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# Årsredovisning

**för**

# Alten Sverige AB

556420-7453

Räkenskapsåret

2023

## Fastställelseintyg

Undertecknad styrelseledamot i Alten Sverige AB intygar att resultaträkningen och balansräkningen i årsredovisningen har fastställts på årsstämma 2024- 06 - 04 . Årsstämman beslutade att godkänna styrelsens förslag till resultatdisposition.

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

Göteborg 2024- 06-04

Teemu Virtanen

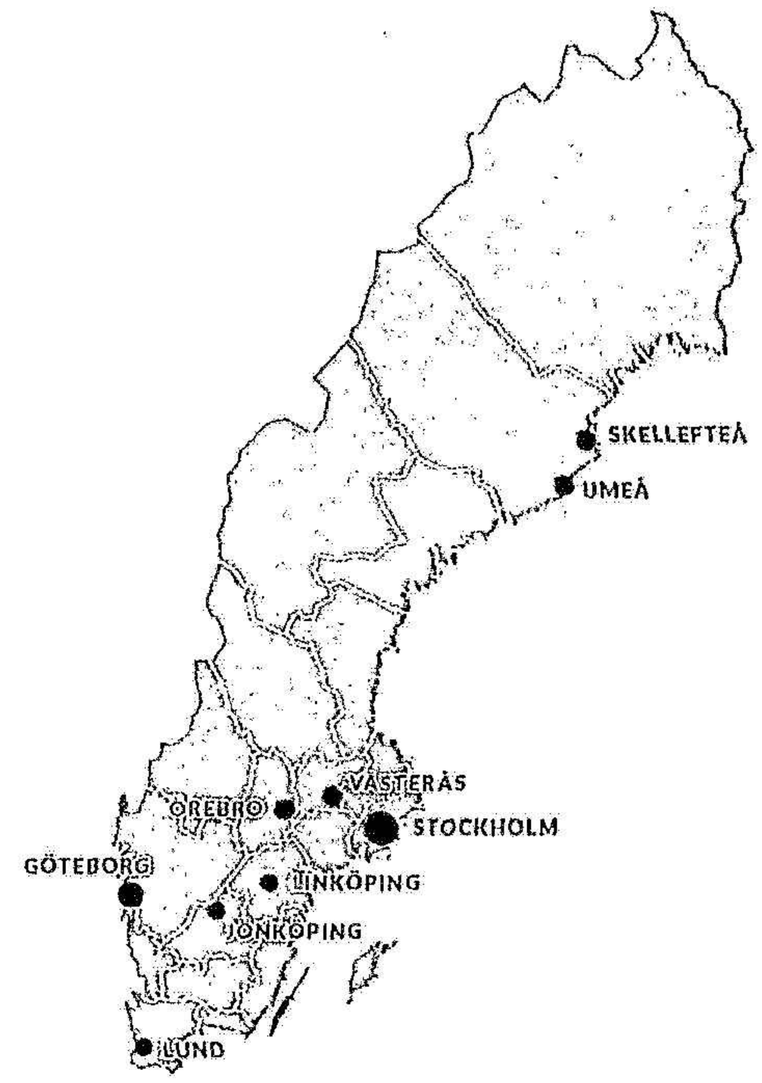
# ALTEN Sverige AB

ALTEN

Vi är ett av Europas största konsultföretag inom Engineering, IT och Life Sciences med mer än 57 000 medarbetare i över 30 länder. Vi samarbetar med Europas ledande företag genom hela utvecklingskedjan.

Som global aktör kan vi dra nytta av våra stora tekniska erfarenheter och resurser och ta oss an stora, komplexa uppdrag varhelst i världen behovet skulle uppstå. Som lokal aktör har vi möjlighet att arbeta nära våra kunder - en förutsättning för att kunna leverera konkurrenskraftiga lösningar i utvecklingens framkant med en god förståelse för våra kunders sammanhang och utmaningar.

| | |
|---|---|
| 1999<br>Grundat | 9<br>städer |
| 1415<br>Medarbetare | 1,405 MDSEK<br>Omsättning |




VOLVO · SCANIA · SAAB · ERICSSON · Getinge

NIBE · ABB · AstraZeneca · Hitachi Energy

**Engineering**
Produktutveckling
Inbyggda System
Tillverkningsindustrin
Kraft-, process- och anläggning

**IT**
Utveckling och Arkitektur
DevOps och Cloud
Design och UX
Projektledning
Test och Kvalitetssäkring

**Life Science**
Tillverkning
R&D
Compliance
CRO

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Styrelsen och verkställande direktören för Alten Sverige AB avger följande årsredovisning för räkenskapsåret 2023.

Årsredovisningen är upprättad i svenska kronor, SEK. Om inte annat särskilt anges, redovisas alla belopp i tusentals kronor (Tkr). 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 energi, telekom, fordon, verkstad, försvar & flyg, tillverkningsindustri, medicinteknik, läkemedel samt offentlig sektor. 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.

Bolaget har sitt säte i Göteborg.

## Väsentliga händelser under räkenskapsåret och händelser efter dess utgång

Under 2023 ser vi en återgång till ett mer normalt marknadsläge, jämfört med den höga efterfrågan som uppstod efter pandemin. Året inleddes med en nedgång i efterfrågan, främst från fordonssektorn och kopplat till projekt- och produktplanering och prioritering i budgetarbetet hos våra kunder. Detta ledde till en lägre beläggning än planerat under första halvåret. Under hösten stabiliserades beläggningen och årets tillväxt har drivits av kunder inom försvars- och energisektorn.

Vi ser fortsatt stark efterfrågan på teknisk spetskompetens inom mekanik, elektronik och mjukvaruutveckling. Merparten av våra större kunder står inför en förändring, där mer kommer att köpas i större projektåtaganden med en väsentlig del av aktiviteten i globala leveranscenter för att öka kostnadseffektiviteten.

Fokusområdena för ALTEN 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 inga väsentliga investeringar genomförts.

## Finansiering

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

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## 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 50 % av omsättningen. Geopolitisk oro, inflation och lågkonjunktur utgör alla marknadsrisker som kan påverka bolaget under 2024. Detta kräver att vi är lyhörda, agila och har kapaciteten att leverera kostnadseffektiva lösningar. Vi är fortsatt bra rustade för detta.

## Framtida utveckling

Vi startar 2024 med en normal beläggning och stabil efterfrågan. Vi ser försiktigt positivt på utvecklingen under kommande år och vid liknande marknadsekonomiska förutsättningar kommer ALTEN fortsätta sin organiska tillväxt med förbättrad lönsamhet.

En av de absolut avgörande faktorerna för året är vår förmåga att nyttja ALTENs kompetens 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.

## Certifiering

ISO 14001- och 9001-certifieringen godkändes återigen utan anmärkning.

## Miljö och rapportering

Under året har ALTEN Sverige tillsammans med ALTEN Finland antagit Alten Groups hållbarhetsstrategier och mål, och i linje med dessa formulerat regionala mål och handlingsplaner för Nordics. En leverantörsundersökning har påbörjats under året för att säkerställa överensstämmelse med ALTEN Sveriges krav genom hela värdekedjan.

Under 2023 initierades CSR Community ALTEN Nordics för att främja samarbete och ansvarsfördelning inom CSR-relaterat arbete. Vi har övergått till 100% förnybar energi och genomfört en enkätundersökning för att mäta miljöpåverkan från samtliga medarbetare inom Alten Sverige.

Inom CSR-rapportering har vi beräknat det ekologiska fotavtrycket för 2022, inom scope 1, 2 och 3, samt påbörjat CSR-rapporteringen för 2023 till Alten Group.

## 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 https://alten.fr.digital-report.net/en/report/2416#title_1103683.

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| **Flerårsöversikt** (Tkr) | **2023** | **2022** | **2021** | **2020** | **2019** |
|---|---|---|---|---|---|
| Nettoomsättning | 1 404 560 | 1 392 813 | 1 356 265 | 1 225 501 | 1 560 073 |
| Resultat efter finansiella poster | 69 590 | 77 197 | 73 471 | -6 710 | 92 701 |
| Rörelsemarginal (%) | 5 | 6 | 5 | -1 | 6 |
| Balansomslutning | 560 888 | 546 265 | 627 818 | 639 788 | 737 703 |
| Eget kapital | 351 873 | 300 106 | 349 625 | 308 440 | 317 307 |
| Soliditet (%) | 63 | 55 | 56 | 48 | 43 |
| Antal anställda (st) | 1 415 | 1 395 | 1 319 | 1 453 | 1 640 |

För definitioner av nyckeltal, se Redovisnings- och värderingsprinciper.

## Förändringar i eget kapital (Tkr)

| | **Aktie-kapital** | **Reserv-fond** | **Fri över-kursfond** | **Balanserat resultat** | **Årets resultat** | **Totalt** |
|---|---|---|---|---|---|---|
| Belopp vid årets ingång | 893 | 291 | 7 919 | 237 562 | 53 441 | **300 106** |
| Disposition enligt beslut av årsstämman: | | | | | | |
| Balanseras i ny räkning | | | | 53 441 | -53 441 | **0** |
| Årets resultat | | | | | 51 767 | **51 767** |
| **Belopp vid årets utgång** | **893** | **291** | **7 919** | **291 003** | **51 767** | **351 873** |

## Förslag till vinstdisposition

Styrelsen föreslår att till förfogande stående vinstmedel (kronor):

| | |
|---|---|
| fri överkursfond | 7 919 471 |
| balanserad vinst | 291 002 460 |
| årets vinst | 51 766 985 |
| | **350 688 916** |
| | |
| disponeras så att | |
| i ny räkning överföres | 350 688 916 |
| | **350 688 916** |

Företagets resultat och ställning i övrigt framgår av efterföljande resultat- och balansräkning samt kassaflödesanalys med noter.

# Resultaträkning
Tkr

| | Not | 2023-01-01 -2023-12-31 | 2022-01-01 -2022-12-31 |
|---|---|---|---|
| **Rörelsens intäkter** | | | |
| Nettoomsättning | 2 | 1 404 560 | 1 392 813 |
| Övriga rörelseintäkter | 3 | 255 | 761 |
| | | **1 404 815** | **1 393 574** |
| **Rörelsens kostnader** | | | |
| Övriga externa kostnader | 2, 4, 5 | -268 599 | -270 254 |
| Personalkostnader | 6 | -1 047 452 | -1 001 634 |
| Avskrivningar och nedskrivningar av materiella och immateriella anläggningstillgångar | | -20 594 | -43 979 |
| Övriga rörelsekostnader | | -403 | -609 |
| | | **-1 337 048** | **-1 316 476** |
| **Rörelseresultat** | 2 | **67 767** | **77 098** |
| **Resultat från finansiella poster** | | | |
| Övriga ränteintäkter och liknande resultatposter | 7 | 3 170 | 810 |
| Räntekostnader och liknande resultatposter | 8 | -1 347 | -711 |
| | | **1 823** | **99** |
| **Resultat efter finansiella poster** | | **69 590** | **77 197** |
| **Resultat före skatt** | | **69 590** | **77 197** |
| Skatt på årets resultat | 9 | -17 823 | -23 756 |
| **Årets resultat** | | **51 767** | **53 441** |

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# Balansräkning

Tkr

| | Not | 2023-12-31 | 2022-12-31 |
|---|---|---|---|
| **TILLGÅNGAR** | | | |
| **Anläggningstillgångar** | | | |
| ***Immateriella anläggningstillgångar*** | | | |
| Balanserade utgifter för utvecklingsarbeten och liknande arbeten | 10 | 472 | 1 142 |
| Goodwill | 11 | 40 566 | 56 398 |
| | | **41 038** | **57 540** |
| ***Materiella anläggningstillgångar*** | | | |
| Förbättringsutgifter på annans fastighet | 12 | 2 532 | 3 511 |
| Inventarier, verktyg och installationer | 13 | 5 744 | 7 998 |
| | | **8 276** | **11 509** |
| ***Finansiella anläggningstillgångar*** | | | |
| Andelar i koncernföretag | 14, 15 | 22 340 | 22 340 |
| | | **22 340** | **22 340** |
| **Summa anläggningstillgångar** | | **71 654** | **91 389** |
| **Omsättningstillgångar** | | | |
| ***Kortfristiga fordringar*** | | | |
| Kundfordringar | | 356 988 | 403 161 |
| Fordringar hos koncernföretag | 16 | 89 707 | 3 845 |
| Övriga kortfristiga fordringar | | 1 499 | 462 |
| Förutbetalda kostnader och upplupna intäkter | 17 | 41 040 | 47 408 |
| | | **489 234** | **454 876** |
| **Summa omsättningstillgångar** | | **489 234** | **454 876** |
| **SUMMA TILLGÅNGAR** | | **560 888** | **546 265** |

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# Balansräkning

Tkr

| | Not | 2023-12-31 | 2022-12-31 |
|---|---|---|---|
| **EGET KAPITAL OCH SKULDER** | | | |
| **Eget kapital** | 18 | | |
| ***Bundet eget kapital*** | | | |
| Aktiekapital | | 893 | 893 |
| Reservfond | | 291 | 291 |
| | | **1 184** | **1 184** |
| ***Fritt eget kapital*** | 19 | | |
| Överkursfond | | 7 919 | 7 919 |
| Balanserad vinst | | 291 003 | 237 562 |
| Årets resultat | | 51 767 | 53 441 |
| | | **350 689** | **298 922** |
| **Summa eget kapital** | | **351 873** | **300 106** |
| **Kortfristiga skulder** | | | |
| Leverantörsskulder | | 25 991 | 40 951 |
| Skulder till koncernföretag | 20 | 10 163 | 20 593 |
| Aktuella skatteskulder | | 4 500 | 9 885 |
| Övriga skulder | | 56 407 | 59 547 |
| Upplupna kostnader och förutbetalda intäkter | 21 | 111 954 | 115 183 |
| **Summa kortfristiga skulder** | | **209 015** | **246 159** |
| **SUMMA EGET KAPITAL OCH SKULDER** | | **560 888** | **546 265** |

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# Kassaflödesanalys

Tkr

| | Not | 2023-01-01 -2023-12-31 | 2022-01-01 -2022-12-31 |
|---|---|---|---|
| **Den löpande verksamheten** | | | |
| Resultat efter finansiella poster | | 69 590 | 77 197 |
| Justeringar för poster som inte ingår i kassaflödet | 22 | 20 594 | 43 983 |
| Betald skatt | | -23 208 | -36 264 |
| **Kassaflöde från den löpande verksamheten före förändring av rörelsekapital** | | **66 976** | **84 916** |
| | | | |
| **Kassaflöde från förändring av rörelsekapitalet** | | | |
| Förändring av kortfristiga fordringar | | -34 358 | 57 949 |
| Förändring av kortfristiga skulder | | -31 759 | -19 526 |
| **Kassaflöde från den löpande verksamheten** | | **859** | **123 339** |
| | | | |
| **Investeringsverksamheten** | | | |
| Investeringar i materiella anläggningstillgångar | | -859 | -4 379 |
| Investeringar i finansiella anläggningstillgångar | | 0 | -16 000 |
| **Kassaflöde från investeringsverksamheten** | | **-859** | **-20 379** |
| | | | |
| **Finansieringsverksamheten** | | | |
| Utbetald utdelning | | 0 | -102 960 |
| **Kassaflöde från finansieringsverksamheten** | | **0** | **-102 960** |
| | | | |
| **Årets kassaflöde** | | **0** | **0** |
| **Likvida medel vid årets slut** | 23 | **0** | **0** |

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# Noter

Tkr

## Not 1 Redovisnings- och värderingsprinciper

### Allmänna upplysningar

Årsredovisningen är upprättad i enlighet med årsredovisningslagen och BFNAR 2012:1 Årsredovisning och koncernredovisning (K3).

### Utländska valutor

Fordringar och skulder i utländsk valuta har värderats till balansdagens kurs. Kursvinster och kursförluster på rörelsefordringar och rörelseskulder redovisas i rörelseresultatet medan kursvinster och kursförluster på finansiella fordringar och skulder redovisas som finansiella poster.

Redovisningsprinciperna är oförändrade jämfört med föregående år.

### 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.

Inkomster från uppdrag på löpande räkning redovisas som intäkt i takt med att arbetet utförs och material levereras eller förbrukas innebärande att vinsten från uppdragen avräknas successivt.

Om det inte är sannolikt att betalning kommer att erhållas för belopp som redan har redovisats som intäkt redovisas det belopp som sannolikt inte kommer att erhållas som en kostnad.

I balansräkningen jämförs redovisade intäkter med de belopp som fakturerats beställaren under samma period. Om de fakturerade beloppen överstiger den redovisade intäkten utgör mellanskillnaden en skuld. Om intäkten överstiger de fakturerade beloppen utgör mellanskillnaden en fordran.

Inkomster till fast pris redovisas som intäkt enligt färdigställandemetoden, det vill säga senast när arbetet väsentligen är fullgjort.

I balansräkningen redovisas för ej färdigställda uppdrag nettot av nedlagda kostnader minskat med fakturerade belopp som pågående arbete för annans räkning. Om ett uppdrag befaras gå med förlust redovisas en kostnad omgående i resultaträkningen.

### Anläggningstillgångar

Immateriella och materiella anläggningstillgångar redovisas till anskaffningsvärde minskat med ackumulerade avskrivningar enligt plan och eventuella nedskrivningar.

Avskrivning sker linjärt över den förväntade nyttjandeperioden med hänsyn till väsentligt restvärde. Följande avskrivningstider tillämpas:

| | |
|---|---|
| Balanserade utgifter för utvecklingsarbeten | 5 år |
| Goodwill | 10 år |

Avskrivningsperiod för goodwill överensstämmer med företagsledningens uppfattning om den ekonomiska nyttjandetiden.

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| | |
|---|---|
| Förbättringsutgifter på annans fastighet | 5 år |
| Inventarier, verktyg och installationer | 5 år |

***Komponentindelning***
Materiella anläggningstillgångar har delats upp på komponenter när komponenterna är betydande och när komponenterna har väsentligt olika nyttjandeperioder. När en komponent i en anläggningstillgång byts ut, utrangeras eventuell kvarvarande del av den gamla komponenten och den nya komponentens anskaffningsvärde aktiveras. Utgifter för löpande reparationer och underhåll redovisas som kostnader.

## Finansiella instrument
Finansiella instrument värderas utifrån anskaffningsvärdet. Instrumentet 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.

***Andelar i dotterföretag***
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.

***Kundfordringar/kortfristiga fordringar***
Kundfordringar och kortfristiga fordringar redovisas som omsättningstillgångar till det belopp som förväntas bli inbetalt efter avdrag för individuellt bedömda osäkra fordringar.

***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.

***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 bedöms om det finns indikationer på nedskrivningsbehov av någon av de finansiella anläggningstillgångarna. Nedskrivning sker om värdenedgången bedöms vara bestående och prövas individuellt.

## Leasingavtal
Företaget redovisar samtliga leasingavtal, såväl finansiella som operationella, som operationella leasingavtal. Operationella leasingavtal redovisas som en kostnad linjärt över leasingperioden.

## Inkomstskatter
Total skatt utgörs av aktuell skatt och uppskjuten skatt. Skatter redovisas i resultaträkningen, utom då underliggande transaktion redovisas direkt mot eget kapital varvid tillhörande skatteeffekter redovisas i eget kapital.

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***Aktuell skatt***
Aktuell skatt avser inkomstskatt för innevarande räkenskapsår samt den del av tidigare räkenskapsårs inkomstskatt som ännu inte redovisats. Aktuell skatt beräknas utifrån den skattesats som gäller per balansdagen.

***Uppskjuten skatt***
Uppskjuten skatt är inkomstskatt som avser framtida räkenskapsår till följd av tidigare händelser. Redovisning sker enligt balansräkningsmetoden. Enligt denna metod redovisas uppskjutna skatteskulder och uppskjutna skattefordringar på temporära skillnader som uppstår mellan bokförda respektive skattemässiga värden för tillgångar och skulder samt för övriga skattemässiga avdrag eller underskott.

Uppskjutna skattefordringar nettoredovisas mot uppskjutna skatteskulder endast om de kan betalas med ett nettobelopp. Uppskjuten skatt beräknas utifrån gällande skattesats på balansdagen. Effekter av förändringar i gällande skattesatser resultatförs i den period förändringen lagstadgats. Uppskjuten skattefordran redovisas som finansiell anläggningstillgång och uppskjuten skatteskuld som avsättning.

Uppskjuten skattefordran avseende underskottsavdrag eller andra framtida skattemässiga avdrag redovisas i den omfattning det är sannolikt att avdragen kan avräknas mot framtida skattemässiga överskott.

På grund av sambandet mellan redovisning och beskattning särredovisas inte den uppskjutna skatteskulden som är hänförlig till obeskattade reserver.

## Avsättningar
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.

## Ersättningar till anställda
Ersättningar till anställda avser alla former av ersättningar som företaget lämnar till de anställda. Kortfristiga ersättningar utgörs av bland annat löner, betald semester, betald frånvaro, bonus och ersättning efter avslutad anställning (pension). Kortfristiga ersättningar redovisas som kostnad och en skuld då det finns en legal eller informell förpliktelse att betala ut en ersättning till följd av en tidigare händelse och en tillförlitlig uppskattning av beloppet kan göras.

***Ersättningar till anställda efter avslutad anställning***
I företaget finns endast avgiftsbestämda pensionsplaner. Som avgiftsbestämda planer klassificeras planer där fastställda avgifter betalas och det inte finns förpliktelser att betala något ytterligare, utöver dessa avgifter.

Utgifter för avgiftsbestämda planer redovisas som en kostnad under den period de anställda utför de tjänster som ligger till grund för förpliktelsen.

## Offentliga bidrag
Bidrag från staten redovisas till verkligt värde när det är rimligt och säkert att bidraget kommer att erhållas och företaget kommer uppfylla de villkor som är förknippade med bidraget. Bidrag avsedda att täcka investeringar i materiella eller immateriella anläggningstillgångar reducerar tillgångarnas anskaffningsvärden och därmed det avskrivningsbara beloppet.

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## 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.

## Kassaflödesanalys

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

Som likvida medel klassificerar företaget, förutom kassamedel, disponibla tillgodohavanden hos banker och andra kreditinstitut samt kortfristiga likvida placeringar som är noterade på en marknadsplats och har en kortare löptid än tre månader från anskaffningstidpunkten. Förändringar i spärrade medel redovisas i investeringsverksamheten.

## 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.

## Uppskattningar och bedömningar

Upprättandet av bokslut och tillämpning av redovisningsprinciper, baseras ofta på ledningens bedömningar, uppskattningar och antaganden som anses vara rimliga vid den tidpunkt då bedömningen görs. Uppskattningar och bedömningar är baserade på historiska erfarenheter och ett antal andra faktorer, som under rådande omständigheter anses vara rimliga. Resultatet av dessa används för att bedöma de redovisade värdena på tillgångar och skulder, som inte annars framgår tydligt från andra källor. Det verkliga utfallet kan avvika från dessa uppskattningar och bedömningar. Uppskattningar och antaganden ses över regelbundet.

Enligt företagsledningen är väsentliga bedömningar avseende tillämpade redovisningsprinciper samt källor till osäkerhet i uppskattningar, främst relaterade till aktier i koncernföretag samt goodwill. Bolaget gör årligen en bedömning om det finns nedskrivningsbehov. Att fastställa nedskrivningsbehovet är en väsentlig bedömningsfråga.

## Not 2 Inköp och försäljning mellan koncernföretag

| | 2023 | 2022 |
|---|---|---|
| Andel av årets totala inköp som skett från andra företag i koncernen | 33,5 % | 25,8 % |
| Andel av årets totala försäljningar som skett till andra företag i koncernen | 1,9 % | 1,3 % |

Geografisk marknad: Sverige

## Not 3 Offentliga bidrag

Övriga rörelseintäkter inkluderar offentliga bidrag med 255 tkr (761 tkr).

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## Not 4 Leasingavtal

Framtida leasingavgifter, för icke uppsägningsbara leasingavtal, förfaller till betalning enligt följande:

| | **2023** | **2022** |
|---|---|---|
| Inom ett år | 28 736 | 30 487 |
| Senare än ett år men inom fem år | 44 246 | 37 700 |
| | **72 982** | **68 187** |
| Årets leasingkostnader avseende leasingavtal uppgår till | 41 695 | 37 110 |

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 huvudkontoret i Göteborg med löptid till sista mars 2026 och kontoret i Stockholm med löptid till sista mars 2024.

## Not 5 Arvode till revisorer

Med revisionsuppdrag avses granskning av årsredovisningen och bokföringen samt styrelsens och verkställande direktörens förvaltning, övriga arbetsuppgifter som det ankommer på bolagets revisor att utföra samt rådgivning eller annat biträde som föranleds av iakttagelser vid sådan granskning eller genomförandet av sådana övriga arbetsuppgifter.

| | **2023** | **2022** |
|---|---|---|
| **Grant Thornton Sweden AB** | | |
| Revisionsuppdrag | 750 | 700 |
| | **750** | **700** |

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## Not 6 Anställda och personalkostnader

| | 2023 | 2022 |
|---|---|---|
| **Medelantalet anställda** | | |
| Kvinnor | 395 | 381 |
| Män | 1 020 | 1 014 |
| | **1 415** | **1 395** |
| **Löner och andra ersättningar** | | |
| Löner och ersättningar till verkställande direktören (varav bonus 840 tkr (980 tkr)) | 2 801 | 2 870 |
| Övriga anställda | 722 221 | 680 819 |
| | **725 022** | **683 689** |
| **Sociala kostnader** | | |
| Pensionskostnader för verkställande direktör | 595 | 670 |
| Pensionskostnader för övriga anställda | 60 514 | 63 753 |
| Övriga sociala avgifter enligt lag och avtal | 243 474 | 234 804 |
| | **304 583** | **299 227** |
| **Totala löner, ersättningar, sociala kostnader och pensionskostnader** | **1 029 605** | **982 916** |
| **Uppsägningskostnader** | | |
| Avgångsvederlag ingår i ovan kostnader med | 20 697 | 3 055 |

I anställningsavtalet för VD finns avtalat avseende avgångsvederlag om sex månadslöner.

| | | |
|---|---|---|
| **Könsfördelning bland ledande befattningshavare** | | |
| Andel kvinnor i styrelsen | 0 % | 0 % |
| Andel män i styrelsen | 100 % | 100 % |
| Andel kvinnor bland övriga ledande befattningshavare | 50 % | 50 % |
| Andel män bland övriga ledande befattningshavare | 50 % | 50 % |

## Not 7 Övriga ränteintäkter och liknande resultatposter

| | 2023 | 2022 |
|---|---|---|
| Ränteintäkter från koncernföretag | 2 933 | 649 |
| Övriga ränteintäkter | 237 | 161 |
| | **3 170** | **810** |

## Not 8 Räntekostnader och liknande resultatposter

| | 2023 | 2022 |
|---|---|---|
| Räntekostnader till koncernföretag | -385 | -79 |
| Övriga räntekostnader | -962 | -632 |
| | **-1 347** | **-711** |

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## Not 9 Aktuell och uppskjuten skatt

| | 2023 | 2022 |
|---|---|---|
| Aktuell skatt | -17 823 | -23 756 |
| **Skatt på årets resultat** | **-17 823** | **-23 756** |
| | | |
| Redovisat resultat före skatt | 69 590 | 77 197 |
| Skatt beräknad enligt gällande skattesats (20,6%) | -14 336 | -15 903 |
| Ej avdragsgilla kostnader | -3 492 | -8 286 |
| Ej skattepliktiga intäkter | 5 | 0 |
| Skatt hänförlig till tidigare års redovisade resultat | 0 | 433 |
| **Redovisad skattekostnad** | **-17 823** | **-23 756** |

## Not 10 Balanserade utgifter för utvecklingsarbeten och liknande arbeten

| | 2023-12-31 | 2022-12-31 |
|---|---|---|
| Ingående anskaffningsvärden | 7 953 | 7 953 |
| **Utgående ackumulerade anskaffningsvärden** | **7 953** | **7 953** |
| | | |
| Ingående avskrivningar | -6 811 | -5 488 |
| Årets avskrivningar | -670 | -1 323 |
| **Utgående ackumulerade avskrivningar** | **-7 481** | **-6 811** |
| | | |
| **Utgående redovisat värde** | **472** | **1 142** |

## Not 11 Goodwill

| | 2023-12-31 | 2022-12-31 |
|---|---|---|
| Ingående anskaffningsvärden | 216 281 | 216 281 |
| **Utgående ackumulerade anskaffningsvärden** | **216 281** | **216 281** |
| | | |
| Ingående avskrivningar | -137 576 | -120 916 |
| Årets avskrivningar | -15 832 | -16 660 |
| **Utgående ackumulerade avskrivningar** | **-153 408** | **-137 576** |
| | | |
| Ingående nedskrivningar | -22 307 | 0 |
| Årets nedskrivningar | 0 | -22 307 |
| **Utgående ackumulerade nedskrivningar** | **-22 307** | **-22 307** |
| | | |
| **Utgående redovisat värde** | **40 566** | **56 398** |

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 12 Förbättringsutgifter på annans fastighet

| | 2023-12-31 | 2022-12-31 |
|---|---|---|
| Ingående anskaffningsvärden | 6 652 | 5 394 |
| Inköp | 534 | 1 533 |
| Försäljningar/utrangeringar | 0 | -275 |
| **Utgående ackumulerade anskaffningsvärden** | **7 186** | **6 652** |
| | | |
| Ingående avskrivningar | -3 141 | -2 369 |
| Försäljningar/utrangeringar | 0 | 273 |
| Årets avskrivningar | -1 513 | -1 045 |
| **Utgående ackumulerade avskrivningar** | **-4 654** | **-3 141** |
| | | |
| **Utgående redovisat värde** | **2 532** | **3 511** |

## Not 13 Inventarier, verktyg och installationer

| | 2023-12-31 | 2022-12-31 |
|---|---|---|
| Ingående anskaffningsvärden | 16 396 | 13 564 |
| Inköp | 325 | 2 846 |
| Försäljningar/utrangeringar | 0 | -14 |
| **Utgående ackumulerade anskaffningsvärden** | **16 721** | **16 396** |
| | | |
| Ingående avskrivningar | -8 398 | -5 766 |
| Försäljningar/utrangeringar | 0 | 12 |
| Årets avskrivningar | -2 579 | -2 644 |
| **Utgående ackumulerade avskrivningar** | **-10 977** | **-8 398** |
| | | |
| **Utgående redovisat värde** | **5 744** | **7 998** |

## Not 14 Andelar i koncernföretag

| | 2023-12-31 | 2022-12-31 |
|---|---|---|
| Ingående anskaffningsvärden | 22 340 | 6 340 |
| Förvärv | 0 | 16 000 |
| **Utgående ackumulerade anskaffningsvärden** | **22 340** | **22 340** |
| | | |
| **Utgående redovisat värde** | **22 340** | **22 340** |

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## Not 15 Specifikation andelar i koncernföretag

| Namn | Kapital-andel | Rösträtts-andel | Antal andelar | Bokfört värde 23-12-31 | Bokfört värde 22-12-31 |
|---|---|---|---|---|---|
| Xdin Inc | 30 | 30 | 1 000 | 40 | 40 |
| Chief Consulting AB | 100 | 100 | 1 000 | 22 300 | 22 300 |
| | | | | **22 340** | **22 340** |

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

## Not 16 Fordringar hos koncernföretag

| | 2023-12-31 | 2022-12-31 |
|---|---|---|
| Saldo på koncernkonto ingår med | 85 641 | 0 |

## Not 17 Förutbetalda kostnader och upplupna intäkter

| | 2023-12-31 | 2022-12-31 |
|---|---|---|
| Upplupna konsultintäkter | 29 854 | 35 543 |
| Förutbetalda hyreskostnader | 5 944 | 6 396 |
| Förutbetalda leasningavgifter | 765 | 1 462 |
| Övriga poster | 4 477 | 4 007 |
| | **41 040** | **47 408** |

## Not 18 Antal aktier och kvotvärde

| Namn | Antal aktier | Kvot-värde |
|---|---|---|
| Antal A-Aktier | 16 937 374 | 0,05 |
| Antal B-Aktier | 927 000 | 0,05 |
| | **17 864 374** | |

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## Not 19 Disposition av vinst eller förlust

| | 2023-12-31 |
|---|---|
| **Förslag till vinstdisposition** | |
| Styrelsen föreslår att till förfogande stående vinstmedel (kronor): | |
| fri överkursfond | 7 919 471 |
| balanserad vinst | 291 002 460 |
| årets vinst | 51 766 985 |
| | **350 688 916** |
| disponeras så att | |
| i ny räkning överföres | 350 688 916 |
| | **350 688 916** |

## Not 20 Skulder till koncernföretag

| | 2023-12-31 | 2022-12-31 |
|---|---|---|
| Saldo på koncernkonto ingår med | 0 | -12 130 |

## Not 21 Upplupna kostnader och förutbetalda intäkter

| | 2023-12-31 | 2022-12-31 |
|---|---|---|
| Löneskuld | 51 753 | 55 371 |
| Bonuslöner | 13 500 | 17 708 |
| Upplupna sociala avgifter | 12 604 | 14 387 |
| Övriga poster | 34 097 | 27 717 |
| | **111 954** | **115 183** |

## Not 22 Justering för poster som inte ingår i kassaflödet

| | 2023-12-31 | 2022-12-31 |
|---|---|---|
| Avskrivningar | 20 594 | 43 979 |
| Förlust vid försäljning av anläggningstillgångar | 0 | 4 |
| | **20 594** | **43 983** |

## Not 23 Likvida medel

Under 2021 anslöt sig bolaget till ALTEN Groups cashpool.

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## Not 24 Ställda säkerheter

| | 2023-12-31 | 2022-12-31 |
|---|---|---|
| **För företagets egen räkning:** | | |
| Företagsinteckningar | 856 | 856 |
| | **856** | **856** |

Göteborg 2024- 05-13

Teemu Virtanen
Verkställande direktör

Olivier Granger
Ordförande

Bruno Benoliel

Nicolas Di Franco

Vår revisionsberättelse har lämnats 2024- 06-03

Grant Thornton Sweden AB

Sofia Pihl
Auktoriserad revisor

20240826605502

# 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 2023.

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 2023 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.

### 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 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.



**Registrerat revisionsbolag**
Member of Grant Thornton International Ltd

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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 2023 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 aktiebolagslagen.

Göteborg 2024 - 06-03
Grant Thornton Sweden AB

Sofia Pihl
Auktoriserad revisor



Registrerat revisionsbolag
Member of Grant Thornton International Ltd

# UNIVERSAL REGISTRATION DOCUMENT

## 2023

including the annual financial report
and the integrated report

ALTEN

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*Elements of the Annual Financial Report are identified in the contents with the [AFR] pictogram*
*Elements constituting the statement of non-financial performance are identified in the contents with the [NFPS] pictogram.*


AUTORITÉ DES MARCHÉS FINANCIERS
AMF

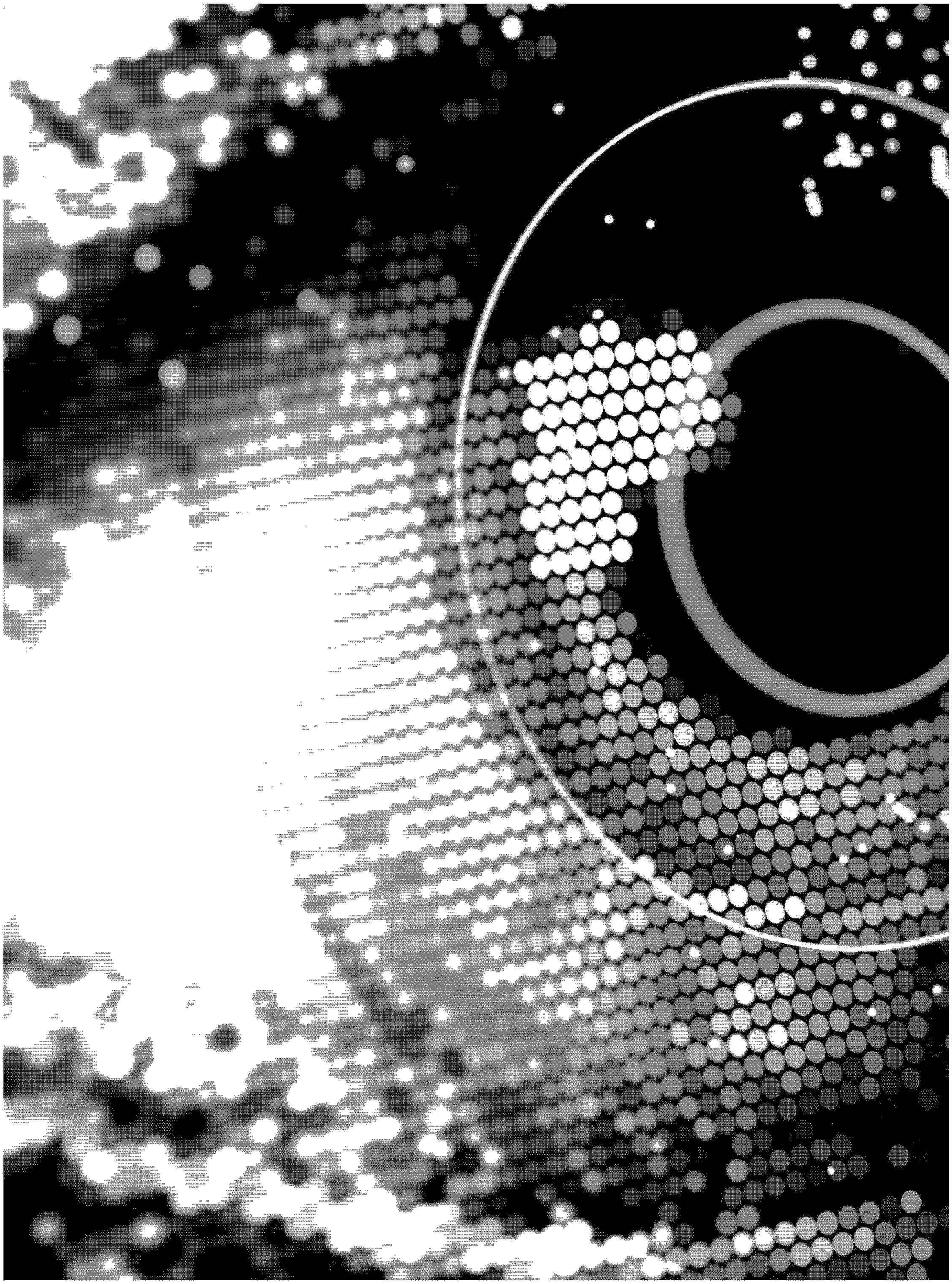
The Universal registration document was filed on 26 April 2024 with the AMF, in its capacity as competent authority under Regulation (EU) 2017/1129, without prior approval in accordance with Article 9 of said regulation. The Universal registration document may be used for the purpose of an offer of financial securities to the public or the admission of financial securities to trading on a regulated market if it is supplemented by a securities noteand, where applicable, a summary and any amendments to the Universal registration document. The resulting package shall then be approved bythe AMF in accordance with Regulation (EU) 2017/1129.

*This Universal registration document including the annual financial report and the integrated report is a reproduction of the official version of the Universal registration document including the annual financial report and the integrated report which has been drawn up in ESEF (European Single Electronic Format) and is available on our website www.alten.com.*

# Building tomorrow's world today

**At ALTEN, we see our specialists as architects - today's designers of tomorrow's world.**

As a world leader in Engineering and IT Services, we support businesses in their technological and sustainable transformation. Our commitment to them is to make a positive impact over time and on people, to push back the frontiers of innovation and to always stay one step ahead. We are guided by one ambition: designing the future in the present.



# 01

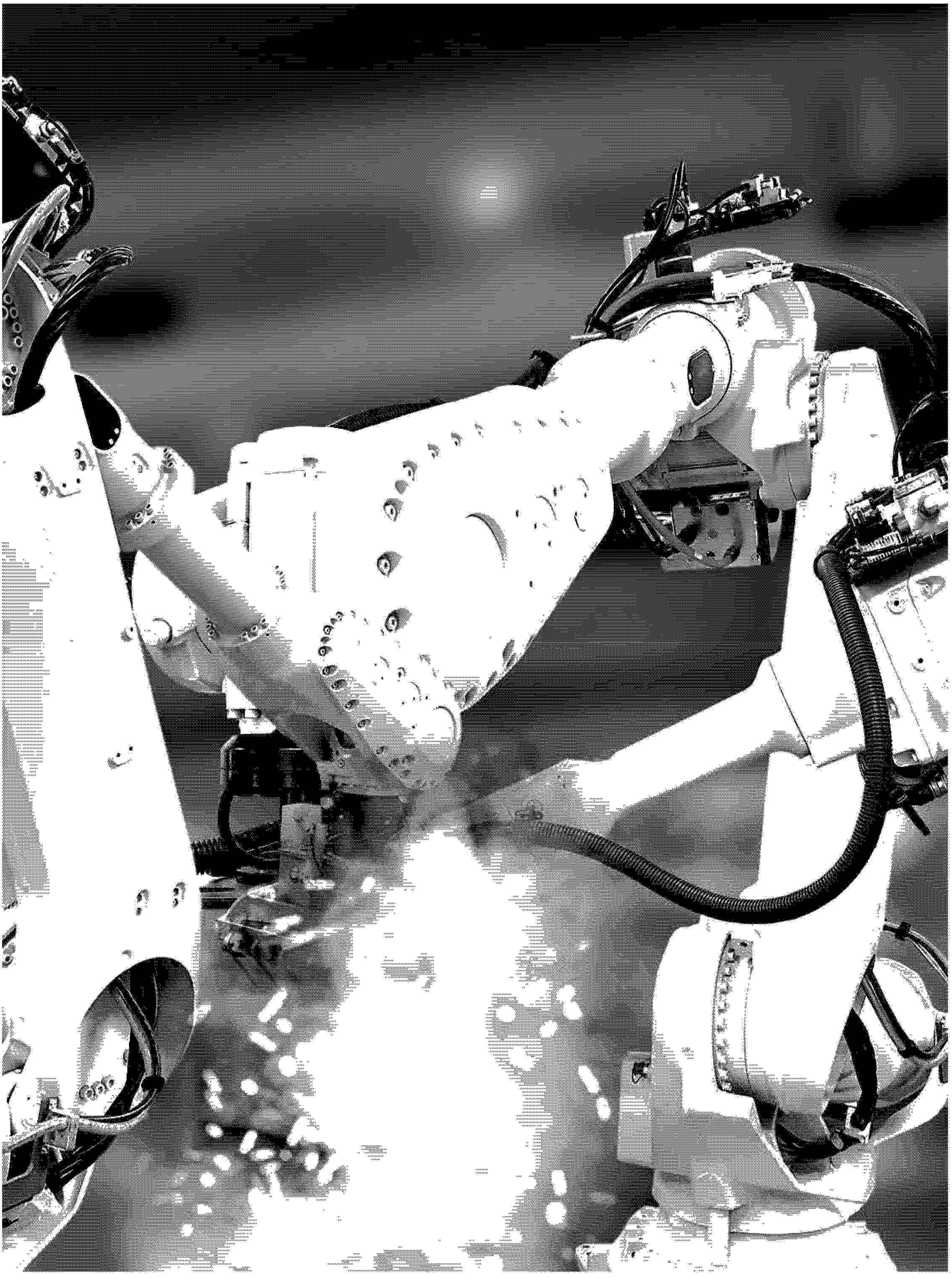
## Artificial Intelligence

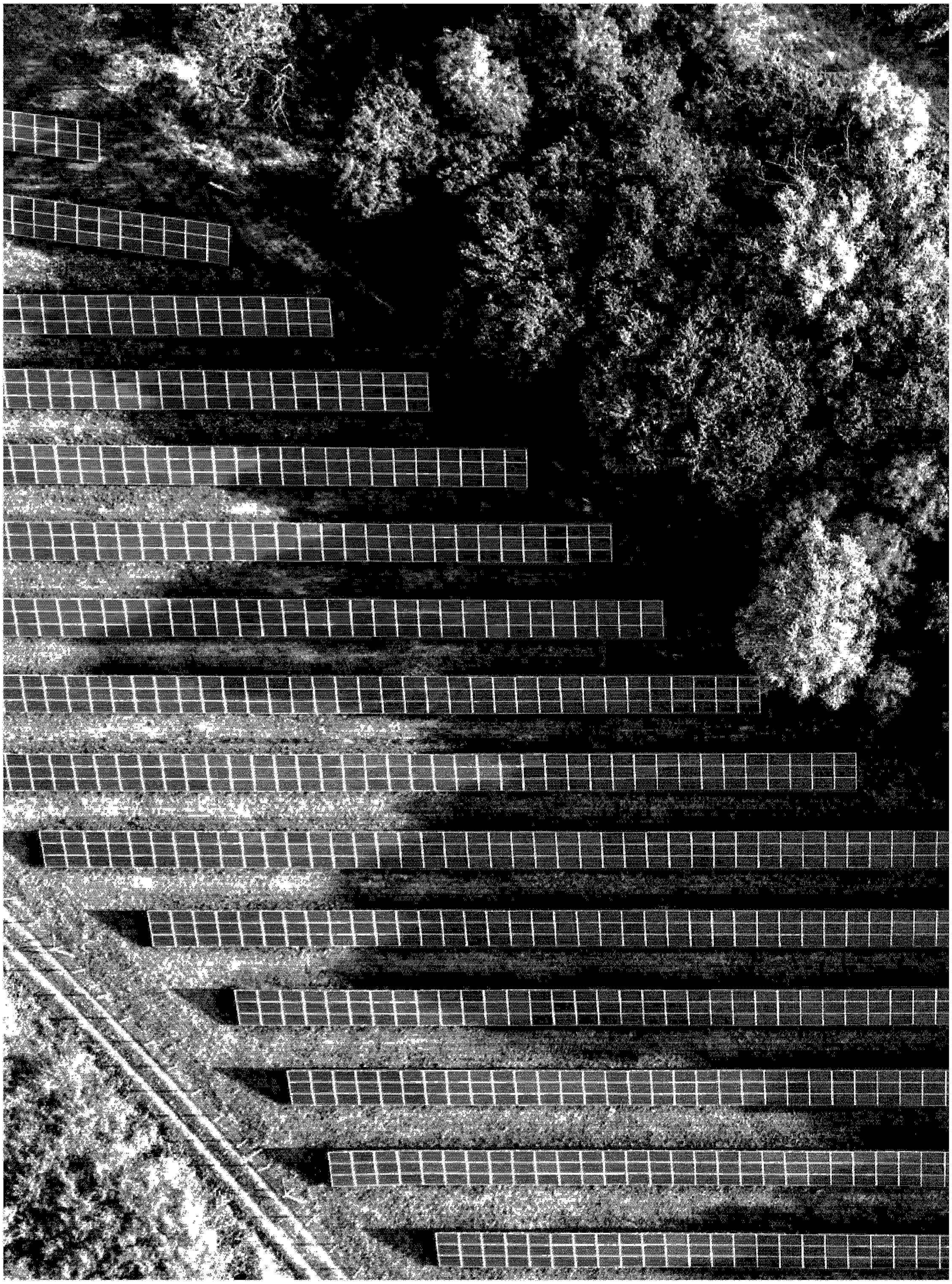
The impact of Research and Development (R&D) coupled with Artificial Intelligence (AI) and Machine Learning on various sectors is monumental, radically transforming industries. From pharmaceuticals to automotive design, these technologies reduce time-to-market and deliver more accurate results.

# 02

## Automation and Robotics

Automating tasks frees up human resources to concentrate on more complex problems. In laboratories and manufacturing processes, robotics improve precision while enhancing safety and performance by taking care of dangerous or repetitive tasks.





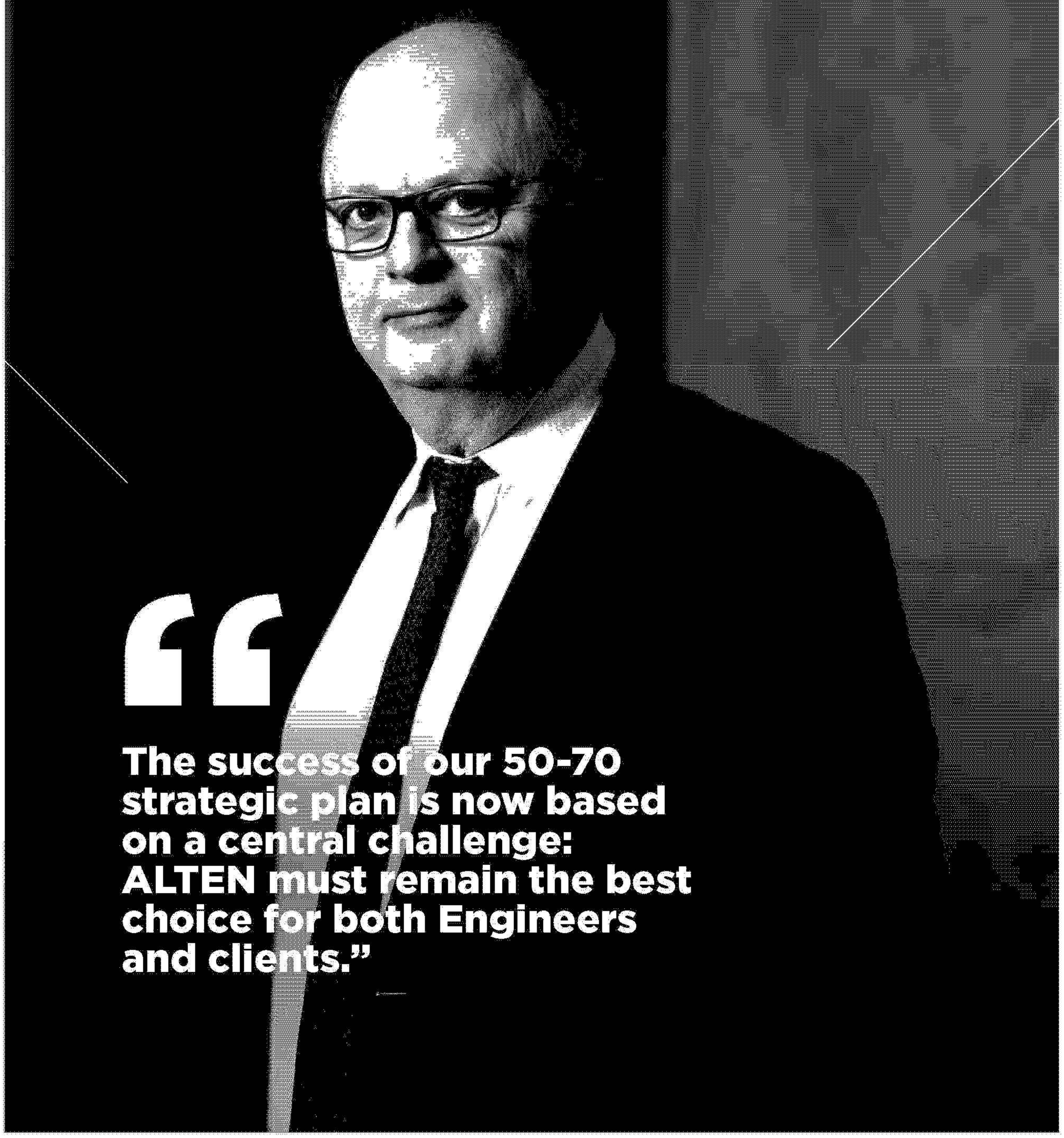
# 03

## Sustainable and green technologies

The transition to a safer, more sustainable and resilient world is driving R&D to focus on green solutions. From energy to eco-design and Green IT, innovation is now at the heart of the technological challenges facing businesses.

# Editorial

by **Simon AZOULAY**,
Chairman and Chief Executive Officer



**“The success of our 50-70 strategic plan is now based on a central challenge: ALTEN must remain the best choice for both Engineers and clients.”**

# EDITORIAL BY SIMON AZOULAY

Against a difficult backdrop, the ALTEN Group successfully overcame the many challenges it faced, both in terms of a sharp downturn in the international economy and changes in its business model and the needs of its clients.

Today, we are the world's only independent leader in Engineering and IT Services. We owe this status to the Group's strong growth in recent years: we have gone from revenue of €1.75 billion in 2015 to more than €4 billion this past year. Despite lower results than last year, our Group posted satisfactory growth of 7.6% in 2023.

ALTEN is now a global Group. Over the last seven years, the development of our international business has continued to grow and now represents 70% of our revenue. Today, we are present in more than 30 countries around the world and have more than 57,000 employees, 88% of whom are Engineers. In 2024, we will pursue our objective of strengthening ALTEN's critical mass in certain geographical areas, such as Eastern Europe, Asia and North America. One way to achieve this is to increase the number of our targeted external acquisitions. With five acquisitions last year, we hope to significantly increase this number in the coming years. Our ambition is clear, and is set out in our 50-70 strategic plan: to exceed €5 billion in revenue and more than 70,000 Engineers by the end of 2026.

Over and above these figures, the Group has taken a structural turn by consolidating its international organisation to meet our clients' global and technological challenges.

Among these major changes, we have deployed the French Technical Division across the whole of Europe. We have strengthened our Business Development Department to meet the new expectations of our clients, who expect comprehensive, coordinated and consistent solutions. Finally, we have developed our management structure to deploy the ALTEN model internationally. We cannot rely solely on external recruitment; we must also focus on developing our talent internally, by encouraging international mobility in all functions.

The success of our 50-70 strategic plan is now based on a central challenge: ALTEN must remain the best choice for both Engineers and clients, provided we know how to satisfy them. The diversification of our business sectors is an asset in achieving this. Likewise, our financial position enables us to finance our growth and support the major technological transformations of the coming years.

For 35 years, our Group has been proud to work with its clients to build a more sustainable future that takes account of social, societal and environmental issues. I warmly thank all of our teams for their unwavering commitment.

**Simon AZOULAY**,

Chairman and Chief Executive Officer

**Key Events** In 2023, we continued to strengthen ALTEN's reputation in order to consolidate our position as a strategic partner in our clients' technological challenges.

## Creating impact for our clients

ALTEN is committed on a daily basis to supporting its clients' development strategy in the fields of innovation, R&D and technological IT systems. Two of the Group's major clients, JAGUAR LAND ROVER (JLR) in the UK and BOSCH in Germany, presented us with the "Best Supplier Award" in recognition of ALTEN's innovation and commitment to service quality.

## The place of women in industry is a real issue for society.

**Simon AZOULAY** - Chairman and Chief Executive Officer

### Strengthening our commitments to increasing the number of women in scientific professions

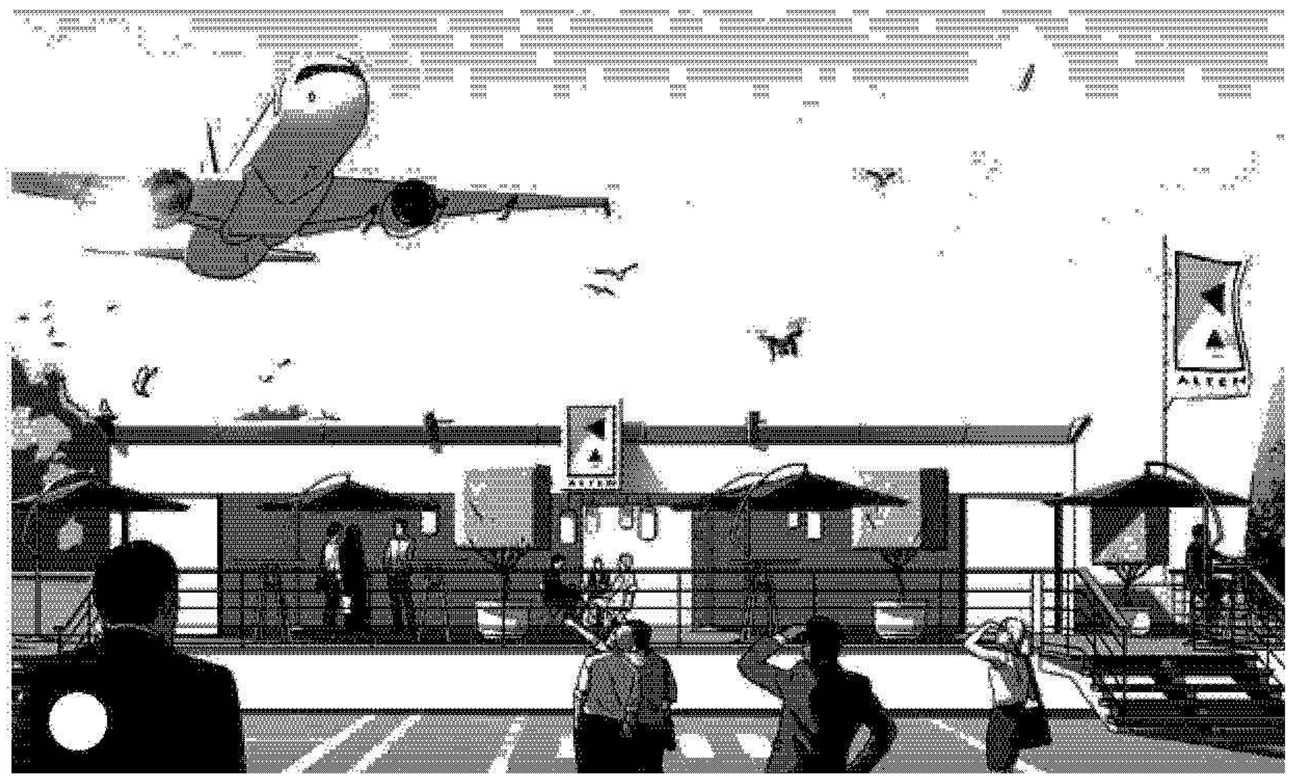
The place of women in industry is a real issue for society. Historically committed to increasing the number of women in Engineering professions and the professional integration of young people, ALTEN is committed to raising awareness and convincing women to join technical and scientific careers. For the seventh edition, a major awareness-raising campaign was rolled out, bringing together the testimonies of 12 women from 12 different countries at the heart of the technological transformation.

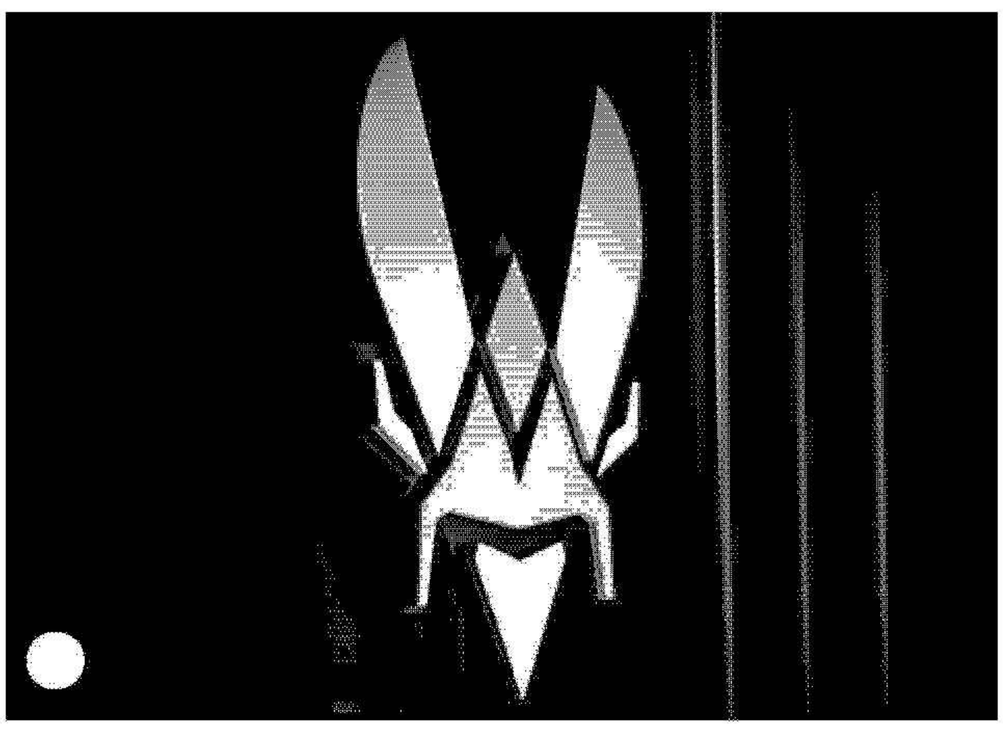
### Launch of the new "Building Tomorrow's World Today" brand campaign

The result of several months of collaborative work with ALTEN managers and employees, this campaign reflects as faithfully as possible everyone's perception of the company. It aims to reinforce our vision and the role of the men and women who make up the Group as builders, creators and entrepreneurs. Its aim was to rally every employee around what unites us: high standards, passion, agility and ambition.

### 50,000 Engineers today, 70,000 tomorrow

In 2019, ALTEN announced the launch of its 50-70 strategic plan. In 2023, an important milestone was reached: for the first time, ALTEN surpassed 50,000 Engineers worldwide. The next milestone is 70,000 Engineers in 2026.





## Decarbonising the future of aviation

Decarbonising aviation is a major challenge, both in the eyes of the public and for the aeronautics industry. At the International Aeronautics and Space Show held at Le Bourget in France, ALTEN reaffirmed its commitment to the development of a new generation of Engineers in the aeronautics industry. The aim is twofold: firstly, to demonstrate that this industry is dynamic and actively contributing to creating a positive impact on the environment; secondly, to recognise that integrating new expertise and knowledge is essential to achieving the necessary transformations in future aircraft fleets.

## Acting for a low-carbon future

A letter of intent was signed with THALES, a world leader in defence and security, aerospace and digital identity and security technologies, during the Paris Air Show at Le Bourget in France. The Group confirmed its willingness to work together to combat climate change through its respective value chains.

## Industry 4.0: agile and sustainable

At the *Global Industrie* trade fair in Lyon, France, ALTEN, BOUYGUES TELECOM ENTREPRISES and SIEMENS FRANCE signed a three-year partnership for the development of Industrial 5G, pooling their respective expertise and their in-depth understanding of industrial and network issues. The main aim of the collaboration between these three organisations, which is aimed at CAC 40 companies as well as French SMEs, will be to deploy Industry 4.0 solutions through dedicated, tailored support for clients in terms of audits, transformation levers and implementation.

## Nuclear: a new horizon

As a partner to the big names in the nuclear industry, ALTEN occupies a privileged position as an observer of market dynamics and provider of cutting-edge technical expertise for the design, maintenance and safety of nuclear facilities. At the World Nuclear Exhibition in Villepinte, France, we reaffirmed our Group's positioning: with over 1,000 consultants, we support key players in the sector on all major projects across the nuclear value chain.

## Supporting France's biggest student Esport competition

Since 2019, ALTEN's commitment to Esport has continued to grow. For the second year running, ALTEN and Team Vitality have organised the biggest Esport tournament for students on Super Smash Bros. Ultimate. Nearly 500 students took part in the qualifying rounds across France and more than 15,000 people followed the final on Twitch.

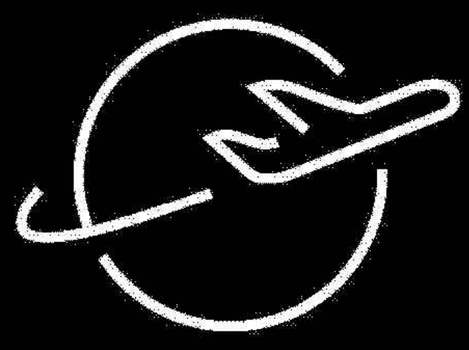
**Key figures** Despite a slowdown in activity in 2023, ALTEN has demonstrated the resilience of its business model with satisfactory organic growth.

**€4,068.8m**

in revenue

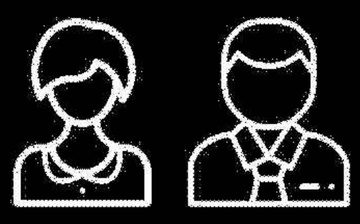
**68.1%**

of international revenue



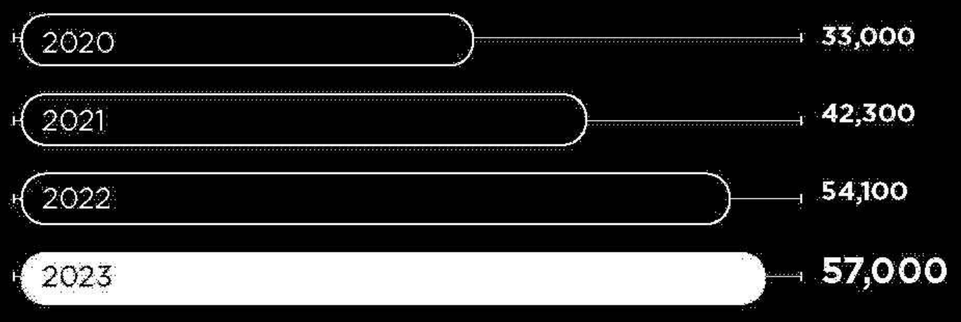
**57,000**

Employees including

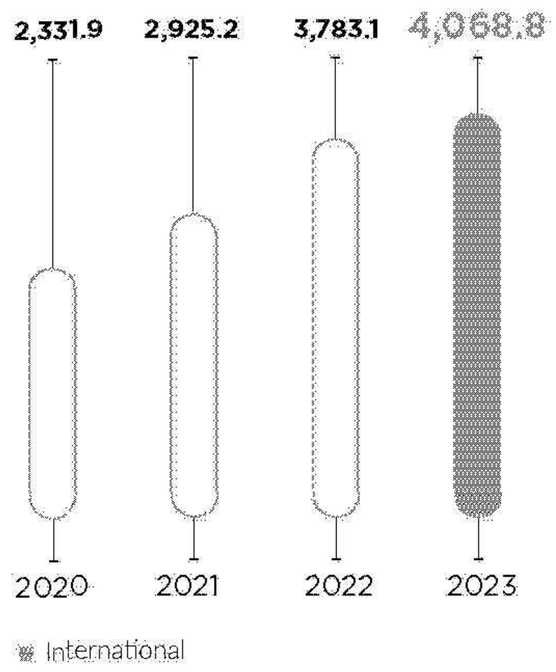


**50,000**

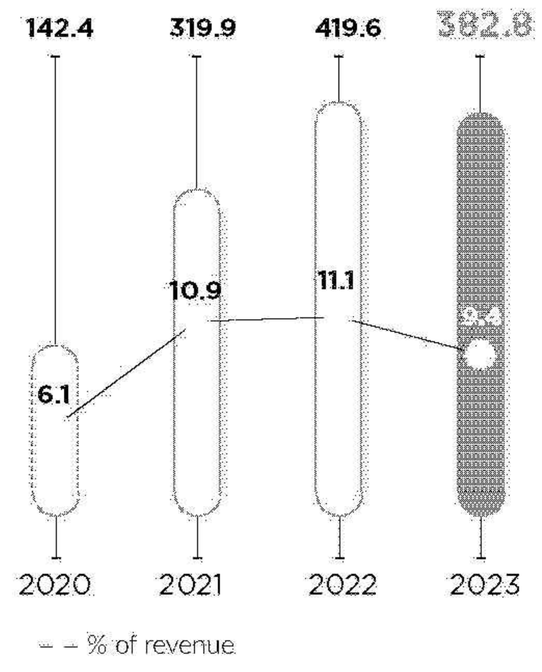
Engineers (88%)



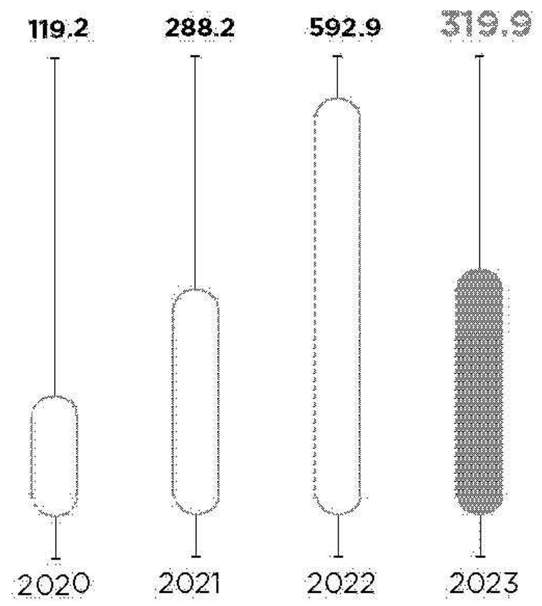
## REVENUE
(In millions of euros)



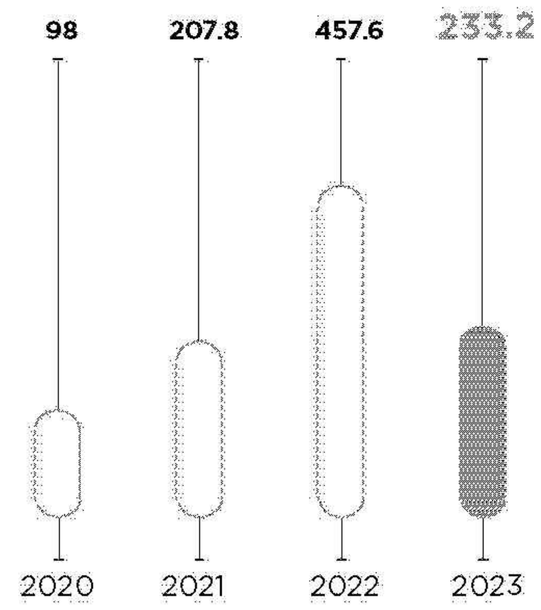

## OPERATING PROFIT ON ACTIVITY
(In millions of euros)



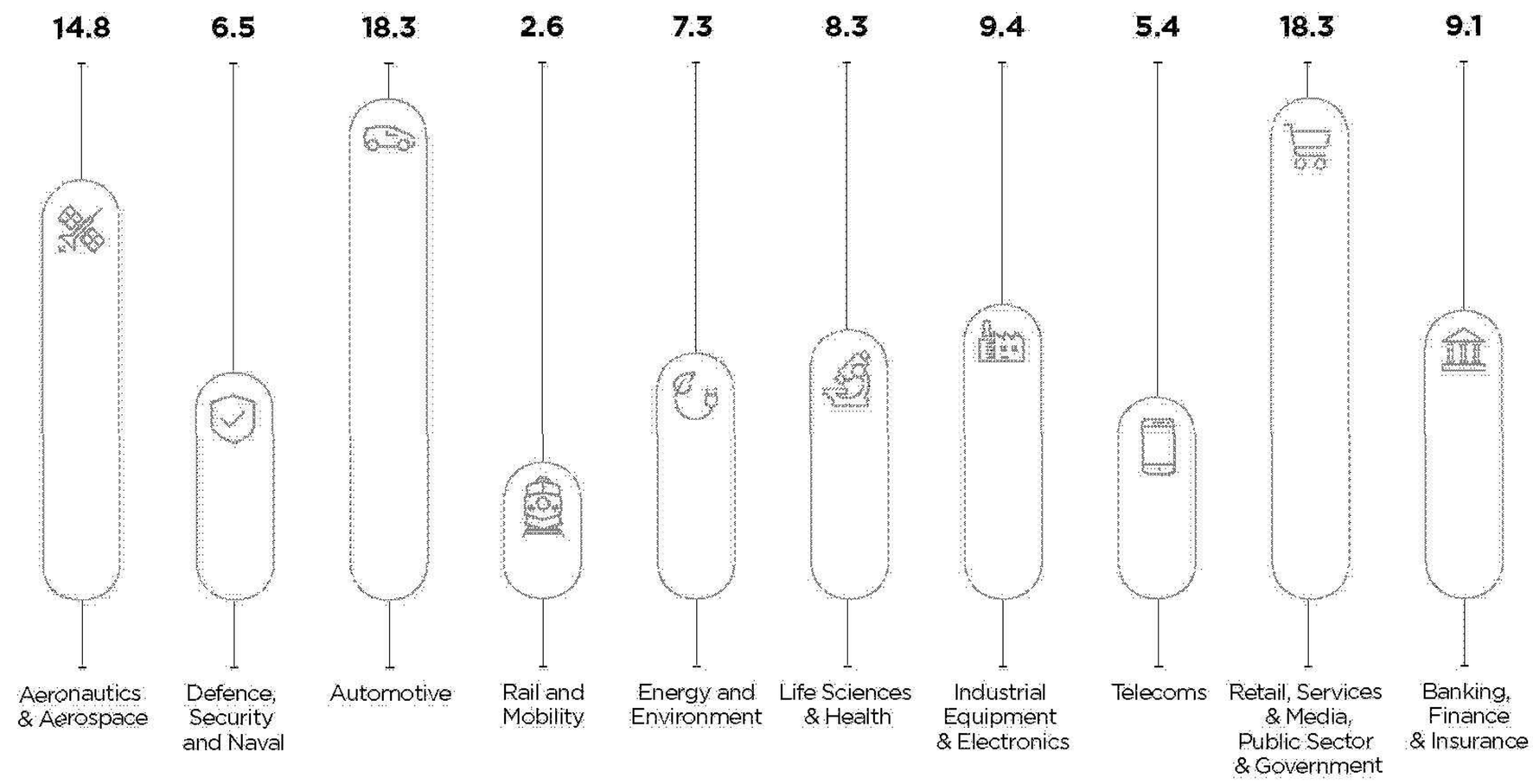

## OPERATING PROFIT
(in millions of euros)

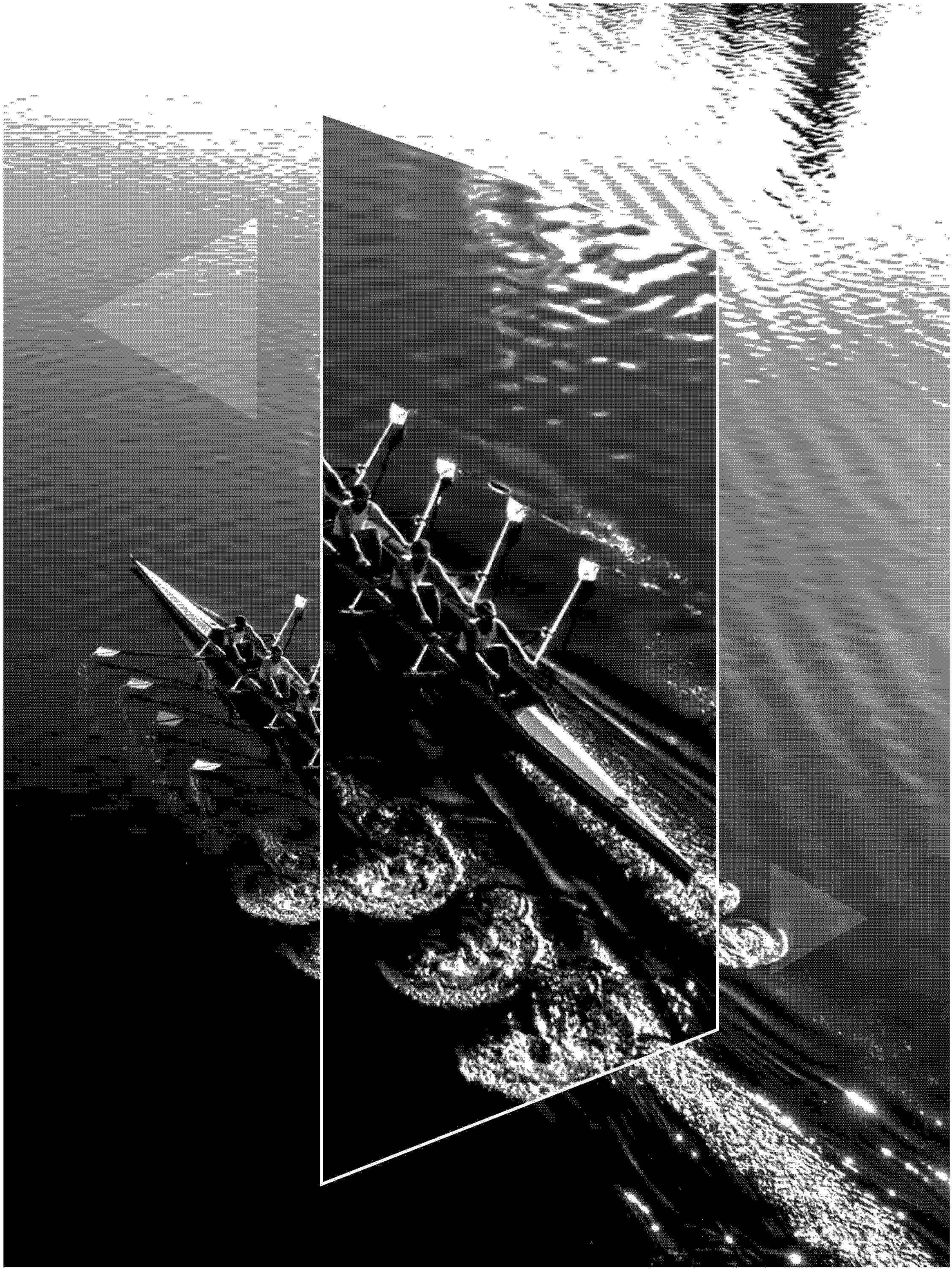


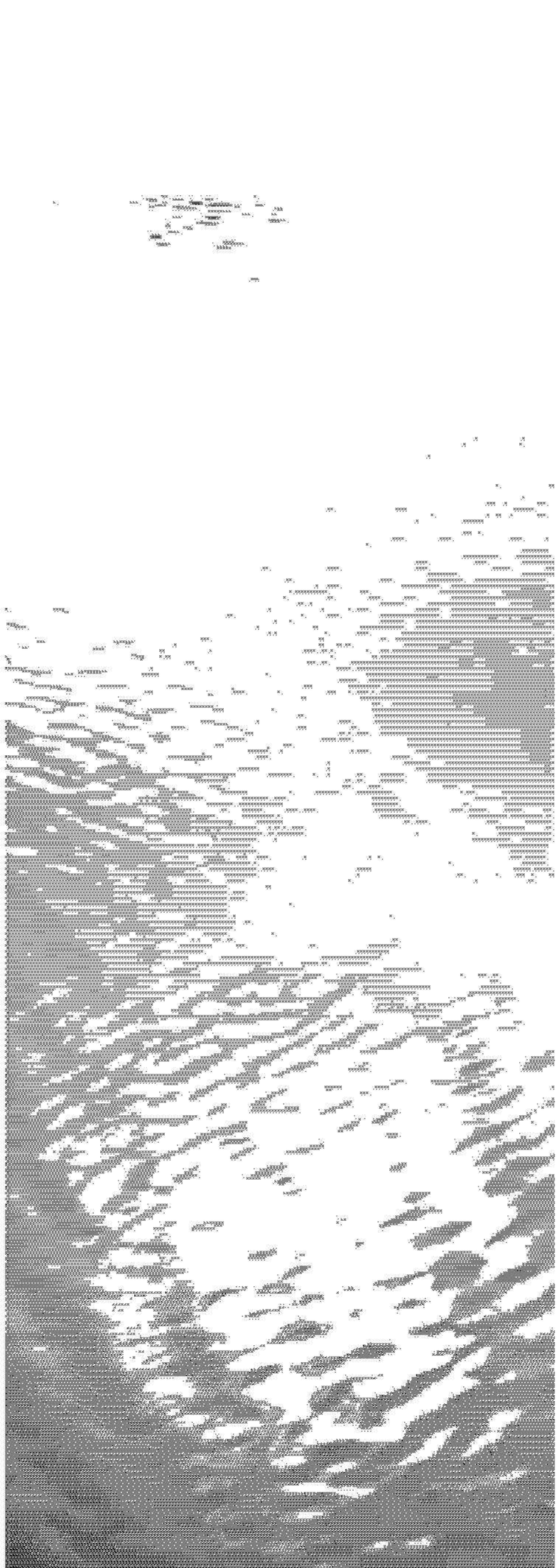

## NET INCOME (ATTRIBUTABLE TO) OWNERS OF THE PARENTV
(in millions of euros)




## BREAKDOWN OF REVENUE BY BUSINESS SECTOR
(% of revenue)







# A value-creating model

**We develop cutting-edge technological solutions to meet our clients' complex challenges.**

Our commitment to value creation is reflected in sustained growth and a recognised leadership position in the international market.

**HR Vision** As a world leader in Engineering and IT Services, ALTEN supports businesses in their technological and sustainable transformation. An Engineering culture, a passion for technology and high added-value projects: it's in a stimulating environment that our teams work hard every day to meet our clients' challenges.

# At the heart of ALTEN's success lie its talents

Whether at the heart of an aircraft, at the heart of a hospital patient or at the heart of society, we are convinced that Engineers are the architects who are building tomorrow's world today. With more than 57,000 employees worldwide, including 50,000 Engineers, our teams provide daily support for our clients' development strategies in the fields of innovation, R&D and technological IT systems.

## Making ALTEN the first choice

To support its growth, ALTEN recruits several thousand employees each year, including 4,500 in France alone in 2023. Various initiatives have been put in place, particularly for future young graduates. For example, the teams are stepping up their exchanges by attending specialist recruitment fairs and forums in France and abroad. 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.

ALTEN not only recruits, but also creates lasting links with students. Since 2011, ALTEN, a premium partner of the *Confédération Nationale des Junior-Entreprises* (CNJE), has been interacting with over 200 schools in France. This commitment is reflected in a constant presence at CNJE events and the ALTEN awards for the best Junior-Enterprise.

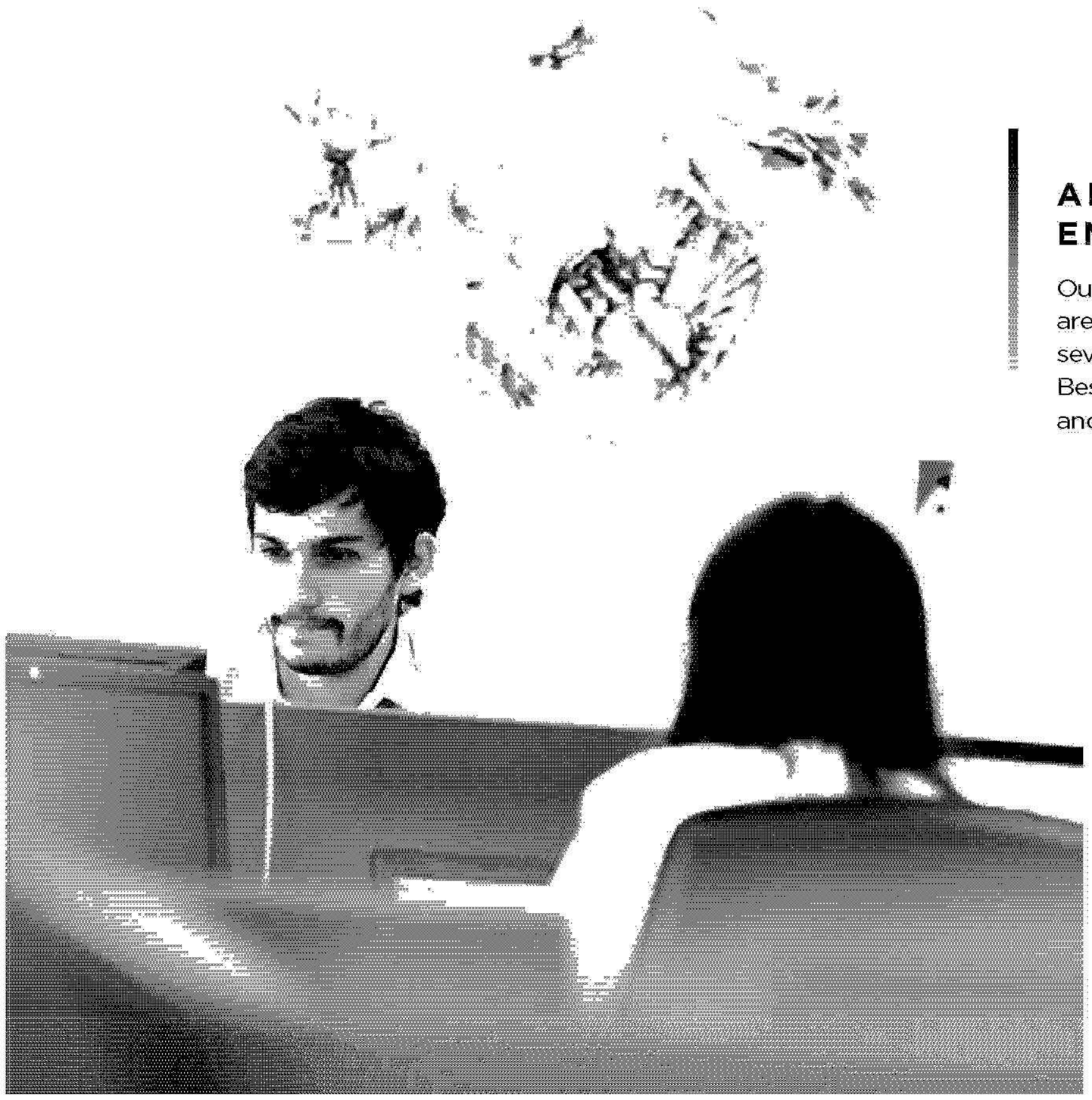
As a key player in Engineering employment and the professional integration of young people, ALTEN works on a daily basis to raise the profile of this profession and promote scientific and technical careers, starting at secondary school level. ALTEN is also committed to increasing the number of women in the scientific professions. The Group regularly highlights the diversity of the women who make up its workforce, helping to raise awareness of the vital role played by women in science and technology.

**31%**

Number of women in the headcount

### ENHANCING EMPLOYER APPEAL THROUGH ESPORT

For the second year running, ALTEN in France, in partnership with Team Vitality, one of Europe's leading Esport companies, has organised France's biggest student tournament on Super Smash Bros. Ultimate. Several qualifying stages were held directly in the schools before the grand final, which was held in Paris at Team Vitality's offices, attracting more than 15,000 people simultaneously on Twitch.



## ALTEN, A RECOGNISED EMPLOYER

Our efforts to attract and retain top talent are rewarded every year. ALTEN has won several prestigious certifications, including Best Managed Companies, Top Employer and Great Place to Work.

### Unleashing everyone's potential

Proud to be one of the leading employers of young Engineers, ALTEN invests in the transmission of its knowledge, thus contributing to the professional development of talent and enriching its skills base in the service of innovation.

ALTEN strives to create an environment where cultural diversity and the unique skills of each individual are valued. By fostering cross-border collaboration and encouraging professional development on a global scale, ALTEN is building an ecosystem where every talent contributes to shaping an innovative and sustainable future.

Aligning employee skills with changes in business lines and organisational structures is the foundation of the Group's success. ALTEN is firmly committed to an ambitious training policy, anticipating the challenges of tomorrow. The various in-house training centres, dedicated to each segment of its population (Engineers, Support Functions, Business Managers), create a space conducive to exchange and emulation, reinforcing genuine internal cohesion. The training courses are designed to be operational, in direct response to the needs expressed by the various business lines, in order to meet the challenges and issues faced by the experts. Specific programmes facilitate employee onboarding and a catalogue of in-house training courses supports them throughout their career. ALTEN attaches particular importance to the constant development of its programmes, incorporating innovations in the field of training as far as possible.

### Fostering the development of talent

ALTEN offers its employees a system dedicated to both functional and geographical mobility. The Group offers a variety of career paths at all levels, as well as development within its four streams: Specialist, Project Management, Business Management and Support Functions.

International adventure is also possible within its foreign subsidiaries. By pooling their efforts and transcending borders, employees are deploying the ALTEN model, where each individual can develop professionally.

Finally, ALTEN offers dynamic Human Resources management that promotes career diversity and skills development. The internal organisation adapts to expectations to build a personalised career path.

**57,000**

Number of employees worldwide

**Governance** ALTEN combines human values, sustainable development and an engineering culture in the service of performance to satisfy all stakeholders.

## 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.

At 31 December 2023, half the members of the Board of Directors were women (excluding the Director representing employees). 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.

**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** – Independent Director – Member of the Audit Committee, the Remuneration and Nomination Committee and the CSR Committee
- **Marc EISENBERG** – Independent Director
- **Maryvonne LABEILLE** – Independent director – Chairwoman of the Remuneration and Nomination Committee and Chairwoman of the CSR Committee
- **Aliette MARDYKS** – Independent Director – Chairwoman of the Audit Committee
- **Pierre-Louis RYSER** – Director representing employees
- **Jane SEROUSSI** – Director
- **Philippe TRIBAUDEAU** – Independent Director and Lead Director – Member of the Audit Committee

## General Management

The General Management implements the strategy defined by the Board of Directors and develops the business. It is assisted in its tasks by the Executive Committee and the Group Management Committee.

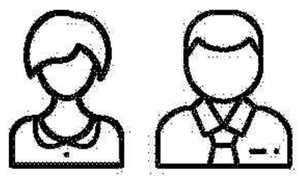
## Ethics and responsibility

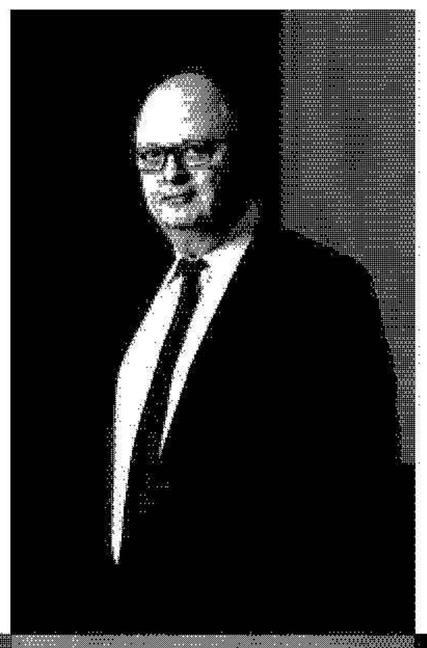
ALTEN places ethics at the heart of its activities. The Group shares the highest standards in this area with its stakeholders. ALTEN is committed to conducting and developing its business in strict compliance with national and international laws and regulations and to making ethics and compliance a common priority for the entire Group.

The Group is also committed to promoting the balanced representation of women and men throughout its workforce, including within its governance bodies. In 2023, ALTEN SA obtained the score of 89 out of 100 on the gender equality index defined by the law "for the freedom to choose one's professional future".

**89**

Score out of 100 on the gender equality index





## The Executive Committee

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

**Its composition as of the date of this document**
(top to bottom and left to right)

- **Simon AZOULAY**, Chairman and Chief Executive Officer
- **Bruno BENOLIEL**, Deputy Chief Executive Officer, responsible for Finance, Legal and IT Systems
- **Pierre MARCEL**, Deputy Chief Executive Officer in charge of ALTEN Germany
- **Olivier GRANGER**, Director responsible for International Scope 1
- **Stéphane OUGIER**, Executive Vice-President ALTEN France, Solutions subsidiaries and Eastern Europe
- **Pierre BONHOMME**, Executive Vice President ALTEN France, UK and North America
- **Gualtiero BAZZANA**, Executive Vice-President ALTEN for Enterprise Services and Telecoms
- **Pascal AMORÉ**, Executive Vice-President responsible for ALTEN Asia

## Group Management Committee

The Group Management Committee has 18 members, including five women. It assists the Executive Committee in implementing operational measures in line with the Group's business.

**Our international expansion and our position as a leader in the Engineering and Technology Consulting market mean that we have a responsibility towards all our stakeholders.**

**Simon AZOULAY** - Chairman and Chief Executive Officer

**Creating value** A world leader in Engineering and IT Services, ALTEN is committed to meeting the expectations of its stakeholders and anticipating their requirements by reconciling performance and sustainable development.

## Our resources

### Human Resources

- **57,000 employees**
  ncluding **50,000 Engineers**
  in over **30 countries** across **five 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

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

### Financial resources (1)

- **€4,068.83 million in revenue** in 2023.
  **68.1% of revenue** generated outside France;
- Operating margin: **operating profit on activity 9.4% of revenue**;
- A very healthy financial structure: equity **€2,037.1 million** - Positive cash position: **€297 million**.

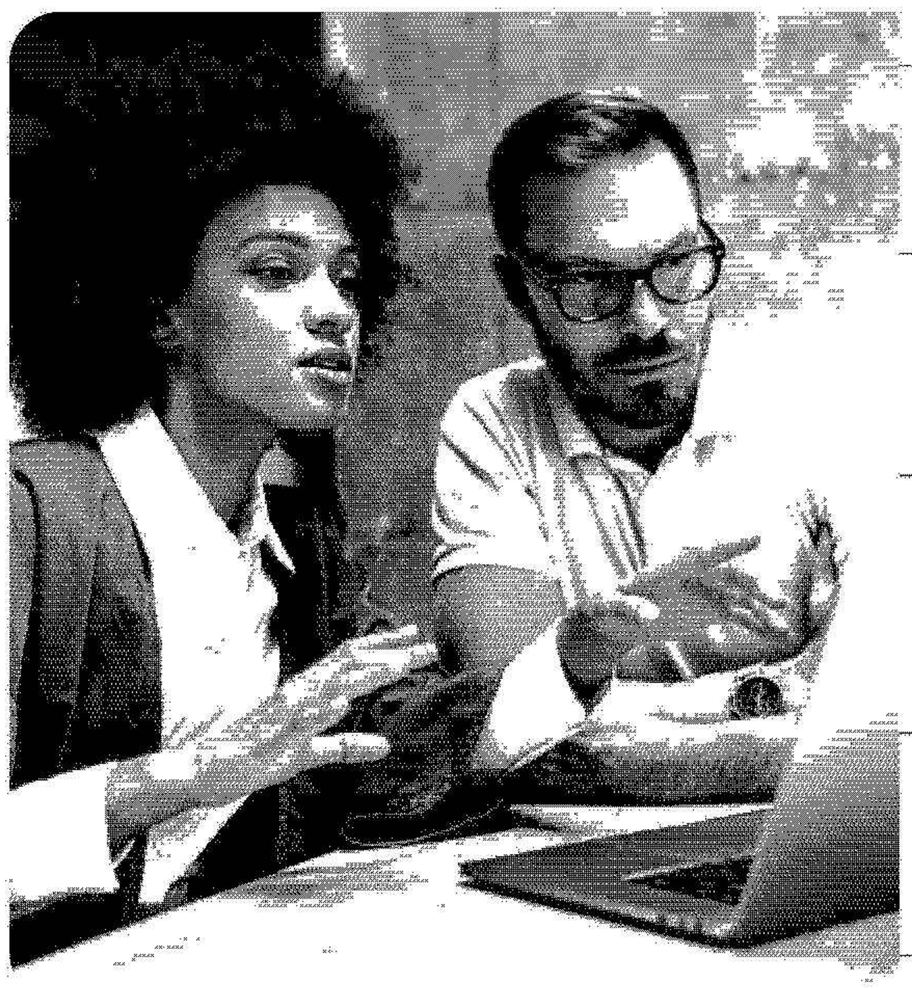
### Environmental resources

- Use of energy and natural resources (2).

## Our DNA

**Comprehensive technological coverage**

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



Comprehensive and balanced coverage **of sectors**

**20.9%**
Automotive & Rail

**30.4%**
Energy, Life Sciences, Telecoms & other industries

*(1) At 31 December 2023.*
*(2) See 4.4 "Reducing the Group's environmental footprint".*

**High-performance human resources and talent management processes**

Multiple and varied career opportunities.

## 5 LEVELS OF COMMITMENT
to meet clients' needs

**Fixed-price**
Fixed-price projects with commitment to results.

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

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

**Commitment to results**
Deliverables industrialisation & productivity gains.

**Service contract**
Service contract with commitment of providing resources and 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.

**21.3%**
Aerospace, Defence, Security & Naval

**27.4%**
Services, Retail, Banking & Public Sectors

# Our value creation

## Engineering expertise and culture
*(see "Strategy" of this Document)*

- High-end positioning deployed on Engineering business lines;
- Engineering centres of excellence.

## Human capital development
*(see 4.2 "Career-accelerating employer")*

- Akey player in the employment of managers and Engineers and the professional integration of young people.
- Top Employer, Great Place to Work and Best Managed Companies.

## Targeted external growth strategy

- **5 international acquisitions** in 2023.

## Societal commitments
*(see 4.3.6 "Regional solidarity")*

- **2,889 man-days** of skills sponsorship.

## Assessments and certificationss
*(see 4.1.5 "Ratings - Awards")*

- EcoVadis: 82/100;
- CDP: A- rating in recognition of climate initiatives;
- CEFRI MASE;
- TISAX;
- Depending on the scope, ISO 9001, 9100, 14001, 19443, 27001, 45001.

**CSR Vision** Since joining the United Nations Global Compact in 2010, ALTEN has continued to work to limit its environmental impact and improve its social and societal footprint. Aware of our role and responsibility, we are committed to all our stakeholders every day.

# Putting words into action

As a committed company, ALTEN combines human values, sustainable development and an engineering culture in the service of performance to draw up its CSR strategy. The Group is a signatory and member of a number of environmental programmes and is developing partnerships around social and societal commitments.

Climate change, ethical and security issues, new forms of mobility, energy sobriety, diversity and inclusion, etc. - the Group is facing a host of challenges. By continuously strengthening its voluntary progress approach since 2010, ALTEN is fully integrating the United Nations' 2030 Agenda into its CSR strategy.

| Rating agencies | Reference year | Last year of disclosure |
|---|---|---|
| CDP | 2012 D | 2023 A- |
| ecovadis | 2009 34/100 | 2023 82/100 |
| Gaia | 2019 63/100 | 2023 70/100 |
| vigeo eiris | 2018 44/100 | 2022 56/100 |
| UN Global Compact | 2011 Limited | 2022 Advanced |

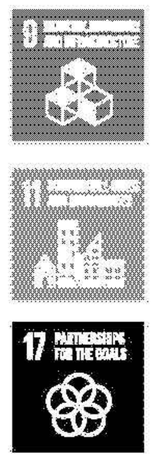
**Our international expansion and our position as a leader in the Engineering and Technology Consulting market mean that we have a social, societal and environmental responsibility towards all our stakeholders, whether they are employees, staff representatives, clients, shareholders, suppliers or partners.**

**Simon AZOULAY** - Chairman and Chief Executive Officer

The Group's CSR strategy, which is based on the materiality study carried out in accordance with the requirements of the Global Reporting Initiative (GRI), has three main focuses:

- **Sustainable innovation**: we put our expertise and creativity at the service of innovative solutions for a more sustainable world.
- **The environment**: we reduce our environmental impact while promoting sustainable economic growth.
- **Human**: we encourage an inclusive corporate culture that values the diversity of our employees, so that together we can build a fairer, more caring future. We value skills development and support our talented people in their personal and professional development.

THE UN'S SDG



# Sustainable innovation:

## transforming environmental challenges into an accelerator for research and innovation

Societal, environmental and industrial challenges are multiplying. ALTEN has unique know-how that combines Engineering and digital technologies to meet the ever-growing needs of its clients.

### Green AI: for greener technology

The ecological transition now concerns all economic sectors, including digital technology. Faced with the exponential digitalisation of services and the emergence of new technological tools such as IoT and AI, companies are becoming increasingly aware of the environmental impact of their infrastructures. In response to this problem, Green IT proposes a responsible approach to the management of IT resources. Against this backdrop, ALTEN is working on sober code, developing technologies using Artificial Intelligence and at the same time launching Green AI optimisation initiatives to reduce environmental impact as much as possible.

### ALTEN Labs: our experts at the heart of sustainable innovation

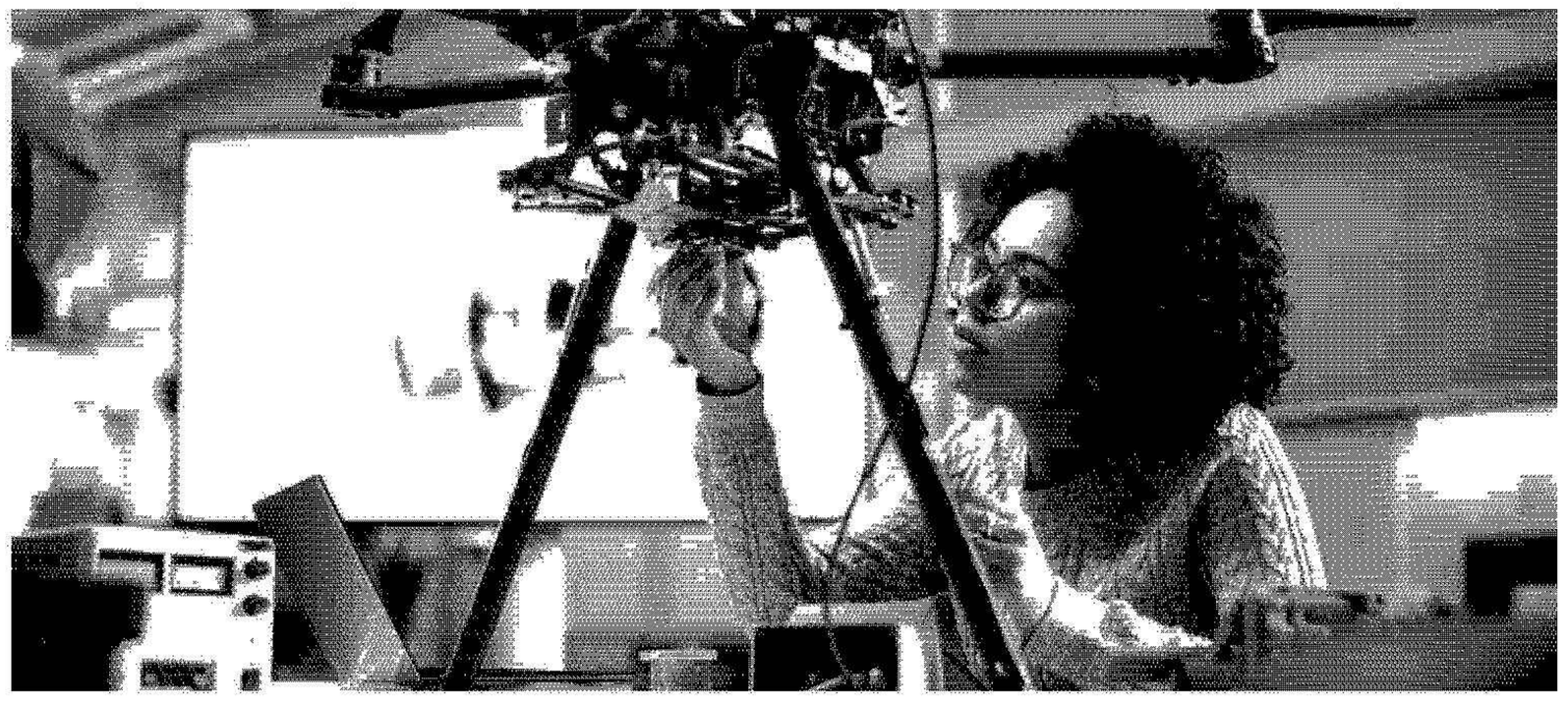
Through the Smart Digital programme, which brings together the nine Smart Programmes developed by ALTEN Labs, the Group deploys highly complementary and cross-functional research fields in all our clients' sectors, systematically integrating a long-term sustainability approach, covering complex and global technical issues ranging from responsible management of industrial processes to reducing the carbon footprint of transport.

Carried out in an ecosystem of partners who are experts in their scientific, technological and/or academic fields, ALTEN Labs' work benefits from this collaboration either through theses or scientific partnerships, or through use cases for our Proof Of Concept (POC) or Minimum Viable Product (MVP) and the pooling of respective know-how, or through the introduction of new technologies.

### Responsible industries: reducing the environmental footprint of factories

Industrial environmental efficiency refers to the ability of industrial companies to produce goods and services while minimising their negative impact on the environment.

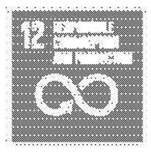
Today's factories must be more flexible, more communicative and more efficient, while remaining at the service of people. ALTEN integrates eco-responsibility from product design to energy consumption in factories. With talk of Industry 4.0 and the massive deployment of connected objects to improve production, control resources, monitor data and thus reduce environmental impact and production costs, ALTEN, convinced that eco-design is adapted to the industrial systems of the Smart Factory, sees the need to consider the environmental impact of these objects from end to end, starting with the development of the industrial system and during its use.



**31%**

R&D in sustainable innovation in 2023

THE UN'S SDG



# Environment:

## Being aware of our role

The ALTEN Group's environmental strategy is broken down into action plans to preserve natural resources, protect biodiversity and mitigate climate change. Each of these action plans is based on 3 strong commitments: measure, reduce and raise awareness. As a signatory of Syntec-Ingénierie's Engineering Charter for the Climate since 2019, ALTEN actively participates in the collective effort and encourages all of its entities to have a proactive environmental approach, based on recognised standards or benchmarks.

**70%**

of the CSR headcount covered by an EMS

**0**

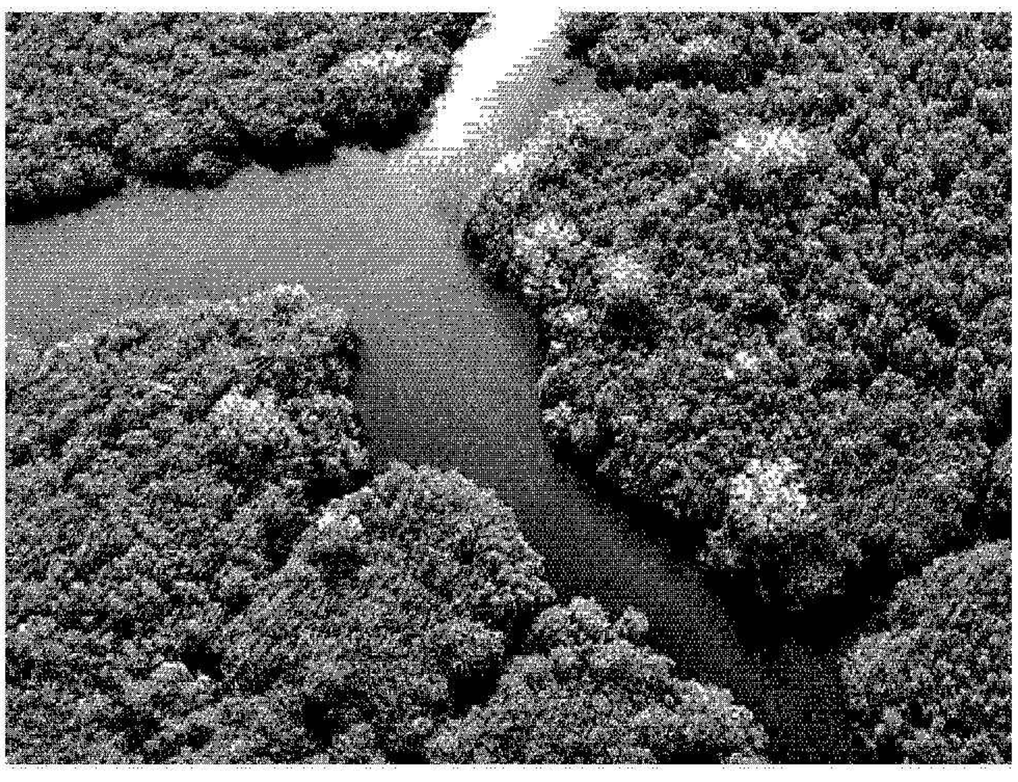
Net zero emissions by 2050

### A recognised carbon trajectory

ALTEN has announced the validation by the Science-based Targets initiative (SBTi) of its greenhouse gas emission reduction targets, which are considered to be in line with the levels required to achieve the objectives of the Paris Agreement and the 1.5°C trajectory by 2050. By also validating its long-term environmental approach with SBTi, ALTEN is committed to achieving the goal of Zero Net Emissions by 2050. In the short term, ALTEN is committed to reducing its Scope 1 and 2 emissions by 59.8% in absolute terms and its Scope 3 emissions by 55.8% in terms of intensity.

### Being mindful of our environmental footprint

Our environmental approach is based on risk analysis and continuous improvement of practices. In 2022, 70% of the scope of our Environmental Management System (EMS) was covered, with some entities ISO 14001 certified. To limit our environmental footprint, we have chosen to occupy buildings whose energy performance contributes to our commitment to sobriety. Our mobility policy aims to support employees in switching to more environmentally-friendly modes of transport for their commute and to limit the impact of our business travel. The move towards electrification of our vehicle fleets and the installation of charging stations in our car parks is a major contribution to this. Finally, throughout the year, a number of initiatives are aimed at raising awareness among our employees of the need to protect the environment: a conference on biodiversity, a climate fresk, e-learning modules on eco-gestures, environmental clean-up operations and the installation of beehives on the roofs of our buildings, for example.



### Taking action for the environment with all our stakeholders

We are aware that our activities give us an indirect environmental responsibility towards our clients and partners. As part of our responsible purchasing policy, we assess the environmental approach of suppliers. For those who are less mature, we plan to support them in their progress by giving them the benefit of our experience and our network.

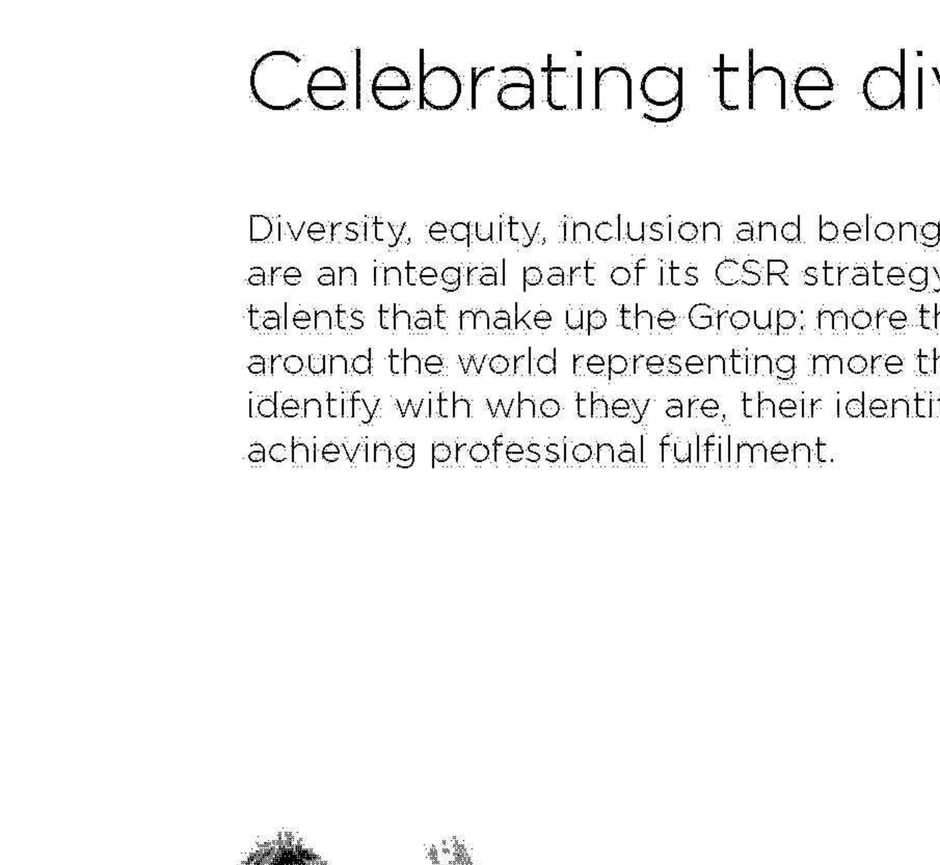
In the countries where ALTEN operates, we are committed to having a positive impact on the communities around us. Numerous programmes are deployed in conjunction with foundations and associations of general interest that support causes with a social, medical or environmental impact. In addition, via the NGO REFOREST'ACTION, we help to finance the reforestation of forests in France, Peru and Senegal.

# Human:

## Celebrating the diversity of our talents

Diversity, equity, inclusion and belonging have a particular resonance at ALTEN and are an integral part of its CSR strategy. Our strength comes from the diversity of the talents that make up the Group: more than 57,000 employees in more than 30 countries around the world representing more than 100 nationalities. Our aim is for everyone to identify with who they are, their identity and their career path, while at the same time achieving professional fulfilment.

THE UN'S SDG



### Building an inclusive community

We are aware of the need to invest in a strategy that recognises people of all origins, ethnicity, age, gender, sexual orientation, religion and disability status. ALTEN is committed to offering equal employment opportunities, creating a working environment free from discrimination, and aims to establish and maintain a climate of tolerance and openness by raising awareness among its employees and stakeholders. The Group is a signatory of the Diversity Charter and works with associations to meet its commitments.

### Increasing the number of women in scientific professions

ALTEN is actively involved in promoting gender diversity, in particular by increasing the number of women in scientific professions. Proactive policies such as recruitment, mentoring, training, performance appraisal and the creation of role models are being implemented to make progress in this area. The signing of the United Nations Women Empowerment Principles and the creation of a Women at ALTEN community are key steps in our commitment.

Each year, the Group also rolls out a major campaign focusing on its Female Consultant Engineers to deconstruct stereotypes and unconscious biases, by offering inspiring accounts of their career paths and expertise.

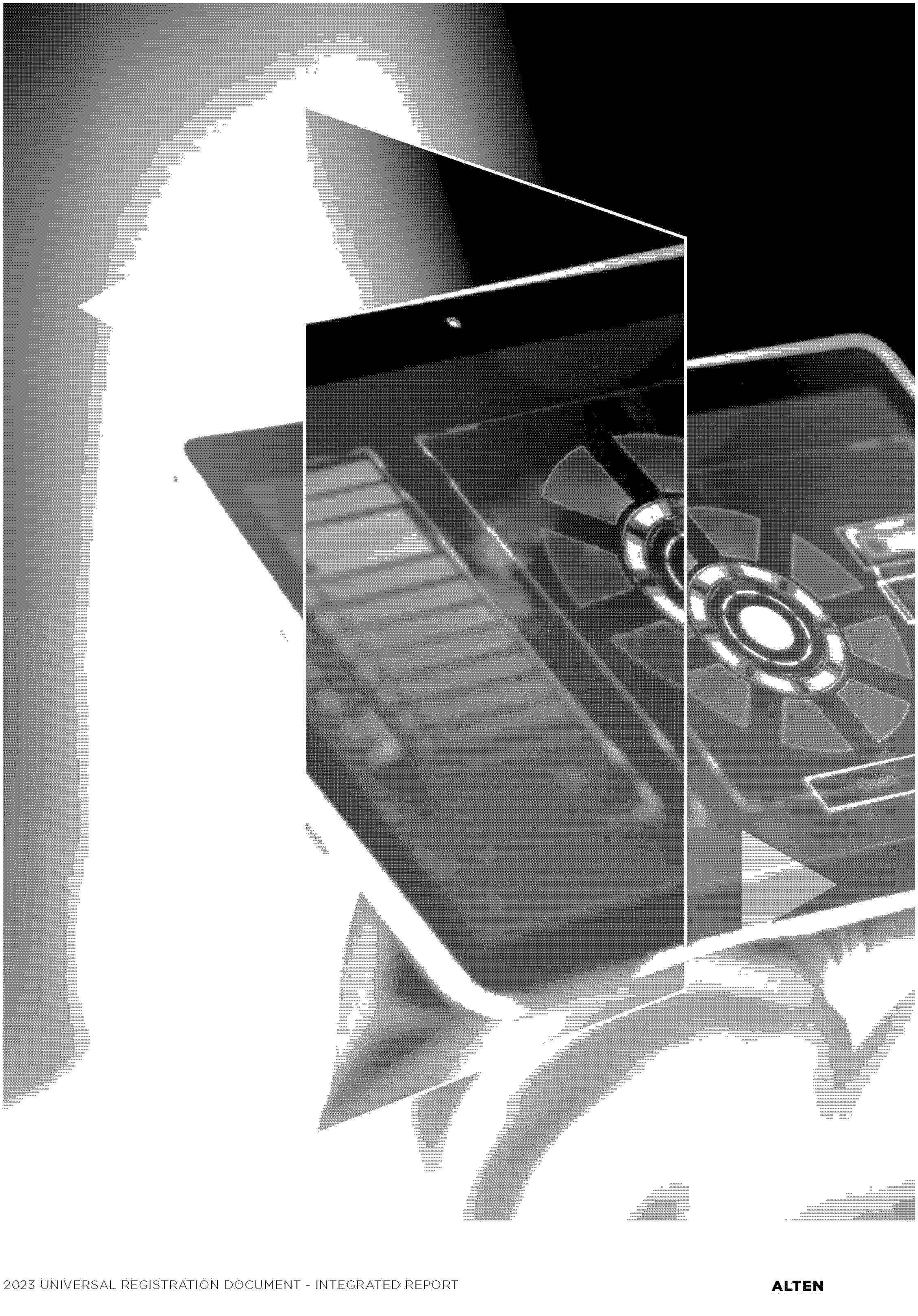
### Supporting talents

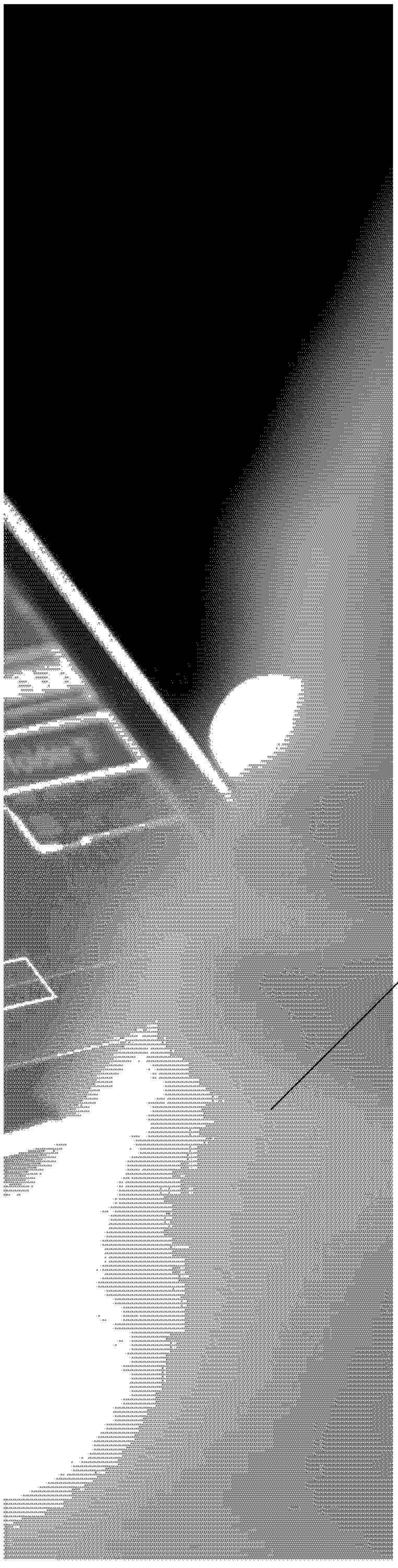
At ALTEN, we value skills and never hesitate to entrust young talents with responsibilities. We offer each employee a career path based on merit, with support plans tailored to individual expertise and aspirations. Our ambition is to adapt skills to the needs of the market and to support professional projects. Training, career management, mentoring, mobility etc. the Group does everything it can to retain and engage talent and to build their loyalty to support growth as a responsible employer.

over
**100**
nationalities

**89/100**
ALTEN SA's overall score on the gender equality index

**31%**
share of women in the company





# A leading technology partner

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

Our mission is to shape solutions that not only meet society's immediate needs, but also pave the way for a brighter future. By embracing this vision, we are committed to being the architects of a better world, where every project is a building block for the future.

**Geographical presence** As a world leader in Engineering and IT Services, ALTEN supports businesses in their technological transformation.

# A leading global technology partner

We operate in all sectors of industry and services: Aeronautics, Space, Defence, Naval & Security, Automotive, Rail & Mobility, Energy & Environment, Life Sciences - Health, Industrial Equipment & Electronics, Telecoms, Banking, Finance & Insurance, Retail & Services, Public Services & Government.

**57,000**
employees including
88% Engineers

**30**
countries

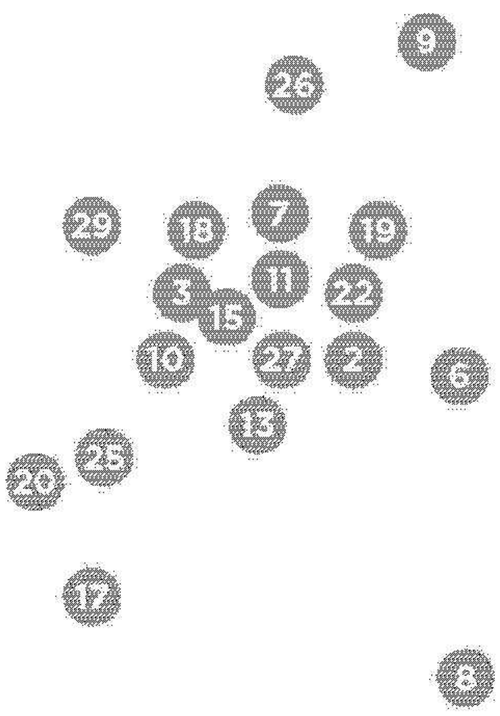
**+6,500**
clients

**€4,068.8m**
in revenue

**+7.6%**
revenue growth
compared with 2022

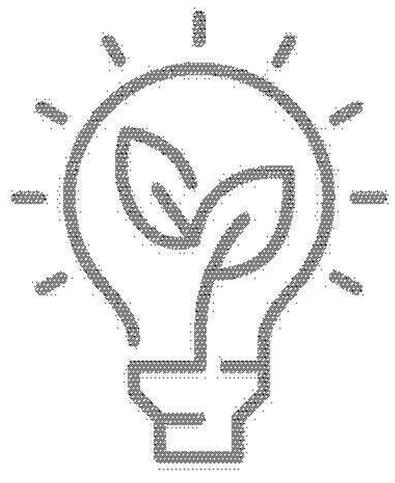
**88%**

of employees
are Engineers




## Countries:

1. Australia
2. Austria
3. Belgium
4. Canada
5. China
6. Czech republic
7. Denmark
8. Egypt
9. Finland
10. France
11. Germany
12. India
13. Italy
14. Japan
15. Luxembourg
16. Mexico
17. Morocco
18. The Netherlands
19. Poland
20. Portugal`
21. Qatar
22. Romania
23. Singapore
24. South Korea
25. Spain
26. Sweden
27. Switzerland
28. Taiwan
29. UK
30. United States



**31%**

R&D in sustainable
innovation

**Position** ALTEN's historical core business is Engineering and has been recognised for more than 35 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 added-value solutions.

**70%**

of the activity dedicated to Engineering

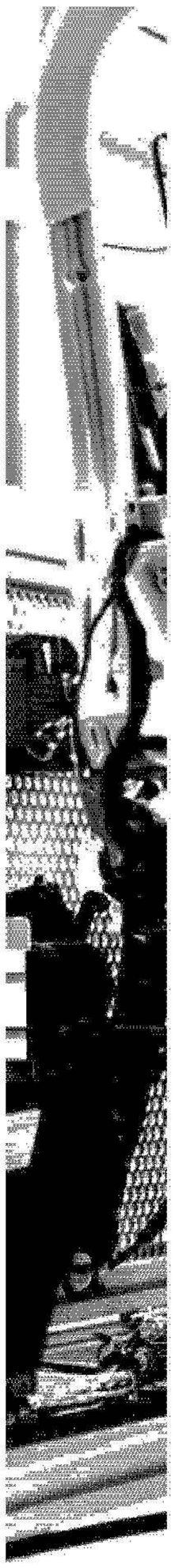
**30%**

of the activity dedicated to IT Services

## Comprehensive technological coverage

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

To achieve this, we have put in place a world-renowned technical organisation of excellence.



## CONSULTING

ALTEN's core business, consulting, helps clients meet their needs by providing functional, technical or support skills. 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. ALTEN Engineers take charge of the project.

## WORK PACKAGES

Work Packages have several levels of responsibility and risk sharing. They can be carried out directly on the client's premises or outsourced to an ALTEN site. They are supervised by ALTEN's Technical Division, a multidisciplinary team in line with the commitments defined with the client.

ALTEN provides the client with logistical resources such as premises, specialised software and secure communication channels. ALTEN can deploy specific organisations for transnational projects or involve its offshore structures in certain phases of the project. Work Packages constitute a barrier to entry for competitors because of the processes, methodology, tools and structures that require significant investment. 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 expansion of Work Packages has major implications for ALTEN and for the client. Project feedback is capitalised on, and the search for productivity can lead to a transformation of the offering and/or the involvement of offshore structures for 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.

## A UNIQUE CAPACITY FOR OFFSHORE DELIVERY

ALTEN has offshore structures in Romania, Poland, Spain, Morocco, Mexico, China, South Korea 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 the 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 execution processes, which must be identical 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. More than 7,000 consultants are currently working in the Group's 21 delivery centres.

**60%**

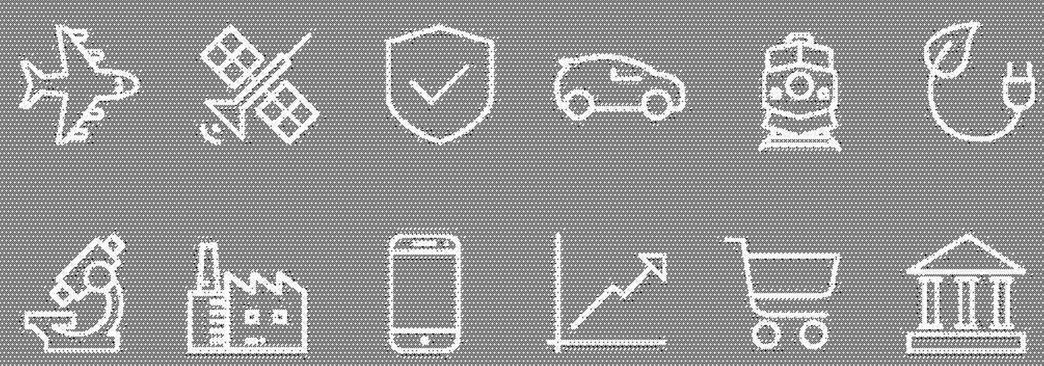
of the Group's projects are Work Packages

**21**

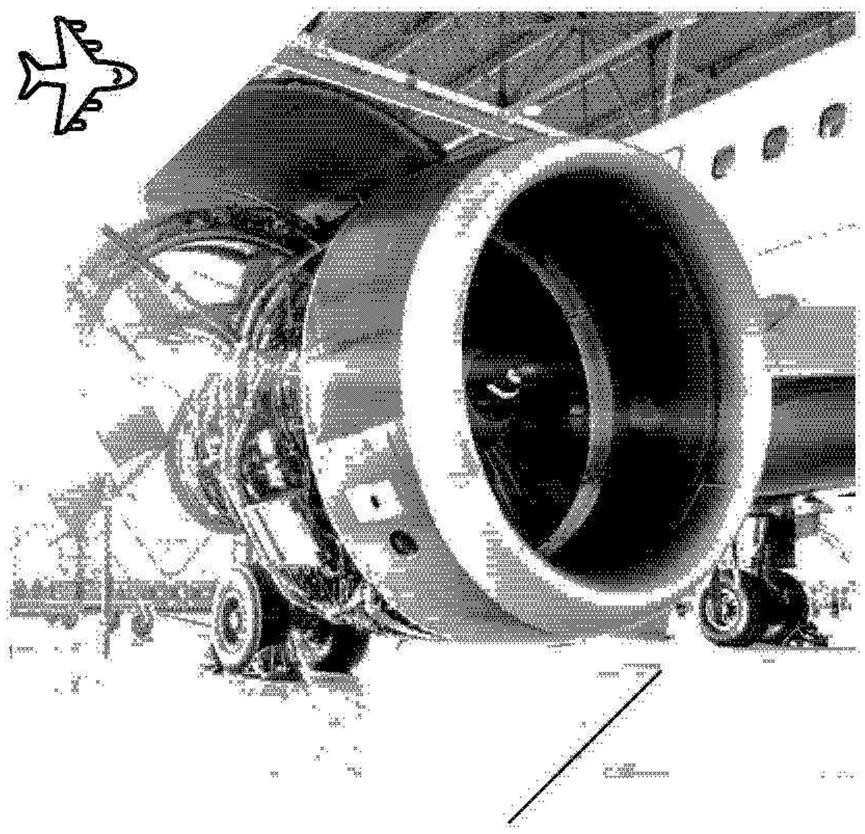
delivery centres worldwide

**Business sectors** For over 35 years, ALTEN has distinguished itself by operating in a multitude of sectors within Industry and Services. By cultivating a diversity of skills, our Group offers comprehensive, tailor-made solutions to meet a wide range of client needs. Our ability to adapt to changes in the market while offering real added value strengthens our position: we are recognised as a world leader in Engineering and IT Services.

# Exploring ALTEN's business sectors



## Aeronautics

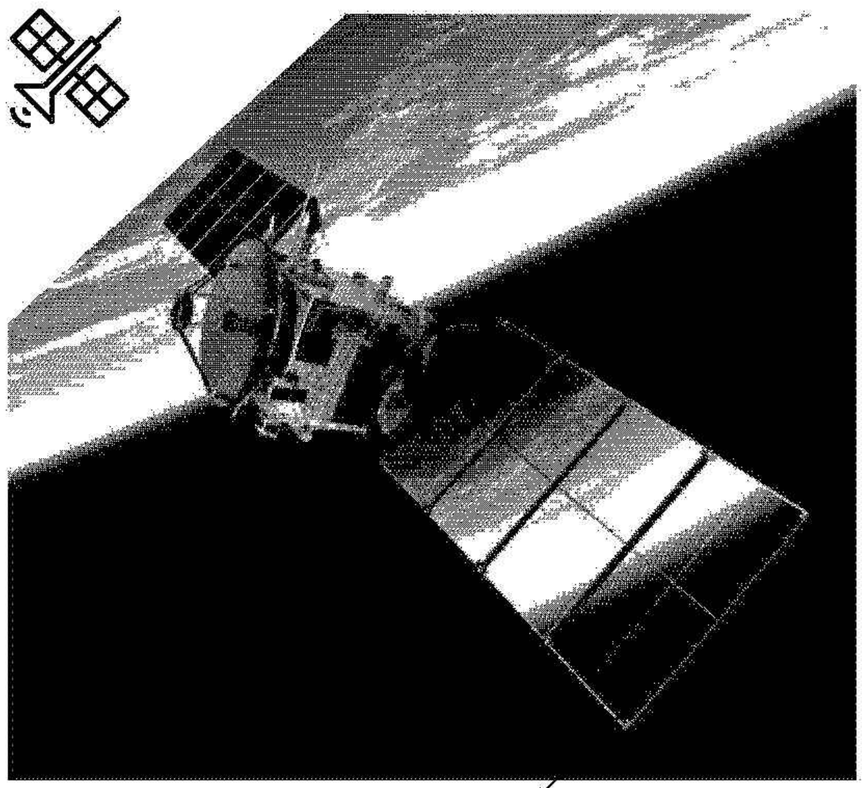


### MARKET TRENDS

In the aeronautics sector, we are witnessing an acceleration in production, combined with a significant optimisation in automation. This development is closely linked to a significant improvement in the performance of the supply chain and the production tool, with concrete implications for PMO, manufacturing engineering, PLM and data management. In addition to these changes, there is growing interest in developing vertical mobility. At the same time, the sector is becoming aware of the urgent need to reduce its carbon footprint, with studies into alternative solutions such as hydrogen-powered aircraft and biofuels. Finally, we are seeing the deployment of offshore solutions in the aeronautics industry.

**The aeronautics industry is constantly seeking greater safety, efficiency and sustainability.**
To propel the transformation towards the aircraft of tomorrow, ALTEN supports key industry players in building incremental innovation strategies to support production rate increases and the development of new functionalities and systems. ALTEN also supports manufacturers and equipment suppliers in their deployment of new technologies (Big Data, IoT, augmented reality, etc.) at the factory level (manufacturing engineering, Factory 4.0) and the supply chain but also in client service and the airline sector. 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

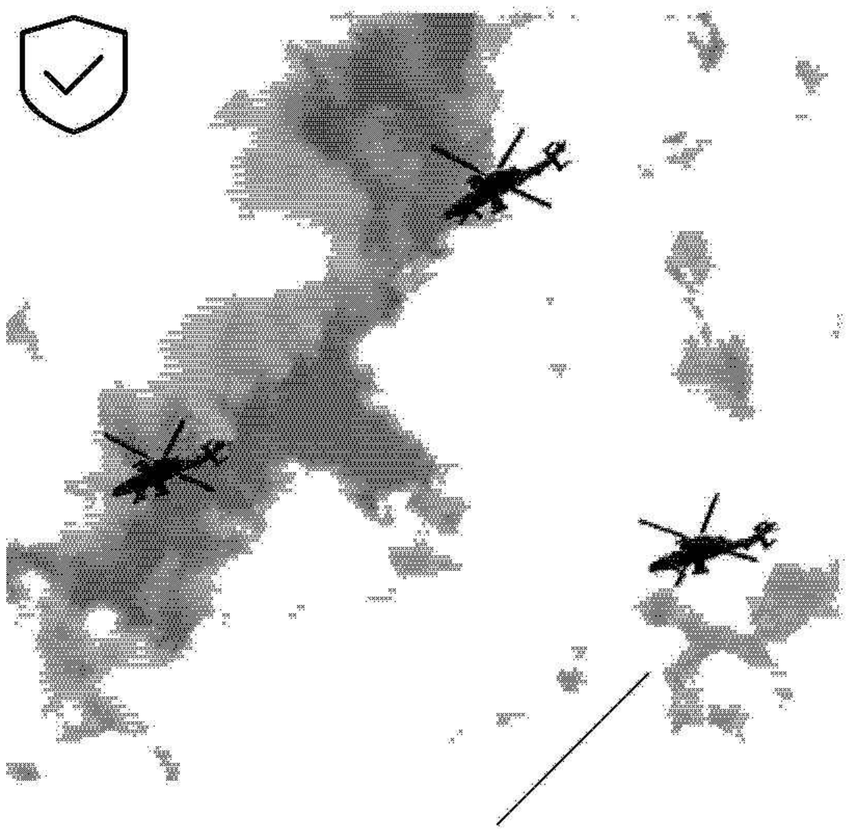


### MARKET TRENDS

Over the last two decades, a number of changes have made it easier and cheaper to access and use space. As a result, an emerging private space industry has taken over what was once the exclusive domain of government agencies. These companies are involved in a wide range of activities: they launch satellites, provide space services such as Earth observation and communications, develop new technologies including rockets and reusable spacecraft, and are even planning manned missions to the Moon and Mars. New Space promises to continue to open up new opportunities for scientific research, commercial applications and even space tourism. However, it also raises important questions about the governance of space and the ethical implications of private companies owning and operating space assets.

**The space sector is a dynamic industry in which the private sector is becoming increasingly involved.** Thanks to 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, Security& Naval

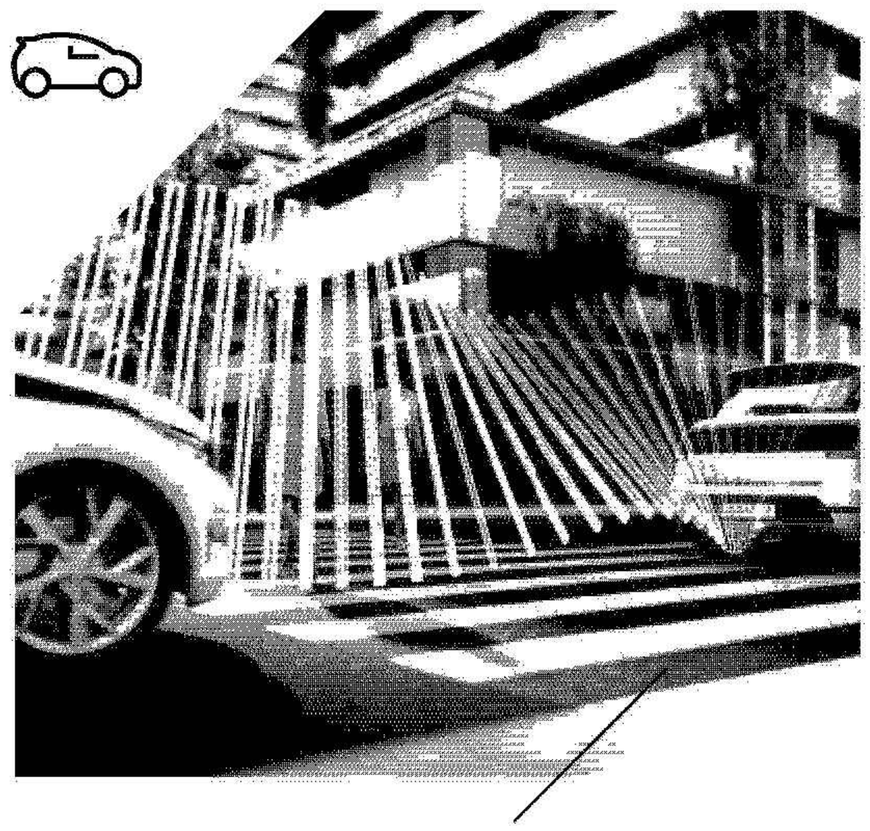


### MARKET TRENDS

In recent years, the global geopolitical situation has led to a clear increase in military budgets, encouraging the design of new 'intelligent' equipment and munitions systems. This development is part of the wider context of the digitisation of conflicts and the growing need to prevent cyber-attacks. In addition, European sovereignty programmes such as SCAF, Eurodrone and the European Tank are continuing. These initiatives are designed to strengthen Europe's autonomy and defence capability. Finally, Supply Chain efficiency is proving to be a major challenge, enabling us to speed up production ramp-ups and respond more effectively to defence requirements.

**The growing fear of high-intensity conflicts around the world has prompted many governments to increase their military budgets.** ALTEN mobilises its Engineering and IT expertise to strengthen its clients' capabilities and meet complex national, land, maritime and digital security needs. In Defence Engineering, our teams are involved in the development of advanced aircraft, combat vehicles and embedded systems, contributing to the modernisation of armed forces. Our expertise in naval defence systems supports the design of new-generation ships and submarines. Our cutting-edge cyber security solutions address the challenges of data protection, biometrics and secure connectivity.

## Automotive

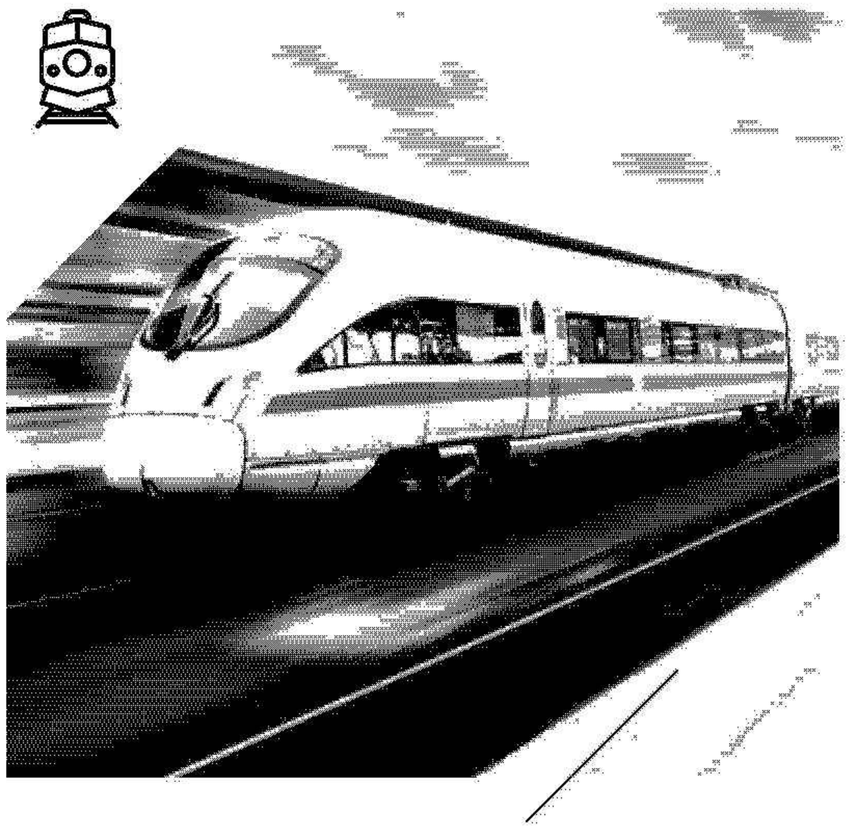


### MARKET TRENDS

The automotive sector is evolving rapidly and is currently at the centre of a number of structural challenges. In particular, we are seeing an acceleration in decarbonisation and significant advances in Electronic, Electrical Validation & Integration (EEV & I) architecture. Investment in the hydrogen sector is growing, as is investment in driver assistance and safety systems (ADAS), connectivity, multimedia and electronic engine control. Investment in batteries is also growing, with a particular focus on more sustainable technologies and greater autonomy, through the design of gigafactories. At the same time, the targets for productivity gains are becoming ever more ambitious: massification, X-shore growth, digital and data management, PMO, etc. Finally, mark-to-market issues are becoming increasingly important, with the value chain being turned upside down and the need to strike a balance between production costs (including R&D) and purchasing power.

**The automotive sector is evolving rapidly, marked by intense competition and constant technological advances.** Backed by its expertise in automotive Engineering, its project management methodologies and the performance of its international R&D structures, ALTEN is involved in crucial issues such as secure and connected autonomy, intuitiveness and comfort for the client, shared and globalised mobility and the sustainable low-carbon economy. Our value proposition is based on a global presence close to the design and production centres of car manufacturers and suppliers, technical expertise in key areas such as embedded electronics, powertrains, systems and synthesis, and proven digital skills in IS & Networks, offering end-to-end services.

## Rail & Mobility

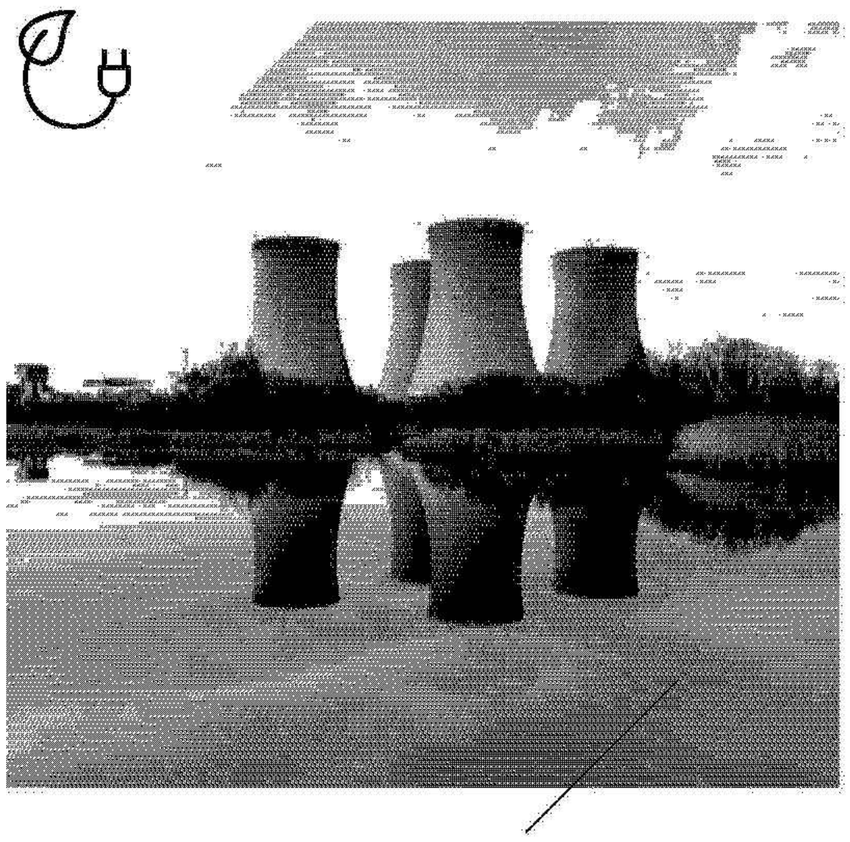


### MARKET TRENDS

A number of trends stand out in the rail sector. Firstly, infrastructure modernisation is a priority, with massive budgets being mobilised in a number of countries, including France (€100 billion), Italy (€115 billion) and Germany (€80 billion). This trend illustrates the challenges of interoperability and harmonisation of standards and signalling systems. Secondly, demand is growing. Increasing the density of urban areas means that more transport services need to be provided. Finally, the appeal of rail transport is enhanced by its reduced carbon impact. With this in mind, the decarbonisation of materials is a major concern, with growing interest in sustainable alternatives such as batteries and hydrogen-powered trains.

**The rail industry is reinventing itself to meet the challenges of new forms of mobility.**
The modernisation of rail infrastructure is a priority, driven by factors such as massive urbanisation, connectivity between countries and the need to electrify lines for low-carbon transport. In this demanding context, ALTEN is positioning itself as a catalyst for the transition to more sustainable mobility. In response to the challenges of capacity and emissions, our teams are actively working to modernise existing lines, focusing on innovative solutions such as advanced signalling systems (CBTC, ERTMS, etc.) and research into new energy sources to decarbonise non-electrified lines.

## Energy & Environment

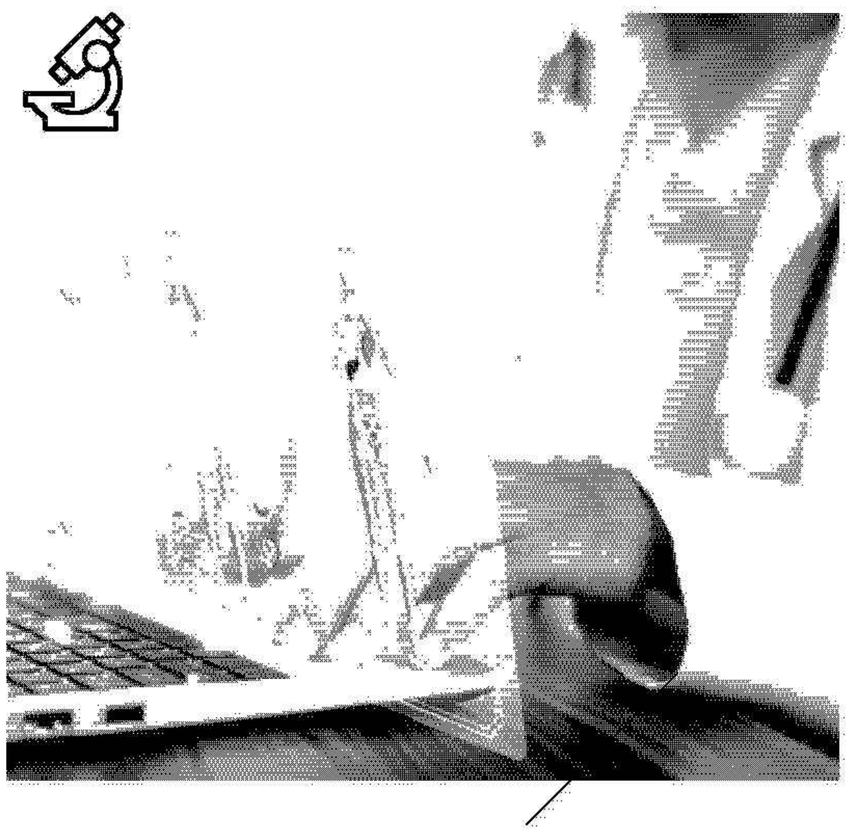


### MARKET TRENDS

Le monde explore activement la production d'énergie
The world is actively exploring sustainable energy production as a response to pressing environmental needs. In the nuclear sector, new projects such as the EPR2 and the SMR are emerging, while maintenance of the existing fleet remains a priority for governments, with the need to extend the lifespan of power plants and improve safety standards. Renovating and improving the performance of electricity transmission and distribution networks is another major challenge. At the same time, renewable energies are growing steadily, while investment in gas infrastructure is increasing, reflecting the growing importance of this energy source.

**The energy transition and collective awareness of climate change have highlighted the need to transform the global energy mix towards low-carbon sources.** At ALTEN, we are at the heart of these technological advances, actively participating in strategic projects in the fields of renewable energy, nuclear power and energy storage. Thanks to our diversified expertise, we are able to develop innovative solutions to meet evolving market needs. Anticipating our clients' challenges and developing agile solutions to meet them is at the heart of our expertise.

## Life Sciences & Health

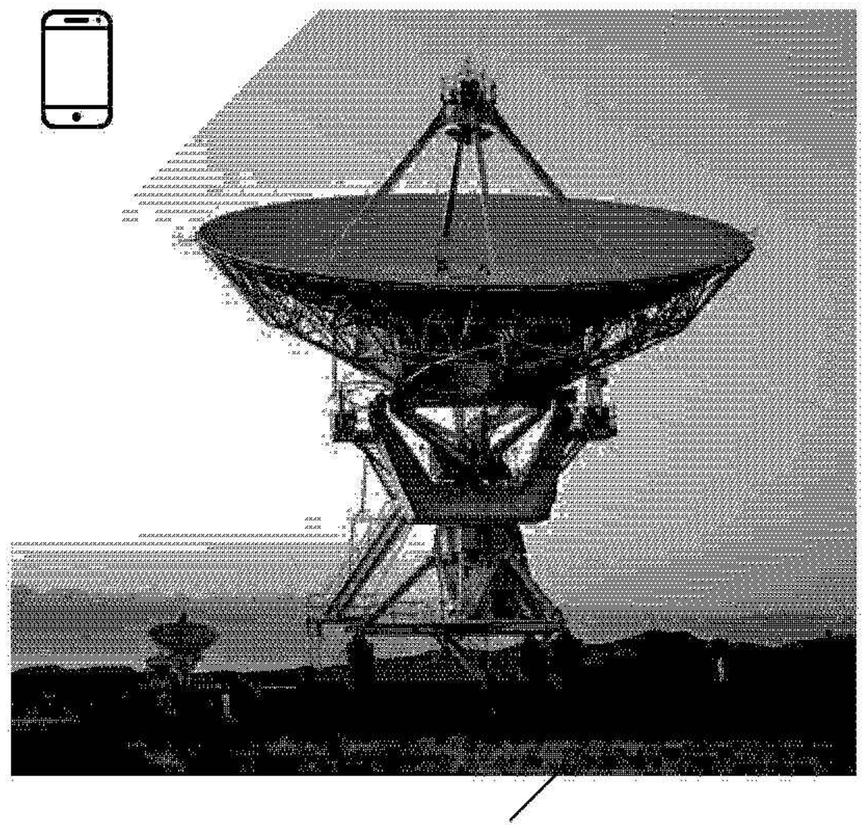


### MARKET TRENDS

E-health is booming, with a focus on innovative medical equipment and improved patient monitoring. At the same time, we are seeing increasing outsourcing of R&D in the biotech industry, while Contract Development and Manufacturing Organizations (CDMOs) are stepping up their presence in production processes. Technological change is also reflected in the growing digitalisation of factories, optimising the efficiency of production resources thanks to tools such as: Product Lifecycle Management (PLM), Digital Twin and the Factory 4.0 concept. In addition, major work is being carried out in the fields of clinical studies, pharmacovigilance, biometrics and regulatory affairs. Finally, we understand the importance of Business Intelligence and Data Analytics, which play a central role in making informed and strategic decisions.

**Innovation is a constant challenge in Life and Health Sciences.** This need for constant transformation is complicated by regulatory requirements, the challenges posed by e-health, the emergence of combination products and the need to increase production rates. To support players in the sector, ALTEN is mobilising its areas of expertise, which include clinical research outsourcing services (CRO) and Life Sciences manufacturing operations (LSMO). Our highly interconnected international network of Technical Divisions enables us to provide fast, customised solutions. By putting innovation at the heart of our approach, ALTEN's expertise extends to areas such as regulation, quality assurance, quality control and regulatory compliance.

## Telecoms

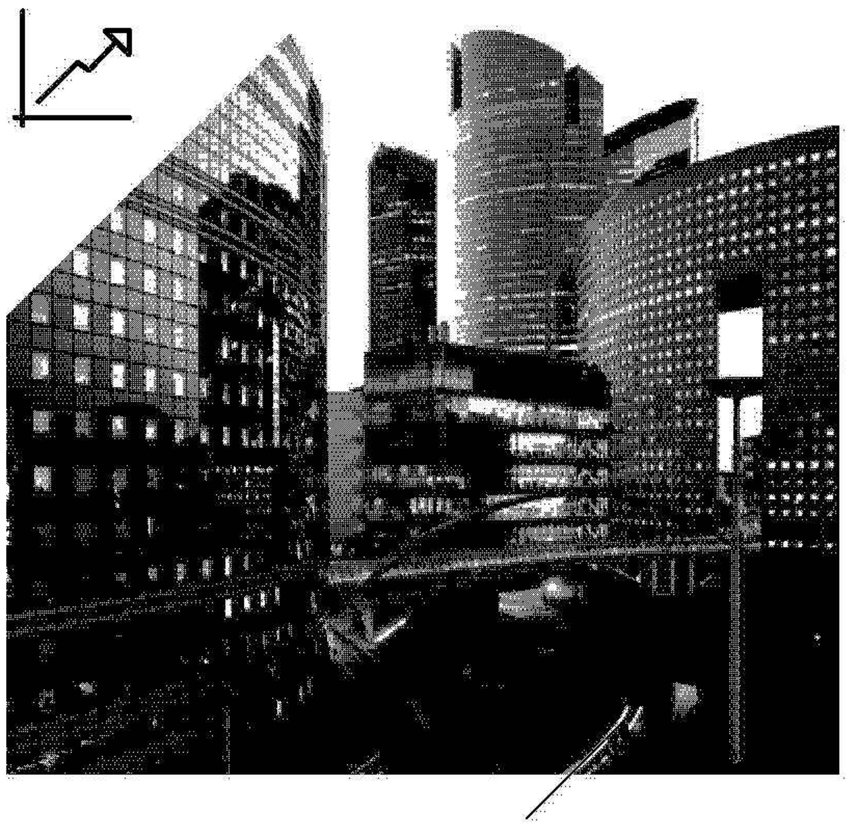


### MARKET TRENDS

In the telecommunications sector, we are observing key trends among equipment manufacturers and operators. Equipment manufacturers are continuing to reduce their R&D budgets for 5G, while launching new projects in 4G/5G Ran baseband software and the Radio Technology Evolution Programme (RTEP). They are also continuing to invest in Software-Defined Network (SDN), Network Management System (e-NMS), equipment testing and PLM. On the operator side, the emphasis is on investment in data analysis, AI and Machine Learning to improve client satisfaction and margins. These trends testify to the dynamism of the telecommunications sector and its ability to respond to the changing needs of consumers.

**Given market trends such as the explosion in connected objects and the growing demand for digital services, the rapid deployment of very high-speed broadband is becoming a priority.**
ALTEN is committed to supporting its clients by highlighting its expertise in network virtualisation, transformation to the Cloud, and effective management of connection quality. ALTEN's agility, responsiveness and flexibility, supported by offshore centres of excellence abroad, make it possible to meet the challenges of the telecommunications market and help industry players succeed.

## Banking, Finance & Insurance



### MARKET TRENDS

Since mid-2023, we have seen a cyclical downturn in investment, particularly in North America and France. This is despite the emergence of promising trends such as open banking, which is opening up new business opportunities. The automation of processes and the modernisation of banking infrastructures are improving the efficiency and speed of services. What's more, migration to the Cloud offers greater flexibility and considerable gains in efficiency. In terms of security, cybercrime has become a major issue and investment in cyber security has increased. Finally, the application of the European DORA regulation - which aims to strengthen the fight against IT risks and cybercrime - underlines the importance of these challenges..

**Between strict regulations and dazzling technological advances, the entire sector is evolving at high speed.** Industry players have to reconcile the growing demand for personalised digital banking services with the crucial issues of cybersecurity and regulatory compliance. Through its expertise in artificial intelligence, data analysis and process automation, ALTEN helps its clients secure their IT systems, improve their operational efficiency and meet new user expectations. Whether in the development of anti-money laundering solutions, the design of financial aggregation platforms, or the implementation of cutting-edge technologies such as blockchain, ALTEN provides a wide range of services that meet the specific needs of its clients.

## Retail, Services & Medias

### MARKET TRENDS

Investment budgets in several key areas are stabilising. Firstly, in digitisation, UX/UI and AI, where we are seeing a gradual transition towards more advanced technologies to improve user experience and operational efficiency. Secondly, the sector is also focusing on infrastructure modernisation to optimise performance and sustainability. Thirdly, migration to the Cloud has become a priority, given the many advantages it offers in terms of flexibility and scalability. Finally, cyber security has become a major concern as companies seek to protect their sensitive data and information.

**The Retail, Services and Media market is moving towards omnichannel, with the aim of optimising client relations by consolidating the various points of contact.** All retailers are accelerating their digital transformation to deliver a seamless, multi-channel client experience. This digitisation now extends to internal and back-office processes. With its technological expertise in mobility, Cloud, Big Data, AI and virtual/augmented reality, ALTEN is positioned as a key player in accelerating the digital transformation of physical stores and improving their performance. The agility of our methods enables us to cover a wide range of areas, such as electronic payments and client experience, Supply Chain, UX, and marketing performance.

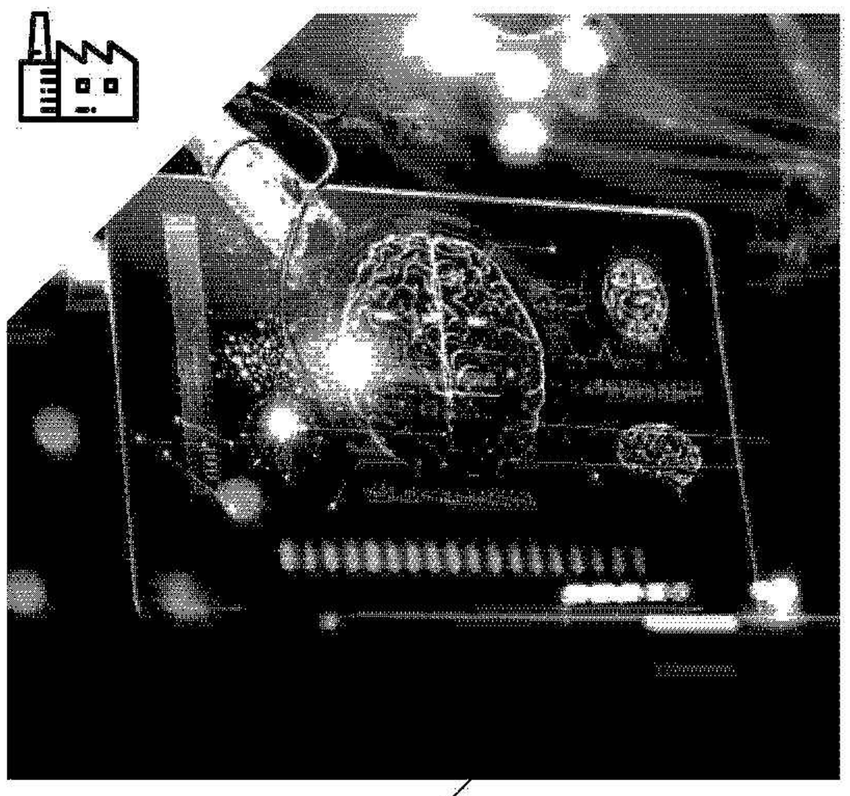
## Public Services & Government

### MARKET TRENDS

In the rapidly evolving digital age, technology is redefining the way governments interact with citizens, deliver services and engage in the democratic process. This digital revolution is not just changing the way citizens access public services; it is transforming the very fabric of public administration and governance. From e-government initiatives to open data projects and smart city developments, the impact of digital technology on public actions is profound.

**To improve their services and respond to the demands of citizens, public administrations are undergoing a major digital transformation.** ALTEN is committed to supporting public service players in defining long-term digital strategies, optimising budget performance and improving the services provided. The comprehensive expertise of our teams is a major asset when it comes to supporting public authorities in their application development projects aimed at dematerialising administrative processes and optimising the management of all procedures. The benefits are many: improved quality, greater transparency, proactive risk management, and the flexibility to adjust plans to meet deadlines and budgets. ALTEN draws on its network of over one hundred public bodies at international, national, regional and local levels.

## Industrial Equipment & Electronics



### MARKET TRENDS

Investment in semiconductors and electronics is currently levelling off, despite relocation strategies in Europe and the United States and the development of connected objects and embedded software. However, the intermediate capital goods sector, which is cyclical by nature, is experiencing a slowdown.

**The rapid evolution of technologies such as Artificial Intelligence, the Internet of Things (IoT), the Digital Twin and automation is not only improving efficiency,** but also ushering in a new era of complexity. The challenge of keeping abreast of these advances is intensifying, underlining the critical need for continuous learning and skills upgrading. ALTEN stands out for its expertise in the design, maintenance and optimisation of industrial and electronic equipment. Drawing on its in-depth knowledge of the needs and processes of industry, the Group provides agile, integrated solutions that combine the benefits of performance, safety and sustainable development.

# Industries

Aeronautics

Industrial Equipment & Electronics

Space

Public Services & Government

Defence, Security & Naval

Retail, Services & Media

Automotive

Banking, Finance & Insurance

Rail & Mobility

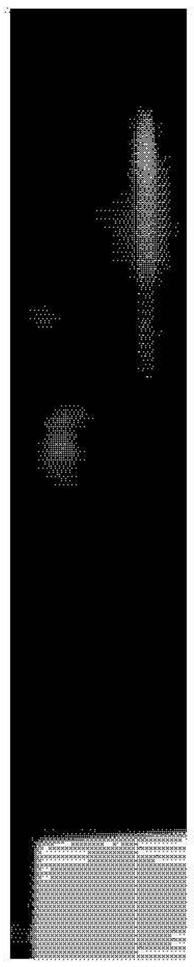
Telecoms

Energy & Environment

Life Sciences & Health

ALTEN is an Engineering (70%) and IT Services (30%) Group with an 80% digital focus. Our diverse teams of experts play a key role in understanding the specific needs of each industry. We are not simply service providers, but partners committed to the technological success of our clients.

**Offers and expertise** ALTEN covers a wide range of expertise in Engineering and IT Services to provide a comprehensive response to its clients' technological needs. Guided by a constant commitment to technical excellence and anticipation of future needs, ALTEN offers a diversity of offerings and expertise, demonstrating our commitment to being the preferred partner of companies aspiring to excellence in a variety of sectors. A portfolio of more than 50 specialised subsidiaries around the world enables the Group to complete its offering.

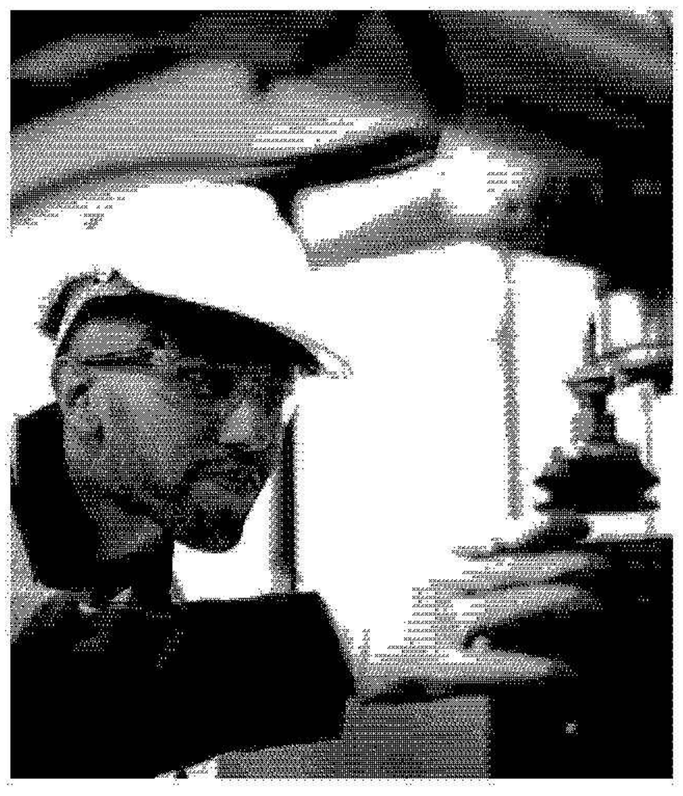


# Comprehensive technological coverage

## 1. Mechanics & Materials

***Engineering Services***

Rooted in new technologies and green energies, the Mechanics & Materials offering aims to optimise our clients' products, reconciling performance, safety and sustainable development. ALTEN advises, conceptualises, develops and perfects cutting-edge solutions in various sectors such as aeronautics, automotive and rail. With its multi-sector expertise, international teams and centres of excellence, the Group is positioned as a trusted partner for innovative projects.



## 2. Embedded software

***Engineering Services***

ALTEN offers a complete range of services for the development of Embedded Systems, encompassing the avionics, rail, medical and automotive sectors. Our Engineers are proficient in standards such as DO-178, EN50128, EN62304 and ISO 26262, and master the entire software development process. Faced with the evolution towards connected and autonomous systems, ALTEN offers agile solutions, integrating the latest technologies such as artificial intelligence, Over-The-Air and cybersecurity.

***This expertise is provided jointly by ALTEN and its subsidiaries EXPERT GLOBAL, ACCORD GLOBAL TECHNOLOGY SOLUTIONS, CIENET & EEINS.***

## 3. Application software

*Engineering & IT Services*

At the heart of digital evolution, application development is a real driver of value creation. In a context where the industrial landscape is constantly changing, ALTEN offers a complete range of services to support businesses in their digital transformation. Our offer covers the modernisation of existing applications, the design and construction of new applications, and Third-party application maintenance (TMA). Incorporating a DevSecOps approach and a Green IT orientation, ALTEN focuses on the user and demonstrates a genuine and flexible commitment to innovation and sustainability.

***This expertise is provided jointly by ALTEN and its subsidiary OPTIMISSA.***

## 4. Cyber security

*Engineering & IT Services*

Aware of the importance of preserving information assets in the face of the growing cyber threat, ALTEN offers its clients a complete cyber-security solution. Structured around five specialist pillars, the offering encompasses Governance, Risk and Compliance, Protection and Integration, Audits and Penetration Testing, the Security Operations Centre (SOC), and the DevSecOps approach. ALTEN highlights its technical and agile know-how to support its clients in anticipating and responding to regulatory changes, while optimising their operational performance.

***This expertise is provided jointly by ALTEN and its subsidiaries ALCYS & METHODS.***

## 5. Data Management & AI

*Engineering & IT Services*

Data is the common denominator of any digital transformation. The ALTEN Group has the technical expertise and agility required to devise the best Data Management solutions and offer end-to-end support, from consulting to project deployment. Drawing on the skills of its LINCOLN and SDG solutions, ALTEN offers customised solutions, from data collection and analysis to the implementation of advanced algorithms. Mastering global projects, such as migration to the cloud or the creation of Data Factories, illustrates the Group's ability to optimise the operational efficiency of businesses and anticipate risks.

***This expertise is provided jointly by ALTEN and its subsidiaries SDG GROUP & LINCOLN.***

## 6. System Engineering and PDM

*Engineering Services*

Project coordination, linked to industrial set-ups that are sometimes multinational, requires efficient management systems to meet technical, regulatory, operational and safety constraints. ALTEN's Systems Engineering & PDM offer provides solutions for managing the complexity of your products by ensuring the coherent and effective integration of all system components, as well as their interoperability. Our teams, who comply with a wide range of international standards, are involved in optimising product lifecycle management, from design to manufacture and maintenance, right through to waste management and the recycling of systems and components.

***This expertise is provided jointly by ALTEN and its subsidiary ORION ENGINEERING.***

## 7. Project Management Office

*Engineering & IT Services*

The unprecedented changes that businesses are facing call for a greater need to adapt and manage change, in order to be more agile and efficient. ALTEN relies on the historical expertise of its subsidiary MI-GSO | PCUBED, Project Control and PMO Specialist for over 25 years, to ensure the success of complex projects, from digital transformation to change management, in all business sectors. Our dedicated teams of 3,000 consultants in 50 offices around the world bring agility, industry expertise and a forward-looking vision to each of our partners.

***This expertise is provided jointly by ALTEN and its subsidiary MI-GSO I PCUBED.***

## 8. Quality Assurance (QA)

***Engineering Services***

ALTEN supports its clients in designing more efficient project, product and programme quality approaches that enable them to optimise costs and reduce the risk of non-compliance. The Quality Assurance offering is built around solutions ranging from Quality Management Systems (QMS) to digitisation, transforming practices to refocus quality on added value. Our experts adopt a multidisciplinary, cross-sectoral approach to devise and deploy solutions for managing non-compliance and continuously optimising quality control.

***This expertise is provided jointly by ALTEN and its subsidiaries AIXIAL and CADUCEUM.***

## 9. Manufacturing Engineering

***Engineering Services***

At the heart of our transformation strategy, Manufacturing Engineering ensures high quality production. Focused on reliable, efficient and sustainable processes, ALTEN integrates the latest technologies such as IoT and 5G to move towards Factory 4.0. The aim of this transition is to optimise the value chain, while taking environmental impact into account. This offer links design and production, reducing Time to Market. ALTEN offers extensive expertise through four pillars, including Co-Design, industrialisation, industrial performance improvement and digital transformation for Factory 4.0.

***This expertise is provided jointly by ALTEN and its subsidiaries CADUCEUM, AVENIR CONSEIL & QUICK RELEASE.***

## 10. Construction & Infrastructure

***Engineering Services***

A specialist in infrastructure modernisation, ALTEN designs innovative solutions, from design to maintenance, with a focus on Engineering, construction and commissioning. Using digital tools and technological advances such as the digital twin, ALTEN accelerates its clients' digital transformation strategies, enabling them to better anticipate risks. Personalised support combines on-the-ground expertise with historical know-how across all business sectors.

## 11. Health, Safety & Environment

***Engineering & IT Services***

Companies are turning their attention to intelligent, secure resource management. ALTEN offers comprehensive expertise to meet its clients' current Health, Safety & Environment (HSE) requirements. The offer covers the implementation of systems for managing occupational risks, improving product safety, managing hazardous substances and sustainable development. ALTEN leverages its technical know-how and agility to help its clients anticipate and respond to local and international regulatory changes, while optimising their operational performance.

## 12. AMOA & Business Analysis

***IT Services***

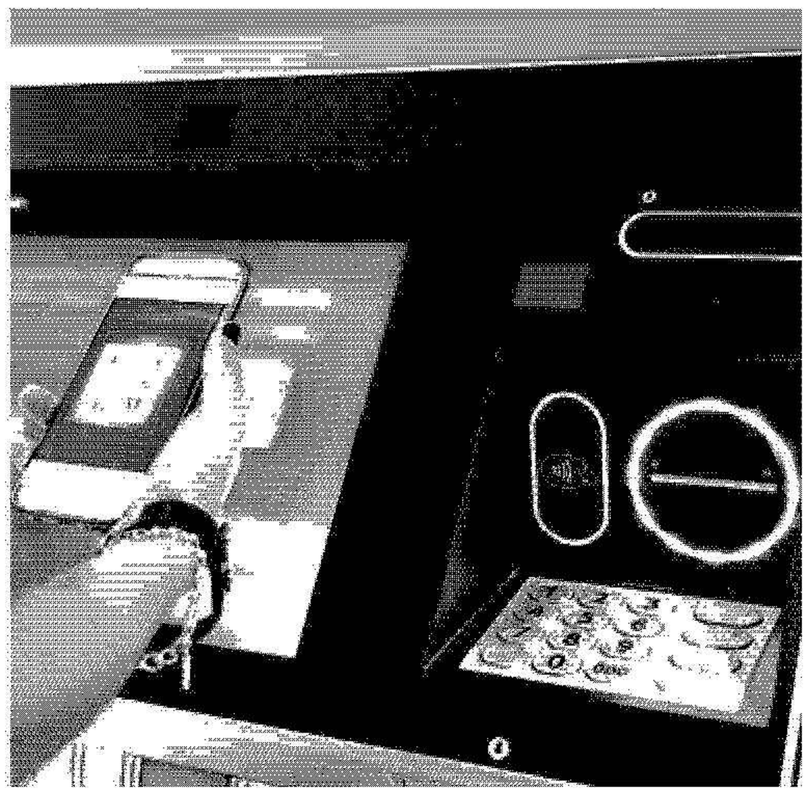
Faced with the challenges of digitalisation, our specialised approach is evolving with ecosystems, integrating SecDevOps and design thinking. Our Business Analysts guide every stage of the project, from defining requirements to implementation. The customisation of our Consulting & Support, Implementation & Deployment and Training solutions is designed to optimise value creation and meet users' real expectations. Our ongoing commitment is reflected in teams that are trained, supported, and that design and deploy with excellence.

## 13. Software testing

***IT Services***

An essential pillar of software production and deployment chains, Software Testing is a vital component of digital transformation processes. We design and provide our clients with dedicated testing tools to ensure the quality and performance of our work. Our multi-specialist approach enables us to provide our clients with our historical expertise in all aspects of Test activities: consulting, automation, design and training.

***This expertise is provided jointly by ALTEN and its subsidiary QA CONSULTANTS.***

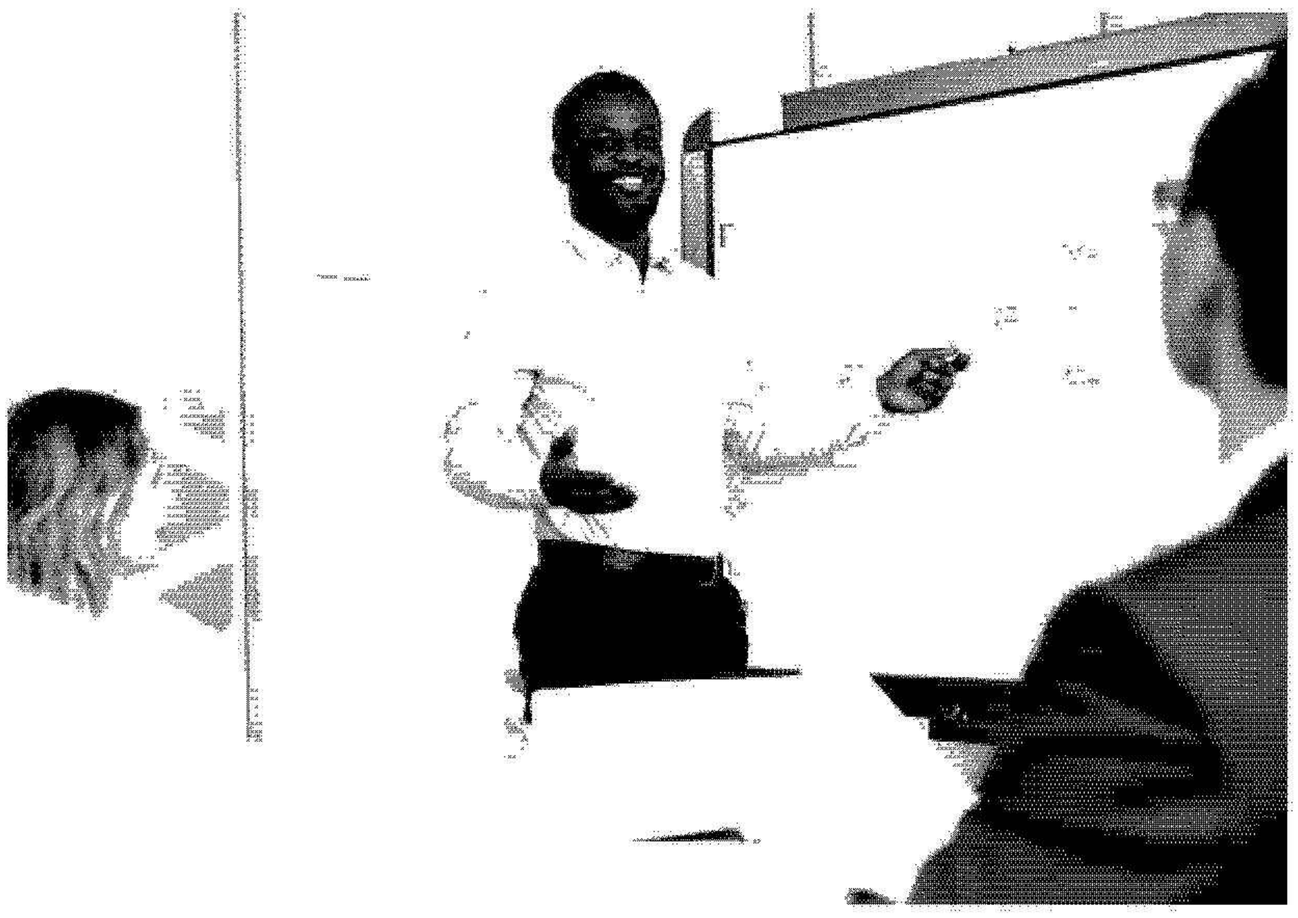


## 14. Cloud & Infrastructure

***IT Services***

ALTEN stands out in the Cloud & Infrastructure sector by offering a holistic approach, aligned with the specific needs of each client. Our expertise in Cloud Transformation Consulting ensures strategic migration, while our Build & Move to Cloud service reduces integration times with consultants trained in the latest Cloud technologies. Site Reliability Engineering (SRE) guarantees operational reliability, essential in the current Cloud landscape. Finally, FinOps Optimisation ensures responsible financial management. Our aim: to lead our clients towards a successful Cloud transformation, to increase the security, efficiency and performance of their systems.

***This expertise is provided jointly by ALTEN and its subsidiaries CLEVERTASK & ACL DIGITAL.***



## 15. Green IT

***IT Services***

By putting eco-design at the heart of our projects for more than 10 years, ALTEN has positioned itself as a pioneer in digital sobriety. Our Green IT approach, guided by knowledge, measurement and continuous improvement, enables our clients to reduce their environmental impact while optimising their applications. Our expertise ranges from maturity audits and eco-design to team training, creating a sustainable ecosystem with innovative partners such as GREENSPECTOR, CAST and WEDOLOW.

***This expertise is provided jointly by ALTEN and its subsidiary MI-GSO I PCUBED.***

# At the heart of the most daring technological projects

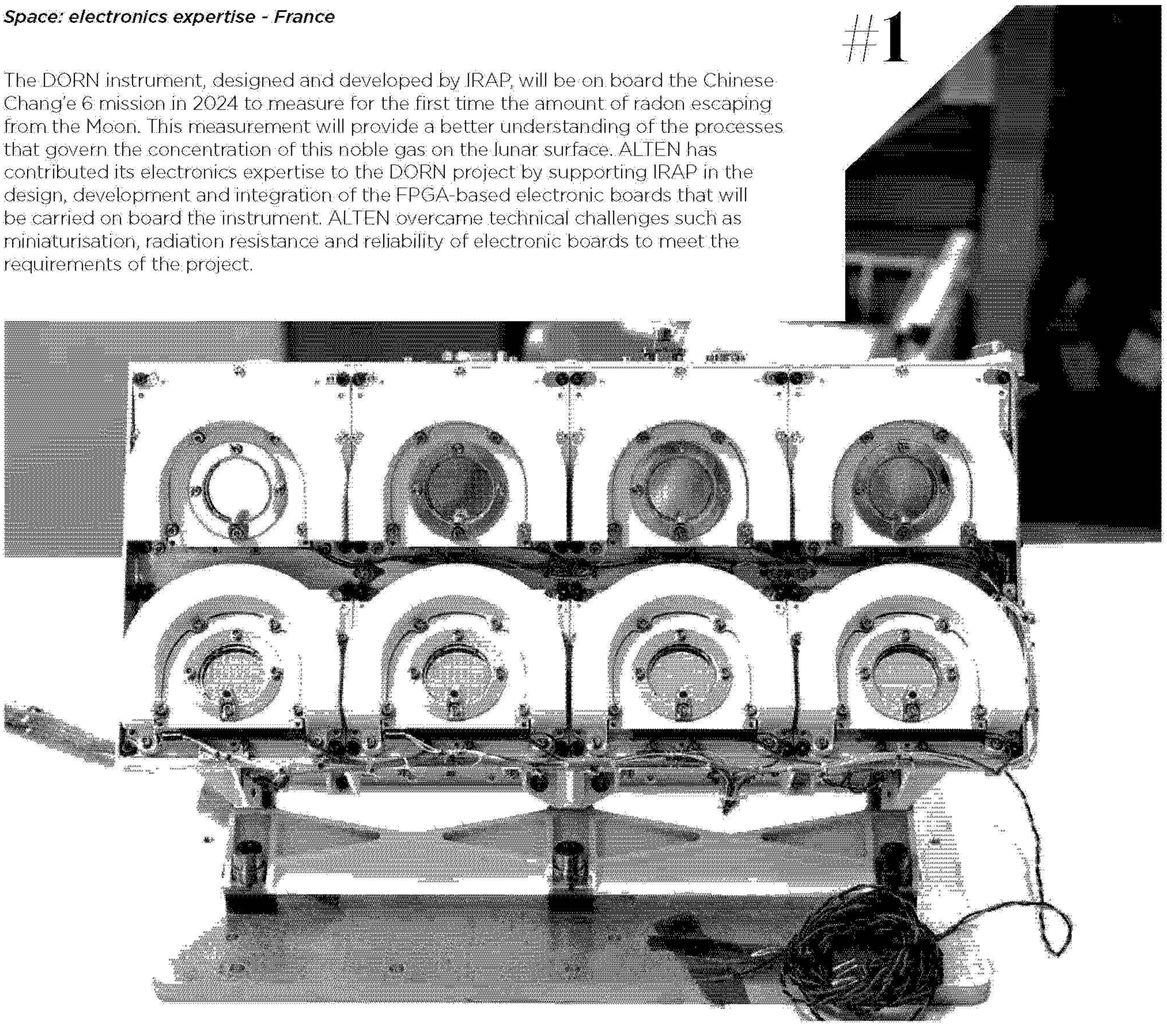
ALTEN stands out for its ability to work closely with its clients to bring their projects to fruition. Discover below a selection of projects where ALTEN's expertise has helped transform challenges into successful opportunities for its clients.

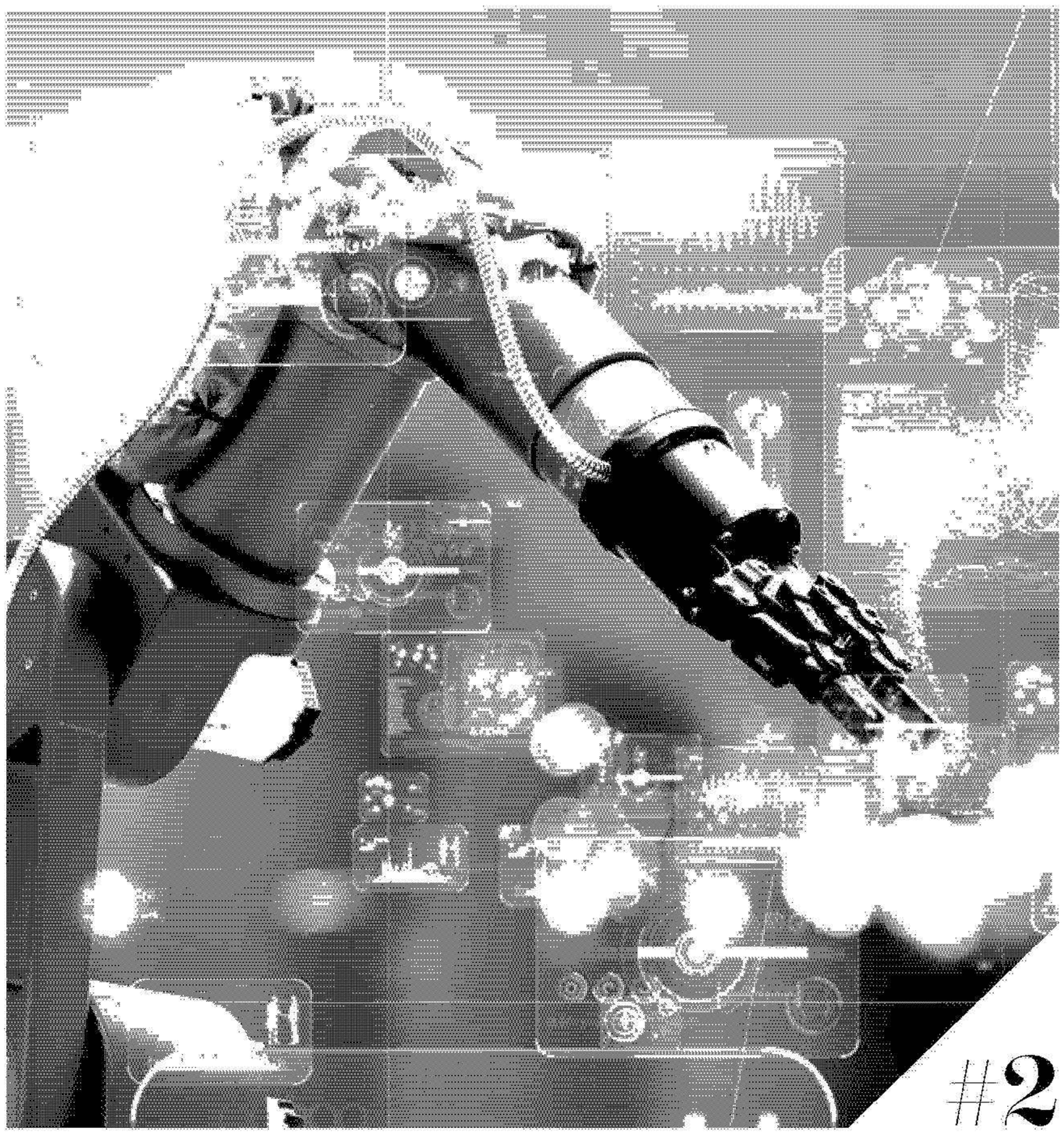
## DORN, the French instrument for the Chinese Chang'e 6 mission

***Space: electronics expertise - France***

#1

The DORN instrument, designed and developed by IRAP, will be on board the Chinese Chang'e 6 mission in 2024 to measure for the first time the amount of radon escaping from the Moon. This measurement will provide a better understanding of the processes that govern the concentration of this noble gas on the lunar surface. ALTEN has contributed its electronics expertise to the DORN project by supporting IRAP in the design, development and integration of the FPGA-based electronic boards that will be carried on board the instrument. ALTEN overcame technical challenges such as miniaturisation, radiation resistance and reliability of electronic boards to meet the requirements of the project.





## COCA-COLA'S CPS Division launches the OEE-SPC for Global Efficiency Boost project

*Industrial equipment - International*

The COCA-COLA COMPANY's Commercial Product Supply (CPS) division has launched the OEE-SPC project to measure and improve performance in real time at all its global sites, as part of the digital transformation initiative - Plant of Future. EXPERT GLOBAL SOLUTIONS (EGS), an ALTEN Group company, provides technical, functional and project management support. Thanks to this project, CPS plants plan to improve their efficiency by 30%. A cutting-edge technological solution supported by advances in IoT and Big Data will enable factories to monitor workshops in near real time, opening up new opportunities for improving efficiency. EGS has played a key role in the development of the first versions of this application over the last five years, with successful implementation in the COCA-COLA MIDI and PUNE CONCENTRATE plants.

#2

## CSV: validation of IT systems in the Life Sciences industry

*Life Sciences & Health - Germany and Belgium*

The increasing integration of digital technologies in the pharmaceutical industry requires rigorous validation of the Computer System Validation (CSV) IT systems that control the automated production of medicines. This validation provides documented proof that a software application or computerised system will operate consistently and therefore meet the predefined Good Practice (GxP) guidelines. ALTEN's competence centre in Belgium provides this validation for its clients in the Life Sciences sector. In a recent migration project for a major pharmaceutical group, a team of 10 ALTEN Engineers successfully integrated and validated 48 critical devices in the client's IT network in Germany and Belgium.

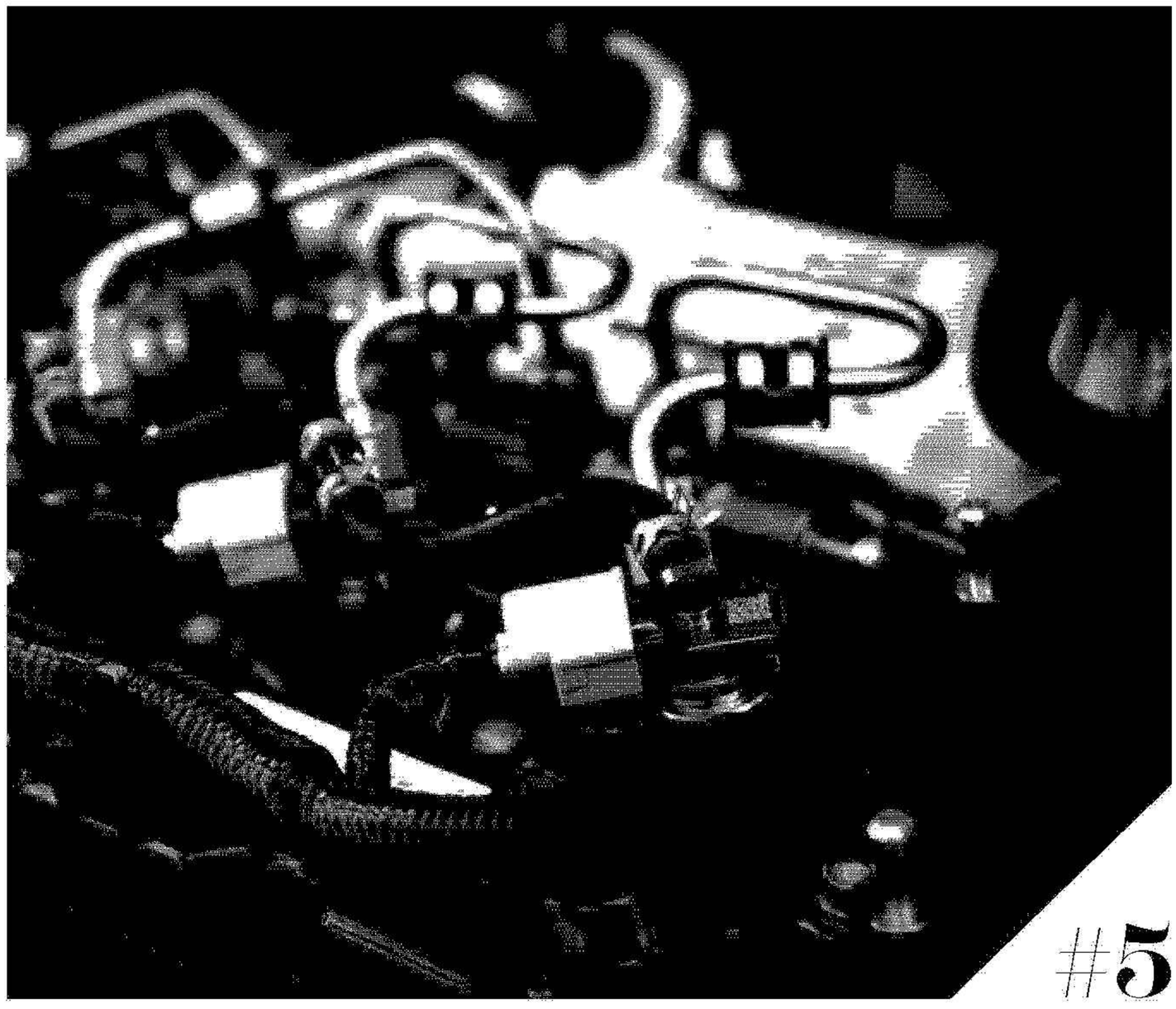
#3

#4

## ALTEN's expertise in Artificial Intelligence (AI) propels its clients into the future

*Artificial Intelligence in Telecoms - France*

For a telecom operator, ALTEN is committed to maximising the efficiency and innovation of client services by fully integrating AI into their internal processes. ALTEN's tailored solutions aim to improve the client experience by offering chatbots and advanced sentiment analysis. In addition, ALTEN provides AI tools to simplify the tasks of internal employees and offers development assistance. As a strategic partner, ALTEN continues to push the boundaries of innovation for its clients in an ever-changing landscape, ensuring their future success in the digital age.

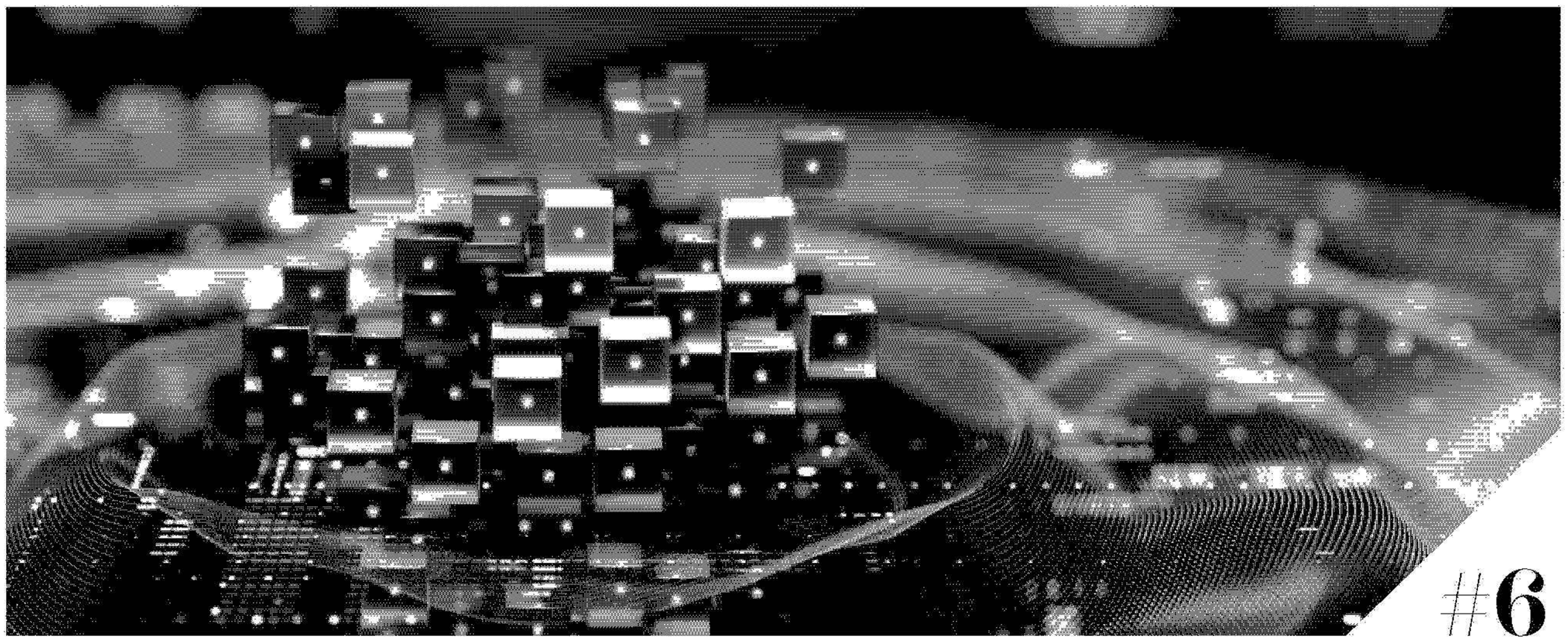


#5

## Powertrain Engineering in the UK

*Automotive - UK*

A PREMIUM British car manufacturer has launched a project to develop a new range of compact, lightweight, low-emission petrol and diesel engines. ALTEN has mobilised its engine Engineers in the UK to support this ambitious project. The engines, designed for premium SUVs and sports cars, feature a configurable, flexible and modular architecture to incorporate future innovations such as new fuels, more advanced turbochargers and electrification. ALTEN, responsible for several Engineering Centres in the UK, is creating synergies between departments to improve productivity while reducing development costs for clients.



#6

## Improving sales performance with Big Data

***Retail, Services & Media - France***

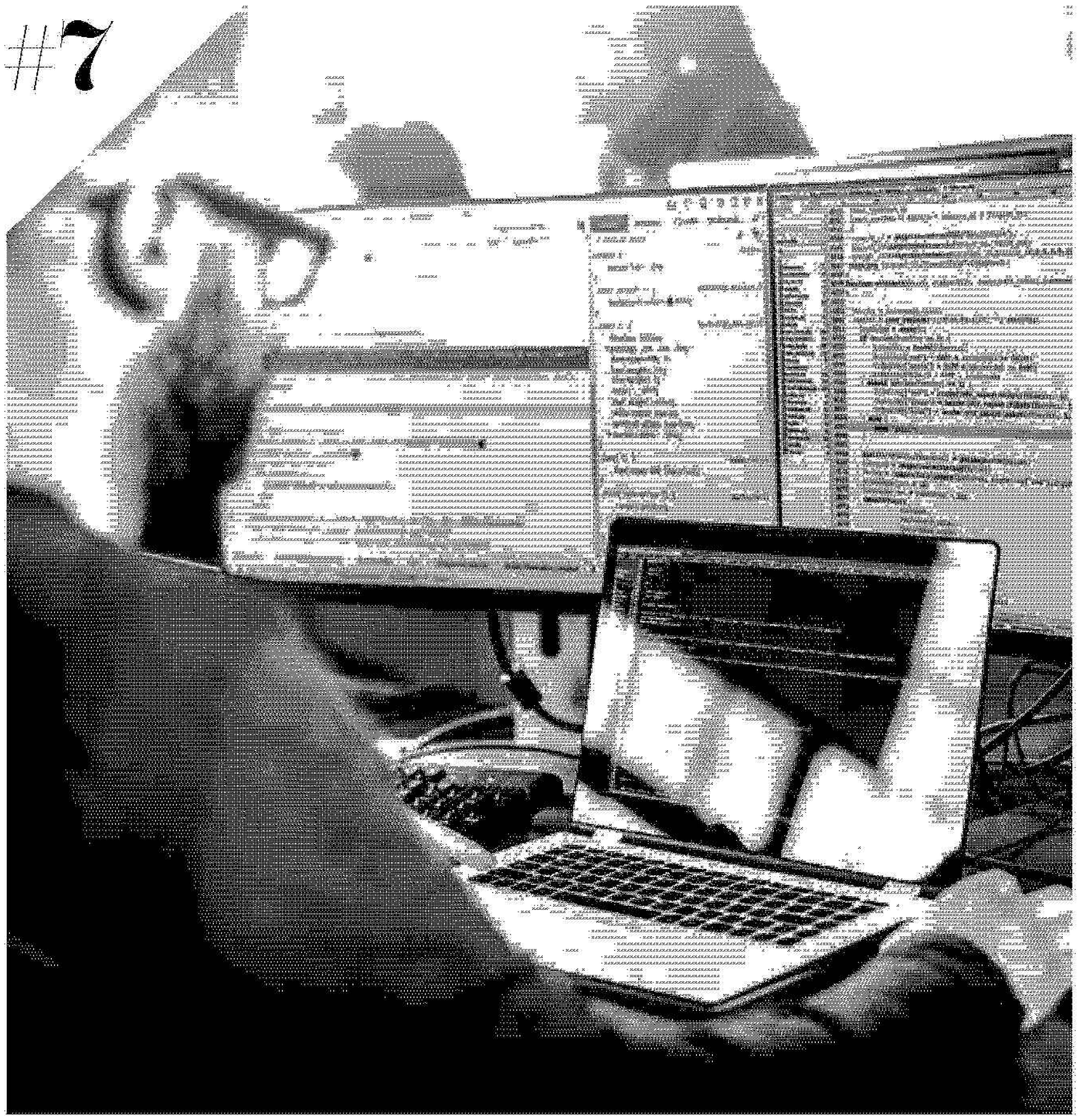
ALTEN improves the business performance and user experience of 230,000 travel agents via AI integrated into their Cloud platform. This solution, developed by a world leader in IT solutions for the travel industry, enables a variety of services to be booked from tablets or computers. ALTEN engineers contribute to its development by applying AI and Machine Learning algorithms to profile, categorise and automatically extract travel agency characteristics. This Big Data analysis identifies best sales practices, optimising sales performance and the user experience.

#7

## An AGILE approach to developing e-government applications

***Public services & Government - Europe***

The AGILE approach offers a multitude of benefits, from quality and transparency to risk reduction and the ability to make adjustments to meet deadlines and budgets. ALTEN presented this methodology as part of the development of e-government applications for the Ministry of Finance of a European country. ALTEN develops and manages around 200 e-government applications used by 20,000 public officials. Thanks to the proposed methodology, deliveries are continuous and objectives can be easily realigned. User involvement throughout the process ensures visibility and transparency. After three years, the administration has fully adopted the AGILE approach, offering an improved user experience and more reliable applications, reinforcing the digital channel for government interactions.



## Research and Innovation

At a time when the call for sustainability is louder than ever, Research and Innovation are opening up new avenues for developing solutions that reduce environmental impact while improving business efficiency and performance.
By promoting innovation and tackling the complex challenges of the world around us, ALTEN positions itself as a true partner of choice for its clients.

# Building the future through sustainable innovation

**+100**

internal research and innovation projects

**+11**

Labs around the world

**31%**

R&D in sustainable innovation in 2023

ALTEN's research and development programmes focus on always being one step ahead. Thanks to its ability to recruit, integrate, train and hire highly qualified Engineers, ALTEN is able to support its clients in all of their technological and industrial challenges.

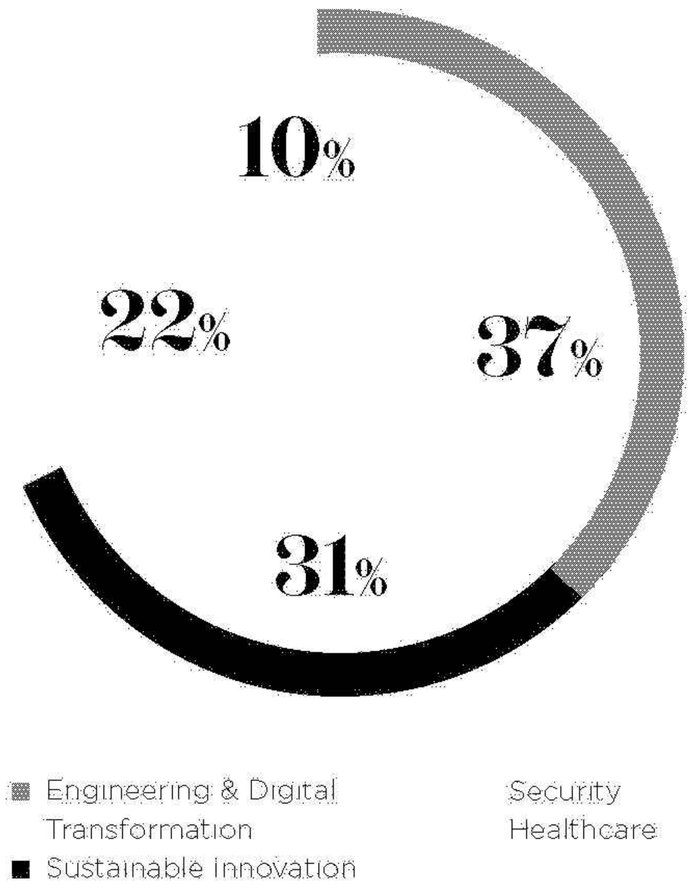
### ALTEN Labs: innovation laboratories

ALTEN Labs are working on various emerging technologies such as Big Data, AI, and virtual and augmented reality. Flexible, agile units, ALTEN Labs carry out projects ranging from energy efficiency in digital systems and industry to low-carbon mobility. They have a threefold objective:

- **Develop projects** and show our clients the breadth of our scientific and technological activities;
- **Involve ALTEN consultants** in innovative projects supervised by technical experts, thereby strengthening their skills and their creative spirit;
- **Cultivate a spirit of innovation** through a genuine community and an environment conducive to research.

Initiated in 2016, ALTEN Labs were designed to enable consultants of all levels of experience to test innovative technologies. In 2019, these laboratories were brought together within the Innovation Department. In total, more than 11 ALTEN Labs have been created in France and abroad.

## BREAKDOWN OF ALTEN R&D IN 2023
*(in %)*



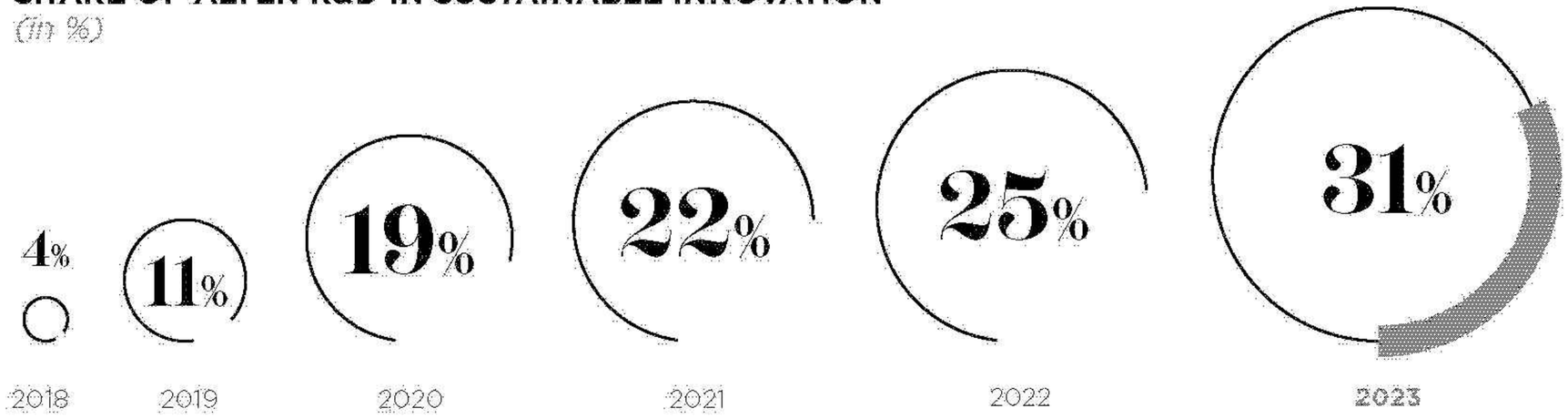

## Creating impact

Our Smart Digital initiative gives us a head start with nine main research programmes on cross-disciplinary themes, covering all our business sectors and always perfectly adapted to our clients' issues. Our innovation process is based on a bottom-up approach: our consultants directly develop our R&D projects on the basis of their wide-ranging experience, and each of them contributes his or her engineering skills to their realisation. The quality of our innovation processes and our technical support ensures the relevance of each project selected.

## Committed to all stakeholders

ALTEN works with partners who are themselves experts in their scientific, technological and/or academic fields. This federated ecosystem contributes directly to our research activities, either through scientific theses or scientific collaborations, or through use cases for our Proof Of Concept (POC) or Minimum Viable Product (MVP) and the pooling of our respective know-how, or through the introduction of new technologies into our work.

## SHARE OF ALTEN R&D IN SUSTAINABLE INNOVATION
*(in %)*



The Smart Digital strategy consists of combining the power and intelligence of digital data with the wealth of our business and sector experience.

# Smart Digital strategy

## Smart Data Exchange

A true Data Factory driven by Artificial Intelligence, Smart Data Exchange has been designed to assist the Data Scientist. A first platform collects, qualifies and reconciles data from various sources. A second platform helps them to design and qualify their analysis pipelines, while integrating security aspects 'by design'. All digital technologies are evaluated and applied: cloud tools, semantic data management and natural language processing, automatic and deep learning, meta-learning, cybersecurity, etc.

## Smart Factory 4.0

First introduced in the early 2010s, the concept of Industry 4.0 refers to the digitisation of product and service design, development, production and maintenance processes, boosted by Artificial Intelligence. Solutions using these new digital technologies and the associated benefits need to be integrated into an existing environment, which is often not conducive to change. The Smart Factory 4.0 Research Programme addresses the technical fundamentals of the factory of the future, such as the IoT (Internet of Things), the digital twin, AI, augmented reality, robotics, the integrated IT system and cyber security.

## Smart Design

With the Smart Design programme, ALTEN Labs are developing disruptive approaches to meet the challenges of designing complex technical systems combining the dimensions of products, services, processes or organisation. The increasing interdependence of technologies, uses and environmental or safety constraints means that the technical, human and financial resources deployed and decided at the upstream stage of the design process now need to be questioned and controlled. The aim? To measure their impact over the entire life cycle. At the same time, the length of development cycles must also be drastically reduced to meet the overriding criteria of Time to Market.

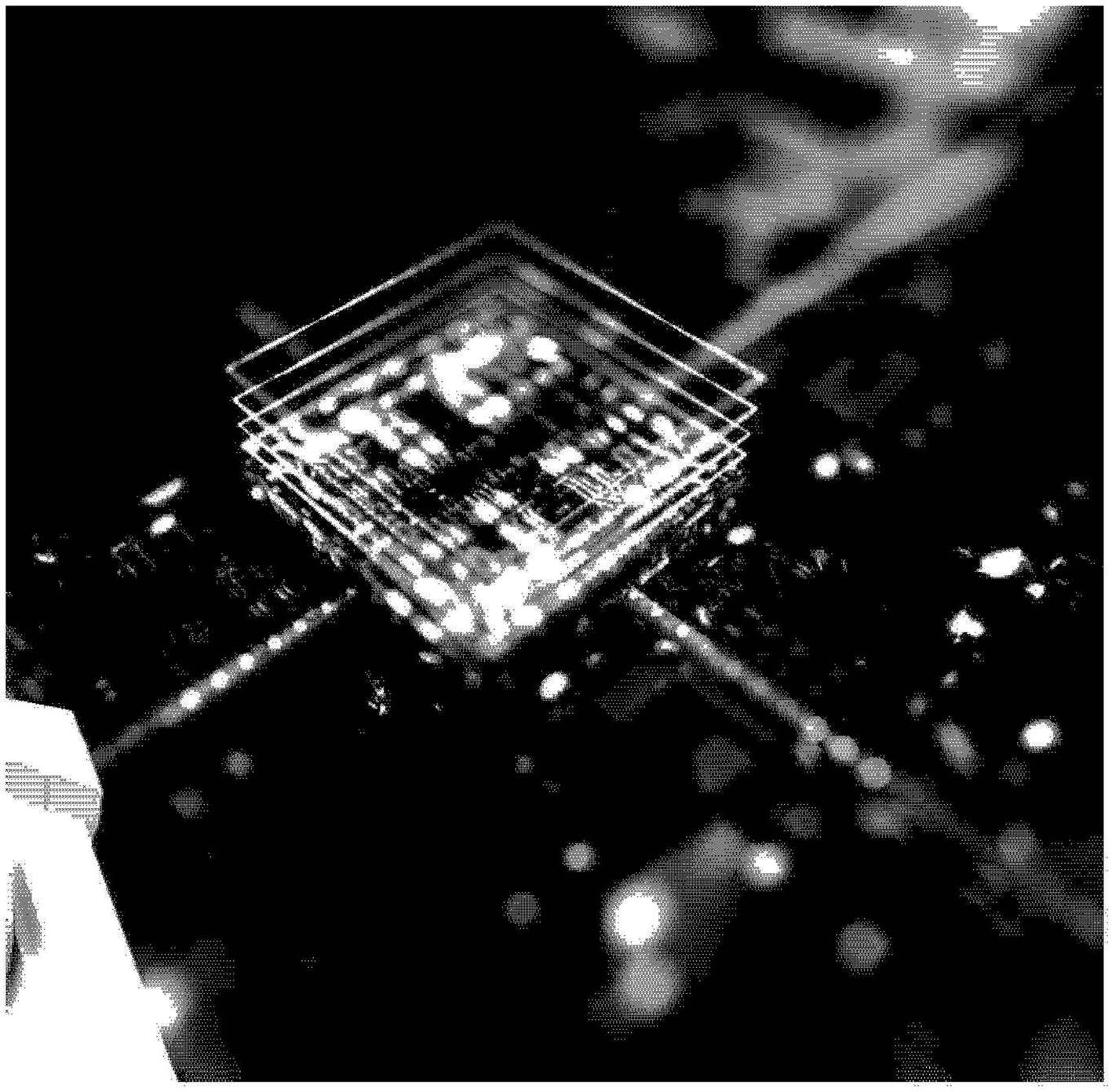
## Smart Transactions

In an increasingly connected and digitalised world, the challenges associated with data exchanges between individuals, businesses, software, databases, etc. are numerous: volumes reached, reactivity, interoperability, etc. We are therefore exploring the various technologies that can facilitate, enhance and secure these exchanges for the benefit of individuals and the various professional players in the tertiary and industrial sectors, while complying with changes in regulatory frameworks.

The Smart Transactions research programme, like the Fintechs in finance, the Insurtechs in insurance and the Regtechs in regulation, exploits technical possibilities to innovate and put technology at the service of business needs in the tertiary sector, as well as in the maintenance and operation of industrial products.

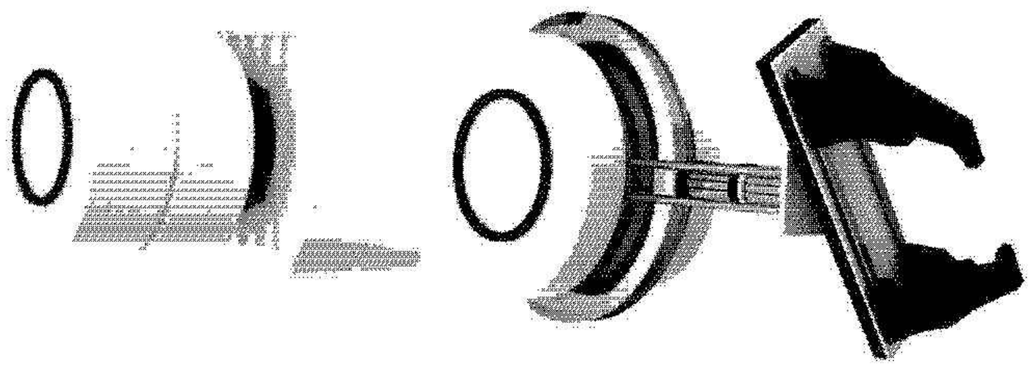
## Smart Mobility

Faced with environmental challenges, ALTEN has for several years included sustainable development at the heart of its development strategy and is devoting a growing share of its research and innovation efforts to it. The Smart Mobility Programme is a continuation of this commitment. It brings together innovative projects that focus on changes in mobility that are increasingly respectful of the environment and the well-being of users. The Smart Mobility Programme supports sustainable mobility through research into the increasing autonomy of vehicles, their cooperation with increasingly intelligent infrastructures, and the implementation of solutions to facilitate traffic flow and optimise multimodal travel.



## Smart Green & Secure Systems

The Smart Green & Secure Systems Research Programme brings together innovative projects in the field of embedded systems, focusing on security, eco-design, ambient intelligence and swarm systems. Its projects focus on the development of various platforms: 3D simulation, IoT, blockchain, NLP, etc. In particular, this programme addresses the issue of measuring the carbon footprint in eco-design at 3 levels: software (embedded or applications), connected objects and complex systems. In 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, in particular on the basis of the work carried out within this programme.



## Smart Communications

With the support of a broad ecosystem of partners, ALTEN offers its clients solutions that complement their offerings, projects and innovation roadmaps to meet the needs of 5G use cases. The ultra-connectivity of today's world requires improvements in a multitude of areas: coverage, energy efficiency, throughput, stability, reliability, etc. While 5G technology provides us with the technical means to do this, the Smart Communications Research Programme is adapting it to uses through innovative "breakthrough" solutions: Developers, radio engineers, project managers, profiles with functional skills... To move towards ever greater innovation and a connected future, ALTEN's teams offer comprehensive expertise in combining tools and removing technological barriers.

## Smart Quality & Green Supply Chain

The Smart Quality and Green Supply Chain programme is based on the observation that there is more and more data to process before making a decision, and that decisions, and their consequences, need to be tested before they are implemented. In other words: decisions that are secure, fast, effective and add significant value must be taken systematically. The programme aims to help Quality and Supply Chain players make these decisions as calmly as possible, using tools and methods developed by ALTEN.

## Smart Healthcare

The Smart Healthcare Programme is part of a drive to digitalise healthcare and centralise the patient experience, using new technologies such as AI, data science, IoT and cyber security. Clinical trials, which are essential for the launch of products and/or medical devices on the market, must comply with certain criteria to guarantee their safety, efficacy and reliability. The ambition of the Smart Healthcare programme is to accelerate the virtualisation of clinical trials, in particular the digitisation of procedures and the decentralisation of trials, while guaranteeing optimised patient recruitment and follow-up using connected solutions, AI and real-life data, without compromising reliability and safety.

**Industry 4.0 focus** In an ever-changing world, factories need to be more flexible, communicative and efficient, while putting people at the heart of the process. This is the focus of ALTEN's Smart Factory 4.0 research programme. The aim is to harmoniously integrate cutting-edge technologies for efficient, economical and environmentally-friendly production.

# Smart factory 4.0:

putting people at the heart of Factory 4.0

## Improving industrial performance

ALTEN's Smart Factory 4.0 Research Programme is a concrete response to the major challenges facing the factory of the future. By combining nine strategic projects, this programme explores and deploys innovative solutions to transform industrial processes.

From real-time predictive maintenance to smart energy management and the distribution of intelligence via Autonomous Guided Vehicles, each section addresses a crucial facet of the digital transformation of factories. The concept of the digital twin, applied to production processes and internal logistics, promises a revolution in operational management. Robotics, with the design of a universal gripper, and digital continuity for additive manufacturing, open up new prospects for productivity and flexibility. In addition, predicting occupational accidents and securing IT systems against cyber attacks are core concerns in order to guarantee a safe and protected working environment.

These projects do not remain at the theoretical stage, but are tested and validated with industrial partners, ensuring their relevance and effectiveness in real environments. The Smart Factory 4.0 Research Programme thus embodies ALTEN's commitment to shaping the future of industry through innovation and collaboration.

## Deploying Generative AI and Industrial 5G

At the heart of the digital revolution, ALTEN's Generative Artificial Intelligence represents a major step forward in capitalising on past experience. This innovative technology acts as a virtual partner, enabling teams to quickly find relevant information and optimise their processes. As the interface between people and advanced technology, it simplifies day-to-day work and adds significant value at every stage of production.

ALTEN is at the forefront of innovation with its strategic use of 5G in Industry 4.0. Through dedicated solutions, this revolutionary technology is paving the way for a new era of industrial connectivity. Demonstrators such as the 5G Mini Robot are a perfect example of how 5G can improve the efficiency, flexibility and, above all, the safety of production operations. By operating a state-of-the-art network, ALTEN is giving concrete form to its vision of a more agile, efficient and resilient industry.

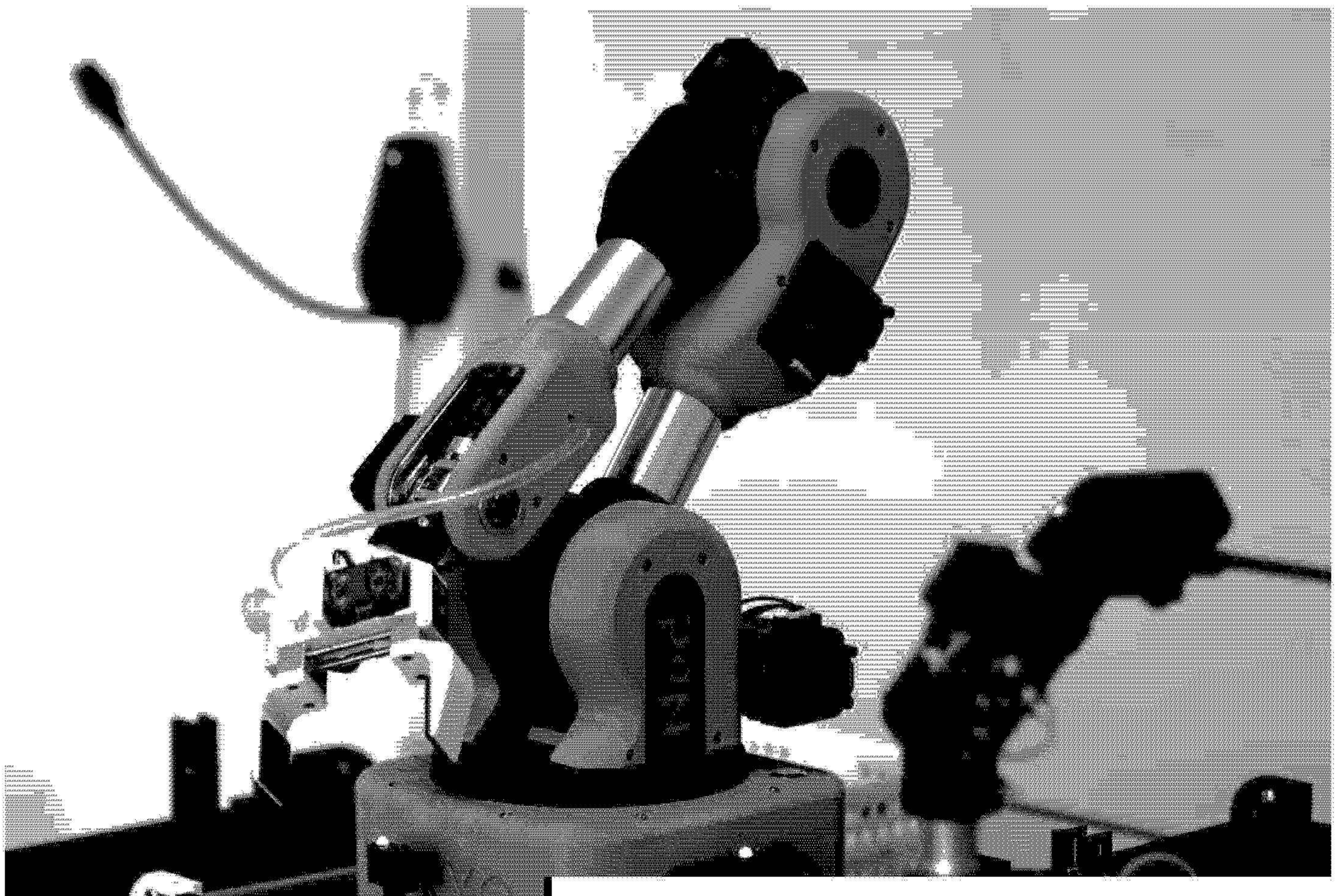
## Partnerships to drive industrial 5G and intelligent IoT

ALTEN has developed strategic partnerships with industry leaders such as SIEMENS and STMICROELECTRONICS to meet today's technological challenges.

In collaboration with SIEMENS, we have successfully integrated the digital twin concept into the factories of the future, optimising our predictive and prescriptive algorithms directly on the production lines. This innovative approach reduces reliance on the Cloud for data transmission, ensuring more efficient connectivity.

At the same time, our collaboration with STMicroelectronics is focusing on the deployment of an intelligent IoT infrastructure, which is crucial to the move towards Industry 4.0. Together, we are developing intelligent sensors for predictive maintenance and equipment monitoring applications, generating tangible benefits such as increased lifespan for cutting tools in the aeronautics industry.

Under a three-way partnership with BOUYGUES TELECOM ENTREPRISES and SIEMENS France, ALTEN is contributing to the development of industrial 5G in France. This strategic collaboration aims to exploit the synergies between our respective expertise to promote the adoption of 5G in various industrial sectors, illustrating our commitment to innovation and digital transformation.



### THE MINI-FACTORY 4.0 DEMONSTRATOR

The ALTEN Lab research team in Toulouse has developed the "Mini Factory 4.0", a miniature drone assembly plant with a digital twin. This platform is a demonstrator of the added value that new technologies such as artificial intelligence can bring to industrial processes. Using machine learning algorithms, it can monitor and process the data collected in real time, helping to prevent production problems and reduce the risk of accidents. ALTEN Labs are at the heart of these initiatives, exploring the new frontiers of Industry 4.0 while placing people at the centre of digital transformation.

1

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## 1.1 HISTORY

# A 35-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 Company's helm.

### 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.

## 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[2] projects, 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 how 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.

### 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

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.

## 1989 – 2000

### 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, customer-server applications, and object-oriented technologies.

### 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.**

## 2011 – 2019

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.

### 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.**

**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

ALTEN made eight international acquisitions. 2022 was marked by strong organic growth. The Group reached 47,500 Engineers.

*(1) Subcontracted services where technical resources are made available (premises, computers, business software).*

*(2) Services consumed in France performed abroad (in geographically nearby countries: nearshore, or in distant or very distant countries: o shore).*

*(3) Study conducted by Pierre Audoin Conseil.*

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.

## 2022 – 2023

### 2023

International growth continued. The Group reached **50,000 Engineers** and generated **more than 68% of its revenue outside France.**

**ALTEN exceeds €4 billion in revenue.**

**More than ever, the Group is confident in its ability to consolidate its position as leader in Engineering and Technology Consulting.**

# 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 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, user experience/user interface). 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 (+5% per year by 2027). Generative AI is still in its early stages of operational use, but is nevertheless one of the themes driving growth in the market (along with cybersecurity, data, AI/machine learning and digital twins).

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)* | **2022** | **2023** | **23/22** | **2024** | **24/23** | **2025** | **25/24** | **2026** | **26/25** | **2027** | **27/26** |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Aeronautics, Space & Defence | 1,362 | 1,442 | 5.8% | 1,508 | 4.6% | 1,585 | 5.1% | 1,660 | 4.7% | 1,734 | 4.4% |
| Land Transport | 1,607 | 1,705 | 6.1% | 1,802 | 5.7% | 1,919 | 6.5% | 2,018 | 5.2% | 2,114 | 4.8% |
| Telecoms and Multimedia | 456 | 478 | 4.8% | 495 | 3.5% | 513 | 3.8% | 529 | 3.0% | 543 | 2.7% |
| Energy & Life Sciences | 1,679 | 1,754 | 4.5% | 1,828 | 4.2% | 1,921 | 5.1% | 2,001 | 4.2% | 2,075 | 3.7% |
| Other | 2,353 | 2,491 | 5.9% | 2,601 | 4.4% | 2,735 | 5.1% | 2,869 | 4.9% | 2,999 | 4.6% |
| **TOTAL TECHNOLOGY CONSULTING (ALTEN CORE BUSINESS SCOPE)** | **7,456** | **7,869** | **5.5%** | **8,234** | **4.6%** | **8,674** | **5.3%** | **9,077** | **4.6%** | **9,465** | **4.3%** |

## 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. Indian players could also try to acquire local companies in Europe, to access their client base with the strategy of subsequently developing an "Offshore" offer.

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 arrival of AI, the diversification of offerings and methods of contracting, complex transnational projects, the use of offshoring and nearshoring, massification, productivity gains, and others.

The major Indian players have a presence that is predominantly local or in the USA, where Front Offices are winning contracts according to an Offshore model. 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 2023).

# 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<br>▸ Capex investments: prototyping, testing and pre-production activities | Random & long-term | **0%** |
| 3 | **Work Packages**<br>With Technical Division & Methods Specific methodologies & tools | | 60% |
| | | 25 - 35% | |
| | **Time & Material (TA)**<br>With added value of HR management and IC risk<br>Nb: 2+ High-level consultancy | | |
| | *Staffing, Freelance* | 5 - 18% | **2%** |

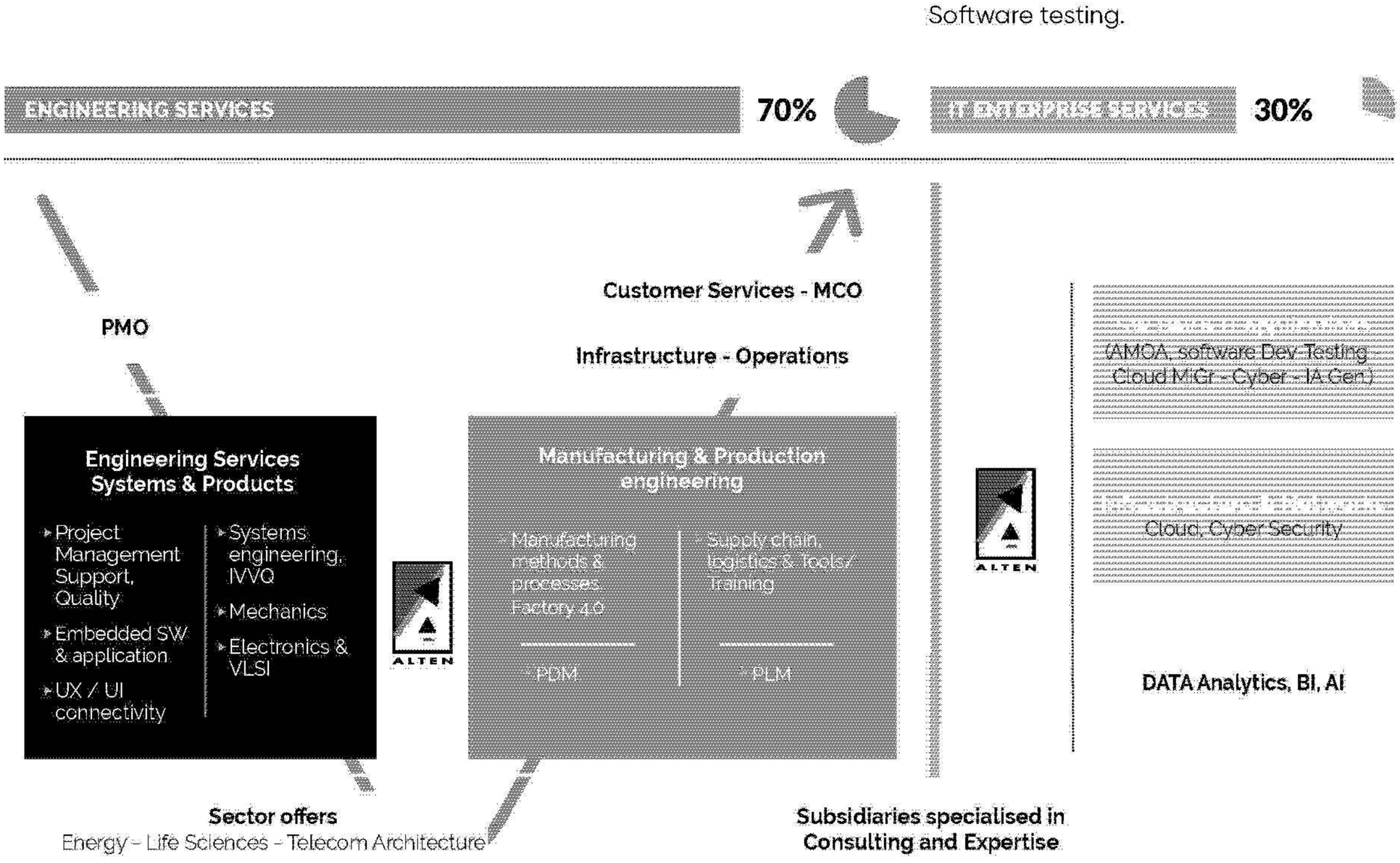
ALTEN

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

*Note: Level 2*
- *TA stands for technical assistance;*
- *Added value of HR management means added value associated with the human resources management of employees (training, careers, etc.);*
- *IC stands for inter-contract;*
- *Note: 2+ High-level consulting means that high-level consulting activities present a risk positioned between level 2 and level 3.*

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
         Life Sciences: CRO and Clinical Operations,
       - CADUCEUM
         Life Sciences: Quality and Manufacturing,
       - ATEXIS
         Client Support and MCO,
       - WAFER SPACE, SI2Chip,
         VLSI – Chip & MicroChip design,
       - AFOUR, VOLANSYS
         Product engineering,
       - ICONEC
         Telecom architecture,
       - QUALITANCE
         Software development,
       - METHODS
         Cloud architectures and digital transformation,
       - ANOTECH
         Design office – Infrastructure – Operations – Oil & Gas,
       - QA CONSULTANTS
         Software testing.




ALTEN is an Engineering (70%) and IT Services (30%) Group.

ALTEN's historical core business is Engineering and has been recognised for more than 35 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 added value 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 continues to consolidate its position as leader in Engineering & IT Services.

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 sustain its growth.

## 1.3.3 FINANCIAL AND NON-FINANCIAL OBJECTIVES

ALTEN's objective is to continue its international development. The objectives in the medium term and from 2024 onwards will focus on:

- enhancing "employer" appeal to recruit the best talents;
- strengthening its human resources structure and the mobility of its Executives;
- internationalising its commercial and technical structures;
- marketing its Delivery Centres Offshore and Nearshore more effectively;
- the international roll-out of its Technical Division model;
- continued targeted external growth;
- reaching the target of 2,000 engineers in target countries (North America, Asia, etc.).

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 added value 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 even involve one of its offshore structures (Romania, India, Morocco) in certain phases of the project.

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 page 64 page 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:**

| | 2022 | 2023 |
|---|---|---|
| Aerospace | 13.0% | 14.8% |
| Defence & Security/Marine | 5.5% | 6.5% |
| Automotive/Rail | 20.0% | 20.9% |
| Industrial Equipment & Electronics | 9.4% | 9.4% |
| Retail, Services, Media & Public Sector | 18.4% | 18.3% |
| Banking, Finance and Insurance | 10.4% | 9.1% |
| Telecoms | 5.6% | 5.4% |
| Life Sciences | 8.7% | 8.3% |
| Energy | 8.8% | 7.3% |

**Distribution of revenue by main geographical areas:**

| | Full year | | | | Change | |
|---|---|---|---|---|---|---|
| **Country** | **2022** | **%** | **2023** | **%** | **Change** | **Including organic at constant exchange rates** |
| France | 1,178.2 | 31.1% | 1,297.9 | 31.9% | 10.2% | 10.2% |
| International | 2,604.9 | 68.9% | 2,770.9 | 68.1% | 6.4% | 8.4% |
| *North America* | *561.6* | *14.8%* | *482.9* | *11.9%* | *-14%* | *3.6%* |
| *Germany* | *329.0* | *8.7%* | *367.4* | *9%* | *11.7%* | *5.1%* |
| *Scandinavia* | *183.6* | *4.9%* | *179.6* | *4.4%* | *-2.2%* | *3.7%* |
| *Benelux* | *198.2* | *5.2%* | *227.5* | *5.6%* | *14.7%* | *14.7%* |
| *Iberian* | *323.3* | *8.5%* | *371.1* | *9.1%* | *14.8%* | *14.1%* |
| *Asia-Pacific* | *318.4* | *8.4%* | *320.7* | *7.9%* | *0.7%* | *2.7%* |
| *Italy* | *250.2* | *6.6%* | *312.2* | *7.7%* | *24.8%* | *24.8%* |
| *UK* | *263.2* | *7.0%* | *315.2* | *7.7%* | *19.8%* | *7.9%* |
| *Switzerland* | *66.0* | *1.7%* | *61.4* | *1.5%* | *-7%* | *-10%* |
| *Eastern Europe* | *85.6* | *2.3%* | *113.5* | *2.8%* | *32.6%* | *17.4%* |
| *Other* | *25.7* | *0.7%* | *19.4* | *0.5%* | *-24.5%* | *-20.4%* |
| **TOTAL** | **3,783.1** | **100%** | **4,068.8** | **100%** | **7.6%** | **9%** |

## 1.5.2 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, 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 is positioned as an End-to-End service provider (R&D engineering, industrial methods, supply chain, digital, etc.) and participates in large-scale strategic projects with significant engineering needs in the areas of New Built (new nuclear engineering), operation and maintenance in operational condition, commissioning and start-up, dismantling and waste treatment, 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

### Facilitating the development of industrial 5G

ALTEN, Bouygues Telecom Entreprises and Siemens France have signed a three-year partnership to develop industrial 5G in France. The aim is to accelerate the roll-out of Industry 4.0 through dedicated, tailor-made support for clients in terms of audits, transformation levers and implementation. Bouygues Telecom's 5G network and private network solutions, which guarantee connectivity tailored to the needs of Industry 4.0 (very high bandwidth, improved latency, easier object control), are coupled with Siemens France Customer Services' IoT solutions and ALTEN's expertise in contextualising and integrating these technologies with the challenges of transforming clients' industrial sites. This partnership will enable these new opportunities to be rolled out on an industrial scale, ensuring rapid deployment and optimum return on investment. Likewise, it will facilitate change management among the client's employees (technicians, workshop managers, etc.) by offering them interactive training that incorporates 5G knowledge, Siemens' simulation capabilities and ALTEN's technological and business expertise.

### Improving the efficiency of Coca-Cola's concentrate plants

The Coca-Cola Company's Commercial Product Supply (CPS) division has launched the OEE-SPC project to measure and improve performance in real time across its concentrate plants, as part of its digital transformation initiative – Plant of Future. EXPERT GLOBAL SOLUTIONS, an ALTEN Group company, was chosen to provide technical, functional and project management support. The aim is to improve plant performance by deploying innovative technological solutions that exploit IoT and Big Data to monitor operations in real time.

### DORN: Studying radon on the Moon

The DORN (Detection of Outgassing RadoN) instrument will be launched on board the Chinese Chang'E6 mission in 2024. The aim is to study the quantity of radon, a radioactive gas, that escapes from the lunar soil to better understand its concentration on the Moon. DORN will measure the concentration of radon and some of its progeny using alpha spectrometry. The Institut de Recherche en Astrophysique et Planétologie (IRAP), in collaboration with the Centre National d'Études Spatiales (CNES), Toulouse III - Paul Sabatier University and the Centre National de la Recherche Scientifique (CNRS), approached ALTEN for its electronics expertise. Our consultants assisted IRAP in the design, development and integration of the FPGA-based electronic boards that will be carried on board the instrument.

### Satellite SWOT: Optimising our knowledge of water on Earth

The SWOT (Surface Water and Ocean Topography) satellite, a joint mission between CNES and NASA, with the collaboration of the Canadian and British space agencies, aims to improve our knowledge of water on Earth. Launched in December 2022, it is designed to provide precise measurements of lakes, rivers and oceans using its KaRIn interferometric radar. The aim of the mission is to gain a better understanding of ocean movements and their impact on climate change, to monitor changes in water levels in lakes and rivers, and to map coastal regions. With their expertise in Assembly, Integration and Test (AIT), ALTEN consultants worked with Thalès Alenia Space, the mission's major industrial partner, to verify the proper operation of SWOT's subsystems.

## 1.5.3 ALTEN INNOVATION

When it comes to innovation, ALTEN offers a unique, multidisciplinary and multi-sector field of investigation to all its consultants, combining engineering with digital and business services. Supervised by our experts and technical and scientific specialists, they build innovative value propositions within the **ALTEN labs** that combine these different areas of expertise.

Our **Smart Digital** initiative gives us a head start with **9 main research programmes** on cross-disciplinary themes, covering all our business sectors and always perfectly adapted to our clients' issues. 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.

### 1.5.3.1 Smart Factory 4.0

Factory 4.0, the embodiment of the fourth industrial revolution, is redefining the way we think about industry, from design to production. For us, this industrial revolution is not just about making **tomorrow's factory more efficient and effective**, but also **more humane**.

As such, the approach to transforming factories must take into account all the economic, ecological and social challenges facing businesses. Beyond the ultra-connected machines that characterise Factory 4.0, we want to project the individual into a user-friendly system to assist them in carrying out their tasks. This requires a subtle balance between automation and human intervention. ALTEN has the expertise to design intelligent systems that respect this balance, creating synergy between human and machine.

The various technological building blocks of Industry 4.0 are studied using real-life applications to illustrate their value propositions:

- **ensuring safety**: predicting accidents and anticipating real and virtual risks;
- **improving training**: receiving assistance during operations and supporting continuous learning;
- **optimising risk management**: whether logistical, manufacturing or quality-related;
- **managing production in real time**: benefiting from the convergence of IT networks (IT) and industrial networks (OT);
- **increasing efficiency and productivity**: assisted by generative artificial intelligence;
- **facilitating handling**: taking advantage of robotisation and the optimisation of production flows;

- **anticipating maintenance**: moving from reactive to predictive maintenance;
- **growing sustainably**: optimising plant energy resources and the waste generated, for zero or even positive environmental impact;
- **optimising quality**: guaranteeing the quality of products and services.

### ALTEN's mini factory 4.0: a concentrate of technological added value

To demonstrate the benefits and fields of application made possible by this transformation, the Group's Research & Innovation teams have developed a dedicated demonstrator: the "mini factory 4.0". Operated as an innovation and training laboratory, it enables users to immerse themselves in an advanced industrial environment, learn how to handle cutting-edge technologies, and think about concrete solutions to improve their well-being and optimise industrial performance.

### Main areas of application in different countries

**In Spain**, R&D teams are working to translate this added value into an application to improve shipbuilding and maintenance processes in the naval sector. This application helps to improve the productivity of tasks while providing all the information on the physical elements of the vessel.

**In the UK**, we have sought to broaden the global understanding of the feasibility of using **additive manufacturing/3D printing** for aircraft propulsion components such as compressors and turbines. This includes understanding the properties of materials when components are manufactured by different means.

**In Morocco**, ALTEN is a stakeholder in the **Fez Smart Factory** collaborative project in consortium with the EUROMED University of Fez and the Fez-Taza branch of the Confédération Générale des Entreprises du Maroc (CGEM) to develop a sustainable industrial zone that meets the need **to improve industrial productivity and environmental and social performance** by leveraging **Industry 4.0 concepts**.

**In France**, we are working on several prescriptive maintenance and digital twin use cases **to improve the Synthetic Efficiency Ratio (SER) of production lines** in the aeronautics, automotive and rail sectors. The same applies to **performance** indicators **for internal logistics**, whether with a view to intelligent automation using AMR/AGV, optimising flows in line supply or managing supply chain crises.

## 1.5.3.2 Smart Quality & Green Supply Chain

Smart Quality & Green Supply Chain investigates the use of digital technologies to bring quality and the supply chain into a new era that is more interactive and more responsible for our environment, like Industry 4.0. The use of artificial intelligence and digitised data makes it possible to achieve greater responsiveness, transparency and intelligence in day-to-day decision-making, as well as delivering significant long-term improvements.

We are finding that there is more and more data to process before making a decision, and that decisions, and their consequences, need to be tested before they are implemented. In other words: decisions that are secure, fast, effective and add significant value must be taken systematically.

The programme aims to help quality and supply chain players make these decisions as calmly as possible, using tools and methods developed by ALTEN.

### Main areas of application studied

**Optimisation of inspection tools and quality systems** with a view to pre-processing information and pre-determining areas for action in line with AI recommendations. In **partnership with Horiba**, we were able to **automate and optimise visual plant inspections** using an intelligent camera network system to benefit from the latest advances in complex calibration. We have applied this area of research to the **development of defect detection algorithms**, using X-ray inspection, for critical aeronautical parts (composite dynamic assemblies), and to the development of automated data extraction tools for highlighting specific quality control characteristics of complex systems.

**Supporting the transformation of the supply chain** (train, truck, plane, ship, factory) **to help the industry transform and achieve its carbon neutrality objectives**. This transformation, based on digitalisation, interconnection and multi-modality, must not be achieved at the expense of $CO_2$ emissions and the risk engendered by these changes. ALTEN is working to develop optimisation solutions in these 3 areas **in partnership with Here Technologies and Siemens SCS**.

## 1.5.3.3 Smart Communications

**5G technology** supports the growing ultra-connectivity of our world, between individuals and between professionals, by pooling fixed and mobile infrastructures while ensuring our sovereignty. The smart communications programme enables this technology to be exploited as a major vector of digital continuity for all types of use, whether **indoor or outdoor, temporary or permanent, civil or industrial**, and to optimise its performance and coverage using its simulation tools.

### Main areas of application studied

The application projects in the smart communications programme focus in particular on optimising the coverage and performance of communications systems in a variety of use cases:

- temporary, for example during events in the "**connected stadium 2.0**" or the rapid deployment of "**tactical bubbles**" (theatre of operations, natural disaster situations) using swarms of drones and hybrid "Space – Air – Ground" mobile systems;
- permanent, these include the interconnection of offshore platforms in the oil & gas industry or the interoperability of equipment in **connected factories 4.0**;
- related to **indoor 5G performance**, to improve coverage by minimising interference;
- intelligent, concerning the connectivity of infrastructures and users in **autonomous and intelligent transport systems**.

In addition, we have set up a **state-of-the-art 5G network with our partner Bouygues Telecom** at our ALTEN lab in Sèvres to develop our catalogue of solutions dedicated **to the benefits of Industry 4.0**. These private 5G networks offer many advantages for different sectors such as the process and manufacturing industries, logistics, distribution, healthcare and events, and can meet the needs of specific coverage, such as:

- **providing coverage of large areas** or areas that are particularly "noisy" electromagnetically, such as refineries, ports, mines, airports, factories and logistics warehouses;
- connecting robots, automatically guided vehicles (AGVs, AMRs), intelligent autonomous navigation vehicles which are increasingly found in industry 4.0 and whose mobility requires **good network continuity**;
- guaranteeing connectivity for sites welcoming the public, such as hospitals, exhibition centres or stadiums, by supporting 4G and WiFi **networks that are extremely busy during peak periods**.

### 1.5.3.4 Smart Green & Secure Systems

The exponential growth of connected systems and objects worldwide is enabling the invention of new uses that are more efficient, more responsible and accessible to all. Smart green & secure systems offers innovative technological solutions for building and securing these systems, while maintaining the highest standards of eco-responsibility.

The smart green & secure systems research programme brings together innovative projects in the field of embedded systems, focusing on **security, eco-design, ambient intelligence and swarm systems**. Its projects focus on the development of different platforms: 3D simulation, IoT, Blockchain, NLP, etc.

In particular, this programme addresses the issue of measuring the carbon footprint in eco-design at 3 levels: software (embedded or applications), connected objects and complex systems. The innovation of the smart green & secure systems programme lies in the **combination of technology and uses**:

- **security management**:
  - use of Blockchain in IoTs,
  - access to data *via* authentication based on the use of 3D models and biometrics,
  - securing embedded applications;
- **ambient services**:
  - detection of user intention in natural language,
  - natural language programming;
- **smart mobile systems**:
  - hybrid autonomous drone systems for swarm deployment,
  - 3D simulation platform for qualifying image processing algorithms;
- **eco-design**:
  - bench for measuring the power consumption of embedded systems,
  - eco-design of smart systems (Cloud/Edge/Mist).

#### Main areas of application in different countries

**In Spain**, R&D teams are working on adding value through a more complex system of sensors and encoders around the engine to **optimise truck propulsion**.

**In the UK**, we are working on the design of innovative embedded systems in various business sectors:

- **aeronautics**, for the aircraft engine electronic control unit system, in particular the automated power reserve (APR) functionality to help the aircraft **cope with the loss of an engine during take-off**;
- **defence**, we are carrying out innovative activities in **cybersecurity in the field of tactical data links** and the development of secure on-board software or complex on-board systems such as the integration of a new **gyrostabilisation** technology **for military radar applications**;
- **shipbuilding**, we are innovating in the field of **intelligent cabin displays for commercial vessels** for screen equipment, etc.

We are also working with **AI based on image processing** on innovative uses for sustainable responsibility in various business sectors:

- **public sector**: by better identifying **the optimal location for solar panels**, we can accelerate the deployment and maximise the value for money of new solar energy technologies in the UK by better targeting suitable individual properties or communal car parks and prioritising the associated public funding;
- **agriculture**: ALTEN sought to develop a machine learning-based tool to evaluate satellite images and identify oil palm plantations. This tool would enable governments and other organisations to analyse trends in the number of oil palm plantations and predict when they will meet their targets for **reducing palm oil production**;
- **aeronautics**: we assessed current flight paths and estimated **the environmental impact of vapour trails generated by the aircraft**. This application can then be used to optimise flight trajectories by indicating flight rerouting opportunities, in particular flight altitude, to reduce the formation of vapour trails and thus **reduce the environmental impact of the flight**.
- **In France**, we are working on several smart embedded system use cases with ambient services provided in the following areas:
- **energy**: to optimise the energy consumption of buildings or factories, to intelligently manage its storage on electric batteries or **to make wind turbines intelligent in order to preserve the biodiversity of birds**;
- **space**: for a **lunar measurement system embedded** in a micro-controller;
- **transport**: for **intelligent passenger tracking**;
- **industry**: to make **machines, conveyors** or **ventilation systems** intelligent in order to **optimise their maintenance or energy consumption**.

## 1.5.3.5 Smart Mobility

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

Faced with environmental challenges, ALTEN has for several years included sustainable development at the heart of its development strategy and is devoting a growing share of its research and innovation efforts to it. The smart mobility programme is a continuation of this commitment. It brings together innovative projects that focus on changes in mobility that are increasingly respectful of the environment and the well-being of users. It supports sustainable mobility through research into the increasing autonomy of vehicles, their cooperation with increasingly intelligent infrastructures, and the implementation of solutions to facilitate traffic flow and optimise multimodal travel.

### Main areas of application in different countries

**In Spain**, R&D teams are working on the **design of hydrogen trucks**. They are developing a prototype for the routing of fuel cell cooling, ensuring a good compromise between the high degree of modularisation of the trucks and the automatic routing procedure from the gas tanks. Similarly, ALTEN is working on the **design of the autonomous truck** through the implementation of intelligent systems for perceiving the environment by prototyping the various architectures for distributing this intelligence, adapting the chassis for autonomous driving and the cab for installing software systems.

**In Germany**, we are implementing an ADAS computer to ensure and secure the functionalities of **a level 3 autonomous vehicle**.

**In Morocco**, we are implementing **test tools to validate ADAS** and HMI **systems**, **connected services** enabling users to **better manage and understand their vehicle or fleet**, and **dashboards with new**, more **dynamic**, flexible and digital **vehicle HMIs**.

**In France**, R&D research projects focus in particular on:

- **intelligent transport systems and mobility assistance solutions**:
  - optimising road traffic in a smart city using its digital twin,
  - developing applications to optimise the journeys of goods and people,
  - determining the potential for the installation of charging stations by modelling supply and demand;
- **autonomous and connected vehicles at the heart of smart cities**:
  - automatic generation of realistic test scenarios to validate driving aids (AD/ADAS),
  - improving pedestrians' "extended" perception strategies in urban environments (Artificial Intelligence);
- **the user experience from digitalisation to use**:
  - experimenting with ways of detecting emotions during immersive experiences (Extended Reality – XR) and placing the user at the heart of the design process,
  - the design of modular cockpits to support the transition to different driving styles;
- **improving rail mobility for the rail industry**:
  - predictive maintenance of rolling stock,
  - improving the performance of train management/steering software,
  - development of test protocols and evaluation/characterisation methodologies for train wheel flange lubricants.

These projects call on the skills of professions focused on new digital technologies to meet the ever-increasing environmental constraints and new uses of mobility. They are based on simulation tools and the use of location data in **partnership with Here Technologies**.

## 1.5.3.6 Smart Transactions

In an increasingly connected and digitalised world, the challenges associated with data exchanges between individuals, businesses, software, databases, etc. are numerous: volumes reached, reactivity, interoperability, etc. We are therefore exploring the various technologies that can facilitate, enhance and secure these exchanges for the benefit of individuals and the various professional players in the tertiary and industrial sectors, while complying with changes in regulatory frameworks.

The smart transactions research programme, like the **Fintechs** in finance, the **Insurtechs** in insurance and the **Regtechs** in regulation, exploits technical possibilities to innovate and put technology at the service of business needs in the tertiary sector, as well as in the maintenance and operation of industrial products.

Through its R&D projects, ALTEN adopts a technical, technological and research approach to:

1. **translate the contractual into the transactional** and interpret the transactional into the contractual;
2. **reconcile regulatory requirements** and **technological advances**;
3. **use the data** as a **decision-making tool**.

The smart transactions programme designs and innovates on the basis of various technical foundations:

- **new architectures**: Cloud, Micro-Services, Dockerisation, Open API;
- **data processing**: Datascience, Dataviz, Big Data;
- **information security**: Blockchain, Cryptology, OpenId Connect;
- **enhancement** and **interaction**: Artificial Intelligence, NLP (Natural Language Processing), Machine Learning/Deep Learning, Bot.

A number of cross-cutting aspects of the programme are also vectors of innovation and are at the heart of several of our projects:

- **economic aspects** (controlling Cloud costs): FinOps;
- **ecological aspects** (measuring and controlling the carbon footprint): Green IT;
- **security aspects**: Cybersecurity.

### Main areas of application in different countries

**In Italy**, we are carrying out a **strategic digital transformation process** to migrate the **main payment transaction system**, which manages the service for sending and receiving money using the IBAN, to the cloud. ALTEN thus facilitates the development and launch of product updates by helping fintechs respond more quickly to client demand while ensuring regulatory compliance and reducing the costs of change. Similarly, ALTEN is creating a **B2C e-commerce platform** for the sale of used cars to private users by integrating an insurance activity. This platform innovates in its architecture to guarantee a high level of transactional performance while integrating AI and computer vision algorithms to automate the extraction of key data from photos submitted by its users.

**In France**, our R&D activity is focused on the following research projects:

- design of a **unified personal data management system**;
- cryptographic **contractualisation** protocol **with a physical link** in the transaction;
- **FinOPS**: gathering, alerting and decision support on multi-cloud consumption/costs;
- **Green IT**: measuring the carbon footprint and studying Green Patterns;
- **Cryptocurrency** exploration, analysis and modelling;
- identity and authentication management based on biometrics and blockchain to **move from biometric fingerprints to decentralised identity**;
- design a **user-centric platform** to manage consents, identities, data and credentials, based on a Blockchain layer. This platform is then adapted in the form of several use cases in the **e-commerce or e-banking** sectors, in particular for **wallet** or electronic ticket management.

## 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 involved in preparing data, selecting tools and validating the various artificial intelligence models used by data scientists, while at the same time meeting the new challenges associated with managing knowledge that can be interrogated by generative AI.

### Main areas of application in different countries

**In the UK**, R&D teams are developing a **methodology for processing flight data from air operators** so that it can be easily compared and verified by identifying missing or probably incorrect data and attempting to automate their correction by interpolating or estimating them based on trends in other parameters (sometimes more than 10,000).

**In France**, our R&D activity is focused on the following research projects:

- design of a data factory driven by artificial intelligence, this platform has been designed to assist the data scientist. A first platform collects, qualifies and reconciles data from various sources. A second platform helps them to design and qualify their analysis pipelines, while integrating security aspects 'by design'. All digital technologies are evaluated and applied: cloud tools, semantic data management and natural language processing, automatic and deep learning, meta-learning, cybersecurity, etc.;
- in **generative AI** to go beyond the capabilities of existing technologies by making it possible to:
  - **intelligently extract concepts** from unstructured data sources to build a new knowledge base that can be queried by generative AI from a client document database,
  - **make AI explicable** by explaining the responses of generative AI with regard to the data sources making up its dedicated knowledge base,
  - **add a multi-language virtual assistant** based on generative AI using natural language processing (NLP) and **Avatar** produced by ALTEN,
  - **build business ontologies** to contextualise the intelligence of generative AI in business language and integrate it into a dedicated business solution for our clients;
- using artificial intelligence to **automate complex classification processes**:
  - skills **mapping** and mission assessment for **human resources** management,
  - natural language processing (NLP) in **video films**, using algorithms capable of **recognising the speaker** in an audio segment and converting their speech into text to produce summaries and **detect themes**,
  - **telephone contract termination analysis** model;
- using artificial intelligence to **secure high-risk environments**:
  - automatic detection of **deepfake** to combat falsified synthetic media, particularly facial deepfake, and eliminate malicious content,
  - establishment of a model for detecting **unhealthy** gambling **behaviour**,
  - intelligent risk analysis in **crisis management** using metrics and weak signals.

## 1.5.3.8 Smart Design

Development methods for complex systems are changing radically to integrate the use of products and services throughout their lifecycle, but also to reduce time to market and integrate eco-responsibility. Smart design brings concrete, innovative digital solutions to the design of sustainable systems, the management of uncertainties and the traceability of their requirements.

With the Smart Design programme, ALTEN Labs are developing disruptive approaches to meet the challenges of designing complex technical systems combining the dimensions of products, services, processes or organisation. The increasing interdependence of technologies, uses and environmental or safety constraints means that the technical, human and financial resources deployed and decided at the upstream stage of the design process now need to be questioned and controlled.

### The aim? To measure their impact over the entire life cycle.

At the same time, the length of development cycles must also be drastically reduced to meet the overriding criteria of time to market.

The challenge is therefore twofold:

- bring more anticipation and flexibility to the upstream out of cycle design process in order to reduce the effective in cycle development time;
- control the levels of complexity and uncertainty at the various levels of validation (analysts, architects, project, programme, etc.) of the digital design process.

It can be summed up as "**Do it better, do it faster, do it accurately**", while seeking to respond to the following challenges:

- how can we manage diverse and changing requirements **as quickly as possible**?
- how can we anticipate an **increasingly uncertain** world?
- how can we address the various aspects of **eco-design**?
- how can we **improve the safety and reliability process**?

To provide solutions to these problems, smart design addresses three areas of work:

- **design of complex systems**;
- **design of sustainable systems**;
- **design under uncertainty**.

The smart design programme optimises all processes and products throughout their lifecycle, with the main objectives of:

- **integrating and digitalising requirements** using new requirements engineering practices based on a model-based system engineering (MBSE) approach, known as smart requirement modelling (SRM);
- **compare different visions of eco-design** *via* the optimum of materials, performance, methods and uses.

### Main areas of application in different countries

**In Spain**, R&D teams are working to incorporate these added values into the **design of the truck's noise protection shields and cab**, while taking into account **manufacturing constraints as quickly as possible**.

**In the UK**, we are working on the design of:

- **air propulsion systems** that can increase engine performance at higher operating temperatures without compromising engine life;
- **a more efficient aircraft engine under different flight conditions**. Optimisation of its efficiency is achieved by evaluating test data and modelling data to understand the impact of potential modifications to engine components, in particular by analysing transient states under different flight conditions;
- **a more sustainable aircraft engine by reducing fuel consumption by 25% compared with the previous generation**. Our work focused on the design and development of a physical demonstrator to assess the physical integration of the new engine on the wings, including the interface with various constituents such as fuel, oil, air, electronics and transmission in the knowledge that the existing systems to interface with the new propulsion technology had to meet new service requirements and a larger aircraft size;
- **a generalised battery management system for electric aircraft** to enable the future development of scalable battery networks;
- **sonar systems for surface ships and submarines** by managing the uncertainties involved in integrating civilian technologies into military applications, which require a reduction in their energy requirements while facilitating their miniaturisation;
- **new materials** (such as CMC - ceramic matrix composite), **in aerospace applications**, to guarantee interactions with surrounding metal components (not modelled at the outset) and boost **confidence in simulations and modelling before costly physical tests**;
- **PCB (printed circuit board)** by automating a manual process requiring the circuit configuration to be converted into a routed PCB configuration. We have developed a tool based on machine learning (reinforcement algorithm) to **optimise circuit routing between PCB components**. This reduced the design time by optimising the number of iterations needed to find the best routing.

**In France**, our R&D activity is focused on the following research projects:

- **formalising, digitising and simplifying requirements** traced throughout the life cycle of industrial products using SRM methodologies;

- **models for propagating uncertainties** in requirements on complex systems such as a flight management system;
- **MBRe** (model based requirements) & **MBSA** (model based safety analysis) on a complex mechanical system;
- design of a **liquid hydrogen tank in composite materials**;
- design of a **GESS** (green energy storage system) **using recycled Renault Zoé batteries**;
- **multidisciplinary eco-design** of a drone and modular, safe and recyclable batteries;
- use of cryptographic technologies (NFT non-fungible token) in product design, to **combat counterfeiting**.

## 1.5.3.9 Smart Healthcare

The healthcare ecosystem is facing new challenges in terms of the organisation of care and the patient experience. Innovation is the key to meeting these new societal challenges. Through its **AIXIAL lab**, the smart healthcare programme is looking at ways of digitalising the healthcare system, integrating data analysis and artificial intelligence, and developing innovative IoTs to shape the future of clinical research.

The smart healthcare programme is part of a drive to digitalise healthcare and centralise the patient experience, using new technologies such as AI, data science, IoT and cyber security.

Clinical trials, which are essential for the launch of products and/or medical devices on the market, must comply with certain criteria to guarantee their safety, efficacy and reliability. The ambition of the smart healthcare programme is **to accelerate the virtualisation** of **clinical** trials, in particular the **digitalisation of procedures** and the **decentralisation of trials**, while guaranteeing optimised patient recruitment and follow-up using connected solutions, AI and real-life data, without compromising reliability and safety.

To address these issues, smart healthcare is focusing on 3 areas:

- **patient-centred**: IoT, mHealth and AI to improve remote patient follow-up and monitoring;
- **real-life data**: data science and AI for a better understanding of patients (behaviour, needs, etc.) and their pathologies, for more personalised care;
- **care coordination**: data and AI to optimise care and care pathways while reducing administrative burdens.

### Main areas of application in different countries

**In Germany**, our innovative know-how in Lifecycle Engineering for the medical robotics visualisation system has enabled us to design a new **visualisation system for microsurgical operations**. It assists surgeons during operations with automated functions and unique information about the body.

**In France**, our R&D activity is focused on the following research projects:

- **AIπGen project**: modelling and individual dynamic prediction of the impact of environmental factors on epigenetic mechanisms in healthy and pathological populations (1st case study: diabetic cardiomyopathy). Setting up a mobile application to study exposure to risk factors on an individual scale and estimating/predicting the associated risks;
- **Conscient.ia project**: implementation of a digital, dynamic and multicultural informed consent tool to analyse and improve understanding of information sent to patients. Analysis and identification of key psycho-cognitive determinants by computer vision in healthy and pathological populations, and predictive modelling of the level of engagement and retention of participants in clinical studies;
- **AixReg project**: design and development of predictive models to analyse changes in the medical regulatory framework in France and internationally. Causal inference and assessment of potential strategic impacts.

## 1.5.3.10 Other R&D activities

### Sport Sciences

The quest for ultimate sporting performance requires attention to the smallest detail, an understanding of oneself and one's environment. Mastery of simulation tools and data processing provides that 'something extra' that can make all the difference to your physical and mental performance. **ALTEN's sport science team**, which includes a French triathlon record-holder, optimises race strategies and works on equipment and systems that are perfectly suited to each discipline, using physical data from events, biomechanics and the physiology of athletes.

Today's top-level sport requires not only the achievement of collective and individual sporting performance, but also essential support in terms of equipment, training and strategies to make the ultimate difference. ALTEN, and in particular its LINCOLN subsidiary specialising in data science, have put together a team of sports scientists capable of achieving this using the technologies explored within our ALTEN labs.

**Main areas of application**:

- **optimisation** of **aerodynamic** helmets;
- **3D printing** of realistic 1:1 scale sports models **for wind tunnel testing**;
- strategy consultancy for cycling **time** trials;
- prediction of exhaustion and heart rate;
- **computer vision** for non-invasive data extraction;
- **digital twins of sporting events**.

### New Space

The space sector, shaped by **the emergence of newspace** and faced with the growing challenge of space debris, is experiencing a new dynamic. The rise of private enterprise, combined with the need to manage orbital waste, is redefining the challenges and priorities of space exploration.

What's more, with the return of war to Europe, the loss of sovereignty in the space segment is back in the spotlight. It is becoming strategic to have a responsive space system, to pave the way for a future European space system capable of placing small satellites in different types of orbit at short notice.

The **ALTEN labs** reactive space system project is part of this **dual industrial and geopolitical context** characterised by an increase in the market share of private companies to the detriment of government organisations. There is therefore a desire for a paradigm shift by reducing costs and implementation times, as well as renewed innovation thanks to the many new players positioning themselves in the sector.

The ALTEN labs have created a team of scientists and space enthusiasts capable of integrating digital technologies to address these challenges by facilitating access to space for all.

**Main areas of application**:

- **optimisation of a satellite constellation**;
- **nanosatellite design** based on standard components;
- **planning launches** (which launcher, which launch base, etc.) and **concepts of operations**;
- **in-orbit maintenance**;
- **in-orbit assembly**;
- **exploiting VLEO** (very low earth orbit) and **non-traditional orbits**.

## 1.6 ORGANISATION CHART *[GRI 102-4]*

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 Group subsidiaries:

- management and strategy consultancy;
- communication and marketing;
- finance (accounting, management control, 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/Telecoms);
- 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 2023, the ALTEN Group was composed of just over 200 subsidiaries located in Europe, North and South America, Asia, Africa and the Middle East.

The list of the main subsidiaries is presented in section 3.1/List of the companies in the scope of consolidation on page 219 of this Document.

2

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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 DEFINITIONS AND OBJECTIVES

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 are 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 risk criticality and level of control makes it possible to classify risks into four priority areas, according to a risk matrix defined by ALTEN:

- "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 Section 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 THE MAIN CHANGES IN RELATION TO THE 2022 FINANCIAL YEAR

The Group's major risk mapping exercise carried out in 2023 showed that the level of exposure and control of the main Group risks identified in 2022 had stabilised.

### RISK RANKING

| Risk category | Risk identified | Priority area (2022) | Priority area (2023) | Change |
|---|---|---|---|---|
| **Operational** | Geopolitical risk | 1 | 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 | Risk Management |
|---|---|
| *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.).*<br><br>*Depending on the country in question, geopolitical risk can have a significant impact on the Group's activities and consequently on its results.* | The geographical diversification of ALTEN's activities would enable to limit the impacts if the geopolitical risk occurs. In addition, the Group's cash management aims to limit exposure to cash traps in the countries affected by this risk. |

### Significant loss of turnover

| Risk Identification | Risk Management |
|---|---|
| *The Group generated 28.2% of its revenue from its top ten clients in 2023.*<br><br>*The Group's largest client represents 11.6% of the consolidated revenue. This turnover is generated in several countries and by several legal entities.*<br><br>*If ALTEN were to lose an account with a major client, its activity rate and consequently its profitability could be temporarily affected.*<br><br>*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.*<br><br>*Nevertheless, no risk of dependence on a particular customer has been identified.*<br><br>*The impacts of the health crisis and geopolitical instability on the Group's activities are specifically detailed in the risk entitled "Health risk" on page 77 and "Geopolitical risk" on page 76.* | The ALTEN Group has a diversified business portfolio. It generates its revenue in four broad sectors, none of which accounts for more than 30.4% of its revenue.<br><br>Each sector is divided into sub-sectors (10 in total), the main one accounts for approximately 18.3% of the consolidated revenue (the retail sector, services and media and the public sector, none of whose clients represent more than 1% of the Group's revenue).<br><br>Within each sector, the ALTEN Group also operates in various functional areas. This global approach dilutes the risk.<br><br>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 | Risk Management |
|---|---|
| *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.*<br><br>*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.* | ALTEN has strengthened its control actions, in particular by setting up a retention plan in order to keep key people within the Group.<br><br>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 such as 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 Continuous Improvement and Project Quality Department, in charge of project quality control and methods development, while checking the level of client 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 SYSTEM 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:

- ensuring service continuity;
- managing risks;
- guaranteeing control of intellectual capital;
- preserving 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 [GRI 102-17]".

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 [GRI 102-9][GRI 308-1][GRI 414-1]".

### 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 total 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. In addition, see Section "7.4 / Financial risk factors" on page 248.

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 section "7.4 / Financial risk factors" on page 248.

Translation foreign exchange risk: exposure to this risk is relative and monitored by the Group. In addition, see Section "7.4 / Financial risk factors" on page 248.

### 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, section "4 / Reducing the Group's environmental footprint [GRI 103-3]."

## 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 French Financial Markets Authority (AMF - *Autorité des Marchés Financiers*).

## 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 "4.3.4.2 / Ethics and Compliance [GRI 102-17]").

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 Financial 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

3

# CORPORATE GOVERNANCE


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# 3.1 OVERVIEW OF GOVERNANCE

## 3.1.1 CORPORATE GOVERNANCE CODE

ALTEN SA (hereinafter the "Company" or "ALTEN") refers to the recommendations of the Middlenext Corporate Governance Code (hereinafter the "Middlenext Code"). The Middlenext Code is available online at the following address: www.middlenext.com.

ALTEN complies with all the recommendations of the Middlenext Code, with the exception of the point relating to assignments that may be entrusted to the Statutory Auditors.

This point is included in the second recommendation on conflicts of interest. It is recommended that services other than certification
of accounts (SOCA) be entrusted 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 22nd recommendation of the Middlenext Code, the points of vigilance set out in the Code are reviewed annually by the Company's Board of Directors.

## 3.1.2 GENERAL MANAGEMENT

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

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 Simon AZOULAY.

This method of governance is adapted to the specificities of the Company. It enables the Group to optimise its economic and financial performance and create the most favourable conditions for its long-term development.

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 role and missions are detailed below in Section "Lead Director" on page 102.

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 on the Board of Directors, *i.e.* 62.5% (1), maintains the balance of power.

### Limitation of the powers of the Chairman and Chief Executive Officer

The Chairman and Chief Executive Officer is vested with the broadest powers to act on behalf of the Company in all circumstances. He exercises his 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. He represents 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

General Management is assisted in its duties by two committees.

- 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, in line with the Group's strategy. Its composition is presented in the integrated report on page 19 of this Document.
- The Group Management Committee, comprising the members of the Executive Committee and the persons occupying the main management positions within the Group.

*(1) Excluding Directors representing employees.*

## Seeking a balanced representation of women and men within the Committees assisting General Management

The Group Management Committee is currently made up of 18 members, five of whom are women and the Executive Committee is made up exclusively of men.

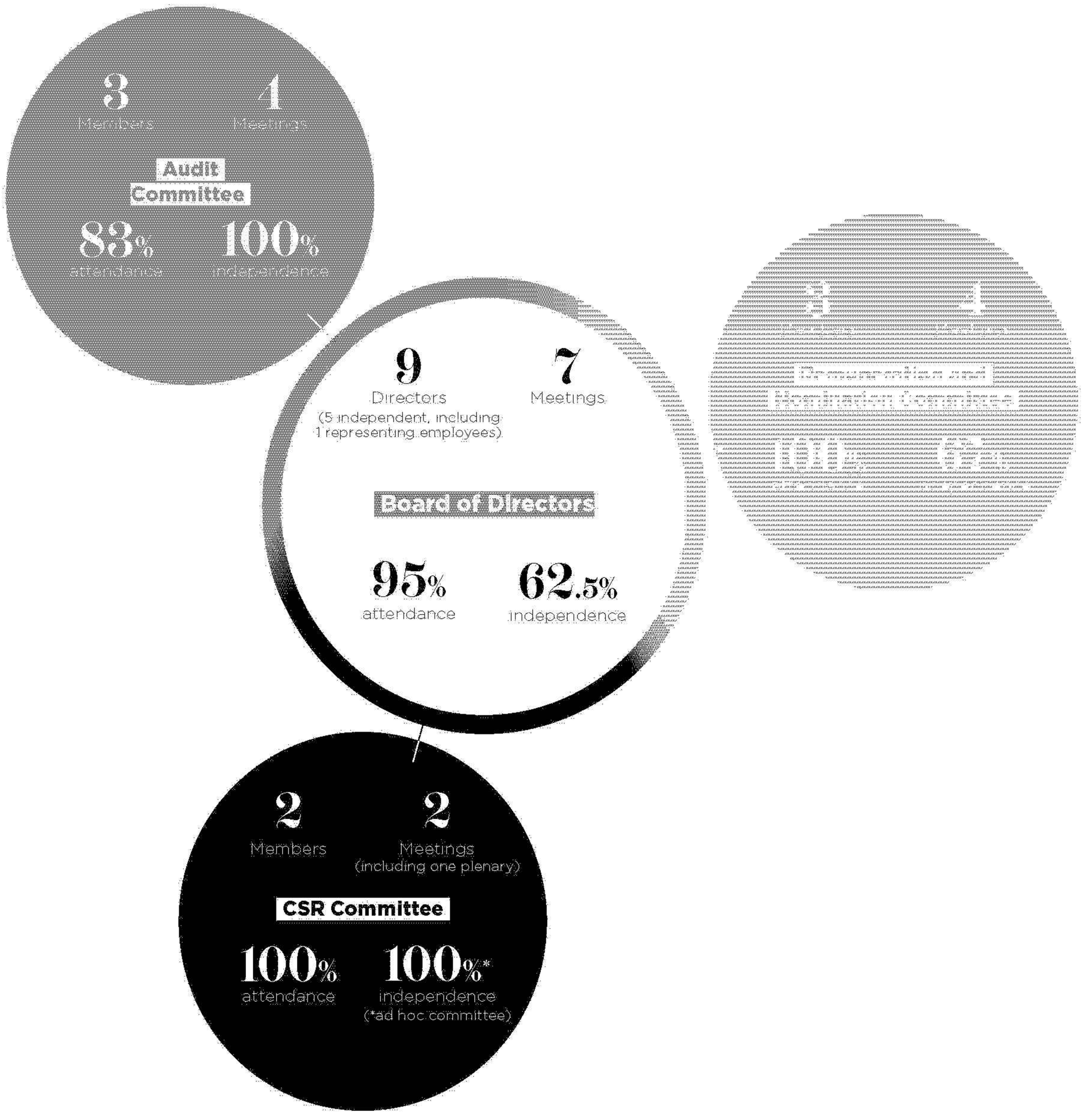
At its meeting on 22 February 2024, the Board of Directors noted that there are very few women in ALTEN's business sector. Engineers comprise 87.7% of the ALTEN Group's headcount, of which only 26.8% are women internationally and 27.3% in France.

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 2023, 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". This score is identical to the one obtained in 2022.

In addition, if the Board of Directors were to appoint a Deputy CEO, the selection process would include the presence of at least one person of each gender among the candidates, until the end of the selection process.

## 3.1.3 THE BOARD OF DIRECTORS AND ITS COMMITTEES



### 3.1.3.1 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

##### Number 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.

The Board of Directors comprises nine Directors as of the date of the Universal registration document, including the Director representing the employees.

##### Nomination of Directors

Directors are appointed by the 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, in particular Article L. 225-22 of the French Commercial Code. The number of Directors bound to the Company by an employment contract may not exceed one third of the Directors in office. The Director representing the employees is not included in this calculation.

The Director representing the employees is appointed by ALTEN's Social and Economic Committee. He or she has a deliberative vote within the Board of Directors.

##### 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.

The terms of office of Mrs Maryvonne LABEILLE and Mr Philippe TRIBAUDEAU expiring at the 2024 Annual General Meeting. Shareholders will be asked to renew their terms of office for a further four years, until the 2028 Annual General Meeting.

Directors' terms of office are staggered to allow for renewal by rotation.

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 on the offices and positions held and in force as of the date of this Document" on page 93.

Members of ALTEN's Board of Directors do not hold an office in any listed company other than ALTEN.

##### Chairmanship of the Board of Directors

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.

## Summary of the composition of the Board of Directors at the date of publication of the Universal registration document

| Directors | Independent | Gender | Nationality | Age | Number of shares Alten held | Start of first mandate | End of current mandate | Seniority | Board committee memberships | | | Attendance rate in 2023 | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | Audit | Remunerations and nominations | CSR | Board | Committee(s) |
| **Simon AZOULAY**<br>Chairman and Chief Executive Officer | No | M | | 67 | 5,173,013 (directly and *via* SGTI, a controlled company) | 19/02/1997 | 2025 GM | 27 years | | | | 100% | Purposeless |
| **Emily AZOULAY**<br>Director | No | F | | 75 | 1,407 | 22/06/2011 | 2027 GM | 12 years | | ● | | 100% | 100% |
| **Jean-Philippe COLLIN**<br>Independent Director | Yes | M | | 67 | 0 | 23/02/2023 | 2026 GM | 1 year | ● | ● | | 100% | 100% |
| **Marc EISENBERG**<br>Independent Director | Yes | M | | 68 | 0 | 18/06/2014 | 2026 GM | 9 years | | | | 100% | Purposeless |
| **Maryvonne LABEILLE**<br>Independent Director | Yes | F | | 66 | 0 | 29/01/2021 | 2024 GM | 3 years | | Ⓒ | | 100% | 100% |
| **Aliette MARDYKS**<br>Independent Director | Yes | F | | 68 | 0 | 22/06/2017 | 2025 GM | 6 years | Ⓒ | | | 100% | 100% |
| **Pierre Louis RYSER**<br>Director representing employees | No | M | | 58 | 0 | 28/09/2023 | 27/09/2027 | 7 months | | | | 100% | Purposeless |
| **Jane SEROUSSI**<br>Director | No | F | | 58 | 0 | 18/06/2014 | 2026 GM | 9 years | | | | 100% | Purposeless |
| **Philippe TRIBAUDEAU**<br>Independent Lead Director | Yes | M | | 62 | 0 | 24/05/2016 | 2024 GM | 7 years | ● | | | 57%(1) | 50%(1) |

*(1) This low and unusual attendance rate was linked to an unforeseen and temporary unavailability.*

Ⓒ *Chairmanship of the Committee* ● *Audit Committee* ● *Remuneration and Nomination Committee* ● *CSR Committee*

## Events relating to the composition of the Board of Directors during the 2023 financial year up to the date of publication of this Universal registration document

| Date | Directors | Nature of the event | Diversification of Board membership |
|---|---|---|---|
| 23 February 2023 | **Jean-Philippe COLLIN** | Co-optation by the Board of Directors to replace Mr Gérald ATTIA as Director until the 2026 General Meeting<br>Ratification of the provisional appointment by the General Meeting of 30 June 2023 | Nomination contributing to the gender balance and the increase in the number of Independent Directors on the Board of Directors |
| 30 June 2023 | **Emily AZOULAY** | Renewal of her term of office as Director for a new period of four years at the General Meeting | Renewal contributing to gender balance on the Board of Directors |
| 25 August 2023 | **Sébastien PRADON** | Resignation as Director representing the employees | - |
| 28 September 2023 | **Pierre-Louis RYSER** | Appointment by the Social and Economic Committee of ALTEN SA | Director representing employees |

## Events relating to the composition of the Committees of the Board of Directors during the 2023 financial year and up to the date of publication of this Universal registration document

| Date | Directors | Nature of the event | Diversification in the composition of committees |
|---|---|---|---|
| 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 of Directors 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 |

# 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:**

67

**Nationality:**

French

**Date first appointed:**

19 February 1997 (Director) - 22 September 1998 (Chairman and Chief Executive Officer).

**Date of last renewal:**

28 May 2021 (Director and Chairman and Chief Executive Officer).

**Term of office expires:**

Meeting to be held in 2025 and called to approve the financial statements for the past financial year (Director and Chairman and Chief Executive Officer).

**OTHER OFFICES AND POSITIONS HELD AT 31 DECEMBER 2023 INSIDE COMPANIES CONTROLLED[1] BY ALTEN SA**

| POSITION/OFFICE | COMPANY | COUNTRY |
|---|---|---|
| Director | QA CONSULTANTS INC. | Canada |
| Co-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 SYSTÈMES D'INFORMATION ET RÉSEAUX SASU | France |
| Director | CALSOFT LABS INC | United States |
| Chairman of the Board of Directors | CALSOFT LABS INC | United States |
| Director | AFOUR TECHNOLOGIES INC | United States |
| Chairman of the Board of Directors | STATMINDS | United States |
| Director | STATMINDS | United States |
| Chairman of the Board of Directors | PVR TECHNOLOGIES INC | United States |
| Director | PVR TECHNOLOGIES INC | United States |
| Chairman of the Board of Directors | ALTEN CALSOFT LABS PRIVATE LIMITED | India |
| Director | AFOUR TECHNOLOGIES PRIVATE LIMITED | India |
| Director | VOLANSYS TECHNOLOGIES PRIVATE LIMITED | India |
| Director | WAFER SPACE SEMICONDUCTORS TECHNOLOGIES PRIVATE LIMITED | India |
| 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 2023 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 FINANCIAL 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:**

75

**Nationality:**

French

**Date first appointed:**

22 June 2011.

**Date of last renewal:**

30 June 2023.

**Term of office expires:**

Meeting to be held in 2027 and called to approve the financial statements for the past financial year.

**OTHER OFFICES AND POSITIONS HELD AT 31 DECEMBER 2023 INSIDE COMPANIES CONTROLLED[1] BY ALTEN SA**

None

**OTHER OFFICES AND POSITIONS HELD AT 31 DECEMBER 2023 OUTSIDE COMPANIES CONTROLLED[1] BY ALTEN SA**

None

**OFFICES AND POSITIONS HELD OVER THE PAST FIVE FINANCIAL 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, has more than 40 years of international experience in several industrial sectors: Automotive, IT, Consumer Electronics and Pharmaceuticals in Executive 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:**
67

**Nationality:**
French

**Date first appointed:**
Co-opted by the Board of Directors on 23 February 2023.
Ratification of the provisional appointment by the General Meeting of 30 June 2023.

**Date of last renewal:**
N/A.

**Term of office expires:**
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 2023 INSIDE COMPANIES CONTROLLED[1] BY ALTEN SA**

None

**OTHER OFFICES AND POSITIONS HELD AT 31 DECEMBER 2023 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 FINANCIAL 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:**
68

**Nationality:**
French

**Date first appointed:**
18 June 2014.

**Date of last renewal:**
22 June 2022.

**Term of office expires:**
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 2023 INSIDE COMPANIES CONTROLLED[1] BY ALTEN SA**

None

**OTHER OFFICES AND POSITIONS HELD AT 31 DECEMBER 2023 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 FINANCIAL 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:**

66

**Nationality:**

French

**Date first appointed:**

Co-opted by the Board of Directors on 29 January 2021.

Ratification of the provisional appointment by the General Meeting of 28 May 2021.

**Date of last renewal:**

N/A

**Term of office expires:**

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 2023 INSIDE COMPANIES CONTROLLED[1] BY ALTEN SA**

None

**OTHER OFFICES AND POSITIONS HELD AT 31 DECEMBER 2023 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 FINANCIAL 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:**
68
**Nationality:**
French
**Date of first appointment:**
22 June 2017.
**Date of last renewal:**
28 May 2021.
**Term of office expires:**
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 2023 INSIDE COMPANIES CONTROLLED[1] BY ALTEN SA**

None

**OTHER OFFICES AND POSITIONS HELD AT 31 DECEMBER 2023 OUTSIDE COMPANIES CONTROLLED[1] BY ALTEN SA**

None

**OFFICES AND POSITIONS HELD OVER THE PAST FIVE FINANCIAL YEARS AND NO LONGER HELD**

None

*(1) Within the meaning of Article L. 233-16 of the French Commercial Code.*

## Mr Pierre-Louis RYSER

Director representing employees

**BIOGRAPHY**

Mr RYSER has been an employee of the ALTEN Group since 1996, where he works as a technical and logistics writer specialising in project management.

**Age:**
58
**Nationality:**
French
**Date first appointed:**
28 September 2023.
**Date of last renewal:**
N/A
**Term of office expires:**
27 September 2027.

**OTHER OFFICES AND POSITIONS HELD AT 31 DECEMBER 2023 INSIDE COMPANIES CONTROLLED[1] BY ALTEN SA**

None

**OTHER OFFICES AND POSITIONS HELD AT 31 DECEMBER 2023 OUTSIDE COMPANIES CONTROLLED[1] BY ALTEN SA**

None

**OFFICES AND POSITIONS HELD OVER THE PAST FIVE FINANCIAL 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:**
58
**Nationality:**
French
**Date first appointed:**
18 June 2014.
**Date of last renewal:**
22 June 2022.
**Term of office expires:**
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 2023 INSIDE COMPANIES CONTROLLED[1] BY ALTEN SA**

None

**OTHER OFFICES AND POSITIONS HELD AT 31 DECEMBER 2023 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 FINANCIAL 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:**
62
**Nationality:**
French
**Date first appointed:**
24 May 2016.
**Date of last renewal:**
18 June 2020.
**Term of office expires:**
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 2023 INSIDE COMPANIES CONTROLLED[1] BY ALTEN SA**

None

**OTHER OFFICES AND POSITIONS HELD AT 31 DECEMBER 2023 OUTSIDE COMPANIES CONTROLLED[1] BY ALTEN SA**

None

**OFFICES AND POSITIONS HELD OVER THE PAST FIVE FINANCIAL 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 2023 FINANCIAL YEAR

## Mr Sébastien PRADON

Director representing employees until 25 August 2023

**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

**Nationality:**
French

**Date first appointed:**
15 November 2022.

**Date of last renewal:**
N/A

**Term of office expires:**
25 August 2023.

**OTHER OFFICES AND POSITIONS HELD AT 31 DECEMBER 2023 INSIDE COMPANIES CONTROLLED(1) BY ALTEN SA**

None

**OTHER OFFICES AND POSITIONS HELD AT 31 DECEMBER 2023 OUTSIDE COMPANIES CONTROLLED(1) BY ALTEN SA**

None

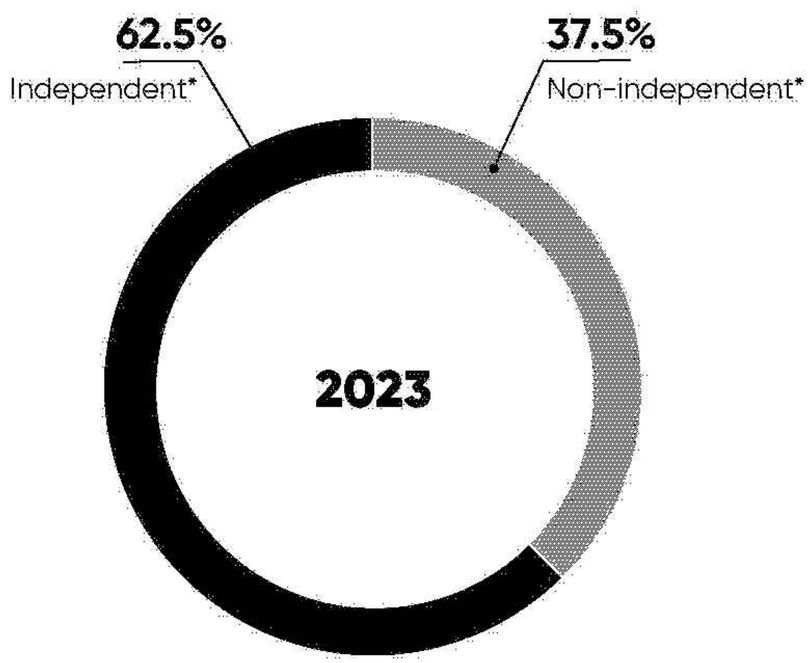
**OFFICES AND POSITIONS HELD OVER THE PAST FIVE FINANCIAL YEARS AND NO LONGER HELD**

None

*(1) Within the meaning of Article L. 233-16 of the French Commercial Code.*

## Independent members of the Board of Directors

Target: 50% of Independent Directors, in accordance with the Middlenext Code.




**Not including the Director representing employees.*

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:

| | |
|---|---|
| **Criterion 1**<br>Employee and/or Corporate Officer during the previous five years | 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 |
| **Criterion 2**<br>Significant business relations | 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.) |
| **Criterion 3**<br>Ownership of shares | is not a leading shareholder of the Company and does not hold a significant percentage of the voting rights |
| **Criterion 4**<br>Family ties | has no close or family ties with a Corporate Officer or leading shareholder |
| **Criterion 5**<br>Statutory Auditors | 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.

The Board of Directors annually reviews the situation of its members with regard to the above-mentioned criteria. This review is carried out on the basis of the answers given to a questionnaire sent to each Director, which gives a presumption of independence.

The annual review of these criteria with regard to the situation of each Director enabled the Board of Directors, at its meeting on 22 February 2024, to confirm the independence of five of its members, namely:

- Mrs LABEILLE and Mrs MARDYKS;
- Mr COLLIN, Mr EISENBERG and Mr TRIBAUDEAU.

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

| Independence criteria | Emily AZOULAY | Simon AZOULAY | Jean-Philippe COLLIN | Marc EISENBERG | Maryvonne LABEILLE | Aliette MARDYKS | Pierre-Louis RYSER[1] | Jane SEROUSSI | Philippe TRIBAUDEAU |
|---|---|---|---|---|---|---|---|---|---|
| **Criterion 1**<br>Employee and/or Corporate Officer during the previous five years | ✓ | X | ✓ | ✓ | ✓ | ✓ | X | ✓ | ✓ |
| **Criterion 2**<br>Significant business relations | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| **Criterion 3**<br>Ownership of shares | ✓ | X | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| **Criterion 4**<br>Family ties | X | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | X | ✓ |
| **Criterion 5**<br>Statutory Auditors | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |

*(1) Director representing the employees.*

With five independent members out of a total of eight (the Director representing employees is not included in this calculation), the Board's independence rate is 62.5%, in line with the recommendations of the Middlenext Code.

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 in 2023 with the co-optation by the Board of Directors of Mr Jean-Philippe COLLIN.

## Lead Director

In order to ensure a fair balance of powers within 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 the independent members of the Board of Directors, which, at its meeting on 20 June 2018, decided to appoint Mr Philippe TRIBAUDEAU to hold this position.

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 2023.

The duties and prerogatives of the Lead Director are set out in full in Articles 3 and 5 of the Company's Internal Rules.

## 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:

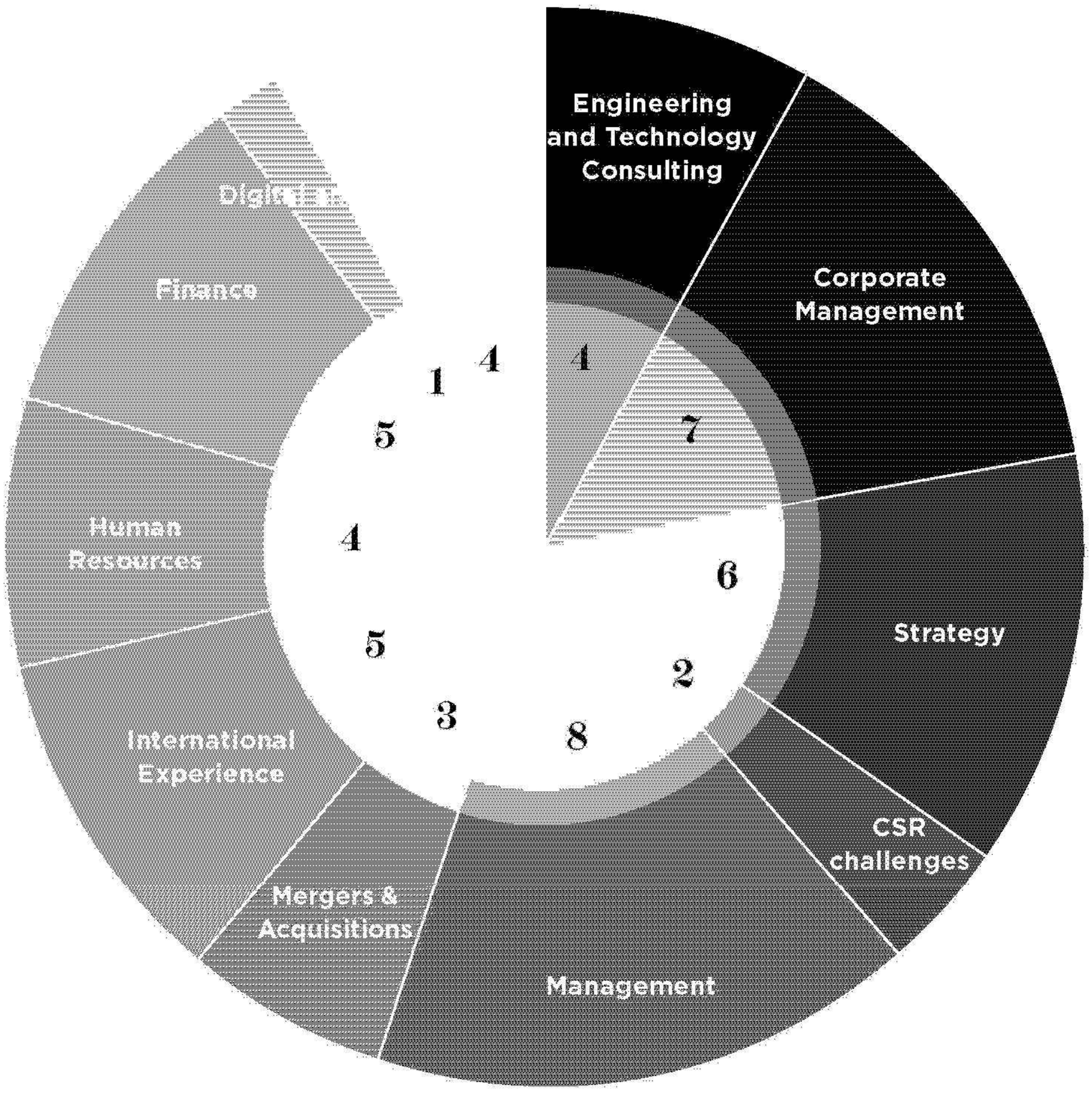
- the members of the CSR Committee have knowledge of CSR issues;
- the members of the Audit Committee have expertise in Finance or risks;
- the members of the Remuneration and Nomination Committee have expertise in the Human Resources of executive managerial staff and senior executives.

The table below summarises the expertise of Board members. Their respective skills are detailed in their biographies included in the Section above "Information on the offices and positions held and in force as of the date of this Document":

| | Engineering and Technology Consulting | Corporate Managment | Strategy | CSR challenges | Management | Merges & Acquisitions | International Experience | Human Resources | Finance | Digital and IT | Governance |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | 44% | 78% | 67% | 22% | 89% | 33% | 56% | 44% | 56% | 11% | 44% |
| Simon AZOULAY | ● | ● | ● | | ● | ● | ● | ● | ● | ● | ● |
| Emily AZOULAY | ● | ● | | | ● | | | ● | | | |
| Jean-Philippe COLLIN[1] | ● | ● | ● | ● | ● | | ● | ● | ● | | ● |
| Marc EISENBERG[1] | | ● | ● | | ● | ● | ● | | ● | | |
| Maryvonne LABEILLE[1] | | ● | ● | ● | ● | | | ● | | | ● |
| Aliette MARDYKS[1] | | ● | ● | | ● | | ● | | ● | | |
| Pierre Louis RYSER[2] | ● | | | | | | | | | | |
| Jane SEROUSSI | | ● | | | ● | | | | | | |
| Philippe TRIBAUDEAU[1][3] | | | ● | | ● | ● | ● | | ● | | ● |

*(1) Independent Directors.*
*(2) Director representing the employees.*
*(3) Lead Director.*

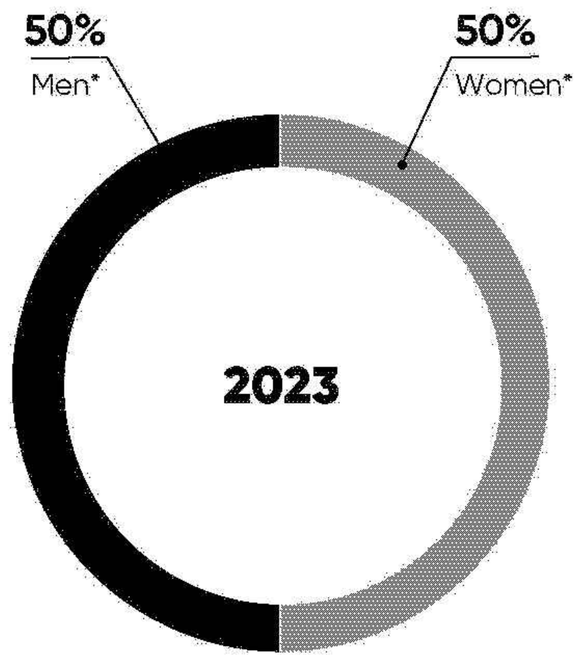
The circular diagram below summarises the proportion of skills represented within the Board.




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. When selecting candidates for the duties of Director, the Remuneration and Nomination Committee seeks skills that complement those already represented on the Board of Directors.

At 31 December 2023, the Board of Directors comprised four women and four men (excluding the Director representing the employees in accordance with the law). This ratio remains unchanged at the date of the Universal registration document.

**Objective: proportion of Directors of each gender not less than 40%, in compliance with regulations.**




**Not including the Director representing employees.*

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.

### Director selection process

This process is applied to Independent and Non-independent Directors.

**PROFILE**

- Definition of requirements by the Board of Directors.
- Sourcing and analysis by the Remuneration and Nomination Committee of the profiles of candidates for the position of Director, prior to interviews with Committee members.

**The selection process takes into account:**

- the preservation and diversity of the composition of the Board in terms of independence, qualifications, expertise, age and gender;
- the objectives defined by the Board of Directors in terms of skills.

**INTERVIEW**

- Interview phase with the Chairman and Chief Executive Officer and then with the Chief Operating Officer.

**SELECTION**

- Selection of the successful candidate by the Remuneration and Nomination Committee to be recommended to the Board of Directors.

- Review by the Board of Directors of the recommendation of the Remuneration and Nomination Committee and presentation of the candidate to Board members for interview/exchange.
- If appropriate, co-optation by the Board of Directors or appointment by the General Meeting.

In accordance with Article 16 of the Company's Articles of Association, a specific selection process is applied for the Director representing the employees. The Director representing the employees is appointed by ALTEN's Social and Economic Committee.

## Professional ethics of Directors

Each Director is required to comply with the rules set out in the Board's Internal Rules.

### Conflicts of interest

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. Depending on the case, he or she must:

- either abstain from taking part in the vote on the corresponding resolution;
- or not attend the Board Meeting at which the conflict of interest arises;
- or resign from his or her position as Director, particularly if the conflict of interest is of a lasting nature.

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. He will inform the Board of Directors of this omission.

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.

### Management of privileged information

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, 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, Simon AZOULAY, Chairman and Chief Executive Officer, is a significant shareholder. The position in ALTEN shares held by Mr Simon AZOULAY is given in Section 7.1 "Shareholding structure" of this Document.

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.

## Operation, preparation and organisation of the work of the Board of Directors

### 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 Board's Internal Rules were amended on 22 February 2024 to take account of the transposition of the CSRD Directive into French law, by adding additional tasks for the Audit Committee.

The latest version of the Board's Internal Rules is published on the Company's website: www.alten.com.

Directors are convened by ordinary letter, fax, e-mail or orally. In 2023, the representative of the Social and Economic 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 2023, 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. 821-65 of the French Commercial Code, as well as 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 2023, the Board of Directors met seven times, with an attendance rate of 95%. In particular, it intervened on the following topics:

- the Group's strategy;
- the 2022 annual financial statements, the 2023 half-year financial statements and the revenue figures for the first and third quarters of 2023;
- 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 2023 remuneration policy for Corporate Officers;
- the policy of associating ALTEN Group employees with the capital, in particular: the introduction of a new plan for the free allocation of 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 30 June 2023 (*nota bene*: all resolutions presented at this meeting were adopted, with an average approval rate of 96.75%);
- monitoring the Directors' training plan.

### 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 is carried out by means of a form sent to each Director.

This year, the form contained 29 questions on three themes: the composition of the Board of Directors and Committees, 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 25 April 2024. These show an overall positive assessment of the functioning of the Board, its committees and its diversification.

### Training of members of the Board of Directors

The Board of Directors, in collaboration with ALTEN management, has worked to implement a three-year training plan for Directors in accordance with the fifth recommendation of the Middlenext Code. This was the subject of a specific item on the agenda of the Board of Directors' meeting on 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. The Board of Directors also decided to set the training time for the Director representing employees at 40 hours per year.

At its meeting on 22 February 2024, the Board of Directors conducted an annual review of the progress of the Directors' three-year training plan.

In 2023, Directors mainly benefited from training on the theme of corporate social responsibility (CSR).

## 3.1.3.2 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.

All committees of the Board of Directors are chaired by an Independent Director.

### 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. Her biography is provided in the Section above "Information on offices and positions held and in force as of the date of this Document".

### Missions

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) and sustainability information (SI): 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;
- monitoring the sustainability information (SI) development process;
- recommendation on the certifier of SI;
- ensures that the conditions of independence required of those involved in carrying out SI certification assignments are met;
- approval of the provision of services other than certification of accounts and SI;
- informing the Board of the results of the SI certification assignment, as well as the way in which these assignments have contributed to the integrity of sustainability information.

In line with the CSRD Directive and in accordance with Article L. 821-67 of the French Commercial Code, the Audit Committee's duties now include reporting on sustainability issues. The terms of reference are also set out in the Board of Directors' Internal Rules as amended on 22 February 2024.

### Composition and achievements

| Members | Duties performed in the committee | Independence |
|---|---|---|
| Aliette MARDYKS | Chairwoman | ✓ |
| Jean-Philippe COLLIN | Member | ✓ |
| Philippe TRIBAUDEAU | Member | ✓ |

The Audit Committee met four times during the last financial year, with a 83% attendance rate [1].

In 2023, the Audit Committee examined:

- the annual separate and consolidated financial statements and the half-year financial statements;
- financial communication;
- services other than certification of accounts (SOCA);
- 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 Group 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 2024 financial year, the Audit Committee has met again on 22 February 2024, in particular on the occ asion of the closing of the Group's annual results, which were presented to the market on 23 February 2024.

It also met prior to the Board of Directors Meeting of 25 April 2024, which approved the notes to the 2023 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, an Independent Director, since 29 January 2021.

Mrs LABEILLE has solid experience, particularly in human resources and recruitment. Her biography is provided in the Section above "Information on offices and positions held and in force as of the date of this Document".

### Missions

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.

*(1) This unusually low attendance rate was due to the unforeseen and temporary unavailability of Mr Philippe TRIBAUDEAU.*

### Composition and achievements

| Members | Duties performed in the committee | Independence |
|---|---|---|
| Maryvonne LABEILLE | Chairwoman | ✓ |
| Emily AZOULAY | Member | X |
| Jean-Philippe COLLIN | Member | ✓ |

The Remuneration and Nomination Committee met four times during the last financial year, with a 100% attendance rate.

In 2023, the Remuneration and Nomination Committee addressed the following points:

- remuneration of Corporate Officers and key persons;
- mandates of Directors;
- employee-shareholding plans;
- succession plan.

The Chairman and Chief Executive Officer does not take part in meetings of the Remuneration and Nomination Committee at which his own remuneration is discussed or voted.

In January 2024, the Remuneration and Nomination Committee carried out its annual review of the succession plan for the Chairman and Chief Executive Officer and the Group's key positions. The review looked at different time horizons: short term, medium term and long term.

## The CSR Committee

The CSR Committee has been chaired by Mrs Maryvonne LABEILLE, an Independent Director, since 22 February 2022.

Mrs LABEILLE has the CSR expertise to carry out her work. Her biography is provided in the Section above "Information on offices and positions held and in force as of the date of this Document".

### Missions

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 achievements

| Members | Duties performed in the committee | Independence |
|---|---|---|
| Maryvonne LABEILLE | Chairwoman | ✓ |
| Jean-Philippe COLLIN | Member | ✓ |

The CSR Committee met twice during the last financial year, with a 100% attendance rate.

In 2023, the CSR Committee addressed the following points:

- review of the ALTEN Group's CSR approach;
- review of regulatory issues and impacts (CSRD, Taxonomy in particular).

## 3.1.4 DECLARATIONS CONCERNING MEMBERS OF THE BOARD OF DIRECTORS AND GENERAL MANAGEMENT

### No conviction or criminal record

To the best of the Company's knowledge, at the time this Document was drawn up and over the last five years, no member of the Board of Directors or General Management:

- has been convicted of fraud;
- has been disqualified by a court from acting as a member of an administrative, management or supervisory body of an issuer or from taking part in the management or conduct of the affairs of an issuer;
- has been the subject of any official public censure and/or sanction by statutory or regulatory authorities (including designated professional bodies);
- has been involved in any bankruptcy, receivership, liquidation or court-ordered administration of a company in which he or she held a position as a member of an administrative, management or supervisory body.

### No 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 "Ownership of shares", of this Chapter.

### Service level agreements

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, with the exception of the contract below.

SGTI and ALTEN SA entered into a service provision agreement on 3 July 2009. Under this agreement, ALTEN SA performs administrative services for SGTI. SGTI is chaired by Mr Simon AZOULAY and, at 31 December 2023, held 9.96% of the Company's capital and 17.45% of its voting rights. The agreement is described in section 8.3.1 "Agreements referred to in article L. 225-38 of the French Commercial Code" on page 299 and on page 301.

### Family ties

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.

## 3.1.5 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 2023 financial year | Residual amount at 31/12/2023 |
|---|---|---|---|---|---|
| Delegation of authority for the purpose of increasing capital through capitalisation of reserves, profits and/or premiums[1] | 30/06/2023 | 29/08/2025 | 10% of the share capital at 30/06/2023 | None | 10% of the share capital at 30/06/2023 |
| Authorisation to issue ordinary shares and/or securities conferring a right in the share capital (of the Company or of a Group company) and/or to debt securities, with PSR[1] | 30/06/2023 | 29/08/2025 | 25% of the share capital at 30/06/2023 (total nominal amount of shares) €1,725,000,000 (nominal amount of debt securities) | None | 25% of the share capital at 30/06/2023 (total nominal amount of shares) €1,725,000,000 (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 pre-emptive 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] | 30/06/2023 | 29/08/2025 | 10% of the share capital at 30/06/2023 (total nominal amount of shares)[2][3] €700,000,000 (nominal amount of debt securities)[3] | None | 10% of the share capital at 30/06/2023 (total nominal amount of shares)[2][3] €700,000,000 (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 pre-emptive subscription right, by public offering (excluding the offers referred to in Article L. 411-2 of the French Monetary and Financial Code)[1] | 30/06/2023 | 29/08/2025 | 10% of the share capital at 30/06/2023 (total nominal amount of shares)[2][3] €700,000,000 (nominal amount of debt securities)[3] | None | 10% of the share capital at 30/06/2023 (total nominal amount of shares)[2][3] €700,000,000 (nominal amount of debt securities)[3] |
| 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 pre-emptive subscription right by private placement[1] | 30/06/2023 | 29/08/2025 | 5% of the share capital at 30/06/2023 (total nominal amount of shares)[2][4] €350,000,000 (nominal amount of debt securities)[4] | None | 5% of the share capital at 30/06/2023 (total nominal amount of shares)[2][4] €350,000,000 (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] | 30/06/2023 | 29/08/2025 | 5% of the share capital at 30/06/2023 (total nominal amount of shares) [2] [4] €350,000,000 (nominal amount of debt securities) [4] | None | 5% of the share capital at 30/06/2023 (total nominal amount of shares) [2] [4] €350,000,000 (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] | 30/06/2023 | 29/08/2025 | 5% of the share capital at 30/06/2023[2] | None | 5% of the share capital at 30/06/2023[2] |

| Nature of the authorisation or delegation | Date of the General Meeting | Date of expiry | Amount authorised | Use of the authorisation or delegation during the 2023 financial year | Residual amount at 31/12/2023 |
|---|---|---|---|---|---|
| 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 | 30/06/2023 | 29/08/2025 | 1% of capital at the date of the Board's decision to carry out this capital increase | None | 1% 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 | 30/06/2023 | 29/08/2026 | 270,000 shares[5], *i.e.* approximately 0.78% of the share capital on the date of preparation of the draft resolution | 150,000 performance shares | 120,000 ordinary shares[6] |

*(1) Suspension during a public offer.*
*(2) Charged against the maximum amount of capital increases without PSR set at 10% of share capital by the General Meeting of 30 June 2023.*
*(3) Common cap for delegations with removal of the pre-emptive subscription right by public offering.*
*(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) 120,000 "free shares".*
*(6) Including (i) 0 "performance shares" and (ii) 120,000 "free shares". As of the date of preparation of this Document, the residual number is 12,250 "free shares".*

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# 3.2 REMUNERATIONS 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 2023, the remuneration policies applicable for 2023 to the Directors, the Chairman and Chief Executive Officer and the Deputy CEO were adopted in the amount of 99.92%, 91.16% and 90.84% 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.

In accordance with Article L. 22-10-8 of the French Commercial Code, the Board of Directors may, in exceptional circumstances, depart from the application of the remuneration policy, provided that the departure applied is temporary and in line with the Company's interests and is necessary to ensure the Company's continuity or viability. In such a case, the Board of Directors would be in a position to grant an element of remuneration not provided for in the remuneration policy previously approved by the General Meeting but made necessary by these exceptional circumstances.

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 was set on 22 February 2024 by the Board of Directors, on the recommendation of the Remuneration and Nomination Committee, 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.<br><br>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, extraordinary remuneration).<br><br>In 2024, 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 for directorships that are non-executive terms of office, 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. |
| **Extraordinary remuneration**<br>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).<br><br>The amount of extraordinary remuneration thus decided may not exceed a maximum of 100% of the annual fixed remuneration.<br><br>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**<br>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 2024. |
| **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 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 2024.

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.

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.

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### 3.2.1.3 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 2025 GM called to approve the 2024 financial statements | No | No | No | Termination of office in accordance with law and case law.<br>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

The total remuneration of Corporate Officers complies with the principles of the remuneration policy applicable to them and approved by the General Meeting of 30 June 2023 in its 7th and 8th resolutions.

### 3.2.2.1 Remuneration of the Chairman and Chief Executive Officer

#### Summary of remuneration and options and shares granted to the Chairman and Chief Executive Officer

| Simon AZOULAY | 2022 financial year | 2023 financial year |
|---|---|---|
| Remuneration allocated for the financial year | €856,000 | €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 | None | None(1) |
| Valuation of other long-term remuneration plans | None | None |
| **TOTAL** | **€856,000** | **€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. These shares were definitively allocated in October 2023 at a price of €107, for a total value of €8,025,000. This allocation was subject to the achievement of demanding performance criteria and a condition of presence, which are set out in the section "Free shares allocated to the Chairman and Chief Executive Officer and vested during the financial year".*

#### Summary of remuneration paid to the Chairman and Chief Executive Officer

| | 2022 financial year | | 2023 financial year | |
|---|---|---|---|---|
| Simon AZOULAY | Amounts allocated for 2022(1) | Amounts paid in 2022(1) | Amounts allocated for 2023(1) | Amounts paid in 2023(1) |
| Fixed remuneration | €400,000 | €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 for directorship | None | None | None | None |
| Remuneration paid to SGTI (controlled by Mr AZOULAY) by companies controlled by ALTEN SA(2) | €450,000 | €450,000 | €450,000 | €450,000 |
| Benefits in kind (company car) | €6,000 | €3,955 | €6,000 | €3,220 |
| **TOTAL** | **€856,000** | **€789,955** | **€856,000** | **€789,220** |

*(1) The difference between the amounts allocated and the amounts paid results from Mr Simon AZOULAY's unilateral decision not to receive his full fixed remuneration.*
*(2) In respect of remuneration for terms of office as directors, which are non-executive terms of office.*

## Free shares allocated to the Chairman and Chief Executive Officer and vested during the financial year

| Executive Corporate Officer | Plan number and date | Number of shares that vested during the financial year | Performance conditions[1] |
|---|---|---|---|
| **Simon AZOULAY**<br>Chairman and Chief Executive Officer<br>Start of term of office: 22 September 1998<br>Term of office expires: General Meeting to be held in 2025 to approve the financial statements for the 2024 financial year. | Free performance share allocation Plan No. 14 of 27/10/2020 | 75,000 | Organic growth coefficient<br>Operating margin on activity coefficient<br>Free cash flow coefficient<br>Quality and CSR coefficient |

*(1) Mr Simon AZOULAY was granted 75,000 performance shares in 2020, over three performance years, for the years 2020 to 2022. This allocation was subject to the achievement of demanding performance criteria and a condition of presence. Additional information relating to the performance conditions of this plan is provided in Section 3.2.2.3 below, in the Section "Main characteristics of the free share allocation plans in progress".*

## Summary of Chairman and Chief Executive Officer's employment contract, indemnities and/or benefits due or likely to be due as a result of the termination or change in his functions and others

| Executive Corporate Officer | 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**<br>Chairman and Chief Executive Officer<br>Start of term of office: 22 September 1998<br>Term of office expires: General Meeting to be held in 2025 to approve the financial statements for the 2024 financial year. | None | None | None | None |

## Remuneration ratios and comparative evolution of ALTEN's performance

**Methodology for presenting and calculating ratios**

Generalities about the nature ofthe information presented and the scope

Equity ratios are published in accordance with the provisions of Article L. 22-10-9, I of the French Commercial Code, and the recommendations of the Middlenext Code.

The remuneration of the Chairman and Chief Executive Officer was compared, for each financial year, with the median and average age of his employees. This exercise highlights the youthfulness of the Group's employees and the stability of the indicators from one year to the next.

This phenomenon is the result of the Group's active recruitment policy, which is strongly commited to attracting the best talents from the student communities. It is a key element in explaining the ratios between the average and median remuneration of ALTEN employees and that of the Chairman and Chief Executive Officer.

In accordance with the law, remuneration ratios are presented in the form of a table showing:

1. the ratios between the level of remuneration of the Chairman and Chief Executive Officer and, on the one hand, the average remuneration on a full-time equivalent basis of ALTEN SA employees and, on the other hand, the median remuneration on a full-time equivalent basis of ALTEN SA employees;
2. the annual change in remuneration, the Company's performance, the average remuneration on a full-time equivalent basis of ALTEN SA employees and the ratios mentioned in (1) above, over the last five most recent financial years.

The ratios are also presented in relation to the average and median, as the case may be, remuneration of the employees of ALTEN SA's main subsidiaries in France (the "Scope"). The excluded subsidiaries are mentioned in the footnote (1). These exclusions from the Scope are due to technical difficulties in processing data for all of the last five financial years.

The population included in the Scope includes all employees for the considered year N. The selected employees correspond only to those on permanent contracts, whose contract was performed between 1 January and 31 December of the considered year N. This methodology gives greater stability to the indicators and, consequently, a better representation of employees within the framework of these calculations.

The Scope thus covered a total of 97.18% of the headcount in France as of the end of 2023.

Lastly, in accordance with the Middlenext Code, the remuneration of the Chairman and Chief Executive Officer has been compared, for each financial year, with the minimum wage growth in France (SMIC).

Remuneration taken into account in calculating ratios

The remuneration of the Chairman and Chief Executive Officer includes his fixed remuneration, remuneration payable by controlled companies in which he holds a corporate office, benefits in kind and free allocations of performance shares ("AGAP").

The Chairman and Chief Executive Officer benefited from a single free allocation of performance shares on 27 October 2020, subject to performance conditions comprising financial and non-financial criteria, measured over the 2020, 2021 and 2022 financial years, as well as a condition of presence at the end of the plan, *i.e.* 27 October 2023 (the "2020 Plan").

These performance shares are valued by spreading the IFRS valuation of the performance shares awarded to him in 2020 (the "IFRS Valuation"), over the vesting period of these shares, *i.e.* over 2020, over 2021 and over 2022. For 2023, the value of the performance shares arising from the 2020 Plan corresponds to their value on the day of their definitive acquisition, 27 October 2023, at a price of €107, adjusted for the IFRS valuation.

This is intended to standardise remuneration and thus make the equity ratios more significant (2).

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 possibly awarded.

The equity ratios presented are calculated using the following methodology:

- average ratio for year N = remuneration paid in year N to the Chairman and Chief Executive Officer/average of remuneration paid in year N to employees (excluding the Chairman and Chief Executive Officer), excluding employer and employee contributions;
- median ratio for year N = remuneration paid in year N to the Chairman and Chief Executive Officer/median of remuneration paid in year N to employees (excluding the Chairman and Chief Executive Officer), excluding employer and employee contributions.

*(1) CASTOR NETWORK, EDUFACTORY, FINAXIUM, HUBSAN, NEXEO CONSULTING, PMO ANALYTICS AND UNIWARE GLOBAL SERVICES*

*(2) The calculation methodology has been modified as part of the preparation of this Document. This change is the result of a desire to simplify the ratios and make them easier to understand. Until this Document was drawn up, the remuneration of the Chairman and Chief Executive Officer used to calculate the ratios was presented in three ways: firstly, his remuneration including the AGAPs valued in accordance with IFRS at their initial grant date; secondly, his remuneration including the valuation of the AGAPs spread over the vesting period of the said shares; and lastly, his remuneration adjusted for the valuation of the AGAPs during the vesting period of the said shares. In the interests of clarity, the remuneration of the Chairman*

| | 2019 financial year | 2020 financial year | 2021 financial year | 2022 financial year | 2023 financial year |
|---|---|---|---|---|---|
| Change in CEO remuneration *(%) (versus N-1)* | 0% | 527% | -84% | 6% | 441% |
| **GENERAL INFORMATION ON ALTEN SA** | | | | | |
| Change in average remuneration of employees *(%)* | -3% | 0% | 7% | 5% | 1% |
| Ratios in relation to the average remuneration of employees | 20 | 127 | 19 | 19 | 103 |
| Change in ratio *(%)* compared with previous financial year | 0% | 526% | -85% | 1% | 434% |
| Ratios in relation to median employee remuneration | 23 | 144 | 22 | 23 | 119 |
| Change in ratio *(%)* compared with previous financial year | 0% | 527% | -85% | 2% | 430% |
| **ADDITIONAL INFORMATION ON THE SCOPE** | | | | | |
| Change in average remuneration of employees *(%)* | -2% | -1% | 6% | 3% | 1% |
| Ratios in relation to the average remuneration of employees | 20 | 124 | 19 | 19 | 103 |
| Change in ratio *(%)* compared with previous financial year | 2% | 533% | -85% | 0% | 435% |
| Ratios in relation to median employee remuneration | 22 | 138 | 21 | 22 | 116 |
| Change in ratio *(%)* compared with previous financial year | 0% | 533% | -85% | 4% | 433% |
| **COMPANY PERFORMANCE** | | | | | |
| Revenue growth *(%)* | 16% | -11% | 25% | 29% | 8% |
| Growth in OPA *(%)* | 16% | -45% | 125% | 31% | -9% |
| **AGE OF EMPLOYEES IN THE EXTENDED SCOPE AND MINIMUM WAGE** | | | | | |
| Average age | 33 | 33 | 34 | 34 | 33 |
| Median age | 31 | 31 | 32 | 32 | 31 |
| Monthly minimum wage (in €) | 1,521 | 1,539 | 1,593 | 1,679 | 1,767 |
| Ratios in relation to the minimum wage | 44 | 274 | 42 | 42 | 218 |

## 3.2.2.2 Remuneration of non-Executive Corporate Officers

The members of the Board of Directors received the following gross remuneration[1]:

| *(In euros)* | In 2023 for 2022 | In 2024 for 2023 |
|---|---|---|
| Simon AZOULAY[2] | Not applicable | Not applicable |
| Emily AZOULAY | 15,000 | 16,500 |
| Jean-Philippe COLLIN[3] | Purposeless | 19,500 |
| Marc EISENBERG | 10,500 | 15,000 |
| Maryvonne LABEILLE | 19,500 | 22,500 |
| Aliette MARDYKS | 21,000 | 21,000 |
| Jane SEROUSSI | 9,000 | 10,500 |
| Philippe TRIBAUDEAU | 21,000 | 10,500 |
| Sébastien PRADON[4] | Not applicable | Not applicable |
| Pierre-Louis RYSER[5] | Not applicable | 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) Jean-Philippe COLLIN was co-opted at the Board Meeting of 23 February 2023.*
*(4) Director representing employees until 25 August 2023, Sébastien PRADON did not receive any remuneration in respect of this office.*
*(5) Pierre-Louis RYSER, Director representing employees since 28 September 2023, does not receive any remuneration in respect of his office.*

### 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.

#### History of allocations of share subscription or purchase options on 31 December 2023

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 the latter

None.

#### History of allocations of free shares and preferred shares at 31 December 2023

| | Allocation of free shares | | Allocation of preferred B shares | | |
|---|---|---|---|---|---|
| **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 | – | – | – | – | – |
| 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 2023 | 75,320 | 1,461 | 500 | 18 | 167 |
| Cumulative number of cancelled or void shares (at 31 December 2023) | 0 | 111 | 0 | 0 | 0 |
| Remaining shares awarded free of charge at the end of the financial year | 0 | 0 | 0 | 0 | 0 |

*Plan completed on the date of preparation of this Document*

*(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 preferred B 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. The conversion ratio is determined on the basis of the achievement of performance and presence criteria.*

| Allocation of preferred B shares | | | 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 | - |
| 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 | Presence | Presence and performance |
| 661 | 70 | 814 | Number of shares vested at 31 December 2023 | 78,050 | 41,050 | Number of shares vested at 31 December 2023 | 126,200 |
| 68 | 130 | 0 | Cumulative number of cancelled or void shares (at 31 December 2023) | 22,400 | 8,500 | Cumulative number of cancelled or void shares (at 31 December 2023) | 23,800 |
| 0 | 0 | 0 | Remaining shares awarded free of charge at the end of the financial year | 0 | 0 | Remaining shares awarded free of charge at the end of the financial year | 0 |

*Plan completed on the date of preparation of this Document*

*(1) Executive Corporate Officers that benefit from Performance shares are required to retain 2% of the ordinary shares until the end of their terms of office.*

| 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** | **Free performance share allocation Plan No. 16** | **Free share allocation Plan No. 17** |
| Date of the Board of Directors' Meeting | 27/10/2020 | 27/10/2020 | 27/10/2020 | 23/02/2021 | 23/02/2021 |
| Total number of shares awarded free of charge of which[1]: | 163,365 | 164,500 | 10,000 | 109,450 | 13,500 |
| Simon AZOULAY | - | 75,000 | - | - | - |
| Vesting date of shares | 27/10/2022 | 27/10/2023 | 27/10/2022 | 29/02/2024 | 23/02/2023 |
| Final award conditions | Presence | Presence and performance | Presence | Presence and performance | Presence |
| Number of shares vested at 31 December 2023 | 62,205 | 149,500 | 10,000 | 0 | 13,500 |
| Cumulative number of cancelled or void shares (at 31 December 2023) | 101,160 | 15,000 | 0 | 10,750 | 0 |
| Remaining shares awarded free of charge at the end of the financial year | 0 | 0 | 0 | 98,700 | 0 |

*Plan completed on the date of preparation of this Document*

*(1) Executive Corporate Officers eligible for performance shares are required to retain 2% of the ordinary shares until the end of their offices.*

**Allocation of free shares**

| Authorisation of the General Meeting of 28 May 2021 | Free share allocation Plan No. 18 | Free performance share allocation Plan No. 19 | 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 | 27/10/2021 | 27/10/2021 | Date of the Board of Directors' Meeting | 26/10/2022 | 26/10/2022 |
| Total number of shares awarded free of charge of which[1]: | 105,850 | 116,825 | Total number of shares awarded free of charge of which[1]: | 59,700 | 116,455 |
| Simon AZOULAY | – | – | Simon AZOULAY | – | – |
| Vesting date of shares | 27/10/2023 | 27/10/2025 | Vesting date of shares | 26/10/2024 | 26/10/2026 |
| Final award conditions | Presence | Presence and performance | Final award conditions | Presence | Presence and performance |
| Number of shares vested at 31 December 2023 | 105,050 | 0 | Number of shares vested at 31 December 2023 | 0 | 0 |
| Cumulative number of cancelled or void shares (at 31 December 2023) | 800 | 12,325 | Cumulative number of cancelled or void shares (at 31 December 2023) | 1,700 | 7,945 |
| Remaining shares awarded free of charge at the end of the financial year | 0 | 104,500 | Remaining shares awarded free of charge at the end of the financial year | 58,000 | 108,510 |

*Plan completed on the date of preparation of this Document.*

*(1) Executive Corporate Officers eligible for performance shares are required to retain 2% of the ordinary shares until the end of their offices.*

**Allocation of free shares**

| Authorisation of the General Meeting of 30 June 2023 | Free performance share allocation Plan No. 22 | Free share allocation Plan No. 23 |
|---|---|---|
| Date of the Board of Directors' Meeting | 26/10/2023 | 22/02/2024 |
| Total number of shares awarded free of charge of which[1]: | 150,000 | 107,750 |
| Simon AZOULAY | – | – |
| Vesting date of shares | 26/10/2027 | 22/02/2026 |
| Final award conditions | Presence and performance | Presence |
| Number of shares vested at 31 December 2023 | 0 | N/A |
| Cumulative number of cancelled or void shares (at 31 December 2023) | 250 | N/A |
| Remaining shares awarded free of charge at the end of the financial year | 149,750 | N/A |

*(1) Executive Corporate Officers eligible for performance shares are required to retain 2% of the ordinary shares until the end of their offices.*

## 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.

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.

### Summary of performance conditions

| Financial and non-financial 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, on the recommendation of the Remuneration and Nomination Committee, to establish that the above criteria have been met in order to record the definitive allocation of performance shares.*

The Chairman and Chief Executive Officer benefited from the free allocation plan subject to performance conditions issued on 27 October 2020, in strict compliance with the remuneration policy applicable to him and the authorisations granted by the General Meeting.

In this context, he was granted 75,000 rights to performance shares, vested in October 2023 (see table above, entitled "Free shares granted during the financial year for the Chairman and Chief Executive Officer"). This is the only free share allocation plan received by Simon AZOULAY for more than 15 years.

The characteristics of this plan, in particular the performance conditions associated with it, met the principles set out above.

The performance conditions objectives were set at the time of the plan's issuance as follows:

### Annual organic growth rate (TCO)

In a context of a very sharp decline in the embedded segment in the second half of 2020 due to the COVID-19 health crisis, the objective was to divide by ten the recorded trend and, thus, to stabilise the revenue.

### Operating margin on activity (ROA)

The OPA target set took into account (i) the decline in revenue in the second half of 2020 and projected for the following years and (ii) the drop in operating profitability. The objective was therefore to maintain a level of OPA in line with the annual average recorded in 2020, despite the expected increase in the inter-contract due to the loss of activity.

### Annual free cash flow rate (TFC)

In a context of uncertainty, particularly related to the solvency of customers and the drop in profitability, this target was set at 1.3 points below its normative level.

### QCSR coefficient (cQCSR)

The QCSR index was set at five points equally spread over:

- the annual rate of employees trained (target: 35%, i.e. 100% > 3 years)
- the number of women on the Board of Directors (target: 40%)
- the annual employee appraisal interview rate (target: 65%, i.e. 100% > 1.5 years)
- the annual percentage of recycled paper (target: 70%)
- the annual rate of surface area covered by waste sorting (target: 60%)
- the annual number of solidarity and responsible actions (target: 35)
- the annual number of partnerships for the promotion of engineering (target: 31)
- the successful completion of critical certification audits (ISO 270001, 9001 and 14001)

In reality, the Board of Directors noted on 26 October 2023 that the objectives set at the issuance of this plan had been exceeded, with in particular:

- an annual organic growth rate (growth in ALTEN SA's consolidated revenue expressed as a percentage, on a like-for-like basis and at constant exchange rates) of 14.8% over the period in question;
- an annual consolidated operating margin on activity (ratio of (a) ALTEN SA's consolidated operating profit on activity to (b) ALTEN SA's consolidated revenue; on a like-for-like basis and at constant exchange rates) of 10.8% over the period in question;
- an annual free cash flow rate (ratio of (a) Free cash flow to (b) ALTEN SA's consolidated revenue; on a like-for-like basis and at constant exchange rates) of 10.5% over the period in question.

4

# NON-FINANCIAL PERFORMANCE STATEMENT


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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 2024, we will continue to rise to 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:

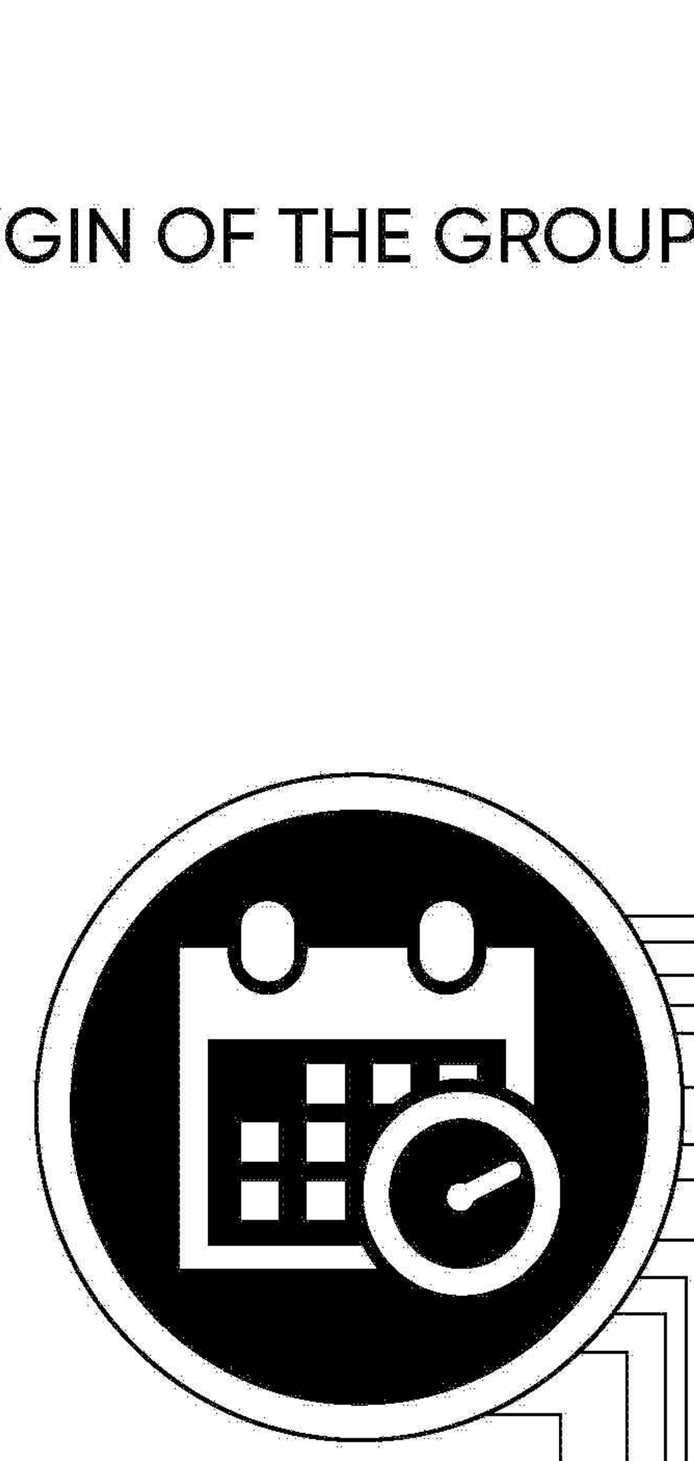
- the quality and rigour of its management;
- the quality of its teams;
- its rigorous management.

## 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

## 2023

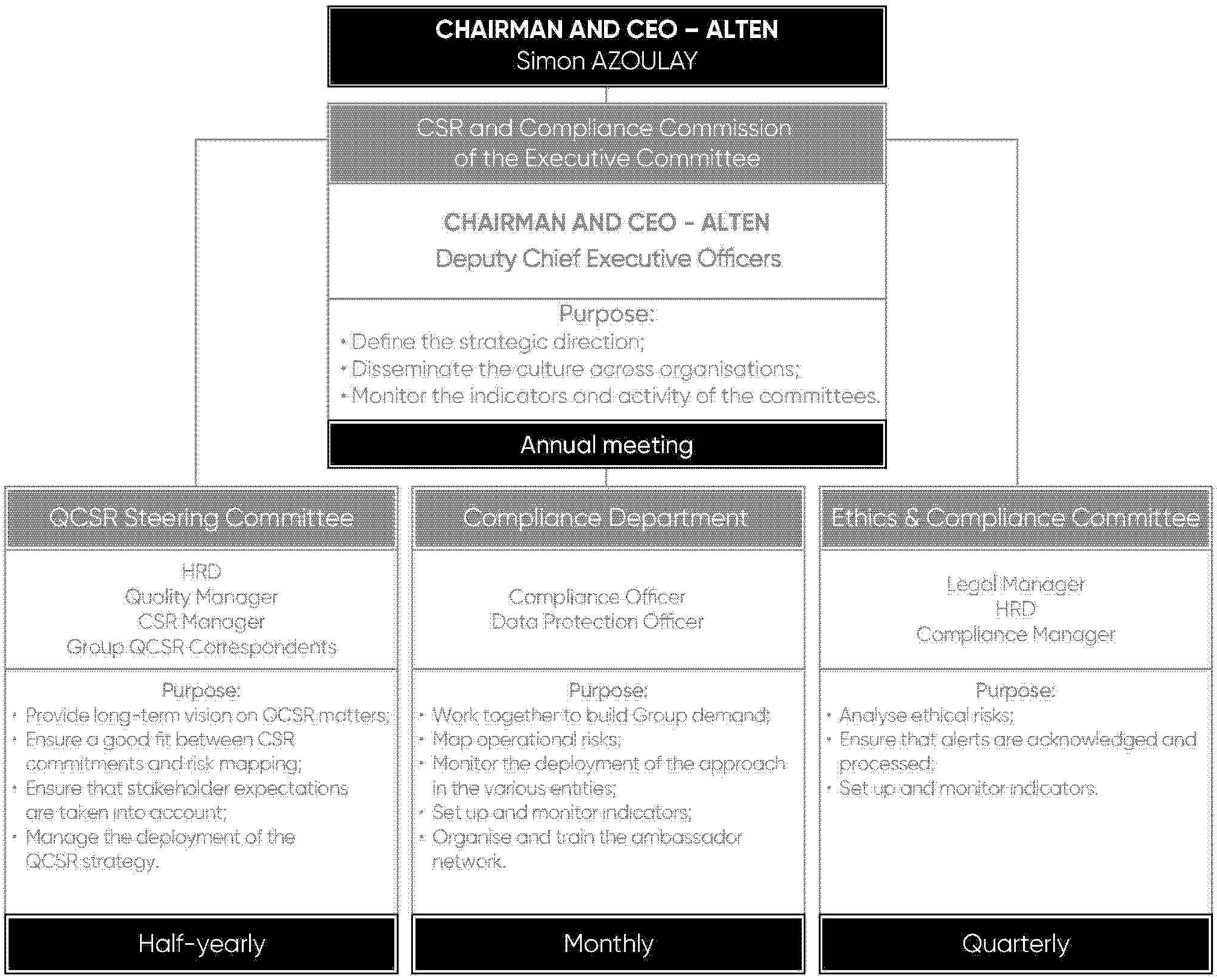
- SBTi carbon trajectory validation
- Expansion of the scope of ISO 14001 certified sites in France (75%)
- Participation in the Global Compact's SDG Ambition accelerator
- CDP Climate Change score of A-

# 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.

The CSR Committee met twice in 2023. Its composition and duties are described in Section 3.1.3.2 / Committees of the Board of Directors page 108 of this Document. 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.

## 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 *who inspire others to excel***

Interaction(s):

- annual publications;
- conferences;
- events.

**Partner associations, *bearers of ALTEN's commitment***

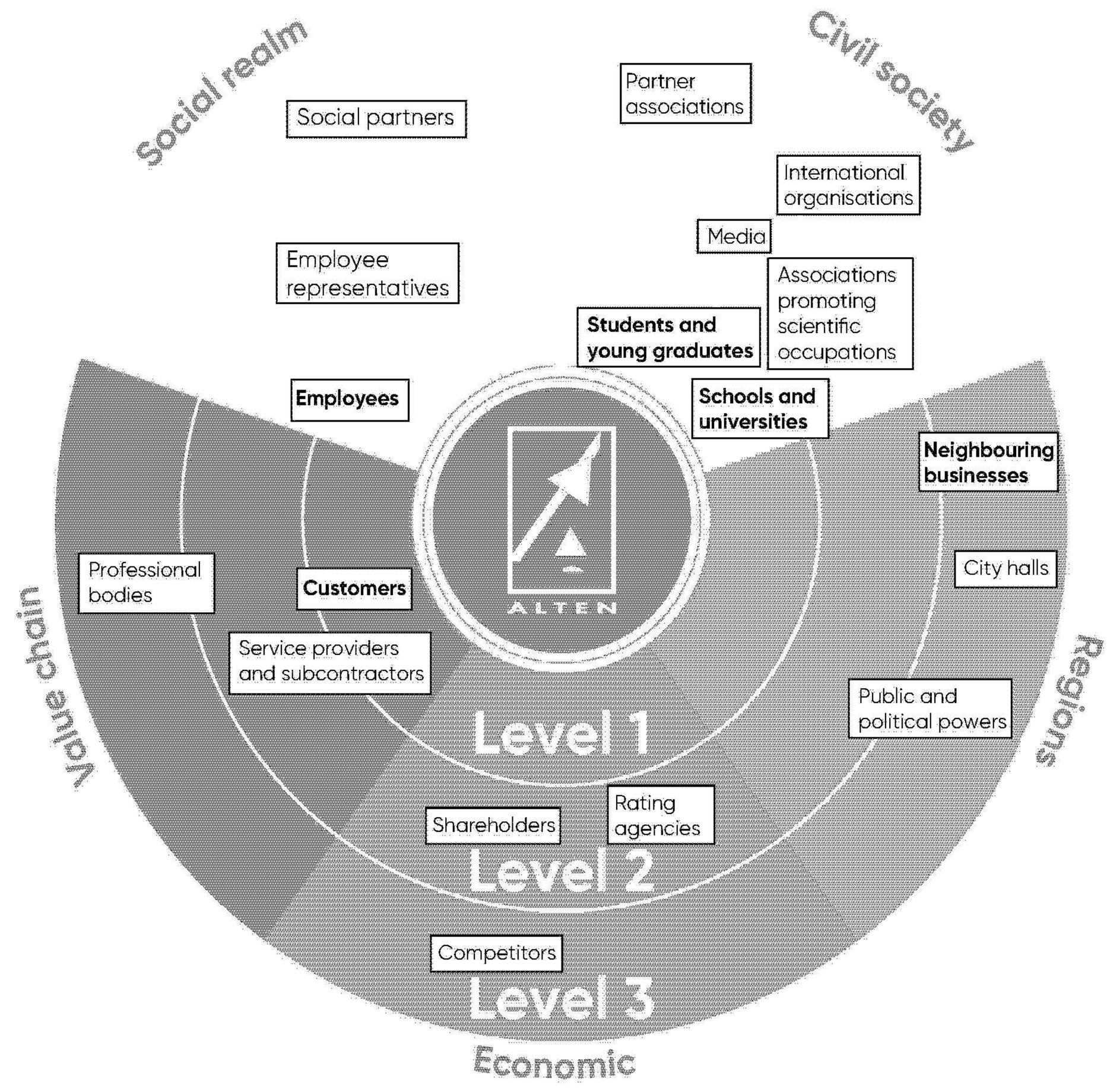
Interaction(s):

- 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] 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 aredescribed in Sections 4.2.3 / Attracting talent and 4.2.4 / Retaining talent.

Material ESG issues related to this risk:

- diversity and equal opportunities;
- talent attraction and retention;
- promotion 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 4.2.5.1 / Career management, mentoring and expertise;
- in Section 1.5.3 /ALTEN Innovation.

Material ESG issues related to this risk:

- skills development;
- innovation;
- client satisfaction.

### 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 [GRI 403-1][GRI 403-5].

Material ESG issues related to this risk:

- health and safety in the workplace;
- well-being in the workplace.

### 4.1.4.4 Information Systems Security

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 [GRI 102-17].

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 [GRI 103-1][GRI 103-2][GRI 103-3][GRI 203-1][GRI 203-2].

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 contract with 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 / Maintaining a lasting relationship with suppliers and subcontractors [GRI 102-9] [GRI 308-1] [GRI 414-1].

Material ESG issues related to this risk:

- responsible purchasing;
- environmental footprint.

### 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 [GRI 103-1].

ALTEN has integrated environmental management into its quality management. The Group is rated A- by CDP Climate Change. ALTEN submitted its reduction targets at the beginning of 2023 to the SBTi, which validated them at the end of the year.

ALTEN's policy and plan to reduce its emissions are described in Section 4.4 / Reducing the Group's environmental footprint [GRI 103-3].

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:

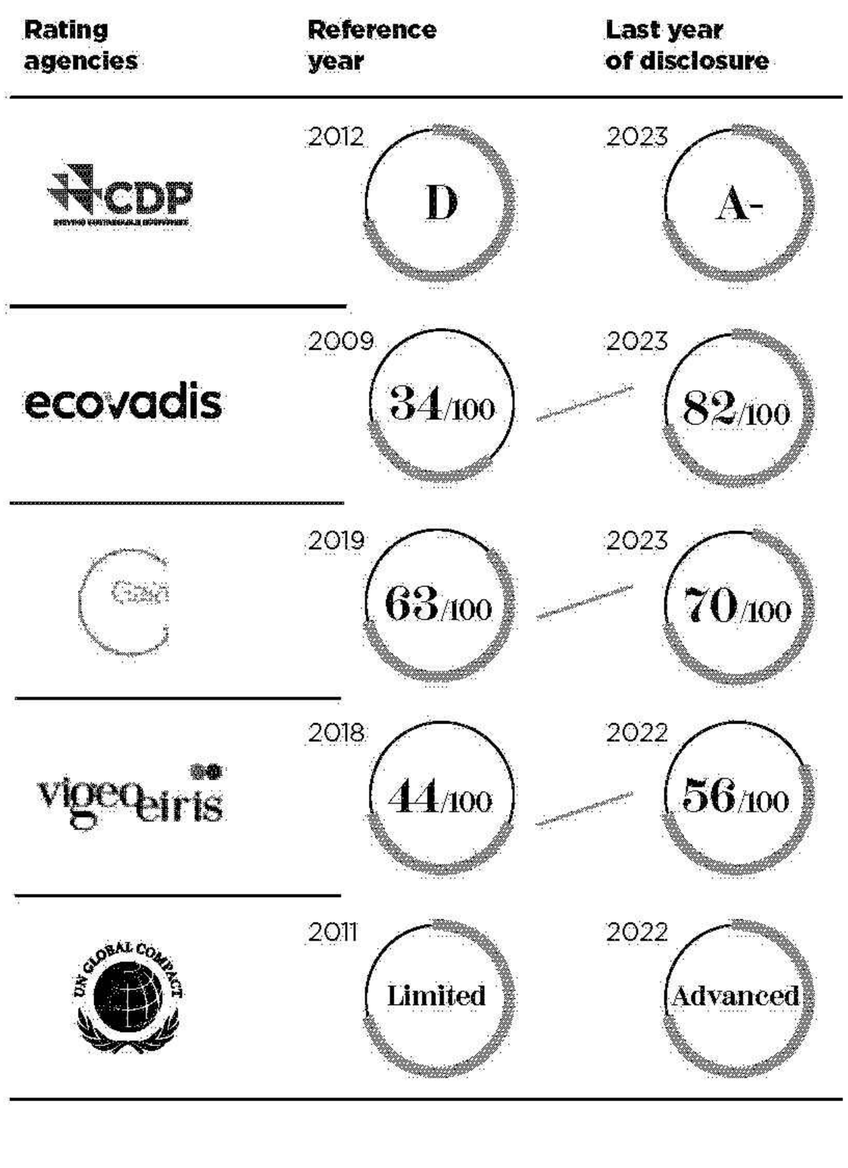
| | |
|---|---|
| **Top Employer©, Best place to work, Great place to work, Happy @work** | ▪ Label awarded to ALTEN in France by the Top Employers Institute for the 12th consecutive year;<br>▪ rewards companies for their HR policy and the Group's human investments to be a benchmark employer;<br>▪ other entities certified in 2023:<br>– ALTEN SOLUCIONES PRODUCTOS AUDITORIA E INGENIERIA SAU,<br>– ALTEN ITALIA SPA;<br>– ALTEN GmbH;<br>– MI-GSO SASU;<br>– MI-GSO GmbH;<br>– MI-GSO EXPERTO EN MANAGEMENT DE PROYECTOS;<br>– MI GSO<br>– UNIPESSOAL LDA;<br>– PCUBED CANADA INC.;<br>– PROGRAM PLANNING PROFESSIONALS INC.;<br>– ALTEN DELIVERY CENTER MAROC;<br>– ALTEN DELIVERY CENTER EASTERN EUROPE SRL;<br>– ALTEN POLSKA SP ZOO. |
| **Training certification** | ▪ AMPLIFY Ingénieurs in-house university certified by QUALIOPI in France and comprising 43 training programmes enabling consultants to obtain market-recognised certifications. |
| **EcoVadis rating** | ▪ ALTEN Practice Responsibility Assessment renewed in 2023, after 14 years of voluntary assessment;<br>▪ Group Sustainable Development approach rated 82/100;<br>▪ Awarded the Platinum medal:<br>– highest EcoVadis award,<br>– 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.<br>**ALTEN's main certifications:**<br>▪ ISO 9001 and EN 9100: Quality management system in the Aeronautics sector;<br>▪ ISO 14001: Environmental performance management;<br>▪ ISO 27001: Information security management since 2012 for ALTEN France;<br>▪ ISO 19443: nuclear safety management.<br>The following are also certified:<br>▪ ALTEN CALSOFT LABS (INDIA) PRIVATE LIMITED;<br>▪ HUBSAN SASU;<br>▪ ALTEN FINLAND OY;<br>▪ ALTEN GmbH;<br>▪ ALTEN ITALIA SPA;<br>▪ ALTEN SI TECHNO ROMANIA SRL;<br>▪ ALTEN SOLUCIONES, PRODUCTOS, AUDITORIA E INGENIERIA SAU;<br>▪ ALTEN SVERIGE AB;<br>▪ ALTEN SWITZERLAND AG;<br>▪ ANOTECH ENERGY SINGAPORE PVTE LTD;<br>▪ ATEXIS SPAIN SLU;<br>▪ LINCOLN SASU;<br>▪ METHODS BUSINESS AND DIGITAL TECHNOLOGY LTD;<br>▪ MI-GSO SASU;<br>▪ MI-GSO EXPERTO EN MANAGEMENT DE PROYECTOS;<br>▪ MI-GSO GmbH;<br>▪ PROGRAM PLANNING PROFESSIONALS LTD. |
| **Certifications Health & Safety** | Certifications attesting to the efforts made and successes achieved through ALTEN's health and safety management system(1):<br>▪ MASE, Company Safety Improvement Manual: since 2008;<br>▪ CEFRI, French Committee for the Certification of Companies for the training and monitoring of personnel working with ionising radiation: since 2007;<br>▪ ISO 45001 or equivalent for ALTEN FRANCE, ALTEN ITALIA SPA, ALTEN SOLUCIONES PRODUCTOS AUDITORIA E INGENIERIA SAU, ALTEN TECHNOLOGY GmbH, MI GSO GmbH. |
| **Certification Responsible purchasing** | Level 3 - Confirmed in accordance with AFNOR's ISO 20400 standard for ALTEN's responsible purchasing programme, which demonstrates that the process is moving in the right direction. |

| | |
|---|---|
| **Global Compact** | Commitment and success of ALTEN's progress reaffirmed in terms of sustainable development:<br>• membership of the United Nations Global Compact since 2010;<br>• Advanced award for Communication on Progress (COP) in 2022;<br>• participation in the climate ambition accelerator in 2021;<br>• participation in the SDG ambition accelerator in 2023. |
| **CDP** | A- rating in recognition of climate initiatives.<br>A- rating in recognition of the application of current best purchasing practices. |
| **Universum** | ALTEN is ranked 98th in the "Engineering" category and 83rd in the "IT" category, up 13 and 10 places respectively compared to 2022. |
| **Gaïa** | ALTEN's participation in the Gaïa Rating for the ninth consecutive year with a score of 70/100 attesting to:<br>• efforts in favour of the environment;<br>• the social commitment of governance. |
| **Vigeo** | Participation in the Vigeo rating for the second time with a rating of 53/100, up from 2020:<br>• placing ALTEN in the top 10 in the sector on its overall rating;<br>• including the Advanced level on the energy transition score illustrating ALTEN's proactive environmental policy.<br>The next assessment will be held in 2024. |
| **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:<br>• a high level of expertise;<br>• and the implementation of development processes.<br>ALTEN achieved Level 3, which is the highest level of maturity reached in France, all sectors combined. |
| **Debt** | The Company's debt is not rated. |

*(1) These certifications show the desire for a continuous improvement approach in the HSE areas.*

## Change in the main CSR assessments

The graph below shows the evolution of the main voluntary CSR assessments illustrating the Group's proactive and continuously improving approach:

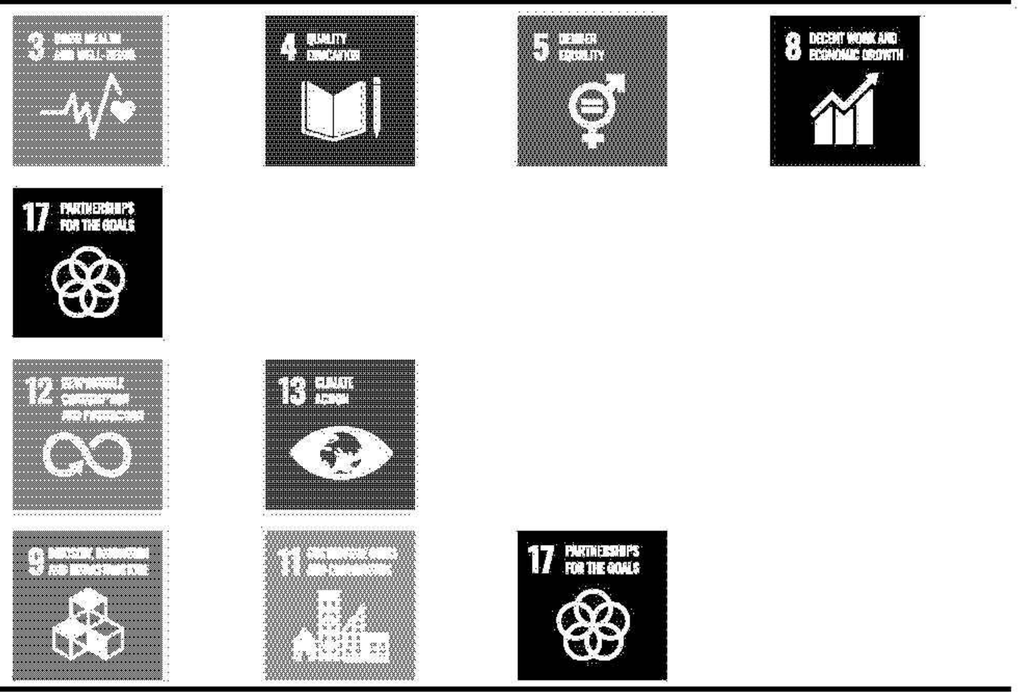


## 4.1.6 CONTRIBUTION TO SUSTAINABLE DEVELOPMENT GOALS

ALTEN has been a signatory of the United Nations Global Compact since 2010. Thirteen years on, ALTEN's commitment to sustainable development remains unwavering and has been fully integrated into its development strategy. The Group's non-financial performance is now recognised by external national and international rating agencies. In 2023, ALTEN sought to renew its commitment to respect and implement the 10 principles of the Global Compact.

In light of its challenges, ALTEN declares that the 4 areas of its strategy fully integrate the corresponding Sustainable Development Goals, which are as follows:

- Celebrate diversity and the progress of talent:
- Commit to ethics and human rights:
- Take an active role in protecting the environment:
- Sustainable innovation:




The ALTEN Sustainable Development Charter commits the Group's entities to promoting a CSR approach to their external and internal stakeholders:

- 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 employee:
- safety;
- health;
- well-being in the workplace;
- sustainably reduce its impact on nature and biodiversity and promote "eco-gestures" among its employees;
- support its clients in the development of solutions favourable to the environment;
- encourage its 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.

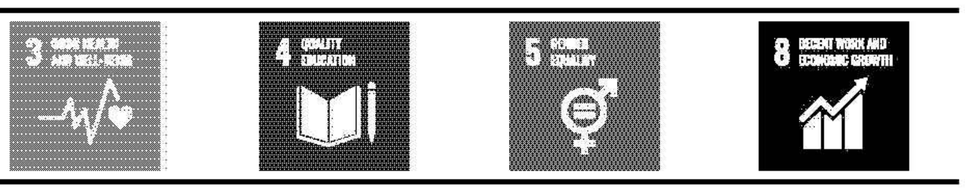
# 4.2 CELEBRATE DIVERSITY AND THE PROGRESS OF TALENT *[GRI 103-1] [GRI 103-2] [GRI 103-3] [GRI 405-1]*

## 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.

Through these areas of action, ALTEN is committed to and intends to contribute to achieving SDGs 3, 4, 5 and 8.




## 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 47,507 employees as of 31 December 2023. In France, there are 13,934 employees.

Countries newly included in the CSR scope are indicated with a "*".

| | Number of women in the headcount | Number of men in the headcount | Total 2022 | Total 2023 |
|---|---|---|---|---|
| **France** | 30% | 70% | 13,104 | 13,934 |
| **Germany** | 28% | 72% | 2,505 | 2,200 |
| **Australia** | 39% | 61% | 31 | 31 |
| **Belgium** | 34% | 66% | 752 | 772 |
| **Canada** | 28% | 72% | 591 | 616 |
| **China** | 50% | 50% | 1,192 | 3,384 |
| **Korea*** | 15% | 85% | - | 310 |
| **Spain** | 27% | 73% | 5,240 | 4,962 |
| **Finland** | 23% | 77% | 546 | 531 |
| **Italy** | 24% | 76% | 4,248 | 5,103 |
| **India** | 22% | 78% | 4,406 | 4,683 |
| **Morocco** | 56% | 44% | 1,563 | 2,204 |
| **The Netherlands** | 19% | 81% | 1,244 | 1,228 |
| **Poland** | 50% | 50% | 467 | 398 |
| **Portugal** | 32% | 68% | 423 | 1,026 |
| **Qatar** | 4% | 96% | 72 | 56 |
| **Romania** | 41% | 59% | 769 | 1,177 |
| **Singapore** | 40% | 60% | 136 | 25 |
| **Sweden** | 28% | 72% | 1,351 | 1,380 |
| **Switzerland** | 21% | 79% | 421 | 366 |
| **USA** | 29% | 71% | 1,597 | 1,257 |
| **UK** | 26% | 74% | 1,278 | 1,771 |
| **TOTAL** | **31%** | **69%** | **31,603** | **47,507** |

*The sharp rise in headcount in China, Portugal and Romania is mainly due to the extension of the CSR scope to new Group entities.*

In France, the average age of employees is 31.

Within the Group, 60% 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 31/12/2023 | 9% | 19% | 60% | 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% |

| **89% of employees within the CSR scope have permanent contracts:** | |
|---|---|
| Percentage of permanent employees | 89% |
| Percentage of temporary employees | 8% |
| Percentage of employees on apprenticeship and vocational training contracts | 3% |

In 2023, the part-time headcount represented 1.9% of employees in France.

## 4.2.3 ATTRACTING TALENT

ALTEN recruits thousands of employees each year: over 6,000 in France alone for 2023. Open positions are mainly in Engineering and IT Services.

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 68.1% of its revenue.

### 4.2.3.1 Internal systems

#### Co-optation

Internal co-optation encourages and rewards the referral of applications by its employees. In 2023, it resulted in the recruitment of 257 employees in France and 844 abroad.

#### *ALUMNI* Ambassadors

Many of our Engineers and Managers are involved with their former 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

A major player in the economy, committed since its creation to the integration and professional training of young students and working people, ALTEN is committed to students through various partnerships with schools and student associations. Technical and business conferences, training, workshops, etc., the Group provides its know-how and contributes to the information and professional integration of young people.

The Group actively participates in a number of specialist recruitment fairs and forums, offering students and graduates the opportunity to meet recruiters, explore career prospects and benefit from valuable advice from recruitment professionals. In 2023, ALTEN took part in more than 120 fairs and forums, both physical and virtual, in France and Europe.

In addition, ALTEN has established partnerships with 54 engineering schools and technological universities. At these institutions, the Group organises technical and business conferences, as well as training focused on soft-skills and HR workshops, such as mock interviews and CV writing sessions.

To optimise these partnerships and provide better support for students, ALTEN has set up dedicated teams at each school, involving ALTEN Business Directors, known as Top Ambassadors, school *alumni* known as Campus Consultants Ambassadors, and recruitment advisors.

Since 2011, ALTEN has also been a premium partner of the *Confédération Nationale des Junior-Entreprises* (CNJE). This partnership enables ALTEN to interact with students from over 200 business, engineering schools and universities. ALTEN's commitment is demonstrated by the participation of its teams in all CNJE events, as well as by the organisation of the ALTEN awards, recognising the best Junior Enterprise, the best Engineering Project and the best Business Development Strategy. ALTEN goes further, establishing stronger partnerships with 29 Junior-Enterprises (engineering schools), supporting them in their development through behavioural skills training, after-work events and visits to the Group's Labs, as well as HR initiatives led by local recruiters and Business Managers. In 2023, 66 actions were carried out with our partner Junior-Enterprises (engineering schools).

### Student e-sport tournament

To reach out to students, ALTEN also organises unique large-scale events, such as "Pixel Perfect", in collaboration with Team Vitality, the European leader in e-sport. Launched in 2023, this first edition was the largest free student competition on Super Smash Bros. Ultimate, combining physical qualification phases in partner schools (Paris, Lyon and Lille) and a physical final at the V.Hive, Team Vitality's headquarters. In conditions similar to a professional tournament, the final, with commentary by three e-sport influencers, TPK, FAUSTER and BLACKBIGO, attracted more than 680 registrants and 15,322 unique viewers on the Twitch platform.

ALTEN is also a partner of the Paris Basketball Student Game and takes part in a number of student sporting events such as WaterRugby and the Toss.

Lastly, every year ALTEN is pleased to invite students and partner schools to exclusive days out, such as the 2023 Paris Air Show at Le Bourget, where they can watch France's biggest air show!

### International initiatives and specialist subsidiaries

**LINCOLN SASU** offers mock interview workshops to CY Tech students. LINCOLN's teams give them the advice they need, based on their professional experience.

**AIXIAL SAS** takes part in forums organised by student associations such as ALEE (association de liaison des étudiants / Entreprises) at the Faculty of Pharmacy in Paris, where topics relating to the professional development of pharmacists in the pharmaceutical industry are discussed. AIXIAL SAS also donates 13% of its apprenticeship tax to support schools and universities. As part of the partnerships with Master's courses, employees may be asked to speak at conferences, professional days or give courses.

Every year **SDG CONSULTING ITALIA** supports the "Becoming Manager" event, which guides more than 40 Engineering managers as they take their first steps in the world of work.

**PROGRAM PLANNING PROFESSIONALS 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 is active on all of its social media (LinkedIn, Twitter, Facebook, Instagram, YouTube). At the end of December 2023, the Group's LinkedIn account had almost 700,000 subscribers.

## 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.

### Feminisation of scientific professions

ALTEN is a key player in economic life and has been involved in the integration and professional training of young students and workers since its creation. It wishes to participate in the development and transmission of its knowledge and skills capital for the benefit of its activities, by contributing to the training, information and professional integration of young people.

As a partner of the *Elles Bougent* association since 2009, ALTEN is raising young women's awareness of the scientific and technical professions in order to increase their share of Engineering recruitment. As *Elles Bougent* mentors, our employees, who are passionate about their jobs, talk to schoolgirls and students about the many career opportunities offered by Engineering degrees.

### The VIE Club

International Volunteering in Companies (Voluntariat International en Entreprise - V.I.E.) 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 has been a partner of the V.I.E Club for 6 years, which brings together a community of over 50,000 VIE alumni around the world and welcomed 250 in 2023. In 2024, the aim is to offer 300 VIE in France, Germany, Belgium, Spain, the United States, Mexico and Asia.

### Digital Talents

ALTEN has been an active participant in the Digital Talents association for over 10 years. Created in February 2006, this association aims to raise awareness of digital training and careers, monitor their progress and consider recommendations to support their development. It brings together 70 French higher education institutions and 2,850 companies in the digital sector. Together, they are working to develop a digital culture among young people, especially girls, through practical initiatives throughout the school year.

## 4.2.4 RETAINING TALENT

In a context of high recruitment pressure, where finding and retaining qualified talent are major challenges for many companies, it is particularly important for ALTEN to have a low level of turnover. As a world leader in Engineering and Technology Consulting, ALTEN faces a competitive recruitment market where the demand for highly qualified professionals far exceeds the available supply.

In this context, the company's ability to maintain a low level of turnover becomes a key strategic asset in ensuring its growth, competitiveness and ability to respond effectively to its clients' needs.

Faced with these challenges, ALTEN is constantly reflecting on the implementation of effective strategies, including the improvement of working conditions and social benefits, the implementation of skills development programmes and clear career plans, as well as the creation of a positive and engaging corporate culture. It is also essential for the Group to enhance its employer brand in order to attract the best talent in a competitive market.

Over the years, the ALTEN Group has put in place various mechanisms to retain existing talent by implementing retention measures such as recognition and reward programmes, ongoing training opportunities and initiatives to promote well-being and work-life balance.

Ultimately, effectively managing turnover and successfully navigating a tight recruitment market requires a proactive and strategic approach to human resources management, as well as an ongoing commitment to employee development and well-being. By continuing to be involved in these areas, ALTEN hopes not only to mitigate the negative effects of turnover and tension in the recruitment market, but also to strengthen its competitive position and ensure long-term growth.

### 4.2.4.1 Ensuring employee satisfaction

For ALTEN, the integration and monitoring of employees is of paramount importance in a context where turnover can compromise project continuity and client satisfaction. As a company focused on Engineering and Technology Consulting, the success of assignments is closely linked to employees ability to adapt quickly to project requirements and to develop their skills.

Consequently, an effective onboarding process, which welcomes and supports new arrivals from their first steps within the company, is essential to fostering their commitment, productivity and long-term retention. Similarly, regular, personalised monitoring throughout employees' careers enables ALTEN to identify and respond quickly to their needs in terms of professional development, training and well-being in the workplace, thereby strengthening their commitment and loyalty to the company. By investing in the integration and support of its employees, ALTEN not only preserves its human capital, but also maintains its reputation as an employer of choice in a tight recruitment market.

In 2023, the Company continued to strengthen its onboarding processes with the creation of a pre-boarding channel offering consultants personalised support from the moment they sign their contract until they join the workforce.

From the start of their contract, our consultants benefit from a smooth, personalised onboarding process, with dedicated contacts for human resources, skills management and career development.

The Group organises monthly onboarding events for its consultants. This event is hosted by our Department Managers and Career Managers and aims to introduce the ALTEN Group and encourage connections between consultants as well as a sense of belonging.

The onboarding process for Consultants has been optimised and digitised, introducing a 5-stage online process for regular meetings between Consultants and Managers during their first year.

For several years now, the Group has been implementing a loyalty plan based on the following fundamental principles:

- improving management quality by placing the monitoring and management of the careers of Consultant-Engineers at the heart of Business Manager training;
- monitoring consultant satisfaction through monthly quality surveys, in which consultants are asked to rate their satisfaction with various aspects of the service.

Here are the average ratings obtained by evaluation category over the last two years:

| Subject: | Ratings obtained in 2022 | Ratings obtained in 2023 |
|---|---|---|
| Relationship with ALTEN | 3.33/4 | 3.31/4 |
| Interest of the missions | 3.36/4 | 3.32/4 |
| Working environment | 3.40/4 | 3.38/4 |
| Interaction with the RI (Engineering Manager) | 3.30/4 | 3.37/4 |

In 2023, we saw a change in the ratings on the interaction between consultants and their Engineering Manager, which illustrates the managerial training work implemented by the Group.

The results of these satisfaction surveys are analysed every month by our Career Officers and then forwarded to the Department Managers.

The Engineering Careers Department then initiates individual discussions with all managers who have dissatisfied consultants in order to identify the reasons for dissatisfaction and implement corrective action plans (training plan, contact with our technical experts, change of assignment, geographical mobility, etc.).

In addition to their client assignments, Engineers at ALTEN can also play a variety of roles:

- Site Leader (RSI): these RSI Consultants ensure team cohesion with the Consultant Engineers at a given client site, thereby covering ALTEN France's Technical Assistance activities. In 2023, the Group had 170 active RSIs in France. Each year, an event is dedicated to this community aimed at discussing the continuous improvement of our processes based on their feedback;
- Campus Consultant Ambassador (CCA): Campus Consultant Ambassadors promote ALTEN's corporate image within their former school. This allows us to strengthen our relationships with future graduates and contribute to the development of *Alumni* in our school network. In 2023, 19 CCAs enthusiastically took up this challenge, enabling us to consolidate our relationships with target schools within the ALTEN France scope.

The aim is to be able to offer our most motivated and talented consultants additional responsibilities that will enable them to flourish within the Group while adding value to our development.

- Training Engineer: training is a major concernfor the company, as it enables us to support our Engineers in their career development. To take this a step further, we have decided to give our experienced consultants who are sensitive to educational issues the opportunity to become trainers within AMPLIFY Ingénieurs. This in-house training organisation dedicated to Consultant Engineers was launched with the collaboration of Engineers responsible for the production of teaching content and in-house training courses. To date, 15 trainers are delivering the first courses, and the number of trainers is steadily increasing;
- Specialist: the Group's technical specialists are managed by our Skills and Practices Department (DCP). Organised into 16 business practices, this entity aims to develop and promote the expertise of Engineers in technical and scientific fields that represent strategic challenges. To date, over 300 specialists and technical experts interact at national level.

In 2020, the "Chroniques des Spécialistes" digital conferences were introduced in France, featuring a one-hour presentation by a Specialist employee on his or her area of expertise. These conferences, which are open to all Engineers, encourage the sharing of knowledge and strengthen links between employees.

In 2023, 13 conferences were organised on the following themes:

- data governance;
- API testing best practices and tools;
- artificial intelligence;
- CI/CD, automation throughout the software development cycle;
- Facade & Adapter Design Patterns;
- cryptography basics for developers;
- legislative impact on the operation of fixed networks;
- Data Tribu Conference - UX/UI in Data;
- Testing Tribu Conference - Overview of Trends and Innovations;
- Terraform: the As Code infrastructure tool;
- product management & agility;
- Dev Tribu conference - Websites and applications: injection attacks;
- Mastering SCRUM international conference.

The Yammer social network was rebranded to become VIVA ENGAGE. In 2023, the Group had over 47,287 members worldwide in more than 150 technical and entertainment communities. The ALTEN Tribes, launched in 2021, aim to bring together and animate the Technical Communities at a national level through regular events, mainly digital to facilitate access throughout the country.

In France, the ALTEN Awards ceremony, the 7th edition of which was held in 2023, rewards and salutes the involvement and exceptional careers of Consultant Engineers in 10 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.

The awards ceremony, attended by Simon AZOULAY, Chairman and Chief Executive Officer of ALTEN SA, is an opportunity to celebrate our talents and exchange.

### 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 149 SEC meetings were held in 2023.

In addition, ALTEN's HR processes are designed to ensure that as many employees as possible receive annual appraisal interviews. For the 3 employee populations (Consultants, Support Functions and Business Managers), annual appraisals provide opportunities to discuss the following topics:

- skills acquired and satisfaction within the company;
- career development aspirations;
- the skills to be developed;
- training needs.

The Group's objective is to ensure that employees feel comfortable in their day-to-day work, with the right level of expertise, while having a clear career development objective and an action plan in place to achieve it.

In 2023, 85% of Group employees had an annual appraisal.

ALTEN also responds to Engineers' requests for geographical mobility and internal mobility between the Group's entities and functions, it is facilitated by clear, transparent processes that are regularly the subject of internal communication campaigns.

### 4.2.4.3 Remuneration

The ALTEN Group remuneration policy combines competitiveness and equality to attract and motivate talents.

## 4.2.5 SUPPORTING TALENTS IN THEIR DEVELOPMENT *[GRI 404-3]*

### 4.2.5.1 Career management, mentoring and expertise

#### Engineering career paths

ALTEN offers dynamic Human Resources management that promotes career diversity and skills development.

The career development of our consultants is not linear. Each of our employees aspires to different developments according to different criteria (personality, education, business sector, etc.).

The Group does its utmost to offer career development solutions to all our consultants, depending on their level of experience and their desired activity.

Our Consultant Engineers benefit from personalised briefings with their manager (follow-up meetings), during which we assess project satisfaction and short- and medium-term development aspirations.

One of the Group's great assets is the ability to offer our consultants the opportunity to change assignments and discover other technologies and technical environments. Thanks to this expertise, we are able to help our Engineers build a high-flying professional experience, enabling them to move up the technical or functional ladder more quickly.

We offer our consultants 4 career paths, all of which meet different criteria:

- Business Manager: if our consultants have a sense of service and an entrepreneurial streak, then our manager track is for them. Recruiting our technical teams, supporting them throughout their careers and providing our clients with high-quality consultants to meet their technical and business challenges are what motivate our consultants to embark on this path every year;
- Specialist Track: this track is designed for consultants with a strong technical background who wish to specialise. This career path is accessible after five years of successful technical experience. If our consultants meet these selection criteria, they are then eligible to join the Specialist programme to become the Group's technical ambassadors of tomorrow;
- Project Manager track: this career track enables our consultants to strengthen the Group's teams, which respond to client challenges through Structured Projects with a commitment to results. As project managers, our consultants are responsible for managing technical teams, ensuring that everyone has the necessary technical skills, maintaining close client relations and being accountable for the quality of deliverables. This career path is also accessible after five years of successful technical experience;
- Support Functions: one of our Group's strengths lies in the quality of our support services, such as sales administration, human resources, management control, recruitment, career management, etc. This career path enables our consultants to develop their skills in areas that are relevant to their business sector.

### Boost Your Career

With employee loyalty, skills enhancement and career development at the heart of its concerns, ALTEN rolled out a new "Boost your career" programme in 2023, co-constructed with all French Departments.

It provides end-to-end support for consultants wishing to develop and take on responsibilities in one of the 4 career paths: Business Manager, Specialist, Project Manager or Support Functions.

By joining this program, the consultant benefits from:

- mentoring from an experienced peer in their career path, *i.e.* Department Managers, Project Managers, Practice Managers, Experts, etc. In 2023, more than 60 mentors were involved in this mission;
- enhanced career support through a meeting with their Department Manager and a six-monthly follow-up with their Career Officer;
- a "Develop your potential" training pack.

In order to capitalise on the skills they have acquired, employees are given roles and missions in line with their career path.

This programme integrated over 250 employees in 2023, leading to more than 25 accelerated promotions. The ALTEN Group aims to build on this experience to roll out the programme internationally and enable even more employees to accelerate their careers within the Group.

### International initiatives and specialist subsidiaries

**ALTEN BELGIUM ALTEN TECHNOLOGY GmbH, MI-GSO EXPERTO EN MANAGEMENT DE PROYECTOS, ALTEN LTD, ALTEN SVERIGE AB, ALTEN ITALIA SPA** have created, within the framework of the ALTEN Academy programme, boot camp type training courses on the following subjects: agility, programming, etc.

**ALTEN DELIVERY CENTER EASTERN EUROPE SP ZOO, ATEXIS SPAIN SLU, MI-GSO SASU, PROGRAM PLANNING PROFESSIONALS PTY LTD (AUSTRALIA), ALTEN CHINA LIMITED, ALTEN GmbH, ALTEN NEDERLAND BV, ALTEN FINLAND OY and ALTEN CANADA INC.** facilitate the integration of new arrivals through 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 HRWAY platform to strengthen internal mobility. It allows employees to:

- access the Group's offers;
- contact their career advisor to apply.

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.

The Group's international dynamism is a source of opportunity for employees, who can choose to follow career paths within their own entity, or apply to move to another Group entity in the same country or internationally.

In 2023, 702 Group employees took advantage of this opportunity and now hold a position in a different entity from their original one.

### 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 2023, the Training teams worked in particular on:

- continuing to develop an in-company training offer tailored to our common Group needs;
- increasing the number of training courses run in-house by our experts, supporting them as they develop their skills through training for trainers;
- increasing the number of digital training courses (e-learning, blended learning, etc.) to prepare learners and raise their awareness before the classroom-based courses take place;
- rolling out of a number of business integration programmes (Personnel Administration, Sales Administration, DRI Recruitment Officers, Amplify onboarding programme for Business Managers);
- rolling out e-learning courses created in-house to subsidiaries and international markets.

#### 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.

Business Managers benefit from business-focused collective training delivered by 150 of the Group's Operations Managers. The topics covered depend on the level of responsibility of the Managers: steering a business unit, recruitment strategy, managing a team, managing complex projects, etc.

At the same time, Managers can take advantage of a specific Digital Learning programme, with online courses and videos on operational best practices, enabling them to access content as and when they need it, on computer, tablet or mobile.

Managers can also benefit from individual coaching aimed at developing their personal effectiveness: time management, leadership, public speaking, etc.

In-house tutoring and certification courses are available to validate the skills acquired.

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.

In the demanding Engineering and Technology Consulting sector, AMPLIFY BM aims to accelerate the empowerment of managers. They learn to capitalise on their experience, give it meaning and then model best practice.

Particular emphasis is placed on the development of managerial skills and the operational vision that enables them to support and anticipate changes in their markets.

AMPLIFY BM training programmes are available in French and English and are gradually being implemented in all ALTEN subsidiaries.

#### For Engineers

In 2023, ALTEN expanded the catalogue of the internal academy dedicated to Consultants, by rolling out training specific to its clients, training on the Lean method and training for its internal trainers.

As part of the continuous improvement of the programmes, the two existing internal paths for the specialist population and for employees have been updated.

These two programmes, as well as the one dedicated to Site Leaders (RSI), will be rolled out in 2024.

Programmes on tools and processes linked to quality and educational design will complete the range.

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.

To meet the specific needs of each level of responsibility, a tailored training programme has been defined:

for project managers, the focus is on the operational and financial challenges of the projects to be undertaken;

for Project Directors and Technical Directors, the programme focuses on managing their teams and their project portfolio.

These courses are composed of group or individual sessions (in the form of coaching), conducted in person or remotely.

#### For Support Functions

In 2023, the Support Functions training department continued to create and complete business onboarding courses, particularly for the staff administration teams and recruitment officers.

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 Group.

A new development programme for employees in the specialist track was rolled out and adjusted in 2023.

### Training performance in France (number of employees and percentage of employees trained)

| | | |
|---|---|---|
| • 2019 | 5,685 | 42% |
| • 2020 | 4,571 | 42% |
| • 2021 | 4,702 | 40% |
| • 2022 | 5,381 | 42% |
| • 2023 | 5,655 | 44% |

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 BV** 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 and inclusion at the heart of its human resources policy. It aims to break down preconceived ideas about the Engineering profession and promote integration and inclusion. ALTEN is aware of the need to invest in a strategy that recognises people of all origins, ethnicity, age, gender, sexual orientation, religion and disability status. The company is committed to offering equal employment opportunities, creating a working environment free from discrimination, and aims to establish and maintain a climate of tolerance and openness by raising awareness among its employees and stakeholders. 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 96 nationalities, and almost 200 nationalities are represented in the Group's overall headcount.

### International initiatives and specialist subsidiaries

**MI-GSO SASU and METHODS BUSINESS AND DIGITAL TECHNOLOGY LIMITED** have launched a partnership with the charity Neurodiversity in Business, which advocates change for a more inclusive workplace.

### 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. A disability unit specific to ALTEN Group employees in France ensures:

- assistance with administrative procedures;
- ergonomic adaptation of workstations;
- the Advice and Listening Service.

This unit is managed by the ALTEN disability officer.

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

In 2023 in France, ALTEN took action to raise awareness among its employees on the subject of disability:

- conferences with Axel Alletru, an automobile and motocross pilot, BMX rider and swimming handisport athlete, on the concepts of resilience, positivity and surpassing oneself at various ALTEN sites;
- participation in various "Jobdating and Concert" events in association with the GIRPEH association on disability and inclusion;
- disability e-sport competition in partnership with the Orcusa association. The aim was to raise awareness among employees by putting them in the same disability situation as a tetraplegic and to get them involved in videogame activities;
- presentation and demonstration of the "Mobile Dream", an all-terrain electric wheelchair for people with reduced mobility, at the Nantes branch.

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 Viva Engage corporate social network;
- interactive e-learning content.

### Digital accessibility

Training courses were held in 2023 to ensure that employees working on digital interfaces take into account the accessibility of digital content for people with disabilities.

In 2024, ALTEN worked on training to make its websites accessible and published its 2024-2026 Multi-Year Accessibility Plan. The latter sets out ALTEN's ambitions and objectives to make digital tools accessible to people with disabilities.

In 2024, ALTEN will continue its work on the subject and has set the following objectives:

- make all annual reports published in English and French, press materials published after 2020 and all video and audio content accessible;
- audit its ALTEN.com and ALTEN.fr websites.

### 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, in particular with iTekway, DSi, YMCA, etc.;
- 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.

Here are a few examples of actions implemented by ALTEN:

- Engineering methods and tools: for this project, ALTEN assigned as many as 75% of employees from the adapted sector to help engineering teams specify, deploy and use IT tools;
- Third Party Application Maintenance: ALTEN set up a functional support team for maintenance, development and functional support activities on SAP and Cloud software Engineering;
- configuration management: ALTEN set up a user support team to manage access rights to tools. The team includes 50% employees from the adapted sector.

### International initiatives and specialist subsidiaries

**MI-GSO SASU** set up a disability mission within MI-GSO (administrative support for RQTH files, job accommodation, communication on recruitment programmes, partnerships with organisations working with disabled people, e-learning, information available to all employees on Sharepoint H&S).

**ALTEN ITALIA SPA** 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.

**PROGRAM PLANNING PROFESSIONALS LTD** established a partnership with Disability Sports Coach, a UK charity that promotes sporting activity for people with disabilities. The commitment consists of investing time to help it organise events and workshops, as well as setting up a direct fundraising programme. In addition, one operation raised £3,725 through sponsored walks and the Big Half Marathon, in which more than 30 members of the team took part.

## 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 provides them with guidance on specific, promising careers.

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.

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.

Finally, every year the Group runs a major campaign to promote women in the scientific professions. In 2023, 12 women from 12 different countries spoke out to raise awareness of the vital role played by women in science and technology as innovators, experts and colleagues.

## 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).

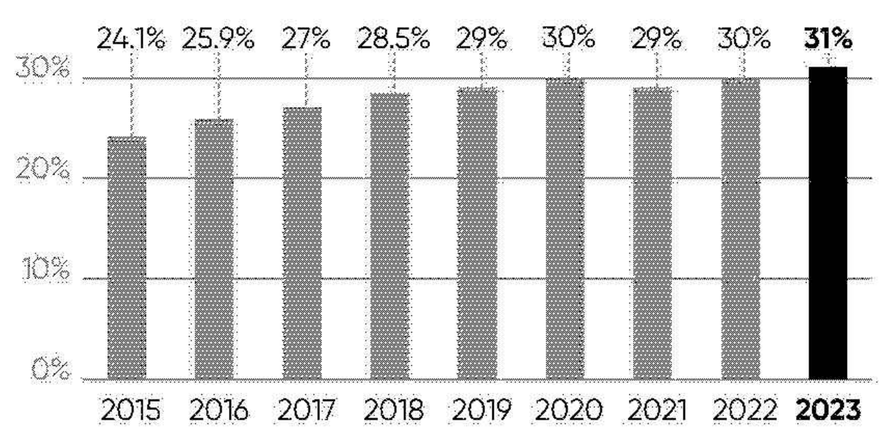
In France, the agreement on professional gender equality sets out the company's objectives and indicators in the following areas:

- 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




In 2023, ALTEN took part in the SDG Ambition accelerator proposed by the United Nations Global Compact and chose the "Gender Equality" benchmark. Through this acceleration programme, which will end in the 1st quarter of 2024, ALTEN aims to go even further in this area by:

- making a commitment to UN Women and the Global Compact by signing the Women's Empowerment Principles;
- working on a precise inventory to set ambitious targets;
- reinvigorating its diversity plan through targeted actions carried out by the Group's various departments.

## 2023 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 rating of 89/100.

ALTEN INFORMATION SYSTEMS AND NETWORKS obtained a rating of 89/100.

ALTEN SUD-OUEST obtained a rating of 83/100.

ALTEN TECHNOLOGIES obtained a rating 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. In 2023, 12 women from 12 different countries took part in this campaign.

## *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 2023, 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

**MI-GSO EXPERTO EN MANAGEMENT PROYECTOS** trained 8 people involved in rolling out the equality plan. In addition, managers received 3 days of training in gender-neutral personnel management and generic training has been given to all employees.

**ALTEN SWITZERLAND AG and ALTEN SOLUCIONES PRODUCTOS AUDITORIA E INGENIERIA SAU** broadcast videos highlighting women engineers on International Women's Day.

**PROGRAM PLANNING PROFESSIONALS LTD** contributes 30% to the national gender equality programme by providing 10 mentors and 10 mentees to the Mission's gender equality programme. **PROGRAM PLANNING PROFESSIONALS LTD** has a community that meets every month to take action to promote equality in all areas.

**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.

**ALTEN DELIVERY CENTER MAROC** organised a theatre workshop to highlight the difficulties faced by women in the workplace.

## 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

Health and safety at ALTEN is based on the FORCES quality policy. It is part of an approach to employee onboarding and integrating external stakeholders around the strong values of a Safety Culture:

- uniting all employees in health & safety commitments;
- optimising working conditions for employees in order to improve quality of life and well-being in the workplace;
- complying with normative, regulatory and client requirements;
- capitalising on the Group's best practices and monitoring data to benefit all employees and report on them in the annual action plan;
- involving each stakeholder in their roles and responsibilities with regard to health and safety;
- making work environments safe by identifying the risks to which employees are exposed, implementing appropriate preventive and corrective measures and raising awareness of these risks.

### 4.2.7.2 Safety commitments and objectives

This policy is broken down into several objectives to be achieved each year in order to guarantee an assimilated and proactive safety culture on the part of ALTEN's Management and employees in France.

#### Pillar 1: Leadership
#### Pillar 2: Health and Safety event management
#### Pillar 3: Subcontract management
#### Pillar 4: Risk assessment
#### Pillar 5: Performance assessment
#### Pillar 6: Training and skills
#### Pillar 7: Safety of people and facilities
#### Pillar 8: Health

### 4.2.7.3 Assessments and certifications of employee safety

ALTEN is committed to a voluntary process of national MASE-IUC, CEFRI and ISO 45001 certification. Certifications are renewed at each expiry date thanks to the strong commitment of all existing stakeholders and compliance with the requirements set out in each standard.

In addition to the Health and Safety Survey, ALTEN measures its performance based on a risk management assessment questionnaire, taken from the internal safety guidelines, sent out to the MASE scope. The results are very positive.

### 4.2.7.4 Roles and responsibilities

The Health & Safety Department within the Quality & Performance Department in France is the technical contact for all health, safety and environment issues and is responsible for implementing the FORCES policy described in section 4.2.7.1 / FORCES policy. Among other things, it monitors HSE regulations and draws up an inventory of client requirements and those arising from guidelines. It collects prevention plans, issues authorisations to ALTEN personnel working on client sites and coordinates the development and monitoring of the Single Occupational Risk Assessment Document (DUERP). It carries out internal HSE audits and participates in external audits. It analyses risks and raises employee awareness of various HSE issues, and organises the management of Personal Protective Equipment (PPE).

The Department encourages all employees to play an active role in safety by:

- being attentive and vigilant with regard to their own safety and that of others;
- being involved by reporting any accident or dangerous situation (an alert system is available at workstations);
- applying regulations and requirements at their ALTEN site or client site;
- taking part in events to instil a good health and safety culture.

### 4.2.7.5 Absenteeism

The absenteeism rate is an aggregate of days of absence through sick leave and work or commuting accidents, with time off work. In 2023, in France, it stood at 1.89% of days worked.

## 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 Engineers Career Development Department;
- the Department for Development of Support Positions.

The joint work of the various Departments aims to introduce positive measures to limit risks.

At the same time, we agreed to redevelop, with the help of a consultancy, a three-stage approach to quality of life at work and the prevention of psychosocial risks for employees, i.e.:

1) Diagnosis by sending a questionnaire to all employees;

2) Setting up focus groups (qualitative exploration approach);

3) Training all managers in the prevention of psychosocial risks.

Given the turnover within our Group, which is inherent in the nature of our business, this new approach will help to raise awareness among newly-arrived managers as well as those who have not benefited from previous training sessions.

### 4.2.8.2 The Health and Employment program

In France, an agreement on health and quality of life at work was signed in 2015, addressing the following points in particular:

- 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.

In line with this dynamic, in 2023, the various initiatives of the French Departments relating to employee health took the form of a programme called "Health and Employment". Depending on their needs and circumstances, employees are free to make use of the following support services:

- an e-learning module to raise awareness of the psychosocial risks associated with stress and bullying;
- a counselling and psychological support unit available 7 days a week to prevent psychosocial risks;
- a Cancer and Employment Unit offering support and assistance to employees who are patients or carers, to help them deal with the problems caused by the disease (the mission of the cancer and employment unit is described below);
- a disability unit to support people with disabilities: advice, listening, help with administrative formalities, as described in Section 4.2.6.2 "Employment and integration of employees with disabilities";
- a social worker who assists employees on all social issues, in compliance with professional ethics and confidentiality;
- workplace nurses in 3 branches, available to listen to employees' needs.

#### Focus on the Cancer and Employment unit

As part of its efforts to include illness in the workplace, ALTEN, a signatory of Inca's Cancer and Employment Charter, has developed its own system for 'welcoming' employees' illnesses, and in particular cancer, into the company.

This difficult and delicate process is structured by the cancer and employment unit, made up of the Human Resources Department, an occupational physician, a nurse, a cancer recovery officer, a social worker and a psychologist. It is coordinated by the cancer recovery officer, a qualified person bound by medical secrecy.

This person takes charge of the employee or accompanying person who so wishes, from the announcement of the diagnosis until the return to work. All the stages and aspects of the disease are handled by the officer and can be further supported by the cancer & employment unit.

The aim is to gain a better understanding of the patient-employee's problems, facilitate social links and encourage a return to work. The cancer and employment unit also works with peripheral teams and the patient-employee's immediate environment to take action at the time of the diagnosis and with a view to maintaining or returning to work.

In parallel with the treatment process, employees can therefore benefit from socio-professional support. The service also includes the development of support tools for managers, as well as an intranet site for employees containing a comprehensive guide to support measures.

## 4.2.8.3 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.

### Ensuring high-quality onboarding

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.

### Activities throughout the year

Employees can take part in a range of activities:

- technical: conferences that are part of ALTEN's model of knowledge sharing and enhancement of the business lines;
- cultural: conferences on the life and works of an artist and culinary masterclasses with top chefs;
- sports: races in different French towns, a connected sports challenge and a prediction contest;
- e-sport: tournaments and one partnership with the Corpo Vitality League;
- entertainment: various quizzes, blind tests and themed events.

All these actions are relayed *via* the Viva Engage internal communication tools, the MyALTEN intranet and the monthly ALTEN & You newsletter.

On the Viva Engage internal social network, 3 key community groups encourage meetings, exchanges and the sharing of best practices, in particular:

- Corporate communities: *Elles Bougent* mentors, ALTEN & Disability, Ecology and sustainable development, etc.;
- Technical communities: IS Dev – Web & Mobile, Cyber Security, Agile & DevOps, etc.;
- Entertainment and recreational communities: E-sport, Gourmet, Runners, etc.

### Internal Sponsorship

The "Our employees have talent" internal sponsorship programme has existed for several years. Its aim is to highlight and reward employees with specific talent in these 3 categories: art & culture, sport and tech. The winners will be supported in developing their business with a dedicated budget.

In addition, ALTEN raises awareness and trains its employees in social issues such as the environment, inclusion and the promotion of women in Engineering professions in a variety of ways: conferences, workshops, challenges, solidarity collections, etc.

ALTEN also encourages its employees to get involved with associations:

- as part of partnerships (*Elles Bougent*, Climate Fresk, etc.);
- solidarity actions (waste collection, etc.);
- skills sponsorship.

### Buildings conducive to productivity and well-being

The modernisation of the real estate portfolio is intended to improve its functionalities to better respond to projects and support functions, improve employee working conditions and the conditions of access and reception of visitors, especially candidates.

The upgrading of this portfolio and compliance with accessibility rules partly meet legal obligations. The modernisation of the portfolio also requires meeting requirements in terms of new technologies and also includes ecological or even digital transition objectives. Given the scale and also the age of ALTEN's real estate portfolio, one of the major challenges is its improvement in terms of energy performance. All the progress made in this area has a dual impact on compliance with environmental commitments and on the Group's finances.

Lastly, real estate must support, or even anticipate, new forms of work (co-working or flex office, remote working) and design modular workspaces that will adapt to changes.

### International initiatives and specialist subsidiaries

**ALTEN CANADA INC.** has a football and hockey team and organises 2 hours of yoga per week. Several team dinners, team-building activities (Secret Santas - Ugly Christmas Sweater), table football tournaments, Christmas dinners and Wine and Cheese events are organised throughout the year.

MI-GSO SASU has set up a community of CSR "Well-being" ambassadors and Chief Happiness Officers (organisation of events in MI-GSO branches focusing on well-being in the workplace).

**ALTEN TECHNOLOGY USA INC.** offers monthly well-being and support challenges. Yoga sessions are also offered on the premises. Educational campaigns are run throughout the year to increase understanding of employee benefits and the 401(k) plan. In addition, employees are offered well-being challenges such as exercise, stress management and so on.

**ALTEN CHINA LIMITED** has organised anti-smoking campaigns and installed table tennis tables, rest areas and badminton courts on the roof for its employees.

**ALTEN FINLAND OY** regularly conducts well-being surveys to provide services that improve the quality of life of employees.

**PROGRAM PLANNING PROFESSIONALS INC.** launched a well-being service in 2023. Employees are reimbursed $500 for well-being-related expenses. Additional communications are regularly sent out on well-being awareness and tips and tricks.

# 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.

Through these areas of action, ALTEN is committed to and intends to contribute to achieving SDG 17.

## 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 Charter;
- the Sustainable Development Charter;
- the Responsible Purchasing Charter.

These documents are presented respectively in Section 4.3.5.5 / Monitoring and continuous improvement system, in Section 4.1.6 / Contribution to sustainable development objectives and in Section 4.3.4.3 / Responsible purchasing.

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;
- it monitors new regulations in order to adjust existing compliance programmes.

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 Charter has for many years formalised the commitment of the ALTEN Group with respect to zero tolerance on corruption and conflicts of interest. The latter was updated in 2023. Its purpose is to make ALTEN Group employees aware of the issues related to business ethics, through practical examples and guiding principles.

The Ethics Charter can be consulted by all stakeholders at the following address: https://www.alten.com/alten-group/responsibility-and-sustainability/.

The Group 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.

*(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.*

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 (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.

The ALTEN Group's anti-corruption guidelines are available in several languages.

### A whistleblowing system

The ALTEN Group's whistleblowing system meets the requirements of the directive on the protection of persons who report breaches of EU law, 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 continuously ensures 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.

Elements from local mapping are included in Group mapping. This is presented and approved by General Management, then presented and approved by the Board of Directors.

### 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 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.

Audits carried out by the Internal Audit teams also serve to monitor the effectiveness of the anti-corruption system.

**Key performance indicators**

| Key performance indicators | | 2022 | 2023 | 2025 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 familiar with the fight against corruption | 66% | 67% | 75% |

*(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 Privacy Manager coordinates and deploys the personal data protection policy through a network of data protection correspondents. The Data Protection Officer (DPO) France coordinates and deploys this same policy through a network of business line correspondents responsible for data protection.

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 data retention policy and its application procedures.

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 | | 2022 | 2023 | 2025 targets |
|---|---|---|---|---|
| E-learning module on the protection of personal data[1] | % of employees familiar with data protection | 69% | 67% | 75% |
| Requests to exercise rights[2] | Number of requests to exercise rights processed | 30 | 49 | - |
| Breaches notified to data protection authorities[2] | Number of data breaches notified to Data Protection Authorities | 1 | 0 | - |

*(1) Successfactors scope (France/United Kingdom).*
*(2) France scope.*

## 4.3.2.3 International sanctions

The ALTEN Group operates in strict compliance with international sanctions regimes. To this end, ALTEN has defined and implemented a compliance policy for violations of international sanctions, based on the following elements:

### A compliance framework

The Group's Ethics Charter formalises the ALTEN Group's commitment to compliance with national and international regulations. These commitments are reinforced by the International Sanctions Compliance Programme applicable to the employees concerned.

In addition to this Programme, the Group has developed:

- an "International Sanctions Guide" which provides a comprehensive, non-exhaustive database of regulations relating to international sanctions.
- an "Ethics and Compliance in a Nutshell" guide providing a list of reflexes and procedures to follow to ensure compliance with international sanctions and export control regulations.

### Risk mapping

The Group's various departments (subsidiaries and Group functions) assess the risk of violating international sanctions as part of the ALTEN Group's annual risk campaign. The methodology is described in Chapter 2 "Internal Control and Risk Management".

### Procedures for assessing third parties

The third-party assessment procedures put in place as part of the fight against corruption also aim to ensure that the Group's activities comply with international sanctions, in particular by checking whether any employees are on the lists of sanctioned persons.

### Training

An e-learning course entitled "International Sanctions" is included in the compulsory training programme for relevant employees. This course outlines the Group's International Sanctions Compliance Programme.

### A whistleblowing system

The ALTEN Integrity Line whistleblowing system allows the Group's internal and external stakeholders to report a violation of international sanctions. The Group's whistleblowing system is presented in Section 4.3.2.1 / Preventing corruption risks.

### An internal control mechanism

The internal control and assessment mechanism makes it possible to monitor the effectiveness of measures, identify deviations and define actions to prevent breaches of international sanctions. It is based on the mapping of major risks.

### 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 2023, 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.

Subsequently, ALTEN ITALIA SPA, TECHALTEN PORTUGAL LDA, ALTEN UK LTD and the subsidiary MI-GSO SASU validated their ISO 27001 certification.

In 2024, the certification schedule should include new scopes, including the Delivery Centers in Morocco and Romania.

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.

**ALTEN TECHNOLOGY USA INC.** has trained users at the Denver site in Information Security Work Instruction and Export Control (ITAR). All personnel using ALTEN systems receive quarterly training on phishing, Social Engineering and similar cybersecurity topics. All these employees are also tested to determine the effectiveness of their training by testing their sensitivity to phishing attempts.

## 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 contractual 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 management axis, enabling the Group to meet its obligations and commitments in terms of due diligence and compliance, financial solidity, CSR performance management, information systems security, nuclear safety and ethical risks *vis-à-vis* its partners;
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 the deployment of the Group's responsible purchasing policy.

### 4.3.4.2 Assessment and control of risk with suppliers and service providers

The Purchasing Department manages the risk of its suppliers through 5 reference frameworks: financial solidity, ethics and compliance, CSR, information systems security and quality.

Risk assessment is integrated into the tendering process right from the consultation phase, and is then reviewed annually for all strategic suppliers.

When the residual risk exceeds ALTEN's expectations, risk management actions are taken to improve the supplier's level of maturity.

The Purchasing Department may also initiate physical audits if the documentation presented is not satisfactory.

If there is no significant improvement in its maturity, ALTEN may take action up to and including delisting the supplier.

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 suppliers concerned.

## 4.3.4.3 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;
- 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 based on the results of external scoring platforms and/or a self-assessment questionnaire revised annually and covering the following themes:

- working conditions and human rights;
- social risk analysis;
- diversity policy;
- assessment and control of the value chain on human rights, the environment, health and safety of employees;
- ethics, anti-corruption and compliance commitments.

Supplier performance is managed through three areas:

- annual performance reviews involving stakeholders;
- annual 360° supplier evaluation campaigns, including CSR aspects;
- an audit process aimed at evaluating the compliance of suppliers with standards, regulations and requirements relating to the service provided to the Group.

### 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, leading to the award in December 2022 of level 3 "confirmed" of the AFAQ Responsible Purchasing reference framework of AFNOR certifications.

In 2023, ALTEN overhauled its Responsible Purchasing Charter, communicated to all its partners in January 2024. This is available on the ALTEN Group's institutional website. This revision more accurately reflects the ALTEN Group's commitments and expectations of suppliers. The charter addresses the following topics in particular:

- Human Rights;
- child labour and illegal employment;
- forced and compulsory labour;
- harassment;
- discrimination;
- fight against corruption;
- health & safety;
- remuneration;
- freedom of association;
- environment;
- protection of information;
- diversity and inclusion.

For 2024, ALTEN's ambition is to extend this CSR commitment, already addressed to all strategic suppliers, to a wider panel.

## 4.3.5 DUTY OF CARE PLAN

Pursuant to law 2017-399 on the duty of care of parent companies and ordering companies, the ALTEN Group is required to implement a duty of care plan.

The purpose of this duty of care plan is to identify risks and prevent serious harm to human rights, the health and safety of individuals and the environment, resulting from its own activities and those of its subsidiaries, as well as the activities of its subcontractors and suppliers.

This Section details the procedures for implementing the ALTEN Group's duty of care plan. It includes the following elements: risk mapping (4.3.5.1), assessment procedures (4.3.5.2), risk mitigation measures (4.3.5.3), whistleblowing systems (4.3.5.4) and a monitoring system (4.3.5.5).

This duty of care plan applies to the entire ALTEN Group.

### 4.3.5.1 Risk mapping

ALTEN's annual major risk mapping campaign makes it possible to identify and prioritise risks related to the duty of care at Group level. The methodology is described in Section 2.1 "Risk management definitions and objectives".

The list of risks making up the duty of care plan is presented below. These risks are derived from the mapping of major risks and other specific mapping (1):

| Risk category | Key Audit Matter |
|---|---|
| Human rights | Non-compliance with HR regulations<br>Unethical HR behaviour |
| Health & safety | Risk related to employee health and safety in the workplace |
| Employees | Risk related to the protection of know-how<br>Recruitment difficulties |
| Environment | Climate change risk |

### 4.3.5.2 Assessment and certification procedure

Through a voluntary assessment process with the EcoVadis organisation, ALTEN compares its environmental, social and governance approach with best practices on an annual basis. Since 2022, ALTEN has maintained a score of 82/100, thus retaining its "Platinium" medal, EcoVadis' highest level of distinction.

Developments in the various assessments of the CSR approach by internationally recognised third parties are presented in Section 4.1.5 / Ratings - awards [GRI 103-3].

The other types of assessment used by ALTEN are described below:

| Topic | Assessment/certification procedures |
|---|---|
| **Human rights** | In 2023, ALTEN was awarded the Best Managed Companies label, which evaluates companies on the basis of 4 pillars, including culture and commitment to employees. In France and internationally, other ALTEN Group entities have been awarded the Great Place to Work or Best Place to Work label.<br>ALTEN Group subsidiaries in the UK and Australia conduct their business in compliance with the Modern Slavery Act. |
| **Health & safety** | In 2023, 83% of the CSR headcount was covered by an occupational health and safety management system (OHSMS).<br>For more information, the Group's approach is set out in Section 4.2.7/ Health and safety in the workplace [GRI 403-1] [GRI 403-5]. |
| **Environment** | The ALTEN Group has an environmental management system (EMS). This system is based on an analysis of environmental risks. In France and abroad, the majority of entities are covered by an environmental management system, including some ISO 14001 certified entities.<br>In 2023, 73% of the CSR headcount was covered by an environmental management system. For more information, see Section 4.4.2 / Group organisation for environmental management [GRI 103-2]. |
| **Responsible purchasing** | The ALTEN Group has put in place supplier evaluation procedures focusing in particular on respect for human rights, health and safety and the environment. For more information, see Section 4.3.2.1 /Preventing corruption risks.<br>The ALTEN Group Purchasing Department has defined a purchasing policy that includes supplier evaluation, which it monitors. For more information, see Section 4.3.4 / Maintaining a lasting relationship with suppliers and subcontractors [GRI 102-9] [GRI 308-1] [GRI 414-1].<br>In 2023, 67% of the Group's entities evaluated their suppliers. |

*(1) Mapping of environmental risks in Sections 4.1.4 "Main non-financial risks" and 4.4.1.1 "Consideration of risks and opportunities related to climate change in the Group's strategy".*

### 4.3.5.3 Risk mitigation measures

ALTEN has implemented appropriate measures to prevent and mitigate the risks identified in its mapping, in order to prevent serious impacts on human rights, health and safety and the environment. These measures are described below:

| Topic | Mitigation measures |
|---|---|
| **Human rights** | The ALTEN Group has several charters to govern its activities and those of its suppliers and subcontractors (Ethics Charter, Sustainable Development Charter, Responsible Purchasing Charter, etc.).<br>The ALTEN Group fights against discrimination and in favour of diversity. The Group's programme is described in Section 4.2.6 / Promoting diversity.<br>The ALTEN Group has implemented procedures for assessing third parties, including suppliers, particularly with regard to respect for human rights.<br>Declaration on the fight against modern slavery in compliance with the Modern Slavery Act for ALTEN Group subsidiaries in the UK and Australia. |
| **Health & safety** | ALTEN has set up a health and safety in the workplace programme.<br>Health and Safety at ALTEN is based on the FORCES quality policy. The pillars of this policy are presented in Section 4.2.7 / Health and safety in the workplace [GRI 403-1] [GRI 403-5].<br>ALTEN has defined a policy for the prevention of psychosocial risks and is committed to an approach to well-being in the workplace. The ALTEN Group's actions are presented in Section 4.2.8 / Work-life balance, 4.1.2 / Stakeholder mapping [GRI 102-40] [GRI 102-42] [GRI 102-43] [GRI 102-44].<br>Employee travel to high-risk countries is subject to increased vigilance and a dedicated procedure. |
| **Employees** | The attraction policy is supported by a retention plan that places ALTEN among the leaders in the employment market.<br>Employee recruitment and retention strategy is described in Sections 4.2.3 / Attracting talent and 4.2.4 / Retaining talent.<br>Building employee loyalty, enhancing skills and helping employees develop their careers are key concerns for the Group. For example, the Boost Your Career programme rolled out in France in 2023 is described in Section 4.2.5.1/ Career management, mentoring and expertise. |
| **Environment** | The Group encourages all its entities to cultivate a proactive environmental approach, based on a recognised standard or benchmark. The ALTEN Group's environmental approach is presented in Section 4.4 / Reducing the Group's environmental footprint [GRI 103-3]. |

### 4.3.5.4 Whistleblowing systems

ALTEN has an "ALTEN INTEGRITY LINE" internal whistleblowing system. This system allows all of the Group's internal and external stakeholders (employees, suppliers, business partners, etc.) to confidentially report a fact that violates applicable laws or ALTEN's ethics and compliance policy. In particular, stakeholders can report any violation of human rights, health and safety or the environment.

This service, available in several languages, can be accessed 24 hours a day, 7 days a week at https://ALTEN.integrityline.com/, in all countries where the Group operates.

ALTEN undertakes to ensure that no person suffers negative consequences as a result of having used this system (harassment, reprisals, discriminatory measures, etc.).

In 2023, no alerts were considered relevant in the framework of the duty of care plan.

### 4.3.5.5 Monitoring and continuous improvement system

With a view to continuous improvement and to better reflect the Group's commitments, the Ethics Charter and the Responsible Purchasing Charter were updated in 2023.

The ALTEN Group Ethics Charter takes into account the following issues in particular:

- human rights;
- diversity, inclusion and non-discrimination;
- prevention of harassment;
- environment and sustainable development;
- employee health and safety;
- protection of personal data;
- protection of intellectual property and know-how.

This charter is available on the ALTEN website.

The monitoring indicators for the duty of care plan are being defined.

## 4.3.6 REGIONAL SOLIDARITY *[GRI 103-1] [GRI 103-2] [GRI 103-3] [GRI 203-1] [GRI 203-2]*

ALTEN is committed to supporting reservists wishing to dedicate time to society through missions entrusted by the army.

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 2023 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 2023, several major initiatives were carried out through "ALTEN Solidaire", including:

- collections:
  - a food collection for the benefit of the Food Bank and the *Secours Catholique* deployed on several French sites made it possible to offer over 470 meals to families in need,
  - a collection of professional clothing in aid of *Cravate Solidaire* at three sites in France provided clothing for 75 people,
  - fundraising for the benefit of the association *Tout le Monde Contre le Cancer*. This action made it possible to finance the organisation of extra special end-of-year celebrations in the paediatric departments of several French hospitals,
  - funds were donated to the *2500 Voix* association. This action helped to finance research into paediatric cancers;
- helping associations with support projects, through skills sponsorship, such as:
  - the Salvation Army, for the development of gardens adapted to the disabled community,
  - the *Compagnons du Devoir et du Tour de France*, in changing their trade reference framework,
  - Cyclosport, in the development of a website and e-shop,
  - *Les Petits Frères des Pauvres*, in the implementation of GDPR regulations.

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, almost 9,000 computers or IT devices 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 SASU** has set up a skills sponsorship programme with 4 partner associations covering the full range of CSR issues (social, humanitarian, environmental, inclusion). This financial sponsorship process creates and structures the allocation of donations (creation of a donation allocation committee to filter requests for donations and creation of a scorecard with the development of objective and common criteria for each request).

**ALTEN CHINA LIMITED** 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 Centre d'hébergement de soins de longue durée, 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**, sponsored the Fez Smart Factory project for the creation of the 4.0 model factory and participated in setting up the project (human and financial resources). In addition, a donation campaign was set up to benefit the regions affected by the Al Haouz earthquake.

**ALTEN ITALIA SPA** supported the AISM (Italian Association for Multiple Sclerosis) in its Gardensia and AISM's Apple campaigns, opening the doors of our offices to welcome their volunteers and encourage donations from our employees.

# 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 French sites.

Its environmental approach is built around the following priorities:

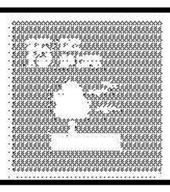
- raising awareness of employees about eco-friendly behaviours;
- reducing its greenhouse gas emissions;
- using natural resources in a reasonable manner and reducing waste.

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.

To reduce its environmental footprint, ALTEN is committed to developing action plans that must systematically meet the following objectives:

- refine data both to obtain reliable measurements and to identify the best levers for action;
- raise awareness among internal and external stakeholders to strengthen commitment and encourage action;
- reduce actions that have an impact at all levels of the company.

Through these areas of action, ALTEN is committed to and intends to contribute to achieving of SDG 12 and 13.



### 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.

This study covers France and will subsequently be extended to the rest of the Group.

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; (approximately +2°C in 2100);
- the second with an intermediate radiative forcing assumption: RCP 4.5; (approximately +3°C in 2100);
- the third with a strong radiative forcing assumption: RCP 8.5; (approximately +5°C in 2100).

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 climate change adaptation;
- **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 4.5 / Innovation, the laboratory of tomorrow.

**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 [GRI 102-40] [GRI 102-42] [GRI 102-43] [GRI 102-44]. The examples of projects are described in Sections 1.5.3 / ALTEN Innovation and 4.5 / Innovation, the laboratory of tomorrow.

### Identification of opportunities

The ALTEN Group's environmental strategy 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 4.4.4.4 / 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 4.5 / Innovation, the laboratory of tomorrow.

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 "Sectors of activity" 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 details of the analysis of the risks and opportunities were made public in the communication to the CDP in 2024, 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 2023, 73% of the headcount within the CSR perimeter is covered by an EMS, including some entities that have been ISO 14001 certified in recent years:

**ATEXIS SPAIN SLU and ALTEN SOLUCIONES PRODUCTOS AUDITORIA E INGENIERIA SAU** in Spain;

**ALTEN TECHNOLOGY USA INC.** in the United States;

**PROGRAM PLANNING PROFESSIONALS LTD**, in the United Kingdom;

**ALTEN SVERIGE AB** in Sweden;

**ALTEN SA, ALTEN SUD OUEST SASU and ALTEN SYSTÈMES D'INFORMATION ET RÉSEAUX SASU** in France.

New entities have integrated ISO 14001 certification into their roadmap for the coming years:

- **ALTEN BELGIUM** (2024);
- **ALTEN LTD** (2025).

## 4.4.3 EMPLOYEE AWARENESS

Employees are the key players in taking action to reduce the Group's footprint, whether they are the teams in the Departments responsible for environmental issues or any employee who takes responsible action in favour of the environment. 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. Dedicated e-learning modules also remind us of best daily practices to respect others and the environment.

### 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 BV and ALTEN DELIVERY CENTER MAROC** regularly inform employees of upcoming CSR activities or best practices through posters and e-mails (safety, energy consumption, etc.).

## 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 2023, ALTEN joined the list of companies committed to achieving Net Zero Emission by 2050 in all 3 scopes.

The Group submitted its reduction trajectory to the SBTi, which validated the alignment of these objectives with the 1.5 degree target.

ALTEN is also committed to reducing its scopes 1 and 2 emissions by 59.8% between 2019 and 2030.

For scope 3, the Group is committed to reducing by 55.8% its emissions in the categories "Purchases of products and services", "Commuting" and "Business travel", which represented 72% of its scope 3 in 2019.

Since 2020, ALTEN has focused its efforts on the following 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.

In the first half of 2024, the teams will work to translate these objectives into a detailed roadmap for each of the Group's entities.

In 2023, the CDP Climate Change assessed ALTEN's approach to combating climate change at level A-.

### 4.4.4.2 Group carbon footprint

Every year since 2019, ALTEN has updated the calculation of greenhouse gas emissions from 100% of its activities in France and internationally.

#### Scope, methodology and assumptions

The carbon footprint published each year addresses the Group's scope, and not only the entities present in the CSR scope.

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,
  - commuting,
  - waste,
  - purchases and services,
  - non-current assets.

This work has been carried out in-house since 2022 by the CSR Department's environmental teams and is based on:

- raw data (km, kWh, units, m², etc.) from data collection campaigns at Group entities;
- extrapolated data;
- financial ratios (only for the purchase of products and services category).

In 2023, when data were not available, they were extrapolated as follows:

- if data not available,

=> extrapolation from data for entities in the same country;

- if data for the same country are not available,

=> extrapolation from data from entities in the same geographical area;

- if data for the same geographical area are not available,

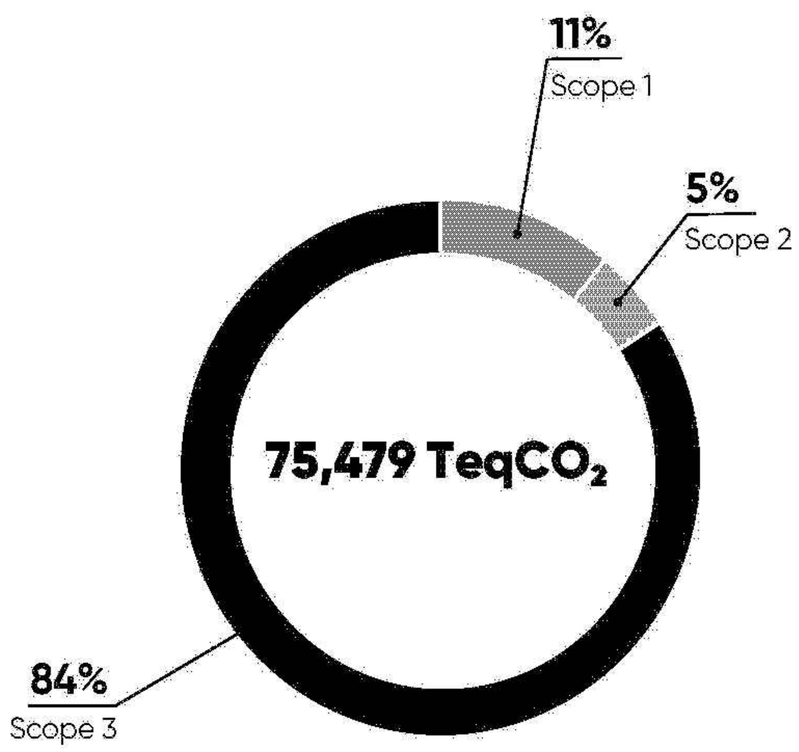
=> extrapolation from data for Group entities.

This appears to be a major change in the methodology, where previously the data were extrapolated from France.

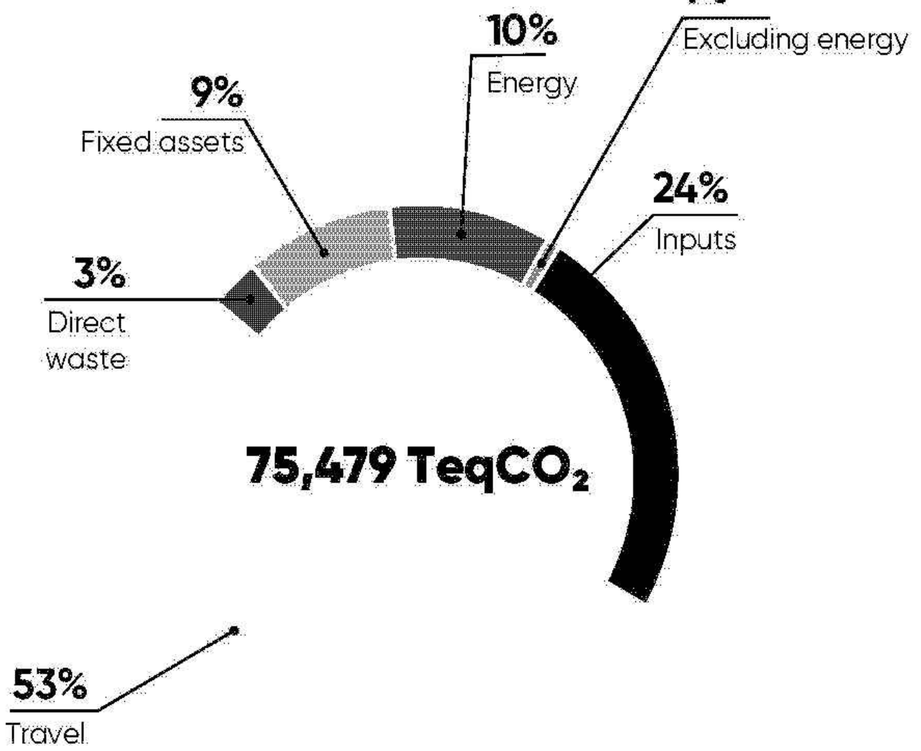
This methodology was applied to the 2023 carbon footprint assessment as well as to the 2022 carbon assessment for the purposes of aligning the methodology.

### Breakdown of greenhouse gas emissions in 2023

Group emissions in 2023 by scope ($TeqCO_2$)




Group emissions in 2023 by emission types ($TeqCO_2$)




2022 carbon footprint: **82,499 $TeqCO_2$**

*The data have been rounded for clarity.*

In 2023, ALTEN managed to reduce its greenhouse gas emissions in a context of strong growth in the Group's headcount.

The Group's total carbon intensity is lower than that of our reference year (2019) and the last year of publication of a carbon footprint assessment (2022), in particular thanks to:

- a reduction in the use of aircraft and an increase in the use of trains for business travel;
- the use of remote working in several countries, which limits emissions related to commuting, as well as better data collection within the Group.

The work carried out over the past few years to improve the reliability of the data has led to an increase in emissions in the following categories:

- energy consumption;
- vehicle fleet;
- waste.

## 4.4.4.3 Promoting renewable energy solutions

ALTEN promotes renewable energy solutions.

In 2023, 100% 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.

In 2023, the energy consumption of ALTEN sites within the CSR scope [1] was as follows:

| | Gross consumption - 2023 | Consumption per $m^2$ - 2023 |
|---|---|---|
| France | 5,953 MWh | 86.1 kWh/$m^2$ |
| International | 8,310 MWh | 75.3 kWh/$m^2$ |
| **TOTAL** | **14,263 MWH** | **79.4 KWH/$M^2$** |

*(1) The scope of consolidation of this indicator is specified in Section 4.6.1 "Methodological note".*

### International initiatives and specialist subsidiaries

On an international level, subsidiaries also use renewable energies:

**ALTEN FINLAND OY** used nearly 96% of renewable energy and installed solar panels at the Helsinki site.

**ALTEN SVERIGE AB** uses 100% renewable energy.

**ALTEN GmbH** uses 100% renewable energy for its electricity supply at all sites. For heating, natural gas is used.

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. ALTEN 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 2023 in France, 49% of the real estate portfolio was BBC and/or HQE certified (with the integration of a new BREEAM certified site in 2022).

Since the end of 2022, ALTEN has been planning to reduce its energy consumption by applying its new energy sobriety plan and 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 BELGIUM** is BREEAM certified at its Brussels site.

**ALTEN POLSKA SP ZOO** is BREEAM certified at its sites in Gdansk, Warsaw and Kraków.

**ALTEN SI TECHNO ROMANIA SRL** is BREEAM certified at its Bucharest sites.

**ALTEN SI SVERIGE AB** is BREEAM certified at its sites in Gothenburg and Stockholm.

**ALTEN FINLAND** is BREEAM certified at its Tampere site.

**SDG CONSULTING ITALIA** is BREEAM certified at its Florence site.

**SDG CONSULTING ESPAÑA** is BREEAM certified at its Madrid site.

## 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*.

Thanks to numerous collaborations and commitments in community research, ALTEN's responsible digital strategy has matured and puts its know-how to work for the benefit of its clients. This approach is based on three fundamental pillars:

1. Supporting its clients in their process of decarbonising IT systems:

   Thanks to its Responsible Digital strategy, ALTEN intends to put its know-how to work for the benefit of its clients and the transition of the digital sector by drawing on its internal expertise and its research and innovation work to reproduce the client's internal conditions and develop the energy optimisation and carbon footprint measurement solutions of the future. The Maturity Analysis Audit offer in application ecodesign based on AFNOR SPEC 2201, provides our clients with a trusted third party to analyse their Green IT maturity. In these Software Delivery Centres, ALTEN offers the possibility of integrating a GreenDevOps approach in the continuous integration and deployment chain, combining best practices and benchmarks as well as the implementation of static and dynamic code analysis tools along with measurement tools. This approach is applicable to the entire life cycle of the application.

2. Using its expertise to support the transition of the digital sector by helping to improve the tools developed by its partners:

   ALTEN's involvement in the responsible digital world is felt on a daily basis. ALTEN contributed to the drafting of the AFNOR Spec 2011 dedicated to the eco-design of digital services, which is being translated into an ISO standard. In addition, ALTEN is involved in numerous ThinkThanks: Digiworld, INR, AFNOR, ISO, etc., to develop the resources, methods and tools of responsible digital partners in order to raise the awareness of IT players in different sectors of activity in a Green IT approach.

3. Deploying the Responsible Digital Technology approach internally:

   Through the provision of an E-learning module dedicated to raising awareness of environmental issues related to digital services, ALTEN has succeeded in making more than 1,000 consultants aware of the environmental impacts of information systems and their uses. In addition to the challenge of use, our experts created an application ecodesign training course based on the AFNOR SPEC 2011 aiming to review the entire digital service life cycle and apply best practices of development, use and maintenance in operational conditions, which will subsequently result in an audit offer. 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). To promote their use, a user charter and training courses are offered to employees.

In France, 100% of computers and monitors are Energy Star certified. The IT equipment is category A3 or A4. To ensure that computers reach the end of their optimum lifespan, set at 4 years in accordance with ITSD policy, employees have access to an incident reporting service. In the case of repairable equipment, the need to involve the supplier for repair and/or replacement of the equipment is at the discretion of the technician. The repair time and therefore the impact on continuity of service is taken into account. If the case arises, technicians may, if they have the parts available and the skills, carry out the repair themselves.

### 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;
- 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 constitutes the main source of the Group's greenhouse gas emissions in 2023. ALTEN pays particular attention to this and offers innovative alternatives to its teams

The volume of travel continued to grow in 2023, but remained lower than in 2019 on a like-for-like basis.

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

The Group conducts mobility surveys among all its employees in its Core Business units in France. These involve analysing commuting journeys (inspired by the Company mobility plan), with the aim of estimating the associated carbon emissions, and promoting solutions aimed at continually reducing them.

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 employee vehicles;
- promoting the use of carpooling by subscribing to KAROS Entreprises for all Group employees in France.

Building on the results of these measures, ALTEN will extend these surveys to all subsidiaries in 2024.

ALTEN provides its employees with more than 180 charging stations for electric vehicles at 12 different sites. The deployment of charging stations will continue in 2024 at eligible sites.

Finally, a dedicated e-learning module on the challenges and solutions related to eco-mobility, in place since 2022, will be updated in 2024. The aim of this module is to raise awareness among all employees of the impact of travel, present the alternatives favoured by the Group and encourage them to move towards more environmentally-friendly mobility.

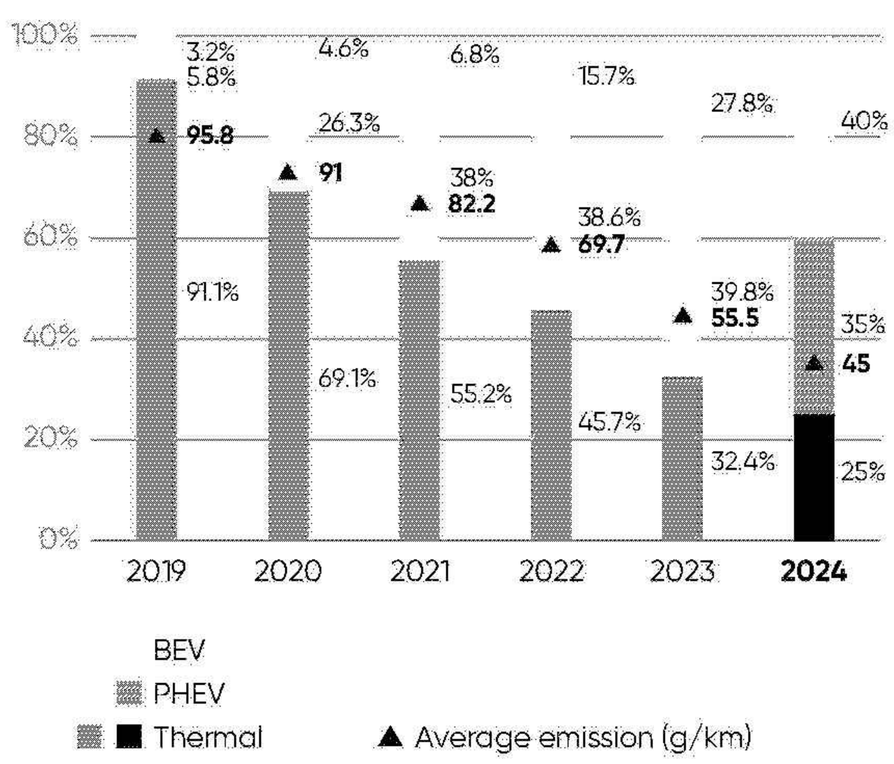
### Business travel

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.

In 2024, the Group will introduce a more ambitious travel policy to further promote low-carbon solutions: extended obligation to use the train and promotion of electric vehicle hire. This travel policy will also be extended to the UK and Germany, with a view to aligning best practices.

### Company vehicles

Year after year, the ALTEN Group continues to improve the environmental performance of its fleet at a steady pace. As a result, at the end of 2023 in France, 100% electric vehicles (BEVs) accounted for more than a quarter of all vehicles on the road, and average $CO_2$ emissions were almost halved between 2019 and 2023.




PHEV: Plug-in Hybrid Vehicles
BEV: Battery Electric Vehicles

The majority of the vehicles in the range are 100% electric, and this trend is set to continue in the years ahead, with the aim of achieving 100% electric vehicles by 2030. In addition, since 2021, ALTEN has used a 100% renewable electricity supply to power its buildings and charging stations in France.

For 2024, the Group will strive to extend this process of fleet electrification to the whole of Europe.

### International initiatives and specialist subsidiaries

**MI-GSO SASU** has introduced a mileage allowance for cycling and reimburses public transport season tickets.

**ALTEN NEDERLANDS BV and ALTEN FINLAND OY** provide charging stations for electric vehicles next to ALTEN buildings.

**PROGRAM PLANNING PROFESSIONALS 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.

## 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 2023, the Group's internal consumption came to 33 metric tons, *i.e.* an average of 0.760 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, 100% of paper used in France in 2023 was recycled and/or certified.

ALTEN encourages paper-free exchanges:

- in France, in 2023, 97% 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 2023, nearly 64% of invoices were processed digitally, an improvement of 16% compared to 2022;
- since 2021, ALTEN has set up a platform that enables 100% digital contract management.

In 2024, ALTEN will continue to work on the digitisation 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. The number of prints in 2023 decreased by 21% compared to 2022.

### International initiatives and specialist subsidiaries

**SDG CONSULTING ITALIA** has replaced paper archives with virtual ones for many documents in order to avoid printing and reduce paper consumption.

**MI-GSO UNIPESSOAL LDA** has implemented a paperless policy in its offices.

**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 2023, 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, ALTEN 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 2023 a specialised service provider collected 2.93 metric tons of WEEE from ALTEN and its subsidiaries in France.

Since 2020, ALTEN has eliminated all single-use plastic cups from its sites in France. Eight 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 2024, 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.

## 4.4.5.3 Limiting 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 2023, 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 SAS** 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** has installed water dispensers at all Italian sites and also plans to introduce the ALTEN branded water bottle for all employees to discourage the use of plastic bottles.

**ALTEN CALSOFT LABS (INDIA) PRIVATE LIMITED** uses reusable cups instead of paper ones in dining areas and buys sugar cane toilet paper to reduce paper waste.

## 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.

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 34,500 trees in 5 different countries.

In 2024, 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.

**PROGRAM PLANNING PROFESSIONALS LTD** supports a UK charity "The Conservation Volunteers" and their tree planting programme.

## 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 a greener and cleaner economy. This regulation 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;
- climate change adaptation;
- sustainable use and protection of water and marine resources;
- transition to a circular economy;
- pollution prevention and reduction;
- protection and restoration of biodiversity and ecosystems.

In this respect, the European Commission published a first delegated act in June 2021 on climate objectives (climate change mitigation and climate change adaptation) supplemented in March 2022 and June 2023 by new activities. As well as in June 2023 a delegated act for the other four environmental objectives (sustainable use and protection of water and marine resources, transition to a circular economy, pollution prevention and control, protection and restoration of biodiversity and ecosystems).

In this respect, companies must disclose information this year: specifically, for the 2023 financial year, ALTEN must publish the proportion of its turnover (revenue), its investments (CAPEX) and its operating expenses (OPEX) that are aligned, not aligned but eligible and not eligible for two of the six environmental objectives, climate change mitigation and adaptation. As well as the proportion of its turnover (revenue), investments (CAPEX) and operating expenses (OPEX) that is eligible and not eligible for the other four environmental objectives, i.e. protection of water and marine resources, transition to a circular economy, pollution prevention and control and protection of biodiversity and ecosystems. 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 minimum guarantees.

### 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 the 2021 financial year through the analysis of the company's NACE code led to the non-eligibility of activities.

In 2022, 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. The 2023 analysis continues to reflect these findings.

### 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 the complexity of the application of the European Taxonomy regulation to consulting companies, 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 2024, for the 2023 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, in respect of the 2022 financial year, in line with the previous financial year and in parallel with a project launched for the publication of the next report in 2025, only the data from the ALTEN France scope of structured project activities could be analysed;
- on the basis of the analysis carried out in this report in respect of the activities carried out between 1 January and 31 December 2023, and the report published in 2023 on the activities of 2022 and those still in progress, the 2023-2025 action plan must be updated. This will result in the publication of a Taxonomy analysis on a complete scope (action plan described in Section 4.4.7.6 / Continuation of the 2023-2025 action plan on the Taxonomy regulation) in 2025.

## Analysis of the Group's activity in accordance with European Taxonomy regulations

After 2 years of reporting in response to the provisions of the European Taxonomy regulation, ALTEN wishes to give a new dimension to the analysis and consideration of sustainability criteria as defined in the texts and is launching a vast project to map its activity.

Also, during 2024, all our intellectual service activities will be mapped to identify those that are eligible under the Taxonomy, i.e. those whose activities can contribute to at least one of the six environmental objectives: climate change mitigation, climate change adaptation, sustainable use and protection of water and marine resources, transition to a circular economy, pollution prevention and control, protection and restoration of biodiversity and ecosystems.

Detailed diagnostics of eligible activities will be carried out in order to determine ALTEN's alignment rate, in response to the principles laid down by the EU of compliance with the thresholds and technical criteria for the objective in question, avoidance of harm to the other objectives and compliance with the minimum social guarantees of international social agreements.

This analysis will be carried out methodically by the R&D teams using a quasi-industrial process, to enable full reporting in 2025. The project that will lead to this publication on 100% of the scope in 2025 is described in Section 4.4.7.6 / Continuation of the 2023-2025 action plan on the Taxonomy regulation.

## Eligibility analysis

### Turnover eligibility analysis

Recalling that the ALTEN Group's two main activities are engineering consultancy and IT services consultancy:

- no activity in the scope analysed was eligible for the four climate objectives: protection and sustainable use of water and marine resources, transition to a circular economy, pollution prevention and control, and protection and restoration of biodiversity and ecosystems;
- **two types of projects correspond to the descriptions** present in the Taxonomy regulation in two of its chapters:

1. Projects carried out for Engineering clients

- whose purpose is to identify ways of reducing CO2 emissions;

***Climate change adaptation***

| |
|---|
| 9.1 Engineering and technical consulting activities related to climate change adaptation |

2. 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.

***Climate change mitigation***

| |
|---|
| 8.1 Data processing, hosting and related activities |

It should be noted that the activity of "Data processing, hosting and related activities" can also be found in the "Climate change adaptation" climate objective. As this is not an enabling activity, the Taxonomy does not provide for turnover eligibility for this activity, and the "Climate change adaptation" objective is therefore not considered.

### CAPEX eligibility analysis

For the scope analysed in 2023, following the analysis of the Group's investments with regard to the Taxonomy criteria, the list below presents the categories of investments considered eligible for the following environmental objectives:

1. Investments related to the Group's vehicle fleet

***Climate change mitigation and Climate change adaptation***

| |
|---|
| 6.5 Transport by motorcycles, passenger cars and light commercial vehicles |

2. Investments related to the installation of charging stations for electric and hybrid vehicles in the car parks of buildings occupied by the Group:

   *the charging stations are for employees who own a vehicle from the company's fleet and also for employees who own an electric or hybrid vehicle on a private basis*

***Climate change mitigation and Climate change adaptation***

| |
|---|
| 7.4 Installation, maintenance and repair of charging stations for electric vehicles in buildings (and parking spaces adjacent to buildings) |

3. Investments related to the renovation (finishing works, low voltage, high voltage, air conditioning, ventilation, heating) of buildings occupied by the Group

| ***Climate change mitigation and Climate change adaptation*** |
|---|
| 7.2 Renovation of existing buildings |

4. Investments related to the acquisition of new building surface areas

| ***Climate change mitigation and Climate change adaptation*** |
|---|
| 7.7 Acquisition and ownership of buildings |

The analysis of risks related to climate change conducted by ALTEN on the France scope and described in Section 4.4.1.1 / Consideration of risks and opportunities related to climate change in the Group's strategy was carried out methodically for each building occupied by the Group in France following the recommendations made by the Taskforce on Climate-Related Financial Disclosures (TCFD). As the France scope concerned by this analysis has very little exposure to the physical risks of climate change, it was not necessary to develop an adaptation plan.

No investment in the scope analysed was eligible for the four climate objectives: protection and sustainable use of water and marine resources, transition to a circular economy, pollution prevention and control, and protection and restoration of biodiversity and ecosystems.

### OPEX eligibility analysis

The ALTEN Group's business model is essentially based on human resources, with employee benefits expense representing 79% 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.

## Alignment analysis

### Turnover alignment analysis

Concerning the adaptation objective, for the activities identified in Chapter **9.1 "Engineering and technical consulting activities related to climate change adaptation"**, as the available data does not precisely meet the criteria of substantial contribution, the projects identified as eligible are not considered as aligned with the Taxonomy regulation.

Regarding the mitigation objective, for the activities identified in Chapter **8.1 "Data processing, hosting and related activities"**, 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 despite their eligibility according to the activity definition proposed by the European regulation.

In summary, no project eligible for the Taxonomy in 2023 in the scope in question could be considered aligned.

### CAPEX alignment analysis

Concerning the objectives of climate change mitigation and climate change adaptation, for the activities identified in Chapter **6.5 "Transport by motorcycles, passenger cars and light commercial vehicles"**, investments related to the electrification of the vehicle fleet in France, which do meet the criteria for a substantial contribution, up to 1% of the total amount of CAPEX, could be aligned. The performance of the approach is described in Section 4.4.4.5 / Favouring sustainable mobility. Regarding the scope analysed in France, we note that, thanks to this decarbonisation of the vehicle fleet, the electric vehicle fleet represents 25% of the vehicles on the road. Nevertheless, as it is impossible to verify the compatibility of tyres with the do no significant harm criteria (DNSH), ALTEN is forced to consider these CAPEX as not being aligned with the Taxonomy.

Also for the objectives of climate change mitigation and climate change adaptation, for the activities identified in the Chapter **7.4 "Installation, maintenance and repair of charging stations for electric vehicles in buildings (and parking spaces adjacent to buildings)"**, the investment effort related to these facilities has been aligned with the sites occupied by ALTEN in France. The performance of the approach is described in Section 4.4.4.5 / Favouring sustainable mobility. At end 2023, including the new facilities operated during the year, more than 180 charging stations for electric vehicles, spread over 12 different sites in France, are available to employees with an electric vehicle from the fleet as well as to employees with an electric vehicle in a personal capacity.

In summary, only the activities carried out under Chapter **7.4 "Installation, maintenance and repair of charging stations for electric vehicles in buildings (and parking spaces adjacent to buildings)"** can be considered aligned in 2023.

The other activities identified as eligible for the Taxonomy Regulation cannot be considered as aligned activity because they do not meet the criteria for substantial contribution as presented in the texts.

## Compliance with DNSH ("Do No Significant Harm") criteria

Following the analysis of the substantial contribution criteria, it is necessary to verify that the activities selected in the Chapter **7.4 "Installation, maintenance and repair of charging stations for electric vehicles in buildings (and parking spaces adjacent to buildings)"** do not affect the other objectives:

- DNSH "climate change adaptation" for the climate change mitigation objective: the analysis of risks related to climate change conducted by ALTEN on the France scope and described in Section 4.4.1.1 / Consideration of risks and opportunities related to climate change in the Group's strategy was carried out methodically for each building in France according to the recommendations made by the Taskforce on Climate-Related Financial Disclosures. The France scope concerned by this analysis has very little exposure to the physical risks related to climate change and has therefore not been subject to an adaptation plan;
- DNSH "climate change mitigation" for the climate change adaptation objective: the buildings in which the charging stations for electric vehicles have been installed are not used for the extraction, storage, transport or trading of fossil fuels.

## 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 Organization'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. ALTEN has not been subject to any convictions that would call into question the minimum guarantees.

The tax commitments are detailed in Section 4.3.2.5 / Fiscal 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 respectively explained in Section 4.3.5.5 / Monitoring and continuous improvement system, 4.1.6 / Contribution to sustainable development goals and 4.3.4.3 / Responsible purchasing:

- the Ethics Charter;
- the Sustainable Development Charter;
- the Responsible Purchasing Charter.

# 4

### 4.4.7.3 Turnover analysis

In 2024, for the 2023 financial year, following last year's analysis, only data from the ALTEN France scope of structured project activities were analysed. As required by regulations, these data have been compared to the Group's revenue but cannot under any circumstances be extrapolated.

**Model: Proportion of turnover from products or services associated with Taxonomy-aligned economic activities – Information for 2023**

| 2023 financial year | | 2023 | | Substantial contribution criteria | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Economic activities | Code | Revenue | Proportion of revenue, year N | Climate change mitigation | Climate change adaptation | Water | Pollution | Circular economy | Biodiversity |
| | | (In M€) | % | Y; N; N/EL | Y; N; N/EL | Y; N; N/EL | Y; N; N/EL | Y; N; N/EL | Y; N; N/EL |
| **A. TAXONOMY-ELIGIBLE ACTIVITIES** | | | | | | | | | |
| **A.1. ENVIRONMENTALLY SUSTAINABLE ACTIVITIES (TAXONOMY-ALIGNED)** | | | | | | | | | |
| Revenue of environmentally sustainable activities (Taxonomy-aligned) (A.1.) | | – | – | | | | | | |
| Of which enabling | | – | – | | | | | | |
| Of which transitional | | – | – | | | | | | |
| **A.2. TAXONOMY-ELIGIBLE BUT NOT ENVIRONMENTALLY SUSTAINABLE ACTIVITIES (NOT TAXONOMY-ALIGNED ACTIVITIES) (G)** | | | | | | | | | |
| | | | | EL; N/EL | EL; N/EL | EL; N/EL | EL; N/EL | EL; N/EL | EL; N/EL |
| Data processing, hosting and related activities | CCM 8.1 | 1.60 | 0.04% | EL | N/EL | N/EL | N/EL | NEL | N/EL |
| Engineering and technical consulting activities related to climate change adaptation | CCA 9.1 | 7.88 | 0.20% | N/EL | EL | N/EL | N/EL | NEL | N/EL |
| Revenue of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2.) | | 8.90 | 0.24% | 0.04% | 0.20% | | | | |
| **A. REVENUE OF TAXONOMY-ELIGIBLE ACTIVITIES (A.1. + A.2.)** | | **8.90** | **0.24%** | **%** | **%** | | | | |
| **B. TAXONOMY-NON-ELIGIBLE ACTIVITIES** | | | | | | | | | |
| Revenue of Taxonomy non-eligible activities | | 3,991.10 | 99.76% | | | | | | |
| **TOTAL (A. + B.)** | | **4,000.00** | **100%** | | | | | | |

*Y = YES - Taxonomy-eligible and Taxonomy-aligned activity with the relevant environmental objective;*
*N = NO - Taxonomy-eligible but not Taxonomy-aligned activity with the relevant environmental objective;*
*N/EL - Not eligible, Taxonomy non-eligible activity for the relevant environmental objective;*
*EL - Taxonomy-eligible activity for the relevant objective.*

| | DNSH criteria | | | | | | | Proportion of Taxonomy aligned (A.1.) or eligible (A.2.) revenue, year N-1 | Category enabling activity | Category transitional activity |
|---|---|---|---|---|---|---|---|---|---|---|
| | Climate change mitigation | Climate change adaptation | Water | Pollution | Circular economy | Biodiversity | Minimum guarantees | | | |
| | Y/N | Y/N | Y/N | Y/N | Y/N | Y/N | Y/N | % | M | T |
| | | | | | | | | | | |
| | | | | | | | | | | |
| | | | | | | | | | | |
| | | | | | | | | 0.01% | | |
| | | | | | | | | 0.01% | M | |
| | | | | | | | | | | T |
| | | | | | | | | | | |
| | | | | | | | | 0.04% | | |
| | | | | | | | | 0.26% | | |
| | | | | | | | | 0.30% | | |
| | | | | | | | | **0.30%** | | |
| | | | | | | | | | | |
| | | | | | | | | | | |
| | | | | | | | | | | |

**Template: Proportion of revenue from Taxonomy-eligible and/or aligned economic activities per environmental objective – Disclosure covering year N**

| | Proportion of revenue/total revenue | |
|---|---|---|
| | Taxonomy-aligned per objective | Taxonomy-eligible per objective |
| CCM | 0.00% | 0.04% |
| CCA | 0.00% | 0.20% |
| WTR | 0.00% | 0.00% |
| CE | 0.00% | 0.00% |
| PPC | 0.00% | 0.00% |
| BIO | 0.00% | 0.00% |

### 4.4.7.4 Capex analysis

In 2024, for the 2023 financial year, following the analysis for the past year, 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 flows from intangible assets and property, plant and equipment (see the table in Section 6.1.4 "Statement of consolidated cash flow"), i.e. €2,849,451 and €18,083,576 respectively;
- to new leases (vehicles, real estate and other) visible in Table 6.1.6 "Notes to the consolidated financial statements" in Note 5.2 "new leases", i.e. €18,960,062, €29,080,000 and €4,282,285 respectively;
- to leases related to business combinations over the period and shown in Table 6.1.6 "Notes to the consolidated financial statements" in Note 5.2 "Changes in scope of consolidation" (property and vehicles), i.e. €11,458,000 and €2,547,000 respectively;
- intangible assets and property, plant and equipment related to business combinations for the period included in the financial statements for an amount of €9,145,905.

The numerator of aligned eligible Capex is composed in 2023 of the amounts of investments dedicated to the installation of charging stations for electric vehicles as stipulated in the substantial contribution of the activity criteria **7.4 "Installation, maintenance and repair of charging stations for electric vehicles in buildings (and parking spaces adjacent to buildings)**" of the climate change mitigation and climate change adaptation objectives.

**Model: Proportion of CapEx expenditure from products or services associated with Taxonomy-aligned economic activities – Information for 2023**

| 2023 financial year | | 2023 | | Substantial contribution criteria | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Economic activities | Code | CapEx | Proportion of CapEx, year N | Climate change mitigation | Climate change adaptation | Water | Pollution | Circular economy | Biodiversity |
| | | (In M€) | % | Y; N; N/EL | Y; N; N/EL | Y; N; N/EL | Y; N; N/EL | Y; N; N/EL | Y; N; N/EL |
| **A. TAXONOMY-ELIGIBLE ACTIVITIES** | | | | | | | | | |
| **A.1. ENVIRONMENTALLY SUSTAINABLE ACTIVITIES (TAXONOMY-ALIGNED)** | | | | | | | | | |
| 6.5 Transport by motorcycles, passenger cars and light commercial vehicles | **CCM 6.5**/ CCA 6.5 | 0 | 0 | N | N | N/EL | N/EL | N/EL | N/EL |
| 7.4 Installation, maintenance and repair of charging stations for electric vehicles in buildings (and parking spaces adjacent to buildings) | **CCM 7.4**/ CCA 7.4 | 0.3 | 0.27% | **Y** | Y | N/EL | N/EL | N/EL | N/EL |
| CapEx of environmentally sustainable activities (Taxonomy-aligned) (A.1.) | | 0.3 | 0.27% | 100% | 0 | 0 | 0 | 0 | 0 |
| Of which enabling | | 0.3 | 0.27% | 100% | 0% | 0% | 0% | 0% | 0% |
| Of which transitional | | 0 | 0% | 0% | | | | | |

| | DNSH criteria | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | Climate change mitigation | Climate change adaptation | Water | Pollution | Circular economy | Biodiversity | Minimum guarantees | Proportion of Taxonomy -aligned (A.1.) or eligible (A.2.) CapEx, year N-1 | Category enabling activity | Category transitional activity |
| | Y/N | Y/N | Y/N | Y/N | Y/N | Y/N | Y/N | % | M | T |
| | | | | | | | | | | |
| | Y | Y | Y | Y | Y | Y | Y | 0.08% | M | |
| | Y | Y | Y | Y | Y | Y | Y | 0 | | T |
| | Y | Y | Y | Y | Y | Y | Y | 0.79% | | |
| | Y | Y | Y | Y | Y | Y | Y | % | M | |
| | Y | Y | Y | Y | Y | Y | Y | % | | T |

| 2023 financial year | | 2023 | | Substantial contribution criteria | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| **Economic activities** | **Code** | **CapEx** | **Proportion of CapEx, year N** | **Climate change mitigation** | **Climate change adaptation** | **Water** | **Pollution** | **Circular economy** | **Biodiversity** |
| **A.2 TAXONOMY-ELIGIBLE BUT NOT ENVIRONMENTALLY SUSTAINABLE ACTIVITIES (NOT TAXONOMY-ALIGNED ACTIVITIES)** | | | | | | | | | |
| | | | | EL; N/EL | EL; N/EL | EL; N/EL | EL; N/EL | EL; N/EL | EL; N/E |
| 6.5 Transport by motorcycles, passenger cars and light commercial vehicles | **CCM 6.5**/ CCA 6.5 | 21.5 | 21.8% | Yes | N/EL | N/EL | N/EL | N/EL | N/EL |
| 7.2 Renovation of existing buildings | **CCM 7.2**/ CCA 7.2 | 3.3 | 3.4% | Yes | N/EL | N/EL | N/EL | N/EL | N/EL |
| 7.7 Acquisition and ownership of buildings | **CCM 7.7**/ CCA 7.7 | 40.5 | 41% | Yes | N/EL | N/EL | N/EL | N/EL | N/EL |
| CapEx of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2.) | | 65.4 | 66.2% | 100% | 0 | 0 | 0 | 0 | 0 |
| **A. CAPEX OF TAXONOMY-ELIGIBLE ACTIVITIES (A.1+A.2)** | | **65.6** | **66%** | **100** | **0** | **0** | **0** | **0** | **0** |
| **B. TAXONOMY-NON-ELIGIBLE ACTIVITIES** | | | | | | | | | |
| CapEx of Taxonomy-non-eligible activities | | 33.2 | 34% | | | | | | |
| **TOTAL (A. + B.)** | | **98.8** | **100%** | | | | | | |

*Y = YES – Taxonomy-eligible and Taxonomy-aligned activity with the relevant environmental objective;*
*N = NO – Taxonomy-eligible but not Taxonomy-aligned activity with the relevant environmental objective;*
*N/EL – Not eligible, Taxonomy non-eligible activity for the relevant environmental objective;*
*EL – Taxonomy-eligible activity for the relevant objective.*

| DNSH criteria | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Climate change mitigation | Climate change adaptation | Water | Pollution | Circular economy | Biodiversity | Minimum guarantees | Proportion of Taxonomy -aligned (A.1.) or eligible (A.2.) CapEx, year N-1 | Category enabling activity | Category transitional activity |
| | | | | | | | 15.29% | | |
| | | | | | | | 6.21% | | |
| | | | | | | | 54.11% | | |
| | | | | | | | 75.61% | | |
| | | | | | | | **77.45%** | | |

**Template: Proportion of CapEx from Taxonomy-eligible and/or aligned economic activities per environmental objective – Disclosure covering year N**

| | Proportion of CapEx/Total CapEx | |
|---|---|---|
| | Taxonomy-aligned per objective | Taxonomy-eligible per objective |
| CCM | 0.27% | 66% |
| CCA | 0.27% | 66% |
| WTR | 0% | 0% |
| CE | 0% | 0% |
| PPC | 0% | 0% |
| BIO | 0% | 0% |

## 4.4.7.5 Opex analysis

**Model: Proportion of OpEx relating to products or services associated with Taxonomy-aligned economic activities – Information for year N**

| 2023 financial year | | 2023 | | Substantial contribution criteria | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| **Economic activities** | **Code** | **OpEx** | **Proportion of OpEx, Year N** | **Climate change mitigation** | **Climate change adaptation** | **Water** | **Pollution** | **Circular economy** | **Biodiversity** |
| | | (In M€) | % | Y; N; N/EL | Y; N; N/EL | Y; N; N/EL | Y; N; N/EL | Y; N; N/EL | Y; N; N/EL |
| **A. TAXONOMY-ELIGIBLE ACTIVITIES** | | | | | | | | | |
| **A.1. ENVIRONMENTALLY SUSTAINABLE ACTIVITIES (TAXONOMY-ALIGNED)** | | | | | | | | | |
| OpEx of environmentally sustainable activities (Taxonomy-aligned) (A.1.) | | | | | | | | | |
| Of which enabling | | – | – | | | | | | |
| Of which transitional | | – | – | | | | | | |
| **A.2 TAXONOMY-ELIGIBLE BUT NOT ENVIRONMENTALLY SUSTAINABLE ACTIVITIES (NOT TAXONOMY-ALIGNED ACTIVITIES) (G)** | | | | | | | | | |
| | | | | EL; N/EL | EL; N/EL | EL; N/EL | EL; N/EL | EL; N/EL | EL; N/EL |
| OpEx of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2.) | | – | – | | | | | | |
| **A. OPEX OF TAXONOMY-ELIGIBLE ACTIVITIES (A.1+A.2)** | | **-** | **-** | | | | | | |
| **B. TAXONOMY-NON-ELIGIBLE ACTIVITIES** | | | | | | | | | |
| OpEx of Taxonomy-non-eligible activities | | 62 | 100% | | | | | | |
| **TOTAL (A. + B.)** | | **62** | **100%** | | | | | | |

*Y = YES - Taxonomy-eligible and Taxonomy-aligned activity with the relevant environmental objective;*
*N = NO - Taxonomy-eligible but not Taxonomy-aligned activity with the relevant environmental objective;*
*N/EL - Not eligible, Taxonomy non-eligible activity for the relevant environmental objective;*
*EL - Taxonomy-eligible activity for the relevant objective.*

| | DNSH criteria | | | | | | | Proportion of Taxonomy aligned (A.1.) or eligible (A.2.) OpEx, year N-1 | Category enabling activity | Category transitional activity |
|---|---|---|---|---|---|---|---|---|---|---|
| | Climate change mitigation | Climate change adaptation | Water | Pollution | Circular economy | Biodiversity | Minimum guarantees | | | |
| | Y/N | Y/N | Y/N | Y/N | Y/N | Y/N | Y/N | % | M | T |
| | | | | | | | | | | |
| | | | | | | | | | | |
| | | | | | | | | | | |
| | | | | | | | | | M | |
| | | | | | | | | | | T |
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| | | | | | | | | | | |

**Template: Proportion of OpEx from Taxonomy-eligible and/or aligned economic activities per environmental objective – Disclosure covering year N**

| | Proportion of OpEx/Total OpEx | |
|---|---|---|
| | Taxonomy-aligned per objective | Taxonomy-eligible per objective |
| CCM | 0% | 0% |
| CCA | 0% | 0% |
| WTR | 0% | 0% |
| CE | 0% | 0% |
| PPC | 0% | 0% |
| BIO | 0% | 0% |

### 4.4.7.6 Continuation of the 2023-2025 action plan on the Taxonomy regulation

ALTEN plans to broaden the scope of analysis significantly in order to approach 100% of consolidated revenue for the publication of the future sustainability report in 2025, which will cover the 2024 financial year.

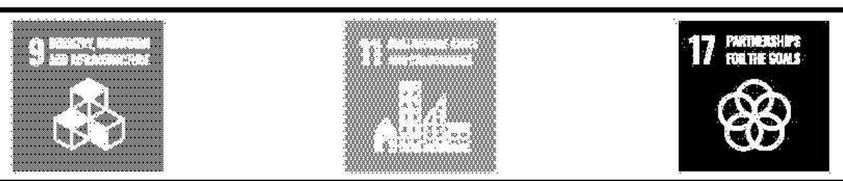
This will require the mobilisation of a dedicated team, as the volume of projects to be analysed for eligibility and turnover alignment is considerable. For the analysis of CAPEX and OPEX, ALTEN will endeavour to train its various entities in the implementation of the regulation and to provide a tool to facilitate the collection of information.

ALTEN proposes a Green IT offer to its clients aimed at reducing the impact of digital technology, and many of the projects carried out with clients have an environmental connotation. In this respect, ALTEN hopes to increase its active contribution to the environmental objectives targeted by the regulation and, ultimately, to increase the share of its eligible and aligned activities.

Lastly, as the Group has set itself the objective of reducing and controlling its environmental impact, for example through its emission reduction trajectory, the decarbonisation projects resulting from this objective should also contribute to increasing the share of eligible and aligned CAPEX.

# 4.5 INNOVATION, THE LABORATORY OF TOMORROW

Through these areas of action, ALTEN is committed to and intends to contribute to achieving SDG 9, 11 and 17.




## 4.5.1 SUSTAINABLE INNOVATION

ALTEN, through its unique positioning combining Engineering with digital and business services, is innovating to meet the challenges of digital transformation while increasing its level of sustainability requirements: more than 30% of our activities will be focused on sustainable innovation in 2023, with continuous growth over several years to reach cruising speed.

### 4.5.1.1 Innovating to preserve biodiversity

ALTEN aims to contribute to a better understanding and assessment of the diversity of living organisms. To achieve this, the Innovation Department has selected a number of research projects to be carried out in its Labs in France.

At the genetic level, the "AIπGen" project aims to model and make individual dynamic predictions of the impact of environmental factors on epigenetic mechanisms in healthy and pathological populations (1st case study: diabetic cardiomyopathy). The aim of this work is to set up a mobile application to study exposure to risk factors on an individual scale and to estimate/predict the associated risks.

At the species level, in collaboration with STMicroelectronics and Schneider Electric, research is currently underway to create a solution for wind turbines based on "low-cost" intelligent video surveillance. The aim of this project is to make the installation of wind farms in sparsely populated areas compatible with the preservation of species in these often protected areas. Developed by STMicroelectronics, the camera's intelligent system analyses the species in flight in the vicinity of the wind turbine, and the system developed by Schneider Electric and installed in the wind turbine will shut down the device at the slightest alert (nearby event with a high risk of collision, such as migratory flight in clouds or crop harvesting/planting).

At ecosystem level, biodiversity is an integral part of all agricultural production, but forms of agriculture based on the homogenisation of practices and landscapes are leading to a reduction in biodiversity and often pose a threat to ecosystems. ALTEN is currently working on monitoring the agricultural production ecosystem to prevent animal and plant aberrations, in collaboration with EAUZONS, a sustainable aquaponic farm (plant/animal symbiosis) in the Gers region. We are using our skills in AI and computer vision to anticipate abnormal behaviour in our partner's fish and plant production, while guaranteeing pest detection. The aim of this work is to avoid using chemical inputs in the production of this ecosystem while guaranteeing efficient production.

### International initiatives and specialist subsidiaries

**ALTEN UK** has sought to develop a Machine Learning-based tool to evaluate satellite images and identify oil palm plantations. This tool would enable governments and other organisations to analyse trends in the number of oil palm plantations and predict when they will meet their targets for reducing palm oil production.

### 4.5.1.2 Eco-designing a more sustainable world

The R&D 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 accelerate the process of finding a range of acceptable solutions optimised to reduce the environmental footprint. 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).

#### Decarbonise and steer the energy transition of industry

In France, the manufacturing industry, industrial processes and construction sectors contribute 21% of GHG emissions. According to the French Environment and Energy Management Agency (ADEME), these emissions are linked to the energy required for these activities and to industrial processes, most of which rely on fossil fuels.

The decarbonisation and reduction of greenhouse gas emissions from industry expected since the signing of the Paris Agreements requires the introduction of sustainable production and an eco-design and sobriety approach to achieve the target of an 81% reduction in greenhouse gas emissions by 2050 (National Low Carbon Strategy).

In addition, with talk of Industry 4.0 and the massive deployment of connected objects to improve production, control resources, monitor data and thus reduce environmental impact and production costs, ALTEN, convinced that eco-design is adapted to the industrial systems of the Smart Factory, sees the need to consider the environmental impact of these objects from end to end, starting with the development of the industrial system and during its use.

Several projects in ALTEN Labs aim to contribute to achieving these objectives:

- 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 systems and managing several energy sources. On the other hand, it enables optimal decisions to be taken by predicting, simulating and prescribing more ecological and economical solutions. This tool is currently being prototyped on our "Mini-Factory" demonstration platform for the Factory in the Industry 4.0 era;
- the "ÉcoIoT4.0" project, selected by ADEME as part of the PERFECTO 2022 call for projects, proposes to set up a tool to measure and help with the eco-design of a global solution (hardware and software) and to test it for the eco-design 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. As part of this application, we are applying an environmental assessment method using Life Cycle Assessment (LCA) in relation to: extraction of ores and crude oil, use of water and land, emissions into the air, water and soil in an end-to-end approach on 16 environmental impact indicators to obtain a positive overall environmental balance between the cost of the solution deployed and the benefit of increasing the lifespan of cutting tools linked to the production of an aircraft.

#### Decarbonise land and air transport

ALTEN aims to contribute to the environmental approach of the transport sector in all its forms:

- the transformation of the transport of goods and merchandise (train, truck, plane, ship, factory) based on digitalisation, interconnection and multi-modality, must not be achieved at the expense of $CO_2$ emissions and the risk engendered by these changes. ALTEN is working to develop optimisation solutions in these 3 areas in partnership with Here Technologies and Siemens SCS;
- the transformation of passenger transport by designing intelligent transport systems and mobility assistance solutions to optimise road traffic in a smart city based on its digital twin, develop journey optimisation applications and determine the potential for the installation of charging stations by modelling supply and demand;
- in air transport, we have assessed current flight paths and estimated the environmental impact of vapour trails generated by the aircraft. This application can then be used to optimise flight trajectories by indicating flight rerouting opportunities, in particular flight altitude, to reduce the formation of vapour trails and thus reduce the environmental impact of the flight.

### International initiatives and specialist subsidiaries

**IN SPAIN**, R&D teams are working on the design of hydrogen trucks. They are developing a prototype for the routing of fuel cell cooling, ensuring a good compromise between the high degree of modularisation of the trucks and the automatic routing procedure from the gas tanks.

**IN THE UK**, we are helping to design aircraft propulsion systems that can increase engine performance at higher operating temperatures without compromising engine life, as well as a more sustainable aircraft engine by reducing fuel consumption by 25% compared with the previous generation. Our work focused on the design and development of a physical demonstrator to assess the physical integration of the new engine on the wings, including the interface with various constituents such as fuel, oil, air, electronics and transmission in the knowledge that the existing systems to interface with the new propulsion technology had to meet new service requirements and a larger aircraft size. We are also preparing for the emergence of electric aircraft, in particular by designing a generalised battery management system to enable the future development of scalable battery networks.

### Green AI for more responsible digital technology

The ecological transition now concerns all economic sectors, including the digital sector, which contributes 4% to 5% of global greenhouse gas emissions. Faced with the exponential digitalisation of services and the emergence of new technological tools such as IoT and AI, companies are becoming increasingly aware of the environmental impact of their infrastructures. In response to this problem, Green IT proposes a responsible approach to the management of IT resources.

The global and innovative strategy put in place by ALTEN's Responsible Digital Technology teams aims to optimise the environmental impact of internal IT services, use Innovation Labs to develop the footprint measurement and eco-design solutions of tomorrow and put the Group's expertise at the service of its clients and the transition of the digital sector. In recognition of this approach, the *Institut du Numérique Responsable* awarded ALTEN the "Jury's Favourite" prize in 2021 in the "Organisational Strategy and Responsible Digital Technology" category.

Since 2021, generative AI has become an omnipresent topic in the news. These technologies are evolving faster and faster, but the field of Artificial Intelligence is, by its very nature, very energy-intensive. According to researchers at the University of Massachusetts, the training of a single generative AI model can release almost 300 metric tons of $CO_2$ into the atmosphere. In this context, ALTEN is developing technologies using Artificial Intelligence for AI for Green purposes, while at the same time embarking on optimisation initiatives to reduce the environmental impact of Artificial Intelligence as far as possible for Green AI purposes, to avoid "the cure being worse than the disease".

Following on from the work carried out as part of the "ÉcoIoT4.0" project selected by ADEME, our R&D efforts are focused on the Intelligent Systems Eco-design Test Bench project to develop an experimental platform for measuring, analysing and optimising the performance of intelligent 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 use case, 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.

## 4.5.1.5 Innovating to combat greenwashing

In the field of Green finance, the aim of this R&I project is to measure the level of 'Greenwashing' of financial assets claiming to be Green (where generally it is the level of Green measured by financial players).

To achieve this, the project implements information extraction mechanisms with truthfulness and verifiability research (AI, NLP, LLM, etc.) as well as correlation research mechanisms using graph construction and Machine Learning, with the aim of finding patterns based on signatures of the "Greenwashing" type. The sources used today to achieve this objective are many and varied: financial, economic, regulatory, geopolitical data, etc.

## 4.5.1.6 Innovating for people

### Contributing to the performance of the athlete's body, equipment and mindset

The search for ultimate sporting performance requires paying attention to the smallest detail, understanding everything about yourself and your environment. Mastery of simulation tools and data processing provides that "something extra" that can make all the difference to your physical and mental performance. The ALTEN sport science team, which includes a French triathlon record holder, optimises race strategies, and works on equipment and systems that are perfectly suited to each discipline, using physical data from events, biomechanics and the physiology of athletes.

Today, high-level sport requires not only the achievement of a collective and individual sporting performance, but also essential support thanks to equipment, training and strategies that make the ultimate difference. ALTEN, and in particular its LINCOLN subsidiary specialising in data science, have put together a team of sports scientists capable of achieving this using the technologies explored within our ALTEN Labs.

### Contributing to progress for the well-being of patients

The healthcare ecosystem is facing new challenges in terms of the organisation of care and the patient experience. Innovation is the keystone to meet these new societal challenges. In particular at its AIXIAL lab, the smart healthcare programme is looking at ways of digitalising this healthcare system, integrating data analysis and artificial intelligence, and developing innovative IoTs to shape the future of clinical research.

The smart healthcare programme is part of a drive to digitalise healthcare and centralise the patient experience, using new technologies such as AI, data science, IoT, cybersecurity, etc.

The clinical trials that are essential for the launch of medical products and/or devices on the market must comply with strict criteria to guarantee their safety, efficacy and reliability. The ambition of the smart healthcare programme is to accelerate the virtualisation of clinical trials, in particular, the digitalisation of procedures and the decentralisation of trials while guaranteeing optimised patient recruitment and follow-up using connected solutions, AI and real-life data without compromising reliability and safety.

To provide answers to these issues, smart healthcare is focusing on three areas:

- patient-centred: IoT, mHealth and AI to improve remote patient follow-up and monitoring;
- real-life data: data science and AI for a better understanding of patients (behaviour, needs, etc.) and their pathologies, for more personalised care;
- care coordination: data and AI to optimise care and care pathways while reducing administrative costs.

## 4.5.2 CULTIVATING THE SPIRIT OF INNOVATION AND STRENGTHENING SKILLS

Sustainable innovation within ALTEN is not the responsibility of a few within the Company. Many are fortunate to be able to use their engineering skills in our ALTEN Labs to serve the Group's commitments. Each year, the equivalent of 20% of consultants in France have the opportunity to visit. A large number of new hires are concerned, as well as any employee with skills aligned with the R&D projects underway in each of the ALTEN Labs. The ambition is to stimulate the engineering culture of our employees and support the development of their skills and expertise.

In addition, to share the latest advances in sustainable innovation, share our expertise and make all employees aware of opportunities, we launched the ALTEN Tech Talks, weekly online conferences. 25% of these meetings are dedicated to sustainability themes.

## 4.5.3 APPLYING BEST SUSTAINABILITY PRACTICES TO SUPPORT ALTEN'S COMMITMENTS

The dynamic nature of ALTEN's R&D activities and the challenges they can serve means that the Innovation approach can be fully integrated into the Group's arsenal to meet its commitments. It can serve as a driving force in meeting new challenges when it comes to carrying out in-depth analyses based on extremely precise criteria, and in the near future it will also serve as an incubator for certain action plans that meet the Group's sustainability commitments.

### Analysis of the Group's activity in accordance with the European Taxonomy Regulation

After two years of reporting in response to the provisions of the European Taxonomy regulation, ALTEN wishes to give a new dimension to the analysis and consideration of sustainability criteria as defined in the texts.

All our intellectual service activities will be mapped to identify those that are eligible under the taxonomy, *i.e.* those whose activities can contribute to at least one of the six environmental objectives: climate change mitigation, climate change adaptation, protection and sustainable use of water and marine resources, transition to a circular economy, pollution prevention and control, protection and restoration of biodiversity and ecosystems.

Detailed diagnostics of eligible activities will be carried out in order to determine ALTEN's rate of alignment, in response to the principles laid down by the EU of compliance with the thresholds and technical criteria for the objective in question, non-negligibility for other objectives and compliance with the minimum social guarantees of international social agreements.

This analysis will be carried out methodically by the R&D teams, using a quasi-industrial process, to enable full reporting by 2025.

# 4.6 METHODOLOGIES AND INTERNATIONAL GUIDELINES

## 4.6.1 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 2023 to 31 December 2023.

The CSR scope in this report covers ALTEN's legal entities and solutions located in France:

- ALTEN SA;
- ALTEN SUD-OUEST SASU;
- ATEXIS FRANCE SASU;
- MI-GSO SASU;
- ALTEN SYSTÈMES D'INFORMATION ET RÉSEAUX SASU;
- ALTEN TECHNOLOGIES SASU;
- AIXIAL SAS;
- LINCOLN SASU;
- AVENIR CONSEIL SASU;
- AIXIAL DEVELOPMENT SASU;
- CADUCEUM SASU;
- ANOTECH ENERGY SASU;
- UNIWARE GLOBAL SERVICES SASU (1);
- NEXEO CONSULTING SASU;
- FINAXIUM SASU (2).

The CSR scope also covers international entities:

- ATEXIS SPAIN SLU;
- ALTEN BELGIUM;
- ALTEN SWITZERLAND AG;
- ALTEN GmbH;
- ALTEN TECHNOLOGY GmbH;
- ALTEN SOLUCIONES, PRODUCTOS, AUDITORIA E INGENIERIA SAU;
- ALTEN FINLAND OY;
- ALTEN NEDERLAND BV;
- ORION ENGINEERING BV;
- TECHALTEN PORTUGAL LDA;
- ALTEN SVERIGE AB;
- ALTEN ITALIA SPA;
- ALTEN LTD;
- ALTEN CALSOFT LABS (INDIA) PRIVATE LIMITED;
- CALSOFT LABS INC.;
- ALTEN INDIA PRIVATE LIMITED;
- ALTEN DELIVERY CENTER MAROC;
- ALTEN DELIVERY CENTER EASTERN EUROPE SRL;
- ALTEN DELIVERY CENTER EASTERN EUROPE SP ZOO;
- ALTEN TECHNOLOGY USA INC.;
- ALTEN KOREA CO LTD;
- ALTEN CHINA LIMITED;
- ALTEN POLSKA SP ZOO;
- ALTEN SI TECHNO ROMANIA SRL;
- ALTEN CANADA INC.;
- ANOTECH ENERGY USA INC.;
- ANOTECH ENERGY DOHA LLC;
- ANOTECH ENERGY SINGAPORE PVTE LTD;
- MI-GSO EXPERTO EN MANAGEMENT DE PROYECTOS;
- MI-GSO GmbH;
- MI-GSO UNIPESSOAL LDA;
- PROGRAM PLANNING PROFESSIONALS PTY LTD (AUSTRALIA);
- PROGRAM PLANNING PROFESSIONALS LTD;
- PCUBED CANADA INC.;
- PROGRAM PLANNING PROFESSIONALS INC.;
- CIENET COMMUNICATIONS BEIJING CO LTD;
- CIENET INTERNATIONAL LLC;
- CIENET TECHNOLOGIES BEIJING CO LTD;
- CIENET TECHNOLOGIES CHENGDU CO LTD;
- CIENET TECHNOLOGIES LLC;
- CIENET TECHNOLOGIES NANJING CO LTD;
- CIENET TECHNOLOGIES TAIWAN;
- METHODS BUSINESS AND DIGITAL TECHNOLOGY LTD;
- SDG CONSULTING ITALIA;
- SDG CONSULTING ESPAÑA;
- IT SECTOR - SISTEMAS DE INFORMACAO, METHODS BUSINESS AND DIGITAL TECHNOLOGY LIMITED.

In 2023, the following reported consolidated data:

CIENET TECHNOLOGIES BEIJING CO LTD, CIENET COMMUNICATIONS BEIJING CO LTD, CIENET INTERNATIONAL LLC, CIENET TECHNOLOGIES BEIJING CO, CIENET TECHNOLOGIES CHENGDU CO LTD, CIENET TECHNOLOGIES LLC, CIENET TECHNOLOGIES NANJING CO LTD, CIENET TECHNOLOGIES TAIWAN.

Internationally, the entities ALTEN KOREA CO LTD, CIENET TECHNOLOGY BEIJING CO LTD, CIENET COMMUNICATIONS BEIJING CO LTD, CIENET INTERNATIONAL LLC, CIENET TECHNOLOGIES BEIJING CO, CIENET TECHNOLOGIES CHENGDU CO LTD, CIENET TECHNOLOGIES LLC, CIENET TECHNOLOGIES NANJING CO LTD, CIENET TECHNOLOGIES TAIWAN, IT SECTOR - SISTEMAS DE INFORMACAO, METHODS BUSINESS AND DIGITAL TECHNOLOGY LIMITED, ALTEN DELIVERY CENTER EASTERN EUROPE SRL, ALTEN DELIVERY CENTER EASTERN EUROPE SP ZOO were included in the reporting.

*(1) Company merged on 01/03/2024*
*(2) Company merged on 31/12/2023*

### Rate of coverage

The performance indicators reported for France and international markets cover 80% of the Group's revenue at 31 December 2023.

For the French entities, these indicators relate to:

- the completeness of the headcount of the entities concerned (15);
- 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.

### 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 84% of the Group's revenue at 31 December 2023.

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.

Turnover is calculated according to the following definition: (Departures/[Headcount N-1+Headcount 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:

- the following are excluded from SOC 7 and 8 "Hires and departures": the entity ALTEN CALSOFT LABS (INDIA) PRIVATE LIMITED;
- the following are excluded from SOC 21 "Percentage of employees who have had an annual appraisal": the entities ALTEN CALSOFT LABS (INDIA) PRIVATE LIMITED, ALTEN GmbH, ALTEN CANADA INC., ALTEN POLSKA SP ZOO, ALTEN LTD, ALTEN SI TECHNO ROMANIA SRL, ALTEN SVERIGE AB, ALTEN SOLUCIONES PRODUCTOS AUDITORIA E INGENIERIA SAU, ALTEN FINLAND OY, ALTEN SWITZERLAND AG and METHODS BUSINESS AND DIGITAL TECHNOLOGY LIMITED;
- the following are excluded from SOC 22 "Average rate of absenteeism (due to illness, work-related or commuting accident)": the entities ALTEN CALSOFT LABS (INDIA) PRIVATE LIMITED, ALTEN TECHNOLOGY USA INC., ANOTECH ENERGY USA INC., PCUBED CANADA INC., ANOTECH ENERGY DOHA LLC, ALTEN KOREA CO LTD and METHODS BUSINESS AND DIGITAL TECHNOLOGY LTD;
- the following are excluded from SOC 23 "ALTEN employee turnover": the entity ALTEN CALSOFT LABS (INDIA) PRIVATE LIMITED;
- the following are excluded from SOC 26 "% of employees covered by a collective agreement": the entity ALTEN GmbH;
- the following are excluded from SOC 27 "Training expenditures": ALTEN CALSOFT LABS (INDIA) PRIVATE LIMITED, ALTEN TECHNOLOGY USA INC., ANOTECH ENERGY USA INC., PROGRAM PLANNING PROFESSIONALS INC. and ALTEN DELIVERY CENTER EASTERN EUROPE SP ZOO;
- the following are excluded from SOC 28 "Training expenditure as a % of total payroll": the entities ALTEN CALSOFT LABS (INDIA) PRIVATE LIMITED, ALTEN TECHNOLOGY USA INC., ANOTECH ENERGY USA INC., PROGRAM PLANNING PROFESSIONALS INC., ANOTECH ENERGY DOHA LLC and ALTEN DELIVERY CENTER EASTERN EUROPE SP ZOO;
- the following are excluded from SOC 29 "Training expenditure as a % of revenue": the entities ALTEN CALSOFT LABS (INDIA) PRIVATE LIMITED, ALTEN TECHNOLOGY USA INC., ANOTECH ENERGY USA INC., PROGRAM PLANNING PROFESSIONALS INC. and ALTEN DELIVERY CENTER EASTERN EUROPE SP ZOO;
- the following are excluded from SOC 30 "Total number of training hours": the entities ALTEN CALSOFT LABS (INDIA) PRIVATE LIMITED, ALTEN SI TECHNO ROMANIA SRL, ALTEN INDIA PRIVATE LIMITED, ANOTECH ENERGY USA INC., PCUBED CANADA INC. and ALTEN DELIVERY CENTER EASTERN EUROPE SP ZOO;

- the following are excluded from SOC 31.a "Percentage of people receiving training during the year, by gender": the entities ALTEN CALSOFT LABS (INDIA) PRIVATE LIMITED, ALTEN NEDERLAND BV, ALTEN SI TECHNO ROMANIA SRL, ORION ENGINEERING BV and ANOTECH ENERGY USA INC.;
- the following are excluded from SOC 31.b "Percentage of employees having attended at least one training course during the year": the entities ALTEN CALSOFT LABS (INDIA) PRIVATE LIMITED, ALTEN SI TECHNO ROMANIA SRL, ALTEN INDIA PRIVATE LIMITED, ANOTECH ENERGY USA INC., PCUBED CANADA INC., PROGRAM PLANNING PROFESSIONALS INC., MI-GSO UNIPESSOAL LDA, ALTEN KOREA CO LTD and SDG CONSULTING ITALIA;
- the following are excluded from SOC 33 "Number of e-learning courses attended": the entities ALTEN CALSOFT LABS (INDIA) PRIVATE LIMITED, ALTEN SI TECHNO ROMANIA SRL, ALTEN TECHNOLOGY USA INC., ALTEN INDIA PRIVATE LIMITED, ANOTECH ENERGY USA INC., PCUBED CANADA INC., PROGRAM PLANNING PROFESSIONALS INC., MI-GSO UNIPESSOAL LDA, ALTEN KOREA CO LTD and SDG CONSULTING ITALIA;
- the following are excluded SOC 34 "Frequency rate of work-related accidents with time off": the entities ALTEN CALSOFT LABS (INDIA) PRIVATE LIMITED, ALTEN INDIA PRIVATE LIMITED, ANOTECH ENERGY USA INC., PCUBED CANADA INC., PROGRAM PLANNING PROFESSIONALS INC., ANOTECH ENERGY SINGAPORE PVTE LTD and ALTEN DELIVERY CENTER EASTERN EUROPE SP ZOO;
- the following are excluded from SOC 35 "Severity rate of work-related accidents": the entities ALTEN CALSOFT LABS (INDIA) PRIVATE LIMITED, ALTEN INDIA PRIVATE LIMITED, ANOTECH ENERGY USA INC., PCUBED CANADA INC., PROGRAM PLANNING PROFESSIONALS INC., ANOTECH ENERGY SINGAPORE PVTE LTD; ALTEN DELIVERY CENTER EASTERN EUROPE SRL and ALTEN DELIVERY CENTER EASTERN EUROPE SP ZOO;
- the following are excluded from SOC 36 "Number of hours of safety training": the entities ALTEN CALSOFT LABS (INDIA) PRIVATE LIMITED, ALTEN NEDERLAND BV, ALTEN SI TECHNO ROMANIA SRL, ALTEN TECHNOLOGY USA INC., ALTEN INDIA PRIVATE LIMITED, ANOTECH ENERGY USA INC., PROGRAM PLANNING PROFESSIONALS INC., ALTEN SWITZERLAND AG, ALTEN DELIVERY CENTER EASTERN EUROPE SRL, TECHALTEN PORTUGAL LDA and MI-GSO UNIPESSOAL LDA;
- the following are excluded from SOC 38 "Number of occupational illnesses reported": the entities ALTEN CALSOFT LABS (INDIA) PRIVATE LIMITED, ALTEN INDIA PRIVATE LIMITED and ANOTECH ENERGY USA INC.

### Environmental indicators

The environmental performance indicators reported for France and internationally cover 79% of the Group's revenue at 31 December 2023.

Environmental data excludes entities:

- MI-GSO GmbH;
- MI-GSO EXPERTO EN MANAGEMENT DE PROYECTOS;
- PROGRAM PLANNING PROFESSIONALS PTY LTD (AUSTRALIA);
- ALTEN CANADA INC.;
- ALTEN CALSOFT LABS (INDIA) PRIVATE LIMITED;
- ORION ENGINEERING BV;
- ALTEN DELIVERY CENTER EASTERN EUROPE SP ZOO.

Data related to floor space is taken from the lease documents and is collected and 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.

The calculation of the Enviro 4 indicator "Total quantity of paper (office and headed) consumed in kg/employee/year" corresponds to the total amount of paper divided by the weighted number of employees for France. The Enviro 4 indicator "Quantity of paper used per employee" excludes the entities: ALTEN NEDERLAND BV, ALTEN LTD, ALTEN TECHNOLOGY USA INC., ANOTECH ENERGY USA INC., PCUBED CANADA INC. and MI-GSO UNIPESSOAL LDA.

The following entities are excluded from Enviro 5 indicator "% recycled or certified paper" : ALTEN NEDERLAND BV, ALTEN POLSKA SP ZOO, ALTEN LTD, ALTEN SI TECHNO ROMANIA SRL, ALTEN TECHNOLOGY USA INC., ANOTECH ENERGY USA INC., PCUBED CANADA INC., TECHALTEN PORTUGAL LDA and MI-GSO UNIPESSOAL LDA.

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 following entities are excluded from the Enviro indicator "Amount of cups per employee on site": ALTEN CALSOFT LABS (INDIA) PRIVATE LIMITED, ALTEN CHINA LIMITED, ALTEN GmbH, ALTEN NEDERLAND BV, ALTEN LTD, ALTEN INDIA PRIVATE LIMITED, ANOTECH ENERGY USA INC., ALTEN DELIVERY CENTER MAROC, PROGRAM PLANNING PROFESSIONALS LTD, ANOTECH ENERGY SINGAPORE PVTE LTD, ALTEN SWITZERLAND AG, ALTEN DELIVERY CENTER EASTERN EUROPE SRL, SDG CONSULTING ITALIA and SDG CONSULTING ESPAÑA.

In France, energy consumption indicators were divided by the number of weighted m2. Internationally, the actual m2 as of 31 December 2022 are used when information on the number of m2 weighted items is not available. Enviro indicator 8a "Total energy consumption in kWh" excludes the entities: ALTEN GmbH, ALTEN BELGIUM, ALTEN TECHNOLOGY GmbH, ALTEN NEDERLAND BV, ALTEN POLSKA SP ZOO, ALTEN LTD, ALTEN SI TECHNO ROMANIA SRL, ANOTECH ENERGY USA INC, PCUBED CANADA INC, PROGRAM PLANNING PROFESSIONALS INC, TECHALTEN PORTUGAL LDA, MI-GSO UNIPESSOAL LDA and METHODS BUSINESS AND DIGITAL TECHNOLOGY LIMITED.

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 following entities are excluded from the Enviro 8.b indicator "Total energy consumption per m2": ALTEN GmbH, ALTEN BELGIUM, ALTEN TECHNOLOGY GmbH, ALTEN NEDERLAND BV, ALTEN POLSKA SP ZOO, ALTEN LTD, ALTEN SI TECHNO ROMANIA SRL, ANOTECH ENERGY USA INC., PCUBED CANADA INC., PROGRAM PLANNING PROFESSIONALS INC., ANOTECH ENERGY DOHA, TECHALTEN PORTUGAL LDA, MI-GSO UNIPESSOAL LDA and METHODS BUSINESS AND DIGITAL TECHNOLOGY LIMITED.

The annual mileage as part of business travel is based on the mileage provided by the service providers. Accordingly:

- the following entities are excluded from the Enviro 14 indicator "Number of kg of $CO_2$ eq. for business travel by train per employee": ALTEN CALSOFT LABS (INDIA) PRIVATE LIMITED, ALTEN GmbH, ALTEN BELGIUM, ALTEN NEDERLAND BV, ALTEN POLSKA SP ZOO, ALTEN SI TECHNO ROMANIA SRL, ANOTECH ENERGY USA INC., PCUBED CANADA INC., PROGRAM PLANNING PROFESSIONALS LTD, PROGRAM PLANNING PROFESSIONALS INC., ALTEN FINLAND OY, ALTEN SWITZERLAND AG and ALTEN KOREA CO LTD;
- the following entities are excluded from Enviro 16 indicator "Number of kg of $CO_2$ eq. for business travel by air per employee": ALTEN CALSOFT LABS (INDIA) PRIVATE LIMITED, ALTEN BELGIUM, ALTEN NEDERLAND BV, ALTEN POLSKA SP ZOO, ALTEN SI TECHNO ROMANIA SRL, ALTEN SVERIGE AB, ANOTECH ENERGY USA INC., PCUBED CANADA INC., PROGRAM PLANNING PROFESSIONALS LTD, PROGRAM PLANNING PROFESSIONALS INC., ALTEN SWITZERLAND AG and ALTEN KOREA CO LTD;
- the following entities are excluded from the Enviro 21 indicator "Average $CO_2$ emissions per km of company car fleet": ATEXIS SPAIN SLU, ALTEN CALSOFT LABS (INDIA) PRIVATE LIMITED, ALTEN CHINA LIMITED, ALTEN BELGIUM, ALTEN NEDERLAND BV, ALTEN POLSKA SP ZOO, ALTEN SI TECHNO ROMANIA SRL, ALTEN TECHNOLOGY USA INC., ALTEN INDIA PRIVATE LIMITED, PROGRAM PLANNING PROFESSIONALS INC., ALTEN SWITZERLAND AG, ANOTECH ENERGY USA INC., ALTEN KOREA CO LTD, MI-GSO UNIPESSOAL LDA, IT SECTOR – SISTEMAS DE INFORMACAO, METHODS BUSINESS AND DIGITAL TECHNOLOGY LIMITED and METHODS BUSINESS AND DIGITAL TECHNOLOGY LIMITED;
- the following entities are excluded from the Enviro 23.a indicator "Number of kg of $CO_2$ eq. related to kilometres travelled by company cars": ATEXIS SPAIN SLU, ALTEN CALSOFT LABS (INDIA) PRIVATE LIMITED, ALTEN CHINA LIMITED, ALTEN BELGIUM, ALTEN NEDERLAND BV, ALTEN POLSKA SP ZOO, ALTEN SI TECHNO ROMANIA SRL, ALTEN TECHNOLOGY USA INC., ALTEN INDIA PRIVATE LIMITED, ALTEN SOLUCIONES PRODUCTOS AUDITORIA E INGENIERIA SAU, PROGRAM PLANNING PROFESSIONALS INC., ALTEN SWITZERLAND AG, ANOTECH ENERGY USA INC., TECHALTEN PORTUGAL LDA, ALTEN KOREA CO LTD, MI-GSO UNIPESSOAL LDA, IT SECTOR – SISTEMAS DE INFORMACAO, METHODS BUSINESS AND DIGITAL TECHNOLOGY LIMITED and METHODS BUSINESS AND DIGITAL TECHNOLOGY LIMITED.

$CO_2$ 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. Accordingly:

- the following entities are excluded from the Enviro 10 indicator "% of occupied $m^2$ that is certified (BBC, HQE)": ALTEN CALSOFT LABS (INDIA) PRIVATE LIMITED, ALTEN BELGIUM, ALTEN SVERIGE AB, ALTEN INDIA PRIVATE LIMITED, ANOTECH ENERGY USA INC., ANOTECH ENERGY DOHA LLC, TECHALTEN PORTUGAL LDA, ALTEN KOREA CO LTD, MI-GSO UNIPESSOAL LDA, SDG CONSULTING ESPAÑA and IT SECTOR – SISTEMAS DE INFORMACAO, METHODS BUSINESS AND DIGITAL TECHNOLOGY LIMITED;
- the following entities are excluded from the Enviro 25 indicator "Total quantity of electronic waste removed by an external company": ATEXIS SPAIN SLU, ALTEN INDIA PRIVATE LIMITED, ANOTECH ENERGY USA INC., ALTEN SOLUCIONES PRODUCTOS AUDITORIA E INGENIERIA SAU, PROGRAM PLANNING PROFESSIONALS INC., ANOTECH ENERGY SINGAPORE PVTE LTD, TECHALTEN PORTUGAL LDA and ALTEN KOREA CO LTD;
- the following entities are excluded from the Enviro 11 indicator "% of sites covered by a waste sorting scheme": ALTEN NEDERLAND BV, ALTEN LTD, ANOTECH ENERGY USA INC., PROGRAM PLANNING PROFESSIONALS INC., ALTEN SWITZERLAND AG, ANOTECH ENERGY DOHA LLC, MI-GSO UNIPESSOAL LDA and ALTEN KOREA CO LTD.

### Societal indicators

The societal performance indicators reported for France and internationally cover 75% of the Group's revenue at 31 December 2023.

Societal data excludes entities:

- ALTEN CALSOFT LABS (INDIA) PRIVATE LIMITED;
- ALTEN NEDERLAND BV;
- ALTEN SVERIGE AB;
- ALTEN SOLUCIONES, PRODUCTOS, AUDITORIA E INGENIERIA SAU;
- MI-GSO UNIPESSOAL LDA.

The data on projects supported to promote Engineering professions comes from the partnerships that received financial support.

Some subsidiaries do not track all the data included in this reporting. Accordingly:

- the following entity is excluded from Societal 5 "Total number of partnerships forged with NGOs or similar associations in the current year": ALTEN GmbH;
- the following entities are excluded from Societal 7 "Number of man-days of skills sponsorship": ALTEN GmbH, ALTEN SI TECHNO ROMANIA SRL, ALTEN FINLAND OY, ALTEN DELIVERY CENTER EASTERN EUROPE SRL, TECHALTEN PORTUGAL LDA, ALTEN DELIVERY CENTER EASTERN EUROPE SP ZOO, SDG CONSULTING ITALIA and SDG CONSULTING ESPAÑA.

### Comparability

The CSR scope has been extended between 2022 and 2023. This change does not always make it possible to compare indicators from one year to the next.

## 4.6.2 NON-FINANCIAL PERFORMANCE INDICATORS

### Social performance indicators at 31 December 2023

| ALTEN indicator No. | Indicator | Units | France 2022 | France 2023 | Group CSR Scope 2022 | Group CSR Scope 2023 |
|---|---|---|---|---|---|---|
| **HEADCOUNT AND DIVERSITY** | | | | | | |
| **SOC 1** | Total headcount as of 31/12/2023 | Actual number of employees | 13,104 | 13,934 | 41,936 | 47,507 |
| **SOC 2** | Breakdown of employees by gender | % men | 70% | 70% | 71% | 69% |
| | | % women | 30% | 30% | 29% | 31% |
| **SOC 3** | Breakdown of workforce by age grouping | % of employees under 25 years old | 14% | 14% | 12% | 12% |
| | | % of employees between 25 and 35 years old | 62% | 63% | 59% | 60% |
| | | % of employees between 35 and 45 years old | 17% | 16% | 19% | 19% |
| | | % of employees over 45 years old | 7% | 7% | 10% | 9% |
| **SOC 5** | Breakdown of headcount by type of job | % of employees who are engineers | 85% | 85% | 85% | 85% |
| | | % of employees who are managers | 5% | 5% | 6% | 6% |
| | | % of employees who are Support Functions | 10% | 10% | 9% | 9% |
| **HIRES AND DEPARTURES** | | | | | | |
| | Total number of hires | Number of hires | 6,412 | 6,352 | 23,299 | 21,073 |
| | Employees recruited on permanent contracts | Number of hires | 6,337 | 6,122 | 20,839 | 17,823 |
| **SOC 7** | incl. number of permanent hires under 25 years of age | Number of hires | 2,262 | 2,192 | 4,995 | 4,840 |
| | Employees recruited on fixed-term contracts | Number of hires | 75 | 57 | 2,450 | 2,284 |
| | Number of hires on apprenticeship or vocational training contracts | Number of hires | 148 | 173 | 1,105 | 966 |
| | Total number of terminations | Number of terminations | 3,632 | 4,754 | 16,371 | 16,908 |
| | Number of departures from permanent contracts | Number of terminations | 3,546 | 4,691 | 14,822 | 14,897 |
| | of which resignations | Number of terminations | 3,851 | 3,642 | 11,601 | 11,644 |
| **SOC 8** | of which redundancies | Number of terminations | 470 | 858 | 1,010 | 1,920 |
| | Number of departures from fixed-term contracts | Number of terminations | 86 | 63 | 1,549 | 2,011 |
| | Number of departures on apprenticeship or vocational training contracts | Number of terminations | 75 | 139 | 662 | 544 |
| **SOC 17** | Net jobs created | Number of jobs created | 2,866 | 1,431 | 6,092 | 2,926 |
| **TYPE OF EMPLOYMENT CONTRACT** | | | | | | |
| **SOC 18** | Breakdown of headcount by type of contract | % of permanent employees | 98.4% | 98.3% | 92% | 89% |
| | | % of temporary employees | 0.2% | 0.2% | 6% | 9% |
| | | % of employees on apprenticeship or vocational training contracts | 1.4% | 1.5% | 2% | 2% |
| **REMUNERATION** | | | | | | |
| **SOC 19** | Average annual remuneration by position | in euros managers | €48,906 | €48,568 | NC | NC |
| | | in euros non-managers | €30,948 | €30,338 | NC | NC |

| ALTEN indicator No. | Indicator | Units | France 2022 | France 2023 | Group CSR Scope 2022 | Group CSR Scope 2023 |
|---|---|---|---|---|---|---|
| **MANAGEMENT** | | | | | | |
| **SOC 21** | % of employees having had an annual performance appraisal | % of employees | 92% | 90% | 89% | 85% |
| **SOC 22** | Average rate of absenteeism (for sickness, work- or commute-related accident) | % | 2% | 1.89% | 2% | 0.28% |
| **SOC 23** | ALTEN employee turnover | % | 28% | 33% | 33% | 29% |
| **ORGANISATION OF WORKING TIME** | | | | | | |
| **SOC 24** | Percentage of employees working full time | % of employees | 99% | 99% | 98% | 98% |
| **SOC 25** | Percentage of employees working part-time | % of employees | 1% | 1% | 2% | 2% |
| **EMPLOYEE RELATIONS** | | | | | | |
| **SOC 26** | % of employees covered by a collective agreement | % of employees | 100% | 100% | 78% | 49% |
| **SOC 27** | Training expenditures | euros | 13,719,541 | 13,316,635 | 18,538,771 | 19,095,452 |
| **SOC 28** | Training expenditure as a % of payroll | % | 2.51% | 2.42% | 0.69% | 1.20% |
| **SOC 29** | Training expenditure as a % of revenue | % | 1.16% | 1.09% | 0.60% | 0.60% |
| **SOC 30** | Total number of training hours | h | 170,604 | 182,054 | 459,822 | 603,568 |
| **SOC 31.a** | Percentage of people receiving training during the year, by gender | % of men having received training | 41% | 42% | 45% | 66% |
| | | % of women having received training | 43% | 49% | 56% | 59% |
| **SOC 31.b** | Percentage of employees who attended at least one training course during the year | % of employees | 42% | 45% | 53% | 64% |
| **SOC 33** | Number of e-learning courses taken | number | 33,581 | 27,596 | 67,917 | 63,972 |
| **WORK AND SAFETY CONDITIONS** | | | | | | |
| **SOC 34** | Frequency rate of work-related accidents with time off | rate | 0.04 | 0.80 | 2.32 | 1.90 |
| **SOC 35** | Severity rate of work-related accidents | rate | 0.04 | 0.01 | 0.00 | 0.02 |
| **SOC 36** | Number of hours of safety training | h | 21,217 | 17,593 | 74,427 | 68,147 |
| **SOC 38** | Number of work-related illnesses reported | number | 0 | 0 | 4 | 0 |

| ALTEN indicator No. | Indicator | Units | France 2022 | France 2023 | Group CSR Scope 2022 | Group CSR Scope 2023 |
|---|---|---|---|---|---|---|
| **Societal 3** | Percentage of women on the Board of Directors | % | 50% | 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 | 29 | 31 | 107 | 183 |
| **Societal 5** | Total number of partnerships forged with higher education institutions in the current year | number | 57 | 54 | 453 | 217 |
| **Societal 4** | Total number of partnerships forged with NGOs or similar associations in the current year | number | 64 | 65 | 89 | 111 |
| **Societal 7** | Number of man-days of skills sponsorship | man-days | 3,807 | 2,697 | 3,875 | 2,890 |

| ALTEN indicator No. | Indicator | Units | France 2022 | France 2023 | Group CSR Scope 2022 | Group CSR Scope 2023 |
|---|---|---|---|---|---|---|
| **Enviro 4** | Quantity of paper used per employee | kg/emp | 0.7 | 0.9 | 1.3 | 0.8 |
| | Total quantity of paper used | kg | 9,220 | 12,483 | 25,400 | 33,243 |
| **Enviro 5** | % of paper recycled or certified | % | 80% | 100% | 53% | 47% |
| **Enviro 6** | Amount of cups per employee on site | number of cups/emp | 272 | 126 | 320 | 84 |
| **Enviro 8.a** | Total energy consumption | MWh | 5,217 | 5,953 | 12,167 | 12,527 |
| **Enviro 8.b** | Total energy consumption per $m^2$ | kWh/$m^2$/year | 80 | 86 | 54 | 79 |
| **Enviro 1** | $CO_2$ emissions related to the energy consumption of buildings | kg. eq. $CO_2$ | 392,810 | 297,404 | 3,786,126 | 5,663,033 |
| **BUSINESS TRAVEL** | | | | | | |
| **Enviro 14** | Number of kg $CO_2$ for business travel by train per employee | kg. eq. $CO_2$ | 1 | 2 | 6 | 6 |
| **Enviro 16** | Number of kg $CO_2$ for business travel by plane per employee | kg. eq. $CO_2$ | 104 | 128 | 188 | 129 |
| **Enviro 21** | Average $CO_2$ emissions per km of the company vehicle fleet | g $CO_2$/km | 113 | 55 | 112 | 166 |
| **Enviro 23.a** | Number of kg $CO_2$ eq. from kilometres driven by company vehicles | kg. eq. $CO_2$ | 450,488 | 229,511 | 2,732,652 | 2,429,033 |
| **ASSESSMENTS AND CERTIFICATIONS** | | | | | | |
| **Enviro 10** | % of occupied $m^2$ that is certified (BBC, HQE) | % | 48% | 49% | 20% | 28% |
| **Enviro 18** | EcoVadis score out of 100 | Score | | | 82/100 | 82/100 |
| **WASTE** | | | | | | |
| **Enviro 25** | Total quantity of electronic waste removed by an external company | metric tons | 5.7 | 2.9 | 8.2 | 18.5 |
| **Enviro 11** | % of sites covered by a waste sorting scheme | % | 99% | 99% | 64% | 47% |
| **Enviro 26** | Total quantity of $CO_2$ emissions | kg. eq. $CO_2$ | 1,285,568 | 22,860,175 | 82,498,736 | 75,478,532 |

The exact scope of each indicator is specified in the methodological note in section 4.6 / Methodologies and international guidelines.

## 4.6.3 COMPLIANCE MATRIX

| Article 225 – GRENELLE 2 DECREE No. 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<br>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 | 4.2.4.2 | **SDG 8** |
| List of collective agreements, including health and safety at work | | * 6.4.5 | 4.2.4.2 | **SDG 16** |
| **TRAINING** | | | | |
| Training policies, particularly on environmental protection | 8. Promoting greater responsibility in environmental matters | * 6.4.7 | 4.2.5.3<br>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<br>* 6.3.7 | 4.2.6.4 | |
| Measures taken to promote the employment and integration of disabled persons | | | 4.2.6.2 | **SDG 5**<br>**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<br>4.4.2<br>4.4.3 | |
| Resources devoted to prevention of environmental risks and pollution | 8. Promoting greater responsibility in environmental matters | * 6.5.2.1<br>* 6.5.2.2 | 4.4.4<br>4.4.5<br>4.4.6 | **SDG 12**<br>**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 No. 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<br>8. Promoting greater responsibility in environmental matters<br>9. Developing and disseminating environmentally friendly technologies | * 6.5.3 | 4.4.3<br>4.4.4<br>4.4.5<br>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 No. 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 | | | 4.4.3<br>4.4.5 | |
| Fight against food wastage initiatives | | *6.5.3 | Taking into account the tertiary nature of ALTEN's Engineering and Technology Consulting activities, the fight against food wastage is not significant. | **SDG 7**<br>**SDG 12** |
| **SUSTAINABLE USE OF RESOURCES** | | | | |
| Consumption and supply of water in accordance with local constraints | | | 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<br>8. Promoting greater responsibility in environmental matters<br>9. Developing and disseminating environmentally friendly technologies | | 4.4.5 | |
| Energy consumption, measures taken to improve energy efficiency and use of renewable energy | | * 6.5.4 | 4.4.3<br>4.4.4.1<br>4.4.4.3<br>4.4.4.4<br>4.4.4.5<br>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 | 7. Taking a conservative approach to dealing with environmental matters<br>8. Promoting greater responsibility in environmental matters<br>9. Developing and disseminating environmentally friendly technologies | | 4.4.4.2 | |
| Measures to adapt to the consequences of climate change | | *6.5.4<br>* 6.5.5 | 4.4.4<br>4.4.5 | **SDG 9**<br>**SDG 11** |
| Targets to voluntarily reduce in the medium and long term the greenhouse gas emissions and the means implemented for this purpose | | *6.5.5<br>*6.5.5<br>* 6.5.6 | 4.4.6<br>4.4.4.1 | **SDG 12** |
| Protection of biodiversity: measures taken to preserve or restore biodiversity | | | 4.4.6 | **SDG 15** |

# 4.7 REPORT BY THE INDEPENDENT THIRD-PARTY ORGANISATION ON THE CONSOLIDATED NON-FINANCIAL STATEMENT INCLUDED IN THE GROUP MANAGEMENT REPORT

For the year ended December 31, 2023

*This is a free English translation of the report by the independent third-party organisation issued in French and is provided solely for the convenience of English-speaking readers. This report should be read in conjunction with, and construed in accordance with, French law and professional standards applicable in France.*

To the shareholders of Alten SA

In our capacity as the independent third-party body ("third party") of Alten, 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 independent third-party body*

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*, with our audit program used for the mission, 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 six people between February 2024 and April 2024, for a duration of approximately seven weeks.

We called upon our specialists in sustainable development and social responsibility to assist us in our work. We conducted about eight interviews with the people responsible for the preparation of the Declaration, representing CSR Corporate Team (CSR Manager, CSR Coordinator, Environmental Certification Coordinator and carbon data analysis), as well as local contributors from audited entities.

## 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 the qualitative information (actions and results) that we considered to be the most important presented in Appendix 1. For some risks (anti-corruption, responsible procurement) our work was carried out at the level of the consolidating entity, for the other risks, work was carried out at the level of the consolidating entity and in a selection of entities, presented in Annex 1;
- 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, we performed:
  - analytical procedures to verify the correct consolidation of the data collected and the consistency of changes in the data;
  - 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 and covered between 10% and 59% 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, 25 April 2024

The independent third-party organisation

**Grant Thornton**

French member of Grant Thornton International

Jean-Francois Baloteaud
Associé

Bertille Crichton
Associée

## Appendix 1

List of entities for which audit work was conducted on site level:
ALTEN SA (France), ALTEN ITALIA SPA, ALTEN LTD (UK), ALTEN CANADA INC., ALTEN GmbH, ALTEN TECHNOLOGY GmbH

List of verified key performance indicators:

| **Quantitative information** *(including key performance indicators)* | **Qualitative information** *(including actions or results)* |
|---|---|
| **Social Information** | |
| • Total number of employees<br>• CDI Name<br>• CDD Name<br>• Number of employees on apprenticeship contracts<br>• Number of employees Engineers category<br>• Number of employees Managers category<br>• Number of employees Support functions category% women<br>• % Men<br>• Hires<br>• Departures<br>• Number of hours of training delivered<br>• Number of employees trained<br>• Number of work days lost for sick leave<br>• Number of days worked | • Health, safety and working conditions<br>• Employee training |
| **Environmental Information** | |
| • Electricity Consumption<br>• Natural Gas Consumption<br>• Fuel oil consumption<br>• Total Energy Consumption<br>• $CO_2$ emissions related to energy consumption<br>• Number of kilometres travelled by train<br>• Number of kilometres flown by plane<br>• Number of kilometres driven in a company car<br>• $CO_2$ emissions from train travel<br>• $CO_2$ emissions from air travel<br>• $CO_2$ emissions from company car travel<br>• Number of vehicles<br>• Number of Electronic Equipment - Computer<br>• Number of Electronic Equipment - Screens<br>• Total Paper Consumption<br>• Electronic waste removal<br>• M² occupied BBC or HQE certified | • Environmental performance of buildings |
| **Societal information** | |
| • Number of partnerships with schools<br>• Number of man-days of skill-based sponsorshi | • Employee satisfaction |

# 4 NON-FINANCIAL PERFORMANCE STATEMENT

5

# COMMENTS ON THE FINANCIAL YEAR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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, income from cash investments minus gross financial debt (bank borrowings, bank overdrafts, 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 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);
- the separate and consolidated financial statements as at 31 December 2022, together with the reports of our Statutory Auditors thereon, set out on pages 173 to 254 of the Universal registration document filed with the French Financial Markets Authority (AMF – *Autorité des Marchés Financiers*) on 27 April 2023 (2022 Universal registration document).

# 5.1 ANALYSIS OF THE CONSOLIDATED FINANCIAL STATEMENTS

## 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 in 2023 thus amounted to €4,068.8 million, up 7.6% compared to 2022. On a like-for-like basis, activity increased by 9.0% (+10.2% in France; +8.4% outside France).

The distribution of revenue in 2023 by business sector is presented in Chapter 1 of this Universal registration document.

ALTEN has continued to expand, particularly internationally, through its strategy of external growth. International operations now account for 68.1% of the Group's revenue, compared to 68.9% in 2022 given the disposal of Cprime at the end of 2022.

### Acquisitions made by ALTEN EUROPE in 2023

| | |
|---|---|
| **28 February** | Acquisition of the QA CONSULTANTS group (revenue of €18 million; 185 consultants) comprising one company in Canada and one in the United States. The QA CONSULTANTS group specialises in software testing. |
| **16 May** | Acquisition of the Polish company SOLWIT (revenue of €19 million; 350 consultants of which 50% external) specialising in IT & Telecommunications services. |
| **9 June** | Acquisition of the Indian company ACCORD GLOBAL TECHNOLOGY SOLUTIONS PVT, named ALTEN GLOBAL TECHNOLOGIES PRIVATE LIMITED since 24 August 2023 (revenue of €9 million; 500 consultants) which has two subsidiaries, one in the United States and one in Germany. The ACCORD GLOBAL TECHNOLOGY SOLUTIONS group specialises in IT development and engineering services. |
| **20 July** | Acquisition of the AYESA AIR CONTROL Group (revenue of €7 million; 130 consultants) comprising one company in Spain and one in Germany. The AYESA AIR CONTROL group specialises in aeronautical engineering. |
| **31 October** | Acquisition of the Japanese company EAST JAPAN TECHNOLOGY INSTITUTE INC (revenue of €41 million; 720 consultants), specialised in embedded software. |

### Events after year-end

To accelerate its development and strengthen its position in strategic sectors and activities, the Group is pursuing its targeted external growth strategy. In Vietnam and Japan, acquisition in April 2024 of a group of companies specialising in software development and products (revenue: €20 million; 1,000 consultants).

### Revenue trends

The Group generated consolidated revenue of €4,068.8 million in 2023 (compared with €3,783.1 million in 2022), up by 7.6% compared tothe previous year (+10.2% in France and +6.4% internationally).

On a like-for-like basis, activity increased by 9.0% in 2023 (+10% in France and +8.4% internationally).

### Earnings trends

At 31 December 2023, operating profit on activity amounted to €382.8 million, which represents 9.4% of the revenue, down by 8.8% compared to 31 December 2022 (€419.6 million which represented 11.1% of the revenue).

The non-recurring income amounted to -€30.6 million at 31 December 2023 and mainly concerns international activities. It includes in particular acquisition fees for €5.1 million, costs relating to tax and social security audits for €3.1 million, restructuring costs for €9.1 million and earn-outs for acquisitions for €13.4 million.

The IFRS cost of share-based payments was -€32.3 million (-€29.7 million in 2022).

After taking these items into account, operating profit was €319.9 million, which represents 7.9% of the revenue, down compared to the previous year. In 2022, operating profit was €592.9 million, including a capital gain of €216.3 million. Restated for this exceptional item, operating profit for 2022 would have been €376.6 million, which would have represented 9.9% of the revenue.

Financial income amounted to €0.2 million. It consists of the financial cost of net debt of €2.0 million, (of which €3.9 million in interest expenses related to the application of IFRS 16), a net gain on foreign exchange of +€0.8 million and other financial income and expenses of -€2.6 million, consisting in particular of impairment of non-consolidated shares.

Income tax expense was €86.9 million corresponding to an effective tax rate of 25%. Income from companies using the equity-accounted method was €0.1 million.

Consequently, net income (attributable to) owners of the parent, amounted to €233.2 million in 2023 (5.7% of the revenue), down by 49.0% compared to 2022 (€457.6 million which represented 12.1% of the revenue in 2022).

## ALTEN Group consolidated earnings

| | 2022 | | 2023 | | Change |
|---|---|---|---|---|---|
| | *(In millions of euros)* | *(In %)* | *(In millions of euros)* | *(In %)* | *(In %)* |
| Revenue | 3,783.1 | 100% | 4,068.8 | | +7.6% |
| Operating profit on activity | 419.6 | 11.1% | 382.8 | 9.4% | -8.8% |
| Share-based payments | (29.7) | | (32.3) | | |
| Non-recurring profit/loss | (13.3) | | (30.6) | | |
| Proceeds from asset disposals | 216.3 | | - | | |
| Operating profit | 592.9 | 15.7% | 319.9 | 7.9% | -46.0% |
| Net financial income | 2.1 | | 0.2 | | |
| Taxes | (137.6) | | (86.9) | | |
| EMCs and minority interests | 0.2 | | 0.1 | | |
| **NET INCOME, (ATTRIBUTABLE TO) OWNERS OF THE PARENT** | **457.6** | | **233.2** | | **-49.0%** |

## Change in headcount

| | 31/12/2021 | 31/12/2022 | 31/12/2023 |
|---|---|---|---|
| Consultants[1] | 37,150 | 47,500 | 50,000 |
| Internal staff[2] | 5,150 | 6,600 | 7,000 |
| **TOTAL** | **42,300** | **54,100** | **57,000** |

*(1) Salaried employees performing technical projects on client sites, for which services are billed to clients.*
*(2) Internal operating employees not billed to clients.*

## Distribution of employee engineers by geographical area

| | December 2021 | December 2022 | December 2023 | Change over 12 months | |
|---|---|---|---|---|---|
| France | 10,355 | 11,100 | 11,800 | 700 | +6.31% |
| Europe (excluding France) | 16,690 | 20,350 | 21,700 | 1,350 | +6.63% |
| Asia/India/China | 6,770 | 11,775 | 11,640 | 135 | -1.15% |
| USA/Canada | 2,240 | 2,685 | 2,700 | 15 | +0.56% |
| Africa & Middle East | 1,095 | 1,590 | 2,160 | 570 | +35.85% |
| **TOTAL** | **37,150** | **47,500** | **50,000** | **2,770** | **+9.64%** |

## 5.1.2 FINANCIAL STRUCTURE

### Cash flow

The Group generated an operational gross cash flow margin during 2023 (excluding the impact of IFRS 16) of €381.6 million (or 9.4% of revenue), down by 11.4% compared to 2022 (€430.7 million or 11.4% of revenue).

After taking into account the tax paid of €123.7 million, including €37.1 million of exceptional capital gain tax incurred in 2022, and the €90.7 million change in working capital requirements, net cash flow generated by the activity was €167.2 million. It represented 4.1% of the revenue (€174.8 million, or 4.6% in 2022).

The amount of capital and intangible assets (CAPEX) amounted to €20.6 million, or 0.5% of revenue.

Net financial investments amounted to €216.8 million and are mainly related to external growth.

Other financing flows represented +€0.5 million.

As a result, and after taking into account the dividend payment of €51.4 million, the variation of the Group's net cash position was -€121.1 million in 2023.

The ALTEN Group therefore had a net cash position of €297 million at the end of 2023 (€418 million at the end of 2022).

According to IFRS standards, the debts of acquired companies (€3.2 million) and the variation in current financial liabilities (€74.4 million) constitute resources, while investments in debt instruments constitute uses (€86.1 million). As a result, and after taking into account IFRS 16 cash flows from financing activities (€73.9 million), the variation in the Group's cash position according toIFRS standards was -€278.3 million in 2023 (+€289.4 million in 2022).

The cash flow tables are included in the consolidated accounts 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

Trade receivables are mainly financed by shareholders' equity or by recourse to the market *via* the issue of NeuCP.

#### 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 of €350 million, set up until 2029 (hereinafter referred to as "the Syndicated Credit Line");
- 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 placement agents are BNP Paribas, BRED, CACIB, CIC and Société Générale. The financial documentation of the programme is available on the Banque de France's website;
- cash facilities.

The Syndicated Credit Line requires compliance with the following semi-annual 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 has 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, therefore, several 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:

| 2021 | | 2022 | | 2023 | |
|---|---|---|---|---|---|
| **Companies** | **Country** | **Companies** | **Country** | **Companies** | **Country** |
| **NEXEO** | France | **CLEVERTASK** | Spain | **QA CONSULTANTS** | Canada/United States |
| **RADTAC** | United Kingdom/ Finland | **META PM** | Australia | **SOLWIT** | Poland |
| **EEINS** | Germany/Romania | **VOLANSYS** | India/United States/Canada | **AGREEMENT GLOBAL TECHNOLOGY SOLUTIONS** | India/United States/Germany |
| **CMED** | United Kingdom/ Romania/ United States | **METHODS** | United Kingdom/ Abu Dhabi | **AYESA AIR CONTROL** | Spain/Germany |
| **CIENET** | United States/ China/Taiwan | **AFOUR TECHNOLOGIES** | India/United States | **EAST JAPAN TECHNOLOGY INSTITUTE INC** | Japan |
| **EXPERT GLOBAL SOLUTIONS** | United States/India | **CORTAC** | United States | | |
| **CONSOFT** | Italy | **ICONEC** | Germany/Romania | | |
| | | **QUALITANCE** | Romania | | |

**Amount of net disbursements on acquisitions including earn outs**

| *(In millions of euros)* | 2021 | 2022 | 2023 |
|---|---|---|---|
| | 104.3 | 181.0 | 221.9 |

### 5.1.3.2 Major investments made or committed since the end of the financial year

None.

### 5.1.3.3 Major future investments

No other fututre investment 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 reflected in the Group's consolidated financial statements. The corresponding debt, estimated at €46.1 million as of 31 December 2023, is includedin ot her 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

The year 2023 saw very sustained organic growth of over 15%. The main sectors that contributed to this growth were Aeronautics, Automotive and Defence/Security/Maritime.

## 2023 KEY EVENTS

The term of the €350 million syndicated credit line established on 11 March 2022 was extended by one year until 11 March 2028.

## EVENTS AFTER YEAR-END

As of 1 January 2024, ALTEN SA absorbed the subsidiary ALTENWARE through a simplified merger.

The term of the €350 million syndicated credit line established on 11 March 2022 was extended by one year until 11 March 2029.

## REVENUE TRENDS

ALTEN SA generated revenue of €715.82 million in 2023, up by +15.8% compared tothe previous year (€618.06 million). 96% of its revenue was generated in France and 4% abroad, within projects carried out on behalf of French clients.

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 €528.41 million in 2023, up by +15.1% compared to 2022 (€459.03 million).

Other external purchases and costs were amounted to €344.33 million in 2023 compared to €286.9 million as of 31 December 2022, up by +20%.

Employee benefits expense amounted to €362.5 million compared to €320.7 million in 2022, an increase of +13%.

## EARNINGS TRENDS

Operating profit stood at €3.4 million in 2023 (0.48% of ALTEN SA's revenue), compared to €6.4 million in 2022 (1.04% of revenue).

Financial income stood at €36.4 million as of 31 December 2023, compared to €64.4 million as of 31 December 2022. This financial income consists mainly of dividends paid by ALTEN subsidiaries (€39.96 million), interest on current accounts and interest on loans granted to subsidiaries (€11.9 million) and provisions for impairment of financial assets (-€18.3 million).

Non-recurring income amounted to €0.16 million, compared to €6.04 million as of 31 December 2022. After taking into account corporate income tax of -€9.7 million into account, the net income amounted to €49.7 million in 2023, representing 6.95% of revenue.

In the statement of financial position, financial assets (€317.15 million) mainly consisted of investment securities.

As of 31 December 2023, the company's net cash position (including financial debts and current accounts) was positive at €151.7 million (€190.3 million at 31 December 2022).

# 5.4 OTHER FINANCIAL AND ACCOUNTING INFORMATION

## 5.4.1 RESULTS OF THE LAST FIVE FINANCIAL YEARS

| **Financial table** *(In thousands of euros)* | **31/12/2023** | **31/12/2022** | **31/12/2021** | **31/12/2020** | **31/12/2019** |
|---|---|---|---|---|---|
| Share capital | 36,878 | 36,305 | 36,098 | 35,953 | 35,864 |
| Number of ordinary shares | 35,122,301 | 34,575,385 | 34,377,818 | 34,238,467 | 34,153,067 |
| Number of Preferred Shares | - | 1,141 | 1,665 | 2,244 | 3,103 |
| Maximum number of future shares to be created: | | | | | |
| • by convertible bonds | - | - | - | - | - |
| • by exercising subscription rights | - | - | - | - | - |
| • by issuance of free shares and Preferred Shares | 519,460 | 960,789 | 1,021,172 | 922,041 | 684,047 |
| Revenue (net of tax) | 715,839 | 618,058 | 542,173 | 510,177 | 605,698 |
| EBITDA | 65,535 | 81,297 | 92,250 | 16,206 | 74,836 |
| Income tax | (9,733) | (10,721) | (7,819) | (14,820) | (8,110) |
| Employee profit-sharing | 0 | 0 | 0 | 0 | 1,550 |
| Depreciation, amortisation and provisions charges | 25,554 | 4,448 | 3,233 | (584) | (223) |
| Net earnings | 49,714 | 87,570 | 96,836 | 31,611 | 81,620 |
| Distributed earnings | 52,814 | 51,929 | 44,748 | 33,874 | 0 |
| Earnings per share after tax and before depreciation and provisions | 2.14 | 2.66 | 2.91 | 0.91 | 2.38 |
| Earnings per share after tax, depreciation and provisions | 1.42 | 2.53 | 2.82 | 0.92 | 2.39 |
| Dividend per share | 1.50 | 1.50 | 1.30 | 1.00 | - |
| Dividend allocated to each Preferred Share | 0 | 0.75 | 0.65 | 0.50 | - |
| Average headcount during the financial year | 5,657 | 5,248 | 5,021 | 5,952 | 6,287 |
| Total payroll | 251,867 | 224,776 | 211,330 | 233,137 | 245,087 |
| Total payroll and employee benefits | 110,610 | 95,941 | 89,421 | 91,016 | 104,333 |

## 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 | 10,717 | | | | | 4,832 |
| Total amount of invoices concerned (incl. tax) | 45,788,762.28 | 10,013,620.13 | 764,957.47 | 111,807.37 | 887,743.05 | 11,778,128.02 |
| % of total amount of purchase in financial year (incl. tax) | 10.86% | 2.37% | 0.18% | 0.03% | 0.21% | 2.79% |
| % 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<br>Legal periods: 60 days |

| | Customers | | | | | |
|---|---|---|---|---|---|---|
| | 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 | 11,711 | | | | | 4,129 |
| Total amount of invoices concerned (incl. tax) | 173,295,039.43 | 8,963,651.64 | 5,212,715.01 | 1,775,138.11 | 6,685,322.98 | 22,637,127.74 |
| % of total amount of purchase in financial year (incl. tax) | | | | | | |
| % of revenue of financial year (incl. tax) | 20.13% | 1.04% | 0.61% | 0.21% | 0.78% | 2.63% |
| **(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 | 33 | 33 |
| Total amount of invoices excluded incl. tax | 0.00 | 0.00 | 0.00 | 0.00 | 228,515.53 | 228,515.53 |
| **(C) Reference due dates used** | | | | | | |
| Due dates for payment used for calculation of payment delays | | | | | | Contractual periods: 60 days<br>Legal periods: 60 days |

The information contained in the tables above only relates to ALTEN.

## 5.4.3 NON-TAX DEDUCTILBES EXPENSES

The amount of sumptuary expenses and other non-deductible expenses referred to in Article 39–4 of the French General Tax Code amounted to €417,304 for ALTEN SA for the 2023 financial year. The impact of corporation tax on these expenses was €104,326.

# 5.5 OTHER INFORMATION

## 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 2023, which resulted in a profit of €49,714,232.78.

**Source**:

- net profit for the financial year: €49,714,232.78;
- other reserves: €422,069,416.58;
- retained earnings: €0.

It should be noted that part of the dividends distributed will be taken from other reserves.

**Allocation**:

- legal reserve: €57,306.38;
- dividends (35,209,501 ordinary shares): €52,814,251.50.

**After allocation**:

- legal reserve: €3,687,841.60;
- other reserves: €418,912,091.48;
- retained earnings: €0.

## 5.5.2 LITIGATION AND ONGOING PROCEEDINGS

In connection with its activities, the Group is involved in certain legal proceedings, 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".

The French Competition Authority opened an administrative inquiry into the Engineering and Technology Consulting (ICT) and software publishing sectors at the end of 2018.

As part of this investigation, on 22 November 2023 ALTEN SA received notification from the Competition Authority's investigation departments of a grievance relating to practices implemented on the labour markets in the Engineering and Technology Consulting and IT Services sectors. ALTEN presented its observations on 22 March 2024.

ALTEN, which considers that the grievance it has been notified of is unfounded, is asking to be dismissed from the case. Consequently, the company did not consider it appropriate to set aside a provision. The Authority's Board will make its decision after hearing ALTEN in session.

At the end of 2021, the Romanian Competition Council opened an investigation into suspicions of anti-competitive practices in the labour market concerning the skilled/specialised workforce in the sectors of motor vehicle production and related activities. All ICT players in Romania, including ALTEN SI ROMANIA, were subject to inspection and seizure measures. As of the date of this Document, the investigation is still ongoing and it is not possible to assess the potential consequences of this administrative investigation.

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. For the 2013-2014 period, the French subsidiary obtained full satisfaction by a judgment of the Administrative Court of Montreuil handed down on 20 February 2023. As the Authority did not appeal, the provision of €0.8 million was reversed. For the 2015-2017 period, the Audit Department abandoned all increases during the discussion held on 18 July 2023.

In the context of two accounting audits relating to the same English subsidiary for which the transfer prices were disputed, over the periods 2009-2015 and 2016-2019, the Audit Department considered that the activity of this English subsidiary fell within the scope 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, penalties of 80% and late payment interest),. 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 tax authority to submit the request to the Montreuil Administrative Court, the latter's request was rejected in its entirety by a decision dated 20 February 2023. The Court did not wish to rule on the consequences to be drawn from the settlement by the British company of the corporate income tax paid in the United Kingdom on the same tax base, resulting in double taxation in France and the United Kingdom. The English subsidiary appealed this decision to the Paris Administrative Court of Appeal and continues 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 company's comments dated 25 August 2022. After having thoroughly studied the arguments of the French tax authority with its special advisors, considering that the position of the Audit Department is questionable in view of the factual and legal elements that may be relied on, the English company considers that it has legitimate grounds on which to continue the litigation procedure, and a serious chance 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.

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.

6

# FINANCIAL STATEMENTS


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# 6.1 CONSOLIDATED FINANCIAL STATEMENTS

## 6.1.1 CONSOLIDATED INCOME STATEMENT

| *(In thousands of euros)* | Notes | 2023 | 2022 |
|---|---|---|---|
| REVENUE | **4.2** | 4,068,797 | 3,783,100 |
| Purchases consumed | **4.4.1** | (449,107) | (438,388) |
| Employee benefits expense | **4.3.1** | (2,823,809) | (2,579,418) |
| External charges | **4.4.2** | (303,406) | (251,082) |
| Other taxes and levies | | (12,605) | (11,400) |
| Depreciation and amortisation charges | | (92,040) | (80,744) |
| Other operating expenses | **4.4.3** | (11,058) | (6,680) |
| Other operating income | **4.4.3** | 6,047 | 4,193 |
| OPERATING PROFIT ON ACTIVITY | | 382,818 | 419,581 |
| Share-based payments | **4.3.3** | (32,282) | (29,669) |
| PROFIT FROM ORDINARY ACTIVITIES | | 350,536 | 389,912 |
| Other operating expenses | **4.4.4** | (40,761) | (18,575) |
| Other operating income | **4.4.4** | 10,125 | 5,243 |
| Proceeds from disposal | **10.3** | 0 | 216,299 |
| Impairment of goodwill | **5.1** | 0 | 0 |
| OPERATING PROFIT | | 319,900 | 592,879 |
| Net borrowing costs | **7.3** | 1,952 | (4,589) |
| Other financial expenses | **7.3** | (46,013) | (12,371) |
| Other financial income | **7.3** | 44,213 | 19,038 |
| Income tax expense | **9.1** | (86,920) | (137,559) |
| EARNING OF CONSOLIDATED ENTITIES | | 233,131 | 457,398 |
| Earnings from associates | **5.4** | 75 | 127 |
| NET OVERALL EARNINGS | | 233,205 | 457,525 |
| NON-CONTROLLING INTERESTS | | 0 | (42) |
| (ATTRIBUTABLE TO) OWNERS OF THE PARENT | | 233,205 | 457,567 |
| Earnings per share in euros ([attributable to] owners of the parent) | **6.2** | 6.80 | 13.46 |
| Diluted earnings per share in euros ([attributable to] owners of the parent) | **6.2** | 6.74 | 13.21 |

## 6.1.2 CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

| *(In thousands of euros)* | Notes | 2023 | 2022 |
|---|---|---|---|
| Net income, (attributable to) owners of the parent | | 233,205 | 457,567 |
| Net income, non-controlling interests | | 0 | (42) |
| CONSOLIDATED NET INCOME | | 233,205 | 457,525 |
| Translation differences | | (14,736) | (10,796) |
| ITEMS THAT MAY BE RECLASSIFIED TO INCOME | | (14,736) | (10,796) |
| Revaluation of equity instruments held (net of corporate income tax) | **5.5** | 3,700 | (12,400) |
| Actuarial differences on employee benefits (net of corporate income tax) | **4.3.2** | (1,040) | 4,195 |
| ITEMS THAT MAY NOT BE RECLASSIFIED TO INCOME | | 2,660 | (8,205) |
| **TOTAL INCOME FOR THE PERIOD** | | **221,129** | **438,525** |
| Including: | | | |
| • (Attributable to) owners of the parent | | 221,129 | 438,567 |
| • Non-controlling interests | | (0) | (48) |

## 6.1.3 STATEMENT OF FINANCIAL POSITION

| **ASSETS**<br>*(In thousands of euros)* | **Notes** | **31/12/2023** | **31/12/2022** |
|---|---|---|---|
| Goodwill | **5.1** | 1,132,806 | 1,020,857 |
| Rights of use | **5.2** | 238,600 | 227,558 |
| Intangible assets | **5.3** | 6,956 | 7,172 |
| Property, plant and equipment | **5.3** | 54,174 | 45,461 |
| Interests in associates | **5.4** | 1,238 | 1,260 |
| Non-current financial assets | **5.5** | 43,141 | 71,388 |
| Deferred tax assets | **9.2** | 18,711 | 18,941 |
| NON-CURRENT ASSETS | | 1,495,627 | 1,392,637 |
| Clients | **4.2** | 1,044,287 | 964,135 |
| Client contract assets | **4.2** | 278,833 | 246,087 |
| Other current assets | **4.2 / 5.5** | 225,203 | 122,187 |
| Current tax assets | | 44,373 | 40,269 |
| Cash and cash equivalents | **7.1** | 323,402 | 601,735 |
| CURRENT ASSETS | | 1,916,098 | 1,974,414 |
| **TOTAL ASSETS** | | **3,411,725** | **3,367,051** |

| **LIABILITIES**<br>*(In thousands of euros)* | **Notes** | **31/12/2023** | **31/12/2022** |
|---|---|---|---|
| Share capital | | 36,878 | 36,305 |
| Additional paid-in capital | | 60,250 | 60,250 |
| Consolidated reserves | | 1,706,803 | 1,284,779 |
| Consolidated earnings | | 233,205 | 457,567 |
| **Equity ([attributable to] owners of the parent)** | | **2,037,137** | **1,838,901** |
| **Non-controlling interests** | | **(1)** | **(283)** |
| TOTAL EQUITY | | 2,037,136 | 1,838,618 |
| Post-employment benefits | **4.3.2** | 22,484 | 14,833 |
| Non-current provisions | **8.1** | 10,454 | 10,237 |
| Non-current financial liabilities | **7.2** | 8,675 | 3,526 |
| Non-current lease debt | **5.2** | 189,378 | 180,842 |
| Other non-current liabilities | **4.2** | 4,332 | 92,788 |
| Deferred tax liabilities | **9.2** | 1,264 | 913 |
| NON-CURRENT LIABILITIES | | 236,588 | 303,139 |
| Current provisions | **8.1** | 7,247 | 8,003 |
| Current financial liabilities | **7.2** | 104,226 | 180,587 |
| Current lease debt | **5.2** | 66,081 | 57,522 |
| Trade payables | **4.2** | 160,744 | 138,835 |
| Other current liabilities | **4.2** | 553,277 | 568,896 |
| Client contract liabilities | **4.2** | 209,770 | 191,281 |
| Current tax liabilities | | 36,656 | 80,170 |
| CURRENT LIABILITIES | | 1,138,001 | 1,225,294 |
| **TOTAL LIABILITIES** | | **3,411,725** | **3,367,051** |

## 6.1.4 STATEMENT OF CONSOLIDATED CASH FLOW

| *(In thousands of euros)* | Notes | 2023 | 2022 |
|---|---|---|---|
| **Consolidated net income** | | **233,205** | **457,525** |
| Earnings from associates | **5.4** | (75) | (127) |
| Depreciation, provisions and other calculated expenses | **10.3** | 103,947 | 86,481 |
| Share-based payments | **4.3.3** | 32,282 | 29,669 |
| Income tax expense | **9.1** | 86,920 | 137,559 |
| Capital gains or losses from disposals | **10.3** | 343 | (220,535) |
| Net borrowing costs | **7.3** | (1,952) | 4,589 |
| Financial cost on update and provisions | | 1,191 | 801 |
| **Gross cash flow borrowing costs and tax** | | **455,863** | **495,962** |
| Taxes paid | **10.3** | (123,654) | (93,578) |
| Change in working capital requirements | **4.2** | (91,088) | (161,203) |
| **NET CASH FLOW FROM OPERATING ACTIVITIES** | | **241,121** | **241,181** |
| Acquisitions of property, plant and equipment and intangible assets | | (20,933) | (26,123) |
| Acquisitions of financial assets | | (96,272) | (12,264) |
| Impact of changes in scope and earn outs | **10.3** | (223,039) | 87,437 |
| Disposals of property, plant and equipment and intangible assets | | 352 | 103 |
| Disposals of financial assets | | 19,639 | 9,022 |
| **NET CASH FLOW FROM INVESTING ACTIVITIES** | | **(320,253)** | **58,175** |
| Net financial interest paid | | 1,639 | (4,788) |
| Dividends paid to shareholders | | (51,421) | (44,390) |
| Capital increase | | 0 | (0) |
| Acquisitions and disposals of treasury shares | | 683 | (935) |
| Change in non-current financial liabilities | **7.2** | (1,645) | 2,959 |
| Change in current financial liabilities | | (71,912) | 101,219 |
| Change in lease debt | **5.2** | (70,007) | (63,331) |
| **NET CASH FLOW FROM FINANCING TRANSACTIONS** | | **(192,663)** | **(9,265)** |
| **CHANGE IN CASH POSITION** | | **(271,794)** | **290,091** |
| Impact of exchange rate variations | | (6,539) | (667) |
| Cash at beginning of period | | 601,735 | 312,311 |
| **CASH AT END PERIOD** | **7.1** | **323,402** | **601,735** |

## 6.1.5 CHANGE IN CONSOLIDATED EQUITY

### Change in consolidated equity, (attributable to) owners of the parent

| *(In thousands of euros)* | Number of shares in circulation | Number of shares issued | Capital | Additional paid-in capital | Reserves | Treasury shares | Translation reserves | Earnings | Shareholders' equity |
|---|---|---|---|---|---|---|---|---|---|
| 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 |
| 2022 allocation of earnings | | | | | 457,567 | | | (457,567) | 0 |
| Capital increase[1] | 545,775 | 545,775 | 573 | | (573) | | | | 0 |
| Dividends paid to shareholders | | | | | (51,421) | | | | (51,421) |
| Other changes[2] | | | | | (532) | | | | (532) |
| Treasury shares | 6,059 | | | | | 683 | | | 683 |
| Share-based payments | | | | | 28,376 | | | | 28,376 |
| **Transactions with shareholders** | **551,834** | **545,775** | **573** | **0** | **433,417** | **683** | **0** | **(457,567)** | **(22,894)** |
| Total income for the period | | | | | 2,660 | | (14,736) | 233,205 | 221,129 |
| **AT 31 DECEMBER 2023** | **34,660,308** | **35,122,301** | **36,879** | **60,250** | **1,735,615** | **(8,980)** | **(19,832)** | **233,205** | **2,037,137** |

*(1) Issues of shares linked to Free Share plans.*
*(2) Transactions on minority interests.*

### Change in equity, non-controlling interests

| *(In thousands of euros)* | Reserves | Translation reserves | Earnings | Shareholders' equity |
|---|---|---|---|---|
| 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) |
| 2022 allocation of earnings | (42) | | 42 | 0 |
| Change in scope | 282 | | | 282 |
| Capital increase | | | | 0 |
| Total income for the period | | (0) | 0 | (0) |
| **AT 31 DECEMBER 2023** | **2** | **(3)** | **0** | **(0)** |

## 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 25 April 2024 and will be submitted for the approval of the General Meeting of 20 June 2024. 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 2023 are identical to those used for the financial year ended 31 December 2022, with the exception of the new standards, amendments, and interpretations mandatory as of 1 January 2023, applied by the Group, which did not have a significant impact. In particular, the Group is continuing to assess the potential impacts of the entry into force of the Pillar 2 regulation adopted on 14 December 2022 by the European Union and applicable from financial years beginning on 1 January 2024. The Group does not anticipate any significant impact at this stage.

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 2023. 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 (Note 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 2023 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).

Consideration of climate change risks

The Group's current exposure to the consequences of climate change is currently limited and its impact on the 2023 financial statements is therefore not material.

However, to the best of its knowledge, the Group takes climate risks into account in its closing assumptions and incorporates their potential impact in its financial statements. In particular, the effects have been incorporated into the Group's business plans, on the basis of which the annual impairment tests are carried out (see Note 5.1).

Please also refer to Chapter 4.4 of the Universal registration document on the Group's climate-related commitments.

# NOTE 2 KEY EVENTS AND EVENTS AFTER THE REPORTING PERIOD

## 2.1 Acquisitions during the financial year

The following acquisitions were consolidated in 2023:

### CORTAC
### (revenue: €14 million; 65 consultants)

On 1 December 2022, PROGRAM PLANNING PROFESSIONALS INC acquired CORTAC GROUP LLC, a US company specialising in project management.

### QUALITANCE
### (revenue: €13 million; 300 consultants)

On 30 December 2022, ALTEN EUROPE and ALTEN SI TECHNO ROMANIA acquired the Romanian company QUALITANCE QBS SA, specialising in software development and IT Consulting.

### QA CONSULTANTS
### (revenue: €18 million; 185 consultants)

On 28 February 2023, ALTEN EUROPE acquired a group of two companies in Canada and the United States, specialising in software testing.

### SOLWIT
### (revenue: €19 million; 350 consultants including 50% external)

On 16 May 2023, ALTEN EUROPE acquired the Polish company SOLWIT, specialising in IT.

### ACCORD GLOBAL TECHNOLOGY SOLUTIONS
### (revenue: €9 million; 500 consultants)

On 9 June 2023, ALTEN EUROPE acquired the Indian company ACCORD GLOBAL TECHNOLOGY SOLUTIONS PVT, which holds a subsidiary in the US and a subsidiary in Germany. This group of companies specialises in IT development and engineering services.

### AYESA
### (revenue: €7 million; 130 consultants)

On 20 July 2023, ALTEN EUROPE acquired the Spanish company AYESA AIR CONTROL INGENIERIA AERONAUTICA SL and the German company AYESA AIR CONTROL GmbH. These companies specialise in aeronautical engineering.

### EAST JAPAN TECHNOLOGY INSTITUTE
### (revenue: €41 million; 720 consultants)

ALTEN EUROPE acquired the Japanese company EAST JAPAN TECHNOLOGY INSTITUTE on 31 October 2023. This Japanese company specialises in embedded software.

*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 millions of euros)*

| | |
|---|---|
| **Cost of business combination (1)** | **160.5** |
| Rights of use | 8.9 |
| Intangible assets | 0.9 |
| Property, plant and equipment | 8.3 |
| Non-current financial assets | 1.3 |
| Deferred tax assets | 1.2 |
| NON-CURRENT ASSETS | 20.5 |
| Clients | 24.4 |
| Client contract assets | 1.1 |
| Other current assets | 3.8 |
| Current tax assets | 4.9 |
| Cash and cash equivalents | 28.5 |
| CURRENT ASSETS | 62.6 |
| Post-employment benefits | (1.0) |
| Non-current provisions | (0.0) |
| Non-current financial liabilities | (4.3) |
| Non-current lease debt | (8.6) |
| Deferred tax liabilities | (0.1) |
| Other non-current liabilities | (0.1) |
| NON-CURRENT LIABILITIES | (14.2) |
| Current financial liabilities | (1.1) |
| Current lease debt | (0.9) |
| Trade payables | (5.6) |
| Other current liabilities | (19.3) |
| Client contract liabilities | (0.0) |
| Current tax liabilities | (3.1) |
| CURRENT LIABILITIES | (29.9) |
| **TOTAL NET ASSETS (2)** | **39.0** |
| Goodwill = (1) - (2) | 121.5 |

## 2.2 Other key events

During the first half of the year, and for the financial year ended on 31 December 2022, €51.4 million of dividends were paid to ALTEN SA shareholders.

## 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 Vietnam and Japan, acquisition in April 2024 of a group of companies specialising in software development and products (revenue: €20 million; 1,000 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 mainly by means of mergers. Since ANOTECH ENERGY NIGERIA no longer has any operating activities or significant assets and liabilities, it was removed from the scope of consolidation on 1 January 2023.

### France

| | | 31/12/2023 | | | 31/12/2022 | | |
|---|---|---|---|---|---|---|---|
| Company name | SIRET No. | 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 | 38054561600050 | 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 |
| 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 |
| 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 | 100.00 | 100.00 | 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 CONSULTING HOLDING | 48077850500044 | FC | 100.00 | 100.00 | FC | 100.00 | 100.00 |
| PMO ANALYTICS | 90835635500028 | FC | 100.00 | 100.00 | - | - | - |
| AIXIAL CRO | 88474172900013 | FC | 100.00 | 100.00 | FC | 100.00 | 100.00 |

1. FC = Full Consolidation/EM = Equity-accounted Method.

## International

| Company name | Country of operation | 31/12/2023 Basis of consolidation* | % interest | % control | 31/12/2022 Basis of consolidation* | % interest | % control |
|---|---|---|---|---|---|---|---|
| MI-GSO GmbH | Germany | FC | 100.00 | 100.00 | FC | 100.00 | 100.00 |
| AGREEMENT GLOBAL TECHNOLOGY SOLUTIONS GmbH | Germany | 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 |
| AYESA AIR CONTROL 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 |
| QUICK RELEASE GmbH | Germany | - | - | - | FC | 100.00 | 100.00 |
| DYNAMIC ENGINEERING GmbH | Germany | - | - | - | FC | 70.00 | 70.00 |
| ALTEN CONSULTING SERVICES | 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 | FC | 100.00 | 100.00 |
| EXPOND GmbH | Germany | FC | 100.00 | 100.00 | FC | 100.00 | 100.00 |
| CLEVERTASK ANDORRA, SLU | Andorra | FC | 100.00 | 100.00 | 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 | FC | 100.00 | 100.00 |
| META PM PTY LTD | Australia | FC | 100.00 | 100.00 | FC | 100.00 | 100.00 |
| META PM LEARNING PTY LTD | Australia | FC | 100.00 | 100.00 | 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 |
| QA CONSULTANTS INC. | Canada | FC | 100.00 | 100.00 | - | - | - |
| VOLANSYS CANADA INC. | Canada | FC | 100.00 | 100.00 | 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 |

| Company name | Country of operation | 31/12/2023 Basis of consolidation* | % interest | % control | 31/12/2022 Basis of consolidation* | % interest | % control |
|---|---|---|---|---|---|---|---|
| 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 |
| ALTEN KOREA | South Korea | FC | 100.00 | 100.00 | FC | 100.00 | 100.00 |
| AIXIAL DENMARK A/S | Denmark | FC | 100.00 | 100.00 | FC | 100.00 | 100.00 |
| ALTEN DANMARK | Denmark | FC | 100.00 | 100.00 | FC | 100.00 | 100.00 |
| ANOTECH ENERGY DOHA | Qatar | FC | 100.00 | 100.00 | FC | 100.00 | 100.00 |
| 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 |
| AYESA AIR CONTROL INGENIERIA AERONAUTICA SL | Spain | 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 | FC | 100.00 | 100.00 |
| CLEVERTASK SOLUTIONS SL | Spain | FC | 100.00 | 100.00 | FC | 100.00 | 100.00 |
| AGREEMENT GLOBAL TECHNOLOGY SOLUTIONS INC. | United States | 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 |
| CORTAC GROUP LLC | United States | 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 |
| PVR TECHNOLOGIES INC. | United States | FC | 100.00 | 100.00 | FC | 100.00 | 100.00 |
| QA CONSULTANTS USA INC. | United States | FC | 100.00 | 100.00 | - | - | - |
| STATMINDS LLC | United States | FC | 100.00 | 100.00 | 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 |
| AIXIAL US 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 | FC | 100.00 | 100.00 |
| AFOUR TECHNOLOGIES INC. | United States | FC | 100.00 | 100.00 | FC | 100.00 | 100.00 |
| ALTEN FINLAND OY | Finland | FC | 100.00 | 100.00 | 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 |

| Company name | Country of operation | 31/12/2023 Basis of consolidation* | % interest | % control | 31/12/2022 Basis of consolidation* | % interest | % control |
|---|---|---|---|---|---|---|---|
| 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 |
| 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 |
| CM01 LTD (formerly CPRIME UK) | Great Britain | FC | 100.00 | 100.00 | FC | 100.00 | 100.00 |
| AIXIAL GROUP UK LTD | Great Britain | FC | 100.00 | 100.00 | FC | 100.00 | 100.00 |
| AIXIAL UK LTD | Great Britain | FC | 100.00 | 100.00 | FC | 100.00 | 100.00 |
| AIXIAL TECH UK LTD | Great Britain | FC | 100.00 | 100.00 | FC | 100.00 | 100.00 |
| METHODS HOLDING LTD | Great Britain | FC | 100.00 | 100.00 | FC | 100.00 | 100.00 |
| METHODS BUSINESS AND DIGITAL TECHNOLOGY LTD | Great Britain | FC | 100.00 | 100.00 | FC | 100.00 | 100.00 |
| METHODS CONSULTING (ANALYTICS) LIMITED | Great Britain | FC | 100.00 | 100.00 | FC | 100.00 | 100.00 |
| METHODS ANALYTICS LIMITED | Great Britain | FC | 100.00 | 100.00 | FC | 100.00 | 100.00 |
| COREAZURE LIMITED | Great Britain | FC | 100.00 | 100.00 | 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 |
| AGREEMENT GLOBAL TECHNOLOGY SOLUTIONS PVT LTD | India | 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 |
| 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 |
| VOLANSYS TECHNOLOGIES PRIVATE LTD | India | FC | 100.00 | 100.00 | FC | 100.00 | 100.00 |
| AFOUR TECHNOLOGIES PRIVATE LTD | India | FC | 100.00 | 100.00 | FC | 100.00 | 100.00 |
| ALTEN JAPAN CO LTD | Japan | FC | 100.00 | 100.00 | FC | 100.00 | 100.00 |
| EAST JAPAN TECHNOLOGY INSTITUTE | Japan | 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 |
| ALTEN ITALIA | Italy | FC | 100.00 | 100.00 | FC | 100.00 | 100.00 |
| SDG GROUP SRL | Italy | FC | 100.00 | 100.00 | FC | 100.00 | 100.00 |
| SDG ITALIA CONSULTING | Italy | FC | 100.00 | 100.00 | FC | 100.00 | 100.00 |
| MI-GSO ITALIA | Italy | FC | 100.00 | 100.00 | FC | 100.00 | 100.00 |
| OPTIMISSA GROUP | Luxembourg | - | - | - | 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 |

| Company name | Country of operation | 31/12/2023 Basis of consolidation* | % interest | % control | 31/12/2022 Basis of consolidation* | % interest | % control |
|---|---|---|---|---|---|---|---|
| ANOTECH ENERGY NIGERIA | Nigeria | - | - | - | 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 |
| SOLWIT | Poland | 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 |
| 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 |
| AIXIAL CRO SRL | Romania | FC | 100.00 | 100.00 | FC | 100.00 | 100.00 |
| ICONEC SERVICES SRL | Romania | FC | 100.00 | 100.00 | FC | 100.00 | 100.00 |
| MI-GSO PMO SRL | Romania | FC | 100.00 | 100.00 | - | - | - |
| QUALITANCE QBS SA | 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 | 100.00 | 100.00 |
| AIXIAL SVERIGE 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 |

*(1) FC = Full Consolidation/EM = Equity-accounted Method.*

## 3.2 Commitments relating to the scope of consolidation

| *(In thousands of euros)* | 31/12/2023 | 31/12/2022 |
|---|---|---|
| **Bank guarantees given** | | |
| ALTEN SA | 7,413 | 9,415 |
| CALSOFT LABS US | 190 | 121 |
| ALTEN ITALIA | 1,435 | 1,291 |
| ALTEN BELGIUM | 299 | 299 |
| ALTEN NEDERLAND | 233 | 223 |
| ALTEN SPAIN | 5,478 | 4,765 |
| ALTEN GmbH | 136 | 1,394 |
| IT SECTOR | 28 | 28 |
| ALTEN SVERIGE | 77 | 77 |
| ORION | 21 | 21 |
| ALTEN FINLAND OY | 178 | 178 |
| ALTEN SWITZERLAND | 612 | 577 |
| ALTEN KOREA | 663 | 704 |
| ALTEN CONSULTING SERVICES | 671 | 697 |
| PCUBED AUSTRALIA | | 59 |
| ALTEN SI TECHNO ROMANIA | 10 | 228 |
| ALTEN TECHNOLOGY GmbH | 529 | 290 |
| SDG CONSULTING ESPAÑA | 680 | 1,142 |
| SDG CONSULTING ITALIA | | 74 |
| SDG CONSULTING US | 67 | |
| CLEVERTASK SOLUTIONS | 4 | 32 |
| OPTIMISSA SPAIN | 1,031 | |
| BEIJING LZT INFO TECHNOLOGY | 32 | |
| JINAN LZT INFO TECHNOLOGY | 50 | |
| ICONEC GmbH | 476 | |
| EXPOND GmbH | 267 | |
| ICONEC SERVICES SRL | 134 | |
| SOLWIT | 268 | |
| **TOTAL** | **20,983** | **21,615** |
| **Pledges, sureties and guarantees received (as security for liability guarantees)** | | |
| ALTEN EUROPE | 5,546 | 10,227 |
| ATEXIS GmbH | 2,800 | 2,800 |
| ALTEN SPAIN | | 400 |
| SESAME GROUP LTD | | 954 |
| ALTENWARE | | 2,725 |
| HPTI | 350 | |
| ALTEN USA | | 7,500 |
| PCUBED AUSTRALIA | 738 | 765 |
| PCUBED USA | 1,357 | 1,406 |
| **TOTAL** | **10,791** | **26,777** |

# 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.

| | 2023 | | | 2022 | | |
|---|---|---|---|---|---|---|
| *(In thousands of euros)* | **France** | **International** | **Total** | **France** | **International** | **Total** |
| Net revenue | 1,297,856 | 2,770,940 | **4,068,797** | 1,178,171 | 2,604,929 | **3,783,100** |
| Operating profit on activity | 90,255 | 292,564 | **382,818** | 96,297 | 323,284 | **419,581** |
| Rate of operating profit on activity/ revenue for the segment | 7.0% | 10.6% | **9.4%** | 8.2% | 12.4% | **11.1%** |
| Profit from ordinary activities | 66,709 | 283,828 | **350,536** | 73,884 | 316,028 | **389,912** |
| Operating profit | 63,816 | 256,084 | **319,900** | 74,466 | 518,413 | **592,879** |
| Net financial income | 4,275 | (4,123) | **152** | 1,011 | 1,068 | **2,079** |
| Income tax expense | (18,829) | (68,091) | **(86,920)** | (23,204) | (114,355) | **(137,559)** |
| Earnings from associates | 0 | 75 | **75** | 0 | 127 | **127** |
| Net overall earnings | 49,262 | 183,944 | **233,205** | 52,273 | 405,252 | **457,525** |
| Non-controlling interests | 0 | | **0** | 42 | | **42** |
| Net income, (attributable to) owners of the parent | 49,262 | 183,944 | **233,205** | 52,315 | 405,252 | **457,567** |

| | 31/12/2023 | | | 31/12/2022 | | |
|---|---|---|---|---|---|---|
| *(In thousands of euros)* | **France** | **International** | **Total** | **France** | **International** | **Total** |
| Goodwill | 183,512 | 949,294 | **1,132,806** | 183,512 | 837,345 | **1,020,857** |
| Interests in associates | 0 | 1,238 | **1,238** | 0 | 1,260 | **1,260** |
| Headcount at year-end | 13,870 | 43,100 | **56,970** | 13,000 | 41,100 | **54,100** |
| Cash and cash equivalents at closing | 80,545 | 242,857 | **323,402** | 364,088 | 237,647 | **601,735** |
| Financial liabilities (including lease liabilities) | 213,753 | 154,607 | **368,360** | 289,278 | 133,200 | **422,477** |
| Rental liabilities | 111,989 | 143,471 | **255,459** | 119,823 | 118,541 | **238,364** |
| Net investments for the period | 146,526 | 173,727 | **320,253** | 12,849 | (71,024) | **(58,175)** |

The contribution to revenue and operating profit on activity from the companies acquired and consolidated in 2023 amounted to €33.3 million, €1.9 million and €0.5 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)* | 2023 | % | 2022 | % |
|---|---|---|---|---|
| Service provision | 4,023.2 | 98.9% | 3,725.9 | 98.5% |
| Re-invoiced expenses | 23.8 | 0.6% | 21.9 | 0.6% |
| Others (including margin on sales of licences) | 21.9 | 0.5% | 35.3 | 0.9% |
| **TOTAL** | **4,068.8** | **100%** | **3,783.1** | **100%** |

### By geographical area

| *(In millions of euros)* | 2023 | % | 2022 | % |
|---|---|---|---|---|
| **France** | **1,297.9** | **31.9%** | **1,178.2** | **31.1%** |
| **International** | **2,770.9** | **68.1%** | **2,604.9** | **68.9%** |
| North America | 482.9 | 11.9% | 561.6 | 14.8% |
| Germany | 371.1 | 9.1% | 323.3 | 8.5% |
| Spain | 367.4 | 9.0% | 329.0 | 8.7% |
| Asia-Pacific | 320.7 | 7.9% | 318.4 | 8.4% |
| UK | 315.2 | 7.7% | 263.2 | 7.0% |
| Italy | 312.2 | 7.7% | 250.2 | 6.6% |
| Benelux | 227.5 | 5.6% | 198.2 | 5.2% |
| Scandinavia | 179.6 | 4.4% | 183.6 | 4.9% |
| Eastern Europe | 113.5 | 2.8% | 85.6 | 2.3% |
| Switzerland | 61.4 | 1.5% | 66.0 | 1.7% |
| Other | 19.5 | 0.5% | 25.7 | 0.7% |
| **TOTAL** | **4,068.8** | **100%** | **3,783.1** | **100%** |

### By business sector

| *(% of revenue)* | 2023 | 2022 |
|---|---|---|
| Aerospace | 14.8% | 13.0% |
| Defence & Security/Marine | 6.5% | 5.5% |
| Automotive/Rail | 20.9% | 20.0% |
| Electronics | 4.0% | 4.1% |
| Retail, Services, Media & Public Sector | 18.3% | 18.4% |
| Banking, Finance and Insurance | 9.1% | 10.4% |
| Industries | 5.4% | 5.4% |
| Telecoms | 5.4% | 5.6% |
| Life Sciences | 8.3% | 8.7% |
| Energy | 7.3% | 8.8% |
| **TOTAL** | **100%** | **100%** |

## Order book

As permitted by IFRS 15, no information is communicated relating to the service obligations remaining at 31 December 2023 for contracts with an initial expected duration of one year or less.

## Working capital requirements

| *(In thousands of euros)* | 31/12/2022 | Cash flow variation | Other flows* | 31/12/2023 | Current | Non-current |
|---|---|---|---|---|---|---|
| Clients | 964,135 | 56,725 | 23,427 | 1,044,287 | 1,044,287 | |
| Client contract assets | 246,087 | 32,883 | (137) | 278,833 | 278,833 | |
| Client contract liabilities | (191,281) | (19,398) | 909 | (209,770) | (209,770) | |
| Client advances and payments on account (2) | (21,574) | 9,537 | (142) | (12,180) | (12,180) | |
| **TRADE RECEIVABLES AND RELATED ACCOUNTS (A)** | **997,367** | **79,746** | **24,058** | **1,101,171** | **1,101,171** | |
| Trade payables | (138,835) | (15,850) | (6,059) | (160,744) | (160,744) | |
| Prepaid expenses (1) | 25,237 | 5,262 | 1,102 | 31,601 | 31,601 | |
| Supplier receivables (1) | 4,034 | (863) | 141 | 3,312 | 3,312 | |
| Supplier advances and payments on account (1) | 3,064 | 5,962 | (50) | 8,976 | 8,976 | |
| **TRADE PAYABLES AND RELATED ACCOUNTS (B)** | **(106,500)** | **(5,490)** | **(4,866)** | **(116,855)** | **(116,855)** | |
| Tax and social security receivables (1) | 85,065 | 11,344 | (5,930) | 90,478 | 90,478 | |
| Other receivables (1) | 4,473 | 199 | (1,362) | 3,310 | 3,310 | |
| Post-employment benefits | | (2,822) | (19,662) | (22,484) | | (22,484) |
| Tax and social security debt (2) | (483,016) | 718 | (10,805) | (493,103) | (489,621) | (3,482) |
| Other debts (2) | (2,254) | 7,392 | (11,408) | (6,270) | (6,270) | |
| **OTHER ASSETS/LIABILITIES (C)** | **(395,732)** | **16,831** | **(49,169)** | **(428,070)** | **(402,103)** | **(25,966)** |
| **WCR (= A + B + C)** | **495,135** | **91,088** | **(29,977)** | **556,246** | **582,212** | **(25,966)** |
| **Reconciliation with the consolidated statement of financial position** | | | | | | |
| **Sum of (1)** | **121,873** | **21,903** | **(6,100)** | **137,676** | **137,676** | |
| Current financial assets (Note 5.5) | 315 | | 87,212 | 87,527 | 87,527 | |
| **TOTAL OF "OTHER CURRENT ASSETS"** | **122,187** | **21,903** | **81,112** | **225,203** | **225,203** | |
| **Sum of (2)** | **(506,844)** | **17,647** | **(22,355)** | **(511,553)** | **(508,071)** | **(3,482)** |
| Earn outs | (154,839) | 105,542 | 3,245 | (46,053) | (45,203) | (850) |
| Dividends payable | | | (3) | (3) | (3) | |
| **TOTAL OF "OTHER CURRENT AND NON-CURRENT LIABILITIES"** | **(661,684)** | **123,189** | **(19,113)** | **(557,608)** | **(553,276)** | **(4,332)** |

* *"Other flows" correspond to newly consolidated companies, translation differences or flows excluded by the nature of the change in Working Capital Requirement. The earn-outs are liabilities relating to acquisitions.*

## Clients and duration of relationship

The following table shows the breakdown of the portfolio of trade receivables based on age:

| | 31/12/2023 | | | | | 31/12/2022 | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| *(In thousands of euros)* | Un-matured | < 6 months | 6 months to 1 year | > 1 year | Balance | Un-matured | < 6 months | 6 months to 1 year | > 1 year | Balance |
| **Clients** | | | | | | | | | | |
| Gross value | 808,383 | 217,572 | 20,109 | 16,791 | 1,062,856 | 726,405 | 212,553 | 27,209 | 12,524 | 978,691 |
| Provisions | 0 | (3,458) | (1,111) | (14,000) | (18,569) | 0 | (2,073) | (2,682) | (9,801) | (14,556) |
| **NET VALUES** | **808,383** | **214,114** | **18,999** | **2,791** | **1,044,287** | **726,405** | **210,480** | **24,527** | **2,723** | **964,135** |

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)* | 2023 | 2022 |
|---|---|---|
| Salaries and benefits | (2,773,170) | (2,535,350) |
| Set provisions to labour disputes | 702 | 1,050 |
| Retirement benefits | (2,481) | (1,417) |
| Taxes levied on wages | (37,279) | (34,073) |
| Employee profit sharing | (11,581) | (9,628) |
| **TOTAL** | **(2,823,809)** | **(2,579,418)** |

The "salaries and benefits" item is reduced by research tax credits (CIR). Social security charges under defined contribution plans amounted to €503.7 million in 2023 (compared to €453.4 million in 2022).

### 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 and Gratuity in India.

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 31/12/2021** | **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** |
| Change in scope | 1,091 |
| Reclassification | 2,917 |
| Cost of services provided | 2,742 |
| Interest expenses | 341 |
| Actuarial gains and losses | 1,040 |
| Benefits paid | (261) |
| Change | (218) |
| **AT 31/12/2023** | **22,484** |

The main assumptions used to value the commitment in France are shown in the table below:

| | **31/12/2023** | **31/12/2022** |
|---|---|---|
| Discount rate | 3.15% | 3.75% |
| Turnover rate (historical data recorded) | Age group | Age group |
| Revaluation rate for employees | | |
| Managerial staff | 3.00% | 3.00% |
| Non-managerial staff | 3.00% | 3.00% |
| 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 | 62 to 64 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 IBOXX rate for AA-rated corporate bonds in the euro zone, adjusted for the duration of the Group's commitments. It should be noted that the reform of pension schemes in France had a negligible impact on the amount of the commitment.

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 | 2.65% | 3.15% | 3.65% |
| **TOTAL COMMITMENT** *(In thousands of euros)* | **23,852** | **22,484** | **21,230** |

### 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 30 June 2023. The main terms and conditions of the plan are set out in the table below, together with those of previous plans for which the expense was not fully amortised in prior years:

| Plans | | | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Date of award by the Board** | **18/06/2019** | **18/06/2019** | **15/11/2019** | **27/10/2020** | **23/02/2021** | **23/02/2021** | **27/10/2021** | **27/10/2021** | **26/10/2022** | **26/10/2022** | **26/10/2023** | |
| Class of financial instruments awarded | Preferred B 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 | 814 | 49,550 | 150,000 | 164,500 | 109,450 | 13,500 | 105,850 | 116,825 | 59,700 | 116,455 | 150,000 | |
| of which number awarded to employees | 391 | 49,550 | 150,000 | 54,500 | 109,450 | 13,500 | 105,850 | 116,825 | 59,700 | 116,455 | 150,000 | |
| of which number awarded to Corporate Officers | 423 | 0 | 0 | 110,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| Number of instruments voided over the period | | 1,500 | 12,700 | | 6,450 | | 800 | 11,725 | 1,700 | 7,945 | 250 | |
| Number of instruments subscribed for over the period | | 41,050 | 126,200 | 149,500 | | 13,500 | 105,050 | | | | | |
| Number of instruments outstanding at 31/12/2023 | 0 | 0 | 0 | 0 | 98,700 | 0 | 0 | 104,500 | 58,000 | 108,510 | 149,750 | |
| Fair value of the financial instruments *(In euros)* | 4,899.9 | 92.5 | 96.4 | 75.7 | 84.9 | 85.9 | 132.5 | 130.6 | 117.9 | 115.7 | 105.8 | |
| Final award date | 18/06/2021 | 18/06/2023 | 15/11/2023 | 27/10/2023 | 29/02/2024 | 23/10/2023 | 30/10/2023 | 27/10/2025 | 26/10/2024 | 26/10/2026 | 26/10/2027 | |
| Final award conditions | Presence | Presence and performance | Presence and performance | Presence and performance | Presence and performance | Presence | Presence | Presence and performance | Presence | Presence and performance | Presence and performance | |
| Lock-up/Non-transferability period | 18/06/2023 | None | None | None | None | None | None | None | None | None | None | |
| Cost of services provided in 2023 *(In thousands of euros)* | 427 | 787 | 3,499 | 4,925 | 2,786 | 208 | 6,641 | 2,988 | 3,104 | 2,500 | 511 | 28,376 |
| Employer contribution cost 2023 *(In thousands of euros)* | 53 | 236 | 239 | 804 | 469 | 14 | 905 | 260 | 631 | 251 | 45 | 3,906 |
| *(In thousands of euros)* | | | | | | | | | | | | **32,282** |

For the plan 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 (Revenue 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 |

At 31 December 2023, all the performance shares issued had been converted into ordinary shares.

For the free share plans awarded in 2019, 2020, 2021, 2022 and 2023:

- shares under the two 2019 plans, the 2020 plan and two 2021 plans were definitively allocated and issued during the year;
- the shares under the 26/10/2022 plan, which is subject to a single presence requirement, will be freely transferable after the final allocation date;
- shares under the 23/02/2021, 27/10/2021, 26/10/2022 and 26/10/2023 performance plans will be definitively allocated at the end of the vesting period, subject to the beneficiary's actual presence, and the final number of shares allocated will depend on the achievement of performance criteria based on the following formula:

Number of shares definitively awarded = Number of shares initially awarded x (CO coef + OMA coef + FC coef + QCSR coef)/4.

| 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)* | 2023 | 2022 |
|---|---|---|
| Purchasing and subcontracting business | (418,744) | (412,248) |
| Non-stock purchases | (30,363) | (26,140) |
| **TOTAL** | **(449,107)** | **(438,388)** |

Purchases mainly consist of subcontracting.

### 4.4.2 External charges

| *(In thousands of euros)* | 2023 | 2022 |
|---|---|---|
| Rents and rental charges* | (19,377) | (16,773) |
| Maintenance and repairs | (29,856) | (25,592) |
| External personnel, fees | (83,943) | (66,195) |
| Transportation and travel | (87,284) | (70,326) |
| Other external charges | (82,945) | (72,197) |
| **TOTAL** | **(303,406)** | **(251,082)** |

* *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)* | 2023 | 2022 |
|---|---|---|
| Provisions for impairments of current assets | (5,209) | (3,198) |
| Losses on unrecoverable receivables | (3,604) | (948) |
| Provisions for long-term contingencies | (1,699) | (1,997) |
| Book value of non-current assets sold | (547) | (537) |
| Other expenses | 0 | 0 |
| TOTAL EXPENSES | (11,058) | (6,680) |
| Reversal of provisions for receivables | 3,015 | 1,885 |
| Reversals of provisions for long-term contingencies | 2,622 | 2,172 |
| Proceeds from sale of non-current assets | 353 | 115 |
| Other income | 56 | 21 |
| TOTAL INCOME | 6,047 | 4,193 |
| **TOTAL OTHER OPERATING INCOME AND EXPENSES** | **(5,012)** | **(2,487)** |

### 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)* | 2023 | 2022 |
|---|---|---|
| Restructuring costs | (9,096) | (2,229) |
| Fees associated with the acquisition of new companies | (5,062) | (2,109) |
| Social security and tax adjustments | (3,108) | 1,308 |
| Acquisition-related costs | (13,371) | (10,638) |
| Other | 0 | 336 |
| **TOTAL OTHER OPERATING INCOME AND EXPENSES** | **(30,637)** | **(13,332)** |
| *Including other operating expenses* | (40,761) | (18,575) |
| *Including other operating income* | 10,125 | 5,243 |

In 2023, other operating income and expenses comprised restructuring costs (-€9.1 million), particularly in Germany, acquisition fees (-€5.1 million), costs relating to social and tax reassessments (-€3.1 million) in France, and acquisition-related costs (-€13.4 million) corresponding in particular to the adjustment of the costs of business combinations acquired under 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.

In addition, the Group has incorporated the risks associated with climate change into the structuring assumptions of its 4-year financial budgets, using the following aggregates:

- forecast revenue from the various business sectors (Aeronautics, Energy, Automotive, Insurance, etc.) in which the Group operates, which are more or less impacted by climate risks;
- forecast costs, in particular energy, salaries and travel costs.

Goodwill, allocated by country, is broken down as follows:

| *(In thousands of euros)* | 31/12/2022 | Acquisitions | Disposals/ exits | Earn-out adjustments | Reclas-sifications | Translation differences | Other | Impairment | 31/12/2023 |
|---|---|---|---|---|---|---|---|---|---|
| France | **183,512** | | | | | | | | **183,512** |
| Germany | **140,605** | 334 | | (3,921) | 119 | | (24) | | **137,113** |
| Spain | **122,304** | 3,579 | | | | | | | **125,883** |
| UK | **115,602** | | | | | | | | **115,602** |
| Scandinavia | **62,633** | | | | | 35 | | | **62,668** |
| Italy | **53,171** | | | | | | | | **53,171** |
| Portugal | **29,375** | | | | | | | | **29,375** |
| Belgium | **12,686** | | | | | | | | **12,686** |
| The Netherlands | **26,173** | | | | | | | | **26,173** |
| Switzerland | **25,792** | | | | | 990 | | | **26,782** |
| Eastern Europe | **6,849** | 12,897 | | (2,837) | (120) | | 48 | | **16,837** |
| USA | **95,160** | 12,758 | | (424) | 364 | (2,024) | | | **105,834** |
| Canada | **5,802** | 10,507 | | | | (80) | | | **16,229** |
| India | **63,368** | 17,975 | | 451 | (1,265) | (1,667) | 1,019 | | **79,881** |
| China | **55,362** | | | | 4,507 | (2,694) | | | **57,175** |
| Japan | **924** | 66,719 | | | 3,549 | | | | **71,192** |
| Asia (other) | **14,900** | | | | (7,155) | | | | **7,745** |
| Australia | **6,641** | | | (1,914) | | (245) | 468 | | **4,950** |
| **TOTAL** | **1,020,857** | **124,768** | **0** | **(8,645)** | **0** | **(5,685)** | **1,510** | **0** | **1,132,806** |

During the 2023 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);
- earn-out adjustments and corrections to net positions acquired (included under "Other") within the allocation period;
- translation differences on goodwill denominated in foreign currencies.

The Group performed impairment tests on all the assets of its CGUs at 31 December 2023. 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.

| | 2023 | | | | 2022 | | | |
|---|---|---|---|---|---|---|---|---|
| Country | Value of goodwill | Average annual revenue growth rate 2023-2028 | Perpetual growth rate | Weighted average cost of capital (WACC) | Value of goodwill | Average annual revenue growth rate 2022-2027 | Perpetual growth rate | Weighted average cost of capital (WACC) |
| France | 183,512 | 5% | 2% | 9.1% | 183,512 | 7% | 2% | 9.2% |
| Germany | 137,113 | 4% | 2% | 7.9% | 140,605 | 8% | 2% | 8.5% |
| Spain | 125,883 | 6% | 2% | 11.3% | 122,304 | 9% | 2% | 10.6% |
| UK | 115,602 | 6% | 2% | 10.3% | 115,602 | 13% | 2% | 9.6% |
| Scandinavia | 62,668 | 3% | 2% | 7.9% to 9.1% | 62,633 | 5% | 2% | 8.1% to 9.1% |
| Italy | 53,171 | 8% | 2% | 12.9% | 53,171 | 9% | 2% | 11.7% |
| Portugal | 29,375 | 4% | 2% | 11.7% | 29,375 | 4% | 2% | 11.0% |
| Belgium | 12,686 | 9% | 2% | 9.5% | 12,686 | 6% | 2% | 8.9% |
| The Netherlands | 26,173 | 5% | 2% | 8.1% | 26,173 | 6% | 2% | 8.8% |
| Switzerland | 26,782 | 2% | 2% | 6.6% | 25,792 | 6% | 2% | 7.3% |
| Eastern Europe | 16,837 | 5% | 2% | 11.8% to 13.9% | 6,849 | 20% | 2% | 9.0% to 12.2% |
| USA | 105,834 | 7% | 2% | 9.5% | 95,160 | 9% | 2% | 9.7% |
| Canada | 16,229 | 8% | 2% | 8.9% | 5,802 | 8% | 2% | 9.6% |
| India | 79,881 | 11% | 2% | 15.1% | 63,368 | 14% | 2% | 11.8% |
| China | 57.176 | 4% | 2% | 9.1% | 55,362 | 4% | 2% | 10.6% |
| Japan | 71,192 | 8% | 2% | 7.4% | 924 | 8% | 2% | 7.8% |
| Asia (other) | 7,745 | 4% | 2% | 8.3% to 9.7% | 14,900 | 8% | 2% | 10.3% |
| Australia | 4,950 | 8% | 2% | 9.6% | 6,641 | NA | NA | NA |
| **TOTAL** | **1,132,806** | | | | **1,020,857** | | | |

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.

| | 2023 | | | | | 2022 | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| **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 | 550,838 | | (3,185) | (7,374) | 183,512 | 549,654 | - | - | (19,956) |
| Germany | 137,113 | 266,446 | (1,276) | (2,389) | (724) | 140,605 | 245,087 | - | - | - |
| Spain | 125,883 | 202,203 | (1,199) | (1,583) | (573) | 122,304 | 384,692 | - | - | - |
| UK | 115,602 | 215,626 | (221) | (221) | (221) | 115,602 | 537,830 | - | - | - |
| Scandinavia | 62,668 | 107,171 | - | - | - | 62,633 | 161,262 | - | - | - |
| Italy | 53,171 | 248,981 | - | - | - | 53,171 | 470,299 | - | - | - |
| Portugal | 29,375 | 44,335 | - | - | - | 29,375 | 26,392 | - | - | - |
| Belgium | 12,686 | 132,736 | - | - | - | 12,686 | 56,414 | - | - | - |
| The Netherlands | 26,173 | 263,636 | - | - | - | 26,173 | 216,140 | - | - | - |
| Switzerland | 26,782 | 125,732 | - | - | - | 25,792 | 181,584 | - | - | - |
| Eastern Europe | 16,837 | 124,751 | - | - | - | 6,849 | 66,588 | (100) | (264) | (431) |
| USA | 105,834 | 238,016 | (628) | (918) | (2,462) | 95,160 | 620,669 | - | - | - |
| Canada | 16,229 | 148,767 | - | - | - | 5,802 | 76,683 | - | - | - |
| India | 79,881 | 20,348 | (1,500) | (1,016) | (58) | 63,368 | 119,837 | (4,985) | - | - |
| China | 57,176 | 64,456 | - | - | - | 55,362 | 122,924 | - | - | - |
| Japan | 71,192 | 28,214 | | | | 924 | 28,786 | | | |
| Asia (other) | 7,745 | 25,849 | - | - | - | 14,900 | 61,482 | - | - | - |
| Australia | 4,950 | 8,507 | | | | 6,641 | NA | NA | NA | NA |
| **TOTAL** | **1,132,806** | **2,816,611** | **(4,824)** | **(9,312)** | **(11,412)** | **1,020,857** | **3,926,322** | **(5,085)** | **(264)** | **(20,387)** |

* *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 – 31/12/2022** | **334,543** | **55,872** | **11,737** | **1,451** | **403,602** |
| New contracts | 29,080 | 18,960 | 2,848 | 1,434 | 52,322 |
| Increases in duration/rent | 28,641 | 1,190 | 531 | 90 | 30,452 |
| Decreases in lease periods/rentals and withdrawals | (30,848) | (10,535) | (1,470) | (463) | (43,316) |
| Change in scope | 11,458 | 2,547 | 763 | 1,620 | 16,387 |
| Translation differences | (1,762) | 215 | 22 | 165 | (1,360) |
| **Gross value – 31/12/2023** | **371,112** | **68,248** | **14,431** | **4,297** | **458,088** |
| **Depreciation and amortisation** | | | | | |
| **Depreciation and amortisation - 31/12/2022** | **(137,671)** | **(30,937)** | **(6,590)** | **(847)** | **(176,045)** |
| Provisions | (56,392) | (15,621) | (3,033) | (902) | (75,947) |
| Reversals | 20,218 | 9,361 | 1,373 | 365 | 31,317 |
| Change in scope | 508 | (88) | (168) | (123) | 130 |
| Translation differences | 1,202 | (95) | (10) | (40) | 1,057 |
| **Depreciation and amortisation - 31/12/2023** | **(172,135)** | **(37,379)** | **(8,428)** | **(1,546)** | **(219,488)** |
| **NET VALUE - 31/12/2023** | **198,977** | **30,868** | **6,003** | **2,751** | **238,600** |

### Financial lease debt (current and non-current liabilities)

| *(In thousands of euros)* | Real estate | Vehicles | Computer equipment | Other | Total |
|---|---|---|---|---|---|
| **Lease liability – 31/12/2022** | **207,594** | **25,002** | **5,162** | **606** | **238,364** |
| New contracts | 29,747 | 18,934 | 2,837 | 1,448 | 52,965 |
| Increases in duration/rent | 28,719 | 1,150 | 546 | 89 | 30,505 |
| Decreases in lease periods/rentals and withdrawals | (11,393) | (1,120) | (84) | (99) | (12,696) |
| Cash flow (repayments) | (50,482) | (15,632) | (3,000) | (893) | (70,007) |
| Change in scope | 11,931 | 2,530 | 607 | 1,508 | 16,576 |
| Translation differences | (513) | 124 | 14 | 126 | (250) |
| **Lease liability – 31/12/2023** | **215,603** | **30,988** | **6,082** | **2,785** | **255,457** |
| **Current debt** | **48,325** | **13,868** | **3,016** | **871** | **66,081** |
| **Non-current debt** | **167,278** | **17,120** | **3,066** | **1,914** | **189,378** |

#### Consolidated income statement and consolidated statement of cash flows

Net income (attributable to) owners of the parent in 2023 is only slightly impacted by the application of IFRS 16 (with an impact of +€4.0 million on operating profit on activity and -€4.0 million on financial income).

In the cash flow statement, the line "Net cash flows from financing transactions" includes disbursements relating to leases for an amount of -€73.9 million (*i.e.* -€70.0 million in respect of the repayment of the lease liability and -€3.9 million in respect of financial interest paid) with the application of IFRS 16. In return, cash flows generated by operations are increased by €73.9 million.

The table below shows the schedule of lease obligations at 31 December 2023:

| **At 31 December 2023** *(In thousands of euros)* | **< to 1 year** | **> 1 and < 2 years** | **> 2 and < 5 years** | **> 5 years** | **Total** |
|---|---|---|---|---|---|
| Schedule of lease obligations | 70,270 | 57,403 | 100,052 | 48,290 | 276,015 |

## 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 property, plant and equipment 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.

Property, plant and equipment and intangible assets amounted to €61.1 million at 31 December 2023 (€52.6 million at 31 December 2022). No particular event relating to these items took place during the 2023 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 2021 | 1,180 |
| Earnings from associates | 127 |
| Capital increase | |
| Change in scope | |
| Dividend neutralisation | (47) |
| INTERESTS IN ASSOCIATES AT 31 DECEMBER 2022 | 1,260 |
| Earnings from associates | 75 |
| Capital increase | |
| Change in scope | |
| Dividend neutralisation | (96) |
| INTERESTS IN ASSOCIATES AT 31 DECEMBER 2023 | 1,238 |
| **Financial data of associates** | * |
| Revenue | 6,049 |
| Operating profit | 245 |
| **TOTAL ASSETS** | **3,516** |
| Shareholders' equity | 2,099 |

* *2023 data in local Gaap and in thousands of euros.*

## 5.5 Current and non-current financial assets

Financial assets include shares/investments in companies or mutual funds included under "Equity instruments held", financial investments included under "Debt instruments held", deposits and guarantees and loans and receivables, whether or not related to equity interests ("Other long-term assets/ current liabilities") and foreign exchange swap-type derivatives.

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.

The debt instruments held are financial investments such as credit link notes and EMTNs. These assets are measured at fair value through profit or loss and amortised cost respectively, and are included under "Other current assets" in the statement of financial position.

Deposits and guarantees and other long-term/current assets are valued at amortised cost. This amortized cost is a good approximation of their fair value.

| | Book value according to IFRS 9 | | | | | Hierarchy of the fair value of financial assets at 31/12/2023 | | |
|---|---|---|---|---|---|---|---|---|
| *(In thousands of euros)* | Amortised cost | FV by comprehensive income | FV by income | 31/12/2023 | 31/12/2022 | Level 1 | Level 2 | Level 3 |
| Equity instruments held | | 8,700 | 4,055 | 12,755 | 28,998 | 8,700 | | 4,055 |
| Deposits and guarantees | 18,714 | | | 18,714 | 16,828 | | | |
| Other long-term assets (loans and receivables) | 11,380 | | | 11,380 | 25,562 | | | |
| Derivatives | | | 292 | 292 | 0 | | 292 | |
| NON-CURRENT FINANCIAL ASSETS | 30,094 | 8,700 | 4,055 | 43,141 | 71,388 | 8,700 | 292 | 4,055 |
| Debt instruments held | 33,865 | | 52,242 | 86,107 | 0 | | 52,242 | |
| Deposits and guarantees | 177 | | | 177 | 195 | | | |
| Other current assets (loans and receivables) | 1,243 | | | 1,243 | 120 | | | |
| CURRENT FINANCIAL ASSETS | 35,285 | - | 52,242 | 87,527 | 315 | - | 52,242 | - |

Equity instruments held include the following securities/investments:

| Entity | % interest | Fair value at beginning of period | Acquisition, disposal, reclassification | Variation in FV through comprehensive income | Variation in FV through income | Fair value at end of period | Fair value hierarchical level |
|---|---|---|---|---|---|---|---|
| PHINERGY LTD | 12.83% | 5,000 | | 3,700 | | 8,700 | 1 |
| CORTAC | 100.00% | 14,110 | (14,110) | | | 0 | 3 |
| QUALITANCE | 100.00% | 7,249 | (7,249) | | | 0 | 3 |
| OTHER | | 2,638 | 1,569 | | (152) | 4,054 | 3 |
| **TOTAL** | | **28,998** | **(19,790)** | **3,700** | **(152)** | **12,755** | |

The decrease in equity instruments over the year is mainly due to:

- the two acquisitions made at the end of the 2022 reporting period (CORTAC and QUALITANCE) which were consolidated during the first half of 2023 (-€21.4 million);
- the revaluation (+€3.7 million) of the shares in PHINERGY (listed on the Tel Aviv Stock Exchange).

The debt instruments correspond to the financial investments made during the first half of 2023 of part of the price of the disposal of the Agile business at the end of the 2022 reporting period in Credit Link note and EMTN type products (with a maturity of more than 3 months) for an amount of US$90 million.

# 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 2022 | 34,576,526 | (468,052) | 34,108,474 |
| Capital increases (free share and preferred share plans) | 545,775 | | 545,775 |
| Liquidity contract transactions | | 6,059 | 6,059 |
| **AT 31 DECEMBER 2023** | **35,122,301** | **(461,993)** | **34,660,308** |

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:

| | **31/12/2023** | **31/12/2022** |
|---|---|---|
| **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 | 8,030 | 118 |
| Shares purchased | 206,903 | 180,903 |
| Shares sold | (212,962) | (172,991) |
| Shares held at closing | 1,971 | 8,030 |
| **TOTAL** | **461,993** | **468,052** |

## 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)* | 2023 | 2022 |
|---|---|---|
| **Net income, (attributable to) owners of the parent** | **233,205** | **457,567** |
| Weighted average number of shares | 34,285,278 | 33,983,744 |
| **Earnings per share** | **6.80** | **13.46** |

| *(In thousands of euros)* | 2023 | 2022 |
|---|---|---|
| **Net income, (attributable to) owners of the parent** | **233,205** | **457,567** |
| Weighted average number of shares | 34,285,278 | 33,983,744 |
| Effect of dilutions | 326,003 | 659,365 |
| Weighted average number of shares after potential dilution | 34,611,281 | 34,643,109 |
| **Diluted earnings per share** | **6.74** | **13.21** |

## 6.3 Dividends per share

| | 2024 | 2023 | 2022 |
|---|---|---|---|
| Date of the General Meeting deciding on the dividend distribution proposal | 20 June 2024 | 30 June 2023 | 22 June 2022 |
| Date of payment of dividend | | 6 July 2023 | 29 June 2022 |
| Dividend per share *(In euros and per share)** | 1.50 | 1.50 | 1.30 |
| Total amount of distribution *(In thousands of euros)* | | 51,417 | 44,144 |

* *Subject to approval at the next General Meeting on 20 June 2024.*

# NOTE 7 NET CASH POSITION

The Group's net cash position (an alternative performance indicator) breaks down as follows:

| *(In thousands of euros)* | | 31/12/2023 | 31/12/2022 |
|---|---|---|---|
| **Cash at end period** | **7.1** | **323,402** | **601,735** |
| + Investments > 3 months (debt instruments and similar debt) | **5.5** | 86,107 | 0 |
| + Bank borrowings and related debt | **7.2** | (109,889) | (154,689) |
| + Bank borrowings | | (2,624) | (28,996) |
| **= Net cash position/(Net debt)** | | **296,997** | **418,050** |

## 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. Marketable securities are given at their fair value.

| *(In thousands of euros)* | 31/12/2023 | 31/12/2022 |
|---|---|---|
| Marketable securities | 10,786 | 13,929 |
| Cash and equivalents | 312,616 | 587,806 |
| **TOTAL** | **323,402** | **601,735** |

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 2023 in these countries:

| **Country**<br>*(In thousands of euros)* | |
|---|---|
| Azerbaijan | 451 |
| China | 27,010 |
| Congo | 26 |
| India | 31,840 |
| Morocco | 6,927 |
| Russia | 856 |
| Ukraine | 1,079 |
| **TOTAL** | **68,190** |

## 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. The amortised cost is a good estimate of their fair value.

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)* | 31/12/2022 | Inc. | Repayment | Change in scope | Other (translation adjustments, reclassification) | 31/12/2023 | Current | Non-current |
|---|---|---|---|---|---|---|---|---|
| **Bank borrowings and related debt** | **154,689** | **16,604** | **(63,151)** | **2,469** | **(722)** | **109,889** | **101,267** | **8,622** |
| *Bank borrowings* | *68,885* | *249* | *(63,059)* | *2,324* | *(365)* | *8,035* | *157* | *7,877* |
| *Market financing* | *85,000* | *16,000* | | | | *101,000* | *101,000* | |
| *Other loans and related debt* | *804* | *355* | *(92)* | *145* | *(357)* | *854* | *110* | *745* |
| **Bank overdrafts** | **28,996** | **2** | **(26,867)** | **587** | **(95)** | **2,623** | **2,623** | |
| **Deposits and guarantees received** | **159** | | **(121)** | **147** | **(1)** | **184** | **131** | **53** |
| **Other financial liabilities** | **270** | **14** | **(39)** | | **(41)** | **204** | **204** | **0** |
| **TOTAL** | **184,114** | **16,620** | **(90,177)** | **3,203** | **(859)** | **112,900** | **104,226** | **8,675** |
| | | **a** | **b** | | | | | |
| **Change in statement of cash flows financial liabilities (a + b)** | **(73,557)** | | | | | | **(71,912)** | **(1,645)** |

### Bank borrowings

Bank borrowings amounted to €8.0 million at 31 December 2023.

| *(In thousands of euros)* | 31/12/2023 | EUR | INR | JPY | Fixed rate | Variable rate |
|---|---|---|---|---|---|---|
| Bank borrowings | 8,035 | 444 | 4,525 | 3,067 | 7,607 | 428 |

At 31 December 2023, this item consisted mainly of medium- and long-term local bank loans totalling €8.0 million. The Club Deal syndicated loan was not drawn down during the year. This short-term variable-rate financing facility, which came into effect on 11 March 2022, provides the Group with an open line of credit of up to €350 million available until 2029.

### Market financing

The amount of debt relating to short-term negotiable debt securities (NeuCP) amounted to €101 million at 31 December 2023 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 €10.0 million as at 31 December 2023, increasing to €609.0 million (€594.5 million as at 31 December 2022) including the Club Deal and NeuCP open drawdowns described above.

## 7.3 Net 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)* | 2023 | 2022 |
|---|---|---|
| GROSS BORROWING COSTS | (7,736) | (2,173) |
| Income from receivables and investments | 13,285 | 900 |
| Income/loss from the disposal of marketable securities | 305 | (233) |
| NET BORROWING COSTS | 5,854 | (1,507) |
| Interest on leases (IFRS 16) | (3,902) | (3,082) |
| **Net borrowing costs and financial costs of leases** | **1,952** | **(4,589)** |
| Foreign exchange losses | (39,631) | (8,711) |
| Other financial expenses | (2,633) | (1,062) |
| Discounted financial expenses | (1,526) | (1,197) |
| Financial provisions | (2,222) | (1,401) |
| **Other financial expenses** | **(46,013)** | **(12,371)** |
| Foreign exchange gains | 40,409 | 12,254 |
| Other financial income | 1,865 | 6,510 |
| Financial income as a result of discount | 0 | 0 |
| Reversal of financial provisions | 1,939 | 275 |
| **Other financial income** | **44,213** | **19,038** |
| OTHER NET FINANCIAL INCOME AND EXPENSES | (1,800) | 6,668 |
| **NET FINANCIAL INCOME** | **152** | **2,079** |

Net financial income for 2023 amounted to €0.2 million (€2.1 million for 2022).

## 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 syndicated credit line known as the "Club Deal" for an amount of €350 million until 2029;
- a short-term negotiable debt securities programme (NeuCP) for €350 million was set up as part of the optimisation and diversification of funding sources;
- €10.0 million in short-term bilateral credit lines and overdraft facilities.

The syndicated "Club Deal" credit line requires compliance with the following half-yearly and annual financial ratios as long as the contract remains in force: 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 2023, 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 syndicated "Club Deal" credit line, 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 major clients, thus limiting the risk of insolvency (see Note 4.2 "Duration of client relationships"). The average collection period for trade receivables is 94 days (93 days in 2022).

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 28.2% (25.0% in 2022) of its revenue from its ten main clients, with its largest client representing 11.6% (10.3% in 2022) 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, 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 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). 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

| | 2023 | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| *(In millions of euros)* | USD | GBP | SEK | CNY | INR | CAD | PLN | CHF | Other currencies |
| Trade receivables | 82.4 | 86.9 | 37.0 | 42.7 | 35.8 | 23.3 | 16.8 | 14.5 | 52.5 |
| Trade payables | 9.4 | 19.1 | 4.7 | 2.0 | 3.7 | 3.6 | 4.4 | 1.4 | 13.4 |
| Cash and cash equivalents | 28.4 | 26.1 | 0.1 | 27.0 | 31.8 | 10.6 | 7.7 | 0.7 | 74.8 |
| Bank overdrafts | 0.0 | 0.0 | 0.0 | 0.0 | 1.1 | 0.0 | 0.2 | 0.0 | 0.6 |
| Bank borrowings | 0.0 | 0.0 | 0.0 | 0.0 | 4.5 | 0.0 | 0.0 | 0.0 | 3.1 |

### Revenue exposure

| | 2023 | |
|---|---|---|
| *(In millions of euros)* | Amount | % of revenue |
| Revenue denominated in USD | 365.8 | 9.0% |
| Revenue denominated in GBP | 314.3 | 7.7% |
| Revenue denominated in SEK | 124.7 | 3.1% |
| Revenue denominated in CNY | 113.2 | 2.8% |
| Revenue denominated in INR | 103.5 | 2.5% |
| Revenue denominated in CAD | 102.0 | 2.5% |
| Revenue denominated in PLN | 69.1 | 1.7% |
| Revenue denominated in CHF | 61.4 | 1.5% |
| Revenue denominated in other currencies | 195.2 | 4.8% |
| REVENUE EXPOSURE | 1,449.1 | 35.6% |
| **TOTAL CONSOLIDATED REVENUE** | **4,068.8** | **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 relies in particular on its advisors to assess the probability of realisation of risks and to estimate provisions for litigation and disputes.

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 31/12/2022** | **4,764** | **631** | **12,845** | **18,239** |
| Reclassification | 0 | 0 | (347) | (347) |
| Exchange rate variations | (7) | (9) | 17 | 1 |
| Change in scope | 0 | 0 | 15 | 15 |
| Provisions for the financial year | 1,251 | 624 | 4,023 | 5,899 |
| Reversals (provisions used) | (1,236) | (394) | (176) | (1,807) |
| Reversals (provisions not used) | (1,049) | (237) | (3,013) | 4,299 |
| **At 31/12/2023** | **3,722** | **615** | **13,364** | **17,701** |
| Of which current provisions | 1,902 | 0 | 5,345 | 7,247 |
| Of which non-currents provisions | 1,821 | 615 | 8,016 | 10,452 |

*(1) Labour disputes involve individually insignificant amounts.*
*(2) Miscellaneous risks mainly comprise provisions to cover social security and tax risks and provisions for onerous contracts.*

## 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 periods 2013-2014 and 2015-2017, the Auditing Department sent adjustments in respect of corporation tax, withholding tax and CVAE totalling €3.4 million. For the 2013-2014 period, the French subsidiary obtained full satisfaction by a judgment of the Administrative Court of Montreuil handed down on 20 February 2023. As the authority did not appeal, the provision of €0.8 million was reversed. For the 2015-2017 period, the Audit Department abandoned all increases during the discussion held on 18 July 2023.
- In the context of two accounting audits relating to the same English subsidiary for which the transfer prices were disputed, over the periods 2009-2015 and 2016-2019, the Audit Department considered that the activity of this English subsidiary fell within the scope of a permanent establishment in France. The English subsidiary was subject to an adjustment in terms of corporation 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 and in good 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 Court did not wish to rule on the consequences to be drawn from the settlement by the British company of the corporate income tax paid in the United Kingdom on the same tax base, resulting in double taxation in France and the United Kingdom. The English subsidiary appealed this decision to the Paris Administrative Court of Appeal, and continues to monitor the discussions between the French authorities and the British authorities in the context of the mutual agreement procedure for the double taxation settlement.

  For the 2016-2019 period, the Department has not yet responded to the English company's observations dated 25 August 2022. After having thoroughly studied the arguments of the French tax authority with its special advisors, considering that the position of the Audit Department is questionable in view of the factual and legal elements that may be relied on, the English company considers that it has legitimate grounds on which to continue the litigation procedure, and a serious chance of success. In addition, at this stage, the company does not have sufficient information to assess and recognise a specific provision corresponding to a reliable estimate of the potential residual risk of adjustment or 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.

- The French Competition Authority opened an administrative inquiry into the Engineering and Technology Consulting (ICT) and software publishing sectors at the end of 2018. As part of this investigation, on 22 November 2023 ALTEN SA received notification from the Competition Authority's investigation departments of a grievance relating to practices implemented on the labour markets in the Engineering and Technology Consulting and IT Services sectors. ALTEN presented its observations on 22 March 2024.

  ALTEN, which considers that the grievance it has been notified of is unfounded, is asking to be dismissed from the case. Consequently, the company did not consider it appropriate to set aside a provision. The Authority's Board will make its decision after hearing ALTEN in session.

- At the end of 2021, the Romanian Competition Council opened an investigation into suspicions of anti-competitive practices in the labour market concerning the skilled/specialised workforce in the sectors of motor vehicle production and related activities. All ICT players in Romania were visited and property was seized. As of the date of this Document, the investigation is still ongoing and it is not possible to assess the potential consequences of this administrative investigation.

# NOTE 9 INCOME TAX

## 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)* | 2023 | 2022 |
|---|---|---|
| Net overall earnings | 233,205 | 457,525 |
| Earnings of equity-accounted companies | (75) | (127) |
| Impairment of goodwill | 0 | 0 |
| Share-based payments | 28,376 | 25,897 |
| Income tax expense | 86,920 | 137,559 |
| PRE-TAX EARNINGS | 348,427 | 620,855 |
| Tax rate of the consolidating company | 25.83% | 25.83% |
| Theoretical income tax expense | 89,999 | 160,367 |
| Difference in tax rate *versus* foreign companies | (1,495) | (10,892) |
| Tax credits | (8,851) | (6,468) |
| Inactivated deferred tax assets | 5,383 | (5,001) |
| CVAE (value-added tax) reclassification | 3,004 | 5,250 |
| Other permanent differences | (1,119) | (5,697) |
| TAX EXPENSE RECOGNISED | 86,920 | 137,559 |
| EFFECTIVE INCOME TAX RATE | 24.95% | 22.16% |
| Income tax distribution: | | |
| Deferred tax | 3,014 | (4,441) |
| Income tax payable | 83,906 | 142,000 |
| **TOTAL** | **86,920** | **137,559** |

The Group's effective tax rate was 25.0% in 2023, up from 22.2% in 2022, mainly due to the favourable tax treatment of the capital gain on the disposal of the Agile business in 2022.

## 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)* | 31/12/2023 | 31/12/2022 |
|---|---|---|
| Employee profit-sharing | 2,972 | 2,454 |
| Retirement benefits | 2,802 | 2,398 |
| Restatement for IFRS 16 | 276 | 148 |
| Other timing differences | 9,557 | 7,229 |
| Tax loss carry-forwards | 1,844 | 5,799 |
| **TOTAL DEFERRED TAX** | **17,452** | **18,028** |
| *Including:* | | |
| Deferred tax assets | 18,711 | 18,941 |
| Deferred tax liabilities | (1,260) | (913) |

The change in deferred tax assets and liabilities breaks down as follows:

| *(In thousands of euros)* | 31/12/2023 | 31/12/2022 |
|---|---|---|
| **Deferred tax at start of year** | **18,028** | **12,017** |
| Impact on comprehensive income IAS 19 | 260 | (1,398) |
| Change in scope | 1,562 | 3,784 |
| Exchange rate variations | 616 | (815) |
| Expenses (or income) for the period | (3,014) | 4,441 |
| Deferred tax at year-end | 17,452 | 18,028 |

The Group has assessed the recoverable portion of tax loss carry-forwards based on a 3-year projection of expected taxable income. The amount of non-capitalised deferred tax relating to tax loss carry-forwards amounted to €12.4 million (€48.0 million in base) at 31 December 2023.

# 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 | | % | |
| | 2023 | 2022 | 2023 | 2022 | 2023 | 2022 | 2023 | 2022 |
| **AUDIT** | | | | | | | | |
| Statutory audit, certification, review of financial statements: | | | | | | | | |
| • Issuer | 293 | 283 | 16% | 19% | 293 | 283 | 19% | 19% |
| • Fully consolidated subsidiaries | 1,117 | 1,020 | 59% | 70% | 1,009 | 1,049 | 64% | 69% |
| SUBTOTAL | 1,409 | 1,302 | 75% | 90% | 1,302 | 1,331 | 82% | 88% |
| **SERVICES OTHER THAN CERTIFICATION OF ACCOUNTS** | | | | | | | | |
| • Issuer | 4 | 6 | 0% | 0% | 25 | 3 | 2% | 0% |
| • Fully consolidated subsidiaries | 465 | 145 | 25% | 10% | 252 | 178 | 16% | 12% |
| including legal, tax, corporate | 0 | 20 | 0% | 1% | 10 | 27 | 1% | 2% |
| SUBTOTAL | 469 | 151 | 25% | 10% | 277 | 181 | 18% | 12% |
| **TOTAL** | **1,878** | **1,453** | **100%** | **100%** | **1,579** | **1,512** | **100%** | **100%** |

## 10.2 Related-party transactions

### Remuneration and benefits granted to Executive Corporate Officers[1]

| | 2023 | | 2022 | |
|---|---|---|---|---|
| **Simon AZOULAY** | **Amount paid** | **Amount due** | **Amount paid** | **Amount due** |
| • fixed remuneration | €336,000 | €400,000 | €336,000 | €400,000 |
| • variable remuneration | None | None | None | None |
| • extraordinary remuneration | None | None | None | None |
| • Attendance fees[2] | €450,000 | €450,000 | €450,000 | €450,000 |
| • benefits in kind | €3,220 | €6,000 | €3,955 | €6,000 |
| **TOTAL** | **€789,220** | **€856,000** | **€789,955** | **€856,000** |

*(1) The amounts are expressed in gross values. The difference between the amounts allocated and the amounts paid is solely due to Mr AZOULAY's unilateral decision not to receive his full remuneration.*

*(2) Attendance fees received through the SGTI company, of which Mr AZOULAY is Chairman and sole partner. In 2020, Mr AZOULAY also received a grant of 75,000 performance shares, over 3 performance years, for the years 2020 to 2022. These shares were definitively allocated in October 2023 at a price of €107, valuing them at €8,025,000.*

## Remuneration and benefits granted to non-Executive Corporate Officers

The Board of Directors has awarded attendance fees to non-executive Board members for the 2023 financial year.

| | 2023 | | 2022 | |
|---|---|---|---|---|
| | Amount paid | Amount due | Amount paid | Amount due |
| **Jean-Philippe COLLIN** | | | | |
| *Attendance fees* | | *€19,500* | | |
| *Other remuneration* | | *None* | | |
| **Aliette MARDYKS** | | | | |
| *Attendance fees* | *€21,000* | *€21,000* | *€21,000* | *€21,000* |
| *Other remuneration* | *None* | *None* | *None* | *None* |
| **Philippe TRIBAUDEAU** | | | | |
| *Attendance fees* | *€21,000* | *€10,500* | *€21,000* | *€21,000* |
| *Other remuneration* | *None* | *None* | *None* | *None* |
| **Marc EISENBERG** | | | | |
| *Attendance fees* | *€10,500* | *€15,000* | *€15,000* | *€10,500* |
| *Other remuneration* | *None* | *None* | *None* | *None* |
| **Jane SEROUSSI** | | | | |
| *Attendance fees* | *€9,000* | *€10,500* | *€10,000* | *€9,000* |
| *Other remuneration* | *None* | *None* | *None* | *None* |
| **Emily AZOULAY** | | | | |
| *Attendance fees* | *€15,000* | *€16,500* | *€14,500* | *€15,000* |
| *Other remuneration* | *None* | *None* | *None* | *None* |
| **Maryvonne LABEILLE** | | | | |
| *Attendance fees* | *€19,500* | *€22,500* | *€18,000* | *€19,500* |
| *Other remuneration* | *None* | *None* | *None* | *None* |
| **TOTAL** | **€96,000** | **€115,500** | **€99,500** | **€96,000** |

## Information concerning defined-contribution schemes for Corporate Officers

Social security contributions recorded for the 2023 financial year for Executives amounted to €232 thousand (€352 thousand in 2022).

## Related-party transactions

Non-consolidated subsidiaries, Group associates or companies controlled directly by the Group Executives.

### On the income statement

| | 31/12/2023 | 31/12/2022 |
|---|---|---|
| Revenue | 15 | 15 |
| Other operating income (expenses) | (913) | (1,899) |
| Financial income (expenses) | 365 | 809 |
| **TOTAL** | **(534)** | **(1,076)** |

### On the statement of financial position

| | 31/12/2023 | 31/12/2022 |
|---|---|---|
| Long-term financial assets | 6,119 | 20,225 |
| Clients | 18 | 18 |
| Other receivables | 764 | 2,064 |
| **ASSETS** | **6,901** | **22,307** |
| Other debts | 0 | 14 |
| **LIABILITIES** | **0** | **14** |

## 10.3 Information on the statement of cash flow

| Changes in depreciation, provisions and other calculated income/expenses | 31/12/2023 | 31/12/2022 |
|---|---|---|
| Amortisation of intangible assets | 3,732 | 3,530 |
| Depreciation of property, plant and equipment | 17,146 | 14,356 |
| Depreciation/amortisation of right-of-use assets | 75,947 | 62,985 |
| Impairment of goodwill | 0 | 0 |
| Provisions for risks and expenses | 241 | 246 |
| Other income and calculated expenses | 6,881 | 5,364 |
| **TOTAL** | **103,947** | **86,481** |

| Breakdown of taxes paid | 31/12/2023 | 31/12/2022 |
|---|---|---|
| Repayments received | 5,769 | 12,517 |
| Payments made | (129,423) | (106,095) |
| **TOTAL** | **(123,654)** | **(93,578)** |

| Acquisitions of financial assets | 31/12/2023 | 31/12/2022 |
|---|---|---|
| Investments in debt instruments (EMTN/Credit Linked note) | (86,108) | |
| Other acquisitions of financial assets | (10,164) | (12,264) |
| **TOTAL** | **(96,272)** | **(12,264)** |

| Impact of changes in scope and earn-outs | 31/12/2023 | 31/12/2022 |
|---|---|---|
| Acquisitions and disposals of shares of consolidated subsidiaries | (145,062) | 104,471 |
| Cash from new consolidated subsidiaries | 28,356 | 35,939 |
| Payment of earn-outs | (105,542) | (33,538) |
| Cash from deconsolidated subsidiaries | (791) | (19,433) |
| **TOTAL** | **(223,039)** | **87,439** |

### Proceeds from disposal/Capital gain in 2022

In 2022, the Group disposed 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 €216.30 million. This division had a headcount of 550 consultants at the end of December 2022 and had generated a contributing revenue of €147.10 million in 2022.

## 6.1.7 STATUTORY AUDITORS' REPORT ON THE CONSOLIDATED FINANCIAL STATEMENTS

*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.*

For the year ended December 31, 2023

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, 2023.

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, 2023 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, 2023, 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.821-53 and R.821-180 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, 2023, the balance sheet shows Goodwill for a net book value of €1,132.8 million, representing 33% 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 he 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, 2023, KPMG Audit IS was in its 9th year of total uninterrupted engagement, and Grant Thornton was in its 21th 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.821-55 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.821-27 to L.821-34 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 25th, 2024
**KPMG Audit IS**
Jean-Marc DISCOURS
Xavier NIFFLE
*Partner*

Neuilly-Sur-Seine, on April 25th 2024
**Grant Thornton**
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 Impairment | 31/12/2023 | 31/12/2022 |
|---|---|---|---|---|
| Intangible assets | 54,342 | 20,367 | 33,975 | 34,748 |
| Property, plant and equipment | 40,765 | 28,792 | 11,974 | 10,894 |
| Financial assets | 337,800 | 20,652 | 317,148 | 302,357 |
| **FIXED ASSETS** | **432,908** | **69,811** | **363,096** | **348,000** |
| Trade receivables | 251,976 | 1,113 | 250,863 | 216,973 |
| Other receivables | 314,940 | 225 | 314,715 | 326,046 |
| Marketable securities | 267 | | 267 | 5,513 |
| Cash and equivalents | 3,096 | | 3,096 | 2,812 |
| Prepaid expenses | 10,372 | | 10,372 | 7,997 |
| **CURRENT ASSETS** | **580,651** | **1,338** | **579,313** | **559,341** |
| Unrealised foreign exchange losses | 1,182 | | 1,182 | 42 |
| **TOTAL** | **1,014,741** | **71,149** | **943,591** | **907,383** |

### 6.2.1.2 Statement of financial position liabilities

| *(In thousands of euros)* | 31/12/2023 | 31/12/2022 |
|---|---|---|
| Capital | 36,878 | 36,305 |
| Paid-in capital | 60,250 | 60,250 |
| Reserves and retained earnings | 426,245 | 390,665 |
| Profit for the year | 49,714 | 87,570 |
| **SHAREHOLDERS' EQUITY** | **573,088** | **574,790** |
| **PROVISIONS FOR RISKS AND EXPENSES** | **6,820** | **5,371** |
| Loans and related debt | 101,040 | 85,055 |
| Miscellaneous borrowings and financial liabilities | 24,599 | 23,063 |
| Trade payables | 83,496 | 68,745 |
| Taxes and social security charges payable | 94,661 | 96,100 |
| Other debts | 46,235 | 47,003 |
| Deferred income | 12,410 | 7,185 |
| **DEBT** | **362,441** | **327,151** |
| Unrealised foreign exchange gains | 1,243 | 70 |
| **TOTAL** | **943,591** | **907,383** |

## 6.2.2 INCOME STATEMENT

| *(In thousands of euros)* | 2023 | 2022 |
|---|---|---|
| **NET REVENUE** | **715,839** | **618,058** |
| Reversal of depreciation, amortisation and provisions, transfers of expenses | 2,841 | 6,147 |
| Other income | 21,622 | 17,924 |
| **Operating revenue** | **740,302** | **642,129** |
| Other external purchases and costs | 344,327 | 286,940 |
| Taxes other than on income | 17,046 | 16,841 |
| Employee benefits expense | 362,477 | 320,717 |
| Depreciation, amortisation and provisions charges | 7,134 | 6,035 |
| Other operating expenses | 5,913 | 5,151 |
| **Operating expenses** | **736,898** | **635,684** |
| **OPERATING PROFIT** | **3,405** | **6,445** |
| **NET FINANCIAL INCOME** | **36,417** | **64,365** |
| **CURRENT PROFIT BEFORE TAX** | **39,822** | **70,810** |
| **NON-RECURRING PROFIT** | **159** | **6,039** |
| Employee profit-sharing | 0 | 0 |
| Income tax | (9,733) | (10,721) |
| **PROFIT FOR THE YEAR** | **49,714** | **87,570** |

## 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 in the "Investors" Section.

### 6.2.3.2 Key events

#### 6.2.3.2.1 Business activity

2023 saw satisfactory organic growth of more than 15%. The main sectors contributing to growth were Aeronautics, Automotive and Defence/Security/Maritime.

#### 6.2.3.2.2 Other information

In the first half of 2023, €51,417 thousand in dividends were paid to shareholders in respect of the 2022 financial year.

On 1 January 2023, ALTEN SA dissolved ALTEN AEROSPACE by merging its assets into ALTEN SA.

On 31 December 2023, ALTEN SA dissolved DAVTEN by merging its assets into ALTEN SA.

The term of the syndicated credit line of €350,000 thousand put in place on 11 March 2022 has been extended by one year to 11 March 2028.

### 6.2.3.3 Events after the reporting period

On 1 January 2024, ALTEN SA absorbed the subsidiary ALTENWARE by simplifed merger.

The term of the syndicated credit line of €350,000 thousand put in place on 11 March 2022 has been extended by one year to 11 March 2029.

### 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

Property, plant and equipment and intangible assets are valued at acquisition or production cost.

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 Cash-Generating Units were revised in light of general 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 | 31/12/2023 | 31/12/2022 |
|---|---|---|
| **Discount rate** | **3.15%** | **3.75%** |
| **Revaluation rate for employees** | | |
| Managerial staff | 3.00% | 3.00% |
| Non-managerial staff | 3.00% | 3.00% |
| **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 | 62 to 64 years | 60 to 62 years |

The discount rate used is the IBOXX rate corresponding to the rate on AA-rated corporate bonds in the euro zone and 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)* | 31/12/2022 | Increases | Decreases | 31/12/2023 |
|---|---|---|---|---|
| Intangible assets | 54,311 | 31 | | 54,342[1] |
| Property, plant and equipment | 36,141 | 6,181 | 1,557 | 40,765[2] |
| Financial assets | 304,711 | 74,364 | 41,276 | 337,800[3] |
| **TOTAL** | **395,164** | **80,577** | **42,833** | **432,908** |

*(1) At 31 December 2023, intangible assets comprise business assets mainly from universal asset and liability transfers for €33,506 thousand and IT projects and licences for €20,836 thousand.*
*(2) The increases relating to property, plant and equipment relate to the fixtures and fittings for the new premises leased in 2023 and the renewal of IT equipment and office furniture at certain sites.*
*(3) Increases in financial assets mainly concern investments in US dollar debt instruments totalling €62,301 thousand (including accrued interest), the granting of loans to subsidiaries in connection with acquisitions totalling €8,850 thousand (including interest), and the payment of guarantee deposits totalling €2,963 thousand. The decreases relate to repayments of loans granted to subsidiaries amounting to €40,131 thousand (including interest) and refunds of guarantee deposits paid amounting to €1,099 thousand.*

#### 6.2.3.5.2 Depreciation and impairment

| *(In thousands of euros)* | 31/12/2022 | Increases | Decreases | 31/12/2023 |
|---|---|---|---|---|
| Intangible assets | 19,563 | 805 | | 20,367[1] |
| Property, plant and equipment | 25,247 | 5,085 | 1,540 | 28,792 |
| Financial assets | 2,354 | 18,300 | 2 | 20,652[2] |
| **TOTAL** | **47,164** | **24,189** | **1,542** | **69,811** |

*(1) No impairment was recorded for business assets during the financial year.*
*(2) The increases relate to the impairment of a subsidiary's loan.*

### 6.2.3.5.3 Breakdown of financial assets

| *(In thousands of euros)* | 31/12/2022 | Increases | Decreases | 31/12/2023 |
|---|---|---|---|---|
| Investment securities | 207,882 | 250 | 46 | 208,086[1] |
| Related receivables | 78,631 | 8,850 | 40,131 | 47,351[2] |
| Other equity interests | 8,713 | 62,301 | | 71,014[3] |
| Loans | 3,014 | | | 3,014 |
| Other financial assets | 6,471 | 2,963 | 1,099 | 8,336[4] |
| **TOTAL** | **304,711** | **74,364** | **41,276** | **337,800** |

*(1) The increases relate exclusively to the acquisition of shares in a subsidiary previously held at 90%. The decreases relate to the disposal of investment securities in three companies for €2 thousand and the cancellation of shares in the ALTEN AEROSPACE subsidiary and the DAVTEN subsidiary for a total of €43 thousand following the transfer of all assets and liabilities during the year.*
*(2) The increases mainly concern the granting of loans to subsidiaries in the context of acquisitions for a total amount of €8,850 thousand (including interest). The decreases correspond to repayments of loans granted to subsidiaries for a total amount of €40,131 thousand (including interest).*
*(3) The increases relate exclusively to investments in USD, including accrued interest.*
*(4) The "Other financial assets" item relates exclusively to guarantee deposits paid in the amount of €2,963 thousand for increases, and repayments received in the amount of €1,099 thousand for decreases.*

### 6.2.3.5.4 Provisions and impairment

| *(In thousands of euros)* | 31/12/2022 | Increases | Decreases | 31/12/2023 |
|---|---|---|---|---|
| **Regulated provisions** | | | | |
| **Provisions for risks** | | | | |
| Provisions for litigation | 1,109 | 277 | 469 | 916 |
| Other provisions for risks | 42 | 1,182 | 42 | 1,182 |
| **Provisions for charges** | | | | |
| Provisions for retirement benefits | 4,221 | 612 | 111 | 4,722 |
| Other provisions for charges | 0 | | | 0 |
| **TOTAL PROVISIONS** | **5,371** | **2,071** | **622** | **6,820** |
| **Impairment** | | | | |
| For intangible assets | 206 | | | 206 |
| For property, plant and equipment | | | | |
| For financial assets | 2,354 | 18,300 | 2 | 20,652[1] |
| For accounts receivable | 966 | 314 | 167 | 1,113 |
| Other | 444 | 53 | 271 | 225 |
| **TOTAL IMPAIRMENTS** | **3,970** | **18,667** | **441** | **22,196** |

*(1) Provisions relate to the impairment of a subsidiary's loan.*

| **IMPACT** *(In thousands of euros)* | | Reversals | |
|---|---|---|---|
| | **Provisions** | **Prov. used** | **Prov. not used** |
| Operating profit | 1,244 | 441 | 345 |
| Net financial income | 19,482 | 14 | 262 |
| Non-recurring profit | | | |
| **TOTAL** | **20,727** | **455** | **607** |

The table below presents the main actuarial assumptions and structural operating assumptions used for impairment tests on investment securities and business goodwill.

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 2023-2028 | Perpetual growth rate | Weighted average cost of capital (WACC) |
|---|---|---|---|
| France | 5% | 2% | 9.1% |
| North America | 7% | 2% | 9.5% |
| UK | 6% | 2% | 10.3% |

### 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 | 47,351 | 42,787 | 4,564 |
| Loans | 3,014 | 3,014 | |
| Other financial assets | 8,336 | 2,661 | 5,675 |
| **Receivables, current assets** | | | |
| Trade receivables | 251,976 | 251,976 | |
| Personnel and social security receivables | 605 | 605 | |
| State, income tax | 38,499 | 26,570 | 11,929[1] |
| State, value-added tax | 16,239 | 16,239 | |
| Groups and associates | 250,052 | 250,052 | |
| Other receivables | 9,545 | 9,545 | |
| Prepaid expenses | 10,372 | 10,372 | [2] |
| **TOTAL RECEIVABLES** | **635,989** | **613,821** | **22,168** |

*(1) Corresponds mainly to receivables from the CIR not deducted from corporation tax.*
*(2) Of which €4,266 thousand relates to maintenance, €2,134 thousand to rent and service charges and €1,021 thousand to financial fees.*

| 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 | 101,040 | 101,040 | | |
| Miscellaneous borrowings and financial liabilities | 6 | 6 | | |
| Trade payables | 83,496 | 83,496 | | |
| Personnel and social security debts | 42,730 | 42,730 | | |
| Tax liabilities | 51,931 | 51,931 | | |
| Debts on non-current assets and related accounts | | | | |
| Groups and associates | 24.593 | 24,593 | | |
| Other debts | 46,235 | 36,218 | 7,939 | 2,078[1] |
| Deferred income | 12,410 | 12,410 | | |
| **TOTAL DEBTS** | **362,441** | **352,423** | **7,939** | **2,078** |

*(1) Corresponds to rent-free periods of more than one year for €7,939 thousand and more than five years for €2,078 thousand.*

### 6.2.3.5.6 Outstanding charges

| OUTSTANDING CHARGES BY ITEM *(In thousands of euros)* | 31/12/2023 |
|---|---|
| Loans and debts with credit establishments | 39 |
| Miscellaneous borrowings and financial liabilities | |
| Advances and deposits received on orders in progress | |
| Trade payables | 25,359 |
| Taxes and social security charges payable | 53,213 |
| Debts on non-current assets and related accounts | |
| Other debts | 30,940 |
| **TOTAL** | **109,551** |

### 6.2.3.5.7 Revenue accruals

| REVENUE ACCRUALS BY ITEM *(In thousands of euros)* | 31/12/2023 |
|---|---|
| Receivables from companies in which an equity interest is held | 4,286 |
| Other financial assets | |
| Trade receivables | 54,455 |
| Personnel and related accounts | |
| Social security and other social organisations | |
| State and other public authorities | 8,875 |
| Other receivables | 15,781 |
| Cash and equivalents | |
| **TOTAL** | **83,398** |

### 6.2.3.5.8 Marketable securities

None.

### 6.2.3.5.9 Prepaid expenses

| PREPAID EXPENSES BY NATURE *(In thousands of euros)* | 31/12/2023 |
|---|---|
| Operating expenses | 9,351[1] |
| Financial expenses | 1,021 |
| Exceptional expenses | |
| **TOTAL** | **10,372** |

*(1) Of which €4,266 thousand relates to maintenance and €2,134 thousand to service charges.*

### 6.2.3.5.10 Deferred income

| DEFERRED INCOME BY NATURE *(In thousands of euros)* | 31/12/2023 |
|---|---|
| Operating revenue | 12,410 |
| Financial income | |
| Exceptional income | |
| **TOTAL** | **12,410** |

### 6.2.3.5.11 Change in equity

| DATES/VALUES *(In thousands of euros)* | Number of shares | Capital | Additional paid-in capital | Legal reserve | Other reserves | RAN | Earnings | Equity |
|---|---|---|---|---|---|---|---|---|
| AT 31 DECEMBER 2022 | 34,576,526 | 36,305 | 60,250 | 3,610 | 387,055 | | 87,570 | 574,790 |
| 2022 allocation of earnings | | | | 21 | 36,133 | | (87,570) | |
| Dividends paid in 2023 | | | | | | | | (51,417) |
| Capital increase | 545,775 | 573 | | | (573) | | | (1) |
| Earnings at 31 December 2023 | | | | | | | 49,714 | 49,714 |
| At 31 December 2023 | 35,122,301 | 36,878 | 60,250 | 3,631 | 422,615 | | 49,714 | 573,088 |

*(1) The number of shares issued in 2023 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 2023, the nominal value of one share was €1.05.

### 6.2.3.5.12 Information on share capital

At 31 December 2023, 519,460 ordinary shares could be issued following the allocation of free 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 30 June 2023. The main terms and conditions of the plan, together with those for previous years, are set out in the table below:

| Plans | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| **Date awarded by the Board of Directors** | **18/06/2019** | **15/11/2019** | **27/10/2020** | **23/02/2021** | **23/02/2021** | **27/10/2021** | **27/10/2021** | **26/10/2022** | **26/10/2022** | **26/10/2023** |
| Class of financial instruments awarded | 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 | 49,550 | 150,000 | 164,500 | 109,450 | 13,500 | 105,850 | 116,825 | 59,700 | 116,455 | 150,000 |
| *of which number awarded to employees* | *49,550* | *150,000* | *54,500* | *109,450* | *13,500* | *105,850* | *116,825* | *59,700* | *116,455* | *150,000* |
| *of which number awarded to Corporate Officers* | *0* | *0* | *110,000* | *0* | *0* | *0* | *0* | *0* | *0* | *0* |
| Number of instruments voided over the period | 1,500 | 12,700 | | 6,450 | 0 | 800 | 11,725 | 1,700 | 7,945 | 250 |
| Number of instruments subscribed for over the period | 41,050 | 126,200 | 149,500 | | 13,500 | 105,050 | | | | |
| Number of instruments outstanding at 31/12/2023 | 0 | 0 | 0 | 98,700 | 0 | 0 | 104,500 | 58,000 | 108,510 | 149,750 |
| Fair value of the financial instruments *(In euros)* | 92.5 | 96.4 | 75.7 | 84.9 | 85.9 | 132.5 | 130.6 | 117.9 | 115.7 | 105.8 |
| Final award date | 18/06/2023 | 15/11/2023 | 27/10/2023 | 23/02/2024 | 23/10/2023 | 30/10/2023 | 27/10/2025 | 26/10/2024 | 26/10/2026 | 26/10/2027 |
| Final award conditions | Presence and performance | Presence and performance | Presence and performance | Presence and performance | Presence | Presence | Presence and performance | Presence | Presence and performance | Presence and performance |
| Lock-up/Non-transferability period | None | None | None | None | None | None | None | None | None | None |

The shares under the two 2019 plans, the 2020 plan and two 2021 plans were definitively allocated and issued during the year.

The shares under the 26/10/2022 plan, which is subject to a single presence requirement, will be freely transferable after the final allocation date.

Shares under the 23/02/21, 27/10/2021, 26/10/2022 and 26/10/2023 performance plans will be definitively allocated at the end of the vesting period, subject to the beneficiary's actual presence, and the final number of shares allocated will depend on the achievement of performance criteria based on the following formula:

**Number of shares definitively awarded = Number of shares initially awarded x (CO coef + OMA coef + FC coef + QCSR coef)/4.**

| 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 seven years (from 2022). At year-end 2023, this credit line had not been used. 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:

- 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 2023, these ratios were met.

## 6.2.3.6 Tables and notes to the income statement

### 6.2.3.6.1 Revenue by geographical area

| *(In thousands of euros)* | 2023 | 2022 |
|---|---|---|
| France | 687,741 | 586,998 |
| Export | 28,098 | 31,060 |
| **TOTAL** | **715,839** | **618,058**[1] |

*(1) Of which revenue from operations in 2023 (excluding ongoing management income) of €528,405 thousand compared with €459,028 thousand in 2022 and Shared Services revenue in 2023 of €79,979 thousand compared with €54,390 thousand in 2022.*

### 6.2.3.6.2 Transfer of expenses

The balance of the transfer of expenses account was €2,055 thousand. It mainly consists of re-invoicing and the transfer of employee benefits expense.

### 6.2.3.6.3 Net financial income

| **ITEMS BY NATURE** *(In thousands of euros)* | 2023 | 2022 |
|---|---|---|
| Dividends of subsidiaries | 39,926 | 63,582 |
| Provisions (net of reversals) on financial assets | (19,206) | (2,610)[1] |
| Other | 15,697 | 3,393[2] |
| **TOTAL** | **36,417** | **64,365** |

*(1) In 2023, mainly relates to the impairment of a loan to a subsidiary.*
*(2) In 2023, this mainly concerns income from loans for €4,286 thousand, the increase in interest on current accounts for €7,607 thousand, the merger bonus for €5,847 thousand following the universal transfer of assets to its subsidiary ALTEN Aerospace, interest relating to NEU CP for -€4,985 thousand and interest relating to financial investments for €3,546 thousand.*

### 6.2.3.6.4 Non-recurring profit

| ITEMS BY NATURE *(In thousands of euros)* | 2023 | 2022 |
|---|---|---|
| Gains and losses on assets sold | 92 | 4,804[1] |
| Exceptional provisions (net of reversals) | | |
| Other | 68 | 1,235 |
| **TOTAL** | **159** | **6,039** |

*(1) In 2022, mainly concerns the disposal of shares in the COLLABORATION BETTERS THE WORLD 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 | 39,822 | 5,123 | | 5,123 | 45,936 |
| Tax credits | | | | (11,238) | [1] |
| Non-recurring profit (and profit-sharing) | 159 | 23 | | 23 | 136 |
| Tax saving linked to tax consolidation | | | | (7,737) | 7,737 |
| Miscellaneous | | | | 4,095 | (4,095)[2] |
| **TOTAL** | **39,981** | **5,147** | | **(9,734)** | **49,714** |

*(1) Mainly concerns the research tax credit for €9,362 thousand and the sponsorship tax credit for €1,726 thousand.*
*(2) Mainly concerns the 2018-2020 tax adjustment for €4,090 thousand.*

#### 6.2.3.6.5.2 Information on deferred or unrealised tax status

| BASES BY NATURE<br>*(In thousands of euros)* | 31/12/2023 | 31/12/2022 |
|---|---|---|
| **Reduction bases of future tax liabilities** | | |
| Provisions for retirement benefits | 4,722 | 4,221 |
| Other provisions for risks and expenses | 22,516 | 3,142 |
| Outstanding charges | 1,029 | 867 |
| Unrealised foreign exchange gains | 1,243 | 70 |
| Other income taxed in advance | | |
| Tax loss carry-forwards | | |
| Non-deductible financial expenses carry-forwards | | |
| Deductible tax sponsorship carry-forwards | | |
| TOTAL FUTURE TAX LIABILITY RELIEF BASES | 29,508 | 8,299 |
| FUTURE TAX ASSETS, TOTAL | 7,621 | 2,143[1] |
| **Increase bases of future tax liabilities** | | |
| Regulated provisions | | |
| Unrealised foreign exchange losses | 1,182 | 42 |
| Other expenses deducted in advance | | |
| Return of losses to consolidated subsidiaries | 30,515 | 26,060 |
| INCREASE BASES OF FUTURE TAX LIABILITIES | 31,697 | 26,102 |
| FUTURE TAX LIABILITIES, TOTAL | 8,186 | 6,741[1] |
| **DEFERRED NET FISCAL POSITION** | **(565)** | **(4,598)[1]** |
| *(1) Tax rate used* | *25.83%* | *25.83%* |
| *Of which normal corporate tax rate:* | *25.00%* | *25.00%* |
| *Social contribution on tax:* | *3.30%* | *3.30%* |

## 6.2.3.7 Other information

### 6.2.3.7.1 Headcount

| AVERAGE HEADCOUNT BY CATEGORY | 2023 | 2022 |
|---|---|---|
| Managerial staff | 5,498 | 5,019 |
| Non-managerial staff | 159 | 229 |
| **TOTAL** | **5,657** | **5,248** |

### 6.2.3.7.2 Remuneration of Corporate Officers

At 31 December 2023, the Board of Directors comprised nine Directors, including the Chairman and Chief Executive Officer and the Director representing employees.

No ALTEN SA corporate officer receives remuneration under an employment contract with ALTEN SA, with the exception of the Director representing employees.

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 approved a remuneration package of €115.5 thousand for the Non-Executive Directors for the 2023 financial year, which was expensed during the year.

### 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 €18,217 thousand. The net saving for ALTEN SA amounts to €7,737 thousand.

Excluding the impact of the tax consolidation, ALTEN SA generated tax income of €1,997 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 | 5,064 | | | 5,064 |
| Letters of intent | 2,729 | | 2,729 | |
| TOTAL COMMITMENTS GIVEN | 7,793 | | 2,729 | 5,064 |
| Commitments received | | | | |
| TOTAL COMMITMENTS RECEIVED | | | | |
| **Mutual commitments** | | | | |
| **TOTAL MUTUAL COMMITMENTS** | | | | |

Moreover, the commitments relating to leases amount to €106,351 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 2023 financial year.

Treasury shares are recognised under financial assets in the amount of €8,713 thousand for a total of 460,022 shares.

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 €60,097 thousand.

| | 31/12/2023 | 31/12/2022 |
|---|---|---|
| **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 | 8,030 | 118 |
| Shares purchased | 206,903 | 180,903 |
| Shares sold | (212,962) | (172,991) |
| Shares held at closing | 1,971 | 8,030 |
| **TOTAL** | **461,993** | **468,052** |

### 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 *(In %)* | 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 | 19,129 | 100% | 26,221 | 26,221 | | | 123,601 | 6,259 | 5,000 |
| ALTEN CASH MANAGEMENT | 850 | 14,733 | 100% | 3,623 | 3,623 | 249,397 | | | 386 | |
| ALTEN EUROPE | 57,120 | 400,958 | 100% | 58,172 | 58,172 | 258 | | | 160,795 | |
| ALTEN SUD-OUEST | 15,061 | 28,716 | 100% | 15,939 | 15,939 | | | 263,332 | 20,392 | 5,000 |
| MI-GSO | 10,000 | 18,419 | 100% | 11,941 | 11,941 | | | 138,245 | 6,895 | |
| ANOTECH ENERGY | 100 | 5,629 | 100% | 621 | 621 | | | 24,939 | (547) | 4,000 |
| AVENIR CONSEIL | 50 | 8,845 | 99.96% | 533 | 533 | | | 23,081 | 1,972 | 1,999 |
| ATEXIS | 500 | 1,304 | 100% | 14,215 | 14,215 | | | 30,036 | (926) | |
| HPTI | 40 | 6,168 | 100% | 40 | 40 | | | | (1,772) | 15,000 |
| PROGRAM PLANNING PROFESSIONALS LTD | 2,532 | 15,232 | 100% | 16,711 | 16,711 | | | 52,689 | 4,531 | |
| PROGRAM PLANNING PROFESSIONALS INC. | 3 | 7,702 | 100% | 29,830 | 29,830 | | | 37,486 | 1,113 | |
| AIXIAL DEVELOPMENT | 200 | 380 | 100% | 204 | 204 | | | 4,596 | 241 | |
| ALTEN LIFE SCIENCES HOLDING | 1 | 10,503 | 100% | 1 | 1 | | | | 3,422 | |
| ALTEN TECHNOLOGIES | 500 | 13,211 | 100% | 588 | 588 | | | 91,835 | 6,386 | |
| HUBSAN | 100 | 1,888 | 100% | 100 | 100 | | | 637 | 59 | |
| LINCOLN | 561 | 7,597 | 100% | 11,989 | 11,989 | | | 48,390 | 4,860 | 2,000 |
| AIXIAL | 6,102 | 23,649 | 87.19% | 15,420 | 15,420 | | | 63,982 | 6,933 | 5,321 |
| ALTENWARE | 1 | 1,817 | 100% | 1,612 | | 23,463 | | | (20,778) | |
| EQUITECH | 10 | (2,821) | 100% | 260 | 259 | 1,709 | | | (249) | |
| ALT 08 | 1 | (1) | 100% | 3 | 2 | | | | (1) | |
| BERTRANDT ALTEN ENGINEERING SOLUTIONS | 50 | (2) | 100% | 25 | 25 | | | 9 | | |
| ALT 10 | 1 | (1) | 100% | 1 | 1 | | | | | |
| ALT 12 | 1 | (1) | 100% | 1 | 1 | | | | (1) | |
| ALT 14 | 1 | (1) | 100% | 1 | 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 | | | | 35 | 35 | 2,895 | | | | 1,606 |

## 6.2.4 STATUTORY AUDITORS' REPORT ON THE ANNUAL FINANCIAL STATEMENTS

*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.*

For the year ended December 31, 2023

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, 2023.

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, 2023 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, 2023, 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.821-53 and R.821-180 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, 2023, investment securities were recorded in the balance sheet at a net value of €208.1 million out of total assets of €943.6 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 rates and infinite growth 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, 2023, KPMG Audit IS was in its 9th year of total uninterrupted engagement, and Grant Thornton was in its 21th 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.821-55 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.821-27 to L.821-34 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 25th, 2024
**KPMG Audit IS**
Jean-Marc DISCOURS
Xavier NIFFLE
*Partner*

Neuilly-Sur-Seine, on April 25th 2024
**Grant Thornton**
Jean-François BALOTEAUD
*Partner*

7

# CAPITAL AND SHAREHOLDING STRUCTURE


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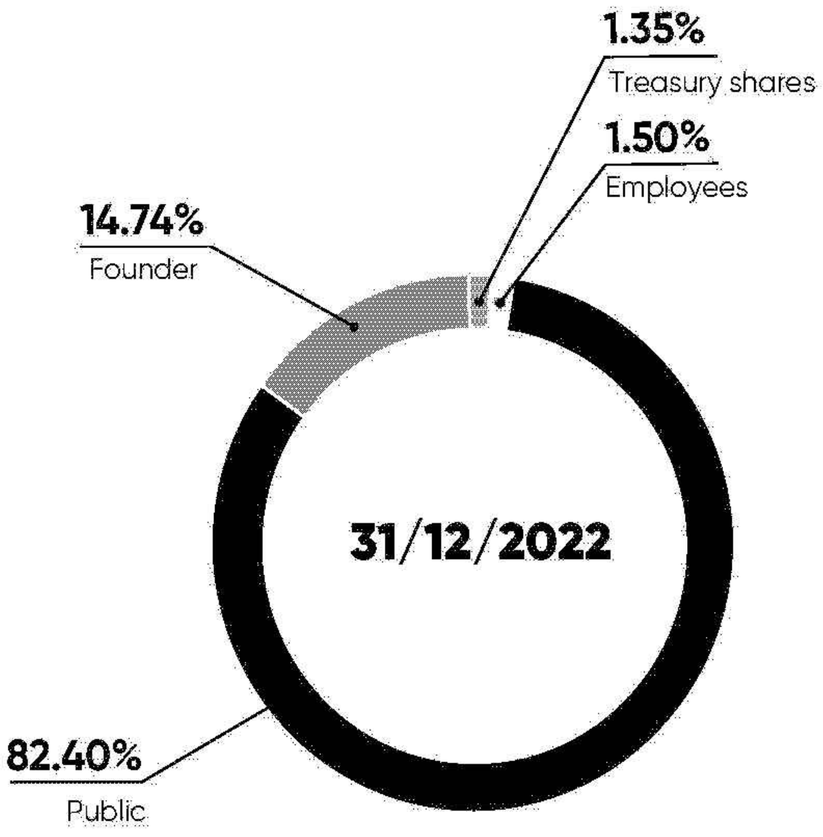
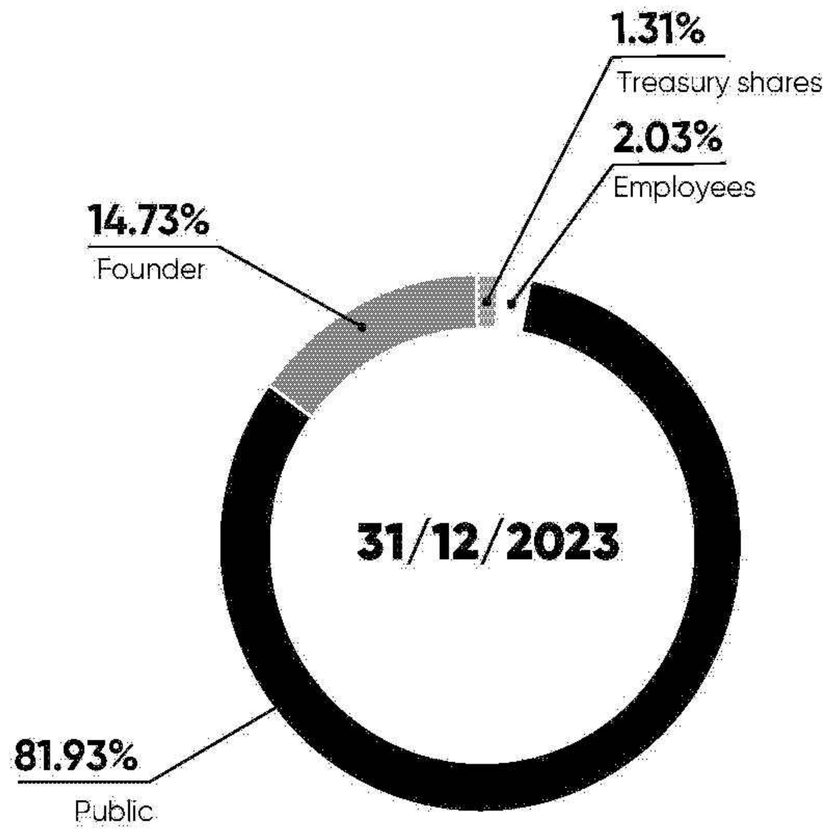
# 7.1 SHAREHOLDING STRUCTURE

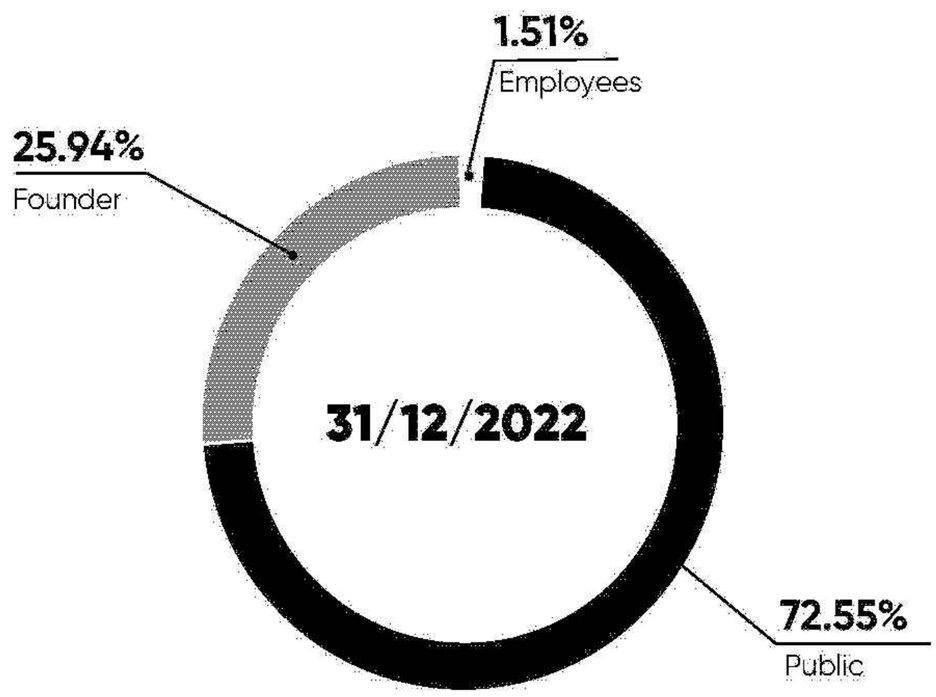
## 7.1.1 BREAKDOWN OF SHAREHOLDING

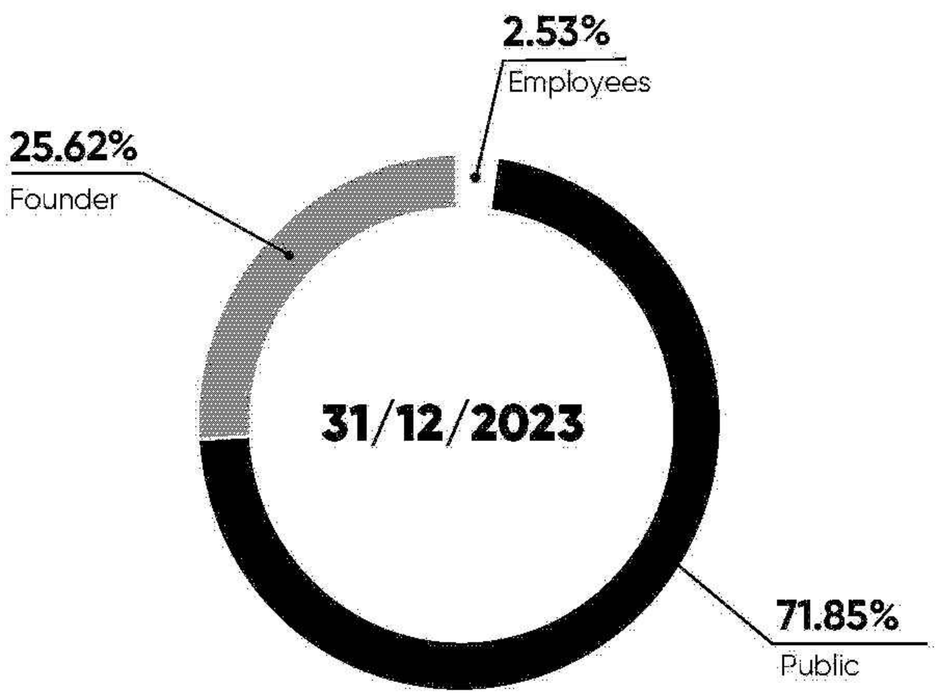
### Distribution of share captial




### Distribution of voting rights



## Position at 31 March 2024

| | Number of ordinary shares | % of capital | Theoretical voting rights | % theoretical voting rights | Voting rights in GM | % of voting rights in GM |
|---|---|---|---|---|---|---|
| PUBLIC[1] | 28,846,466 | 81.93% | 29,044,730 | 71.40% | 29,044,730 | 72.23% |
| SGTI[2] | 3,498,962 | 9.94% | 6,997,924 | 17.20% | 6,997,924 | 17.40% |
| Simon AZOULAY and related parties[3] | 1,674,051 | 4.75% | 3,273,102 | 8.05% | 3,273,102 | 8.14% |
| SUBTOTAL (SIMON AZOULAY AND RELATED PARTIES) | 5,173,013 | 14.69% | 10,271,026 | 25.25% | 10,271,026 | 25.54% |
| Fidelity Investments | 2,827,934 | 8.03% | 2,827,934 | 6.95% | 2,827,934 | 7.03% |
| Capital Research Global Investors | 2,346,765 | 6.66% | 2,346,765 | 5.77% | 2,346,765 | 5.84% |
| EMPLOYEES[4] | 724,463 | 2.06% | 895,670 | 2.20% | 895,670 | 2.23% |
| TREASURY SHARES | 465,559 | 1.32% | 465,559 | 1.14% | NONE | - |
| **TOTAL** | **35,209,501** | **100%** | **40,676,985** | **100%** | **40,211,426** | **100%** |

*(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 2024.

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 5% of the Company's capital or voting rights.

## Treasury shares

As of 31 December 2023, no Company subsidiary held any ALTEN shares.

## Situation at 31 December 2023

To the Company's knowledge, the shareholders holding more than 5% of the Company's share capital or voting rights are as follows:

| | Number of ordinary shares | % of capital | Theoretical voting rights | % theoretical voting rights | Voting rights in GM | % of voting rights in GM |
|---|---|---|---|---|---|---|
| PUBLIC[1] | 28,775,446 | 81.93% | 28,807,026 | 71.03% | 28,807,026 | 71.85% |
| SGTI[2] | 3,498,962 | 9.96% | 6,997,924 | 17.26% | 6,997,924 | 17.45% |
| Simon AZOULAY and related parties[3] | 1,674,051 | 4.77% | 3,273,102 | 8.07% | 3,273,102 | 8.16% |
| SUBTOTAL (SIMON AZOULAY AND RELATED PARTIES) | 5,173,013 | 14.73% | 10,271,026 | 25.33% | 10,271,026 | 25.62% |
| Fidelity Investments | 2,827,934 | 8.05% | 2,827,934 | 6.97% | 2,827,934 | 7.05% |
| Capital Research Global Investors | 2,346,765 | 6.68% | 2,346,765 | 5.79% | 2,346,765 | 5.85% |
| EMPLOYEES[4] | 711,849 | 2.03% | 1,014,772 | 2.50% | 1,014,772 | 2.53% |
| TREASURY SHARES | 461,993 | 1.31% | 461,993 | 1.14% | – | – |
| **TOTAL** | **35,122,301** | **100.00%** | **40,554,817** | **100.00%** | **40,092,824** | **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.*

## Direct or indirect control

The Company is not controlled.

## 7.1.2 ADDITIONAL INFORMATION ON SHAREHOLDING STRUCTURE

### 7.1.2.1 Change in shareholding structure

Changes to the capital structure over the past three years:

| | Situation at 31 December 2023 | | | Situation at 31 December 2022 | | | Situation at 31 December 2021 | | |
|---|---|---|---|---|---|---|---|---|---|
| | 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] | 28,775,446 | 81.93% | 71.85% | 28,491,642 | 82.40% | 72.55% | 28,453,518 | 82.72% | 72.92% |
| Simon AZOULAY | 5,173,013[2] | 14.73% | 25.62% | 5,098,013[2] | 14.74% | 25.94% | 5,098,013[2] | 14.82% | 26.05% |
| Fidelity Investments | 2,827,934 | 8.05% | 7.05% | 2,766,154 | 8.00% | 7.04% | 2,370,492 | 6.89% | 6.06% |
| Capital Research Global Investors | 2,346,765 | 6.68% | 5.85% | 1,979,500 | 5.76% | 5.06% | 1,979,500 | 5.76% | 5.06% |
| Treasury shares | 461,993 | 1.31% | - | 468,052 | 1.35% | - | 460,140 | 1.34% | - |
| Employees[3] | 711,849 | 2.03% | 2.53% | 518,819 | 1.50% | 1.51% | 384,021 | 1.12% | 5.18% |
| **TOTAL** | **35,122,301** | **100%** | **100%** | **34,576,526** | **100%** | **100%** | **34,395,692** | **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).*
*(3) Participation calculated in accordance with Article L. 225-102 of the French Commercial Code.*

#### 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 not launched anypublic tender offer or exchange offer for 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 force.

### 7.1.2.2 Threshold crossings

To the Company's knowledge, the only reporting thresholds breached during the 2023 financial year were the following:

| Declarant's name | Date of operations | AMF Reference | Type of threshold breach |
|---|---|---|---|
| Caisse des Dépôts et Consignations | 07/02/2023 | | Downward crossing of the threshold of 3% of the capital and voting rights |
| Caisse des Dépôts et Consignations | 22/02/2023 | | Crossing of the 3% threshold of the capital and voting rights |
| Citigroup | 03/07/2023 | | Crossing of the 3% threshold of the capital |
| Citigroup | 07/07/2023 | | Falling below the threshold of 3% of the capital |
| Caisse des Dépôts et Consignations | 26/07/2023 | | Falling below the threshold of 3% of the capital |
| Caisse des Dépôts et Consignations | 27/07/2023 | | Crossing of the 3% threshold of voting rights |
| Caisse des Dépôts et Consignations | 21/08/2023 | | Downward crossing of the threshold of 3% of voting rights |
| Amundi | 26/09/2023 | | Crossing of the 3% threshold of the capital |
| Caisse des Dépôts et Consignations | 19/10/2023 | | Falling below the threshold of 3% of the capital |
| FIL Limited | 27/10/2023 | | Downward crossing of the threshold of 3% of the capital and voting rights |
| Caisse des Dépôts et Consignations | 31/10/2023 | | Crossing of the 3% threshold of the capital |

Since the close of the financial year, the following crossing of thresholds have been brought to the knowledge of the Company:

| Declarant's name | Date of operations | AMF Reference | Type of threshold breach |
|---|---|---|---|
| Amundi | 12/01/2024 | | Crossing of the 3% threshold of voting rights |
| Amundi | 30/01/2024 | | Downward crossing of the threshold of 3% of voting rights |
| Amundi | 22/02/2024 | | Crossing of the 3% threshold of voting rights |
| Amundi | 18/03/2024 | | Downward crossing of the threshold of 3% of voting rights |
| Amundi | 21/03/2024 | | Crossing of the 3% threshold of voting rights |

## 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. 17 of 29/06/2023 |
| ALTEN SYSTÈMES D'INFORMATION ET RÉSEAUX (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 |
| NEXEO CONSULTING | 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 | 2023 | 2022 | 2021 |
|---|---|---|---|
| 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 BONHOMME | Executive Vice President ALTEN France, UK and North America | Disposal | 10,000 | 1,558,207 |
| Stéphane OUGIER | Executive Vice President ALTEN France and Solutions subsidiaries and Eastern Europe | Disposal | 17,000 | 2,667,388 |
| Marcello BARBA | Executive Vice President in charge of Southern Europe[1] | Disposal | 8,055 | 1,169,330 |
| Pascal AMORE | Executive Vice President responsible for ALTEN Asia | Disposal | 2,220 | 300,353 |
| Pierre MARCEL | Chief Operating Officer in charge of ALTEN Germany | Disposal | 2,765 | 369,549 |
| Bruno BENOLIEL | Chief Operating Officer | Disposal | 2,800 | 373,315 |

*(1) Until 31 December 2023.*

# 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, 92513 Boulogne-Billancourt Cedex |
| Founding date | 1988 |
| Nationality | French |
| Share capital | €36,969,976.05 as of the date of preparation of this Document |
| Number of shares representing ALTEN's capital | 35,209,501 ordinary shares as of the date of preparation of this Document |
| 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)* | 2023 | 2022 | 2021 | 2020 | 2019 | 2018 |
|---|---|---|---|---|---|---|
| Net income (attributable to) owners of the parent per share after dilution | 6.74 | 13.20 | 6.03 | 2.86 | 4.84 | 4.65 |
| Gross dividend | 1.50 | 1.30 | 1.00 | None | 1.00 | 1.00 |
| Highest price (close) | 160.90 | 160.00 | 158.5 | 117.70 | 114.20 | 93.10 |
| Lowest price (close) | 108.50 | 99.20 | 86.8 | 56.95 | 70.25 | 70.50 |
| Last price of the year (close) | 134.60 | 116.80 | 158.5 | 92.65 | 112.50 | 72.70 |
| Change compared with the previous year | 15.2% | -26.3% | 71.1% | -17.6% | 54.7% | 4.4% |
| Weighted average of the last 30 prices (close) | 128.60 | 120.58 | 149.32 | 91.85 | 107.83 | 76.73 |
| Average transaction volume per session (number of shares) | 35,833 | 36,748 | 40,570 | 70,531 | 58,051 | 52,862 |

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### 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 2023 (excluding tax):

| Investment duration | Annual rate of return of the shareholder | Value of €1,000 invested at 31/12/2023 |
|---|---|---|
| One year | 16.5% | 1,165 |
| Three years | 14.3% | 1,494 |
| Five years | 13.9% | 1,917 |

## 7.2.4 FINANCIAL ANALYSTS

- GILBERT DUPONT;
- KEPLER CHEVREUX;
- STIFEL;
- ODDO;
- NATIXIS;
- 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 January 2024.

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 French Financial Markets Authority (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** | |
| 23/02/2023 | ▪ Press release on the full-year results for 2022; |
| 27/04/2023 | ▪ Availability of the 2022 Universal registration document. |
| **Half-year financial report** | |
| 21/09/2023 | ▪ Press release on the half-year results for 2023; |
| 22/09/2023 | ▪ Half-year financial report. |
| **Quarterly financial information** | |
| 27/01/2023 | ▪ Press release on the 2022 fourth quarter results; |
| 26/04/2023 | ▪ Press release on the 2023 first quarter results; |
| 27/07/2023 | ▪ Press release on the 2023 first half results; |
| 26/10/2023 | ▪ Press release on the 2023 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** | |
| 26/04/2023 | ▪ Press release on the proposed appropriation of the 2022 net income; |
| 09/06/2023 | ▪ Press release announcing the availability of preparatory documents for the General Meeting of 30 June 2023. |

# 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:

| | 2024 (for the 2023 financial year) | 2023 (for the 2022 financial year) | 2022 (for the 2021 financial year) |
|---|---|---|---|
| Gross dividend per ordinary share *(In euros)* | 1.50 | 1.50 | 1.30 |
| Gross dividend per Preferred Share *(In euros)*[1] | 0 | 0.75 | 0.65 |

*(1) Since 27 June 2023, there are no more preferred shares in the share capital.*

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 2023, the subscribed share capital amounted to €36,878,416.05, divided into 35,122,301 ordinary shares. These shares represent 40,554,817 theoretical voting rights.

As of 31 March 2024, and at the date of preparation of this Document, the share capital amounted to €36,969,976.05, divided into 35,209,501 ordinary shares. The difference between the number of shares and voting rights is due to the existence of double voting rights.

The difference between the theoretical number of voting rights and the actual number of voting rights corresponds to the number of treasury shares.

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 30 June 2023 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 4.5% 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 replaced the one granted by the General Meeting of 22 June 2022.

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 2023 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 | 206,903 | €136.07 | €28,153,905.06 | - | 212,962 | €135.89 | €28,940,236.89 | - |
| **TOTAL** | **206,903** | **€136.07** | **€28,153,905.06** | **-** | **212,962** | **€135.89** | **€28,940,236.89** | **-** |

## POSITION AT YEAR-END

| **Total number of shares held in portfolio** | **461,993 (1.31% 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 | 1,971 (0.0056% 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 (1.31% 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 | €485,092.65 |
| Value calculated at purchase price of shares held in portfolio | €62,184,257.80 |

## 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 20 June 2024.

**Securities concerned**: ordinary shares.

**Maximum share of capital whose buyback is authorised**: 5% of the capital (1,760,475 shares based on capital at 31 March 2024); 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**: €352,095,000.

**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.

**Term:** 18 months from the General Meeting of 20 June 2024, i.e. until 19 December 2025, inclusive.

**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, deduction made from 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 force.

## 7.5.4 SECURITIES CONFERRING A RIGHT IN THE SHARE CAPITAL

### Potential dilution (on a fully diluted basis)

On the basis of 35,122,301 shares issued at 31 December 2023, the share capital may potentially increase by a maximum of 519,460 new shares, equivalent to 1.46% 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)* | 31/12/2023 | % Dilution | 31/12/2022 | % Dilution |
|---|---|---|---|---|
| Number of shares | 35,122,301 | | 34,576,526 | |
| Allocation of free shares (awarded but not yet issued as at 31/12/2023, excluding lapsed or voided shares) | 519,460 | 1.46% | 960,789 | 2.7% |
| Potential dilution (on a fully diluted basis) | 519,460 | 1.46% | 960,789 | 2.7% |
| **TOTAL POTENTIAL CAPITAL** | **35,641,761** | | **35,537,315** | |

## 7.5.5 CONDITIONS GOVERNING ANY ACQUISITION RIGHTS AND/OR OBLIGATIONS ATTACHED TO AUTHORISED BUT UNISSUED CAPITAL OR TO ANY UNDERTAKING TO INCREASE THE CAPITAL

None.

## 7.5.6 OPTIONS OR AGREEMENTS

None.

## 7.5.7 HISTORY OF SHARE CAPITAL

### Change in share capital over the last three financial years up to the date of preparation of this Document

| Date | Transaction | Capital | Cumulative premiums | Number of shares (including Preferred 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 allocation 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) |
| 19/06/2023 | Definitive allocation of free shares | €36,394,013.25 | €55,270,055.26 | 34,660,965 (including 814 Preferred B shares) |
| 27/06/2023 | Conversion of Preferred B Shares into ordinary shares | €36,478,628.55 | €55,270,055.26 | 34,741,551[1] |
| 30/10/2023 | Definitive allocation of free shares | €36,745,906.05 | €55,270,055.26 | 34,996,101 |
| 16/11/2023 | Definitive allocation of free shares | €36,878,416.05 | €55,270,055.26 | 35,122,301 |
| 01/03/2024 | Definitive allocation of free shares | €36,969,976.05 | €55,270,055.26 | 35,209,501 |

*(1) The number of Preferred B Shares is reduced from 814 to 0.*

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# ADDITIONAL INFORMATION


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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<br>The telephone number of the registered office is +33 (0)1 46 08 72 00 |
| **Sales Department** | 65 avenue Édouard Vaillant, 92100 Boulogne-Billancourt<br>The telephone number of the Sales Department is +33 (0)1 46 08 70 00 |
| **Website** | www.alten.com |
| **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 is indicated in Article 2 of the Articles of Association of the Company, available on the website alten.com, in the shareholders' area.

### 8.1.2.2 Financial year (Article 25 of the Articles of Association)

The Company's financial year is twelve 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.

The balance, if any, shall be distributed by the General Meeting among all the shareholders in proportion to the number of shares held by each.

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.

Voting rights attached 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 under the following conditions:

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)

On 27 June 2023, all preferred B shares were converted into ordinary shares. The performance conditions to be met 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 2023 by ALTEN SA and its French subsidiaries:

| Company concerned | Agreement theme | Agreement | Date of conclusion |
|---|---|---|---|
| ALTEN SA | GEPP | Agreement on the management of jobs and career paths and on gender diversity in the workplace | 20/03/2023 |
| ALTEN SA | Professional equality | Agreement on gender equality, disability and quality of life at work and working conditions | 19/06/2023 |
| ALTEN SA | Employee profit sharing | Amendment No. 17 to the mandatory profit-sharing plan | 29/06/2023 |
| ALTEN SA | Donation of days | Agreement on the donation of days off | 28/07/2023 |
| ALTEN SA | Hours of Work | Amendment to the agreement on the Sunday rest exemption as part of the recycling project on NCPF construction sites | 19/10/2023 |
| ALTEN SA | IRP | Amendment to the agreement on trade union resources | 14/12/2023 |
| ALTEN SA | Elections | Pre-electoral agreement relating to the election of members of the SEC | 06/12/2023 |
| ALTEN SYSTÈMES D'INFORMATION ET RÉSEAUX | Elections | Pre-electoral agreement relating to the election of members of the SEC | 12/05/2023 |
| ALTEN SYSTÈMES D'INFORMATION ET RÉSEAUX | Professional equality | Agreement on gender equality and quality of life at work | 15/09/2023 |
| ALTEN SYSTÈMES D'INFORMATION ET RÉSEAUX | IRP | Amendment revising the *addendum* to the agreement relating to the establishment and operation of the SEC | 05/12/2023 |
| AIXIAL | Elections | Pre-electoral agreement relating to the election of members of the SEC | 10/10/2023 |
| ALTEN TECHNOLOGIES | Elections | Pre-electoral agreement relating to the election of members of the SEC | 17/10/2023 |
| ALTEN TECHNOLOGIES | IRP | Agreement on the establishment and operation of the SEC | 07/11/2023 |
| LINCOLN | Savings | Amendment No. 2 to the mandatory profit-sharing plan | 14/12/2023 |
| ALTEN SUD-OUEST | Elections | Pre-electoral agreement relating to the election of members of the SEC | 11/07/2023 |
| ANOTECH ENERGY | Elections | Pre-electoral agreement relating to the election of members of the SEC | 17/10/2023 |
| MI-GSO | Elections | Pre-electoral agreement relating to the election of members of the SEC | 16/01/2023 |

# 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, under which it has carried out targeted external growth transactions of limited size in respect of the Group's overall size.

To date, the Company has not entered into any other significant agreements, other than those concluded 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 2023 | 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 | €121,070.04 excluding tax for rent and €57,116.68 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 | Terminated on 28/02/2023 | 18/01/2017 | 22/06/2017 | SEV 56 subleases premises of 2,947 $m^2$ and 106 parking spaces in Boulogne -Billancourt | €300,639.65 excluding tax for rent and €88,269.52 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 | €246,374.69 excluding tax for rent and €132,548.66 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 22 February 2024, which noted their continuation in 2024, with the exception of one agreement.

## 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 Simon 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 2023, the amount billed to ALTEN SA for rents came to €121,070.04 excluding tax and for expenses €57,116.68 excluding tax.

### ALTEN's interest

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.

## 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 (92310), 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 2023, the amount billed to ALTEN SA for rents came to €246,374.69 excluding tax and for charges €132,548.66 excluding tax.

### ALTEN's interest

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.

## 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.

The restructuring of the historic site on avenue Jean-Jaurès, in Boulogne-Billancourt (92100), enabled the number of square metres of office space to be increased and new employees to be assigned to the site. The agreement was therefore terminated amicably on 28 February 2023.

In 2023, the amount billed to ALTEN SA for rents came to €300,639.65 excluding tax and for charges €88,269.52 excluding tax.

### ALTEN's interest

ALTEN and its subsidiaries benefited from a large rental area made available within a confined area around its registered office. The amount of rent invoiced to ALTEN by SEV 56 was 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 2023, SGTI, chaired by Simon AZOULAY, held 9.96% of the Company's share capital and 17.45% 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 2023 financial year.

#### ALTEN's interest

Financial gain generated by ALTEN under this agreement.

### 8.3.1.3 Agreements entered into at year-end

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 22 February 2024 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

*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.*

Annual General Meeting held to approve the financial statements for the year ended December 31, 2023

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 2023, 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 2023.

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 2023 amounted to €178,186.72 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 2023 amounted to €378,923.35, 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 2023 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 2023 amounted to €388,909.17 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 25, 2024
**KPMG Audit IS**
Xavier NIFFLE
*Partner*
Jean-Marc Discours
*Partner*

Neuilly-sur-Seine, April 25, 2024
**Grant Thornton**
Membre Français de 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, 92200 Neuilly-sur-Seine, France.

Date first appointed: 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 on the Company's website (www.alten.com), 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.

# 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 section below "8.7.2 / Cross-reference table of the annual financial report and management report" page 309, 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 26 April 2024.

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 (AMF – *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.

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| **Statutory Auditors' report on the separate financial statements** | **AFR** | **276 *et seq.*** | **6.2.4** |
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## 8.7.3 CROSS-REFERENCE TABLE OF THE STATEMENT OF NON-FINANCIAL PERFORMANCE

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| | **305-3** | **NFPD 4.4.4** / Reducing the Group's greenhouse gas emissions | 161-165 | Not applicable – some indicators not applicable (biogenic emissions). |
| | **306-2** | **NFPD 4.4.5** / Using natural resources wisely and reducing the Group's waste [GRI 306-2] | 165-166 | Not applicable – ALTEN as a service company, the monitoring of waste with standard 306-2 is not relevant. |
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| | **404-3** | **NFPD 4.2.5** / Supporting talents in their development [GRI 404-3] | 140-143 | 404-2 and 404-3: not applicable.<br>ALTEN has a population mainly composed of managers. The indicators concerning CSP are not significant given the low diversity of CSPs within the Company. |
| | | **NFPD 4.6.2** / Non-financial performance indicators | 188-191 | |
| | **405-1** | **NFPD 4.2** / Celebrate diversity and the progress of talents [GRI 103-1][GRI 103-2][GRI 103-3][GRI 405-1] | 135-148 | |
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# 8.8 GLOSSARY

**ADP:** Allocation of Preferred Shares.

**AI**: Artificial intelligence.

**Allocation of free performance shares (AGAP)**: a transaction whereby the Company allocates rights to free shares, subject to presence and performance conditions.

**Allocation of free shares (AGA)**: a transaction whereby the Company allocates rights to free shares, without performance conditions. The vesting of these shares is subject to a continued presence condition.

**Audit Committee**: this committee is defined on page 106.

**Bearer share**: share held by a shareholder whose identity is not known to the issuing company.

**CGU**: Cash-Generating Units.

**Company**: the Company is the parent company, ALTEN SA.

**Consolidated financial statements**: the consolidated financial statements include all the financial statements of the companies that make up the ALTEN Group, in order to present the financial position as if they were a single entity.

**Corporate Officers**: refers to the Chief Executive Officer, the Chairman of the Board of Directors, the Directors and, where applicable, any Deputy Chief Executive Officers who may be appointed.

**CSR Committee**: this committee is defined on page 108.

**CSRD (Corporate Sustainability Reporting Directive)**: Directive (EU) 2022/2464 of 14 December 2022 on the publication of sustainability information. The CSRD came into force for the reporting to be carried out in 2025 in respect of the 2024 financial year (Universal registration document 2024).

**Dividend**: the dividend is the portion of net profit or reserves that may be distributed to shareholders. The amount of the dividend is proposed by the Board of Directors and then approved by the Annual General Meeting of Shareholders, following approval of the accounts for the previous financial year.

**Double voting rights**: double voting rights are an exception to the legal principle that the number of votes attached to shares must be proportional to the proportion of capital they represent (the "one share, one vote" principle). It is presented in the section 8.1.2.3.4 / Double voting rights (Article 14 of the Articles of Association).

**EMS**: Environmental Management System.

**ETC**: Engineering and Technology Consulting.

**FCP**: *Fonds Commun de Placement* (mutual fund).

**FCPE**: *Fonds Commun de Placement d'Entreprise* (company mutual fund).

**FIFO method**: "first in first out" method.

**Free cash flow**: the definition is presented on page 200.

**French Financial Markets Authority (AMF - *Autorité des Marchés Financiers*)**: an independent public stock exchange authority, whose mission is to ensure the protection of savings invested in financial products, investor information and the proper functioning of the markets.

**GDPR**: General Data Protection Regulation.

**Goodwill**: the definition is presented on page 218.

**GRI**: Global Reporting Initiative.

**IFRS**: International Financial Reporting Standards.

**IoT**: Internet of Things.

**LEI**: the LEI is a unique, worldwide identifier in the form of a 20-character alphanumeric code. It is linked to key reference information. Developed by the International Organization for Standardization (ISO), the LEI is mandatory for all transactions in listed financial instruments: it provides a clear and unique identification of legal entities involved in such transactions.

**MAR Regulation**: European Regulation No. 596/2014 of 16 April 2014 on market abuse.

**Middlenext Code**: Corporate governance code comprising a set of recommendations drawn up by Middlenext, as amended in its September 2021 version, and to which the Company refers.

**SOCA** : services other than certification of accounts.

**Net cash position**: the definition is presented on page 200.

**Operating margin rate**: a financial measure that evaluates a company's operating profitability as a percentage.

**Operating profit on activity (OPA)**: the definition is presented on page 200.

**Organic growth**: the definition is presented on page 200.

**PAC**: Cabinet Pierre Audoin Conseil.

**PEE**: Company Savings Plan, an employee savings scheme.

**Pre-emptive subscription rights (PSR)**: advantage conferred by Article L. 225-132 of the French Commercial Code on the shareholders of a French limited company (*Société Anonyme*), enabling them, for a given period of time, to exercise a pre-emptive right to acquire new shares on the occasion of a capital increase, in accordance with the conditions laid down by the Extraordinary General Meeting.

**R&D**: Research and Development.

**Registered share**: share held by a shareholder whose identity is to the issuing company.

**Remuneration and Nomination Committee**: this committee is defined on page 107.

**RSI**: site manager engineer.

**Scope of consolidation**: the scope of consolidation includes all entities whose accounts must be consolidated with the parent company of the ALTEN SA Group. These are the entities that are directly and indirectly controlled by ALTEN SA and that are not expressly excluded from the scope of consolidation.

**Separate financial statements**: the separate financial statements correspond to the annual financial statements of ALTEN SA (holding company of ALTEN Group).

**Share buyback**: a financial operation in which a company acquires its own outstanding shares on the market.

**Shareholding**: shareholding refers to owning or holding part of the share capital of a company.

**SI**: Sustainability information.

**Theoretical voting rights**: total number of voting rights.

**Treasury shares**: share that a company holds in its own capital. Shares held in treasury have no voting rights and are not entitled to dividends.

**UCITS**: Undertakings for Collective Investment in Transferable Securities, are collective investment vehicles. These entities pool the capital of several investors in order to invest them collectively on the financial markets, according to a defined strategy.

**Voting rights in GM (or exercisable voting rights)**: actual number of voting rights less shares stripped of voting rights.

**Work Package**: services, i.e. a set of activities to design and produce services or products, subcontracted and managed within a project with a commitment to results, involving the Technical Division and its own methods and tools.

# 8 ADDITIONAL INFORMATION

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