

Bruno BENOLIEL

Hello and thank you very much for being with us. It concerns the third quarter 2026. You probably received the press release that reflects upon our figures by the end of September this year. You could observe that we are back on track: growth was already starting at the second quarter, and is back at the end of the third quarter.

The turnover is at 3.1 billion euros. We have a progression of 2.9% compared with last year. In France, the activity has increased by 6% and out of France, 1.3%. Same parameters and constant changes: the activity has raised by 2.3%, 3.7% in France and 1.5 out of France.

At the third quarter only, ALTEN realized a turnover of a 1.05 billion euros, it's a progression of 6.4% compared with last year. It was of 992 million last year. In France, the activity has increased by 9.3% and out of France, 4.9%.

At constant parameters, the activity has increased by 3.7%, 3.4 in France and 3.7% out of France.

The third quarter had one more working day than last year by the end of August. It is possible to have one supplementary activity day in France, which means that the impact is relatively slow on the activity in France. It represents only 0.5 working days more at the international level, which means that it is quite marginal. The activity level has increased and was only 91% for the third quarter 2025.

Total headcount has increased constant parameters after stabilization during the first half-year with a rebound on the second half-year. By the end of December '25, if I remember well, ALTEN had 51,000 engineers. We were 58,700 engineers by the end of June, and end of September, 59,300 altogether. It means that the MNA has contributed to the growth of engineers, and the number of engineers has increased by 1,225 people. It has accelerated by the end of the third quarter. 342 are in France, and 683 are at the international level.

The analyst meeting took place one month ago. The sectorial and geographical analysis have not changed, I'm going to be quite brief in my comments. In France, the activity is of 3.7%. it is being supported by Aerospace, Naval, Security increasing. I'm sorry, yes indeed, I don't have my slides. There is a long waiting time here. It takes a while before the slides change. It seems that we're going to be blocked on the Q3 only slide, because the one that could help us to have the turnover accumulated data end of September is resisting. I told the *régie*, but OK.

Now, back to the comments concerning geographical zones. We have a very strong increase in France: per quarter, if you look at the sequence of the organic growth rate, we have 3.7% cumulated data by the end of September, but it was 4.3% at the third quarter, which means that during the last quarter, the turnover has slightly slowed down. If we look at the year-on-year, the sequential growth went on.

For the Iberic zone, Spain for 85%, Portugal for 15%, the activity has increased by 7%. All the sectors are growing, except Telecom, which has stabilized.

In Italy, the activity had slowed down during the first quarter, but went back on tracks again. There's an increase of 2.6% by the end of Q3, except the sector of bank and finances, that represents a little bit more than 10% of turnover in Italy that sinks.

In Germany, despite the automotive that decreases and goes on decreasing, the organic growth has gone beyond 5%, with a total growth of 2.4% by the end of the third quarter. The

automobile sector still represents 25% of the turnover and is decreasing. The sequential decrease goes on slowing down, slower than 10%. Aerospace, Defense and Security, Energy and Services are growing.

UK: organic growth is less during the third quarter because of the public sector, which had been back to growth on the second quarter after three years of consecutive low, but the sectors of Civil aerospace and Automobile are slowing down. We are present in an OEM which is not present with Airbus, which means that they don't benefit from the European rebound for Aerospace. Defense and Energy do accelerate their growth.

Benelux: the activity has slowed down, and is decreasing by 6% in Q2, but it's only a 1.9% decrease in Q3, with 3.5% accumulated decrease. In Belgium, that represents 40% of the zone, the turnover is stable; in the Netherlands, 60% of the zone, the activity decreases but improves thanks to Automobile, Defense and Energy. Unfortunately, the majority sector that represents 40% of the turnover in the Netherlands is semiconductors is still decreasing.

Eastern Europe: the activity is back to growth, +1.9% even if the activity is still decreasing year-on-year. In Poland, we have a growing turnover. Romania, 25% of the turnover, the growth is slowing down, still penalized by Bank Finance, Tertiary and Automobile.

In the Nordic countries, the only place where the decrease is still close to 10%. We have a decrease that goes on. It slows down a little bit, but we are still at -12% of accumulated data by the end of September. In Sweden, that represents two thirds of the zone, we have a drawback of 12% because of Auto and trucks. In Finland, 25% of the zone, the activity progressively stabilizes, even if the decrease is of 7% year-on-year. All the rest is not significant enough.

In North America, as you can see, the activity is back to growth during the third quarter. Since it represents 1.9%, this is still negative accumulated data year-on-year. The activity decreases by 2.1%. In the US, the activity still decreases, but is going to stabilize in Automobile and Semiconductors, and growth in Aerospace, Finance, Telecom, Service, Tech. It decreases, unfortunately, in the field of Life Sciences. In Canada, we have a growth of 6% thanks to Finances. In Mexico, the activity grows by 60% thanks to Bank, Finances and Automobile.

In the zone Asia-Pacific, we have double the growth rate. We are almost at 8% for Q3, which is an improvement of 5% year-on-year. China represents one third of the zone; it is stable. India has increased at development level, which is now at almost 19% year-on-year thanks to Defense, Energy, Life Science, Electronics and Tertiary. India is doing the most for this Asia-Pacific Zone. Japan is growing thanks to Services, and Korea, 6% of the zone, is decreasing strongly because of the Automobile industry.

Now, if we look at the different activity sectors: Automobile represents 13.7% of the turnover, and has a 9.3% degrowth in Q3. Apart from Equipment, the activity goes on degrowing in Germany, Asia, USA, even if there is a positive reaction on the Equipment side. Automotive and Rail is increasing slightly. Aerospace, Defense, Security, Naval are increasing. We have very vigorous growth in the Aerospace and Equipment providers, it's very satisfactory.

Activities for Defense, Security, Naval, almost 10% of the total activity, go on developing. The rhythm of growth is good. Growth is at 17% for Q3, and 17.2% year-on-year.

Energy and Environment accounts for 11.8% of the total turnover, thanks to Nuclear, Oil and Gas. It's good.

Life Sciences, that's 7.3% of the turnover. Unfortunately, we decrease: it was 11.6, and 7.6% year-on-year. It's Medical Equipment, that represents 20% of this sector, which is decreasing by 11.6%. Pharma has a drawback of 6.6%. If Pharma, however, I think I had already said that, several accounts are growing. Unfortunately, the drawback is due to Sanofi, Novartis and Baxter.

For Industrial equipment and Electronics, Semiconductors, we have a growth of 5.6% in Q3. The sector of Other industries has stabilized during the second quarter, despite growth for Q3. 1.8% by the end of Q3. For Electronics and Semiconductors, we are at 2.8% growth. It is -7% year-on-year. The decrease was quite significant over the past half-years. We can see that growth is back. Slowly, but growth is back.

Telecoms are still decreasing very strongly: -17% year-on-year.

To end with Finances: it decreases and goes on decreasing by 4.4% in average. Bank Finance has problems in the field of Insurance. The Bank sector resists better, but even there, there is no rule neither according to the client or geographies. We have customers where we're going to see growth, and other where the activity is decreasing.

Retail services and Public sector increases by 6.6%, thanks to the Service part. These are the editors of software and media, and they support this growth.

That's a quick snapshot of our activities. The comments I have delivered are identical to the ones that have been communicated during last month's meeting. There was no big change from one sector to another, from one geography to another. We have seen that there is an increase compared with the end of June, but apart from Telecoms, all the activity sectors which were decreasing are back to growth or are stabilized. There's not losing anymore, except for the Automobile sector, where we were expecting a more quick return to normal. Maybe it's going to happen, but it's not going to be by the end of Q3.

Concerning external growth, no new acquisitions are to be announced, even if we're looking at what happens in Asia; there could be some news in the coming weeks or even days. A few procedures of due diligence are being done at the present time, I told you about that last time. It could be that once the two acquisitions in Asia – I mean, it's mid-size structures – once they will be over, we will probably move on to one or two more by the end of the year.

The end of the year is quite acceptable despite the macroeconomic and geopolitical context, which is completely uncertain. The world situation resists despite the petrol prices, the crises which last on, and the growth on inflation. But you see that growth is back thanks to the activities where we are particularly present, like Aerospace, Security, Defense, Rail and mobility, Energy. This is also where Research and Development is happening. We are going to have an organic growth of 2% this year. Organic growth, because of Q4, is going to be lower than the Q3 one. We compare from one quarter to another. However, in the sequential way, our turnover will go on progressing because we have additional growth which is taken on board during the third quarter. This improvement of our organic growth will also help us to improve the operational margins: it will be roughly at 9.3% for the whole year '26. And with these good news, I'm going to hand over the floor to the participants of this conference.

OPERATOR

The conference is open. You can raise your questions. We have a question from Laurent DAURE. You have the floor.

Laurent DAURE

Hello Bruno, can you hear me? Two things: something about the headcount. Could you give us the organic growth of headcounts for Q3 only, and maybe what we are supposed to expect for Q4, and I will have a second point later on.

Bruno BENOLIEL

For Q4, I don't know, because there is no budget for that. We just follow the development of our activity. As you know, for ALTEN, the recruitment is done according to the needs. But only for Q3, you said? We have recruited 625 people, of which 193 in France, and 432 out of France.

Laurent DAURE

OK. And for the acquisitions you had talked about, we're always lost in the consolidation or deconsolidation dates to be sure about the 68 million. Have you started consolidating these 68 million or not?

Bruno BENOLIEL

The company we have bought has been consolidated starting on the July 1st, 2026.

Laurent DAURE

This is 68 million?

Bruno BENOLIEL

Yes.

Laurent DAURE

But there is another which was worth 26 or something like that.

Bruno BENOLIEL

This is the purchase by the end of last year. This one around 20 million was consolidated January 1st. The one we have bought during Q2 has been consolidated, only on one part of the parameter, not the 68 million. Indeed, because there is a whole bunch of little companies. We took the main ones, and this has been consolidated July 1st. The very small one that we sold in Life Science has been deconsolidated during the second quarter.

Laurent DAURE

OK. Last point: if we take the 3-4 verticals increasing strongly for '27, and knowing that the comparison bases will be complicated, do you have the feeling that the Aerospace, Defense etc. could deliver next year?

Bruno BENOLIEL

It's far too early to answer your question. As usual, it depends on the growth embarked, so in January. For the time being, we have no visibility on new projects that will come up next year.

Laurent DAURE

But you're going to end up '26 far above. I mean, the start of '26...

Bruno BENOLIEL

Yes, for Defense and others, yes. We will see what is going to happen. But globally, for last year, we had a lot of big turnover end of December, much more than what he had expected, by the way. This was probably due to the rebounding of activity, because there is an interaction with the turnover. But with a number of project engineers, the ones working on the customer side, we went back to that only by the end of the first quarter. It's too early.

Laurent DAURE

The last point: where's the natural churn rate?

Bruno BENOLIEL

21, 22. It has not really started.

Laurent DAURE

OK. Thank you very much.

OPERATOR

We don't have any other questions. There is a chat where you can write your questions, or else raise your hand.

Bruno BENOLIEL

Either there's a technical issue, or I was crystal-clear, so everything is well understood.

OPERATOR

We do have a question. We have a question from Mr. Derric MARCON. Over to you, sir.

Derric MARCON

Hello, Bruno. I wanted to ask a question using my phone, but unfortunately, the number given didn't seem to work. Can you hear me okay?

Bruno BENOLIEL

Yes, fine.

Derric MARCON

I have two questions. The first is: can you give us an update, please, of what's happening in North America, given what you've seen in Q1 and Q2. That would be my first question.

My second question, and I know it's difficult, but can you add a bit more to what you said about the end of December? This comes from 3rd quarter, which was better than we hoped, or is it because we launched new products in the beginning of October. Does that relieve doubt that you've had for Q4. And in the Automotive industry, can you talk about this consecutive improvement of the 2nd and 3rd quarter. It's not as strong as other sectors. How do you see future stabilization in the upcoming quarters. By that I mean, are there any major contracts in the wings, anything that might help to boost the sector?

Bruno BENOLIEL

I'm going to begin at the end, with your final question, if you don't mind. When it comes to the Automotive industry, we can see there is a slowing down in degrowth. And we know that we're going

to stabilize the activity earlier than we thought, because we're still looking at a degrowth of -9% for the quarter. That means, in reality, that the comparative bases that we have followed a trend, and we haven't taken into account the sequential degrowth we've seen over two or three quarters. We have continued to look at the automotive sector, and we can still see two major effects.

The first, particularly in Germany, is decline. In the products that we decide not to keep, it's all linked to margins. We've got constructors, we've got non-manufacturers, and they're not managing to get their head above water. These are very small projects, in general, and they can be picked up by local players who have gross margins inferior to ours. I suppose it's like plugging a hole to stop any leaks upstream, rather than have particular commercial strategies in place.

The German manufacturers who are still reducing their investments, or decide to route them to different strategies, and we've seen quite a lot of cuts in their projects, unfortunately; the flows that were necessary in order to carry out a set number of projects. We're talking about hundred of thousands of euros. This budget has been severely reduced.

When you look at the way things are happening, you can see most of the German manufacturers have business lines which aren't really connected to individual projects. We're winning a market of 160 million euros, you're not really sure to have to markets that go with it, and that this is then going to be converted to an actual project.

So, it's a purchasing strategy aimed at trying to reduce costs quite massively. Ultimately, this doesn't necessarily translate into revenue. We can see many projects today we wouldn't have recovered the turnover that we are bidding for.

In order to be a little more concise, in Germany, things are still extremely opaque. There is a strong pressure from German OEMs – and I'm not even talking about suppliers, or rather what's left of them – pushing prices down and increasingly driving work offshore. This process has not come to an end and has not yet found its balance. Perhaps we'll see that in 2027.

If we look at the OEMs in France – Stellantis for example, even though it's not a French company anymore – their strategies are slightly different. Of course, they're constantly looking for productivity gains. But you know, in France, the automotive business in France is still declining in terms of revenue, even though the number of projects is increasing. This is because projects carried out locally are increasingly being shifted to our offshore centers, whether in India or Morocco. That's the case for one OEM; for another OEM, we're seeing growth, including in revenue, but that revenue growth is not at all proportional to the number of engineers being brought onto the projects. This means that the share of offshore contribution continues to increase, even in France.

When you look at the European environment in the Automotive industry, it's always been very much affected by legislation. And of course, we are tributary of our clients' strategies. We'll have to wait for our clients to stabilize their strategies and put their sourcing arrangements in place. These currently involve joint ventures, licensed products, hardware purchases, and development that remains in-house. By in-house, I mean development carried out internally, with or without the contribution of subcontractors, although in the main sectors we operate in, that contribution is often involved.

Derric MARCON

In the Auto business, when you look at the breakdown by country: you have France which is declining a bit, Germany which is declining much more sharply and other countries where business is growing, is that right?

Bruno BENOLIEL

Italy is growing, and Mexico is growing quite well actually. It's gone down in the United States, but it's stabilizing and I think it's going to pick up again. In the Nordics, it has declined considerably. But there are many accounts, not all part of the same group. Look at Volvo: Volvo Car, Volvo Powertrain, Volvo Trucks... Volvo Cars is going up. They're growing, while the others are not. Fairly heterogenous. Overall, between the States, Korea, and China...

Derric MARCON

China is growing?

Bruno BENOLIEL

China is quite flat. Clients are going to China in massive numbers. But the market is saturated currently, and it's very competitive. They're many manufacturers in China today.

Derric MARCON

Just to finish, when we look at the acquisitions by Accenture, by TCS. What do you have to say on that? Does this remind you of anything that happened in the past, for example with Daimler-Mercedes? Is this positive? Is this something that you can decipher, or does it let us believe some of the R&D has to be outsourced or all of it has to be put offshore?

Bruno BENOLIEL

With MHP, I'm not sure whether the deal has been finalized, but I did read that there were some discussions afoot, but I'm not sure whether they have come to fruition. With MHP, they took up some of Porsche's activities. These are captives sold by OEMs who don't want to restructure, so they try to sell them at a relatively low price. A third party comes in to carry out the restructuring in exchange for, I imagine, a guarantee of revenue and a margin on part of the activity, as we saw with the deal I mentioned with Akka-MBtech. There were other captives sold by other OEMs, like German OEMs, in the following years. I believe that, given the level of activity being outsourced, there is going to be some job movement as well, to relocate these resources to sectors other than the Automotive industry.

Derric MARCON

So, there is no impact?

Bruno BENOLIEL

No, not currently.

Derric MARCON

Ok.

Bruno BENOLIEL

The question you asked about guidance. The third quarter ended well, the month of October is going rather nicely – well, it's already the end of October. I told you that you should expect organic growth in the fourth quarter to not be as performative as we thought it was going to be. But we are still growing. Consequently, the end of Q3 and beginning of Q4 led us to validate some hypothesis which were fairly high with regards growth, movement that would continue into Q4. The mathematical consequence of that is the organic growth forecast has been revised upwards. Well, I think we should

be around 2. Mechanically, this turnover is going to generate margins which are going to improve our operational margins.

Derric MARCON

For Q4, with this new guidance, is it higher than the one that you had at the end of September?

Bruno BENOLIEL

Yes. I think it is fairly credible. I think we can trust it, even if it is still early on. We have still got some quite good indicators. We have reviewed them at constant scope, and this is a credible hope. In North America... Well, let me go to Asia now: the subject is what? Is this regrowth in India going to continue? Is it going to go up another 18% in the next quarter? I do not know. Today, we can look at North America, and I think I said this before... I am not sure which publication it was in. Was it in July or August? I cannot remember. It was a presentation of the results... In America, we have projects in place to pull up the Auto sector and to diversify into other sectors where we are present. So, I hope that North America is going to see structural growth which is going to resist. In any case, I cannot give you the number of clients exactly, but we have responded to many calls for tender in the United States. Obviously, some had to be put offshore. They are not firm contracts or firm commitments which promise [inaudible] turnover. That is why there are so many calls for tender. We have got an RFP process underway. I know that we are present with some OEMs in the United States, but we have to strengthen our presence there. When we see that it is not strong enough, it is going to signal the end of some projects.

Derric MARCON

In India, the “+18%” that you talked about is not a kind of water flowing from one vase to another, is it? There isn’t some kind of communicative industry there – due to some outsourced industries that have been relocated to India? No? Is it really linked to local business, this +18%?

Bruno BENOLIEL

Well, I want to say yes, even if we cannot demonstrate traceability, because when clients decide to transfer projects themselves, they either decide to transfer projects to India through third parties, for which we act as the main contractor, or they transfer entire parts of their business activities to India. We have to then look at our local organization, because we are supposed to perform well and to be able to win projects locally. But we don’t follow the projects there to the letter. So, I suppose there is some kind of spillover business there, but the proportion – I could not give it to you.

Derric MARCON

But there is not a project that is done offshore for an American client [inaudible]?

Bruno BENOLIEL

Pardon? I am not sure I understood you.

Derric MARCON

You are not talking about projects with an offshore delivery, with an 80% which is going then to be reconciled in the United States?

Bruno BENOLIEL

Well, that depends. If the front office, for example, is American, and 80% of the project is done offshore, in the French front office, but with our teams, we are in sectors where we are working with the end client – they have the Sales front office, but you can also have projects which are sold directly by our Indian or Chinese units; and these are pulled directly towards American clients rather than European clients. There are some projects that come through there, but profits are mainly going toward the American front office. In the United States, it is fairly common to have a billing flow between the United States and China.

Derric MARCON

Thank you, Bruno.

OPERATOR

So, we have a question from Ines MAO, who put a hand up, but took it down. Over to you, then, Ines MAO.

Ines MAO

Can you hear me?

Bruno BENOLIEL

Yes, we can hear you.

Ines MAO

I had a question regarding India, but you just responded to it.

Long-term, regarding the demand for offshoring, would it be possible that there would be a tweaking of your workforce in France or in countries where the workforce costs more. We have seen this with other major players recently, such as Capgemini. Could this necessarily have potentially negative impacts on our EBIT and on our margins? But maybe this could be useful in the long term?

Bruno BENOLIEL

I am going to reformulate, because I am not entirely sure I understood the question. You are asking if the fact that we are developing offshore is not going to bring us to reduce the activity that we have in France, is that right?

Ines MAO

Well, we are talking about headcount – if we have projects more and more offshore, we are going to need fewer engineers in France. So, are you going to change your workforce doctrine, I suppose, or the way that you recruit people?

Bruno BENOLIEL

Well, I think it is already the case. If you look at the past, if you look at the number of French engineers that work for ALTEN, you can see that over the course of some years – if you do not just talk about acquisitions – you can see that we are actually stagnating. However, turnover has gone up. This is a phenomenon which really does spread out over time, because we want to make sure that our workforce is close to the client. So, in India and Morocco, notably, we have got offshore delivery centers that work for France or other European countries, or America. Now, at the end of the day, that means there are going to be more people employed abroad rather than in France – and therefore a

more moderate workforce in France. And perhaps, even, we will see a decline so that we can respond to client *arbitrage*. France has got to be between the high and low-cost countries.

An impact on margin would be difficult to determine. Even if the margin for projects which are really carried out in high-cost countries is maintained percentage-wise, an engineer in India is going to cost us less than an engineer in France. So, the projects are merely going to bring less, but, if we do not have the capacity to promote an offer that has to be carried out offshore, there is an impact on the integrity of the market with regards to competition. So, perhaps we are going to generate less euros, but it will allow us to organize, to regroup. This allows us to win over certain market share. I cannot give you actual figures, but we have won market shares amongst small-scale players, particularly in Germany, where you have players which are 100% German. And there, if you cannot respond to calls for tenders where the price targets, you are going to carry out the project with ridiculously small margins, or you do not accept the project. There is a negative effect in that an offshore engineer generates less margin than an onshore one, but the positive effect is that it allows us to develop this type of activity and take a stance as a leader in the markets in which we are present.

Ines MAO

Thank you.

OPERATOR

Well, I do not think we have any other questions, but feel free to ask them.

Bruno BENOLIEL

If there are no other questions, I would like to thank all the participants for being here this evening, for your questions, obviously, for those who asked them. I am very sorry to say that there was a bit of a technical hitch during the conference – the slides did not quite flow as they should have. But you will have a copy of them on the ALTEN website. That did not prevent us from finishing the conference.

I would like to thank you. Now, something I would like to underline: we have to decide, in 2027, to align our financial agendas on the market. So, there will be no conference in January as we usually had regarding turnover for 2026. We are going to continue, and we are going to have a complete publication of activity in February, probably on the 22nd or 23rd. So, I would like to say I shall see you then in February for the next report on activity.

On that note, I would like to wish you a lovely evening. We shall see you soon.