



H1 2023 Results

Presentation for investors - 20 September 2023

ACTIA in a few figures



1986

Yea of creation



€499.8 m

Consolidated
2022 revenue



Over 3,950

Employees including
about 1,400 in R&D
and 1,500 in the factories

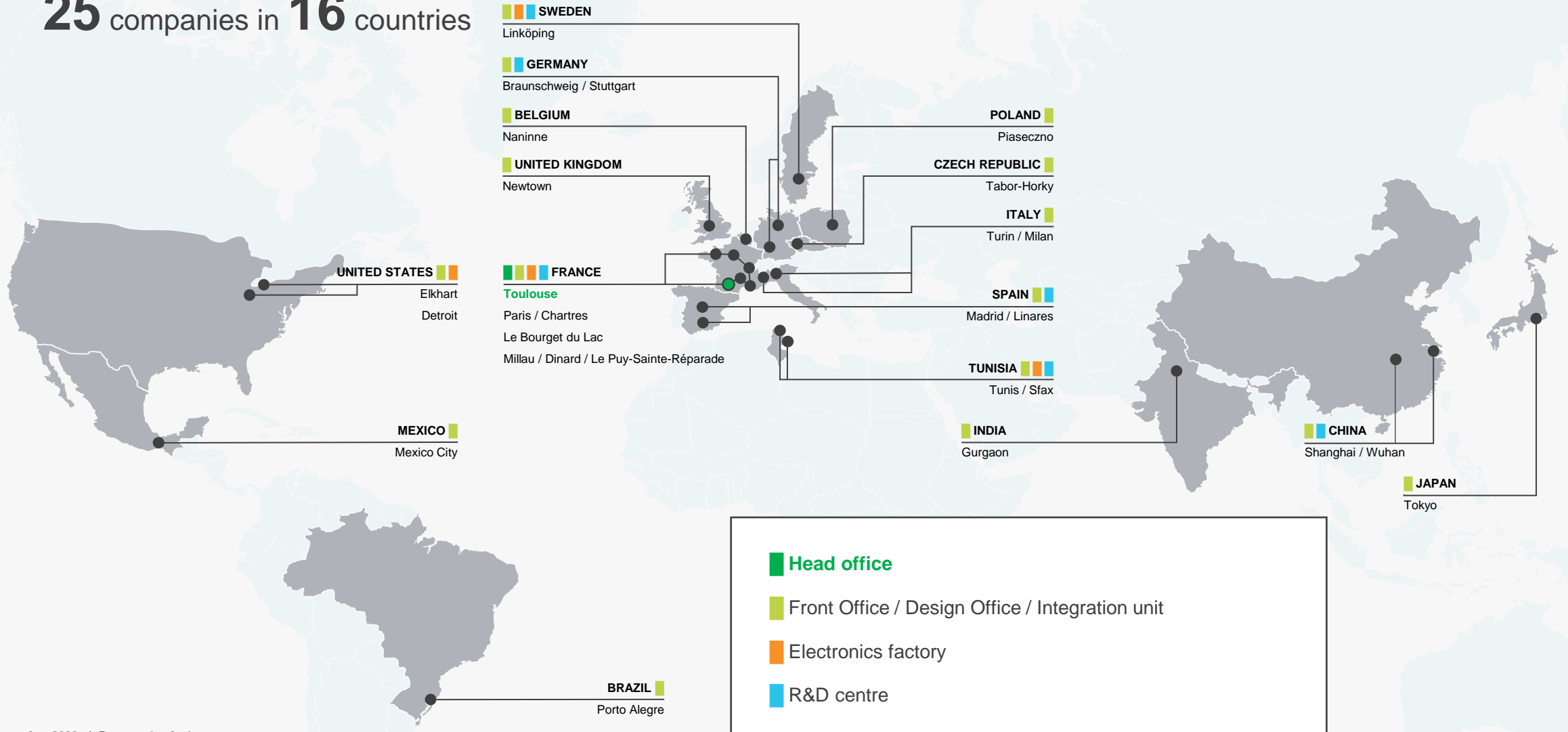


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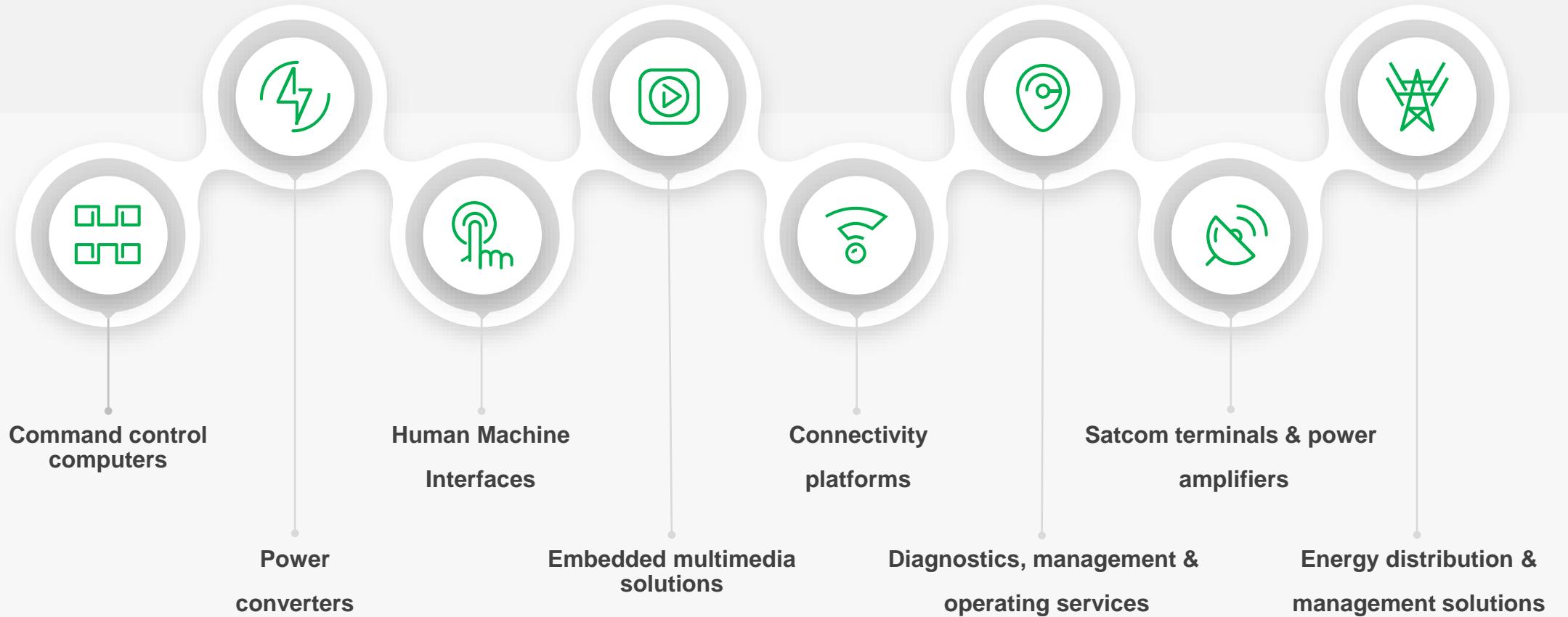
Companies including
4 manufacturing sites and
6 R&D centres

An international group

25 companies in 16 countries

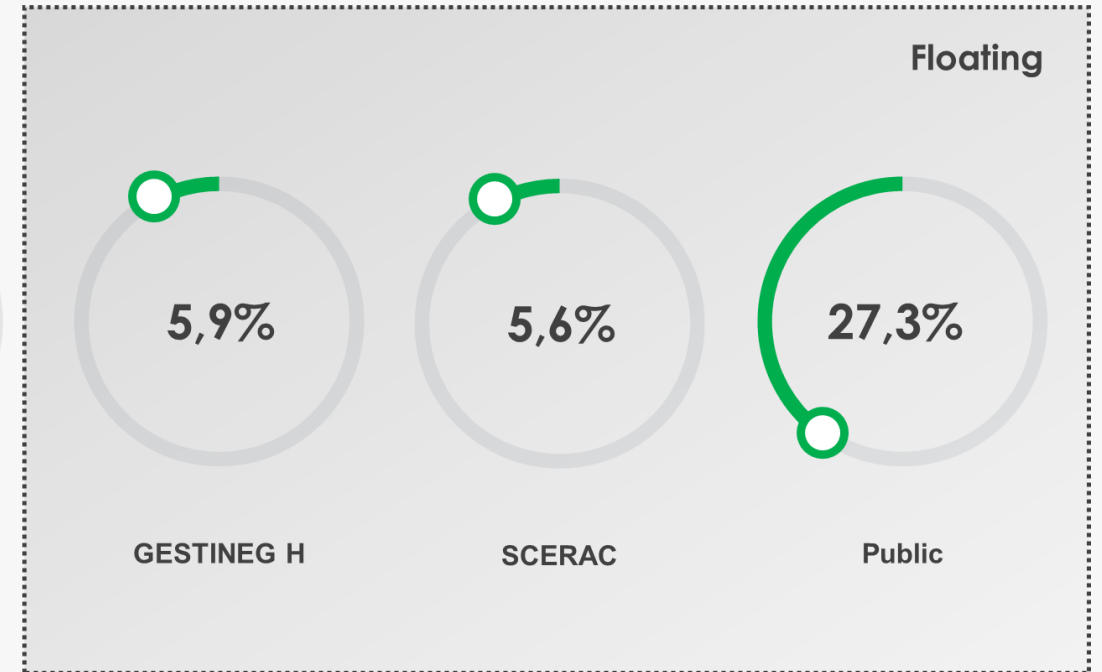
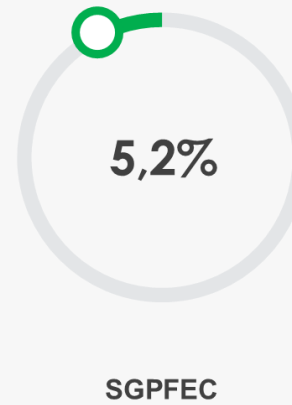
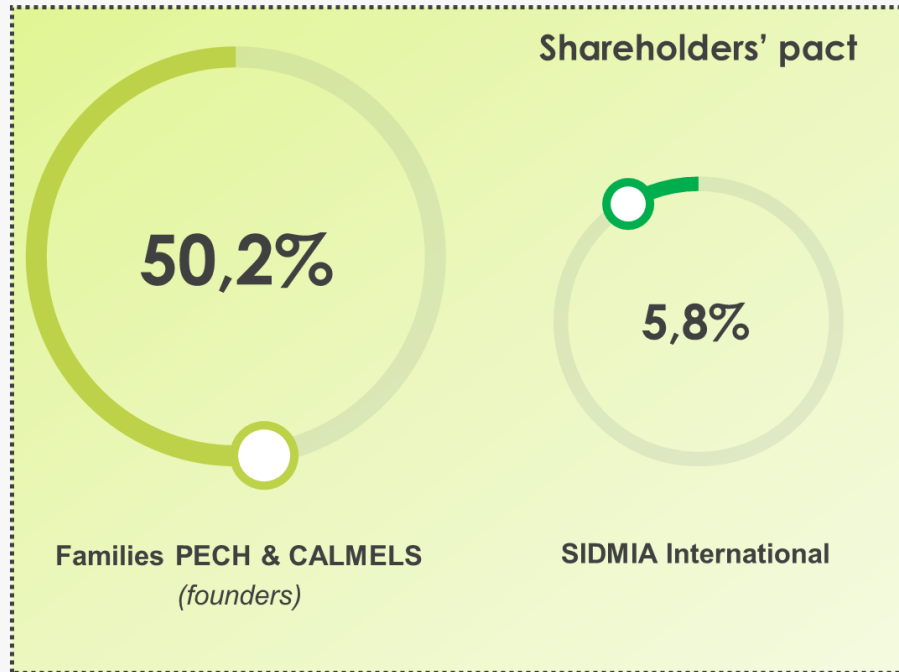


Our solutions



An independent group

Capital at 30 June 2023



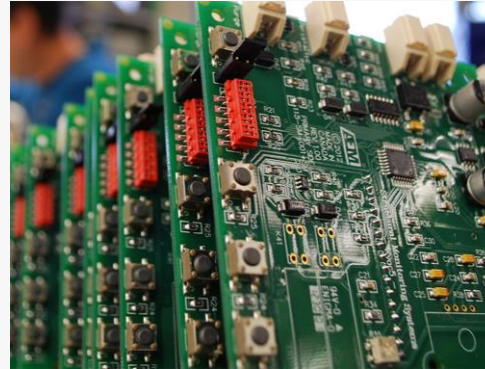


Review of H1 2023

H1 2023
Revenue
€288.7m
+16.2%*
+40.2 €m*

Sustained growth, but still hampered by components shortages: **production delays estimated at €10m for H1**

Automotive: +15.3%
Telecoms: +21.1%



EBITDA up 3.3% (continuing operations): €20.7m (7.2% revenue)

Operating income up 120.3%: €7.2m (2.6% revenue)

Gearing: 156.1% at 30/06/23 vs. 218.4% at 30/06/22

ACTIA GROUP continues to adapt to the current environment and take actions to improve profitability

Disposals of Garage Equipment and Technical Inspection businesses and Power Division in 2022

+Cash up by €61.9m in 2022

Arbitrage of Power disposal: €4.9m paid in June 2023 by ACTIA (€4.0m provisioned at 31/12/22)

Significant improvement in 2022 and 2023 results

Negotiation for the merger with STEEL Electronique, a Space specialist
signature of an MOU on 11 September 2023

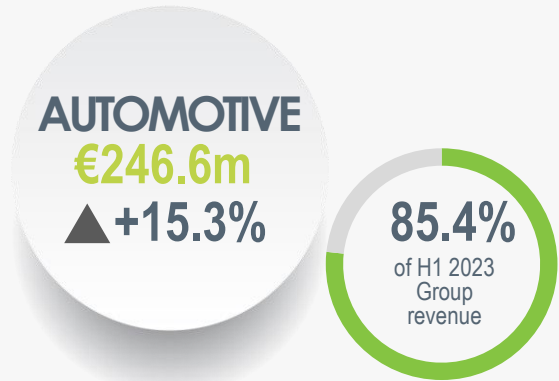
2022 revenue: €7m

Create a leading industrial entity as a supplier of embedded electronics, essentially as a Tier 2 supplier in the fields of Aeronautics, Space and NewSpace, and Telecommunications (ground and embedded space systems)

Inflationist scenario marked by a major rise for the dollar vs. the euro over 12 months

Discussions and agreements with customers to accept **additional costs**

Higher interest rates for medium- and short-term financing



Change in OEM revenue by customer type H1 2023 (in €m and %)

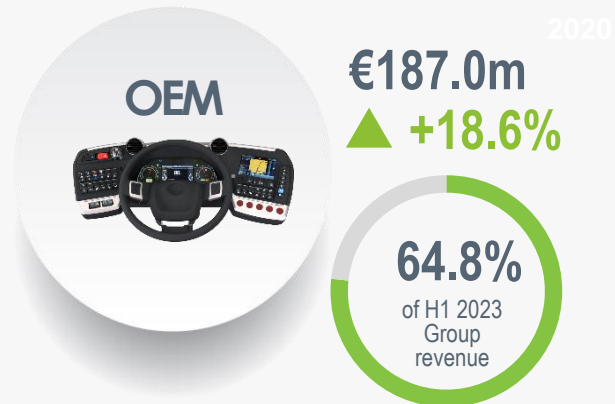
157.7 H1 22	+0.6	+7.0	+3.9	+14.0	+5.5	-0.8	-0.2	-0.7	187.0 H1 23
	Light vehicles	Trucks	Buses & Coaches	Off Highway	Rail	Marine	Two wheels	Other	
	+1.6%	+14.1%	+14.2%	+42.0%	+66.2%	-47.2%	-44.0%		

S1 2022

S1 2022

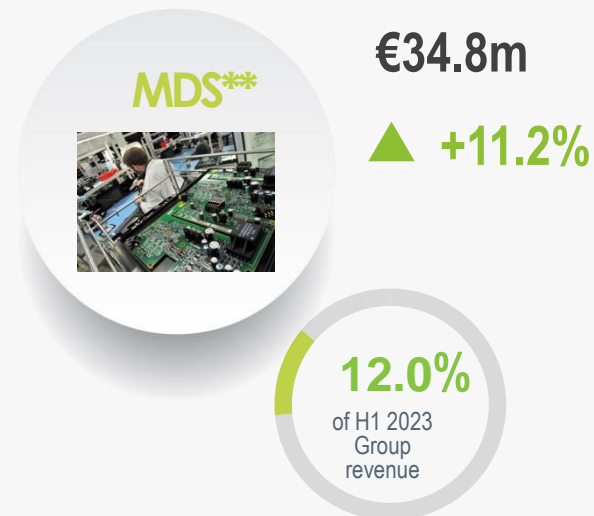
Despite an unfavourable basis of comparison due to the end of the telematics contract for Volvo Car in April 2022, a negative impact of €11.7m, the division saw strong growth

- Trucks: +14.1%
- Buses & Coaches: +14.2%
- Automakers: +1.6%: benefited from a high level of deliveries of VCIs
- Off Highway: +42.0%: ramping up of solutions for agricultural vehicles
- Rail: +66.2%: a growth driver for the Group



* Original Equipment Manufacturers

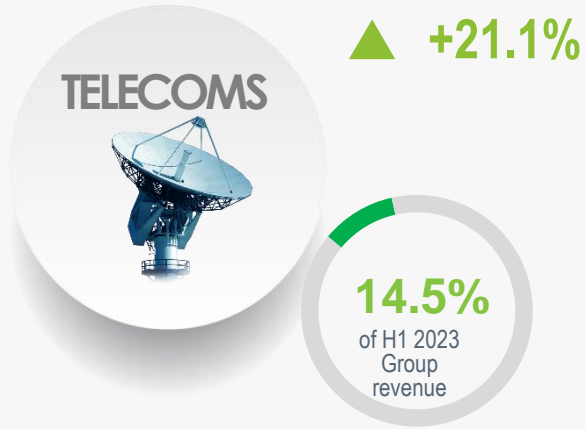
** Off Highway



- Change due to the **disposal of the Technical Inspection (-66.2%) and Garage Equipment (-21.7%)** businesses in April 2022
- **Fleet Management:** severely affected by the health crisis and travel bans, particularly between cities; investment has not yet resumed
- **Aeronautics (+43.8%):** progress in line with the recovery of the aeronautics sector; sales are buoyant, particularly for NewSpace
- **Home automation (-27.0%):** after several years of strong growth, the segment is suffering from a slowdown in the building industry and consumer spending
- **Other (+68.2%):** confirmation of growth potential concerning the range of services in the field of engineering

*Aftermarket: including maintenance and repairs

**Manufacturing Design & Services



■ SatCom

- ✓ Revenue: €14.4m (-17.9%)
- ✓ Return to more intense levels of activity over the past four months
- ✓ Egypt contract: last deliveries (-76.9% over the period)

■ Energy

- ✓ Revenue: €15.2m (+40.9%)
- ✓ Segment more sensitive to the shortage of components

■ Rail

- ✓ Revenue: €12.3m (+96.7%)
- ✓ A driver of growth for the Group





H1 2023

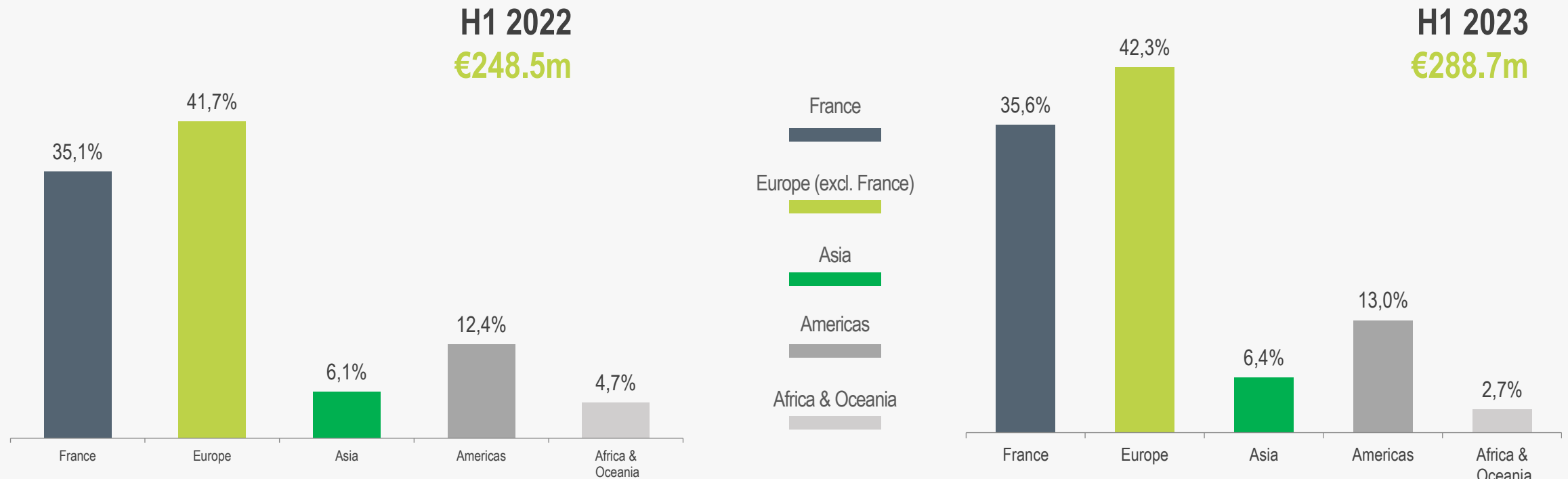
Consolidated results

Customers

A global and diverse base

REVENUE BY GEOGRAPHIC AREA

(as a % of revenue, invoicing country)



INTERNATIONAL BUSINESS: +12.8%

Progress in in Germany and Brazil

France: further growth

Order book still full (confirmed contracts at €444.0m vs. €429.8m at 30 June 2022, with 72.1% at less than one year)

H1 2023 results

Operating income



AUTOMOTIVE

- Revenue up 15.3% despite ongoing supply difficulties for certain families of components (cost management and manufacturing efficiency under pressure)
- Personnel costs up 8.6%: increase in headcount of 11.4% vs. 30/06/22, especially in Tunisia and Europe, and wage increases
- External charges up 33.1%: to offset recruitment difficulties without hindering the finalisation of programmes under development
 - Outsourcing up due to recruitment difficulties: +19.5% and part-time +81.1%
 - Implementation of €1.4m Volvo Car guarantee in Sweden
- Ongoing efforts in R&D: €33.4m vs. €32.2m at 30/06/2022 with a re invoicing rate of 30.7% vs. €32.2m and 31.3% at 30/06/2022

TELECOMS

- Revenue up 21.1%
- Personnel costs: 34 people +9.8% vs. 30/06/22
- External charges up 19.6%: growth of business and use of outsourcing/part-time
- R&D: €8.9m with a re invoicing rate of 60.2% vs. €8.7m and 74.1% at 30/06/2022

H1 2023 results

Net income



AUTOMOTIVE

- Financial result: -€0.5m vs. -€0.02m in H1 2022
 - Valuation of hedging instruments of €1.9m vs. €0.4m in H1 2022
 - Interest and financial charges of €1.5m due to the rise in rates

OTHER

- Net income Other of -€1.4m including the adjustment to the Power Division price (€4.9m paid in June 23 by ACTIA, of which €4.0m had been provisioned at 31/12/22)

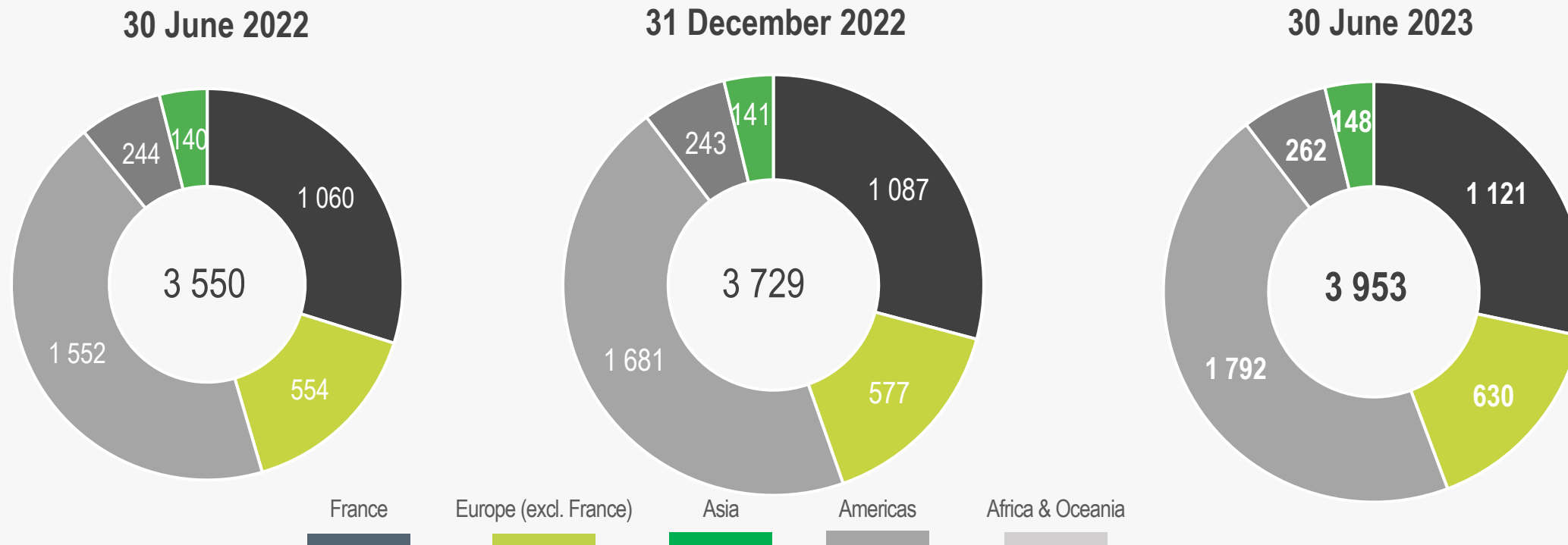
TELECOMS

- Financial result of -€0.3m vs. -€0.1m in 2022

Headcount

Competitive HR management

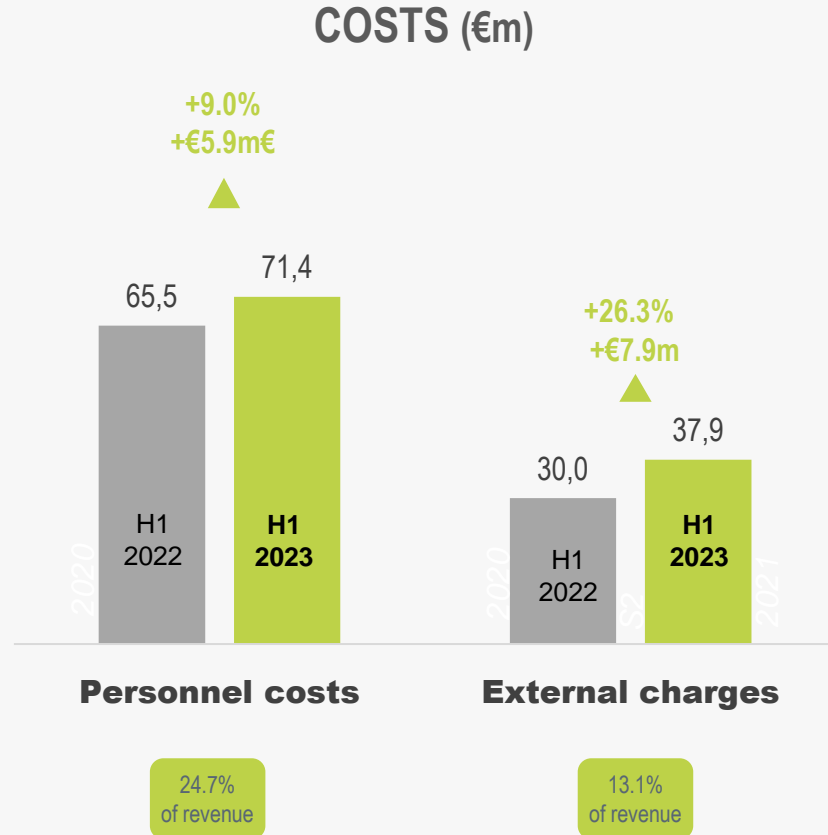
BREAKDOWN BY GEOGRAPHIC AREA



- Recruitment difficulties in many key geographic areas for the Group
- Pressure on salaries, particularly for new hires and increases due to inflation
- Headcount up 7.0% vs. 31/12/22
 - ✓ Recruitment in Tunisia (+225) in both production and R&D, at ACTIA Telecom (+34), ACTIA Systems (+31), ACTIA Italy (+16), and EMS Sweden (+17)

Principal costs

Cost management



- **Personnel costs** (+9.0%):

- Headcount: 3,953 at end June 2023 vs. 3,550 at end June 2022 (+11.3%)
- Higher wages: applied at 1 July in 2022 in most entities and at 1 April in 2023
- Impact of timing of recruitments

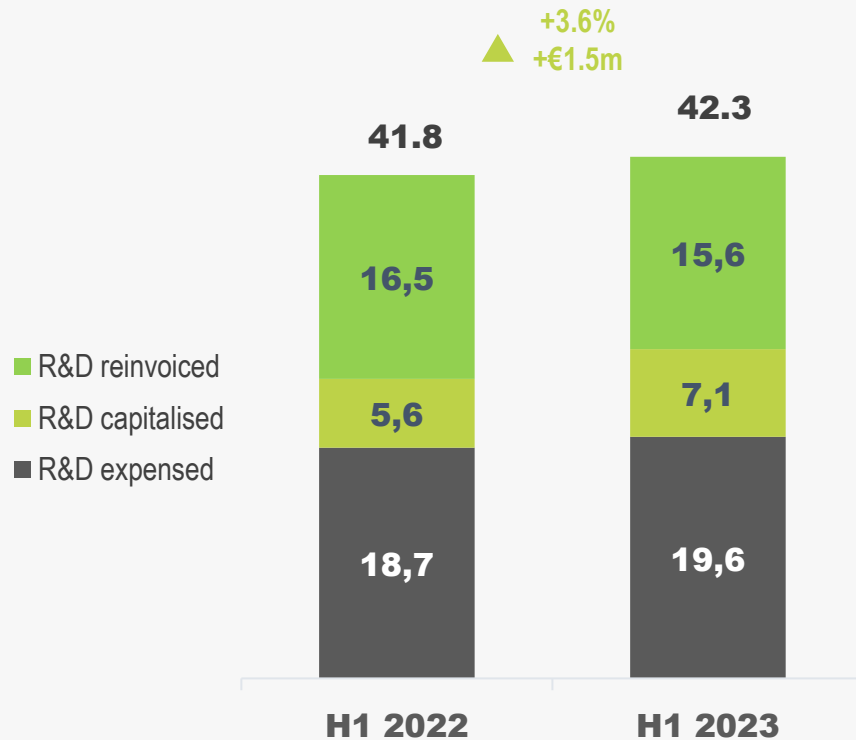
- **External charges** (+26.3%):

- Higher outsourcing (+€2.4m) and part-time (+€1.3m) due to growth in the business and recruitment difficulties
- Implementation of €1.4m Volvo Car guarantee in Sweden

Principal costs

Recovery the priority

BREAKDOWN OF R&D (€m)



- Changes in expenses related to progress on programmes and the attention paid to investments
 - R&D reinvoiced at 36.9% of committed expenditure vs. 40.3% at 30/06/22
 - Capitalisation: €7.1m vs. €5.6m at June 2022
 - Provisions for depreciation: -29.1% at €5.4m

Strengthen high added-value solutions and work financed by customers

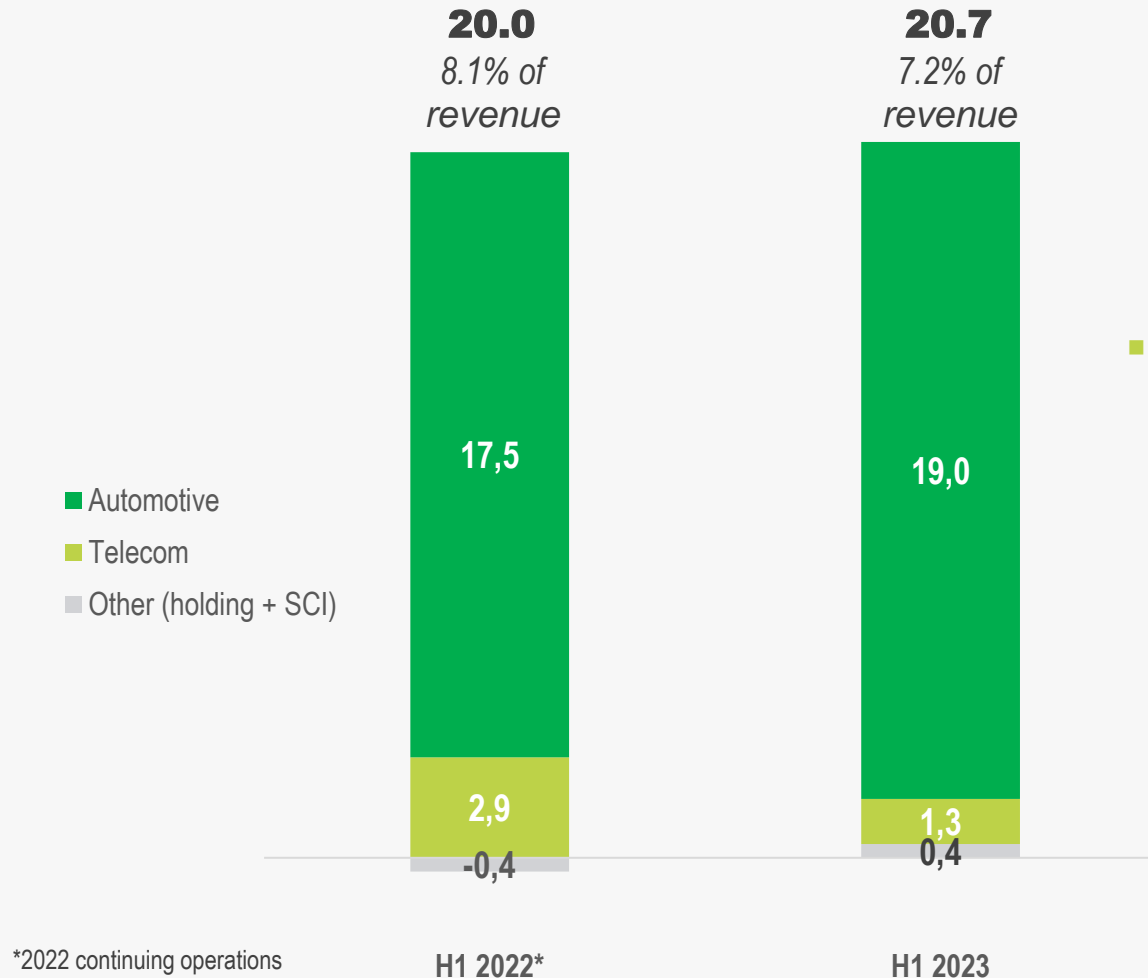
Optimise the use of internal resources (ACTIA Cross Border Engineering)

Deploy cutting edge technologies to help gain market share (new architectures and cybersecurity)

Pursue efforts in buoyant sectors

Key figures

EBITDA⁽¹⁾ (€m)



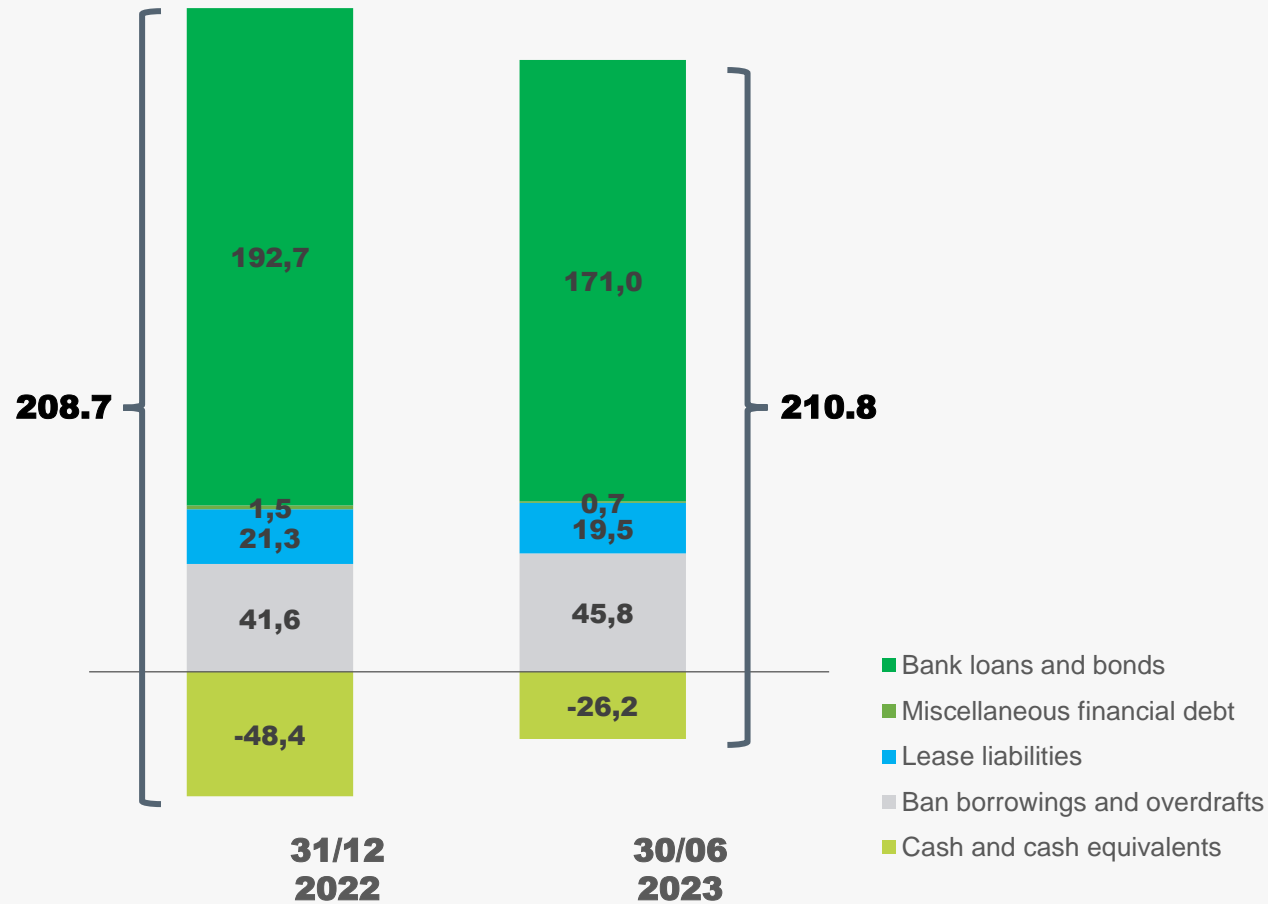
■ EBITDA +3.3%

- Inflation on prices of components, energy and wages
- Impact of € / \$ exchange rate

(1) EBITDA: Net income + tax + impairment of goodwill + interest and financial charges + provisions for depreciation +/- derivative instruments

Key figures

Net debt



- Medium term:
 - €1.7m raised
 - Debt reduction of €27.3m
- €26.2m free cash flow to support WCR
- Average interest rate of 2.97% vs. 1.49% at 30/06/22 and 1.95% at 31/12/22

Summary income statement

€m	30/06/2023	30/06/2022	Change €m	Change %	30/06/2021 ⁽³⁾
Revenue	288.7	248.5	40.2	16.2%	216.3
EBITDA (continuing operations) ⁽¹⁾	20.7	20.0	0.7	3.3%	17.8
<i>As a % of revenue</i>	7.2%	8.1%			0.0
EBITDA (continuing and discontinued operations) ⁽²⁾	20.0	10.0	9.9	98.9%	13.2
<i>As a % of revenue</i>	6.9%	4.0%			0.2
Operating income	7.6	3.5	4.2	143.6%	3.1
<i>As a % of revenue</i>	2.6%	1.4%			0.1
Financial result	-1.5	-0.5	-1.0	204.3%	3.6
Tax	-3.9	0.6	-4.5	-805.4%	-2.5
Net income	1.8	-7.5	9.3	-124.0%	-1.4
<i>As a % of revenue</i>	0.6%	-3.0%			0.2

- (1) EBITDA (continuing operations): net income from continuing operations + tax + impairment of goodwill + interest and financial charges + provisions for depreciation +/- financial instruments
- (2) EBITDA (continuing and discontinued operations): net income + tax + impairment of goodwill + interest and financial charges + provisions for depreciation +/- financial instruments
- (3) Compared to 2021 restated, excluding the Power Division sold on 1 August 2022

Summary balance sheet

ASSETS €m	30/06/2023	30/06/2022	31/12/2022	LIABILITIES €m	30/06/2023	30/06/2022	31/12/2022
Non-current assets	173.2	173.8	173.8	Shareholders' equity	135.0	108.7	135.8
Goodwill	24.1	24.1	24.1				
Intangible assets	56.0	49.5	50.6				
Tangible assets	65.0	69.3	67.5	Non-current liabilities	144.9	176.8	165.6
Financial assets	2.9	3.5	3.2	Financial debt	136.4	168.2	157.6
Tax	25.1	27.3	28.4	Provisions and deferred taxes	8.5	8.6	8.0
Current assets	433.6	448.6	450.3	Current liabilities	326.9	319.7	324.5
Stocks	207.6	182.5	210.7	Other provisions	5.5	8.2	12.4
Trade receivables	163.7	151.3	159.8	Financial debt	101.8	116.6	102.6
Other receivables	36.1	67.5	31.5	Payables	96.7	92.1	104.5
Cash & cash equivalents	26.2	47.3	48.4	Miscellaneous liabilities	122.9	102.8	105.0
Assets held for sale	0.0	37.8	2.2	Liabilities held for sale	0.0	55.0	0.4
TOTAL	606.8	660.2	626.3	TOTAL	606.8	660.2	626.3

- Capitalisation: ongoing efforts in R&D without burdening the balance sheet, renewal of equipment limited to the essentials for production
- Stocks down €3.0m: lower stocks of raw materials by €5.3m, offset by work in progress and finished goods, up by €1.9m
- Payment periods: receivables down to 105 days from 118 at 31/12/22 (factoring contract set up) and payables down to 88 days from 98 at 31/12/22
- Other receivables and debts: advances received up, as well as tax and social security contributions in line with growth of the business
- Free cash flow: -€22.1m in H1 2023 and use of short-term lines (56.6% vs. 49.9% at 31/12/22) to fund WCR
- Assets and liabilities held for sale: Power Division sold on 1 August 2022

Summary cash flow statement Incl. discontinued operations

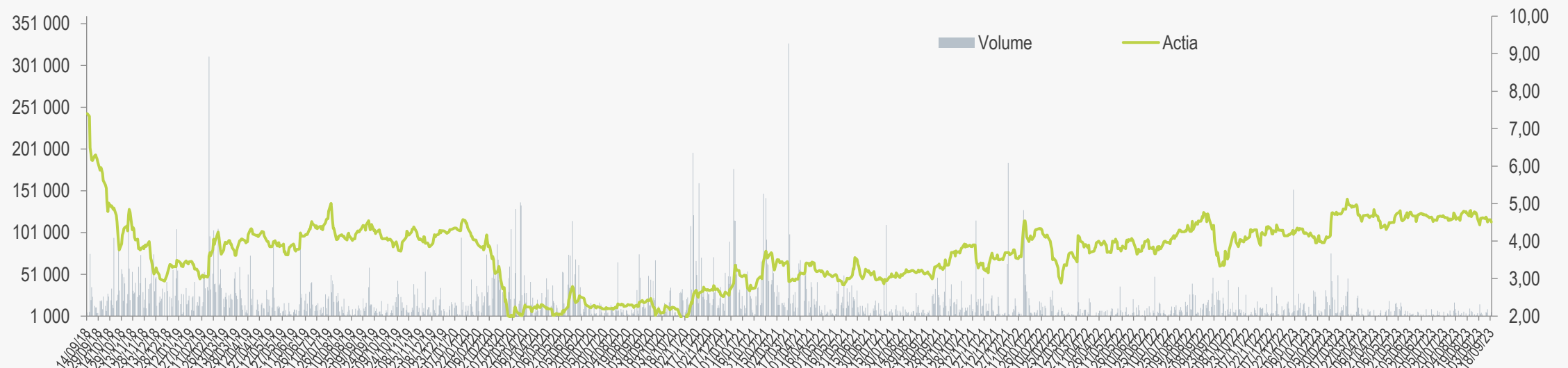
€m	30/06/2023	30/06/2022	30/06/2021
Operations			
Net income for the period	1.8	-7.5	20.6
o/w depreciation & provisions	6.3	17.0	35.6
Income from disposal of assets	3.9	0.3	-37.2
Change in WCR	1.8	-4.9	-33.2
Net cash flow from operating activities	20.9	4.2	-10.4
Investment activities			
o/w acquisitions of assets	-10.9	-11.2	-24.6
Net cash flow from investment activities	-15.8	-3.6	37.5
Financing activities			
Issues and repayments borrowings	-25.6	-14.5	-34.9
Interest paid	-3.5	-2.1	-5.0
Net cash flow from financing activities	-31.5	-16.9	-40.1
Change in cash flow	-26.7	-13.9	-14.5
Cash at closing	-19.6	7.7	7.1

- Operations: €20.9m vs. €4.2m at 30 June 2022
- WCR: impact of higher receivables and lower payables offset by the increase in other debts (advances received and tax/social security contributions).
- CAPEX under control
- Non-recurring disbursements: adjustment to the final price for Power -€4.9m, payment of customer guarantee of €1.4m and payment for additional 3G licence of €2.7m
- Net debt reduction in the medium term of €25.6m

Stock markets

INFORMATION AT 19 SEPTEMBER 2023

- Share capital: 20,099,941 shares
- Share price: €4.51
- Market capitalisation: €90.65m
- Euronext Growth Paris
- ISIN Code: FR0000076655 – ALATI
- Eligible PEA PME
- Indices: Euronext Growth All Shares – Euronext Tech Croissance – Euronext Helios Space – Euronext PEA-PME 150 – GAÏA index





ACTIA[®] 

Outlook

- Growth of 15% in 2023
- Progress expected in terms of profitability in H2 with a more favourable product mix (share of SatCom in telecoms invoicing and improvement in the 'natural' euro/dollar hedge)
 - Setting up of medium-term financing in H2
 - Launch of the first segmentation operations
- STEEL Electronique: entry into exclusive negotiations for acquisition

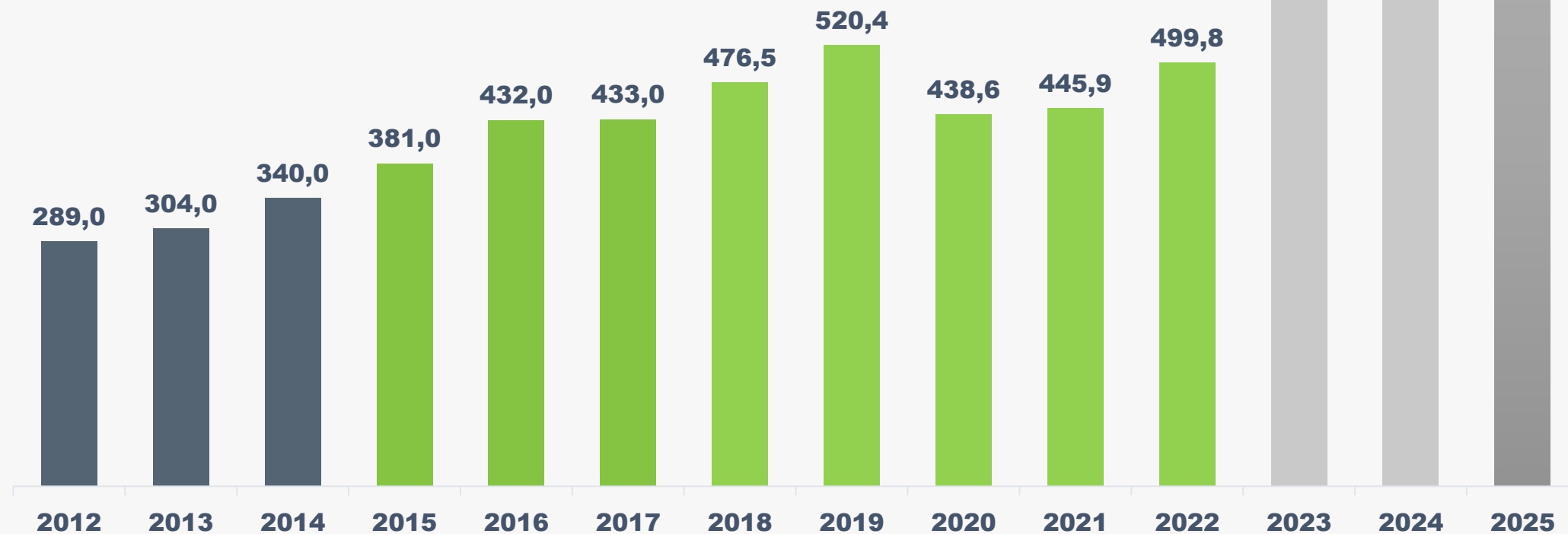
Growth

A solid order book

Order book: €444.0m (72.1% at less than one year)

Ability to accelerate more than offsetting the end of the historical telematics contract for light vehicles

ACTIA aims to exceed €800m in revenue by end 2025



Thank you for your attention



CONTACTS

ACTIA GROUP

Catherine MALLET

+33 (0)561 176108

catherine.mallet@actia.fr

Next periodic publication
Q3 2023 revenue: Wednesday 15 November 2023 (7 am)

For further information: ACTIA GROUP
5 rue Jorge Semprun - BP 74215 - 31432 TOULOUSE Cedex 4
Tel: +33 (0)561 17 61 98

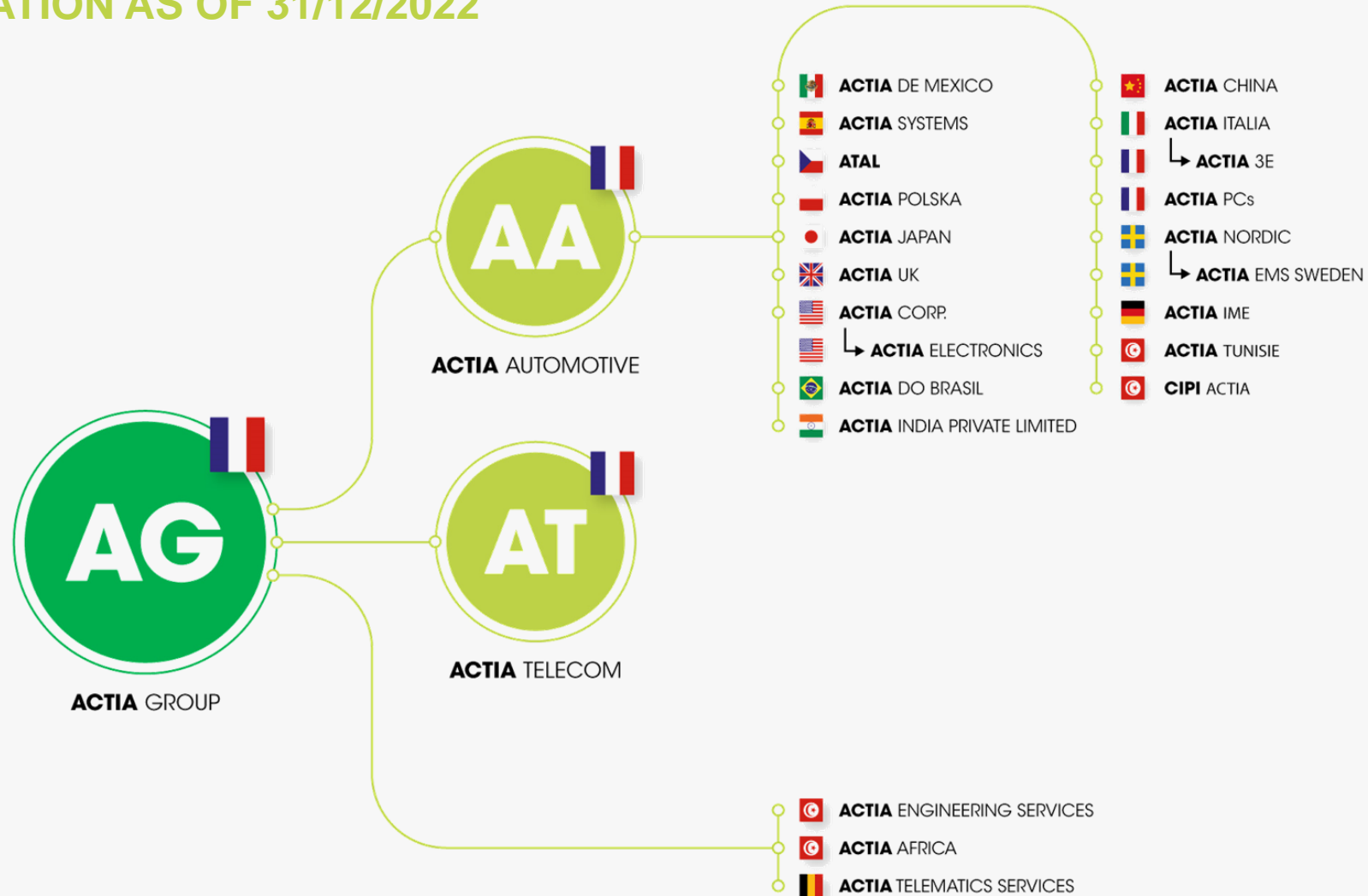
www.actia.com



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 €k	30/06/2023	30/06/2022	30/06/2021	31/12/2022
Goodwill	24,148	24,148	24,148	24,148
Development costs	50,775	47,688	57,077	46,197
Other intangible assets	5,182	1,844	2,352	4,360
Total intangible assets	80,106	73,680	83,577	74,705
Land	2,790	2,848	3,625	2,799
Buildings	34,231	35,800	38,068	36,756
Plant	15,866	16,306	19,987	16,428
Other fixed assets	12,107	14,329	12,904	11,497
Total fixed assets	64,994	69,284	74,585	67,480
Investments consolidated using the equity method	861	871	831	908
Other non-current financial assets	2,089	2,655	1,900	2,243
Deferred taxation	11,718	11,799	12,148	13,294
Non-current tax credit	13,400	15,545	14,121	15,137
TOTAL NON-CURRENT ASSETS	173,167	173,834	187,163	173,767
Stocks and work in progress	207,632	182,458	158,980	210,654
Accounts receivable	163,700	151,322	139,880	159,762
Other current receivables	24,282	55,979	14,057	20,513
Current tax credit	11,775	10,229	11,544	10,980
Fair value of other financial assets	0	1,335	0	0
Cash and cash equivalents	26,239	47,275	49,459	48,372
TOTAL CURRENT ASSETS	433,628	448,598	373,920	450,280
Assets held for sale	0	37,793	0	2,232
TOTAL ASSETS	606,795	660,224	561,083	626,279

BALANCE SHEET: LIABILITIES

Equity and Consolidated liabilities €k	30/06/2023	30/06/2022	30/06/2021	31/12/2022
Capital	15,075	15,075	15,075	15,075
Premiums	17,561	17,561	17,561	17,561
Reserves	102,965	85,074	87,881	85,418
Translation reserve	-4,843	-2,209	-3,983	-3,660
Treasury shares	-162	-162	-162	-162
Income for the period	1,388	-8,079	-1,553	19,950
Equity attributable to owners of the Group	131,984	107,258	114,818	134,181
Minority interests	3,046	1,491	367	1,582
EQUITY	135,030	108,749	115,185	135,763
Borrowings from credit institutions	122,078	151,514	138,468	140,555
Lease financing liabilities	14,004	16,155	11,232	16,570
Other financial liabilities	326	515	962	499
Total non-current debt	136,408	168,183	150,662	157,624
Deferred tax liability	1,110	1,196	5,028	959
Provisions for pensions and other long-term benefits	7,375	7,433	11,447	7,010
TOTAL NON-CURRENT LIABILITIES	144,893	176,812	167,137	165,593
Provisions	5,459	8,161	9,855	12,363
Borrowings from credit institutions – short term	48,876	67,953	50,898	52,181
Lease financing liabilities – short term	5,479	5,791	5,999	4,705
Other financial liabilities – short term	421	1,037	1,437	948
Current bank overdrafts	45,843	41,857	44,723	41,637
Fair value of derivative financial instruments	1,187	0	2,042	3,169
Total current financial liabilities	101,805	116,638	105,099	102,640
Accounts payable	96,670	92,072	73,841	104,467
Other liabilities	103,331	82,098	69,442	84,956
Tax liabilities (corporate taxes)	2,137	681	1,355	1,141
Deferred income	17,470	20,040	19,169	18,939
TOTAL CURRENT LIABILITIES	326,872	319,689	278,761	324,506
Liabilities held for sale	0	54,974	0	417
TOTAL EQUITY AND LIABILITIES	606,795	660,224	561,083	626,279

INCOME STATEMENT

Consolidated income statement €k	30/06/2023	30/06/2022	30/06/2021*	31/12/2022
Revenue from operations	288,692	248,483	216,306	499,831
- Materials and supplies	-163,975	-140,331	-114,252	-279,267
- Personnel costs	-71,428	-65,526	-63,295	-126,505
- External charges	-37,938	-30,032	-22,801	-66,750
- Taxes	-2,910	-3,002	-2,665	-5,213
- Provisions for depreciation	-12,961	-15,335	-14,819	-29,589
+/- Variances in stocks of finished goods and work in progress	7,349	4,877	592	9,757
+/- Exchange gains / losses on operating activities	-980	1,943	1,212	2,299
+ Research Tax Credit	2,296	2,267	2,472	5,002
Current operating income	8,145	3,343	2,749	9,565
+ Other operating income/(expense)	-520	118	337	257
- Impairment of goodwill	0	0		0
Operating income	7,625	3,462	3,086	9,822
+ Income from cash and cash equivalents	6	8	5	14
- Interest and financial charges	-3,521	-2,120	-1,724	-5,004
+ Other financial income/(charges)	2,023	1,622	5,273	-2,731
Financial result	-1,491	-490	3,554	-7,721
+ Net income, Group share – equity affiliates	48	42	70	79
+ Income tax	-3,909	554	-2,526	-399
Net income from continuing operations	2,273	3,567	4,183	1,782
Net income from discontinued operations	-465	-11,086	-5,625	18,835
Income for the period	1,808	-7,519	-1,442	20,617
* attributable to owners of the Group	0			
Net income from continuing operations	1,854	3,006	4,072	1,115
Net income from discontinued operations	-465	-11,086	-5,625	18,835
Net income for the period	1,388	-8,079	-1,553	19,950
* minority interests	0			
Net income from continuing operations	419	561	111	667
Net income from discontinued operations	0	0		0
Net income for the period	419	561	111	667
Basic and diluted net earnings per share from continuing operations (€) – Group share	0.09	0.15	0.20	0.06
Basic and diluted net earnings per share from discontinued operations (€) – Group share	-0.02	-0.55	-0.28	0.94
Basic and diluted earnings per share (€) – Group share	0.07	-0.40	-0.08	0.99

CASH FLOW STATEMENT

Consolidated cash flow statement €k	30/06/2023	30/06/2022	Full year 2022
Net income for the period	1,808	-7,519	20,617
<i>Adjustments for:</i>	0	0	
Depreciation and provisions	6,267	17,000	35,621
Income from disposal of assets	3,894	288	-37,183
Interest expense	3,521	2,130	5,004
Current tax charge (excluding Research Tax Credit)	1,959	602	2,546
Change in deferred taxation	1,690	-1,114	-3,114
Research Tax Credit	-2,296	-2,653	-5,410
Other income/(expense)	-1,163	167	5,214
Group share of income from affiliates	-48	-42	-79
Operating cash flow excluding Working Capital Requirements	15,633	8,859	23,216
Change in Working Capital Requirements related to operations	1,826	-4,943	-33,245
Income tax paid (excluding Research Tax Credit)	-665	-1,274	-1,997
Receipt of Research Tax Credit	4,117	1,597	1,595
Net cash flow from operations	20,910	4,239	-10,432
o/w from discontinued operations	-36	-9,458	-11,179
Acquisitions of assets	-10,888	-11,159	-24,597
Dividends received from affiliates	90	27	27
Income from disposal of assets	50	11,089	12,457
Change in loans and advances given	156	-644	-253
Cash arising from changes in scope	-5,195	0	49,853
Net cash flow from investment activities	-15,787	-3,641	37,487
o/w from discontinued investment activities	-4,913	-1,030	48,476
Dividends paid to owners of the parent	-2,413	0	0
Dividends paid to minority interests in consolidated companies	0	-202	-203
New borrowings	1,729	29,511	38,667
Repayment of borrowings	-24,196	-29,686	-65,212
Financing of discontinued operations	0	-10,916	0
Repayment of lease liabilities	-3,120	-3,433	-8,396
Interest paid	-3,521	-2,130	-5,004
Net cash flow from financing activities	-31,522	-16,855	-40,148
o/w from discontinued operations	0	10,616	12,520
Effect of foreign exchange rates	-263	-601	-1,425
Cash and cash equivalents at opening	7,058	21,576	21,576
Cash and cash equivalents at closing	-19,604	7,672	7,058
Change in cash and cash equivalents	-26,662	-13,904	-14,518

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

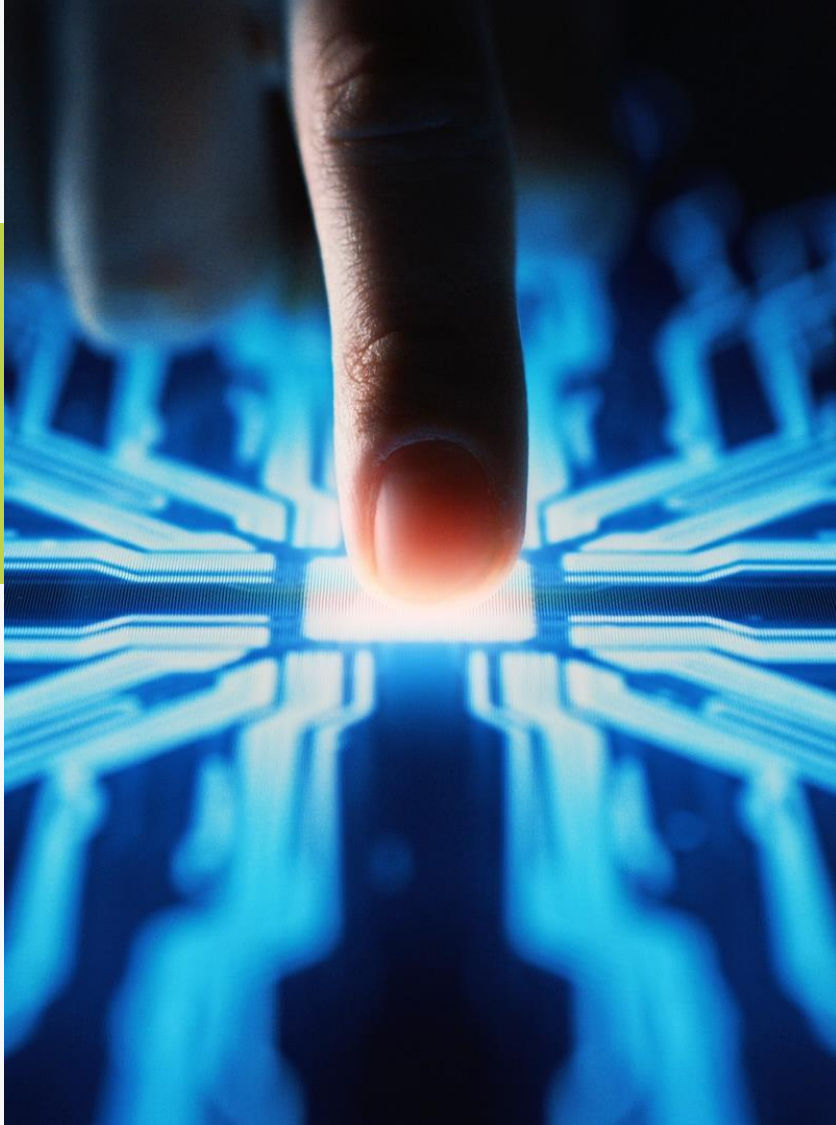
Our pillars

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**

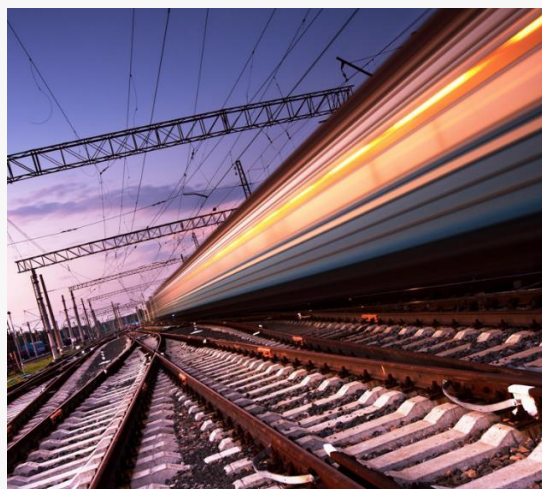
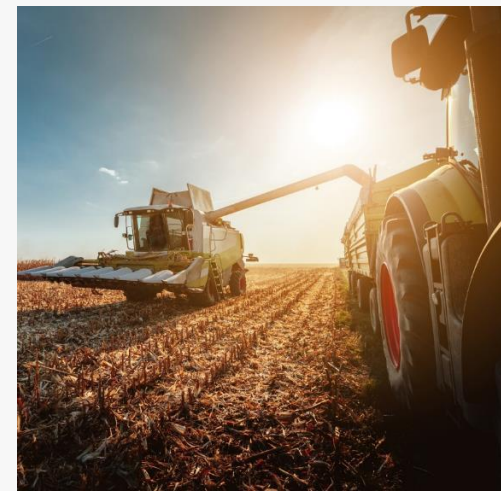




Our driver

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

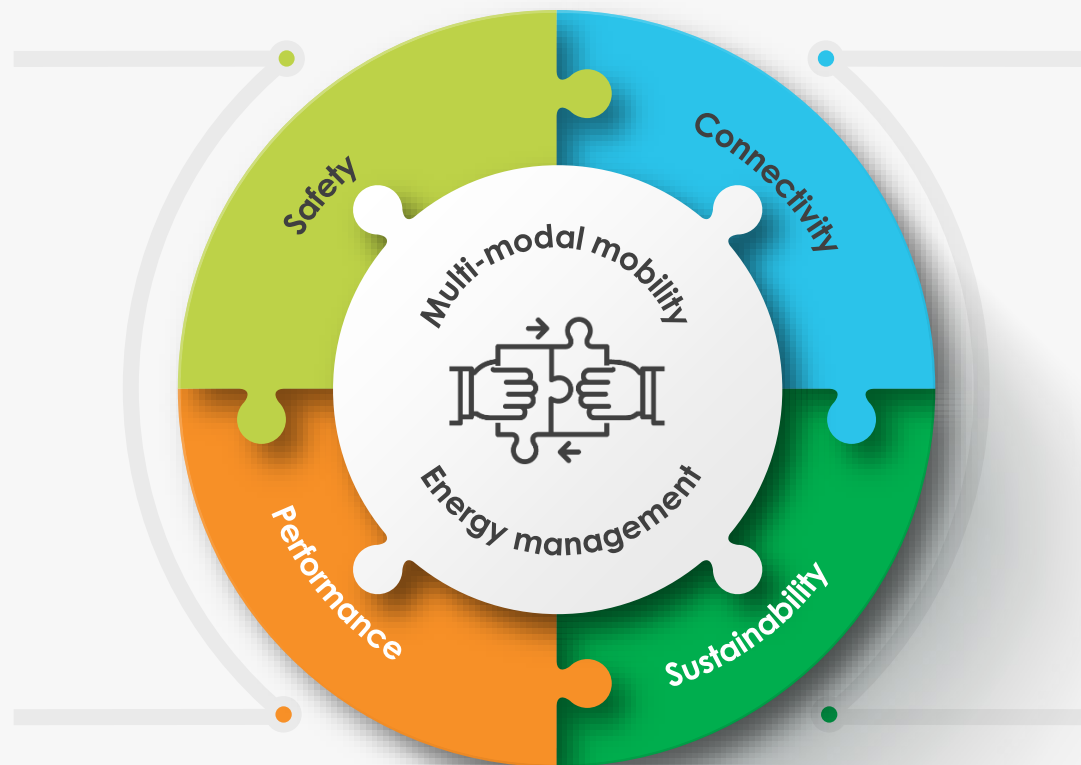
To help them meet their challenges now and in the future

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

TOP 10

AIRBUS	EDF	SOLARIS
ALSTOM	HAULOTTE	SOMFY SAS
BMW	INFRANOR	STELLANTIS
BOUYGUES TELECOM	IRIZAR	ST MICROELECTRONICS
CAF	IVECO	THALES
CELAD	KING LONG	TOYOTA
CNH INDUSTRIAL	MANITOU	TRATON
CUSTOM BUS	MARCOPOLO	VOLKSWAGEN
DAIMLER	OSHKOSH	VOLVO AB
DGA	SNCF	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

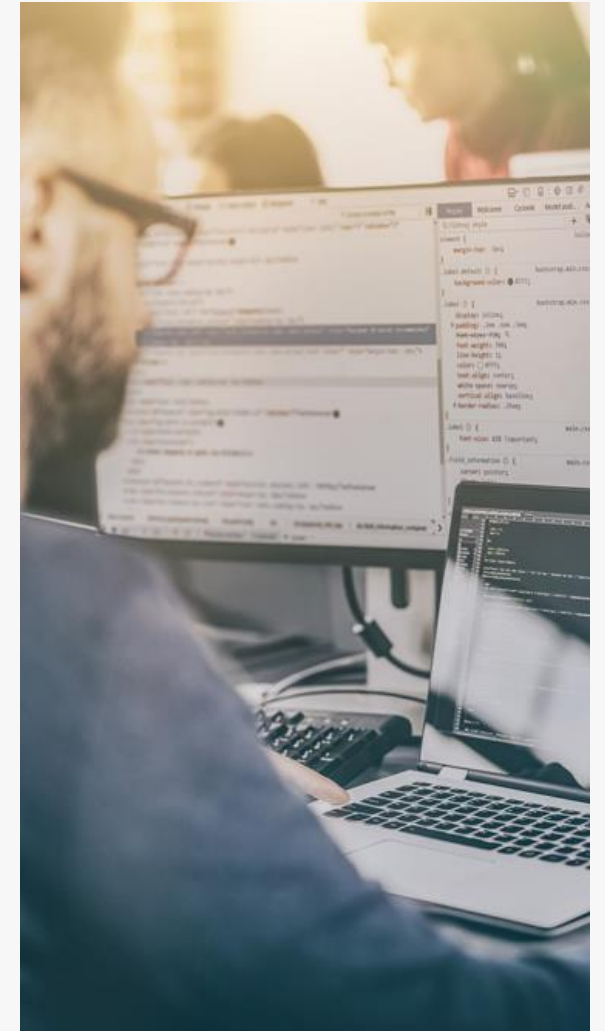
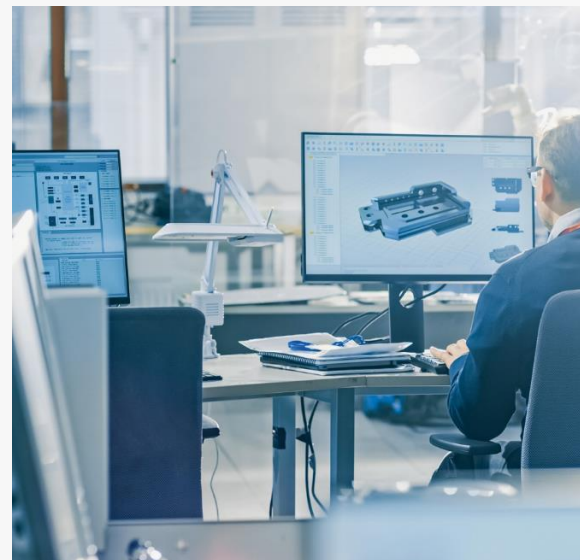
≈ **1,400**
people in
R&D

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



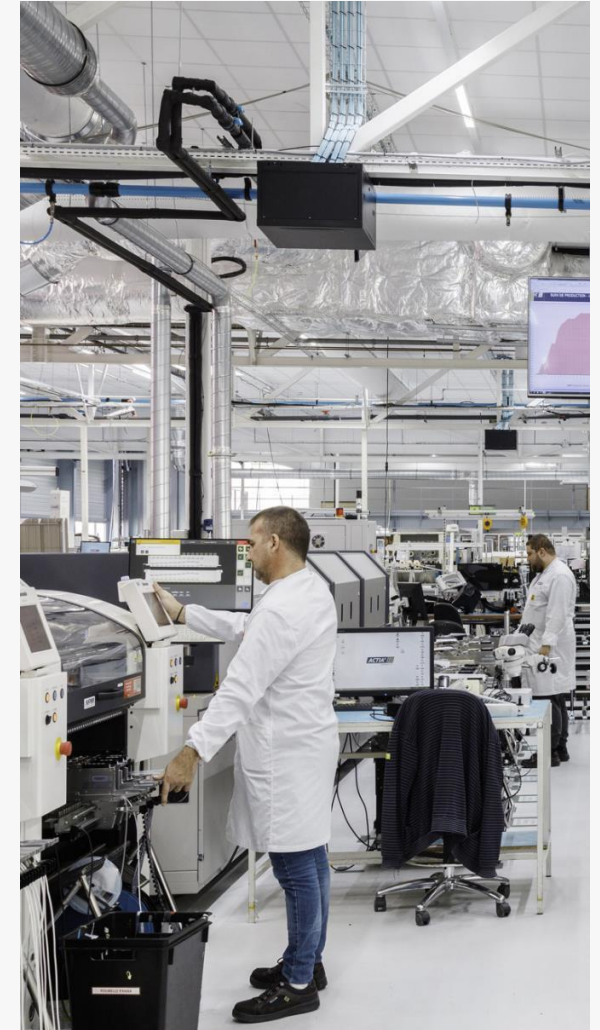
Our industrial excellence

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 & the United States**

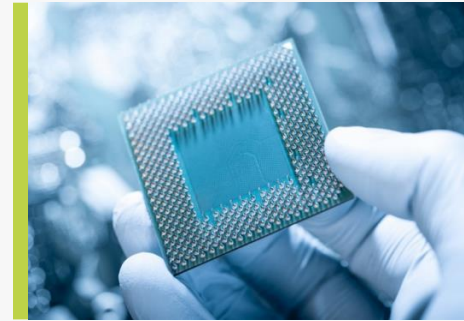
- **FRANCE (Toulouse)**
Finished products: 0.7 million
Components fitted: 0.5 billion
- **TUNISIA (Tunis)**
Finished products: 4.5 million
Components fitted: 1.1 billion
- **UNITED STATES (Detroit)**
Finished products: 120,000
Components fitted: 44 million
- **SWEDEN (Linköping)**
Finished products: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



At the service of our technological & industrial excellence



**Uncompromising quality
requirements**



**International purchasing
power**



**Differentiating expertise in
components**



Digitisation programmes

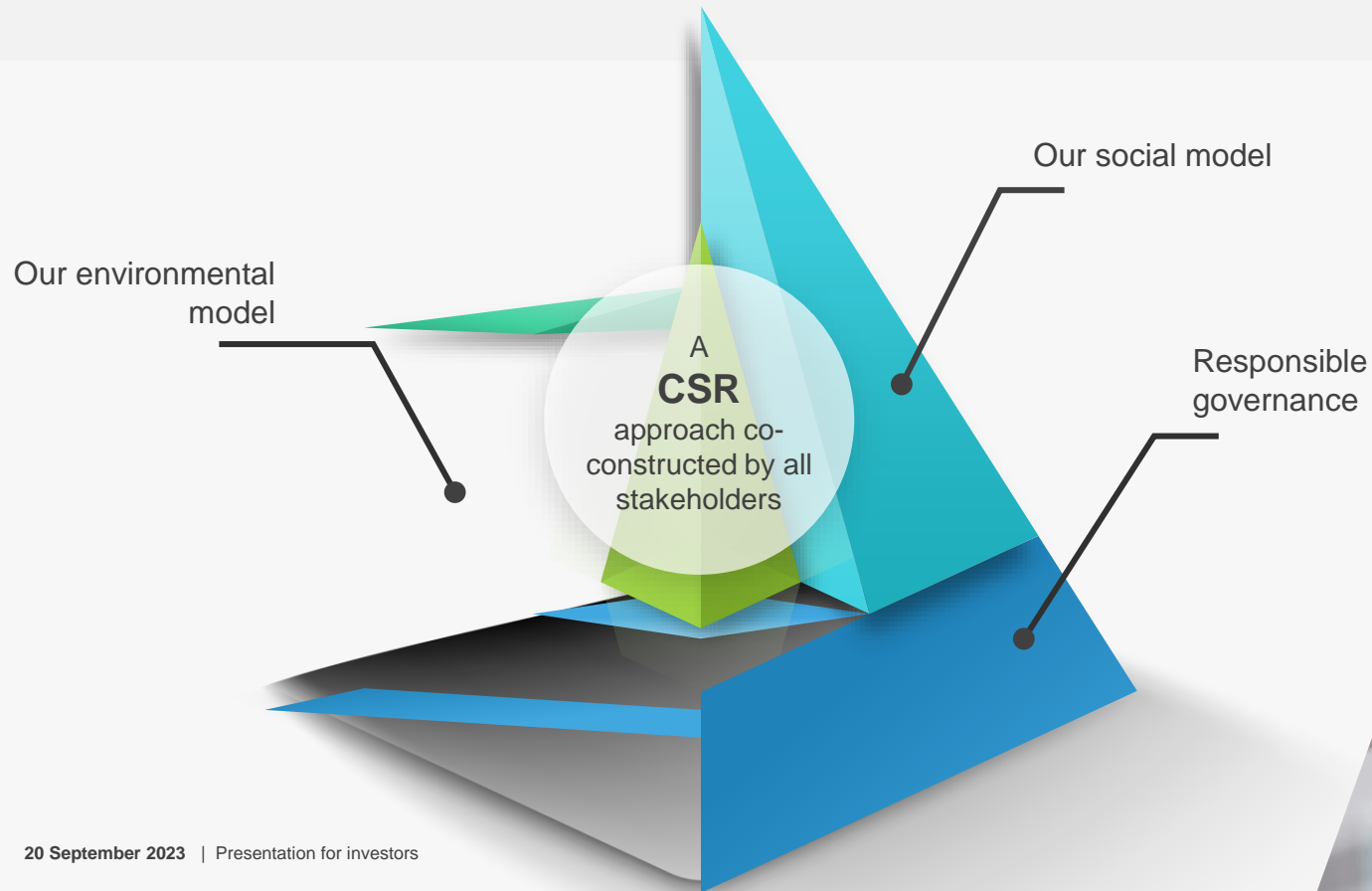


**Unique expertise in
cybersecurity**



**Design For eXcellence
(DFX) industrialisation
methodology**

A committed and sustainable business model



2022
Gaia ranking
65/281

Gaia Research is an Environmental, Social and 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.

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

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

Our social model

- A human-sized company, respectful of its teams, their safety, their health and their development.
- A company with local roots for a positive societal impact in the regions where it operates.

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**