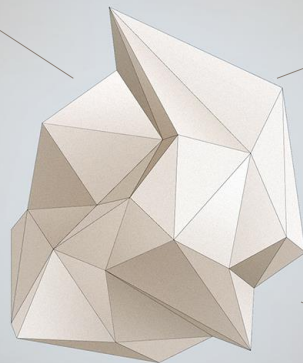


ALTRAN, GLOBAL LEADER IN INNOVATION



2015 Q3 REVENUES

29 October 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—
EXECUTIVE SUMMARY

B—
STAFF & INVOICING RATE

C—
CONCLUSION

A—

EXECUTIVE SUMMARY

1. EXECUTIVE SUMMARY – As of September 30th

- 1 | On a year-to-date basis, Altran revenues amount to **€1,425m** vs. **€1,285m** in 2014, which represents a **+10.9%** posted growth
- 2 | This performance corresponds to an organic* growth of **+4.4%** and an economic** growth of **+3.7%**
Change of perimeter, FX and workings days had a respective impact of -4.4%, -2.2% and -0.6%
- 3 | In Q3 2015, Altran revenues amount to **€470m** vs. **€423m** in Q3 2014, generating a reported growth of **+11.2%**, an organic* growth of **+ 4.2%** and an economic** growth of **+3.2%**
- 4 | Invoicing ratio is stable at **87.2%** in Q3 2015 vs. Q3 2014

* Organic growth calculated on a constant forex and like-for-like basis

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

2. REVENUES BY COUNTRY/BY ZONE (in €m)

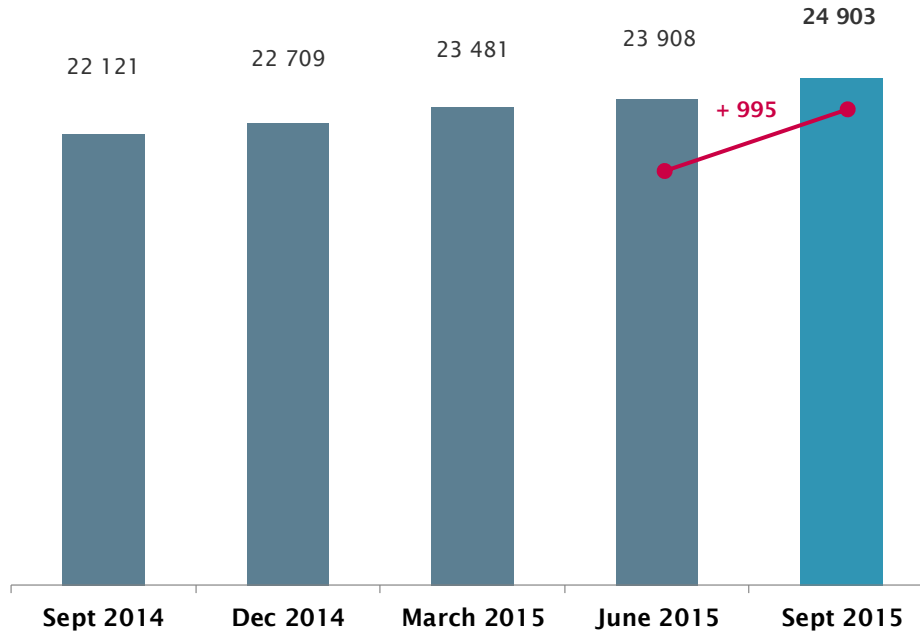
	30.09.2015	30.09.2014	Reported Growth	Organic Growth%*	Economic Growth%**
FRANCE	583.7	555.8	5.0%	4.8%	4.4%
NORTHERN ZONE	458.8	412.8	11.1%	-4.1%	-4.4%
Germany & Austria	168.6	192.8	-12.6%	-15.9%	-16.2%
Benelux	110.8	73.1	51.6%	-10.2%	-10.5%
UK	115.2	84.7	36.0%	30.1%	30.1%
Scandinavia	40.8	40.5	0.7%	4.6%	4.1%
Switzerland	23.4	21.7	7.8%	-5.1%	-5.7%
SOUTHERN ZONE	287.6	252.9	13.7%	13.7%	12.8%
Italy	150.8	131.9	14.4%	14.4%	13.3%
Spain	119.0	107.1	11.1%	11.1%	10.6%
Portugal	17.8	14.0	27.1%	27.8%	26.3%
REST OF THE WORLD	94.5	63.1	49.7%	21.1%	21.0%
USA	62.1	43.9	41.5%	9.5%	9.1%
India	11.9	6.2	90.7%	56.5%	56.4%
China	20.5	13.0	57.7%	55.1%	55.6%
TOTAL	1,424.6	1,284.7	10.9%	4.4%	3.7%

* Organic growth calculated on a constant forex and perimeter basis

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

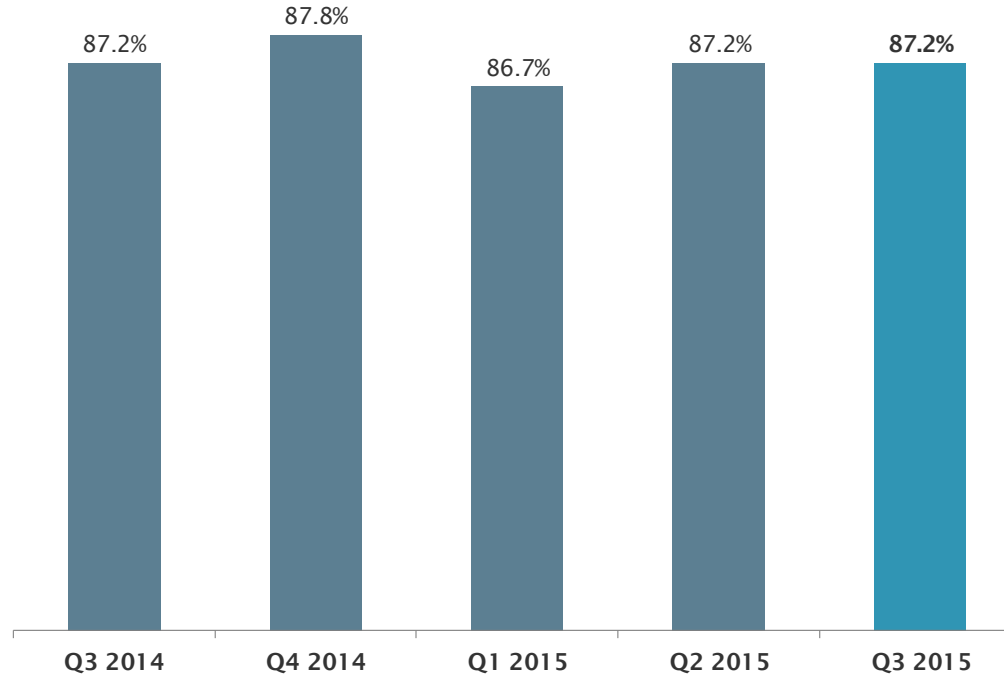
B— STAFF

1. STAFF NUMBERS TREND



- Out of the 995 new employees, 526 stem from change in Group perimeter

2. INVOICING RATE (excluding Cambridge Consultants activities)



- Still room for improvement
- 87.8% excluding Germany

* 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

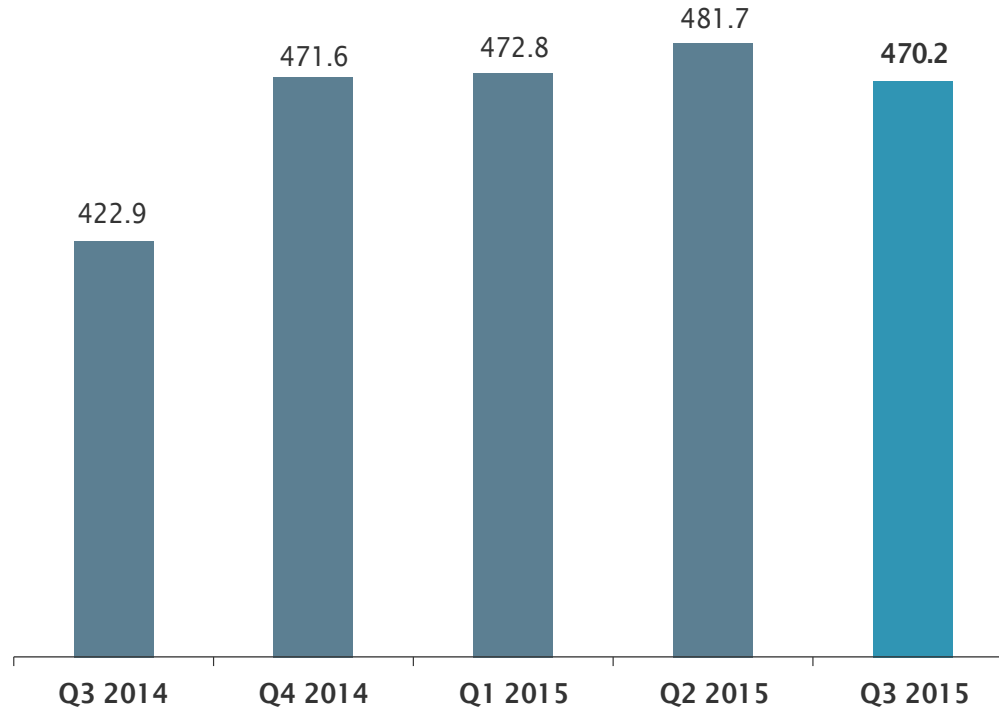
CONCLUSION

- 1 Strong YTD dynamism: **+10.9%** posted growth; **+ 4.4%** organic and **+ 3.7%** economic growth
- 2 Very solid performance excluding Germany: **+15.1%** posted growth; **+8.1%** organic; **+7.5%** economic growth and **87.8%** invoicing ratio on Q3
- 3 2016-2020 Strategic Plan to be presented on November the 17th

APPENDICES

1. Quarterly Revenues Trends
2. Q3 Revenues by Country/by Zone (in €m)
3. Group Revenues Change
4. Group Sequential Revenues Change
5. Geographical Split (IFRS8)

1. QUARTERLY REVENUES TRENDS (in €m)



2. REVENUES BY COUNTRY/BY ZONE (in €m)

	Q3 2015	Q3 2014	Reported Growth	Organic Growth%*	Economic Growth%**
FRANCE	188.8	182.5	3.5%	3.0%	1.7%
NORTHERN ZONE	154.2	135.4	13.9%	-2.3%	-2.7%
Germany & Austria	56.4	63.3	-10.9%	-14.5%	-14.8%
Benelux	39.8	25.2	57.9%	-7.4%	-8.5%
UK	37.8	28.8	31.3%	27.0%	27.0%
Scandinavia	12.2	11.4	6.8%	11.1%	11.1%
Switzerland	8.0	6.6	20.5%	7.8%	6.2%
SOUTHERN ZONE	93.4	82.8	12.8%	12.9%	11.7%
Italy	48.7	43.1	12.9%	13.0%	11.4%
Spain	39.0	34.5	13.0%	12.8%	11.3%
Portugal	5.7	5.1	10.9%	12.0%	10.5%
REST OF THE WORLD	33.8	22.3	51.4%	24.3%	23.8%
USA	21.7	15.0	44.5%	15.4%	15.3%
India	4.5	2.7	66.7%	17.9%	17.8%
China	7.6	4.6	65.2%	62.5%	64.0%
TOTAL	470.2	422.9	11.2%	4.2%	3.2%

* Organic growth calculated on a constant forex and like-for-like basis

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

3. GROUP REVENUES CHANGE

<i>(in €m)</i>	Q3 2015	Q3 2014	Change (in %)
Revenues without contribution of acquired/divested companies (a)	449.8	422.9	6.4%
Contribution of acquired companies (b)	20.4		NA
Contribution of divested companies (c)	-	0.0	NA
Total consolidated revenue (a+b+c)	470.2	422.9	11.2%

4. GROUP SEQUENTIAL REVENUES CHANGE

<i>(in €m)</i>	Q3 2015	Q2 2015	Change (in %)
Revenues without contribution of acquired/divested companies (a)	449,8	463,3	-2,9%
Contribution of acquired companies (b)	20,4	18,4	10,9%
Contribution of divested companies (c)	-	0,0	NA
Total consolidated revenue (a+b+c)	470,2	481,7	-2,4%

5. GEOGRAPHICAL SPLIT

REVENUES CHANGE BY QUARTER IFRS8 EXCLUDING INTERZONES INTERCOS TRANSACTIONS

<i>(in €m)</i>	Q3 2015	Q2 2015	Q1 2015	Q4 2014	Q3 2014
FRANCE	199.8	206.8	210.4	214.7	191.9
NORTHERN ZONE	155.3	159.4	151.1	148.2	138.9
SOUTHERN ZONE	96.3	102.3	97.5	102.2	85.5
REST OF THE WORLD	36.7	31.0	30.6	26.9	24.2
ELIMINATIONS	(17.9)	(17.8)	(16.8)	(20.4)	(17.6)
Total	470.2	481.7	472.8	471.6	422.9

INNOVATION MAKERS

