

ALTRAN, GLOBAL LEADER IN INNOVATION



2016 HALF-YEAR RESULTS

8 September 2016

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.

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A - KEY FIGURES & EVENTS: H1 2016

SOLID RESULTS IN H1 2016

H1 2016 REVENUES

€1,058m

(+ 11% vs. H1 2015)

H1 2016 ORGANIC GROWTH

+7.9%

(+ 4.4% vs. H1 2015)

Q2 2016 INVOICING RATE

87.2%

H1 2016 EBIT

€92m

(+ 28% vs. H1 2015)

H1 2016 NET INCOME

€52m

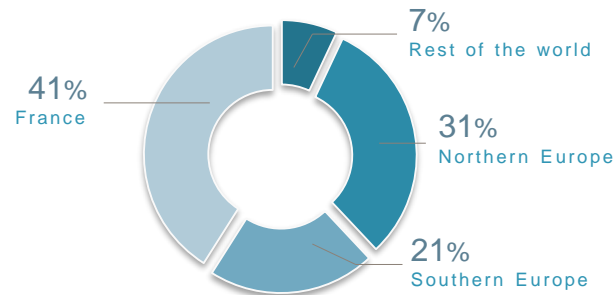
(+ 36% vs. H1 2015)

EMPLOYEES

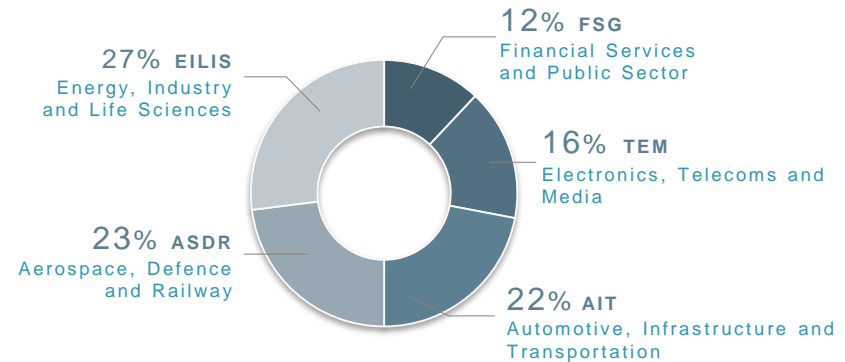
>27,000

REVENUES BREAKDOWN

REVENUES BREAKDOWN BY OPERATING ZONE



REVENUES BREAKDOWN BY SECTOR



MARKET VIEW & ALTRAN PERFORMANCE BY INDUSTRY



Automotive

Market:

- Dynamic market driven by breakthrough technologies (autonomous, connected, electric car...).
- Slowing growth in Germany due to the market transitioning.

Altran performance:

- Strong growth in Europe (outside Germany) and in Asia.



Aeronautics

Market:

- Driven by the strong order backlog, rapid manufacturing ramp-up and active incremental development.

Altran performance:

- Resilient growth due to continuous diversification across 3 axis: capabilities/clients/geographies.



Life Sciences

Market:

- Important growth in medical devices and pharmaceuticals.
- Most dynamic segments: Quality & Regulatory, Smart Health and Digitization.

Altran performance:

- Excellent performance with the reinforcement of partnerships with main accounts through framework agreements and big deals.

MARKET VIEW & ALTRAN PERFORMANCE BY INDUSTRY



Energy

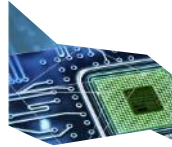
Market:

- Impacted by the Oil crisis.
- Growth mainly driven by renewables and Digitization.



Altran performance:

- Good performance with the renewal of major agreements with our main clients.



Industrial & Electronics

Market:

- Dynamic sector stimulated by the fast evolution towards Industry 4.0 and the global needs for IoT/Connectivity.



Altran performance:

- Strong growth due to key positioning in Electronics and Semiconductors.



Telecom & Media

Market:

- Contrasted market between US-based innovative players and consolidation still on-going in Europe (e.g. SFR/Numericable).



Altran performance:

- Good growth thanks to a strong positioning with leading Telecom equipment providers and Tier 1 operators in Europe.



H1: ANOTHER HALF OF KEY CLIENT WINS, STRONG PIPELINE BUILD UP AND ENHANCED QUALITY OF CONTRACTS

KEY CLIENT WINS



Johnson & Johnson



THALES

BOMBARDIER
the evolution of mobility

PSA PEUGEOT CITROËN



PHILIPS



NATS



SIEMENS

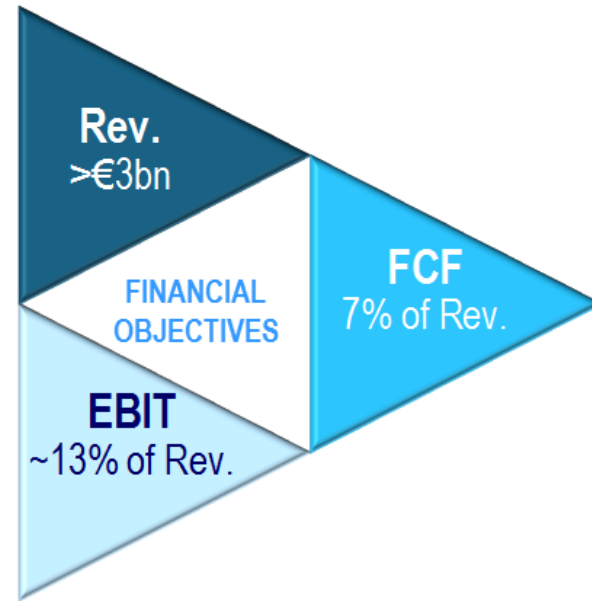
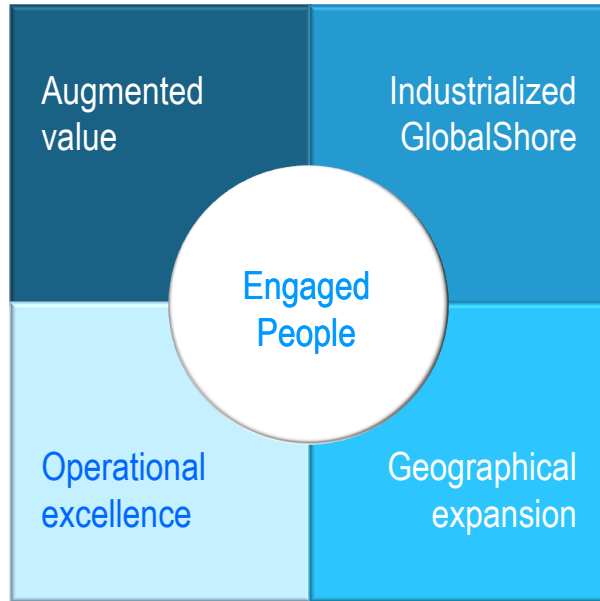


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ALTRAN 2020. IGNITION - STATUS

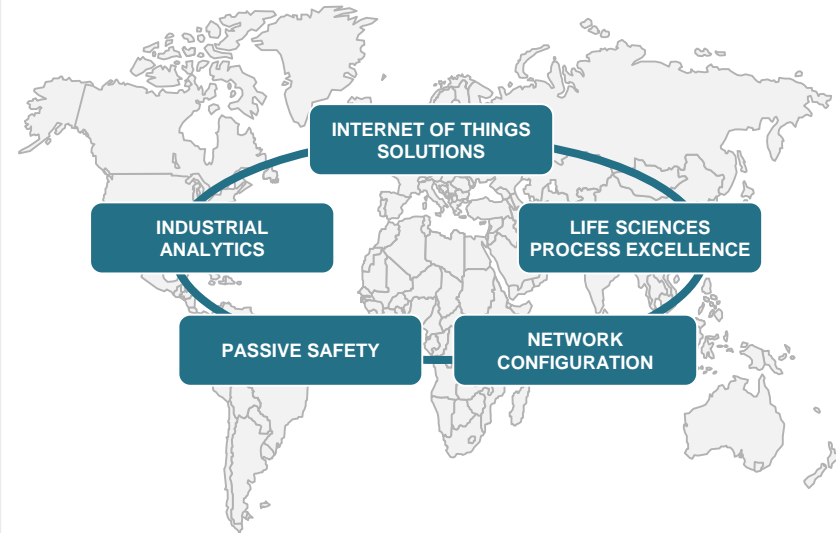


1

Augmented Value

- **World Class Centers development:**
 - 5 WCCs operational and 3 more this year
 - Enabling client wins in high-value segments
- **Technology & Innovation:**
 - CTO organization up and running, bringing superior discipline and industrialization in innovation roadmap, disruptive technologies and new solutions
- **Disruptive technologies:**
 - VueForge™ industry applications
 - CoherenSE (with JLR)
 - Divergent investment
- **Altran Consulting launched**
- **Leadership position recognized**
in Zinnov Zones 2016 IoT Technology services report

Altran World Class Centers H1 2016

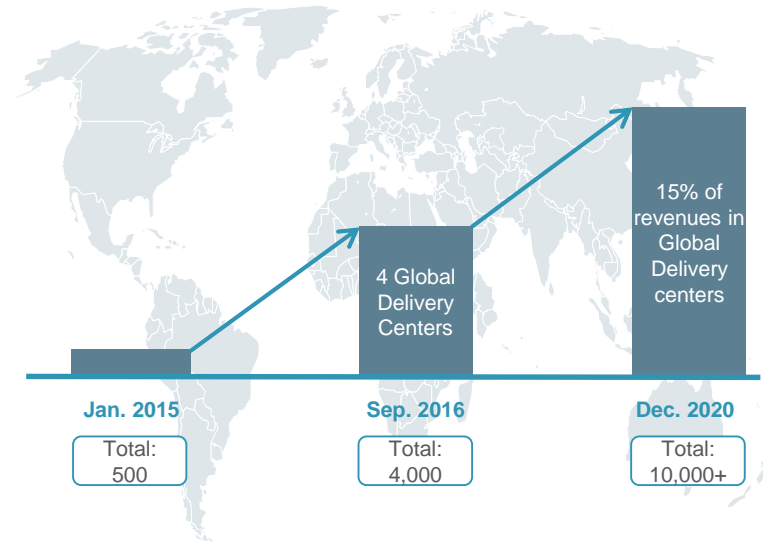


2

Industrialized GlobalShore

- From 500 to over 4000 engineers over the past 18 months across 4 main Global Delivery Centers (India, North Africa, Iberia, Eastern Europe).
- **Foundations** of Altran Industrialized GlobalShore delivery model are set and **being deployed at scale**.
- **Early successes** in semiconductors, automotive and telecoms.

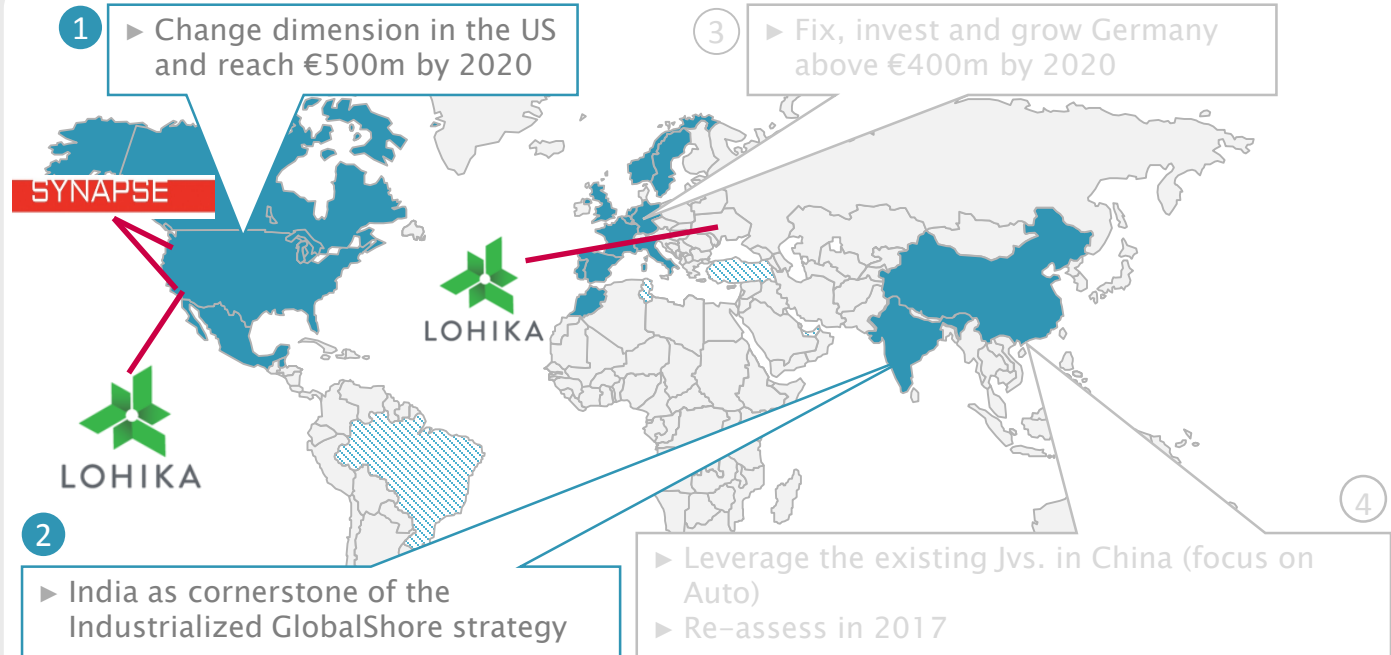
Global Delivery Centers Growth ahead of Ignition targets



3

Geographical expansion

- M&A focus on **strategic acquisitions** for Geographical Expansion
- USA is now the **2nd largest** market of Altran



4

Operational Excellence

KPIs under tight control

(in % or Revenues except IR)

	H1 16	H1 15
Organic Growth	+7.9%	+4.4%
Invoicing Rate	87.2%	87.2%
GM	27.0%	26.9%
SG&A	18.3%	19.3%
EBIT	8.7%	7.6%
DSO	83.5	90.1

Strengthened senior management focused on financial performance

- **Geographies:**
USA, Germany, Scandinavia, Belux, Netherlands
- **Central functions:**
Transformation, Communications, IT, Procurement, HR, Finance

German turnaround underway

- Non-Auto business (40% of Revenues) **recovered and growing**
- Auto business on the right trajectory, 2 areas still in fixing mode
- Operational discipline (bench and hiring) restored
- Encouraging H1 client wins and pipeline build up

Engaged People

~28,000

EMPLOYEES AS OF TODAY

80

NATIONALITIES

90%

ENGINEERS

<34 y/o

AVERAGE AGE



- Eric Bachellereau appointed as **Group Senior VP Human Resources**
- Group-wide « Engaged People » programme driven by top management.
- Roll out across the entire Group until end of September.

RECRUITMENTS

MORE THAN

4,500

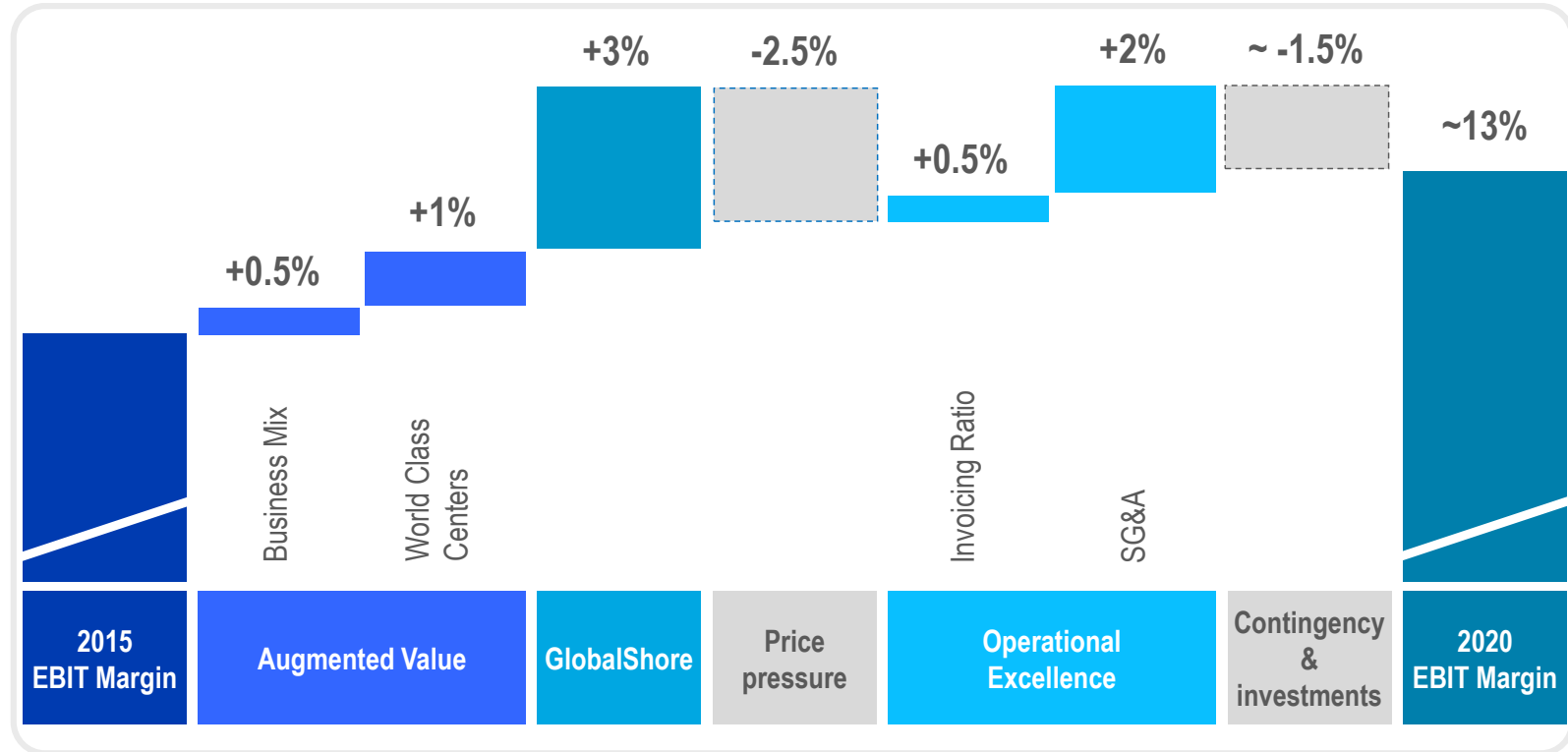
CONSULTANTS RECRUITED
PER YEAR

OF WHICH

95%

HAVING 5 YEARS+
OF STUDIES

ALTRAN 2020. IGNITION – 2015-2020 EBIT MARGIN BRIDGE



B - FINANCIAL RESULTS

- 1 – P&L Analysis
- 2 – DSO
- 3 – Cash Flow & Net Debt
- 4 – Seasonality of working days
- 5 – Synthesis

1. PROFIT & LOSS ACCOUNT ANALYSIS

EBIT= €92m → +€20m vs. H1 2015

<i>in €m</i>	H1 2016	H1 2015	%
Revenues	1057.6	954.5	+10.8%
Gross Margin	285.2	256.7	+11.1%
<i>% of revenues</i>	<i>27.0%</i>	<i>26.9%</i>	
S G&A	(193.2)	(184.6)	+4.7%
<i>% of revenues</i>	<i>-18.3%</i>	<i>-19.3%</i>	
EBIT	92.0	72.1	+27.6%
<i>% of revenues</i>	<i>8.7%</i>	<i>7.6%</i>	

1. PROFIT & LOSS ACCOUNT ANALYSIS

Net Income: + 36% vs. H1 2015

<i>in €m</i>	H1 2016	H1 2015	%
EBIT	92.0	72.1	+27.6%
<i>% of revenues</i>	8.7%	7.6%	
Non-recurring income / (losses)	(10.7)	(10.7)	
Purchase Price Allocation (PPA) Amortization	(2.1)	(2.2)	
OPERATING INCOME	79.2	59.2	+33.8%
Financial result	(6.4)	(3.9)	
Income tax	(21.1)	(17.2)	
NET INCOME	51.7	38.1	+35.7%
Minority interests	(0.1)	(0.1)	
Group NET INCOME	51.6	38.0	+35.8%

1. PROFIT & LOSS ACCOUNT ANALYSIS: FINANCIAL RESULTS

Net cost of debt in line with last year
H1 2015 impacted by positive exchange items

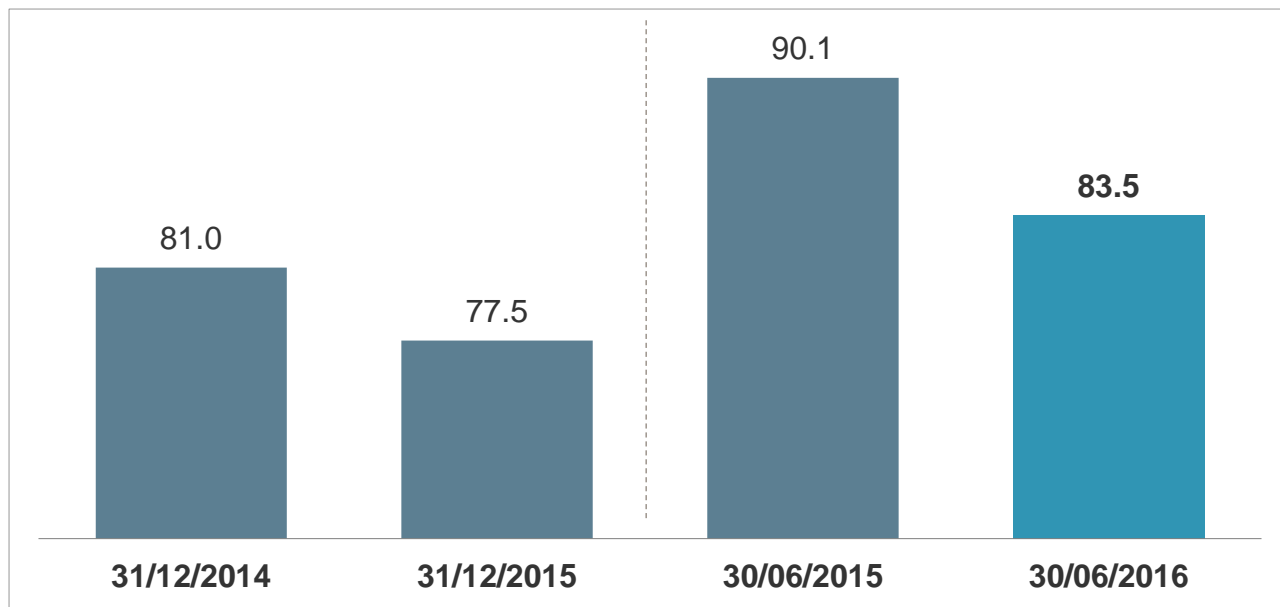
<i>in €m</i>	H1 2016	H1 2015
Income from cash & cash equivalent	2.1	2.4
Interest on bonds	(4.3)	(4.3)
Interest on other financing operations	(3.5)	(3.4)
Net costs of debt	(5.7)	(5.3)
Other financial Items (exchange gain/loss...)	(0.7)	1.4
Financial result	(6.4)	(3.9)

1. PROFIT & LOSS ACCOUNT ANALYSIS: NON RECURRING RESULT

<i>in €m</i>	H1 2016	H1 2015
Restructuring costs	(5.8)	(6.9)
Acquisition costs	(1.7)	(1.9)
Litigations & Misc.	(3.2)	(1.9)
NON RECURRING OPERATING GAIN / (LOSS)	(10.7)	(10.7)

2. DSO

SIGNIFICANT DSO IMPROVEMENT vs. H1 2015



3. CASH FLOW AND NET DEBT: FREE CASH FLOW

Despite DSO strong improvement vs. H1 2015,
H1 Working Capital under pressure due to very high Q2 organic growth (9.6%)

<i>in €m</i>	H1 2016	H1 2015
EBIT	92.0	72.1
Depreciation & Amortization (recurring)	11.4	10.7
Non Recurring Items (Cash Impact)	(12.5)	(11.9)
CASH FLOW	90.9	70.9
Change in WCR	(95.8)	(68.0)
Tax paid	(14.3)	(12.3)
Capex	(18.1)	(15.2)
FREE CASH FLOW *	(37.3)	(24.6)

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

3. CASH FLOW AND NET DEBT: FREE CASH FLOW

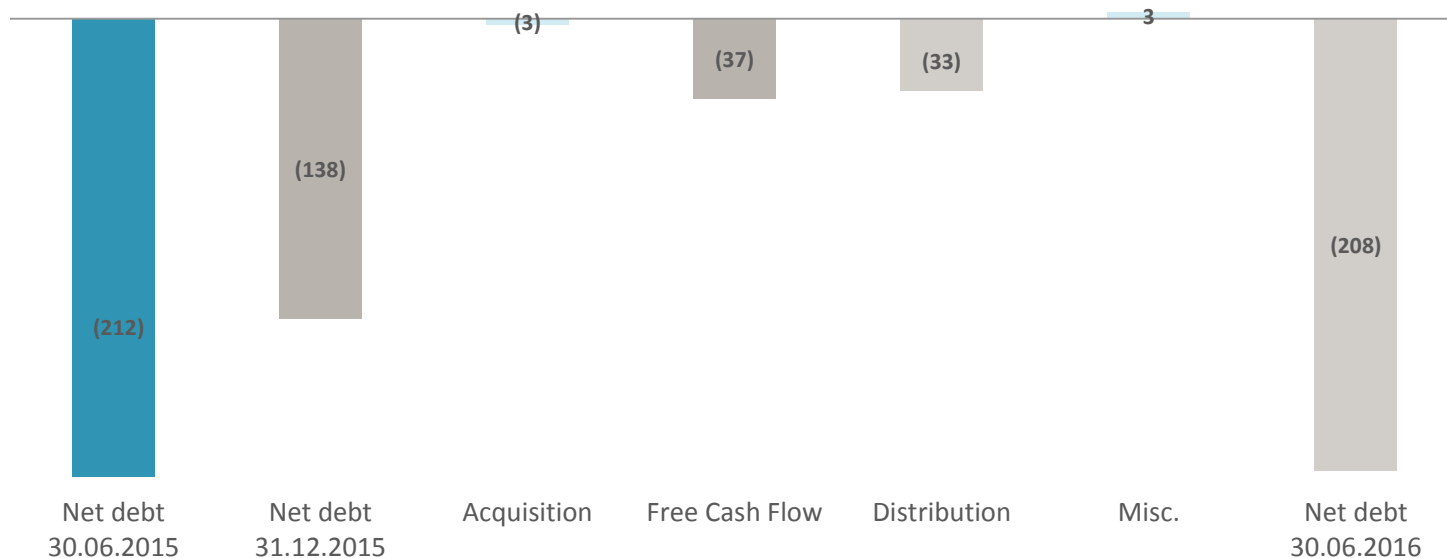
**Last Twelve Month Free Cash Flow* at 3.9%
of revenues due to Q2 2016 strong organic growth**

<i>in €m</i>	LTM 30.06.2016	LTM 30.06.2015
EBIT	205.8	177.3
Depreciation & Amortization (recurring)	24.9	23.2
Non Recurring Items (Cash Impact)	(21.3)	(29.9)
CASH FLOW	209.4	170.6
Change in WCR	(63.4)	(21.6)
Tax paid	(30.5)	(31.2)
Capex	(36.3)	(28.6)
FREE CASH FLOW	79.2	89.2
<i>% of revenues</i>	3.9%	4.8%

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

3. CASH FLOW AND NET DEBT: NET DEBT AT 30 JUNE 2016 (in €M)

Net debt stable vs. H1 2015



3. CASH FLOW AND NET DEBT: NET DEBT

High Level of available cash and Leverage ratio under control

<i>in €m</i>	H1 2016	H1 2015	FY 2015
Bonds	249.0	248.8	248.9
Factoring**	23.7	22.5	54.9
Bank Loan	358.2	323.9	359.0
FINANCIAL DEBT	630.9	595.2	662.8
Cash	422.8	383.2	524.5
NET FINANCIAL DEBT	208.1	212.0	138.3
LEVERAGE RATIO (*)	0.89	1.00	0.63

(*) Net Financial Debt / EbitDA

(**) Total factoring with or without recourse amounts to 202.4 M€ vs. 153.8 M€ as of June 2015 and 212.0 M€ as of December 2015

4. SUMMARY

1

Very strong H1 performance:

- Revenue: +11% reported and +8% organic*
- EBIT: +28% vs. H1 2015
- Net Income: +36% vs. H1 2015

2

Solid financial structure :

- Leverage ratio of 0.89 vs. 1.00 in H1 2015
- More than €400m cash available at the end of June

3

Performance in line with *Altran 2020. Ignition* financial targets
Construction of the pillars of the *Altran 2020. Ignition* model on the way

(*) perimeter, and FX had an impact of -3.6% and +0.7% respectively

QUESTIONS & ANSWERS

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 - H1 2016 Revenues by Country/by Zone
- 8 - Quarterly Revenue Trends
- 9 - Seasonality of Working Days

1. BALANCE SHEET - ASSETS (in €k)

	06/30/2015	12/31/2015	06/30/2016		
	Net	Net	Gross	Amort & Prov	Net
NON-CURRENT ASSETS	1,006,961	1,124,394	1,458,708	(368,406)	1,090,302
Goodwill of the business	648,435	738,338	908,507	(184,625)	723,882
Other intangible fixed assets	79,577	82,385	146,295	(64,744)	81,551
Tangible fixed assets	59,104	64,740	151,867	(90,779)	61,088
Land	880	880	880	-	880
Buildings	22,810	26,184	31,521	(6,882)	24,639
Other tangible assets	35,414	37,676	119,466	(83,897)	35,569
Equity-accounted investments	191	234	247	-	247
Financial fixed assets	31,355	32,572	38,311	(4,128)	34,183
Deferred tax assets	110,846	106,484	119,085	(19,002)	100,083
Other non-current assets	77,453	99,641	94,396	(5,128)	89,268
CURRENT ASSETS	948,879	1,033,171	1,002,133	(4,658)	997,475
Inventories & Work in progress	2,178	4,750	6,174	(34)	6,140
Clients & account and other	440,593	396,238	431,400	(4,253)	427,147
Other receivables	114,317	96,090	127,729	(371)	127,358
Current Financial assets	8,640	11,552	14,007		14,007
Cash equivalents	262,342	293,355	286,776		286,776
Cash	120,809	231,186	136,047		136,047
TOTAL ASSETS	1,955,840	2,157,565	2,460,841	(373,064)	2,087,777

1. BALANCE SHEET - LIABILITIES (in €k)

	06/30/2015	12/31/2015	06/30/2016
SHAREHOLDER'S EQUITY	732,207	794,386	790,441
NON-CURRENT LIABILITIES	471,748	449,568	402,180
Bonds (>1 year)	249,029	249,159	249,281
Financial loans & borrowings	101,922	53,151	35,349
Other non-current financial liabilities	1,875	2307	3,009
Non-current financial liabilities	352,826	304,617	287,639
Provisions for risks & charges	35,445	52,005	49,817
Long term staff benefits	29,995	28,855	32,972
Deferred taxes	22,702	24,954	17,511
Other long term liabilities	30,780	39,137	14,241
Other non current liabilities	118,922	144,951	114,541
CURRENT LIABILITIES	751,885	913,611	895,156
Trade payables	91,274	108,749	110,209
Taxes payable	112,836	116,159	102,719
Current staff benefits	208,328	203,578	208,596
Other current debt	72,395	92,277	79,236
Current creditors	484,833	520,763	500,760
Provisions for short-term risk & charges	13,721	19,625	14,172
Debt on short-term securities	1,555	9,558	27,794
Other current liabilities	251,776	363,665	352,430
TOTAL SHAREHOLDER'S EQUITY & LIABILITIES	1,955,840	2,157,565	2,087,777

2. PROFIT & LOSS ACCOUNT (in €k)

	06/30/2015	12/31/2015	06/30/2016
Revenues	954,465	1,945,078	1,057,559
Other operating income	24,821	59,062	26,314
TOTAL OPERATING INCOME	979,286	2,004,140	1,083,873
Purchases & outside services	(194,356)	(400,775)	(211,351)
Wages, social charges & benefits	(701,479)	(1,392,802)	(766,809)
Tax	(1,981)	(3,054)	(1,938)
Allowance for amortisation & provisions	(9,392)	(21,645)	(11,777)
CURRENT OPERATING INCOME	72,078	185,864	91,998
Non recurring Income / Losses	(9,692)	(26,566)	(10,665)
Intangible assets amortisation	(3,267)	(4,300)	(2,136)
OPERATING INCOME	59,119	154,998	79,197
Cost of net financial debt	(4,061)	(11,572)	(5,719)
Other financial income / losses	209	418	(762)
Equity shares in net income of associates	2	132	45
Corporate income taxes	(17,245)	(43,285)	(21,087)
NET INCOME BEFORE DISCONTINUED OPERATIONS	38,024	100,691	51,674
Minority interests & discontinued operations	-69	-198	(69)
GROUP NET RESULT	37,955	100,493	51,605

2. PROFIT AND LOSS ACCOUNT (in €m)

Geographical data – IFRS 8

	Revenues		Operating income on ordinary activities		Operating margin on ordinary activities (in%)	
	H1 2015	H1 2016	H1 2015	H1 2016	H1 2015	H1 2016
France+HQ	417.2	463.4	35.0	46.3	8.4%	9.9%
Northern Zone	308.9	337.7	12.6	15.9	4.1%	4.7%
Southern Zone	199.8	226.6	24.0	28.1	12.0%	12.3%
Rest of the world	63.2	75.5	0.5	1.7	0.8%	2.6%
Eliminations	(34.6)	(45.6)				
TOTAL	954.5	1,057.6	72.1	92.0	7.6%	8.7%

3. CASH FLOW STATEMENT (in €k)

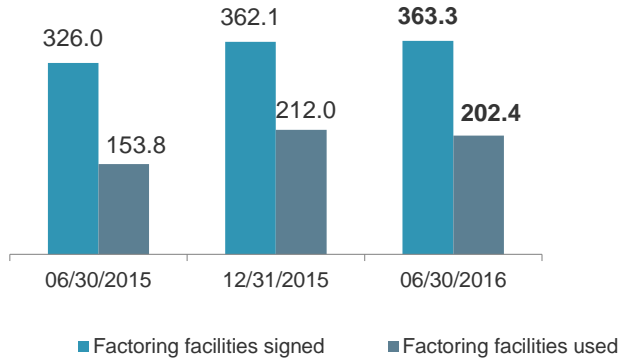
	06/30/2015	12/31/2015	06/30/2016
OPENING CASH POSITION	444,465	444,465	524,541
Operating income	62,387	159,298	81,333
Goodwill depreciation	-	-	-
Net operating depreciations and amortisations	4,675	18,501	6,700
Stock options charges	246	610	472
Capital gains / losses	629	803	281
Other operating income / charges	2,982	10,223	2,136
CASH FLOW	70,919	189,435	90,922
Change in NWCR	(75,311)	(35,589)	(103,930)
Tax paid & change in tax liabilities & assets	(12,326)	(28,475)	(14,275)
Interest paid & other financial charges	(1,026)	(11,299)	(2,876)
Net cash from operations made by discontinued operations	-	-	-
NET CASH FLOW GENERATED BY OPERATIONS	(17,744)	114,072	(30,159)
Earn-outs	(420)	(420)	(375)
Capex	(15,745)	(35,122)	(19,200)
Others	(101,547)	(169,092)	(4,189)
NET CASH FLOW RELATED TO INVESTMENTS	(117,712)	(204,634)	(23,764)
Capital raised	2,161	4,146	348
Share buy back	(10,779)	(10,779)	(180)
Distribution	(25,904)	(25,904)	(32,922)
Financing draw-downs / Capital raised	30,615	50,299	55
Financing facilities reimbursed	(13,860)	(32,909)	(68,455)
Other financing transactions	87,324	180,734	54,691
NET CASH FLOW GENERATED BY FINANCING TRANSACTIONS	69,557	165,587	(46,463)
Change in cash position	(61,314)	80,076	(101,718)
CLOSING CASH POSITION*	383,151	524,541	422,823
*FX Impact	(4,585)	(5,051)	1,332

4. FACTORING & CASH CENTRALISATION

FACTORING

Factoring will remain a flexible source of financing for the Group covering France, Benelux, Germany, Spain, Portugal, UK, Sweden, Switzerland and Italy.

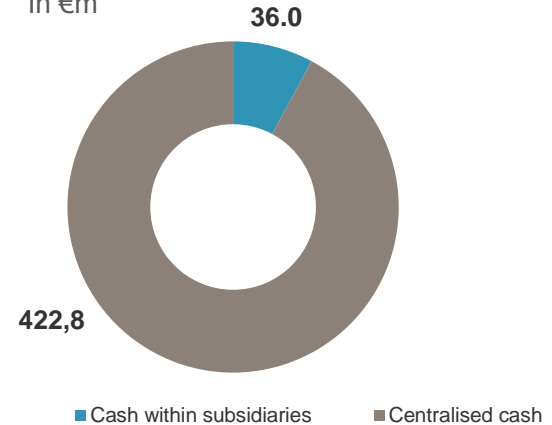
In €m



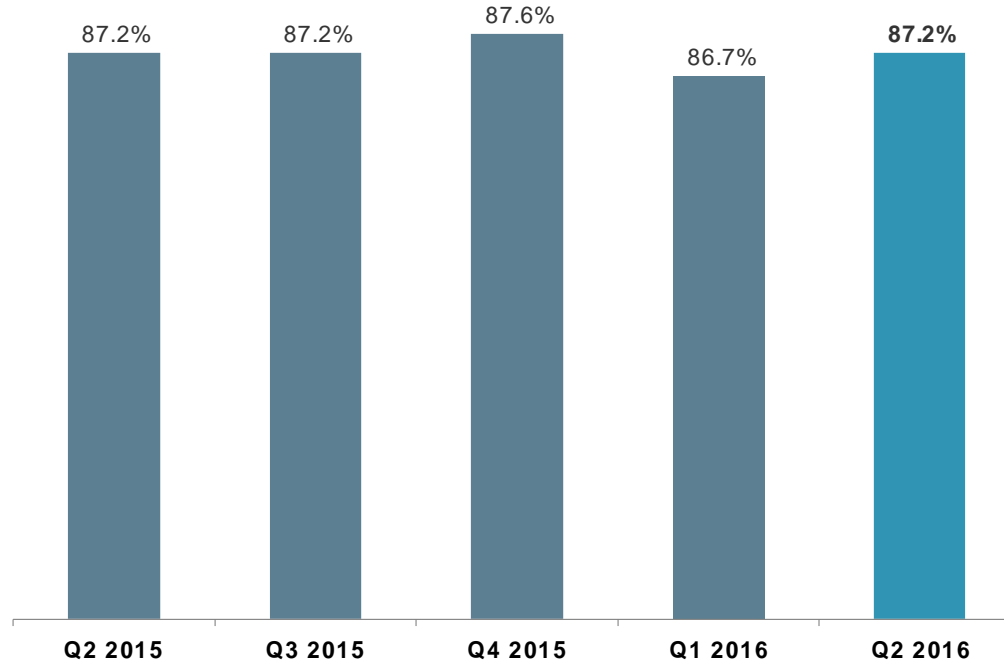
CASH CENTRALISATION

Efforts maintained

In €m



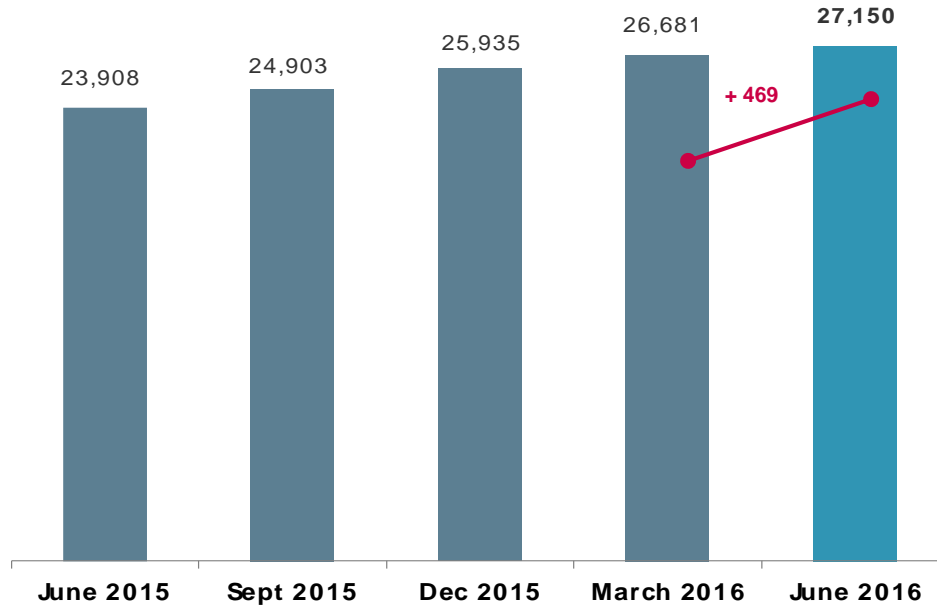
5. H1 2016 REVENUES: INVOICING RATE*



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

Excluding Cambridge Consultants, Foliage and Tessella activities

6. H1 2016 REVENUES: STAFF NUMBER TRENDS



Increase mainly due to:

- India, Morocco
- Iberia
- France

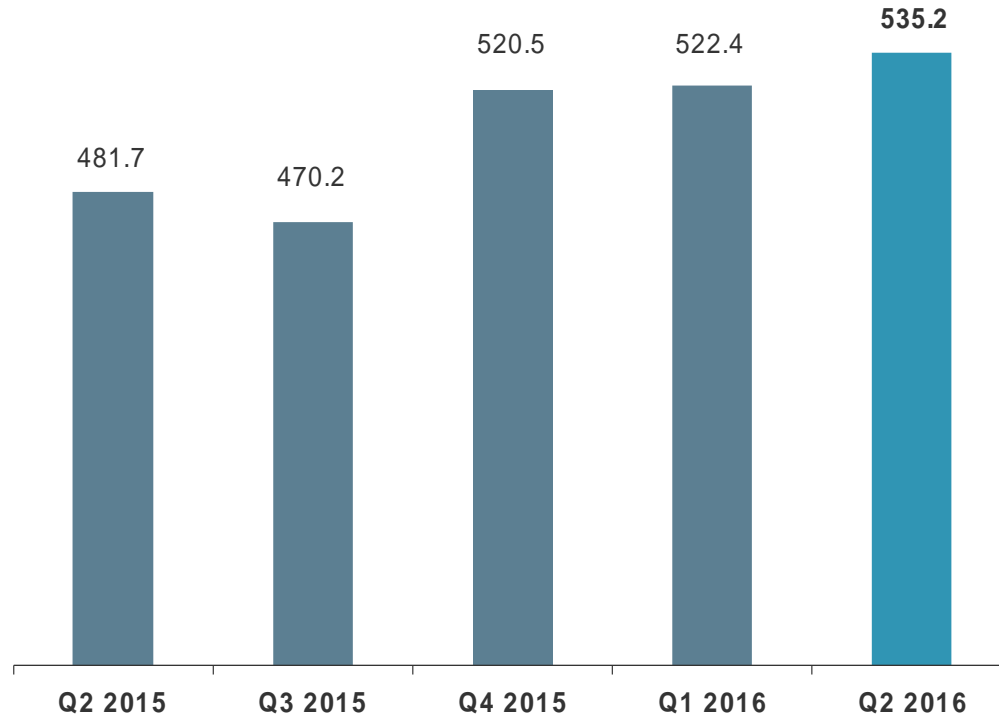
7. H1 2016 REVENUES: REVENUES BY COUNTRY/BY ZONE (in €m)

	H1 2016	H1 2015	Reported Growth	Organic Growth%*	Economic Growth%**
FRANCE	435.0	398.6	9.1%	8.7%	6.4%
NORTHERN ZONE	332.4	304.5	9.2%	2.5%	1.1%
Germany & Austria	107.1	112.2	-4.5%	-4.5%	-6.1%
Benelux	81.4	71.0	14.6%	-0.3%	-1.6%
UK	96.3	77.3	24.6%	11.0%	10.1%
Scandinavia	29.2	28.6	2.1%	2.1%	1.3%
Switzerland	18.4	15.4	19.5%	23.3%	21.6%
SOUTHERN ZONE	217.5	194.3	11.9%	11.9%	10.8%
Italy	110.0	102.1	7.7%	7.7%	6.9%
Iberia	107.5	92.2	16.6%	16.6%	14.8%
REST OF THE WORLD	72.7	57.1	27.3%	17.4%	16.4%
USA	46.1	40.4	14.1%	14.4%	13.6%
India	11.3	3.6	213.9%	34.4%	33.6%
China	15.3	13.1	16.8%	21.8%	21.0%
TOTAL	1,057.6	954.5	10.8%	7.9%	6.2%

(*) Organic growth calculated on a constant perimeter (-3.6%), and FX (+0.7%)

(**) Economic growth calculated on a constant perimeter, FX and working day (-1.7%) basis

8. H1 2016 REVENUES: QUATERLY REVENUES TRENDS (in €m)



9. SEASONALITY OF WORKING DAYS

	Q1	Q2	H1	Q3	Q4	H2	FY
2016	62.2	62.9	125.1	64.3	62.5	126.8	251.9
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

INNOVATION MAKERS

