

CONVENING NOTICE

COMBINED
GENERAL MEETING
JUNE 18, 2026 - 10.00 AM



ALLEN

Espace Landowski
28 avenue André Morizet
92100 Boulogne-Billancourt

This notice of meeting contains the documents and information referred to in Article R. 225-81 of the French Commercial Code. The preparatory documents for this General Meeting are available online on the following website: www.alten.com/investors/shareholders-area.

About ALTEN SA

For all information: www.alten.com/investors

Contact for journalists: alten@hopcotch.fr

As the European leader in Engineering and Technology Consulting (ETC), ALTEN carries out design and research projects for the Technical and IT/IS Departments of major industrial, telecom and tertiary clients. The ALTEN share is listed on compartment A of the Euronext Paris market (ISIN FR0000071946) and is part of SBF 120, the IT CAC 50 index, and MIDCAP 100. It is eligible for the Deferred Settlement Service (DSS).

TABLE OF CONTENTS

I.	How do I participate in the 2026 General Meeting?	5
1.	How to participate in the General Meeting	5
2.	Filing of written questions.....	10
3.	Documents made available to shareholders.....	11
4.	Key dates of the General Meeting.....	11
5.	Broadcast of the General Meeting	11
II.	ALTEN in 2025.....	12
1.	Key indicators for 2025.....	12
2.	Sector breakdown	12
3.	ALTEN's positioning	13
4.	Geographical presence	14
5.	Comments on the 2025 annual results	14
6.	Group CSR Vision	17
III.	The Board of Directors and its specialised committees	20
IV.	Agenda and text of resolutions submitted to the General Meeting	24
1.	Agenda.....	24
2.	Presentation and draft text of resolutions	26
	Shareholder information	39
	Requesting delivery of the documents and information referred to in Article R. 225-83 of the French Commercial Code	41
	Appendix 1: Remuneration of corporate officers	42
	Appendix 2: Statutory auditors' report on the separate financial statements	50
	Appendix 3: Statutory auditors' report on the consolidated financial statements	55
	Appendix 4: Statutory Auditors' Report on Related Party Agreements.....	59
	Appendix 5: Statutory Auditors' Report on the Authorization to Allocate Existing or Future Free Shares	63



**Ladies and Gentlemen,
Dear shareholders,**

After 37 years at the head of the Group, I decided to separate the roles of Chairman and Chief Executive Officer. This was a logical step for a Group present in more than 35 countries, with 57,400 employees and revenue of €4.1 billion. I am now concentrating on strategy and the Board of Directors, while Cyril is in charge of operations. We work together closely.

2025 was a year of contrasts. Revenue fell by 1.1% between 2024 and 2025, and by 4.5% on a like-for-like basis. Automotive sector revenue plummeted by 16%. Performance in Germany and the Nordic countries weighed on margins. These are realities that cannot be ignored. The picture changed during the fourth quarter, when the like-for-like decline was reduced to 2.2%, the aeronautics and financial services sectors returned to growth, and energy and defence gained momentum. If we exclude the automotive sector and the calendar effect, the like-for-like decrease would only have been 1.5%.

Our roadmap is based on three pillars. Firstly, improving proximity with our clients. We deploy Global Account Managers dedicated to our 120 key international accounts, which represent 78% of revenue. Secondly, standing out through value.

We structure our technological offerings around our key expertise, developed in collaboration with our Technical Department and tailored to the challenges of each strategic sector. We want to be the benchmark technical partner for our clients. Finally, internal operational efficiency. With 35 countries thousands of simultaneous projects and growth driven in part by acquisitions, we need to harmonise our processes and tools. We made four acquisitions in 2025, adding 880 consultants in targeted segments such as life sciences, embedded software and digital transformation. We will continue to build on this momentum. Our aim is to increase our offshore centres from 9,000 engineers today to more than 20,000, in India, Morocco, Mexico, Romania and Vietnam.

Environmental, Social and Governance (ESG) criteria are increasingly important in client and talent expectations. Our commitment is based on clear and measurable targets, in line with the United Nations 2030 Agenda and the CSRD. This is not a recent development for ALTEN, which has been assessed on ESG criteria since 2009. In 2025, our EcoVadis score was 85/100, among the top 1% of our sector. CDP maintained our B rating, placing us among the top two players in the sector. Ethifinance ranked us eighth, with a 7-point increase over one year. On the environmental front, we have reduced our greenhouse gas emissions by 60% compared with 2019, in line with our SBTi-validated pathway. 65% of our workforce is covered by a certified environmental management system, and 60% by a certified health and safety management system. These commitments have become an element of trust in our client relationships.

Simon Azoulay
Chairman



**Ladies and Gentlemen,
Dear shareholders,**

I joined ALTEN at the end of 2025 with the strong conviction that the Group has all the assets needed to restore its growth trajectory. Its engineering culture, sector focus, international presence and committed teams provide a solid foundation. Simon and I share the same goals: to have more than 70,000 engineers working for ALTEN and rapidly restore operating margin on activity to around 10%.

Faced with these challenges, we maintained our positions with our key accounts and acted on the levers that are under our control: reducing costs, controlling activity rates and rigorous project management. Operating profit on activity came in at €346.5 million, or 8.5% of revenue, above the 8.1% forecast. Net cash increased to €390 million, reflecting a solid balance sheet.

The A3 - AI AT ALTEN programme has helped us step-up Group-wide Artificial Intelligence (AI) deployment since 2024. We have forged strategic partnerships with Mistral AI, Google, Microsoft, Nvidia, AWS, ISTQB and other key players in the market. More than 5,000 Data and AI experts are driving this momentum. Two ALTEN entities are entirely dedicated to this and are ISO 42001 certified. AI is a driver of performance and competitiveness for both our clients and our operations. Today, 65% of our employees have been trained and 25% of our technology projects and 75% of our calls for tender include AI tools. We

deploy AI accelerators at the heart of our most strategic projects and integrate agentic capabilities into our development environments. The investment required to build an AI organisation on this scale represents a high barrier to entry. This will benefit players of our size and accelerate market concentration.

Cyril Malargé

Chief Executive Officer

“The markets we serve – aeronautics, defence, naval and energy – all offer potential for structural growth and the momentum we are seeing in 2026 reinforces this focus. Our leading position, recognised by our clients, will be a key asset as soon as the economic climate improves. Our goal is clear: to restore operating growth and improve margins.”

Simon Azoulay & Cyril Malargé

I. How do I participate in the 2026 General Meeting?

The General Meeting will be held on **Thursday 18 June 2026**, at 10:00 am, in the Espace Landowski conference room, located at 28 avenue André Morizet, in Boulogne-Billancourt (92100).

Pursuant to Article R. 22-10-28 of the French Commercial Code, participation in the General Meeting is limited to shareholders who provide proof of the registration of the shares in their own name or the name of the intermediary registered on their behalf before the 5th working day preceding the General Meeting:

i.e., **by 11 June 2026 at midnight (00:00)**, Paris time

- in the registered accounts held by the Company;
- in the bearer accounts held by the authorised agent.

⇒ **In the case of shareholders with registered shares**, registration by the fifth working day preceding the meeting in the registered accounts is **all that is required** to participate in the Meeting.

⇒ **In the case of shareholders with bearer shares**, the authorised intermediary holding the bearer accounts must provide direct proof of their client's status as a shareholder, by producing a **shareholding certificate**.

1. How to participate in the General Meeting

YOU WISH TO ATTEND THE GENERAL MEETING IN PERSON

Shareholders wishing to attend the General Meeting in person must have an admission card in their possession, which they can obtain as follows:

In the case of registered shareholders: shareholders receive the General Meeting documents by post, or electronically if requested, and shareholders may thus obtain their admission card:

⇒ **either by logging onto the website** – www.sharinbox.societegenerale.com – using the login information previously received;

⇒ **or by returning the single participation form attached to the notice of meeting, on which the request for an admission card also appears**, to Société Générale Securities Services - Service des Assemblées - CS 30812 - 44308 Nantes Cedex 3, using the prepaid envelope attached to the notice of meeting, after ticking the corresponding box on the form, and entering their surname, first name and address, or having checked they are already included, with a dated and signed form.

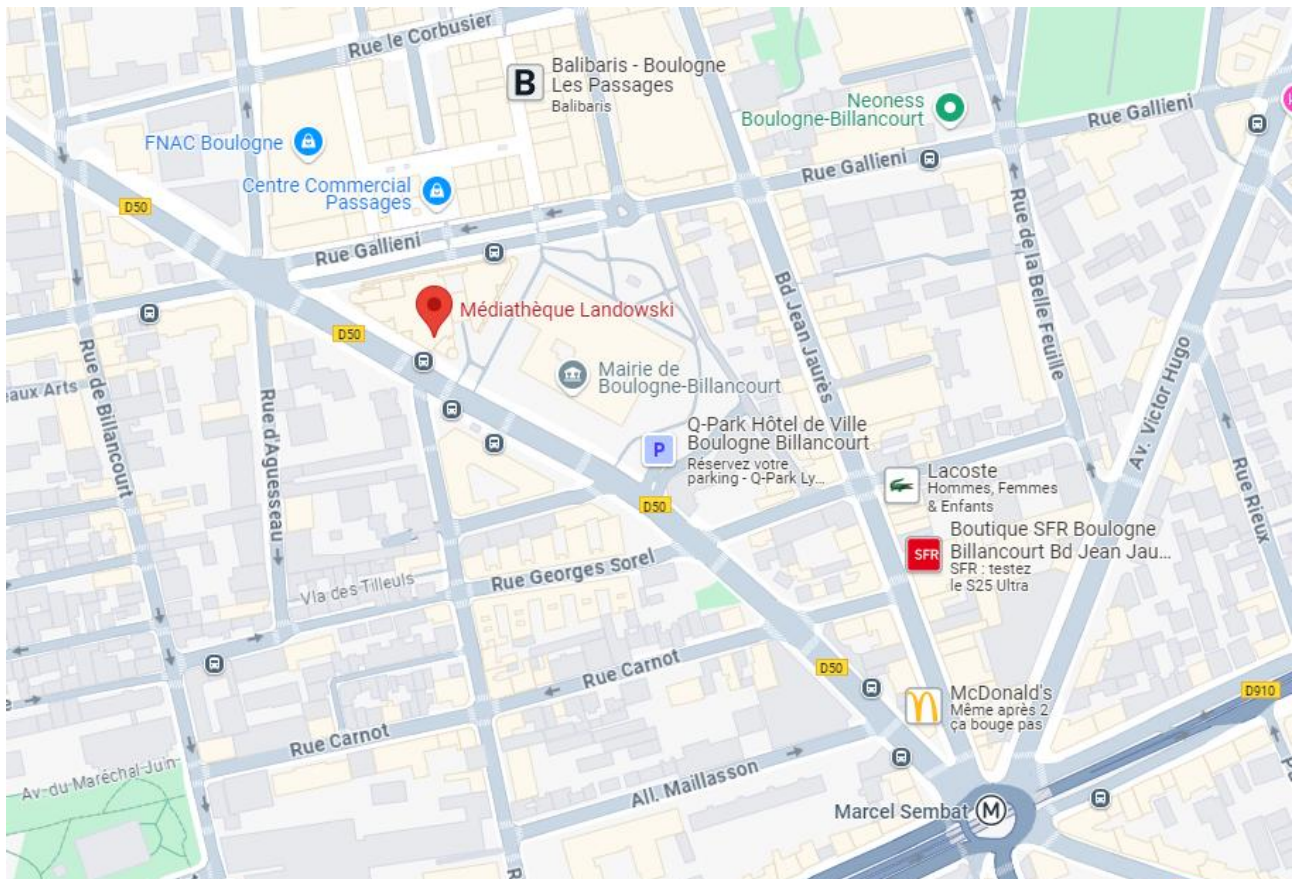
If the admission card is not received by a registered shareholder who has requested it five working days before the General Meeting, the shareholder can contact the admission card call centre of Société Générale Securities Services from Monday to Friday and from 9:00 am to 6:00 pm, on +33 2 51 85 67 89 (toll-free number, invoiced according to the shareholder's operator contract and the country of call).

In the case of bearer shareholders:

- ⇒ either by logging onto the internet portal of their financial intermediary, who holds their securities account, to access the VOTACCESS site, using their usual username and password. It should be noted that only holders of bearer shares whose securities account holder subscribes to the VOTACCESS system and offers them this service for this General Meeting will be able to access it. The account holding institution of bearer shareholders who do not subscribe to VOTACCESS or who subject access to the secure platform to conditions of use will inform shareholders how to proceed. It is the responsibility of the bearer shareholder to find out whether or not their account-holding is connected to the VOTACCESS system and whether or not this access is subject to specific conditions of use;
- ⇒ or by contacting the financial intermediary holding their securities account, which will forward the request to Société Générale Securities Services.

If the shareholder **has not received an admission card on the fifth business day before the General Meeting, i.e., 11 June 2026**, the shareholder may, in the case of registered shareholders, attend the General Meeting directly or must, in the case of bearer shareholders, request a shareholding certificate from their account-holding institution.

How do I get to the General Meeting?



Metro Line 9: Marcel Sembat Station

Line 10: Boulogne - Jean Jaurès Station

Bus Lines 126 and 175: "Hôtel de ville" stop

Car Nearby car parks: "Mairie" and "Passages"

Vélib': "Hôtel de ville de Boulogne-Billancourt", "Le Corbusier-Jean Jaurès", "Jean Jaurès-Reine"

YOU DO NOT WISH OR ARE UNABLE TO ATTEND THE GENERAL MEETING IN PERSON

Shareholders who are unable to attend the General Meeting may participate either by casting their vote or by appointing the Chairman of the Meeting or a proxy of their choice to vote, **by post**, using the single participation form, or via the **Internet, using the secure VOTACCESS website**.

❖ **By post**

Shareholders may vote or appoint a proxy by completing **the single participation form** prior to the General Meeting under the following conditions:

- ⇒ In the case of registered shareholders: by returning the completed single participation form, using the prepaid envelope attached to the notice of meeting, to Société Générale Securities Services, Service des Assemblées, CS 30812 - 44308 Nantes Cedex 3.
- ⇒ In the case of bearer shareholders: the single participation form will be sent on request by way of an ordinary letter to their financial intermediary. In order to be processed, the request for the single form must be received by the financial intermediary at least six days before the date of the meeting, i.e., by 12 June 2026 at the latest. It must be returned completed to the financial intermediary, who will send it to Société Générale Securities Services, along with a shareholding certificate.

In order to be taken into account, the single participation form, namely the vote by post or the appointment or revocation of proxies submitted by post, must be received (either directly in the case of registered shareholders, or via the financial intermediary in the case of bearer shareholders) by Société Générale Securities Services on 15 June 2026 at the latest, completed, dated and signed in the "Date and Signature" box.

Shareholders may revoke their proxy, it being specified that said revocation, which must be communicated to the Company, must be conducted under the same conditions as those required for the appointment of the proxy, pursuant to Article R. 225-79 of the French Commercial Code.

To appoint a new proxy, shareholders must then request a new form bearing the title "Change of proxy".

This new form must be received by Société Générale Securities Services no later than 15 June 2026.

How do I fill in my voting form?

If you wish to attend the General Meeting in person, please mark the box below

If you wish to cast a postal vote: please mark this box and follow the instructions. Please note that abstentions are not equivalent to a

If you wish to give a proxy to the Chairman of the General Meeting: please mark this box

Important : Avant d'exercer votre choix, veuillez prendre connaissance des instructions situées au verso - **Important :** Before selecting please refer to instructions on reverse side
Quelle que soit l'option choisie, noircir comme ceci les cases correspondantes, dater et signer au bas du formulaire - Which ever option is used, shade box(es) like this, date and sign at the bottom of the form

JE DÉSIRES ASSISTER À CETTE ASSEMBLÉE + demande une carte d'admission : dater et signer au bas du formulaire // I WISH TO ATTEND THE SHAREHOLDERS MEETING + demande une carte d'admission : date and sign at the bottom of the form



Société Anonyme au capital de 37 221 267,30 euros
 Siège sociale: 201 bis boulevard Jean Jaurès
 92100 Boulogne-Billancourt
 348 607 417 RCS NANTERRE

Assemblée Générale Mixte
 le jeudi 18 juin 2026 à 10h00
 à l'Espace Landowski - Salle de conférence
 28, avenue André Morizet - 92100 Boulogne-Billancourt

Combined General Meeting
 on Thursday, June 18, 2026 at 10:00 a.m.
 at Espace Landowski - Salle de conférence
 28, avenue André Morizet - 92100 Boulogne-Billancourt

CADRE RÉSERVÉ À LA SOCIÉTÉ - FOR COMPANY'S USE ONLY

Identifiant - Account: _____

Nomins / Registered: _____

Voix simple / Single vote: _____

Nombre d'actions / Number of shares: _____

Voix double / Double vote: _____

Porteur / Share: _____

Nombre de voix - Number of voting rights: _____

JE VOTE PAR CORRESPONDANCE / I VOTE BY POST
 Cf au verso (2) - See reverse (2)

Je vote OUI à tous les projets de résolutions présentés ou agréés par le Conseil d'Administration ou le Directeur ou la Gérance, à l'EXCEPTION de ceux que je signale en noir dans la colonne de gauche ou la colonne de droite. // I vote YES all the draft resolutions approved by the Board of Directors, EXCEPT those marked by a shaded box, for which I vote "No" or "Abstain".

1	2	3	4	5	6	7	8	9	10	A	B
Non / No <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Oui / Yes <input type="checkbox"/>	<input type="checkbox"/>
Abs. <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Non / No <input type="checkbox"/>	<input type="checkbox"/>
11	12	13	14	15	16	17	18	19	20	C	D
Non / No <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Oui / Yes <input type="checkbox"/>	<input type="checkbox"/>
Abs. <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Non / No <input type="checkbox"/>	<input type="checkbox"/>
21	22	23	24	25	26	27	28	29	30	E	F
Non / No <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Oui / Yes <input type="checkbox"/>	<input type="checkbox"/>
Abs. <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Non / No <input type="checkbox"/>	<input type="checkbox"/>
31	32	33	34	35	36	37	38	39	40	G	H
Non / No <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Oui / Yes <input type="checkbox"/>	<input type="checkbox"/>
Abs. <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Non / No <input type="checkbox"/>	<input type="checkbox"/>
41	42	43	44	45	46	47	48	49	50	I	K
Non / No <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Oui / Yes <input type="checkbox"/>	<input type="checkbox"/>
Abs. <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Non / No <input type="checkbox"/>	<input type="checkbox"/>

Si des amendements ou des résolutions nouvelles sont présentés en assemblée, je vote OUI sans faire de signature. // In case amendments or new resolutions are proposed during the meeting, I vote YES without signature.

Je donne pouvoir au Président de l'Assemblée Générale / I appoint the Chairman of the general meeting: _____

Je ne fais rien / I abstain from voting: _____

Je donne pouvoir (cf au verso n°1) à M. ou Mme, Raison Sociale pour voter en mon nom / I appoint (see reverse (1)) Mr or Mrs, Corporate Name to vote on my behalf: _____

JE DONNE POUVOIR AU PRÉSIDENT DE L'ASSEMBLÉE GÉNÉRALE
 Cf au verso (3)

I HEREBY GIVE PROXY TO THE CHAIRMAN OF THE GENERAL MEETING
 See reverse (3)

JE DONNE POUVOIR À : Cf au verso (4) pour me représenter à l'Assemblée
 Cf au verso (4) pour me représenter à l'Assemblée
 M. ou Mme, Raison Sociale / Mr or Mrs, Corporate Name

HEREBY APPOINT: See reverse (4)
 I hereby appoint you to the above mentioned Meeting
 M. or Mrs, Reason Social / Mr or Mrs, Corporate Name

Adresse / Address: _____

ATTENTION: Pour les titres au porteur, les présentes instructions doivent être transmises à votre banque.
CAUTION: As for bearer shares, the present instructions must be valid only if they are directly returned to your bank.

Non, prénom, adresse de l'actionnaire (les modifications de ces informations doivent être faites au plus tard 15 jours avant la date de l'Assemblée Générale) Cf au verso (1)
 Surname, first name, address of the shareholder (changes regarding this information have to be notified to relevant institution no changes can be made using this proxy form). See reverse (1)

Pour être pris en considération, tout formulaire doit être daté et signé au bas du formulaire.
 To be considered, this completed form must be dated and signed at the bottom.

à la banque / to the bank: _____

Date & Signature

In all cases: date and sign the form here

You wish to give your proxy to a named person, who will vote by post: please mark this box and enter the person's contact details

«Si le formulaire est rempli dans le cadre d'un vote par correspondance (pouvoir au président / pouvoir d'assemblée), ce vote est automatiquement donné au Président de l'Assemblée Générale»
 «If the form is automatically filled in the context of a postal vote (proxy to the Chairman / power of attorney to the President / power of attorney to the assembly), this automatically applies to the Chairman of the General Meeting»

❖ **Via the Internet, using the secure VOTACCESS website**

Shareholders may vote **or appoint a proxy online via the secure VOTACCESS platform, which will be open from Monday 1 June 2026 at 9:00 am to Wednesday 17 June 2026 at 3:00 pm (Paris time)**. This platform allows shareholders to send their voting instructions electronically or to appoint or revoke a proxy, simply and quickly, prior to the General Meeting, pursuant to the procedures set out below.

In order to avoid any possible overload, shareholders are advised not to wait until the last day to log in.

⇒ In the case of registered shareholders: the registered shareholders will log onto the website – www.sharinbox.societegenerale.com - using their Sharinbox access code, which is indicated on the single participation form received by post or, where applicable, by email, with the notice of meeting. The password for connecting to the website was sent to the shareholders by post when they registered with Société Générale Securities Services. It can be resent by clicking on "Get your codes" on the home page of the website.

Once on the website's home page, registered shareholders must follow the instructions provided on the screen to access the VOTACCESS platform and vote, appoint or revoke a proxy.

⇒ In the case of bearer shareholders: only holders of bearer shares whose account-holding institution has subscribed to the VOTACCESS system and offers this service for this General Meeting will be able to access it. The account holding institution of bearer shareholders that has not subscribed to VOTACCESS or that subjects access to the secure platform to specific terms of use will inform the shareholders of the procedure to follow. It is the responsibility of the bearer shareholder to inquire out whether their account-holding is connected to the VOTACCESS system and whether access is subject to specific terms of use.

Where applicable, bearer shareholders will use their usual login details to log onto the internet portal of their securities account holder to access the VOTACCESS website and follow the procedure indicated on the screen in order to vote.

It should be recalled that, pursuant to the provisions of Article R. 22-10-24 of the French Commercial Code, the shareholder may notify the appointment of a proxy (the Chairman of the Meeting or any other person) or revoke it electronically by logging onto the website www.sharinbox.societegenerale.com for registered shareholders and, for bearer shareholders, on the website of their financial intermediary using their usual login details to access the VOTACCESS website in accordance with the procedure described above.

If the account-holding institution has not subscribed to the VOTACCESS system, the notification of the appointment or revocation of a proxy may also be made electronically, in which case the shareholder is invited to send an email to the following address: assemblees.generales@sgss.socgen.com.

The message must include the following information:

- ⇒ **for pure registered shareholders:** surname, first name, address and Société Générale registered shareholder identifier (appearing in the top left corner of the account statement), as well as the surname and first name of the appointed or revoked proxy;
- ⇒ **for administered registered or bearer shareholders:** surname, first name and address of the principal, as well as the surname and first name of the proxy appointed or revoked and the shareholding certificate issued by their account-holding institution. Shareholders must ask the financial intermediary managing their securities account to send written confirmation to the General Meetings Department (*Service des Assemblées*) of Société Générale Securities Services, to the above email address.

The above email address will only be able to process requests for the appointment or revocation of proxies; any other request will not be taken into account.

Only electronic notifications of the appointment or revocation of a proxy duly signed and received no later than Wednesday 17 June 2026 at 3:00 pm (Paris time) will be taken into account.

Furthermore, it should be noted that, where the Chairman is appointed as a proxy, a vote in favour will be cast in the name of the shareholder for resolutions presented or approved by the Board of Directors, and a vote against will be cast for resolutions not approved by the Board of Directors.

In general, shareholders are advised to:

- use email or prioritise requests by electronic means, and,
- not wait until the last few days to give their instructions in order to avoid any possible overload of the VOTACCESS platform.

Lastly, pursuant to the provisions of Article R. 22-10-28 of the French Commercial Code, any shareholder who has already cast a vote, sent a proxy or requested an admission card or a shareholding certificate:

- will no longer be able to choose another method of participation;
- may sell all or part of their shares:
 - if the transfer of ownership of all or part of the shares takes place before the fifth business day preceding the General Meeting, i.e., before 11 June 2026 at midnight, 00:00 (Paris time), the Company will invalidate or amend accordingly, as applicable, the vote cast remotely, the proxy, the admission card or the certificate of attendance. To this end, the account-holding intermediary shall notify Société Générale Securities Services of the transfer of ownership and provide it with the necessary information,
 - if the transfer of ownership of all or part of the shares occurs after the fifth business day preceding the General Meeting, i.e. after midnight on 11 June 2026, 00:00 (Paris time), the transfer of ownership does not have to be notified by the intermediary, notwithstanding any agreement to the contrary.

2. Filing of written questions

Shareholders may submit written questions to the Company from the date of publication of the preparatory documents for the General Meeting on the Company's website (see below).

To be taken into account, written questions must be sent to the Company either by registered letter with acknowledgement of receipt sent to the attention of the Chairman of the Board of Directors, to **221 bis boulevard Jean Jaurès, Boulogne-Billancourt (92100)**, or by email to relation.actionnaires@alten.com, no later than the fourth business day preceding the date of the General Meeting, i.e., **no later than Friday 12 June 2026**.

They must be accompanied by a **certificate of account registration** either in the registered bearer accounts held by the Company, or in the bearer accounts held by a financial intermediary.

A common response may be provided to questions that share the same content.

3. Documents made available to shareholders

The preparatory documents for the General Meeting set out in Article R. 22-10-23 of the French Commercial Code were posted on the Company's website (www.alten.com/en/investors/shareholders) on 28 May 2026.

It should be noted that the full text of the documents to be presented to the General Meeting in accordance with Articles L. 225-115 and R. 225-83 of the French Commercial Code were made available to shareholders at the registered office and were posted on the Company's website (www.alten.com/investors/shareholders-area) on Thursday 28 May 2026.

Moreover, from the date of the notice of meeting, shareholders may request the Company to send them the documents and information referred to in Articles R. 225-81 and R. 225-83 of the French Commercial Code up to and including the second day before the General Meeting, preferably by email, to the following address: relation.actionnaires@alten.com (or by post to the registered office).

Holders of bearer shares must provide proof of this status by sending a certificate of registration in the accounts.

4. Key dates of the General Meeting

Availability of the 2026 convening notice	28 May 2026
Start of online voting	1 June 2026, at 9 am
Deadline for sending written questions	12 June 2026
Final date for receipt by SGSS of the single participation form	15 June 2026
Deadline for online voting to be taken into account	17 June 2026, at 3 pm
General Shareholders' Meeting	18 June 2026, at 10 am

For any additional information, you may also contact the Shareholder Relations Department at the following email address: relation.actionnaires@alten.com.

5. Broadcast of the General Meeting

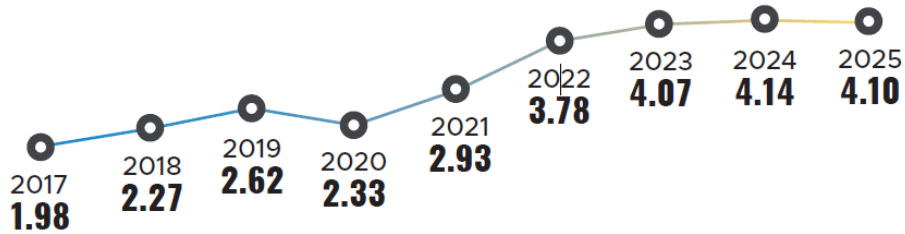
In accordance with Articles L. 22-10-38-1 and R. 22-10-29-1 of the French Commercial Code, the General Meeting will be broadcast live on the Company's website.

A recording of the Meeting will also be available on the Company's website no later than seven working days after the date of the Meeting, and for at least two years from the date it is posted online.

II. ALTEN in 2025

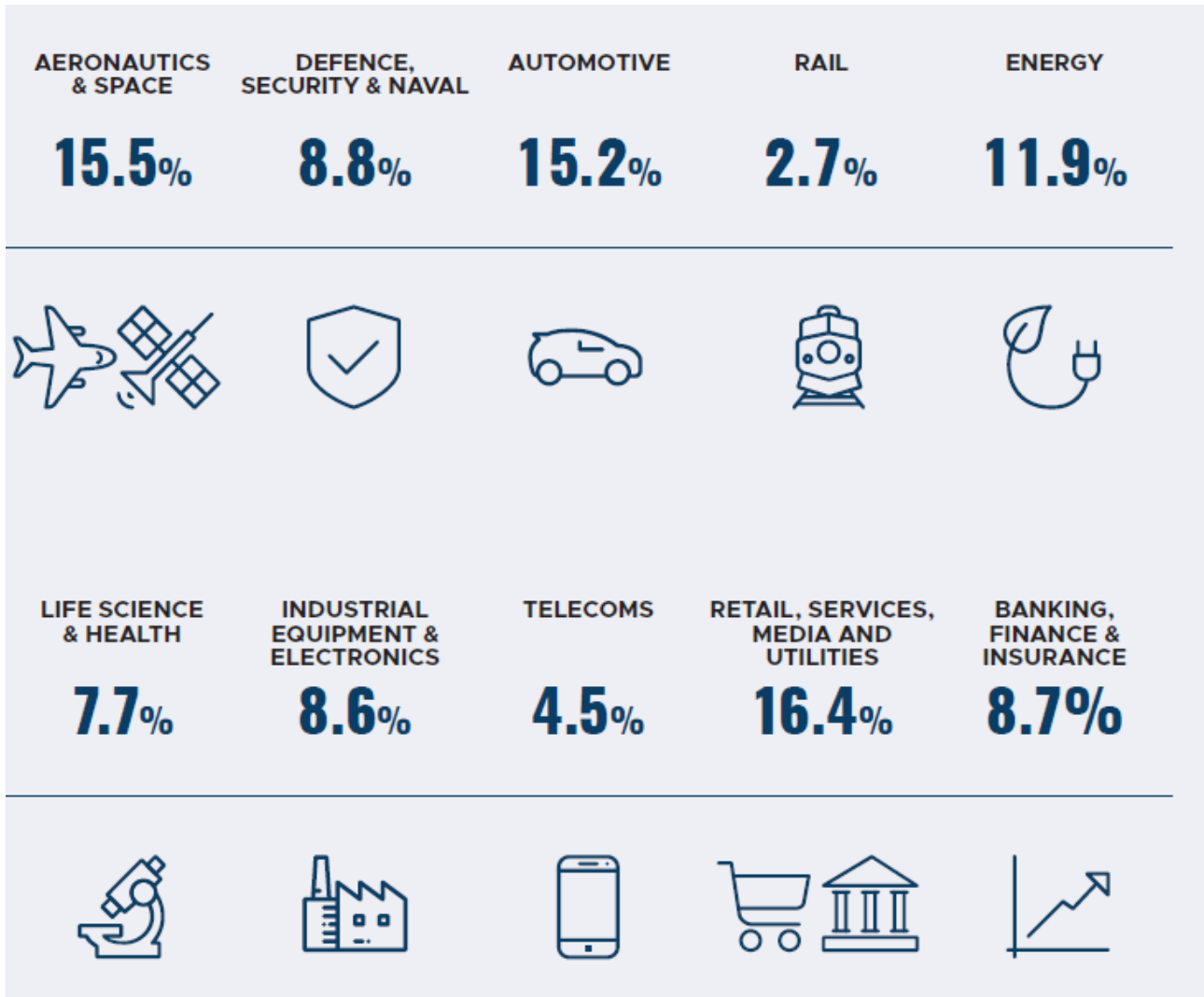
1. Key indicators for 2025

CHANGE IN REVENUE (€M)



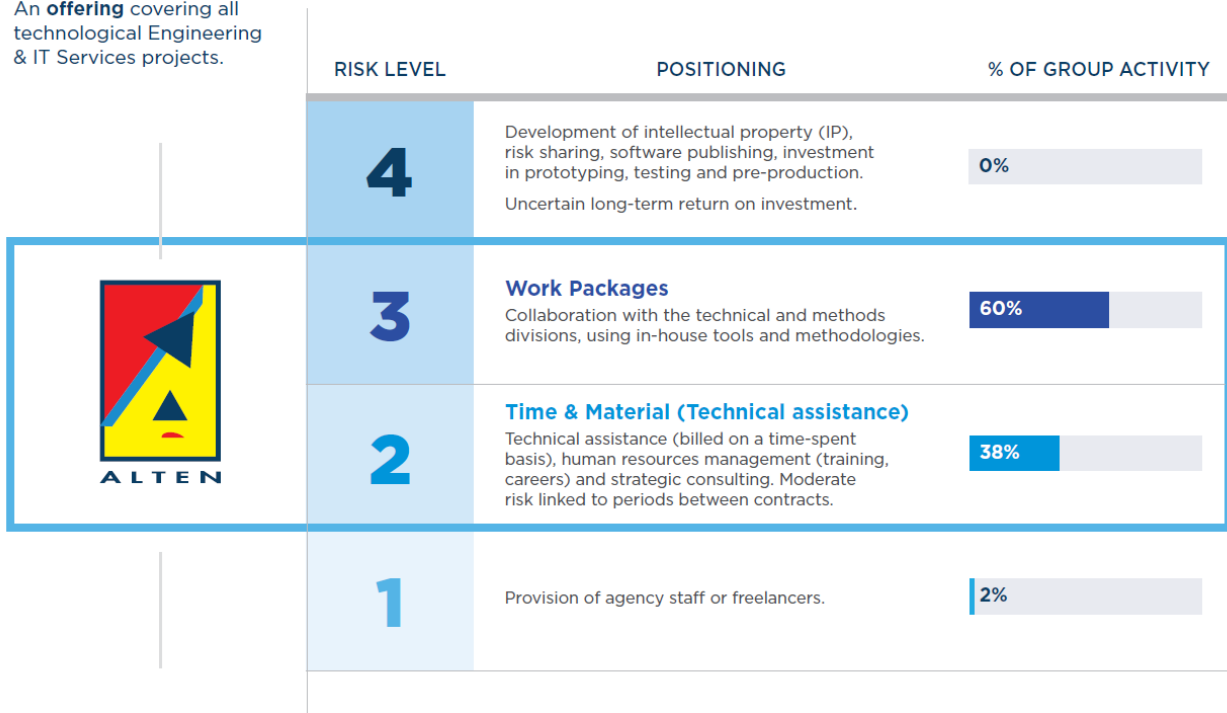
● Since 2017, ALTEN has doubled in size

2. Sector breakdown



3. ALTEN's positioning

An offering covering all technological Engineering & IT Services projects.



This strategic positioning is based on:

1. two business lines:

- Engineering
- IT Services

2. Engineer-level offerings that cover all technological Engineering and IT Services projects:

- Core business ALTEN offering
- specific offers through subsidiaries specialising in Engineering and IT Services:

Engineering Services

- PMO**
- MIGSO-PCUBED
- Client services - MOC**
- ATEXIS
- Infrastructure and operations**
- ANOTECH
- Engineering Services Systems and Products**
- CIENET
- IELEKTRON
- ORION
- VMO
- WEC

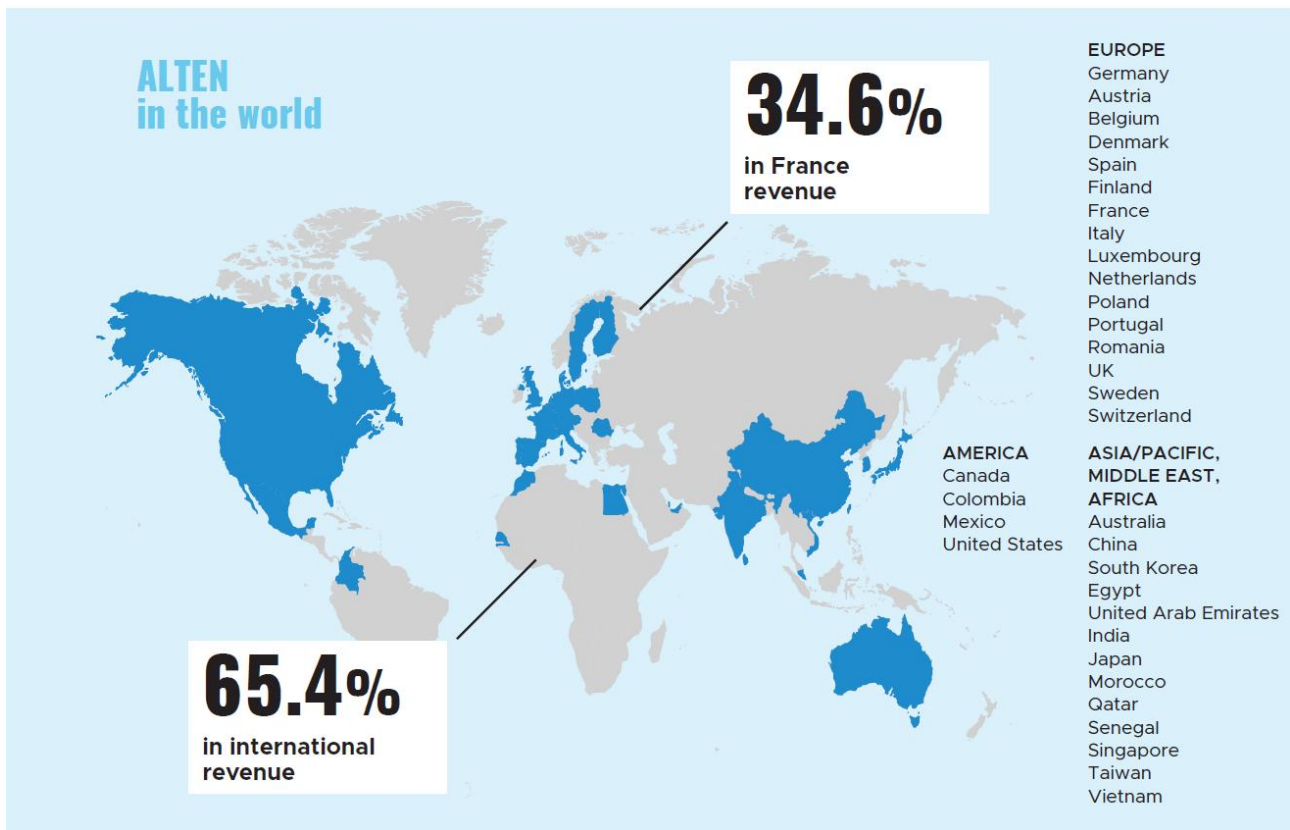
Manufacturing & Production engineering

- AVENIR CONSEIL
- QUICK RELEASE
- Energy: transport production, nuclear**
- WORLDGRID
- Life Sciences: CRO & quality manufacturing**
- AIXIAL
- ALISPHARM
- CADUCEUM

IT Services

- IT.ES Applications**
- ACL Digital
- AFOUR TECHNOLOGIES
- CORUS
- ITSECTOR
- METHODS
- NEXEO
- OPTIMISSA
- PRIMARIS
- QA CONSULTANTS
- SYMBIANCE
- VOLANSYS
- Data Analytics, BI, AI**
- LINCOLN
- SDG GROUP

4. Geographical presence



5. Comments on the 2025 annual results

- **ORGANIC DECLINE: -4.5%**
- **OPERATING MARGIN: 8.5% OF REVENUE**
- **FOUR ACQUISITIONS MADE IN FRANCE AND INTERNATIONALLY**

In €M	2024	2025	YoY change.
Revenue	4,143.3	4,099.0	- 1.1%
▪ <i>France</i>	1,360.3	1,418.8	+ 4.3%
▪ <i>International</i>	2,783.0	2,680.2	- 3.7%
Operating Profit on Activity	376.5	346.5	- 8.0%
<i>As % of Revenue</i>	9.1%	8.5%	
Operating Profit	277.0	199.6	- 28.0%
<i>As % of Revenue</i>	6.7%	4.9%	
Net income. Group share	186.4	106.9	- 42.6%
<i>As % of Revenue</i>	4.5%	2.6%	
Free Cash-flow	333.2	239.9	
<i>As % of Revenue</i>	8.0%	5.9%	
Headcount	57,700	57,400	

BUSINESS IN 2025: - 1.1%

Sales growth was -1.1%: up 4.3% in France, down 3.7% internationally. On a like-for-like basis, activity decreased by 4.5% (down 3.6% in France and down 4.9% internationally).

Activity in the fourth quarter was better than expected, with Civil Aeronautics and Banking/Finance returning to growth.

The decline in activity in 2025 is mainly due to a sharp drop in the Automotive sector (-16%) and, to a lesser extent, in Telecoms, Other Industries, Electronics and the Public Sector. Defence/Security & Naval as well as Energy posted significant growth.

Southern Europe continues to grow satisfactorily, Eastern Europe and APAC are stable. Other regions remain in decline, though the situation is gradually improving, except in the UK, Benelux and the Nordics.

OPERATING MARGIN: 8.5% OF REVENUE

Beyond the unfavourable calendar effect, challenging economic conditions in several countries (Germany, Nordics) weighed on the Group's operating margin on activity. Lower SG&A costs, good utilisation rates and efficient project management enabled the Group to deliver an operating profit from ordinary activities of €346.5 million, representing 8.5% of revenue, above the anticipated level (8.1%).

OPERATING PROFIT: 4.9% OF REVENUE

Operating profit amounted to €199.6 million, including €21.0 million in share-based payments, €12.2 million in amortisation of intangible assets (customer relationships/order backlogs) from the purchase price allocation of Worldgrid, €67.4 million in goodwill impairment and €46.3 million in non-recurring costs. Non-recurring costs comprised €21.5 million related to the French Competition Authority fine (disputed on appeal), €3.7 million in acquisition fees, €1.4 million in earn-out adjustments, €2 million related to tax and social inspections and almost €17.6 million in restructuring costs internationally.

NET INCOME, GROUP SHARE: 2.6% OF REVENUE

The financial loss came to negative €4 million after taking into account a tax expense of €88.5 million, the net income, Group share amounted to €106.9 million.

NET CASH POSITION: €390.2 MILLION/GEARING: - 17.5%

Gross cash flow (excluding IFRS 16) amounted to €317.5 million (7.7% of revenue). Working capital requirements decreased by €33.5 million, mainly due to an improvement in DSO and the organic decline in activity. Taxes paid totalled €97.1 million and CapEx remained low (€11.8 million, i.e., 0.3% of revenue). As a result, free cash flow reached €239.9 million, representing 5.9% of revenue (down 28% vs. 2024). After taking into account net financial investments comprised mainly of acquisitions (negative €62.9 million), dividends paid (€52.2 million) and other cash flows (negative €10.1 million), the net cash position stood at positive €390.2 million at the end of December 2025.

ALTEN has self-financed its external growth and dividends and has significant investment capacity (gearing: -17.5%).

ACQUISITIONS:

- o four international acquisitions:
 - In the US and India: a company specialised in Life Sciences. (Revenue: €7.5 million, 120 consultants).
 - In India: a company specialised in embedded software, mainly for the automotive industry (Revenue: €5.2 million, 270 consultants).
 - In Spain & South America: a company specialised in Digital Transformation (Revenue: €19 million, 300 consultants).
 - In France & Belgium: a company specialised in Life Sciences. (Revenue: €20.5 million, 190 consultants).

OUTLOOK FOR 2026:

The fourth quarter of 2025 indicates a gradual sequential stabilisation across most sectors, while Civil Aeronautics and Banking/Finance have returned to growth.




Visibility nevertheless remains limited at the start of the year. The first quarter of 2026 should confirm this trend reversal and refine the outlook for the full year.

6. Group CSR Vision

In the face of growing societal challenges, ALTEN recognises that unfailing commitment and mobilisation on the part of everyone are essential. Since joining the United Nations Global Compact in 2010, ALTEN has worked tirelessly to improve its social footprint and limit its environmental impact. The Group is strengthening its commitments through robust roadmaps, with the aim of accelerating and activating the initiatives needed to achieve its social, societal and environmental objectives.

FROM VISION TO ACTION

The Group is a signatory and member of a number of environmental programmes and is developing partnerships around social and societal commitments. With climate change, ethical and security issues, diversity and inclusion, new forms of mobility and energy efficiency, among others, the Group is facing a wide range of challenges. Since 2010, ALTEN's CSR strategy has been part of a continuous progress approach, fully aligned with the United Nations' 2030 Agenda.

Rating agency	Reference year	Most recent rating
 CDP Climate Change Performance Index	2012 D	2025 B
 ecovadis Business Sustainable By Design	2009 34/100	2025 85/100
Ethifinance	2019 63/100	2025 77/100
 WE SUPPORT UN GLOBAL COMPACT	A signatory to the United Nations Global Compact since 2010	

OUR PRIORITIES

The Group's Corporate Social Responsibility (CSR) strategy, based on the CSRD-compliant double materiality assessment since 2024, is built around three priorities:

1. People

ALTEN's strength is in the diversity of its teams, drawn from over 100 nationalities, and the Group is committed to creating an environment where everyone can grow. We support our employees in their professional development, ensure their well-being and safety, and work to improve the representation of women. Together, we are building a culture of excellence that is inclusive and responsible.

2. Environment

ALTEN is committed to reducing its environmental footprint and combining performance and sustainability. Our roadmap: to achieve carbon neutrality by 2050, by focusing on the energy efficiency of our sites, promoting sustainable mobility and responsible innovation for the benefit of our clients and employees.

3. Sustainable innovation

At ALTEN, sustainable innovation is a lever of impact for society and a driver of fulfilment for our talent. We put our engineering expertise at the service of the energy transition, green mobility, health and responsible technologies. By involving our employees in these meaningful projects, we stimulate their expertise while developing sustainable solutions to major collective challenges – with 36% of our R&D in 2025 dedicated to these matters.

Business Model:

ALTEN supports its clients' development strategies in the fields of innovation, R&D and information technology systems.

CHALLENGES AND OPPORTUNITIES

RESOURCES	People 57,400 employees including 51,000 engineers Present in 30 countries	Intellectual and material 11 ALTEN Labs around the world 9 Smart programs 100+ internal R&D projects	Social and relational 6,500 clients Industrial partnerships and collaboration with an ecosystem of start-ups 257 university and engineering school partnerships
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OUR VISION

Building tomorrow's world today

Having a positive impact on society through the CSR approach

People



- Promote diversity and talent development
- 100+ nationalities
- 89/100 gender equality for ALTEN SA

Environment



- Reduce the Group's environment footprint
- Climate pathway validated by SBTi
- CDP climate: score B (2025)

Sustainable innovation



- Create sustainable value for clients with innovative solutions
- 100 scientific associates and technical specialists
- 15 PhD students working on scientific theses

VALUE CREATION	People 91% of permanent employees No. of women employees: 30% 12 hours of training on average per employee	Intellectual and material 36% of R&D projects focused on sustainable innovation	Social and relational Supporting clients in the environmental transition and digital sobriety 150 partnerships with NGOs and charities 4,016 man-days of skills sponsorship
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- Developing artificial intelligence in businesses/activities
- Contributing to client carbon reduction efforts
- Cybersecurity and client data protection
- Talent attraction and retention

Environmental

26,929 MWh
of energy consumption
of which 65% from renewable energy
75% of workforce covered by an
environmental management system

Financial

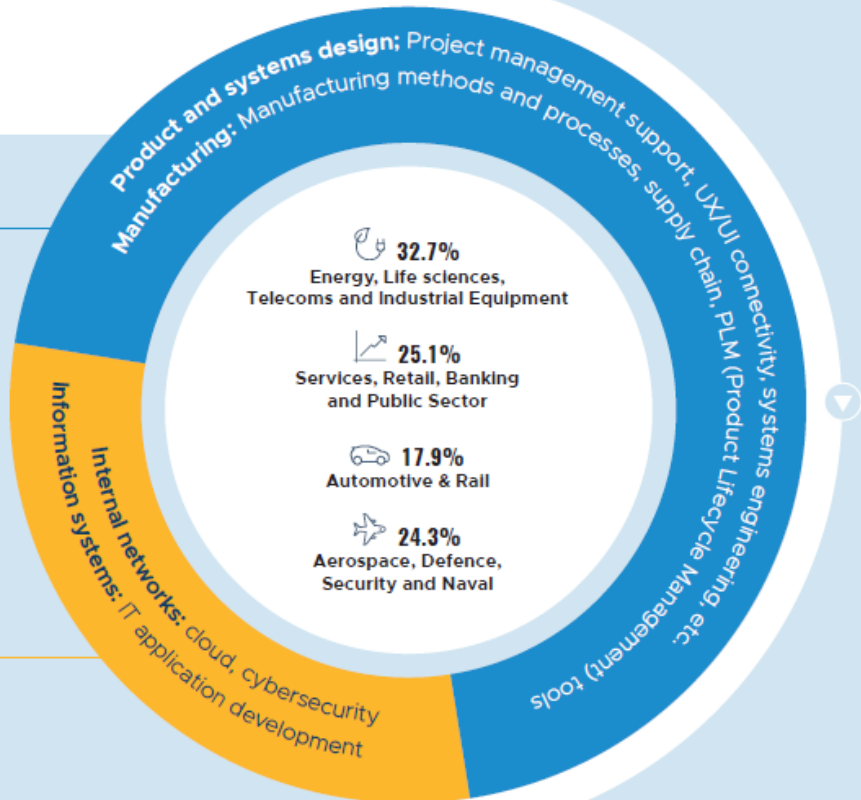
€2,223.4m
in shareholders' equity
€346.5m operating margin
Positive cash position



ENGINEERING
70%
of revenue

BUSINESS LINE
Coverage of
the entire product
development cycle
for Engineering
and IT Services
technology projects.

**IT SERVICES
FOR BUSINESSES**
30%
of revenue



Environmental

GHG emissions: 1.5°C pathway by 2030
Scopes 1 & 2 -59.8% in absolute terms
(reference year 2019)
Scope 3: -55.8% in intensity for commuting,
business travel and purchases of goods
and services (base year 2019)

Economic and financial

€4.1bn
in revenue of which 65.4% from international business
4 acquisitions
€318.6m in free cash flow
€1.50 dividend per share

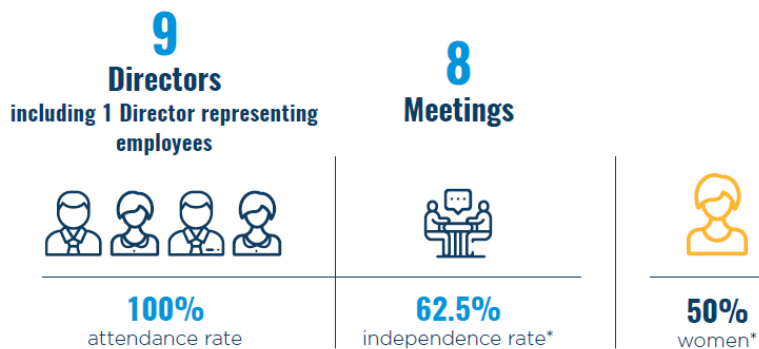


III. The Board of Directors and its specialised committees

The Company's Board of Directors is assisted in its work by three committees: the Audit Committee, the Remuneration and Nomination Committee and the CSR Committee (see infographic below, relating to the 2025 financial year).

To date, the composition of these bodies remains unchanged, and is expected to remain so following the 2026 General Meeting, subject to the renewal of the terms of office as directors of Jean-Philippe Collin, Jane Seroussi, Marc Eisenberg and ratification of the appointment of Danièle Guyot-Caparros, as set out in the 5th to 8th resolutions submitted to the shareholders in 2026, respectively.

BOARD OF DIRECTORS

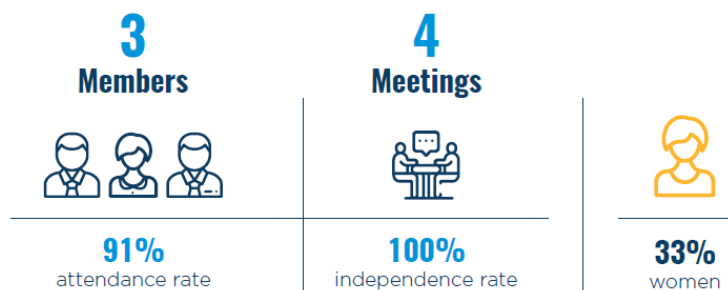


AUDIT COMMITTEE

Danièle Guyot-Caparros*
Chair, Independent member

Jean-Philippe Collin
Independent member

Philippe Tribaudeau
Independent member

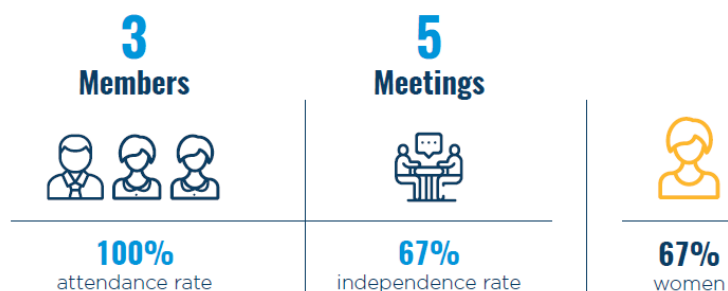


REMUNERATION AND NOMINATION COMMITTEE

Maryvonne Labelle
Chair, Independent member

Emily Azoulay
Non-independent member

Jean-Philippe Collin
Independent member



CSR COMMITTEE

Maryvonne Labelle
Chair, Independent member

Jean-Philippe Collin
Independent member

Pierre-Louis Ryser
Director
representing employees

3
Members
including 1 Director representing
employees



100%
attendance rate

2
Meetings



66%
independence rate



33%
women

Directors	Gender	Nationality	Age	Number of ALTEN shares held	Start of 1 st term	End of current term of office	Seniority	Board committee memberships			Presence rate in 2025	
								Audit	Remuneration and nominations	CSR	Council	Committee(s)
Chairman of the Board of Directors												
Simon Azoulay	M		69	5,173,013 (directly and via SGTI, a controlled company)	19/02/1997	2029 GM	29 years				100%	Not applicable
Independent Directors												
Jean-Philippe Collin	M		69	0	23/02/2023	2026 GM	3 years				100%	100%
Marc Eisenberg	M		71	0	18/06/2014	2026 GM	11 years				100%	Not applicable
Maryvonne Labelle	F		68	0	29/01/2021	2028 GM	5 years				100%	100%
Danièle Guyot-Caparros	F		67	0	08/10/2025 ⁽¹⁾	2029 GM	< 1 year				100% ⁽²⁾	100% ⁽²⁾
Phillippe Tribaudeau	M		64	0	24/05/2016	2028 GM	9 years				100%	75%
Non-independent directors												
Emily Azoulay	F		77	1,425	22/06/2011	2027 GM	14 years				100%	100%
Jane Seroussi	F		60	0	18/06/2014	2026 GM	11 years				100%	Not applicable
Director representing employees												
Pierre-Louis Ryser	M		60	15	28/09/2023	2027	3 years				100%	Not applicable

Committee Chair Audit Committee Remuneration and Nomination Committee CSR Committee

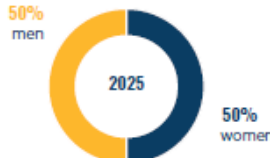
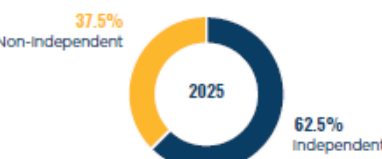
Diversity policy applied within the Board

In the context of promoting the diversity of the profiles of Board members and in application of Article L. 22-10-10 of the French Commercial Code, the Board of Directors has paid particular attention to its composition and that of its committees.

Based on the work of the Remuneration and Nomination Committee, the Board regularly reviews the diversity policy and proposes changes to the composition of the Board and its committees.

Preserving diversity in terms of independence, qualifications, expertise, age and gender within the Board is therefore an essential element in the selection process for candidates for the position of Director.

The summary of the Board diversity policy implemented by ALTEN as well as its objectives and results are presented below:

Criteria	Policies and objectives	Results and Implementation
Size of the Board of Directors	<p>In accordance with the Company's Articles of Association, the Board may consist of between three and eighteen members appointed by the General Meeting.</p> <p>The aim is to keep the Board to a manageable size so as to ensure that the work carried out at meetings is both easy and of high quality.</p>	<p>At the date of preparation of the Universal Registration Document, the Board of Directors comprised nine Directors, including the Director representing employees.</p>
Age of Directors	<p>In accordance with the Company's Articles of Association, no natural person over the age of 75 may be appointed as a member of the Board of Directors if his or her appointment would result in more than one third of the members of the Board of Directors being over that age.</p> <p>The aim is to maintain the stability of the composition of the Board of Directors and enable it to benefit from the experience and availability of these members.</p>	<p>At the date of preparation of the Universal Registration Document, only one Director was aged 75 or over. The average age of the Board of Directors is sixty-seven. Directors are aged between 60 and 77.</p>
Gender equality⁽¹⁾	<p>In accordance with the French Commercial Code, the proportion of Directors of each gender must not be less than 40%.</p> <p>The aim is to achieve a balance between men and women on the Board of Directors, in strict compliance with the legal provisions in force.</p>	<p>At 31 December 2025, the Board of Directors comprised four women and four men (excluding the Director representing employees), i.e:</p> <div style="text-align: center;">  <p>50% men 2025 50% women</p> </div> <p>In addition:</p> <ul style="list-style-type: none"> • the Audit Committee, which is chaired by a woman, comprises one woman and two men, i.e. 33% women and 67% men; • the Remuneration and Nomination Committee, which is chaired by a woman, comprises two women and one man, i.e. 67% women and 33% men; • the RSE Committee, which is chaired by a woman, comprises one woman and two men, i.e. 33% women and 67% men.
Independence of Directors⁽¹⁾⁽²⁾	<p>50% of Directors must be independent.</p> <p>Achieving the level of independence ensures that the interests of all stakeholders (shareholders, employees, founders, etc.) are taken into account by the Board of Directors when making decisions.</p>	<p>The Board of Directors has five members who are independent, representing 62.5%.</p> <div style="text-align: center;">  <p>37.5% Non-independent 2025 62.5% Independent</p> </div>
Diversity of skills⁽³⁾	<p>The Board ensures that the skills represented on it and its committees are varied, necessary and complementary in order to meet the ALTEN Group's operational strategy and the tasks entrusted to the Board and its committees.</p> <p>When selecting candidates for the duties of Director, the Remuneration and Nomination Committee seeks in particular skills that complement those already represented on the Board of Directors.</p>	<p>The diversity of skills within the Board and its committees allows a rapid and in-depth understanding of ALTEN's operational and strategic issues.</p>

(1) Not including the Director representing employees.

(2) The independence of Directors (criteria adopted by the Company, results obtained for each Director, etc., are set out in the section below entitled "Independence").

(3) The diversity of skills (important skills retained for the Company, skills of each of the Directors, etc. are set out in the section below entitled "Skills of Directors").

The following pictograms illustrate the key skills of the Board of Directors:



Engineering and technology consulting: significant experience in engineering, technology consulting and/or technically intensive services.



Corporate management: experience as a manager, member of an Executive Committee or senior executive in companies or groups of significant size. Mastery of the operational, organisational, financial and human issues involved in managing and steering a company's performance.



Strategy: experience in defining, implementing and monitoring strategy, including market analysis, resource allocation, organic growth and creating value over the medium to long term.

CSR matters



Governance and business conduct: in governance, experience and/or knowledge in ethics, Human Rights, compliance and governance and experience within a listed company.



Human resources: experience in human resources management, particularly in service or consultancy organisations, covering issues of recruitment, skills development, talent management, diversity and inclusion, and social dialogue.



Environment: experience in identifying, understanding and managing environmental and social issues, including developing or monitoring CSR policies, decarbonisation trajectories, and integrating sustainability matters into corporate strategy.



Management: recognised experience in managing teams and organisations, particularly in complex, matrix or high-growth environments. Ability to support the transformation of organisations, manage performance and drive change.



Mergers and acquisitions: experience in leading external growth transactions, including target identification, deal structuring, due diligence processes, post-acquisition integration and synergy creation.



International experience: significant international experience, gained in particular through executive, management or steering roles in foreign operations. Knowledge of the issues involved in international development, intercultural management and the management of multi-country organisations.



Finance: strong expertise in corporate finance, including financial performance management, *reporting*, risk management, treasury, tax, audit, as well as relations with investors and financial partners.



Digital and IT: technical or managerial experience in the fields of digital and information systems, including digital transformation, IT governance, cybersecurity, data management and emerging technologies.

Understanding the issues involved in aligning information systems with business strategy and requirements.

The table below summarises the expertise of the Board members:

Percentage breakdown of skills ⁽¹⁾	CSR matters										
	44%	67%	67%	56%	44%	11%	89%	44%	56%	56%	11%
Simon Azoulay	●●●	●●●	●●●	●●●	●●●	●●	●●●	●●●	●●●	●●●	●●●
Emily Azoulay	●●●	●●●	●	●	●●●	●	●●●	●	●	●	●
Jean-Philippe Collin ⁽²⁾	●●●	●●●	●●●	●●●	●●●	●●●	●●●	●●	●●●	●●●	●●
Marc Elsenberg ⁽²⁾	●	●●●	●●●	●	●●	●	●●●	●●●	●●●	●●●	●
Maryvonne Labelle ⁽²⁾	●	●●●	●●●	●●●	●●●	●●	●●●	●	●	●	●
Danièle Guyot-Caparro ⁽²⁾	●	●●	●●●	●●●	●	●●	●●●	●●●	●●●	●●●	●
Pierre-Louis Ryser ⁽³⁾	●●●	●	●	●	●	●	●	●	●	●	●
Jane Seroussi	●	●●●	●	●	●	●	●●●	●	●	●	●
Phillippe Tribaudeau ⁽²⁾⁽⁴⁾	●	●	●●●	●●●	●	●	●●●	●●●	●●●	●●●	●

(1) The percentages shown correspond to expertise.
(2) Independent Director.
(3) Director representing employees.
(4) Lead Director.

● knowledge
●● skills
●●● expertise

Their expertise stems from their qualifications, professional experience, training and the expertise of the advisors who support them. For CSR-related matters, they benefit from a training program implemented several years ago, as well as ongoing guidance from ALTEN's CSR team. More generally, in carrying out its duties, the Board of Directors can access the Group's in-house expertise, particularly that of teams specialising in Artificial Intelligence and cybersecurity.

Each committee is composed of members with specific expertise enabling them to effectively fulfill their roles. Accordingly:

- the members of the CSR Committee have expertise in CSR matters;
- the members of the Audit Committee have expertise in finance or risk management;
- the members of the Remuneration and Nomination Committee have particular expertise in human resources consulting and executive search for senior managers and Executives.

IV. Agenda and text of resolutions submitted to the General Meeting

1. Agenda

Ordinary items

1. Approval of the annual financial statements for the financial year ended 31 December 2025 – Approval of non-deductible tax expenses and charges
2. Approval of the consolidated financial statements for the financial year ended 31 December 2025
3. Appropriation of net income for the financial year and determination of the dividend
4. Statutory Auditors' special report on regulated agreements and approval of a new agreement
5. Reappointment of Philippe Tribaudeau as Director

6. Reappointment of Jane Seroussi as Director
7. Reappointment of Marc Eisenberg as Director
8. Ratification of the provisional appointment of Danièle Guyot-Caparros as Director
9. Approval of the remuneration policy for company Directors
10. Approval of the remuneration policy for the Chairman of the Board of Directors
11. Approval of the remuneration policy for the Chief Executive Officer
12. Approval of the information referred to in Article L. 22-10-9 I of the French Commercial Code
13. Approval of the fixed, variable and exceptional components of the total remuneration and benefits of any kind paid or allocated in the course of the year up until 17 November 2025 to Simon Azoulay, Chairman and Chief Executive Officer
14. Approval of the fixed, variable and exceptional components of the total remuneration and benefits of any kind paid or allocated in the course of the year as from 17 November 2025 to Simon Azoulay, Chairman of the Board of Directors
15. Approval of the fixed, variable and exceptional components of the total remuneration and benefits of any kind paid or allocated in the course of the year as from 17 November 2025 to Cyril Malargé, Chief Executive Officer
16. Authorisation to be granted to the Board of Directors to allow the Company to repurchase its own shares pursuant to Article L. 22-10-62 of the French Commercial Code, duration of authorisation, purposes, conditions, capping and suspension during a public offering period

Extraordinary items:

17. Authorisation to be granted to the Board of Directors to allocate free shares currently existing and/or to be issued to the employees of the Company or of companies or economic interest groups related to the Company and/or to certain Corporate Officers, waiver by shareholders of their pre-emptive subscription rights, duration of authorisation, capping, duration of vesting period, especially in the event of invalidity
18. Harmonisation of Article 23 of the Articles of Association relating to the date on which shares must be registered in an account in order to participate in the General Meeting

Ordinary items:

19. Powers for formalities

2. Presentation and draft text of resolutions

FINANCIAL STATEMENTS

RESOLUTIONS 1 AND 2: APPROVAL OF THE SEPARATE AND CONSOLIDATED FINANCIAL STATEMENTS FOR THE 2025 FINANCIAL YEAR

EXPLANATORY STATEMENT

The Assembly is asked to approve the statutory financial statements for the financial year ended 31 December 2025, showing a net profit of €41,130,165.40, and the consolidated financial statements for the same financial year, showing a net profit (Group share) of €106,915,381.

Shareholders are also called to approve the total amount of expenses and charges referred to in Article 39-4 of the French General Tax Code, i.e., the amount of €377,932, as well as the corresponding tax of €79,366.

First resolution – Approval of the annual financial statements for the financial year ended 31 December 2025 – Approval of non-deductible tax expenses and charges

The General Meeting, having reviewed the reports of the Board of Directors and the Statutory Auditors for the financial year ended 31 December 2025, approves, as presented, the annual financial statements closed as of that date, showing a profit of €41,130,165.40.

The General Meeting specifically approves the expenses and charges referred to in Article 39-4 of the French General Tax Code, amounting to €377,932, as well as the corresponding tax of €79,366.

Second resolution – Approval of the consolidated financial statements for the financial year ended 31 December 2025

The General Meeting, having reviewed the reports of the Board of Directors and the Statutory Auditors on the consolidated financial statements for the year ended 31 December 2025, approves these financial statements as presented, showing a profit (Group share) of €106,915,381.

RESOLUTION 3: APPROPRIATION OF NET INCOME FOR THE 2025 FINANCIAL YEAR

EXPLANATORY STATEMENT

In view of the ALTEN Group's 2025 results and of its development outlook, the shareholders are asked to approve the distribution of a dividend of €1.50 per ordinary share (unchanged compared to 2025 with respect to the 2024 results).

Third resolution – Appropriation of net income for the financial year and determination of the dividend

The General Meeting, upon proposal of the Board of Directors, resolves to appropriate net income for the financial year ended 31 December 2025 as follows:

Source

- Net profit for the financial year	€41,130,165.40
- Other reserves	€429,234,323.21

Transfer from

Other reserves €11,184,847.39

Appropriation

- Legal reserve €8,028.29

- Dividends €52,306,984.50

The General Meeting notes that the gross dividend per share is set at €1.50.

When it is paid to individuals who are tax residents in France, the dividend is subject either to a single flat-tax withholding of 12.8% on the gross dividend (Article 200 A of the French General Tax Code), or, upon the taxpayer's express, irrevocable and general choice, to income tax according to the progressive scale after, notably, taking into account a 40% allowance (Articles 200 A, 13, and 158 of the French General Tax Code). The dividend is also subject to social security contributions, at a rate of 18.6%.

The ex-dividend date will be 22 June 2026 and dividends will be paid on 24 June 2026.

In the event of a change in the number of shares with dividend rights compared to the 34,871,323 ordinary shares comprising the share capital at 31 December 2025 that was eligible for dividends, the total dividend allocation would be adjusted accordingly and the amount recorded in "Other reserves" would be determined on the basis of the dividends actually paid.

Pursuant to Article 243 bis of the French General Tax Code, the General Meeting notes that the dividends and income distributions for the previous three financial years were as follows:

Financial year	INCOME ELIGIBLE FOR THE ALLOWANCE		OTHER DISTRIBUTED INCOME	INCOME NOT ELIGIBLE FOR THE ALLOWANCE
	DIVIDENDS			
2022	€51,929,262 ⁽¹⁾⁽²⁾		-	-
	€51,928,651.50 ⁽¹⁾⁽²⁾ i.e., €1.50 per ordinary share	€610.50 i.e., €0.75 per preferred B share	-	-
2023	€52,814,251.50 ⁽¹⁾⁽²⁾ i.e., €1.50 per share		-	-
2024	€52,900,299 ⁽¹⁾⁽²⁾ i.e., €1.50 per share			

(1) Excluding adjustments in the event of a change in the number of shares with dividend rights compared with the number of shares making up the share capital on the date the resolution is approved.

(2) Including the amount of dividends corresponding to treasury shares not paid and allocated to "other reserves".

REGULATED AGREEMENTS

RESOLUTION 4: REGULATED AGREEMENTS

EXPLANATORY STATEMENT

Under the terms of the 4th resolution of the General Meeting, shareholders are invited to approve a new agreement entered into in 2025 (amendment to an existing agreement), falling within the scope of Article L. 225-38 of the French Commercial Code and duly authorised by the Company's Board of Directors.

A second amendment dated 30 April 2025 was entered into regarding the service agreement of 3 July 2009 under which ALTEN SA provides administrative services (in particular a domiciliation service) to SGTI, a company controlled by Simon Azoulay. This amendment changed the postal address to 221 bis, boulevard Jean-Jaurès, 92100 Boulogne-Billancourt with effect from 1 May 2025 following the transfer of ALTEN SA's registered office to this same address.

This amendment was approved by the Board of Directors on 24 April 2025.

It is presented in the Statutory Auditors' special report in the 2025 Universal Registration Document, which is available online on the company's website.

In addition, information on this amendment has been published on the Company's website in accordance with legislation.

Agreements approved by shareholders in previous financial years which were carried out in 2025 are presented in the Statutory Auditors' special report on pages 356 and 357 of the 2025 Universal Registration Document, which is available online on the Company website. The Special Report is also available in Appendix 4 of this notice of meeting.

Fourth resolution – Statutory Auditors' special report on regulated agreements and approval of a new agreement

Having deliberated on the Statutory Auditors' special report on regulated agreements, the General Meeting approves the new agreement referred to therein.

BOARD OF DIRECTORS

RESOLUTIONS 5 AND 8: DIRECTORS' TERMS OF OFFICE

EXPLANATORY STATEMENT

The terms of office of Jean-Philippe Collin, Jane Seroussi and Marc Eisenberg will expire at the 2026 General Meeting. Under the 5th, 6th and 7th resolutions, it is proposed that their terms of office be renewed for a period of four years, i.e., until the General Meeting to be held in 2030 to approve the financial statements for the financial year ending 2029.

The 8th resolution proposes the ratification of the provisional appointment by the Board of Directors at its meeting on 8 October 2025 of Danièle Guyot-Caparros as a Director replacing Alette Mardyks, who resigned on the same day.

As a result, Danièle Guyot-Caparros held office for the remainder of her predecessor's term, i.e., until the close of the General Meeting to be held in 2029 to approve the financial statements for the year ending 2028.

Independence and parity

Jean-Philippe Collin, Marc Eisenberg and Danièle Guyot-Caparros are qualified as independent members according to the independence criteria of the Middlednext Code, adopted by the Company as the reference code for corporate governance. In this respect, it should be noted that they have no business relationship with the Group.

Jane Seroussi is qualified as a non-independent member according to the independence criteria of the Middlednext Code, because of her family ties to Simon Azoulay. The renewal of her term of office contributes to ensuring the appropriate representation of a significant shareholder. Her role as a Director contributes to the continuity and stability of the Board, which also maintains a level of independence above the applicable market thresholds.

Therefore, if these resolutions are approved by the General Meeting, the Board will continue to be composed as follows:

- four women, four men, in accordance with the legal rules on parity (the Director representing employees is excluded from this calculation),
- five independent Directors out of eight (the Director representing employees is excluded from this calculation). The Company would therefore remain in compliance with the recommendations of the Middlednext Code regarding the proportion of independent members.
- one Director representing employees.

Expertise, experience, competence

Details of the expertise, experience and competence of the nominees are set out in the report on corporate governance in the 2025 Universal Registration Document, pages 102 and 103 and the above.

Fifth resolution – Reappointment of Jean-Philippe Collin as Director

The General Meeting resolves to renew the directorship of Jean-Philippe Collin for a period of four years, expiring at the end of the General Meeting to be held in 2030 to approve the financial statements for the financial year ending 2029.

Sixth resolution – Reappointment of Jane Seroussi as Director

The General Meeting resolves to renew the directorship of Jane Seroussi for a period of four years, expiring at the end of the General Meeting to be held in 2030 to approve the financial statements for the financial year ending 2029.

Seventh resolution – Reappointment of Marc Eisenberg as Director

The General Meeting resolves to renew the directorship of Marc Eisenberg for a period of four years, expiring at the end of the General Meeting to be held in 2030 to approve the financial statements for the financial year ending 2029.

Eighth resolution – Ratification of the provisional appointment of Danièle Guyot-Caparros as Director

The General Meeting ratifies the provisional appointment by the Board of Directors at its meeting on 8 October 2025 of Danièle Guyot-Caparros as a Director replacing Aliette Mardyks, who resigned on the same day.

As a result, Danièle Guyot-Caparros will hold office for the remainder of her predecessor's term, i.e., until the close of the General Meeting to be held in 2029 to approve the financial statements for the year ending 2028.

RESOLUTIONS 9 TO 15: EX ANTE AND EX POST SAY ON PAY

EXPLANATORY STATEMENT

Approval of the remuneration policy for Corporate Officers (ex-ante Say on Pay)

On the recommendation of the Remuneration and Nomination Committee, and taking into account the recommendations of the Middlednext Code, the Board of Directors established a remuneration policy for the Company's Corporate Officers for 2026, describing the principles and criteria to set, distribute and allocate the fixed, variable and exceptional components of their total remuneration and benefits of any kind that may be allocated to them by virtue of their office.

Pursuant to Article L. 22-10-8 of the French Commercial Code, shareholders are therefore asked to approve the 2026 remuneration policies for the Directors (9th resolution), the Chairman (10th resolution) and the Chief Executive Officer (11th resolution), which are included in the report on corporate governance that is part of the 2025 Universal Registration Document (in sections 2.3.1.3, 2.3.1.1 and 2.3.1.2 respectively). **This information is also provided in Appendix 1 to this notice of meeting.**

It should be noted that, pursuant to Article L. 22-10-8 II of the French Commercial Code, if these resolutions are not approved, the remuneration policies approved at the General Meeting of 12 June 2025 will remain in effect and the Board of Directors will submit revised remuneration policies for approval at the next General Meeting.

Approval of the information referred to in Article L. 22-10-9 I of the French Commercial Code

Pursuant to Article L. 22-10-34 I of the French Commercial Code, shareholders are also asked to approve, under the 12th resolution, the report on the remuneration of all Corporate Officers (including Directors) for the financial year ended 31 December 2025, as presented in the report on corporate governance in the 2025 Universal Registration Document (in section 2.3.2). **This information is also provided in Appendix 1 to this notice of meeting.**

It should be noted that if this 12th resolution is rejected by the General Meeting, payment of the sum allocated to the Directors for the 2025 financial year will be suspended until the revised remuneration policy has been approved, in accordance with the law.

Approval of the fixed, variable and exceptional components of the total remuneration and benefits of any kind paid or allocated in the course of the year to Simon Azoulay and Cyril Malargé (ex-post Say on Pay)

Pursuant to Article L. 22-10-34 II of the French Commercial Code, you are invited to approve, under the 13th, 14th and 15th resolutions, the fixed, variable and exceptional components of the total remuneration and benefits of any kind paid or allocated in the course of the financial year ended 31 December 2025 up until 17 November 2025 to Simon Azoulay, as Chairman and Chief Executive Officer, then as Chairman of the Board of Directors from 17 November 2025, as well as Cyril Malargé as Chief Executive Officer from 17 November 2025.

These elements are presented in the report on corporate governance included in the Company's 2025 Universal Registration Document, in section 2.3.2. **This information is also provided in Appendix 1 to this notice of meeting.**

Ninth resolution – Approval of the remuneration policy for company Directors

The General Meeting, deliberating in accordance with Article L. 22-10-8 of the French Commercial Code, approves the remuneration policy for Directors presented in the report on corporate governance contained in the 2025 Universal Registration Document, in section 2.3.1.3.

Tenth resolution – Approval of the remuneration policy for the Chairman of the Board of Directors

The General Meeting, deliberating in accordance with Article L. 22-10-8 of the French Commercial Code, approves the remuneration policy for the Chairman of the Board of Directors presented in the report on corporate governance contained in the 2025 Universal Registration Document, in section 2.3.1.1.

Eleventh resolution – Approval of the remuneration policy for the Chief Executive Officer

The General Meeting, deliberating in accordance with Article L. 22-10-8 of the French Commercial Code, approves the remuneration policy for the Chief Executive Officer presented in the report on corporate governance contained in the 2025 Universal Registration Document, in section 2.3.1.2.

Twelfth resolution – Approval of the information referred to in Article L. 22-10-9 I of the French Commercial Code

The General Meeting, deliberating pursuant to Article L. 22-10-34 I of the French Commercial Code, approves the information referred to in Article L. 22-10-9 I of the French Commercial Code provided in the report on corporate governance, presented in the 2025 Universal Registration Document, in section 2.3.2.

Thirteenth resolution – Approval of the fixed, variable and exceptional components of the total remuneration and benefits of any kind paid or allocated in the course of the year up until 17 November 2025 to Simon Azoulay, Chairman and Chief Executive Officer

The General Meeting, deliberating in accordance with Article L. 22-10-34 II of the French Commercial Code, approves the fixed, variable and exceptional components of the total remuneration and benefits of any kind paid or allocated in the course of the year up until 17 November 2025 to Simon Azoulay, Chairman and Chief Executive Officer, as presented in the report on corporate governance contained in the 2025 Universal Registration Document, in section 2.3.2.

Fourteenth resolution – Approval of the fixed, variable and exceptional components of the total remuneration and benefits of any kind paid or allocated in the course of the year as from 17 November 2025 to Simon Azoulay, Chairman of the Board of Directors

The General Meeting, deliberating in accordance with Article L. 22-10-34 II of the French Commercial Code, approves the fixed, variable and exceptional components of the total remuneration and benefits of any kind paid or allocated in the course of the year as from 17 November 2025 to Simon Azoulay, Chairman of the Board of Directors, as presented in the report on corporate governance contained in the 2025 Universal Registration Document, in section 2.3.2.

Fifteenth resolution – Approval of the fixed, variable and exceptional components of the total remuneration and benefits of any kind paid or allocated in the course of the year as from 17 November 2025 to Cyril Malargé, Chief Executive Officer

The General Meeting, deliberating in accordance with Article L. 22-10-34 II of the French Commercial Code, approves the fixed, variable and exceptional components of the total remuneration and benefits of any kind paid or allocated in the course of the year as from 17 November 2025 to Cyril Malargé, Chief Executive Officer, as presented in the report on corporate governance contained in the 2025 Universal Registration Document, in section 2.3.2.

SHARE BUYBACK AND CANCELLATION PROGRAMME

RESOLUTION 16: PROPOSAL TO RENEW THE AUTHORISATION RELATING TO THE IMPLEMENTATION OF THE SHARE BUYBACK PROGRAMME AND THE FREE SHARE ALLOCATION PLAN

EXPLANATORY STATEMENT

Proposal to renew the authorisation to implement the share buyback programme

Under the 16th resolution, it is proposed that the shareholders renew, for a period of eighteen months, the authorisation granted to the Board of Directors to trade in ALTEN shares on the stock market, under the conditions and for the purposes set out by the applicable regulations and the General Regulations of the French Financial Markets Authority (AMF – *Autorité des Marchés Financiers*).

Under this authorisation, the maximum number of ALTEN shares that may be acquired by the Company is set at 10% of the share capital on the date of this meeting, adjusted if necessary to take into account any capital increase or reduction transactions that may take place over the course of the programme, the maximum repurchase price being set at €100 per share.

As a result, the maximum amount of the transaction, if any, could be €354.49 million (based on capital at 31 March 2025).

The share buyback programme may only be used for the objectives defined by law and set in the resolution. The Company may use it to buy back shares with a view to their cancellation, to carry out external growth transactions, to stimulate the market for the Company's shares or to hedge free share plans.

The Board of Directors may not use this authorisation during a public offer for the Company's shares.

Apart from the implementation of the liquidity contract entered into with Kepler Cheuvreux, the Company did not carry out any transactions involving its shares over the 2025 financial year.

This authorisation annuls the authorisation given to the Board of Directors by the General Meeting on 12 June 2025 in its twelfth ordinary resolution.

As part of its capital allocation strategy to create value for its shareholders, ALTEN implemented a share buyback programme on 5 May 2026 for up to 7% of the share capital, in accordance with the authorisations granted by the Combined General Meeting of 12 June 2025, with a view to their cancellation.

Sixteenth resolution – Authorisation to be granted to the Board of Directors to allow the Company to repurchase its own shares pursuant to Article L. 22-10-62 of the French Commercial Code, duration of authorisation, purposes, conditions, capping and suspension during a public offering period

The General Meeting, having taken note of the report of the Board of Directors, authorises the latter, with powers to subdelegate, for a period of eighteen months, in accordance with Articles L. 22-10-62 *et seq.* and L. 225-210 *et seq.* of the French Commercial Code, to proceed with the purchase of Company shares, on one or more occasions of its choosing, within the limit of 10% of the number of shares comprising the share capital on the date of this Meeting, adjusted if necessary to take into account any capital increases or reductions made during the term of the programme.

This authorisation terminates the authorisation granted to the Board of Directors by the General Meeting on 12 June 2025 in its twelfth ordinary resolution.

Acquisitions may be made in order to:

- ensure a secondary market or the liquidity of ALTEN shares through a securities service provider via a liquidity contract in compliance with the regulations, it being specified that in this respect, the number of shares taken into account for the calculation of the above limit corresponds to the number of shares bought, less the number of shares sold;
- retain the shares purchased and subsequently use them in exchange or as payment in the event of potential mergers, spin-offs, contributions or external growth;
- cover share option plans and/or free share allocation plans (or similar schemes) for employees and/or Corporate Officers of the Group, including related Economic Interest Groups and companies, as well as any shares allocated under Company or Group savings plans (or similar schemes) in respect of company profit-sharing and/or any other form of allocating shares to the employees and/or Corporate Officers of the Group, including related Economic Interest Groups and companies;
- cover securities conferring a right to the Company shares in accordance with regulations in force;
- cancel any shares acquired pursuant to the authorisation that was or will be granted by the Extraordinary General Meeting.

These share purchases may be made by any means, including by acquisition of blocks of shares, and at the times that the Board of Directors deems appropriate.

The Board of Directors may not, without prior authorisation by the General Meeting, make use itself of this authorisation during a public offering initiated by a third party for the shares of the Company until the end of the offering period.

The Company does not intend to use options or derivative instruments.

The maximum purchase price is set at €100 per share. In the event of a capital transaction, including the division or consolidation of shares or the allocation of bonus shares to shareholders, the aforementioned amount will be adjusted in the same proportions (multiplying coefficient equal to the ratio between the number of shares comprising the share capital before the transaction and the number of shares after the transaction).

The maximum transaction amount is set at €354.49 million.

The General Meeting grants all powers to the Board of Directors, with powers to subdelegate, to proceed with these transactions, to determine the terms and conditions, to enter into any agreements and to carry out all formalities.

EMPLOYEE-SHAREHOLDING PLANS

RESOLUTION 17: AUTHORISATION TO BE GRANTED TO THE BOARD OF DIRECTORS TO ALLOCATE FREE SHARES TO EMPLOYEES

EXPLANATORY STATEMENT

Since 2016, the Group has implemented a policy associating its employees and its executives with capital. This policy is essential to maintaining the Group's ability to attract and retain talent over the long term.

It is therefore proposed that's shareholders grant authorisation to the Board of Directors, for a period of 38 months, to set up two types of free share allocation plans, subject to conditions of presence and, where applicable, performance.

The total number of shares awarded free of charge under this authorisation may not exceed 370,000 shares (the "Cap"), i.e., approximately 1.04% of the share capital on the date of this resolution, it being specified that said Cap may not exceed the maximum percentage provided for by regulations on the grant decision date.

The total number of free shares that may be allocated to the Company's Corporate Officers may not exceed 15,000 shares per year, and the final allocations remain subject to one or more of the performance conditions set out below and assessed over a minimum period of three consecutive years, as determined by the Board of Directors.

To this Cap shall be added, as the case may be, the nominal amount of the capital increase necessary to preserve the rights of the beneficiaries of free share grants in the event of transactions on the Company's share capital during the vesting period.

Within this Cap:

- the maximum total number of shares awarded free of charge without performance conditions (hereinafter referred to as "Free Shares") is set at 120,000 shares, i.e., approximately 0.34% of the share capital on the date this resolution is drawn up, it being specified that the Executive Corporate Officers of the Company shall not be eligible;

- the maximum total number of shares awarded free of charge and subject to performance conditions (hereinafter referred to as "Performance Shares") is set at the balance of the Cap not used for the Free Shares, i.e., a maximum of between 370,000 and 250,000 shares, representing between 1.04% and 0.70% of the share capital respectively, on the date this resolution is drawn up.

The allocation of shares to beneficiaries will be definitive after a vesting period, the length of which will be set by the Board of Directors:

- said period may not be less than three years for the Performance Shares, which will not be subject to any lock-up period; notwithstanding the above, Executive Corporate Officers must hold in registered form 25% of the shares resulting from the conversion or definitive allocation of ordinary shares until termination of their duties as Corporate Officers;

- said period may not be less than two years for the Free Shares, which will not be subject to any lock-up period.

EMPLOYEE RETENTION PLAN

Participation mechanism	Free allocation of ordinary shares
Volume	From 0 to 120,000 ordinary shares, i.e., 0.34% of the share capital
Beneficiaries	Retention plan for employees of the Company and related companies (mainly engineers and consultants) Excluding ALTEN SA Corporate Officers
Vesting period	Two years to facilitate quicker vesting
Vesting conditions	Presence at the end of the vesting period
Non-transferability period	None

MANAGERS INCENTIVE PLAN

Retention mechanism	Free allocation of performance shares
Volume	From 250,000 to 370,000 ordinary shares, i.e., 0.70% of the share capital
Beneficiaries	LTIP ALTEN classique with annual allocation of free performance shares to employees of the Company and Corporate Officers and employees of related companies Cyril Malargé to be a beneficiary
Vesting period	3 years minimum (currently 4 years)
Vesting conditions	Presence and achievement of Group performance criteria at the end of the vesting period
Non-transferability period	None
Performance conditions (25% each)	Financial criteria CSR criteria

PERFORMANCE CONDITIONS

A mix of financial and CSR criteria

Performance criteria 2026-29 (under 4-year vesting period)	MIN ¹	MAX ¹	Calculation
Organic growth coefficient "cCO"	80%	100%	Linear between MIN and MAX
Operating margin on activity coefficient "cOMA"	80%	100%	
Free cash flow coefficient "cFC"	80%	100%	(0% at MIN and 100% at MAX)
CSR criterion "cRSE"	80%	100%	

¹ Objective achievement level

→ Each criterion has a 25% weighting and the years are weighted for the calculation of each criterion (except CSR)

→ The number of shares acquired is calculated by multiplying the number of shares initially allocated by $0.25 \times (cCO + cTMOA + cFC + cRSE)$

Seventeenth resolution – Authorisation to be granted to the Board of Directors to allocate free shares currently existing and/or to be issued to the employees of the Company or of companies or economic interest groups related to the Company and/or to certain Corporate Officers, waiver by shareholders of their pre-emptive subscription rights, duration of authorisation, capping, duration of vesting period, especially in the event of invalidity

The General Meeting, having reviewed the Board of Directors' report and the Statutory Auditors' special report, authorises the Board of Directors to proceed, on one or more occasions, in accordance with Articles L. 225-197-1, L. 225-197-2, L. 22-10-59 and L. 22-10-60 of the French Commercial Code, with the allocation of ordinary shares of the Company, existing or to be issued, to:

- salaried employees of the Company or companies or economic interest groups directly or indirectly related to it within the meaning of Article L. 225-197-2 of the French Commercial Code; and/or
- Corporate Officers meeting the conditions set by Article L. 225-197-1 of the French Commercial Code.

The total number of shares awarded free of charge under this authorisation may not exceed 370,000 shares (the “Cap”), i.e., approximately 1.04% of the share capital on the date of this resolution, it being specified that said Cap may not exceed the maximum percentage provided for by regulations on the grant decision date.

The total number of free shares that may be allocated to the Company’s Corporate Officers may not exceed 15,000 shares per year, and the final allocations remain subject to one or more of the performance conditions set out below and assessed over a minimum period of three consecutive years, as determined by the Board of Directors.

To this Cap shall be added, as the case may be, the nominal amount of the capital increase necessary to preserve the rights of the beneficiaries of free share grants in the event of transactions on the Company's share capital during the vesting period.

Within this Cap:

- the maximum total number of shares awarded free of charge without performance conditions (hereinafter referred to as “Free Shares”) is set at 120,000 shares, i.e., approximately 0.34% of the share capital on the date this resolution is drawn up, it being specified that the Executive Corporate Officers of the Company shall not be eligible;
- the maximum total number of shares awarded free of charge and subject to performance conditions (hereinafter referred to as “Performance Shares”) is set at the balance of the Cap not used for the Free Shares, i.e., a maximum of between 370,000 and 250,000 shares, representing between 1.04% and 0.70% of the share capital respectively, on the date this resolution is drawn up.

The allocation of shares to beneficiaries will be definitive after a vesting period, the length of which will be set by the Board of Directors:

- said period may not be less than three years for the Performance Shares, which will not be subject to any lock-up period; notwithstanding the above, Executive Corporate Officers must hold in registered form 25% of the shares resulting from the conversion or definitive allocation of ordinary shares until termination of their duties as Corporate Officers;
- said period may not be less than two years for the Free Shares, which will not be subject to any lock-up period.

The definitive allocation may exceptionally take place before the end of the vesting period if the beneficiary is recognised as having a disability that corresponds to the second and third categories set forth in Article L. 341-4 of the French Social Security Code.

Definitive allocations of Performance Shares will be subject to performance conditions set by the Board of Directors, on the proposal of the Remuneration and Nomination Committee, and will be substantiated according to:

- three quantitative criteria defined with respect to the following financial aggregates:
 - organic growth in consolidated revenue;
 - consolidated operating margin;
 - consolidated free cash flow;
- secondly, on a criterion that takes into account Corporate Social and Environmental Responsibility and Quality.

Full powers are granted to the Board of Directors for:

- setting the conditions and, if applicable, the criteria for the definitive allocation of the shares;
- determining the identity of the beneficiaries as well as the number of shares awarded to each of them;

- where necessary, ensuring the existence of sufficient reserves and, at the time of each allocation, transfer to a reserve account the sums required to issue the new shares to be awarded;
- resolving (at the appropriate time) on the capital increase(s) to be carried out by incorporation of reserves, by additional paid-in capital or by issue premiums of the new shares to be freely allocated, and, where necessary, releasing the unavailable reserve set aside that may be closed;
- carrying out the share acquisitions required within the framework of the share buyback programme and allocating them to the stock allocation plan,
- determining the impact on beneficiaries' rights of any transactions that modify the capital or are likely to affect the value of the shares allocated and carried out during the vesting period, and consequently, to modify or adjust, if necessary, the number of shares awarded in order to preserve the beneficiaries' rights;
- generally, in accordance with the legislation in force, undertaking everything that is required in order to implement this authorisation.

This authorisation automatically implies the shareholders' waiver of their preferential subscription rights to new shares issued through incorporation of reserves, additional paid-in capital and profits.

It is given for a period of thirty-eight months as from the date of this Meeting.

Where applicable, it supersedes any previous approval having the same purpose for the unused portion.

ARTICLES OF ASSOCIATION

RESOLUTION 18: AMENDMENT TO THE ARTICLES OF ASSOCIATION

EXPLANATORY STATEMENT

Decree no. 2026-94 of 13 February 2026 on the modernisation of communication methods with shareholders includes a number of measures modifying the conditions for participation in General Meetings. In particular, the final date for registering shares in a securities account in order to attend and vote at meetings has been set at the fifth business day prior to the meeting, unless the Articles of Association stipulate otherwise. Accordingly, under the 18th resolution, you are therefore asked to amend Article 23 of the Articles of Association in order to align the provisions relating to the date on which shares must be registered in order to participate in the General Meeting with the regulation in force.

Eighteenth resolution – Harmonisation of Article 23 of the Articles of Association relating to the date on which shares must be registered in an account in order to participate in the General Meeting

The General Meeting, having reviewed the Board of Directors' report, resolves to amend the third paragraph of Article 23 of the Articles of Association as follows, in order to take account of the provisions of Article R. 22-10-28 of the French Commercial Code, as amended by Decree no. 2026-94 of 13 February 2026, concerning the date on which shares must be registered in an account in order to participate in the General Meeting:

Old version	New version
(...) Shareholders shall be entitled to attend general meetings by book-entry of shares on behalf of the shareholder or the intermediary registered on his behalf (pursuant to paragraph seven of Article L.228-1 of the French Commercial Code), on the second business day preceding the meeting at midnight, Paris time, either in the registered securities accounts held by the Company or in the bearer share accounts kept by an authorized intermediary. (...)	(...) Shareholders shall be entitled to attend general meetings by book-entry of shares on behalf of the shareholder or the intermediary registered on his behalf (pursuant to paragraph seven of Article L.228-1 of the French Commercial Code), within the period provided for by the regulation in force , either in the registered securities accounts held by the Company or in the bearer share accounts kept by an authorized intermediary. (...)

POWERS FOR FORMALITIES

RESOLUTION 19: POWERS FOR FORMALITIES

EXPLANATORY STATEMENT

The purpose of this resolution is to grant the necessary powers to carry out all formalities following the General Meeting.

Nineteenth resolution – Powers for formalities

The General Meeting gives full powers to the bearer of an original, a copy, or an excerpt of these minutes to carry out any and all filing and registration formalities required by law.

Shareholder information

DATA SHEET

Company name	ALTEN
Activity	Engineering and Technology Consulting
APE Code	6202A
Trade and Companies Register number	348 607 417 Nanterre
Registered office address	221 bis boulevard Jean-Jaurès (92513) Boulogne-Billancourt Cedex
Founding date	1988
Nationality	French
Share capital	€37,221,267.30 as of the date of preparation of this Document
Number of shares representing ALTEN's capital	35,448,826 ordinary shares as of the date of preparation of this Document
Legal form	French public limited company (<i>Société Anonyme</i>) with a Board of Directors
Financial year	1 January to 31 December
Trading Market	ALTEN is listed in Compartment A of Euronext Paris
Stock market indices, including ALTEN shares	SBF 120, SBF 250, IT CAC 50, CACMID 100
ISIN code	FR 0000071946

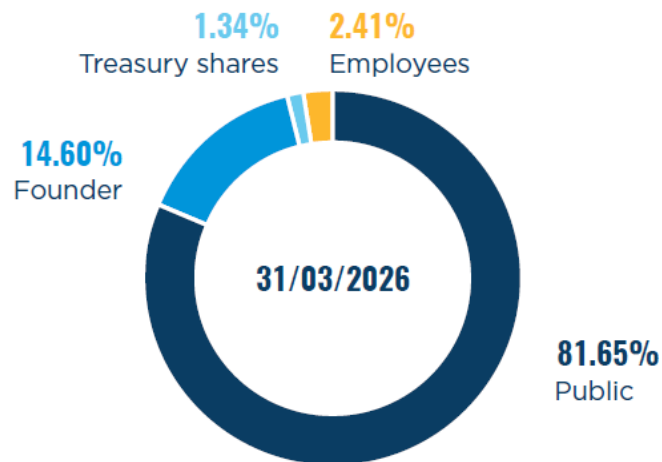
SHARE PERFORMANCE

(in euros)	2025	2024	2023	2022	2021	2020
Net income (attributable to) owners of the parent per share after dilution	3.04	5.32	6.74	13.20	6.03	2.86
Gross dividend	1.50	1.50	1.50	1.30	1.00	None
Highest price (close)	104.20	149.90	160.90	160.00	158.5	117.70
Lowest price (close)	62.90	74.40	108.50	99.20	86.8	56.95
Last price of the year (close)	72.45	79.05	134.60	116.80	158.5	92.65
Change compared with the previous year	-8.3%	-41.3%	15.2%	-26.3%	+71.1%	-17.6%
Weighted average of the last 30 prices (close)	71.82	77.73	128.60	120.58	149.32	91.85
Average transaction volume per session (number of shares)	41,068	41,249	35,833	36,748	40,570	70,531

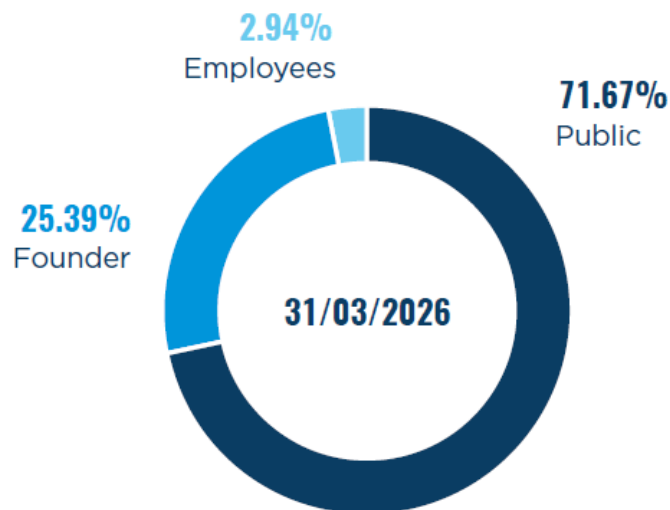
FINANCIAL ANALYSTS

- GILBERT DUPONT;
- KEPLER CHEUVREUX;
- ODDO;
- EXANE;
- BERNSTEIN (Société Générale);
- BANK OF AMERICA;
- ALPHAValue;
- INVEST SECURITIES;
- CIC.

DISTRIBUTION OF SHARE CAPITAL



DISTRIBUTION OF EXERCISABLE VOTING RIGHTS



2026 FINANCIAL CALENDAR

2025 4th quarter revenue	29 January 2026
2025 annual results	24 February 2026
2026 1st quarter revenue	28 April 2026
2026 2nd quarter revenue	28 July 2026
Results for 1st half of 2026	24 September 2026
2026 3rd quarter revenue	27 October 2026

Requesting delivery of the documents and information referred to in Article R. 225-83 of the French Commercial Code

Request to be returned to:

Société Générale Securities Services
 General Meetings Department
 32 rue du Champ-de-Tir
 CS 30812
 44308 Nantes Cedex 3



Combined General Meeting

Thursday 18 June 2026

I, the undersigned: _____

Residing at: _____

Owner of: _____ registered shares¹

And/or: _____ bearer shares

Request that the Company send the documents and information referred to in Articles R. 225-81 and R. 225-83 of the French Commercial Code concerning the Combined General Meeting (ordinary and extraordinary) of the Company convened on 18 June 2026, in the following format (please circle your choice):

- Paper
- Electronic files to the following email address:

Signed _____ in:

Date: _____

Signature:

¹Shareholders holding registered shares may, through a single request, ask the Company to send the documents and information referred to in Article R. 225-83 of the French Commercial Code when each subsequent General Meeting takes place.

Appendix 1: Remuneration of corporate officers



2026 REMUNERATION POLICY FOR THE CHAIRMAN OF THE BOARD OF DIRECTORS

The separation of the Chairman and CEO roles implemented in 2025 reflects the Company's commitment to best governance practices and the successful execution of a key leadership succession from its founder to a new CEO who has been recruited from outside the Group. In this context, the Chairman's role in supporting management and ensuring continuity is considered essential and is actively exercised.

The remuneration policy for the Chairman of the Board of Directors was set on 24 February 2026 by the Board of Directors, on the recommendation of the Remuneration and Nomination Committee. The policy reflects the non-executive nature of the term of office and is based on an analysis of relevant market practices.

The Chairman's prior total fixed compensation amounted to EUR 850,000 (comprising EUR 400,000 paid directly by ALTEN SA and EUR 450,000 received through directorships performed within the ALTEN Group via SGTI (wholly-owned by Simon Azoulay)), as disclosed in the 2024 and 2025 Universal Registration Documents. This compensation did not include any variable or long-term incentive components.

Accordingly, the proposed fixed remuneration of EUR 450,000 as Chairman reflects a 47% reduction in his overall compensation compared to previous years.

In addition, this level of remuneration has been assessed against a benchmark of more than 30 SBF 120 companies with separated Chairman and CEO roles and comparable size in terms of market capitalization and revenue. Based on this analysis, the proposed remuneration is aligned with market practice, with approximately 82% of non-executive chairmen receiving fixed compensation below EUR 500,000.

Annual fixed remuneration

The Chairman's fixed remuneration is €450,000.

Variable remuneration

The Chairman of the Board of Directors does not receive any variable remuneration.

Long-term incentive remuneration (performance shares)

The Chairman of the Board does not receive any variable multi-year remuneration or benefit from any long-term incentive scheme.

Pension plan

The Chairman of the Board does not benefit from any supplementary pension plan in respect of his duties.

Protection and healthcare costs

The Chairman of the Board benefits from protection schemes in terms of insurance and healthcare costs equivalent to those of the collective schemes for the ALTEN Group's senior managers in France.

Remuneration for directorship

The Chairman of the Board, as a Director, will receive no remuneration for attending Board meetings, other than his fixed annual remuneration.

Employment contract, severance pay and non-competition clause

There is no employment contract between the Chairman of the Board of Directors and the Company or a company in the ALTEN Group. No indemnities or benefits are payable in respect of termination or change of functions, or indemnities relating to a non-competition clause.

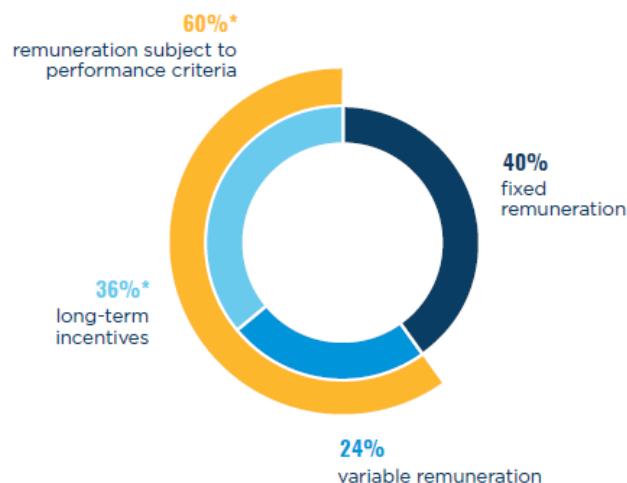
Benefits in kind

The Chairman of the Board of Directors is provided with a company car. The gross annual amount of the benefit in kind is a maximum of €12,000.

2026 REMUNERATION POLICY FOR THE CHIEF EXECUTIVE OFFICER

The Board of Directors meeting on 24 February 2026, on the recommendation of the Remuneration and Nomination Committee, defined the remuneration policy for Cyril Malargé, Chief Executive Officer since 17 November 2025. The Chief Executive Officer's remuneration comprises a fixed component, an annual variable component and a long-term incentive component.

This remuneration policy, which is in line with the Company's corporate interests and governance principles, is designed to support the Company's long-term viability by seeking a balanced performance over the medium and long term. It is based on a fair balance between the individual performance of the Chief Executive Officer and the interests of the company, in particular by aligning the interests of management and shareholders. The Board of Directors ensures that each component of remuneration, both fixed and variable, is part of a comprehensive and transparent vision, with clearly defined performance criteria that do not compromise strategic confidentiality. By favouring clear calculation rules and demanding targets, this policy ensures consistency between ALTEN's business strategy and the remuneration of its senior executive.



* Calculated on the basis of 15,000 shares at a price of €60.

Annual fixed remuneration

For the 2026 financial year, the Chief Executive Officer's fixed remuneration is €1,000,000. It was defined on the basis of role, experience and market practices.


Annual variable remuneration


The aim of the annual variable portion is to reflect the CEO's personal contribution to the Group's development and earnings growth. It is balanced relative to the fixed portion and determined as a percentage of fixed remuneration.


The annual variable component is set at a maximum of 60% of fixed remuneration (€600,000), assuming 100% achievement of targets. No additional remuneration will be awarded for outperformance.

It includes criteria for the annual assessment of the Chief Executive Officer's performance, 70% of which are based on quantifiable financial criteria designed to remunerate economic performance, 10% on non-financial criteria reflecting in particular the ALTEN Group's CSR targets, and 20% on qualitative criteria relating to the Group's organisation, strategy and M&A. These criteria are presented in the chart below.

For confidentiality reasons, the targets and thresholds applicable to these performance criteria are not made public as part of the remuneration policy. They will, however, be published after the event.

FINANCIAL CRITERIA (70%)				
	PERFORMANCE LEVEL**			CRITERIA WEIGHTING
	THRESHOLD	PIVOT POINT	CEILING	
OPA/Revenue % of revenue	-90%*	-96%*	100%*	30%
Organic growth rate % of revenue	NA*	-53%*	100%*	25%
Free Cashflow/Revenue % of revenue	-90%*	-94%*	100%*	15%

NON-FINANCIAL CRITERIA/CSR (10%)				
	PERFORMANCE LEVEL**			CRITERIA WEIGHTING
	THRESHOLD	PIVOT POINT	CEILING	
Gender balance % of senior managers at ALTEN that are women	-89%*	-95%*	100%*	5%
GHG emission reduction vs 2025 based on 2025 emissions published in the 2026 URD	-71%*	-86%*	100%*	5%

QUALITATIVE CRITERIA (20%)		
	PERFORMANCE LEVEL***	CRITERIA WEIGHTING
	CEILING	
Organisation, strategy Implementation & M&A	80%*	100%

BREAKDOWN OF PERFORMANCE CRITERIA

● Financial ● CSR ● Qualitative

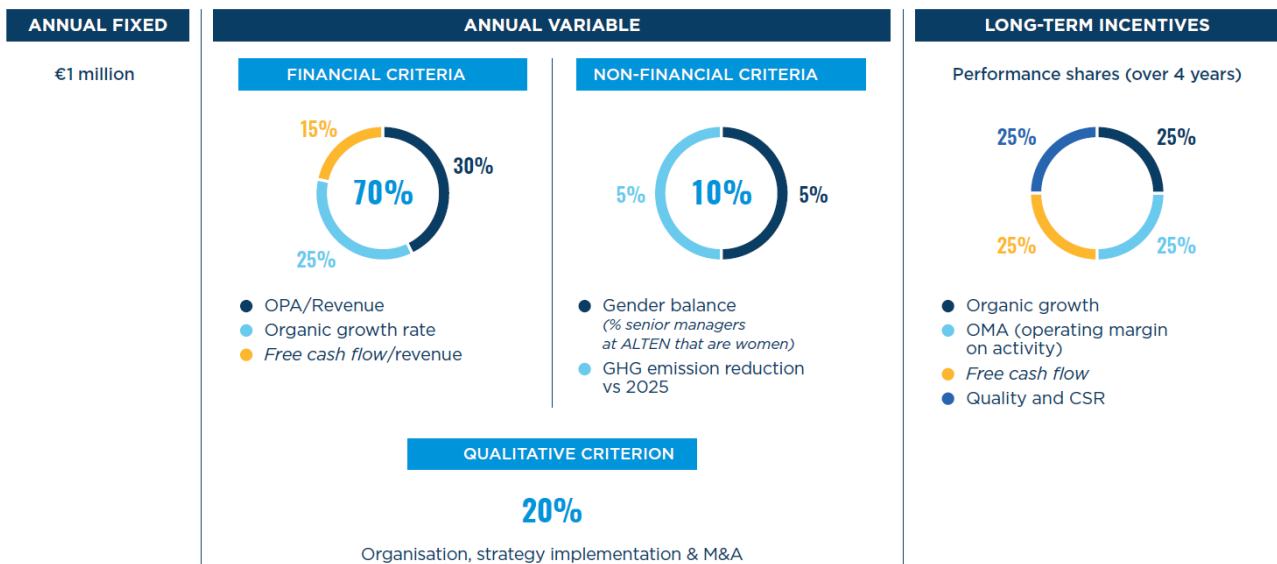
* Achievement rate compared with forecasts.

** The bonus is calculated by linear interpolation between (a) the threshold and the pivot point and (b) the pivot point and the ceiling.

*** The bonus is calculated by linear interpolation between the threshold and the ceiling.

Long-term incentive remuneration (performance shares)

The Chief Executive Officer's long-term incentive component takes the form of performance shares valued over four financial years, subject to the same performance criteria as those attached to the performance share plans for the Group's senior executives. These performance conditions are all precise and quantified. They include at least one non-financial performance condition reflecting the Group's ESG targets. The purpose of this long-term incentive component is to encourage the Chief Executive Officer to take a long-term view of his activities, to build loyalty and to align his interests with those of the Company and its shareholders. This free share allocation corresponds to 15,000 shares per year maximum, capped at 200% of annual target remuneration (fixed and variable target). The Chief Executive Officer formally undertakes not to use mechanisms to hedge these performance shares. The definitive vesting of all the shares allocated is also subject to a condition of presence. In accordance with the provisions of Article L. 225-197-1 of the French Commercial Code, the Board has decided that the Executive Corporate Officers of the Company who are beneficiaries of performance shares must hold in registered form 25% of the shares resulting from the conversion or definitive allocation of ordinary shares until termination of their duties as Executive Corporate Officers.



Exceptional adjustment

The performance criteria set out above reflect the Board's commitment to the variable nature of the long-term incentive component, which rewards financial and non-financial performance over the medium and long term. They are therefore not intended to be revised. However, in the event of exceptional circumstances (such as a change in accounting standards, a change in significant scope, the completion of a transforming transaction, a substantial change in market conditions or an unforeseen change in the competitive environment), the Board of Directors may adjust, upwards or downwards, the results on one or more of the performance criteria attached to the long-term incentive portion in order to ensure that the results of applying these criteria properly reflect the Group's performance. This adjustment would be made by the Board of Directors on the recommendation of the Remuneration and Nomination Committee and after the Board of Directors had ensured, firstly, that the adjustment aims to reasonably restore the balance or objective initially sought, adjusted for all or part of the impact of the event on the period under consideration and, secondly, that the interests of the Company and its shareholders are aligned with those of the beneficiaries. The Board would then justify in detail the adjustments that would be made. The application of these exceptional adjustments, if any, will be subject to approval by the General Meeting.

Extraordinary remuneration

The Board of Directors reserves the right to grant exceptional remuneration in consideration of specific events, such as a structuring or major operation for the ALTEN Group. The payment of this remuneration is strictly conditional on compliance with the internal procedure: it is decided by the Board on the recommendation of the Remuneration and Nomination Committee and then submitted to the General Meeting for approval. In any event, this remuneration would be capped at 20% of the Chief Executive Officer's fixed annual remuneration.

Pension plans

The Chief Executive Officer does not benefit from any supplementary pension scheme in respect of his duties.

Protection and healthcare costs

The Chief Executive Officer will benefit from protection schemes in terms of insurance and healthcare costs equivalent to those of the collective schemes for the ALTEN Group's senior managers in France.

Welcome package

The Chief Executive Officer does not receive a welcome package.

Provisions relating to the termination of the Chief Executive Officer's term of office

The Chief Executive Officer is not entitled to any benefits in the event of termination of his term of office.

Employment contract and non-competition clause

No employment contract is entered into between the Chief Executive Officer and the Company or a company in the ALTEN Group. No indemnities are provided for in relation to a noncompetition clause.

Benefits in kind

The Chief Executive Officer has a company car. The gross annual amount of the benefit in kind is a maximum of €12,000.

REMUNERATION IN RESPECT OF 2025

As Cyril Malargé joined the ALTEN Group as Chief Executive Officer of the Company on 17 November 2025, no remuneration could be paid to him for the 2025 financial year, in the absence of a remuneration policy approved in advance by the shareholders.

As a result, the Board of Directors, on the recommendation of the Remuneration and Nomination Committee, decided to include in the remuneration policy applicable to him for the 2026 financial year an amount of €125,000, corresponding to his fixed annual remuneration calculated on a pro rata basis, aimed at remunerating the exercise of his office during the period from 17 November 2025 to 31 December 2025, together with a benefit in kind relating to a company car.

This remuneration will be paid subject to the approval of this policy by the 2026 General Meeting.

2026 REMUNERATION POLICY FOR DIRECTORS

The General Meeting of 12 June 2025 set the annual remuneration of Board members at €250,000, until further notice. This amount is unchanged for 2026.

The criteria for distributing remuneration allocated by the General Meeting to Board members were set by the Board of Directors on 24 February 2026, on the proposal of the Remuneration and Nomination Committee, and are:

- attendance by Board members at Board Meetings;
- their membership of Board Committees;
- whether they are Independent Directors.

Accordingly:

- €1,500 per Board Meeting attended is allocated to each Independent Director, and the amount is increased to €3,000 for each attendance by the Director beyond the threshold of 75% attendance;
- €1,000 per Board Meeting attended is allocated to each non-executive and non-independent Director, and the amount is increased to €2,000 for each attendance by the Director beyond the threshold of 75% attendance;
- €1,500 per Director is allocated for each attendance at the Remuneration and Nomination Committee;
- €1,500 per Director is allocated for each attendance at the Audit Committee;
- €1,500 per Director is allocated for each attendance at the CSR Committee;
- in the event of the creation of new specialised committees, the Board, at the suggestion of the Remuneration and Nomination Committee, may add to these rules;
- an amount of €1,500 for specific assignments entrusted by the Board of Directors;
- no remuneration is paid to Executive Directors (linked to ALTEN SA by a corporate office or an employment contract);
- directors' transport expenses will be reimbursed on presentation of receipts.

2025 REMUNERATION FOR CORPORATE OFFICERS

The total 2025 remuneration of each ALTEN SA Corporate Officer complies with the principles of the remuneration policies approved by the General Meeting of 12 June 2025.

1. Chairman of the Board of Directors

Summary of remuneration paid to Simon Azoulay, Chairman and Chief Executive Officer until 16 November 2025 and Chairman of the Board of Directors since 17 November 2025

The Board of Directors, on the recommendation of the Remuneration and Nomination Committee, decided to maintain Simon Azoulay's fixed annual remuneration for 2025.

Simon Azoulay	Amounts allocated for 2025 ⁽¹⁾	Amounts paid in 2025 ⁽¹⁾	Amounts allocated for 2024 ⁽¹⁾	Amounts paid in 2024 ⁽¹⁾
Fixed remuneration	€400,000	€336,000	€400,000	€336,000
Annual variable remuneration	None	None	None	None
Multi-year variable remuneration	None	None	None	None
Extraordinary remuneration	None	None	None	None
Remuneration for directorship	None	None	None	None
Remuneration paid to SGTI (controlled by Simon Azoulay) by companies controlled by ALTEN SA ⁽²⁾	€450,000	€450,000	€450,000	€450,000
Benefits in kind (company car)	€6,000	€2,484	€6,000	€2,484
TOTAL	€856,000	€788,484	€856,000	€788,484

(1) The difference between the amounts allocated and the amounts paid reflects Simon Azoulay's personal decision to forgo part of his fixed remuneration.

(2) In respect of remuneration for terms of office as Directors, which are non-executive terms of office.

Summary of remuneration and options and shares granted to Simon Azoulay, Chairman and Chief Executive Officer until 16 November 2025 and Chairman of the Board of Directors since 17 November 2025

The Board of Directors, on the recommendation of the Remuneration and Nomination Committee, decided to maintain Simon Azoulay's fixed annual remuneration for 2025.

Simon Azoulay	2025 financial year	2024 financial year
Remuneration allocated for the financial year	€856,000	€856,000
Valuation of multi-year variable remuneration awarded during the financial year	None	None
Value of options awarded during the financial year	None	None
Value of performance shares awarded during the financial year	None	None
Valuation of other long-term remuneration plans	None	None
TOTAL	€856,000	€856,000

2. Chief Executive Officer

Summary of remuneration paid to Cyril Malargé, Chief Executive Officer since 17 November 2025

As Cyril Malargé joined the ALTEN Group as Chief Executive Officer of the Company on 17 November 2025, no remuneration could be paid to him for the 2025 financial year, in the absence of a remuneration policy approved in advance by the shareholders.

As a result, the Board of Directors, on the recommendation of the Remuneration and Nomination Committee, decided to include in the remuneration policy applicable to him for 2026 an amount of €125,000, corresponding to his fixed annual

remuneration calculated on a pro rata basis, aimed at remunerating the performance of his duties during the period from 17 November 2025 to 31 December 2025, as well as a benefit in kind (company car).

In any event, payment of this sum will be made at the close of the 2026 General Meeting, subject to shareholder approval of the 2026 remuneration policy, which includes the proposed back pay of remuneration on a pro rata basis (see above).

Cyril Malargé	Amounts allocated for 2025	Amounts paid in 2025	Amounts allocated for 2024	Amounts paid in 2024
Fixed remuneration	€0	0	Not applicable	Not applicable
Annual variable remuneration	None	0	Not applicable	Not applicable
Multi-year variable remuneration	None	0	Not applicable	Not applicable
Extraordinary remuneration	Not applicable	Not applicable	Not applicable	Not applicable
Remuneration for directorship	Not applicable	Not applicable	Not applicable	Not applicable
Benefits in kind (company car)	€0	€0	Not applicable	Not applicable
TOTAL	€0	€0	Not applicable	Not applicable

Summary of remuneration and options and shares granted to Cyril Malargé, Chief Executive Officer since 17 November 2025

As Cyril Malargé joined the ALTEN Group as Chief Executive Officer of the Company on 17 November 2025, no remuneration could be paid to him for the 2025 financial year, in the absence of a remuneration policy approved in advance by the shareholders.

As a result, the Board of Directors, on the recommendation of the Remuneration and Nomination Committee, decided to include in the remuneration policy applicable to him for 2026 an amount of €125,000, corresponding to his fixed annual

remuneration calculated on a pro rata basis, aimed at remunerating the performance of his duties during the period from 17 November 2025 to 31 December 2025, as well as a benefit in kind (company car).

In any event, payment of this sum will be made subject to shareholder approval of the 2026 remuneration policy, which includes the proposed back pay of remuneration on a pro rata basis (see above).

Cyril Malargé	2025 financial year	2024 financial year
Remuneration allocated for the financial year	€0	Not applicable
Valuation of multi-year variable remuneration awarded during the financial year	None	Not applicable
Value of options awarded during the financial year	None	Not applicable
Value of performance shares awarded during the financial year	None	Not applicable
Valuation of other long-term remuneration plans	None	Not applicable
TOTAL	€0	Not applicable

3. Directors

<i>(in euros)</i>	In 2026 for 2025	In 2025 for 2024
Simon Azoulay ⁽²⁾	Not applicable	Not applicable
Emily Azoulay	17,500	16,000
Jean-Philippe Collin	54,000 ⁽³⁾	45,000 ⁽³⁾
Marc Eisenberg	15,000	15,000
Maryvonne Labeille	48,000 ⁽³⁾	42,000 ⁽³⁾
Aliette Mardyks ⁽⁴⁾	18,000	21,000
Danièle Guyot-Caparros ⁽⁵⁾	4,500	Not applicable
Jane Seroussi	10,000	8,000
Philippe Tribaudeau	19,500	19,500
Pierre-Louis Ryser ⁽⁶⁾	Not applicable	Not applicable

(1) *Gross amounts before social security contributions and taxes for French residents.*

(2) *Simon Azoulay does not receive any remuneration in respect of his office as Director. The remuneration received by Simon Azoulay in respect of 2025 is shown in tables 1 and 2 above.*

(3) *The remuneration of Jean-Philippe Collin and Maryvonne Labeille includes an additional allowance of €22,500 each for the specific task of assisting the Remuneration and Nomination Committee in preparing the succession plan for Simon Azoulay. This allocation was approved by the Board of Directors on 24 February 2026.*

(4) *Director until 8 October 2025.*

(5) *Director since 8 October 2025.*

(6) *Pierre-Louis Ryser, Director representing employees does not receive any remuneration in respect of his office.*

Appendix 2: Statutory auditors' report on the separate financial statements

This is a free translation into English of the statutory auditors' report on the financial statements of the Company issued in French and it is provided solely for the convenience of English speaking users.

This statutory auditors' report includes information required by European regulation and French law, such as information about the appointment of the statutory auditors or verification of the management report and other documents provided to shareholders.

This report should be read in conjunction with, and construed in accordance with, French law and professional auditing standards applicable in France.

For the year ended December 31, 2025

To the Annual General Meeting of ALTEN S.A.,

Opinion

In compliance with the engagement entrusted to us by the Annual General Meeting, we have audited the accompanying financial statements of ALTEN S.A. for the year ended December 31, 2025.

In our opinion, the financial statements give a true and fair view of the assets and liabilities and of the financial position of the Company as at December 31, 2025 and of the results of its operations for the year then ended in accordance with French accounting principles.

The audit opinion expressed above is consistent with our report to the Audit Committee.

Basis for Opinion

Audit Framework

We conducted our audit in accordance with professional standards applicable in France. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Our responsibilities under those standards are further described in the *Statutory Auditors' Responsibilities for the Audit of the Financial Statements* section of our report.

Independence

We conducted our audit engagement in compliance with independence rules applicable to us, for the period from January 1st, 2025, to the date of our report and specifically we did not provide any prohibited non-audit services referred to in Article 5(1) of Regulation (EU) No 537/2014 or in the French Code of ethics (code de déontologie) for statutory auditors.

Observation

Without calling into question the opinion expressed above, we draw your attention to the matter described in the paragraph "Change in accounting methods" of note 5.3.3.4 to the notes to the annual financial statements, relating to the change in accounting method arising from the application of ANC Regulation No. 2022-06.

Justification of Assessments - Key Audit Matters

In accordance with the requirements of Articles L.821-53 and R.821-180 of the French Commercial Code (code de commerce) relating to the justification of our assessments, we inform you of the key audit matters relating to risks of material misstatement that, in our professional judgment, were of most significance in our audit of the financial statements of the current period, as well as how we addressed those risks.

These matters were addressed in the context of our audit of the financial statements as a whole, approved in the context described above, and in forming our opinion thereon, and we do not provide a separate opinion on specific items of the financial statements.

Measurement of investment securities

Key Audit Matter

As at December 31, 2025, investment securities were recorded in the balance sheet at a net value of €465 million out of total assets of €992 million. The gross value of investment securities is recorded on the balance sheet at acquisition cost.

As disclosed in note 5.3.3.4 to the financial statements, an impairment loss is recognized when the value in use of investment securities falls below their net book value.

Value in use is determined either using the ownership interest of revalued net equity for holding companies, or the Discounted Cash Flow method adjusted for net debt for operating companies.

We considered the measurement of investment securities as a key audit matter presenting a risk of material misstatement, given the significant amount of investment securities in the balance sheet as well as uncertainties inherent to certain items, including the realization of forecasts used in the value-in-use estimate.

Our audit approach

As part of our audit, we examined the impairment testing process implemented by ALTEN's Management to estimate the value in use of investment securities.

Our audit work mainly consisted in verifying, for each investment security and on the basis of information communicated to us, that the estimation of value in use by Management is based on the appropriate valuation model and data, according to the investment securities concerned:

- When value in use is measured based on the ownership interest of net equity, our work entailed verifying the consistency of the ownership interest of net equity used by Management with the companies' financial statements ;
- When value in use is assessed using the discounted cash flow method; our work entailed:
 - Analysing the consistency and reasonableness of assumptions of sales and margin forecasts, in comparison with past performance and considering the economic and financial environment in which the Company operates ;
 - Assessing the discount rates and infinite growth applied to estimated future cash flows, with the support of our valuation specialists, by comparing the parameters used with external references.
 - Verifying the calculation of value in use, taking into account net debt.

In addition to our audit procedures on the value in use of investment securities, we verified that the notes to the financial statements provided appropriate information.

Specific Verifications

We have also performed, in accordance with professional standards applicable in France, the specific verifications required by laws and regulations.

Information given in the management report and in the other documents with respect to the financial position and the financial statements provided to the shareholders

We have no matters to report as to the fair presentation and the consistency with the financial statements of the information given in the management report of the Board of Directors and in the other documents provided to the Shareholders with respect to the financial position and the financial statements provided to the shareholders.

We attest the fair presentation and the consistency with the financial statements of the information relating to payment deadlines mentioned in Article D. 441-6 of the French Commercial Code (Code de commerce).

Information relating to corporate governance

We attest that the Board of Directors' report on corporate governance sets out the information required by Articles L.225-37-4, L.22-10-10 and L.22-10-9 of the French Commercial Code.

Concerning the information given in accordance with the requirements of Article L.22-10-9 of the French Commercial Code (code de commerce) relating to remuneration and benefits received or allocated by the directors and any other commitments made in their favour, we have verified its consistency with the financial statements, or with the underlying information used to prepare these financial statements and, where applicable, with the information obtained by your company from companies controlled by it that are included in the scope of consolidation. Based on these procedures, we attest the accuracy and fair presentation of this information.

Other information

In accordance with the law, we have verified that the management report provides the required information regarding equity interests, control, and the identity of shareholders or holders of voting rights.

Report on Other Legal and Regulatory Requirements

Format of presentation of the financial statements intended to be included in the annual financial report

We have also verified, in accordance with the professional standard applicable in France relating to the procedures performed by the statutory auditor relating to the annual and consolidated financial statements presented in the European single electronic format, that the presentation of the financial statements to be included in the annual financial report mentioned in Article L.451-1-2, I of the French Monetary and Financial Code (*code monétaire et financier*), prepared under the responsibility of the Deputy Chief Executive Officer, complies with the single electronic format defined in the European Delegated Regulation No 2019/815 of December 17, 2018.

Based on the work we have performed, we conclude that the presentation of the financial statements included in the annual financial report complies, in all material respects, with the European single electronic format.

We have no responsibility to verify that the financial statements that will ultimately be included by your company in the annual financial report filed with the AMF are in agreement with those on which we have performed our work.

Appointment of the Statutory Auditors

We were appointed as statutory auditors of Alten S.A. by your Annual general meetings held on June 18, 2015 for KPMG Audit IS and June 25, 2003 for Grant Thornton.

As at December 31, 2025, KPMG Audit IS was in its 11th year of total uninterrupted engagement, and Grant Thornton was in its 23th year.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with French accounting principles and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is expected to liquidate the Company or to cease operations.

The Audit Committee is responsible for monitoring the financial reporting process and the effectiveness of internal control and risks management systems and where applicable, its internal audit, regarding the accounting and financial reporting procedures.

The financial statements were approved by the Board of Directors.

Statutory Auditors' Responsibilities for the Audit of the Financial Statements

Objectives and audit approach

Our role is to issue a report on the financial statements. Our objective is to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with professional standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As specified in Article L.821-55 of the French Commercial Code (code de commerce), our statutory audit does not include assurance on the viability of the Company or the quality of management of the affairs of the Company.

As part of an audit conducted in accordance with professional standards applicable in France, the statutory auditor exercises professional judgment throughout the audit and furthermore:

- Identifies and assesses the risks of material misstatement of the financial statements, whether due to fraud or error, designs and performs audit procedures responsive to those risks, and obtains audit evidence considered to be sufficient and appropriate to provide a basis for his opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtains an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control.
- Evaluates the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management in the financial statements.
- Assesses the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. This assessment is based on the audit evidence obtained up to the date of his audit report. However, future events or conditions may cause the Company to cease to continue as a going concern. If the statutory auditor concludes that a material uncertainty exists, there is a requirement to draw attention in the audit report to the related disclosures in the financial statements or, if such disclosures are not provided or inadequate, to modify the opinion expressed therein.
- Evaluates the overall presentation of the financial statements and assesses whether these statements represent the underlying transactions and events in a manner that achieves fair presentation.

Report to the Audit Committee

We submit a report to the Audit Committee which includes in particular a description of the scope of the audit and the audit program implemented, as well as the results of our audit. We also report, if any, significant deficiencies in internal control regarding the accounting and financial reporting procedures that we have identified.

Our report to the Audit includes the risks of material misstatement that, in our professional judgment, were of most significance in the audit of the financial statements of the current period and which are therefore the key audit matters that we are required to describe in this report.

We also provide the Audit Committee with the declaration provided for in Article 6 of Regulation (EU) N° 537/2014, confirming our independence within the meaning of the rules applicable in France such as they are set in particular by Articles L.821-27 to L.821-34 of the French Commercial Code (code de commerce) and in the French Code of Ethics (*code de déontologie*) for statutory auditors. Where appropriate, we discuss with the Audit Committee the risks that may reasonably be thought to bear on our independence, and the related safeguards.

The Statutory Auditors
French original signed by

Paris la Défense, on April 29th 2026
KPMG AUDIT IS SAS

Neuilly-Sur-Seine, on April 29th 2026

GRANT THORNTON

**French member of Grant Thornton
International**

Xavier NIFFLE
Partner

Pascal LECLERC
Partner

Appendix 3: Statutory auditors' report on the consolidated financial statements

This is a translation into English of the statutory auditors' report on the consolidated financial statements of the Company issued in French and it is provided solely for the convenience of English speaking users.

This statutory auditors' report includes information required by European regulation and French law, such as information about the appointment of the statutory auditors or verification of the information concerning the Group presented in the management report.

This report should be read in conjunction with, and construed in accordance with, French law and professional auditing standards applicable in France.

For the year ended December 31, 2025

To the Annual General Meeting of ALTEN S.A.,

Opinion

In compliance with the engagement entrusted to us by your Annual General Meeting, we have audited the accompanying consolidated financial statements of Alten S.A. for the year ended December 31, 2025.

In our opinion, the consolidated financial statements give a true and fair view of the assets and liabilities and of the financial position of the Group as of December 31, 2025 and of the results of its operations for the year then ended in accordance with International Financial Reporting Standards as adopted by the European Union.

The audit opinion expressed above is consistent with our report to the Audit Committee.

Basis for Opinion

Audit Framework

We conducted our audit in accordance with professional standards applicable in France. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Our responsibilities under those standards are further described in the *Statutory Auditors' Responsibilities for the Audit of the Consolidated Financial Statements* section of our report.

Independence

We conducted our audit engagement in compliance with independence rules applicable to us, for the period from January 1st, 2025, to the date of our report and specifically we did not provide any prohibited non-audit services referred to in Article 5(1) of Regulation (EU) No 537/2014 or in the French Code of ethics (*code de déontologie*) for statutory auditors.

Justification of Assessments - Key Audit Matters

In accordance with the requirements of Articles L.821-53 and R.821-180 of the French Commercial Code (code de commerce) relating to the justification of our assessments, we inform you of the key audit matters relating to risks of material misstatement that, in our professional judgment, were of most significance in our audit of the consolidated financial statements of the current period, as well as how we addressed those risks.

These matters were addressed in the context of our audit of the consolidated financial statements as a whole approved in the context described above, and in forming our opinion thereon, and we do not provide a separate opinion on specific items of the consolidated financial statements.

Goodwill valuation

Key Audit Matter

As of December 31, 2025, the balance sheet shows Goodwill for a net book value of €1 237 million, representing 34% of total assets.

Goodwill is allocated to Cash-Generating Units (CGU) or to groups of cash-generating units that can benefit from business combinations that resulted in Goodwill. These assets are not amortized and are subject to an impairment test at least once a year, as disclosed in note 5.1 of the consolidated financial statements.

CGUs correspond to the legal entities or to relevant business combinations of legal entities.

The annual impairment tests are based on the value in use of each CGU, determined on the basis of estimated discounted future net cash flows. When value in use falls below the net book value of the CGU, the difference is recorded as an impairment loss in operating income; it is first allocated to Goodwill.

The CGU flows are determined using projections based on the following assumptions (note 5.1 of the consolidated financial statements):

- A 4-year financial budget plan established by the entity and validated by the Group's Finance Division, updated when the year-end budget is prepared.
- Cash flow beyond the four-year period is extrapolated to calculate terminal value, taking into account a perpetual growth rate, and;
- Discount rates based on the weighted average cost of capital, resulting from risk-free rates, market and country risk premiums, beta coefficient and the cost of debt (net of corporate tax).

We considered the valuation of goodwill as a key audit matter, given the weight of these assets in the consolidated balance sheet, the importance of management's judgment in determining cash flow assumptions, discount rates and long-term average growth rate, as well as the sensitivity of the valuation of their value-in-use to these assumptions.

Our audit approach

As part of our audit, we examined the process implemented by the Company regarding the performance of impairment tests.

We performed procedures on the CGUs that we considered the most risky, and controlled:

- The consistency and the reasonableness of assumptions used to forecast revenue and margin compared with the performance history of the Group and the economic and financial environment in which the Group operates;
- The reasonableness of the discount and perpetual growth rates applied to the estimated cash flows by assessing, with the support of our valuation specialists, the parameters used with external references;
- Management's analysis of the sensitivity calculations to variance in the main assumptions used;
- The calculation of value in use.
- The calculation and recognition of impairment losses on goodwill for the relevant CGUs.

We also verified that the notes to the consolidated financial statements provided appropriate information.

Tax inspection

Key Audit Matter

The Group operates in a large number of countries. It is therefore subject to many specific local regulations, in particular tax regulations, which are sometimes subject to interpretation in terms of their application and may generate tax disputes.

As indicated in note 8 "Provisions and contingent liabilities" to the consolidated financial statements, a provision is recognized when the Group has an obligation to a third party and it is probable or certain that it will result in an outflow of resources to the third party. The Group relies in particular on its advisors to assess the probability of realization of risks and to estimate provisions for litigation and disputes.

As indicated in note 8.2 "Contingent liabilities", the Group is subject to accounting verifications relating in particular to transfer prices between a French subsidiary and an English subsidiary. The English subsidiary has been reassessed for a total amount of 65.4 million euro. After analysis with its external advisors, the English

company considers that it has every right to pursue the litigation procedure and has a serious chance of success. The company does not have sufficient information to assess and record a specific provision corresponding to a reliable estimate of the possible residual risk of reassessment or of the consequences of the double taxation settlement procedure. Accordingly, no provision has been made in the accounts in relation to this tax inspection.

We considered the risks relating to tax inspections as a key audit matter due to (i) the importance of any tax litigations that may impact the Group's results, and (ii) the complex technical analyses required for such an assessment.

Our audit approach

We assessed, with the assistance of our tax specialists, the judgments made by Management and the reasonableness of the estimates taken into account to determine the provisions for tax adjustments.

Regarding the tax risk described above, we performed the following procedures:

- We performed interviews with the Group's Management and local management to assess the current state of investigations carried out and notified tax adjustments by tax authorities and follow developments of contestations and ongoing litigation or pre litigation procedures;
- We consulted recent decisions and correspondence from the Group's entities with the local fiscal authorities,
- We carried out a critical review of the estimates and positions taken by Management and of the opinions of its external advisors;

We have also assessed the appropriateness of the information presented in note 8.2 to the consolidated financial statements.

Specific Verifications

We have also performed, in accordance with professional standards applicable in France, the specific verifications required by laws and regulations of the Group's information given in the management report of the Board of directors.

We have no matters to report as to its fair presentation and its consistency with the consolidated financial statements.

Report on Other Legal and Regulatory Requirements

Format of presentation of the financial statements intended to be included in the annual financial report

We have also verified, in accordance with the professional standard applicable in France relating to the procedures performed by the statutory auditor relating to the annual and consolidated financial statements presented in the European single electronic format, that the presentation of the consolidated financial statements intended to be included in the annual financial report mentioned in Article L. 451-1-2, I of the French Monetary and Financial Code (*code monétaire et financier*), prepared under the responsibility of the Deputy Chief Executive Officer, complies with the single electronic format defined in the European Delegated Regulation No 2019/815 of December 17, 2018. As it relates to consolidated financial statements, our work includes verifying that the tagging of these consolidated financial statements complies with the format defined in the above delegated regulation

Based on our work performed, we conclude that the presentation of the financial statements for inclusion in the annual financial report complies, in all material respects, with the single European electronic reporting format.

We are not responsible to verify that the financial statements which will be included by your company in the annual financial report filed on the AMF correspond to those on which we carried out our work.

Appointment of the Statutory Auditors

We were appointed as statutory auditors of Alten by your General annual meetings held on June 18, 2015 for KPMG Audit IS and June 25, 2003 for Grant Thornton.

As at December 31, 2025, KPMG Audit IS was in its 11th year of total uninterrupted engagement, and Grant Thornton was in its 23th year of total uninterrupted engagement.

Responsibilities of Management and Those Charged with Governance for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with International Financial Reporting Standards as adopted by the European Union, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is expected to liquidate the Company or to cease operations.

The Audit Committee is responsible for monitoring the financial reporting process and the effectiveness of internal control and risks management systems and where applicable, its internal audit, regarding the accounting and financial reporting procedures.

The consolidated financial statements were approved by the Board of Directors.

Statutory Auditors' Responsibilities for the Audit of the Consolidated Financial Statements

Objectives and audit approach

Our role is to issue a report on the consolidated financial statements. Our objective is to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with professional standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As specified in Article L.821-55 of the French Commercial Code (code de commerce), our statutory audit does not include assurance on the viability of the Company or the quality of management of the affairs of the Company.

As part of an audit conducted in accordance with professional standards applicable in France, the statutory auditor exercises professional judgment throughout the audit and furthermore:

- Identifies and assesses the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, designs and performs audit procedures responsive to those risks, and obtains audit evidence considered to be sufficient and appropriate to provide a basis for his opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtains an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control.
- Evaluates the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management in the consolidated financial statements.

- Assesses the appropriateness of management’s use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company’s ability to continue as a going concern. This assessment is based on the audit evidence obtained up to the date of his audit report. However, future events or conditions may cause the Company to cease to continue as a going concern. If the statutory auditor concludes that a material uncertainty exists, there is a requirement to draw attention in the audit report to the related disclosures in the consolidated financial statements or, if such disclosures are not provided or inadequate, to modify the opinion expressed therein.
- Evaluates the overall presentation of the consolidated financial statements and assesses whether these statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtains sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. The statutory auditor is responsible for the direction, supervision and performance of the audit of the consolidated financial statements and for the opinion expressed on these consolidated financial statements.

Report to the Audit Committee

We submit a report to the Audit Committee which includes in particular a description of the scope of the audit and the audit program implemented, as well as the results of our audit. We also report, if any, significant deficiencies in internal control regarding the accounting and financial reporting procedures that we have identified.

Our report to the Audit Committee includes the risks of material misstatement that, in our professional judgment, were of most significance in the audit of the consolidated financial statements of the current period and which are therefore the key audit matters, that we are required to describe in this report.

We also provide the Audit Committee with the declaration provided for in Article 6 of Regulation (EU) N° 537/2014, confirming our independence within the meaning of the rules applicable in France such as they are set in particular by Articles L.821-27 to L.821-34 of the French Commercial Code (code de commerce) and in the French Code of Ethics (code de déontologie) for statutory auditors. Where appropriate, we discuss with the Audit Committee the risks that may reasonably be thought to bear on our independence, and the related safeguards.

The Statutory Auditors

French original signed by

Paris la Défense, on April 29th 2026

KPMG AUDIT IS SAS

Neuilly-Sur-Seine, on April 29th 2026

GRANT THORNTON

French member of Grant Thornton International

Xavier NIFFLE

Partner

Pascal LECLERC

Partner

Appendix 4: Statutory Auditors' Report on Related Party Agreements

This is a free translation into English of the Statutory Auditors' Report on Related Party Agreements issued in French and it is provided solely for the convenience of English-speaking users.

This report should be read in conjunction with, and construed in accordance with, French law and professional auditing standards applicable in France.

Annual General Meeting held to approve the financial statements for the year ended December 31, 2025

To the Shareholders of ALTEN,

As Statutory Auditors of your Company, we hereby present our report on related party agreements.

It is our responsibility to inform you, on the basis of the information provided to us, of the terms and conditions, the purpose and benefits to the Company of the agreements brought to our attention or which we encountered during our engagement. It is not our role to determine whether they are beneficial or appropriate or to ascertain whether any other agreements exist. It is your responsibility, under the terms of Article R.225-31 of the French Commercial Code, to assess the merit of these agreements with a view to approving them.

It is also our responsibility to provide you, where appropriate, with the information required by Article R.225-31 of the French Commercial Code relating to the execution, during financial year 2025, of the agreements already approved at the Shareholders' Meeting.

We conducted the work we deemed necessary in accordance with the professional standards issued by the French national institute of statutory auditors (CNCC) relating to this engagement. Our work entailed verifying that the information provided was consistent with the documents from which it was derived.

AGREEMENTS SUBMITTED FOR APPROVAL AT THE ANNUAL GENERAL MEETING

Agreements authorized and entered into during the past fiscal year

Pursuant to Article L. 225-40 of the French Commercial Code, we were informed of the following agreements entered into during the past financial year, which were subject to the prior authorization of your Board of Directors.

1. Amendment to the Service Agreement with SGTI

- **Persons concerned:**

The directors and shareholders concerned are Mr Simon Azoulay, CEO and shareholder of SGTI and Chairman of the Board of Directors of ALTEN.

- **Nature :**

Under the terms of an agreement signed on July 3, 2009, ALTEN provides administrative services to SGTI S.A.S. By an amendment dated February 26, 2020, these services were extended to include the use, by SGTI S.A.S., of the postal address of ALTEN, located at 40 avenue André Morizet 92100 Boulogne Billancourt, in order to establish its registered office there and to allow it to receive and store mail, without modifying the terms of remuneration set out in the initial agreement.

The agreement and its amendment were approved by the Shareholders at their general meetings of June 19, 2012 and June 18, 2020, respectively.

A second amendment was submitted for authorization to the Board of Directors on April 24, 2025. This amendment will be submitted for approval at the next Annual General Meeting on June 18, 2026.

- **Terms and conditions:**

The total amount of these benefits for the 2025 fiscal year was 15,000 euros, excluding VAT.

- **Benefits to the Companys:**

This agreement represents a financial gain for ALTEN

AGREEMENTS ALREADY APPROVED AT THE ANNUAL GENERAL MEETING

Agreements approved in prior fiscal years that continued to be implemented during the past fiscal year

In accordance with Article L.225-30 of the French Commercial Code, we have been informed of the following agreements, which were approved by the shareholders at General Meeting in previous years and continued to apply during financial year 2025.

1. Lease agreement with the company SIMALEP

- **Persons concerned:**

The directors and shareholders concerned are Mr Simon Azoulay, CEO of ALTEN and Mrs Emily Azoulay, director of ALTEN, and SIMALEP, of which both are shareholders.

- **Nature :**

A commercial lease, initially entered into on July 28, 2011, was renewed on June 23, 2021 with SIMALEP. With effect as of May 1, 2021, this commercial lease covers 444 m² of office space on the first floor of a building located at 119-121 Grande Rue in Sèvres (92310), for a total annual rent of €112,439.07 excluding VAT, which may be revised every year according to changes in the tertiary activities rent index. The Board of Directors authorized the lease on October 27, 2020.

The conclusion of this commercial lease was approved by the general meeting on June 22, 2022.

- **Terms and conditions:**

The expense recorded in your company's financial statements for financial year 2025 amounted to €187 577 excluding VAT.

- **Benefits to the Company:**

ALTEN occupies three other floors in this building under leases signed with third parties. This agreement provides ALTEN with office space for its teams while enabling it to benefit from the same lease conditions as those offered by third party lessors for similar premises.

2. Lease agreement with the company SEV 56

- **Persons concerned:**

The directors and shareholders concerned are Mr Simon Azoulay, CEO of ALTEN and SEV 56, of which Mr Simon Azoulay is General Manager and shareholder.

- **Nature :**

A lease agreement was entered into on June 23, 2021 with SEV 56, with effect as of May 1, 2021. Under this agreement, SEV 56 rents office space in a building located at 119-121 Grande Rue in Sèvres (92310), for a total annual rent of €226,448.44 excluding VAT, which may be revised every year according to changes in the tertiary activities rent index. The Board of Directors authorized this lease on October 27, 2020.

The conclusion of this commercial lease was approved by the general meeting on June 22, 2022.

- **Terms and conditions:**

The expense recorded in your company's financial statements for financial year 2025 amounted to €391 873 excluding VAT

- **Benefits to the Company:**

ALTEN occupies three other floors in this building under leases signed with third parties. This agreement provides ALTEN with office space for its teams while enabling it to benefit from the same lease conditions as those offered by third party lessors for similar premises.

The Statutory Auditors

French original signed by

Paris la Défense, on April 29th 2026
KPMG AUDIT IS SAS

Neuilly-Sur-Seine, on April 29th 2026

GRANT THORNTON

**French member of Grant Thornton
International**

Xavier NIFFLE

Partner

Pascal LECLERC

Partner

Appendix 5: Statutory Auditors' Report on the Authorization to Allocate Existing or Future Free Shares

To the combined General Shareholders Meeting of ALTEN,

In our capacity as statutory auditors of your Company and in accordance with our assignment pursuant to Article L. 225-197-1 of the French Commercial Code (*Code de commerce*), we hereby present our report on the proposed authorisation to grant existing or newly-issued free shares to employees of the company (not including corporate officers) or of companies or economic interest groups that are directly or indirectly related to it, under Article L. 225-197-2 of the French Commercial Code. This transaction is submitted for your approval.

The total number of shares that may be granted under this authorization may not exceed 370,000 shares. The terms and conditions of the grant are described in the Board of Directors' report.

Based on its report, your Board of Directors proposes that you authorise it, for a 38-month period, to grant existing or newly-issued free shares.

It is the responsibility of the Company's Board of Directors to prepare a report on the proposed transaction. It is our responsibility to provide you with our comments, if any, in respect of the information provided to you on the proposed transaction.

We conducted the work we deemed necessary in accordance with the professional standards issued by the French institute of statutory auditors relating to this engagement. Those procedures entailed verifying that the terms of the transaction and information provided in the Board of Directors' report comply with the legal provisions governing such transactions.

We have no matters to report regarding the information provided in the Board of Directors' report concerning the contemplated transaction to authorize the grant of existing or newly issued free shares.

The Statutory Auditors
French original signed by

Paris la Défense, on 15 May 2026
KPMG AUDIT IS SAS

Neuilly-Sur-Seine, on 15 May 2026

GRANT THORNTON

**French member of Grant Thornton
International**

Xavier NIFFLE
Partner

Pascal LECLERC
Partner