

The background of the cover is a composite image. On the left, a hand is shown holding a tablet. The tablet's screen displays a glowing globe with a network of white lines and dots, set against a city skyline at night. The right side of the cover is dominated by a large, diagonal orange shape that overlaps a dark blue-grey area. The overall aesthetic is futuristic and technological.

# ACTIVITY REPORT

2023

*Solutions***30**

Solutions for New Technologies

## OUR MISSION ||

**Making the technical and technological changes that are changing our everyday lives more accessible to everyone in their homes and businesses.**

The digital transformation and the energy transition are changing the world, disrupting society, and transforming the way we live.

The teams at Solutions30 SE and its subsidiaries (“Solutions30”) are at the heart of these changes, locally and across Europe, helping to make these major trends a reality. Rolling out new technologies, equipping homes and businesses, and supporting users: those are our commitments to help bring about a world that is more interconnected and more sustainable.







## OUR VALUES ||

Solutions30's values are the principles that guide our approach to working with and supporting our customers, our employees, our suppliers, and our partners.



An approach based on innovative technology to go beyond our customers expectations and find new solutions to meet their needs.



An ongoing commitment to a more sustainable and connected world, to customer satisfaction and value creation.



An agile organization for greater efficiency and the ability to adapt quickly to customer demand in a constantly changing world.



Autonomy and responsibility are essential for our organization.



Proximity to our customers and partners to build solid and trusting relationships.



Our professionalism is based on training and development of our expertise as well as integrity and ethical behavior, both sources of performance.

INNOVATION

COMMITMENT

AGILITY

ENTREPRENEURSHIP

PROXIMITY

PROFESSIONALISM



## OUR SOLUTIONS ||

**We offer rapid-response multi-technology services to help accelerate the digital transformation and the energy transition.**

A true stakeholder in the digital and green revolutions, Solutions30 connects businesses and individuals to networks, installs and maintains digital equipment, and supports end users.

Solutions30 helps its customers, many of whom are major international groups, to speed up roll-out and adoption times for new technologies, offering end users a more fluid and seamless experience.

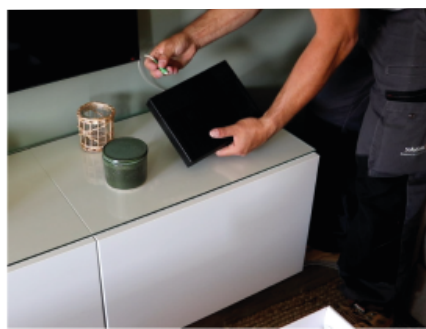
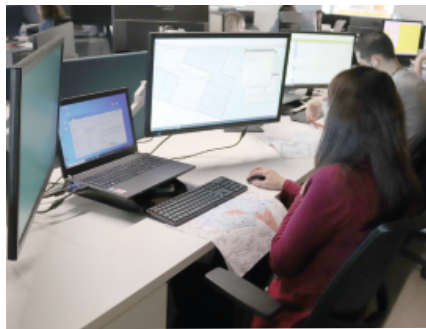




## CONNECTIVITY SOLUTIONS

Dedicated services for broadband and ultra-fast internet

- Fixed-line networks
- Subscriber connections
- Mobile networks



## ENERGY SOLUTIONS

Dedicated services for installing and maintaining energy infrastructure and equipment

- Smart meters
- Electric mobility
- Renewable energy: solar and wind
- Smart grids



## TECHNOLOGY SOLUTIONS

Dedicated services for installing and maintaining digital equipment

- IT
- Networks
- Technical facility management
- Payment solutions
- End-to-end IT support services, with on-site and remote solutions
- Workstations
- Facility management



## || OUR SERVICES



### CONSULTING

Studies &, auditing, planning, optimization, and follow-up



### DEPLOYMENT

Equipment installation and integration, network roll-outs and updates, end user call-outs



### MAINTENANCE

Preventative and curative maintenance, user support



### MANAGEMENT SERVICES

User experience, quality control, process automation



# HISTORIC EUROPEAN GROWTH



EXPERT  
TECHNICIANS  
**16,000**



DAILY CALL-OUTS  
**+ 80,000**  
SINCE 2003  
**+ 65 million**



AVERAGE ANNUAL GROWTH  
SINCE 2007  
**26%**



DATE  
CREATED  
**2003**



REVENUE  
2023  
**1,057 M€**

## A solid technical platform: the backbone of the group's efficiency

**Solutions30** technicians work directly with users (individuals or companies) on behalf of the large groups they represent. They are the key to creating a positive user experience and managing the customer relationship.

The density of **Solutions30's** network ensures that the right technician is available in the right place, at the right time, and at the best price, while supporting the most demanding roll-out schedules.

## An extensive European footprint

Since its creation in 2003, **Solutions30** has proven itself a trusted partner for major technology and energy companies.

The organization combines growth and operational efficiency by using an IT platform that ensures the right skills are available in the right place, at the right time and at the best price.

Between 1 and 2% of revenue is invested in this platform every year and has been since the group was founded.

# || GOVERNANCE

## THE SUPERVISORY BOARD

Our independent Supervisory Board supervises group management practices and advises the Management Board, while ensuring compliance with applicable rules and regulations.

The Supervisory Board is composed of seven members, all of whom are independent, and is supported by three specialized subcommittees: the Nominations and Remunerations Committee, the Audit, Risk and Compliance Committee, and the Strategy and ESG Committee.



### Jean-Paul COTTET

Member of the Supervisory Board since April 2018  
Chair of the Strategy and ESG Committee

French – Independent member



### Pascale MOURVILLIER

Member of the Supervisory Board since December 2021  
Strategy and ESG Committee  
Audit, Risk and Compliance Committee

French – Independent member



### Caroline TISSOT

Member of the Supervisory Board since May 2017  
Strategy and ESG Committee

French – Independent member

**Alexander SATOR**  
Chairman of the Supervisory Board since September 2018 and member of the Supervisory Board since May 2015  
Chairman of the Nominations and Remunerations Committee

German – Independent member



**Yves KERVELLANT**  
Member of the Supervisory Board since April 2019  
Chair of the Audit, Risk and Compliance Committee  
Nominations and Remunerations Committee

French – Independent member



**Paola BRUNO**  
Member of the Supervisory Board since June 2023  
Strategy and ESG Committee  
Nominations & Remunerations Committee

Italian – Independent member



**Thomas KREMER**  
Vice-chairman of the Supervisory Board since April 3, 2024 and member of the Supervisory Board since June 2022  
Strategy and ESG Committee  
Audit, Risk and Compliance Committee

German – Independent member







## || MESSAGE FROM THE SUPERVISORY BOARD

After a difficult time of transition from which it only emerged stronger, in 2023, Solutions30 turned a new page in the story that it started twenty years ago. With exceptional growth in the Benelux and major commercial successes in Germany, the group has proven its ability to successfully duplicate its model outside of France, while also working to restore margins.

As we enter a new phase of profitable growth, the group and its Management Board can count on the support of the Supervisory Board in matters of governance and responsible growth.

2023 showed us how stable group governance has become, with shareholders at the general meeting voting to renew the mandates of Yves Kerveillant and myself. The Supervisory Board has also done its utmost to maintain its total independence and to improve the gender diversity of its members. Finally, the arrival of Paola Bruno added even more skills to the board, with her specialization in corporate finance, strategy, compliance, and investor relations. Given her experience in the United Kingdom and Italy, she is also bringing a new point of view on two markets that are important for the group.

Solutions30's business is at the heart of two major trends that will shape the world of tomorrow: the digital transformation and the energy transition. Group employees contribute to both of these trends concretely and on a daily basis, and I am impressed by their commitment. On behalf of the Supervisory Board, I would like to express our full confidence once again in the group, and to offer our support as it grows ambitiously for the benefit of all its stakeholders.

Alexander Sator  
Chair of the Supervisory Board

# || GOVERNANCE

## MANAGEMENT BOARD

Our Management Board focuses on the proper execution of our profitable growth strategy.

The Management Board is made up of four members and is supported by two types of executive committees: a Group Executive Committee (support and group-wide functions) and a Country Executive Committee (operational management).



**Amaury BOILOT**  
Group General Secretary  
Member of the Management  
Board since May 2017  
French



**Wojciech POMYKALA**  
Chief Operations Officer  
Member of the Management Board  
since February 2023  
Polish



**Gianbeppi FORTIS**  
Co-Founder and Chairman of the  
Management Board since 2005  
Italian



**Luc BRUSSELAERS**  
Chief Revenue Officer  
Member of the Management Board since  
July 2020  
Belgian





## || MESSAGE FROM THE MANAGEMENT BOARD

In 2023, for our twentieth anniversary, we reached our symbolic target of one billion euros of revenue, as planned. All our business indicators have shown clear improvement.

After a difficult and decisive period that has only made it stronger, the Group returned to a sustained growth trajectory with improved margins in 2023. The second half of the year, in particular, confirmed a strong upward trend in profitability, with a return to double-digit EBITDA margins in the Benelux and significant improvements in France.

Throughout the year, we have continued to implement our CSR policy, reaching or exceeding our main targets. We are particularly focused on reducing our carbon emissions, on safety, on hiring and training young people, and on supporting the advancement of women.

In 2024, Solutions30 is entering a new phase of profitable growth. The Benelux is proving to be a powerful source of value creation. In France, growth in the energy market is in full swing, especially for solar power. Germany, where we have had major commercial successes in the fiber segment, should become an important growth driver for the group.

With all our committed teams, we are determined to continue our expansion throughout Europe, and we are confident in the group's capacity to return to our normal level of double-digit EBITDA margins over the medium term. As a partner of major corporations around Europe, Solutions30 is well positioned to seize the many opportunities offered by the digital transformation and the energy transition.

Gianbeppi Fortis  
Chairman of the Management Board

# BUSINESS MODEL

**OUR SOLUTIONS**

- CONNECTIVITY
- ENERGY
- TECHNOLOGY

**OUR SERVICES**

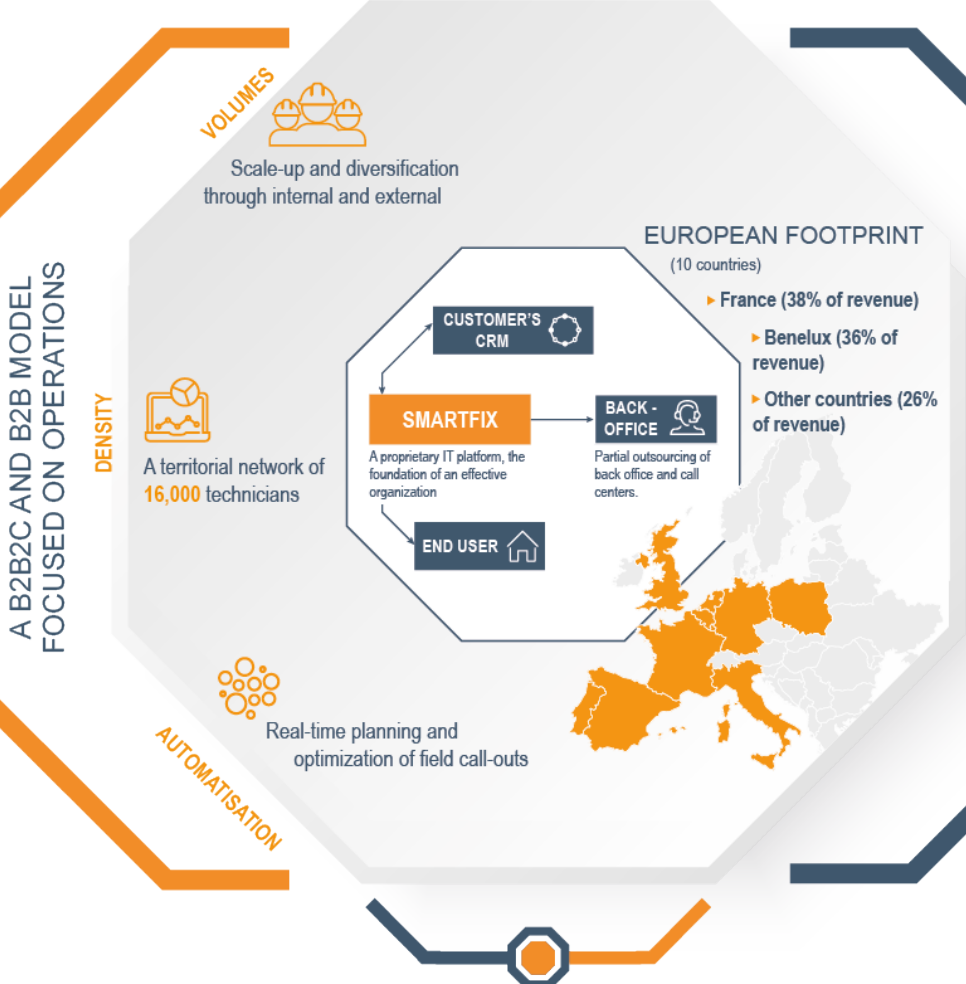
- CONSULTING
- DEPLOYMENT & INTEGRATION
- MAINTENANCE & SUPPORT
- MANAGEMENT SERVICES

**OUR VALUES**

- INNOVATION
- COMMITMENT
- AGILITY
- ENTREPRENEURSHIP
- PROXIMITY
- PROFESSIONALISM

## RESOURCES AND STAKEHOLDERS

- Human capital**
  - ▶ 7,225 Employees<sup>1</sup> (1,177 women) trained in the code of conduct and group policies
  - ▶ 28 training centers
  - ▶ 86 nationalities
- Industrial and relational capital**
  - ▶ Smartfix
  - ▶ mySupplace
- Financial capital**
  - ▶ Multi-year and recurring contracts, with an average duration of 3 years
  - ▶ 800 clients in various industries
  - ▶ €1057 million in revenue
  - ▶ €5,7 million in net cash position



## IMPACT AND VALUE CREATION

- Employees**
- ▶ 199,701 hours of training in 2023
  - ▶ 93.2% of staff covered by ISO 45001 or VCA\*\*
  - ▶ 93% of staff on permanent contracts
- Environment**
- ▶ 8% of revenue aligned to the green taxonomy
  - ▶ 65% of revenue from ISO 14001-certified countries (France, Spain, Italy, UK, Lux)
- Customers**
- ▶ 80,000 daily call-outs
- Company /Local communities**
- ▶ 90.2% of revenue related to the digital transformation and energy transition
  - ▶ Use of local subcontractors
- Finance/value distribution:**
- Extra-financial commitment:**
- ▶ **SBTI**
  - ▶ **Value distribution**  
Economic value distributed mainly to employees (29.4%) and subcontractors (65,9%) of the group
- A FLEXIBLE COST BASE AND AN ASSET-LIGHT MODEL**

<sup>1</sup>Average headcount

PROMISING MEGA TRENDS :  
DIGITAL TRANSFORMATION,  
ENERGY TRANSITION

### SUSTAINABLE DEVELOPMENT GOALS

- 3 GOOD HEALTH AND WELL-BEING
- 4 QUALITY EDUCATION
- 8 DECENT WORK AND ECONOMIC GROWTH
- 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
- 12 RESPONSIBLE CONSUMPTION AND PRODUCTION
- 13 CLIMATE ACTION



# A SUSTAINABLE GROWTH STRATEGY BASED ON PROMISING STRUCTURAL TRENDS

## DIGITAL TRANSITION

Already the cornerstone of the digital revolution, networks are increasingly called upon to serve new purposes:

- More screens and simultaneous connections, content that takes up more and more space, the general adoption of video conferencing, streaming, and remote working.
- Tomorrow, we will have connected cities, Industry 4.0, self-driving vehicles, smart buildings, connected objects, and edge computing.

Fixed and mobile networks are adapting and growing: broadband and ultra-fast networks are transforming the way we live, move, work, and play. During the pandemic and then with the rise of remote work and virtual meetings, networks are under more pressure than ever.

**Today, countries across Europe are upgrading their telecommunications networks to increase their performance. Solutions30 is ready to support national service providers with roll-outs, connecting subscribers, facilitating the adoption of new technologies, and assisting their end users.**

## ENERGY TRANSITION

Energy efficiency, European energy sovereignty, and renewable energy have become critical issues, in light of the geopolitical context and the looming climate crisis. There are many implications for large energy companies:

- Installing smart electricity and gas meters to better predict and reduce energy consumption.
- Growing solar and wind power production capacity to accelerate the transition to renewable energy sources.
- Installing charging stations to support the development of electric mobility.
- Adapting networks that were originally designed to be supplied by a limited number of production sites, but that are now supplied by a growing number of producers scattered across a wide geographic area.

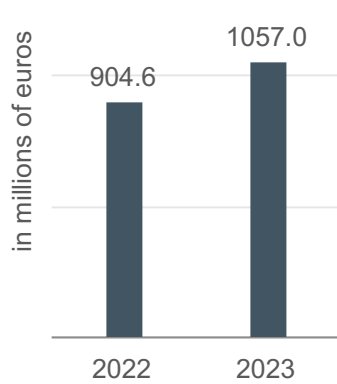
**Other growth opportunities for Solutions30 include expanding charging infrastructure to accelerate the rise of electric mobility, tapping the solar potential of unused sites, such as roofs, open areas, and parking lots, installing connected objects to help manage energy consumption, and maintaining smart grids.**



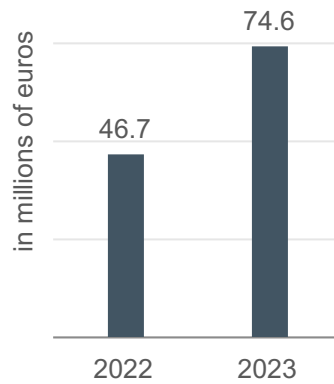
# FINANCIAL PERFORMANCE

## 2023 AND KEY FIGURES

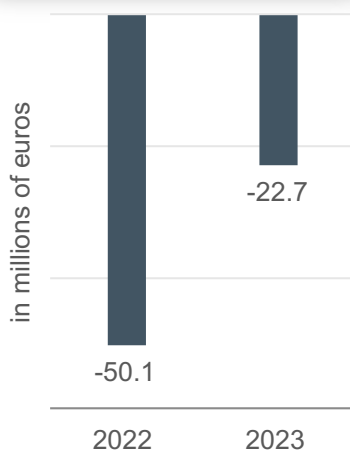
### REVENUE



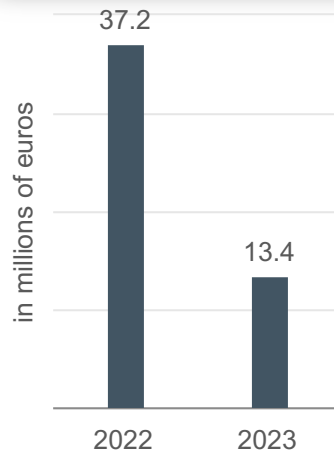
### EBITDA



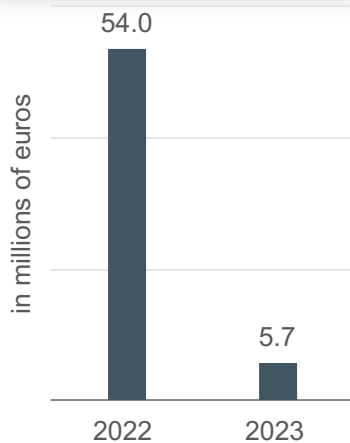
### NET INCOME, GROUP SHARE



### FREE CASH FLOW



### CASH NET OF BANK DEBT



In 2023, all group business and profitability indicators were up significantly. Strong revenue growth was due, first and foremost, to dynamic activity in the Benelux, especially in the telecommunications sector. As announced, margins made a clear recovery in the second half of the year, allowing the group to reduce net losses by more than half compared to 2022.

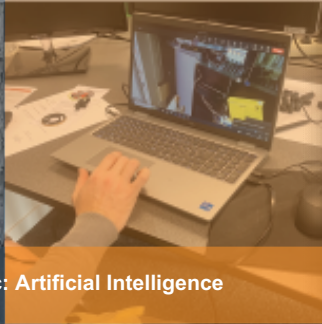
Our 2023 figures demonstrate the group's ability to seize growth opportunities in the business sectors and countries where they arise, while also keeping a laser focus on margins. It is this agility that has allowed it to continue writing its story of profitable growth, which began 20 years ago, and to envision a 2024 marked by revenue growth and widening margins.

# HIGHLIGHTS 2023

In 2023, Solutions30's development outside France will accelerate sharply, particularly in the telecoms sector and for activities linked to renewable energies, which will be the pillars of growth for years to come.



Unit-T / Deepomatic: Artificial Intelligence



Artificial Intelligence



Martinique: around 23,000 solar panels installed



UK: S30 and Community Fibre sign a vested outsourcing partnership



S30 Germany: "Employer of the Future"



France: Acquisition of ELEC ENR



France: Partnership between Q Energy and S30 to build Europe's largest floating solar farm



Belgium: More than 24,000 homes connected with Fiberklaar



30,000 smart meters installed in Belgium



Unit-T takes home the prize: 2023 supply chain project of the year



France: Launch of an IT blog



France: S30 at THD University



Creation of the FemmesForce project



Germany: S30 and Glasfaserplus sign a fiber roll-out contract



France: S30 at the EnerGaïa trade fair



Belgium: S30 receives several awards from VOO

# NON-FINANCIAL PERFORMANCE

## CONSOLIDATION OF COMMITMENTS

Since 2019, Solutions30 has taken decisive action for its corporate social responsibility (CSR) commitments. In 2023, the group stepped up its action with the implementation of several measures:

- Review and enhancement of our ESG strategy;
- Development of ESG Training on our E-Learning platform;
- Measuring our Carbon Footprint via Bilan Carbone Project;
- Commitment to Science Based Targets initiative (SBTi);
- External assessment of our ESG data & KPI;
- Integration of ESG Risk Management tool in Belgium and Luxembourg in 2023 and expected to be implemented in UK in 2024

## RAISING AWARENESS & ADOPTING AN ESG CULTURE

- Reinforcing the powers and responsibilities of the Strategy Committee attached to the Supervisory Board, now the Strategy and ESG Committee;
- Systematic review of ESG commitments at each Executive Committee meeting;
- Raising team awareness through dedicated internal communication and promotion;
- Integration of ESG in all the group's actions and decision-making (M&A, calls for tender, purchasing, etc.);
- Roll-out of policies, procedures, and codes of conduct, and informing teams about the group's ethics and compliance systems;
- Implementation of a whistleblowing platform to monitor for misconduct.



## PERFORMANCE INDICATORS 2023 ||

### ENVIRONMENTAL

- Control our energy intensity (2% difference between revenue growth and CO2 emissions);
- Reduce building electricity consumption by 15% in 2023 compared to 2022;
- Increase green energy purchases by 20% in 2023 compared to 2022.

### SOCIAL

- Recruit young employees ( $\geq 35\%$  of all hires);
- Control the severity rate ( $< 0.35$  or  $< 0.85$  depending on the nature of activities);
- Increase training hours ( $\geq 23$  hours per employee);
- Achieving equal pay for women and men by category;
- Feminize management ( $\geq 10\%$  at the end of 2023 compared to the end of 2022).

### GOVERNANCE

- Manage 90% of the group's subcontractors via the mySupplace platform.



# || HELPING MAKE THE WORLD + MORE SUSTAINABLE



## SUSTAINABLE DEVELOPMENT GOALS

**3** GOOD HEALTH AND WELL-BEING



Solutions30 aims for excellence when it comes to the safety of its employees, which is why it sought out certification under ISO 45001:2018 (Occupational Health and Safety Management Systems).

**76,5%**  
OF EMPLOYEES COVERED ISO 45001 AND  
**16,8%**  
BY VCA\*\*

**4** QUALITY EDUCATION



To promote further growth and to develop new skills, Solutions30 has launched a training program for young people without degrees or those looking to change professions, making it easier than ever to join the company.

**199 701**  
HOURS OF TRAINING

**8** DECENT WORK AND ECONOMIC GROWTH



Our strong growth has allowed Solutions30 to make important commitments to job creation. The men and women who make up the group and contribute daily are the foundation of our success.

**37,1%**  
OF NEW HIRES ARE UNDER 30

**9** INDUSTRY, INNOVATION AND INFRASTRUCTURE



By making technological innovations that can change our daily lives more widely available, both at home and at work, Solutions30 is helping to make the economy more inclusive and sustainable.

**+16 000**  
EXPERT TECHNICIANS

**12** RESPONSIBLE CONSUMPTION AND PRODUCTION



The group's daily call-outs help curtail the disposal of used equipment, thereby making it part of the circular economy.

**142 200**  
COMPUTERS AND  
**79 600**  
PRINTERS REPAIRED

**13** CLIMATE ACTION



Environmental issues are part of all the group's actions, whether at the level of due diligence processes or operations.

**65%**  
OF GROUP REVENUE COVERED BY ISO 14001

The logo for Solutions30, featuring the word "Solutions" in a white sans-serif font and the number "30" in a bold, orange sans-serif font.

*Solutions***30**

Solutions For New Technologies

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