



2026 REMUNERATION POLICIES APPLICABLE TO EXECUTIVE CORPORATE OFFICERS APPROVED BY THE COMBINED GENERAL MEETING HELD ON 18 JUNE 2026

In accordance with Article R. 22-10-14 IV of the French Commercial Code, the remuneration policies applicable to executive corporate officers are set out below.

The results of the votes on the corresponding resolutions are presented below:

9 th resolution	2026 Remuneration policy for Directors	Approved at 99.99%
10 th resolution	2026 Remuneration policy for the Chairman of the Board of Directors	Approved at 91.33%
11 th resolution	2026 Remuneration policy for the Chief Executive Officer	Approved at 82.02%

About ALTEN

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

ALTEN's stock is listed in compartment A of the Euronext Paris market (ISIN FR0000071946); it is part of the SBF 120, the IT CAC 50 index and MIDCAP100, and is eligible for the deferred Settlement Service (SRD).

2026 REMUNERATION POLICY FOR DIRECTORS (9TH RESOLUTION)

The General Meeting of 12 June 2025 set the annual remuneration of Board members at €250,000, until further notice. The amount of this package remains 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 per assignment day is allocated in the event of the completion of a specific assignment entrusted by the Board of Directors;
- no remuneration is awarded to Executive Directors (linked to ALTEN SA by a corporate mandate and/or an employment contract);
- Directors' transport expenses will be reimbursed on presentation of receipts.

2026 REMUNERATION POLICY FOR THE CHAIRMAN OF THE BOARD OF DIRECTORS (10TH RESOLUTION)

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 (11TH RESOLUTION)

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.

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.

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.