PRESS RELEASE

Paris, July 28th, 2026
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ALTEN

H1 2026 REVENUE: +1.2%

- **Return to organic growth: +1.6%**
- **2026 targets revised upward**

In € millions	H1 2025	H1 2026	*Var.*
Revenue	**2, 084.1**	**2,109.2**	*+ 1.2%*
▪ **of which** France	718.3 i.e 34.5% of total revenue	749.6 soit 35.5% of total revenue	*+ 4.4%*
▪ **of which** International	1,365.8 i.e 65.5% of total revenue	1,359.5 i.e 64.5% of total revenue	*- 0.5%*

REVENUE AT END-JUNE 2026: +1.2%

In the first half of the year, revenue growth stood at +1.2%: +4.4% in France and -0.5% outside France.
On a like-for-like basis, growth was +1.6% (+3.3% in France and +0.8% outside France).

ALTEN returned to organic growth as early as the second quarter of 2026, supported by stronger-than-expected business activity.

In the second quarter, ALTEN generated revenue of €1,055.5 million, up 3.3% compared with the second quarter of 2025. On a constant basis, organic growth was 3.2% (+6.5% in France and +1.5% outside France).

Business activity improved across all geographies, most of which recorded organic growth, including Germany. Only Benelux and the Nordics continued to decline by more than 5%.

Business growth accelerated in the Aerospace, Defence / Security / Naval, Rail and, to a lesser extent, Energy sectors. The pace of decline slowed in the other sectors.

EXTERNAL GROWTH:

- 2 acquisitions
  - A company specialized in IT Services in France (90% of revenue) - (revenue: €68 million, 470 consultants).
  - A company specialized in the automotive sector (mechanical design & software-defined) in Germany - (revenue: €22 million, 230 consultants).
- 1 disposal
  - A company specialized in Life Sciences internationally – (revenue: €11.5 million, 61 consultants).

2026 OUTLOOK:

This half-year confirmed the improvement in business activity observed since the last quarter of 2025, particularly in the Aerospace & Defence sectors, which recorded strong growth.

Although the macroeconomic and geopolitical environment remains uncertain, assuming no change in the current context, ALTEN is raising its outlook for 2026.
Organic growth, on a like-for-like basis, is expected to range between 1.4% and 1.8%.
Consequently, the operating activity margin is expected to exceed its 2025 level and reach approximately 9% in 2026.

AGENDA:

Publication of the H1 2026 results: September 25, 2026

About ALTEN: **For further information**: www.alten.com/investisseurs - **Press contact:** alten@hopscotch.fr
A global leader in Engineering and IT Services, ALTEN carries out design and engineering projects for the Technical Departments and IT Departments of major industrial, telecom and service-sector companies. ALTEN shares are listed on Compartment A of Euronext Paris (ISIN FR0000071946), are included in the SBF 120, IT CAC 50 and MIDCAP 100 indices, and are eligible for the deferred settlement service (SRD).

APPENDIX TO THE PRESS RELEASE:

Definitions and reconciliation of alternative performance indicators with IFRS indicators

The ALTEN Group uses alternative performance indicators selected to monitor its operating activities. The Group believes that these indicators provide additional information enabling users of periodic financial information to gain a more comprehensive view of the Group's performance. These alternative performance indicators should be considered as complementary to IFRS indicators.

Revenue growth on a constant basis (or organic growth)
Growth on a constant basis (constant scope and exchange rates) is calculated by excluding the impacts of changes in exchange rates and changes in the scope of consolidation over the period.

The impact of foreign exchange is determined by converting revenue for the period at the average exchange rate of the previous year.
The scope impact is determined by excluding, for acquisitions, revenue for the period and, for disposals, revenue for the previous period, in order to make the scope of the period identical to that of the previous period.

This indicator makes it possible to identify the Group's intrinsic business performance over the period.

H1 2026 revenue performance

In €m	Revenue S1 2025	Revenue H1 2026	Change %
Group revenue	**2 084,1**	**2 109,2**	**+ 1,2%**
France	718,3	749,7	+ 4,4%
International	1 365,8	1 359,5	- 0,5%
Scope effect	**2,8**	**22,8**	**+ 1,0%**
France		7,4	1,0%
International	2,8	15,4	0,9%
Foreign exchange effect	-	**- 29,1**	**- 1,4%**
France			
International		-29,1	- 1,4%
Revenue on a constant basis	**2 081,3**	**2 115,5**	**+ 1,6%**
France	718,3	742,2	3,3%
International	1 363,0	1 373,3	0,8%