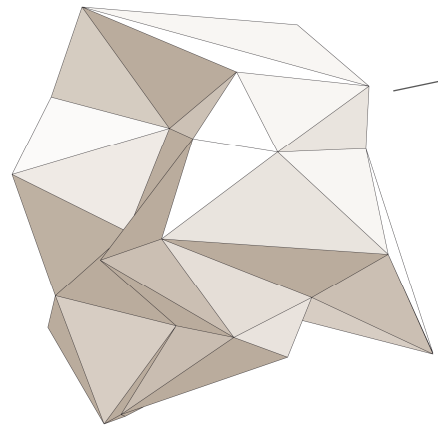


# Q4 2013 REVENUES

30<sup>th</sup> January 2014

€1.633bn  
2013 Revenues



20,400  
employees

55% of revenues  
outside France



## 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 regulation affecting our businesses; competition; our ability to manage rapid change in technology in the industries in which we compete; litigation risks, labor 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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# CONTENTS

- A. Executive Summary
- B. Staff & Invoicing Rate
- C. Conclusion

# A // EXECUTIVE SUMMARY



## 1. Executive Summary - 2013

- 1 Altran's consolidated 2013 Revenues came out at **€1.633bn** compared to €1.456bn in 2012 which represents a reported growth of **+12.1%** and **+13.1%** for **Q4 2013**.
- 2 2013 organic growth\* stands at **+1.7%** (+1.9 % on Q4), whereas economic growth\*\* stands at **+2.5%** (+2.7% on Q4)  
(perimeter, working days and FX had a respective impact of -10.5%, +0.4% and +0.5%)
- 3 Invoicing rate keeps on improving: **85.5%** in Q4 2013 vs 85.0% in Q3 2013 and 84.4% in Q4 2012.

\* Organic growth is calculated on same perimeter

\*\* Economic growth is organic growth retreated from the impact of working days and FX rate

## 2. 2013 Revenues by Country/by Zone (in €m)

|                   | 2013           | 2012           | Reported Growth | Organic Growth |
|-------------------|----------------|----------------|-----------------|----------------|
| France            | 735.3          | 742.6          | -1.0%           | -1.1%          |
| Northern Europe   | 519.9          | 360.2          | 44.3%           | 3.3%           |
| Germany & Austria | 261.1          | 109.2          | 139.2%          | 6.3%           |
| Benelux           | 83.4           | 91.6           | -8.9%           | -8.9%          |
| UK                | 94.6           | 83.8           | 12.9%           | 11.1%          |
| Scandinavia       | 51.6           | 49.6           | 4.0%            | 4.0%           |
| Switzerland       | 29.1           | 26.1           | 11.5%           | 7.0%           |
| Southern Europe   | 318.3          | 304.6          | 4.5%            | 4.5%           |
| Italy             | 162.1          | 158.8          | 2.1%            | 2.1%           |
| Spain             | 139.8          | 130.6          | 7.0%            | 7.0%           |
| Portugal          | 16.4           | 15.2           | 8.2%            | 8.2%           |
| Rest of the world | 59.2           | 48.4           | 22.3%           | 15.1%          |
| USA               | 40.3           | 37.7           | 6.8%            | 6.8%           |
| Asia              | 18.9           | 10.7           | 76.7%           | 44.4%          |
| <b>Total</b>      | <b>1 632.8</b> | <b>1 455.9</b> | <b>12.2%</b>    | <b>1.7%</b>    |

Organic Growth for International  
**+4.6%**

### 3. 2013 Revenues per Business Segment (in €m)

|              | 2013           | 2012           | Reported growth |
|--------------|----------------|----------------|-----------------|
| R&D          | 1 215.4        | 1 049.0        | 15.9%           |
| IS           | 417.4          | 406.9          | 2.6%            |
| <b>Total</b> | <b>1 632.8</b> | <b>1 455.9</b> | <b>12.2%</b>    |

- R&D represents 74% of Altran's revenues in 2013 with a 16% reported growth
- IS back to growth

# B // STAFF & INVOICING RATE

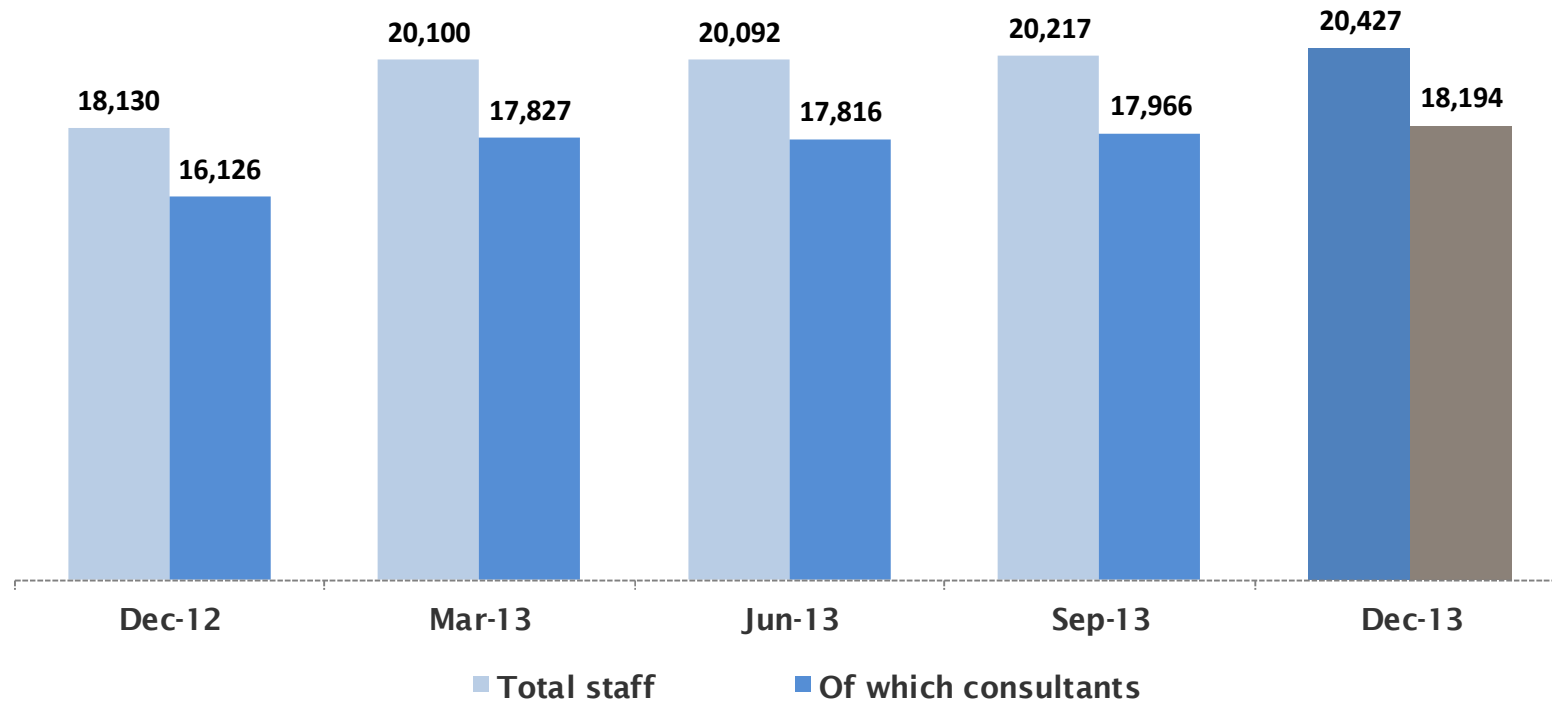


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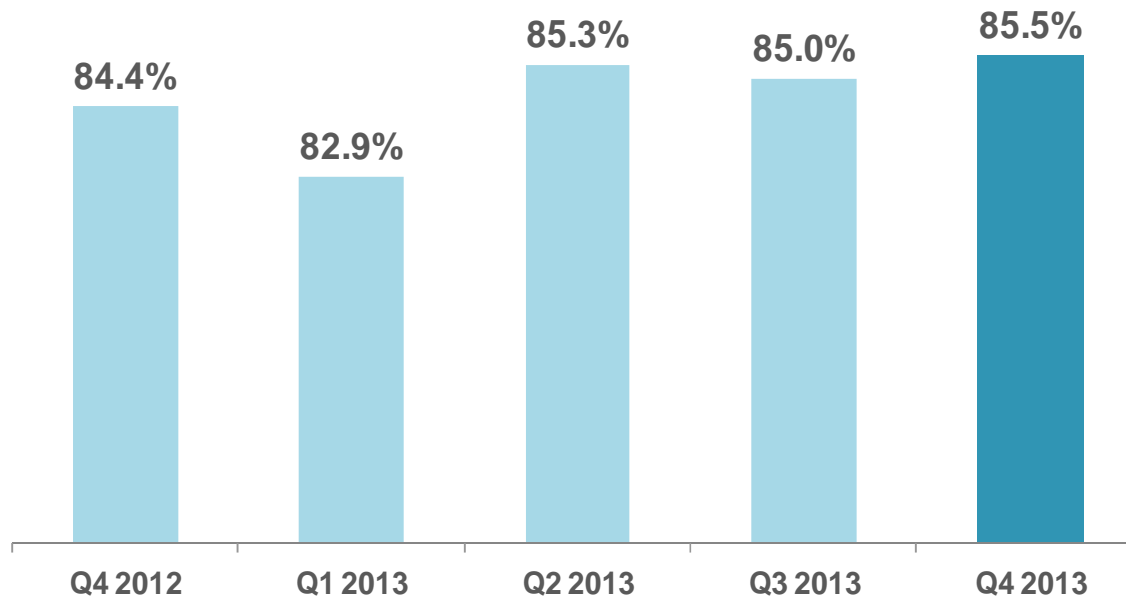
## 1. Staff Numbers Trends

- Total staff amounts to 20,427 at the end of Q4 2013



## 2. Invoicing Rate (excluding Cambridge Consultants activities)\*

Continuous improvement with a record invoicing rate in Q4



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

C // CONCLUSION



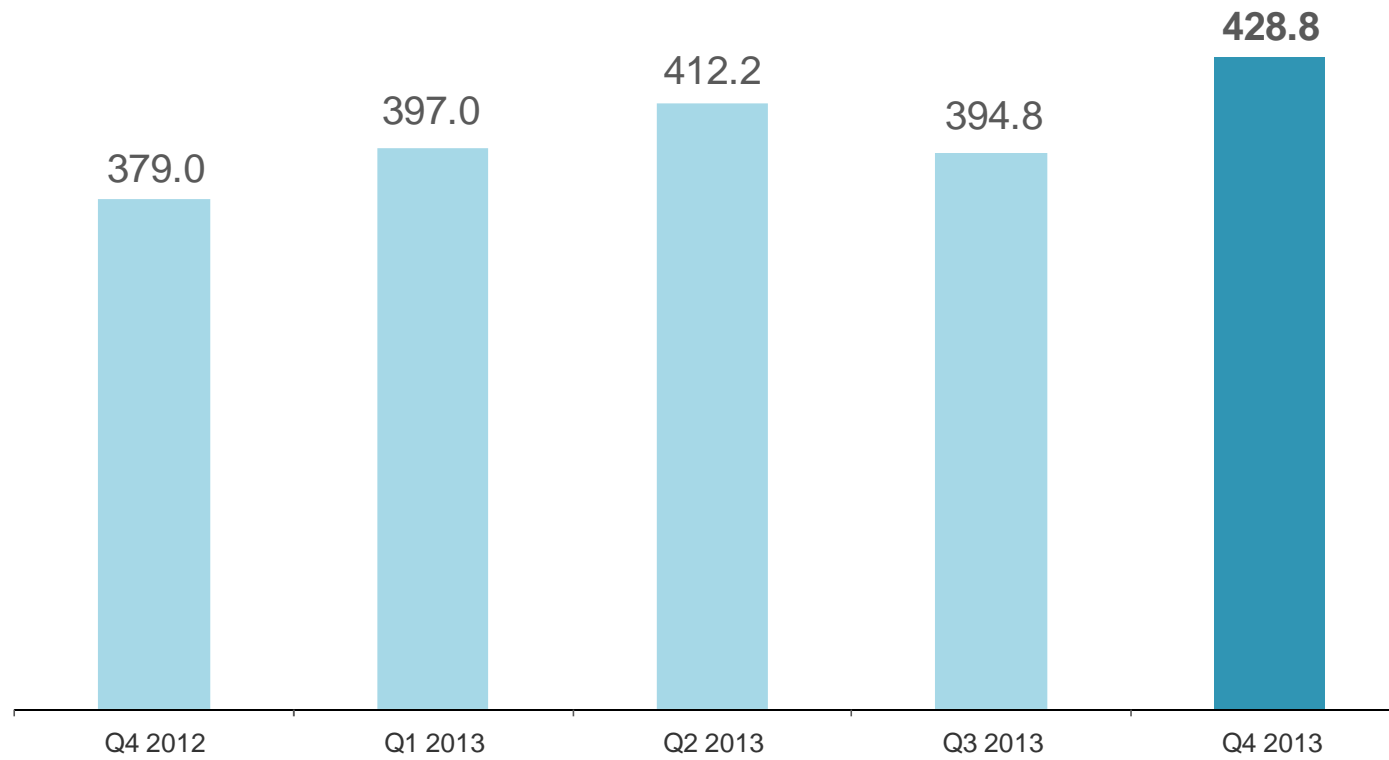
## 1. Conclusion

- 1 Double digit reported growth in 2013 of **+12.1%**, reaching **+13.1%** in Q4 2013.
- 2 Confirmation of a significant and sustainable organic growth outside France : **+4.6% (+5.6% without Forex impact)**
- 3 Invoicing rate keeps on improving and reaches a record Q4 level (85.5%)

# APPENDICES

1. Quarterly Revenues Change
2. Q2 Revenues by Country/by Zone (in €m)
3. Group Revenues Change
4. Group Sequential Revenues Change
5. Geographical Split (IFRS8)

## 1. Quarterly Revenues Change (in €m)



## 2. Q4 Revenues by Country/by Zone (in €m)

|                          | Q4 2013      | Q4 2012      | Reported Growth | Organic Growth |
|--------------------------|--------------|--------------|-----------------|----------------|
| France                   | 192.4        | 191.2        | 0.6%            | 0.4%           |
| <b>Northern Europe</b>   | <b>137.0</b> | <b>94.0</b>  | <b>45.8%</b>    | <b>2.2%</b>    |
| Germany & Austria        | 68.7         | 29.3         | 134.6%          | -0.9%          |
| Benelux                  | 20.1         | 22.3         | -9.8%           | -9.8%          |
| UK                       | 26.8         | 21.1         | 27.2%           | 22.8%          |
| Scandinavia              | 13.5         | 14.8         | -8.4%           | -8.4%          |
| Switzerland              | 7.9          | 6.6          | 19.6%           | 14.0%          |
| <b>Southern Europe</b>   | <b>85.2</b>  | <b>79.5</b>  | <b>7.2%</b>     | <b>7.2%</b>    |
| Italy                    | 42.5         | 41.7         | 1.8%            | 1.8%           |
| Spain                    | 38.0         | 33.9         | 12.0%           | 12.0%          |
| Portugal                 | 4.7          | 3.9          | 23.3%           | 23.3%          |
| <b>Rest of the world</b> | <b>14.1</b>  | <b>14.3</b>  | <b>-1.2%</b>    | <b>-8.5%</b>   |
| USA                      | 9.2          | 10.9         | -15.8%          | -15.8%         |
| Asia                     | 4.9          | 3.3          | 46.7%           | 15.5%          |
| <b>Total</b>             | <b>428.8</b> | <b>379.0</b> | <b>13.1%</b>    | <b>1.9%</b>    |

Organic Growth for International  
**3.5%**

### 3. Group Revenues Change

|  | Q4 2012<br>(in €m) | Q4 2013<br>(in €m) | Change<br>(in %) |
|--|--------------------|--------------------|------------------|
| Revenues without contribution of acquired/divested companies (a) | 379.0              | 386.3              | + 1.9%           |
| Contribution of acquired companies (b)                           | -                  | 42.5               | - 100.0%         |
| Contribution of divested companies (c)                           | -                  | -                  | NA               |
| <b>Total consolidated revenue (a+b+c)</b>                        | <b>379.0</b>       | <b>428.8</b>       | <b>+ 13.1%</b>   |



## 4. Group Sequential Revenues Change

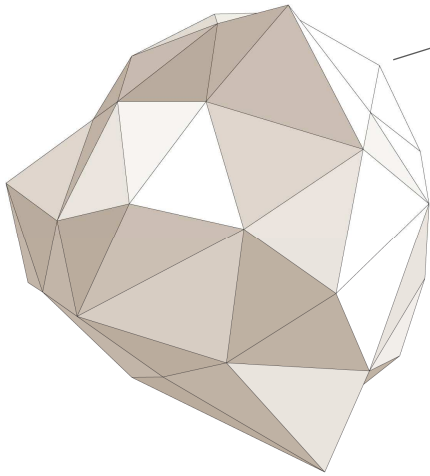
|  | Q3 2013<br>(in €m) | Q4 2013<br>(in €m) | Change<br>(in %) |
|--|--------------------|--------------------|------------------|
| Revenues without contribution of acquired/divested companies (a) | 353.6              | 386.3              | + 9.2%           |
| Contribution of acquired companies (b)                           | 41.2               | 42.5               | + 3.2%           |
| Contribution of divested companies (c)                           | -                  | -                  | NA               |
| <b>Total consolidated revenue (a+b+c)</b>                        | <b>394.8</b>       | <b>428.8</b>       | <b>+ 8.6%</b>    |

## 5. Geographical Split

Revenues change by quarter (in €m)

|                   | Q4 2012      | Q1 2013      | Q2 2013      | Q3 2013      | Q4 2013      |
|-------------------|--------------|--------------|--------------|--------------|--------------|
| France            | 199.7        | 195.7        | 190.4        | 184.0        | 203.1        |
| Northern Europe   | 100.5        | 125.5        | 138.6        | 133.4        | 141.5        |
| Southern Europe   | 81.5         | 77.0         | 83.5         | 78.4         | 89.4         |
| Rest of the world | 12.8         | 13.4         | 15.4         | 13.8         | 13.8         |
| Eliminations      | (15.4)       | (14.5)       | (15.7)       | (14.8)       | (18.9)       |
| <b>Total</b>      | <b>379.0</b> | <b>397.0</b> | <b>412.2</b> | <b>394.8</b> | <b>428.8</b> |

# INNOVATION MAKERS



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