greenhouse gas emissions in 2022. ALTEN pays particular attention to this and offers innovative alternatives to its teams

The volume of travel increased significantly in 2022, but remained lower than in 2019, despite an increase in the headcount and a strong recovery in activities.

As a result, employees make fewer trips, as they are replaced in part by remote meetings thanks to the use of audio-conference tools.

Commuting

Since 2022, the Group has extended mobility surveys, consisting of an analysis of commuting (and inspired by the Company Mobility Plan), to all its "Core Business" entities in France.

These mobility studies have made it possible to identify and implement solutions to facilitate sustainable mobility, adapted to each site, including:

- installation of showers, changing rooms and bicycle parking on certain sites to encourage cycling and soft mobility;
- installation of electric vehicle charging stations for company and personal vehicles;
- subscription to KAROS Entreprises for all the Group's employees in France, to facilitate the use of carpooling.

Building on the results of these measures, ALTEN will extend these surveys to all subsidiaries in 2023.

ALTEN significantly accelerated the deployment of electric terminals in 2022, from 70 terminals spread over four sites at the end of 2021 to 150 spread over seven sites at the end of 2022. Deployments are continuing to equip secondary sites as well as new buildings. The objective for 2023 is to have 230 terminals spread over 19 sites.

Other solutions aimed at encouraging alternatives to the car are being tested, such as the installation of self-service bicycle stations.

Finally, a new eco-mobility e-learning programme was made available to all employees in 2022 to raise their awareness of the impact of travel, present the alternatives favoured by the Group and encourage them to move towards more environmentally friendly mobility.

Business travel

The business travel of the Group's employees in France is governed by a travel policy which lays down rules designed to encourage responsible behaviour: preference for telephone and video conferences over travel, compulsory use of the train for all journeys of less than 2.5 hours; domestic and medium-haul flights in economy class; preference for the use of Green taxis; etc.

For 2023, the Group's ambition is to revise and extend its Travel Policy to further promote low-carbon solutions, such as extending the obligation to use trains, promoting electric vehicle rentals and taking into account the carbon footprint of hotels.

Company vehicles

Year after year, the ALTEN Group continues to improve the environmental performance of its fleet at a steady pace. As a reminder, diesel engines have been banned from the company vehicle catalogue since 2019.

The evolution of the share of low emission vehicles (<60 g CO_2/km) in the catalogue of company vehicles in France:

Years	Share of low-emission vehicles (<60 g CO_2/km)	Average CO_2/km of vehicles on the road
• 2019	40%	104 g
• 2020	67%	91 g
• 2021	75%	73 g
• 2022	80%	65 g
• 2023	Target 80%	Target <60 g

In 2022, 64% of the on-road fleet in France was composed of low-emission vehicles, well beyond the obligations introduced by the LOM law by 2030.

The Group's company vehicles in France individually emitted an average of 65g of CO_2/km at the end of 2022.

This massive electrification was made possible by the continuous deployment of charging points on the main buildings. In addition, since 2021, ALTEN has used a 100% renewable electricity supply to power its buildings and charging stations in France.

International initiatives and specialist subsidiaries

Since the beginning of 2022, **MI-GSO SASU** has set up a mileage allowance for the use of bicycles.

FINAXIUM SASU has introduced a clause in its employment contracts to encourage the use of public transport.

ALTEN NEDERLANDS B.V. and **ALTEN FINLAND OY** provide charging stations for electric vehicles next to ALTEN buildings.

PCUBED LTD has set up a "Bike to Work" programme to promote the purchase of bicycles, including electric bikes.

ALTEN SOLUCIONES PRODUCTOS AUDITORIA E INGENIERIA SAU has created a sustainable mobility plan called Welcome Mobility. This plan presents a shuttle service, with several routes, as well as a carpooling platform.

AIXIAL SAS offers parking spaces at most of its sites with charging sockets for electric vehicles. Employees with a company vehicle can choose from a catalogue of all-electric and hybrid cars.

4.4.4.6 Sustainable innovation

ALTEN is very active in reducing its environmental footprint and has been supporting its clients in sustainable innovation for many years. The ALTEN Labs support this ambition and carry out projects dedicated to this major transformation, ranging from energy efficiency in digital technology and industry, to low-carbon mobility in transport.

The SMART DIGITAL programme, the backbone of the ALTEN Group's internal research and innovation, is fully in line with this approach and directly involves its teams of consultants by putting the many advances in digital technologies to work for a more sustainable and low-carbon world.

Decarbonise land and air transport

The transition to electric vehicles, which is already well underway (11% of sales in Europe in 2022), must accelerate thanks to support and simplification of use, with a guarantee of a more neutral ecological balance.

In this context, the issues surrounding electric batteries are central:

- the reliable and detailed prediction of the consumption of future vehicle models is anticipated from the development phase. An ALTEN team is providing its expertise to a major global manufacturer by developing and refining a specific tool for predicting the consumption and range of an electric vehicle by modelling all energy losses while also taking into account driving parameters;
- the long charging time of batteries on vehicles limits their use, especially since there are also compatibility problems between the different types of charging stations. An ALTEN team is contributing directly to the development of a universal communication technology between electric vehicles and charging stations based on PLC (Power Line Communication) technology to ensure rapid vehicle charging at all types of stations;

- decarbonised, electric batteries make an important contribution to the sustainable economy but have environmental weaknesses at the beginning and end of their cycle, both in their production and in their recycling. However, even if the latter no longer meet automotive requirements, they remain functional and include rare and expensive components. In its holistic vision of the subject, ALTEN has developed the Second Life By Design project, enabling the reuse of ZOE model batteries to create energy storage containers. To do this, we are working on an upstream design of the batteries by integrating the requirements specific to this second life, particularly in terms of thermal and mechanical resistance and the management of the efficiency of charge and discharge cycles.

Controlling traffic flows and intermodalities makes it possible to build sustainable mobility that does not stop at vehicle engineering, but also invests in the field of intelligent infrastructure management. Today, signalling systems can communicate with each other, but there are still significant limitations in scaling up to a territory or a city, particularly in terms of the number of junctions involved. A team of ALTEN experts has developed a decentralised system, with multiplexed intelligence and citywide communication between junctions. Use cases have been conducted with several major cities.

The decarbonisation of air transport requires many innovative technologies, both in its design and engineering, and in the industrial management of development cycles.

The teams are developing eco-design methods and tools, adding a new dimension of complexity to systems engineering by introducing new constraints that must be compatible with their functionality and use over their entire life cycle. Indeed, eco-design calls upon a growing number of disciplines or new technologies with evolving or even antagonistic uncertainties and objectives, thus slowing down the design process. Sequential design methods have reached their limit in the search for an optimal solution that does not exist. The uMDAO (uncertainties Multidisciplinary Design Analysis Optimisation) approaches model the requirements, the synergies between disciplines, and make it possible to propagate notions of intrinsic uncertainties in order to find a panel of acceptable solutions more quickly. For example, a team from the ALTEN Lab in Toulouse is eco-designing a liquid hydrogen tank made of composites, seeking to maximise environmental performance at every stage. This case study is particularly interesting because of the complexity involved: minimising the gravimetric index (Eco-Engineering), optimising manufacturing processes (Eco-Manufacturing), making the integration of this complex system reliable and certifiable (Safety).

In a comprehensive aircraft/infrastructure approach, ALTEN teams also support a major aeronautics client to both improve aerodynamic performance and optimise flight and airport operations. At the heart of the SARAA offering (Smart Avionics: Road to Autonomy by ALTEN), this work on embedded pilot assistance systems will enable a 30% reduction in CO_2 emissions from air transport and prepare the way for the evolution towards autonomous aircraft.

Decarbonise and steer the energy transition of industry

Industrial systems embedded in production lines or in connected Corporate Information Systems are becoming increasingly complex with the contribution of artificial intelligence (AI) technologies. Collecting and processing local data through centralised architectures is naturally very energy-intensive; processing it as close as possible to where it is collected is much less so. By integrating the entire IT/OT (Information Technology/Operational Technology) architecture, ALTEN teams are eco-designing IT systems that consume less computing power, and therefore energy, with AI in the field, directly implanted in data sensors, and that are more collaborative in order to better distribute tasks and authorise rapid and appropriate reactions. ALTEN's partnership with ST Microelectronics enables the development of innovative applications embedding AI in the microcontroller through the NanoEdge AI studio.

The Test Bench for the Eco-design of Intelligent Systems project is developing an experimental platform for measuring, analysing and optimising the performance of systems: efficiency and energy impact. It is composed of the following three layers:

- the Green Code project aims to ensure the optimal energy performance of application or embedded software, particularly in the collection and processing of connected data;
- the Green Smart Object project enables the precise measurement of the energy consumption of intelligent systems and IoT (Internet of Things);
- the Green Smart System project addresses complex systems and systems of systems, and aims in particular to measure the efficiency of communication between the different intelligences of the system and the impact of the distribution of intelligences (and calculations).

For a given application, ALTEN teams compare the energy consumption of intelligent systems according to their architecture (Edge, Cloud, Mist), and measure the energy consumption of the various components (Hardware, Software, Artificial Intelligence, Communication). This platform makes it possible to propose strong recommendations on their architecture so that they are more energy efficient.

The Green Factory project proposes a complete tool for managing and optimising a factory's energy consumption on two aspects: industrial consumption and digital consumption. On the one hand, it makes it possible to control energy consumption as a whole, by acting directly on the systems and managing several energy sources, but also to make optimal decisions by making it possible to predict, simulate and prescribe more ecological and more economical solutions. This tool is prototyped on our "Mini-Plant" demonstration platform of the Factory of the Future.

The Green Supply Chain project is developing a solution for eco-responsible decision making on a complete supply chain with a trained AI anticipating all the environmental impacts, including recycling, of logistical choices according to its different parameters.

Eco-designing IT systems

Improving the energy efficiency of IT systems starts at its foundation: coding. The massive increase in the use of computer exchanges *via* application software or database access is accompanied by an equally massive increase in the energy consumption required to operate them. Energy sobriety in the Code becomes essential. The ALTEN platform for the eco-design of intelligent systems (see above) includes this first essential layer devoted to the development of Green Code, particularly for mobile and web applications, and offers a tool for measuring the energy consumption and environmental impacts of software.

Thanks to AI technologies, ALTEN is also imagining more global assistance solutions for cleaning up our environment. The use of satellite images for crop or forest management is already a widespread topic. An ALTEN team is extending its research into the possibility of detecting various types of marine pollution in the oceans directly from space by processing multispectral satellite images. The completed demonstrator will make it possible to predict, locate and isolate target pollution, particularly plastic, in order to help capture it at sea.

International initiatives and specialist subsidiaries

MI-GSO SASU organised a 2022 edition of the CyberCleanUp Challenge on sorting its emails;

LINCOLN SASU is working on a project to improve the detection of failures on a platform. The aim is to minimise energy production losses and technical accidents;

ALTEN GMBH is developing an image processing system for smart spraying agriculture.

4.4.5 USING NATURAL RESOURCES WISELY AND REDUCING THE GROUP'S WASTE
[GRI 306-2]

4.4.5.1 Reducing paper consumption

ALTEN uses paper essentially for purposes of office work and communication. In 2022, the Group's internal consumption came to 25 metric tonnes, *i.e.* an average of 1.29 kg per employee:

ALTEN is not only looking to consume less, but also to consume better. With regard to purchasing, the Group prioritises recycled and/or ecolabel paper. Thus, 80% of paper used in France in 2022 was recycled and/or certified.

ALTEN encourages paper-free exchanges:

- in France, in 2022, 96% of employees received their payslips in a digital safe;
- the project for the dematerialisation of invoices is also continuing its deployment. The aim is to increase the number of clients, suppliers and subcontractors connected to the solution each year. In 2022, nearly 55% of invoices were processed digitally, an improvement of 5% compared to 2021;
- since 2021, ALTEN has set up a platform that enables 100% digital contract management.

In 2023, ALTEN will continue to work on the digitalisation of its processes requiring a large number of prints.

In France, most printers are linked to a badge printing system that eliminates unnecessary, erroneous or forgotten prints. They are configured by default in black and white and recto/verso and help make employees aware of the environmental impact of each print. In 2022, printing *via* this system has decreased by 15% compared to 2020.

International initiatives and specialist subsidiaries

ALTEN DELIVERY CENTER MAROC has eliminated paper towels and replaced them with blow dryers.

ALTEN NEDERLAND BV, ALTEN SVERIGE AB and **ALTEN FINLAND OY** use certified and/or recycled paper.

4.4.5.2 Reducing and sorting waste

The ALTEN Group is committed to waste reduction and sorting in the office. It has also undertaken several projects to reduce the amount of paper used, and therefore the paper waste generated. This approach is described in Section 4.4.5.1 "Reducing paper consumption".

Waste sorting

A paper sorting and recycling system is in place in France and in many Group entities.

In 2022, ALTEN implemented a new waste sorting policy by replacing the various existing bins with sorting hubs and new displays: 100% of the surfaces are covered by selective sorting throughout the ALTEN SA lease scope.

With regard to waste electrical and electronic equipment, the Group has set up a precise monitoring system that applies to batteries, ink cartridges and batteries consumed on the sites.

Waste recovery

ALTEN gives a second life to obsolete IT equipment in its fleet *via* donations to associations.

In 2021 a specialised service provider collected 3.25 tonnes of WEEE from ALTEN and its subsidiaries in France.

Since 2020, ALTEN has eliminated all single-use plastic cups from its sites in France. 7 ALTEN sites have been equipped with new Cy-Clope ashtrays that collect and recycle 100% of cigarette butts, which will be used as fuel to produce energy.

In the fourth quarter of 2022, a composting test system was rolled out on a site in France in order to limit bio-waste. As this gesture will become mandatory as of 1 January 2024, ALTEN wishes to raise the awareness of its employees on the subject and educate them.

In 2023, ALTEN plans to continue to roll out its new policy of waste sorting and to introduce composting on a wider range of sites. Other products and services will also be tested with a view to future generalisation, always with a view to encouraging good behaviour and minimising the ecological footprint.

Finally, in the context of COVID-19, in 2022, ALTEN deployed collection points in France for the recycling of used masks.

In 2022, ALTEN also committed to recovering all expired products used in this context (gels, wipes, sprays) through a specialised company. (1)

4.4.5.3 Limit water consumption

ALTEN's proactive approach is illustrated, among other things, through the new services or products introduced on its sites, with the aim of always optimising its environmental footprint. Thus, in 2022, the following were deployed:

- oyas in the plantations to space the watering;
- equipment to clean glasses in a more ecological way (less water consumption, no use of harmful products).

International initiatives and specialist subsidiaries

ALTEN ITALIA SPA, ALTEN BELGIUM SPRL, ALTEN SOLUCIONES PRODUCTOS AUDITORIA E INGENIERIA SAU, ALTEN FINLAND OY, ALTEN POLSKA SP ZOO, ANOTECH ENERGY SASU, ANOTECH ENERGY USA INC. and **CADUCEUM SASU** have a waste sorting system. In all offices and common areas, sorting bins are installed for plastic, paper, computer waste and other waste.

ALTEN ITALIA SPA buys refurbished smartphones and laptops in order to reduce the CO_2 impact of these purchases.

ALTEN GMBH and **ALTEN TECHNOLOGIES SASU** promoted water bottles in the office, and the use of recycled paper for draft purposes. In addition, the entities have eliminated disposable cups at all sites.

4.4.6 BIODIVERSITY

Particular attention is paid to the environmental certification of office supplies and equipment. The aim is to limit their impact on biodiversity as part of the Group's responsible purchasing approach.

In France, for example:

- all table and desk purchases require FSC, PEFC or NF environment certification;
- paper purchases require FSC, PEFC, European Ecolabel, *NF Environnement* or 100% recycled paper certification.

ALTEN wishes to raise employee awareness of biodiversity: the Group sponsors beehives in the Paris region.

ALTEN continued its collaboration with a company specialising in reforestation. Since 2013, ALTEN has planted over 32,500 trees in 5 different countries.

In 2023, ALTEN will continue to raise awareness of biodiversity among its employees.

International initiatives and specialist subsidiaries

ALTEN ITALIA SPA has signed a partnership with Treedom for the planting of trees.

PCUBED LTD supports a UK charity "The Conservation Volunteers" and their tree planting programme.

NEXEO CONSULTING SASU financially supports "*Un Toit pour les abeilles*" for the sponsorship of beehives. At the same time, it also supports aid for reforestation in Madagascar.

4.4.7 INFORMATION ON THE GREEN TAXONOMY (REGULATION EU 2020/852 OF 18 JUNE 2020)

The investment sector clearly has a role to play in the green transition. The need to equip the finance sector as well as private investors was quickly identified. In this context, the EU's ambition has been to establish a "green taxonomy", born out of the need to identify the sustainable activities of companies and compare them through common criteria. In 2020, the "Taxonomy" Regulation was adopted by the European Union (EU) following the publication in 2018 of the action plan for sustainable finance. This text is intended to be one of the levers that will make it possible to achieve the objective of carbon neutrality in 2050 set out in the European Green Pact. This regulation consists of a reasoned presentation of the activities that can make a substantial contribution to the achievement of environmental objectives, subject to compliance with the criteria defined in the same regulation. There are six objectives:

- **climate change mitigation;**
- **adaptation to climate change;**
- **sustainable use and protection of aquatic and marine resources;**
- **transition to a circular economy;**
- **pollution prevention and reduction;**
- **protection and restoration of biodiversity and ecosystems.**

The European Commission completed the regulation by adopting a new delegated act on 2 February 2022 including in the text gas and nuclear energy, which have "a role to play in facilitating the transition to renewable energy" and climate neutrality.

(1) This approach is described in Section 4.3.6 "Regional solidarity".

In concrete terms, this analysis should lead companies to disclose:

- the share of their sustainable revenue, thus aligned with the taxonomy regulation;
- the share of their sustainable CAPEX amount, thus aligned with the taxonomy regulation;
- the share of their sustainable OPEX amount, thus aligned with the taxonomy regulation.

An eligible activity is an activity included in the list of activities described in the Taxonomy regulation.

An activity is sustainable, and therefore aligned with the Taxonomy regulation, if it meets the following criteria:

- contributes substantially to one of the environmental objectives (analysis of the criteria defined in the text);
- does not cause significant harm to any of the other environmental objectives;
- is exercised in compliance with basic social criteria.

At the time of writing, only the first two environmental objectives are to be considered.

4.4.7.1 Analysis of the regulation with regard to the activity of an intellectual service provider

The study of the eligibility of the ALTEN Group's activities carried out in financial year 2021 through the analysis of the company's NACE code led to the non-eligibility of activities.

In 2022, Management launched a project to analyse the text of the Taxonomy. Based on external analysis, through exchanges with peers and supplementing understanding with training, the Group has deduced likely eligibility and minimal alignments.

Referring to its business model and recalling that the ALTEN Group is a provider of intellectual services in the field of IT and Engineering for clients in all business sectors, it is expected that a very small part of its activities will be considered sustainable (*i.e.*, aligned) according to the criteria defined in the taxonomy regulations.

4.4.7.2 Description of the methodology and analysis of the eligibility and alignment results

With regard to the ALTEN Group's business and in the context of the first year of application of the alignment of the regulations, three fundamental points should be considered:

- the need for a methodological bias to define under which prism the activities as described in the annexes of the Taxonomy regulation should be analysed;
- access to data meeting the analysis criteria as defined in the regulation requires adaptations to IT systems to allow reliable and industrialised analysis;
- the volume of data to be analysed in the context of the ALTEN Group concerns tens of thousands of projects.

These necessary and founding questions for the methodology applied by the Group for the analysis of the Taxonomy made it possible to establish the following strategy:

- in 2023, for the 2022 financial year, the research criteria used to analyse the Group's activities are ALTEN's two main offerings, namely:
  - Engineering professions;
  - IT Services.
- in 2023, for the year 2022, in order to ensure the reliability of analyses for future years and to validate the methodology, only data from the ALTEN France scope of structured project activities could be analysed;
- on the basis of the analyses carried out in this report and those still in progress, it is important to develop an action plan for 2023-2025 that will lead to the publication of a full-scope taxonomy analysis (including the analysis of the other four chapters of the taxonomy to come).

Eligibility analysis

Recalling that the ALTEN Group's two main activities are engineering consultancy and IT services consultancy, the following three categories of activities described by the Taxonomy regulations have been selected:

Climate change mitigation

8.1 **Data processing, hosting and related activities**

- Projects carried out for clients of the IT Systems Department;
- whose purpose may be to optimise the hosting of equipment in clients' data centres directly;
- whose purpose is to optimise the air conditioning, heating and ventilation of the client's data centres.

9.1 **Research, development and innovation close to the market**

- Projects carried out for Engineering clients;

whose purpose is to identify ways of reducing CO_2 emissions

Adaptation to climate change

9.1 **Engineering and related technical consulting activities dedicated to climate change adaptation**

- Engineering, HSE and research projects for clients;
- whose purpose is to have an active participation in the Environmental Management System and the responsible purchasing strategy;

whose purpose is to test nuclear waste recycling solutions.

Alignment analysis

While it is possible to identify activities considered eligible, very few of them meet the substantial contribution criteria that would allow them to be considered aligned.

Regarding the mitigation objective, for the activities identified in Chapter **8.1 "Data processing, hosting and related activities"**, as the available data do not precisely meet the criteria for substantial contribution, the identified projects are not considered to be aligned with the Taxonomy regulation.

Concerning the mitigation objective, for the activities identified in Chapter **9.1 "Research, development and innovation close to the market"**, the projects entrusted to ALTEN are well aligned with the criteria.

Regarding the adaptation objective, for the activities identified in Chapter **9.1 "Engineering and related technical consulting activities dedicated to climate change adaptation"**, the projects do not incorporate analysis of climate scenarios or data modelling techniques and are therefore not considered to be aligned with the Taxonomy regulation.

Compliance with DNSH ("Do No Significant Harm") criteria

Following the analysis of the substantial contribution criteria, it should be verified that the projects selected in Chapter 9.1 "Engineering and technical consulting activities related to climate change adaptation" **do not harm the other objectives**:

- climate change mitigation objective: the activity is not conducted for the extraction or transportation of fossil fuels.
- objective of sustainable use and protection of aquatic and marine resources: the activity meets the criteria of Appendix B of Annex I of the Delegated Act, no risk on water having been identified in the framework of the activities selected.

Compliance with minimum guarantees

In the Taxonomy regulation, alignment is confirmed when activities meet the defined criteria and comply with the DNSH principles. These activities must also respect the minimum guarantees of alignment with the OECD Guidelines for Multinational Enterprises and the UN Guiding Principles on Business and Human Rights, including the principles and rights set out in the eight core conventions identified in the International Labour Organisation's Declaration on Fundamental Principles and Rights at Work and in the International Bill of Human Rights.

As such, the ALTEN Group complies with:

- the 10 principles of the United Nations Global Compact;
- the United Nations Universal Declaration of Human Rights;
- the various conventions of the International Labour Organization;
- the OECD Guidelines for Multinational Enterprises.

In accordance with the PSF report ("Platform on Sustainable Finance"), ALTEN's commitments cover the themes of Human Rights, business ethics, compliance with tax regulations and the fight against corruption.

The tax commitments are detailed in Section 4.3.2.5 "Tax transparency".

The duty of care plan and the measures in place in application of the Sapin II law are detailed in Section 4.3.5 "Duty of care plan". The Group's commitments to carry out and develop its activities in strict compliance with national and international laws and regulations are formalised in three founding documents explained in Section 4.3.5.2 "Tools to prevent serious harm":

- the Ethics and Compliance Charter;
- the Sustainable Development Charter;
- the Responsible Purchasing Charter.

4.4.7.3 2023-2025 action plan on the Taxonomy regulation

In order to ensure a comprehensive analysis for the coming years, the teams involved in the subject will build an action plan including:

- raising awareness and developing the skills of the Departments and teams involved in the analysis in each of the Group's entities, including internationally;
- raising awareness and developing the skills of the pilot project teams in France;
- the development of the skills of the teams involved in the final publication, who will lead the process in France and internationally
  - through training;
  - *via* exchanges with peers;
  - through discussions and a proposal for co-construction of analysis with professional institutions.
- the implementation of a tool to facilitate the reporting of all parties concerned.

In addition, in order to make the most of this regulation and to spread the best practices it encourages, awareness-raising actions for teams will be carried out around:

- consideration of the carbon impact of activities sold to clients;
- integration of eco-design reflexes into engineering projects, including when ALTEN is only involved in post-studies;
- the need to take into account notions of sustainability in commercial exchanges.

4.4.7.4 Revenue analysis

In 2023, for the year 2022, in order to ensure the reliability of analyses for future years and to validate the methodology, only data from the ALTEN France scope of structured project activities was analysed. As required by regulations, these data have been compared to the Group's revenue but cannot under any circumstances be extrapolated.

In addition to the calculation proposed in the table below in accordance with regulatory requirements, it should be noted that the amounts of eligible and aligned revenue in relation to the revenue of the scope under consideration (ALTEN France) are 0.96% and 0.015% respectively.

				Substantial contribution criteria							DNSH									
	Code	Revenue (absolute value)	Revenue	Climate change mitigation	Adaptation to climate change	Sustainable use and protection of aquatic and marine resources	Transition to a circular economy	Pollution prevention and reduction	Protection and restoration of biodiversity and ecosystems	Climate change mitigation	Adaptation to climate change	Sustainable use and protection of aquatic and marine resources	Transition to a circular economy	Pollution prevention and reduction	Protection and restoration of biodiversity and ecosystems	Minimum guarantees	Share of revenue aligned with the taxonomy	Enabling activity category	Transition activity category
		€, absolute value	%	%	%	%	%	%	%	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	%	E	T
A. ACTIVITIES ELIGIBLE FOR THE TAXONOMY REGULATION																			
A.1. ELIGIBLE AND ALIGNED ACTIVITIES																			
Data processing, hosting and related activities	8.1	- €															0%		
Research, development and innovation close to the market	9.1	€ 177,700	0.005%	0.005%						Y	Y	Y	Y	Y	Y	0.005%	E		
Engineering and related technical consulting activities dedicated to climate change adaptation	9.1	- €															0%		
TOTAL A.1. ELIGIBLE AND ALIGNED ACTIVITIES		**€ 177,700**	**0.005%**														**0.005%**		
A.2. ELIGIBLE AND NON-ALIGNED ACTIVITIES																			
Data processing, hosting and related activities	8.1	€ 1,591,466	0.042%																
Engineering and technical consulting activities related to climate change adaptation	9.1	- €	0%																
Engineering and related technical consulting activities dedicated to climate change adaptation	9.1	€ 9,720,173	0.26%																
TOTAL A.2. ELIGIBLE AND ALIGNED ACTIVITIES		**€ 11,311,639**	**0.299%**																
TOTAL (A.1. + A.2.)		**€ 11,489,339**																	
B. ACTIVITIES NOT ELIGIBLE FOR THE TAXONOMY REGULATION																			
Activities not eligible for the Taxonomy regulation		€ 3,771,432,961	99.70%																
TOTAL (A + B)		**€ 3,782,922,300**	**100%**																

4.4.7.5 Capex analysis

In 2023, for the year 2022, in order to ensure the reliability of analyses for future years and to validate the methodology, only data from the ALTEN France scope of structured project activities was analysed. As required by regulations, these data have been compared to the Group's revenue but cannot under any circumstances be extrapolated.

The amounts taken into account in the denominator of the Capex correspond to the flows of tangible and intangible assets (visible in the table in Section 6.1.4 "Consolidated statement of cash flow" and to new leases (vehicles and real estate).

The numerator of eligible capex is composed in 2022 of company vehicle leases emitting less than 50g CO_2/km as stipulated in the substantial contribution criteria in Chapter 6.5 "Transport by motorcycles, passenger cars and light commercial vehicles" of the mitigation objective.

					Substantial contribution criteria							DNSH									
	Code	Capex (absolute value)	Share of Capex	Climate change mitigation	Adaptation to climate change	Sustainable use and protection of aquatic and marine resources	Transition to a circular economy	Pollution prevention and reduction	Protection and restoration of biodiversity and ecosystems	Climate change mitigation	Adaptation to climate change	Sustainable use and protection of aquatic and marine resources	Transition to a circular economy	Pollution prevention and reduction	Protection and restoration of biodiversity and ecosystems	Minimum guarantees	Share of Capex aligned with the taxonomy	Enabling activity category	Transition activity category
		€ absolute value	%	%	%	%	%	%	%	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	%	E	T
A. ACTIVITIES ELIGIBLE FOR THE TAXONOMY REGULATION																			
A.1. ELIGIBLE AND ALIGNED ACTIVITIES																			
Acquisition and ownership of buildings	7.7																0%		
Renovation of existing buildings	7.2																		
Transport by motorcycles, passenger cars and light commercial vehicles	6.5	€ 752,895	0.79%	0.79%						Y		Y	Y	Y	Y	Y	0.79%		
TOTAL A.1. ELIGIBLE AND ALIGNED ACTIVITIES		**€ 752,895**	**0.793%**														**0.79%**		
A.2. ELIGIBLE BUT NON-ALIGNED ACTIVITIES																			
Acquisition and ownership of buildings	7.7	€ 51,403,000	54.112%																
Renovation of existing buildings	7.2	€ 5,896,108	6.207%																
Transport by motorcycles, passenger cars and light commercial vehicles	6.6	€ 14,525,105	15.29%																
TOTAL A.2. ELIGIBLE BUT ALIGNED ACTIVITIES		**€ 71,824,213**	**75.610%**																
TOTAL (A.1. + A.2.)		**€ 72,577,108**																	
B. ACTIVITIES NOT ELIGIBLE FOR THE TAXONOMY REGULATION																			
Activities not eligible for the Taxonomy regulation		0	0%																
TOTAL (A + B)		**€ 94,994,000**	**100%**																

4.4.7.6 Opex analysis

The ALTEN Group's business model is essentially based on human resources, with employee benefits expense representing 79.8% of total Opex. The analysis of Opex in the sense of the Taxonomy requires the calculation of the denominator necessary to assess eligible and aligned Opex. This amounts to 1.7% of the total amount of OPEX.

In this regard, the ALTEN Group chose the materiality exemption option provided for in Article 8 of the Delegated Regulation and therefore did not assess the portion of eligible or aligned Opex. The latter are therefore considered as zero in the table below.

				Substantial contribution criteria						DNSH									
	Code	Opex (absolute value)	Opex share	Climate change mitigation	Adaptation to climate change	Sustainable use and protection of aquatic and marine resources	Transition to a circular economy	Pollution prevention and reduction	Protection and restoration of biodiversity and ecosystems	Climate change mitigation	Adaptation to climate change	Sustainable use and protection of aquatic and marine resources	Transition to a circular economy	Pollution prevention and reduction	Protection and restoration of biodiversity and ecosystems	Minimum guarantees	Share of Opex aligned with the taxonomy	Enabling activity category	Transition activity category
		€, absolute value	%	%	%	%	%	%	%	*Y/N*	*Y/N*	*Y/N*	*Y/N*	*Y/N*	*Y/N*	*Y/N*	%	*E*	*T*
A. ACTIVITIES ELIGIBLE FOR THE TAXONOMY REGULATION																			
A.1. ELIGIBLE AND ALIGNED ACTIVITIES																			
Environmentally sustainable activities		€ 0															0%		
TOTAL A.1. ELIGIBLE AND ALIGNED ACTIVITIES		**€ 0**	**0%**														**0%**		
A.2. ELIGIBLE AND NON-ALIGNED ACTIVITIES																			
Eligible but environmentally unsustainable activities		€ 0	0%																
TOTAL A.2. ELIGIBLE AND ALIGNED ACTIVITIES		**€ 0**	**0%**																
TOTAL (A.1. + A.2.)		**€ 0**																	
B. ACTIVITIES NOT ELIGIBLE FOR THE TAXONOMY REGULATION																			
Activities not eligible for the Taxonomy regulation		€ 0	0%																
TOTAL B		**€ 0**																	
TOTAL (A+B)		€ 0	0%																

4.5 METHODOLOGIES AND INTERNATIONAL GUIDELINES

4.5.1 METHODOLOGICAL NOTE *[GRI 102-8] [GRI 102-46] [GRI 102-48] [GRI 102-49] [GRI 102-50] [GRI 102-51] [GRI 102-52] [GRI 102-53]*

Temporal and geographic scopes

The data for the various indicators cover the period from 1 January 2022 to 31 December 2022.

The CSR scope in this report covers ALTEN's legal entities and solutions located in France:

- ALTEN SA;
- ALTEN SUD OUEST SASU;
- ATEXIS SASU;
- MI-GSO SAS;
- ALTEN SIR SASU;
- ALTEN TECHNOLOGIES SASU;
- AIXIAL SAS;
- LINCOLN SASU;
- AVENIR CONSEIL SASU;
- AIXIAL DEVELOPMENT SASU;
- CADUCEUM SASU;
- ANOTECH ENERGY SASU;
- UNIWARE GLOBAL SERVICES SASU;
- ALTEN AEROSPACE SASU;
- NEXEO CONSULTING SASU;
- FINAXIUM SASU;
- HUBSAN SASU.

The CSR scope also covers international entities:

- ALTEN Belgium SPRL;
- ALTEN SWITZERLAND AG;
- ALTEN GmbH;
- ALTEN TECHNOLOGY GmbH;
- ALTEN SOLUCIONES, PRODUCTOS, AUDITORIA e INGENIERIA SAU;
- ALTEN FINLAND OY;
- ALTEN NEDERLAND B.V.;
- ORION ENGINEERING BV;
- TECHALTEN PORTUGAL LDA;
- ALTEN SVERIGE AB;
- ALTEN ITALIA SPA;
- ALTEN LTD;
- ATEXIS SPAIN SLU;
- ALTEN CALSOFT LABS (INDIA) PRIVATE LIMITED;
- ALTEN INDIA PRIVATE LTD;
- ALTEN DELIVERY CENTER MAROC;
- ANOTECH ENERGY DOHA;
- ANOTECH ENERGY USA INC.;
- CPRIME INC.;
- ALTEN CHINA LTD;
- ALTEN POLSKA SP ZOO;
- ALTEN SI TECHNO ROMANIA SRL;
- OPTIMISSA SERVICIOS PROFESIONALES;
- SDG ITALIA CONSULTING;
- SDG CONSULTING ESPAÑA;
- CALSOFT LABS INC;
- ALTEN TECHNOLOGY USA INC.;
- ALTEN CANADA INC.;
- ANOTECH ENERGY SINGAPORE;
- MI-GSO EXPERTO EN MANAGEMENT DE PROYECTOS;
- MI-GSO GmbH;
- MI-GSO UNIPESSOAL LDA;
- PCUBED AUSTRALIA;
- PCUBED LTD;
- PCUBED CANADA INC;
- PCUBED USA INC.
- PROGRAM PLANNING PROFESSIONALS PTE LTD (SINGAPORE).

In 2022:

ALTEN NEDERLAND B.V. and ORION ENGINEERING BV reported consolidated data.

ALTEN GMBH and ALTEN SW GmBH reported consolidated data.

In France, NEXEO CONSULTING HOLDING, FINAXIUM and HUBSAN SASU were included in the reporting.

Internationally, OPTIMISSA SERVICIOS PROFESIONALES, SDG ITALIA CONSULTING, SDG CONSULTING ESPAÑA, CALSOFT LABS INC, ALTEN TECHNOLOGY USA INC, ALTEN CANADA INC, ANOTECH ENERGY SINGAPORE, MI-GSO EXPERTO EN MANAGEMENT DE PROYECTOS, MI-GSO GMBH, MI-GSO UNIPESSOAL LDA, PCUBED AUSTRALIA, PCUBED CANADA INC, PCUBED USA INC, PROGRAM PLANNING PROFESSIONALS PTE LTD (SINGAPORE) were included in the reporting.

Rate of coverage

The performance indicators reported for France and international markets cover 75% of the Group's revenue at 31 December 2022.

For the French entities, these indicators relate to:

- the completeness of the headcount of the entities concerned (1);
- all areas occupied by one or more ALTEN Group entities in France.

For international entities, they relate to the number of employees and floor space of each entity in the country concerned.

(1) ALTEN and specialised subsidiaries.

Guidelines

The performance indicators and the text of this report comply with Article L. 225-102-1 of the French Commercial Code. This document was prepared in line with the standards of the Global Reporting Initiative (GRI) G4 essential compliance option.

The guidelines for calculating and establishing performance indicators are available upon request by e-mail: ALTEN.csr@ALTEN.fr.

Exceptions and limitations

In 2022, the ALTEN Group set up a new external reporting tool to which all entities in the CSR scope have access. This tool allows for the reporting of:

- social;
- environmental;
- local societal information.

This data is then consolidated by the Group.

The Group strives to:

- increase the scope of its reporting each year by integrating new entities;
- increase the reliability of the data collected by relying in particular on the consistency checks offered by the tool;
- raise awareness among the various entities of the CSR Scope of the new features included in the reporting.

Origin and compilation of the data

Employee-related indicators

- The social performance indicators reported for France and the rest of the world cover 81% of the Group's revenue at 31 December 2022.
- The following data is extracted from the social statement of financial position and payroll software of the Group's companies in France and international entities:
  - headcount;
  - nationalities represented in the Company;
  - hires and departures;
  - work-study contracts;
  - total payroll;
  - remuneration;
  - turnover;
  - organisation of working time;
  - frequency rate of work accidents with lost time;
  - severity rate of work accidents.
- Other data is derived from the reporting of the departments responsible for this in the various Group entities:
  - annual appraisals;
  - training;
  - internal mobility.
- The total number of training hours and employees trained includes training for apprentices and employees on vocational training contracts.
- For international entities, employees on apprenticeship or vocational contracts are counted as fixed-term contracts for the SOC 7 and SOC 8 indicators.
- Turnover is calculated according to the following definition: (Departures/[Workforce N-1+Workforce N]/2). Departures taken into account exclude trial periods, mobility and other reasons.
- The work accident severity rate was calculated based on working days.
- Some subsidiaries do not track all the data included in this reporting. Accordingly:
  - ALTEN CANADA INC, ALTEN SI TECHNO ROMANIA SRL, ALTEN SWITZERLAND AG, TECHALTEN PORTUGAL, CALSOFT LABS INC, PCUBEB USA INC, PCUBEB SINGAPORE, MI-GSO GMBH, ANOTECH ENERGY DOHA, ANOTECH ENERGY SINGAPORE, ANOTECH ENERGY USA INC are excluded from SOC 21c "Percentage of employees who received an annual appraisal interview for the period 01/01/22 and 31/12/22".
  - ALTEN POLSKA SP ZOO, ALTEN TECHNOLOGY USA INC., ALTEN INDIA PRIVATE LTD, CALSOFT LABS INC., MI-GSO GMBH, MI-GSO EMP, PCUBEB CANADA INC, PCUBEB USA INC, ANOTECH ENERGY DOHA, ANOTECH ENERGY SINGAPORE, ANOTECH ENERGY USA INC are excluded from SOC 28 "Training expenditure as a% of payroll";
  - ALTEN LTD, ALTEN SI TECHNO ROMANIA SRL, CALSOFT LABS INC, OPTIMISSA SERVICIOS PROFESIONALES, MI-GSO GMBH, PCUBEB USA INC, ANOTECH ENERGY DOHA, ANOTECH ENERGY SINGAPORE, ANOTECH ENERGY USA INC are excluded from SOC 31.a "Percentage of people receiving training during the year, by gender";
  - PCUBEB CANADA INC., PCUBEB USA INC., ANOTECH ENERGY DOHA, ANOTECH ENERGY SINGAPORE, ANOTECH ENERGY USA INC are excluded from SOC 34 "Frequency rate of work-related accidents with time off".

Environmental indicators

- The environmental performance indicators reported for France and internationally cover 70% of the Group's revenue at 31 December 2022.
- Environmental data excludes entities:
  - ALTEN SWITZERLAND AG;
  - ALTEN CANADA INC.;
  - ALTEN INDIA PRIVATE LTD;
  - ANOTECH ENERGY USA INC;
  - PCUBEB CANADA;
  - PCUBEB AUSTRALIA;
  - PCUBEB USA INC;
  - C-PRIME INC;
  - SDG ITALIA CONSULTING;
  - SDG CONSULTING ESPAÑA.
- Data related to floor space is taken from the lease documents. They are collected and then consolidated annually by building. They are then broken down according to their occupation by each entity in France and for the international entities within the CSR scope.
- Data related to consumables and energy are based on invoices and statements from suppliers and service providers.
- In France, the energy consumption of common areas is estimated at 10% of the consumption of occupied areas:
  - when ALTEN does not lease the entire building;
  - when the data is not available.

- Enviro 1: "CO_2 emissions related to the energy consumption of buildings between 01/01/21 and 31/12/22" excludes:
  - ALTEN Belgium SPRL; TECHALTEN PORTUGAL LDA, ALTEN LTD; ALTEN TECHNOLOGY USA INC.; ANOTECH ENERGY DOHA; ANOTECH ENERGY SINGAPORE; ANOTECH ENERGY USA INC.; CALSOFT LABS INC; MI-GSO GmbH; MI-GSO EXPERTO EN MANAGEMENT DE PROYECTOS; MI-GSO LDA PORTUGAL.
- To calculate the percentage of renewable energy used in France, the energy consumption recorded on the invoices and statements of suppliers and service providers is taken into account but not the consumption linked to the common parts of the buildings.
- The quantity of cups used by ALTEN (Enviro 6) concerns only paper cups for France (the zero-plastic-cup objective in France has been achieved) and single-use plastic cups internationally.
- The Enviro 4 calculation method [1] is the total amount of paper divided by the weighted number of employees for France.
- In France, energy consumption indicators were divided by the number of weighted m^2. Internationally, the actual m^2 as of 31 December 2022 are used when information on the number of m^2 weighted items is not available. The Enviro 8a indicator "Total energy consumption in kWh" excludes:
  - ALTEN Belgium SPRL; TECHALTEN PORTUGAL LDA, ALTEN LTD; ALTEN TECHNOLOGY USA INC.; ANOTECH ENERGY DOHA; ANOTECH ENERGY SINGAPORE; ANOTECH ENERGY USA INC; CALSOFT LABS INC; MI-GSO GmbH; MI-GSO EXPERTO EN MANAGEMENT DE PROYECTOS; MI-GSO LDA PORTUGAL.
- Enviro 8b "Total energy consumption in kWh/m^2/year" excludes:
  - ALTEN Belgium SPRL; TECHALTEN PORTUGAL LDA, ALTEN LTD; ALTEN TECHNOLOGY USA INC.; ANOTECH ENERGY DOHA; ANOTECH ENERGY SINGAPORE; ANOTECH ENERGY USA INC; CALSOFT LABS INC.; MI-GSO GMBH; MI-GSO EXPERTO EN MANAGEMENT DE PROYECTOS; MI-GSO LDA PORTUGAL.
- Enviro 10 "% of occupied m^2 certified (BBC, HQE)" excludes:
  - CALSOFT LABS INC; ATEXIS SPAIN S.L.U.; ALTEN CHINA LTD; ALTEN CALSOFT LABS (INDIA) PRIVATE LIMITED; ALTEN TECHNOLOGY GMBH; MI GSO GMBH; ALTEN NEDERLAND B.V.; MI-GSO EXPERTO EN MANAGEMENT DE PROYECTOS; ALTEN LTD; ALTEN TECHNOLOGY USA INC; ALTEN SVERIGE AB; ALTEN DELIVERY CENTER MAROC, PCUBED LTD UK ; ALTEN FINLAND; ANOTECH ENERGY SINGAPORE; ANOTECH ENERGY DOHA; TECHALTEN PORTUGAL LDA; OPTIMISSA SERVICIOS PROFESIONALES; MI-GSO LDA PORTUGAL.
- Enviro 14 "Number of kg CO_2 eq. for business travel by train/pers/year between 01/01/21 and 31/12/21" excludes:
  - ALTEN CALSOFT LABS (INDIA) PRIVATE LIMITED, ALTEN CHINA LTD, ALTEN TECHNOLOGY GMBH, ALTEN GMBH, ALTEN POLSKA SP ZOO, ALTEN TECHNOLOGY USA INC., ALTEN SVERIGE AB, CALSOFT LABS INC., PCUBED LTD, PROGRAM PLANNING PROFESSIONALS PTE LTD (SINGAPORE), ANOTECH ENERGY SINGAPORE, ANOTECH ENERGY DOHA, ALTEN SI TECHNO ROMANIA SRL, TECHALTEN PORTUGAL LDA, OPTIMISSA SERVICIOS PROFESIONALES.
- Enviro 16 "Number of kg CO_2 eq. for business travel by air/pers/year between 01/01/21 and 31/12/21" excludes:
  - CALSOFT LABS INC, ALTEN TECHNOLOGY GMBH, ALTEN GMBH, ALTEN BELGIUM SPRL, ALTEN POLSKA SP ZOO, ALTEN TECHNOLOGY USA INC, ALTEN SVERIGE AB, ALTEN ITALIA SPA, PCUBED LTD, PROGRAM PLANNING PROFESSIONALS PTE LTD (SINGAPORE), ALTEN SI TECHNO ROMANIA SRL, TECHALTEN PORTUGAL LDA, OPTIMISSA SERVICIOS PROFESIONALES.
- Enviro 23a "Number of kg CO_2 eq. from kilometres driven by company vehicles between 01/01/21 and 12/31/21 "excludes:
  - CALSOFT LABS INC., ATEXIS SPAIN S.L.U., ALTEN CHINA LTD, ALTEN GMBH, ALTEN BELGIUM SPRL, ALTEN TECHNOLOGY GMBH, ALTEN SVERIGE AB, ALTEN LTD, ANOTECH ENERGY DOHA, TECHALTEN PORTUGAL LDA, OPTIMISSA SERVICIOS PROFESIONALES, MI-GSO LDA PORTUGAL, ALTEN SI TECHNO ROMANIA SRL.

The annual mileage of company vehicles has been estimated. Estimates are based on average monthly or annual mileage, according to data from service providers.

- Enviro 25 "Total quantity of WEEE removed by an external service provider between 01/01/22 and 31/12/22" excludes entities located in India.

  Note: the decrease in WEEE in 2022 is due to a return to a nominal mode of the input/output flow of IT equipment, following a renewal of the fleet operated in 2021 in France.
- CO_2 emissions from energy consumption and travel were calculated from the raw data using the Location Based method. The calculations use the emission factors of Ademe's carbon database and the Ecoinvent database.

(1) "Total quantity of paper (office and head office) consumed in kg/employee/year".

Societal indicators

* The societal performance indicators reported for France and internationally cover 74% of the Group's revenue at 31 December 2022.
* Societal data excludes entities:
  - SDG CONSULTING ESPAÑA;
  - SDG ITALIA CONSULTING;
  - ANOTECH ENERGY DOHA;
  - ANOTECH ENERGY SINGAPORE;
  - PCUBED USA INC;
  - PCUBED AUSTRALIA;
  - ANOTECH ENERGY USA INC;
  - ALTEN INDIA PRIVATE LTD;
  - ALTEN NEDERLAND B.V.
* The data on projects supported to promote Engineering professions comes from the partnerships that received financial support.

Comparability

The CSR scope has been extended between 2021 and 2022. This change does not always make it possible to compare indicators from one year to the next.

4.5.2 NON-FINANCIAL PERFORMANCE INDICATORS

Social performance indicators at 31 December 2022

ALTEN indicator No.	Indicator	Units	France 2021	France 2022	Group CSR Scope 2022
HEADCOUNT AND DIVERSITY					
SOC 1	Total headcount as of 31/12/2021	Actual number of employees	11,757	13,104	41,936
SOC 2	Breakdown of employees by gender	% men	71%	70%	71%
		% women	29%	30%	29%
SOC 3	Breakdown of workforce by age grouping	% of employees under 25 years old	10%	14%	12%
		% of employees between 25 and 35 years old	64%	62%	59%
		% of employees between 35 and 45 years old	18%	17%	19%
		% of employees over 45 years old	7%	7%	10%
SOC 5	Breakdown of headcount by type of job	% of employees who are engineers	85%	85%	85%
		% of employees who are managers	5%	5%	6%
		% of employees who are Support Functions	10%	10%	9%
HIRES AND DEPARTURES					
SOC 7	Total number of hires	Number of hires	4,796	6,412	23,299
	Employees recruited on permanent contracts	Number of hires	4,581	6,337	20,839
	incl. number of permanent hires under 25 years of age	Number of hires	1,163	2,262	4,995
	Employees recruited on fixed-term contracts	Number of hires	114	75	2,450
	Number of hires on apprenticeship or vocational training contracts	Number of hires	101	148	1,105
SOC 8	Total number of terminations	Number of terminations	3,576	3,632	14,686
	Number of departures from permanent contracts	Number of terminations	3,414	3,546	13,137
	of which resignations	Number of terminations	2,193	3,188	10,938
	of which redundancies	Number of terminations	405	200	740
	Number of departures from fixed-term contracts	Number of terminations	88	86	1,549
	Number of departures on apprenticeship or vocational training contracts	Number of terminations	74	75	662
SOC 17	Net jobs created	Number of jobs created	1,167	2,866	7,820

ALTEN indicator No.	Indicator		Units	France 2021	France 2022	Group CSR Scope 2022
TYPE OF EMPLOYMENT CONTRACT						
SOC 18	Breakdown of headcount by type of contract	% of permanent employees		98.7%	98.4%	92%
		% of temporary employees		0.4%	0.2%	6%
		% of employees on apprenticeship or vocational training contracts		0.9%	1.4%	2%
REMUNERATION						
SOC 19	Average annual remuneration by position	in euros managers		€ 41,837	€ 48,906	NC
		in euros non-managers		€ 28,130	€ 30,948	NC
MANAGEMENT						
SOC 21	% of employees having had an annual performance appraisal	% of employees		89%	92%	89%
SOC 22	Average rate of absenteeism (for sickness, work- or commute-related accident)	%		2%	2%	2%
SOC 23	ALTEN employee turnover	%		23%	28%	30%
ORGANISATION OF WORKING TIME						
SOC 24	Percentage of employees working full time	% of employees		99%	99%	98%
SOC 25	Percentage of employees working part-time	% of employees		1%	1%	2%
EMPLOYEE RELATIONS						
SOC 26	% of employees covered by a collective agreement	% of employees		100%	100%	78%
TRAINING						
SOC 27	Training expenditures	euros		11,444,895	13,719,541	18,538,771
SOC 28	Training expenditure as a % of payroll	%		2.53%	2.51%	0.69%
SOC 29	Training expenditure as a % of revenue	%		1.13%	1.16%	0.60%
SOC 30	Total number of training hours	h		131,164	170,604	459,822
SOC 31.a	Percentage of people receiving training during the year, by gender	of men having received training		39%	41%	45%
		of women having received training		41%	43%	56%
SOC 31.b	Percentage of employees who attended at least one training course during the year	% of employees		40%	42%	53%
SOC 33	Number of e-learning courses taken	number		30,851	33,581	67,917
WORK AND SAFETY CONDITIONS						
SOC 34	Frequency rate of work-related accidents with time off	rate		2.66	1.78	0.05
SOC 35	Severity rate of work-related accidents	rate		0.05	0.04	0.00
SOC 36	Number of hours of safety training	h		17,325	21,217	74,427
SOC 38	Number of work-related illnesses reported	number		0	0	4

NC = Not Consolidated.

Societal performance indicators at 31 December 2022

ALTEN Indicator No.	Indicator	Units	France 2021	France 2022	Group CSR Scope 2022
Societal 3	Percentage of women on the Board of Directors	%	50%	50%	50%
RELATIONS WITH EXTERNAL STAKEHOLDERS					
Societal 1	Number of partnerships for the promotion of Engineering professions: CNJE; *Elles Bougent*; etc.	Number of partnerships	20	29	107
Societal 5	Total number of partnerships forged with higher education institutions in the current year	number	51	57	453
Societal 4	Total number of partnerships forged with NGOs or similar associations in the current year	number	44	64	89
Societal 7	Number of man-days of skills sponsorship	man-days	2,649	3,807	3,875

Environmental performance indicators at 31 December 2022

ALTEN Indicator No.	Indicator	Units	France 2021	France 2022	Group CSR Scope 2022
CONSUMPTION OF NATURAL RESOURCES					
Enviro 4	Quantity of paper used per employee	kg/emp	2.47	0.7	1.3
	Total quantity of paper used	kg	8,442	9,220	25,400
Enviro 5	% of paper recycled or certified	%	94%	80%	53%
Enviro 6	Amount of cups per employee on site	number of cups/emp	112	272	320
Enviro 8.a	Total energy consumption	MWh	5,817	5,217	12,167
Enviro 8.b	Total energy consumption per m^2	kWh/m^2/year	94	80	54
Enviro 1	CO_2 emissions related to the energy consumption of buildings	kg. eq. CO_2	348,428	315,471	3,786,126
BUSINESS TRAVEL					
Enviro 14	Number of kg $C0_2$ eq. for business travel by train per employee	kg. eq. CO_2/emp.	0.87	1.46	5.96
Enviro 16	Number of kg $C0_2$ eq. for business travel by plane per employee	kg. eq. CO_2/emp.	120	104	188
Enviro 21	Average CO_2 emissions per km of the company vehicle fleet	g CO_2/km	73	1 13	1 12
Enviro 23.a	Number of kg CO_2 eq. from kilometres driven by company vehicles	kg. eq. CO_2	2,802,341	450,488	2,732,652
EXTERNAL CERTIFICATIONS AND ASSESSMENTS					
Enviro 10	% of occupied m^2 that is certified (BBC, HQE)	%	47%	48%	20%
Enviro 18	EcoVadis score out of 100	Note	80/100	82/100	
WASTE					
Enviro 25	Total quantity of electronic waste removed by an external company	metric tons	7.5	5.7	8.2
Enviro 11	% of sites covered by a waste sorting scheme	%	97%	99%	64%
Enviro 26	Total quantity of CO_2 emissions	kg. eq. CO_2	1,285,568	1,285,568	11,188,897

The exact scope of each indicator is specified in the methodological note in Chapter 4.5.1.

4.5.3 COMPLIANCE MATRIX

Article 225 – GRENELLE 2 DECREE N° 2017-1265 OF 9 AUGUST 2017	Principles of the Global Impact	ISO 26000	Chapter 4 – 2021 URD	SDG
EMPLOYEE-RELATED INFORMATION				
EMPLOYMENT				
Total workforce and breakdown of employees by gender, age and geographical region			4.2.2	
Recruitments and redundancies		* 6.4.4	4.2.3	**SDG 5**
Remuneration and remuneration increases			4.2.4.3	
WORK ORGANISATION				
Organisation of working time		* 6.4.4	4.2.7	**SDG 3**
Absenteeism			4.2.7	**SDG 8**
HEALTH & SAFETY				
Occupational health and safety conditions	4. The elimination of all forms of forced or compulsory labour	* 6.4.6	4.2.7 4.1.4.3	
Work-related accidents, particularly their frequency together with occupational illnesses and severity	5. Effective abolition of child labour		4.2.7	
EMPLOYEE RELATIONS				
Organisation of dialogue with employees, such as procedures for informing, consulting and negotiating with employees	3. Respect for freedom of association and recognition of the right to collective bargaining	* 6.4.3 * 6.4.5	4.2.4.2	**SDG 8** **SDG 16**
List of collective agreements, including health and safety at work			4.2.4.2	
TRAINING				
Training policies, particularly on environmental protection	8. Promoting greater responsibility in environmental matters	* 6.4.7	4.2.5.3 4.4.3	**SDG 4**
Total number of training hours			4.2.5.3	
EQUALITY OF TREATMENT				
Measures taken to promote gender equality	6. The elimination of discrimination in respect of employment and occupation	* 6.3.10	4.2.6.4	
Measures taken to promote the employment and integration of disabled persons		* 6.3.7	4.2.6.2	**SDG 5** **SDG 10**
The anti-discrimination policy			4.2.6	
ENVIRONMENTAL INFORMATION				
GENERAL POLICY ON ENVIRONMENTAL MATTERS				
The Company's organisation to take into account environmental issues. Where applicable, environmental assessment or certification procedures	7. Taking a conservative approach to dealing with environmental matters		4.1.5 4.4.2 4.4.3	
Resources devoted to prevention of environmental risks and pollution	8. Promoting greater responsibility in environmental matters	* 6.5.2.1 * 6.5.2.2	4.4.4 4.4.5 4.4.6	**SDG 12** **SDG 13**
The amount of provisions and guarantees for environmental risks. This information cannot be of such a nature as to cause serious prejudice to the Company in an ongoing dispute	9. Developing and disseminating environmentally friendly technologies		ALTEN has no reserves or guarantees for environmental risks in France. The environmental management (ISO 14001 certified) that we apply to buildings reduces environmental hazards.	

Article 225 – GRENELLE 2 DECREE N° 2017-1265 OF 9 AUGUST 2017	Principles of the Global Impact	ISO 26000	Chapter 4 – 2021 URD	SDG
POLLUTION				
Measures to prevent, reduce and compensate for emissions into the atmosphere, soil and water that severely affect the environment	7. Taking a conservative approach to dealing with environmental matters 8. Promoting greater responsibility in environmental matters 9. Developing and disseminating environmentally friendly technologies	* 6.5.3	4.4.3 4.4.4 4.4.5 4.4.6	
Taking into account any form of specific pollution related to an activity, including noise and light pollution			ALTEN provides intellectual services. By their nature, these activities have little impact on the environment, cause little pollution and do not create noise pollution. However, measures are taken to ensure the smooth integration of buildings in residential areas into their neighbourhoods (BBC/HQE, ISO 14001, etc.).	**SDG 12**

Article 225 – GRENELLE 2 DECREE N° 2017-1265 OF 9 AUGUST 2017	Principles of the Global Impact	ISO 26000	Chapter 4 – 2021 URD	SDG
CIRCULAR ECONOMY				
WASTE MANAGEMENT AND PREVENTION				
Measures to prevent, recycle, reuse, other upgrade and eliminate waste		* 6.5.3	4.4.3 4.4.5	
Fight against food wastage initiatives			Taking into account the tertiary nature of ALTEN's Engineering and Technology Consulting activities, the fight against food wastage is not significant.	**SDG 7** **SDG 12**
SUSTAINABLE USE OF RESOURCES				
Consumption and supply of water in accordance with local constraints		* 6.5.4	Taking into account the tertiary nature of ALTEN's Engineering and Technology Consulting activities, the Group's water consumption is not significant.	
Consumption of raw materials and measures taken to use them more efficiently	7. Taking a conservative approach to dealing with environmental matters 8. Promoting greater responsibility in environmental matters 9. Developing and disseminating environmentally friendly technologies		4.4.5	
Energy consumption, measures taken to improve energy efficiency and use of renewable energy			4.4.3 4.4.4.1 4.4.4.3 4.4.4.4 4.4.4.5 4.4.4.7	
Land use			Given ALTEN's services business of Engineering and Technology Consulting, the Group has no activity that involves land use.	
CLIMATE CHANGE				
Significant greenhouse gas emission caused by society activity, especially by using goods and services produced			4.4.4.2	
Measures to adapt to the consequences of climate change		* 6.5.4	4.4.4	**SDG 9**
Targets to voluntarily reduce in the medium and long term the greenhouse gas emissions and the means implemented for this purpose		* 6.5.5 * 6.5.5 * 6.5.5 * 6.5.6	4.4.5 4.4.6 4.4.4.1	**SDG 11** **SDG 12**
Protection of biodiversity: measures taken to preserve or restore biodiversity			4.4.6	**SDG 15**

4.6 REPORT OF ONE OF THE STATUTORY AUDITORS, APPOINTED AS AN INDEPENDENT THIRD PARTY, ON THE CONSOLIDATED NON-FINANCIAL STATEMENT INCLUDED IN THE GROUP MANAGEMENT REPORT

For the year ended 31st December 2022

To the General Assembly of shareholders,

In our capacity as Alten SA Statutory Auditors, appointed as an independent third-party body, accredited by COFRAC (Cofrac Inspection accreditation no. 3-1080, scope available on the website www.cofrac. fr), we conducted our work in order to provide a limited assurance on the historical information (observed or extrapolated) of the extra-financial performance statement, prepared in accordance with the entity's procedures (hereinafter the "Guidelines"), for the year ended December 31, 2022 (hereinafter the "Information" and the "Statement" respectively), presented in the management report in accordance with the provisions of Articles L. 225-105-1, R. 225-105 and R. 225-105-1 of the French Commercial Code.

Conclusion

Based on the procedures we performed, as described in the "Nature and scope of our work" section, and on information we obtained, nothing has come to our attention that causes us to believe that the non-financial performance statement is not in compliance with the applicable regulatory requirements and that the information, taken as a whole, is presented fairly in accordance with the Guidelines.

Preparation of the non-financial statement

The absence of a generally accepted and commonly used framework or established practice on which to base the evaluation and measurement of information allows for the use of different, but acceptable, measurement techniques that may affect comparability across entities and over time.

Therefore, the Information should be read and understood with reference to the Guidelines, the significant elements of which are presented in the Statement (or available on the website or upon request from the entity).

Limitations inherent in the preparation of Information

As indicated in the Declaration, the Information may be subject to uncertainty inherent in the state of scientific or economic knowledge and in the quality of the external data used. Certain information is sensitive to the methodological choices, assumptions and/or estimates made in preparing it and presented in the Statement.

The entity's responsibility

The Board of Directors is responsible for:

- selecting or establishing appropriate criteria for the preparation of the Information;
- preparing a Statement in accordance with legal and regulatory requirements, including a presentation of the business model, a description of the main non-financial risks, a presentation of the policies applied with regard to these risks and the results of these policies, including key performance indicators and, in addition, the information required by Article 8 of Regulation (EU) 2020/852 (green taxonomy)
- preparing the Statement in accordance with the entity's reporting framework referred to above
- implementing the internal control that it deems necessary for the preparation of information that is free from material misstatement, whether due to fraud or error.

The Statement has been prepared by applying the Company's procedures (hereinafter the "Guidelines"), the significant elements of which are set out in the Statement.

Responsibility of the Statutory Auditor, appointed as an independent third party

On the basis of our work, our responsibility is to provide a report expressing a limited assurance conclusion on:

- the compliance of the Statement with the provisions of article R. 225-105 of the French Commercial Code;
- the fairness of the historical information (observed or extrapolated) provided pursuant to 3° of I and II of Article R. 225-105 of the French Commercial Code, namely the results of policies, including key performance indicators, and actions, relating to the main risks.

As it is our responsibility to form an independent conclusion on the Information as prepared by management, we are not authorized to be involved in the preparation of this Information, as this could compromise our independence.

It is not our responsibility to express an opinion on:

- the entity's compliance with other applicable legal and regulatory requirements (in particular with regard to the information required by Article 8 of Regulation (EU) 2020/852 (green taxonomy), the Vigilance plan and the fight against corruption and tax evasion);
- the truthfulness of the information provided for in Article 8 of Regulation (EU) 2020/852 (green taxonomy);
- the compliance of products and services with applicable regulations.

Regulatory provisions and applicable professional doctrine

Our work described below was performed in accordance with the provisions of Articles A. 225-1 et seq. of the French Commercial Code and the professional guidance issued by the Compagnie Nationale des Commissaires aux Comptes (CNCC) relating to this type of engagement, in particular the technical notice issued by the CNCC, *Intervention du Commissaires aux Comptes – Intervention de l'OTI – Déclaration de performance extra-financière* which serves as an audit program, and with the International Standard on the Evaluation of Financial Information (ISAE) No. 3000 (Revised)

Independence and quality control

Our independence is defined by the provisions of Article L. 822-11 of the French Commercial Code and the Code of Ethics of the Statutory Auditors. In addition, we have implemented a quality control system that includes documented policies and procedures designed to ensure compliance with applicable laws and regulations, ethical rules and professional guidance issued by the French Institute of Statutory Auditors (Compagnie Nationale des Commissaires aux Comptes) relating to this engagement.

Means and resources

Our work was carried out by a team of four people between January 2023 and April 2023, for a duration of approximately five weeks.

We called upon our specialists in sustainable development and social responsibility to assist us in our work. We conducted about ten interviews with the people responsible for preparing the Declaration, representing in particular CSR, human resources, quality and purchasing departments.

Nature and scope of work

We planned and performed our work considering the risks of material misstatement of the information.

In our opinion, the procedures we have performed in the exercise of our professional judgment enable us to provide a moderate level of assurance. In this respect:

- we analyzed the activities of all the companies included in the scope of consolidation and the main social and environmental risks associated with these activities;
- we assessed the appropriateness of the Guidelines in terms of its relevance, completeness, reliability, neutrality and understandability, taking into account, where appropriate, best practices in the sector;
- we verified that the Statement presents the information required by II of Article R. 225-105 when relevant to the principal risks and that the Statement includes, where applicable, an explanation of the reasons for the absence of the information required by the second paragraph of III of Article L. 225-102-1;
- we verified that the Statement presents the business model and principal risks of all entities included in the scope of consolidation, including, where relevant and proportionate, the risks created by its business relationships, products or services, as well as policies, actions and results, including key performance indicators;
- we consulted documentary sources and conducted interviews to:
  - assess the process for selecting and validating the main risks and the consistency of the results, including the key performance indicators selected, with the main risks and policies presented;
  - corroborate [1] the qualitative information (actions and results) that we considered most important;
- we verified that the Statement covers the consolidated scope, i.e. all the entities included in the scope of consolidation in accordance with Article L. 233-16;
- we analyzed the internal control and risk management procedures implemented by the entity and have assessed the collection process aimed at ensuring the completeness and fairness of the information;
- for the key performance indicators and other quantitative results that we considered most important [2], we performed:
  - Analytical procedures to verify the correct consolidation of the data collected and the consistency of changes in the data;

(1) ***Qualitative information relating to the chapters:*** *Training (Qualiopi) ; Purchasing policy ; Digital accessibility policy ; certifications.*

(2) ***Social information:*** *total number of employees and breakdown by sex, position and type of contract; number of worked days; total number of hires; total number of departures; total number of days lost; total number of total training hours; total number of employees trained.*
Environmental information*: energy consumption; CO2 emissions related to energy consumption and work travels; total paper consumption; electronic waste; m2 occupied certified BBC or HQE*
Societal information*: Number of school partnerships; total number of skill sponsorship days*

- detailed tests on a test basis, consisting of verifying the correct application of definitions and procedures and reconciling the data with supporting documents. This work was carried out on a selection of contributing entities (1) and covered between 24% and 56% of the consolidated data selected for these tests.

- we assessed the overall consistency of the Statement with our knowledge of all the entities included in the scope of consolidation.

We believe that the work we performed in the exercise of our professional judgment enables us to provide a limited level of assurance; a higher level of assurance would have required more extensive audit work.

Neuilly-Sur-Seine, April 27th 2023

One of the Statutory Auditors

Grant Thornton

French Member of Grant Thornton International

Jean-François Baloteaud
Partner

Bertille Crichton
Partner

(1) Alten France, Alten Spain, Alten Polska, Alten Netherlands, Atexis Spain.

4 NON-FINANCIAL PERFORMANCE STATEMENT

5

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PRELIMINARY REMARKS

DEFINING ALTERNATIVE PERFORMANCE INDICATORS AND COMPARING THEM WITH IFRS INDICATORS

The ALTEN Group uses alternative performance indicators to monitor its operational activity. The Group feels that these indicators provide additional information enabling users of periodical financial information to get a more complete picture of the Group's performance. These alternative performance indicators complement the IFRS indicators.

REVENUE GROWTH ON A LIKE-FOR-LIKE BASIS (OR ORGANIC GROWTH)

Growth on a like-for-like basis (constant scope and exchange rates) is calculated excluding the impact of changes in exchange rates and the scope of consolidation over the period.

The impact of the exchange rate effect is determined by converting the revenue for the period using the average exchange rate of the previous financial year.

The impact of the scope is determined by excluding revenue for the period for acquisitions, and revenue of the previous period for disposals, in order to make the scope of consolidation for the period identical to that of the previous period.

This indicator makes it possible to determine the Group's intrinsic performance in terms of activity over the period.

OPERATING PROFIT ON ACTIVITY

Operating profit on activity is the operating profit before expenses relating to share-based payments, income from significant asset disposals, impairment of goodwill, and other significant and non-recurring items recorded under other operating income and expenses.

Since share-based remuneration varies markedly from one year to the next, this aggregate presented in the financial statements gives a direct view of the operational performance of the Group by making it comparable from one period to the next.

NET CASH POSITION (OR NET DEBT)

The net cash position as defined and used by the Group corresponds to the cash and cash equivalents minus gross financial debt (bank overdrafts, bank borrowings and other related financial debt). This indicator is called "net cash position" when the amount of cash and cash equivalents is higher than the gross financial debt and "net debt" when the opposite is the case.

FREE CASH FLOW

The free cash flow corresponds to the flows generated by activity minus net operating investments and financing flows linked to repayments of rental debts.

HISTORICAL FINANCIAL INFORMATION

Pursuant to Article 19 of European Regulation 2017/1129, the following information is incorporated by reference in this Universal registration document:

- the separate and consolidated financial statements as at 31 December 2020, together with the reports of our Statutory Auditors thereon, set out on pages 151 to 228 of the Universal registration document filed with the French Financial Markets Authority (AMF - *Autorité des Marchés Financiers*) on 28 April 2021 (2020 Universal registration document);
- the separate and consolidated financial statements as at 31 December 2021, together with the reports of our Statutory Auditors thereon, set out on pages 159 to 237 of the Universal registration document filed with the French Financial Markets Authority (AMF - *Autorité des Marchés Financiers*) on 29 April 2022 (2021 Universal registration document).

5.1 ANALYSIS OF THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR

5.1.1 ACTIVITY AND INCOME STATEMENT

Activity of the Group during the financial year

ALTEN, the European leader in Engineering and Technology Consulting (ETC), carries out design and research projects for the Technical and Information Systems Divisions of major industrial, telecoms and service-provider clients.

The market encompasses the full range of ETC services, specifically:

- scientific and technical research;
- network architecture and IT systems.

Revenue thus amounted to €3,783.1 million, up 29.3% compared to 2021. On a like-for-like basis, activity increased by 17.7% (+12.3% in France; +20.7% outside France).

The distribution of revenue in 2022 by business sector is presented in Chapter 1 of this Universal registration document.

The share of acquisitions, carried out almost exclusively abroad, contributed to the increase in activity in 2022 by 9.4%.

International business now represents more than 69% of the Group's revenue, compared to 64% in 2021.

The following acquisitions were made in 2022:

- CLEVERTASK (revenue of €12 million; 180 consultants): on 21 January 2022, ALTEN EUROPE acquired the Spanish company CLEVERTASK SOLUTIONS SL, the holding company of a company in Spain and a company in Andorra. The CLEVERTASK group specialises in digital transformation;
- VOLANSYS (revenue of €12 million; 480 consultants): on 28 February 2022, ALTEN CALSOFT LABS INDIA and ALTEN EUROPE acquired an Indian company, VOLANSYS TECHNOLOGIES PRIVATE LIMITED, the holding company of the VOLANSYS group, which has two subsidiaries, one in the USA and one in Canada. The VOLANSYS group specialises in product engineering;
- METHODS (revenue of €110 million; 710 consultants): on 13 April 2022, ALTEN EUROPE acquired the METHODS group, comprising seven companies in the United Kingdom and one company in Abu Dhabi. The METHODS group specialises in Cloud architectures and digital transformation;
- META PM (revenue of €10 million; 90 consultants): on 30 June 2022, PROGRAM PLANNING PROFESSIONALS PTY LTD (AUSTRALIA) acquired the Australian company META CONSULTING GROUP PTY LIMITED and its two subsidiaries in Australia. META PM is specialised in project management;
- AFOUR TECHNOLOGIES (revenue of €10 million; 295 consultants): on 31 October 2022, ALTEN EUROPE acquired the Indian company AFOUR TECHNOLOGIES PRIVATE LIMITED, the holding company of the AFOUR group, which has a subsidiary in the United States. The AFOUR group specialises in product engineering;
- CORTAC (revenue of €14 million; 65 consultants): on 1 December 2022, PROGRAM PLANNING PROFESSIONALS INC. acquired the American company CORTAC GROUP, specialised in project management;
- ICONEC (revenue of €20 million; 190 consultants): on 22 December 2022, ATEXIS GMBH acquired three sister companies, two in Germany and one in Romania, specialising in Telecommunications;
- QUALITANCE (revenue of €13 million; 300 consultants): on 30 December 2022, ALTEN EUROPE and ALTEN TECHNO SI ROMANIA acquired the Romanian company QUALITANCE QBS SA, specialised in software development and IT consulting.

Finally, ALTEN, through its subsidiaries ALTEN EUROPE, CALSOFT LABS INC. and cPRIME UK, sold the cPRIME group on 30 December 2022, a non-strategic business for the Group. The cPRIME group represented a division specialising in the consulting and distribution of Agile software (revenue of €147.1 million; 550 consultants).

Events after year end

2023 is a continuation of the second half of 2022.

To accelerate its development and strengthen its position in strategic sectors and activities, the Group is pursuing its strategy of targeted external growth and acquired the QA CONSULTANTS group, based in Canada and the United States, in February 2023, specialising in software quality engineering (revenue of €20 million; 160 consultants).

Revenue trends

The Group generated consolidated revenue of €3,783.1 million in 2022 (compared with €2,925.2 million in 2021), up 29.3% on the previous year (+14.2% in France and +37.6% internationally).

On a like-for-like basis, activity increased by 17.7% in 2023 (+12.3% in France and +20.7% internationally).

Earnings trends

At 31 December 2022, operating profit on activity amounted to €419.6 million, or 11.1% of revenue, up 31.2% from 31 December 2021 (€319.9 million or 10.9% of revenue).

The non-recurring income amounted to -€13.3 million at 31 December 2022 and mainly concerns international activities. It includes in particular acquisition fees for €2.1 million, gains on tax and social security audits for €1.3 million, restructuring costs for €2.3 million and earn outs for acquisitions for €10.6 million.

The IFRS cost of share-based payments was €29.7 million (€21.9 million in 2021).

After taking these items into account, operating profit was €592.9 million, or 15.7% of revenue, up 105.7% compared with the previous year. In 2021, operating profit was €288.2 million and accounted for 9.9% of revenue.

Financial income amounted to €2.1 million. It consists of the financial cost of net debt of -€1.5 million, €3.1 million in interest expenses related to the application of IFRS 16, and a net gain on foreign exchange of +€3.5 million and other financial income of €3.1 million, including a capital gain on the disposal of a stake sold in financial year 2022.

Income tax expense was €137.6 million. Earnings of equity-accounted companies amounted to €100,000. The share of minority interests was less than €100,000.

Consequently, net income (attributable to) owners of the parent, amounted to €457.6 million (12.1% of revenue), up 120.2% from 2021 (€207.8 million or 7.1% of revenue in 2021).

The impact of IFRS 16 on ALTEN's results is negligible.

ALTEN Group consolidated earnings

	2021		2022		Change
	(in millions of euros)	*(in %)*	*(in millions of euros)*	*(in %)*	*(in %)*
Revenue	2,925.2	100%	3,783.1	100%	+ 29.3%
Operating profit on activity	319.9	10.9%	419.6	11.1%	+ 31.2%
Share-based payments	(21.9)		(29.7)		
Non-recurring profit/loss	(9.8)		(13.3)		
Proceeds from asset disposals	–		216.3		
Operating profit	288.2	9.9%	592, 9	15.7%	+ 105.7%
Financial income	(1.7)		2.1		
Taxes	(78.6)		(137.6)		
EMCs and minority interests	0.0		0.2		
NET INCOME, GROUP SHARE	**207.8**		**457.6**		**+120.2%**

Change in headcount

	31/12/2020	31/12/2021	31/12/2022
Consultants[1]	29,400	37,150	47,500
Internal staff[2]	4,400	5,150	6,600
TOTAL	**33,800**	**42,300**	**54,100**

(1) Salaried headcount performing technical projects on client premises, for which services are billed to clients.

(2) Internal operating headcount not billed to clients.

Distribution of employee engineers by geographical area

	December 2020	December 2021	December 2022	Change over 12 months	
France	9,430	10,355	11,100	745	+ 7.2%
Europe (excluding France)	12,240	16,690	20,350	3,660	+ 21.9%
Asia/India/China	5,080	6,770	11,775	5,005	+ 73.9%
USA/Canada	1,700	2,240	2,685	445	+ 19.9%
Africa & Middle East	950	1,095	1,590	495	+ 45.2%
TOTAL	**29,400**	**37,150**	**47,500**	**10,350**	**+ 27.9%**

5.1.2 FINANCIAL STRUCTURE

Cash flow

The Group generated gross cash flow from operations in 2022 (excluding the impact of IFRS 16) of €430.7 million (or 11.4% of revenue) in 2022, up 30.5% compared to 2021 (€329.9 million or 11.3% of revenue).

After taking into account the tax paid (€93.6 million) and the change in working capital requirements of €161.2 million, net cash flow from operating activities amounted to €174.8 million. It represented 4.6% of revenue (€174.4 million, or 6% in 2021).

The amount of property, plant and equipment and intangible assets (CAPEX) amounted to €26 million, or 0.7% of revenue.

Net financial investments amounted to €100.6 million and are mainly related to external growth (-€179.8 million) and the disposal of cPRIME (+€285.4 million).

Other financing flows (mainly due to changes in exchange rates) amounted to -€6.7 million.

Consequently, the change in the Group's net cash position was +€98.2 million in 2022.

The ALTEN Group therefore had a net cash position of €418.0 million at the end of 2022 (€219.8 million at the end of 2021).

Under IFRS, debts of companies acquired (€16.4 million), as well as the change in current financial liabilities (€107.6 million) constitute resources. Consequently, the change in the Group's cash position under IFRS was €289.4 million in 2022 (compared with €28.9 million in 2021).

The cash flow tables may be found in Chapter 6 of this Document.

Financing structure

Sources of financing and related financial risks are covered in Chapter 6, Note 7 of this Document.

Lending conditions and financing structure

Lending conditions and financing structure are presented in Chapter 6 of this Document.

Financing of accounts receivable

The Company mostly finances its accounts receivable with shareholders' equity or occasionally uses credit lines as part of the syndicated loan and/or lines of credit (see Chapter 6 of this Document) in respect of financing of working capital requirements.

Financing of investments

See Chapter 6 of this Document.

Liquidity risk

A prudent liquidity management plan involves keeping a sufficient level of liquid assets and having financial resources through appropriate credit facilities. The Group ensures that it always has sufficient liquidity to meet its commitments, in particular to realise investment opportunities.

The Group has:

- centralised cash management when local legislation permits;
- internal procedures to optimise average debt recovery times;
- a syndicated credit line in the amount of €350 million, set up on 11 March 2022 until 2027 (hereinafter referred to as "the Syndicated Credit Line");
- €40 million in short-term bilateral credit lines and overdraft facilities;
- a short-term negotiable debt security programme (NeuCP), the amount of which was increased to €350 million in July 2022 as part of an optimisation and diversification of funding sources. The dealers are BNP Paribas, BRED, CACIB, CIC and Société Générale. The financial documentation of the programme is available on the Banque de France website.

The Syndicated Credit Line requires compliance with the following half-yearly and annual financial ratios as long as the contract remains in force and an advance is in progress: ratio R - "Consolidated net financial debt/Consolidated operating profit on activity". This ratio should generally be less than 3 and exceptionally less than 3.5.

The Company performed a specific review of its liquidity risk and considers that it is in a position to meet its future commitments.

Sources of financing

The ALTEN Group has the sources of financing in order to finance its future investments.

5.1.3 INVESTMENTS

5.1.3.1 Major investments made over the last three financial years

Below are the companies acquired by the ALTEN Group during the last three financial years:

2020		2021		2022	
Companies	**Country**	**Companies**	**Country**	**Companies**	**Country**
LZT	China/Japan	**NEXEO**	France	**CLEVERTASK**	Spain
AP SOLUTIONS	Korea/China	**RADTAC**	United Kingdom/ Finland	**META PM**	Australia
ARCHER	United States/ Ukraine	**EEINS**	Germany/ Romania	**VOLANSYS**	India/ United States/ Canada
DYNAMIC ENGINEERING	Germany	**CMED**	United Kingdom/ Romania/ United States	**METHODS**	United Kingdom/ Abu Dhabi
SDG GROUP	Italy/Spain/ United States	**CIENET**	United States/ China/Taiwan	**AFOUR TECHNOLOGIES**	India/ United States
UNIWARE	France	**EXPERT GLOBAL SOLUTIONS**	United States/ India	**CORTAC**	United States
OSB	Germany	**CONSOFT**	Italy	**ICONEC**	Germany/ Romania
IT SECTOR	Portugal			**QUALITANCE**	Romania

Amount of net disbursements on acquisitions including earn outs

(in millions of euros)

2020	2021	2022
163.9	104.3	181.0

5.1.3.2 Major investments made or committed since the end of the financial year

The Group acquired QA CONSULTANTS, based in Canada and the United States, in February 2023, specialising in software quality engineering (revenue of €20 million; 160 consultants).

5.1.3.3 Significant future investments

No other investment planned in the future has given rise to a firm commitment by the Company's management bodies, with the exception of earn-out clauses relating to acquired subsidiaries, whose amounts were duly posted in the Group's consolidated financial statements. The corresponding debt, estimated at €154.8 million at 31 December 2022, is posted in other current and non-current liabilities.

5.2 CHANGES AND OUTLOOK

ELEMENTS LIABLE TO HAVE A SIGNIFICANT IMPACT ON OUTLOOK

None.

PROFIT FORECASTS AND ESTIMATES

None.

5.3 ANALYSIS OF THE SEPARATE FINANCIAL STATEMENTS

ACTIVITY OF ALTEN SA

2022 saw organic growth of more than 9%. The majority of sectors are growing, in particular the Aeronautics/Space sector, which contributed significantly to growth and is now above its pre-crisis level. Activity continues to rise in early 2023.

2022 KEY EVENTS

Short-term negotiable debt securities programme (NeuCP), the amount of which was increased to €350 million in July 2022 as part of an optimisation and diversification of funding sources (see above).

Conclusion of a syndicated credit line for €350 million, set up on 11 March 2022 until 2027.

EVENTS AFTER YEAR END

ALTEN AEROSPACE was the subject of a universal transfer of assets within ALTEN SA at midnight on 31 December 2022.

REVENUE TRENDS

ALTEN SA generated revenue of €618.06 million in 2022, up +14% on the previous year (€542.2 million). 95% of revenue from projects carried out on behalf of French clients was in France, and 5% abroad.

This includes direct invoicing for services rendered by some Group subsidiaries to clients with whom ALTEN SA is a listed supplier, together with related services consisting of fees billed back to subsidiaries, the rebilling of shared services, etc.

Consequently, operating revenue (excluding ongoing management income) from services carried out by ALTEN SA for its clients amounted to €459.03 million in 2022, up +9.1% over 2021 (€420.6 million).

Other external purchases and costs were €286.9 million in 2022 compared with €221.1 million at 31 December 2021, up +29.8%.

Employee benefits expense amounted to €320.7 million compared to €300.8 million in 2021, an increase of +6.64%.

EARNINGS TRENDS

Operating profit stood at €6.4 million in 2022 (1.04% of ALTEN SA's revenue), compared to €7.2 million in 2021 (1.33% of revenue).

Financial income stood at €64.4 million at 31 December 2022, compared to €81.7 million as at 31 December 2021. This financial income is mainly composed of dividends paid by ALTEN subsidiaries (€63.6 million), provisions for impairment of financial assets (-€2.3 million) and interest on loans granted to subsidiaries (€2.9 million).

Non-recurring income amounted to €6.04 million, compared to €0.06 million at 31 December 2021. After taking income tax of -€10.7 million into account, net income came to €87.6 million in 2022, or 14.2% of revenue.

In the statement of financial position, financial assets (€302.4 million) mainly consisted of investment securities.

As at 31 December 2022, the company's net cash position (including financial debts and current accounts) was positive at €190.3 million (€169.4 million at 31 December 2021).

5.4 OTHER FINANCIAL AND ACCOUNTING INFORMATION

5.4.1 RESULTS OF THE LAST FIVE FINANCIAL YEARS

Financial table *(in thousands of euros)*	**31/12/2022**	**31/12/2021**	**31/12/2020**	**31/12/2019**	**31/12/2018**
Share capital	36,305	36,098	35,953	35,864	35,522
Number of ordinary shares	34,575,385	34,377,818	34,238,467	34,153,067	33,825,747
Number of Preferred Shares	1,141	1,665	2,244	3,103	4,711
Maximum number of future shares to be created:					
• by convertible bonds	–	–	–	–	–
• by exercising subscription rights	–	–	–	–	–
• by issuance of free shares and Preferred Shares	960,789	1,021,172	922,041	684,047	754,770
Revenue (net of tax)	618,058	542,173	510,177	605,698	536,421
EBITDA	81,297	92,250	16,206	74,836	57,607
Income tax	(10,721)	(7,819)	(14,820)	(8,110)	(13,387)
Employee profit-sharing	0	0	0	1,550	0
Depreciation, amortisation and provisions charges	4,448	3,233	(584)	(223)	(7,272)
Net earnings	87,570	96,836	31,611	81,620	78,266
Distributed earnings	51,929	44,748	33,874	0	33,443
Earnings per share after tax and before depreciation and provisions	2.66	2.91	0.91	2.38	2.10
Earnings per share after tax, depreciation and provisions	2.53	2.82	0.92	2.39	2.31
Dividend per share	1.50	1.30	1.00	–	1.00
Dividend allocated to each Preferred Share	0.75	0.65	0.50	–	0.50
Average headcount during the financial year	5,248	5,021	5,952	6,287	5,621
Total payroll	224,776	211,330	233,137	245,087	208,925
Total payroll and employee benefits	95,941	89,421	91,016	104,333	104,520

5.4.2 PAYMENT TERMS OF SUPPLIERS AND CLIENTS

	Trade payables					
	Invoices received unpaid at the end of the year for which the term has expired					
	0 days	1-30 days	31-60 days	61-90 days	91 days and over	Total (1 day and over)
(A) Late payment instalments						
Number of invoices concerned	9,061					1,546
Total amount of invoices concerned (incl. tax)	46,395,714.7	6,139,362.28	(1,004.09)	54,957.96	15,609.72	6,208,925.87
% of total amount of purchase in financial year (incl. tax)	13.06%	1.73%	0.00%	0.02%	0.00%	1.75%
% of revenue of financial year (incl. tax)						
(B) Invoices excluded from (A) relating to payables and receivables that are disputed or have not been recognised in the accounts						
Number of invoices excluded	0	0	0	0	0	0
Total amount of invoices excluded incl. tax	0.00	0.00	0.00	0.00	0.00	0.00
(C) Reference due dates used						
Due dates for payment used for calculation of payment delays					Contractual periods: 60 days Legal periods: 60 days	

	Trade receivables					
	Invoices issued but unpaid at the end of the year for which the term has expired					
	0 days	1-30 days	31-60 days	61-90 days	91 days and over	Total (1 day and over)
(A) Late payment instalments						
Number of invoices concerned	10,272					4,121
Total amount of invoices concerned (incl. tax)	149,245,987.36	12,170,803.89	5,713,226.06	1,522,032.58	4,936,262.95	24,342,325.48
% of total amount of purchase in financial year (incl. tax)						
% of revenue of financial year (incl. tax)	20.14%	1.64%	0.77%	0.21%	0.67%	3.28%
(B) Invoices excluded from (A) relating to payables and receivables that are disputed or have not been recognised in the accounts						
Number of invoices excluded	0	0	0	0	49	49
Total amount of invoices excluded incl. tax	0.00	0.00	0.00	0.00	406,686.35	406,686.35
(C) Reference due dates used						
Due dates for payment used for calculation of payment delays					Contractual periods: 60 days Legal periods: 60 days	

The information contained in the tables above only relates to ALTEN.

5.4.3 NON-TAX DEDUCTIBLE EXPENSES

The amount of sumptuary expenses and other non-deductible expenses referred to in Article 39–4 of the French General Tax Code came to €367,868 for ALTEN SA for the 2022 financial year.

5.5 OTHER LEGAL INFORMATION ON THE FINANCIAL YEAR

5.5.1 APPROPRIATION OF NET INCOME

The General Shareholders' Meeting will be asked to approve the company financial statements for the year ended 31 December 2022, which closed with a profit of €87,570,024.71.

Source:

- net profit for the financial year: €87,570,024.71;
- other reserves: €386,046,359.69;
- retained earnings: €0;
- earnings to be allocated: €87,570,024.71.

Allocation:

- legal reserve: €20,689.52;
- dividends (34,619,101 ordinary shares): €51,928,651.5;
- dividends (814 Preferred B Shares): €610.5;
- other reserves: €35,620,073.19.

5.5.2 LITIGATION AND ONGOING PROCEEDINGS

In connection with its activities, the Group is involved in certain legal actions, mainly relating to former employees, commercial matters and taxes. Provisions for risks and expenses are recorded at year-end whenever the Group has an obligation towards a third party which is likely or certain to result in an outflow of resources for the benefit of such third party. Provisions are broken down by type, amount and expected maturity in the Notes to the consolidated financial statements (see Chapter 6, details of consolidated financial statements, Note 8.1). Please also refer to Note 8.2 "Contingent liabilities".

In late 2018, the French Competition Authority opened an administrative enquiry into the Engineering and Technology Consulting (ETC) and software publishing industry. ALTEN is a key player in ETC. On the date of this Document, the enquiry was ongoing and it was not possible to assess the potential consequences of this administrative enquiry.

The Romanian Competition Council opened an investigation at the end of 2021 into suspicions of anti-competitive practices in the labour market regarding skilled/specialised labour in the motor vehicle production and related activities sectors. All ICT players in Romania, including ALTEN SI Romania, were subject to inspection and seizure measures. On the date of this Document, the enquiry was ongoing and it was not possible to assess the potential consequences of this administrative enquiry.

In the context of two audits of the accounts of a French subsidiary concerning in particular the transfer prices of this company, and an English subsidiary, over the periods 2013-2014 and 2015-2017, the Auditing Department sent adjustments in respect of corporation tax, withholding tax and CVAE totalling €3.4 million. With regard to the period 2013-2014, the French subsidiary obtained full satisfaction by a ruling of the Montreuil Administrative Court on 20 February 2023. The Administration's time limit for lodging an appeal is two months from the transmission of the ruling to the Minister. For the 2015-2017 period, the audit department responded negatively to the observations on 29 April 2022. After analysis with its advisers, the French subsidiary decided to maintain the provision for risk at €0.8 million.

In the context of two audits of the accounts of the same English subsidiary for which the transfer prices were disputed, over the periods 2009-2015 and 2016-2019, the auditing department considered that the activity of this English subsidiary was that of a permanent establishment in France. The English subsidiary was subject to an adjustment in terms of corporate income tax and additional contributions, minimum business tax assessment and CVAE in respect of its presumed income, for a total amount of €65.4 million (including duties, late payment interest and 80% increases in accordance with the provisions of Article 1728-1 of the French General Tax Code), respectively €52.9 million for the period 2009-2015 and €12.5 million for the period 2016-2019. The English subsidiary disputes these adjustments. It had also paid in full in due time all taxes to which it was subject in the United Kingdom for the periods 2009-2015 and 2016-2019.

As regards the 2009-2015 period, following the contentious claim of the English subsidiary which led the French tax authority to submit the latter's request to the Montreuil Administrative Court, the latter's request was rejected in its entirety by a decision dated 20 February 2023. The General Court did not wish to rule on the consequences of the British company settling UK corporation tax on the same tax base, leading to a *de facto* situation of double taxation in France and the UK. The English subsidiary will appeal this decision to the Paris Administrative Court of Appeal and will continue to monitor the exchanges between the French and UK authorities in the context of the mutual agreement procedure for the settlement of double taxation.

For the period 2016-2019, the Department has not yet responded to the English subsidiary's comments dated 25 August 2022. After having studied in depth the arguments of the French tax authority with its specialised advisers, and considering that the position of the tax authorities is questionable in view of the factual and legal elements that can be invoked, the English company considers that it has all the legitimacy to pursue the litigation procedure and has serious chances of success. Furthermore, at this stage, the English subsidiary does not have sufficient information to assess and recognise a specific provision corresponding to a reliable estimate of the possible residual risk of reassessment incurred or of the consequence of the double taxation settlement procedure. As a result, no provision has been made in the financial statements in connection with these tax audits.

Other than as mentioned above and for a period covering the last 12 months prior to the creation of this document, there are no other legal, administrative or arbitration procedures, including all the procedures ongoing or threatened, of which the Company is aware, likely to result or which have resulted in a material impact on the financial position or profitability of the issuer and/or the Group.

5 COMMENTS ON THE FINANCIAL YEAR

6

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6.1 CONSOLIDATED FINANCIAL STATEMENTS

6.1.1 CONSOLIDATED INCOME STATEMENT

(in thousands of euros)	Notes	2022	2021
REVENUE	4.2	3 783 100	2 925 180
Purchases consumed	**4.4.1**	(438 388)	(308 225)
Employee benefits expense	**4.3.1**	(2 579 418)	(2 026 654)
External charges	**4.4.2**	(251 082)	(182 802)
Other taxes and levies		(11 400)	(13 081)
Depreciation and amortisation charges	**5.2**	(80 744)	(72 469)
Other operating expenses	**4.4.3**	(6 680)	(11 797)
Other operating income	**4.4.3**	4 193	9 713
OPERATING PROFIT ON ACTIVITY		419 581	319 866
Share-based payments	**4.3.3**	(29 669)	(21 929)
PROFIT FROM CONTINUING OPERATIONS		389 912	297 937
Other operating expenses	**4.4.4**	(18 575)	(11 386)
Other operating income	**4.4.4**	5 243	1 606
Proceeds from disposal	**2.2**	216 299	0
Impairment of goodwill	**5.1**	0	0
OPERATING PROFIT		592 879	288 157
Net borrowing costs	**7.3**	(4 589)	(2 952)
Other financial expenses	**7.3**	(12 371)	(12 460)
Other financial income	**7.3**	19 038	13 718
Income tax expense	**9.1**	(137 559)	(78 635)
EARNING OF CONSOLIDATED ENTITIES		457 398	207 828
Earnings from associates	**5.4**	127	62
NET OVERALL EARNINGS		457 525	207 889
NON-CONTROLLING INTERESTS		(42)	53
GROUP SHARE		457 567	207 837
Earnings per share in euros (Group share)	**6.2**	13,46	6,14
Diluted earnings per share in euros (Group share)	**6.2**	13,21	6,03

6.1.2 CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

(in thousands of euros)	Notes	2022	2021
Net income, Group share		457,567	207,837
Net income, non-controlling interest's share		(42)	53
CONSOLIDATE NET INCOME		457,525	207,889
Translation differences		(10,796)	21,185
ITEMS THAT MAY BE RECLASSIFIED TO INCOME		(10,796)	21,185
Revaluation of equity instruments held (net of corporate tax)	**5.5**	(12,400)	(5,400)
Actuarial differences on employee benefits (net of income tax)	**4.3.2**	4,195	320
ITEMS THAT MAY NOT BE RECLASSIFIED TO INCOME		(8,205)	(5,080)
TOTAL INCOME FOR THE PERIOD		**438,525**	**223,994**
Including:			
* Group share		438,567	223,945
* Non-controlling interests		(48)	49

6.1.3 STATEMENT OF FINANCIAL POSITION

ASSETS *(in thousands of euros)*	Notes	31/12/2022	31/12/2021
Goodwill	**5.1**	1,020,857	888,723
Rights of use	**5.2**	227,558	172,233
Intangible assets	**5.3**	7,172	7,594
Property, plant and equipment	**5.3**	45,461	37,813
Interests in associates	**5.4**	1,260	1,180
Non-current financial assets	**5.5**	71,388	57,477
Deferred tax assets	**9.2**	18,941	14,877
NON-CURRENT ASSETS		1,392,637	1,179,897
Trade receivables	**4.2**	964,135	778,784
Client contract assets	**4.2**	246,087	189,189
Other current assets	**4.2**	122,187	103,385
Current tax assets		40,269	65,968
Cash and cash equivalents	**7.1**	601,735	312,311
CURRENT ASSETS		1,974,414	1,449,636
TOTAL ASSETS		**3,367,051**	**2,629,533**

LIABILITIES *(in thousands of euros)*	Notes	31/12/2022	31/12/2021
Share capital		36,305	36,098
Additional paid-in capital		60,250	60,250
Consolidated reserves		1,284,779	1,117,241
Consolidated earnings		457 567	207,837
Equity (Group share)		**1,838,901**	**1,421,427**
Non-controlling interests		**(283)**	**(371)**
TOTAL EQUITY		1,838,618	1,421,056
Post-employment benefits	**4.3.2**	14,833	18,859
Non-current provisions	**8.1**	10,237	8,848
Non-current financial liabilities	**7.2**	3,526	6,393
Non-current lease debt	**5.2**	180,842	130,637
Other non-current liabilities	**4.2**	92,788	120,246
Deferred tax liabilities	**9.2**	913	2,860
NON-CURRENT LIABILITIES		303,139	287,842
Current provisions	**8.1**	8,003	10,776
Current financial liabilities	**7.2**	180,587	86,482
Current lease debt	**5.2**	57,522	51,971
Trade payables	**4.2**	138,835	126,842
Other current liabilities	**4.2**	568,896	442,742
Client contract liabilities	**4.2**	191,281	168,927
Current tax liabilities		80,170	32,895
CURRENT LIABILITIES		1,225,294	920,636
TOTAL EQUITY AND LIABILITIES		**3,367,051**	**2,629,533**

6.1.4 STATEMENT OF CONSOLIDATED CASH FLOW

(in thousands of euros)	Notes	2022	2021
Consolidate net income		**457,525**	**207,889**
Earnings from associates	**5.4**	(127)	(62)
Depreciation, provisions and other calculated expenses	**10.3**	86,481	76,862
Share-based payments	**4.3.3**	29,669	21,929
Income tax expense	**9.1**	137,559	78,635
Capital gains or losses from disposals		(220,535)	273
Net borrowing costs	**7.3**	4,589	2,952
Financial cost on update and provisions		801	527
Gross cash flow borrowing costs and tax		**495,962**	**389,006**
Taxes paid	**10.3**	(93,578)	(43,933)
Change in working capital requirements	**4.2**	(161,203)	(113,423)
NET CASH FLOW FROM OPERATING ACTIVITIES		**241,181**	**231,651**
Acquisitions of tangible and intangible assets		(26,123)	(16,596)
Acquisitions of financial assets		(12,264)	(3,238)
Impact of changes in scope and earn outs	**10.3**	87,437	(104,548)
Disposals of tangible and intangible assets		103	342
Disposals of financial assets		9,022	6,416
NET CASH FLOW FROM INVESTING ACTIVITIES		**58,175**	**(117,624)**
Net financial interest paid		(4,788)	(2,970)
Dividends paid to shareholders		(44,390)	(33,876)
Capital increase		(0)	0
Acquisitions and disposals of treasury shares		(935)	341
Change in non-current financial liabilities	**7.2**	2,959	(6,622)
Change in current financial liabilities		101,219	6,351
Change in lease debt		(63,331)	(55,015)
NET CASH FLOW FROM FINANCING TRANSACTIONS		**(9,265)**	**(91,790)**
CHANGE IN CASH POSITION		**290,091**	**22,236**
Impact of exchange rate variations		(667)	6,651
Cash at beginning of period		312,311	283,424
CASH AT END PERIOD	7.1	**601,735**	**312,311**

6.1.5 CHANGE IN CONSOLIDATED SHAREHOLDERS' EQUITY

Change in consolidated equity, Group share

(in thousands of euros)	Number of outstanding shares	Number of shares issued	Capital	Additional paid-in capital	Reserves	Treasury shares	Translation reserves	Earnings	Shareholders' equity
AT 31 DECEMBER 2020	33,776,746	34,240,711	35,953	60,250	1,043,949	(9,070)	(15,489)	98,011	1,213,604
2020 allocation of earnings					98,011			(98,011)	0
Capital increase[1]	138,772	138,772	146		(146)				0
Dividends paid to shareholders					(33,875)				(33,875)
Other changes[2]					(83)				(83)
Treasury shares	3,825					341			341
Share-based payments					17,494				17,494
Transactions with shareholders	**142,597**	**138,772**	**146**	**0**	**81,402**	**341**	**0**	**(98,011)**	**(16,122)**
Total income for the period					(5 080)		21,188	207,837	223,945
AT 31 DECEMBER 2021	33,919,343	34,379,483	36,099	60,250	1,120,271	(8,728)	5,700	207,837	1,421,427
2021 allocation of earnings					207 837			(207,837)	0
Capital increase[1]	197,043	197,043	207		(207)				0
Dividends paid to shareholders					(44,390)				(44,390)
Other changes[2]					(1,665)				(1,665)
Treasury shares	(7,912)					(935)			(935)
Share-based payments					25,897				25,897
Transactions with shareholders	**189,131**	**197,043**	**207**	**0**	**187,472**	**(935)**	**0**	**(207,837)**	**(21,093)**
Total income for the period					(8,205)		(10,796)	457,567	438,567
AT 31 DECEMBER 2022	**34,108,474**	**34,576,526**	**36,306**	**60,250**	**1,299,538**	**(9,663)**	**(5,096)**	**457,567**	**1,838,901**

(1) Issues of shares linked to Preferred Share and Free Share plans.

(2) Transactions on minority interests.

Change in equity capital, non-controlling interests

(in thousands of euros)	Reserves	Translation reserves	Earnings	Shareholders' equity
AT 31 DECEMBER 2020	(267)	7	(224)	(484)
2020 allocation of earnings	(224)		224	0
Change in scope	64			64
Capital increase				0
Total income for the period		(4)	53	49
AT 31 DECEMBER 2021	(427)	3	53	(371)
2021 allocation of earnings	53		(53)	0
Change in scope	136			136
Capital increase				0
Total income for the period		(6)	(42)	(48)
AT 31 DECEMBER 2022	**(238)**	**(3)**	**(42)**	**(283)**

6.1.6 NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

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NOTE 1 ACCOUNTING PRINCIPLES

ALTEN SA is a French limited company (*Société Anonyme*) with a Board of Directors and registered office at 40 avenue André Morizet in Boulogne-Billancourt (92100).

ALTEN SA's consolidated financial statements include:

- the financial statements for ALTEN SA;
- the financial statements for companies controlled by ALTEN SA and fully consolidated either directly or indirectly;
- interests in associates and joint ventures, consolidated using the equity-accounted method.

The economic unit is referred to as the "ALTEN Group".

The ALTEN Group is the European leader in the Engineering and Technology Consulting (ETC) market. ALTEN carries out design and research projects for the Technical and Information Systems divisions of major clients in the industrial, telecommunications and service sectors.

The consolidated financial statements presented in this Document were approved by the Board of Directors on 26 April 2023 and will be submitted for the approval of the General Meeting of 30 June 2023. They are presented in thousands of euros, unless otherwise indicated.

ALTEN SA's consolidated financial statements included in this Document are published on the internet space dedicated to users of financial statements: http://www.alten.com/fr/investisseurs.

1.1 Applicable accounting standards

In accordance with European Regulation No. 1606/2002 of 19 July 2002, the ALTEN Group's consolidated financial statements at 31 December 2022 were prepared in compliance with international accounting standards as published by the IASB and approved by the European Union on the date these financial statements were prepared. These international standards include IAS (International Accounting Standards), IFRS (International Financial Reporting Standards) and interpretations (SIC and IFRIC).

The accounting principles and rules used to prepare the consolidated financial statements for the year ended 31 December 2022 are identical to those used for the financial year ended 31 December 2021, with the exception of the new standards, amendments, and interpretations mandatory as of 1 January 2022, applied by the Group, which did not have a significant impact, notably:

- IFRS IC decisions concerning the recognition of configuration and customisation costs for software made available in the Cloud under a SaaS contract;
- amendments to IAS 37 relating to loss-making contracts and the notion of costs that relate directly to the contract.

Moreover, the Group did not apply in advance the latest standards, amendments or interpretations published by the IASB and adopted at European level but whose application was not mandatory on 1 January 2022. Their preliminary analyses have not identified at this stage any provisions that are contrary to the Group's current accounting practices.

1.2 Use of estimates and judgements

The preparation of financial statements in accordance with IFRS standards requires that certain estimates and assumptions be made which may affect the amounts shown in these financial statements. These estimates and assessments are continuously made on the basis of past experience and other factors considered reasonable.

The main estimates made by Management when the consolidated financial statements are drawn up relate to the recognition of revenue in fixed-price contracts in the context of the percentage of completion method, the determining of provisions for loss-making contracts and the agent/principal analysis (Note 4.2), the assessment of the recoverable value of the assets in cash-generating units including goodwill and earn-outs (Note 5.1), lease liabilities (5.2), equity instruments held (Note 5.5), deferred taxes (Note 9.2), employee benefits (Note 4.3.2) and provisions (Note 8), share-based payments (Note 4.3.3) and research tax credits.

Management revises these estimates if the circumstances on which they were based change, or in the light of new information or experience. As a result, the estimates applied at 31 December 2022 could be substantively modified at a later stage.

Furthermore, in an uncertain geopolitical environment, the estimates, judgements and assumptions made by the Group in preparing the consolidated financial statements during this period of uncertainty relate more specifically to:

- the assessment of the recoverable value of cash-generating units and in particular goodwill (Note 5.1);
- and, prospects for the use of deferred tax assets (Note 9.2).

The Group also takes into account, to the best of its knowledge, climate risks in its closing assumptions and incorporates their potential impact in its financial statements. The inclusion of these items did not have a significant impact on the Group's financial statements in 2022. See the "Strategy" section of the Universal registration document relating to the Group's climate-related commitments.

NOTE 2 KEY EVENTS AND EVENTS AFTER THE REPORTING PERIOD

2.1 Acquisitions during the financial year

The 2022 financial year was marked by the following acquisitions:

Clevertask
(revenue: €12 million; 180 consultants)

On 21 January 2022, ALTEN Europe acquired a group of Spanish companies (plus one in Andorra) specialised in the Cloud and digital transformation.

Volansys
(revenue: €12 million; 480 consultants)

On 28 February 2022, ALTEN India and ALTEN Europe acquired an Indian company with two subsidiaries, in the US and Canada, specialised in product Engineering.

Methods
(revenue: €110 million; 710 consultants)

On 13 April 2022, ALTEN Europe acquired a group of English companies specialised in Cloud architectures and digital transformation.

Meta PM
(revenue: €10 million; 90 consultants)

On 30 June 2022, Program Planning Professionals Australia acquired a group of three Australian companies specialised in project management.

Afour
(revenue: €10 million; 295 consultants)

On 31 October 2022, ALTEN Europe and ALTEN Calsoft Labs India acquired the AFOUR group specialising in software product Engineering, comprising two companies in the USA and India.

Iconec
(revenue: €20 million; 190 consultants)

Atexis Gmbh acquired in Germany on 22 December 2022 a group of 3 companies specialised in Telecom.

Cortac
(revenue: €14 million; 65 consultants)

Program Planning Professionals Inc. acquired a US-based project management company on 1 December 2022.

Qualitance
(revenue: €13 million; 300 consultants)

On 30 December 2022, ALTEN Europe acquired a company in Romania specialising in Software Development and IT Consulting.

These last two acquisitions made late in the 2022 financial year will be consolidated in the first half of 2023. The acquisition price is recorded as a non-current financial asset on 31 December 2022 (Note 5.5).

In accordance with accounting principles, the allocation of the acquisition price is ongoing and will be completed within twelve months of the acquisition date.

The revenues of the acquired companies, indicated above, are the latest known corporate figures presented on an annual basis.

In addition to this operational information, the table below presents the total cost of the business combination and the recognised assets and liabilities associated with these acquisitions in the 2022 financial year.

(in millions of euros)

Cost of business combination (1)	**204.5**
Rights of use	9.9
Intangible assets	0.0
Property, plant and equipment	1.2
Non-current financial assets	0.8
Deferred tax assets	2.1
NON-CURRENT ASSETS	14.0
Trade receivables	29.0
Client contract assets	14.4
Other current assets	4.9
Current tax assets	4.7
Cash and cash equivalents	35.0
CURRENT ASSETS	88.0
Post-employment benefits	
Non-current provisions	(0.1)
Non-current financial liabilities	(0.5)
Non-current lease debt	(8.1)
Deferred tax liabilities	(0.3)
NON-CURRENT LIABILITIES	(9.0)
Non-current financial liabilities	(0.4)
Non-current lease debt	(1.9)
Trade payables	(18.5)
Other current liabilities	(14.1)
Client contract liabilities	(1.0)
Current tax liabilities	(3.0)
CURRENT LIABILITIES	(38.9)
TOTAL NET ASSETS (2)	**54.1**
GOODWILL = (1) - (2)	**150.4**

2.2 Other key events

At the end of the year, the Group finalised the sale of a non-strategic business line in the field of Agile software consulting and distribution, consisting mainly of the disposal of legal entities present in the US and the UK. This sale generated proceeds on disposal of €216.3 million. This division had a headcount of 550 consultants at the end of December 2022 and generated a contributing revenue of €147.1 million in 2022.

During the first half of the year, and for the financial year ended on 31 December 2021, €41.1 million of dividends were paid to ALTEN SA shareholders.

ALTEN SA signed a syndicated loan agreement for an amount of €350 million, in force since 11 March 2022 and until 2027, aimed at replacing a syndicated credit line for an amount of €160 million, which was terminated early and voluntarily on 24 January 2022, *i.e.* two months before maturity (Note 7.2).

The ALTEN Group's exposure to the consequences of the conflict in Ukraine is marginal:

- the Group has a legal entity in Ukraine which generated revenue of €5.5 million in 2022. The activities of this company were sold at the end of the financial year as part of the disposal of the Agile activities. The net residual assets amounted to €1.5 million at 31 December 2022;
- the Group also has an Oil & Gas branch in Russia which was phased out in 2022: it achieved revenue of €8.3 million in 2022 and €25 million in 2021. The net assets of this branch were €1.3 million at 31 December 2022.

2.3 Events after the reporting period

To accelerate its development and strengthen its position in strategic sectors and activities, the Group is pursuing its targeted external growth strategy. In Canada and the United States, in February 2023 the Group acquired a group of companies specialising in software quality Engineering (revenue: €20 million; 160 consultants).

NOTE 3 SCOPE OF CONSOLIDATION

Consolidation principles

The **full consolidation** method is used for the consolidation of the financial statements of the companies in which ALTEN SA exercises direct or indirect control. Control of a company exists when the Group:

- holds power over the Company;
- is exposed or entitled to variable yields by virtue of its links with the Company;
- has the capacity to exercise its power over the Company's activities considered to be relevant in such a way as to influence the amount of yield it obtains.

All the transactions between the consolidated subsidiaries are eliminated, as are the Group's internal results. The results of the subsidiaries acquired are consolidated from the date on which the control is exercised.

The ALTEN Group exercises notable influence in certain entities, which is characterised by the power to participate in decisions on the Company's financial and operational policies, without controlling or jointly controlling these policies. Investments in these entities, known as associates, are recognised using the **equity-accounted** method and are presented distinctly under "Interests in associates". Goodwill relating to the acquisition of associates is included in the value of "Interests in associates".

Profit from these investments attributable to owners of the parent is recognised separately in the income statement. The investment is initially entered at the cost price and then after the acquisition, the book value is:

- increased or decreased to account for the share of income of the associate;
- reduced by the dividends paid to the Group by the associate.

Business combinations

Business combinations are entered according to the acquisition method:

- the cost of an acquisition is measured at the fair value of the consideration transferred, including any earn out as of the date of the takeover;
- if the Group owes conditional payments to the transferring party and earn outs in particular, these are included in the costs of the business combination. These debts are valued at their fair value based on non-measurable data (level 3). Any change in the fair value of these debts after the allocation period (one-year period as from the date of acquisition) is reported in earnings;
- the goodwill recognised under assets in the statement of financial position corresponds to the difference between the consideration transferred and the fair value of the identifiable assets acquired and liabilities assumed as of the takeover date;
- the adjustments to the fair value of identifiable assets acquired and of liabilities assumed, recorded on a provisional basis (due to audit processes and additional reviews still in progress at the reporting date), are recognised as retrospective goodwill adjustments if they take place during a 12-month allocation period, and if they are the result of existing factors and circumstances at the date of acquisition. Beyond this period, the effects are recognised directly through profit or loss.

Goodwill is allocated to Cash-Generating Units (CGU) or to groups of Cash-Generating Units that can benefit from business combinations that led to Goodwill.

In the absence of a change of control, the variation in transactions relating to non-controlling interests is recognised under shareholders' equity.

Translation methods

The items included in the financial statements of each of the Group's entities are valued according to the currency of the main economic environment in which the entity operates (functional currency). The consolidated financial statements are presented in euros, the parent company's functional currency.

The financial statements of companies whose currency is not the euro are converted according to the following principles:

- statement of financial position items (with the exception of equity) are translated at closing rates;
- equity is translated at the historical rate;
- the income statement is translated using the average rate for the period. This average rate is an approximation of the rate on the transaction date, provided that there are no major fluctuations;
- translation differences are recognised in other comprehensive income under "translation differences".

Transactions made by a company in a currency other than its functional currency are converted at the exchange rate in force at the time of the transaction. Monetary assets and liabilities expressed in foreign currencies are converted at the closing price. Non-monetary assets and liabilities expressed in foreign currencies are recognised at the historic price applicable on the date of the transaction. Exchange differences resulting from the conversion of transactions in foreign currencies are included in the income statement.

Certain loans and borrowings denominated in foreign currencies are considered to be net investments in a subsidiary whose functional currency is not the euro, when the repayment is not reasonably likely in the foreseeable future. The exchange differences regarding these loans and borrowings are recognised in other comprehensive income, under translation differences.

3.1 List of companies in the scope of consolidation

The two tables show the scope of consolidation respectively for France and International. The main changes compared to the previous financial year relate to the acquisitions made during the period, but also the rationalisation and simplification of the Group's organisation chart carried out by means of mergers and the disposal of the Agile division.

France

		31/12/2022			31/12/2021		
Company name	SIRET N°	Basis of consolidation *	% interest	% control	Basis of consolidation *	% interest	% control
ALTEN SA	34860741700055	FC		Consolidating	FC		Consolidating
ALTEN SIR	40035788500021	FC	100.00	100.00	FC	100.00	100.00
ALTEN SUD-OUEST	40419144700048	FC	100.00	100.00	FC	100.00	100.00
MI-GSO	42288376900222	FC	100.00	100.00	FC	100.00	100.00
ALTEN CASH MANAGEMENT	48011617700019	FC	100.00	100.00	FC	100.00	100.00
ALTEN EUROPE	48016830100012	FC	100.00	100.00	FC	100.00	100.00
ATEXIS FRANCE	43904555000019	FC	100.00	100.00	FC	100.00	100.00
ALTEN AEROSPACE	48761023100019	FC	100.00	100.00	FC	100.00	100.00
AVENIR CONSEIL	40246017400038	FC	100.00	100.00	FC	100.00	100.00
ANOTECH ENERGY	49304667600018	FC	100.00	100.00	FC	100.00	100.00
HPTI	49967035400012	FC	100.00	100.00	FC	100.00	100.00
LINCOLN	37934230600063	FC	100.00	100.00	FC	100.00	100.00
AIXIAL	75210813400020	FC	100.00	100.00	FC	100.00	100.00
HPA	80160860500011	FC	100.00	100.00	FC	100.00	100.00
AIXIAL DEVELOPMENT	80405155500014	FC	100.00	100.00	FC	100.00	100.00
ALTEN LIFE SCIENCES HOLDING	80863080000015	FC	100.00	100.00	FC	100.00	100.00
ALTEN TECHNOLOGIES	80863082600010	FC	100.00	100.00	FC	100.00	100.00
HUBSAN	80946486000018	FC	100.00	100.00	FC	100.00	100.00
CADUCEUM	79934031000033	FC	100.00	100.00	FC	100.00	100.00
EQUITECH	82443936800013	FC	90.00	90.00	FC	90.00	90.00
ALT 11	88983833000013	FC	100.00	100.00	FC	100.00	100.00
UNIWARE GLOBAL SERVICES	52762706100023	FC	100.00	100.00	FC	100.00	100.00
ALTENWARE	82451104200015	FC	100.00	100.00	FC	100.00	100.00
FINAXIUM	53255205600055	FC	100.00	100.00	FC	100.00	100.00
NEXEO ASSURANCE	80967624000025	-	-	-	FC	100.00	100.00
NEXEO CONSULTING HOLDING	48077850500044	FC	100.00	100.00	FC	100.00	100.00
CMED SAS	88474172900013	FC	100.00	100.00	-	-	-

** FC = Full Consolidation/EM = Equity-accounted Method.*

International

		31/12/2022			31/12/2021		
Company name	Country of operation	Basis of consolidation *	% interest	% control	Basis of consolidation *	% interest	% control
MI-GSO GMBH	Germany	FC	100.00	100.00	FC	100.00	100.00
ALTEN TECHNOLOGY GMBH	Germany	FC	100.00	100.00	FC	100.00	100.00
ATEXIS GMBH	Germany	FC	100.00	100.00	FC	100.00	100.00
ALTEN GMBH	Germany	FC	100.00	100.00	FC	100.00	100.00
ALTEN SW GMBH	Germany	-	-	-	FC	100.00	100.00
BEONE GROUP GMBH	Germany	FC	100.00	100.00	FC	100.00	100.00
BEONE STUTTGART	Germany	EM	59.00	59.00	EM	59.00	59.00
AIXIAL GMBH	Germany	FC	100.00	100.00	FC	100.00	100.00
QUICK RELEASE GMBH	Germany	FC	100.00	100.00	FC	100.00	100.00
DYNAMIC ENGINEERING GMBH	Germany	FC	70.00	70.00	FC	70.00	70.00
OSB AG	Germany	FC	100.00	100.00	FC	100.00	100.00
EEINS GMBH	Germany	FC	100.00	100.00	FC	100.00	100.00
ICONEC GMBH	Germany	FC	100.00	100.00	-	-	-
EXPOND GMBH	Germany	FC	100.00	100.00	-	-	-
CLEVERTASK ANDORRA, SLU	Andorra	FC	100.00	100.00	-	-	-
PROGRAM PLANNING PROFESSIONALS PTY LTD	Australia	FC	100.00	100.00	FC	100.00	100.00
QUICK RELEASE AUSTRALIA PTY	Australia	FC	100.00	100.00	FC	100.00	100.00
META CONSULTING GROUP PTY LTD	Australia	FC	100.00	100.00	-	-	-
META PM PTY LTD	Australia	FC	100.00	100.00	-	-	-
META PM LEARNING PTY LTD	Australia	FC	100.00	100.00	-	-	-
ALTEN AUSTRIA SUD	Austria	FC	100.00	100.00	FC	100.00	100.00
ANOTECH ENERGY AZERBAIDJAN	Azerbaijan	FC	100.00	100.00	FC	100.00	100.00
ALTEN BELGIUM	Belgium	FC	100.00	100.00	FC	100.00	100.00
AIXIAL SPRL	Belgium	FC	100.00	100.00	FC	100.00	100.00
ANOTECH ENERGY BELGIUM	Belgium	FC	100.00	100.00	FC	100.00	100.00
NEXEO BELGIUM	Belgium	FC	100.00	100.00	FC	100.00	100.00
ALTEN CANADA	Canada	FC	100.00	100.00	FC	100.00	100.00
PROGRAM PLANNING PROFESSIONALS CANADA	Canada	FC	100.00	100.00	FC	100.00	100.00
PROEX	Canada	FC	100.00	100.00	FC	100.00	100.00
VOLANSYS CANADA INC	Canada	FC	100.00	100.00	-	-	-
ALTEN CHINA	China	FC	100.00	100.00	FC	100.00	100.00
NUO DAI BUSINESS CONSULTING	China	FC	100.00	100.00	FC	100.00	100.00
BEIJING LZT INFO TECHNOLOGY	China	FC	100.00	100.00	FC	100.00	100.00
DALIAN LZT INFO TECHNOLOGY	China	FC	100.00	100.00	FC	100.00	100.00
JINAN LZT INFO TECHNOLOGY	China	FC	100.00	100.00	FC	100.00	100.00
AP AUTOMOTIVE ENGINEERING	China	FC	100.00	100.00	FC	100.00	100.00
CIENET COMMUNICATIONS BEIJING CO LTD	China	FC	100.00	100.00	FC	100.00	100.00
CIENET TECHNOLOGIES BEIJING CO LTD	China	FC	100.00	100.00	FC	100.00	100.00
CIENET TECHNOLOGIES CHENGDU CO LTD	China	FC	100.00	100.00	FC	100.00	100.00
CIENET TECHNOLOGIES NANJING CO LTD	China	FC	100.00	100.00	FC	100.00	100.00
ANOTECH ENERGY CONGO	Congo	FC	100.00	100.00	FC	100.00	100.00
AP SOLUTIONS	South Korea	FC	100.00	100.00	FC	100.00	100.00
LARIX AS	Denmark	FC	100.00	100.00	FC	100.00	100.00
ALTEN DANMARK	Denmark	FC	100.00	100.00	-	-	-
ANOTECH ENERGY DOHA	Qatar	FC	100.00	100.00	FC	100.00	100.00

		31/12/2022			31/12/2021		
Company name	Country of operation	Basis of consolidation *	% interest	% control	Basis of consolidation *	% interest	% control
SDG MIDDLE EAST FOR CONSULTING	Egypt	FC	100.00	100.00	FC	100.00	100.00
SDG GULF FZ	United Arab Emirates	FC	100.00	100.00	FC	100.00	100.00
ALTEN SPAIN	Spain	FC	100.00	100.00	FC	100.00	100.00
ATEXIS SPAIN	Spain	FC	100.00	100.00	FC	100.00	100.00
MI GSO EMP SPAIN	Spain	FC	100.00	100.00	FC	100.00	100.00
AVENIR CONSEIL FORMATION SPAIN	Spain	FC	100.00	100.00	FC	100.00	100.00
OPTIMISSA SERVICIOS PROFESIONALES	Spain	FC	100.00	100.00	FC	100.00	100.00
SDG CONSULTING ESPAÑA	Spain	FC	100.00	100.00	FC	100.00	100.00
ADC SPAIN	Spain	FC	100.00	100.00	-	-	-
CLEVERTASK SOLUTIONS SL	Spain	FC	100.00	100.00	-	-	-
ALTEN USA	United States	FC	100.00	100.00	FC	100.00	100.00
ANOTECH ENERGY USA	United States	FC	100.00	100.00	FC	100.00	100.00
ALTEN TECHNOLOGY USA	United States	FC	100.00	100.00	FC	100.00	100.00
X-DIN INC	United States	FC	100.00	100.00	FC	100.00	100.00
CALSOFT LABS INC	United States	FC	100.00	100.00	FC	100.00	100.00
PROGRAM PLANNING PROFESSIONALS INC	United States	FC	100.00	100.00	FC	100.00	100.00
CPRIME	United States	-	-	-	FC	100.00	100.00
PVR TECHNOLOGIES INC	United States	FC	100.00	100.00	FC	100.00	100.00
STATMINDS LLC	United States	FC	100.00	100.00	FC	100.00	100.00
SYNCRONESS INC	United States	-	-	-	FC	100.00	100.00
QUICK RELEASE INC	United States	FC	100.00	100.00	FC	100.00	100.00
SDG CONSULTING US	United States	FC	100.00	100.00	FC	100.00	100.00
CMED INC	United States	FC	100.00	100.00	FC	100.00	100.00
CIENET INTERNATIONAL LLC	United States	FC	100.00	100.00	FC	100.00	100.00
CIENET TECHNOLOGIES LLC	United States	FC	100.00	100.00	FC	100.00	100.00
VOLANSYS LLC	United States	FC	100.00	100.00	-	-	-
AFOUR TECHNOLOGIES INC	United States	FC	100.00	100.00	-	-	-
ALTEN FINLAND OYE	Finland	FC	100.00	100.00	FC	100.00	100.00
COMIQ GROUP OY	Finland	-	-	-	FC	100.00	100.00
COMIQ OY	Finland	-	-	-	FC	100.00	100.00
RADTAC OY	Finland	-	-	-	FC	100.00	100.00
ANOTECH ENERGY GLOBAL SOLUTION	Great Britain	FC	100.00	100.00	FC	100.00	100.00
ALTEN LTD	Great Britain	FC	100.00	100.00	FC	100.00	100.00
PROGRAM PLANNING PROFESSIONALS LTD	Great Britain	FC	100.00	100.00	FC	100.00	100.00
CALSOFT LABS UK PRIVATE LTD	Great Britain	FC	100.00	100.00	FC	100.00	100.00
ANOTECH ENERGY SERVICES	Great Britain	-	-	-	FC	80.00	80,00
OPTIMISSA LTD	Great Britain	FC	100.00	100.00	FC	100.00	100.00
QUITE REFRESHING LTD	Great Britain	FC	100.00	100.00	FC	100.00	100.00
QUICK RELEASE AUTOMOTIVE LTD	Great Britain	FC	100.00	100.00	FC	100.00	100.00
SDG CONSULTING UK & IRELAND	Great Britain	FC	100.00	100.00	FC	100.00	100.00
CPRIME UK	Great Britain	FC	100.00	100.00	FC	100.00	100.00
RADTAC HOLDINGS LIMITED	Great Britain	-	-	-	FC	100.00	100.00
RADTAC LIMITED	Great Britain	-	-	-	FC	100.00	100.00
CMED GROUP LTD	Great Britain	FC	100.00	100.00	FC	100.00	100.00

		31/12/2022			31/12/2021		
Company name	Country of operation	Basis of consolidation *	% interest	% control	Basis of consolidation *	% interest	% control
CMED LTD	Great Britain	FC	100.00	100.00	FC	100.00	100.00
CMED TECHNOLOGY LTD	Great Britain	FC	100.00	100.00	FC	100.00	100.00
METHODS HOLDING LTD	Great Britain	FC	100.00	100.00	-	-	-
METHODS BUSINESS AND DIGITAL TECHNOLOGY LTD	Great Britain	FC	100.00	100.00	-	-	-
METHODS CONSULTING (ANALYTICS) LIMITED	Great Britain	FC	100.00	100.00	-	-	-
METHODS ANALYTICS LIMITED	Great Britain	FC	100.00	100.00	-	-	-
COREAZURE LIMITED	Great Britain	FC	100.00	100.00	-	-	-
SESAME GROUP LIMITED	Hong Kong	FC	100.00	100.00	FC	100.00	100.00
ANOTECH ENERGY HONG KONG	Hong Kong	FC	100.00	100.00	FC	100.00	100.00
ALTEN INDIA PRIVATE LTD	India	FC	100.00	100.00	FC	100.00	100.00
ALTEN CALSOFT LABS INDIA	India	FC	100.00	100.00	FC	100.00	100.00
CRESTTEK ENGINEERING SOLUTIONS PRIVATE LTD	India	FC	99.98	99.98	FC	99.98	99.98
ASM ENTERPRISE SOLUTIONS	India	-	-	-	FC	100.00	100.00
SI2CHIP TECHNOLOGIES PRIVATE LTD	India	-	-	-	FC	100.00	100.00
WAFER SPACE SEMICONDUCTORS TECHNOLOGIES PVT	India	FC	100.00	100.00	FC	100.00	100.00
EXPERT GLOBAL SOLUTIONS PRIVATE LTD	India	FC	100.00	100.00	FC	100.00	100.00
EC MOBILITY PRIVATE LTD	India	FC	100.00	100.00	FC	100.00	100.00
VOLANSYS TECHNOLOGIES PRIVATE LTD	India	FC	100.00	100.00	-	-	-
AFOUR TECHNOLOGIES PRIVATE LTD	India	FC	100.00	100.00	-	-	-
ALTEN JAPAN CO LTD	Japan	FC	100.00	100.00	FC	100.00	100.00
RITATSU SOFT	Japan	FC	100.00	100.00	FC	100.00	100.00
NIHON RITATSU	Japan	FC	100.00	100.00	FC	100.00	100.00
PROGRAM PLANNING PROFESSIONALS INDONESIA	Indonesia	-	-	-	FC	100.00	100.00
ALTEN ITALIA	Italy	FC	100.00	100.00	FC	100.00	100.00
POSITECH SRL	Italy	-	-	-	FC	100.00	100.00
SDG GROUP SRL	Italy	FC	100.00	100.00	FC	100.00	100.00
SDG CONSULTING ITALIA	Italy	FC	100.00	100.00	FC	100.00	100.00
MIGSO ITALIA	Italy	FC	100.00	100.00	-	-	-
OPTIMISSA GROUP	Luxembourg	FC	100.00	100.00	FC	100.00	100.00
ALTEN LUXEMBOURG	Luxembourg	FC	100.00	100.00	FC	100.00	100.00
ALTEN DELIVERY CENTER MAROC	Morocco	FC	100.00	100.00	FC	100.00	100.00
OPTIMISSA CAPITAL MARKETS CONSULTING	Mexico	FC	100.00	100.00	FC	100.00	100.00
ALTEN INGENIERIA MEXICO	Mexico	FC	100.00	100.00	FC	100.00	100.00
ANOTECH ENERGY NIGERIA	Nigeria	FC	100.00	100.00	FC	100.00	100.00
ALTEN NEDERLAND	The Netherlands	FC	100.00	100.00	FC	100.00	100.00
ORION ENGINEERING BV	The Netherlands	FC	100.00	100.00	FC	100.00	100.00
ANOTECH ENERGY NETHERLANDS	The Netherlands	FC	100.00	100.00	FC	100.00	100.00
ALTEN POLSKA SP ZOO	Poland	FC	100.00	100.00	FC	100.00	100.00
ALTEN ENGINEERING FACTORY SP ZOO	Poland	FC	100.00	100.00	FC	100.00	100.00
CLEAR INTEC SP ZOO	Poland	FC	100.00	100.00	FC	100.00	100.00
TECHALTEN Portugal	Portugal	FC	100.00	100.00	FC	100.00	100.00
OPTIMISSA Portugal UNIPESSOAL	Portugal	FC	100.00	100.00	FC	100.00	100.00

		31/12/2022			31/12/2021		
Company name	Country of operation	Basis of consolidation *	% interest	% control	Basis of consolidation *	% interest	% control
SDG PT STRATEGY DECISION GOVERNANCE	Portugal	FC	100.00	100.00	FC	100.00	100.00
MI GSO LDA	Portugal	FC	100.00	100.00	FC	100.00	100.00
IT SECTOR	Portugal	FC	100.00	100.00	FC	100.00	100.00
ALTEN SI TECHNO ROMANIA	Romania	FC	100.00	100.00	FC	100.00	100.00
ALTEN DELIVERY CENTER IASI SRL	Romania	FC	100.00	100.00	FC	100.00	100.00
EEINS EXPERTS SRL	Romania	FC	100.00	100.00	FC	100.00	100.00
EEINS TIMISOARA SRL	Romania	FC	100.00	100.00	FC	100.00	100.00
CMED SRL	Romania	FC	100.00	100.00	FC	100.00	100.00
ICONEC SERVICES SRL	Romania	FC	100.00	100.00	-	-	-
PROGRAM PLANNING PROFESSIONALS PTE LTD	Singapore	FC	100.00	100.00	FC	100.00	100.00
ANOTECH ENERGY SINGAPORE	Singapore	FC	100.00	100.00	FC	100.00	100.00
ALTEN CALSOFT LABS SINGAPORE	Singapore	FC	100.00	100.00	FC	100.00	100.00
AIXIAL SRO	Czech Rep.	FC	100.00	100.00	FC	100.00	100.00
ALTEN SVERIGE AB	Sweden	FC	100.00	100.00	FC	100.00	100.00
CHIEF CONSULTING AB	Sweden	FC	100.00	100.00	FC	60.00	60.00
LARIX SWEDEN AB	Sweden	FC	100.00	100.00	FC	100.00	100.00
ALTEN SWITZERLAND SARL AG	Switzerland	FC	100.00	100.00	FC	100.00	100.00
CIENET TECHNOLOGIES CO LTD TAIWAN	Taiwan	FC	100.00	100.00	FC	100.00	100.00
TRUETEL COMMUNICATIONS TAIWAN INC	Taiwan	FC	100.00	100.00	FC	100.00	100.00
CPRIME UKRAINE	Ukraine	FC	100.00	100.00	FC	100.00	100.00

** FC = Full Consolidation/EM = Equity-accounted Method.*

It should be noted that the companies ANOTECH ENERGY SERVICES and PROGRAM PLANNING PROFESSIONALS INDONESIA no longer presenting any operational activity, nor significant assets and liabilities, were removed from the scope of consolidation on 1 January 2022.

3.2 Commitments relating to the scope of consolidation

(in thousands of euros)	31/12/2022	31/12/2021
Bank guarantees given		
ALTEN SA	9,415	8,251
CALSOFT LABS US	121	40
ALTEN ITALIA	1,291	794
ALTEN BELGIUM	299	299
ALTEN NEDELAND	223	212
ALTEN SPAIN	4,765	4,312
ALTEN GMBH	1,394	1,210
IT SECTOR	28	28
ALTEN SVERIGE	77	84
ORION	21	21
ALTEN FINLAND OY	178	0
ALTEN SWITZERLAND	577	445
ALTEN SW GMBH	0	136
AP SOLUTIONS	704	704
OSB AG	697	212
ALTEN AUSTRIA SUD	0	19
PCUBED AUSTRALIA	59	64
ALTEN SI TECHNO ROMANIA	228	218
ALTEN TECHNOLOGY GmbH	290	286
ATEXIS GMBH	0	9
SDG CONSULTING ESPAÑA	1,142	1,174
SDG CONSULTING ITALIA	74	206
CLEVERTASK SOLUTIONS	32	
TOTAL	**21,584**	**18,725**
Pledges, sureties and guarantees received *(as security for liability guarantees)*		
ALTEN CALSOFT INDIA	0	950
ALTEN EUROPE	10,227	1,750
ATEXIS GMBH	2,800	0
ALTEN SPAIN	400	400
SESAME GROUP LTD	954	1,248
CPRIME INC	0	122
ALTENWARE	2,725	2,725
CPRIME UK	0	238
ALTEN USA	7,500	7,058
PCUBED AUSTRALIA	765	0
PCUBED USA	1,406	0
(other)		
HPTI[1]		14,900
TOTAL	**26,777**	**29,391**

(1) In 2011, pledge of securities held as collateral for a loan granted to a company in which the Group held an interest.

NOTE 4 OPERATIONAL DATA

4.1 Operational segments

Operating segment information reflects the internal IT System used by Group Management for decision-making purposes. Group activity is presented by geographic region, distinguishing between France and International. The financial information published below corresponds to the information used internally by the main operational decision-maker (the Chairman) in order to assess the performance of the segments.

	31/12/2022			31/12/2021		
(in thousands of euros)	**France**	**International**	**TOTAL**	**France**	**International**	**TOTAL**
Net revenue	1,178,171	2,604,929	**3,783,100**	1,031,889	1,893,292	**2,925,180**
Operating profit on activity	96,297	323,284	**419,581**	86,231	233,635	**319,866**
Rate of operating profit on activity/ revenue for the segment	8.2%	12.4%	**11.1%**	8.4%	12.3%	**10.9%**
Profit from continuing operations	73,884	316,028	**389,912**	69,785	228,152	**297,937**
Operating profit	74,466	518,413	**592,879**	69,714	218,443	**288,157**
Financial income	1,011	1,068	**2,079**	409	(2,103)	**(1,694)**
Income tax expense	(23,204)	(114,355)	**(137,559)**	(22,543)	(56,092)	**(78,635)**
Earnings from associates	0	127	**127**	0	62	**62**
NET OVERALL EARNINGS	**52,273**	**405,252**	**457,525**	**47,579**	**160,310**	**207,890**
Non-controlling interests	42		**42**	37	(89)	**(53)**
NET INCOME, GROUP SHARE	**52,315**	**405,252**	**457,567**	**47,616**	**160,221**	**207,837**

	31/12/2022			31/12/2021		
(in thousands of euros)	**France**	**International**	**TOTAL**	**France**	**International**	**TOTAL**
Goodwill	183,512	837,345	**1,020,857**	183,002	705,722	**888,723**
Interests in associates	0	1,260	**1,260**	0	1,180	**1,180**
Headcount at year end	13,000	41,100	**54,100**	12,100	30,200	**42,300**
Cash and cash equivalents at closing	364,088	237,647	**601,735**	117,232	195,079	**312,311**
Financial liabilities (including lease liabilities)	289,278	133,200	**422,477**	164,139	111,344	**275,483**
Rental liabilities	119,823	118,541	**238,364**	82,705	99,903	**182,609**
Net investments for the period	12,849	(71,024)	**(58,175)**	19,249	98,375	**117,624**

The contribution to revenue and operating profit on activity from the companies acquired and consolidated in 2022 amounted to €90.2 million and €7.2 million respectively (see Note 2.1).

4.2 Revenue, working capital requirements and age structure of trade receivables

Revenue

Group revenue is recognised over the period in which services are rendered and made up of services:

- on a time-worked basis: the income is recognised using the percentage of completion method since the client continuously receives and consumes the benefits of the services which are provided to him. The amount to be invoiced represents the value of the services provided to the client and, consequently, by applying the right to invoice simplification measure, the revenue is recognised according to time spent. Income is therefore equal to time spent multiplied by an hourly, daily or monthly rate;
- for the Work Packages method: income recognition varies according to the nature of the commitment of providing resources:
  - when the Work Packages is a global cost-based scheme, revenue is equal to the time spent multiplied by an hourly, daily or monthly selling price as described above,
  - when it is an outsourced service, for which the billing is on a monthly or quarterly fixed-price basis, revenue is recognised on a monthly basis, according to the fixed price amount, independent of the actual time spent by the consultants, the right to invoice being acquired according to this contractual pattern,
  - finally, if it is a Work Packages with service commitments, the revenue is recognised separately for each of the elements when they are identifiable separately and the client can benefit from them. When these elements are not identifiable, the revenue is recognised as the client receives/approves deliverables and/or performance indicators (work units) the price of which is determined in the Work Packages contract. For fixed-price contracts this generally corresponds to the percentage of completion method described below;
- fixed price: revenue is recognised according to the percentage of completion method, proportionately to the spending committed to in relation to the estimation of total spending of the contract when at least one of the following conditions is respected: (i) the client receives and consumes the benefits provided by the Group service as the service is being provided or (ii) the Group service creates or enhances the value of an asset which the client obtains control of as it is being created or as its value is being enhanced (iii) the Group has an enforceable right to a payment for the service provided to date in the event of termination by the client.

Loss-making contracts give rise to recognition of a contract loss provision corresponding to the total expected loss less any losses already recorded in advance.

Notion of principal/agent: When the Group sells licences and/or sub-contracting bought from external suppliers, its relationship with the client is analysed in order to determine whether the Group is acting as a principal or agent. The Group acts as a principal when it controls the goods or services prior to their transfer to the client; the revenue is then recognised on a gross basis.

If the Group acts as an agent, the revenue is recognised on a net basis corresponding to the commission received by the Group as an agent.

Trade receivables and assets and liabilities linked to client contracts

Trade receivables and related assets are valued at the amortised cost minus any losses in value. Losses in value are registered:

- statistically, according to expected losses estimated over the lifespan of the receivables, taking account of the history of losses on receivables;
- on a case-by-case basis when it becomes likely that the receivable will not be received and it is possible to reasonably estimate the amount of the loss.

Assets linked to client contracts are essentially made up of invoices to be issued. Liabilities linked to client contracts are mainly made up of deferred income and credit Notes to be drawn up. In addition, no asset is recognised under costs of obtaining a contract.

Revenue

By type of service

(in millions of euros)	2022	%	2021	%
Service provision	3,725.9	98.5%	2,890.5	98.8%
Re-invoiced expenses	21.9	0.6%	14.9	0.5%
Others (including margin on sales of licences)	35.3	0.9%	19.8	0.7%
TOTAL	**3,783.1**	**100%**	**2,925.2**	**100%**

By geographical area

(in millions of euros)	2022	%	2021	%
France	**1,178.2**	**31.1%**	**1,031.9**	**35.3%**
International	**2,604.9**	**68.9%**	**1,893.3**	**64.7%**
North America	561.6	14.8%	371.1	12.7%
Germany	329.0	8.7%	263.2	9.0%
Spain	323.3	8.5%	216.5	7.4%
Asia-Pacific	318.4	8.4%	175.9	6.0%
UK	263.2	7.0%	140.2	4.8%
Italy	250.2	6.6%	198.0	6.8%
Benelux	198.2	5.2%	169.5	5.8%
Scandinavia	183.6	4.9%	172.6	5.9%
Eastern Europe	85.6	2.3%	62.8	2.1%
Switzerland	66.0	1.7%	63.3	2.2%
Other	25.7	0.7%	60.1	2.1%
TOTAL	**3,783.1**	**100%**	**2,925.2**	**100%**

By business sector

(% of revenue)	2022	2021
Aerospace	13.0%	11.6%
Defence & Security/Marine	5.5%	6.2%
Automotive/Rail	20.0%	19.4%
Electronics	4.1%	3.9%
Retail, services, media & public sector	18.4%	16.5%
Banking, finance and insurance	10.4%	10.6%
Industries	5.4%	6.0%
Telecoms	5.6%	5.6%
Life Sciences	8.7%	9.5%
Energy	8.8%	10.8%
TOTAL	**100%**	**100%**

Order book

As permitted by IFRS 15, no information is communicated relating to the service obligations remaining at 31 December 2022 for contracts with an initial expected duration of one year or less.

Working capital requirements

(in thousands of euros)	31/12/2021	Cash flow variation	Other flows*	31/12/2022	Current	Non-current
Trade receivables	778,784	209,668	(24,317)	964,135	964,135	
Client contract assets	189,189	49,757	7,142	246,087	246,087	
Client contract liabilities	(168,927)	(30,395)	8,042	(191,281)	(191,281)	
Customer advances and payments on account (2)	(9,403)	(10,905)	(1,267)	(21,574)	(21,574)	
TRADE RECEIVABLES AND RELATED ACCOUNTS (A)	789,643	218,125	(10,401)	997,367	997,367	
Trade payables	(126,843)	(1,247)	(10,745)	(138,835)	(138,835)	
Prepaid expenses (1)	25,563	(860)	534	25,237	25,237	
Supplier receivables (1)	2,199	704	1,132	4,034	4,034	
Supplier advances and payments on account (1)	1,099	1,431	534	3,064	3,064	
TRADE PAYABLES AND RELATED ACCOUNTS (B)	(97,982)	28	(8,546)	(106,500)	(106,500)	
Tax and social security receivables (1)	66,042	(6,410)	,25,432	85,065	85,065	
Other receivable (1)	8,039	(2,065)	(1,500)	4,473	4,473	
Tax and social security debt (2)	(417,959)	(62,346)	(2,711)	(483,016)	(479,168)	(3,848)
Other debts (2)	(5,215)	13,870	(10,908)	(2,254)	(2,254)	
OTHER ASSETS/LIABILITIES (C)	(349,093)	(56,951)	10,312	(395,732)	(391,884)	(3,848)
WCR (= A + B + C)	**342,567**	**161,203**	**(8,635)**	**495,135**	**498,983**	**(3,848)**
Reconciliation with the consolidated statement of financial position						
Sum of (1)	**102,941**	**(7,200)**	**26,131**	**121,873**	**121,873**	
Current financial assets	444		(129)	315	315	
TOTAL OF "OTHER CURRENT ASSETS"	**103,385**	**(7,200)**	**26,002**	**122,187**	**122,187**	
Sum of (2)	**(432,577)**	**(59,380)**	**(14,887)**	**(506,844)**	**(502,997)**	**(3,848)**
Earn outs	(130,410)		(24,429)	(154,839)	(65,899)	(88,940)
TOTAL OF "OTHER CURRENT AND NON-CURRENT LIABILITIES"	**(562,988)**	**(59,380)**	**(39,316)**	**(661,684)**	**(568,896)**	**(92,788)**

** "Other flows" correspond to newly consolidated companies, translation differences or flows excluded by the nature of the change in WCR. The earn-outs are debts relating to acquisitions.*

Clients and duration of relationship

The following table shows the breakdown of the portfolio of trade receivables based on age:

	31/12/2022					31/12/2021				
(in thousands of euros)	Unmatured	< 6 months	6 months to 1 year	> 1 year	Balance	Unmatured	< 6 months	6 months to 1 year	> 1 year	Balance
TRADE RECEIVABLES										
Gross value	726,405	212,553	27,209	12,524	**978,691**	625,569	147,475	8,811	9,081	**790,936**
Provisions	0	(2,073)	(2,682)	(9,801)	**(14,556)**	0	(3,067)	(1,477)	(7,608)	**(12,152)**
NET VALUES	**726,405**	**210,480**	**24,527**	**2,723**	**964,135**	**625,569**	**144,408**	**7,334**	**1,474**	**778,784**

Based on experience and considering its policy for recovering trade receivables, the Group feels that the level of impairment for the financial year is appropriate to the risks involved.

4.3 Employee expenses and benefits

4.3.1 Employee benefits expense

(in thousands of euros)	31/12/2022	31/12/2021
Salaries and benefits	(2,535,350)	(1,989,515)
Set provisions to labour disputes	1,050	(1,193)
Retirement benefits	(1,417)	(638)
Taxes levied on wages	(34,073)	(28,929)
Employee profit sharing	(9,628)	(6,379)
TOTAL	**(2,579,418)**	**(2,026,654)**

The "salaries and benefits" item is reduced by research tax credits (CIR). Social security charges under defined contribution plans amounted to €453.4 million in 2022 (compared to €360.4 million in 2021).

4.3.2 Post-employment benefits

The Group offers certain benefits in the form of defined contribution pension plans. With regard to these plans, the Group's only other commitment is the payment of premiums carried as a charge on the income statement for the financial year. The Group has not established employee benefits as part of defined benefit plans. Its commitment is essentially made up of:

- retirement benefits valued by an independent actuary, using the projected unit credit method, in France;
- severance pay (TFR), in Italy.

According to the projected unit credit method, each period of service results in an additional right to benefits and each of these units is valued separately in order to determine the final obligation. This final obligation is then discounted. These calculations incorporate two types of assumptions:

Financial assumptions:

- a financial discount rate;
- an inflation rate;
- a salary revaluation rate;
- an employer contribution rate.

Demographic assumptions:

- the assumption of a retirement age generally set at 65, the age at which a French employee will have reached the number of years of contributions entitling the employee to the full pension amount granted under the national pension plan;
- INSEE mortality tables;
- average staff turnover rates, by age and employment category;
- ages of first employment;
- number of employees taking retirement.

These assessments are carried out every year with updated actuarial assumptions. The Group has no assets to cover commitments for retirement benefits.

Expenses are recognised:

- Under Operating Profit for the part relating to cost of services;
- Under Net Financial Income for the part relating to discounting.

Actuarial gains and losses (actuarial differences) are recognised directly in Other Comprehensive Income.

The following table presents staff benefits:

(in thousands of euros)	Total commitment
AT 31/12/2020	**17,257**
Change in scope	1,341
Reclassification	0
Cost of services provided	894
Interest expenses	52
Actuarial gains and losses	(426)
Benefits paid	(259)
AT 31/12/2021	**18,859**
Change in scope	23
Reclassification	0
Cost of services provided	1,530
Interest expenses	136
Actuarial gains and losses	(5,594)
Benefits paid	(113)
Change	(8)
AT 31/12/2022	**14,833**

The main assumptions used to value the commitment are shown in the table below:

	31/12/2022	31/12/2021
Discount rate	3.75%	1.00%
Turnover rate (historical data recorded)	Age group	Age group
Revaluation rate for employees		
Managerial staff	3.00%	1.50%
Non-managerial staff	3.00%	2.00%
Employer contribution rate		
• Managerial staff	40.00%	40.00%
• Non-managerial staff	40.00%	40.00%
Mortality table		
• Women	TF 15/17	TF 15/17
• Men	TH 15/17	TH 15/17
Retirement age		
• Managerial staff	65 years	65 years
• Non-managerial staff	60 to 62 years	60 to 62 years

The rate of personnel turnover is taken according to historical data observed in the Group. The reference rate used to calculate the discount rate is the yield on AA-rated corporate bonds in the euro zone.

The impact of changes in the discount rate on the commitment calculation is shown in the table below:

	-0.5 point	Mid value	+0.5 point
Discount rate	3.25%	3.75%	4.25%
TOTAL COMMITMENT *(IN THOUSANDS OF EUROS)*	**15,392**	**14,833**	**14,319**

4.3.3 Share-based payments

Some of the Group's employees qualify for share options or free shares. In accordance with IFRS 2 "Share-based payments", free options or shares are valued at their fair value on the date on which they are awarded, by an external value, based on the Black and Scholes or binomial models. Changes in value after the date on which they are awarded have no impact on this initial valuation. However, the number of instruments to be delivered is re-estimated at each closing to reach the number of instruments actually delivered to the beneficiaries.

The current plans were analysed by the Group as Equity Settled plans.

The overall expenses are recorded on a straight-line basis over the rights vesting period, with a counterparty in shareholders' equity.

ALTEN SA's Board of Directors allocated free shares during the financial year under the authorisations granted by the General Meeting of 22 June 2022. This allocation was the subject of two separate plans, the main terms of which are presented, together with those of the plans of previous years, the expense of which was not fully spread over previous years, in the table below:

PLANS													TOTAL
Date of award by the Board	**24/10/2018**	**18/06/2019**	**18/06/2019**	**15/11/2019**	**27/10/2020**	**27/10/2020**	**27/10/2020**	**23/02/2021**	**23/02/2021**	**27/10/2021**	**27/10/2021**	**26/10/2022**	**26/10/2022**	
Class of financial instruments awarded	Ordinary share	Preferred B share	Ordinary share	Ordinary share	Ordinary share	Ordinary share	Ordinary share	Ordinary share	Ordinary share	Ordinary share	Ordinary share	Ordinary share	Ordinary share	
Number of financial instruments awarded	100,450	814	49,550	150,000	163,365	164,500	10,000	109,450	13,500	105,850	116,825	59,700	116,455	
of which number awarded to employees	100,450	391	49,550	150,000	163,365	54,500	10,000	109,450	13,500	105,850	116,825	59,700	116,455	
of which number awarded to Corporate Officers	0	423	0	0	0	110,000	0	0	0	0	0	0	0	
Number of instruments voided over the period	7,200		2,400	9,000	52,758			3,700			600			
Number of instruments subscribed for over the period	78,050				62,205		10,000							
Number of instruments outstanding at 31/12/2022	0	0	42,550	138,900	0	149,500	0	105,150	13,500	105,850	116,225	59,700	116,455	
Fair value of the financial instruments *(in euros)*	73.7	4,8999	92.5	96.4	76.7	75.7	76.7	84.9	85.9	132.5	130.6	1179	115.7	
Final award date	24/10/2022	18/06/2021	18/06/2023	15/11/2023	27/10/2022	27/10/2023	27/10/2022	23/02/2024	23/10/2023	30/10/2023	27/10/2025	26/10/2024	26/10/2026	
Final award conditions	Presence and performance	Presence	Presence and performance	Presence and performance	Presence	Presence and performance	Presence	Presence and performance	Presence	Presence	Presence and performance	Presence	Presence and performance	
Lock-up/ Non-transferability period	None	18/06/2023	None	None	None	None	None	None	None	None	None	None	None	
Cost of services provided in 2022 *(in thousands of euros)*	1,662	926	1,223	3,278	1,488	3,698	380	2,520	653	6,267	2,822	563	416	25,897
Employer contribution cost 2022 *(in thousands of euros)*	209	116	100	193	245	828	95	379	119	1,107	232	109	40	3,772
(IN THOUSANDS OF EUROS)														**29,669**

For plans awarded in 2019, at the end of the lock-up period, the Preferred B shares may be converted into ordinary shares provided that the performance and presence criteria are met over four years.

The conversion parity is: 1 preferred share = (100 x M x Revenue Coef) x 20% + (100 x M x OPA Coef) x 80%.

Growth in relation to revenue	Translation coefficient linked to revenue growth (Rev Coef)	Growth in OPA	Translation coefficient linked to OPA growth (OPA Coef)	Presence-based multiplying coefficient (M)
> or = 26%	100%	> or = 20.0%	100%	
22.0%	80%	17.4%	80%	Default = 0.01
18.0%	60%	15.0%	60%	
14.0%	40%	12.1%	40%	*Presence on third anniversary of award = 0.1*
10.0%	20%	10.0%	20%	
<10.0%	0%	< 10.0%	0%	*Presence on fourth anniversary of award = 1*

For the free share plans awarded in 2018, 2019, 2020, 2021 and 2022:

- the shares of the democratic plan of 27/10/2020, and those of the other plans subject to a single presence condition, will be freely transferable at the end of the final award date;
- the shares of performance plans will be definitively awarded after the vesting period pending the effective presence of the beneficiary; the final number of shares will depend on the attainment of performance criteria in line with the following formula:

Number of shares definitively awarded = Number of shares initially awarded x (CO coef + OMA coef + FC coef + QCSR coef)/4.

With:

cCO	cOMA	cFC	cQCSR
Based on the weighted annual organic growth rate	Based on the annual weighted rate of activity operating margin	Based on the annual weighted rate Normative free cash flow/ revenue	Based on the annual average of the ALTEN composite CSR index
("CO")	**("OMA")**	**("FC")**	**("mIA")**

4.4 Other items of the consolidated income statement

4.4.1 Purchases consumed

(in thousands of euros)	31/12/2022	31/12/2021
Purchasing and subcontracting business	(412,248)	(287,438)
Non-stock purchases	(26,140)	(20,787)
TOTAL	**(438,388)**	**(308,225)**

Purchases mainly consist of subcontracting.

4.4.2 External charges

(in thousands of euros)	31/12/2022	31/12/2021
Rents and rental charges*	(16,773)	(15,627)
Maintenance and repairs	(25,592)	(16,508)
External personnel, fees	(66,195)	(58,418)
Transportation and travel	(70,326)	(47,894)
Other external charges	(72,197)	(44,354)
TOTAL	**(251,082)**	**(182,802)**

** Real estate rental charges, rental fees for contracts of less than 12 months and non-rental components of leases, in accordance with the application of IFRS 16.*

4.4.3 Other operating income and expenses

(in thousands of euros)	31/12/2022	31/12/2021
Provisions for impairments of current assets	(3,198)	(3,991)
Losses on unrecoverable receivables	(948)	(2,349)
Provisions for long-term contingencies	(1,997)	(2,346)
Book value of non-current assets sold	(537)	(3,091)
Other expenses	0	(20)
TOTAL EXPENSES	(6,680)	(11,797)
Reversal of provisions for receivables	1,885	5,008
Reversals of provisions for long-term contingencies	2,172	1,372
Proceeds from sale of non-current assets	115	3,178
Other income	21	155
TOTAL INCOME	4,193	9,713
TOTAL OTHER OPERATING INCOME AND EXPENSES	**(2,487)**	**(2,084)**

4.4.4 Other operating income and expenses

Other operating income and expenses include non-recurring transactions and significant amounts that could potentially misrepresent the Group's operating performance. These might include:

- restructuring costs for recent acquisitions;
- acquisition fees;
- other non-recurring income and expenses of a significant amount which are not intrinsically linked to the business activity.

(in thousands of euros)	2022	2021
Restructuring costs	(2,229)	(1,648)
Fees associated with the acquisition of new companies	(2,109)	(4,798)
Social security and tax adjustments	1,308	499
Acquisition-related costs	(10,638)	(3,955)
Other	336	122
TOTAL OTHER OPERATING INCOME AND EXPENSES	**(13,332)**	**(9,780)**
Including other operating expenses	*(18,575)*	*(11,386)*
Including other operating income	*5,243*	*1,606*

Other operating income and expenses in 2022 consisted of restructuring costs (-€2.2 million), acquisition fees (-€ 2.1 million), reversals of provisions on adjustments. social and tax expenses (+€1.3 million), acquisition-related costs (-€10.6 million) corresponding in particular to the adjustment of the costs of business combinations acquired as part of the application IFRS 3.

NOTE 5 NON-CURRENT ASSETS

5.1 Goodwill and impairment tests

Goodwill is initially recognised in a business combination as described in Note 3 in the "Business combinations" part.

After the initial accounting, the ALTEN Group carries out impairment tests on goodwill (in particular) as soon as a sign of value loss is identified and at least once a year. Losses in value in goodwill are not reversible.

For the purpose of this test, assets and liabilities are grouped into Cash-Generating Units (CGUs). CGUs are homogeneous groups of assets that generate cash inflows through continuous use which are largely independent of the cash inflows from other assets or groups of assets. CGUs correspond to legal entities or relevant groups of legal entities.

The value-in-use of these units is determined by reference to discounted future net cash flows. When value-in-use falls below the net book value of the CGU, the difference is recorded as an impairment loss in operating profit; it is first allocated to Goodwill.

Whether such impairment loss is recognised is determined on the basis of the Discounted Cash Flow, for which the Group expects to obtain flows from the cash-generating unit. Value in use is determined through:

- a four-year financial budget prepared by the entity and validated by the Group's Financial Department, updated when the year-end budget is prepared. The cash flow beyond the four-year period is extrapolated, taking into account a perpetual growth rate;
- perpetual growth rate: this growth rate does not exceed the long-term average growth rate for the business sector;
- discount rate: this rate corresponds to the weighted average cost of capital, derived from risk-free interest rates, country and market risk premium, beta coefficient and the cost of debt.

The discount rates used to discount cash flow after taxes are net of taxes.

Goodwill, allocated by country, is broken down as follows:

(in thousands of euros)	France	Germany	Spain	UK	Scandinavia	Italy	Portugal	Belgium	The Netherlands
31/12/2021	183,003	119,783	107,019	48,387	63,901	53,171	29,375	12,686	26,173
Acquisitions		25,077	11,544	74,472					
Disposals/withdrawals				(7,025)					
Earn-out adjustments									
Reclassification	515	(4,255)	3,741						
Translation differences				(420)	(1,268)				
Other	(6)			188					
Impairments									
31/12/2022	**183,512**	**140,605**	**122,304**	**115,602**	**62,633**	**53,171**	**29,375**	**12,686**	**26,173**

Switzerland	Europe	USA	Canada	India	China	Asia (other)	Australia	Total
25,014	6,849	115,144	5,786	31,606	45,207	15,450	169	888,723
				32,769	6,589		6,670	157,121
		(26,393)						(33,418)
				1,457				1 457
								0
778		4,116	16	(2,464)	2,651	374	(198)	3,585
		2,293			915			3,390
								0
25,792	**6,849**	**95,160**	**5,802**	**63,368**	**55,362**	**15,824**	**6,641**	**1,020,857**

During the 2022 financial year, the increase in the amount of goodwill can be mainly explained by the following:

- the Group's acquisitions during the period (as described in Note 2.1); and the disposal of the Agile business unit (described in Note 2.2);
- adjustments of earn outs and corrections to positions (included under "Other") within the allocation period;
- translation differences on goodwill denominated in foreign currencies.

The Group performed impairment testing on all the assets of its CGUs at 31 December 2022. The tests show that the recoverable amounts of the assets of the CGUs are higher than their book value. It should be noted that in an uncertain geopolitical context, the forecasts and estimates used for these tests could be significantly modified at a later date.

The table below presents the main actuarial assumptions and structural operating assumptions used for the impairment tests performed during the year for the main countries. It should be noted that CGUs correspond to legal entities or groups of legal entities, where applicable, and that for the purposes of simplification and clarity of this note, they are grouped into countries or geographical areas.

The growth rate and discount rate assumptions used in the valuation of all Cash-Generating Units were revised in light of general market data.

	2022				2021			
Country	Value of goodwill	Average annual revenue growth rate 2022-2027	Perpetual growth rate	Weighted average cost of capital (WACC)	Value of goodwill	Average annual revenue growth rate 2021-2026	Perpetual growth rate	Weighted average cost of capital (WACC)
France	183,512	7%	2%	9.2%	183,003	6%	2%	7.7%
Germany	140,605	8%	2%	8.5%	119,783	9%	2%	7.2%
Spain	122,304	9%	2%	10.6%	107,019	8%	2%	8.1%
UK	115,602	13%	2%	9.6%	48,387	11%	2%	7.9%
Scandinavia	62,633	5%	2%	8.1% to 9.1%	63,901	6%	2%	7.3% to 7.7%
Italy	53,171	9%	2%	11.7%	53,171	6%	2%	8.8%
Portugal	29,375	4%	2%	11.0%	29,375	4%	2%	7.9%
Belgium	12,686	6%	2%	8.9%	12,686	6%	2%	7.6%
The Netherlands	26,173	6%	2%	8.8%	26,173	7%	2%	7.3%
Switzerland	25,792	6%	2%	7.3%	25,014	4%	2%	7,.%
Eastern Europe	6,849	20%	2%	9.0% to 12.2%	6,849	10%	2%	8.0% to 10.0%
USA	95,160	9%	2%	9.7%	115,144	10%	2%	7.3%
Canada	5,802	8%	2%	9.6%	5,786	13%	2%	7.3%
India	63,368	14%	2%	11.8%	31,606	9%	2%	9.1%
China	55,362	4%	2%	10.6%	45,207	12%	2%	8,.%
Asia (other)	15,824	8%	2%	7.8% to 10.3%	15,450	10%	2%	7.4% to 8.0%
Australia	6,641	na	na	na	169	na	na	na
TOTAL	**1,020,857**				**888,723**			

The main operating assumptions used to build the budget are in line with the historical data seen for each CGU.

The Group presents analyses of sensitivity to key assumptions for WACC, the open-ended growth rate and normative OPA Coefficient. The results of these analyses in terms of impairment of goodwill are summarised in the table below.

	2022					2021				
Country	Goodwill	Test margin *	WACC +1 point **	Zero growth rate **	Normative OPA -1 point **	Goodwill	Test margin *	WACC +1 point **	Zero growth rate **	Normative OPA -1 point **
France	183,512	549,654	-	-	(19 956)	183,003	445,632	(5,357)	(5,980)	(3,777)
Germany	140,605	245,087	-	-	-	119,783	280,049	(1,266)	(402)	(1,980)
Spain	122,304	384,692	-	-	-	107,019	176,494	-	-	-
UK	115,602	537,830	-	-	-	48,387	331,459	-	-	-
Scandinavia	62,633	161,262	-	-	-	63,901	193,530	-	-	-
Italy	53,171	470,299	-	-	-	53,171	288,908	-	-	-
Portugal	29,375	26,392	-	-	-	29,375	46,172	-	-	-
Belgium	12,686	56,414	-	-	-	12,686	104,071	-	-	-
The Netherlands	26,173	216,140	-	-	-	26,173	234,055	-	-	-
Switzerland	25,792	181,584	-	-	-	25,014	177,051	-	-	-
Eastern Europe	6,849	66,588	(100)	(264)	(431)	6,849	160,953	-	-	-
USA	95,160	620,669	-	-	-	115,144	354,967	-	-	-
Canada	5,802	76,683	-	-	-	5,786	107,211	-	-	-
India	63,368	119,837	(4,985)	-	-	31,606	6,840	-	-	-
China	55,362	122,924	-	-	-	45,207	30,566	-	-	-
Asia (other)	15,824	90,268	-	-	-	15,450	58,234	-	-	-
Australia	6,641					169				
TOTAL	**1,020,857**	**3,926,322**	**(5,085)**	**(264)**	**(20,387)**	**888,723**	**2,996,191**	**(6,623)**	**(6,382)**	**(5,757)**

** Test margin = Value-in-use - total value of assets to be tested (including goodwill) for all CGUs included in the country.*

*** Amount of impairment of the CGU or CGUs included in the country. Other constant parameters.*

5.2 Rights of use and lease liabilities

Leases, as defined by IFRS 16 "Leases", are recognised in the statement of financial position, resulting in the recognition of:

- an asset that corresponds to the right to use the leased asset during the term of the contract.

  At the effective date of a lease, rights of use are valued at their cost and include the initial amount of debt plus or minus any advance payments and benefits received from the lessor. Any initial direct costs incurred for the signing of the agreement (marginal costs that would not have been incurred if the agreement had not been entered into) increase the amount of the assets. Rights of use are amortised over the useful life of the underlying assets. This period always corresponds to the term of the lease, given the type of agreements the Group enters into;
- rental debt for future payment obligations over the term of the agreement.

  When the agreement enters into force, lease liability is recognised at an amount equal to the discounted value of the rents paid over the term of the agreement. The amounts taken into account for rent in the valuation of the debt are rents, payments to be made or received from the lessor, less payments already made or received. Rents are discounted using discount rates broken down by country and based on the average terms of the agreements.

In the income statement, depreciation and amortisation expenses are recognised in profit from continuing operations and interest expenses in financial income. The tax impact of this consolidation restatement is taken into account through the recognition of deferred tax.

During the life of each agreement, the amount of the debt and rights of use may be adjusted should events occur that lead to the upward or downward revision or modification of the term of the lease and the amount of rent.

Initially, the term of the lease is defined individually for each agreement and corresponds to the fixed period of the commitment, taking into account the optional periods that are reasonably certain to be exercised.

The main simplification measures allowed by IFRS 16 are applied by the Group:

- exclusion of leases relating to underlying assets with a value of less than €5,000;
- exclusion of leases with terms of under 12 months.

Rents for agreements excluded from the scope of IFRS 16 are recognised directly as operating expenses.

Statement of financial position

Rights of use (non-current assets)

(in thousands of euros)	Real estate	Vehicles	Computer equipment	Other	Total
Gross value					
Gross value – 31/12/2021	**247,553**	**43,059**	**7,168**	**719**	**298,499**
New contracts	51,403	15,278	1,669	520	68,871
Increases in duration/rent	37,043	1,261	3,134	141	41,579
Decreases in lease periods/rentals and withdrawals	(14,540)	(5,226)	(809)	(112)	(20,687)
Change in scope	15,385	1,641	749	179	17,954
Translation differences	(2,302)	(141)	(174)	4	(2,614)
Gross value – 31/12/2022	**334,543**	**55,872**	**11,737**	**1,451**	**403,602**
Depreciation and amortisation					
Depreciation and amortisation – 31/12/2021	**(100,069)**	**(21 313)**	**(4,548)**	**(336)**	**(126,266)**
Provisions	(46,653)	(13,434)	(2,455)	(444)	(62,986)
Reversals	9,292	4,292	661	94	14,340
Change in scope	(1,313)	(556)	(369)	(163)	(2,401)
Translation differences	1,072	74	121	2	1,269
Depreciation and amortisation – 31/12/2022	**(137,671)**	**(30,937)**	**(6,590)**	**(847)**	**(176,045)**
NET VALUE – 31/12/2022	**196,872**	**24,935**	**5,147**	**604**	**227,557**

Financial lease debt (current and non-current liabilities)

(in thousands of euros)	Real estate	Vehicles	Computer equipment	Other	Total
Lease liability – 31/12/2021	**157,766**	**21,810**	**2,646**	**387**	**182,609**
New contracts	51,471	15,264	1,663	520	68,918
Increases in duration/rent	37,137	1,235	3,134	141	41,647
Decreases in lease periods/rentals and withdrawals	(5,410)	(870)	(134)	(19)	(6,433)
Cash flow (repayments)	(46,983)	(13,473)	(2,459)	(416)	(63,331)
Change in scope	14,915	1,102	366	(13)	16,369
Translation differences	(1,302)	(67)	(54)	7	(1,416)
Lease liability – 31/12/2022	**207,594**	**25,002**	**5,162**	**606**	**238,364**
Current debt	**43,503**	**11,539**	**2,121**	**359**	**57,522**
Non-current debt	**164,091**	**13,462**	**3,041**	**247**	**180,842**

Consolidated income statement and consolidated statement of cash flows

Net income (attributable to) owners of the parent in 2022 is not impacted (with an impact of +€3.1 million on operating profit on activity and -€3.1 million on financial income) with the application of IFRS 16.

In the cash flow statement, the line "Net cash flows from financing transactions" includes disbursements relating to leases for an amount of -€66.4 million (*i.e.* -€63.3 million in respect of the repayment of the lease liability and -€3.1 million in respect of financial interest paid) with the application of IFRS 16. In return, cash flows generated by operations are increased by €66.4 million.

5.3 Non-current assets and depreciation

Only the elements whose cost may be estimated reliably and whose future economic benefits are likely to go to the Group are recognised under tangible or intangible assets.

The depreciation period is based on the estimated useful lives of each of the different categories of assets, depreciated on a straight-line basis:

Intangible assets

- Software/Information Systems 3 to 10 years.

Property, plant and equipment

- Computer equipment 1.5 to 5 years.
- Transport equipment 5 years.
- Office equipment 5 years.
- Fixtures and fittings 10 years maximum.
- Buildings 25 years.

Useful life is reviewed at least annually and adjusted accordingly if the expectations differ significantly from previous estimates.

Development costs

Development costs must be entered as intangible assets as soon as the Company can demonstrate:

- the technical feasibility necessary to complete the development project in anticipation of its placement into service or sale;
- its intention and technical and financial ability to complete the development project;
- that the future economic benefits to be derived from these development expenses are likely to go to the Company;
- and that the cost of the asset can be measured reliably.

All expenses directly attributable to the creation, production and preparation of the asset in view of its planned use are fixed. These expenses are amortised on a straight-line basis according to the applicable asset's probable useful life.

Tangible and intangible assets amounted to €52.6 million at 31 December 2022 (€45.4 million at 31 December 2021). No particular event relating to these items took place during the 2022 financial year.

5.4 Interests in associates

Interests in associates are recognised using the equity-accounted method described in the "Consolidation principle" Section of Note 3.

(in thousands of euros)	BeOne Stuttgart
INTERESTS IN ASSOCIATES AT 31 DECEMBER 2020	**1,118**
Earnings from associates	62
Capital increase	
Change in scope	
Dividend neutralisation	
INTERESTS IN ASSOCIATES AT 31 DECEMBER 2021	**1,180**
Earnings from associates	127
Capital increase	
Change in scope	
Dividend neutralisation	(47)
INTERESTS IN ASSOCIATES AT 31 DECEMBER 2022	**1,260**
Financial data of associates	*
Revenue	5,879
Operating profit	146
Total assets	4,225
Shareholders' equity	2,135

** 2022 data in local Gaap and in thousands of euros.*

5.5 Non-current financial assets

Non-current financial assets include shares/investments in companies or mutual funds (grouped under the item "equity instruments held"), financial assets held to maturity ("deposits and guarantees") and loans and receivables, whether or not related to equity interests ("other long-term assets").

Equity instruments held are measured at their fair value at each reporting date. The fair value is determined by reference to the last quoted share price for listed securities. In the absence of an active market, they are kept in the statement of financial position at the amount which the Group believes represents their fair value, which is determined based on criteria such as equity share, the net asset value and/or forecasts.

Changes in fair value of these securities are entered either in net income (for the non-consolidated shares of companies created, not exceeding the consolidation thresholds established by the Group) or in other items of comprehensive income without the possibility of recycling through profit or loss (for the other categories of shares). This choice of accounting is irrevocably determined by line of security.

Deposits and guarantees and other long-term assets are valued at amortised cost.

	Book value according to IFRS 9					Hierarchy of the fair value of financial assets at 31/12/2022		
(In thousands of euros)	Amortised cost	FV by comprehensive income	FV by income	31/12/2022	31/12/2021	Level 1	Level 2	Level 3
Equity instruments held		5,000	23,998	28,998	20,430	5,000		23,998
Deposits and guarantees	16,828			16,828	13,625			
Other long-term assets (loans and receivables)[1]	25,562			25,562	23,422			
TOTAL	**42,390**	**5,000**	**23,998**	**71,388**	**57,477**	**5,000**	**-**	**23,998**

(1) Other long-term assets consist in particular of a loan to a company in which the Group has an equity interest.

Equity instruments held include the following investments:

Entity	% interest	Fair value at opening	Acquisition, disposal, reclassification	Variation in FV through comprehensive income	Variation in FV through income	Fair value at closing	Fair value hierarchical level
PHINERGY LTD	12.83%	17,400		(12,400)		5,000	1
CORTAC	100.00%		14,110			14,110	3
QUALITANCE	100.00%		7,249			7,249	3
OTHER		3,030	255		(647)	2,638	3
TOTAL		**20,430**	**21,615**	**(12,400)**	**(647)**	**28,998**	

The increase in equity instruments held is mainly due to:

- the two acquisitions made at the end of the year (+€21.4 million), described in Note 2.1. These two companies (Qualitance and Cortac) will be consolidated during the first half of 2023;
- the downward revaluation (-€12.4 million) of the shares in Phinergy (listed on the Tel Aviv Stock Exchange).

NOTE 6 SHARE CAPITAL AND EARNINGS PER SHARE

6.1 Share capital

All treasury shares held by the Group are deducted at acquisition cost from equity.

Any gains on the disposal of treasury shares directly increase equity and therefore, any gains/losses on disposals do not affect year-end earnings.

Number of shares (nominal value €1.05)	Shares issued	Treasury shares	Outstanding shares
AT 31 DECEMBER 2021	34,379,483	(460,140)	33,919,343
Capital increases (free share and preferred share plans)	197,043		197,043
Liquidity contract transactions		(7,912)	(7,912)
AT 31 DECEMBER 2022	**3, 576,526**	**(468,052)**	**34,108,474**

Within the framework of a treasury-share buyback programme, the Group proceeded, during the financial year, with the various purchase and sale operations, indicated below:

	31/12/2022	31/12/2021
Unallocated shares		
Shares held at start of year	460,022	460,022
Shares held at closing	460,022	460,022
Liquidity contract		
Shares held at start of year	118	3,943
Shares purchased	180,903	28,717
Shares sold	(172,991)	(32,542)
Shares held at closing	8,030	118
TOTAL	**468,052**	**460,140**

6.2 Earnings per share

Earnings per share is obtained from the ratio of the net income (attributable to) owners of the parent to the annual weighted average number of ordinary shares outstanding during the period, excluding treasury shares.

Diluted earnings per share is obtained from the ratio of net earnings to the potential weighted average number of shares, adjusted for the effect of any potentially dilutive shares (stock options, free shares). The dilution effect is obtained by the number of potential shares that would result from the diluted instruments, less the number of shares that could be bought back at market rates using the funds gained from exercising the instruments concerned, including services to be rendered by employees. The market price retained is that of the average share price during the financial year. The dilutive effect of the equity instrument is taken into account when the exercise price is less than the average market price of the ordinary shares, adjusted for services to be rendered by employees.

(in thousands of euros)	2022	2021
Net income (Group share)	**457,567**	**207,837**
Weighted average number of shares	33,983,744	33,853,876
Earnings per share	**13.46**	**6.14**

(in thousands of euros)	2022	2021
Net income (Group share)	**457,567**	**207,837**
Weighted average number of shares	33,983,744	33,853,876
Effect of dilutions	659,365	599,987
Weighted average number of shares after potential dilution	34,643,109	34,453,863
Diluted earnings per share	**13.21**	**6.03**

6.3 Dividends per share

	2023	2022	2021
Date of the General Meeting deciding on the dividend distribution proposal	30 June 2023	22 June 2022	28 May 2021
Date of payment of dividend		29 June 2022	4 June 2021
Dividend per share (in euros and per share)*	1.50	1.30	1.00
Total amount of distribution (in thousands of euros)		44,144	33,875

** Subject to approval at the next General Meeting on 30 June 2023.*

NOTE 7 NET CASH POSITION

The Group's net cash position breaks down as follows:

(in thousands of euros)		31/12/2022	31/12/2021
Cash at end period	**7.1**	**601,735**	**312,311**
+ Bank borrowings and related debt	**7.2**	(154,689)	(87,222)
+ Bank loans		(28,996)	(5,279)
= Net cash position/(Net debt)		**418,050**	**219,809**

7.1 Cash and cash equivalents

Cash includes bank balances, investments in money market funds and marketable, short-term debt securities (initial maturity of less than three months) and presenting no material risk in terms of loss of value should interest rates fluctuate. In accordance with IAS 7, bank borrowings are treated like financing items.

(in thousands of euros)	31/12/2022	31/12/2021
Marketable securities	13,929	699
Cash and equivalents	587,806	311,612
TOTAL	**601,735**	**312,311**

Marketable securities are given at their fair value. They comprise money market funds (SICAV) and negotiable securities with maturity of less than three months.

Restrictions: the Group operates in countries subject to regulatory exchange controls, which could temporarily render cash unavailable for the Group. The table below shows the cash position at 31 December 2022 in these countries:

Country *(in thousands of euros)*	
Azerbaijan	1,119
China	28,058
Congo	287
India	15,413
Morocco	5,506
Nigeria	791
Ukraine	1,531
TOTAL	**52,704**

7.2 Current and non-current financial liabilities

Financial liabilities concern borrowings, long-term financial debt and bank overdrafts. Such financial liabilities are initially assessed at fair value, and then at the amortised cost.

Current and non-current financial liabilities are broken down based on whether the items constituting these Sections mature in under one year or over one year.

(in thousands of euros)	31/12/2021	Inc	Repayment	Change in scope	Other (translations adjustments, reclassification)	31/12/2022	Current	Non -current
Bank borrowings and related debt	**87,166**	**78,674**	**(4,454)**	**(10,245)**	**3,548**	**154,689**	**151,180**	**3,498**
Bank borrowings	*6,046*	*66,422*	*(4,063)*	*792*	*(312)*	*68,885*	*66,304*	*2,581*
Market financing	*80,000*	*5,000*				*85,000*	*85,000*	
Other loans and related debt	*1,120*	*7,241*	*(391)*	*(11,037)*	*3,860*	*793*	*(124)*	*917*
Bank overdrafts	**5,279**	**29,958**		**(6,172)**	**(69)**	**28,996**	**28,996**	
Deposits and guarantees received	**160**				**(1)**	**159**	**131**	**28**
Other financial liabilities	**270**	**0**				**270**	**281**	**0**
TOTAL	92,875	108,632	(4,454)	(16,417)	3,478	184,114	180,587	3,526
		a	b					
Change in statement of cash flows financial liabilities (a + b)		**104,178**					**101,219**	**2,959**

Bank borrowings

Bank borrowings amounted to €68.9 million at 31 December 2022.

(in thousands of euros)	31/12/2022	EUR	INR	JPY	USD	Fixed rate	Variable rate
Bank borrowings	68,885	60,870	6,004	1,849	162	2,881	66,004

At 31 December 2022, this item comprised:

- the drawdown of the "Club Deal" for €60 million (short-term variable rate financing) on an open line of €350 million. Effective from 11 March 2022 until 2027, it replaces the €160 million syndicated credit line that was terminated early and voluntarily on 24 January 2022;
- other short, medium and long-term loans denominated in euros for an amount of €0.9 million in euros and €8.0 million in foreign currencies.

Market financing

The amount of debt relating to short-term negotiable debt securities (NeuCP) amounted to €85 million at 31 December 2022 out of a programme for a total amount of €350 million.

Commitments received from banking institutions

In addition, the Group has undrawn credit lines of €39.5 million as at 31 December 2022, increasing to €594.5 million (€225 million as at 31 December 2021) including the Club Deal and NeuCP open drawdowns described above.

7.3 Financial income

Financial income comprises net debt costs and other financial income and expenses.

Net borrowing costs

This includes:

- income from cash and cash equivalents (interest income from cash and cash equivalents, income from the disposal of cash equivalents);
- borrowing costs (interest charges on financing transactions).

Net borrowing costs and financial costs of leases

This is the net borrowing costs minus interest charges relating to leases.

Other financial income and expenses

Other financial income and expenses includes financial income and expenses not included in net borrowing costs:

- financial income (dividends, profits on the disposal of unconsolidated shares, interest income and income from the disposal of other financial assets [excluding cash and cash equivalents], translation gains, discounted financial income, increase in the fair value of financial assets and liabilities measured at fair value through profit or loss, other financial income);
- financial expenses (impairment of unconsolidated securities, losses on disposals of unconsolidated securities, impairment and losses on the disposal of other financial assets [excluding cash and cash equivalents], translation losses, discounted financial expenses, decrease in the fair value of financial assets and liabilities measured at fair value through profit or loss, other financial expenses).

(in thousands of euros)	2022	2021
GROSS BORROWING COSTS	(2,407)	(1,072)
Income from receivables and investments	900	380
NET BORROWING COSTS	(1,507)	(692)
Interest on leases (IFRS 16)	(3,082)	(2,260)
Net borrowing costs and financial costs of leases	**(4,589)**	**(2,952)**
Foreign exchange losses	(8,711)	(10,368)
Other financial expenses	(1,062)	(910)
Discounted financial expenses	(1,197)	(537)
Financial provisions	(1,401)	(646)
Other financial expenses	**(12,371)**	**(12,460)**
Foreign exchange gains	12,254	11,134
Other financial income	6,510	1,989
Financial income as a result of discount	0	0
Reversal of financial provisions	275	595
Other financial income	**19,038**	**13,718**
OTHER NET FINANCIAL INCOME AND EXPENSES	6,668	1,258
NET FINANCIAL INCOME	**2,079**	**(1 694)**

Net financial income for 2022 amounted to €2.1 million and included a capital gain of €4.6 million on the disposal of a stake.

7.4 Financial risk factors

Liquidity risk

Identification of the risk

A prudent liquidity management plan involves keeping a sufficient level of liquid assets and having financial resources through appropriate credit facilities. The Group ensures that it always has sufficient liquidity to meet its commitments, in particular to realise investment opportunities.

Managing risk/Exposure

The Group has:

- centralised cash management when local legislation permits;
- internal procedures to optimise debt recovery;
- a new syndicated credit line of €350 million until 2027 to replace the €160 million "Club Deal" syndicated credit line, which was terminated early and voluntarily on 24 January 2022, *i.e.* two months before maturity;
- €39.5 million in short-term bilateral credit lines and overdraft facilities;
- a short-term negotiable debt securities programme (NeuCP) for €350 million was set up as part of the optimisation and diversification of funding sources.

The "Club Deal" credit line requires the following ratios to be met for each 6-month and 12-month period while the contract is in force and an advance is outstanding:

- ratio R – "Consolidated net financial debt/Consolidated operating profit on activity". This ratio should generally be less than 3 and exceptionally less than 3.5.

At 31 December 2022, these ratios were met.

The Company performed a specific review of its liquidity risk and considers that it is in a position to meet its future commitments and development.

Interest rate risk

Identification of the risk

The interest rate risk to which the Group is exposed arises in particular from the new syndicated "club deal" credit line put in place at the beginning of the 2022 financial year, which is indexed to the Euribor for the interest period in question. It therefore incurs an interest rate risk based on changes in the reference index.

Managing risk/Exposure

Due to low debt levels, the Group did not consider it necessary to arrange interest rate hedging, especially since its financing is short term. The Group's exposure remains limited.

Client credit risk

Identification of the risk

Credit risk represents the risk of financial loss in the event that a client does not fulfil its contractual obligations.

Managing risk/Exposure

The Group's clients are mainly large accounts, thus limiting the risk of insolvency (see Note 4.2 Duration of client relationships). The average collection period for trade receivables is 93 days (86 days in 2021).

The Group has established internal procedures to assess the risk of client insolvency during the pre-sales process and subsequently to efficiently collect these receivables.

The ALTEN Group derives 25.0% (26.0% in 2021) of its revenue from its ten main clients, with its largest client representing 10.3% (9.3% in 2021) of Group revenue, within various legal entities in several countries. There is no identified risk of dependency with regard to a specific client.

Foreign exchange risk

Identification of the risk

Operational foreign exchange risk: Although the Group has a broad international presence, the currency flows linked to its activity, with a few exceptions, are limited to each subsidiary's internal market and primarily converted into local currencies.

Foreign exchange risk: The financing needs of subsidiaries outside the euro zone and some of the Group's financing transactions expose certain entities to a foreign exchange risk (risk linked to the change in value of debts or receivables in currencies other than the operating currency of the lending or borrowing entity). The financing of these foreign currency transactions is generally done through spot purchases or short-term currency swaps in the markets. These transactions represent a small volume in relation to the Group's activity. In general, the Group's external financing is denominated in euros.

Translation foreign exchange risk: Some Group subsidiaries are outside the euro zone, notably in the United States, Sweden, China and the United Kingdom. The financial statements of these subsidiaries, when translated into the consolidation currency, are subject to changes in exchange rates.

Managing risk/Exposure

The Group's exposure to operational and financial foreign exchange risk is limited. Translation risk constitutes the Group's main exposure to foreign exchange risk:

Statement of financial position exposure

	2022								
(in millions of euros)	**USD**	**GBP**	**SEK**	**CNY**	**CAD**	**INR**	**CHF**	**PLN**	**Other currencies**
Trade receivables	87.5	93.7	41.2	40.9	19.2	27.6	16.0	14.3	46.3
Trade payables	18.7	25.5	6.5	3.0	3.4	(16.4)	1.8	3.2	12.8
Cash and cash equivalents	39.0	39.0	0.0	28.1	11.5	15.5	0.2	6.4	45.4
Bank overdrafts	0.3	0.7	0.0	0.9	0.1	2.6	0.0	0.0	0.0
Bank borrowings	0.2	0.0	0.0	0.0	0.0	6.0	0.0	0.0	1.8

Revenue exposure

	2022	
(in millions of euros)	**Amount**	**% of revenue**
Revenue denominated in USD	455.6	12.0%
Revenue denominated in GBP	260.2	6.9%
Revenue denominated in SEK	129.5	3.4%
Revenue denominated in CNY	116.5	3.1%
Revenue denominated in CAD	97.4	2.6%
Revenue denominated in INR	92.2	2.4%
Revenue denominated in CHF	66.0	1.7%
Revenue denominated in PLN	52.6	1.4%
Revenue denominated in other currencies	188.9	5.0%
REVENUE EXPOSURE	**1,459.0**	**38.6%**
TOTAL CONSOLIDATED REVENUE	**3,783.1**	**100.0%**

NOTE 8 PROVISIONS AND CONTINGENT LIABILITIES

In accordance with IAS 37 "Provisions, Contingent Liabilities and Contingent Assets", a provision is recognised whenever the Group has an obligation towards a third party and it is probable or certain to result in an outflow of resources for the benefit of such a third party. The Group is supported by its external advisers to assess the probability of realisation of the risk and the estimation of the accrual related to disputes and other litigations.

Provisions are discounted when their maturity is estimated to be over one year and when their amount represents a significant factor for the Group.

A restructuring provision is recognised when the Group has approved a formal restructuring plan and has either begun to put it into effect or made it public.

A provision for loss-making contracts is recognised whenever the economic benefits expected to flow from a contract are less than the direct costs of meeting the contracted commitments.

8.1 Provisions

(in thousands of euros)	Labour disputes[1]	Commercial disputes	Other risks[2]	TOTAL
At 31/12/2021	**5,898**	**740**	**12,986**	**19,624**
Reclassification	(57)	47	10	0
Exchange rate variations	(26)	(7)	(18)	(51)
Change in scope	0	0	158	158
Provisions for the financial year	1,930	376	1,680	3,986
Reversals (provisions used)	(938)	(356)	(366)	(1,660)
Reversals (provisions not used)	(2,042)	(170)	(1,605)	(3,818)
AT 31/12/2022	**4,764**	**631**	**12,845**	**18,239**
Of which current provisions	*1,847*	*277*	*5,879*	*8,003*
Of which non-currents provisions	*2,917*	*354*	*6,966*	*10,237*

(1) Labour disputes involve individually insignificant amounts.

(2) Miscellaneous risks pertain to provisions primarily covering social security and tax risks.

8.2 Contingent liabilities

- In the context of two audits of the accounts of a French subsidiary concerning in particular the transfer prices of this company and an English subsidiary over the period 2013-2014 and 2015-2017, the auditing department issued adjustments in respect of corporation tax, withholding tax and CVAE totalling €3.4 million. With regard to the period 2013-2014, the French subsidiary obtained full satisfaction by a ruling of the Montreuil Administrative Court on 20 February 2023. The Administration's time limit for lodging an appeal is two months from the transmission of the ruling to the Minister. For the 2015-2017 period, the audit department responded negatively to the observations on 29 April 2022. After analysis with its advisers, the company decided to maintain the provision for risk in the amount of €0.8 million.

- In the context of two audits of the accounts of the same English subsidiary for which the transfer prices were disputed, over the periods 2009-2015 and 2016-2019, the auditing department considered that the activity of this English subsidiary was that of a permanent establishment in France. The English subsidiary was subject to an adjustment in terms of corporate tax and additional contributions, a minimum professional tax and CVAE contribution in respect of its presumed income, for a total amount of €65.4 million (duties, penalties of 80% and late payment interest included). The English subsidiary disputes these adjustments. It had also paid in full in due time all taxes to which it was subject in the United Kingdom for the periods 2009-2015 and 2016-2019.

  For the period 2009-2015, following the contentious claim of the English subsidiary, which led the tax authority to submit the claim to the Montreuil Administrative Court, it was rejected in its entirety in a decision dated 20 February 2023. The General Court did not wish to rule on the consequences of the British company settling UK corporation tax on the same tax base, leading to a *de facto* situation of double taxation in France and the UK. The English subsidiary will appeal this decision to the Paris Administrative Court of Appeal and will continue to monitor the exchanges between the French and UK authorities in the context of the mutual agreement procedure for the settlement of double taxation.

For the period 2016-2019, the Department has not yet responded to the English subsidiary's comments dated 25 August 2022. After having studied in depth the arguments of the French tax authority with its specialised advisers, and considering that the position of the tax authorities is questionable in view of the factual and legal elements that can be invoked, the English company considers that it has all the legitimacy to pursue the litigation procedure and has serious chances of success. Furthermore, at this stage, the company does not have sufficient information to assess and recognise a specific provision corresponding to a reliable estimate of the possible residual risk of reassessment incurred or of the consequence of the double taxation settlement procedure. As a result, no provision has been made in the financial statements in connection with these tax audits.

- In late 2018, the French Competition Authority opened an administrative enquiry into the Engineering and Technology Consulting (ETC) and software publishing industry. ALTEN is a key player in ETC. On the date of this Document, the enquiry was ongoing and it was not possible to assess the potential consequences of this administrative enquiry.

- The Romanian Competition Council opened an investigation at the end of 2021 into suspicions of anti-competitive practices in the labour market regarding skilled/specialised labour in the motor vehicle production and related activities sectors. All ICT players in Romania were subject to inspection and seizure measures. On the date of this Document, the enquiry was ongoing and it was not possible to assess the potential consequences of this administrative enquiry.

NOTE 9 INCOME TAXES

9.1 Breakdown of income tax expense

Operating subsidies and tax credits similar to subsidies are recorded as deductions under the expenses they are intended to offset (mainly employee benefits expense for research tax credits).

The Company value-added contribution (CVAE) in France is recognised under income tax expense.

(in thousands of euros)	2022	2021
Net overall earnings	457,525	207,892
Earnings of equity-accounted companies	(127)	(62)
Impairment of goodwill	0	0
Share-based payments	25,897	17,494
Income tax expense	137,559	78,635
PRE-TAX EARNINGS	620,855	303,960
Tax rate of the consolidating company	25.83%	28.41%
Theoretical income tax expense	160,367	86,355
Difference in tax rate versus foreign companies	(10,892)	(10,195)
Difference in tax rate versus French companies		799
Tax credits	(6,468)	(7,375)
Inactivated deferred tax assets	(5,001)	579
CVAE (value-added tax) reclassification	5,250	4,667
Other permanent differences	(5,697)	3,804
TAX EXPENSE RECOGNISED	137,559	78,635
EFFECTIVE INCOME TAX RATE	22.16%	25.87%
Income tax distribution:		
Deferred tax	(4,441)	(1,574)
Income tax payable	142,000	80,210
TOTAL	**137,559**	**78,635**

The Group's effective tax rate was 22.2% in 2022, down compared to 2021 (25.9%) mainly due to the favourable tax treatment of the capital gain on the disposal of Agile activities and the capitalisation and use of previously unrecognised losses.

9.2 Deferred tax

In accordance with IAS 12 "Income Taxes", deferred tax are recognised whenever there is a temporary difference between the book value of assets and liabilities and their taxation values, and on any recoverable tax losses, according to the liability method.

Tax loss carry-forwards are the object of a deferred tax asset in the statement of financial position when they are likely to be recovered. Recoverability of these taxes is calculated according to the entity's budgets and the applicable tax regulations in the country.

Deferred tax are measured at the rates that are expected to apply to the period when the asset is realised or the liability is settled, based on the rates adopted or substantively adopted at the reporting date.

In accordance with IAS 12, deferred tax assets and liabilities are not discounted.

Deferred tax receivables and liabilities consist of:

(in thousands of euros)	31/12/2022	31/12/2021
Employee profit-sharing	2,454	1,596
Retirement benefits	2,398	3,584
Restatement for IFRS 16	148	(66)
Other timing differences	7,229	3,925
Tax loss carry-forwards	5,799	2,978
TOTAL DEFERRED TAX	**18,028**	**12,017**
Including:		
Deferred tax assets	*18,941*	*14,877*
Deferred tax liabilities	*(913)*	*(2,860)*

The change in deferred tax assets and liabilities breaks down as follows:

(in thousands of euros)	31/12/2022	31/12/2021
Deferred tax at start of year	**12,017**	**10,657**
Impact on comprehensive income IAS 19	(1,398)	(107)
Change in scope	3,784	1,558
Exchange rate variations	(815)	(1,665)
Expenses (or income) for the period	4,441	1,574
DEFERRED TAX AT YEAR-END	**18,028**	**12,017**

The amount of non-capitalised deferred tax relating to tax loss carry forwards amounted to €12.1 million (€45 million in base) at 31 December 2022.

NOTE 10 ADDITIONAL INFORMATION

10.1 Audit fees

The table below shows Statutory Auditors' fees for ALTEN SA (KPMG and Grant Thornton) in relation to the Group:

	KPMG				GRANT THORNTON			
	Amount		%		Amount		%	
	2022	2021	2022	2021	2022	2021	2022	2021
AUDIT								
Statutory audit, certification, review of financial statements:								
* Issuer	283	252	19%	21%	283	252	19%	19%
* Fully consolidated subsidiaries	1,020	405	70%	33%	1,049	822	69%	60%
SUBTOTAL	1,302	657	90%	54%	1,331	1,074	88%	79%
SERVICES OTHER THAN CERTIFICATION OF ACCOUNTS								
* Issuer	6	0	0%	0%	3	0	0%	0%
* Fully consolidated subsidiaries	145	560	10%	46%	178	285	12%	21%
including legal, tax, corporate	*20*	*11*	*1%*	*1%*	*27*	*95*	*2%*	*7%*
SUBTOTAL	151	560	10%	46%	181	285	12%	21%
TOTAL	**1,453**	**1,217**	**100%**	**100%**	**1,512**	**1,359**	**100%**	**100%**

10.2 Related-party transactions

Remuneration and benefits granted to Executive Corporate Officers[1]

Simon AZOULAY	2022		2021	
	Amount paid	Amount due	Amount paid	Amount due
* fixed remuneration	€ 336,000	€ 400,000	€ 336,000	€ 350,000
* variable remuneration	None	None	None	None
* extraordinary remuneration	None	None	None	None
* Directors' fees[2]	€ 450,000	€ 450,000	€ 450,000	€ 450,000
* benefits in kind	€ 3,955	€ 6,000	€ 3,955	€ 6,000
TOTAL	**€ 789,955**	**€ 856,000**	**€ 789,955**	**€ 806,000**

Gérald ATTIA	2022		2021	
	Amount paid	Amount due	Amount paid	Amount due
* fixed remuneration	€ 252,000	€ 260,000	€ 252,000	€ 260,000
* variable remuneration	None	None	None	None
* extraordinary remuneration	None	None	None	None
* Directors' fees	€ 74,000	€ 74,000	€ 94,000	€ 84,000
* benefits in kind	€ 3,705	€ 5,000	€ 3,705	€ 5,000
TOTAL	**€ 329,705**	**€ 339,000**	**€ 349,705**	**€ 349,000**

(1) The amounts are expressed in gross values.

(2) Directors' fees received through the SGTI company, of which Mr AZOULAY is Chairman and sole partner.

Remuneration and benefits granted to non-Executive Corporate Officers

The Board of Directors has awarded Directors' fees to non-executive Board members for the 2022 financial year.

	2022		2021	
	Amount paid	**Amount due**	**Amount paid**	**Amount due**
Aliette MARDYKS				
Directors' fees	*€ 21,000*	*€ 21,000*	*€ 24,000*	*€ 21,000*
Other remuneration	*None*	*None*	*None*	*None*
Evelyne FELDMAN				
Directors' fees			*€ 16,500*	*None*
Other remuneration	*None*	*None*	*None*	*None*
Philippe TRIBAUDEAU				
Directors' fees	*€ 21,000*	*€ 21,000*	*€ 24,000*	*€ 21,000*
Other remuneration	*None*	*None*	*None*	*None*
Marc EISENBERG				
Directors' fees	*€ 15,000*	*€ 10,500*	*€ 18,000*	*€ 15,000*
Other remuneration	*None*	*None*	*None*	*None*
Jane SEROUSSI				
Directors' fees	*€ 10,000*	*€ 9,000*	*€ 12,000*	*€ 10,000*
Other remuneration	*None*	*None*	*None*	*None*
Emily AZOULAY				
Directors' fees	*€ 14,500*	*€ 15,000*	*€ 16,500*	*€ 14,500*
Other remuneration	*None*	*None*	*None*	*None*
Maryvonne LABEILLE				
Directors' fees	*€ 18,000*	*€ 19,500*	*None*	*€ 18,000*
Other remuneration	*None*	*None*	*None*	*None*
TOTAL	**€ 99,500**	**€ 96,000**	**€ 111,000**	**€ 99,500**

Information concerning defined-contribution schemes for Corporate Officers

Social security contributions recorded for the financial year 2022 for executives amounted to €352,000 (€354,000 in 2021).

Related-party transactions

Non-consolidated subsidiaries, Group associates or companies controlled directly by the Group's Directors.

On the income statement

	31/12/2022	31/12/2021
Revenue	15	15
Other operating income (expenses)	(1,899)	(1,783)
Financial income (expenses)	809	914
TOTAL	**(1,076)**	**(854)**

On the statement of financial position

	31/12/2022	31/12/2021
Long-term financial assets	20,225	20,608
Trade receivables	18	18
Other receivables	2,064	3,470
ASSETS	**22,307**	**24,095**
Trade payables	0	1
Other debt	14	0
LIABILITIES	**14**	**1**

10.3 Information on the statement of cash flows

Changes in depreciation, provisions and other calculated income/expenses	31/12/2022	31/12/2021
Amortisation of intangible assets	3,530	3,634
Depreciation of property, plant and equipment	14,356	11,715
Depreciation/amortisation of right-of-use assets	62,985	57,243
Impairment of goodwill	0	0
Provisions for risks and expenses	246	2,857
Other income and calculated expenses	5,364	1,413
TOTAL	**86,481**	**76,862**

Breakdown of taxes paid	31/12/2022	31/12/2021
Repayments received	12,517	24,280
Payments made	(106,095)	(68,212)
TOTAL	**(93,578)**	**(43,933)**

Impact of changes in scope and earn outs	31/12/2022	31/12/2021
Acquisitions and disposals of shares of consolidated subsidiaries	104,471	(141,061)
Cash from new consolidated subsidiaries	35,939	59,092
Payment of earn-outs	(33,538)	(22,358)
Cash from deconsolidated subsidiaries	(19,433)	(220)
TOTAL	**87,439**	**(104,548)**

6.1.7 STATUTORY AUDITORS' REPORT ON THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended December 31, 2022

This is a translation into English of the statutory auditors' report on the consolidated financial statements of the Company issued in French and it is provided solely for the convenience of English speaking users.

This statutory auditors' report includes information required by European regulation and French law, such as information about the appointment of the statutory auditors or verification of the information concerning the Group presented in the management report.

This report should be read in conjunction with, and construed in accordance with, French law and professional auditing standards applicable in France.

To the Annual General Meeting of ALTEN S.A.,

Opinion

In compliance with the engagement entrusted to us by your Annual General Meeting, we have audited the accompanying consolidated financial statements of Alten S.A. for the year ended December 31, 2022.

In our opinion, the consolidated financial statements give a true and fair view of the assets and liabilities and of the financial position of the Group as of December 31, 2022 and of the results of its operations for the year then ended in accordance with International Financial Reporting Standards as adopted by the European Union.

The audit opinion expressed above is consistent with our report to the Audit Committee.

Basis for Opinion

Audit Framework

We conducted our audit in accordance with professional standards applicable in France. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Our responsibilities under those standards are further described in the *Statutory Auditors' Responsibilities for the Audit of the Consolidated Financial Statements* section of our report.

Independence

We conducted our audit engagement in compliance with independence rules applicable to us, for the period from January 1st, 2022, to the date of our report and specifically we did not provide any prohibited non-audit services referred to in Article 5(1) of Regulation (EU) No 537/2014 or in the French Code of ethics (*Code de déontologie*) for statutory auditors.

Justification of Assessments – Key Audit Matters

In accordance with the requirements of Articles L. 823-9 and R. 823-7 of the French Commercial Code (*Code de commerce*) relating to the justification of our assessments, we inform you of the key audit matters relating to risks of material misstatement that, in our professional judgment, were of most significance in our audit of the consolidated financial statements of the current period, as well as how we addressed those risks.

These matters were addressed in the context of our audit of the consolidated financial statements as a whole approved in the context described above, and in forming our opinion thereon, and we do not provide a separate opinion on specific items of the consolidated financial statements.

Goodwill valuation

- ***Key Audit Matter***

As of December 31, 2022, the balance sheet shows Goodwill for a net book value of €1,020.9 million, representing 30% of total assets.

Goodwill is allocated to Cash-Generating Units (CGU) or to groups of cash-generating units that can benefit from business combinations that resulted in Goodwill. These assets are not amortized and are subject to an impairment test at least once a year, as disclosed in note 5.1 of the consolidated financial statements.

CGUs correspond to the legal entities or to relevant business combinations of legal entities.

The annual impairment tests are based on the value in use of each CGU, determined on the basis of estimated discounted future net cash flows. When value in use falls below the net book value of the CGU, the difference is recorded as an impairment loss in operating income; it is first allocated to Goodwill.

The CGU flows are determined using projections based on the following assumptions (Note 5.1 of the consolidated financial statements):

- A 4-year financial budget plan established by the entity and validated by the Group's Finance Division, updated when the year-end budget is prepared.
- Cash flow beyond the four–year period is extrapolated to calculate terminal value, taking into account a perpetual growth rate, and;
- Discount rates based on the weighted average cost of capital, resulting from risk-free rates, market and country risk premiums, beta coefficient and the cost of debt (net of corporate tax).

We considered the valuation of goodwill as a key audit matter, given the weight of these assets in the consolidated balance sheet, the importance of management's judgment in determining cash flow assumptions, discount rates and long-term average growth rate, as well as the sensitivity of the valuation of their value-in-use to these assumptions.

- ***Our audit approach***

As part of our audit, we examined the process implemented by the Company regarding the performance of impairment tests.

We performed procedures on the CGUs that we considered the most risky, and controlled:

- The consistency and the reasonableness of assumptions used to forecast revenue and margin compared with the performance history of the Group and the economic and financial environment in which the Group operates;
- The reasonableness of the discount and perpetual growth rates applied to the estimated cash flows by assessing, with the support of our valuation specialists, the parameters used with external references;

- Management's analysis of the sensitivity calculations to variance in the main assumptions used;
- The calculation of value in use.

We also verified that the notes to the consolidated financial statements provided appropriate information.

Tax inspection

- ***Key Audit Matter***

The Group operates in a large number of countries. It is therefore subject to many specific local regulations, in particular tax regulations, which are sometimes subject to interpretation in terms of their application and may generate tax disputes.

As indicated in Note 8 "Provisions and contingent liabilities" to the consolidated financial statements, a provision is recognized when the Group has an obligation to a third party and it is probable or certain that it will result in an outflow of resources to the third party. The Group relies in particular on its advisors to assess the probability of realization of risks and to estimate provisions for litigation and disputes.

As indicated in Note 8.2 "Contingent liabilities", the Group is subject to accounting verifications relating in particular to transfer prices between a French subsidiary and an English subsidiary. The English subsidiary has been reassessed for a total amount of 65.4 million euro. After analysis with its external advisors, the English company considers that it has every right to pursue the litigation procedure and has a serious chance of success. The company does not have sufficient information to assess and record a specific provision corresponding to a reliable estimate of the possible residual risk of reassessment or of the consequences of the double taxation settlement procedure. Accordingly, no provision has been made in the accounts in relation to this tax inspection.

We considered the risks relating to tax inspections as a key audit matter due to (i) the importance of any tax litigations that may impact the Group's results, and (ii) the complex technical analyses required for such an assessment.

- ***Our audit approach***

We assessed, with the assistance of our tax specialists, the judgments made by Management and the reasonableness of the estimates taken into account to determine the provisions for tax adjustments.

Regarding the tax risk described above, we performed the following procedures:

- We performed interviews with the Group's Management and local management to assess the current state of investigations carried out and notified tax adjustments by tax authorities and follow developments of contestations and ongoing litigation or pre litigation procedures;
- We consulted recent decisions and correspondence from the Group's entities with the local fiscal authorities,
- We carried out a critical review of the estimates and positions taken by Management and of the opinions of its external advisors;

We have also assessed the appropriateness of the information presented in Note 8.2 to the consolidated financial statements.

Specific Verifications

We have also performed, in accordance with professional standards applicable in France, the specific verifications required by laws and regulations of the Group's information given in the management report of the Board of Directors.

We have no matters to report as to its fair presentation and its consistency with the consolidated financial statements.

We attest that the consolidated non-financial statement required by Article L. 225-102-1 of the French Commercial Code (*Code de commerce*) is included in the Group's management report, it being specified that, in accordance with Article L. 823-10 of this code, we have verified neither the fair presentation nor the consistency with the consolidated financial statements of the information contained therein. This information should be reported on by an independent third party.

In addition, the information required by Article 8 of the Taxonomy Regulation (EU) 2020/852 included in the extra-financial performance statement calls for the following observation on our part: the analysis of information relating to the Taxonomy was conducted solely within the scope of France and not the consolidated scope of the ALTEN Group.

Report on Other Legal and Regulatory Requirements

Format of presentation of the financial statements intended to be included in the annual financial report

We have also verified, in accordance with the professional standard applicable in France relating to the procedures performed by the statutory auditor relating to the annual and consolidated financial statements presented in the European single electronic format, that the presentation of the consolidated financial statements intended to be included in the annual financial report mentioned in Article L. 451-1-2, I of the French Monetary and Financial Code (*Code monétaire et financier*), prepared under the responsibility of the Chief Executive Officer, complies with the single electronic format defined in the European Delegated Regulation No 2019/815 of December 17, 2018. As it relates to consolidated financial statements, our work includes verifying that the tagging of these consolidated financial statements complies with the format defined in the above delegated regulation

Based on our work performed, we conclude that the presentation of the financial statements for inclusion in the annual financial report complies, in all material respects, with the single European electronic reporting format.

We are not responsible to verify that the financial statements which will be included by your company in the annual financial report filed on the AMF correspond to those on which we carried out our work.

Appointment of the Statutory Auditors

We were appointed as statutory auditors of ALTEN by your General Annual Meetings held on June 18, 2015 for KPMG Audit IS and June 25, 2003 for Grant Thornton.

As at December 31, 2022, KPMG Audit IS was in its 8th year of total uninterrupted engagement, and Grant Thornton was in its 20th year of total uninterrupted engagement.

Responsibilities of Management and Those Charged with Governance for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with International Financial Reporting Standards as adopted by the European Union, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is expected to liquidate the Company or to cease operations.

The Audit Committee is responsible for monitoring the financial reporting process and the effectiveness of internal control and risks management systems and where applicable, its internal audit, regarding the accounting and financial reporting procedures.

The consolidated financial statements were approved by the Board of Directors.

Statutory Auditors' Responsibilities for the Audit of the Consolidated Financial Statements

Objectives and audit approach

Our role is to issue a report on the consolidated financial statements. Our objective is to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with professional standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As specified in Article L. 823-10-1 of the French Commercial Code (*Code de commerce*), our statutory audit does not include assurance on the viability of the Company or the quality of management of the affairs of the Company.

As part of an audit conducted in accordance with professional standards applicable in France, the statutory auditor exercises professional judgment throughout the audit and furthermore:

- Identifies and assesses the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, designs and performs audit procedures responsive to those risks, and obtains audit evidence considered to be sufficient and appropriate to provide a basis for his opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtains an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control.
- Evaluates the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management in the consolidated financial statements.
- Assesses the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. This assessment is based on the audit evidence obtained up to the date of his audit report. However, future events or conditions may cause the Company to cease to continue as a going concern. If the statutory auditor concludes that a material uncertainty exists, there is a requirement to draw attention in the audit report to the related disclosures in the consolidated financial statements or, if such disclosures are not provided or inadequate, to modify the opinion expressed therein.
- Evaluates the overall presentation of the consolidated financial statements and assesses whether these statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtains sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. The statutory auditor is responsible for the direction, supervision and performance of the audit of the consolidated financial statements and for the opinion expressed on these consolidated financial statements.

Report to the Audit Committee

We submit a report to the Audit Committee which includes in particular a description of the scope of the audit and the audit program implemented, as well as the results of our audit. We also report, if any, significant deficiencies in internal control regarding the accounting and financial reporting procedures that we have identified.

Our report to the Audit Committee includes the risks of material misstatement that, in our professional judgment, were of most significance in the audit of the consolidated financial statements of the current period and which are therefore the key audit matters, that we are required to describe in this report.

We also provide the Audit Committee with the declaration provided for in Article 6 of Regulation (EU) N° 537/2014, confirming our independence within the meaning of the rules applicable in France such as they are set in particular by Articles L.822-10 to L.822-14 of the French Commercial Code (*Code de commerce*) and in the French Code of Ethics (*Code de déontologie*) for statutory auditors. Where appropriate, we discuss with the Audit Committee the risks that may reasonably be thought to bear on our independence, and the related safeguards.

The Statutory Auditors
French original signed by

Paris la Défense, on April 27th, 2023

KPMG Audit IS
Jean-Marc Discours
Partner
Xavier Niffle
Partner

Neuilly-Sur-Seine, on April 27th, 2023

Grant Thornton
French Member of Grant Thornton International
Jean-François Baloteaud
Partner

6.2 SEPARATE FINANCIAL STATEMENTS

6.2.1 STATEMENT OF FINANCIAL POSITION

6.2.1.1 Statement of financial position assets

(in thousands of euros)	Gross	Depreciation and amortisation Impairments	31/12/2022	31/12/2021
Intangible assets	54,311	19,563	34,748	35,775
Property, plant and equipment	36,141	25,247	10,894	7,652
Financial assets	304,711	2,354	302,357	290,568
FIXED ASSETS	**395,164**	**47,164**	**348,000**	**333,994**
Trade receivables	217,939	966	216,973	167,051
Other receivables	326,256	211	326,046	325,521
Marketable securities	5,746	233	5,513	25
Cash and equivalents	2,812		2,812	2,243
Prepaid expenses	7,997		7,997	9,210
CURRENT ASSETS	**560,751**	**1,410**	**559,341**	**504,050**
Unrealised foreign exchange losses	42		42	2
TOTAL	**955,957**	**48,574**	**907,383**	**838,047**

6.2.1.2 Statement of financial position liabilities

(in thousands of euros)	31/12/2022	31/12/2021
Capital	36,305	36,098
Paid-in capital	60,250	60,250
Reserves and retained earnings	390,665	338,180
Profit for the year	87,570	96,836
SHAREHOLDERS' EQUITY	**574,790**	**531,365**
PROVISIONS FOR RISKS AND EXPENSES	**5,371**	**8,526**
Loans and related debt	85,055	80,015
Miscellaneous borrowings and financial liabilities	23,063	31,112
Trade payables	68,745	59,923
Taxes and social security charges payable	96,100	85,914
Other debt	47,003	33,563
Deferred income	7,185	7,616
DEBT	**327,151**	**298,143**
Unrealised foreign exchange gains	70	12
TOTAL	**907,383**	**838,047**

6.2.2 INCOME STATEMENT

(in thousands of euros)	2022	2021
NET REVENUE	**618,058**	**542,173**
Reversal of depreciation, amortisation and provisions, transfers of expenses	6,147	4,858
Other income	17,924	12,352
Operating revenue	**642,129**	**559,382**
Other external purchases and costs	286,940	221,090
Taxes other than on income	16,841	16,039
Employee benefits expense	320,717	300,751
Depreciation, amortisation and provisions charges	6,035	7,590
Other operating expenses	5,151	6,695
Operating expenses	**635,684**	**552,166**
OPERATING PROFIT	**6,445**	**7,216**
FINANCIAL INCOME	**64,365**	**81,749**
CURRENT PROFIT BEFORE TAX	**70,810**	**88,965**
NON-RECURRING PROFIT	**6,039**	**52**
Employee profit-sharing		
Income tax	(10,721)	(7,819)
PROFIT FOR THE YEAR	**87,570**	**96,836**

6.2.3 APPENDIX

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6.2.3.1 General information on ALTEN SA

Founded in 1988, ALTEN is the European leader in the Engineering and Technology Consulting (ETC) market.

ALTEN SA carries out design and research projects for the Technical and Information Systems Divisions of major clients in the industrial, telecommunications and service sectors.

ALTEN SA works with its clients through various types of contracts:

- consulting;
- in Work Packages or "global platforms". These services are generally provided by committing resources and billed on a time-spent basis, or in work units;
- fixed-price projects under which ALTEN is bound by an obligation to achieve results at a fixed price. This business represents less than 10% of activity.

The scope of ALTEN SA's business covers all outsourced Engineering and Technology Consulting services.

The ALTEN Group's consolidated financial statements are available at: www.alten.com (1), in the "Investors" Section.

6.2.3.2 Key events

6.2.3.2.1 Business activity

2022 saw satisfactory organic growth of more than 9%. The majority of sectors are growing, in particular the Aeronautics/Space sector, which contributed significantly to growth and is now above its pre-crisis level. Activity continues to rise in early 2023.

6.2.3.2.2 Other information

In the first half of 2022, €44,144 thousand in dividends were paid to shareholders in respect of the financial year 2021.

In December 2022, ALTEN SA sold the investment securities of The Positive Thinking Company, held at 6%.

In 2022, ALTEN SA entered into a syndicated credit agreement in the amount of €350,000 thousand effective from 11 March 2022 until 2027 to replace a syndicated credit line in the amount of €160,000 thousand, which was terminated early and voluntarily on 24 January 2022, two months before maturity.

Extension since July 2022 of a short-term negotiable debt securities programme (NeuCP) set up in January 2021, the amount of which has been increased from €250,000 thousand to €350,000 thousand in order to bring it into line with the amount of the Syndicated Credit Line.

6.2.3.3 Events after the reporting period

On 1 January 2023, ALTEN SA dissolved the subsidiary ALTEN AEROSPACE by merging its assets into ALTEN SA.

6.2.3.4 Accounting principles and policies

The accounting principles and methods applied by ALTEN SA are compliant with the generally accepted accounting standards in France (*Plan Comptable Général*) pursuant to ANC (*Autorité des Normes Comptables*) regulation 2014-03 of 5 June 2014 as amended by ANC regulations 2015-05, 2015-06, 2016-07 and 2018-07.

General accounting conventions have been applied, in accordance with the principle of prudence and the fundamental accounting concepts of:

- service continuity;
- permanent nature of accounting policies from one financial year to the next;
- independence between financial years; and
- these accounting conventions are also applied in accordance with the general rules for preparing and presenting annual financial statements.

The main accounting policies used are as follows:

6.2.3.4.1 Change in accounting policies

None.

6.2.3.4.2 Non-current assets

Tangible and intangible assets are valued at acquisition or production cost.

(1) The information on the website www.alten.com is not part of the Universal registration document. As such, this information has not been reviewed or approved by the AMF.

Depreciation and amortisation are calculated on a straight-line basis over the following estimated useful lives:	
* development costs	five to ten years;
* concessions, patents, IT licenses	one to three years;
* transport equipment	five years;
* office and IT equipment	one to five years;
* office furniture	five to ten years;
* fixtures, fittings	three to ten years;
* technical facilities, equipment and tools	one to ten years.

Development costs are capitalised as intangible assets and all expenses directly attributable to the creation, production and preparation of the asset in view of its planned use are capitalised.

Information Systems are amortised over five to ten years.

Residual values and expected lifespans are reviewed at least once a year and are modified if expectations differ significantly from previous estimates.

All depreciation and amortisation charges are recognised under operating expenses.

6.2.3.4.3 Business assets

Business assets are valued at their acquisition cost. These are not amortised but are tested for impairment. The recoverable value is based on the discounted future cash flow generated by the continued use of the assets tested. The discounting is applied at a rate corresponding to the weighted average cost of capital.

The main criteria chosen for the application of the valuation method using Discounted Cash Flow are described under the heading "Investment securities".

6.2.3.4.4 Investment securities

The gross value of investment securities is recorded on the statement of financial position at acquisition cost. The acquisition cost of investment securities comprises a fixed portion paid at the time an interest is acquired and any variable earn-outs based on the acquired entity's activity and future revenues. These earn-outs are recognised under investment securities against debt on non-current assets. They are carried in the statement of financial position under other debt.

When the value in use of the securities is less than the net book value, a provision for impairment is recorded for the difference.

Value in use is assessed by reference to:

* either at the discounted value of cash flows (Discounted Cash Flow), adjusted for net debt. Value in use is determined through:
  - a four-year financial budget prepared by the entity and validated by the Group's Financial Department, updated when the year-end budget is prepared. The cash flow beyond the four-year period is extrapolated, taking into account a perpetual growth rate,
  - perpetual growth rate: this growth rate does not exceed the long-term average growth rate for the business sector,
  - discount rate: this rate corresponds to the weighted average cost of capital, derived from risk-free interest rates, country and market risk premium, beta coefficient and the cost of debt,
  - net debt (except for business assets);
* the share of net assets revalued for holding companies.

The growth rate and discount rate assumptions used in the valuation of all investment securities have been reviewed in line with changes in global market data.

6.2.3.4.5 Treasury shares

Treasury shares are recorded in the following accounts:

* financial assets when they are held for the purpose of covering stock options or other employee shareholding systems;
* marketable securities:
  - when they are allocated to a "liquidity contract" entrusted to an agent to promote liquidity of securities and share price liquidity, or
  - when they are held for delivery to employees of the Company or its subsidiaries.

They appear on the statement of financial position at their acquisition cost. The FIFO method is used to determine the gross value of treasury shares sold. If the value of treasury shares allocated to the liquidity contract is less than their acquisition value, the shares are subject to impairment testing. Treasury shares held for delivery to its own employees are subject to provisioning calculated *pro rata* for the vesting period just ended. Treasury shares held for delivery to its subsidiaries' employees are not subject to impairment testing, to the extent the cost of such treasury shares equals the increased cost price, if applicable management fees will be rebilled when they are delivered to employees of its subsidiaries.

6.2.3.4.6 Trade receivables

Trade receivables are valued at nominal value. They are individually valued and, where applicable, impaired to account for any difficulties in collecting certain amounts.

Any such impairment is recognised once there is an indication of the inability to recover the full amount, such as bankruptcy procedures or non-payment by the due date. The amount of the impairment or reversal is recognised as operating profit.

For any trade receivables that are not subject to individual impairment, the impairment method applied is a statistical one.

6.2.3.4.7 Marketable securities

Marketable securities other than treasury shares (see 3.4.5) are mutual funds and are valued at their historical cost or at their inventory value if this is lower.

6.2.3.4.8 Provisions for risks and expenses

Provisions for risks and expenses are recorded at year-end whenever the Company has an obligation towards a third party which is likely or certain to result in an outflow of resources for the benefit of such a third party, with no anticipated consideration of at least equal value.

The estimate of the amount recorded under the provisions is the expense the Company is likely to incur to discharge the obligation.

Among these provisions are retirement benefits as estimated by an independent actuarial firm, in compliance with ANC Recommendation 2013-02.

Benefits payable to retiring employees are calculated on the basis of the current headcount at reporting date. It is based on the following items:

Presentation of actuarial assumptions	31/12/2022	31/12/2021
Discount rate	**3.75%**	**1.00%**
Revaluation rate for employees		
Managerial staff	3.00%	1.50%
Non-managerial staff	3.00%	2.00%
Employer contribution rate		
Managerial staff	40.00%	40.00%
Non-managerial staff	40.00%	40.00%
Mortality table		
For women	INSEE TF 15/17	INSEE TF 15/17
For men	INSEE TH 15/17	INSEE TH 15/17
Retirement age		
Managerial staff	65 years	65 years
Non-managerial staff	60 to 62 years	60 to 62 years

The proposed discount rate corresponds to the yield on AA-rated corporate bonds in the euro zone, adjusted for the duration of ALTEN SA's commitments.

ALTEN SA relies on its external advisers to assess the probability of occurrence of the risks and the estimation of the provisions for disputes and other litigations.

6.2.3.4.9 Translation differences on assets and liabilities denominated in foreign currencies

Income and expenses in foreign currencies are recorded at their exchange value on the transaction date.

Receivables and debts in foreign currency are recorded in the statement of financial position at their exchange value on the year-end date. The difference resulting from the discounting of debts and receivables in foreign currency at this latest rate is recognised in unrealised foreign exchange gains or losses with a provision recorded for exchange rate risk.

Translation differences resulting from the remeasurement of cash and equivalents are taken to profit and loss, unless the cash and equivalents are part of a hedge relationship. In this case, the translation differences are entered in the statement of financial position and the principles of hedge accounting are applied.

Our Company does not have hedging instruments.

Translation differences for operating debts and receivables (actual or provisioned) are recognised in operating profit or loss. Translation differences for liabilities and financial receivables (actual or provisioned) are recognised in financial income.

6.2.3.4.10 Income recognition

Revenues are recognised over the period in which services are rendered. They are recognised according to the type of service, as follows:

- on a time-worked basis: revenues are recognised on the time spent multiplied by an hourly, daily or monthly rate;
- fixed-price project: revenues are recognised according to the percentage of completion method, proportionally to the expenses incurred. Loss-making contracts give rise to recognition of a contract loss provision corresponding to the total expected loss less any losses already recorded in advance. Fixed-price transactions represent less than 10% of revenue;
- for the Work Packages method: income recognition varies according to the nature of the commitment of providing resources. When the Work Packages is part of a global cost-based scheme, income is equal to time spent multiplied by an hourly, daily or monthly sales rate; when it is part of an outsourced platform for which billing is on a monthly or quarterly fixed-price basis, income is recognised on a monthly basis according to the amount of the agreement, independent of the actual time spent by the consultants; lastly, when it is part of a service commitment package (Work Packages), revenue is recognised as and when deliverables and/or performance indicators (work units) are received/validated by the client and for which the price has been fixed in the Work Packages contract.

6.2.3.4.11 Tax consolidation

ALTEN SA follows a tax consolidation regime in which it is the Group's holding company.

Under this agreement, ALTEN SA is solely liable for payment of corporation tax on behalf of subsidiaries, which are responsible for indemnifying ALTEN SA for this expense. In the event a subsidiary records a loss, this is also transferred to ALTEN SA. This loss is not repaid to the subsidiary in the event of exclusion from the tax consolidation scope.

6.2.3.5 Tables and Notes to the statement of financial position

6.2.3.5.1 Gross non-current assets

(in thousands of euros)	31/12/2021	Increases	Decreases	31/12/2022
Intangible assets	53,807	581	77	54,311[1]
Property, plant and equipment	32,750	6,960	3,569	36,141[2]
Financial assets	290,585	28,989	14,863	304,711[3]
TOTAL	**377,142**	**36,530**	**18,509**	**395,164**

(1) At 31/12/2022, intangible assets comprise business assets mainly from universal asset and liability transfers for €33,506 thousand and IT projects and licences for €20,805 thousand.

(2) The increases relating to property, plant and equipment relate to the fixtures and fittings for the new premises leased in 2022.

(3) The increases in financial assets mainly concern the granting of loans to subsidiaries in the context of acquisitions for a total amount of €22,206 thousand (including interest), the recapitalisation of two subsidiaries for €4,628 thousand and the payment of guarantee deposits for €2,155 thousand. The decreases concern the disposal of shares in a company held at 6%, the return of guarantee deposits paid for €1,348 thousand and the repayment of loans granted to subsidiaries for €12,257 thousand including interest.

6.2.3.5.2 Depreciation and impairment

(in thousands of euros)	31/12/2021	Increases	Decreases	31/12/2022
Intangible assets	17,827	1,589	59	19,357[1]
Property, plant and equipment	25,098	3,705	3,556	25,247
Financial assets	18	2,337		2,354[2]
TOTAL	**42,942**	**7,630**	**3,614**	**46,958**

(1) No impairment was recorded for business assets during the financial year.

(2) The increases concern the impairment of securities and impairment of the loan of a subsidiary.

6.2.3.5.3 Breakdown of financial assets

(in thousands of euros)	31/12/2021	Increases	Decreases	31/12/2022
Investment securities	204,512	4,628	1,258	207,882[1]
Related receivables	71,683	19,205	12,257	78,631[2]
Other equity interests	8,713			8,713
Loans	13	3,001		3,014[3]
Other financial assets	5,665	2,155	1,348	6,471[4]
TOTAL	**290,585**	**28,989**	**14,863**	**304,711**

(1) The increases mainly concern the recapitalisation of two subsidiaries for €4,628 thousand. The decreases concern the disposal of investment securities of a company held at 6% for €1,258 thousand.

(2) The increases mainly concern the granting of loans to subsidiaries in the context of acquisitions for a total amount of €19,205 thousand (including interest). The decreases correspond to repayments of loans granted to subsidiaries for a total amount of €12,257 thousand (including interest).

(3) The increases mainly concern the granting of vendor loans granted as part of the disposal of an equity interest.

(4) The "Other financial assets" item relates exclusively to guarantee deposits paid in the amount of €2,155 thousand for increases, and repayments received in the amount of €1,348 thousand for decreases.

6.2.3.5.4 Provisions and impairment

(in thousands of euros)	31/12/2021	Increases	Decreases	31/12/2022
Regulated provisions				
Provisions for risks				
Provisions for litigation	1,429	393	713	1,109
Other provisions for risks	2	40		42
Provisions for charges				
Provisions for retirement benefits	6,262		2,042	4,221
Other provisions for charges	833		833	
TOTAL PROVISIONS	**8,526**	**433**	**3,588**	**5,371**
Impairments				
For intangible assets	206			206
For property, plant and equipment				
For financial assets	18	2,337		2,354[1]
For accounts receivable	1,260	255	550	966
Other	178	327	61	444
TOTAL IMPAIRMENTS	**1,661**	**2,919**	**610**	**3,970**

(1) Provisions concern an impairment on investment securities and an impairment on a loan from a subsidiary.

		Reversals	
IMPACT *(in thousands of euros)*	**Provisions**	**Prov. Used**	**Prov. not used**
Operating profit	742	718	3,480[1]
Financial income	2,610		
Non-recurring profit			
TOTAL	**3,352**	**718**	**3,480**

(1) Reversals of unused provisions mainly concern the provision for retirement benefits for €2,029 thousand.

The table below presents the main actuarial assumptions and structural operating assumptions used for impairment tests on investment securities.

The growth rate and discount rate assumptions used in the valuation of all Cash-Generating Units were revised in light of general market data.

COUNTRY	Average annual revenue growth rate 2022-2027	Perpetual growth rate	Weighted average cost of capital (WACC)
France	7%	2%	9.2%
North America	9%	2%	9.7%
UK	13%	2%	9.6%

6.2.3.5.5 Maturity of receivables and payables

RECEIVABLES BY ITEM *(in thousands of euros)*	Gross amounts	Within one year	More than a year away
Receivables, fixed assets			
Receivables from companies in which an equity interest is held	78,631	14,131	64,500
Loans	3,014	13	3,001
Other financial assets	6,471	1,876	4,595
Receivables, current assets			
Trade receivables	217,939	217,939	
Personnel and social security receivables	581	581	
State, income tax	37,041	6,161	30,880[1]
State, value-added tax	14,506	14,506	
Groups and associates	268,047	268,047	
Other receivables	6,081	6,081	
Prepaid expenses	7,997	7,997	[2]
TOTAL RECEIVABLES	**640,309**	**537,333**	**102,977**

(1) Corresponds mainly to receivables from the CIR and the sponsorship tax reduction not deducted from corporation tax.

(2) Of which €4,423 thousand relates to maintenance, €1,510 thousand to financial fees and €959 thousand to rent and service charges.

LIABILITIES BY ITEM *(in thousands of euros)*	Gross amounts	Within one year	More than a year and less than five years	More than five years
Loans and debts with credit establishments	85,055	85,055		
Miscellaneous borrowings and financial liabilities	6	6		
Trade payables	68,745	68,745		
Personnel and social security debts	52,062	52,062		
Tax liabilities	44,038	44,038		
Debts on non-current assets and related accounts				
Groups and associates	23,057	23,057		
Other debt	47,003	35,976	7,513	3,513
Deferred income	7,185	7,185		
TOTAL DEBTS	**327,151**	**316,125**	**7,513**	**3,513**

6.2.3.5.6 Outstanding charges

OUTSTANDING CHARGES BY ITEM *(in thousands of euros)*	31/12/2022
Loans and debts with credit establishments	38
Miscellaneous borrowings and financial liabilities	
Advances and deposits received on orders in progress	
Trade payables	15,907
Taxes and social security charges payable	48,596
Debts on non-current assets and related accounts	
Other debt	33,599
TOTAL	**98,140**

6.2.3.5.7 Revenue accruals

REVENUE ACCRUALS BY ITEM *(in thousands of euros)*	31/12/2022
Receivables from companies in which an equity interest is held	2 812
Other financial assets	
Trade receivables	43,090
Personnel and related accounts	
Social security and other social organisations	
State and other public authorities	7,733
Other receivables	5,292
Cash and equivalents	
TOTAL	**58,927**

6.2.3.5.8 Cash and cash equivalents and marketable securities

These mainly consist of money market funds whose underlying surplus was immaterial at 31 December 2022.

6.2.3.5.9 Prepaid expenses

PREPAID EXPENSES BY NATURE *(in thousands of euros)*	31/12/2022
Operating expenses	6,734[1]
Financial expenses	1,263
Exceptional expenses	
TOTAL	**7,997**

(1) Of which €4,423 thousand relates to maintenance, €1,510 thousand to financial fees and €959 thousand to rent and service charges.

6.2.3.5.10 Deferred income

DEFERRED INCOME BY NATURE *(in thousands of euros)*	31/12/2022
Operating revenue	7,185
Financial income	
Exceptional income	
TOTAL	**7,185**

6.2.3.5.11 Change in shareholders' equity

DATES/VALUES *(in thousands of euros)*	Number of shares	Capital	Additional paid-in capital	Capital reserve	Other reserves	RAN	Earnings	Equity
AT 31 DECEMBER 2021	**34,379,483**	**36,098**	**60,250**	**3,595**	**334,585**		**96,836**	**531,365**
2021 allocation of earnings				15	52,678		(96,836)	
Dividends paid in 2022								(44,144)
Capital increase	197,043	207			(207)			(1)
Earnings at 31 December 2022							87,570	87,570
AT 31 DECEMBER 2022	**34,576,526**	**36,305**	**60,250**	**3,610**	**387,055**		**87,570**	**574,790**

(1) The number of shares issued in 2022 corresponds to the definitive allocation of free shares and the conversion of free Preferred B shares. Capital increases relating to these allocations and conversions were carried out by incorporation of existing reserves.

At 31 December 2022, the nominal value of one share was €1.05.

6.2.3.5.12 Information on share capital

At 31 December 2022, 960,789 ordinary shares could be issued following the allocation of free and Preferred Shares.

6.2.3.5.13 Share-based payments

ALTEN SA's Board of Directors allocated free shares during the financial year under the authorisations granted by the General Meeting of 22 June 2022. This allocation was the subject of two separate plans, the main terms of which are presented, along with those of the plans of previous years, in the table below:

Plans													
Date awarded by the Board of Directors	**24/10/2018**	**18/06/2019**	**18/06/2019**	**15/11/2019**	**27/10/2020**	**27/10/2020**	**27/10/2020**	**23/02/2021**	**23/02/2021**	**27/10/2021**	**27/10/2021**	**26/10/2022**	**26/10/2022**
Class of financial instruments awarded	Ordinary share	Preferred B share	Ordinary share	Ordinary share	Ordinary share	Ordinary share	Ordinary share	Ordinary share	Ordinary share	Ordinary share	Ordinary share	Ordinary share	Ordinary share
Number of financial instruments awarded	100,450	814	49,550	150,000	163,365	164,500	10,000	109,450	13,500	105,850	116,825	59,700	116,455
of which number awarded to employees	*100,450*	*391*	*49,550*	*150,000*	*163,365*	*54,500*	*10,000*	*109,450*	*13,500*	*105,850*	*116,825*	*59,700*	*116,455*
of which number awarded to Corporate Officers	*0*	*423*	*0*	*0*	*0*	*110,000*	*0*	*0*	*0*	*0*	*0*	*0*	*0*
Number of instruments voided over the period	7,200		2,400	9,000	52,758		0	3,700	0		600		
Number of instruments subscribed for over the period	78,050				62,205		10,000						
Number of instruments outstanding at 31/12/2022	0	0	42,550	138,900	0	149,500	0	105,150	13,500	105,850	116,225	59,700	116,455
Fair value of the financial instruments *(in euros)*	73.7	4,8999	92.5	96.4	76.7	75.7	76.7	84.9	85.9	132.5	130.6	117.9	115.7
Final award date	24/10/2022	18/06/2021	18/06/2023	15/11/2023	27/10/2022	27/10/2023	27/10/2022	23/02/2024	23/10/2023	30/10/2023	27/10/2025	26/10/2024	26/10/2026
Final award conditions	Presence and performance	Presence	Presence and performance	Presence and performance	Presence	Presence and performance	Presence	Presence and performance	Presence	Presence	Presence and performance	Presence	Presence and performance
Lock-up/Non-transferability period	None	18/06/2023	None	None	None	None	None	None	None	None	None	None	None

For plans awarded in 2019, at the end of the lock-up period, the Preferred B shares may be converted into ordinary shares provided that the performance and presence criteria are met over four years.

The conversion parity is: 1 preferred share = (100 x M x Revenue Coef) x 20% + (100 x M x OPA Coef) x 80%.

Growth in relation to revenue	Translation coefficient linked to revenue growth (Rev Coef)	Growth in OPA	Translation coefficient linked to OPA growth (OPA Coef)	Presence-based multiplying coefficient (M)
> or = 26%	100%	> or = 20.0%	100%	
22.0%	80%	17.4%	80%	Default = 0.01
18.0%	60%	15.0%	60%	
14.0%	40%	12.1%		Presence on third anniversary of award = 0.1
10.0%	20%	10.0%	40%	
< 10.0%	0%	< 10.0%	0%	Presence on fourth anniversary of award = 1

For the free share plans awarded in 2018, 2019, 2020, 2021 and 2022:

- the shares of the democratic plan of 27/10/2020, and those of the other plans subject to a single presence condition, will be freely transferable at the end of the final award date;
- the shares of performance plans will be definitively awarded after the vesting period pending the effective presence of the beneficiary; the final number of shares granted will depend on the attainment of performance criteria in line with the following formula:

Number of shares definitively awarded = Number of shares initially awarded x (CO coef + OMA coef + FC coef + QCSR coef)/4. With:

cCO	cOMA	cFC	cQCSR
Based on the weighted annual organic growth rate ("CO")	Based on the annual weighted rate of activity operating margin ("OMA")	Based on the annual weighted rate Normative free cash flow/ revenue ("FC")	Based on the annual average of the ALTEN composite CSR index ("mIA")

6.2.3.5.14 Information on financial liabilities

ALTEN SA and its subsidiary ALTEN CASH MANAGEMENT are responsible for Group financing by holding non-confirmed, short-term lines of credit, renewable annually, and open lines of credit in the amount of €350,000 thousand for a maximum of five years (from 2022). At year-end 2022, this credit line was used for an amount of €60,000 thousand, drawn down by ALTEN CASH MANAGEMENT. The "Club Deal" credit line requires the following ratios to be met for each 6-month and 12-month period while the contract is in force and an advance is outstanding:

- Ratio R – "Consolidated net financial debt/Consolidated operating profit on activity". This ratio should generally be less than 3 and exceptionally less than 3.5.

At 31 December 2022, these ratios were met.

6.2.3.6 Notes to the income statement

6.2.3.6.1 Revenue by geographical area

(in thousands of euros)	2022	2021
France	586,998	521,865
Export	31,060	20,307
TOTAL	**618,058**	**542,173**[1]

(1) Of which revenue from operations in 2022 (excluding ongoing management income) of €459,028 thousand compared with €420,571 thousand in 2021 and Shared Services revenue in 2022 of €54,390 thousand compared with €51,025 thousand in 2021.

6.2.3.6.2 Transfer of expenses

The balance of the transfer of expenses account was €1,949 thousand. It mainly consists of re-invoicing and the transfer of employee benefits expense.

6.2.3.6.3 Financial income

ITEMS BY NATURE *(in thousands of euros)*	2022	2021
Dividends of subsidiaries	63,582	77,159
Provisions (net of reversals) on financial assets	(2,610)	2,714[1]
Other	3,393	1,876
TOTAL	**64,365**	**81,749**

(1) Mainly concerns provisions for impairment of investment securities and impairment of a loan to a subsidiary.

6.2.3.6.4 Non-recurring profit

ITEMS BY NATURE *(in thousands of euros)*	2022	2021
Gains and losses on assets sold	4,804	179[1]
Exceptional provisions (net of reversals)		
Other	1,235	(127)
TOTAL	**6,039**	**52**

(1) In 2022, mainly concerns the disposal of shares in The Positive Thinking Company.

6.2.3.6.5 Corporation tax

6.2.3.6.5.1 Breakdown of tax between current profit and non-recurring profit

		Taxes			
(in thousands of euros)	Pre-tax earnings	Theoretical	Loss carry-forwards to allocate	Due	Net income
Current profit	70,810	2,354	(1,099)	1,255	79,710
Tax credits				(10,155)	
Non-recurring profit (and profit-sharing)	6,039	181		181	5,857
Tax saving linked to tax consolidation				(2,009)	2,009
Miscellaneous				7	(7)
TOTAL	**76,849**	**2,535**		**(10,721)**	**87,570**

(1) Mainly concerns the research tax credit for €8,633 thousand and the sponsorship tax credit for €1,427 thousand.

6.2.3.6.5.2 Information on deferred or unrealised tax status

BASES BY NATURE *(in thousands of euros)*	31/12/2022	31/12/2021
Reduction bases of future tax liabilities		
Provisions for retirement benefits	4,221	6,262
Other provisions for risks and expenses	3,142	1,803
Outstanding charges	867	763
Unrealised foreign exchange gains	70	12
Other income taxed in advance		
Tax loss carry-forwards		4,395
Non-deductible financial expenses carry-forwards		
Deductible tax sponsorship carry-forwards		
REDUCTION BASES OF FUTURE TAX LIABILITIES, TOTAL	8,299	13,235
FUTURE TAX ASSETS, TOTAL	2,143	3,760[1]
Increase bases of future tax liabilities		
Regulated provisions		
Unrealised foreign exchange losses	42	2
Other expenses deducted in advance		
Return of losses to consolidated subsidiaries	26,060	30,672
INCREASE BASES OF FUTURE TAX LIABILITIES, TOTAL	26,102	30,674
FUTURE TAX LIABILITIES, TOTAL	6,741	8,714[1]
DEFERRED NET FISCAL POSITION	**(4,598)**	**(4,954)[1]**
(1) Tax rate used	*25.83%*	*28.41%*
Of which normal corporate tax rate:	*25.00%*	*27.50%*
Social contribution on tax:	*3.30%*	*3.30%*

6.2.3.7 Other information

6.2.3.7.1 Headcount

AVERAGE HEADCOUNT BY CATEGORY	2022	2021
Managerial staff	5,019	4,855
Non-managerial staff	229	166
TOTAL	**5,248**	**5,021**

6.2.3.7.2 Remuneration of Corporate Officers

As at 31/12/2022 the Board of Directors was composed of nine Directors, including the Founding Chairman. ALTEN SA had a Deputy CEO, who resigned from his position on 31/12/2022 at midnight.

No ALTEN SA Corporate Officer receives remuneration under an employment contract concluded with ALTEN SA.

In accordance with the legislation in force, no advances or credits were granted to the Company executives and Corporate Officers.

The Board of Directors has awarded remuneration of €96 thousand to non-executive Directors for the 2022 financial year. The provision has been recorded in the 2022 financial statements.

6.2.3.7.3 Tax consolidation

ALTEN SA is the head Company of the tax consolidation Group, which includes several subsidiaries.

The amount of tax due in respect of the tax group is €19,240 thousand. The net saving for ALTEN SA amounts to €2,009 thousand.

Excluding the impact of the tax consolidation, ALTEN SA generated tax income of €8,711 thousand.

6.2.3.7.4 Contingent liabilities

None.

6.2.3.7.5 Off-balance sheet commitments

COMMITMENTS BY CATEGORY *(in thousands of euros)*	Total	Executives	Related companies	Other
Commitments given				
Endorsements, sureties and guarantees	66,985			66,985
Letters of intent	3,774		3,774	
TOTAL COMMITMENTS GIVEN	70,759		3,774	66,985
Commitments received				
TOTAL COMMITMENTS RECEIVED				
Mutual commitments				
TOTAL MUTUAL COMMITMENTS				

Moreover, the commitments relating to leases amount to €114,977 thousand.

6.2.3.7.6 Treasury shares

Within the framework of the share buyback programme adopted by the Combined General Meetings of 27 June 2008 and 23 June 2009, the Company purchased and sold the following shares under its liquidity contract during the past financial year.

No acquisition of treasury shares to be awarded to employees took place during the 2022 financial year.

Treasury shares are recognised under financial assets in the amount of €8,713 thousands for a total of 460,022 shares purchased.

Treasury shares are not revalued in the annual financial statements. Based on the average from the last 20 days of the trading month, treasury shares are estimated at €55,184 thousand.

	31/12/2022	31/12/2021
Unallocated shares		
Shares held at start of year	460,022	460,022
Shares held at closing	460,022	460,022
Liquidity contract		
Shares held at start of year	118	3,943
Shares purchased	180,903	28,717
Shares sold	(172,991)	(32,542)
Shares held at closing	8,030	118
TOTAL	**468,052**	**460,140**

6.2.3.7.7 Table of Subsidiaries and associates

Subsidiaries and associates	Capital	Reserves and retained earnings before allocation of earnings	Share of capital held (%)	Book value of securities held		Loans and advances made by the Company and not yet repaid	Guarantees and bonds given by the Company	Revenue excl. tax for last financial year	Net income (profit or loss for the last financial year)	Dividends received by the Company during the financial year
				Gross	Net					
Subsidiaries more than 50% held *(in thousands of euros)*										
ALTEN SIR	20,003	17,910	100%	26,221	26,221		119,688		5,559	5,000
ALTEN CASH MANAGEMENT	850	6,720	100%	3,623	3,623	267,055			8,012	10,000
ALTEN EUROPE	57,120	283,806	100%	58,072	58,072				116,980	
ALTEN SUD-OUEST	15,061	13,624	100%	15,939	15,939		202,002		18,861	10,000
MI-GSO SAS	10,000	12,917	100%	11,941	11,941		113,436		5,502	3,000
ALTEN AEROSPACE	37	1,924	100%	37	37		18,157		3,923	5,000
ANOTECH ENERGY FRANCE	100	10,188	100%	621	621		34,997		(559)	4,000
AVENIR CONSEIL FORMATION	50	9,348	99.96%	533	533		19,583		1,497	1,000
ATEXIS France	500	(165)	100%	14,215	14,215		29,140		1,469	
HPTI	40	20,696	100%	40	40				472	
PROGRAM PLANNING PROFESSIONALS LTD	2,480	10,871	100%	16,711	16,711		48,771		4,818	1,711
PROGRAM PLANNING PROFESSIONALS INC	3	6,127	100%	29,830	29,830		33,479		1,853	940
AIXIAL DEVELOPMENT SASU	200	169	100%	204	204		3,392		211	
DAVTEN	1		100%	6	5				(4)	
HPA	100	(273)	100%	100	100	11,741			206	
ALTEN LIFE SCIENCES HOLDING	1	6,932	100%	1	1				3,571	
ALTEN TECHNOLOGIES	500	7,032	100%	588	588		77,347		6,178	6,000
HUBSAN	100	2,046	100%	100	100		747		(158)	
LINCOLN SAS	561	4,120	100%	11,989	11,989		41,823		5,243	5,000
AIXIAL	6,102	22,016	87.19%	15,420	15,420		62,726		6,566	8,741
ALTENWARE	1	(1,655)	100%	1,612		66,900			3,471	
EQUITECH	10	(2,521)	100%	10	9				(309)	
ALT08	1	(1)	100%	3	2					
BERTRANDT ALTEN ENGINEERING SOLUTIONS	50	(5)	100%	25	25		28		1	
ALT 10	1	(1)	100%	1	1					
ALT 12	1		100%	1	1				(1)	
ALT 13	1	(1)	100%	1	1					
ALT 14	1	(1)	100%	1	1					
General information on other subsidiaries and equity investments *(in thousands of euros)*										
French subsidiaries										
Foreign subsidiaries										
Interests in French companies										
Interests in foreign companies				36	35					3,189

6.2.4 STATUTORY AUDITORS' REPORT ON THE SEPARATE FINANCIAL STATEMENTS

For the year ended December 31, 2022

This is a free translation into English of the statutory auditors' report on the financial statements of the Company issued in French and it is provided solely for the convenience of English speaking users.

This statutory auditors' report includes information required by European regulation and French law, such as information about the appointment of the statutory auditors or verification of the management report and other documents provided to shareholders.

This report should be read in conjunction with, and construed in accordance with, French law and professional auditing standards applicable in France.

To the Annual General Meeting of ALTEN S.A.,

Opinion

In compliance with the engagement entrusted to us by the Annual General Meeting, we have audited the accompanying financial statements of ALTEN S.A. for the year ended December 31, 2022.

In our opinion, the financial statements give a true and fair view of the assets and liabilities and of the financial position of the Company as at December 31, 2022 and of the results of its operations for the year then ended in accordance with French accounting principles.

The audit opinion expressed above is consistent with our report to the Audit Committee.

Basis for Opinion

Audit Framework

We conducted our audit in accordance with professional standards applicable in France. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Our responsibilities under those standards are further described in the *Statutory Auditors' Responsibilities for the Audit of the Financial Statements* section of our report.

Independence

We conducted our audit engagement in compliance with independence rules applicable to us, for the period from January 1st, 2022, to the date of our report and specifically we did not provide any prohibited non-audit services referred to in Article 5(1) of Regulation (EU) No 537/2014 or in the French Code of ethics (*Code de déontologie*) for statutory auditors.

Justification of Assessments – Key Audit Matters

In accordance with the requirements of Articles L.823-9 and R.823-7 of the French Commercial Code (*Code de commerce*) relating to the justification of our assessments, we inform you of the key audit matters relating to risks of material misstatement that, in our professional judgment, were of most significance in our audit of the financial statements of the current period, as well as how we addressed those risks.

These matters were addressed in the context of our audit of the financial statements as a whole, approved in the context described above, and in forming our opinion thereon, and we do not provide a separate opinion on specific items of the financial statements.

Measurement of investment securities

- ***Key Audit Matter***

As at December 31, 2022, investment securities were recorded in the balance sheet at a net value of €207.9 million out of total assets of €907.2 million. The gross value of investment securities is recorded on the balance sheet at acquisition cost.

As disclosed in Note 3.4.4 to the financial statements, an impairment loss is recognized when the value in use of investment securities falls below their net book value.

Value in use is determined either using the ownership interest of revalued net equity for holding companies, or the Discounted Cash Flow method adjusted for net debt for operating companies.

We considered the measurement of investment securities as a key audit matter presenting a risk of material misstatement, given the significant amount of investment securities in the balance sheet as well as uncertainties inherent to certain items, including the realization of forecasts used in the value-in-use estimate.

- ***Our audit approach***

As part of our audit, we examined the impairment testing process implemented by ALTEN's Management to estimate the value in use of investment securities.

Our audit work mainly consisted in verifying, for each investment security and on the basis of information communicated to us, that the estimation of value in use by Management is based on the appropriate valuation model and data, according to the investment securities concerned:

- When value in use is measured based on the ownership interest of net equity, our work entailed verifying the consistency of the ownership interest of net equity used by Management with the companies' financial statements;
- When value in use is assessed using the discounted cash flow method; our work entailed:
  - Analysing the consistency and reasonableness of assumptions of sales and margin forecasts, in comparison with past performance and considering the economic and financial environment in which the Company operates;
  - Assessing the discount and perpetual growth rates applied to estimated future cash flows, with the support of our valuation specialists, by comparing the parameters used with external references.
  - Verifiying the calculation of value in use, taking into account net debt.

In addition to our audit procedures on the value in use of investment securities, we verified that the notes to the financial statements provided appropriate information.

Specific Verifications

We have also performed, in accordance with professional standards applicable in France, the specific verifications required by laws and regulations.

Information given in the management report and in the other documents with respect to the financial position and the financial statements provided to the shareholders

We have no matters to report as to the fair presentation and the consistency with the financial statements of the information given in the management report of the Board of Directors and in the other documents provided to the Shareholders with respect to the financial position and the financial statements provided to the shareholders.

We attest the fair presentation and the consistency with the financial statements of the information relating to payment deadlines mentioned in Article D. 441-6 of the French Commercial Code (*Code de commerce*).

Information relating to corporate governance

We attest that the Board of Directors' report on corporate governance sets out the information required by Articles L.225-37-4, L22-10-10 and L.22-10-9 of the French Commercial Code.

Concerning the information given in accordance with the requirements of Article L.22-10-9 of the French Commercial Code (*Code de commerce*) relating to remuneration and benefits received or allocated by the directors and any other commitments made in their favour, we have verified its consistency with the financial statements, or with the underlying information used to prepare these financial statements and, where applicable, with the information obtained by your company from companies controlled by it that are included in the scope of consolidation. Based on these procedures, we attest the accuracy and fair presentation of this information.

Report on Other Legal and Regulatory Requirements

Format of presentation of the financial statements intended to be included in the annual financial report

We have also verified, in accordance with the professional standard applicable in France relating to the procedures performed by the statutory auditor relating to the annual and consolidated financial statements presented in the European single electronic format, that the presentation of the financial statements to be included in the annual financial report mentioned in Article L.451-1-2, I of the French Monetary and Financial Code (*Code monétaire et financier*), prepared under the responsibility of the Chief Executive Officer, complies with the single electronic format defined in the European Delegated Regulation No 2019/815 of December 17, 2018.

Based on the work we have performed, we conclude that the presentation of the financial statements included in the annual financial report complies, in all material respects, with the European single electronic format.

We have no responsibility to verify that the financial statements that will ultimately be included by your company in the annual financial report filed with the AMF are in agreement with those on which we have performed our work.

Appointment of the Statutory Auditors

We were appointed as statutory auditors of Alten S.A. by your Annual General Meetings held on June 18, 2015 for KPMG Audit IS and June 25, 2003 for Grant Thornton.

As at December 31, 2022, KPMG Audit IS was in its 8th year of total uninterrupted engagement, and Grant Thornton was in its 20th year.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with French accounting principles and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is expected to liquidate the Company or to cease operations.

The Audit Committee is responsible for monitoring the financial reporting process and the effectiveness of internal control and risks management systems and where applicable, its internal audit, regarding the accounting and financial reporting procedures.

The financial statements were approved by the Board of Directors.

Statutory Auditors' Responsibilities for the Audit of the Financial Statements

Objectives and audit approach

Our role is to issue a report on the financial statements. Our objective is to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with professional standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As specified in Article L.823-10-1 of the French Commercial Code (*Code de commerce*), our statutory audit does not include assurance on the viability of the Company or the quality of management of the affairs of the Company.

As part of an audit conducted in accordance with professional standards applicable in France, the statutory auditor exercises professional judgment throughout the audit and furthermore:

- Identifies and assesses the risks of material misstatement of the financial statements, whether due to fraud or error, designs and performs audit procedures responsive to those risks, and obtains audit evidence considered to be sufficient and appropriate to provide a basis for his opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtains an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control.
- Evaluates the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management in the financial statements.
- Assesses the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. This assessment is based on the audit evidence obtained up to the date of his audit report. However, future events or conditions may cause the Company to cease to continue as a going concern. If the statutory auditor concludes that a material uncertainty exists, there is a requirement to draw attention in the audit report to the related disclosures in the financial statements or, if such disclosures are not provided or inadequate, to modify the opinion expressed therein.
- Evaluates the overall presentation of the financial statements and assesses whether these statements represent the underlying transactions and events in a manner that achieves fair presentation.

Report to the Audit Committee

We submit a report to the Audit Committee which includes in particular a description of the scope of the audit and the audit program implemented, as well as the results of our audit. We also report, if any, significant deficiencies in internal control regarding the accounting and financial reporting procedures that we have identified.

Our report to the Audit includes the risks of material misstatement that, in our professional judgment, were of most significance in the audit of the financial statements of the current period and which are therefore the key audit matters that we are required to describe in this report.

We also provide the Audit Committee with the declaration provided for in Article 6 of Regulation (EU) N° 537/2014, confirming our independence within the meaning of the rules applicable in France such as they are set in particular by Articles L.822-10 to L.822-14 of the French Commercial Code (*Code de commerce*) and in the French Code of Ethics *(Code de déontologie)* for statutory auditors. Where appropriate, we discuss with the Audit Committee the risks that may reasonably be thought to bear on our independence, and the related safeguards.

The Statutory Auditors

French original signed by

Paris la Défense, on April 27th 2023

KPMG Audit IS

Jean-Marc Discours
Partner

Xavier Niffle
Partner

Neuilly-Sur-Seine, on April 27th 2023

Grant Thornton
French Member of Grant Thornton International

Jean-François Baloteaud
Partner

7

CAPITAL AND SHAREHOLDING STRUCTURE

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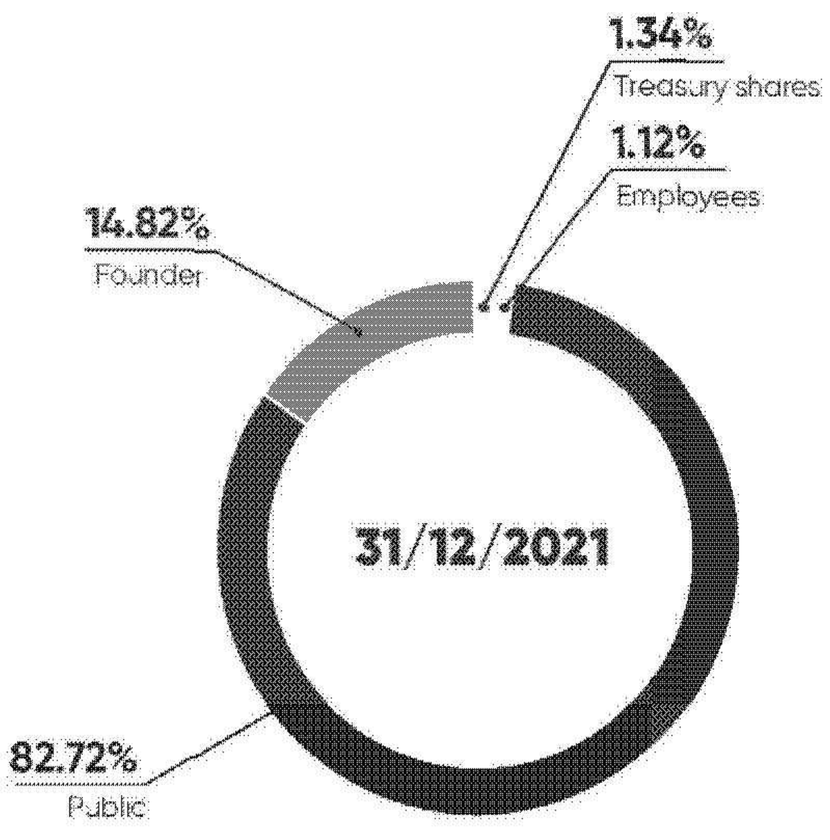
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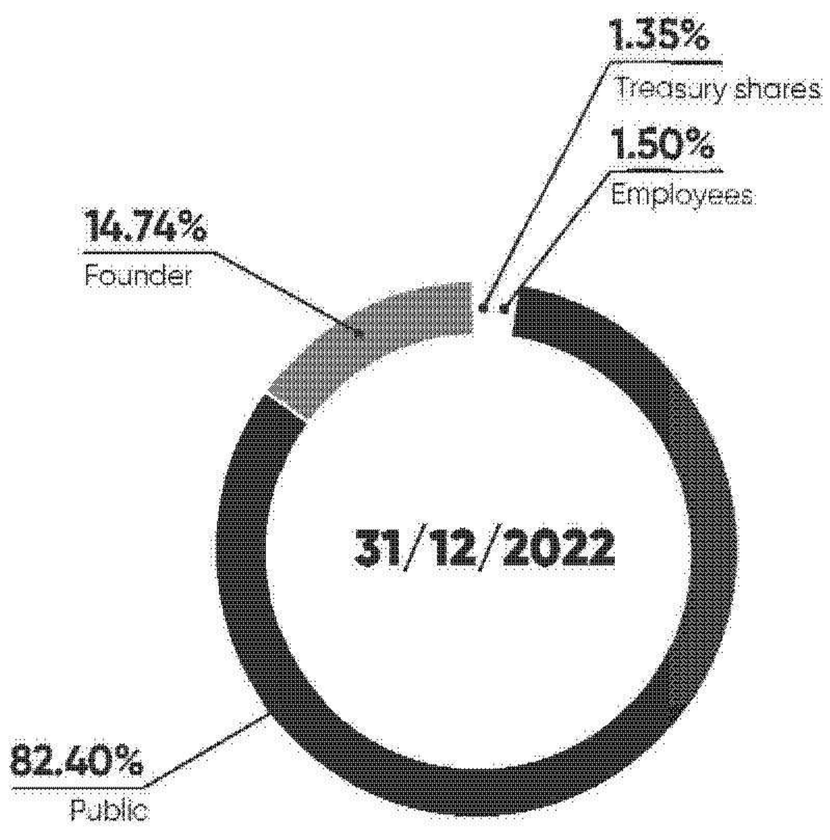
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7.1 SHAREHOLDING STRUCTURE

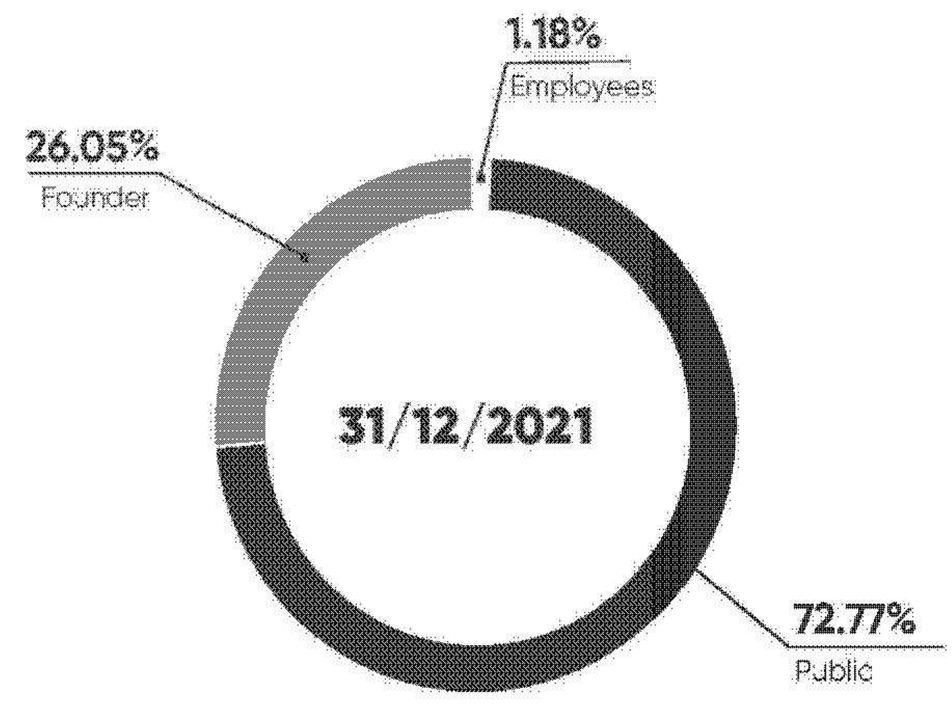
7.1.1 BREAKDOWN OF SHAREHOLDING

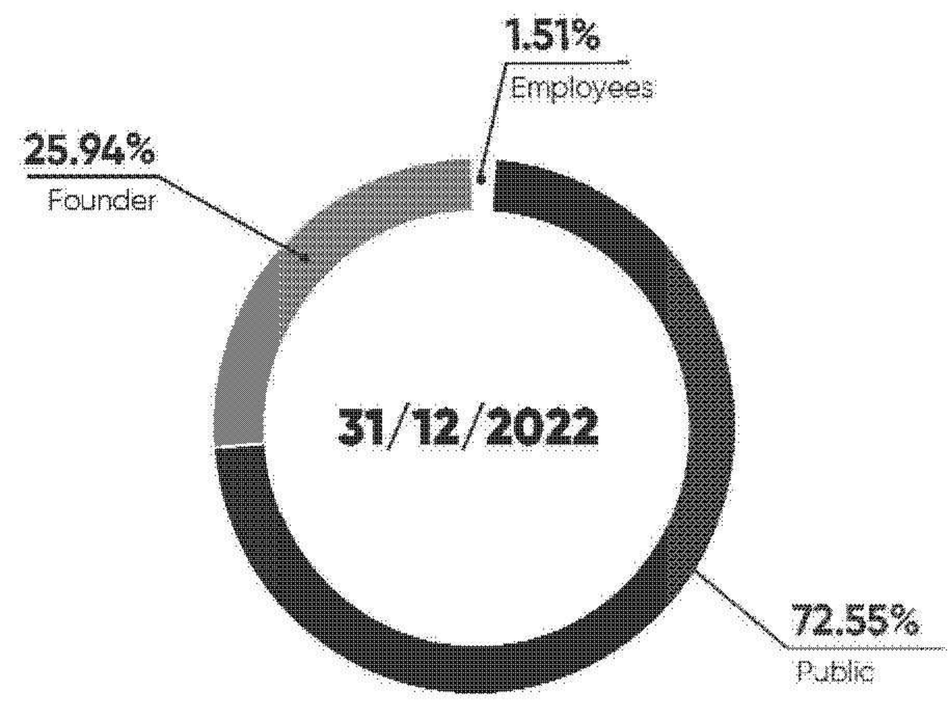
DISTRIBUTION OF CAPITAL





DISTRIBUTION OF VOTING RIGHTS





Position at 31 March 2023

	Number of ordinary shares	% of capital	Theoretical voting rights	% theoretical voting rights	Voting rights in GM	% of voting rights in GM
PUBLIC[1]	28,505,818	82.34%	28,694,162	71.77%	28,694,162	72.61%
SGTI[2]	3,498,962	10.11%	6,997,924	17.50%	6,997,924	17.71%
Simon AZOULAY and related parties[3]	1,599,051	4.62%	3,198,102	8.00%	3,198,102	8.09%
SUBTOTAL (SIMON AZOULAY AND RELATED PARTIES)	5,098,013	14.73%	10,196,026	25.50%	10,196,026	25.80%
FMR LLC	2,766,154	7.99%	2,766,154	6.92%	2,766,154	7.00%
Capital Group company	1,979,500	5.72%	1,979,500	4.95%	1,979,500	5.01%
Caisse des Dépôts et Consignations	1,221,165	3.53%	1,221,165	3.05%	1,221,165	3.09%
Black Rock	1,061,570	3.07%	1,061,570	2.66%	1,061,570	2.69%
Employees[4]	552,923	1.60%	627,021	1.57%	627,021	1.59%
Treasury shares	463,161	1.34%	463,161	1.16%	-	-
TOTAL (INCLUDING 814 PREFERRED B SHARES WITHOUT VOTING RIGHTS)	**34,619,915**	**100.00%**	**39,980,370**	**100.00%**	**39,517,209**	**100.00%**

(1) Not including Simon AZOULAY and related parties, SGTI, treasury shares, and employees.

(2) Company controlled at the highest level by Simon AZOULAY

(3) Including 1,599,050 ALTEN shares held in bare ownership by Simon AZOULAY and related parties under Chapter 6 Section I of Article L. 233-9 of the French Commercial Code and whose usufruct was temporarily given by Simon AZOULAY to the ARBRE endowment fund as part of two temporary donations of usufruct with a return date of 30 June 2025 in the case of 315,500 shares and 1,283,550 shares on 1 September 2024.

(4) Participation calculated in accordance with Article L. 225-102 of the French Commercial Code.

There have been no significant changes in the position of capital and voting rights since 31 March 2023.

To the Company's knowledge, none of the shareholders, other than those mentioned in the above table or its references, hold directly or indirectly, individually or in concert, more than 3% of the Company's capital or voting rights (the threshold defined in ALTEN's Articles of Association).

Treasury shares

As of 31 December 2022, no Company subsidiary held any ALTEN shares.

Situation at 31 December 2022

Persons who, as of 31 December 2022, directly or indirectly held more than 3%, 5%, 10%, 15%, 20%, 25%, 30%, 33.33%, 50%, 66.66%, 90% or 95% of the Company's share capital or voting rights at General Meetings are named below.

	Number of ordinary shares	% of capital	Theoretical voting rights	% theoretical voting rights	Voting rights in GM	% of voting rights in GM
PUBLIC[1]	28,491,642	82.40%	28,520,044	71.70%	28,520,044	72.55%
SGTI[2]	3,498,962	10.12%	6,997,924	17.59%	6,997,924	17.80%
Simon AZOULAY and related parties[3]	1,599,051	4.62%	3,198,102	8.04%	3,198,102	8.14%
SUBTOTAL (SIMON AZOULAY AND RELATED PARTIES)	**5,098,013**	**14.74%**	**10,196,026**	**25.63%**	**10,196,026**	**25.94%**
FMR LLC	2,766,154	8.00%	2,766,154	6.95%	2,766,154	7.04%
Capital Group company	1,979,500	5.72%	1,979,500	4.98%	1,979,500	5.04%
Caisse des Dépôts et Consignations	1,266,592	3.66%	1,266,592	3.18%	1,266,592	3.22%
Black Rock	1,061,570	3.07%	1,061,570	2.67%	1,061,570	2.70%
Employees[4]	518,819	1.50%	594,687	1.49%	594,687	1.51%
Treasury shares	468,052	1.35%	468,052	1.18%	-	-
Gérald ATTIA[5]	198,971	0.58%	198,976	0.50%	198,976	0.51%
TOTAL (INCLUDING 1,141 PREFERRED B SHARES WITHOUT VOTING RIGHTS)	**34,576,526**	**100.00%**	**39,778,809**	**100.00%**	**39,310,757**	**100.00%**

(1) Not including Simon AZOULAY and related parties, SGTI, treasury shares, and employees.

(2) Company controlled at the highest level by Simon AZOULAY.

(3) Including 1,599,050 ALTEN shares held in bare ownership by Simon AZOULAY and related parties under Chapter 6 Section I of Article L. 233-9 of the French Commercial Code and whose usufruct was temporarily given by Simon AZOULAY to the ARBRE endowment fund as part of two temporary donations of usufruct with a return date of 30 June 2025 in the case of 315,500 shares and 1,283,550 shares on 1 September 2024.

(4) Participation calculated in accordance with Article L. 225-102 of the French Commercial Code.

(5) Including 117,082 ALTEN securities held by GMA, a company which is controlled at the highest level by Gérald ATTIA.

Direct or indirect control

The Company is not controlled.

7.1.2 ADDITIONAL INFORMATION ON SHAREHOLDING

7.1.2.1 Change in shareholding structure

Changes to the capital structure over the past three years:

	Situation at 31 December 2022			Situation at 31 December 2021			Situation at 31 December 2020		
	Number of shares	% of capital	% of actual voting rights	Number of shares	% of capital	% of actual voting rights	Number of shares	% of capital	% of actual voting rights
Public[1]	28,491,642	82.40%	72.55%	28,453,518	82.72%	72.92%	28,179,487	82.30%	72.62%
Simon AZOULAY	5,098,013[2]	14.74%	25.94%	5,098,013[2]	14.82%	26.05%	5,098,013[2bis]	14.89%	26.18%
FMR LLC	2,766,154	8.00%	7.04%	2,370,492	6.89%	6.06%	2,248,258	6.57%	5.77%
Black Rock	1,061,570	3.07%	2.70%	1,168,057	3.40%	2.98%	1,678,546	4.90%	4.31%
FIL	–	–	–	1,365,781	3.97%	3.49%	–	–	–
Caisse des Dépôts et Consignations	1,266,592	3.66%	3.22%	–	–	–	–	–	–
Financière de l'échiquier	988,318	2.87%	2.49%	1,034,898	3.01%	2.64%	–	–	–
Capital Group company	1,979,500	5.72%	5.04%	1,979,500	5.76%	5.06%	–	–	–
Treasury shares	468,052	1.35%	–	460,140	1.34%	–	463,965	1.36%	–
Employees[3]	518,819	1.50%	1.51%	384,021	1.12%	5.18%	499,246	1.46%	1.20%
Gérald ATTIA[4]	198,971	0.58%	0.51%	199,466	0.58%	0.51%	210,466	0.61%	0.54%
Emily AZOULAY	1,556	0.01%	0.01%	1,700	0.01%	0.01%	1,900	0.01%	0.01%
TOTAL	**34,576,526**	**100%**	**100%**	**34,395,692**	**100%**	**100%**	**34,240,711[4]**	**100%**	**100%**

(1) Not including Simon AZOULAY and related parties, SGTI, treasury shares, and employees.

(2) Simon AZOULAY and related parties (including SGTI which he controls and the shares whose usufruct was temporarily given to the ARBRE endowment fund).

(2bis) Simon AZOULAY and related parties (including SGTI which he controls and the shares whose usufruct was temporarily given to ENIO and the ARBRE endowment fund).

(3) Participation calculated in accordance with Article L. 225-102 of the French Commercial Code.

(4) Including ALTEN shares held by GMA, a company controlled at the highest level by Gèrald ATTIA.

Public tender or exchange offer

No public tender or exchange offers were launched by third parties on the Company's shares.

In addition, the Company has launched no public exchange offer on the shares of another company on a regulated market.

Shareholders' agreements

To the best of the Company's knowledge, there are currently no shareholders' agreements in effect.

7.1.2.2 Threshold crossings

To the Company's knowledge, the only reporting thresholds breached during the 2022 financial year were the following:

Declarant's name	Date of operations	AMF Reference	Type of threshold breach
La financière de l'Échiquier	15/02/2022		Falling below the threshold of 3% of the capital
FMR LLC	31/03/2022	222C0788	Crossing of the 5% threshold of the capital and voting rights
BlackRock Inc	23/06/2022		Falling below the threshold of 3% of the capital
BlackRock Inc	24/06/2022		Crossing of the 3% threshold of the capital
BlackRock Inc	02/08/2022		Falling below the threshold of 3% of the capital
BlackRock Inc	03/08/2022		Crossing of the 3% threshold of the capital
BlackRock Inc	10/08/2022		Falling below the threshold of 3% of the capital
BlackRock Inc	15/08/2022		Crossing of the 3% threshold of the capital
FMR LLC	16/08/2022		Crossing of the 5% threshold of the capital and voting rights
BlackRock Inc	28/09/2022		Falling below the threshold of 3% of the capital
BlackRock Inc	03/10/2022		Crossing of the 3% threshold of the capital
BlackRock Inc	28/10/2022		Falling below the threshold of 3% of the capital
BlackRock Inc	09/11/2022		Crossing of the 3% threshold of the capital
BlackRock Inc	10/11/2022		Falling below the threshold of 3% of the capital
BlackRock Inc	14/11/2022		Crossing of the 3% threshold of the capital
BlackRock Inc	15/11/2022		Falling below the threshold of 3% of the capital
BlackRock Inc	21/11/2022		Crossing of the 3% threshold of the capital
BlackRock Inc	24/11/2022		Falling below the threshold of 3% of the capital
BlackRock Inc	29/11/2022		Crossing of the 3% threshold of the capital
Caisse des Dépôts et Consignations	08/12/2022		Crossing of the 3% threshold of the capital
Caisse des Dépôts et Consignations	19/12/2022		Crossing of the 3% threshold of voting rights

Since the close of the financial year, the following thresholds have been crossed to the knowledge of the Company:

Declarant's name	Date of operations	AMF Reference	Type of threshold breach
Caisse des Dépôts et Consignations	07/02/2023		Falling below the threshold of 3% of the capital
Caisse des Dépôts et Consignations	22/02/2023		Crossing of the 3% threshold of the capital

7.1.2.3 Employee shareholding

Profit sharing and stock options

See Chapter 3 of this Document.

Agreement on employee profit sharing

Discretionary profit-sharing plan

ALTEN has not implemented any discretionary employee profit-sharing plans.

Mandatory profit-sharing plan

With regard to mandatory employee profit-sharing plans, Group companies with more than 50 employees and which record a profit have implemented profit-sharing plans as required by law.

Companies	Date of agreement	Date of most recent amendment
ALTEN SA	27/05/1992	Amendment No. 16 of 30/06/2023
ALTEN SIR	12/02/2009	Amendment No. 2 of 25/10/2011
ALTEN SUD-OUEST	15/12/2001	Amendment No. 3 of 07/12/2009
ANOTECH ENERGY	06/12/2007	Amendment No. 1 of 01/04/2010
MI-GSO	15/11/2006	Amendment No. 4 of 19/11/2014
AVENIR CONSEIL	20/01/2009	Amendment No. 1 of 18/03/2010
ATEXIS FRANCE	14/12/2009	
ALTEN TECHNOLOGIES	24/05/2017	
AIXIAL	07/06/2013	
CADUCEUM	30/06/2017	Amendment No. 1 of 27/04/2018
LINCOLN	28/06/2011	Amendment No. 1 of 17/10/2019
UNIWARE	30/11/2014	Amendment No. 2 of 12/04/2016
NEXEO	20/01/2009	

In addition, all companies benefit from the "*FCP Sécurité*" and "*FCP Solidaire*" mutual funds.

Employee profit sharing can be allocated to a company savings plan (PEE) and used to acquire FCPE shares.

For a majority of Group companies, the FCPEs available under the Company savings plan (PEE) are:

- FCP ALTEN;
- FCPE *Multipar Monétaire Euro*;
- FCPE *Multipar Diversifié Modéré* – Part I;
- FCPE *Multipar Équilibre Socialement Responsable* – Part C;
- FCPE *Multipar Solidaire Dynamique Socialement Responsable* – Part C.

All of these funds have been approved by the French Financial Markets Authority (AMF – *Autorité des Marchés Financiers*).

Amounts allocated to staff in respect of profit sharing for each of the last three years

ALTEN SA	2022	2021	2020
Employee profit sharing *(in thousands of euros)*	0	0	0

7.1.2.4 Agreements which, when implemented, could cause a change in control

None.

7.1.3 TRANSACTIONS CARRIED OUT BY EXECUTIVES, AND PERSONS CLOSELY RELATED TO THEM, ON THE COMPANY'S SECURITIES

Consolidated summary statement of transactions referred to under Article L. 621-18-2 of the French Monetary and Financial Code conducted during the past financial year:

Name of Executive Officer and/or the person cited in Article L. 621-18-2 of the French Monetary and Financial Code	**Duties performed at ALTEN**	**Type of transaction**	**Total number of instruments**	**Total amount of transactions** *(in euros)*
Pierre MARCEL	Chief Operating Officer in charge of Germany	Disposal	5,000	811,555
Gérald ATTIA	Deputy CEO[1]	Disposal	500	76,600

(1) Until 31/12/2022 midnight.

7.2 STOCK MARKET DATA

7.2.1 MATERIAL SAFETY DATA SHEET *GRI 102-5*

Company name	ALTEN
Activity	Engineering and Technology Consulting
APE Code	6202A
Trade and Companies Register number	348 607 417 Nanterre
Registered office address	40, avenue André Morizet, 92 513 Boulogne-Billancourt Cedex
Founding date	1988
Nationality	French
Share capital	€ 36,350,910.75 as of 20 March 2023
Number of shares representing ALTEN's capital	34,619,101 ordinary shares and 814 Preferred B Shares at 20 March 2023
Legal form	French public limited company (*Société Anonyme*) with a Board of Directors
Financial year	1 January to 31 December
Trading Market	ALTEN is listed in Compartment A of Euronext Paris
Stock market indices, including ALTEN shares	SBF 120, SBF 250, IT CAC 50, CACMID 100
ISIN Code	FR 0000071946

7.2.2 ALTEN SHARE

7.2.2.1 Share performance

(in euros)	2022	2021	2020	2019	2018	2017
Net income attributable to owners of the parent per share after dilution	13.20	6.03	2.86	4.84	4.65	4.36
Gross dividend	1.30	1.00	None	1.00	1.00	1.00
Highest price (close)	160.00	158.5	117.70	114.20	93.10	81.07
Lowest price (close)	99.20	86.8	56.95	70.25	70.50	64.36
Last price of the year (close)	116.80	158.5	92.65	112.50	72.70	69.61
Change compared with the previous year	-26.3%	71.1%	-17.6%	54.7%	4.4%	4.3%
Weighted average of the last 30 prices (close)	120.58	149.32	91.85	107.83	76.73	69.75
Average transaction volume per session (number of shares)	36,748	40,570	70,531	58,051	52,862	34,956

7.2.2.2 Performance of the share in relation to the SBF 120 over the last five financial years



7.2.3 ANNUAL RATE OF RETURN OF THE SHAREHOLDER

€1,000 invested in ALTEN shares by a natural person living in France, assuming that the dividends are re-invested in ALTEN shares, would have generated the following yields at 31 December 2022 (excluding tax):

Investment duration	Annual rate of return of the shareholder	Value of €1,000 invested at 31/12/2022
One year	-26.3%	737
Three years	1.3%	1,038
Five years	10.9%	1,678

7.2.4 FINANCIAL ANALYSTS

- Berenberg
- Gilbert Dupont
- Bryan Garnier
- Kepler Chevreux
- Exane BNP Paribas
- Oddo
- Société Générale
- Bank of America

7.3 COMMUNICATION WITH SHAREHOLDERS

7.3.1 DISCUSSIONS BETWEEN ALTEN AND ITS SHAREHOLDERS

For several years now, ALTEN has been actively involved in gaining a better understanding of its shareholders.

In this context, ALTEN has been carrying out procedures for several years to identify its shareholding structure (approximately 90%). The last procedure of this type was carried out on 31 March 2022.

Thus, ALTEN wants to establish with its main shareholders a sustained dialogue. This dialogue allows ALTEN to be aware of their expectations, especially regarding the preparation of draft resolutions submitted to ALTEN's General Meetings.

On ALTEN's website, under the "investors" tab, shareholders are given access to various materials including the documentation provided during General Meetings.

A contact email relation.actionnaires@ALTEN.com is also available to answer any questions.

7.3.2 FINANCIAL COMMUNICATION

Bruno BENOLIEL, Chief Operating Officer, is in charge of financial publications.

All financial documentation including press releases are submitted to ALTEN's Board of Directors before publication. On account of their insider information, press releases are published as soon as Euronext Paris market closes and are communicated at the same time to the AMF (*Autorité des Marchés Financiers*) and the financial community.

At the beginning of the year, the financial calendar listing all financial publications for the coming year is published on ALTEN's website.

Regular meetings take place between the Chairman and Chief Executive Officer, Simon AZOULAY, and the Chief Operating Officer, Bruno BENOLIEL, and the financial community.

Audio webcasts and all materials for those meetings are available on ALTEN's website.

7.3.3 LIST OF MAIN REGULATED INFORMATION PUBLISHED DURING THE FINANCIAL YEAR

Universal registration document – Annual Financial Report – Annual Financial Results	
22/02/2022	• Press release on the full-year results for 2021;
29/04/2022	• Availability of the 2021 Universal registration document.
Half-year financial report	
23/09/2022	• Press release on the half-year results for 2022;
27/09/2022	• Half-year financial report.
Quarterly financial information	
27/01/2022	• Press release on the 2021 fourth quarter results;
27/04/2022	• Press release on the 2022 first quarter results;
27/07/2022	• Press release on the 2022 first quarter results;
26/10/2022	• Press release on the 2022 third quarter results.
Total number of voting rights and shares declared	
12 declarations (one publication per month)	
Press releases providing or consulting information relating to Shareholders' Meetings	
27/04/2022	• Press release on the proposed appropriation of the 2021 net income;
01/06/2022	• Press release announcing the availability of preparatory documents for the General Meeting of 22 June 2022.

7.4 DIVIDENDS

The table below summarises the amount of dividends distributed, which are entirely eligible for the allowance provided for by Article 158–3-2° of the French General Tax Code, for the three previous financial years:

	2022 (for the 2021 financial year)	2021 (for the 2020 financial year)	2020 (for the 2019 financial year)
Gross dividend per ordinary share *(in euros)*	1.30	1.00	0
Gross dividend per Preferred Share *(in euros)*	0.65	0.50	0

Future gross dividends will depend on the Company's ability to generate profits, its financial position, its development strategy and all other factors that the Board of Directors considers relevant.

7.5 INFORMATION ON SHARE CAPITAL

7.5.1 AMOUNT OF ISSUED AND AUTHORISED SHARE CAPITAL

As of 31 December 2022, the subscribed share capital amounted to €36,305,352.30, divided into 34,575,385 ordinary shares and 1,141 Preferred B shares. These shares represent 39,778,809 theoretical voting rights.

As of 31 March 2023, the share capital amounted to €36,350,910.75, divided into 34,619,101 ordinary shares, and 814 Preferred B Shares. The discrepancy between the number of shares and voting rights is due to a double voting right and the fact that Preferred B Shares do not have voting rights.

The discrepancy between the number of theoretical voting rights and the actual number of voting rights corresponds to the number of treasury shares and the number of Preferred B Shares definitively awarded.

The ordinary shares are freely transferable, they are either registered shares or bearer shares as decided by the shareholder.

7.5.2 SHARES NOT REPRESENTING CAPITAL

None.

7.5.3 SHARE BUYBACKS AND TREASURY SHARES

7.5.3.1 Review of the share buyback programme

The Combined General Meeting of 22 June 2022 authorised the Board of Directors, for a period of 18 months from that General Meeting, in accordance with Articles L. 22-10-62 *et seq.* and L. 225-210 *et seq.* of the French Commercial Code, to proceed with the purchase, in one or more tranches, at the times of its choice, of the Company's shares subject to a maximum of 5% the number of shares comprising the share capital, adjusted where necessary for any capital increase or decrease that might take place during the term of the programme. This authorisation replaces the one granted by the General Meeting of 28 May 2021.

ALTEN entrusted the implementation of a liquidity contract, in accordance with the practice allowed by the regulations, to KEPLER CAPITAL MARKET (Paris).

TRANSACTIONS CARRIED OUT DURING THE 2022 FINANCIAL YEAR AS PART OF THE SHARE BUYBACK PROGRAMME

	Purchasing				Sales			
Purpose	Number of shares	Average price of purchases	Total amount of purchases	Trading fees	Number of shares	Average price of sales	Total amount of sales	Trading fees
Cancellation	0	–	–	–	0	–	–	–
Acquisitions	0	–	–	–	0	–	–	–
Allocation to employees	0	–	–	–	0	–	–	–
Coverage of securities that give a right to the allocation of shares	0	–	–	–	0	–	–	–
Liquidity contract	180,903	€ 118.53	€ 21,442,146.10	–	172,991	€ 119.06	€ 20,596,248.38	–
TOTAL	**180,903**	**€ 118.53**	**€ 21,442,146.10**	**–**	**172,991**	**€ 119.06**	**€ 20,596,248.38**	**–**

POSITION AT THE CLOSE OF THE FINANCIAL YEAR

Total number of shares held in portfolio	**468,052 (1.3537% of the share capital)**
Including:	
Number of shares held with a view to supporting the share price by way of an AMAFI (French Financial Markets Association) liquidity contract	8,030 (0.0232% of the share capital)
Number of shares held with a view to acquisitions	0
Number of shares held with a view to covering stock options or other employee shareholding systems	460,022 (1.3304% of the share capital)
Number of shares held with a view to covering securities	0
Number of shares held with a view to cancellation	0
Overall nominal value of shares held in portfolio	€ 491,454.60
Value calculated at purchase price of shares held in portfolio	€ 55,602,237.30

7.5.3.2 Description of the share buyback programme

In accordance with the provisions of Article 241-2 of the AMF General Regulation, Regulation (EU) 596/2014 of 16 April 2014, and Delegated Regulation (EU) 2016/1052 of 8 March 2016, the purpose of this description is to describe the purposes and terms of the Company's share buyback programme. This programme will be submitted for the approval of the General Meeting on 30 June 2023.

Securities concerned: ordinary shares.

Maximum share of capital whose buyback is authorised: 4.5% of the capital (1,730,995.75 shares based on capital at 31 March 2023); this limit is assessed on the date of the buyback so that any capital increases or decreases during the term of the programme may be taken into consideration. The number of shares taken into consideration in calculating this limit corresponds to the number of shares bought, after deduction of the number of shares resold for liquidity purposes during the term of the programme.

Maximum purchase price: €200.

Maximum programme amount: €311,571,800.

Buyback terms: purchases, sales and transfers may be carried out by all available means on the market or through a private sale, including transactions on blocks of shares; the resolution put to shareholders does not limit the proportion of the programme which may be fulfilled by the purchase of blocks of shares. This programme may not be used during the period of a public offer on the Company's shares initiated by a third party, until the offer period has expired.

Purpose:

- cancel any shares acquired in accordance with the authorisation granted or to be granted by this Extraordinary General Meeting;
- to ensure a secondary market or the liquidity of ALTEN shares through a securities service provider *via* a liquidity contract in compliance with the regulations, it being specified that in this respect, the number of shares taken into account for the calculation of the above limit corresponds to the number of shares bought, less the number of shares sold;
- to retain the shares purchased and subsequently use them in exchange or as payment in the event of potential mergers, spin-offs, contributions or external growth;
- to cover share option plans and/or free share allocation plans (or similar plans) to Group employees and/or Corporate Officers, including Economic Interest Groups and related companies, as well as all allocations of shares under a company or Group savings plan (or similar plan), under the Company's profit-sharing scheme and/or all other forms of share allocation to employees and/or Corporate Officers of the Group, including Economic Interest Groups and related companies;
- to cover securities which give a right to shares in the Company within the scope of regulations currently in effect.

Programme term: 18 months from the General Meeting of 30 June 2023 until 29 December 2024, inclusive.

7.5.4 SECURITIES GIVING ACCESS TO THE SHARE CAPITAL

Potential dilution (on a fully diluted basis)

On the basis of 34,576,526 shares (including 1,141 Preferred B Shares) issued at 31 December 2022, the share capital may potentially increase by a maximum of 960,789 new shares, equivalent to 2.7% of the fully diluted capital.

This dilution would occur through the issue of ordinary shares as a result of free allocations of shares and Preferred Shares.

(number)	31/12/2022	% Dilution	31/12/2021	% Dilution
Number of shares	34,576,526		34,379,483 shares recognised and 16,209 shares converted but not resulting in a capital increase at 31/12/2021	
Awards of free shares and of Preferred B Shares (awarded but not yet issued as at 31/12/2022, excluding lapsed or voided shares)	960,789	2.7	1,004,963	2.84
Potential dilution (on a fully diluted basis)	960,789	2.7	1,004,963	2.84
TOTAL POTENTIAL CAPITAL	**35,537,315**		**35,400,655**	

7.5.5 CONDITIONS GOVERNING ANY RIGHT OF ACQUISITION AND/OR ANY OBLIGATION ATTACHED TO THE AUTHORISED BUT NOT ISSUED CAPITAL, OR ON ANY UNDERTAKING TO INCREASE THE CAPITAL

None.

7.5.6 OPTIONS OR AGREEMENTS

None.

7.5.7 HISTORY OF SHARE CAPITAL

Information relating to the period covered in the historical financial information

Date	Transaction	Capital	Cumulative premiums	Number of shares (including Preferred Shares)
30/01/2020	Conversion of Preferred A Shares into ordinary shares	€35,887,887.00	€55,270,055.26	34,178,940 (including 2,873 Preferred B shares)
02/03/2020	Definitive awarding of Preferred B Shares	€35,887,891.20	€55,270,055.26	34,178,944 (including 2,877 Preferred B shares)
04/09/2020	Conversion of Preferred B Shares into ordinary shares	€35,913,349.50	€55,270,055.26	34,203,190 (including 2,623 Preferred B shares)
30/09/2020	Conversion of Preferred B Shares into ordinary shares	€35,916,156.15	€55,270,055.26	34,205,863 (including 2,596 Preferred B shares)
31/12/2020	Conversion of Preferred B Shares into ordinary shares	€35,952,746.55	€55,270,055.26	34,240,711 (including 2,244 Preferred B shares)
01/02/2021	Conversion of Preferred B Shares into ordinary shares	€35,973,640.50	€55,270,055.26	34,260,610 (including 2,043 Preferred B shares)
31/03/2021	Conversion of Preferred B Shares into ordinary shares	€35,975,312.10	€55,270,055.26	34,262,202 (including 2,035 Preferred B shares)
21/06/2021	Conversion of Preferred B Shares into ordinary shares and Definitive awarding of Preferred B Shares	€36,059,043.30	€55,270,055.26	34,341,946 (including 2,049 Preferred B shares)
02/08/2021	Conversion of Preferred B Shares into ordinary shares	€36,080,577.75	€55,270,055.26	34,362,455 (including 1,846 Preferred B shares)
01/10/2021	Conversion of Preferred B Shares into ordinary shares	€36,098,457.15	€55,270,055.26	34,379,483 (including 1,665 Preferred B shares)
28/01/2022	Conversion of Preferred B Shares into ordinary shares	€36,141,227.85	€55,270,055.26	34,420,217 (including 1,212 Preferred B shares)
30/06/2022	Conversion of Preferred B Shares into ordinary shares	€36,143,930.55	€55,270,055.26	34,422,791 (including 1,176 Preferred B shares)
09/08/2022	Conversion of Preferred B Shares into ordinary shares and Definitive allocation of free shares	€36,145,089.75	€55,270,055.26	34,423,895 (including 1,165 Preferred B shares)
25/10/2022	Conversion of Preferred B Shares into ordinary shares and Definitive allocation of free shares	€36,227,458.05	€55,270,055.26	34,502,341 (including 1,161 Preferred B shares)
28/10/2022	Definitive allocation of free shares	€36,303,273.30	€55,270,055.26	34,574,546 (including 1,161 Preferred B shares)
30/12/2022	Conversion of Preferred B Shares into ordinary shares	€36,305,352.30	€55,270,055.26	34,576,526 (including 1,141 Preferred B shares)
24/02/2023	Definitive allocation of free shares	€36,326,803.80	€55,270,055.26	34,596,956 (including 1,071 Preferred B shares)
20/03/2023	Conversion of Preferred B Shares into ordinary shares	€36,350,910.75	€55,270,055.26	34,619,915 (including 814 Preferred B shares)

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8.1 COMPANY INFORMATION

8.1.1 LEGAL INFORMATION

Company name	ALTEN
Trade name	ALTEN
Date of incorporation	28 October 1988
Date of registration	16 November 1988
Place of registration	Nanterre Trade and Companies Register
Registration number	348 607 417 R.C.S. Nanterre
Legal entity identifier (LEI)	969500Y7G9TY7Y24GN07
Term	99 years as from its registration in the Trade and Companies Register, except in the case of premature winding up or extension of such duration.
Registered office	40, avenue André Morizet, 92513 Boulogne-Billancourt Cedex The telephone number of the registered office is +33 (0)1 46 08 72 00
Sales Department	65 avenue Edouard Vaillant, 92100 Boulogne-Billancourt The telephone number of the Sales Department is +33 (0)1 46 08 70 00
Website	www.alten.com (1)
Legal form	French public limited company (*Société Anonyme*) with a Board of Directors
Applicable legislation	French law

8.1.2 STATUTORY INFORMATION

8.1.2.1 Corporate purpose (Article 2 of the Articles of Association)

ALTEN supports its clients' development strategies in the areas of innovation, Research & Development, and Information Systems. ALTEN's detailed corporate purpose may be found in Article 2 of the Articles of Association of the Company available on the website alten.com(1), in the shareholders' area.

8.1.2.2 Financial year (Article 25 of the Articles of Association)

The Company's financial year is twelve (12) months. It starts on 1 January and ends on 31 December of each year.

8.1.2.3 Rights attached to shares

8.1.2.3.1 Statutory distribution of profits (Article 27 of the Articles of Association)

Distributable profit is profit for the year after deducting prior year losses, if any, and the sums to be allocated to reserves, as required by law or the Articles of Association, and adding retained earnings.

The General Meeting may appropriate any sums it deems necessary to any non-mandatory reserves, whether ordinary or non-recurring, or allocate such sums to retained earnings.

Subject to the provisions of Article 6 of the Articles of Association specific to preferred shares, the balance, if any, is distributed by the General Meeting among all shareholders in proportion to the number of shares belonging to each of them.

The General Meeting may also decide to distribute any sums drawn from the available reserves, specifying the reserve account from which the deduction is made. However, dividends must initially be drawn from the profits for the financial year. Following approval of the accounts by the General Meeting, any losses must be carried forward as accumulated losses and offset against future profits until eliminated.

8.1.2.3.2 Dividend payment terms (Article 28 of the Articles of Association)

The Ordinary General Meeting held to approve the year-end financial statements may grant each shareholder, for all or a portion of the dividends paid, or an advance on the dividends, the option of receiving some or all of the interim or final dividends in cash or in shares.

8.1.2.3.3 Indivisibility of shares – Bare ownership – Usufruct (Article 13 of the Articles of Association)

Shares are indivisible with regard to the Company. The co-owners of undivided shares are represented at General Meetings by one of the owners or by a common agent. If there is disagreement, the agent shall be appointed by the courts at the request of the first co-owner to act.

(1) The information on the website www.alten.com with the exception of that incorporated by reference does not form part of the Universal registration document. As such, this information has not been reviewed or approved by the AMF.

Voting rights attaching to shares belong to the beneficial owner at Ordinary General Meetings and to the bare owner at Extraordinary General Meetings.

8.1.2.3.4 Double voting rights (Article 14 of the Articles of Association)

Since the Combined General Meeting of 7 January 1999, a double voting right exists which is subject to the following provisions:

Once shares are registered in the bearer's name, the shareholder is authorised to benefit from a double voting right based on the time frame in effect at the time of registration. Any subsequent change to this time frame is not enforceable against such shareholder.

Notwithstanding the above, all fully paid-up shares which have been registered in the same name for a continuous period of at least four years are assigned double voting rights.

A merger or demerger of the Company shall have no effect on the double voting rights, which may be exercised by the beneficiary company(ies) if the Articles of Association of such company(ies) so provide.

Any share converted to bearer form or transferred into ownership loses its double voting rights except in the cases provided for by law.

8.1.2.3.5 Share capital – Preferred B Shares (Article 6 of the Articles of Association)

Preferred B Shares and the rights of their holders are governed by the relevant provisions of the French Commercial Code, and specifically Articles L. 228-11 *et seq.*

Preferred B Shares are subject to all provisions of the Articles of Association, and to decisions taken at General Meetings by holders of ordinary shares.

From the date of their final award as defined by Article L. 225-197-1 of the French Commercial Code, Preferred B Shares entitle their holders to dividends for all dividend distributions decided on for each ordinary share, at half of the amount to be distributed for each ordinary share. The dividend may not be paid in shares as set out under Article 28. Preferred B Shares do not carry any pre-emptive subscription rights for any capital increase or transactions with rights to ordinary shares. However, the conversion ratio will be adjusted in order to uphold the rights of Preferred B shareholders, under the relevant legal and regulatory conditions. As regards the ownership of corporate assets, in the event of a liquidation surplus, each Preferred B Share provides access to a proportion of the share capital that it represents.

The Preferred B Shares do not have voting rights at ordinary and extraordinary meetings of holders of ordinary shares, but they do have voting rights at the special meeting of holders of Preferred B Shares. The holders of Preferred B Shares shall be convened to a special meeting for any proposed modification of the rights attached to the Preferred B Shares. In addition, in accordance with the provisions of Article L. 228-17 of the French Commercial Code, any proposed merger or demerger of the Company in which the Preferred B Shares may not be exchanged for shares with equivalent special rights shall be submitted to any relevant Special Meeting for approval.

Deliberations of Special Meetings shall only be valid if the shareholders present or represented hold a minimum of one third of the Preferred B Shares with voting rights attached upon first being called to a meeting, and one fifth upon the second notice of meeting. In the event of a change to or depreciation of the capital, the rights of Preferred B shareholders shall be adjusted in order to uphold their rights, pursuant to Article L. 228-99 of the French Commercial Code.

The performance conditions that must be reached as part of the conversion of Preferred B Shares into ordinary shares are detailed in Chapter 3 of this Document.

8.1.2.3.6 Identification of shareholders (Article 10 of the Articles of Association)

The Company is authorised to request at any time, under the conditions provided for by all applicable legal and regulatory provisions, information concerning the holders of its shares and securities conferring immediate or future voting rights at its own Shareholders' Meetings.

8.1.2.4 General Meetings (Article 23 of the Articles of Association)

General Meetings are convened and deliberate according to the terms stipulated by law. General Meetings take place at the registered office or at any other place designated in the convocation.

Article 23 of the Articles of Association states that "*The right to take part in General Meetings is granted by registration of shares in the books under the shareholder's or agent's name (in application of paragraph 7 of Article L. 228-1 of the French Commercial Code) by no later than midnight, Paris time, on the second banking day preceding the General Meeting, either in registered accounts managed by the Company or in bearer accounts managed by an authorised agent*".

For the purpose of calculating the quorum and the majority, shareholders who participate in the meeting by videoconference or by means of telecommunication that enable them to be identified and that comply with the regulations in force shall be deemed to be present when the Board of Directors decides to use such means of participation prior to the convening of the General Meeting.

8.1.2.5 Statutory provisions on a change of control

None.

8.1.2.6 Additional information

Terms of participation of shareholders at the General Meeting

The Company's Articles of Association define the procedures governing shareholders' participation in General Meetings.

Under the terms of Article 23 of the Articles of Association, the right to take part in General Meetings is granted by registration of shares in the books under the shareholder's or agent's name (in application of paragraph 7 of Article L. 228-1 of the French Commercial Code) by no later than zero hours, Paris time, on the second banking day preceding the General Meeting, either in registered accounts managed by the Company or in bearer accounts managed by an authorised agent.

Registration of bearer shares is recorded through a shareholding certificate issued by the authorised agent.

If unable to attend the meeting in person, shareholders may select one of the following three options: (i) give a proxy to a natural person or legal entity of his/her choice in accordance with the conditions of Article L. 225-106 and L. 22-10-39 of the French Commercial Code; (ii) send a proxy to the Company without identifying an agent; (iii) vote by post.

Requests by shareholders to submit draft resolutions or items for the agenda must be sent to the registered office by registered letter with acknowledgement of receipt or by electronic telecommunication and be received no later than 25 days before the General Meeting. They may not be sent more than 20 days after the publication of the convening notice in the BALO.

8.1.2.7 Collective agreements

Below is a summary of the collective agreements signed in 2022 by ALTEN and its French subsidiaries:

Company concerned	Agreement theme	Agreement	Date of conclusion
ALTEN SA	IRP	Approval of skills acquired by staff representatives	16/03/2022
ALTEN SA	Hours of Work	Agreement on the Sunday rest exemption as part of the recycling project on NCPF construction sites	09/06/2022
ALTEN SA	Employee profit sharing	Amendment no. 16 to the mandatory profit-sharing plan	30/06/2022
ALTEN SA	Savings	Agreement for the exceptional release of the stake invested before 01/01/2022	11/10/2022
ALTEN SYSTEMES D'INFORMATION ET RESEAUX	IRP	Amendment revising the agreement relating to the establishment and operation of the SEC	23/06/2022
ALTEN SYSTEMES D'INFORMATION ET RESEAUX	Savings	Agreement for the exceptional release of the stake invested before 01/01/2022	13/10/2022
ALTEN SYSTEMES D'INFORMATION ET RESEAUX	Election	Agreement on the adoption of electronic voting	20/12/2022
AIXIAL	Wages	Salary agreement	11/04/2022
ALTEN TECHNOLOGIES	Savings	Agreement for the exceptional release of the stake invested before 01/01/2022	11/10/2022
ALTEN SUD-OUEST	Professional equality	Agreement on gender equality, disability and quality of life at work	11/02/2022
ALTEN SUD-OUEST	Savings	Agreement for the exceptional release of the stake invested before 01/01/2022	13/01/2022
ANOTECH ENERGY	Savings	Agreement for the exceptional release of the stake invested before 01/01/2022	13/10/2022
MI-GSO	Savings	Agreement for the exceptional release of the stake invested before 01/01/2022	13/10/2022
MI-GSO	Disconnect	Agreement on the right to disconnect	13/12/2022

8.2 MAJOR CONTRACTS

On 11 March 2022, ALTEN set up a syndicated loan agreement for a maximum total amount of €350,000,000 for a maximum term of 7 years. This syndicated loan is designed to fund the ALTEN Group's operating needs as well as its investment's and external growth operations.

ALTEN also made several acquisition agreements in the last financial years providing for targeted external growth transactions of limited size in respect of the Group's overall size.

Lastly, ALTEN SA, *via* its subsidiaries ALTEN EUROPE, CALSOFT LABS INC. and cPRIME UK, sold on 30 December 2022 the cPRIME group, which is a non-strategic business for the Group. The cPRIME group represented a division specialising in the consulting and distribution of Agile software (revenue of €147.1 million; 550 consultants).

To date, the Company has made no other significant agreements, other than in the normal course of its business, that bind the Group as a whole to any significant obligation or commitment.

No member of the Group has entered into any agreement outside the normal course of business that contains provisions binding on any Group member to a significant obligation or commitment for the Group as a whole at the publication date of this Universal registration document.

8.3 RELATED-PARTY TRANSACTIONS

8.3.1 AGREEMENTS REFERRED TO IN ARTICLE L. 225-38 OF THE FRENCH COMMERCIAL CODE

Summary table of related-party agreements

Agreement concerned	Status	Date of conclusion	Date of approval by the General Meeting of shareholders	Purpose	Financial conditions in 2022	Interest for ALTEN and its shareholders
Service agreement concluded between ALTEN and SGTI and its amendment No. 1	Ongoing	Agreement: 03/07/2009 Amendment: 26/02/2020	Agreement: 19/06/2012 Amendment: 18/06/2020	ALTEN provides administrative services to SGTI	Lump sum of €15,000 excl. tax	Financial gain
Commercial lease between ALTEN and SIMALEP	Ongoing	23/06/2021	22/02/2022	SIMALEP subleases to ALTEN 444 m^2 of office space in Sèvres	€115,666.08 excluding tax for rent and €52,335.78 excluding tax for expenses	ALTEN occupies three other floors of this building under leases entered into with third parties and the rental conditions are similar and in line with those applied by third-party lessors.
Sub-letting of premises between ALTEN and SEV 56	Ongoing	18/01/2017	22/06/2017	SEV 56 subleases premises of 2,947 m^2 and 106 parking spaces in Boulogne -Billancourt	€1,152,808.78 excluding tax for rent and €228,472.72 excluding tax for expenses	ALTEN and its subsidiaries have a large rental area within a restricted scope. The rental conditions are similar and in line with those applied by third-party lessors.
Commercial lease between ALTEN and SEV 56	Ongoing	23/06/2021	22/02/2022	SEV 56 leases 1,012 m^2 of office space in Sèvres to ALTEN	€232,947.34 excluding tax for rent and €117,077.33 excluding tax for expenses	ALTEN occupies three other floors of this building under leases entered into with third parties and the rental conditions are similar and in line with those applied by third-party lessors.

8.3.1.1 New agreements entered into during the past financial year

None.

8.3.1.2 Agreements entered into during a previous financial year whose effects continued during the financial year

These agreements concluded and authorised during previous financial years, the execution of which continued during the past financial year, were examined by the Board of Directors on 23 February 2023, which noted their continuation in 2023.

Lease of premises in Sèvres – 1st Floor

The renewal of the commercial lease dated 28 July 2011 was concluded on 23 June 2021 between ALTEN and SIMALEP, a non-trading company (*Société Civile*) with capital of €1,524.49, whose registered office is located at 221 Bis Boulevard Jean Jaurès, Boulogne-Billancourt (92100), registered in the Nanterre Trade and Companies Register under number 329 341 101 with effect from 1 May 2021. This lease covers 444 m^2 of office space on the first floor of a building located at 119-121 Grande Rue, in Sèvres (92310), for a total annual rent of €112,439.07 excluding tax, which may be revised each year in accordance with the change in the tertiary sector rental index.

SIMALEP is 75% owned by Mr AZOULAY, who is also manager of the latter. Emily AZOULAY, a Director of ALTEN SA, also holds a 25% stake in SIMALEP.

The conclusion of this lease was approved by the General Meeting on 22 June 2022.

In 2022, the amount billed to ALTEN SA for rents came to €115,666.08 excluding tax and for expenses €52,335.78 excluding tax.

ALTEN's interest

ALTEN occupies three other floors of this building under leases entered into with third parties. This agreement provides ALTEN with office space for its teams while enabling it to benefit from the same lease conditions as those offered by third party lessors for similar premises.

Lease of premises in Sèvres – 5th and 8th floors

A commercial lease was entered into on 23 June 2021 between ALTEN and SEV 56, a non-trading company (*Société Civile*) with capital of €5,882.00, whose registered office is located at 40 avenue André Morizet, Boulogne-Billancourt (92100), registered in the Nanterre Trade and Companies Register under number 792 946 782, with effect from 1 May 2021. This lease covers 1,012 m^2 of office space on the fifth and eighth floors of a building located at 119-121 Grande Rue, in Sèvres (92 310), for a total annual rent of €226,448.44 excluding tax, which may be revised each year in accordance with the change in the tertiary sector rental index.

SEV 56 is managed and partly owned by Simon AZOULAY.

The conclusion of this commercial lease was approved by the 2022 General Meeting.

In 2022, the amount invoiced to ALTEN was €114,240.86 excluding tax for the fifth floor and €118,706.48 excluding tax for the eighth floor for rent and €58,941.66 excluding tax for the fifth floor and €58,135.67 excluding tax for the eighth floor for expenses.

ALTEN's interest

ALTEN occupies three other floors of this building under leases entered into with third parties. This agreement provides ALTEN with office space for its teams while enabling it to benefit from the same lease conditions as those offered by third party lessors for similar premises.

Lease of premises in Boulogne-Billancourt

A sublease was agreed on 18 January 2017 between ALTEN and SEV 56, a non-trading company (*Société Civile*) with share capital of €5,882.00, whose registered office is located at 40, avenue André Morizet in Boulogne-Billancourt (92100), registered in the Nanterre Trade and Companies Register under number 792 946 782, relating to 2,947 m^2 of property and 106 parking spaces, located at 77 to 83, avenue Edouard Vaillant (Boulogne-Billancourt), 80 to 84, rue Marcel Dassault, 4 to 18, rue Danjou in Boulogne-Billancourt, for an annual rental of €320 per square metre excluding tax and €1,050 per parking space, adjusted annually based on changes in the national commercial rent index.

SEV 56 is managed and owned by Simon AZOULAY.

The signing of this sub-lease agreement was approved by the General Meeting of 22 June 2017.

In 2022, the amount billed to ALTEN SA for rents came to €1,152,808.78 excluding tax and for charges €228,472.72 excluding tax.

ALTEN's interest

ALTEN and its subsidiaries benefit from a large rental area made available within a confined area around its head office. The amount of rent invoiced to ALTEN by SEV 56 is in line with what is usually charged by third-party lessors for this type of premises.

Service provision

SGTI and ALTEN entered into a service provision agreement on 3 July 2009. Under this agreement, ALTEN SA performs administrative services for SGTI. This agreement was approved by the Combined General Meeting of 19 June 2012.

At 31 December 2022, SGTI, chaired by Simon AZOULAY, held 10.17% of the Company's share capital and 17.88% of the voting rights.

An amendment to this agreement was signed on 26 February 2020.

This amendment specifies, for the services delivered by ALTEN to SGTI, the use of ALTEN'S postal address located at 40 avenue André Morizet, Boulogne-Billancourt (92100), France by SGTI. This amendment was authorised by ALTEN's Board of Directors on 18 February 2020, which considered that it was an accessory service to the services already provided by ALTEN and that the direct debit would facilitate the services provided by ALTEN (receipt of mail at the same address in particular).

This amending amendment was approved by the General Meeting on 18 June 2020.

ALTEN invoiced a flat-fee sum of €15,000 excluding tax in respect of the 2022 financial year.

ALTEN's interest

Financial gain generated by ALTEN under this agreement.

8.3.1.3 Agreements entered into after the end of the financial year

None.

8.3.1.4 Agreements entered into between a Corporate Officer or a shareholder holding more than 10% of the voting rights and a controlled company in the meaning of Article L. 233-3 of the French Commercial Code

None.

8.3.2 VALUATION OF CURRENT AGREEMENTS CONCLUDED AT NORMAL CONDITIONS

Article L. 22-10-12 of the French Commercial Code requires companies whose shares are traded on a regulated market to put in place a "procedure to regularly evaluate whether the agreements bearing on current operations entered into in normal conditions meet these conditions".

ALTEN thus established a procedure whose aim is to evaluate all agreements entered into between ALTEN and a related party, whether they are considered as "regulated" or "free" in the meaning of Articles L. 225-38 and L.225-39 of the French Commercial Code.

Concerning "free" agreements bearing on current transactions entered into in normal conditions, this procedure aims to establish the criteria used to ensure the correct evaluation of the said agreements and to document an internal procedure for performing this evaluation.

In the terms of this procedure, the so-called "free" agreements:

- are reviewed each year by the Financial Department and the Legal Department for compliance with the criteria described in the procedure, as necessary, following consultation with the Statutory Auditors of the Company;
- the list of agreements concerned, as well as the conclusions of the review performed by the Financial Department and the Legal Department are provided to members of the Audit Committee for its comments;
- the Board of Directors is then informed by the Audit Committee of the implementation of the evaluation procedure, its results, and any comments.

This procedure was adopted by the Board of Directors on 18 February 2020, following consultation with the Audit Committee.

The Board of Directors meeting of 23 February 2023 took note of the information provided by the Audit Committee concerning the implementation of the procedure for the evaluation of agreements relating to ordinary operations and concluded under normal conditions, its results and any observations, and decided that it had no comments to make on them.

8.3.3 STATUTORY AUDITORS' REPORT ON RELATED PARTY AGREEMENTS

Annual General Meeting held to approve the financial statements for the year ended December 31, 2022

This is a free translation into English of the Statutory Auditors' Report on Related Party Agreements issued in French and it is provided solely for the convenience of English-speaking users.

This report should be read in conjunction with, and construed in accordance with, French law and professional auditing standards applicable in France.

To the Shareholders of Alten S.A.,

As Statutory Auditors of your Company, we hereby present our report on related party agreements.

It is our responsibility to inform you, on the basis of the information provided to us, of the terms and conditions, the purpose and benefits to the Company of the agreements brought to our attention or which we encountered during our engagement. It is not our role to determine whether they are beneficial or appropriate or to ascertain whether any other agreements exist. It is your responsibility, under the terms of Article R.225-31 of the French Commercial Code, to assess the merit of these agreements with a view to approving them.

It is also our responsibility to provide you, where appropriate, with the information required by Article R.225-31 of the French Commercial Code relating to the execution, during financial year 2022, of the agreements already approved at the Shareholders' Meeting.

We conducted the work we deemed necessary in accordance with the professional standards issued by the French national institute of statutory auditors (CNCC) relating to this engagement. Our work entailed verifying that the information provided was consistent with the documents from which it was derived.

Agreements submitted for approval at the Annual General Meeting

We hereby inform you that we have not been advised of any agreements authorized and entered into during the past year that should be submitted to the approval of the Shareholders' Meeting pursuant to the provisions of Article L. 225-38 of the Commercial Code.

Agreements already approved at the Annual General Meeting

In accordance with Article L.225-40 of the French Commercial Code, we have been informed of the following agreements, which were approved by the shareholders at General Meeting in previous years and continued to apply during financial year 2022.

1. Lease agreement with the company SIMALEP

- **Persons concerned:**

The directors and shareholders concerned are Mr Simon Azoulay, CEO of Alten S.A. and Mrs Emily Azoulay, director of Alten S.A., and SIMALEP, of which both are shareholders.

- **Nature:**

A commercial lease, initially entered into on July 28, 2011, was renewed on June 23, 2021 with SIMALEP. With effect as of May 1, 2021, this commercial lease covers 444 m^2 of office space on the first floor of a building located at 119-121 Grande Rue in Sèvres (92310), for a total annual rent of €112,439.07 excluding VAT, which may be revised every year according to changes in the tertiary activities rent index. The Board of Directors authorized the lease on October 27, 2020.

The conclusion of this commercial lease was approved by the general meeting on June 22, 2022.

- **Terms and conditions:**

The expense recorded in your company's financial statements for financial year 2022 amounted to €168,001.86, excluding VAT.

- **Benefits to the Company:**

Alten occupies three other floors in this building under leases signed with third parties. This agreement provides Alten with office space for its teams while enabling it to benefit from the same lease conditions as those offered by third party lessors for similar premises.

2. Lease agreement with the company SEV 56

- **Persons concerned:**

The directors and shareholders concerned are Mr Simon Azoulay, CEO of Alten S.A. and SEV 56, of which Mr Simon Azoulay is General Manager and shareholder.

- **Nature:**

A lease agreement was entered into on June 23, 2021 with SEV 56, with effect as of May 1, 2021. Under this agreement, SEV 56 rents office space in a building located at 119-121 Grande Rue in Sèvres (92310), for a total annual rent of €226,448.44 excluding VAT, which may be revised every year according to changes in the tertiary activities rent index. The Board of Directors authorized this lease on October 27, 2020.

The conclusion of this commercial lease was approved by the general meeting on June 22, 2022.

- **Terms and conditions:**

The expense recorded in your company's financial statements for financial year 2022 amounted to €350,024.67, excluding VAT.

- **Benefits to the Company:**

Alten occupies three other floors in this building under leases signed with third parties. This agreement provides Alten with office space for its teams while enabling it to benefit from the same lease conditions as those offered by third party lessors for similar premises.

3. Service agreement with SGTI S.A.S.

- **Persons concerned:**

The directors and shareholders concerned are Mr Azoulay, CEO of Alten S.A. and SGTI S.A.S., of which he is Chairman and shareholder.

- **Nature:**

Under the terms of an agreement signed on July 3, 2009, Alten S.A. provides administrative services to SGTI S.A.S.

By an amendment dated February 26, 2020, these services were extended to include the use, by SGTI S.A.S., of the postal address of Alten S.A., located at 40 avenue André Morizet 92100 Boulogne Billancourt, in order to establish its registered office there and to allow it to receive and store mail, without modifying the terms of remuneration set out in the initial agreement.

The agreement and its amendment were approved by the Shareholders at their general meetings of June 19, 2012 and June 18, 2020, respectively.

- **Terms and conditions:**

The amount charged for these services for financial 2022 was €15,000 excluding VAT.

- **Benefits to the Company:**

This agreement represents a financial gain for ALTEN

4. Sublease agreement between Alten S.A. and the company SEV 56

- **Persons concerned:**

The directors and shareholders concerned are Mr Simon Azoulay, CEO of Alten S.A. and SEV 56.

- **Nature:**

A sublease agreement was entered into on January 18, 2017 with SEV 56, covering 2,947 m² of premises and 106 parking spaces located at 77 to 83 avenue Edouard Vaillant in Boulogne-Billancourt, 80 to 84 rue Marcel Dassault, and 4 to 18 rue Danjou in Boulogne Billancourt, for an annual rent of €320 per square meter excluding VAT and €1,050 per parking space, indexed every year according to changes in the national commercial rent index. This agreement was approved by the Shareholders at the Combined General Meeting held on June 22, 2017.

- **Terms and conditions:**

The expense recorded in your company's financial statements for financial year 2022 amounted to €1,381,281.50 excluding VAT.

- **Benefits to the Company:**

This agreement allows ALTEN to benefit from a large area of premises, close to its headquarters, which enables it to group several of its subsidiaries on a single site, with rental terms in line with market practice.

The Statutory Auditors

French original signed by

Paris La Défense, April 27, 2023

KPMG Audit IS

Xavier Niffle

Partner

Jean-Marc Discours

Partner

Paris, April 27, 2023

Grant Thornton

French Member of
Grant Thornton International

Jean-François Baloteaud

Partner

8.4 STATUTORY AUDITORS

PRINCIPAL STATUTORY AUDITORS

KPMG AUDIT IS

Represented by Mr. Jean-Marc DISCOURS and Mr. Xavier NIFFLE, Tour EQHO, 2, avenue Gambetta, CS 60055, 92066 Paris La Défense Cedex.

Date of first appointment: 18 June 2015.

Date of renewal: 28 May 2021.

Term of office expires on: Ordinary General Meeting to be held in 2027 called to approve the financial statements for the financial year ending 31 December 2026.

GRANT THORNTON

Represented by Mr. Jean-François BALOTEAUD, 29, rue du Pont, 92220 Neuilly-sur-Seine, France.

Date of first appointment: 25 June 2003.

Reappointment dates: 23 June 2009, 18 June 2015 and 28 May 2021.

Term of office expires on: Ordinary General Meeting to be held in 2027 called to approve the financial statements for the financial year ending 31 December 2026.

ALTERNATE STATUTORY AUDITORS

None.

8.5 AVAILABLE DOCUMENTS

The documents listed below, or a copy of these documents, may be consulted, during the validity period of the Universal registration document, at the registered office of ALTEN (40 avenue André Morizet, 92100 Boulogne-Billancourt, France), and as necessary, on the Company's website (www.alten.com [1]), without prejudice to the documents provided at the registered office or on the Company's website pursuant to applicable laws and regulations:

- the latest updated version of the Company's Articles of Association;
- any and all reports, letters or other documents, evaluations and statements prepared by experts at the request of the Company, of which a portion is included or referred to in the Universal registration document.

(1) The information on the website www.alten.com with the exception of that incorporated by reference does not form part of the Universal registration document. As such, this information has not been reviewed or approved by the AMF.

8.6 PERSON RESPONSIBLE FOR THE UNIVERSAL REGISTRATION DOCUMENT AND THE ANNUAL FINANCIAL REPORT AND FINANCIAL INFORMATION

STATEMENT BY THE PERSON RESPONSIBLE FOR THE UNIVERSAL REGISTRATION DOCUMENT AND THE ANNUAL FINANCIAL REPORT

"I certify that the information contained in this Universal registration document is, to the best of my knowledge, true to the facts and does not contain any omission that would alter its scope.

I declare, to the best of my knowledge, that the financial statements have been prepared in accordance with the applicable accounting standards and provide an accurate picture of the assets, financial position and results of the Company and its subsidiaries, and that the Management Report contained in this Document, as specified in the cross-reference table in section 8.7.2, gives a fair presentation of the business trends, the results and the financial position of the Company and its subsidiaries and describes the main risks and uncertainties that these companies currently face".

Signed in Boulogne-Billancourt (France) on 27 April 2023.

Simon AZOULAY – Chairman and Chief Executive Officer

PERSON RESPONSIBLE FOR FINANCIAL INFORMATION

Bruno BENOLIEL

Chief Operating Officer

8.7 CROSS-REFERENCE TABLES

8.7.1 UNIVERSAL REGISTRATION DOCUMENT CROSS-REFERENCE TABLE

To facilitate the reading of this Universal registration document, the cross-reference table presented below can be used to identify the main information items required by the Appendices 1 and 2 of European Regulation 2019/980 of 14 March 2019.

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8.7.2 CROSS-REFERENCE TABLE FOR THE ANNUAL FINANCIAL REPORT AND THE MANAGEMENT REPORT

In accordance with Article 222-3 of the General Regulations of the French Financial Markets Authority (*Autorité des Marchés Financiers*), the Annual Financial report mentioned in Part I of Article L. 451-1-2 of the French Monetary and Financial Code, whose headings are identified under "AFR", is included in the Universal registration document.

It is also specified that the management report prepared in accordance with Article L. 232-1 of the French Commercial Code, is included in this Universal registration document.

Headings	Information for	Pages	Chapters of the Universal registration document
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Statutory Auditors' report on the separate financial statements	**FRG**	**252**	**6.2.4**
Statutory Auditors' report on the consolidated financial statements	**FRG**	**233**	**6.1.7**
Management report			
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Allocations of earnings for the financial year		183	5.5.1
Analysis of development of business, results and the financial position	**FRG**	175	5
Financial key performance indicators	**FRG**	174	5
Key indicators of a non-financial nature relating to the specific activity of the Company and the Group	**FRG**	121	4.1.4
Major risks and uncertainties of the Company and Group	**FRG**	31	2.2
Internal control and risk management procedures applied to the preparation and handling of accounting and financial information	**FRG**	69 *et seq.*	2.5.2
Hedging objective and policy of the Company and Group for transactions for which hedge accounting is used	**FRG**	-	-
Exposure of the Company and Group to price, credit, liquidity and cash flow risks	**FRG**	224	6, Note 7.4
Use of financial instruments by the Company and Group		-	-
Financial risks related to the impact of climate change and presentation of measures taken by the Company and Group to reduce them	**FRG**	146	4.4.1
Research and Development activity		41 *et seq.*	1.2
Branches		-	
B. Legal, financial and fiscal information on the Company			
1. Information concerning capital		256	7
Distribution and change in shareholding structure		256 *et seq.*	7.1.1
Name of controlled companies and their stake in the Company's capital		196 to 200	6.1.6 Note 3
Significant investments during the financial year in companies with registered offices in France		-	-
Reciprocal shareholdings		-	-

Headings	Information for	Pages	Chapters of the Universal registration document
Statement of employee profit sharing in the Company		261	7.1.2.3
Acquisition and disposal by the Company of treasury shares	**FRG**	266 to 268	7.5.3
Adjustments of shares giving access to capital in the event of financial operations		-	-
Adjustments of shares giving access to capital and stock options in the event of buyback of shares		-	
Information on transactions by executives and related persons on the Company's shares		262	7.1.3
2. Financial information			
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Amount of inter-company loans		-	-
3. Tax information			
Sumptuary charges and expenses		182	5.4.3
4. Anti-corruption system		60, 61	2.1
5. Duty of care plan		142	4.3.5
6. Other			
Injunctions or financial penalties for anti-competitive practices		-	-
Information on operation of a Seveso installation		-	-
Mandates of Statutory Auditors		280	8.4
C. CSR information: Statement of Non-Financial Performance table		289	see concordance table 8.7.3
Opinion of independent third-party body		169 to 171	4.6
Documents attached to the management report			
Report on payments made to governments		-	-
Table of results of the Company over the last five financial years		181	5.4.1
Report on corporate governance			
Remuneration of Corporate Officers			
Policy on remuneration of Corporate Officers		100 *et seq.*	3.2.1
Information mentioned in Section I of Article L. 22-10-9 of the French Commercial Code.		105 *et seq.*	3.2.2
Remuneration and benefits of any kind paid during the financial year or awarded for the financial year to each Corporate Officer (22-10-9, I, 1°)		105, 106	3.2.2
Proportion relating to fixed and variable remuneration (22-10-9, I, 2°)		-	-
Use of the request for the return of variable remuneration (22-10-9, I, 3°)		-	-
Commitments of any kind made by the Company for the benefit of its Corporate Officers, corresponding to elements of remuneration, indemnities or benefits due or likely to be due as a result of the assumption, termination or change of their duties or after the exercise (22-10-9, I, 4°)		105 to 107	3.2.2
Remuneration paid or allocated by a company included in the scope of consolidation within the meaning of Article L. 233-16 of the French Commercial Code (22-10-9, I, 5°).		106	3.2.2

Headings	Information for	Pages	Chapters of the Universal registration document
Ratios between the level of remuneration of each Executive Corporate Officer and the average and median remuneration of the Company's employees (22-10-9, I, 6°).		107, 108	3.2.2
Annual change in remuneration, the Company's performance, the average remuneration of the Company's employees and the aforementioned ratios over the five most recent financial years (22-10-9, I, 7°).		109	3.2.2
Explanation of how the total remuneration complies with the adopted remuneration policy, including how it contributes to the long-term performance of the Company and how the performance criteria were applied (22-10-9, I, 8°).		100 *et seq.*	3.2.1
The way in which the vote of the last Ordinary General Meeting provided for in II of Article L. 225-100 of the French Commercial Code (until 31 December 2020) and in I of Article L. 22-10-34 (from 1 January 2021) of the French Commercial Code (22-10-9, I, 9°)	-	-	-
Deviation from the procedure for implementing the remuneration policy and any deviations (22-10-9, I, 10°).	-	-	-
Application of the provisions of the second paragraph of Article L. 225-45 of the French Commercial Code (suspension of payment of Directors' remuneration in the event of non-compliance with gender balance on the Board of Directors) (22-10-9, I, 11°).	-	-	-
Board's choice regarding holding terms and conditions for Corporate Officers of shares awarded free of charge and/or shares issued from the exercise of stock options		81	3.1.3
Information relating to the composition, functioning and powers of the Board			
Choice of one of the two methods of exercise of general management		74	3.1.2
List of all offices and positions held in any companies by each Corporate Officer during the financial year		82 *et seq.*	3.1.3
Agreements entered into between a Corporate Officer or a shareholder holding more than 10% of the voting rights and a company controlled in the meaning of Article L. 233-3 (excluding agreements bearing on current operations entered into in normal conditions)		277	8.3.1.4
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Summary table of delegations that are currently valid		98, 99	3.1.6
Composition, conditions for preparing and organising the work of the Board of Directors		75 *et seq.*	3.1.3, 3.1.4
Description of the diversity policy applied to Board members in relation to criteria such as age, gender, or qualifications and professional experience, as well as a description of the objectives of this policy, the conditions of its implementation and the results obtained over the course of the last year		79	3.1.3
Information on the way in which the Company seeks to achieve a balanced representation of women and men on the committee set up by General Management to regularly assist it with its general duties and on the results, in terms of gender balance, in the top 10% of positions with the most responsibility		75	3.1.2
Limitation of the powers of General Management		75	3.1.2
Reference to a Corporate Governance Code and application of the "comply or explain" principle		74	3.1.1
Particular terms of participation of shareholders at the General Meeting		273, 274	8.1.2.6

Headings	Information for	Pages	Chapters of the Universal registration document
Information on elements liable to influence a public offer			
Structure of the Company's capital		256 *et seq.*	7.1.1
Statutory restrictions to the exercise of voting rights and the transfer of shares or clauses of conventions which the Company has been made aware of in accordance with Article L. 233-11 of the French Commercial Code		272 *et seq.*	8.1.2.3
Knowledge of direct or indirect investments in the capital of the Company		256 *et seq.*	7.1
List of holders of any share granting special control rights		-	-
Control mechanisms planned for any staff share ownership system, when the control rights are not exercised by the latter		-	-
Agreements between shareholders, of which the Company is aware, which could lead to restrictions to the transfer of shares and the exercise of voting rights		259	7.1.2.1
Rules governing the appointment and replacement of members of the Board of Directors and the amendment of the Company's Articles of Association		75	3.1.3
Powers of the Board of Directors in particular in relation to the issue or purchase of shares		266 *et seq.*	7.5.3
Agreements concluded by the Company that are changed or terminate in the event of a change in control of the Company		262	7.1.2.4
Agreements stipulating the payment of remuneration to members of the Board of Directors or employees, if they resign or are made redundant without real or serious grounds or if their employment ends due to a public tender or exchange offer		107	3.2.2.1

8.7.3 CROSS-REFERENCE TABLE OF THE STATEMENT OF NON-FINANCIAL PERFORMANCE

Article L. 225-102-1 of the French Commercial Code	2022 Universal registration document	Pages
Presentation of the business model	Introduction – "The benefits of development"	14-15
Description of the main risks	4.1.4 - "Main non-financial risks"	121-123
Description of policies put in place to prevent, identify and mitigate the occurrence of risks	4.2 - "Career-accelerating employer" 4.3 - "Ethics and Human Rights" 4.4 - "Reducing our environmental footprint" and 4.4.4.7 – "Sustainable innovation". Taking into account the tertiary nature of ALTEN's Engineering and Technology Consulting activities, the Group has no activity that negatively impacts animal well-being or fair, responsible and sustainable food.	125-154
Key performance indicators	Non-financial performance indicators	164-166
Social information (employment, work organisation, health and safety, labour relations, training, equal treatment)	4.2 - "Career-accelerating employer"	125-136
Environmental information (general environmental policy, pollution, circular economy, climate change)	4.4 - "Reducing our environmental footprint"	146-160
Societal information (societal commitments in favour of sustainable development, subcontracting and suppliers, fair practices)	4.3 - "Ethics and Human Rights"	137-145
Anti-corruption information	4.3.2 "Ethics and compliance – 1/ Preventing corruption risks"	137-138
Information on actions in favour of Human Rights	4.3.5 - "Duty of Care Plan"	144-144
Specific information: the Company's policy to prevent the risk of technological accidents; ability of the Company to cover its civil liability *vis-à-vis* property and persons due to the operation of such facilities; means provided by the Company to manage the remuneration of victims in the event of a technological accident incurring its liability.	-	-
Collective agreements concluded within the Company and their impact on the Company's economic performance as well as on the working conditions of employees	8.1.2.7 - "Collective agreements"	258
Statement of the independent third party on the information contained in the DPEF	4.6- "Report of one of the Statutory Auditors, appointed as an independent third party, on the statement of non-financial performance included in the management report".	169

8.7.4 GRI INDEX

GRI Standards	Disclosure	Correspondence in the Universal registration document	Pages	Reason for omission
GRI 101 General principles 2016				
GRI 102 General Information 2016				
Organisation profile	**102-1**	**0.** Profile	14-15	
	102-2	**1.5** Presentation of the Group and its activities – Organisation chart	45	
	102-3	**6.1.6** Financial Statements – Note to the consolidated financial statements	176	
	102-4	**1.6** Presentation of the Group and its activities – Organisation chart	53	
	102-5	**7.2.1** Capital and Shareholding structure – Data sheet	247	
	102-6	**1.5** Presentation of the Group and its activities – Organisation chart	45	
	102-7	**4.2.2** NFPD – ALTEN employees **6.1** Financial Statements – Consolidated financial statements	125-126 172- 175	
	102-8	**4.2.2** NFPD – ALTEN employees **4.5.1** NFPD – Methodological Note **4.5.2** NFPD – Non-financial performance indicators	125-126 161-164 164-166	
	102-9	**4.3.4** NFPD – Maintaining a long-term relationship with suppliers	141-142	
	102-10	**5.1.1** Comments on the financial year and income statement – Activity and income statement	161-162	
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	102-13	**4.** NFPD – Origin of the Group's commitments	117	
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	102-15	**4.1.4** NFPD – Main non-financial risks	127-123	
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	102-17	**4.3.2** NFPD – Ethics and Compliance	137-140	
Governance	**102-18**	**4.1.1** NFPD – Governance of CSR	118	
Stakeholder involvement	**102-40**	**4.1.2** NFPD – Stakeholder mapping	119-120	
	102-41	**4.5.2** NFPD – Non-financial performance indicators	164-166	
	102-42	**4.1.2** NFPD – Stakeholder mapping	119-120	
	102-43	**4.1.2** NFPD – Stakeholder mapping	119-120	
	102-44	**4.1.2** NFPD – Stakeholder mapping **4.1.3** NFPD – Prioritisation of challenges **4.1.4** NFPD – Main non-financial risks	119-120 121 121-123	

GRI Standards	Disclosure	Correspondence in the Universal registration document	Pages	Reason for omission
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	102-46	**4.1.3** NFPD – Prioritisation of challenges **4.5.1** NFPD – Methodological Note	121 161-164	
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	102-48	**4.5.1** NFPD – Methodological Note	161-164	
	102-49	**4.5.1** NFPD – Methodological Note	161-164	
	102-50	**4.5.1** NFPD – Methodological Note	161-164	
	102-51	**4.5.1** NFPD – Methodological Note	161-164	
	102-52	**4.5.1** NFPD – Methodological Note	161-164	
	102-53	**4.5.1** NFPD – Methodological Note	161-164	
	102-54	**8.** GRI content index	273-275	
	102-55	**8.** GRI content index	273-275	
	102-56	**4.7** NFPD: report of one of the Statutory Auditors, appointed as an independent third party, on the consolidated statement of non-financial performance included in the Management Report	169-171	
GRI 103-200-300-400 Management approach & Specific information elements				
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	305-1	**4.4.4** NFPD – Reducing the Group's greenhouse gas emissions	149-154	Not applicable – some indicators not applicable (biogenic emissions)
	305-2	**4.4.4** NFPD – Reducing the Group's greenhouse gas emissions	149-154	Not applicable – some indicators not applicable (biogenic emissions)
	305-3	**4.4.4** NFPD – Reducing the Group's greenhouse gas emissions	149-154	Not applicable – some indicators not applicable (biogenic emissions)
	306-2	**4.4.5** NFPD – Using natural resources wisely and reducing waste	149-155	Not applicable – ALTEN as a service company, the monitoring of waste with standard 306-2 is not relevant.
	308-1	**4.3.4** NFPD – Maintaining a long-term relationship with suppliers and subcontractors	141-142	

GRI Standards	Disclosure	Correspondence in the Universal registration document	Pages	Reason for omission
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	103-2	**4.1.3** NFPD – Prioritisation of challenges **4.1.4** NFPD – Main non-financial risks **4.2** NFPD – Career-Accelerating Employer	121 121-123 125-136	
	103-3	**4.1.5** NFPD – Ratings Awards **4.2** NFPD – Career-Accelerating Employer **4.2** NFPD – Career-Accelerating Employer **4.3.5** NFPD – Duty of care plan – FORCES policy **4.5.2** NFPD – Non-financial performance indicators	123-124 125-136 125-136 142-144 164-166	
	401-1	**4.2.2** NFPD – ALTEN employees **4.5.2** NFPD – Non-financial performance indicators	125-126 164-166	Confidential Some indicators cannot be communicated because these data are confidential.
	403-1	**4.2.7** NFPD – Health and Safety in the workplace **4.5.2** NFPD – Non-financial performance indicators	134-135 164-166	
	403-5	**4.2.7** NFPD – Health and safety in the workplace **4.5.2** NFPD – Non-financial performance indicators	134-135 164-166	
	404-3	**4.2.5** NFPD – Career management, internal mobility and training **4.5.2** NFPD – Non-financial performance indicators	129-131 164-166	404-2 and 404-3: not applicable. ALTEN has a population mainly composed of managers. The indicators concerning CSP are not significant given the low diversity of CSPs within the Company.
	405-1	**4.2** NFPD – Career-Accelerating Employer **4.2** NFPD – Career-Accelerating Employer **4.5.2** NFPD – Non-financial performance indicators	125-136 125-136 164-166	
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