

PRESS RELEASE

Paris, October 23rd, 2025
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BUSINESS AT THE END OF SEPTEMBER 2025: - 1.3%

- Organic decline: - 5.2%
- 3 international acquisitions

€ Millions	Q3 2024	Q3 2025	YoY Change
Revenue	3,116.7	3,076.0	- 1.3%
▪ of which France	1,019.2 (32.7 %)	1,059.5 (34.4 %)	+ 4.0%
▪ of which International	2,097.5 (67.3 %)	2,016.5 (65.6 %)	- 3.9%

BUSINESS AT THE END OF SEPTEMBER 2025: - 1.3%

As of end-September, business activity declined by -1.3%: +4.0% in France, -3.9% outside France. On a like-for-like and constant currency basis, the decline is -5.2% (-4.0% in France and -5.8% outside France).

In the third quarter, ALTEN generated revenue of €991.9 million, down 1.7% compared to Q3 2024. On a Like-for-like basis, organic decline was -4.5%: -3.4% in France and -5.0% outside France.

The decrease in activity is mainly due to a sharp drop in the Automotive sector, and to a lesser extent, in Telecom, Other Industries, Electronics, and the Public sector.

Activity continues to grow significantly in the Defense & Security/Naval, Energy, and Rail sectors.

Southern Europe continues to grow, Eastern Europe remains stable, while other regions are declining.

EXTERNAL GROWTH: 3 INTERNATIONAL ACQUISITIONS

US & India: Acquisition of a company specializing in CRO,
(Revenue: €7.5M, 120 consultants).

India: Acquisition of a company specializing in embedded software, mainly for automotive,
(Revenue: €5.2M, 270 consultants).

Spain & South America: Acquisition of a company specializing in Digital Transformation,
(Revenue: €19M, 300 consultants).

OUTLOOKS 2025:

The third quarter of 2025 continues the slowdown that began in the second half of 2023. The macroeconomic environment remains uncertain, and no tangible signs of recovery have been observed, despite some positive signals from certain clients for 2026.

In this unchanged context, ALLEN confirms its forecast for organic decline between 5.2% and 5.5% for the full year 2025, as well as its estimate for an operating margin of 8%–8.1% of revenue.

APPOINTMENT OF CYRIL MALARGÉ AS GROUP CHIEF EXECUTIVE OFFICER:

Simon Azoulay and the Board of Directors are pleased to announce that Cyril Malargé will take up his position as Chief Executive Officer of the Group on 17 November 2025.

FINANCIAL CALENDAR:

Publication of Q4 2025 activity: Thursday, January 29, 2026

About ALLEN

For complete information, visit www.alten.com/investors - Media contact: alten@hopscotch.fr

As a European Leader in Engineering and Technology Consulting (ETC), ALLEN carries out design and research projects for Technical and IT divisions of major clients in industry, telecoms and services. ALLEN'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 by excluding revenue of the period from acquisitions and revenue of the previous period from disposals 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.

Growth in business 2025

€M	Revenue at the end of September 2024	Revenue At the end of September 2025	Change %
Revenue on a like-for-like basis	3,109.4	2,947.1	-5.2%
France	1,019.2	978.3	-4.0%
International	2,090.2	1,968.9	-5.8%
Change in scope	7.3	147.5	4.5%
France	-	81.3	8.0%
International	7.3	66.2	2.8%
Exchange rate impact	-	-18.6	-0.6%
France	-	-	-
International	-	-18.6	-0.9%
Group revenue	3,116.7	3,076.0	-1.3%
France	1,019.2	1,059.5	4.0%
International	2,097.5	2,016.4	-3.9%