

INTEGRATED REPORT 2021



ALLEN

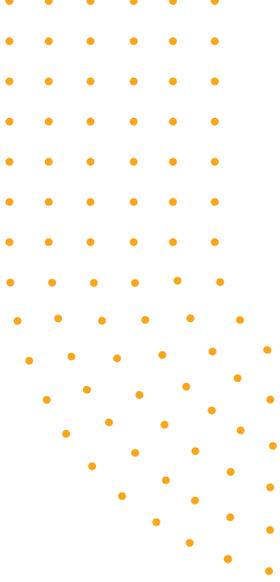


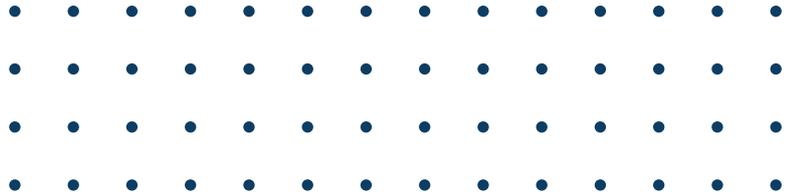
Table of contents

• Profile	p. 1
• Interview with Simon AZOULAY, CEO of ALTEN	p. 2
• 2021 in figures	p. 4
• Key events	p. 7
• Strategy	p. 8
• Segment trends	p. 23



PROFILE

ALTEN, a world leader in Engineering and IT Services



For more than 30 years, ALTEN has been assisting the growth strategy of its clients in the areas of:

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

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

- Aeronautics, Space, Defense & Security;
- Automotive, Rail & Naval;
- Energy & Life Sciences;
- Telecoms & Media;
- Banking/Finance/Insurance, Retail & Services & Public Sector.



ALTEN is active in more than 30 countries, with 42,300 employees, including 37,150 Engineers and Consultants (87.8%) at 31 December 2021.

INTERVIEW

with **Simon AZOULAY**,
Chairman and CEO



“The economic situation is characterised by strong demand: ALTEN is more than ever a key player in Engineering and IT Services”.

The economic situation is characterised by strong demand: ALTEN is more than ever a key player in Engineering and IT Services.

How did the ALTEN Group perform in 2021?

Since March 2021, the ALTEN Group has benefited from a strong recovery in activity. This is due to the catch-up of projects that had been postponed in 2020, combined with strong demand due to technological developments in most sectors.

In 2021, the “post-crisis” situation is much better than before the crisis: the Group’s revenue and earnings in 2021 are higher than in 2019. The majority of sectors have recovered and exceeded their level of two years ago, although there are still geographical and sectoral differences.

In 2020, we lost or stopped projects for over 5,000 Engineers and managed to restart or win back projects for over 7,000 Engineers in 2021, representing organic growth of 2,000.

I would like to point out that in February 2019 we presented a four-year target of 42,000 Engineers by the end of 2022. This plan should be achieved, if not exceeded, despite the unforeseen crisis in 2020.

How did the various business sectors withstand this second year of the pandemic?

The pandemic has profoundly disrupted the economic markets and the environment of ALTEN’s business lines. To remain competitive and deal with the complexities of each sector, the Group has been able to maintain its multi-sectoral balance, a guarantee of sustainability in the face of crises that often weaken one sector in particular.

The Automotive and Civil Aeronautics sectors have been the most heavily impacted by the crisis. However, they were able to return to organic growth in 2021.

Most geographical areas are experiencing strong organic growth of over 10%, with the exception of countries with high exposure to these sectors (France, Germany, Sweden). Automotive is still below its pre-crisis level. As for Civil Aeronautics, a return to normal is expected in 2023 or 2024.

In general, all business sectors expanded in 2021; in particular, the Aerospace, Defense & Security, Electronics, and Life Sciences sectors.

How did the ALTEN model weather the health crisis?

Over the past two years, this crisis has highlighted the resilience of ALTEN's model. The Group has resisted thanks to:

- ▶ its financial resources and a healthy statement of financial position structure, which give it a real acquisition capacity. Acquisitions in 2020 and 2021 supported organic growth to exceed the pre-COVID-19 situation;
- ▶ an organisation and rigorous management, which have enabled us to respond to the requirements and strategy of our clients, by proposing and creating in particular:
 - skills & expertise centers, structured and packaged strategic offers,
 - a Technical Division with Delivery Centers and X-shore capabilities,
 - international commercial and technical coordination;
- ▶ a commercial and HR dynamic, offering our employees the opportunity to move towards project management, expertise or supervision of Business Units.

The ALTEN Group has relied on its core values, which are strategic during this period of crisis:

- ▶ an engineering culture and a capacity for innovation. They allow us to support our clients in their technological transition and their digital transformation in R&D, Supply Chain and IT Services;
- ▶ a balanced multi-sector positioning. This diversification allows us not to depend on the fluctuations of one or two sectors;
- ▶ critical size in all strategic countries to deploy our management model and management processes. Nearly 65% of our revenue is now generated outside France.

We are working to maintain this model, which allows us to remain confident in our ability to maintain our growth.

What new advances has ALTEN made in its CSR approach?

Our commitment to sustainable development began in 2010 with the signing of the United Nations Global Compact. It is fully integrated into our strategy with a central approach in favour of the protection of Human Rights, the environment and sustainable innovation.

In the face of the health crisis, our international development and our position as a leader in the Engineering and IT Services market give us an ever-greater CSR responsibility. Today we have to respond to multiple challenges: climate and environmental issues, ethics and security, new mobility, digital sobriety, etc.

In 2021, we achieved a milestone in the field of Responsible Digital Technology, by structuring a global and innovative strategy. Its purpose is to:

- ▶ optimise the environmental impact of our internal IT Services;
- ▶ use our Innovation Labs to develop the footprint measurement and eco-design solutions of tomorrow;
- ▶ put our expertise at the service of our clients and the transition of the digital sector.

The Group has also taken part in national and international initiatives to strengthen its commitment to the climate: membership of the *Syntec-Ingénierie* Engineering Charter for the Climate, signature of the Science Based Targets Initiative (SBTi) commitment letter, etc. Through this proactive environmental approach, the Group intends to demonstrate its investment and transparency on these subjects, aware that its activities give it an environmental responsibility towards its stakeholders.

What are the future objectives?

ALTEN, as the preferred technology partner of major groups, must continue to:

- ▶ enhance its sectoral offerings;
- ▶ optimise its technical organisation and its centers of expertise;
- ▶ develop its nearshore and offshore Delivery Centers.

The target communicated by ALTEN in 2019 (more than 42,000 Engineers by the end of 2022) will probably be exceeded.

Thanks to its organisation and its particularly sound financial structure, the Group is in a position to:

- ▶ reach 50,000 Engineers by the end of 2024;
- ▶ strengthen its IT positioning by reaching a critical size;
- ▶ generate more than two-thirds of its revenue outside France.

ALTEN will continue to focus on the value-added activities of very high-level Engineers, through extensive training, integration and the deployment of our CSR commitments. In an unchanged geopolitical and economic context, the Group remains confident in its ability to maintain its leading position in Engineering and IT Services over time.

I am proud of the collective effort made by all our employees during this unprecedented period and I wish us continued progress towards a peaceful and prosperous future.

2021 IN FIGURES



€2,925.2 M
in revenue



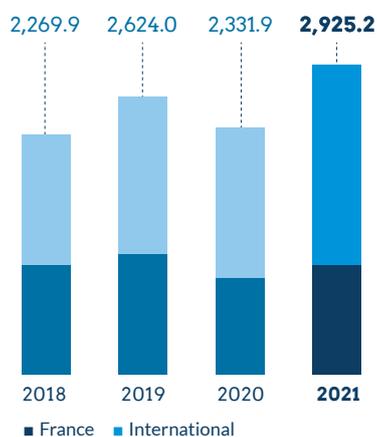
64.7%
of revenue
internationally



42,300
employees including
37,150 Engineers

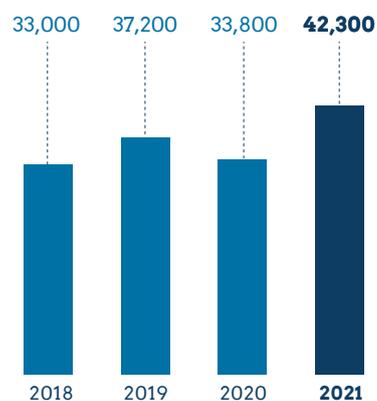
REVENUE

(in millions of euros)



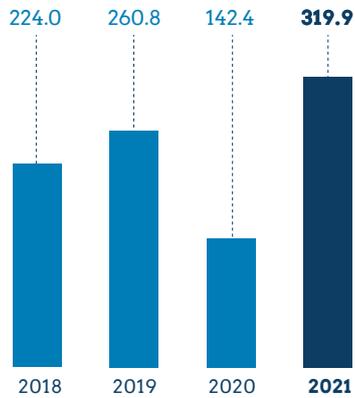
HEADCOUNT

(at year end)

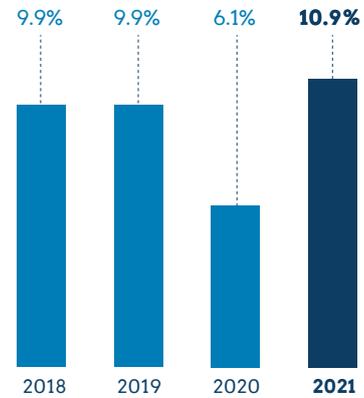


OPERATING PROFIT ON ACTIVITY

(in millions of euros)

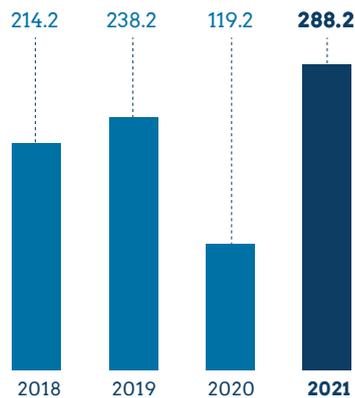


(% of revenue)



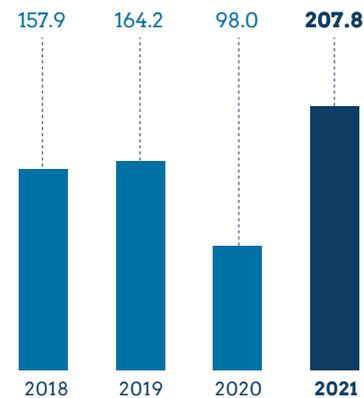
OPERATING PROFIT

(in millions of euros)



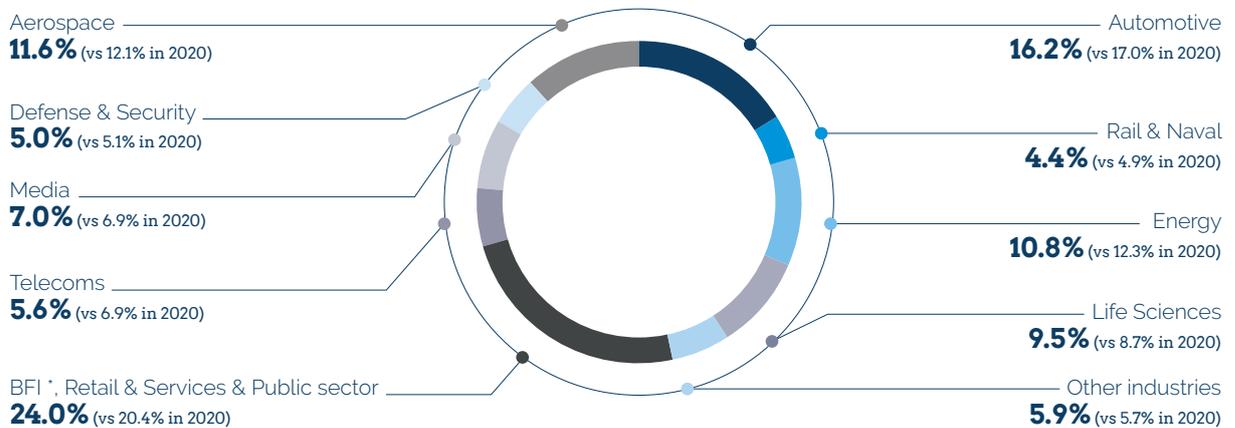
NET INCOME, OWNERS OF THE PARENT

(in millions of euros)

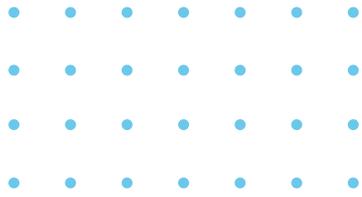


BREAKDOWN OF REVENUE BY BUSINESS SECTOR

(% of revenue)



* Banking / Finance / Insurance



CSR indicators



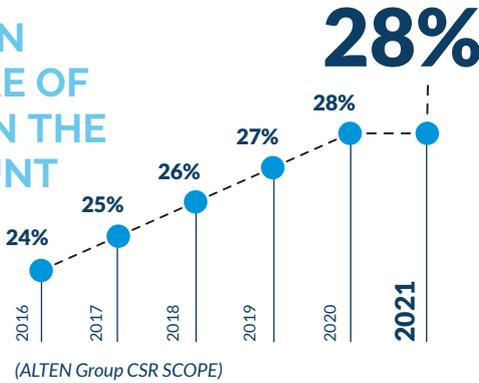
346
SCHOOL PARTNERSHIPS
 (ALTEN Group CSR SCOPE)



22%
OF THE GROUP'S R&D ACTIVITIES
 are dedicated to sustainable development, particularly decarbonisation.



CHANGE IN THE SHARE OF WOMEN IN THE HEADCOUNT



ECOVADIS
 ALTEN has been voluntarily evaluating its CSR performance for over ten years. The Group holds Platinum status for the assessment of its social, ethical and environmental approach.
ALTEN obtained a score of 80/100 in 2021.

71%



OF SITES COVERED BY A WASTE SORTING SCHEME
 (ALTEN Group CSR SCOPE)

54%



OF SURFACES ISO 27001 CERTIFIED
 (Information Security Management, France scope, for areas occupied by employees at 31/12/2021)

INCREASE IN% OF CERTIFIED M² (BBC, HQE)



12 YEARS

OF COMMITMENT TO THE UNITED NATIONS GLOBAL COMPACT

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

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

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



KEY EVENTS

COVID recovery

At the end of 2021, ALTEN had improved on its pre-crisis situation, although sectoral and geographical differences remain. The organic growth in 2021 made it possible to recover the projects lost in 2020. All business sectors exceeded their pre-crisis levels, with the exception of Civil Aeronautics and Automotive.

Launch of the ALTEN Academy

To support its clients and consultants, ALTEN has worked with international certification bodies such as ISTQB, SAFe and Scrum.org to offer a range of internationally recognised certification training courses. Thanks to its understanding of its clients' processes, methodologies and technologies, the ALTEN Academy is able to design and deliver adapted training courses through different modules:

- ▶ Software testing;
- ▶ SAFe training;
- ▶ Scrum.org training;
- ▶ Requirement engineering;
- ▶ Business Analysis.

ALTEN named "Preferred Supplier" by Bosch

The "Preferred Supplier" status (Global Business Services Purchasing Division) is the crowning achievement of recent years and recognises the excellent relationship between ALTEN and Bosch, built up through joint projects in France and abroad.



ALTEN is a signatory of the Engineering Charter for Gender Equality (Syntec-Ingénierie)

Given the low rate of 31% of women in the Engineering sector, this signature demonstrates the Group's determination to continue to make gender diversity a lever. ALTEN is committed to the four pillars of the Charter:

- ▶ take action to change the image of Engineering among young people and in particular young women;
- ▶ ensure equal treatment of women and men throughout their careers;
- ▶ promote a work-life balance for all;
- ▶ encourage access to management positions for women, by developing upward mobility.



©Voyez-Vous (Vinciane Lebrun)

ALTEN, winner of the Responsible Digital Technology Award

ALTEN's comprehensive and innovative Responsible Digital Strategy aims to:

- ▶ deploy an exemplary approach internally;
- ▶ innovate and commit to the transition of the digital sector;
- ▶ accompany its clients towards digital sobriety.

As a reward for this approach, ALTEN was awarded the "Jury's Favourite" prize in the "Organisational Strategy and Responsible Digital Technology" category of the Awards organised by the *Institut du Numérique Responsable*.

10 years as a certified TOP EMPLOYER

Certified in France, Germany, Spain and Italy, ALTEN stood out in 2021 by:

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

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



STRATEGY

Business strategy and objectives:

a strong positioning in Engineering and IT Services

ALTEN's positioning

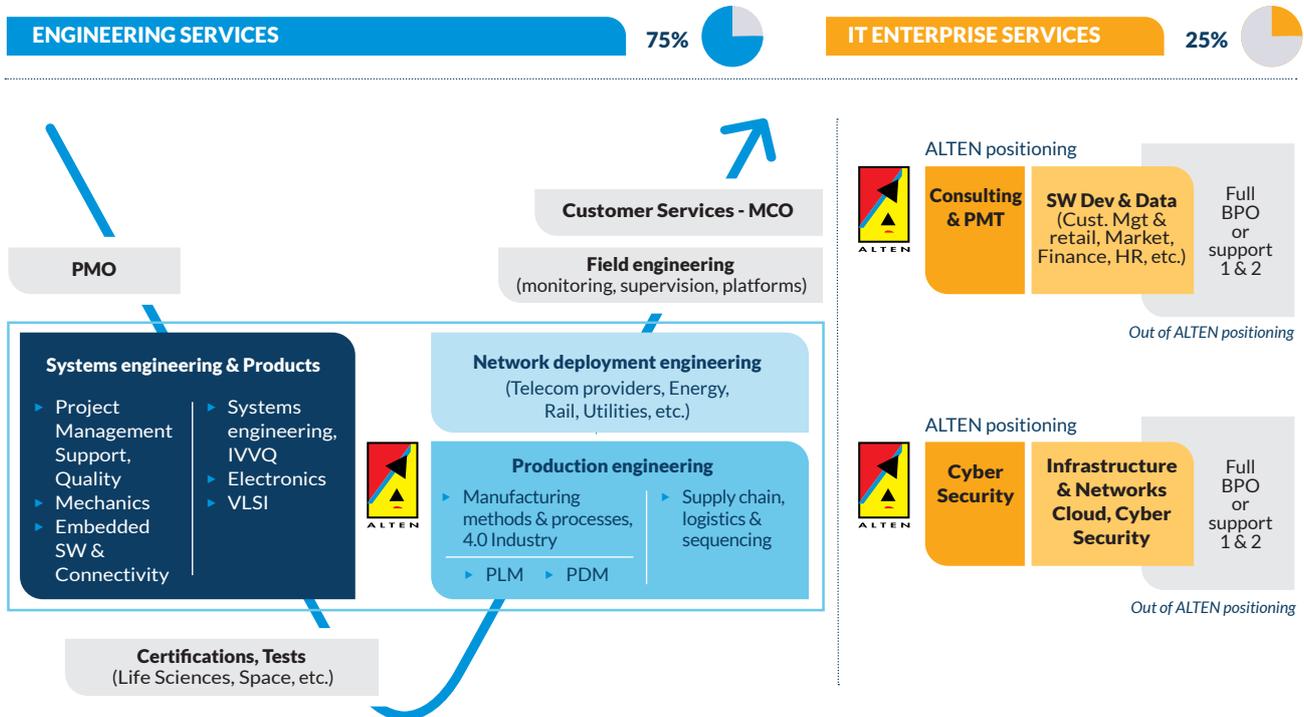
The ALTEN Group is integrated into the R&D and digital strategy of its clients. It helps them to develop their new products & services and to improve their internal performance.

RISK LEVEL	POSITION	ESTIMATED GROSS MARGIN	% OF GROUP'S ACTIVITY
4	<ul style="list-style-type: none"> ▶ IP, Risk sharing, Software Publishing ▶ Capex investments: prototyping, testing and pre-production activities 	Random & long-term	0%
3	Work Packages With Technical Division & Methods Specific methodologies & tools	25 - 35%	60%
2	Time & Material (AT) With added value: HR management and bench risks Nb: 2+ High-level consultancy		38%
1	Staffing, Freelance	5 - 18%	2%



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

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



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

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



Consulting

- ▶ MI-GSO | PCUBED
PMO and Change Management consulting.
- ▶ AVENIR CONSEIL FORMATION, QUICK RELEASE
Consulting and Training in PLM Management and PDM.
- ▶ CPRIME, RADTAC
Consulting in Agile methods, SAFe and DevOps.
- ▶ OPTIMISSA, NEXEO
IT Consulting in Market Finance.



Expertise

- ▶ LINCOLN, SDG GROUP
Data Science - BI.
- ▶ AIXIAL, CMED
Life Sciences: CRO and Clinical Operations.
- ▶ CADUCEUM
Life Sciences: Quality and Manufacturing.
- ▶ ATEXIS
Customer Support and MCO.
- ▶ WAFER SPACE, Si2Chip
VLSI - Chip & MicroChip design.
- ▶ ANOTECH
Design office - Infrastructure - Operations - Oil & Gas.

Engineering: the Group's historical core business

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



CONSULTING AND SPECIFICATIONS



R&D



STUDIES AND DESIGN



MANUFACTURING ENGINEERING



CUSTOMER SUPPORT

The international coordination of ALTEN's engineering centers is combined with its excellent knowledge of business environments.

A complementary and historical positioning in IT Services

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

- ▶ 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.

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

This development was supported in 2021 by the acquisitions of RADTAC, CMED, NEXEO, CIENET and UNIWARE.





Outlook and strategy

The Group has erased the effects of the COVID crisis:

- ▶ organic growth in 2021 (7,000 projects) has recovered the 5,000 projects lost in 2020;
- ▶ acquisitions have enabled the Group to exceed 40,000 Engineers to date (the Group had 32,500 Engineers in December 2019);
- ▶ all sectors have exceeded their pre-crisis level except for Civil Aeronautics and Automotive.

The ecological transition, change of lifestyles and the world of health are generating considerable technological investments in all sectors.

Demand has been particularly strong in recent months. The challenges for 2022-2025 will be recruitment and managerial capacity to support growth.

ALTEN, as the preferred technology partner of major groups, must continue to:

- ▶ enhance its sectoral offerings;
- ▶ optimise its technical organisation and its centers of expertise;
- ▶ develop its nearshore and offshore delivery centers.

The Group now has all the keys to complete its international deployment through organic and external growth. The sustainability of its development will be based on:

- ▶ finalising the setting up of transversal structures;
- ▶ continued sectoral diversification in targeted geographical areas;
- ▶ HR management of managers' careers.

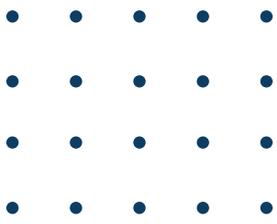
By the end of 2022, the Group intends to exceed its target of 42,000 Engineers. The structuring efforts will continue in order to reach new stages of development:

- ▶ reaching 50,000 Engineers (before December 2024);
- ▶ generating more than two-thirds of its revenue outside France.

Events after the reporting period

The ALTEN Group's exposure to the immediately foreseeable consequences of the crisis in Ukraine remains low (see "6.1.6 - Note 2.3 - Events after the reporting period").





Business model: the benefits of development

OUR RESOURCES

COVID-19 resources

ALTEN's resilience is based on the relevance of its model:

- ▶ its organisation and rigorous management;
- ▶ its statement of financial position structure and financial resources;
- ▶ its commercial and HR dynamics.

Human Resources

- ▶ 42,300 employees including 37,150 Engineers in over 30 countries across 5 continents.

Intangible resources

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

Societal Resources

- ▶ 88 partnerships with NGOs or similar associations;
- ▶ 346 school partnerships;
- ▶ Responsible Purchasing Charter, Ethics and Compliance Charter, Sustainable Development Charter.

Financial resources⁽¹⁾

- ▶ Revenue of €2,925.2 million in 2021. 64.7% of revenue generated outside France;
- ▶ Strong increase in operating margin: OPA 10.9% of revenue;
- ▶ A very healthy financial structure: shareholders' equity €1,421.1 million – Positive cash position: €220 million.

Environmental resources

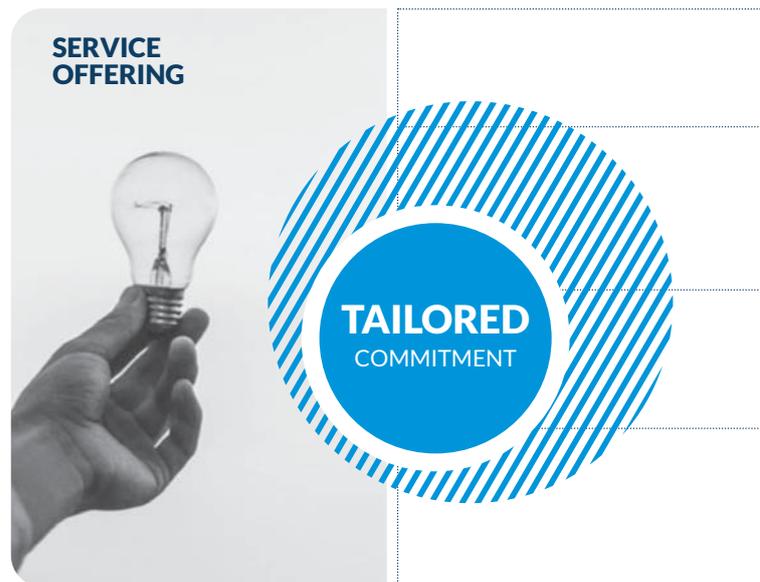
- ▶ Use of energy and natural resources⁽²⁾.

OUR DNA

Comprehensive technological coverage

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

5 levels of commitment to meet clients' needs



Comprehensive and balanced coverage of sectors

Automotive & Rail and naval transport



20.6%

Energy, Life Sciences & Other industries



26.2%

Aerospace, Defense & Security



16.6%

(1) At 31 December 2021.

(2) See 4.4 – "Reducing the Group's environmental footprint".

High-performance Human Resources and talent management processes

- ▶ Multiple and varied career opportunities.

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

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

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

Commitment to results
Deliverables industrialisation & productivity gains

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

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

● **Globalisation**
Gathering on a single contract covering several consulting projects

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

● **Consulting**
Consulting with commitment of providing resources

Commitment of providing resources
Delivery of specific and flexible expertise

BFI, Retail & Services & Public sector



24.0%

Telecoms & Media



12.6%

OUR VALUE CREATION

Expertise and engineering culture

(see "Strategy" of this Document)

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

Human capital development

(see 4.2 "Career-accelerating employer")

- ▶ A key player in the employment of managers and Engineers and the professional integration of young people.
- ▶ TOP EMPLOYER 2021[®] in France, Germany, Spain and Italy.

Targeted external growth strategy

- ▶ 7 international acquisitions in 2021.

Societal commitments

(see 4.3.6 "Regional solidarity")

- ▶ 3,428 days of skills sponsorship.

Assessments and certifications

(see 4.1.5 "Ratings - Awards")

- ▶ EcoVadis: 80/100.
- ▶ CDP: A- rating in recognition of climate initiatives.
- ▶ ISO 9001, 9100, 27001, 14001 & 45001 for ALTEN Spain.
- ▶ CEFRI MASE.

Strategic levers

Governance

1. The Board of Directors

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

COMPOSITION

Simon AZOULAY
Chairman and Chief Executive Officer

Aliette MARDYKS
Independent Director
Chairwoman of the Audit Committee

Maryvonne LABELLE⁽¹⁾
Independent Director
Chairwoman of the Remuneration and Nomination Committee

Philippe TRIBAUDEAU
Independent Director
Lead Director
Member of the Audit Committee

Gérald ATTIA
Deputy CEO
Director

Emily AZOULAY
Director
Member of the Remuneration and Nomination Committee

Marc EISENBERG
Independent Director

Marwane METIOUI
Director representing employees

Jane SEROUSSI
Director

(1) From 29/01/2021.

2. General Management

The General Management implements the strategy defined by the Board of Directors and develops the business. It is assisted in its missions by:

THE EXECUTIVE COMMITTEE

The Executive Committee analyses the commercial and financial results and implements operational measures.



Simon AZOULAY
Chairman and Chief Executive Officer



Gérald ATTIA
Deputy CEO
responsible for International Scope 2



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



Pierre MARCEL
Chief Operating Officer in charge of ALTEN Germany

GROUP MANAGEMENT COMMITTEE



Olivier GRANGER
ALTEN Manager
responsible for
International Scope 1



Pierre BONHOMME
Executive Vice-President
ALTEN France and UK



Stéphane OUGIER
Executive Vice-President
ALTEN France and
Solutions subsidiaries



Gualtiero BAZZANA
Executive Vice-President
ALTEN for Enterprise
Services and Telecoms



Pascal AMORÉ
Executive Vice-President
responsible for
ALTEN Asia



Marcello BARBA
Executive Vice President
in charge of Southern
Europe

It is made up of 18 people,
including 5 women, divided between:

- ▶ the Executive Committee;
- ▶ the main International Directors;
- ▶ Directors of Support Functions.

Dynamic skills and career management

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

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

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

Successful technical and managerial organisation

Internationally recognised, it includes:

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

Comprehensive technological coverage

Consulting services

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

Work Packages management

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

The selected service providers oversee increasingly large scopes and project management. Their controlled management processes must make it possible to organise the implementation of projects. The Work Packages have several levels of responsibility and risk sharing. They can be carried out on the client's premises or outsourced on ALTEN's site, either entirely or partially.

ALTEN, French leader in the delivery of Work Packages

Projects carried out accounted for 60% of business in 2021, making ALTEN the leader in terms of number, size and quality of delivery. Its project management methodologies are assessed at Capability Maturity Model & Integration (CMMI) level 3⁽²⁾.

Work Packages, an integrated client/supplier relationship

The expansion of Work Packages has major implications for ALTEN but also for clients. Project feedback is systematically capitalised. On the margins, the search for productivity may lead to the transformation of the offer and/or the involvement of nearshore or offshore structures on all or part of the project. These transformations are leading to an overhaul of processes and technical interfaces, both at ALTEN and with the client. They are therefore implemented in an integrated supplier approach.

A unique capacity for offshore delivery

ALTEN now carries out more than half of its projects in France in "Structured Project" or Work Packages mode. Part of it is outsourced to its Delivery Centers. ALTEN can involve its offshore centers in all or part of a project for competitive reasons, when this optimises the skills/quality/cost equation. The centers have high-level Engineers and can meet the offset challenges of clients. ALTEN employs 4,130 consultants.

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

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

Ethical and responsible practices

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

As a responsible partner, ALTEN respects:

- ▶ the 10 principles of the United Nations Global Compact;
- ▶ the United Nations Universal Declaration of Human Rights;
- ▶ the various conventions of the International Labour Organization;
- ▶ the OECD Guidelines for Multinational Enterprises.

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

In this respect, the Compliance Department is responsible for anchoring compliance in a responsible and ongoing approach by relying on a network of Ambassadors, depending on the matter.

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



CSR at the heart of partnerships

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

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

The Group's responsible purchasing policies and charters also materialise its commitment and compliance when contracts are signed. For the past 3 years in France, suppliers with high CSR risks have filled out a questionnaire. This questionnaire covers their understanding of the challenges of their activity and their value chain. Unsatisfactory answers and documentation lead to formalised and monitored action plans. If these are not implemented, the collaboration may be reviewed.

A commitment to the regions

It is expressed through actions that create value and meaning:

- ▶ skill-based sponsorship, supported by the Group's companies, provides its know-how and skills to associations and foundations recognised as being of general interest. It mainly concerns the social, medical and environmental fields. In France in 2021, within the *ALTEN Solidaire programme*, nearly 25 Engineers took part in a skills sponsorship mission in one of the 15 partner associations;
- ▶ partnerships with local schools and universities and promotion of the Engineering profession among young people. The Group develops actions on campuses and supports educational competitions such as *Je filme le métier qui me plaît*.

ALTEN Innovation: a step ahead with SMART DIGITAL

Digital technology and sustainable development are driving profound changes in industry and service markets. In recent years, the digital revolution has brought new horizons and opportunities to rethink development standards throughout the product life cycle (from design to consumption) while facing more restrictive regulatory and social pressures for sustainable development.

With this rapid change in our environment, the security and safety of data, processes and people also represent additional key challenges to enable a safe transformation of our human society. As a leader in outsourced R&D, ALTEN is now faced with all these changes and must be one step ahead of these new trends to anticipate client needs.

Digital transformation: new horizons for industry and services

From industry to finance, new digital technologies are challenging existing processes throughout the product life cycle and facilitating the convergence of two previously hermetic worlds: IT (Information Technology) and OT (Operation Technology). This convergence brings improvements in various fields such as prescriptive maintenance, but also in the design of ever more efficient digital twins (product, factory, city, etc.). ALTEN's teams innovate throughout the value chain to shorten new product development times while making industrial processes more efficient.

Environmental footprint: building a sustainable industry through innovation

ALTEN is very active in reducing its environmental footprint and has been supporting its clients through sustainable innovation for many years. ALTEN Labs support this ambition and conduct projects ranging from digital energy efficiency to industrial compliance and mobility, with sustainable uses:

- ▶ digital systems generate 4% of greenhouse gas emissions (compared to 3.5% of emissions generated by air transport). This phenomenon will be reinforced by the deployment of 5G and the sharp increase in smart communicating objects. Designing energy-efficient algorithms and computer systems is therefore a major challenge;
- ▶ industrial processes and facilities should be eco-designed to use industrial equipment to its full potential while reducing waste;
- ▶ sustainable mobility is not only about reducing carbon emissions by switching to electric vehicles, but also by improving traffic flow and implementing multimodal solutions.

Security and safety: reducing the risk of cyber-attacks while strengthening the resilience of companies to crises

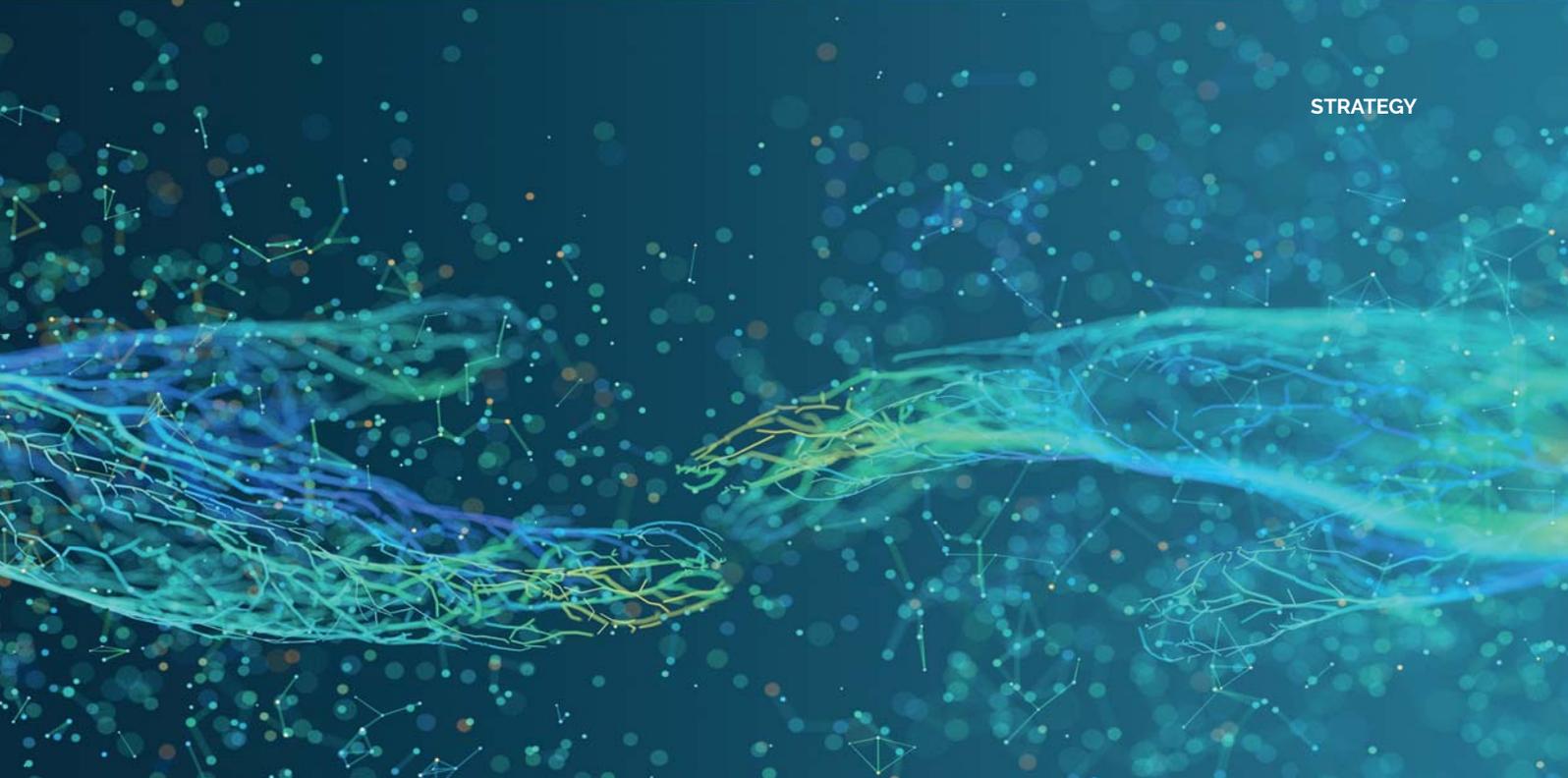
IT technologies used to improve processes and daily life are both a solution to a safer world and a source of threats. The security of people, processes and data is a major concern for ALTEN's teams, which take a holistic view of security, from implementing cybersecurity solutions to improving security in industrial processes, for example:

- ▶ use of blockchain technology for identity management or to secure payments and fraud detection through machine learning;
- ▶ handling industrial risk assessment to anticipate failures and crises;
- ▶ design of autonomous and agile security systems.

22%

OF ALTEN'S RESEARCH AND INNOVATION ARE DEVOTED TO CONTROLLING A SUSTAINABLE ENVIRONMENT.

THE GROUP IS THUS CONTINUOUSLY INCREASING ITS EFFORTS IN FAVOUR OF THE PLANET.



In 2021, ALTEN's Innovation Department continued its research efforts within its **SMART DIGITAL** initiative, which includes 8 major research programmes and more than 100 projects representing all of the Group's diversity: mobility, factory 4.0, 5G networks, transactional services, data engineering, design engineering, sustainable quality & supply chain, etc. All of these scientific and innovative projects are conducted within our **ALTEN Labs** and are systematically generated by an ideation process conducted directly by our ALTEN Consultants and Specialists who listen to our clients' innovation needs. **We are also developing technological partnerships** with start-ups,

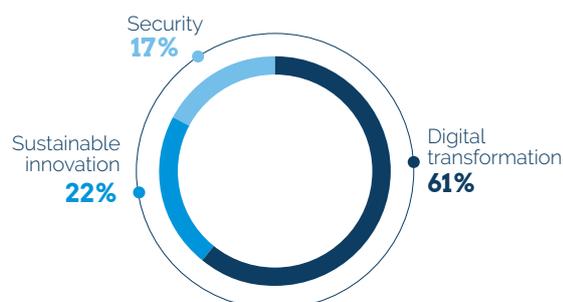
large companies and university research laboratories, and are **deploying a policy of digital platforms that cut across all our Labs and can be used on all our projects:**

- ▶ in **software development**: standard configurations, PRAT, Green IT and IoT (eco-design test bench), embedded intelligence (NanoEdge AI studio from ST Microelectronics);
- ▶ in **digital modelling and simulation**: digital twin of regions with SUMO and HERE, of the factory with SIEMENS;
- ▶ in **data processing**: Data Lake Management (data engineering), System Behaviour Management (data science).

Our innovation portfolio and strong knowledge of Engineering skills allow us to adapt to most of our major clients' configurations.

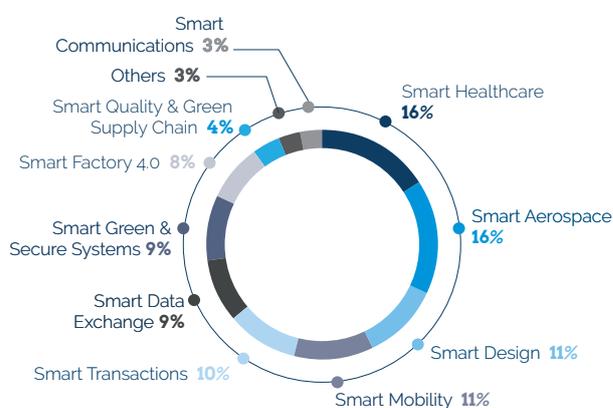
Our SMART DIGITAL approach is naturally based on various innovative technologies, grouped by application research programmes.

BREAKDOWN OF ALTEN R&D IN 2021

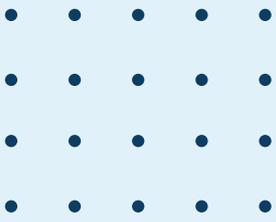


Sources: R&D expenditure reports by European entities, % in days worked on R&D projects.

BREAKDOWN OF ALTEN SMART DIGITAL PROJECT PORTFOLIO IN 2021



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



CSR strategy and objectives:

sustainable development at the heart of the strategy

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

It is based on 4 priority areas:

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

This CSR strategy is based on a materiality study, in line with the requirements of the Global Reporting Initiative (GRI) and updated in 2021.

Environment

- 1 Environmental footprint
- 2 Contribution to the success of client CSR strategies
- 3 Green mobility
- 4 Responsible digital technology

Social

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

Governance

- 1 Client satisfaction*
- 2 Corporate governance*
- 3 Information Systems Security and data protection*
- 4 Business ethics and compliance*
- 5 Innovation
- 6 Promotion and feminisation of the Engineering professions
- 7 Responsible purchasing
- 8 Dialogue with local stakeholders
- 9 Solidarity

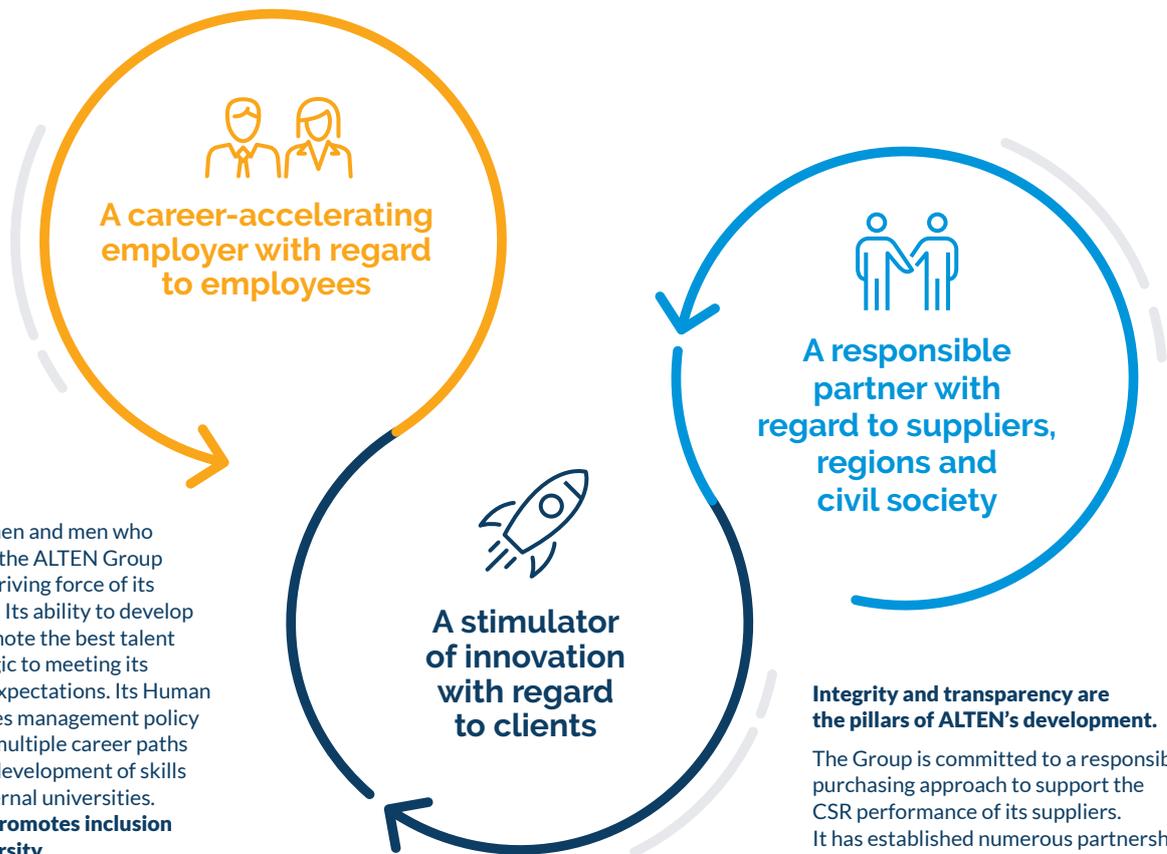
* The issues identified by an asterisk are the most important ones both for ALTEN’s activity and for its external stakeholders.

ALTEN

and its stakeholders

As a leader in Engineering and IT Services, ALTEN is committed to:

- meeting the expectations of its stakeholders;
- anticipating their requirements by reconciling performance and sustainable development.



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

87.8%
OF ENGINEERS
(Group's 2021 headcount)

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

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

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

20
PARTNERSHIPS
IN THE FRAMEWORK
OF THE PROMOTION
AND FEMINISATION
OF ENGINEERING
PROFESSIONS
(ALTEN France scope)

A historical commitment to the environment



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

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

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

- ▶ the signing of Syntec-Ingénierie's Climate Charter for Engineers in 2019;

- ▶ participation in the United Nations Global Compact Climate Ambition Accelerator in 2021;
- ▶ the signing of the Science-Based Target Initiative commitment letter.

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

Aware that its activities give it an indirect environmental responsibility to its clients, ALTEN is committed to developing innovative and sustainable solutions and to acting in favour of Responsible Digital Technology, both internally and with clients. Throughout the year, the Group works to raise employee awareness of environmental issues through a variety of means.

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

1. MEASURING AND REDUCING GREENHOUSE GAS EMISSIONS

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

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

2. USING NATURAL RESOURCES WISELY

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

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

3. INFORMING AND RAISING EMPLOYEE AWARENESS OF ENVIRONMENTAL PROTECTION

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

SEGMENT TRENDS

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

Global business spending on R&D will increase at an average annual growth rate of 9% to reach \$2.1 trillion by 2024⁽¹⁾. It will be driven in particular by investment in digital engineering, which already accounts for over 50% of overall expenditure.

One of the main trends over the last decade has been the growing share of digital-related investments, both in the product cycle and in the client relationship.

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)	2019	2020	20/19	2021	21/20	2022	22/21	2023	23/22	2024	24/23	2025	25/21
Aeronautics, Space & Defense	1,577	1,168	-25.9%	1,226	5.0%	1,295	5.6%	1,372	5.9%	1,452	5.8%	1,534	5.8%
Land Transport	1,786	1,314	-26.4%	1,423	8.3%	1,567	10.1%	1,721	9.8%	1,880	9.2%	2,037	9.4%
Telecoms and Multimedia	407	408	0.2%	426	4.4%	448	5.2%	472	5.4%	496	5.1%	519	5.1%
Energy & Life Sciences	1,587	1,488	-6.2%	1,554	4.4%	1,640	5.5%	1,744	6.3%	1,845	5.8%	1,942	5.7%
Other	2,396	2,056	-14.2%	2,187	6.4%	2,337	6.9%	2,493	6.7%	2,644	6.1%	2,783	6.2%
Total Technology Consulting <i>(ALTEN core business scope)</i>	7,753	6,434	-17.0%	6,816	5.9%	7,287	6.9%	7,802	7.1%	8,317	6.6%	8,815	6.6%

(1) Source: Cabinet Zinnov.



Automotive

13 BRANDS

grouped together when the PSA and FCA groups merged in February 2021, giving rise to the Stellantis group, now the world's fourth-largest manufacturer.

2035

The European Commission is considering a ban on the sale of combustion engine vehicles by this deadline.

MEGATRENDS

After the health crisis, governments launched massive investment plans to support the development of electric and hydrogen technologies and the associated infrastructure.

Several digital giants (e.g. Apple, Foxconn, Xiaomi) have confirmed the launch of their electric car projects. Today, Tesla's stock market valuation exceeds that of all other manufacturers combined. In order to remain competitive, traditional manufacturers and their suppliers are moving to control their value chain: relocation of strategic production (batteries, semi-conductors, etc.) and internalisation of software development related to smart mobility.

SCHEMATIC DIAGRAM OF A CONNECTED ECO-ASSISTANT APPLICATION: example of ALTEN's HappyDrive application



Automotive manufacturers are caught between increasingly strict environmental regulations (in particular CAFE or Euro 7 standards) and the consumer craze for large vehicles at the expense of fuel efficiency.

To capitalise on the skills essential to our clients' challenges, ALTEN Labs are currently developing a data aggregation project. It allows us to:

- ▶ raise awareness of eco-driving among motorists with the aim of encouraging the future purchase of more environmentally responsible vehicles;
- ▶ help manufacturers to tailor their commercial offer to their clients' recurrent journeys.



Rail

**9,000
EMPLOYEES**

Thales' rail signalling activity was sold to Hitachi Rail in 2021 for €1.6 billion.

\$66 BILLION

This is the historic investment announced by the US government in 2021 to modernise its rail network.

MEGATRENDS

Increasing urbanisation, combined with the desire to reduce CO₂ emissions, is leading states to invest massively in rail transport.

To increase the capacity of existing lines, railway operators are modernising the signalling systems (CBTC, ERTMS, etc.) as a priority.

At the same time, manufacturers are experimenting with hydrogen-powered trains to replace diesel-powered trains and thus decarbonise non-electrified lines.



By 2023, Denmark will become one of the first European countries to have a 100% ERTMS rail signalling network. The programme has been funded to the tune of €3.3 billion.

The ALTEN Group is supporting the world leader in intelligent and sustainable mobility in this **ERTMS level 2 signalling systems** and ETCS subsystems engineering project.

The studies are carried out at ALTEN's Center of Excellence in Bologna, Italy.

This modernisation will allow Denmark to increase its passenger capacity, while improving the punctuality of trains.



Aeronautics

600

This is the number of aircraft that Airbus aims to deliver in 2021, compared to 566 in 2020.

2024

In the most optimistic scenario, it will take until then for air traffic to return to 2019 levels.

Source: EuroControl

MEGATRENDS

After the virtual halt in air traffic, the post-COVID recovery has begun in a heterogeneous way around the world. Regional flights have seen a strong acceleration in demand, while long-haul flights are struggling to recover their pre-crisis levels.

Although aircraft manufacturers want to increase production rates in anticipation of the recovery in air transport, this objective is hampered by the shortage of manpower and materials.

Moreover, in this context of uncertainty, the supplier chain remains reluctant to invest to support this ramp-up.



The growth in air traffic and the emergence of new technologies are prompting aeronautics manufacturers to offer new cockpit functionalities to pilots in order to improve the robustness of flight operations.

In order to reduce development costs and save time, **ALTEN has developed its own FAST (Function Assessment with Simulation Tool) prototyping platform.**

The platform enables rapid evaluation of HMIs (human-machine interfaces), **reducing the recurring costs of conventional testing methods by almost a third and cutting lead times by several weeks.** A benefit already proven by one of the Group's flagship clients in the aeronautics industry.



Space

\$1,000 BILLION

This will be the revenue generated by the global space industry by 2040, compared with 385 billion in 2020.

Source: Morgan Stanley

1,500

pieces of traceable debris were generated following a destructive Russian anti-satellite missile test against one of its own satellites in November 2021.

MEGATRENDS

The private sector's enthusiasm for space continues to boost the sector and could democratise new applications (space travel, satellite imagery, internet via satellite, data processing, etc.).

The current geopolitical context favours a real militarisation of space.

After the success of the American New Space (Space X, Blue Origin, etc.), it is now Europe's turn to encourage the development of the private sector. Partnerships are increasing between the ESA, large companies and start-ups, such as Airbus D&S and Prelogens.

At the same time, the space industry is accompanying states in the weaponisation of the cosmos, in the form of anti-satellite weapons for instance.



In 2021, a space industry leader renewed its confidence in ALTEN by listing the Group as one of its main Engineering partners in the Space & Connected Intelligence business.

Active for more than 15 years in the area of multi-mission/ground segment systems, ALTEN now has a high level of expertise in systems engineering and software development, specific to the space environment.



Defense & Naval

2.6%

This is the increase in global military spending in 2020 vs. 2019.

Source: SIRI

€4.8 BILLION

Order intake in the Defense & Security sector was up 24% for Thales in the first nine months of 2021.

MEGATRENDS

The global geopolitical context is currently in a very bad state. After two decades of counterterrorism, military powers are preparing for the return of inter-state 'high intensity conflict'.

Benefiting from unprecedented budgetary efforts, the defense industry must accelerate the development of equipment programmes (air combat, naval, space and cyber, etc.) adapted to this new context.

At the same time, the sector must acquire new skills (data, robotisation, etc.) to anticipate technological breakthroughs.



The ALTEN Group is assisting an international defense leader with a contract to develop a tactical drone, an extremely sophisticated surveillance tool with high-performance optics.

The qualification stage is crucial to demonstrate the maturity and operational capabilities of this UAV to the military.

To meet these high expectations, ALTEN mobilised a team of high-level Engineers in record time to finalise the system engineering studies and guarantee the quality of the test campaigns.

Our client recently announced the successful completion of certification testing of the drone system.



Security

€150 BILLION

This is the size of the global Cybersecurity market in 2021, whose growth rate has doubled in one year.

Source: Gartner

-3.1%

This is the decline in global sales of domestic security equipment and technology in 2021.

Source: En toute sécurité

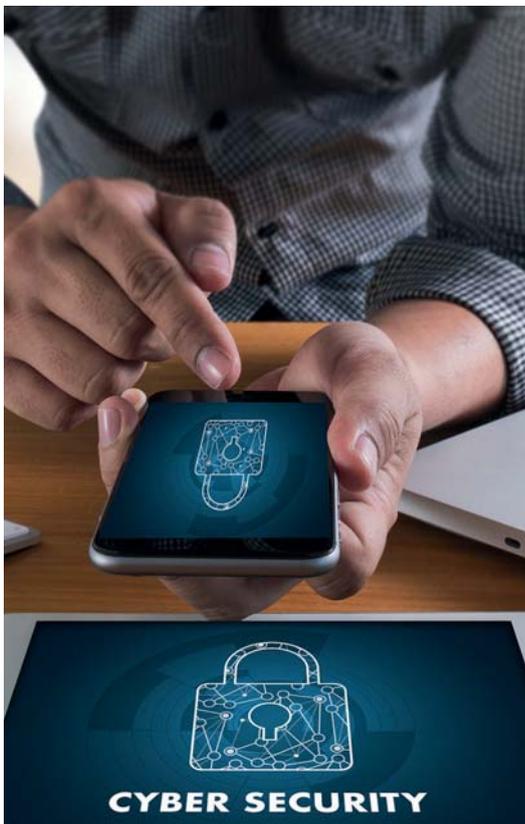
MEGATRENDS

The collapse of air traffic and national lockdowns have reduced internal security activities in most countries.

But at the same time, the accelerating shift to remote working has exposed many organisations to cyber-attacks.

The giants of the sector are now positioning themselves in the key areas of security in the digital space, foremost among which are the Cloud and digital identity.

This investment is accompanied by numerous initiatives to overcome the shortage of IT and cybersecurity skills: partnerships with software firms, dedicated training programmes, etc.



In response to the global shortage of cybersecurity skills, ALTEN created its Cybersecurity Academy in 2019 to train its own Engineers.

It focuses on 4 main business lines: network architect, integrator, analyst and governance specialist.

The 400-hour modules (about three months) are certifying and involve specialists in the areas taught, such as STORMSHIELD for network security.



Energy & Environment

€9 BILLION

This is the investment put on the table by the French government for the development of the hydrogen sector by 2030.

74,000 EMPLOYEES

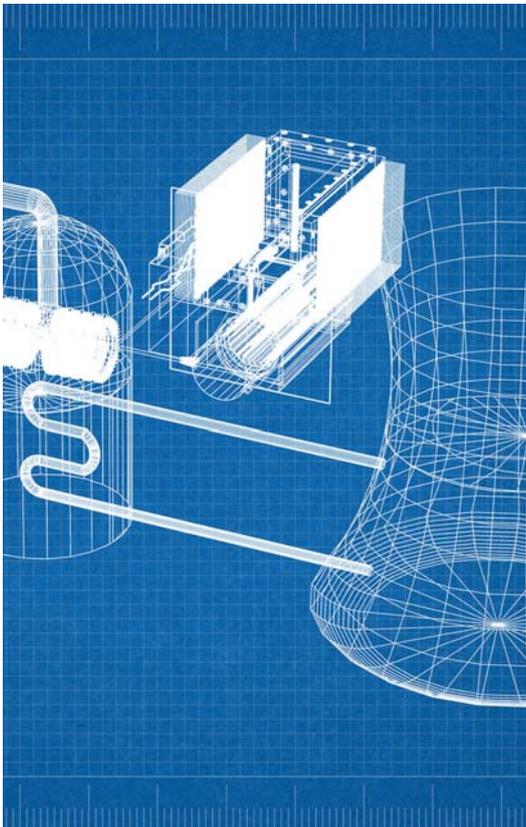
Engie sold its Services Division to Bouygues in 2021 for €7.1 billion.

MEGATRENDS

Considered as “technologies of the future”, the production, distribution and storage of decarbonised energies are becoming a major challenge to meet the explosion in electricity needs, while respecting the commitments to reduce CO₂ emissions.

In order to finance the heavy investments linked to the energy transition, the giants of the sector are selling off their non-strategic assets and beginning their transformation (example: Total Energies).

The programmes for new nuclear reactors (SMR, EPR2, etc.) and green hydrogen are currently at the heart of R&D investments and will place a considerable burden on the engineering professions over the next ten years.



In the face of the climate emergency, several countries are considering the use of zero-carbon energy through the construction of new nuclear power plants. These projects will require significant Engineering capacity.

Today, more than 300 ALTEN Engineers actively contribute to the design and management of major new construction projects (EPR2, Hinkley Point C EPR, etc.).

To meet the increased workload in a context of resource shortages, ALTEN has implemented a comprehensive action plan: organisational with the creation of a nuclear center of excellence (ACE) and HR with the implementation of a nuclear academy based in particular on the ALTEN community of experts.



Life sciences/ Health

11 BILLION DOSES

of COVID-19 vaccines produced at the end of 2021, compared to 2.2 billion at the end of May 2021.

Source: IFPMA

\$2,000

This is the maximum annual expenditure on drugs for a senior citizen under the new US Prescription Drug Pricing Plan.

MEGATRENDS

The health crisis requires the mass marketing and production of COVID-related vaccines and treatments in record time.

At the same time, the ageing of the population and budgetary constraints are leading the authorities to put pressure on the pharmaceutical industry to lower the price of medicines.

To achieve these cost and scale objectives, the pharmaceutical industry is accelerating its transformation (outsourcing of R&D and production-CDMO), digitising its production plants and securing its complex supply chains. Furthermore, in order to stay in the technological race, the giants of the sector are pursuing acquisitions in the fields of Biotech and AI.



The ALTEN Group, through its specialised subsidiary CADUCEUM, is assisting one of the world's leading healthcare companies in the design and construction of a new flexible and digitalised production site.

This fully connected and modular plant will allow simultaneous production of vaccines and prioritisation of production according to public health issues, particularly in the event of new pandemics.

Operational excellence and short time-to-market will secure Europe's supplies in the event of new health crises. In an Industry 4.0 approach, our client uses technologies such as:

- ▶ **connected objects** (IoT) associated with **artificial intelligence** to deploy predictive maintenance and optimise energy consumption in real time;
- ▶ the **Digital Twin** to simulate production processes;
- ▶ **cobots** to automate tedious and dangerous activities.

Subjects in which the ALTEN Group already has a large number of skills thanks to its multi-sector positioning.



Telecoms

TOTEM

Orange created its own TowerCo in 2021. It includes over 26,000 sites, compared to 71,000 sites for Cellnex, Europe's number one TowerCo.

40%

This is the failure rate of fibre optic connections in some municipalities, according to the French authority ARCEP.

MEGATRENDS

Even if the first 5G deployments have paved the way for new uses in industry, agriculture or health, the economic equation is still uncertain for operators, especially as their investment capacity has been cut by the drop in roaming income linked to the COVID crisis. At the same time, the lockdowns (teleworking, home schooling, etc.) have underlined the urgency of deploying the Very High Speed network in all regions.

To meet their massive investment targets in fibre and 5G, operators are optimising their business model by focusing on spectrum and services. They rely on levers such as the outsourcing of infrastructures, which favours the emergence of the TowerCo giants, as well as the strengthening of their nearshore-offshore policies.

At the same time, the industry is concerned about the problems of connection quality due to scheduling requirements and the cascade of subcontractors involved.



ALTEN is currently partnering with a telecom equipment manufacturer to create 5G infrastructures and in particular to develop technological solutions designed to accelerate operators' 5G deployment.

To this end, more than one hundred ALTEN Engineers are currently working on network function virtualisation (NFV) issues, in which the Group has built up very strong technical expertise.

This technology is one of the main components of a Telco Cloud. It is essential to make the network more intelligent by allowing automatic adaptation to all 5G use cases. It is also more cost effective by consolidating physical resources to reduce network congestion, power consumption and maintenance costs.



Banking, Finance & Insurance

72%

This is the jump in mobile banking usage in Europe during the COVID crisis, in just one week.

Source: Forrester

MARCH 2021

Date on which the European Sustainable Finance Disclosure Regulation came into force for asset management companies.

MEGATRENDS

The health crisis has accelerated the conversion of consumers to digital technology and encouraged uses such as online account opening and credit granting.

Since the Paris climate agreement, financial authorities have sought to redirect capital flows towards sustainable investments and integrate ESG criteria into risk management.

With the digital transformation now complete, the challenge for banks is to become the reference platform for online financial services. The Open Banking approach is essential to achieve this objective.

In parallel, after Basel III, financial institutions are concerned about SFDR compliance, where the collection, traceability and analysis of non-financial ESG data represent a real technological challenge.



Mass migration of applications to the Azure Cloud

One of the largest asset managers in France entrusted ALTEN with the development and maintenance of its 150 business line applications.

As part of this transnational project (with nearshore capacity in Romania), ALTEN is also supporting the migration of applications to the Microsoft Azure Cloud. The client was extremely satisfied with the level of expertise of ALTEN Engineers on this new technology.

These migrations have made it possible to achieve substantial gains in infrastructure costs, to improve the performance of applications and to optimise frontend-backend development procedures.



Retail, Media & Services

3,000

This is the number of data experts targeted by Carrefour in 2026, compared to 500 in 2021.

BUY NOW, PAY LATER

In one year, the integration rate of deferred payment has increased from 26% to 46% in the US retail sector.

Source: Forrester

MEGATRENDS

The pandemic has contributed to the massive adoption of new uses that will be retained by consumers: click & collect, contactless payment, express delivery, personal shopper, social selling, etc.

All brands are accelerating their digital transformation to provide a smooth, multi-channel client experience. This digitalisation now extends to internal and back-office processes.

The use of data is becoming essential for forecasting client demand, proposing personalised offers, making automated product selections, improving logistics flows and optimising prices.



Our client, an international leader in IT solutions for the travel and tourism industry, has signed a global contract with a European rail consortium. Thanks to a new GDS (Global Distribution System) platform, these operators will now be able to propose cross-selling offers combining rail and air travel, thus connecting the rail travel market to the air transport market.

The ALTEN software development center in Sophia is responsible for developing 50% of the modules of this online GDS platform, such as:

- ▶ the search engine;
- ▶ availability check;
- ▶ tariff calculation;
- ▶ after-sales service, etc.

This project mobilised 6 Scrum teams (Developers, data Engineers, etc.), used to working on **massively used applications**, often with a commitment to **zero service interruption**. The GDS is a mission-critical application capable of handling up to **10,000 transactions per second!**

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