

ALTRAN, GLOBAL LEADER IN INNOVATION

2014 ANNUAL RESULTS



12 March
2015

DISCLAIMER

This presentation contains forward-looking statements (as defined in the United States Private Securities Litigation Reform Act, as amended) based upon current management expectations.

Numerous risks, uncertainties and other factors (including, risks relating to: government legislation affecting our businesses; competition; our ability to manage rapid technological change in the industries in which we compete; litigation risks, labour issues; unanticipated costs from disposals or restructuring) may cause actual results to differ materially from those anticipated, projected or implied in or by the forward-looking statements.

Many of the factors that will determine our future results are beyond our ability to control or predict. These forward-looking statements are subject to risks and uncertainties and, therefore, actual results may differ materially from our forward-looking statements. You should not place undue reliance on forward-looking statements which reflect our views only as of the date of this presentation. We undertake no obligation to revise or update any forward-looking statements, or to make any other forward-looking statements, whether as a result of new information, future events or otherwise.

A—
KEY FIGURES
& EVENTS: 2014

B—
2015 STRATEGY

C—
FINANCIAL RESULTS

D—
OUTLOOK

A— KEY FIGURES & EVENTS: 2014

STRONG RESULTS IN 2014

2014 REVENUES

€1.756bn



Q4 2014 INVOICING RATE

87.8%



LTM FREE CASH FLOW AS % OF REVENUES

6.5%

2014 EBITA

€165m

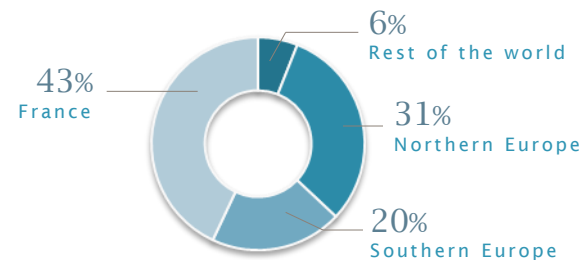
2014 NET INCOME

€83m

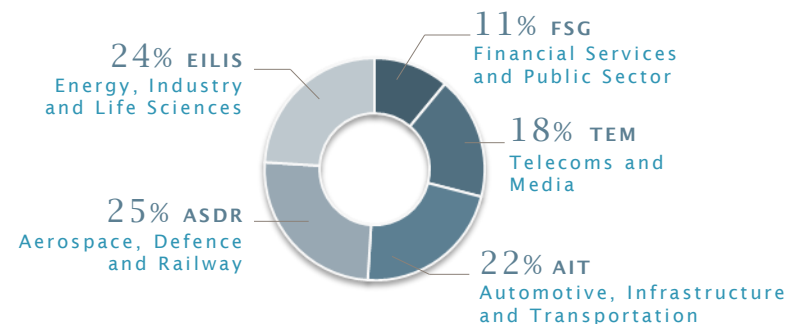
EARNING PER SHARE

€0.47

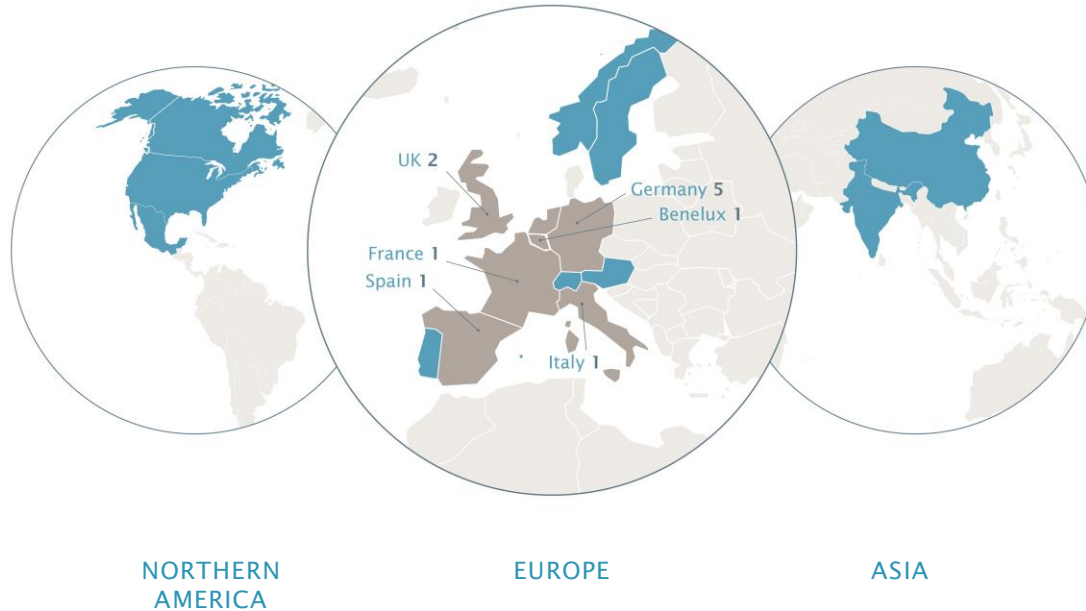
REVENUES BREAKDOWN BY OPERATING ZONE



REVENUES BREAKDOWN BY SECTOR



ALTRAN IN THE WORLD



5 SOLUTIONS

- Innovative Product Development
- Intelligent Systems
- Lifecycle Experience
- Mechanical Engineering
- Information Systems

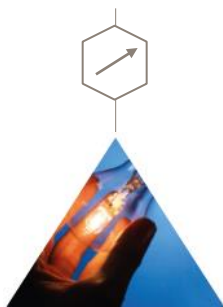
5 INDUSTRIES

- Automotive, Infrastructure and Transportation
- Aerospace, Defence and Railway
- Energy, Industry and Life Sciences
- Telecoms and Media
- Financial Services and Public Sector

INDUSTRY GROWTH

Solid growth due to Life Sciences (in medical devices and in pharmaceuticals)

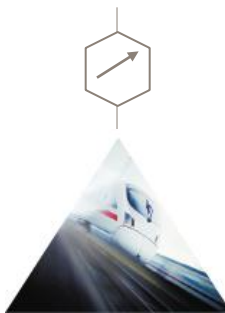
Energy suffers from the nuclear market drop in demand



EILiS
ENERGY, INDUSTRY
AND LIFE SCIENCES

Strong performance due to dynamic market especially in France

Many opportunities in the future for new calibration, autonomous vehicles and connected cars



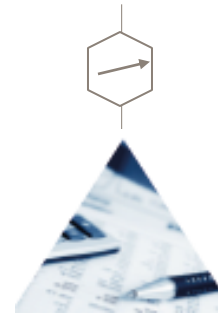
AIT
AUTOMOTIVE,
INFRASTRUCTURE AND
TRANSPORTATION

Recovery due to many opportunities in other geographies outside France



TEM
TELECOMS
AND MEDIA

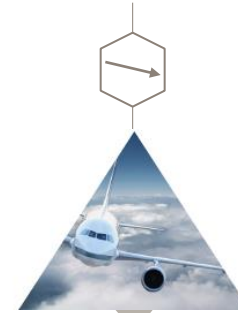
Back to growth with a strategy of niche player



FSG
FINANCIAL
SERVICES AND GOVERNMENT

First negative year after a decade of growth due to the end of plane manufacturer's major programs

Good resilience due to growth of the civil aerospace market and the high number of planes sold.



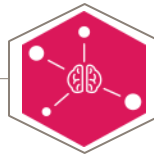
ASDR
AEROSPACE, DEFENCE
AND RAILWAY

ACQUISITIONS TO STRENGTHEN CORE SOLUTIONS



Foliage

Foliage reinforces the Group's positions in the US and broadens its expertise in **Innovative Product Development** for key industries such as healthcare and life sciences.



TASS

A Dutch company in critical and embedded systems for the semiconductors, consumer electronics and healthcare sectors strengthening both our **Intelligent Systems** global solution and our presence in Benelux.

ACQUISITIONS TO STRENGTHEN INDUSTRIES



Altran Automotive Technologies

A year after establishing a local JV in the fields of connectivity, electronics and software engineering, Altran acquired Beyondsoft's **telecoms** R&D services, pushing Group staff in China to 800.



Concept Tech

Concept Tech, an Austrian company, provider of development, simulation and testing services for the **passive safety** of vehicles.

BOOST OUR EXCELLENCE AND INNOVATION FOR OUR CLIENTS



INTELLIGENT SYSTEMS ALTRAN TRANSFORMS MACHINE-DRIVEN BIG DATA INTO BUSINESS

Altran has developed **VueForge™**, an industrial end-to-end offer for machine-driven big data whereby data is harvested, then transported and transformed into information, which, in turn is converted into services paving the way to new business.



TELECOMS ALTRAN WORLD CLASS CENTRE

An industrial partnership with Alcatel-Lucent to create an expertise and telecoms services centre. 170 expert engineers specialised in **4G technology** at Orvault site (Western France) would be integrated into Altran telecoms and media teams.

BOOST OUR EXCELLENCE AND INNOVATION FOR OUR CLIENTS



XELFLEX INNOVATION IN WEARABLE TECH

Xelflex is a novel type of 'smart' textile that turns garments into active motion sensors. Breakthrough optical technology has led to the creation of a new generation of wearable technology. It can be used to make comfortable, washable, robust clothing – and gives users information not available from existing wearables.



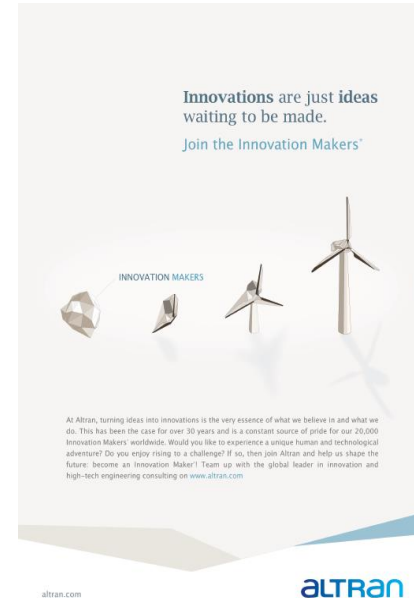
At the 2015 CES in Las Vegas, Xelflex was selected for the **Best of CES Awards** in the category Best digital health & fitness product by Engadget.

INNOVATION TO RECRUIT UNDER ONE GLOBAL CAMPAIGN

With innovation as its main theme, the first global recruitment campaign “**Innovations are just ideas waiting to be made**” goes well beyond borders, targeting 4,000 applicants worldwide.

This Altran statement to its current and future Innovation Makers is an invitation to take on the highly technological challenges of tomorrow.

Today, helping companies carry out major innovation projects means finding professionals with new and rare profiles ready to take part in the unique adventure of turning their ideas into innovations.



B—

2015 STRATEGY

2015 OBJECTIVES

1

REVENUES

€2bn

2

EBITA

11-12%

of revenues
(at top of the cycle ambition)

3

FREE CASH FLOW

4%

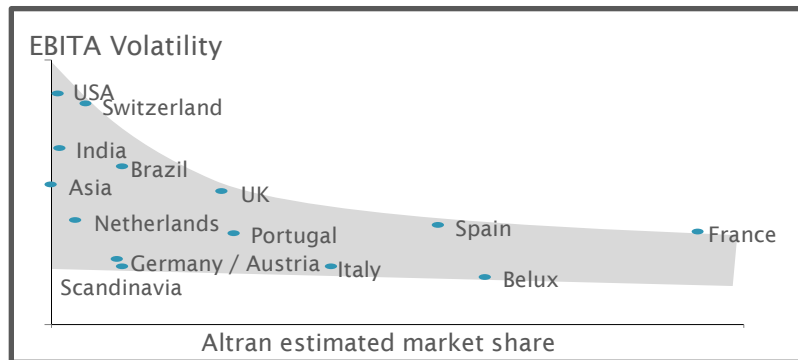
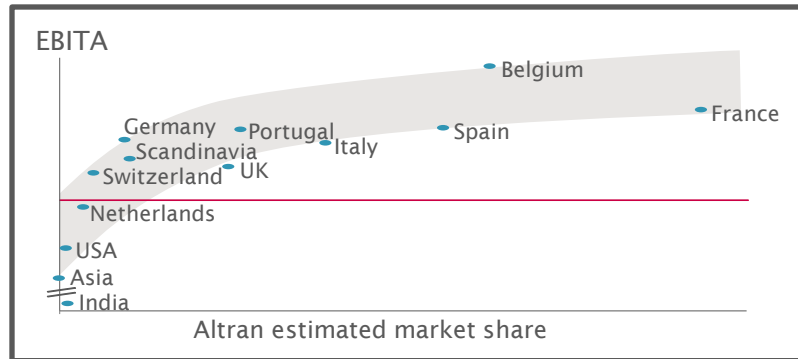
of revenues
(at top of the cycle ambition)

2015 OBJECTIVES – REVENUES

- 2015 turnover \geq 1.9bn
- Goal could be reached with more acquisitions throughout the year



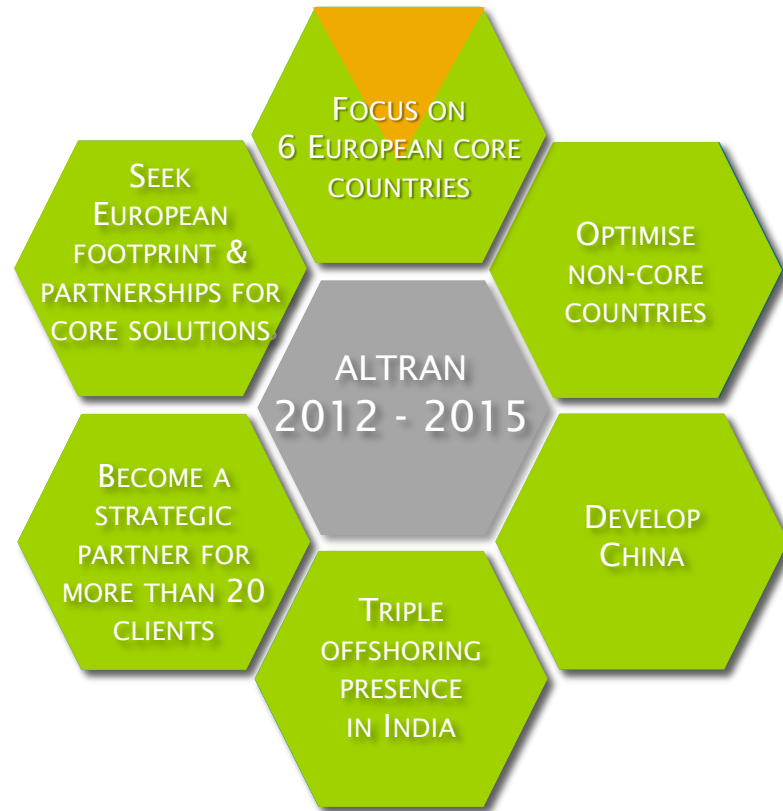
STRATEGIC PLAN (2012-2015)



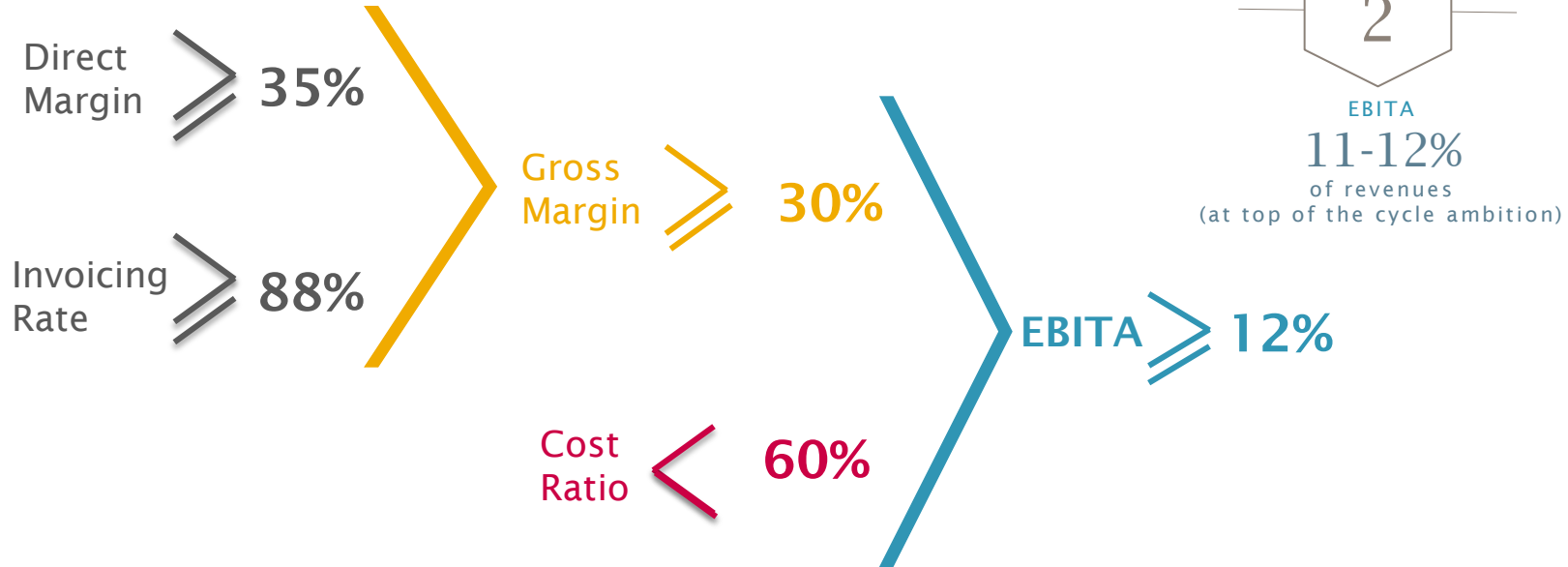
Hunt for top market position

- Best clients
- Best projects
- Best employees
- Brand awareness

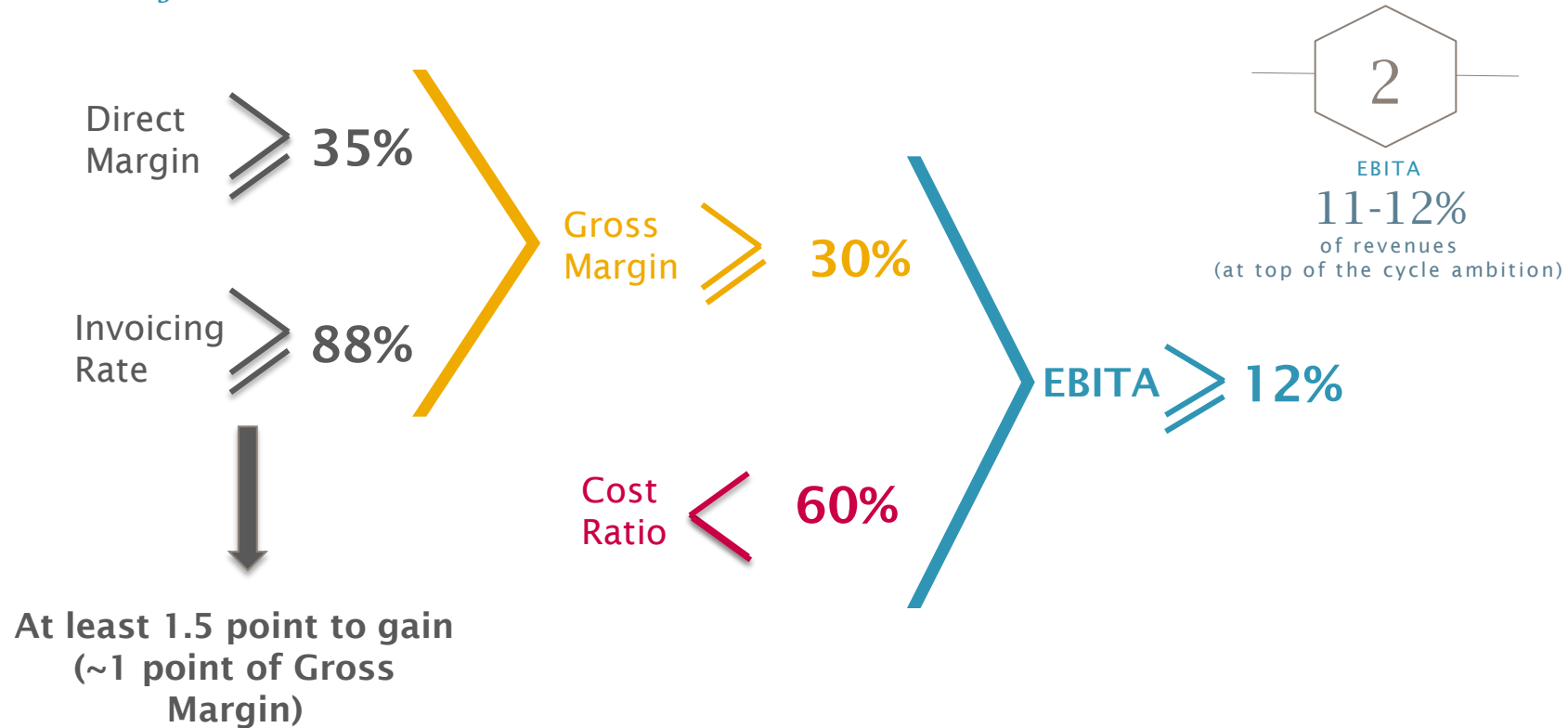
STRATEGIC GOALS



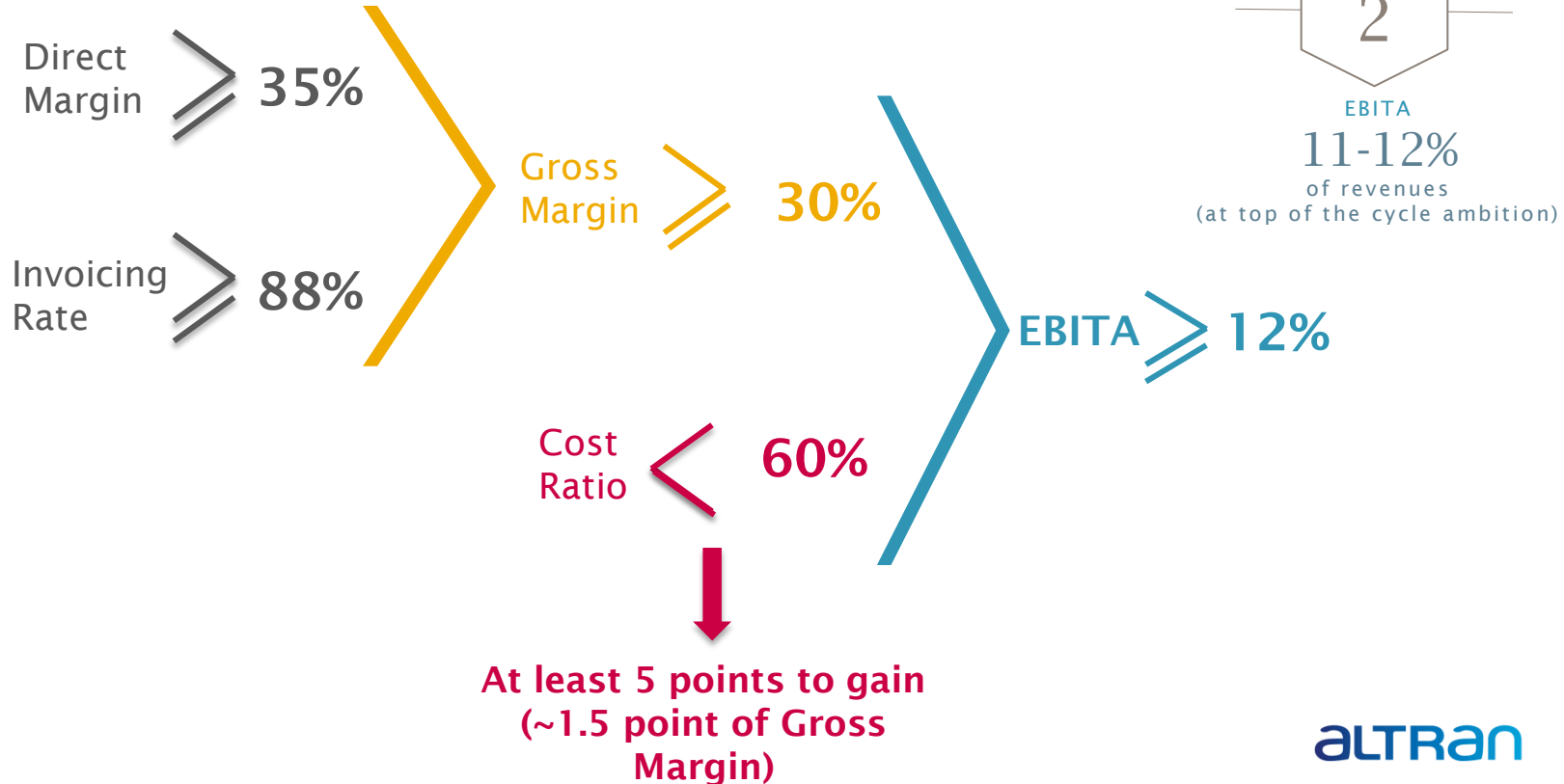
2015 OBJECTIVES - EBITA



2015 OBJECTIVES - EBITA



2015 OBJECTIVES - EBITA



2015 OBJECTIVES – FREE CASH FLOW

- Goal achieved

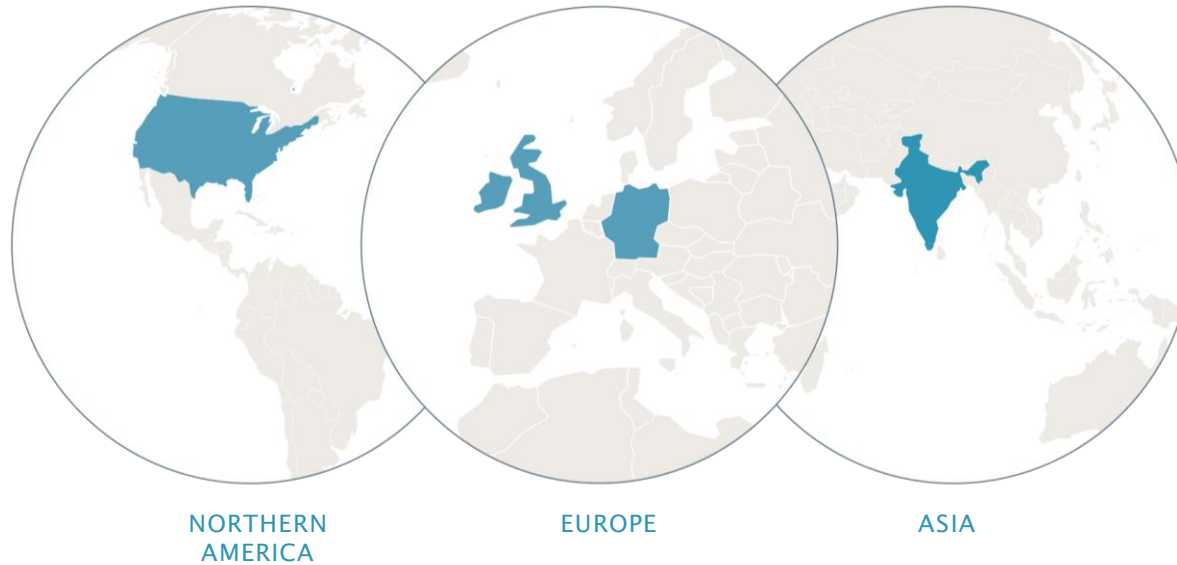


FREE CASH FLOW

4%

of revenues
(at top of the cycle ambition)

ALTRAN M&A PRIORITIES



3 SOLUTIONS

- Innovative Product Development
- Intelligent Systems
- Lifecycle Experience

C—

FINANCIAL RESULTS

- 1 - P&L Analysis
- 2 - Cash Flow & Net Debt
- 3 - DSO
- 4 - Synthesis

1. PROFIT & LOSS ACCOUNT ANALYSIS

Revenues: +3.5% Economic Growth* vs. 2013

EBITA: €165m (+60 bp vs 2013)

<i>in €m</i>	FY 2014	FY 2013	%
Revenues	1 756.3	1 632.8	+7.6%
Gross Margin	503.1	453.6	+10.9%
<i>% of revenues</i>	28.6%	27.8%	
S G&A	(338.5)	(310.6)	+9.0%
<i>% of revenues</i>	-19.3%	-19.0%	
EBITA	164.6	143.0	+15.1%
<i>% of revenues</i>	9.4%	8.8%	

(*) perimeter, working days and FX had an impact of -4.1% +0.2% and -0.2% respectively

1. PROFIT & LOSS ACCOUNT ANALYSIS : H1 vs. H2

High H2 seasonality like in 2013

<i>in €m</i>	H2 2014	H1 2014	%
Revenues	894.5	861.8	+3.8%
Gross Margin	277.5	225.6	+23.0%
<i>% of revenues</i>	31.0%	26.2%	
S G&A	(172.9)	(165.6)	+4.4%
<i>% of revenues</i>	-19.3%	-19.2%	
EBITA	104.6	60.0	+74.3%
<i>% of revenues</i>	11.7%	7.0%	

1. PROFIT & LOSS ACCOUNT ANALYSIS

Net Income : +25% vs 2013

<i>in €m</i>	FY 2014	FY 2013	%
EBITA	164.6	143.0	+15.1%
<i>% of revenues</i>	9.4%	8.8%	
Non-recurring income / (losses)	(28.8)	(35.8)	
Intangible assets amortisation (PPA)	(3.8)	(2.1)	
OPERATING INCOME	132.0	105.1	+25.6%
Financial result	(5.7)	(12.9)	
Income tax	(43.5)	(26.4)	
Equity share in net income of associates	(0.3)		
NET INCOME OF INTEGRATED COMPANIES	82.5	65.8	+25.4%
Minority interests	-	-	
NET INCOME ATTRIBUTABLE TO THE GROUP	82.5	65.8	+25.4%

1. PROFIT & LOSS ACCOUNT ANALYSIS: NON RECURRING RESULT

Legacy restructuring plans are completed

<i>in €m</i>	FY 2014	FY 2013
Litigations	(2.9)	(4.7)
Restructuring costs	(23.5)	(27.3)
Acquisition costs	(1.6)	(1.9)
Misc	(0.8)	(1.9)
NON RECURRING OPERATING GAIN / (LOSS)	(28.8)	(35.8)

2. CASH FLOW AND NET DEBT: FREE CASH FLOW

Record level of FCF*: +6.5% of sales and a conversion ratio** of 70%

<i>in €m</i>	FY 2014	FY 2013
EBITA	164.6	143.0
Depreciation & Amortisation (recurring)	21.2	11.1
Non Recurring Items (Cash Impact)	(33.6)	(32.9)
CASH FLOW	152.2	121.2
Change in WCR	16.9	(18.8)
Tax paid	(26.5)	(25.7)
Capex	(27.9)	(26.6)
FREE CASH FLOW	114.7	50.1
<i>% of revenues</i>	6.5%	3.1%

*FCF : EBITDA – Restructuring Costs – Tax – CAPEX +/-ΔWC

** Conversion ratio = FCF/EBITA

2.CASH FLOW AND NET DEBT: FREE CASH FLOW (seasonality)

High seasonality of FCF on H2

<i>in €m</i>	H2 2014	H1 2014
EBITA	104.6	60.0
Depreciation & Amortisation (recurring)	12.5	8.7
Non Recurring Items (Cash Impact)	(18.0)	(15.6)
CASH FLOW	99.1	53.1
Change in WCR	47.0	(30.1)
Tax paid	(18.9)	(7.6)
Capex	(13.4)	(14.5)
FREE CASH FLOW	113.8	0.9
<i>% of revenues</i>	12.8%	0.1%

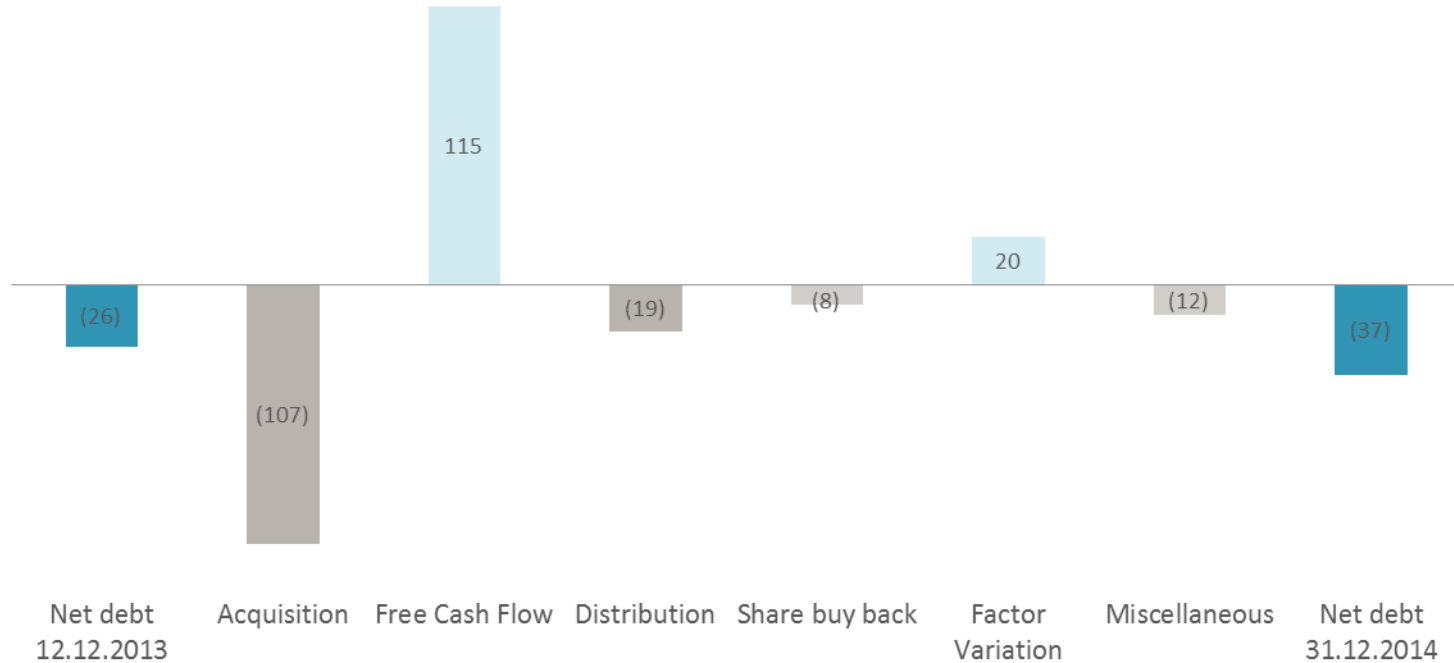
FCF : EBITDA – Restructuring Costs – Tax – CAPEX +/-ΔWC

2. CASH FLOW AND NET DEBT: USE OF FREE CASH FLOW

FCF to finance M&A and Pay Out to Shareholders

<i>in €m</i>	FY 2014	FY 2013
FREE CASH FLOW	114.7	50.1
Financial Investments/Divestments	(1.4)	(1.4)
Interest Paid	(7.6)	(15.5)
Net cash from Discontinued Operations	3.0	0.7
Net cash from Acquisitions	(98.9)	(94.0)
Dividends	(19.2)	(15.7)
Others	(3.0)	(1.7)
CASH VARIATION before Financing	(12.4)	(77.5)
Financing	133.9	222.4
CASH VARIATION	121.5	144.9

2. CASH FLOW AND NET DEBT: NET DEBT AT 31 DEC 2014 (in €M)



2. CASH FLOW AND NET DEBT: NET DEBT

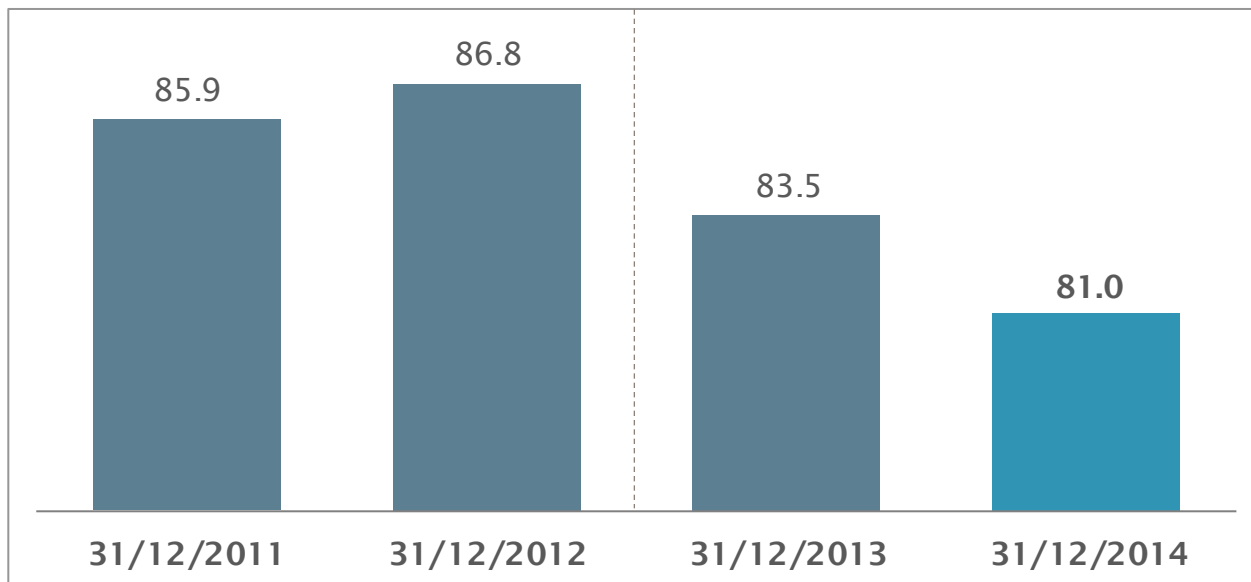
<i>in €m</i>	FY 2014	FY 2013
Bonds	248.8	134.2
Factoring**	62.0	66.4
Bank Loan	170.8	148.0
FINANCIAL DEBT	481.5	348.6
Cash	444.4	323.0
NET FINANCIAL DEBT	37.1	25.6
LEVERAGE RATIO (*)	0.19	0.16

(*) *Net Financial Debt / EbitDA*

(**) *Total factoring with or without recourse amounts to 203.4 M€ vs 188.1 M€ as of December 2013*

3. DSO

81 days at constant method but 78 days with clients down payments



4. SEASONALITY OF WORKING DAYS

	Q1	Q2	H1	Q3	Q4	H2	FY
2015	62.4	60.7	123.1	65.2	63.4	128.6	251.7
2014	62.5	60.1	122.7	64.7	63.3	128.0	250.7
2013	62.5	60.9	123.4	65.2	62.7	127.9	251.3

5. SYNTHESIS

1

Solid revenues growth: +7.6% reported and +3.5% economic

2

EBITA in line with Strategic Plan at €165m (+15% vs 2013)

- 9.4% of revenues vs 8.8% in 2013
- >10% of revenues w/o Germany
- All core countries above 10% EBITA except Germany

3

Record level of FCF : +6.5% of revenues

4

Balance sheet reinforcement:

- Financial Net Debt of €37m
- Cash & equivalent €444m

D— OUTLOOK

OUTLOOK

- Company in a solid strategic and financial position
- Pipeline of acquisitions in selected countries, Nspyre closed in March 2015
- 2015 should be another year of profitable growth for Altran, coherent with its Strategic Plan objectives. Figures for the first two months:
 - Economic growth > 3.5%
 - Invoicing ratio > 86%
- 2020 new Strategic Plan will be presented at the end of 2015

Q&A

APPENDICES

1. Balance Sheet (Assets & Liabilities)
2. Profit & loss account
3. Cash Flow Statement
4. Factoring and Cash Centralisation
5. Invoicing Rate
6. Staff number Trends
7. 2014 Revenues by Country/by Zone
8. Quarterly Revenue Trends

1. BALANCE SHEET - ASSETS (IN €K)

	31.12.2013	30.06.2014	31.12.2014		
	Net	Net	Gross	Amort & Prov	Net
NON-CURRENT ASSETS	718,689	834,235	1,251,719	(358,574)	893,145
Goodwill of the business	427,138	547,117	753,048	(187,277)	565,771
Other intangible fixed assets	44,937	48,311	123,563	(48,524)	75,039
Tangible fixed assets	41,434	45,964	149,232	(95,946)	53,286
Land	880	880	880	-	880
Buildings	11,084	15,337	24,379	(6,534)	17,845
Other tangible assets	29,470	30,627	123,973	(89,412)	34,561
Equity-accounted investments	-	-	190	-	190
Financial fixed assets	25,185	28,661	33,647	(6,142)	27,505
Deferred tax assets	103,866	112,190	118,324	(14,897)	103,427
Other non-current assets	76,129	51,992	73,715	(5,788)	67,927
CURRENT ASSETS	738,853	747,806	903,403	(4,186)	899,217
Inventories & Work in progress	697	1,085	1,665	(31)	1,634
Clients & account and other receivables	339,444	389,140	361,376	(4,146)	357,230
Other receivables	57,571	108,050	80,250	(9)	80,241
Current Financial assets	18,142	16,357	15,647	-	15,647
Cash equivalents	213,979	178,888	249,385	-	249,385
Cash	109,020	54,286	195,080	-	195,080
TOTAL ASSETS	1,457,542	1,582,041	2,155,122	(362,760)	1,792,362

1. BALANCE SHEET - LIABILITIES (in €K)

	31.12.2013	30.06.2014	31.12.2014
SHAREHOLDER'S EQUITY	653,877	666,052	710,948
NON-CURRENT LIABILITIES	323,036	378,191	444,788
Convertible bonds (>1 year)	134,371	134,441	248,903
Financial loans & borrowings	122,650	139,139	92,301
Other non-current financial liabilities	1,039	3,078	972
Non-current financial liabilities	258,060	276,658	342,176
Provisions for risks & charges	32,547	29,663	31,257
Long term staff benefits	23,248	25,618	28,293
Deferred taxes	7,198	8,855	17,045
Other long term liabilities	1,983	37,397	26,017
Other non current liabilities	64,976	101,533	102,612
CURRENT LIABILITIES	480,629	537,798	636,626
Trade payables	72,483	78,330	87,724
Taxes payable	76,490	82,224	98,207
Current staff benefits	165,018	184,061	183,196
Other current debt	54,919	50,581	85,842
Current creditors	368,910	395,196	454,969
Provisions for short-term risk & charges	16,372	13,424	15,056
Debt on short-term securities	129	11,096	21,886
Other current liabilities	95,218	118,082	144,715
TOTAL SHAREHOLDER'S EQUITY & LIABILITIES	1,457,542	1,582,041	1,792,362

2. PROFIT AND LOSS ACCOUNT (in €K)

	31.12.2013	1st semester 2014	2 nd semester 2014	31.12.2014
Revenues	1,632,778	861,843	894,420	1,756,263
Other operating income	37,346	16,823	31,603	48,426
TOTAL OPERATING INCOME	1,670,124	878,666	926 023	1,804,689
Purchases & outside services	(344,739)	(171,879)	(185,571)	(357,450))
Wages, social charges & benefits	(1,168,989)	(637,689)	(624,442)	(1,262,131)
Tax	(2,669)	(986)	(1,740)	(2,726))
Allowance for amortisation & provisions	(10,727)	(8,118)	(9,661)	(17,779)
CURRENT OPERATING INCOME	143,000	59,994	104,609	164,603
Non recurring Income / Losses	(35,814)	(14,380)	(14,367)	(28,747)
Intangible assets amortisation	(2,099)	(1,204)	(2,644)	(3,848)
OPERATING INCOME	105,087	44,410	87,598	132,008
Cost of net financial debt	(9,329)	(3,886)	(6,614)	(10,500)
Other financial income / losses	(3,631)	340	4,444)	4,784
Equity shares in net income of associates			(253)	(253)
Corporate income taxes	(26,358)	(11,869)	(31,627)	(43,496)
NET INCOME BEFORE DISCONTINUED OPERATIONS	65,769	28,995	53,548	82,543
Minority interests & discontinued operations	29	112	(109)	3
GROUP NET RESULT	65,798	29,107	53,439	82,546

2. PROFIT AND LOSS ACCOUNT (in €M)

Geographical data - IFRS 8

	Revenues		Operating income on ordinary activities		Operating margin on ordinary activities (in%)	
	2013	2014	2013	2014	2013	2014
France+HQ	773.2	799.1	63.2	77.0	8.2%	9.6%
Northern Zone	539.0	570.0	45.5	42.1	8.4%	7.4%
Southern Zone	328.3	363.8	34.1	42.4	10.4%	11.6%
Rest of the world	56.4	93.7	0.2	3.1	0.4%	3.3%
Eliminations	(64.1)	(70.3)				
TOTAL	1,632.8	1,756.3	143.0	164.6	8.8%	9.4%

3. CASH FLOW STATEMENT (in €K)

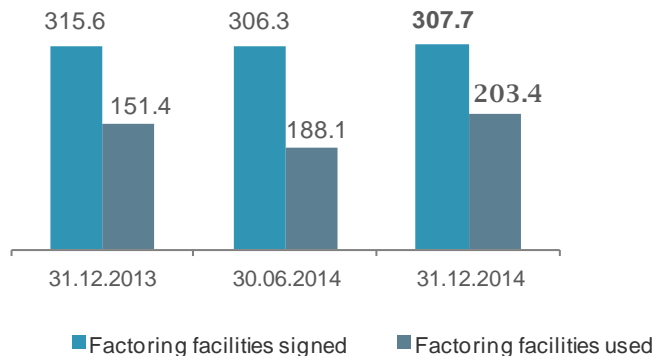
	31.12.2013	1 st semester 2014	2 nd semester 2014	31.12.2014
OPENING CASH POSITION	178,057	322,999	233,174	322,999
Operating income	107,186	45,614	90,242	135,856
Goodwill depreciation	-	-	-	-
Net operating depreciations and amortisations	13,187	2,180	9,745	11,925
Stock options charges	341	290	64	354
Capital gains / losses	1,692	(179)	(232)	(411)
Other operating income / charges	(1,197)	173	4,267	4,440
CASH FLOW	121,209	48,078	104,086	152,164
Change in NWCR	(18,801)	(32,936)	49,864	16,928
Tax paid & change in tax liabilities & assets	(25,711)	(7,555)	(18,992)	(26,547)
Interest paid & other financial charges	(15,501)	(1,353)	(6,201)	(7,554)
Net cash from operations made by discontinued operations	-	-	(26)	(26)
NET CASH FLOW GENERATED BY OPERATIONS	61,196	6,234	128,731	134,965
Earn-outs	(89)	(30)	-	(30)
Capex	(27,957)	(15,923)	(13,377)	(29,300)
Others	(95,273)	(78,589)	(22,497)	(101,086)
Net cash from investments on discontinued operations	701	262	2,738	3,000
NET CASH FLOW RELATED TO INVESTMENTS	(122,618)	(94,280)	(33,136)	(127,416)
Capital raised	664	1,511	210	1,721
Share buy back			(8,132)	(8,132)
Distribution	(15,660)	(19,213)	-	(19,213)
Financing draw-downs / Capital raised	269,566	58,512	84,455	142,967
Financing facilities reimbursed	(59,841)	(1,144)	(50,996)	(52,140)
Other financing transactions	12,010	(42,757)	92,704	49,947
Net cash from financing activities of discontinued operations	-	-	-	-
NET CASH FLOW GENERATED BY FINANCING TRANSACTIONS	206,739	(3,091)	118,241	115,150
Change in cash position	144,942	(89,825)	211,291	121,466
CLOSING CASH POSITION*	322,999	233,174	444,465	444,465
*FX Impact	(375)	1,312	(2,545)	(1,233)

4. FACTORING & CASH CENTRALISATION

FACTORING

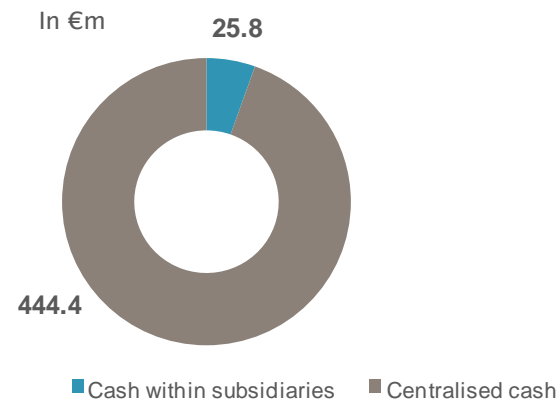
Factoring will remain a flexible source of financing for the Group's international program covering the Benelux, Germany, Spain, Portugal and Italy.

In €m

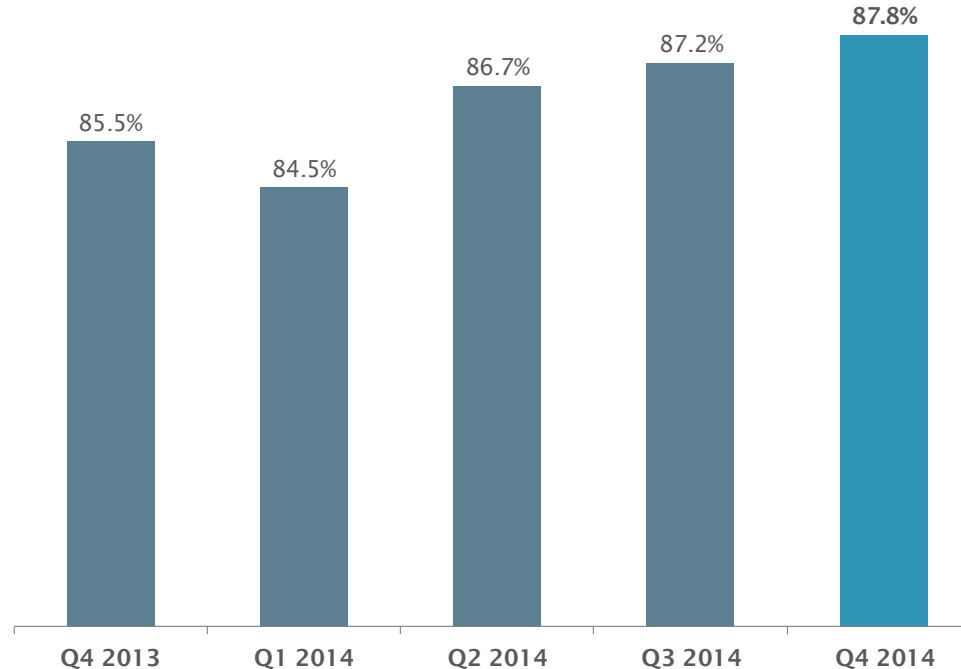


CASH CENTRALISATION

Efforts maintained



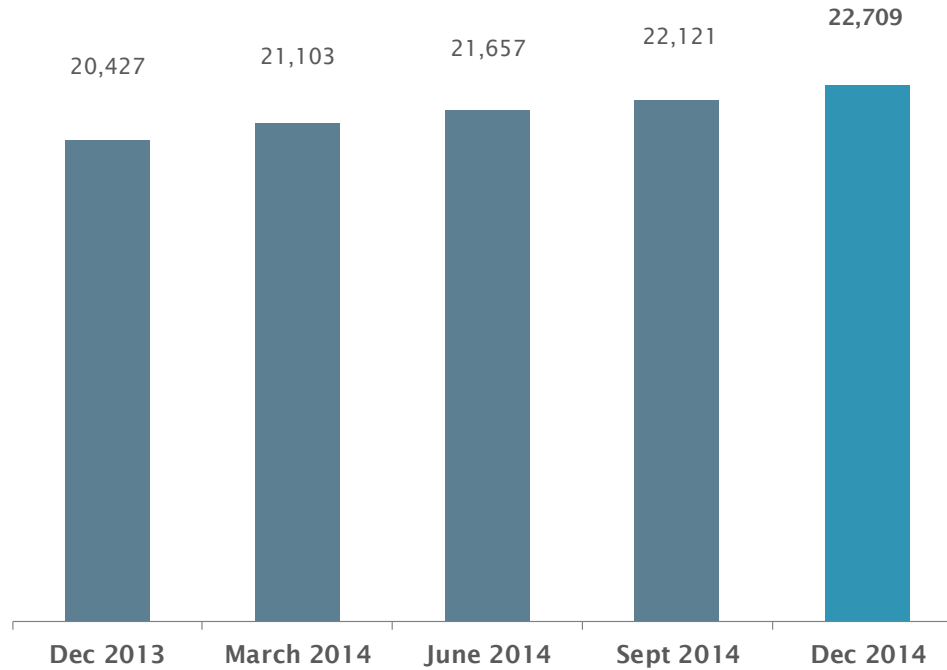
5. 2014 REVENUES: INVOICING RATE (excluding Cambridge Consultants activities)



- A new record year for Altran
- In 2014, the overall invoicing ratio averaged to 86.5%

** Invoicing rate is equal to the ratio between the number of billed days and the number of potential billable days excluding notably legal vacations*

6. 2014 REVENUES: STAFF NUMBER TRENDS



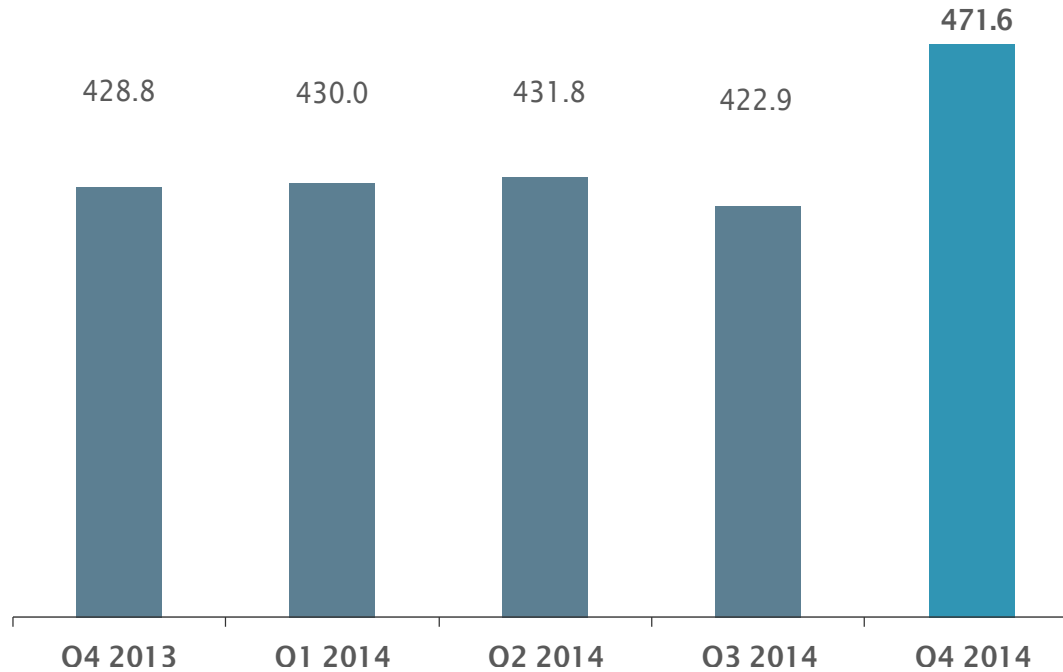
7. 2014 REVENUES: REVENUES BY COUNTRY/BY ZONE (in m€)

	2014	2013	Reported Growth	Economic Growth%*
France	760.2	735.3	3.4%	3.5%
NORTHERN EUROPE	551.2	519.9	6.0%	-1.0%
Germany & Austria	257.4	261.1	-1.4%	-7.0%
Benelux	97.8	83.4	17.2%	-2.0%
UK	112.3	94.6	18.7%	12.7%
Scandinavia	55.2	51.6	7.0%	4.9%
Switzerland	28.5	29.1	-2.2%	-3.8%
SOUTHERN EUROPE	348.9	318.3	9.6%	10.0%
Italy	181.6	162.1	12.0%	12.9%
Spain	147.6	139.8	5.6%	5.6%
Portugal	19.7	16.4	20.1%	20.3%
REST OF THE WORLD	96.0	59.2	62.0%	5.2%
USA	68.2	40.3	69.1%	-2.4%
Asia	27.8	18.9	47.0%	26.8%
TOTAL	1,756.3	1,632.8	7.6%	3.5%

Economic growth* for International
3.5%

* Economic growth calculated on a constant forex, working-day and like-for-like basis

8. QUATERLY REVENUES CHANGE (in €m)



INNOVATION MAKERS

