



Alan Allman Associates reports results for 1st half 2024

- **+6% revenues**
- **Numerous investments and restructurings**
- **Solid profitability at 9,12% for 1st half 2024**
- **Stable profitability at 9,12%, compared with an average profitability of 9.19% over the last 7 years**

Issy-les-Moulineaux, September 25, 2024 - 6 p.m. - Alan Allman Associates (Euronext Paris - FR0000062465 - the "Ecosystem" - AAA), an ecosystem of international consulting firms specializing in strategy and the digital transformation of organizations, publishes its results for the first half of 2024, approved by the Board of Directors on September 23, 2024.

The 2024 half-year report has been filed with the Autorité des Marchés Financiers and can be consulted on the Alan Allman Associates website (<https://alan-allman.com>), in the Investors section.

Jean-Marie Thual, Chairman and CEO of Alan Allman Associates, comments: « *During the first half of 2024, Alan Allman Associates continued to implement its 2025 strategic plan, while consolidating the acquisitions made at the end of 2023, and the geographical areas where the ecosystem has newly established itself. The first half also saw strategic investments for the future: acceleration of the strong brand strategy, investments in new tools and new offices, development of the Center of Excellence and expertise offerings (AI, cybersecurity, data and cloud), development of nearshore zones, strengthening of the global management team and focus on a more contributive sales strategy.*

Despite a macroeconomic, political and financial context in which visibility is reduced, and with no major acquisitions in the first half of 2024, our revenues of 6% and solid, stable profitability of 9.12% demonstrate the resilience of our model and the relevance of our strategy. »

**FIRST-HALF 2024 GROWTH OF 6% AND STABLE, SOLID PROFITABILITY**

	Unaudited revenues (in K€)		Operating Revenue (in K€)	
	H1 2024	H1 2023	S1 2024	S1 2023
Europe and North Africa perimeter	108 895	102 462	8 818	9 601
<i>In K CAD</i>	159 912 ²	149 235 ³	12 949 ²	13 984 ³
North America perimeter	77 708	79 530	8 488	8 491
<i>In K CAD</i>	114 114 ²	115 836 ³	12 465 ²	12 367 ³
Asia and Middle East perimeter	5 812	61	233	-17
<i>In K CAD</i>	8 535 ²	89 ³	342 ²	-25 ³
Consolidated perimeter	192 414	182 053	17 539	18 075
<i>In K CAD</i>	282 560 ²	265 160 ³	25 756 ²	26 326 ³

In the first half of 2024, the ecosystem recorded consolidated sales of €192 million, without any major acquisitions. Revenue growth of +6% in an uncertain economic climate, which remains above market trends.

This performance illustrates the relevance and resilience of the Ecosystem model. Customers recognize the firms' expertise with an NPS score of 69,3%.

	Operating revenue
Europe and North Africa perimeter	8%
North America perimeter	11%
Asia and Middle East perimeter	4%
Consolidated perimeter	9,12%

The Ecosystem's profitability was stable in the first half of 2024 at 9.12%, despite a less favorable economic context and market conditions, the expenses incurred by the integration of the new companies acquired at the end of 2023, and the major investments made during the period.

Europe saw an increase in business. Strategic investments in high-growth initiatives took place during the first half, structuring the future of the ecosystem. These investments will strengthen our market position and create additional long-term revenue streams, which should improve future profitability. The ecosystem has, for example, merged or brought together numerous firms in this area and invested in AI training. Numerous mergers or alliances of brands with similar or complementary expertise to create strong brands that are leaders in their field took place during the first half in this zone as part of our RISE 2025 strategy.



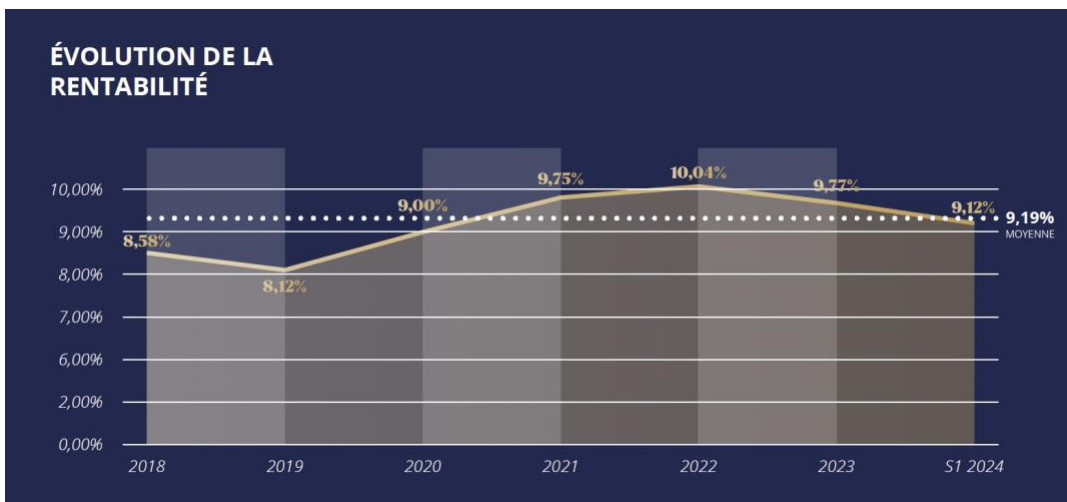
- **Argain Consulting Innovation** (merger of Argain, ACI Projets and Siderlog Conseil), a new brand specializing in project & organizational performance and data enhancement, is born.
- **we+** now offers its digital transformation expertise in Benelux, after France and Asia, with the merger of the Continuum, Jidoka and Digitalum brands.
- The ecosystem has also deployed its **Dynafin Consulting** brand in France, supported by the AiYo and KeyBoss brands.

North America in the first quarter of 2024 was heavily impacted by the decline in activity in the banking sector. Action was taken to reduce low-profitability activities. In a hyper-reactive zone, sales remained stable over the first half of 2024, and profitability stood at 11%.

Alan Allman Associates has consolidated its presence in **Asia** and is preparing to take new steps in the APAC region.

All in all, Alan Allman Associates continues to diversify its risks, consolidate the geographical areas where the ecosystem is present, and develop promising business lines.

A SOLID 9.12% PROFITABILITY



Alan Allman Associates ecosystem profitability is solid at 9.12% despite the global context. The average profitability over the last 7 years is 9.19%.



ALAN ALLMAN ASSOCIATES

A HAPPY AT WORK ENVIRONMENT THAT ATTRACTS TOP TALENT

Alan Allman Associates has confirmed its attractiveness in a talent market where access to the most sought-after skills is strategic. As of June 30, 2024, the Ecosystem had 3,742 employees, representing a 9.3% growth in average FTEs over the last 5 half-years. With no acquisitions in the first half, Alan Allman Associates continued to attract the best talent, particularly for its excellence offerings around AI and cybersecurity. This attractiveness is the fruit of an active policy, aligned with the Ecosystem's determination to place people at the heart of its model, which has notably enabled Alan Allman Associates to be awarded the Happy at work label and to rank in the top 10 worldwide for the past 8 years (No. 3 worldwide in the "Choose my company/Happy at work" ranking in 2024).

This document does not constitute the half-yearly financial report, which will be the subject of a specific publication in accordance with Article L. 451-1-2 III of the French Monetary and Financial Code, and will be available at www.alan-allman.com. This press release presents sales for the first half of 2024, based on Alan Allman Associates' interim consolidated financial statements at June 30, 2024. The limited review procedures by the Statutory Auditors have been completed.

About Alan Allman Associates

Created in 2009 through acquisitions and internal performance development, Alan Allman Associates is an international ecosystem of consulting firms, with some 15 operational brands expert in strategy and digital transformation and organized into 4 divisions: high-tech consulting, industrial transformation consulting, digital marketing consulting and strategy and management consulting. Alan Allman Associates' mission is to shape an ambitious, inclusive and sustainable future by helping its customers and its 3,800 consultants to meet the challenges of tomorrow.

Positioned in growth sectors (AI, cybersecurity, data, cloud...), Alan Allman Associates is present in North America, Asia and Europe.

Alan Allman Associates has been awarded the Happy At Work label, ISO 9001 certification and an Ecovadis Bronze Medal for its CSR performance.

Alan Allman Associates is listed on Compartment B of Euronext Paris (FR0000062465 - mnemonic AAA).

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² Average exchange rate for the 1st half of 2024 used as a reference for conversions in this press release: 1 EUR = 1.4685CAD

³ Average exchange rate for 1st half 2023 used as a reference for conversions in this press release: 1 EUR = 1.4565CAD

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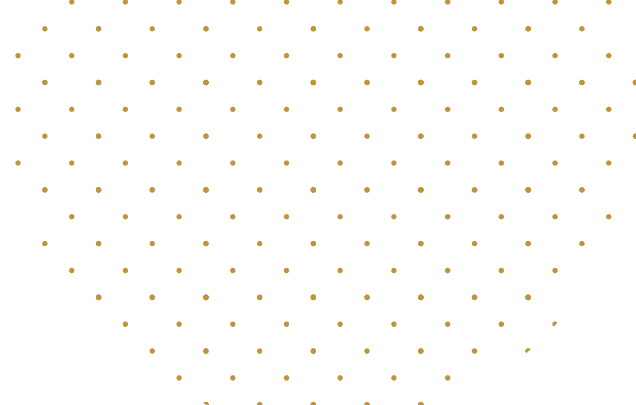
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Forward-looking statements

This document may contain forward-looking information and statements about Alan Allman Associates and its subsidiaries. These statements include financial projections and estimates and their underlying assumptions, statements regarding plans, objectives and expectations with respect to future operations, products and services, and statements regarding future performance. Forward-looking statements may be identified by the words “believes”, “anticipates”, “intends” or similar expressions. Although the management of Alan Allman Associates believes that the expectations reflected in the forward-looking statements are reasonable, investors and holders of Alan Allman Associates securities are cautioned that forward-looking information and statements are subject to numerous risks and uncertainties, many of which are difficult to predict and generally beyond the Company's control, that could cause actual results to differ materially and adversely from those expressed in, or implied or projected by, the forward-looking statements. The risks and uncertainties that could affect the Company's ability to achieve its objectives are described in detail in our Financial Report, which is available on the Company's website (www.alan-allman.com). These risks, uncertainties and other factors are not exhaustive. Other unanticipated, unknown or unforeseeable factors could also have a significant negative impact on the achievement of our objectives. Alan Allman Associates undertakes no obligation to update any forward-looking statements, whether as a result of new information, future events or otherwise. In particular, the duration and severity of the COVID-19 (coronavirus) pandemic, including its impact on the industry, on macroeconomic conditions and on Alan Allman Associates' principal local markets, may cause our actual results to differ materially from those expressed in our forward-looking statements. This press release and the information it contains do not constitute an offer to sell or subscribe, or the solicitation of an order to buy or subscribe, shares in Alan Allman Associates or its subsidiaries in any country.

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