

# IMPACT REPORT







Founded on the shores of the Mediterranean Basin of Fos, Groupe ADF has been expanding for over half a century now to become a player serving a sustainable industry. Offering integrated solutions for the production means in the Mobility, Energy, Materials, Sovereign Technologies, Health & Wellness sectors.

Groupe ADF confirms its desire to develop its social responsibility, deploying a genuine CSR policy focusing on social, ethical, and environmental issues. What could be more natural for a company whose credo is founded on improving sustainable performance, team commitment, and innovation?

Under the Smart Industrial Solutions label, explore in this report how the men and women of our company are responding to the challenges raised by the expectations of a changing world.



## OUR VALUES



### KINDNESS

Respect for individuals and their skills lies at the heart of our company.



### CUSTOMER SATISFACTION

We use our imagination to devise solutions to enhance our clients' performance.



### RESILIENCE

We take action every day to create sustainable value.



### VALUE

Celebrating merit and welcoming new talent energises our company.



### TEAM COMMITMENT

Our competitive spirit is driven by our sense of collective commitment.



### HUMILITY

Our humility and courage in tackling the daunting issues of tomorrow make us the challengers.



Conceived and produced according to a low-carbon approach, **we took care to reduce the environmental impact of this report by 30% compared with the average of previous years.**

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# President interview

**MARC ELIAYAN**

PRESIDENT



## One word to define 2022 at Groupe ADF?

Conquest: The last three fiscal years were all exceptional in terms of development. Everyone at Groupe ADF contributed towards the concrete implementation of our One Bud Jet strategic plan. As regards the energy transition, we played a major role in Programmemes such as Heliad X for giga offshore wind turbines, Hinkley Point for the renewal of nuclear power, and digital transition initiatives such as Line 5 at Airbus Atlantic. Finally, the “Talents” programme exemplifies the company’s trajectory in terms of integration, training, and human resource development. Our development plan embodies the genes of our ambition to work alongside our clients towards sustainable development, which is now inextricably linked to the industry of the future.

## How would you assess the overall performance of the Groupe ADF?

In the industrial sector, as in many others, efficiency is heavily dependent on the human factor. Procedures alone are not enough; the collective culture and commitment of each individual play a major role in determining performance. In this respect, our Safety/Environment scores reflect a real improvement. In economic and financial terms, 2022 is a testament to the extent of the work we accomplished over the last few years. Our responsiveness and the resilience of our business model enable us to deliver a higher level of activity and performance than we achieved prior to the Covid-19 crisis. Our markets, still constrained in many sectors, have required adjustments and changes. In terms of our order backlog, with €540M in net orders, we are entering a new year enjoying record visibility.

Still in the performance area, we had financial and extra-financial objectives, including the increase of the EBITDA to more than €34M over the year and reducing our CO2 footprint, which testifies to an effort that began 5 years ago.

In terms of acquisitions, the arrival of Amrikart in Canada and Novexa, whose operation will be finalised in early 2023, marks the Group’s renewed focus on acquisitions. Emphasis is placed on the added value of our proposition, in particular through the acquisition or strengthening of our specialty services.

## Do you think that the Total Impact of Ownership (TIO) model to which you are so strongly committed corresponds to a real industrial sector expectation?

More than an expectation, it is essential to take into account the Total Industrial Impact to successfully meet manufacturers deadlines. To continue representing a sustainable and profitable sector for decades into the future. Our portfolio of collaborations bears witness to this. We are working on a dozen R&D projects, providing support to our customers in phases where the solution to their needs has not yet been formalised. Furthermore, most of the equipment we install comes with an “After-Market” support package, up to and including 10-year follow-up and maintenance in operational conditions contracts. Our range of solutions covered under the “Smart Industrial Solutions” banner focuses in particular on three categories of expectations:

- Eco-responsibility that goes beyond decarbonisation: to this end, we are developing a “Green Industry” label bringing together our expertise in this area;
- Digital technology serving the interests of competitiveness: in the space of three years, Galixia Lab, our dedicated 4.0 unit, significantly expanded its range of solutions through Team Experience.
- Service as support tailored to our clients. The creation of the Programmes Division provides a tangible example of this.

It is this combination that provides a response to the Total Impact of Ownership (TIO).

Finally, the Customer Department, created in 2021, significantly enhances our acuity to market expectations, giving the Group a stronger customer orientation.

## What can be said about Groupe ADF’s environmental ambitions in 2022, and more broadly about your social responsibility?

Having launched our sustainable development policy in 1992, under the aegis of our main clients, we had already achieved a certain number of milestones making Groupe ADF a committed player. In 2022, our adherence to the Global Pact for The Environment marked a new stage in this ambitious approach. We are currently investing to take our direct impact even further, including the carbon footprint of our activities, energy consumption, carbon emissions from our vehicle fleet, and water consumption, as well as supporting our customer in their sustainable development by optimising the efficiency and economy of their processes. It is in this context that we are supporting, with a €1.5 million programme, solutions launched by start-ups such as SAKOWIN for hydrogen, CARGREEN for bio-methane, and Prométhée for terrestrial observation aimed at controlling the use of natural resources.

Beyond the environmental dimension, we are seeking to address social, economic, and ethical issues. Since 2014, we have been actively working to set ourselves apart on several fronts. The introduction of the ECOVADIS CSR assessment contributes to the roll-out of this approach. More than ever, we are striving to offer services that are responsible, innovative, and designed to be more efficient. These elements guide our approach towards competitiveness, consolidating our presence over the long term. Finally, quality of life in the workplace represents a major challenge when it comes to making companies more attractive. From 2023 onwards, we should be positioning ourselves under the “great place to work” label, in order to reflect the progress we have made in recent years.

## How are ethics and compliance understood within the company?

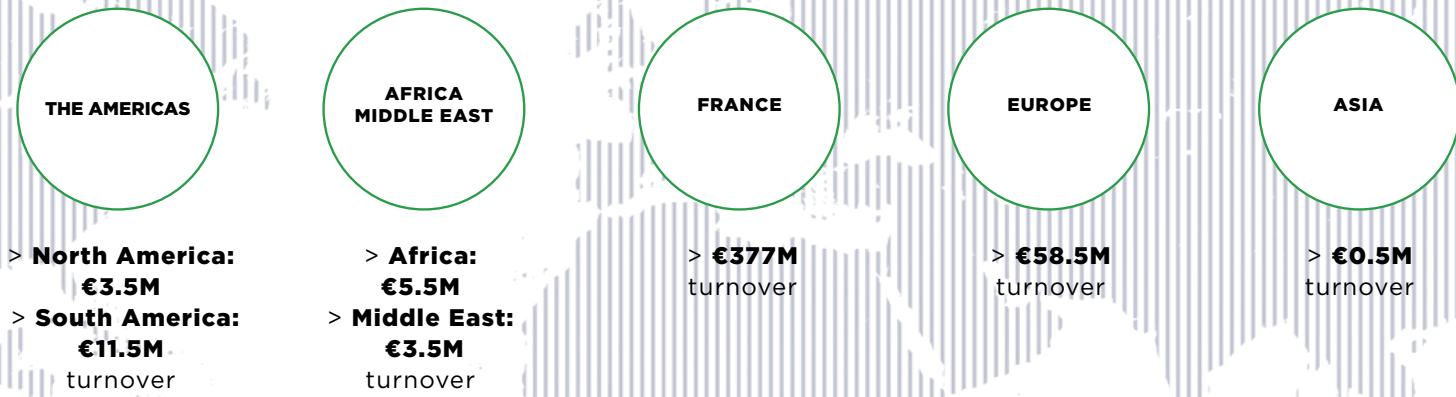
Our programme and procedures in this respect were modernised in 2017 under the Sapin II Act. Nevertheless, these principles needed to be better communicated within our teams. In response, over the last two years we have been working on a code of conduct for all the Group’s employees, across all our regions. “Smart Behaviour for Smart Solutions” is its name. This enables every employee to fully understand the requirements of our code of conduct. In this way, the ethics of teamwork, consideration for all our stakeholders, as well as respect for our products and services are outlined. This corporate social responsibility programme has become a cornerstone of our management and business model. Management teams are fully committed to embodying it by example and ensuring it is put into practice. Weak signals are taken into account by an independent and autonomous reporting system (Speak up), accessible to all.

## A word on the prospect that 2022 offers?

The restructuring of the industrial world comes with many challenges and a healthy dose of wishful thinking. Groupe ADF possesses the resources to meet these challenges, in foreground humility and our team values. As always, we are approaching 2023 with the ambition and humility that are hallmarks of our company.

**Groupe ADF, a global player dedicated to making a positive industrial impact**

# Group profile in 2022



- LOCATIONS**
- > Europe (€435.5M): France, Germany, Belgium, Spain, and the United Kingdom
  - > Africa & the Middle East (€9M): Gabon, Israel, Morocco, and Tunisia
  - > North America (€3.5M): Canada
  - > South America (€11.5M): French Guiana
  - > Asia (€0.5M)

**€460M**  
TURNOVER

**€515M**  
ORDER BACKLOG

**€25M**  
NET DEBT

**€34.6M**  
IN EBITDA

**2.6**  
LTIR

**3,885**  
EMPLOYEES

**7**  
INTEGRATED PRODUCTION FACILITIES

**€16M**  
INVESTED IN INNOVATION  
INCLUDING €1.2M FOR PROJECTS LINKED WITH THE ENVIRONMENTAL OBJECTIVES OF THE EU TAXONOMY

# Company strategy

## Our fundamentals



**The ecological transition, affecting all our customers, whatever their sector of activity**



**Digitalisation, which now takes a prominent place in our value proposition**



**Services as a vector for efficiency and transformation of the customer experience**



### DEVELOPING THE **ADDED VALUE** OF OUR SOLUTIONS

Our ambition is to ensure that consulting and expertise are at the heart of the support provided to our clients. Digitalisation, innovation, and strategic partnerships constitute the main vectors for achieving this objective.

Our Systems Engineering Division invests in the exploratory phases preceding our customers' projects across three vertical areas: Natural Extraction (NATEX), 4.0 Manufacturing (4.M) and Energy Efficiency (EEFY). This ensures that we are able to offer solutions addressing the Total Impact of Ownership (TIO).

Our Innovation Department is following a roadmap enabling us to support our customer in developing 4.0 Industry as well as the energy transition.

Working closely with the Group's Industrial Department, helps to strengthen our connections through partnerships and development teams in three areas: digitalisation, intelligent manufacturing, and energy for the environment.

### DEVELOPING OUR PRE- SENCE IN SECTORS SEEKING **SUSTAINABLE** SOLUTIONS

The societal challenges facing industry involve a requirement for major transformations. The solutions devised by Groupe ADF can contribute to this in several ways. Our TIO promise is first of all an original response, which opens up the perspectives of our customers. Furthermore, our cross-sector and sub-sector perspective provides unique solutions in terms of industrial and environmental performance.

### **INTERNATIONALISING** OUR SERVICES

Expanding our international presence represents an obvious step in our development, whether we are developing best-cost capabilities, accompanying and supporting our clients, or setting up bases in Europe, North America, Africa, or Asia.

### STRENGTHENING OUR OPERATIONAL EXCEL- LENCE BY ENSURING THAT **PEOPLE ARE AT THE** **HEART OF THE SYSTEM**

Operational excellence is clearly a major differentiation factor. Our ambition remains focused on building a viable business model by drastically reducing all non added value time. To achieve this, we rely on the skills of our people and the performance of our equipment. Three development axes are contributing to this:

- Firstly, our training plan, representing more than 25,000 hours per year over the next three years, reflects this drive for performance through a management reference framework and technical modules tailored to our challenges.
- Secondly, the digital transition is gradually helping our employees to carry out their day-to-day business more effectively.
- Thirdly, increase the competence and efficiency of our integrated Programme Division through an ambitious programme.



# Governance



Marc  
**ELIAYAN**  
President



Stéphane  
**LANGRAND**  
Business Model  
General Director



Olivier  
**AZARA**  
Development  
General Director



Ingrid  
**ANIOL**  
Culture and Human  
Capital Director



François  
**GASTOU**  
Innovation &  
Industrial specialties  
Director



Clément  
**SAINT-JALM**  
France Operations  
Director



Caroline  
**JACQUET**  
QSE  
Director



Olivier  
**GRAFMEYER**  
Administrative and  
Financial Director



Elsa  
**CHARPENTIER**  
Legal Affairs  
Director



Olivier  
**CHAUVET**  
Industrial Projects  
Director



Alexandre  
**BRIARD**  
Purchasing  
Director



Didier  
**MARCONI**  
Programme  
Director



Frédéric  
**BARET**  
Executive  
Director



Marine  
**CARDINEAU**  
Marketing & Commu-  
nication Director

## STRATEGIC COMMITTEE

### DEFINES GROUP STRATEGY

Made up of seven shareholder representatives, the Strategic Planning Committee analyses, guides, and validates the strategic decisions presented by the President, ensuring the sustainable development of the Group, while taking into account the interests of all stakeholders. The Committee meets once a month to approve strategic measures involving acquisitions, relocations, and risk reviews. It also scrutinises financial policy and commitments in terms of social, societal, and environmental responsibility.

The Strategic Planning Committee comprises the President, two members of the Board, and four independent directors representing, in particular, investment funds (Etoile ID and Abénex).

## MANAGEMENT BOARD

### DRIVES THE GROUP'S STRATEGY

The Management Board's mission centers on Group's transformation by comparing the long-term strategy and the achievement of daily objectives. A roadmap, established and structured around five strategic themes at the beginning of the year, is reviewed on a quarterly basis to ensure that the Group is kept firmly on the right track. Under the aegis of the President, this corporate body brings together the two General Managers and the Head of Culture & Human Capital.

## EXECUTIVE COMMITTEE

### IMPLEMENTS THE GROUP'S STRATEGY

Chaired by the two General Managers, the Executive Committee implements the Groupe ADF's strategic plan on an operational level. It holds weekly meetings with the Operational and Support Function Departments.

It reviews the Group's health, safety, and environment (HSE), quality, financial, and operational results, and determines the appropriate action plans. The Executive Committee is made up of the members of the Management Board, the Heads of Operations, Projects and Programmes, the Chief Financial Officer, the Head of Purchasing, the QSE Director, and the Managing Director in charge of the General Secretariat.

## OPERATIONAL STEERING COMMITTEE

### MANAGES OPERATIONS

Ensures the steering and governance of their operations by reviewing the various financial, operational (costs/quality/delivery), HSE, and Human Resource indicators.

Thanks to this process, it also prepares the decisions to be submitted to the Management Board.





# Our CSR commitment

Copernicus Satellite industrialised by Groupe ADF

# Acting as a committed and responsible company

Our code of conduct is based on a conviction: the sustainability of the company depends on integrity and the desire to excel in all areas. This integrity applies equally to the way we transact business with our customers, with our suppliers or even to our behavior within our teams and third parties.

## CONDUCTING OUR BUSINESS ETHICALLY AND RESPONSIBLY

### Our actions :

Apply and ensure compliance with the Groupe ADF Code of Conduct as well as our customers' codes of conduct, charters, and other ethical specifications. Train all our employees in these issues and audit our activities, both for the Group and for interested parties.

## ENSURING RESPONSIBILITY IN OUR PURCHASING TO REDUCE OUR ENVIRONMENTAL IMPACT

### Our actions :

Promote local partnerships by mobilising the local economic sector as a priority, including temporary employment agencies, schools, chambers of commerce and industry, and by establishing partnerships with start-ups, particularly in the field of energy innovation. Engage with local communities and customer by participating in regional discussions and projects.

Groupe ADF fully endorses the principles set out in:

- The Universal Declaration of Human Rights
- The European Convention on Human Rights
- The International Labour Organisation's principles
- The United Nations Global Compact principles

All our indicators are aligned with the Global Reporting Initiative (GRI) and Sustainability Accounting Standards Board (SASB) standards. The indicators are measured against a 2021 baseline.



## OUR OBJECTIVES AND INDICATORS ON THE ROAD TO 2025

- > Groupe ADF fully endorses the principles formulated by : **100% of breaches of the Code of Conduct recorded and addressed by an action plan**
- > Partnerships with start-ups: **+5%**
- > Participate in industry associations and their committees responsible for reflection and action on environmental and social impacts: **GMIF and GIFAS (2023), UIC Rhône-Alpes (2024)**

**2**  
ETHICAL ALERTS REPORTED

**12**  
CSR INITIATIVES

**422**  
EMPLOYEES TRAINED IN THE CODE OF CONDUCT

## SUSTAINABLE DEVELOPMENT OBJECTIVES





# Protecting our planet

Climate change, declining biodiversity, pollution, depletion of certain natural resources, soil artificialisation, and so on: the challenges facing our environment are numerous. In addition to reducing the environmental footprint of our activities, Groupe ADF aims to support our customer throughout the lifecycle of their business processes by adopting a proactive and innovative approach.

## REDUCING OUR ENVIRONMENTAL FOOTPRINT, IN PARTICULAR BY FIGHTING CLIMATE CHANGE IN OUR OPERATIONS

### Our actions :

Lowering our energy consumption by investing, monitoring our usage, and raising employee awareness. Reducing our consumption of raw material resources in our infrastructures and operations by focusing on our purchasing and processes, and by raising employee awareness. Continuously improving the sorting of our waste so that it can be recycled more effectively, and raising awareness among our employees to help them change their behaviour at work and at home. Buying and producing carbon-free energy, particularly renewable energy. Optimising our transport policy by optimising our journeys and electrifying our vehicle fleet. Identifying the pollution risks arising from our activities and implementing practical measures to prevent and mitigate such exposure.

## CONTRIBUTING TO OUR CUSTOMERS' ECOLOGICAL TRANSITION, IN PARTICULAR THROUGH INNOVATION AND INDUSTRIAL PARTNERSHIPS.

### Our actions :

Facilitating our customers' ecological transition by offering them sustainable solutions promoting sobriety and environmental efficiency in their processes, including energy savings. Offering services that address the Total Cost of Ownership (TCO) and Total Impact of Ownership (TIO), enabling our customer to control the life cycle of the project they are considering. Implementing energy and natural resource consumption savings into our agreements. Investing in innovation and digitalisation, particularly through strategic partnerships, in order to offer solutions that protect the environment.

## SUSTAINABLE DEVELOPMENT OBJECTIVES



**21%**

OF TURNOVER GENERATED BY PROJECTS LINKED WITH THE ENVIRONMENTAL OBJECTIVES OF THE EU TAXONOMY

**100%**

OF FRENCH PRODUCTION SITES CERTIFIED ISO14001

**0.79KGCO2E/H**  
INTENSITY OF GHG EMISSIONS

DIRECT GHG EMISSIONS (SCOPE 1) : 4022 TCO2E  
INDIRECT GHG EMISSIONS (SCOPE 2) : 112 TCO2E

**€1.2M**

INVESTED IN INNOVATION PROJECTS LINKED WITH THE ENVIRONMENTAL OBJECTIVES OF THE EU TAXONOMY



## OUR OBJECTIVES AND INDICATORS ON THE ROAD TO 2025

- > Energy savings: **-20% consumption** per hour worked
- > Greenhouse gases: **-30% CO2 emissions (kg)** per hour worked
- > Improving the environmental footprint of our infrastructures and activities: **+30% sustainable purchasing**
- > Recycling and recovery of waste: **70% of waste produced**
- > Production of renewable energy: **on two sites**
- > Car-pooling: 100% of employees informed and made aware. **100% of our branches have access to a car-pooling platform**
- > Percentage of energy-efficient vehicles in the ADF fleet: **25% of fleet renewed**
- > ISO 14001 certification of European production sites: **100%**
- > Responses to consultations and calls for tender: **100% include eco-responsible solutions**
- > "Low carbon" maintenance contracts offered to **100% of clients**
- > Revenue generated with a positive impact on the environment: **40% of business activities**

# Promoting responsible purchasing

The Group's purchasing policies incorporate the ten principles of the United Nations Global Compact into its relations with its partners. It is committed to respecting human rights, combating all forms of exploitation in the workplace, supporting workers' rights to collective bargaining, freedom of association, non-discrimination, protecting our environment, and combating all forms of corruption. We firmly believe that developing a responsible purchasing policy and building a relationship of trust with our external service providers are the keys to long-term success.

## BUILDING RELATIONSHIPS OF TRUST WITH OUR SERVICE PROVIDERS

### Our actions :

Requesting our strategic partners to make a commitment alongside us by supporting the values of the Groupe ADF through the signature of a charter stipulating mutual commitments and the development of a CSR approach shared at several levels of the Company.

## ENSURING RESPONSIBILITY IN OUR PURCHASING TO REDUCE OUR ENVIRONMENTAL IMPACT

### Our actions :

Providing our buyers with training and raising their awareness about responsible purchasing; Monitoring our suppliers' commitment to CSR and the implementation of an eco-responsible purchasing policy with the entire supply chain; Integrating environmental criteria into the selection process of service providers during the call for tenders phase.

## INCLUDING SOCIETAL ISSUES, IN PARTICULAR DISABILITY POLICIES, IN THE SELECTION OF OUR PARTNERS

### Our actions :

Promote partnerships with adapted companies (Establishments and Services for Assistance through Work (ESAT) and Adapted Companies (EA)). Consult the GESAT network before procuring subcontracting to identify a potential partnership, giving preference to ESAT-EA companies if the partnership is relevant. Include our clients in this approach by offering them solutions provided by ESAT-EA companies. Increase communications and events relating strong social messages, taking part in external social events such as Pink October, Disability Week, the fight against smoking, Heart Week, and others.



## OUR OBJECTIVES AND INDICATORS ON THE ROAD TO 2025

- > Monitoring of the Payment Deadline indicator and providing a clear view of the processing of customer invoices via a digital platform: **50% of supplier invoices posted end-to-end digitally**
- > Strategic suppliers committed to CSR: **60% of purchasing volume**
- > Purchases from the protected sector: **€2M**
- > Include in our tenders and consultation responses services provided by adapted companies (ESAT-EA): **75% of our tenders and purchasing agreements integrate these issues**

## SUSTAINABLE DEVELOPMENT OBJECTIVES



**14%**

OF STRATEGIC SUPPLIERS COMMITTED TO CSR

**46%**

OF STRATEGIC SUPPLIERS COMMITTED TO THE GROUP'S CSR POLICY

# Investing in human capital

Promote the health, safety, and well-being of our employees in the workplace. Develop and accompany talent. Promote professional equality and diversity, and banish all forms of discrimination. Respect for individuals represents a core value for Groupe ADF. We firmly believe that the company is a place offering opportunities for personal fulfilment. This goes first through optimal health and safety conditions, as well as an environment rich in skill development to stimulate the potential of each individual.

Groupe ADF has been committed to a Quality of Life at Work approach for years and bases all its actions on a set of fundamental values. Now the company is confirming its desire to be a place where relationships are based on trust and satisfaction. Fully in line with the Quality of Life and Working Conditions 2022 agreement. Our corporate culture is structured around the values that drive our daily work. To become a “Great Place to Work” company, Groupe ADF carries out well-being actions at work (ergonomics of workstations, layout of premises, etc.) and is committed to career development plans while ensuring that its social policy sticks to reality (increase in social works, health coverage for all, etc.).

## SUSTAINABLE DEVELOPMENT OBJECTIVES



## PROMOTING THE HEALTH, SAFETY, AND WELL-BEING OF OUR EMPLOYEES IN THE WORKPLACE

### Our actions :

Develop a corporate culture that embraces QSE and social issues to which employees adhere. This is achieved in particular through QSE audits and visits, enabling us to share concerns from the field.

Prevent unsafe situations and accidents by identifying hazardous conditions and intolerable close calls. Dealing with them stringently and issuing an HSE flash report. Implementation of a “One Life” HSE programme, requiring commitment at every level of the company and from all our stakeholders. This is embodied in our operational management through five pillars guiding our practices:

- Learning from our accidents and our successes
- Preventing unsafe situations and accidents
- Making a collective commitment
- Training, supporting, encouraging
- Recognising positive behaviour

The Group remains committed to obtaining new certifications and taking tangible action in CSR area.

Risk prevention, monitoring, and continuous improvement are all driven by a network operating at every level of the company. The entire QSE network provides support for the operational teams across all our business sectors, so that each employee is trained to become personally and daily involved in the animation of this culture and in QSE.

## OUR OBJECTIVES AND INDICATORS ON THE ROAD TO 2025

- > QSE audits and visits: **+20%**
- > Health and safety and ergonomics initiatives: **one new initiative per year**
- > LTIR: **1.9**
- > Theme-based training and awareness campaigns: **+20%**
- > Conduct an internal social survey every two years and improve our QWL index: **+20%**

## DEVELOPING AND ACCOMPANY TALENT

### Our actions :

Placing operational excellence at the center of the skills development model: supporting employees in improving their skills and enhancing their efficiency through the Group's dedicated training organisation, One Training Institute.

Promote employees' career development through personalised exchanges, career paths, and internal mobility.

## PROMOTING PROFESSIONAL EQUALITY, ENCOURAGE DIVERSITY, AND BAN ALL FORMS OF DISCRIMINATION AND HARASSMENT

### Our actions :

Provide support for those with temporary or permanent disabilities by adapting workstations in collaboration with occupational medicine.

Pursue our approach to professional equality between men and women.

Raise awareness of the anti-discrimination and anti-harassment reporting system.

**2.6** LTIR  
& **11.5** TRIR

**888**  
UNSAFE SITUATIONS AND  
CLOSE CALLS DETECTED

**2 394**  
QSE MANAGER  
VISITS

**712**  
NEW  
RECRUITS

**82%**  
MONITORING RATE  
OF CAREER PLAN  
COMPLETION

**8.1**  
YEARS' AVERAGE SENIORITY  
PER EMPLOYEE WITHIN THE  
COMPANY



## OUR OBJECTIVES AND INDICATORS ON THE ROAD TO 2025


- > Transforming professions and skills: **+20% in professional training**
- > Work-study employees: **+15%**
- > Professional interviews and career plans for employees requesting them: **100% completed**
- > Professionalise our integration paths: **100% of new hires involved in an integration path**
- > Improving our Professional Equality Index: **80/100**
- > Response rate to discrepancies arising from the alert reporting system: **100%**

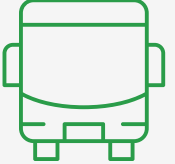


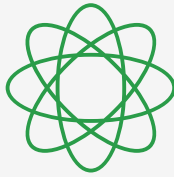



# Smart Industrial Solutions

**Groupe ADF is fully committed to its customers in order to offer them innovative and sustainable solutions that meet society challenges for the decades ahead: low-carbon mobility, energy evolution and transition, and health and food sovereignty.**

  
An actor for development job-creating industrial ecosystems, promoting the renewal of technical sectors of excellence

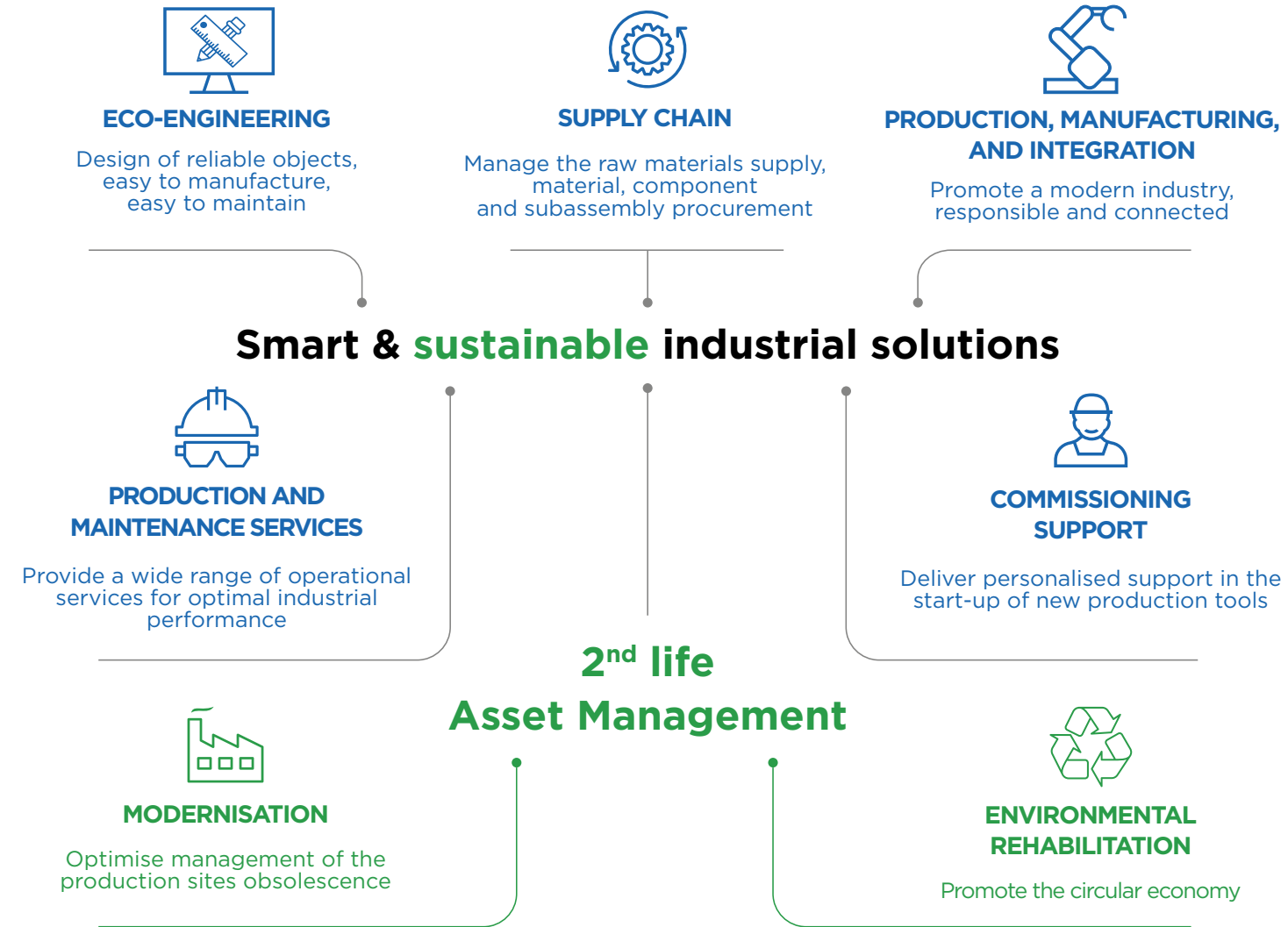
  
Contributing to sustainable mobility for over 10 years, through tried-and-tested fueling solutions and process R&D heavily involved in investments related to hydrogen production and other green molecules

  
Boosting our customers' performance through industrial solutions optimising ownership costs, reducing environmental impact, and increasing the sustainability of infrastructure and production resources

  
Working alongside our long-standing customer to help them move towards diversified energy consumption and sustainable development



In order to provide our customer with complete solutions, our teams respond to every phase in the life of a project. From the design of a solution through its implementation and maintenance, our service offer extends to the modernisation and renewal of equipment.



## Our solutions



### ECO-ENGINEERING

#### Designing reliable, simple to manufacture, easy to maintain products

Committed to our customers, we understand their business, innovate and anticipate their needs and concerns.



### SUPPLY CHAIN

#### Managing the raw material supply, materials, components and sub-assemblies,

In compliance with our sustainable development standards.



### PRODUCTION, MANUFACTURING, INTEGRATION

#### For a modern, responsible and connected industry

We provide integration projects for the construction of production units, infrastructure and plants. We design and manufacture production, assembly and test equipment with integrated functions that add value.



### COMMISSIONING SUPPORT

#### Personal support for the start-up of new production tools

Achieving production rate objectives, while guaranteeing strict compliance with safety and applicable standards.



### PRODUCTION & MAINTENANCE SERVICES

#### Providing a range of operational services for optimised industrial performance

To enable our customers to focus on their core business, we concentrate our efforts on getting the most out of our production resources, in order to cope with increases production rates and prevent unforeseen events.



### MODERNISATION

#### Optimising the management of production site obsolescence

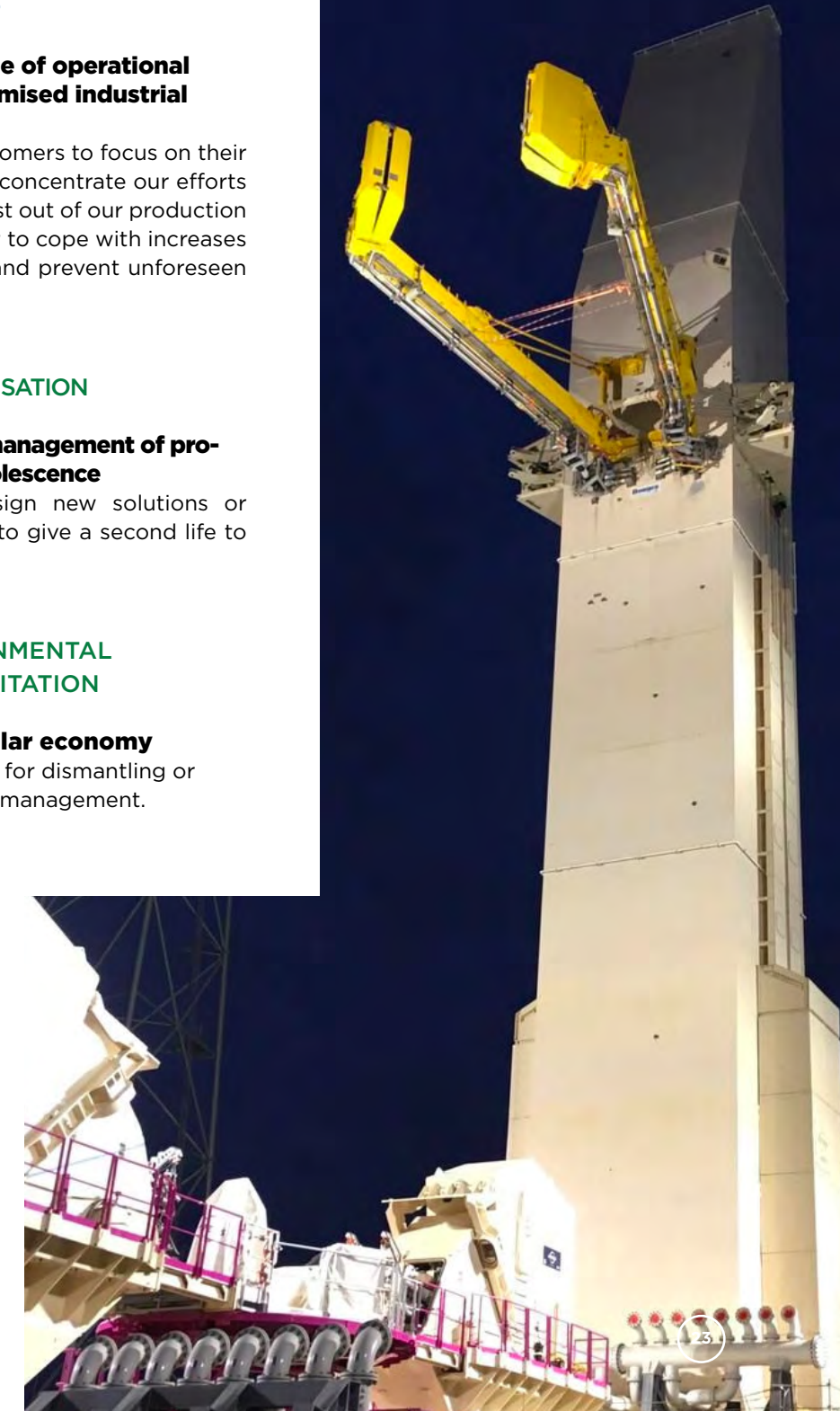
We innovate, design new solutions or transfer activities to give a second life to facilities.



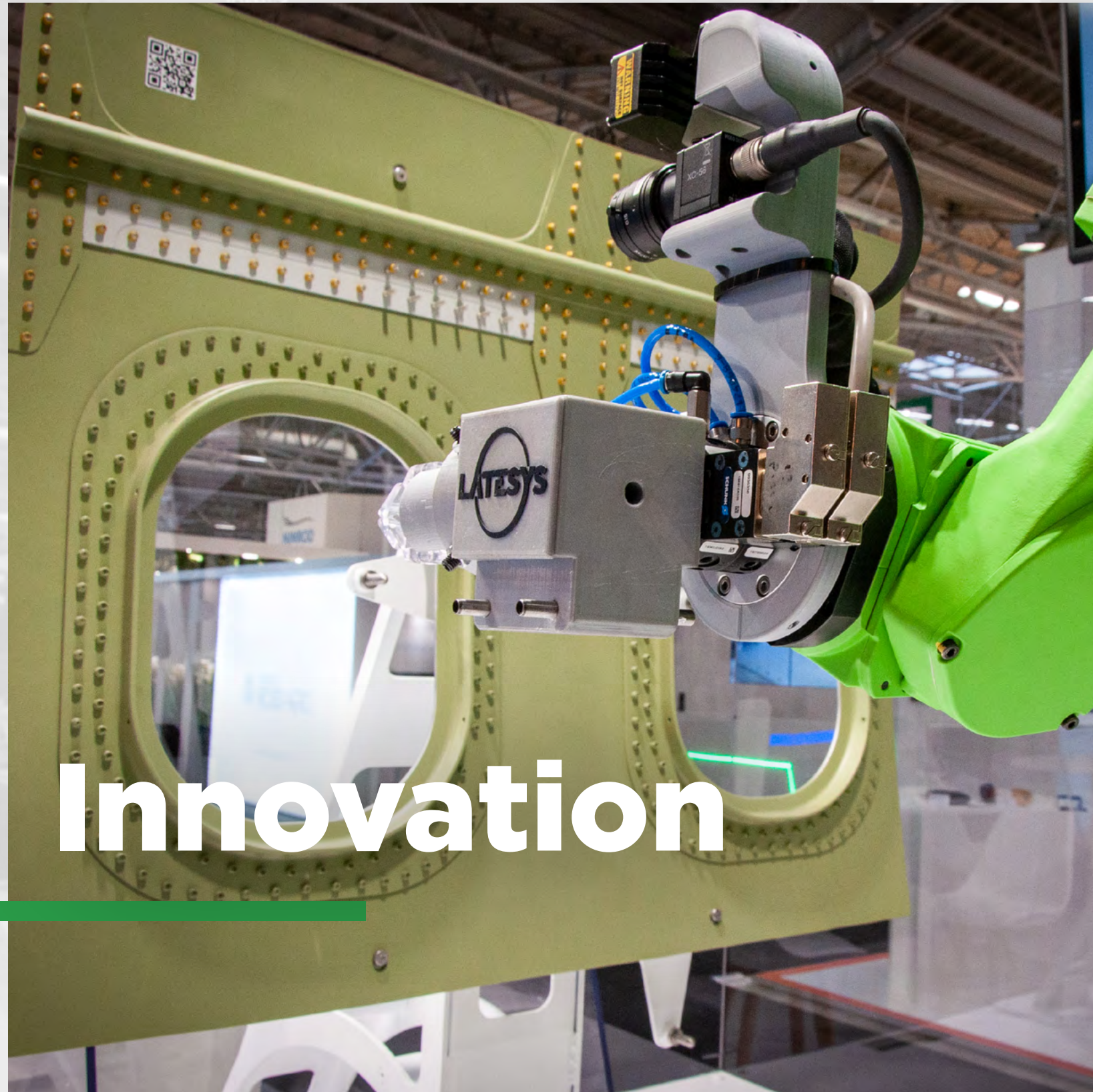
### ENVIRONMENTAL REHABILITATION

#### Promoting circular economy

We offer solutions for dismantling or outsourced waste management.







# Innovation

Aware of the business and environmental challenges facing its industrial customers, Groupe ADF stepped up the involvement of its teams in research, ensuring that solutions are integrated into its range of offerings. Confronted with the challenges of sovereignty, preserving national expertise, and accelerating the transformation of our industries towards modern, high-performance, environmentally-friendly infrastructures, Groupe ADF developed technological building blocks both in-house, with institutional partners, and even with start-ups. The ambitious roadmap rolled out in 2022 is fully in line with the strategic development guidelines set by the public authorities in the various industrial recovery plans, with a particular focus on developing industrial solutions to help our clients implement their transition to a low-carbon energy future.

Measurement-driven assembly lines, the Groupe primary research focus, represent a major development priority for the competitiveness of players in the aeronautics, space, and naval industries.

Supported and financed by both regional and national players - CORAC projects and France Relance projects run by the French General Directorate for Enterprise and the Occitanie Region - Groupe ADF is now the leader in designing integrated systems. These systems optimise productivity, flexibility, and the quality of production. Recognition by measurement and vision are at the heart of our work to improve man/machine cooperation and operator safety. These developments, requiring dexte-

riety and ergonomics, find applications in particular for assembly lines for aircraft sections, space launch vehicles, and naval vessels, automated assembly lines for complex technological equipment, and robotics for satellite constellation assembly lines.

Underpinned by our now systematic "Total Impact of Ownership" approach, these developments are supported by digital solutions placing data acquisition, processing, and decision support at the heart of our business.

Our practical Smart Data approach is designed to be rapidly applied across our projects.

Groupe ADF also focuses its innovation efforts on the development and control of solutions to help manufacturers manage the environmental impact of their processes. The company thus invested in mastering the treatment and separation of green gases, in the production and compression of hydrogen, and in the transformation of material into tomorrow's fuel and energy. It now has highly mature industrial solutions enabling each industrial ecosystem to contribute to the reduction of emissions with a strong environmental impact. In addition, Groupe ADF supports start-ups in raising the Technology Readiness Level (TRL) of their solution and their industrialisation.

## Cosmos, by Galixia Lab



Galixia Lab enhances the sharing and processing of shop-floor data at the very core of industrial processes. Incubated by the Group since 2018, this start-up provides systematic performance research for complex activities involving a wide range of interactions.

The approach focuses on three key areas, which are set out in COSMOS, a world of secure, dynamic, and smart-data ready applications:

- Gathering data as close as possible from the field and operators to tap into operational signals thanks to IoT, tailored and proprietary digital solutions.
- Processing data via algorithms combining planning, skills, and resources with information on space and time.
- Redistributing data and simplifying its interpretation, by integrating user experience concepts tailored to each function and each player in the company.

For Galixia Lab, digital technology won't never replace the operator. Rather, it serves as a means of enhancing the operator's capabilities, adding value to their know-how, and giving them peace of mind while using the IT resources they are used on a daily basis.





# Sectors of activity

As a global player, resilient in the face of global instability and its economic and social consequences, Groupe ADF works to support its customers in adapting their operating environments and transforming their business challenges over the long term. Whether it's modernisation, sustainability, or the transformation of production methods, our solutions are designed to offer our customers more responsible processes.

## Mobility

- AERONAUTICS, RAILWAY,  
URBAN MOBILITY

Groupe ADF has been serving the mobility industry for over 30 years, providing support to the largest contractors in the aeronautics, urban, and suburban rail and bus transport sectors, meeting the challenges of decarbonation, digitalisation, and competitiveness, as well as the sector's increased capacity.

The combined expertise of our ADF, Latésys, and G2Métric businesses enables us to deliver end-to-end solutions. These solutions are adapted to the changing constraints of industry, such as rapid prototyping, industrialisation of technologies or rationalisation of existing infrastructures through transfers or automation of manufacturing units, and transformation to new-generation infrastructures.

All our solutions are designed to be as environmentally friendly as possible.

### We can rely on:

- Local presence in the key manufacturing locations of the aerospace industry
- A design office dedicated to manufacturing engineering, lean manufacturing and ergonomics
- A Supply Chain focused on On Quality Delivery (OQD), On Time Delivery (OTD) & OCD performance of our projects by supporting the ramp-up of our suppliers;
- Unique know-how expertise in our clients' strategic technological building blocks. These include Assembly by Measurement, motorised Jigs, Man & Machine Interfaces, Vision, Robotisation & Digitalisation;
- An ambitious programme of technological development and innovation enabling us to partner with our key accounts on the Factories of the Future.
- ISO9001 / EN9100 certification



## ACHIEVEMENTS

**Design and construction of an automated, robotised production line** for tyre pressure sensors and badges: CONTINENTAL Automotive equipment manufacturer

**Design, construction, and commissioning of the assembly line for BMW & RENAULT ECUs:** VITESCO Automotive Equipment

**CNG fueling station & Design,** construction, and maintenance - CNG infrastructure: TRANSDEV

**New fully automated "Disruptive Line 5<sup>00</sup>"** assembly line for the nose fuselage of the A320 Family at Airbus Montoir-de-Bretagne: flexible, adaptable, secure, and ergonomic: AIRBUS Aéronautique

**New assembly line for the entire FALCON 10X:** DASSAULT Aéronautique

**Design and manufacture of new transportation jigs for the "A320 & A321 rear section" on the Beluga XL/:** AIRBUS Aéronautique

**Design and manufacture of "LIFT" elevators for disabled people** as part of a production approach: ALSTOM TGV



# Energy

- CONVENTIONAL, DECARBONISED,  
RENEWABLE, GREEN ENERGY

Groupe ADF provides support to its clients in transitioning their energy operations.

We cover the entire cycle from production to distribution of carbon-free energy (nuclear), renewable energies (hydro and wind), green energies (green gas and hydrogen), as well as the decarbonation of fossil fuel consumers.

In response to the demands of major reconfigurations, we are on the way to becoming a key player in the construction, maintenance, conversion, and dismantling of production units, guaranteeing safety, availability, and control over environmental impacts.

With a presence on nuclear, renewable, and green energy research and production sites, we provide targeted solutions to address the improvement programme of a fast-changing sector.



## ACHIEVEMENTS

**Supply of skids for high-power nuclear turbines**

**Production of boilerwork and pressure vessels for evolutionary power reactor (EPR) technology**

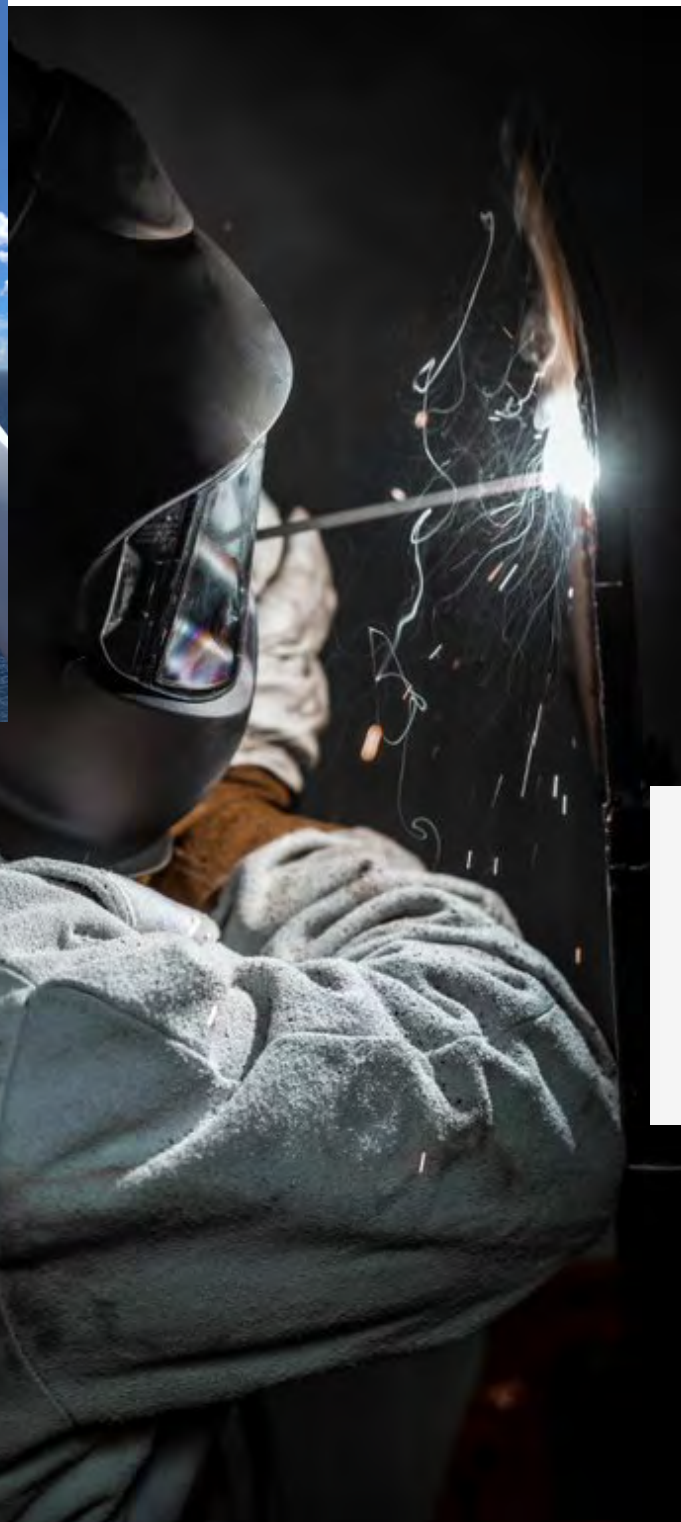
**Design and operation of production lines for high-power wind turbines**

**Production of thermal fluid circuits** for the new industrial sites involved in implementing the energy transition (Gigafactories)

**Installation of fluid circuits** for the ITER Project (Nuclear Fusion)

**Development of CNG (CNG/LNG) and hydrogen fueling solutions**

**Support for a new industrial hydrogen by electrolysis production site**



# Materials

- CHEMICAL, STEEL, GLASSWORKS, MINING

The material and processing sector plays a vital role in today's world economy. Companies in this sector are undergoing a transformation towards the "industry of the future". Groupe ADF assists its clients in their improvement and innovation projects involving "advanced material" and their transformation processes.

Our high value-added solutions and services:

- Automation and robotisation of manufacturing;
- Digitalisation and modelling of processes;
- Design and integration of new transformation processes with low environmental impact, such as energy, water, carbon footprint, and waste;
- Prototyping and metrology;
- Artificial intelligence enables them to meet the expectations of their customer, their development projects, regulatory constraints, as well as the major challenges of their business sector through process innovation, energy savings, reduced production costs, environmental impact, recycling and reuse in the service of a circular economy;

**We can rely on:**

- **A local network of over 70 sites in Europe and Africa**
- **A maintenance engineering center dedicated to chemical and steel industry technologies**
- **Over 4,000 technology references available on our customers' sites**
- **Expertise in outsourced waste management and industrial cleaning processes**

## ACHIEVEMENTS

**EUROGLASS Hamburg:** New flat glass sheet production line, for information - €4M

**ARCELORMITTAL:** Strategic development of our operations alongside ArcelorMittal in Spain. New maintenance agreement in Asturias at Gijon, for info €2.4M/year

**EXXONMOBIL Notre Dame de Gravenchon:** 7-year maintenance agreement for chemical units, for info. €2.4M/year

**OMYA:** New OMEY agreement

**CALCIA:** Current maintenance framework agreement



# Technology

- SPACE & DEFENCE

Groupe ADF has been active in these fields for three decades and was able to adapt its offers to meet the new challenges of sovereignty, industrialisation, sustainability, and expected innovation.

The advent of low-environmental-impact solutions, combining performance and efficiency, puts Groupe ADF in a favorable position, as it benefits from its cross-sectoral experience in terms of integrated solutions and quality and safety standards.

These solutions rely on a general Factory 4.0 approach incorporating technological building blocks for automation, “human-robot” collaborative work, intelligent data management, and hyper-traceability of production data. This ensures our clients to enjoy a high level of competitiveness in terms of both their products and their production resources.

## We can rely on

- Our cross-sector experience working in constrained standards environments, enabling us to propose the best technical and service solutions
- Integration engineering specialising in the automation and linking of technological bricks
- Production workshops meeting the highest quality standards
- A programme management methodology adaptable to different product development cycles
- An ecosystem of start-ups under agreement, steered internally by our Galixia laboratory, catalysing our innovation and digitalisation efforts

## ACHIEVEMENTS

**Installation of fluid networks** on the launch pad for the CNES Callisto reusable launcher demonstrator

**Initial maintenance and operation of the Ariane 6 launch complex for the Ariane Group**

**Support for new-space start-ups** by providing resources to Latitude, formerly Venture Orbital Systems, for their test bench

**Developing production resources to support the increased output of Ariane 6's Vulcain engines for the Ariane Group**

**Versatile assembly line for Airbus Défense and Space's CO3D satellites** and associated logistics resources

**Test, production, and trial facilities** for the defence industry



## We can rely on:

- High-performance, competitive solutions tailored to specific needs
- Tailor-made turnkey equipment solutions to meet your objectives
- The only service provider capable of working on a cross-functional basis, designing a complete production process on the basis of premium solutions

# Health & Wellness

- NUTRITION & HEALTH

In 2022, Groupe ADF took on a new dimension within the Health & Wellness sector, thanks to the expansion of its markets into three new segments: (i) Flavours & Fragrances, (ii) Food & Ingredients, (iii) Cosmetics and Health.

The new technological building blocks resulting from TOURNAIRE EQUIPEMENT integration combined with our engineering process, digital industrial unit and maintenance solutions enable us to support our customers through the evolution of their production.

Innovation, R&D and our ability to invest are major topics in this changing sector. Our collaborative platform WiNatLab allows us to test and qualify innovative processes in order to develop with our customer, industrial solutions with high added value.

Our wide range of industrial sectors experience enables us to offer solutions that guaranteeing the production, within short lead times, of products that meet ever higher standards of quality and traceability, while ensuring a rapid return on investment. Our vision is oriented towards global industrial performance.

## Our mission “an Eco responsible approach”

To play a key role in deploying technologies and services for alternative solutions from Green, Plant-based Chemistry, and transformation of natural raw materials. We aim to make an active contribution to innovation in the sector and to the implementation of high-performance, high added-value industrial solutions. Groupe ADF is committed to sustainable development and respect for our environment.

## ACHIEVEMENTS

### Cosmetics:

- Squalene extraction with SOPHIM Ibéria in Spain
- Supply of 5 distillation rectification units, including 1 column of 2500 mm in diameter, to exploit squalene extracted from the residue of a biodiesel production process.

### Food & Ingredients:

- Citrus essential oil with CITROJUGO in Mexico
- A turnkey Lime essential oil purification unit .

### Flavours & fragrances:

- Aroma distillation with ISOBIONICS in the Netherlands
- A turnkey Molecular Distillation unit of aroma from BIOTECH (fermentation)
- Design and production of a degreasing and marking machine for perfume bottles for PACO RABANNE
- A maintenance and multi-annual work contract for TEREOS on the Nesle site.



# Financial information

<b>INCOME STATEMENT</b> IN €M	<b>2022</b>	<b>2021</b>	<b>2020</b>
<b>Turnover</b>	<b>459.8</b>	<b>390.3</b>	<b>320.3</b>
Purchases and external charges	-242.9	-196.9	-154.7
Payroll costs	-183.5	-162.6	-148.9
Taxes	-6.8	-6.1	-6.4
Other current operating income and expenses	9.8	5.6	3.8
<b>Current gross operating income</b>	<b>36.4</b>	<b>30.3</b>	<b>14.2</b>
Depreciation and amortisation	-12.5	-12.3	-14.1
Non-recurring operating income and expenses	-1.3	-3.6	-1.0
<b>Operating profit</b>	<b>22.6</b>	<b>14.3</b>	<b>-0.9</b>
Financial result	-3.7	-3.2	-3.9
<b>Net profit of consolidated companies</b>	<b>13.8</b>	<b>10.3</b>	<b>-3.2</b>

<b>ASSETS</b> IN €M	<b>2022</b>	<b>2021</b>	<b>2020</b>
Intangible assets	8.8	10.4	11.8
Goodwill	74.9	74.1	73.5
Tangible assets	23.5	19.5	19.0
Usage rights	14.8	16.3	17.5
Other non-current assets	8.7	6.8	6.5
Current assets	307.5	280.5	258.2
Of which cash position	86.4	85.1	86.0
<b>Total Assets</b>	<b>438.2</b>	<b>407.6</b>	<b>386.5</b>

<b>LIABILITIES</b> IN €M	<b>2022</b>	<b>2021</b>	<b>2020</b>
Shareholders' equity	63.6	49.0	37.7
Of which Group share	63.6	48.7	37.5
Non-current liabilities	116.2	128.2	124.1
Of which provisions for R&D	6.8	8.3	9.0
Current liabilities	258.4	230.4	224.7
Of which debt	256.0	228.0	222.9
<b>Total Liabilities</b>	<b>438.2</b>	<b>407.6</b>	<b>386.5</b>

# Methodological note

Indicator label	Value	KPMG revue	Methodology
<b>Number of new hires in 2022</b>	712 people hired		Number of open-ended contracts, fixed-term contracts, professional training contracts, and apprenticeship contracts signed and completed by integrating employees for all French subsidiaries between January,1th 2022 to December,31th 2022.
<b>Percentage of employees with permanent contracts</b>	94%	✓	The ratio between the number of permanent contracts still active as of December,31th 2022 for all French subsidiaries and the total number of employees under all types of contracts, including permanent contracts, fixed-term contracts, professional training contracts, apprenticeship contracts, and internship contracts, remaining active as of December,31th 2022 at these same subsidiaries.
<b>Average years of service per company employee</b>	8.10 years		Number of years of employment corresponding to the difference between December,31th 2022 and the length of service of the employee still working for the company on December,31th 2022, including the length of service accrued when the company was acquired.
<b>Monitoring rate of career plan completion</b>	82%	✓	For all French subsidiaries, the progression of each career plan is measured by comparing the number of milestones achieved, such as training, salary increases, and so on, with the number of milestones planned over the reference period from January,1th 2022 to December,31th 2022.
<b>Indicators showing the disparities in the rates of individual pay raises and promotions between genders</b>	"20/20"		On the Travail-emploi.gouv.fr website: percentage of male employees receiving a pay raise, compared with the percentage of female employees receiving a raise across all French subsidiaries as of December,31th 2022.
<b>Percentage of employees trained in the Code of Conduct</b>	422 employees		Number of employees under open-ended and fixed-term contracts having received in-person training in the Code of Conduct in France over the period from January,1th 2022 to December,31th 2022, divided by the total workforce.
<b>Number of ethical alerts reported</b>	2 alerts	✓	Number of ethical alerts reported in France between January,1th 2022 and December,31th 2022. Alerts are reported by means of a QR Code linked to a confidential online questionnaire, either directly by those wishing to submit a notification, or by the Legal Department or Human Resources Department, having been informed of a concern covered by the "ethics" issues, or having received an e-mail via the address speakup@groupeadf.com. The QR Code tracking system was introduced in 2022.
<b>Percentage of French production sites with ISO 14001 certification</b>	37.5%		Number of production sites (workshops, offices) located in France certified ISO 14001 in 2022 as a proportion of the total number of French production sites.
<b>Direct GHG emissions (scope 1)</b>	4022 tCO2e	✓	The greenhouse gas emissions report is drawn up on the basis of the methodological guide (V5 - 07-2022) and the emissions factors (Footprint) set out by the French Environment and Energy Management Agency (Ademe). In this report, we declare the GHG emissions generated by the Group's entities located in mainland France for the year 2022. The scope covers direct GHG emissions (Scope 1) and indirect emissions resulting from energy use (Scope 2). Emissions are reported as tonnes of CO2 equivalent. These emissions are calculated directly from the consumption of natural gas in kWh HCV and propane in kg, and the consumption of fuels such as RNG, petrol, diesel, e85, and LPG in litres.
<b>Indirect GHG emissions (scope 2)</b>	112 tCO2e		These emissions are calculated directly from the consumption of electricity (in kWh).
<b>GHG emission intensity</b>	0.79kgCO2e/h		This indicator totals the emissions of scopes 1 and 2 in kgCO2e per hour worked within France.

<b>Energy consumption in workshops, offices, etc.</b>	6,018,881 kWh		Consumption of electricity, natural gas, propane, and non-road diesel by our French sites, workshops and offices, in kWh, over the period from January,1th 2022 to December,31th 2022.
<b>Number of CSR initiatives</b>	12		Number of CSR proposals + number of environmental proposals recorded by all sites, including international facilities, from January,1th 2022 to December,31th 2022, on our QSE platform (XOS).
<b>Percentage of energy-efficient vehicles in the ADF fleet</b>	3%	✓	Defining the proportion of energy-efficient vehicles used by the Groupe ADF takes into account those present in the fleet on December,31th 2022 in France and French Guiana. In calculating this indicator, short-term rental vehicles are not taken into account. Vehicles designated as "energy-efficient" include electric vehicles, rechargeable hybrids, and non-rechargeable hybrids.
<b>Frequency rate of accidents with and without time off work (TRIR)</b>	11.5		Number of occupational accidents with and without time off work (AAA+ASA) not refused by the French Primary Health Insurance Fund (CPAM), divided by the number of hours worked, multiplied by 1,000,000 hours. Period from January,1th 2022 to December,31th 2022. The scope covers all Group entities, including international operations, and all types of contracts including open-ended contracts, fixed-term contracts, temporary staff, and traineeships. Accidents occurring on the way to or from work are not included in this indicator.
<b>Lost Time Injury Frequency Rate (LTIR)</b>	2.6	✓	Number of accidents with time off work not refused by the CPAM, divided by the number of hours worked, multiplied by 1,000,000 hours. Period from January,1th 2022 to December,31th 2022. The scope covers all Group entities, including international operations, and all types of contracts including open-ended contracts, fixed-term contracts, temporary staff, and traineeships. Accidents occurring on the way to or from work are not included in this indicator.
<b>Unsafe situations and near miss incidents detected</b>	888		Number of unsafe situations and near misses recorded on our QSE platform (XOS) for the period January,1th 2022 to December,31th 2022 This indicator includes all our sites, including international locations.
<b>Number of QSE visits</b>	2394		Number of safety visits carried out by designated managers over the period from January,1th 2022 to December,31th 2022. Safety visits = QSE Visit or HSE Audit 12 Golden Rules. This indicator concerns all our sites, including international locations.
<b>Number of local partnerships promoting regional employment</b>	5 partnerships		Number of partnerships updated over the period from January,1th 2022 to December,31th 2022 with organisations dedicated to promoting employment, such as Pôle Emploi and Industreet.
<b>Average hours of training attended by employees</b>	16.57 hours	✓	Number of hours completed divided by the average headcount for the year. This indicator includes in-person, remote, and e-learning training provided by employees on open-ended and fixed-term contracts between January,1th 2022 to December,31th 2022 in France.
<b>Percentage of turnover generated by projects linked with the environmental objectives of the EU taxonomy</b>	21%	✓	The audited annual turnover base for the period from January,1th 2022 to December,31th 2022, covering all business activities for the fiscal year, is used to identify projects linked with the environmental objectives of the EU taxonomy: nuclear, natural gas for vehicles, wind power, depollution. This indicator is the ratio of this turnover against Group's consolidated annual turnover.
<b>Amount invested in innovation projects linked with the environmental objectives of the EU taxonomy</b>	€1,200K	✓	From the audited annual turnover database for the period from January,1th 2022 to December,31th 2022 which includes all the activities carried out during the fiscal year, projects corresponding to themes eligible for the research tax credit, are identified, validated by a specialist consultancy and linked with the environmental objectives of the EU taxonomy, including nuclear power, natural gas for vehicles, wind power, depollution. Expenditures shown correspond to personnel costs only.
<b>Percentage of strategic suppliers committed to CSR</b>	14%	✓	Number of active French strategic suppliers having a committed CSR approach, i.e. with a CSR charter, label, certificate or internal CSR approach, divided by the total number of active French strategic suppliers (322 suppliers) in our Supplier Relationship Management (SRM) system over the period from January,1th 2022 to December,31th 2022.
<b>Strategic suppliers' commitment to the Group's CSR policy</b>	46%		Number of strategic suppliers having signed the CSR Charter (annex GT&C) divided by the total number of strategic suppliers (Top 100) over the period from January,1th 2022 to December,31th 2022, within France. Monitored via monthly reporting.

✓ Indicator verified by KPMG with moderate assurance.



# Non-financial information

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## LIMITED ASSURANCE REPORT BY ONE OF THE STATUTORY AUDITORS ON A SELECTION OF SOCIAL AND ENVIRONMENTAL INFORMATION PUBLISHED IN THE 2022 ANNUAL REPORT

*This is a free English translation of the Statutory Auditor's report issued in French and is provided solely for the convenience of English-speaking readers. This report should be read in conjunction with, and construed in accordance with, French law and professional standards applicable in France*

### - For the year ended 31 December 2022

To the President,

In our capacity as Statutory Auditor of your company ADF Croissance (hereinafter the "Entity"), we have undertaken a limited assurance engagement on a selection of social and environmental information<sup>1</sup> (hereinafter the "Information") selected by the Entity, prepared in accordance with the Entity's procedures (hereinafter the "Guidelines") and identified by the symbol √ in the [Annual Report] for the year ended 31 December 2022 (hereinafter the "Report").

The conclusion expressed below relate solely to the Information and not to all the information presented.

## Conclusion

Based on the procedures we have performed, as described under the "Nature and scope of procedures" section, and the evidence we have obtained, nothing has come to our attention that cause us to believe that the Information selected by the Entity and identified by the symbol √, taken as a whole, is not presented fairly in accordance with the Guidelines, in all material respects.

## Preparation of the social and environmental Information

The absence of a commonly used generally accepted reporting framework or a significant body of established practices on which to draw to evaluate and measure the Information allows for different, but acceptable, measurement techniques that can affect comparability between entities and over time.

Consequently, the Information needs to be read and understood together with the Guidelines, summarised in the Report.

## Responsibility of the Entity

Management of the Entity is responsible for:

- selecting or establishing suitable criteria for preparing the Information;
- preparing the Information by applying the Entity's "Guidelines" as referred above; and
- designing, implementing and maintaining internal control over information relevant to the preparation of the Information that is free from material misstatement, whether due to fraud or error.

## Responsibility of the Statutory auditor

Based on our work, our responsibility is to provide a report expressing a limited assurance conclusion on the fair presentation of the Information, in all material respects, in accordance with the Guidelines.

## Applicable regulatory provisions and professional guidance

We performed the limited assurance engagement in accordance with the International Standard on Assurance Engagements ISAE 3000<sup>2</sup>.

## Independence and quality control

Our independence is defined by the provisions of Article L.822-11 of the French Commercial Code and the French Code of Ethics for statutory auditors (Code de déontologie). Moreover, we have implemented a quality control system that includes documented policies and procedures to ensure compliance with applicable regulatory requirements, ethical requirements and the professional guidance issued by the French Institute of Statutory Auditors (Compagnie Nationale des Commissaires aux Comptes) relating to this engagement.

## Means and resources

Our work engaged the skills of five people between April and June and took a total of four weeks.

We were assisted in our work by our specialists in sustainable development and corporate social responsibility.

<sup>(1)</sup> Percentage of employees with permanent contracts, Monitoring rate of career plan completion, Number of ethical alerts reported, Direct Greenhouse Gas emissions (scope 1), Indirect Greenhouse Gas emissions (scope 2), Greenhouse Gas emissions intensity, Percentage of energy-efficient vehicles in the ADF fleet, Lost Time Injury Frequency Rate (TFI), Average hours of training attended by employees, Percentage of turnover generated by projects linked with the environmental objectives of the EU taxonomy, Amount invested in Innovation projects linked with the environmental objectives of the EU taxonomy, Percentage of strategic suppliers committed to CSR.

<sup>(2)</sup> ISAE 3000 (Revised) - Assurance Engagements Other Than Audits or Reviews of Historical Financial Information



## Nature and scope of procedures

We are required to plan and perform our work to address the areas where we have identified that a material misstatement of the Information is likely to arise.

The procedures we performed were based on our professional judgment. In carrying out our limited assurance engagement on the Information:

- We obtained an understanding of the Entity's activity;
- We assessed the suitability of the Guidelines in terms of their relevance, completeness, reliability, neutrality and understandability, and taking into account industry best practices where appropriate;
- We obtained an understanding of internal control and risk management procedures the Entity has put in place and assessed the data collection process to ensure the completeness and fairness of the Information;
- For the selected Information, we implemented:
  - analytical procedures to verify the proper consolidation of the data collected and the consistency of any changes in those data;
  - tests of details, using sampling techniques, in order to verify the proper application of the definitions and procedures and reconcile the data with the supporting documents. This work was carried out on the entity headquarters and covers between 79% and 100% of the consolidated Information.

The procedures performed in a limited assurance review are less in extent than for a reasonable assurance opinion in accordance with the professional guidance of the French Institute of Statutory Auditors (Compagnie Nationale des Commissaires aux Comptes); a higher level of assurance would have required us to carry out more extensive procedures.

Marseille, 16 June 2023  
KPMG S.A.

**Fabien Seksik**  
Partner

**Fanny Houlliot**  
ESG Expert  
ESG Centre of Excellence  
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