

# ALTRAN, GLOBAL LEADER IN INNOVATION



2016 Q3 REVENUES

27 October 2016

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A—  
EXECUTIVE SUMMARY

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B—  
STAFF & INVOICING RATE

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C—  
CONCLUSION

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A—

# EXECUTIVE SUMMARY

# 1. EXECUTIVE SUMMARY – As of september 30<sup>th</sup>

1

On a year-to-date basis, Altran revenues amounted to **€1,558m** vs. **€1,425m** in 2015, which represents a **9.4%** reported growth

This performance corresponds to an organic\* growth of **6.4%** (economic\*\* growth of **5.7%**)

Change of perimeter, working days and FX had a respective impact of -3.9%, -0.7% and +0.9%

2

Over Q3, Altran delivered **€501m** revenues. Economic\*\* growth stands at **5.1%**.

3

Invoicing ratio reached **87.5%** in Q3 2016 - 30bp higher than in Q3 2015 and Q2 2016 (**87.2%**). Mainly due to progresses in France and Germany.

\* 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. YTD REVENUES BY COUNTRY/BY ZONE (in €m)

	30.09.2016	30.09.2015	Reported Growth	Organic Growth%*	Economic Growth%**
<b>FRANCE</b>	<b>634.5</b>	<b>589.4</b>	<b>7.7%</b>	<b>7.4%</b>	<b>6.3%</b>
<b>NORTHERN ZONE</b>	<b>494.0</b>	<b>458.8</b>	<b>7.7%</b>	<b>1.6%</b>	<b>0.9%</b>
Germany & Austria	161.7	168.6	-4.1%	-4.0%	-4.8%
Benelux	118.4	110.8	6.9%	-2.7%	-3.2%
UK	146.1	115.2	26.8%	10.8%	10.2%
Scandinavia	41.3	40.8	1.2%	1.6%	1.1%
Switzerland	26.5	23.4	13.2%	16.1%	15.6%
<b>SOUTHERN ZONE</b>	<b>316.2</b>	<b>287.6</b>	<b>9.9%</b>	<b>9.9%</b>	<b>9.7%</b>
Italy	158.3	150.8	5.0%	5.0%	5.0%
Iberia	157.9	136.8	15.4%	15.4%	15.3%
<b>REST OF THE WORLD</b>	<b>113.8</b>	<b>88.8</b>	<b>28.2%</b>	<b>13.8%</b>	<b>13.5%</b>
USA	74.3	62.1	19.6%	11.1%	10.6%
India	17.1	6.2	175.8%	37.9%	37.9%
China	22.4	20.5	9.3%	14.5%	14.0%
<b>TOTAL</b>	<b>1,558.5</b>	<b>1,424.6</b>	<b>9.4%</b>	<b>6.4%</b>	<b>5.7%</b>

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

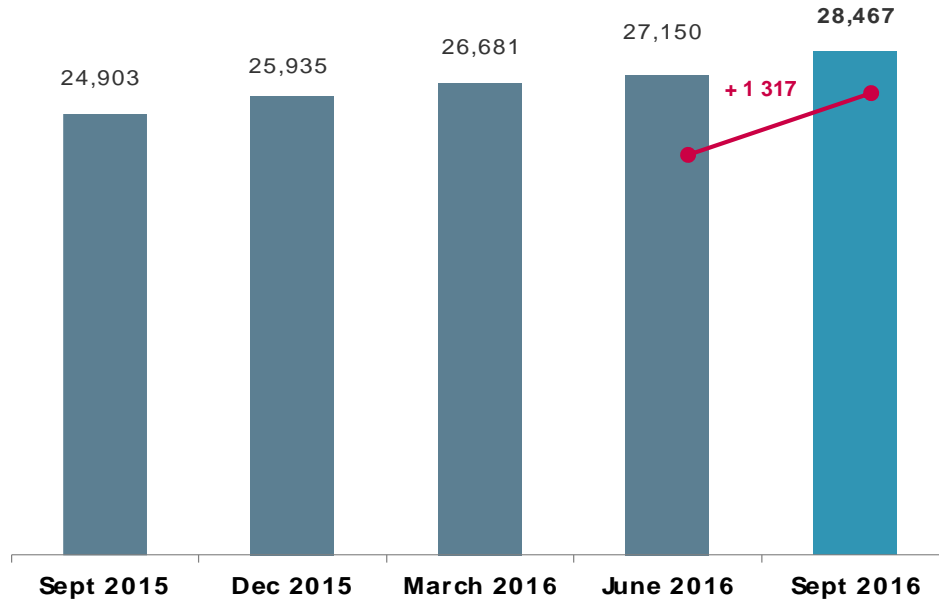
\*\* Economic growth calculated on a constant forex, working-day and like-for-like basis

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B—

STAFF & INVOICING RATE

# 1. STAFF NUMBERS TREND

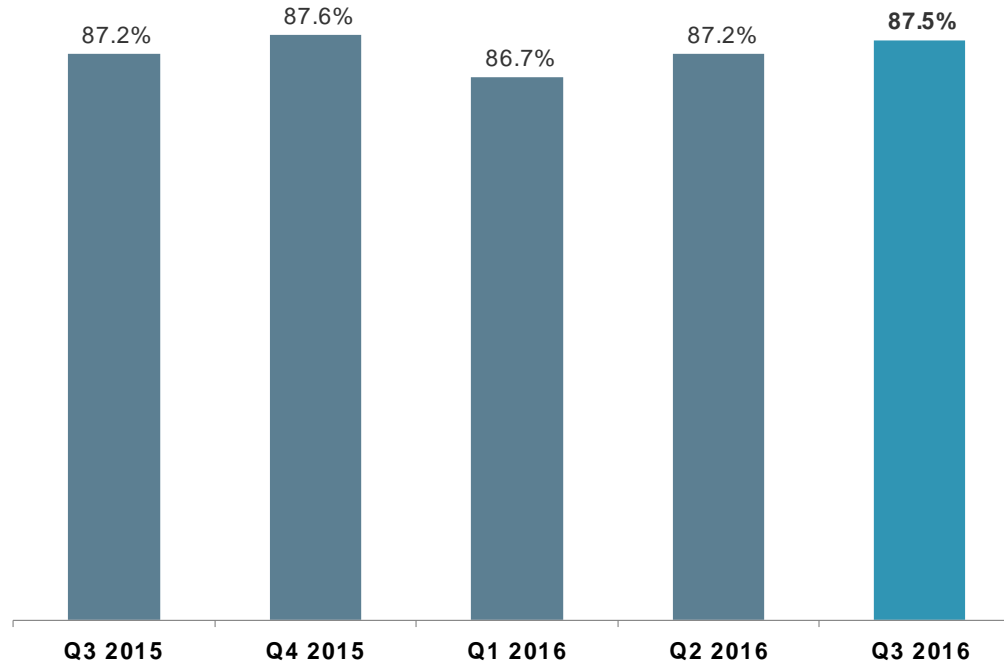


Increase mainly due to:

- Acquisition in USA
- India, Morocco
- Iberia



## 2. 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

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C—  
CONCLUSION

# CONCLUSION

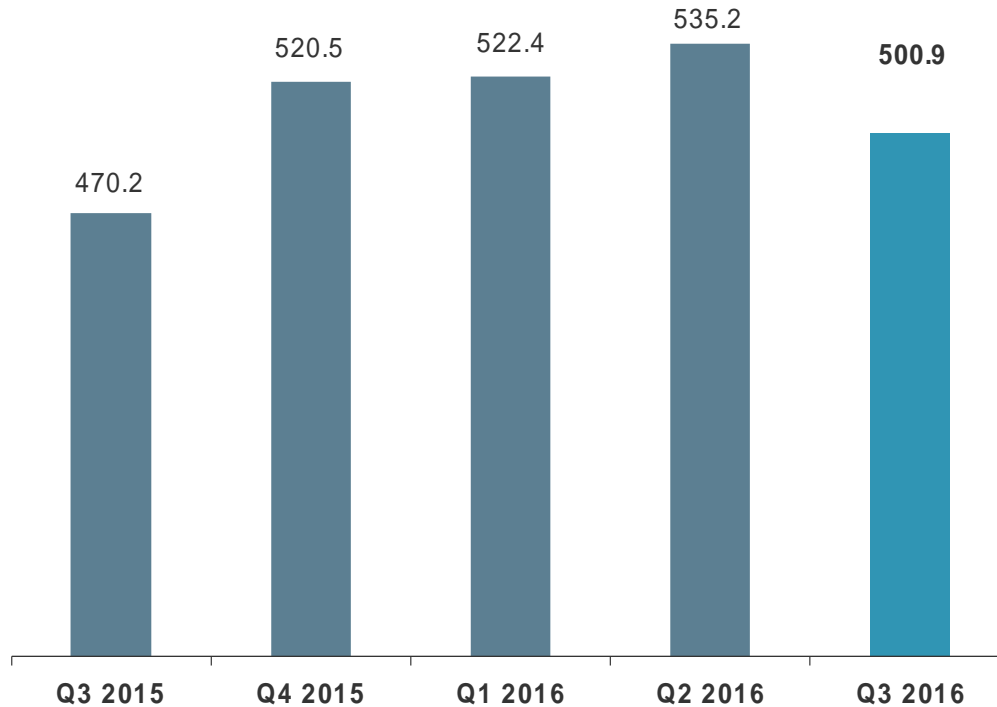
- 1 | Dynamic trend confirmed in Q3: **6.5%** reported growth and **5.1%** economic growth  
First nine months of the year delivering a solid **9.4%** reported growth (6.4% organic & 5.7% economic growth).
- 2 | Operational improvement reflected in the invoicing rate increase.
- 3 | 2016 should be another year of profitable growth

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# APPENDICES

1. Quarterly Revenues trends
2. Q3 Revenues by Country/by Zone (in €m)
3. Geographical Split (IFRS8)

# 1. QUATERLY REVENUES TRENDS (in €m)



## 2. Q3 REVENUES BY COUNTRY/BY ZONE (in €m)

	Q3 2016	Q3 2015	Reported Growth	Organic Growth%*	Economic Growth%**
<b>FRANCE</b>	<b>199.5</b>	<b>190.7</b>	<b>4.6%</b>	<b>4.6%</b>	<b>5.8%</b>
<b>NORTHERN ZONE</b>	<b>161.6</b>	<b>154.2</b>	<b>4.8%</b>	<b>0.6%</b>	<b>1.3%</b>
Germany & Austria	54.7	56.4	-3.0%	-1.6%	-1.0%
Benelux	37.0	39.8	-7.0%	-7.0%	-6.2%
UK	49.8	37.8	31.7%	12.2%	12.1%
Scandinavia	12.1	12.2	-0.8%	0.2%	0.2%
Switzerland	8.0	8.0	0.0%	1.3%	2.9%
<b>SOUTHERN ZONE</b>	<b>98.6</b>	<b>93.4</b>	<b>5.6%</b>	<b>5.9%</b>	<b>7.4%</b>
Italy	48.3	48.7	-0.8%	-0.3%	1.2%
Iberia	50.3	44.7	12.5%	12.8%	15.8%
<b>REST OF THE WORLD</b>	<b>41.2</b>	<b>31.9</b>	<b>29.2%</b>	<b>7.9%</b>	<b>8.8%</b>
USA	28.1	21.7	29.5%	5.1%	5.1%
India	5.8	2.6	123.1%	40.6%	42.1%
China	7.3	7.6	-3.9%	4.6%	4.6%
<b>TOTAL</b>	<b>500.9</b>	<b>470.2</b>	<b>6.5%</b>	<b>3.7%</b>	<b>5.1%</b>

\* 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. GEOGRAPHICAL SPLIT

#### REVENUES CHANGE BY QUARTER IFRS8 EXCLUDING INTERZONES INTERCOS TRANSACTIONS

<i>(in €m)</i>	Q3 2016	Q2 2016	Q1 2016	Q4 2015	Q3 2015
FRANCE	212.3	233.6	229.8	221.0	199.8
NORTHERN ZONE	165.7	172.4	166.7	163.1	155.3
SOUTHERN ZONE	103.7	117.2	109.4	113.9	96.3
REST OF THE WORLD	42.0	35.7	38.5	41.6	36.7
ELIMINATIONS	(22.8)	(23.7)	(22.0)	(19.1)	(17.9)
<b>Total</b>	<b>500.9</b>	<b>535.2</b>	<b>522.4</b>	<b>520.5</b>	<b>470.2</b>

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