



# Altran Q3 2018 results

October 26, 2018

# Disclaimer

This presentation has been prepared by Altran Technologies S.A. ("Altran") in connection with the publication of its Q3 results and does not purport to contain all the information that may be necessary or desirable to evaluate Altran. The information set out in this presentation is not intended to form the basis of any contract or definitive offer of securities capable of acceptance. Neither this presentation, nor any information it contains may be released, presented, published, distributed or otherwise transmitted in any jurisdiction where to do so would constitute a violation of the relevant laws or regulations of such jurisdiction. Non-compliance with these restrictions may result in the violation of laws and regulations of such jurisdictions. Altran assumes no responsibility for any violation of such laws and regulations by any person. This presentation does not constitute an advertisement or offering memorandum. This presentation should not be construed or treated as providing legal, tax, regulatory, accounting or investment advice, and is not intended to form the basis of any investment decision. This presentation does not constitute an offer to acquire, purchase, subscribe for, sell or exchange (or the solicitation of an offer to acquire, purchase, subscribe for, sell or exchange), any securities in any jurisdiction where to do so would constitute a violation of the laws of such jurisdiction. Any offer of Altran securities may only be made in France pursuant to a prospectus having received the visa of the *Autorité des marchés financiers* ("AMF") or, outside of France, pursuant to an offering document prepared for such purpose in accordance with applicable laws. Any investment decision shall only be made on the basis of such prospectus and/or offering document. This presentation does not constitute an offer or a solicitation to sell or subscribe requiring a prospectus within the meaning of Directive 2003/71/EC of the European Parliament and Council dated 4 November 2003, as amended, in particular by Directive 2010/73/EU in the case where such directive was implemented into law in the member States of the European Economic Area (together, the "Prospectus Directive"). This presentation is not a prospectus within the meaning of the Prospectus Directive or otherwise.

## **No Representation or Warranty**

This presentation includes only summary information and does not purport to be comprehensive. No representation, warranty or undertaking, express or implied, is made by Altran as to, and no reliance should be placed on the completeness of the information and/or opinions contained herein or in any connected written or oral communications. In particular, but without limitation, no representation or warranty is given as to the achievement or reasonableness of, and no reliance should be placed for any purpose whatsoever on, any targets, estimates, forecasts or other information contained in this presentation. None of Altran or any of its affiliates, directors, officers, advisors, employees and agents accepts any responsibility or liability whatsoever (for negligence or otherwise) for any loss howsoever arising from any use of this presentation or its contents or otherwise arising in connection therewith. All information in this presentation is subject to verification, correction, completion and change without notice. In giving this presentation, none of Altran, nor any of its affiliates, directors, officers, advisors, employees or agents undertakes any obligation to provide the recipient with, or with access to, any additional information or to update this presentation.

## **Forward-looking statement**

This presentation includes certain projections and forward-looking statements with respect to the anticipated future performance of Altran.

Such information is sometimes identified by the use of the future tense, the conditional mood and forward-looking terms such as "think," "aim," "expect," "intend," "should," "has the ambition of," "consider," "believe," "wish," "could" and so forth. This information is based on data, assumptions and estimates that Altran considers reasonable. Actual results could differ materially from those projected or forecast in the forward-looking statements. All forward-looking statements contained in this presentation are expressly qualified in their entirety by the cautionary statements contained or referred to in this disclaimer. Each forward-looking statement speaks only as at the date of this presentation. Altran makes no undertaking to update or revise any information or the objectives, outlook and forward-looking statements contained in this presentation or that Altran otherwise may make, except pursuant to any statutory or regulatory obligations applicable to Altran.

No statement in this presentation is intended as a profit forecast or estimate for any period. Persons receiving this document should not place undue reliance on forward-looking statements. Past performance is not an indicator of future results and the results of Altran in this document may not be indicative of, and are not an estimate or forecast of, the future results of Altran.

This presentation includes market and competition data relating to Altran. Some of this data was obtained from external market research. Such publicly available data is not endorsed by Altran as being accurate and has not been independently verified and Altran cannot guarantee that a third-party using different fact-gathering, analytical or calculation methods to compute market data would obtain the same results. Unless otherwise stated, data included in this presentation relating to market size and competitive positions in Altran's core markets is based on Altran's management's estimates. All such data is included herein for information purposes only and is subject to the provisions of this notice.

## Q3 2018 Executive summary

Solid performance in Q3, delivering 10.4% organic growth

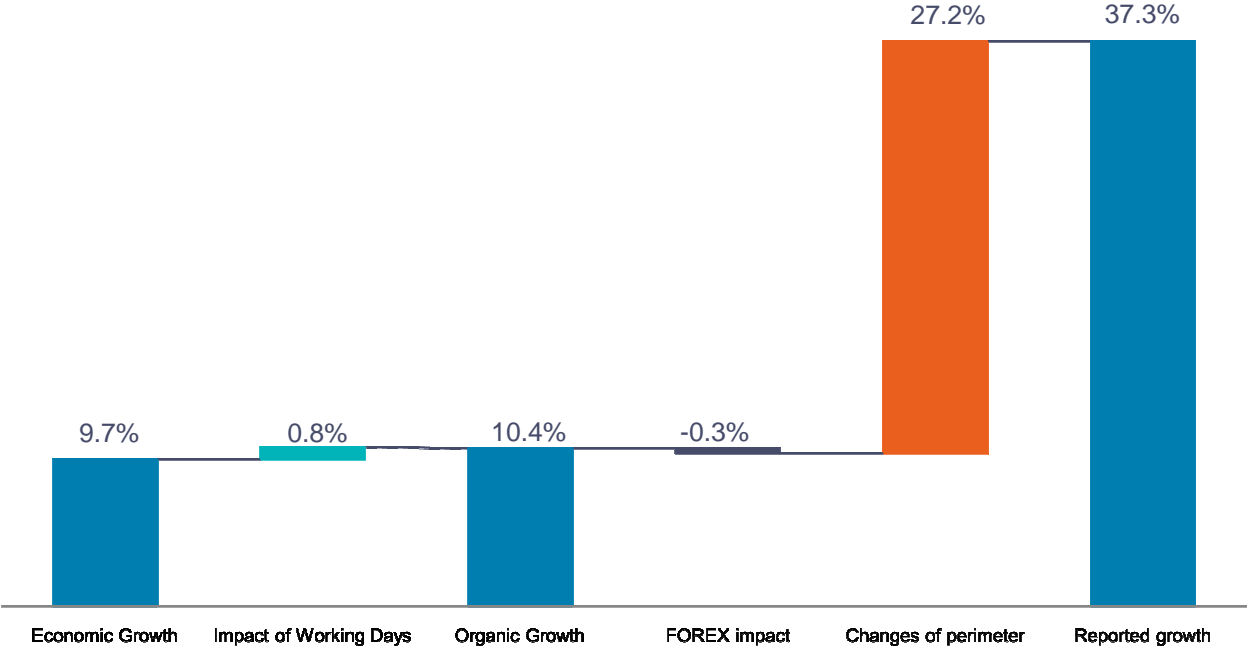
Top line momentum fueled by organic growth in excess of 20% in North America, double-digit growth in Germany and in the UK and accelerated growth in France

Restoration of Aricent margin materializing. Integration plan on track

Good momentum and tailwinds across industries, good visibility through clients engagement

# Q3 key figures

- Q3 2018 revenues were €731.1m compared to €532.4m in Q3 2017
- Economic growth of 9.7%, organic growth of 10.4% and reported growth 37.3%



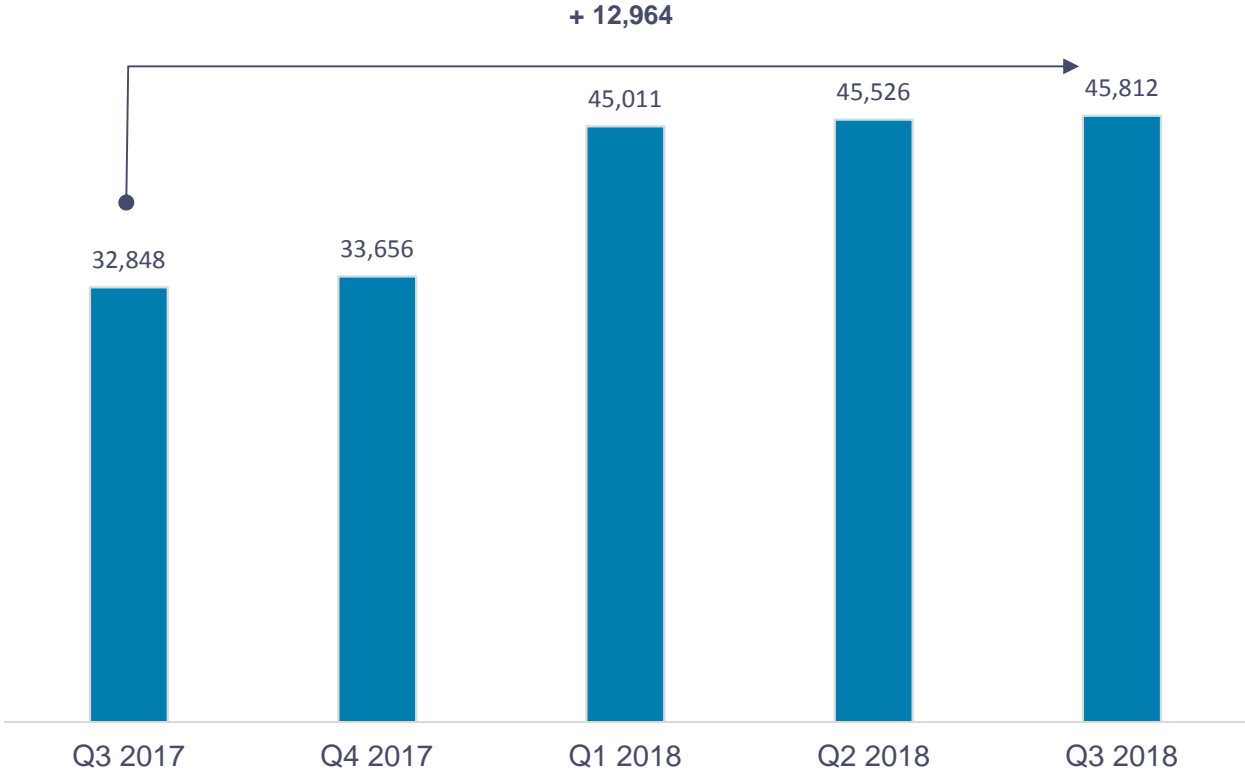
## Solid performance in our top markets

(in €m)	Third quarter				9 months YTD			
	2018	Reported Growth%	Organic Growth%*	Economic Growth%**	YTD 2018	Reported Growth%	Organic Growth%*	Economic Growth%**
FRANCE	230.1	7.8%	8.4%	6.8%	714.6	4.4%	5.1%	5.0%
EUROPE	302.2	9.3%	10.4%	9.8%	921.7	5.8%	7.2%	7.0%
Germany & Austria	79.1	18.2%	20.8%	21.0%	223.6	8.6%	11.5%	11.7%
Iberia	61.3	12.5%	12.5%	12.5%	191.5	12.3%	12.3%	12.8%
Italy	53.6	7.8%	7.9%	7.9%	171.4	8.1%	8.1%	8.1%
Belgium & Netherlands	37.5	-4.6%	-4.6%	-5.1%	116.9	-5.2%	-4.8%	-5.0%
UK	49.9	14.7%	12.4%	12.4%	148.8	8.2%	6.6%	6.1%
Scandinavia	12.1	-16.6%	-2.2%	-1.5%	44.7	-11.5%	1.8%	2.5%
Switzerland	8.7	8.7%	10.6%	10.5%	24.8	-0.8%	5.6%	5.5%
NORTH AMERICA	189.2	446.8%	24.8%	24.3%	441.4	295.2%	15.1%	14.4%
ASIA	9.6	21.5%	2.0%	2.0%	26.1	13.0%	-0.7%	-0.7%
<b>TOTAL</b>	<b>731.1</b>	<b>37.3%</b>	<b>10.4%</b>	<b>9.7%</b>	<b>2103.8</b>	<b>24.5%</b>	<b>6.8%</b>	<b>6.6%</b>

Arcent contribution in Q3 was \$163.5m (€139.5m)

5 \* growth at constant forex and perimeter  
 \*\* organic growth adjusted for working days effect

# Q3 resources



**9 months**  
**Net hiring:**  
**+1,929 (Altran)**  
**- 728 (Aricent**  
**rightsizing)\***

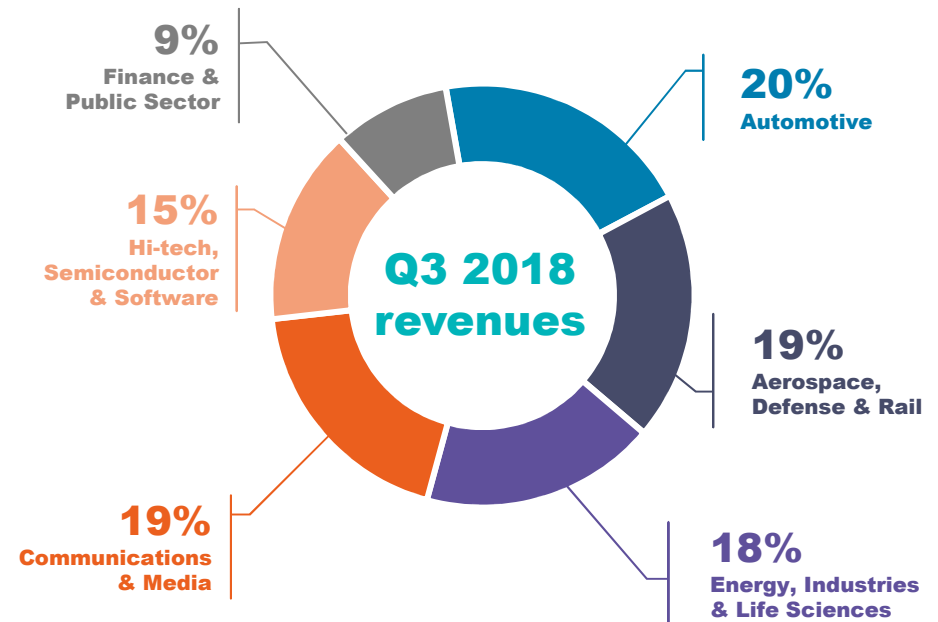
\* Net hiring Aricent from 20 March 2018

# Balanced revenues across geographies and sectors

Altran Q3 2018 revenues mix per geography



Altran Q3 2018 revenues mix per sector



## Good traction on common client engagements

### JOINT WINS

**22 common engagements** signed:

- **2** landmark globalshore projects in excess of **€120m total contract value** over 3 years
- **20** amounting to **c. €23m**

### SOLID PIPE DEVELOPMENT

**60+** opportunities jointly addressed:

- Over **€120m total contract value**

### SELECTED DEALS

**Leading US insurance company:** User experience & analytics for customer facing solutions (frog & Altran Analytics WCC)

**Global telecom operator:** Software solutions for Cybersecurity (Aricent and Altran Cybersecurity WCC)

**Leading semiconductor player:** Set-up & ramp-up of large scale ER&D centers enabling chip programs outsourcing (Altran IGS & Aricent semicon)

**Leading European car maker:** Connected Car & software development center in India (Altran auto & Aricent India)



## Key takeaways

Solid revenue growth in Q3

Restoration of Aricent margin materializing

Good momentum and tailwinds across industries

# Appendix

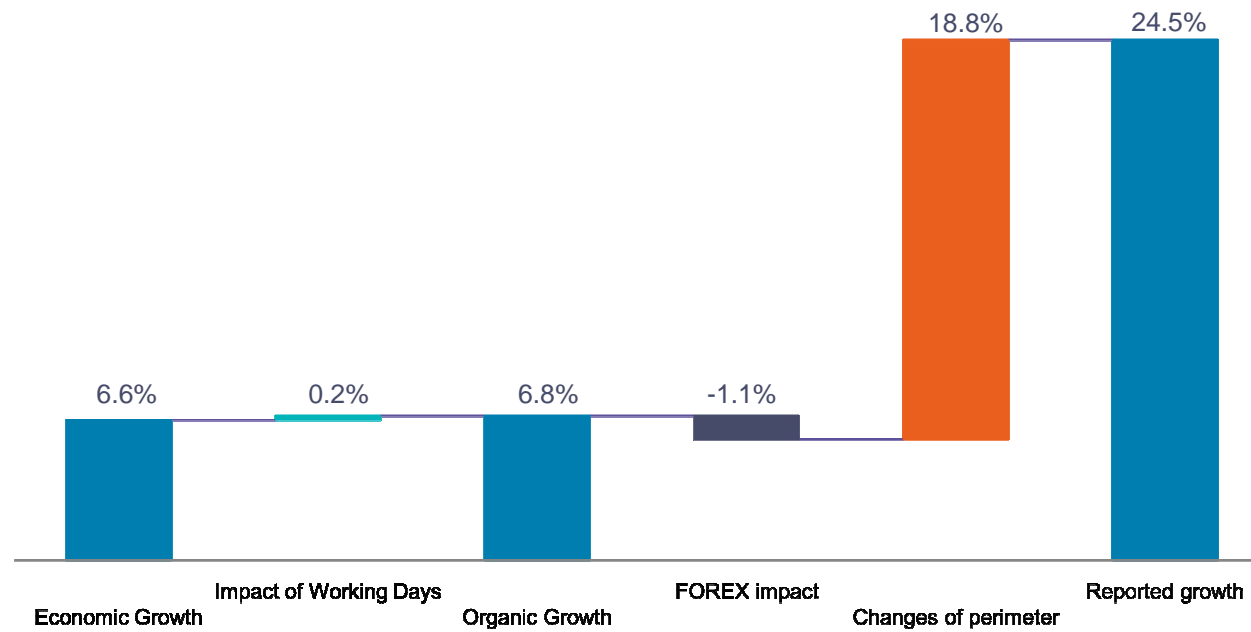
## GLOSSARY

*In accordance with the AMF's position « DOC 2015-12 » applicable as of July 3, 2016, please find below the definitions of the alternative performance indicators*

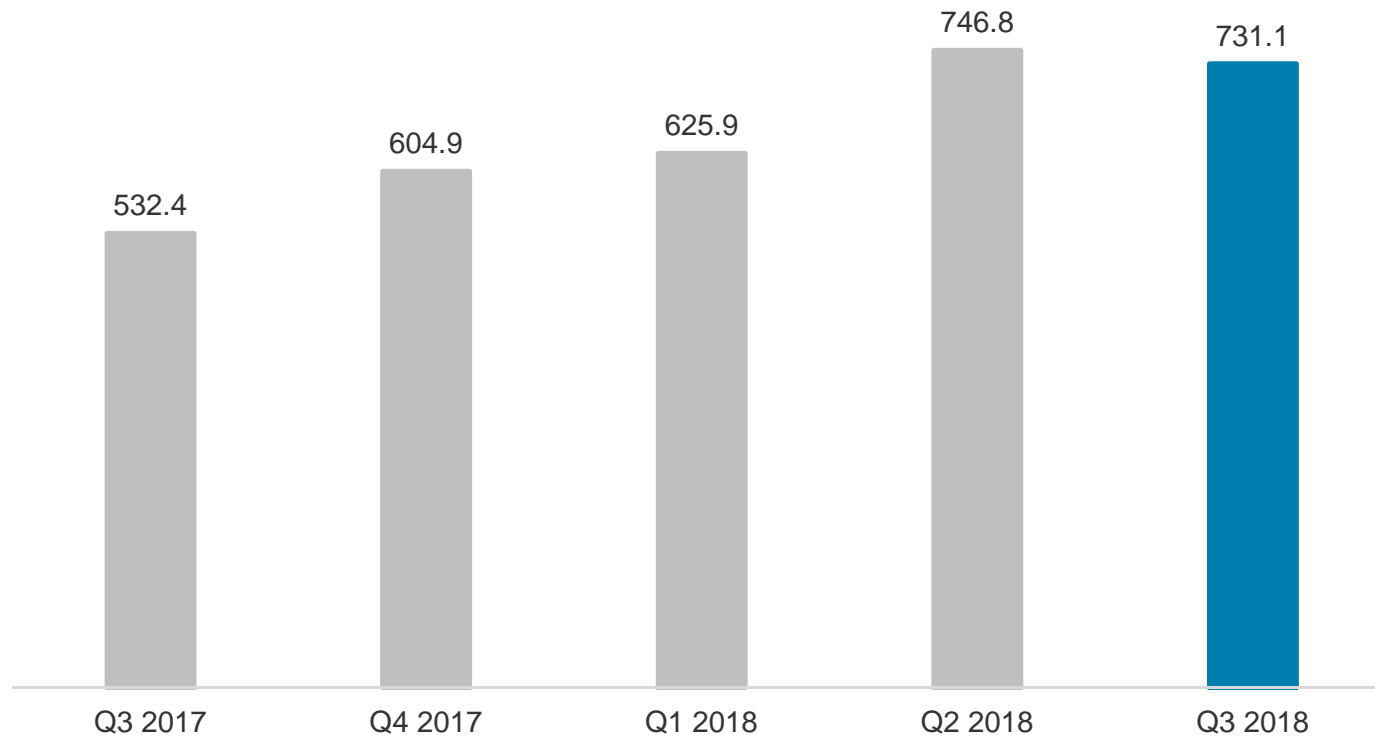
- 1. Organic growth** is the reported growth restated for the impact of perimeter and foreign exchange effects
- 2. Economic growth** is the organic growth restated for the variation in the number of working days

## 9 months YTD key figures

- 9 months YTD 2018 revenues were €2,103.8m compared to €1,690.4m 9 months YTD 2017
- Economic growth of 6.6%, organic growth of 6.8% and reported growth 24.5%



## Quarterly revenues change (in €m)



## Reconciliation of restated Q3 2017 revenues vs published numbers

(in €m)	Q3 2017	Transfer	IFRS 15	Q3 2017 (restated)
<b>FRANCE</b>	211.6	0.7	1.2	213.5
<b>EUROPE</b>	282.8	(8.0)	1.6	276.4
Germany & Austria	65.9	0.1	0.9	66.9
Belgique & Netherlands	39.9	(0.7)	0.1	39.3
UK	50.8	(7.3)		43.5
Scandinavia	14.4		0.1	14.5
Switzerland	8.0			8.0
Italy	49.7	(0.1)	0.1	49.7
Iberia	54.1		0.4	54.5
<b>AMERICAS</b>	27.1	7.3	0.2	34.6
<b>ASIA</b>	7.9	0.0		7.9
<b>TOTAL</b>	<b>529.4</b>	<b>0.0</b>	<b>3.0</b>	<b>532.4</b>

Figures for Q3 2017 have been restated to factor:

- reclassification of Synapse revenues from UK to Americas, of Luxemburg revenues from Benelux to France and of Romania revenues from Italy to Germany & Austria (Transfer)
- implementation of IFRS 15

## Reconciliation of restated 9 months YTD 2017 revenues vs published numbers

(in €m)	YTD 2017	Transfer	IFRS 15	YTD 2017 (restated)
FRANCE	678.6	2.0	3.7	684.3
EUROPE	892.8	(26.4)	4.9	871.3
Germany & Austria	203.5	0.1	2.3	205.9
Belgique & Netherlands	125.0	(2.0)	0.3	123.3
UK	161.9	(24.4)		137.5
Scandinavia	50.1		0.4	50.5
Switzerland	24.9		0.1	25.0
Italy	158.3	(0.1)	0.4	158.6
Iberia	169.1		1.4	170.5
AMERICAS	86.7	24.4	0.6	111.7
ASIA	23.1			23.1
<b>TOTAL</b>	<b>1 681.2</b>	<b>0.0</b>	<b>9.2</b>	<b>1 690.4</b>

Figures for YTD 2017 have been restated to factor:

- reclassification of Synapse revenues from UK to Americas, of Luxemburg revenues from Benelux to France and of Romania revenues from Italy to Germany & Austria (Transfer)
- implementation of IFRS 15