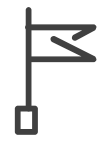




Presentation of 2022 consolidated results

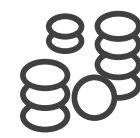
29 March 2023

ACTIA in brief



1986

Year founded



€499.8_m

Consolidated revenue
2022



+3,700

Employees of whom approx.
1,300 in R&D
and 1,500 in the factories

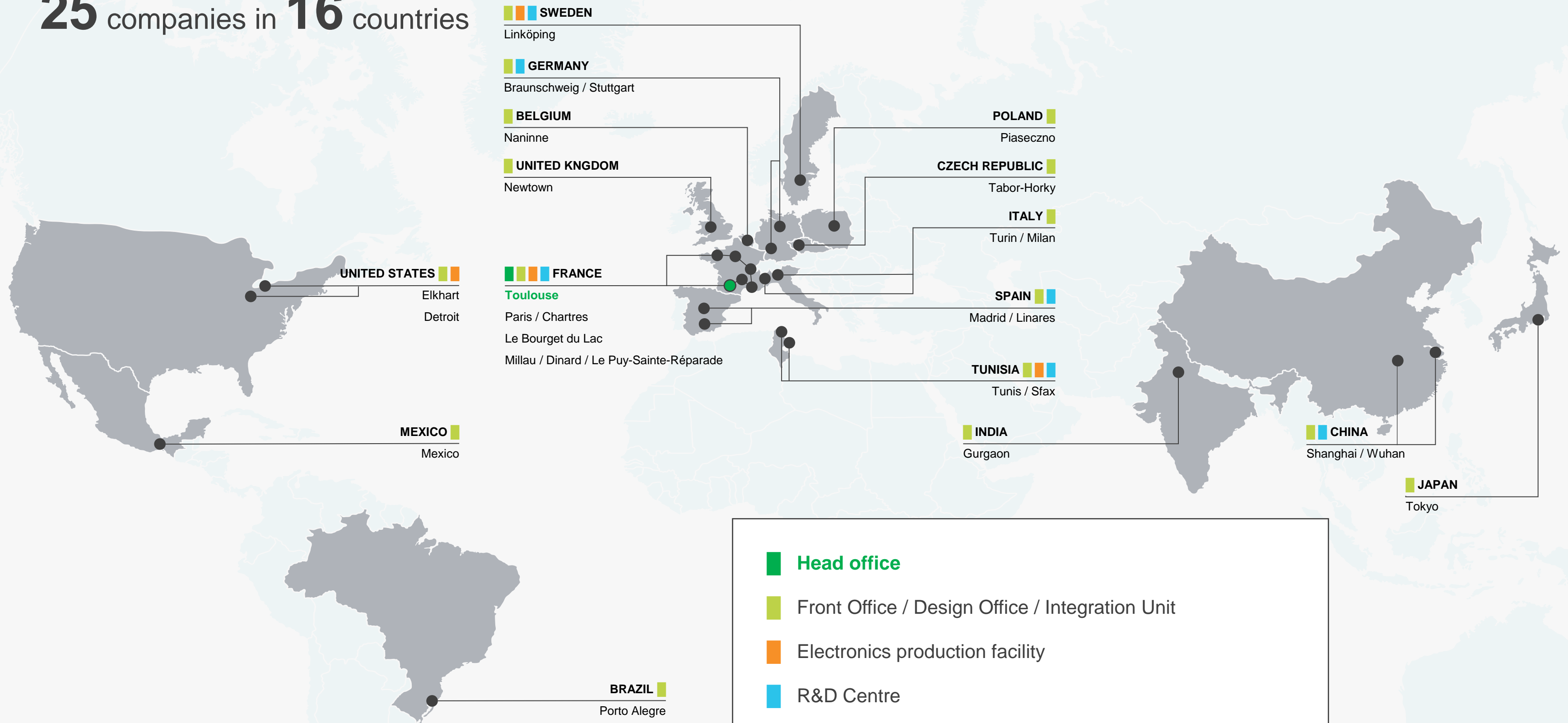


25

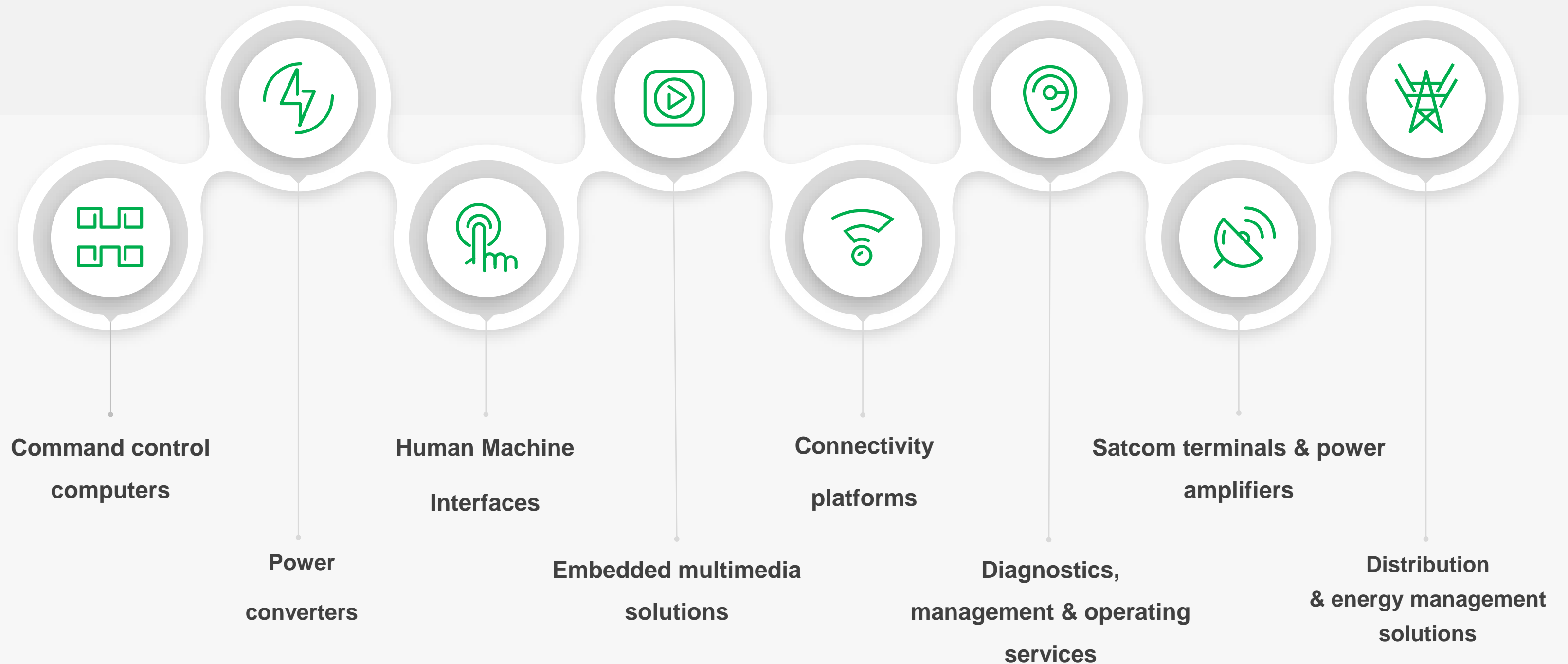
Companies of which
4 production facilities
and 6 R&D centres

An international group

25 companies in 16 countries



Our solutions





Business review 2022

BUSINESS REVIEW 2022

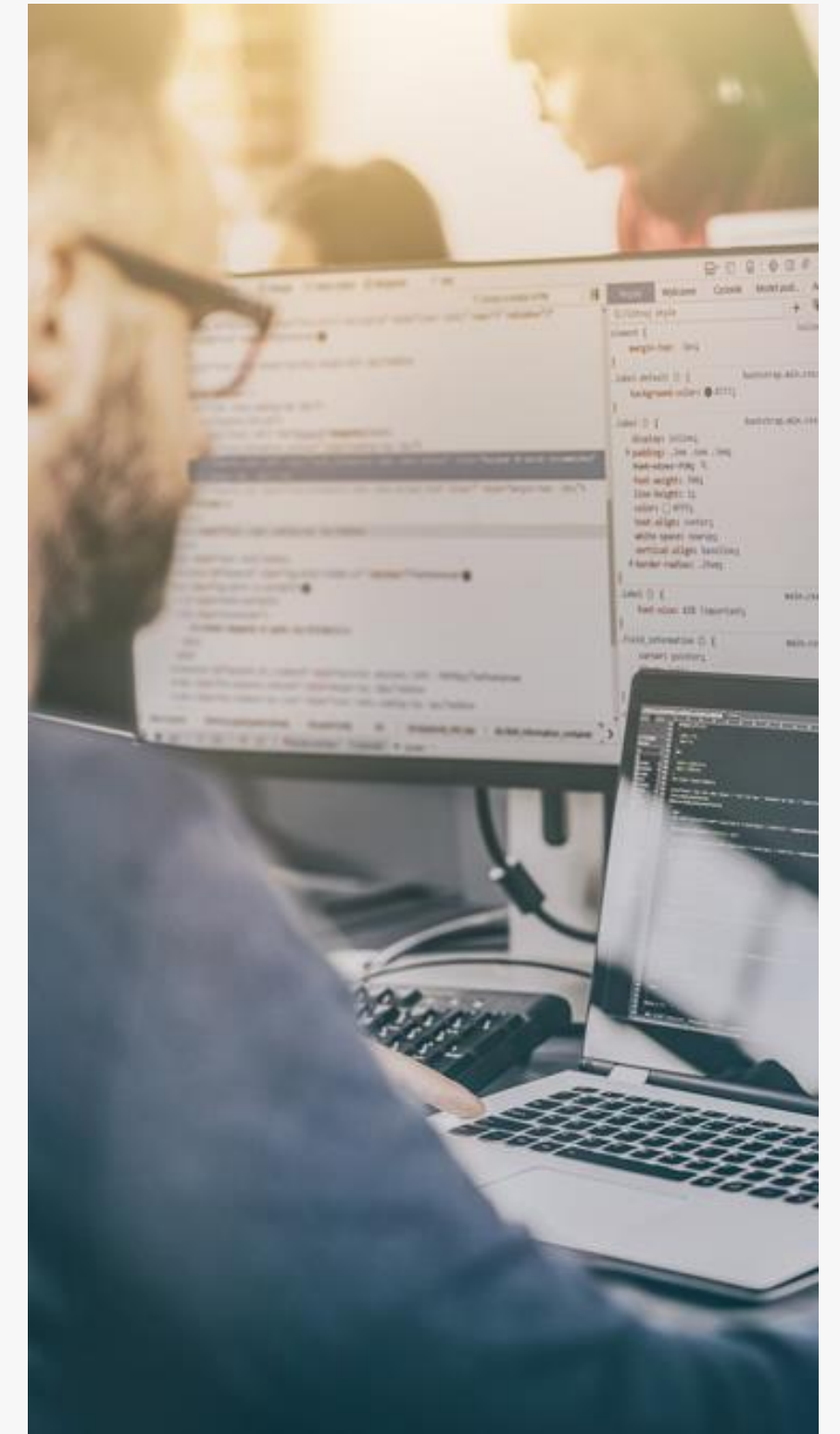
Growth continues to be hampered by the components shortage: production delays estimated at €10m at year-end

- **Intense sales activity** with numerous international tenders
- **Shortages obscuring progress** in the commercial successes of previous years
- End of the Volvo Car contract (-€43.1m) more than offset
- €85m of additional revenue generated

Revenue
€499.8m
+12.1%*
+€53.9m*

** vs. 2021 restated*

Dedicated crisis management unit maintained, bringing together all the requisite functions (purchasing, supply chain, production, R&D, legal, sales) in contact at all times with suppliers and customers



2022 HIGHLIGHTS

DISPOSAL OF TECHNICAL INSPECTION & GARAGE EQUIPMENT BUSINESSES (April 2022)

Goodwill, property on Chartres site, MULLER brand, 30% shares in the ACTIA Cz subsidiary (gas analysers, Czech Republic)

- 2021: €21m in revenue - Headcount: 115
- Buyer: BASE Group
- Transaction: €12.0m
- Rationale: cyclical business, competitive, low growth potential

DISPOSAL OF POWER DIVISION (disposal completed on 1 August 2022)

Electromobility, Energy Storage, Electronics and Power Electronics

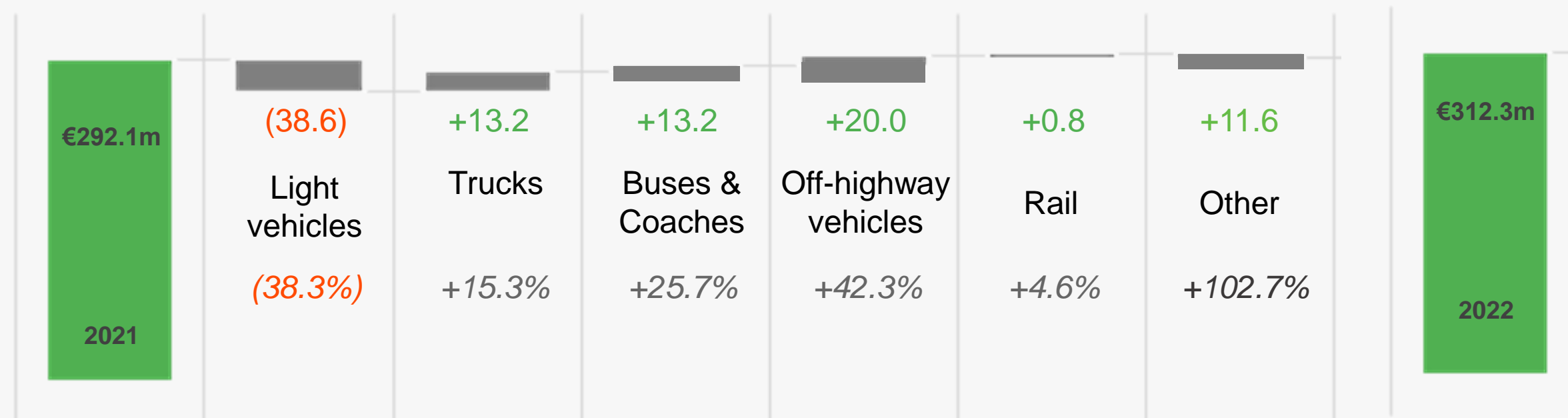
- 2021: €22m in revenue - Headcount: 200
- Buyer: Plastic Omnium
- Transaction: €52.5m
- Rationale: monetise a business requiring major efforts in R&D and CAPEX in a market that remains uncertain (future trends, margins, competitive environment, etc.)

FINANCING OF €18m IN FRENCH 'RECOVERY BONDS' TO SUPPORT GROWTH (MATURITY: 8 YEARS)



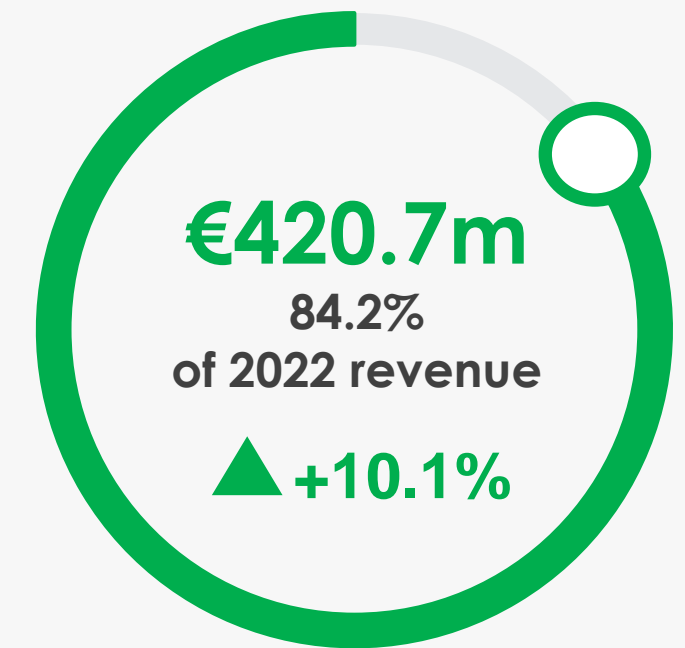
AUTOMOTIVE ORIGINAL EQUIPMENT MANUFACTURERS (OEM)

OEM revenue by customer type in 2022 vs. 2021 (in € millions and %)

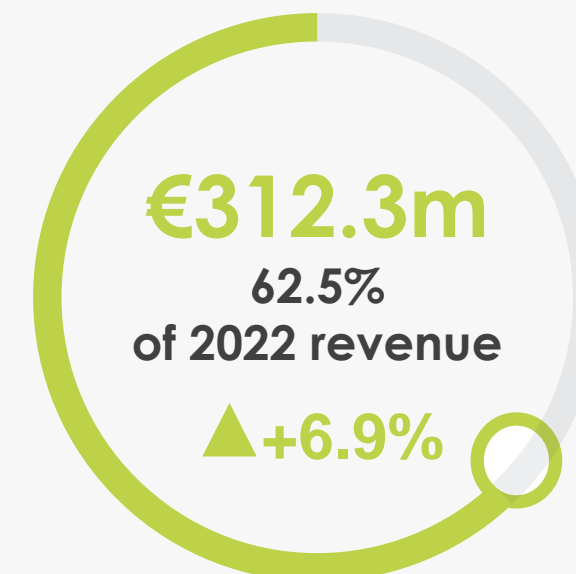


- Solid performance limited by procurement issues and the expected termination of the Volvo Car contract (light vehicle telematics)
- Good contribution from contracts won over the past few years: Buses & Coaches, Trucks, Off-highway

➔ Revenue of more than €60m generated by OEM



AUTOMOTIVE



AUTOMOTIVE

AFTERMARKET* & MANUFACTURING DESIGN & SERVICES (MDS)

AFTERMARKET*

- Decrease related to disposal of the Technical Inspection business in April 2022: revenue of €21.0m in 2021
- Diagnostics and Fleet Management businesses kept: resumption of investments by fleet management customers (Buses & Coaches, Rail): +14.0%

→ Revenue of nearly €2m generated by fleet management business

MDS

- Trust by customers in ACTIA's industrial systems
- Good health of certain sectors (Home Automation +82.2%) and recovery in others (Aeronautics +40.6%)

→ Revenue of more than €15m generated by MDS



€31.7m
6.3%
of 2022 revenue
▼ (22.3%)



€61.8m
12.4%
of 2022 revenue
▲ +42.7%



*Aftermarket: including maintenance and repairs

TELECOMMUNICATIONS

STRONG EXPERTISE FOR SUSTAINED GROWTH

SatCom: +43.0%

- Start of the Syracuse IV programme in France
- Deployment of export activities despite complexity

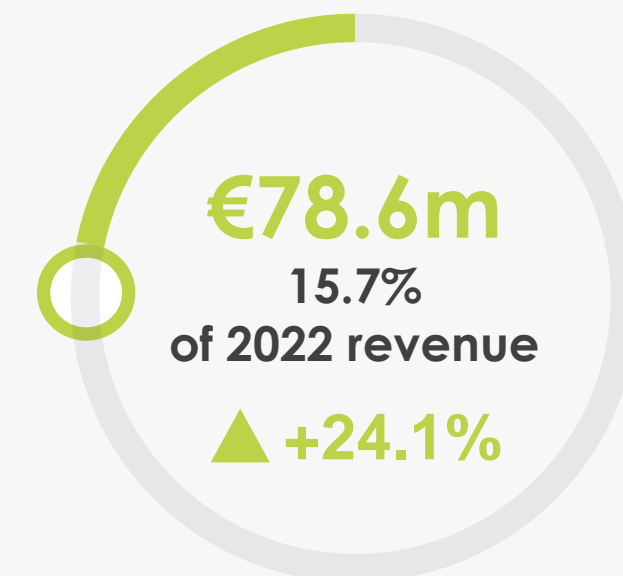
Energy: +5.7%

- Progress limited by procurement issues

Rail: +14.4%

- Major programmes being delivered but constrained by supplies of components and customers' changing plans
- High level of sales activity

→ Revenue of more than €15m generated by Telecoms

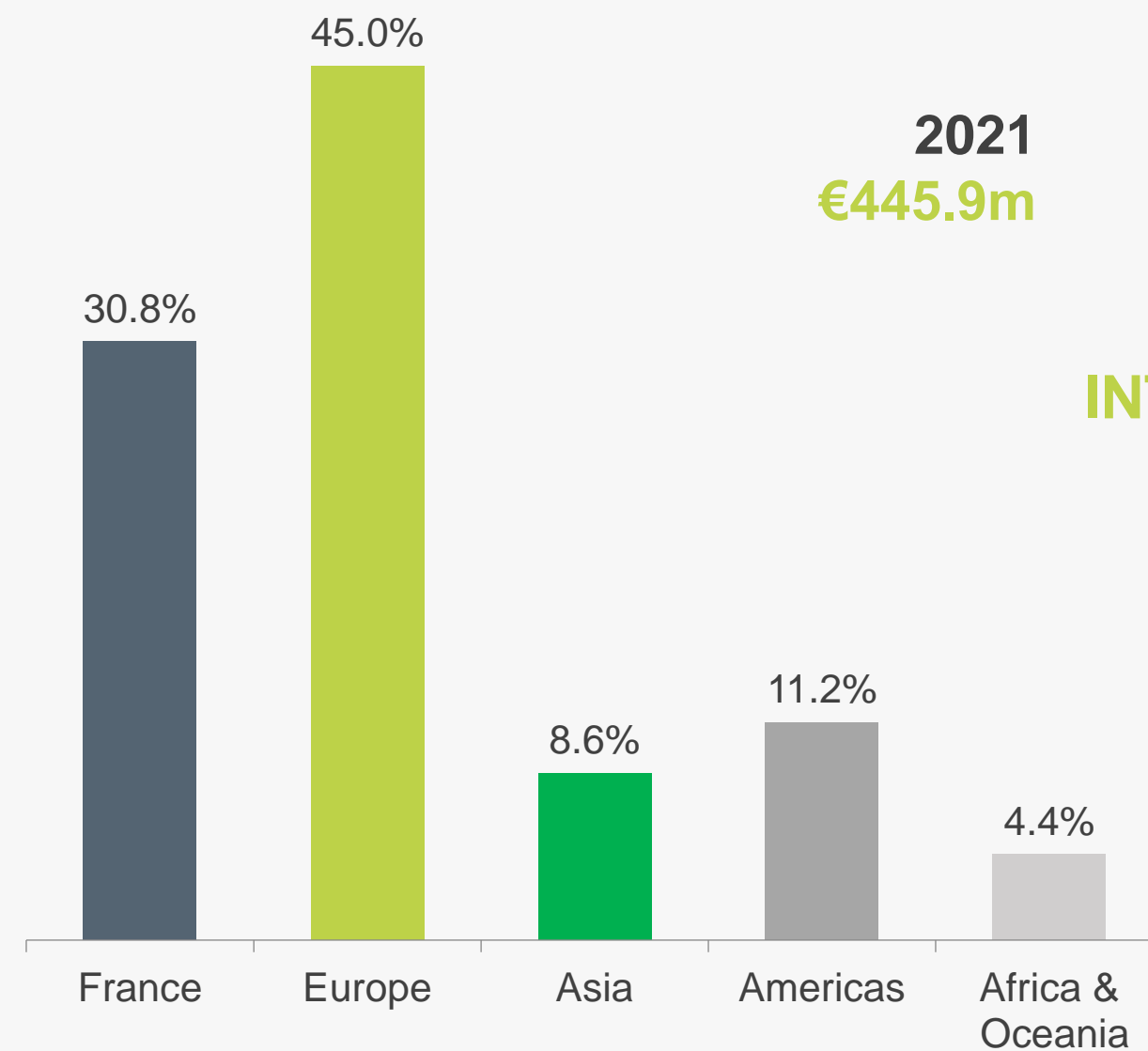


CUSTOMERS

2022 REVENUE BY GEOGRAPHIC AREA

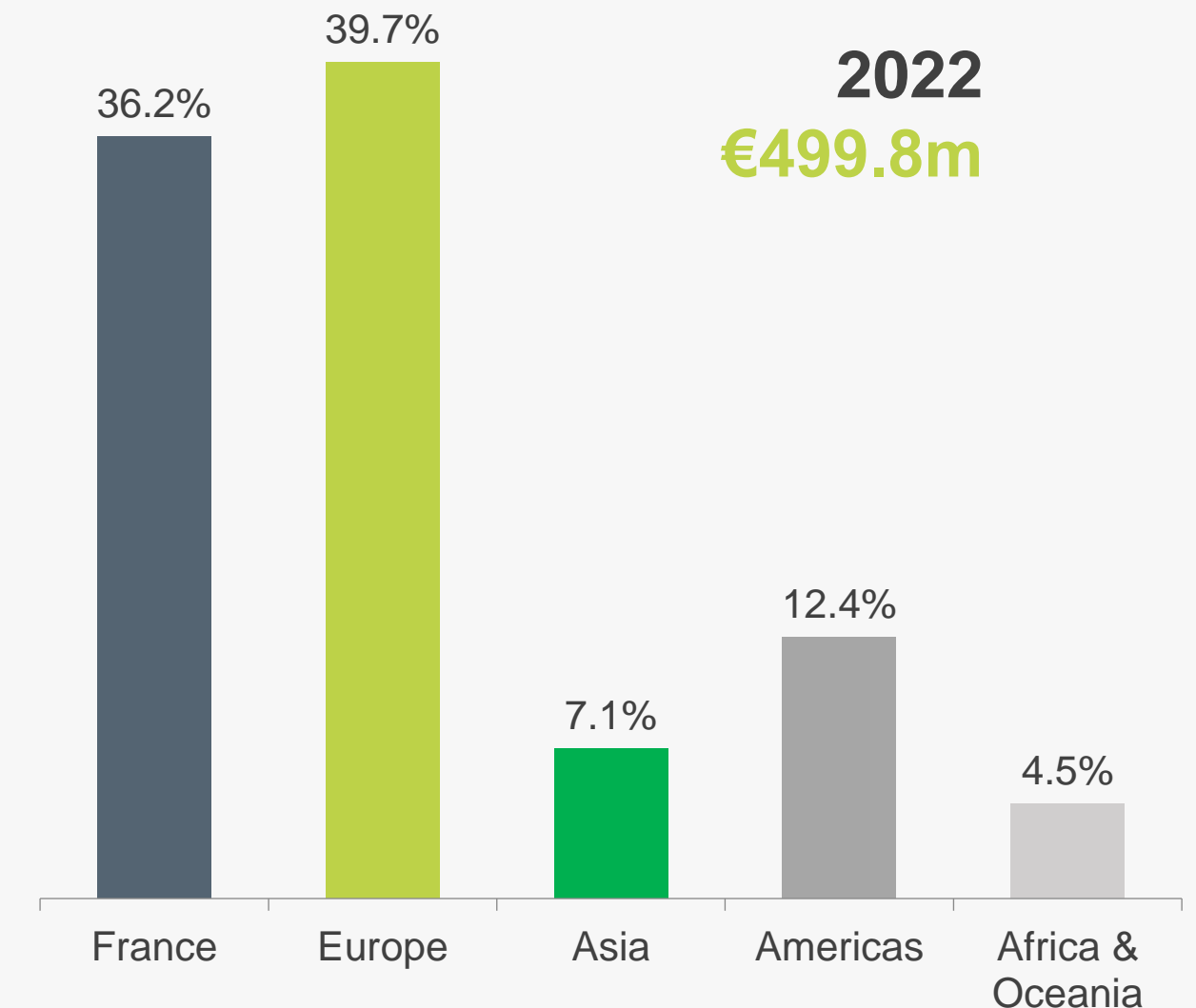
(as a % of revenue by customer country of origin)

- Decrease in Europe (light vehicles telematics contract) and China (transport, components, lockdown). All other regions showing growth.
- Order book remains at a high level: confirmed proportion of contracts at €399.9m at 31/12/2022 vs. €386.0m at 31/12/2021, with 76.0% at less than one year (vs. 82.4%).



2021
€445.9m

INTERNATIONAL BUSINESS:
63.8% of 2022 revenue
(0.8%)



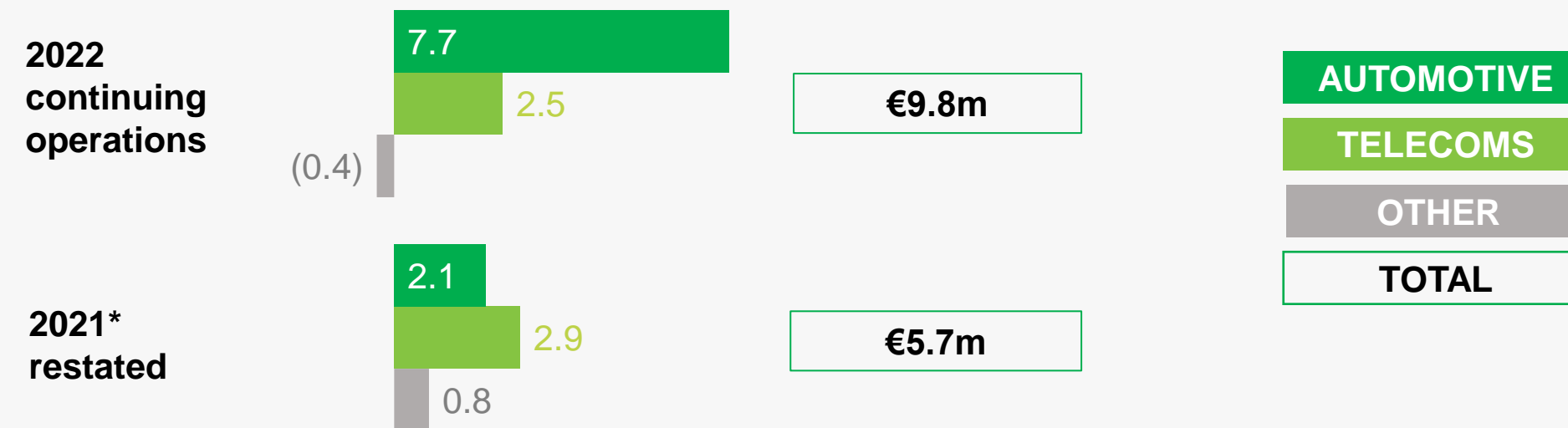
2022
€499.8m



Consolidated results 2022

2022 RESULTS

OPERATING INCOME (continuing operations)



AUTOMOTIVE

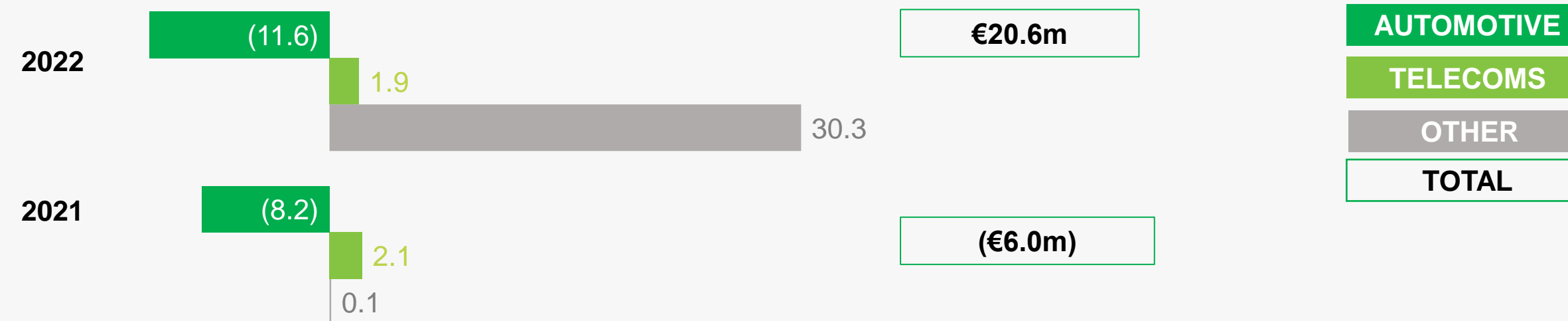
- Impact of higher revenue +11.8%
- Purchases consumed: impact of €/€ rate +€5.5m
- Costs under control
 - Rate of consumption of materials stable at 58.1% despite extra costs for which the Group has negotiated re-invoicing to customers
 - Personnel costs down to 24.7% of revenue vs. 26.7% in 2021
 - Increase in external charges, especially subcontracting to meet the increase in sales and due to recruitment issues in a difficult labour market
- Lower R&D expenditure due to the disposal of the Power business
 - Re-invoicing rate: 36.2% vs. 38.5% at 31/12/2021
 - R&D expenditure: €64.7m vs. €68.0m at 31/12/2021

TELECOMS

- Revenue growth of 24.1%
- Costs up
 - Purchases: +57.0%
 - Personnel costs +11.3%
 - External charges +30.7%
 - R&D expenditure: €15.5m with a re-invoicing rate of 67.2% vs. €12.1m and 62.8% at 31/12/2021

2022 RESULTS

NET INCOME

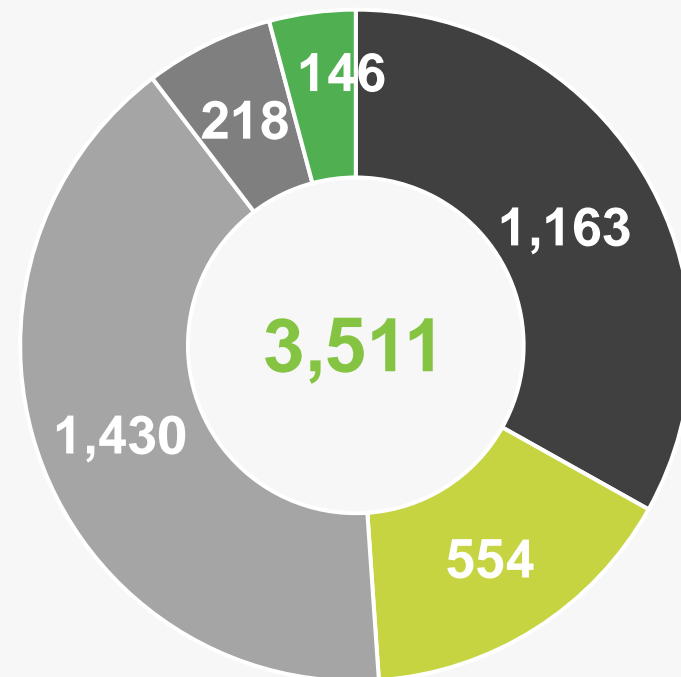


| | |
|-------------------|---|
| AUTOMOTIVE | <ul style="list-style-type: none"> Financial result: (€6.3m) vs. €4.9m in 2021 <ul style="list-style-type: none"> Valuation of hedging instruments of (€4.1m) Financial interest and costs +27.1% due to State Guaranteed Loans and bond issue, and the increase in rates (variable rate on borrowings) Net income: +€2.0m on continuing operations and (€13.7m) on discontinued operations (Power Division) |
| OTHER | <ul style="list-style-type: none"> Net income Other of €30.3m does not include the disposal of the Power Division |
| TELECOMS | <ul style="list-style-type: none"> Financial result stable at (€0.3m) vs. (€0.3m) in 2021 |

HEADCOUNT

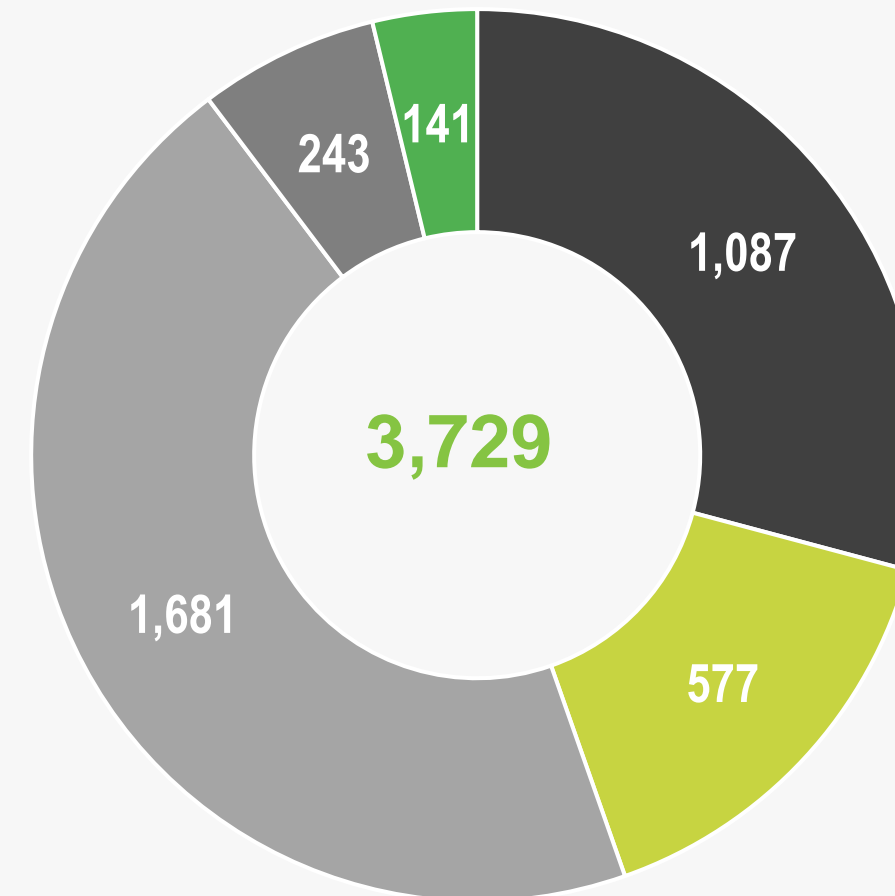
BREAKDOWN BY GEOGRAPHIC AREA

31 December 2021
(Excluding Power Division)



France Europe (excl. France) Asia Americas Africa & Oceania

31 December 2022



Impact of disposals: 115 less people in the Technical Inspection and Garage Equipment businesses
Use of subcontracting to address recruitment issues in a difficult labour market in all countries

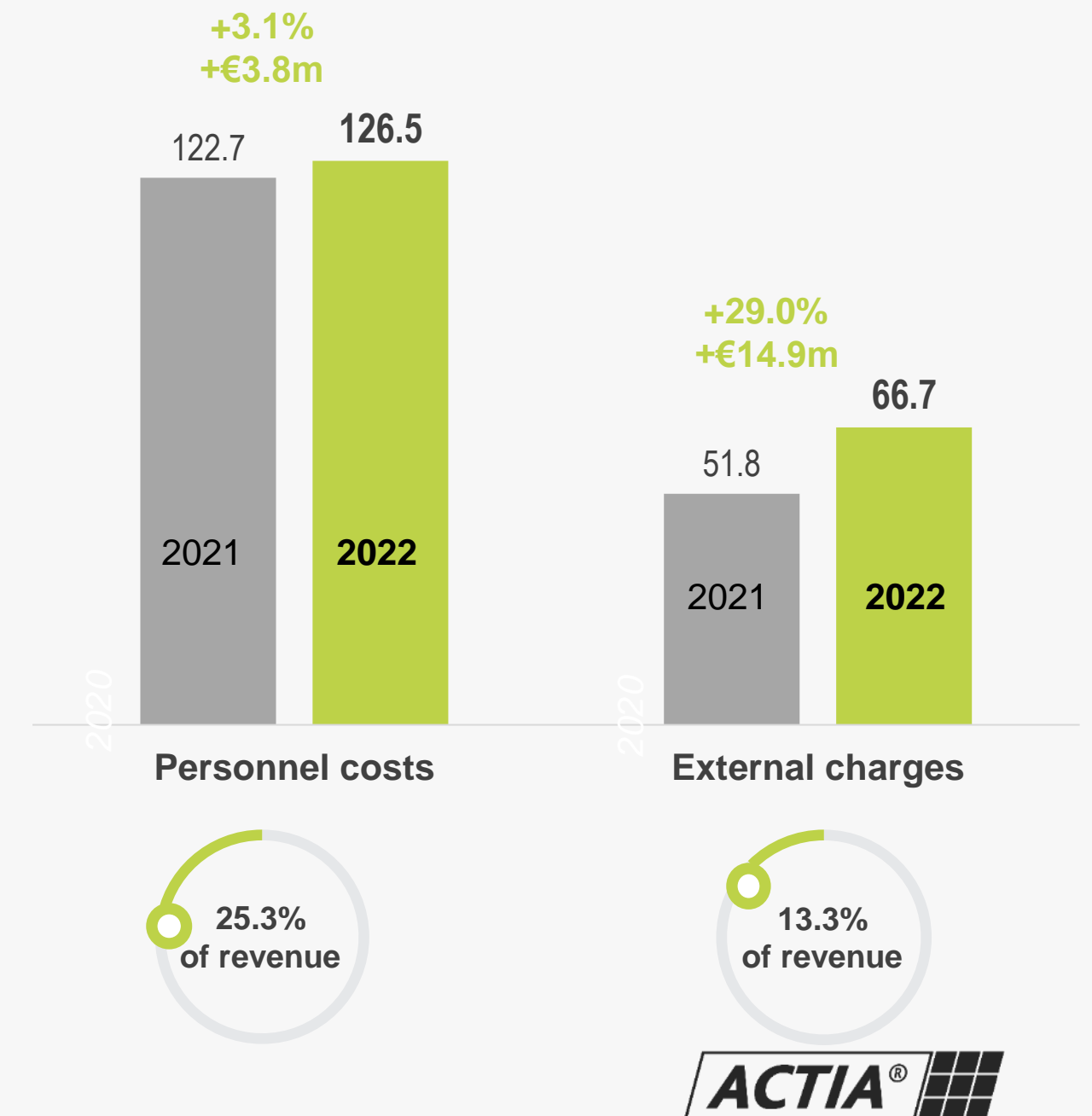
PRINCIPAL COSTS

PERSONNEL COSTS / EXTERNAL CHARGES

(continuing operations in € millions)

Less efficient use of production facilities due to the consequences of the components shortage
(adaptation of production runs to best deliver the customers => smaller production runs / working in 'stop & start' mode)

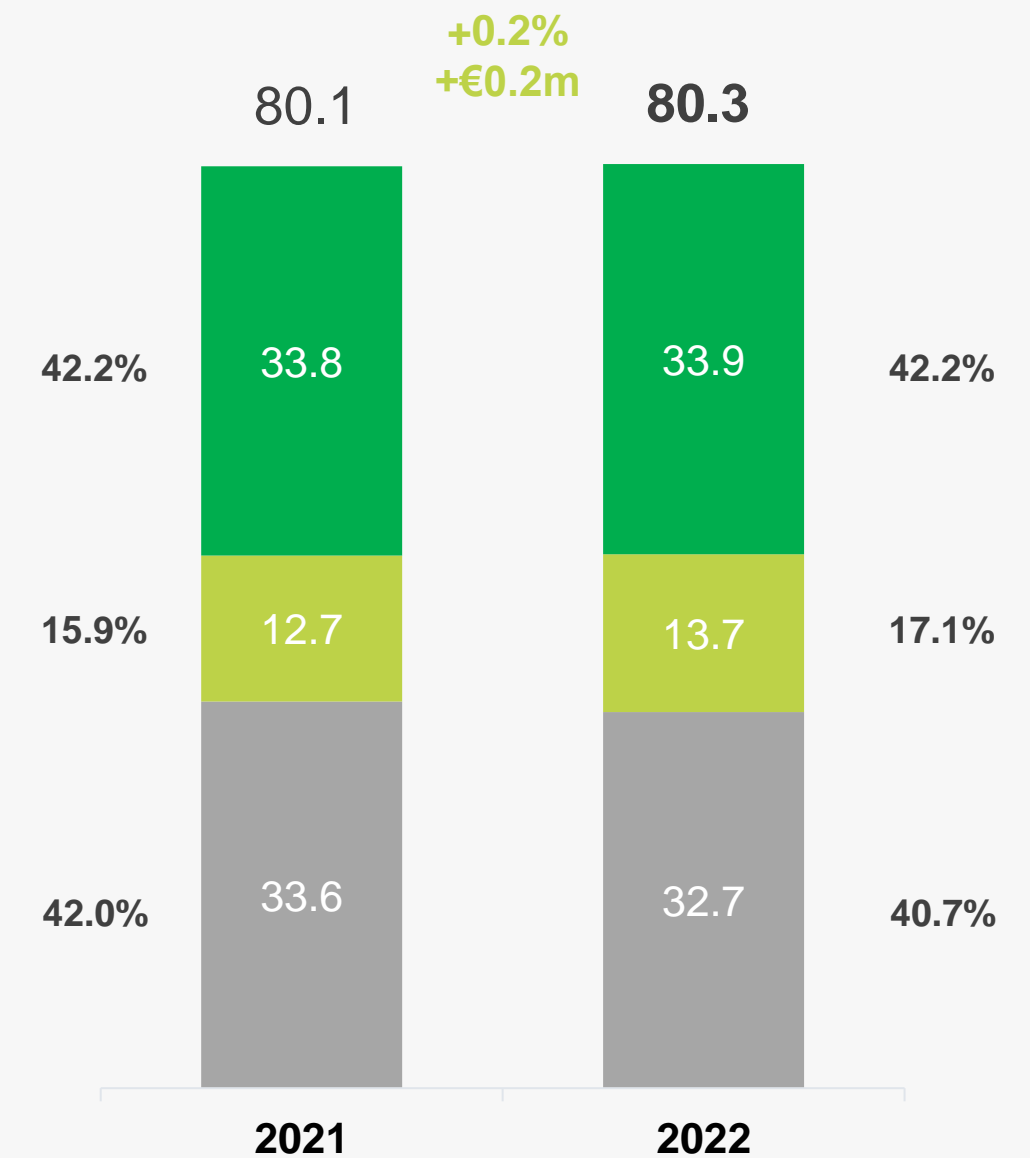
- Personnel costs up by 3.1%
 - Reduced State aid: €1.4m in 2022 vs. €2.5m (extended short-time working in France) in 2021
 - Headcount: 3,729 at end 2022 vs. 3,511 at end 2021 (+6.2%)
 - Higher headcount in Tunisia (+251) and in Telecoms (+37) partly offset by decrease in Technical Inspection and Garage Equipment (-115)
- External charges up by 29.0%
 - Recovery of €2m in charges from previous year (successful claim) in 2021
 - Subcontracting: used more often to help address recruitment issues
 - Changes in other expenses (fees, part-timers, transport) under control
 - Low impact of increased energy costs in 2022



PRINCIPAL COSTS

- Lower R&D figures due to disposal of the Power Division for €5.1m
- Priority given to programmes to commit customers and prepare for the future
 - Focus on high-added value solutions and projects financed by customers
 - Deploy cutting edge technologies to make market share gains (new architectures and cybersecurity)
 - Pursue efforts in buoyant sectors (energy transition, mobility)
 - Optimise use of internal resources (ACTIA Cross Border Engineering)
- Re invoiced R&D stable at 42.2% of committed expenditure
- Amount of depreciation equivalent to capitalisations

BREAKDOWN OF R&D *(continuing operations in € millions)*

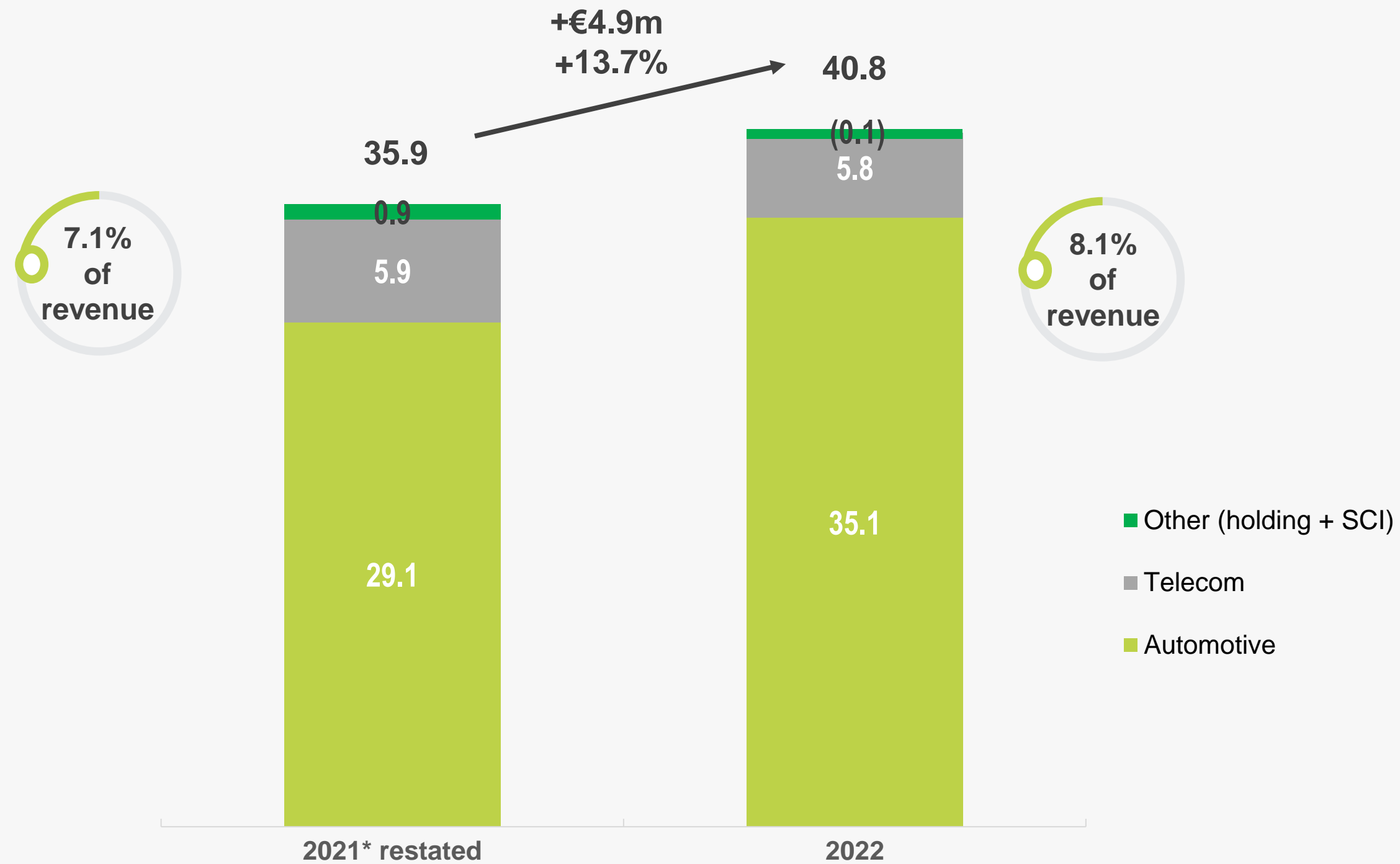


- R&D Re invoiced
- R&D Capitalised
- R&D Expensed

KEY FIGURES

EBITDA

(continuing operations in € millions)

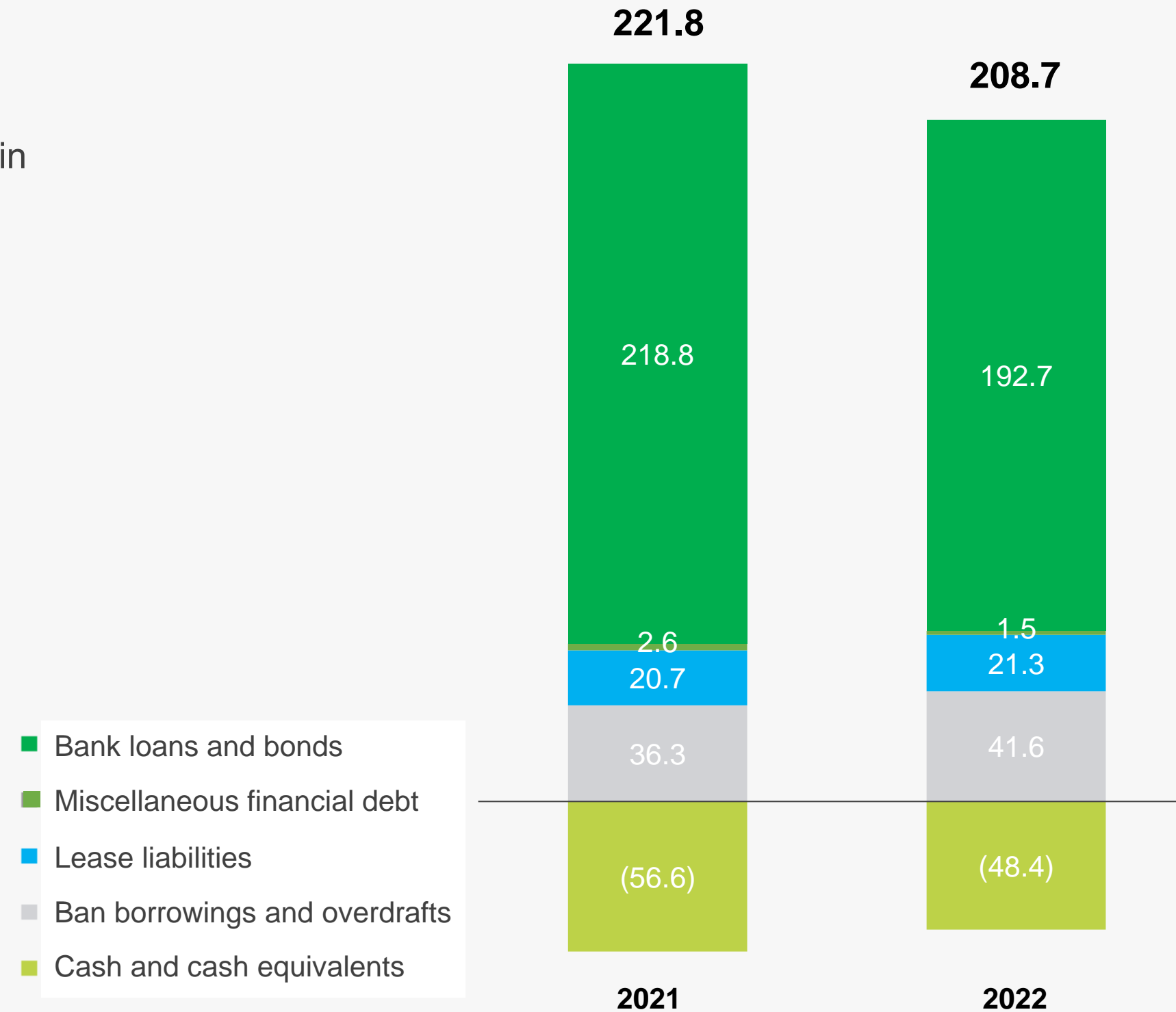


(1) EBITDA: Net income + taxes + impairment of goodwill + financial interest and costs + depreciation +/- derivatives

KEY FIGURES

- €73.6m in medium-term financing repaid (of which €8.4m in finance leases) – depreciation of State Guaranteed Loans over 5 years (from 2021 and 2022)
- Medium-term financing of €38.7m, of which:
 - France ‘Recovery Bond’: €18m
 - Tunisia: €7m (plant and buildings)
- Free cash flow of €48.4m to support WCR
- Average interest rate at 1.95% vs. 1.35% in 2021

NET DEBT



SUMMARY INCOME STATEMENT

| In € millions | 31/12/2022 | 31/12/2021 ⁽¹⁾ restated | Change | | 31/12/2020 |
|--|--------------|---------------------------------------|-------------|----------------|---------------|
| | | | €m | % | |
| Revenue | 499.8 | 445.9 | 53.9 | 12.1 | 438.6 |
| EBITDA (continuing operations) ⁽²⁾ | 40.8 | 35.9 | 4.9 | 13.6 | 24.2 |
| <i>As a % of revenue</i> | 8.2% | 8.1% | | | 5.5% |
| EBITDA (continuing and discontinued operations) ⁽³⁾ | 59.9 | 22.1 | 37.7 | 170.4 | 24.2 |
| <i>As a % of revenue</i> | 12.0% | 5.0% | | | 5.5% |
| Operating income | 9.8 | 5.7 | 4.1 | 71.5 | (6.9) |
| <i>As a % of revenue</i> | 2.0% | 1.3% | | | (1.6%) |
| Financial result | (7.7) | 3.7 | (11.5) | (304.7) | (12.4) |
| Tax | (0.4) | 0.4 | 0.8 | (192.8) | (0.3) |
| Net income | 20.6 | (6.1) | 26.7 | (439.5) | (19.4) |
| <i>As a % of revenue</i> | 4.1% | (1.4%) | | | (4.4%) |

(1) Compared to 2021 restated, excluding the Power Divisions sold on 1 August 2022

(2) EBITDA (continuing operations): Net income from continuing operations + taxes + impairment of goodwill + financial interest and costs + depreciation +/- derivatives

(3) EBITDA (continuing and discontinued operations): Net income from continuing operations + taxes + impairment of goodwill + financial interest and costs + depreciation +/- derivatives

SUMMARY BALANCE SHEET

| ASSETS in € millions | 31/12/2022 | 31/12/2021 | 31/12/2020 | LIABILITIES in € millions | 31/12/2022 | 31/12/2021 | 31/12/2020 |
|-----------------------------|--------------|--------------|--------------|----------------------------------|--------------|--------------|--------------|
| Non-current assets | 173.8 | 179.9 | 190.3 | Shareholders' equity | 135.8 | 113.6 | 116.1 |
| Goodwill | 24.1 | 24.1 | 24.1 | | | | |
| Intangible assets | 50.5 | 57.5 | 61.1 | | | | |
| Tangible assets | 67.5 | 70.0 | 77.4 | Non-current liabilities | 165.6 | 192.4 | 174.0 |
| Financial assets | 3.1 | 2.9 | 2.5 | Financial debt | 157.6 | 181.1 | 158.3 |
| Tax | 28.4 | 25.4 | 25.1 | Provisions | 8.0 | 11.4 | 15.7 |
| Current assets | 450.3 | 404.2 | 366.4 | Current liabilities | 324.5 | 291.9 | 266.6 |
| Stocks | 210.7 | 172.7 | 149.6 | Other provisions | 12.4 | 11.3 | 10.5 |
| Trade receivables | 159.8 | 144.7 | 141.4 | Financial debt | 102.6 | 97.4 | 105.4 |
| Other receivables | 31.5 | 30.2 | 22.1 | Payables | 104.5 | 92.4 | 69.9 |
| Cash & cash equivalents | 48.4 | 56.6 | 53.4 | Miscellaneous liabilities | 105.0 | 90.8 | 80.8 |
| Assets held for sale | 2.2 | 14.2 | 0 | Liabilities held for sale | 0.4 | 0.4 | 0 |
| TOTAL | 626.3 | 598.3 | 556.7 | TOTAL | 626.3 | 598.3 | 556.7 |

- **Assets:** (€9.5m): impact of disposal of Power Division, efforts maintained in R&D to avoid overloading the balance sheet, renewal of materials limited to the strict minimum for production
- **Stocks:** +€38.0m: big increase in inventory in Power Division with a negative impact of €8.6m, with design stocks up by €2.7m, raw materials up by €31.6m, finished and semi-finished goods up by €5.4m, but decrease in stocks of merchandise of €1.7m
- **Payments:** Trade receivables and payables stable at respectively 118 days (+3 days) and 98 days
- **Cash:** lines of credit used at 49.6% vs. 33.0% in 2021 related to WCR
- **Net debt:** at €208.7m vs. €221.8m in 2021

SUMMARY CASH FLOW STATEMENT

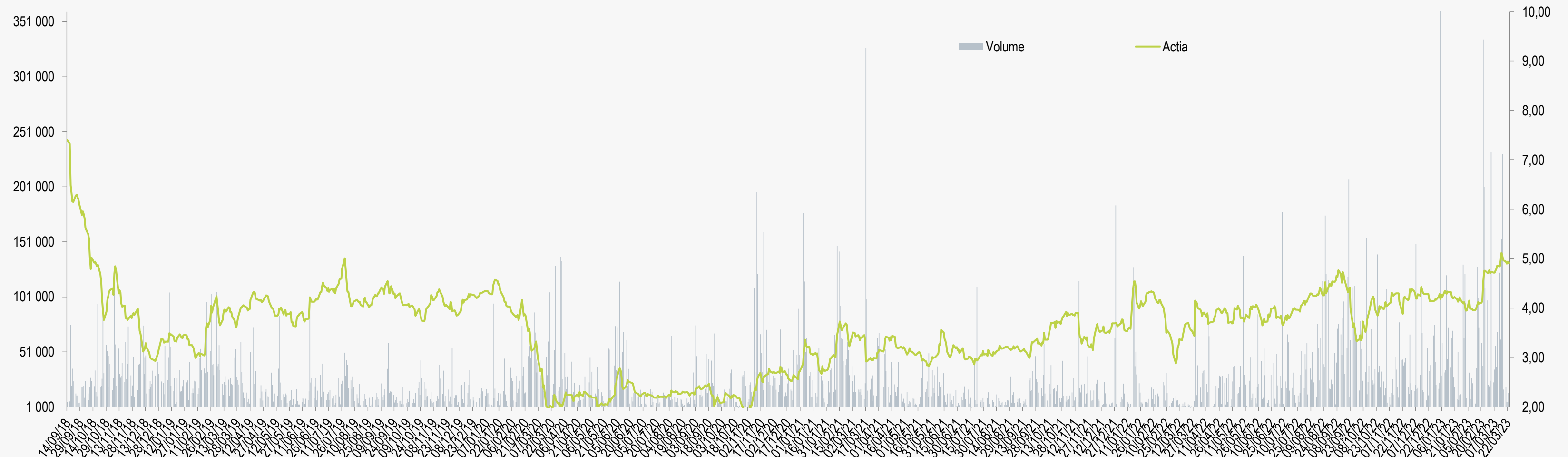
| in € millions | 31/12/2022 | 30/06/2022 | 31/12/2021* restated |
|---|---------------|---------------|-------------------------|
| Operations | | | |
| Net income for the period | 20.6 | (7.5) | (6.1) |
| o/w depreciation and provisions | 35.6 | 17.0 | 33.8 |
| Income from disposal of assets | (37.2) | 0.3 | (0.1) |
| Change in WCR | (33.2) | (4.9) | (4.4) |
| Net cash flow from operating activities | (10.4) | 4.2 | 16.6 |
| Investment activities | | | |
| o.w. acquisitions of assets | (24.6) | (11.2) | (20.5) |
| Net cash flow from investment activities | 37.5 | (0.7) | (20.5) |
| Financing activities | | | |
| Issues and repayments of borrowings | (34.9) | (14.5) | 17.3 |
| Interest paid | (5.0) | (2.1) | (3.9) |
| Net cash flow from financing activities | (40.1) | (16.8) | 13.3 |
| Change in cash flow | (14.5) | (13.9) | 9.1 |
| Cash at closing | 7.0 | 7.7 | 21.6 |

- **Operations:** (€10.4m) - significant impact of changes in WCR, of which stocks at (€51.2m), receivables (€20.3m), payables +€22.0m and other (advances received and deferred income) (€16.3m)
- **Investments:** €24.6m - impact of disposals of the Technical Inspection and Garage Equipment and Power businesses on cash flow of €62.3m
- **Financing:** new financing +€38.7m - repayments of medium-term loans, finance leases: (€73.6m)
- **Power:** operating flow contributed by the Power business (€11.2m), financed at €12.5m. The disposal had a positive impact of €49.9m

STOCK MARKETS

At 28 MARCH 2023

- Share capital: 20,099,941 shares
- Share price: €4.92
- Market capitalisation: €98.9m
- Euronext Growth Paris
- ISIN Code: FR0000076655 – ALATI
- Eligible PEA PME
- Indices: CAC All Shares – CAC All-tradable – CAC Industrials - CAC Mid & Small - CAC Small – EN Tech Croissance – Gaïa Index

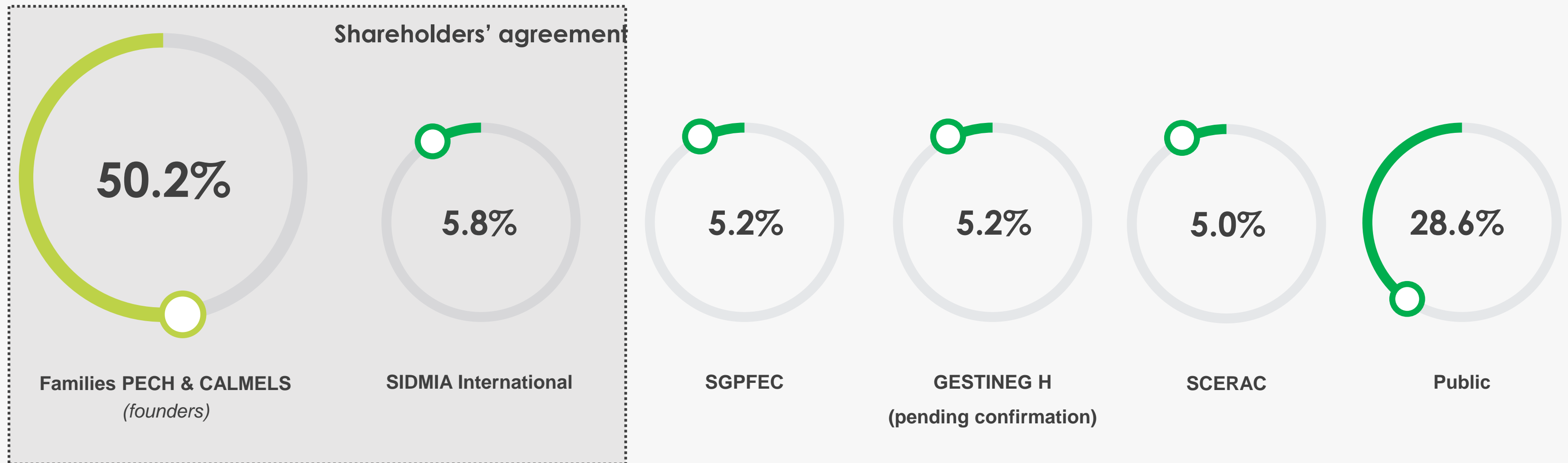


An independent group

A Mid-cap

Majority owned by the founding families

Listed on the Paris Stock Exchange (Euronext Growth)



General Meeting on 23 May 2023 – Proposal of a dividend of €0.12 per share



Outlook 2023

OUTLOOK

Support our customers through the paradigm shift, consequence of the components crisis: promote the agile organisation focused on procurement, pass on the resulting direct and indirect costs

Capitalise on the performance of the production facilities and the capacity for innovation to serve cutting edge technological markets, driven by digitisation and the energy transition

Deploy sources of growth, consolidate the order book for 2023 to 2025 and continue to build a more transparent business organisation

Support growth as the components crisis comes to an end

Maintain strict cost control, smart prioritisation of R&D projects

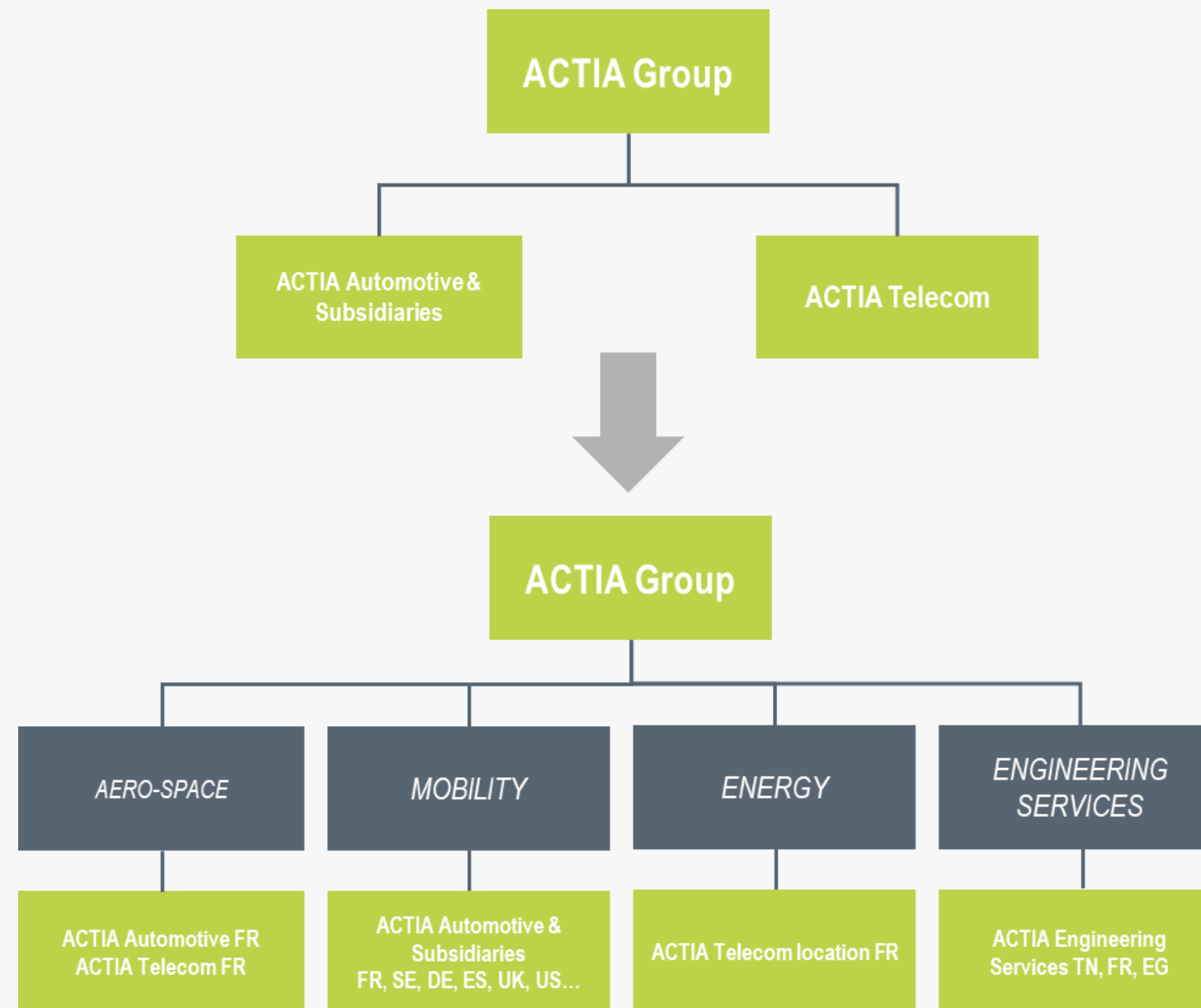
Control debt
Manage WCR

Continue to deploy latest generation industrial management solutions (PLM, ERP, NPI), drivers of operational and financial efficiency

OUTLOOK

ORGANISATIONAL CHART

A plan to transform the Group's segmentation, leading over 2 years to the emergence of 4 Divisions



OUTLOOK

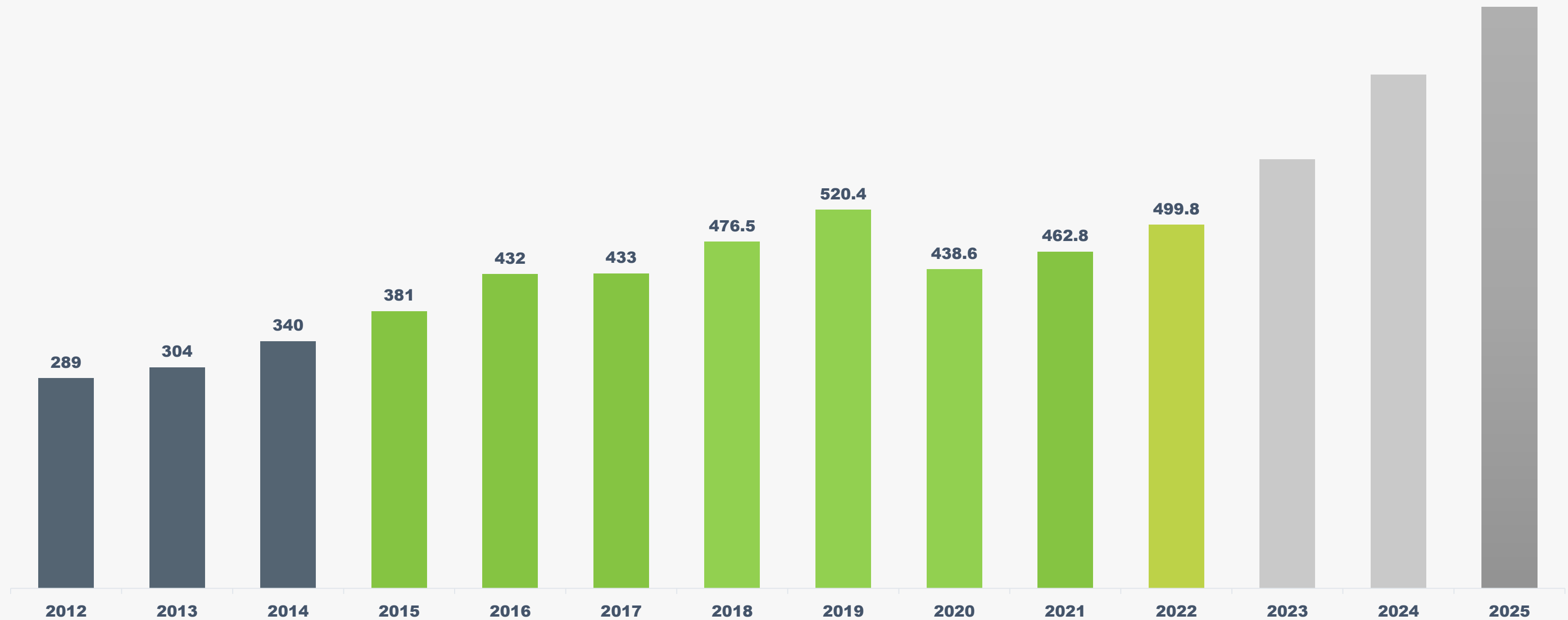
- **ACTIA Group aims, by end 2025, revenue in excess of €800m**
An objective that is justified by an order book and the increasing numbers of more multi-year contracts

- **2023: ACTIA could see growth or more than 15% and continue on the current trajectory to further improve its profitability**
assuming:
 - *no significant improvement in the procurement situation or social unrest*
 - *ongoing pressure on WCR*

REVENUE

GROWTH

The ability to accelerate more than offsets the end of the historical contract for light vehicle telematics
ACTIA aims to exceed revenue of €800m 4 years from now despite the reduced scope





Thank you for your attention

www.actia.com



Dates for the diary

Q1 2023 revenue: Wednesday 17 May 2023

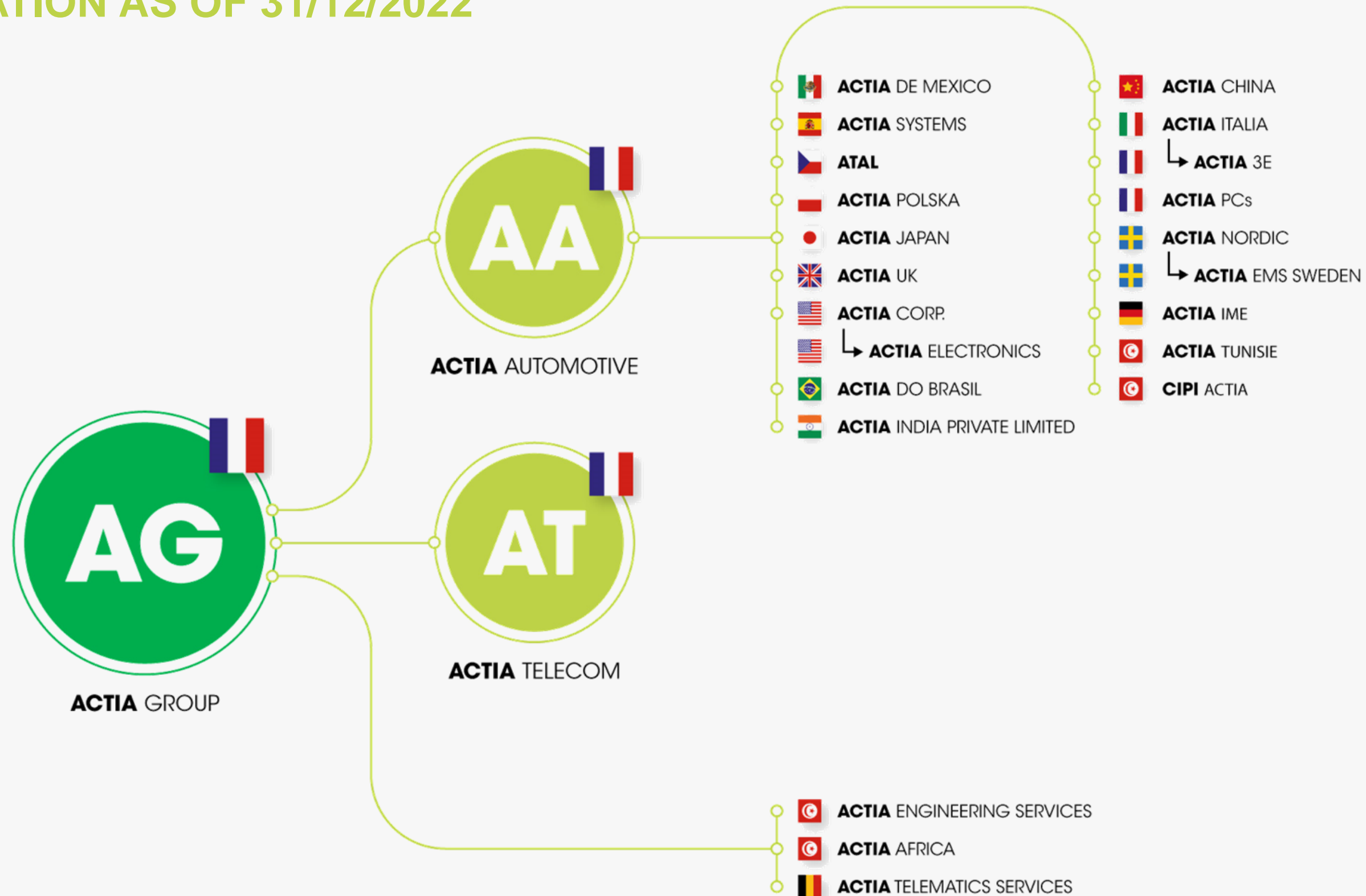
General Meeting: Tuesday 23 May 2023



Appendices

AN INTERNATIONAL ORGANISATION

ORGANISATION AS OF 31/12/2022



GOVERNANCE

COMPOSITION OF THE BOARD OF DIRECTORS



Jean Louis PECH
Chairman and Chief Executive



Marine CANDELON
Deputy Chief Executive



Jean-François CALMELS
Deputy Chief Executive



Catherine MALLET
Deputy Chief Executive



Stanislas BAILLY
Director



Catherine CASAMATTA*
Director



Carole GARCIA*
Director



Laura PECH
Director



Frédéric THRUM
Director



Véronique VEDRINE
Director



Marie-Louise RIBAUT
Director representing employees



Martine CHUPIN
Director representing employees

** Independent*

BALANCE SHEET: ASSETS

| Consolidated assets in € thousands | 31/12/2022 | 31/12/2021 | 31/12/2020 |
|--|----------------|----------------|----------------|
| Goodwill | 24,148 | 24,148 | 24,148 |
| Development costs | 46,197 | 54,971 | 59,518 |
| Other intangible assets | 4,360 | 2,511 | 1,585 |
| Total intangible assets | 74,705 | 81,630 | 85,251 |
| Land | 2,799 | 2,889 | 3,612 |
| Buildings | 36,756 | 35,556 | 38,445 |
| Plant | 16,428 | 18,773 | 20,647 |
| Other fixed assets | 11,497 | 12,793 | 14,730 |
| Total fixed assets | 67,480 | 70,010 | 77,434 |
| Investments consolidated using the equity method | 908 | 856 | 774 |
| Non-current financial assets | 2,243 | 1,999 | 1,751 |
| Deferred taxation | 13,294 | 11,252 | 13,163 |
| Non-current tax credit | 15,137 | 14,147 | 11,910 |
| TOTAL NON-CURRENT ASSETS | 173,767 | 179,894 | 190,284 |
| Stocks and work in progress | 210,654 | 172,656 | 149,564 |
| Accounts receivable | 159,762 | 144,739 | 141,364 |
| Other operations related current receivables | 20,513 | 17,830 | 10,222 |
| Current tax credit | 10,980 | 11,473 | 11,855 |
| Fair value of other financial assets | 0 | 890 | 0 |
| Cash and cash equivalents | 48,372 | 56,639 | 53,414 |
| TOTAL CURRENT ASSETS | 450,280 | 404,227 | 366,419 |
| Assets held for sale | 2,232 | 14,183 | 0 |
| TOTAL ASSETS | 626,279 | 598,304 | 556,703 |

BALANCE SHEET: LIABILITIES

| Equity and consolidated liabilities in € thousands | 31/12/2022 | 31/12/2021 | 31/12/2020 |
|--|----------------|----------------|----------------|
| Capital | 15,075 | 15,075 | 15,075 |
| Premiums | 17,561 | 17,561 | 17,561 |
| Reserves | 85,418 | 89,568 | 106,706 |
| Translation reserve | (3,660) | (2,649) | (4,363) |
| Treasury shares | (162) | (162) | (162) |
| Income for the period | 19,950 | (6,379) | (19,043) |
| Equity attributable to owners of the Group | 134,181 | 113,014 | 115,773 |
| Minority interests | 1,582 | 562 | 313 |
| EQUITY | 135,763 | 113,576 | 116,087 |
| Borrowings from credit institutions | 140,555 | 164,127 | 144,047 |
| Lease financing liabilities | 16,570 | 15,966 | 13,270 |
| Other financial liabilities | 499 | 963 | 986 |
| Total non-current debt | 157,624 | 181,057 | 158,302 |
| Deferred tax liability | 959 | 1,646 | 4,186 |
| Provisions for pensions and other long-term benefits | 7,010 | 9,721 | 11,507 |
| TOTAL NON-CURRENT LAIBILITIES | 165,593 | 192,423 | 173,995 |
| Provisions | 12,363 | 11,273 | 10,526 |
| Borrowings from credit institutions – short term | 52,181 | 54,713 | 49,467 |
| Lease financing liabilities – short term | 4,705 | 4,735 | 5,566 |
| Other financial liabilities – short term | 948 | 1,591 | 1,961 |
| Current bank overdrafts | 41,637 | 36,354 | 40,925 |
| Fair value of derivative financial instruments | 3,169 | 0 | 7,486 |
| Total current financial liabilities | 102,640 | 97,393 | 105,404 |
| Accounts payable | 104,467 | 92,408 | 69,893 |
| Other liabilities | 84,956 | 74,171 | 63,859 |
| Tax liabilities (corporation tax) | 1,141 | 1,267 | 2,003 |
| Deferred income | 18,939 | 15,381 | 14,935 |
| TOTAL CURRENT LIABILITIES | 324,506 | 291,893 | 266,622 |
| Liabilities held for sale | 417 | 411 | 0 |
| TOTAL EQUITY AND LIABILITIES | 626,279 | 598,304 | 556,703 |

INCOME STATEMENT

| Consolidated income statement in € thousands | 2022 | 2021* restated | 2020 |
|--|----------------|-----------------|-----------------|
| Revenue from operations (<i>Turnover</i>) | 499,831 | 445,910 | 438,593 |
| - Materials and supplies | (279,267) | (242,040) | (234,617) |
| - Personnel costs | (126,505) | (122,713) | (119,956) |
| - External charges | (66,750) | (51,760) | (58,433) |
| - Taxes | (5,213) | (5,314) | (6,023) |
| - Provisions for depreciation | (29,589) | (30,923) | (30,928) |
| +/- Variances in stocks of finished goods and work in progress | 9,757 | 4,013 | (1,726) |
| +/- Exchange gains / losses on operating activities | 2,299 | 1,462 | 291 |
| + Research Tax Credit | 5,002 | 5,834 | 5,553 |
| Current operating income | 9,565 | 4,469 | (7,248) |
| + Other operating income/(expense) | 257 | 1,259 | 390 |
| - Impairment of goodwill | 0 | 0 | 0 |
| Operating income | 9,822 | 5,729 | (6,857) |
| + Income from cash and cash equivalents | 14 | 12 | 99 |
| - Interest and financial charges | (5,004) | (3,763) | (3,706) |
| + Other financial income/(charges) | (2,731) | 7,523 | (8,773) |
| Financial result | (7,721) | 3,772 | (12,379) |
| + Net income, Group share – equity affiliates | 79 | 95 | 103 |
| + Taxation | (399) | 430 | (308) |
| Net income from continuing operations | 1,782 | 10,025 | (19,441) |
| Net income from discontinued operations | 18,835 | (16,099) | 0 |
| Income for the period | 20,617 | (6,074) | (19,441) |
| * attributable to Group shareholders | | | |
| Net income for the period | 19,950 | (6,379) | (19,043) |
| * Minority interests | | | |
| Net income for the period | 667 | 306 | (398) |
| Basic and diluted earnings per share (in €) – Group share | 0.99 | (0.32) | (0.95) |

CASH FLOW STATEMENT

| Consolidated cash flow statement in € thousands | 31/12/2022 | 30/06/2022 | 31/12/2021* restated |
|---|-----------------|-----------------|-------------------------|
| Net income from continuing operations | 20,617 | (7,519) | (6,074) |
| <i>Adjustments for:</i> | | | |
| Depreciation and provisions | 35,621 | 17,000 | 33,835 |
| Income from disposal of assets | (37,183) | 288 | (107) |
| Interest expense | 5,004 | 2,130 | 3,921 |
| Current tax charge (excluding Research Tax Credit) | 2,546 | 602 | 1,166 |
| Change in deferred taxation | (3,114) | (1,114) | (1,326) |
| Research Tax Credit | (5,410) | (2,653) | (6,510) |
| Other income/(expense) | 5,214 | 167 | (7,290) |
| Group share in affiliates | (79) | (42) | (95) |
| Operating cash flow excluding Working Capital Requirements | 23,216 | 8,859 | 17,520 |
| Change in Working Capital Requirements related to operations | (33,245) | (4,943) | (4,362) |
| Income tax paid (excluding Research Tax Credit) | (1,997) | (1,274) | (1,816) |
| Receipt of Research Tax Credit | 1,595 | 1,597 | 5,250 |
| Net cash flow from operations | (10,432) | 4,239 | 16,592 |
| Of which from discontinued operations | (11,179) | (9,458) | (11,143) |
| Acquisitions of assets | (24,597) | (11,159) | (20,495) |
| Dividends received from affiliates | 27 | 27 | 14 |
| Income from disposal of assets | 12,457 | 11,089 | 206 |
| Change in loans and advances given | (253) | (644) | (241) |
| Cash acquired from disposal of the Power business | 49,853 | 0 | 0 |
| Net cash from investment activities | 37,487 | (687) | (20,517) |
| Of which from discontinued operations | 48,476 | (1,030) | (2,749) |
| Dividends paid to minority interests in consolidated companies | (203) | (202) | (29) |
| New borrowings | 38,667 | 29,511 | 68,627 |
| Repayment of borrowings | (65,212) | (29,686) | (43,965) |
| Financing of discontinued operations | | (10,916) | |
| Repayment of lease liabilities | (8,396) | (3,433) | (7,400) |
| Interest paid | (5,004) | (2,130) | (3,921) |
| Net cash from financing activities | (40,148) | (16,855) | 13,313 |
| Of which from discontinued operations | 12,520 | 10,616 | 15,078 |
| Foreign exchange differences | (1,425) | (601) | (301) |
| Cash and cash equivalents at opening | 21,576 | 21,576 | 12,489 |
| Cash and cash equivalents at closing | 7,058 | 7,672 | 21,576 |
| Change in cash and cash equivalents | (14,518) | (13,904) | 9,087 |

Our mission

To meet, on behalf of all our customers, the technological and industrial challenges posed by electronics that are innovative, create value and are sustainable:

ELECTRONICS IN MOVEMENT

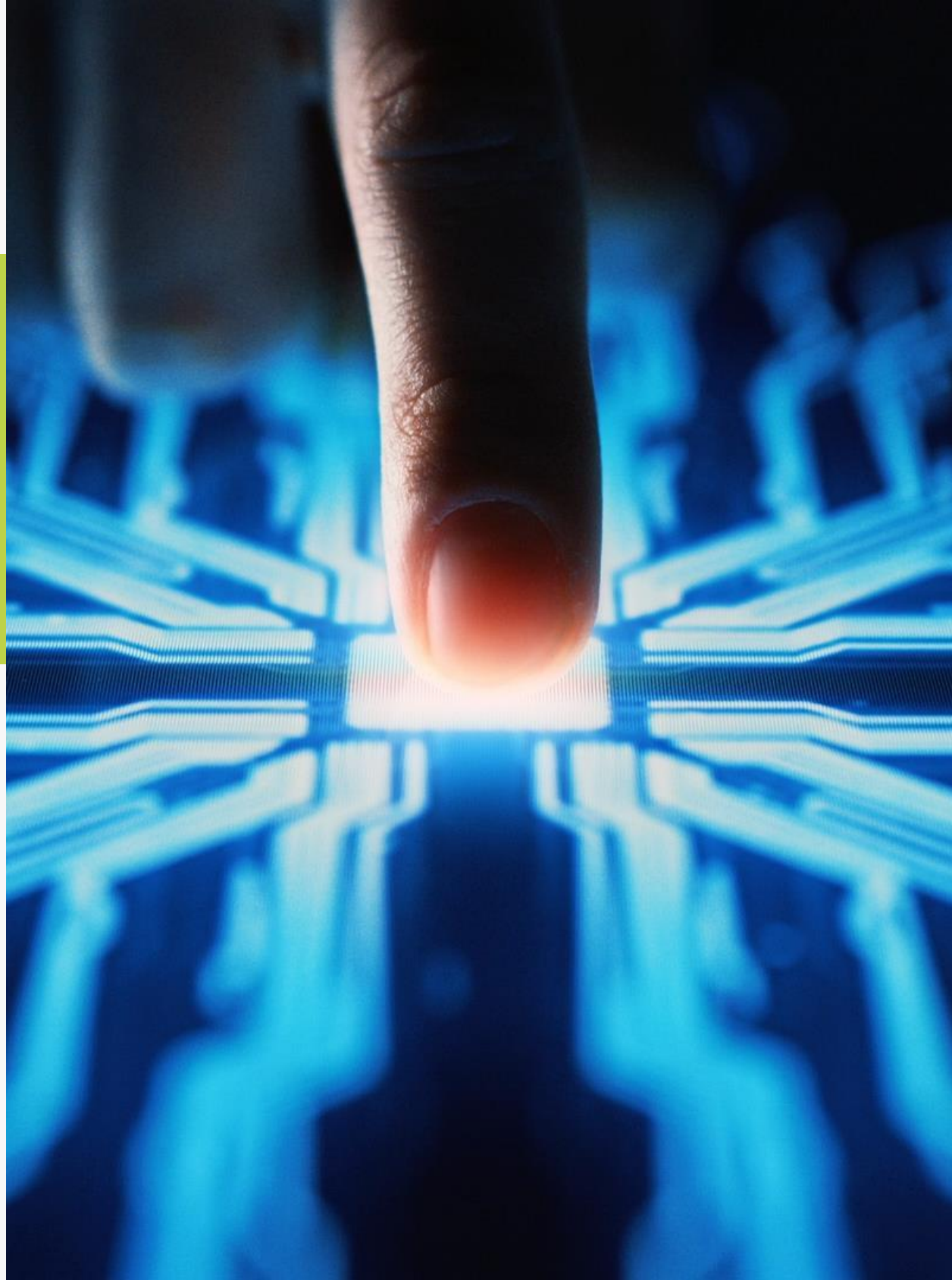
Our pillars

In a highly competitive and constantly changing environment, ACTIA relies on its strengths.

Our enterprising culture encourages us to innovate. Our medium-sized organisation guarantees our agility and our human-centric mindset.

- **INNOVATION**
- **OPERATIONAL AGILITY**
- **A HUMAN-CENTRIC COMPANY**





Our driver

TECHNOLOGICAL AND INDUSTRIAL EXCELLENCE

to design, develop and produce connected and smart embedded systems.

Our markets



Automotive
Off-highway
Rail
Aeronautics & Space
Energy



Partner to our customers

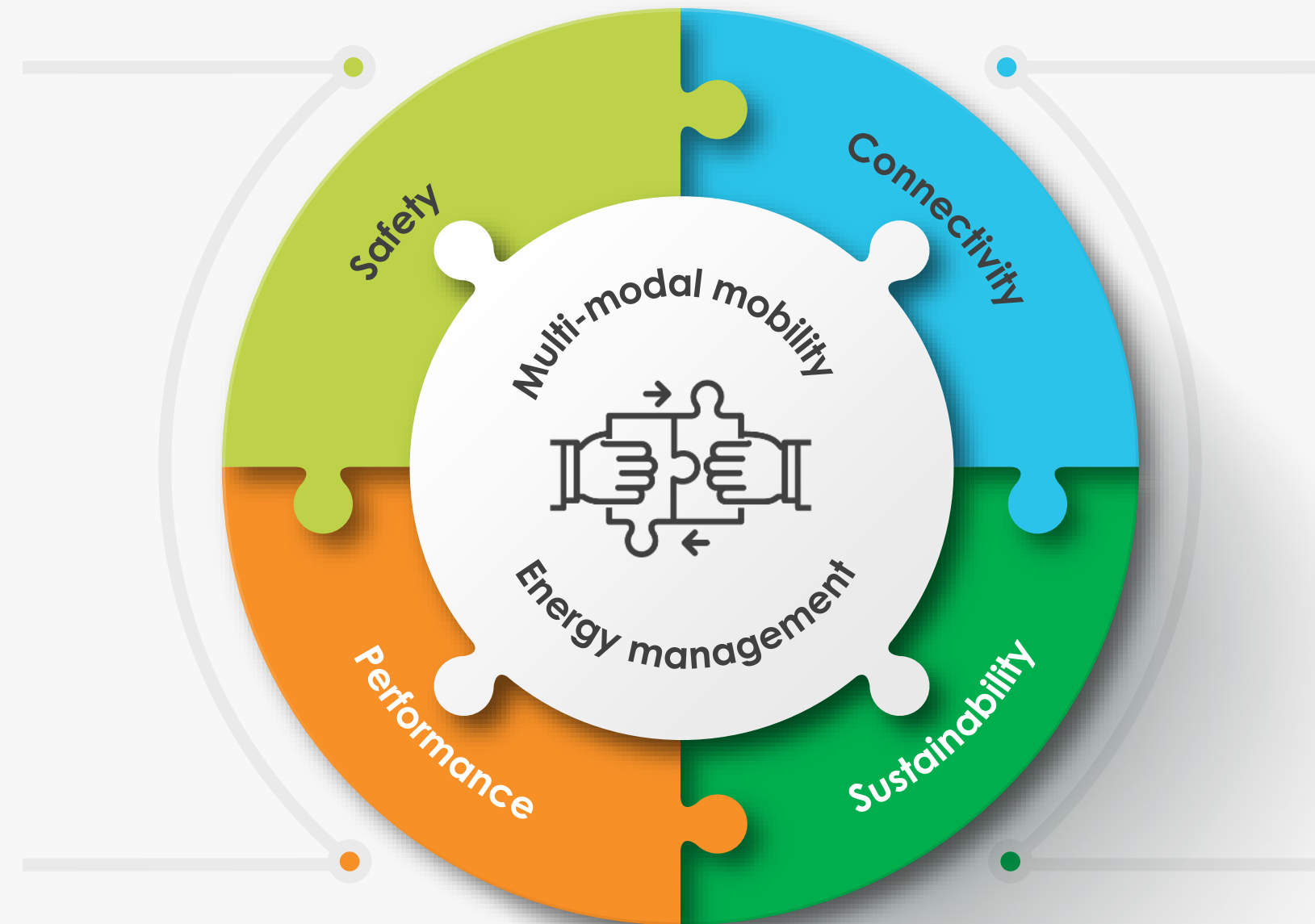
To help them meet their challenges now and in the future

SAFETY

Contribute to ensuring the safety of equipment, vehicles and users.

PERFORMANCE

Improve the service levels and economic performance of equipment and vehicles.



CONNECTIVITY

Safely connect equipment and vehicles.

SUSTAINABILITY

Increase the useful life of equipment and vehicles, improve their energy efficiency and reduce their ecological footprint.

At the service of major international customers

AIRBUS
ALSTOM
BMW
BOUYGUES TELECOM
CAF
CELAD
CNH INDUSTRIAL
CUSTOM BUS
DAIMLER
DGA

EDF
HAULOTTE
INFRANOR
IRIZAR
IVECO
KING LONG
MANITOU
MARCOPOLO
OSHKOSH
SNCF

SOLARIS
SOMFY SAS
STELLANTIS
ST MICROELECTRONICS
THALES
TOYOTA
TRATON
VOLKSWAGEN
VOLVO AB
VOLVO CARS
YUTONG

Our technological excellence

HIGH LEVEL EXPERTISE AT THE SERVICE OF OUR INNOVATION

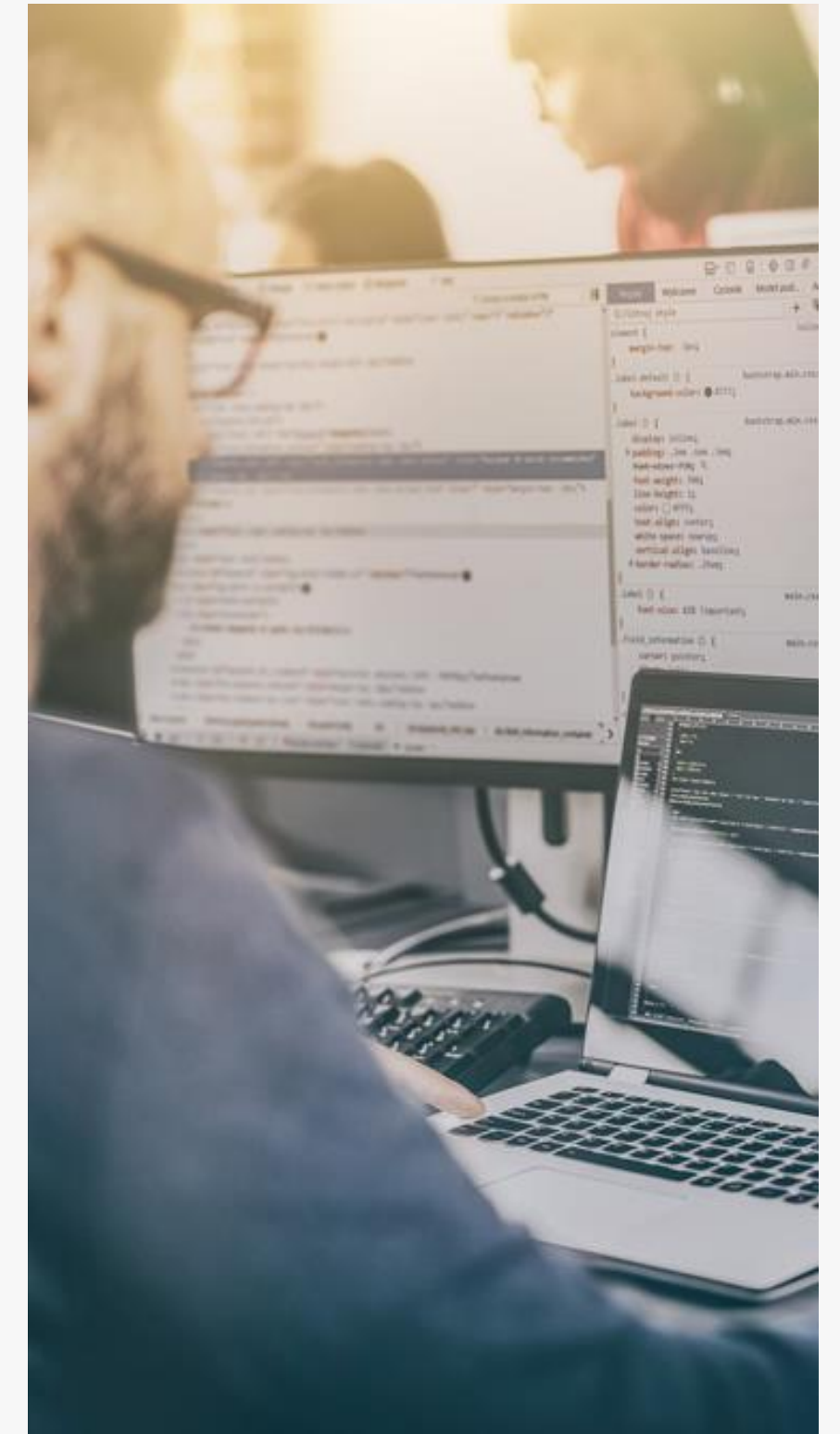
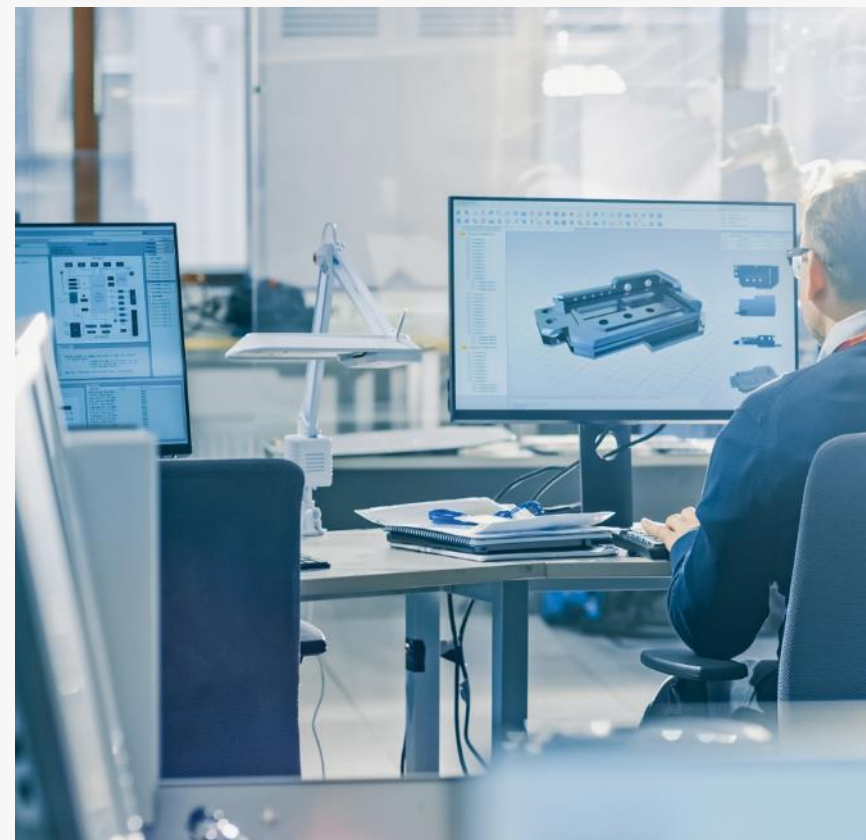
- Embedded electronics
- System and software architecture
- Electronics diagnostics
- Power electronics
- Telecommunications & Telematics

- 1,300 people in R&D
- 6 R&D centres

*France, Sweden,
Spain, Germany,
Tunisia, China*

R&D expenditure / Annual revenue

14-18%



CERTIFICATES OF APPROVAL
AERONAUTICAL MAINTENANCE
ORGANIZATION

PART 145 / FAA / TCCA



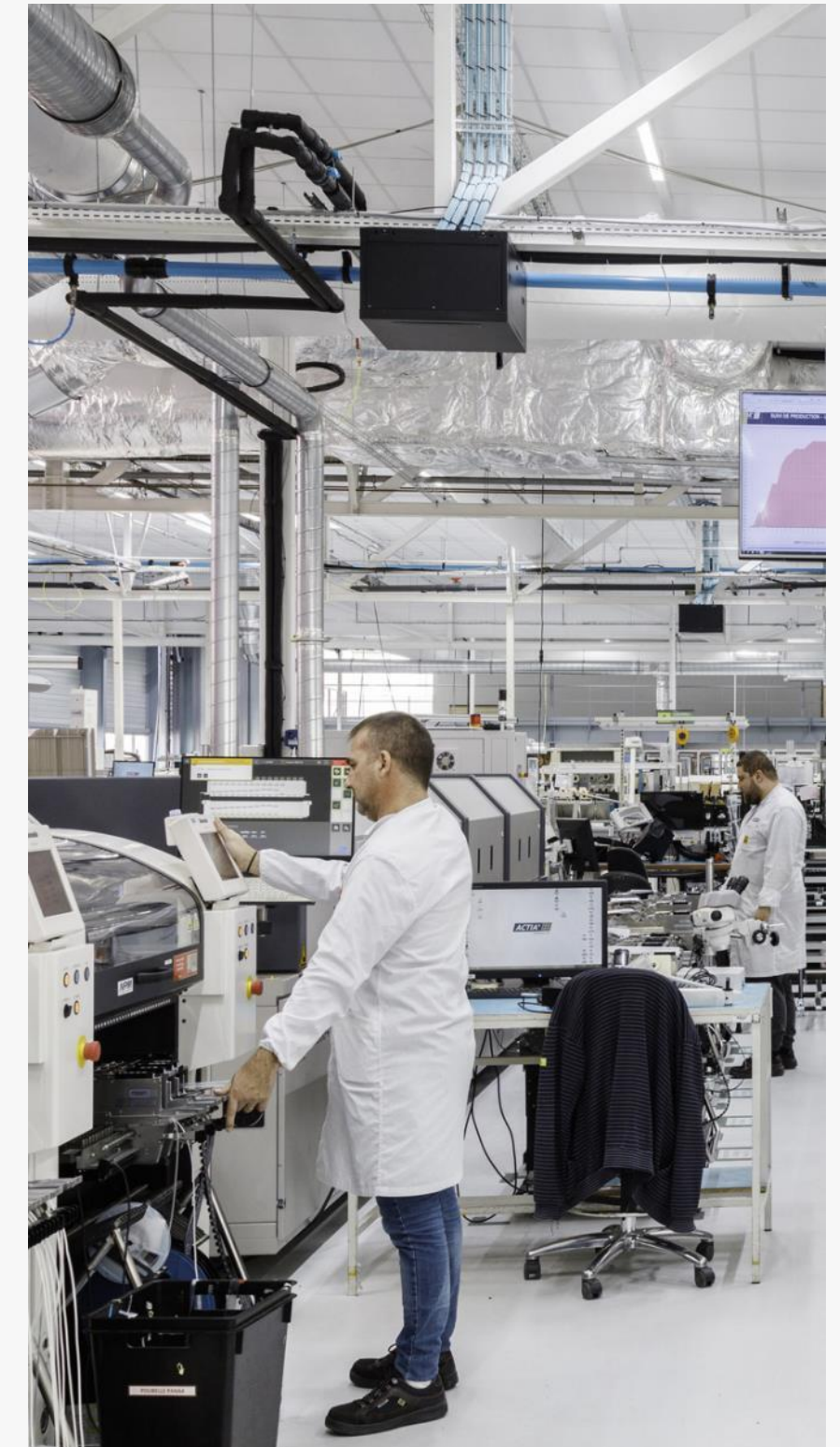
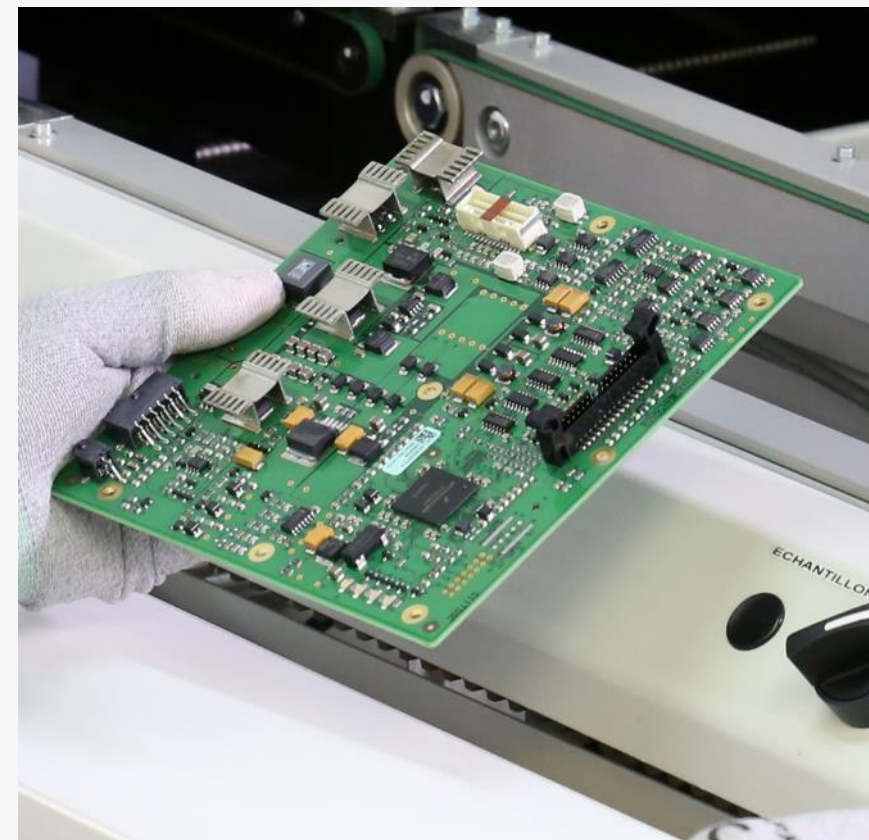
Our industrial excellence

Over 1,500
people in the factories

LEADING EDGE INDUSTRIAL-SCALE ELECTRONICS

- Standardised and interoperable production facilities across the sites.
- Flexibility of production and agility of the supply chain.
- Digitisation and automation.
- Energy efficiency.
- **4 electronics production sites: France, Sweden, Tunisia & United States**

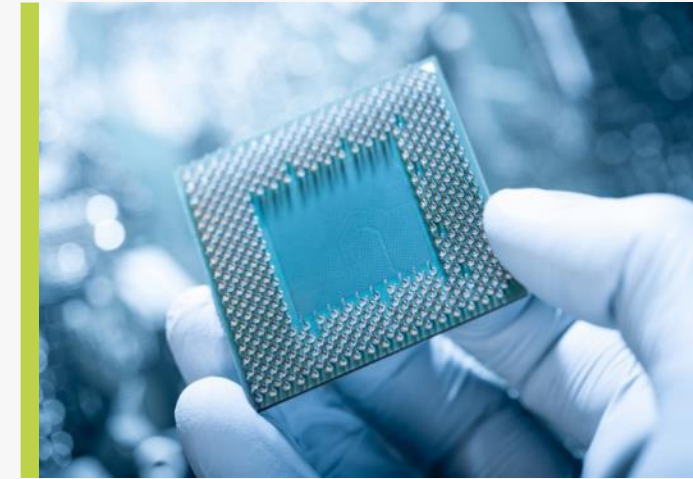
- **FRANCE (Toulouse)**
Finished products: 0.7 million
Components used: 0.5 billion
- **TUNISIA (Tunis)**
Finished products: 4.5 million
Components used: 1.1 billion
- **UNITED STATES (Detroit)**
Finished products: 120,000
Components used: 44 million
- **SWEDEN (Linköping)**
Finished products: 30,000
Components used: 25 million



At the service of our excellence technological & industrial



Uncompromising quality
requirements



International purchasing
power



Differentiating expertise in
components



Digitisation programmes

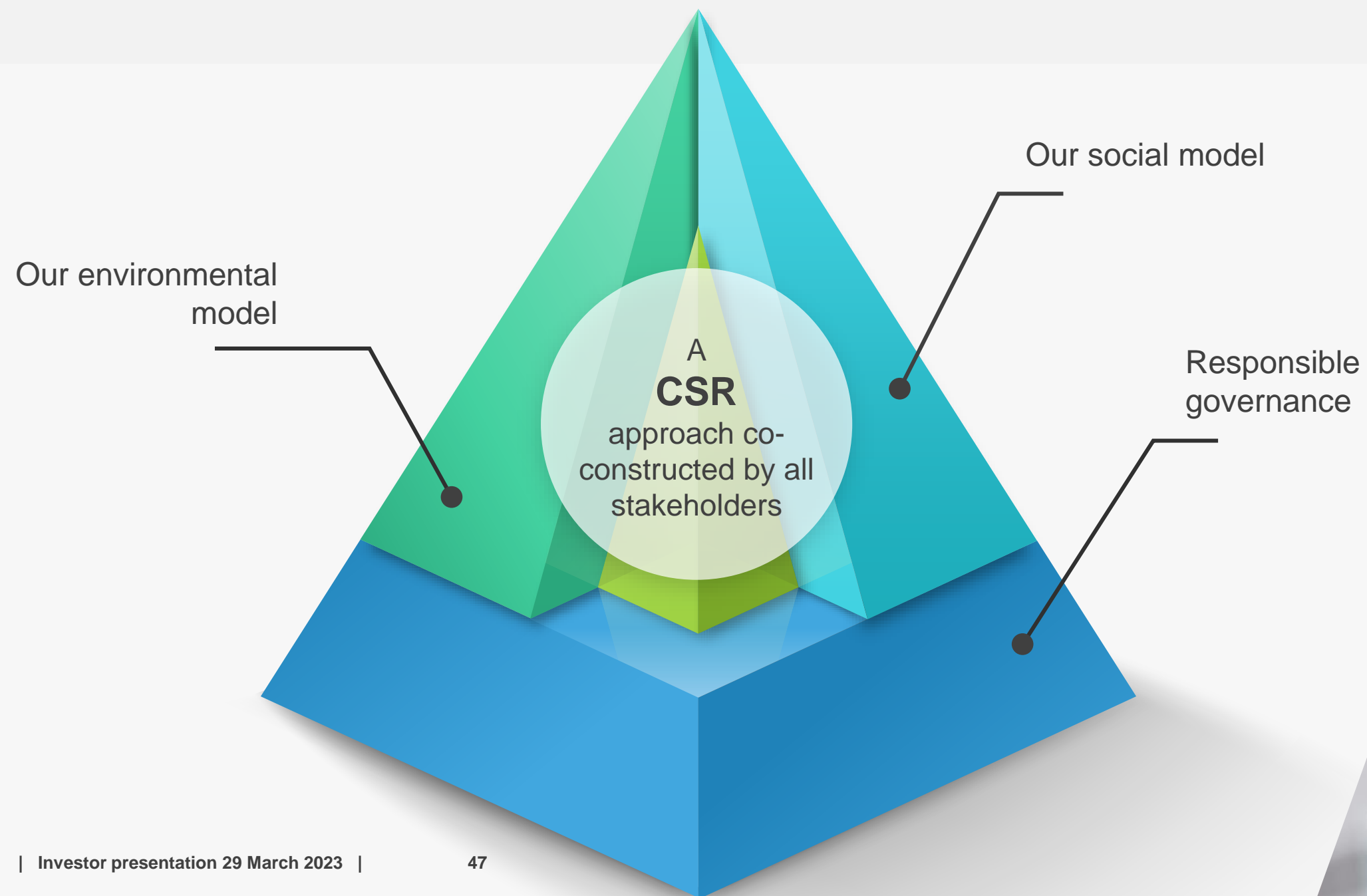


Unique expertise in
cybersecurity



Design For eXcellence
(DFX) industrialisation
methodology

A committed and sustainable business model



2022
Gaia ranking
65/281

Gaia Research is an Environmental, Social et Governance (ESG) ratings agency for listed European mid-caps



Responsible governance

The Group's governance is family-led with long-term objectives

The Group's governance guides its ethics and compliance with regulations

- ✓ Code of Ethics
- ✓ Anti-corruption Code and Whistleblowing System
- ✓ Respect for labour and human rights
- ✓ Responsible purchasing policy

The Group's governance is the guarantor of the corporate plan, its clarity for stakeholders and its long-term relevance

Our social model

- A human-sized company, respectful of its people, their safety, their health and their development.
- A company with local roots for a positive societal impact in its region.

Our commitments in actions

- ✓ Training to improve skills, talent and empowerment.
- ✓ Inclusion that welcomes differences and encourages diversity.
- ✓ Quality of life at work to co-construct an enriching collective and individual experience.
- ✓ Development of partnerships for a positive local footprint.

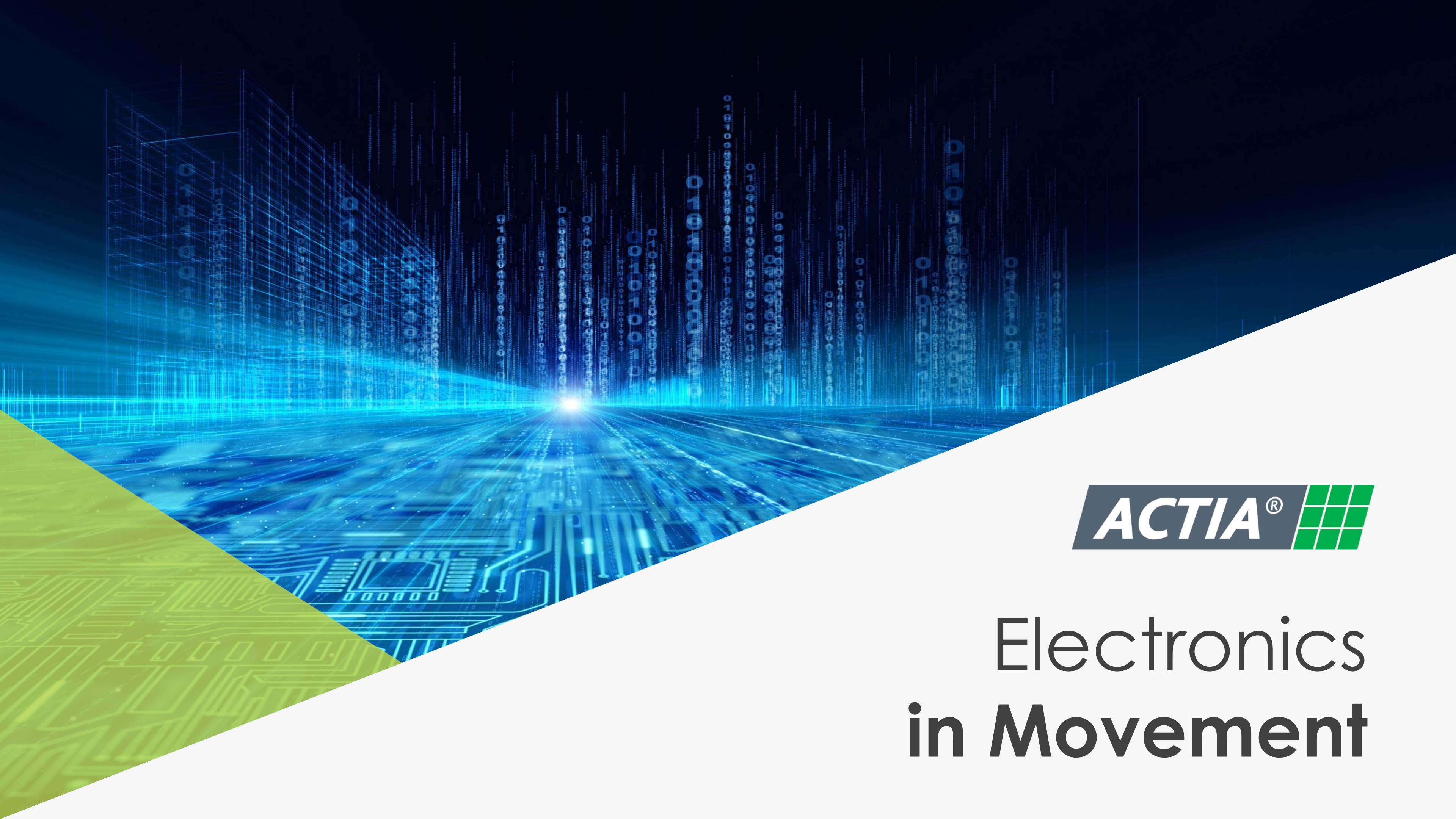




Our environmental model

Our environmental model firmly guides our activities:

- Contribution to the carbon footprint reduction objectives of our customers.
- Design and production of solutions for eco-responsible mobility and better management of energy.
- 100% of our production sites are ISO 14001 certified.



Electronics in **Movement**