

BUSINESS IN FIRST HALF 2025: -1.1%

■ Organic decline: -5.6%

€ million	H1 2024	H1 2025	YoY Var.
Revenue	2,108.0	2,084.1	-1.1%
▪ Of which France	692.1 i.e 32.8 % of total revenue	718.3 i.e 34.5 % of total revenue	+ 3,8%
▪ Of which International	1,415.9 i.e 67.2 % of total revenue	1,365.8 i.e 65.5 % of total revenue	- 3.5%

BUSINESS AT THE END OF JUNE 2025: -1.1%

In the first half of the year, the decline in activity was -1.1%: +3.8% in France, -3.5% outside France. At constant scope and exchange rates, the decline was -5.6% (-4.3% in France and -6.2% outside France). Activity was penalized by 1.5 fewer working days compared to the first half of 2024. At constant working days, the decline would have been -4.7%.

In the second quarter, ALTEN achieved a turnover of €1,022.1 million, down 1.8% compared to the second quarter of 2024. On a constant basis, the organic decline was 5.7% (-4.8% in France and -6.1% outside France).

The Group's activity was penalized by the sharp decline in the Automotive sector (-15%). Excluding Automotive, the Group's decline was -3.4% (or -2.5% at constant working days).

All sectors of activity are in decline except for Defense/Security/Naval, Energy, and Rail.

The second quarter did not mark a trend reversal. Except for Southern Europe, which continues to grow, and Eastern Europe, which is stable, other geographical areas are in more or less significant decline.

OUTLOOK FOR 2025:

As anticipated, the activity in the second quarter of 2025 continued in the same vein as the first quarter. The economic environment remains uncertain, and visibility is still limited for the second half of the year.

Assuming unchanged economic conditions, ALTEN anticipates an organic decline of between 5.2% and 5.5% for the entire year of 2025.

Consequently, the operating margin for 2025 will be impacted by an unfavorable calendar and a lower SG&A cost coverage ratio compared to last year, despite the cost reductions undertaken. It is expected to be around 8% and 8.1% of revenue, with marked seasonality between the first and second halves of the year due to the calendar (a difference of 4 working days between the first and second halves).

PUBLICATION OF HALF-YEAR RESULTS 2025:

September 25th, 2025 after market closed

About ALTEN

For more information: [www.alten.com/investisseurs / Journalists' details: alten@hopscotch.fr](http://www.alten.com/investisseurs/Journalists%20details%20alten%40hopscotch.fr)

As a European Leader in Engineering and Technology Consulting (ETC), ALTEN carries out design and research projects for Technical and IT divisions of major clients in industry, telecoms and services.

ALTEN's stock is listed in compartment A of the Euronext Paris market (ISIN FR000001946); it is part of the SBF 120, the IT CAC 50 index and MIDCAP100, and is eligible for the deferred Settlement Service (SRD).

APPENDIX TO PRESS RELEASE:

Definition of alternative performance measures and reconciliation with IFRS standards

The ALTEN Group uses alternative performance measures especially selected to follow up on its operational activities. The Group has chosen these measures as they supply additional information allowing the users of periodic financial information to have a comprehensive understanding of the Group's performance. Such alternative performance measures are complementary to IFRS standards.

Revenue growth on a like-for-like basis (i.e. organic growth)

Growth on a like-for-like basis (and constant exchange rate) is calculated excluding the effects of exchange rate variations and the variations of the consolidation scope on a chosen period.

Exchange rate impacts are measured by converting the revenue of the period with the average exchange rate from the previous period.

Scope variation impacts are measured excluding acquisitions, revenue of the period and for transfers, revenue of the previous period, in order to create a scope which is identical to the previous period. This alternative measure enables to identify the real performance of the Group in terms of activity on the chosen period.

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Evolution of business in H1 2025

€M	H1 2024 Revenue	H1 2025 Revenue	% Change
Revenue on a like-for like basis	2,103.1	1 985.7	- 5.6%
France	692.1	662.2	- 4.3%
International	1 411.0	1 323.5	- 6.2
Scope variation	4.9	103.2	4.7%
France	-	56.1	8.1%
International	4.9	47.1	3.0%
Exchange rate impact	-	- 4.8	- 0.2%
France	-	-	-
International	-	- 4.8	- 0.3%
Group Revenue	2 108.0	2 084.1	- 1.1%
France	692.1	718.3	3.8%
International	1 415.9	1 365.8	- 3.5%