

ACTIVITY AT THE END OF DECEMBER 2025

Bruno Benoliel

Deputy Chief Executive Officer



ALLEN

Paris, January 29st 2025

BREAKDOWN OF TURNOVER PER GEOGRAPHICAL AREA

As at December 31st, 2025

COUNTRY	FY				Change			
	2024	%	2025	%	Published	Change in scope	Forex	Organic, excl. Forex effect
FRANCE	1 360.3	32,8%	1 418.8	34.6%	4.3%	7.9%	0.0%	-3.6%
IBERIC	411.8	9.9%	464.6	11.3%	12.8%	7.4%	0.0%	5.5%
ITALY	340.9	8.2%	349.2	8.5%	2.4%	0.0%	0.0%	2.4%
GERMANY	318.2	7.7%	301.6	7.4%	-5.2%	8.6%	0.0%	-13.8%
UK	284.2	6.9%	248.5	6.1%	-12.6%	0.0%	-1.0%	-11.6%
BENELUX	225.1	5.4%	201.4	4.9%	-10.5%	0.6%	0.0%	-11.2%
EASTERN EUROPE	133.2	3.2%	142.2	3.5%	6.8%	6.6%	0.8%	-0.6%
NORDICS	159.2	3.8%	129.4	3.2%	-18.7%	0.0%	1.8%	-20.5%
SWITZERLAND	52.5	1.3%	44.4	1.1%	-15.4%	0.0%	1.4%	-16.7%
EUROPE (W/O FRANCE)	1 924.9	46.5%	1 881.3	45.9%	-2.3%	3.5%	0.1%	-5.9%
NORTH AMERICA	486.2	11.7%	432.6	10.6%	-11.0%	0.0%	-4.4%	-6.6%
ASIA PACIFIC	353.5	8.5%	337.5	8.2%	-4.5%	1.3%	-5.1%	-0.7%
OTHERS	18.4	0.4%	28.7	0.7%	55.9%	-0.2%	-7.5%	63.5%
TOTAL	4 143.3	100%	4 099.0	100%	-1.1%	4.3%	-0.9%	-4.5%

BREAKDOWN OF TURNOVER PER GEOGRAPHICAL AREA

As at December 31st, 2025

COUNTRY	Q4 only				Change			
	2024	%	2025	%	Published	Change in scope	Forex	Organic, excl. Forex effect
FRANCE	341.1	33.2%	359.3	35.1%	5.3%	7.7%	0.0%	-2.4%
IBERIC	105.6	10.3%	120.6	11.8%	14.2%	7.6%	0.0%	6.6%
ITALY	88.3	8.6%	90.9	8.9%	2.9%	0.0%	0.0%	2.9%
GERMANY	70.2	6.8%	74.2	7.3%	5.7%	9.0%	0.0%	-3.2%
UK	67.4	6.6%	57.3	5.6%	-15.0%	0.0%	-4.7%	-10.3%
BENELUX	54.7	5.3%	48.2	4.7%	-11.8%	0.3%	0.0%	-12.1%
EASTERN EUROPE	35.1	3.4%	34.4	3.4%	-2.2%	0.0%	0.7%	-2.9%
NORDICS	36.7	3.6%	31.3	3.1%	-14.7%	0.0%	2.8%	-17.5%
SWITZERLAND	12.5	1.2%	10.6	1.0%	-15.3%	0.0%	0.4%	-15.7%
EUROPE (W/O FRANCE)	470.6	45.8%	467.5	45.7%	-0.7%	3.1%	-0.4%	-3.3%
NORTH AMERICA	117.8	11.5%	103.1	10.1%	-12.5%	0.0%	-7.6%	-4.8%
ASIA PACIFIC	92.0	9.0%	82.7	8.1%	-10.0%	-1.6%	-9.2%	0.8%
OTHERS	5.2	0.5%	10.4	1.0%	101.2%	-0.7%	-13.7%	115.7%
TOTAL	1 026.6	100%	1 023.0	100%	-0.3%	3.8%	-1.9%	-2.2%

BREAKDOWN OF TURNOVER PER SECTOR (AS A % OF REVENUE)

As at December 31st, 2025

Aerospace, Defense, Security & Naval

Market trend → | **24.2%**

Aerospace
Airbus, Airbus DS, Rolls-Royce, Safran, Thales, Dassault Aviation, Leonardo, CNES, Arianegroup...

Defense, Security & Naval
Airbus DS, Thales, MBDA, Naval Group, Leonardo...

Energy
EDF, Total Energies, Technip, Engie, ENI, Chevron, Siemens, GE...

Energy, Life Sciences, Telecoms & Industrial Equipment

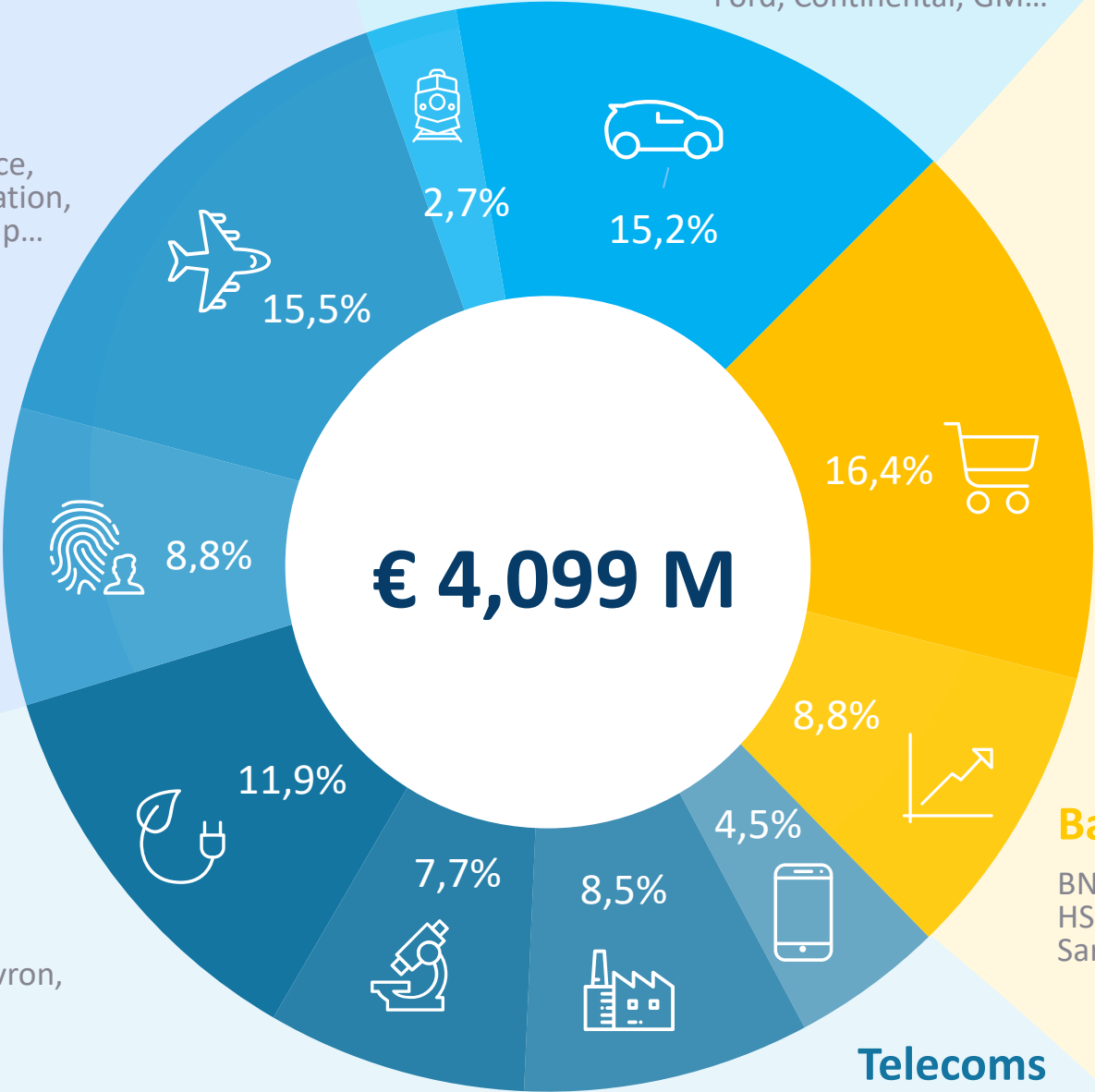
Market trend → | **32.7%**

Automotive & Rail

Market trend → | **17.9%**

Rail
Alstom-Bombardier, Siemens...

Automotive
Stellantis, Volkswagen, Renault, Volvo, ZF, BMW, Ford, Continental, GM...



Retail, Services, Media & Public sector

Decathlon, Amadeus, Carrefour, Accor Hotels, Manpower, Ebay, Prisa, Canal+...

Service, Retail, Bank Media & Public sector

Market trend → | **25.2%**

Bank, Finance & Insurance

BNP Paribas, Société Générale, Morgan Stanley, HSBC, La Caixa, Crédit Agricole, BPCE, Reliance, Axa, Santander, Intesa...

Telecoms
Bouygues, Orange, Ericsson, Telefonica, Nokia...

Life Sciences
Sanofi, Novartis, Roche, Johnson&Johnson, Merck, Pfizer...

Industrial equipment & Electronics
ASML, ABB, Valmet, Infineon, HP, Saint-Gobain, Kone...

APPENDICE



BREAKDOWN OF TURNOVER PER GEOGRAPHICAL AREA

As at December 31st 2025

COUNTRY	Q1 2025		Q2 2025		Q3 2025		Q4 2025		Full Year 2025	
	Published	Organic, excl. Forex effect	Published	Organic, excl. Forex effect	Published	Organic, excl. Forex effect	Published	Organic, excl. Forex effect	Published	Organic, excl. Forex effect
FRANCE	4.2%	-3.8%	3.4%	-4.8%	4.3%	-3.4%	5.3%	-2.4%	4.3%	-3.6%
IBERIC	14.4%	6.7%	10.1%	3.0%	12.7%	5.7%	14.2%	6.6%	12.8%	5.5%
ITALY	1.3%	1.3%	2.8%	2.8%	2.7%	2.7%	2.9%	2.9%	2.4%	2.4%
GERMANY	-10.7%	-18.3%	-9.5%	-17.6%	-4.5%	-14.2%	5.7%	-3.2%	-5.2%	-13.8%
UK	-6.0%	-8.3%	-15.2%	-15.7%	-14.1%	-11.9%	-15.0%	-10.3%	-12.6%	-11.6%
BENELUX	-14.0%	-14.3%	-8.0%	-9.7%	-8.0%	-8.2%	-11.8%	-12.1%	-10.5%	-11.2%
EASTERN EUROPE	13.6%	-2.5%	18.1%	3.4%	0.1%	0.1%	-2.2%	-2.9%	6.8%	-0.6%
NORDICS	-22.5%	-22.7%	-18.7%	-21.5%	-17.8%	-19.5%	-14.7%	-17.5%	-18.7%	-20.5%
SWITZERLAND	-17.9%	-18.2%	-16.6%	-19.8%	-11.3%	-12.8%	-15.3%	-15.7%	-15.4%	-16.7%
EUROPE (W/O FRANCE)	-3.0%	-7.3%	-3.1%	-7.5%	-2.3%	-5.3%	-0.7%	-3.3%	-2.3%	-5.9%
NORTH AMERICA	-4.6%	-5.4%	-12.7%	-7.5%	-14.2%	-8.6%	-12.5%	-4.8%	-11.0%	-6.6%
ASIA PACIFIC	-1.7%	-4.6%	-0.7%	1.8%	-5.2%	-0.9%	-10.0%	0.8%	-4.5%	-0.7%
OTHERS	48.0%	48.0%	33.7%	41.6%	33.5%	40.3%	101.2%	115.7%	55.9%	63.5%
TOTAL	-0.5%	-5.5%	-1.8%	-5.7%	-1.7%	-4.5%	-0.3%	-2.2%	-1.1%	-4.5%

ACTIVITY AT THE END OF DECEMBER 2025



Contact



investor.relations@alten.com



www.alten.com/fr/investisseurs



+33 (0)1.46.08.71.79



221 bis Boulevard Jean Jaurès
92100 Boulogne-Billancourt Cedex