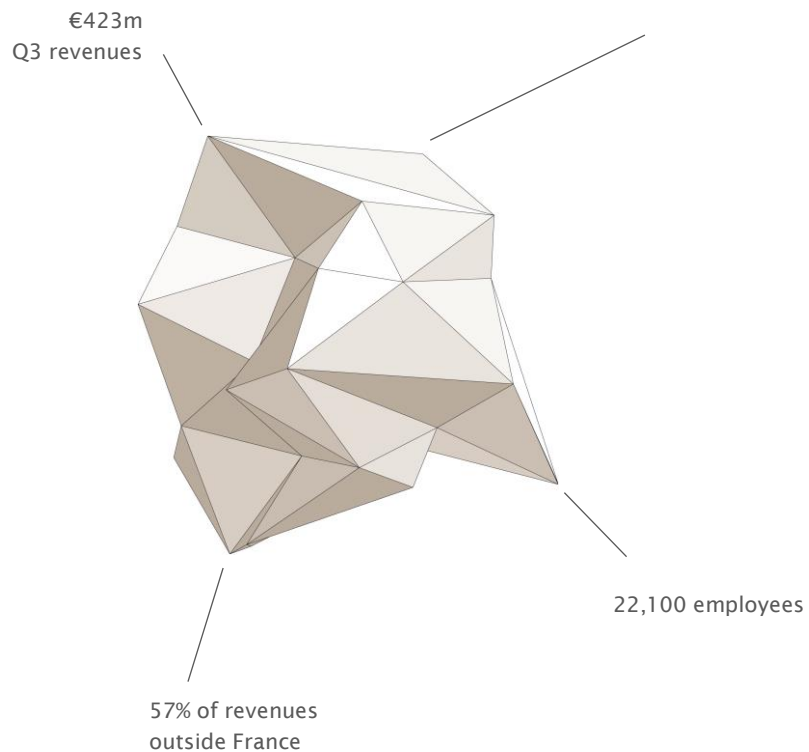


2014 Q3 REVENUES

31 October 2014



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 - As of September 30th

1

On a year-to-date basis, Altran revenue amounts to **€1,285m**, generating a reported growth of **+6.7%** and an economic growth* of **+3.2%** (perimeter, working days and FX had a respective impact of -4.1%, +0.6% and -0.0%)

2

In Q3 2014, Altran revenue amounts to **€423m**, generating a reported growth of **+7.1%** and an economic growth of **+4.3%**

3

Invoicing ratio keeps on improving and reaches **87.2%** on Q3 2014 vs. 85.0% in Q3 2013 (and 86.7% in Q2 2014)

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

2. As of September 30th Revenues by Country/by Zone (in €m)

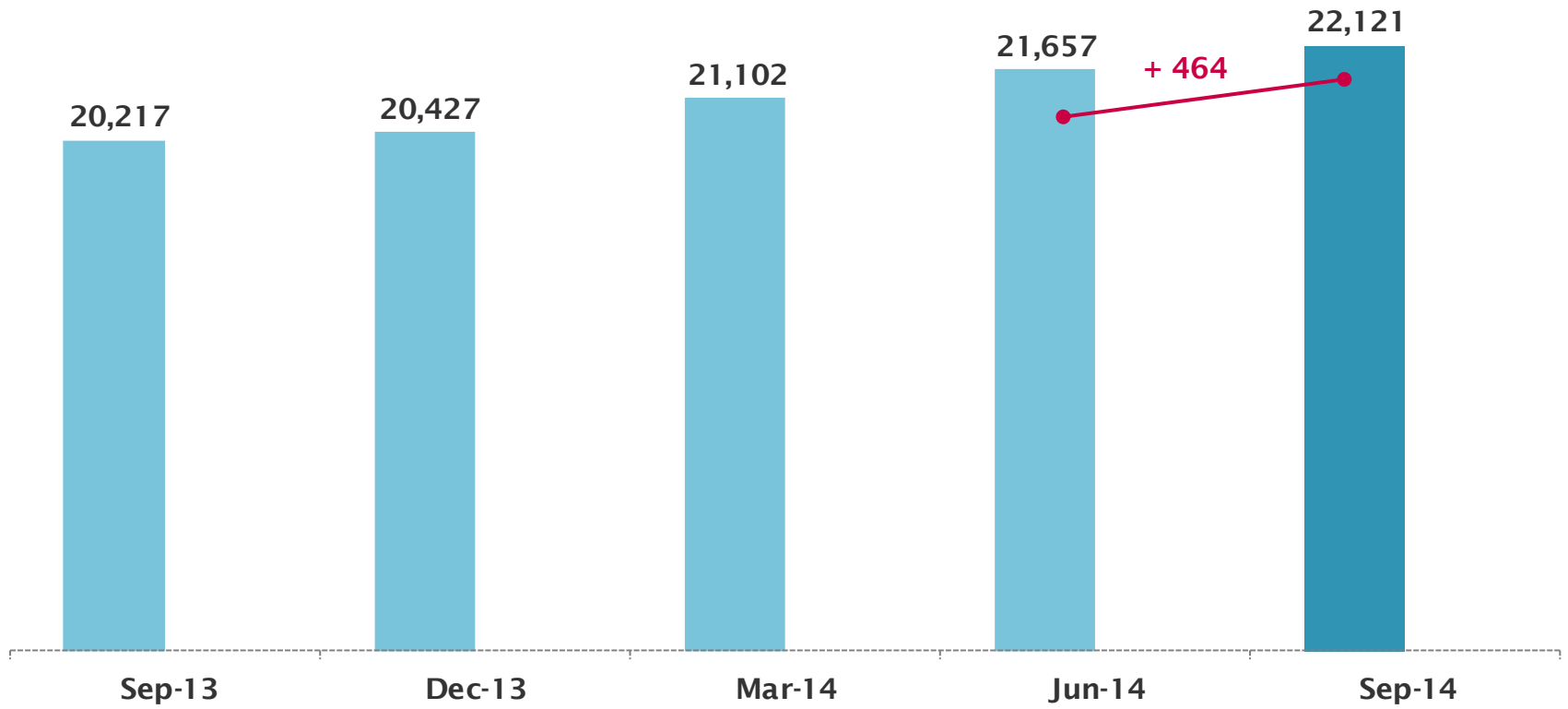
	30.09.2014	30.09.2013	Reported Growth	Economic Growth
France	555.8	542.9	2.4%	2.9%
Northern Europe	409.8	382.9	7.0%	0.0%
Germany & Austria	192.8	192.4	0.2%	-5.8%
Benelux	73.1	63.3	15.5%	-1.1%
UK	81.6	67.8	20.3%	14.4%
Scandinavia	40.5	38.1	6.4%	4.3%
Switzerland	21.7	21.2	2.2%	1.1%
Southern Europe	252.9	233.1	8.5%	9.1%
Italy	131.9	119.6	10.2%	11.4%
Spain	107.1	101.8	5.2%	5.2%
Portugal	14.0	11.7	19.7%	19.2%
Rest of the world	66.2	45.1	46.7%	-2.5%
USA	47.0	31.1	51.2%	-13.5%
Asia	19.2	14.0	36.7%	22.3%
Total	1,284.7	1,204.0	6.7%	3.2%

Economic Growth* for International
3.4%

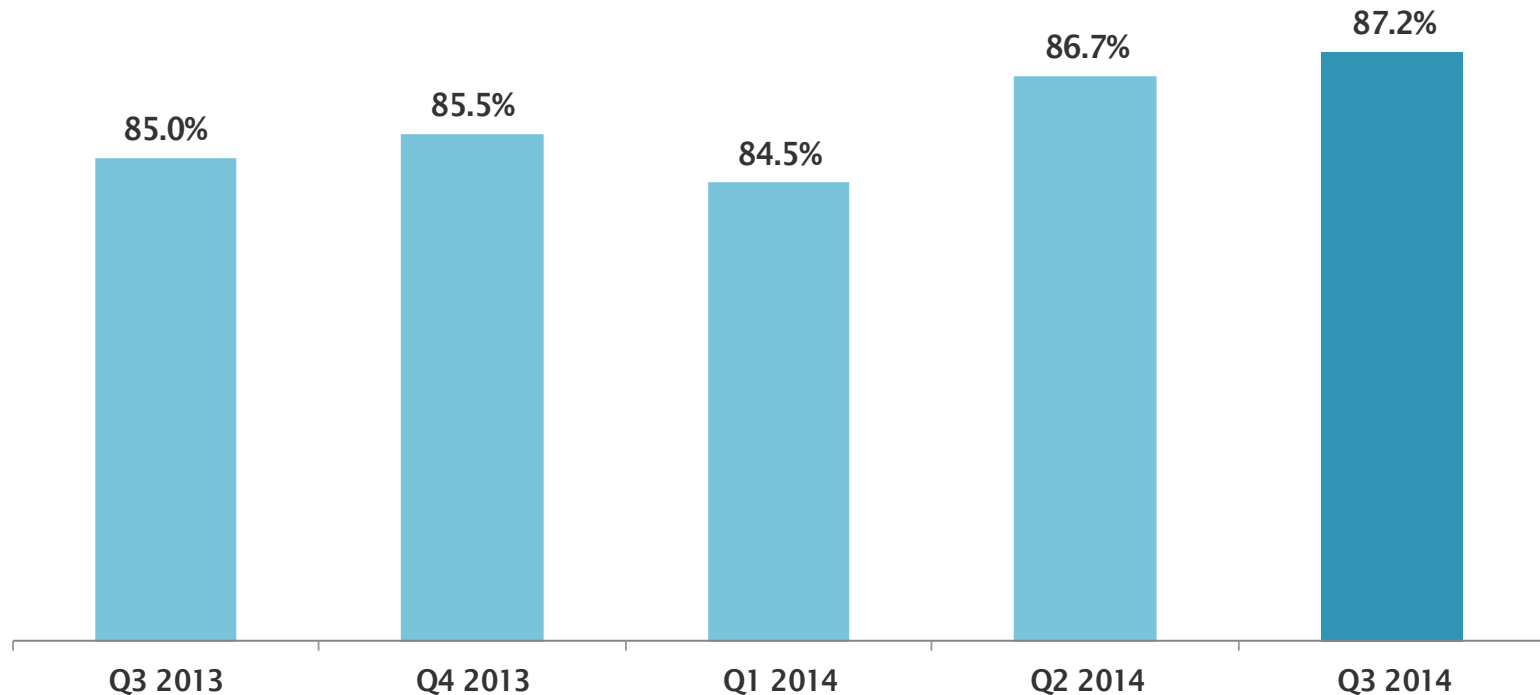
* Economic growth calculated on a constant forex, working-day and like-for-like basis

B // STAFF

1. Staff Numbers Trends



2. Invoicing Rate (excluding Cambridge Consultants activities)*



** 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

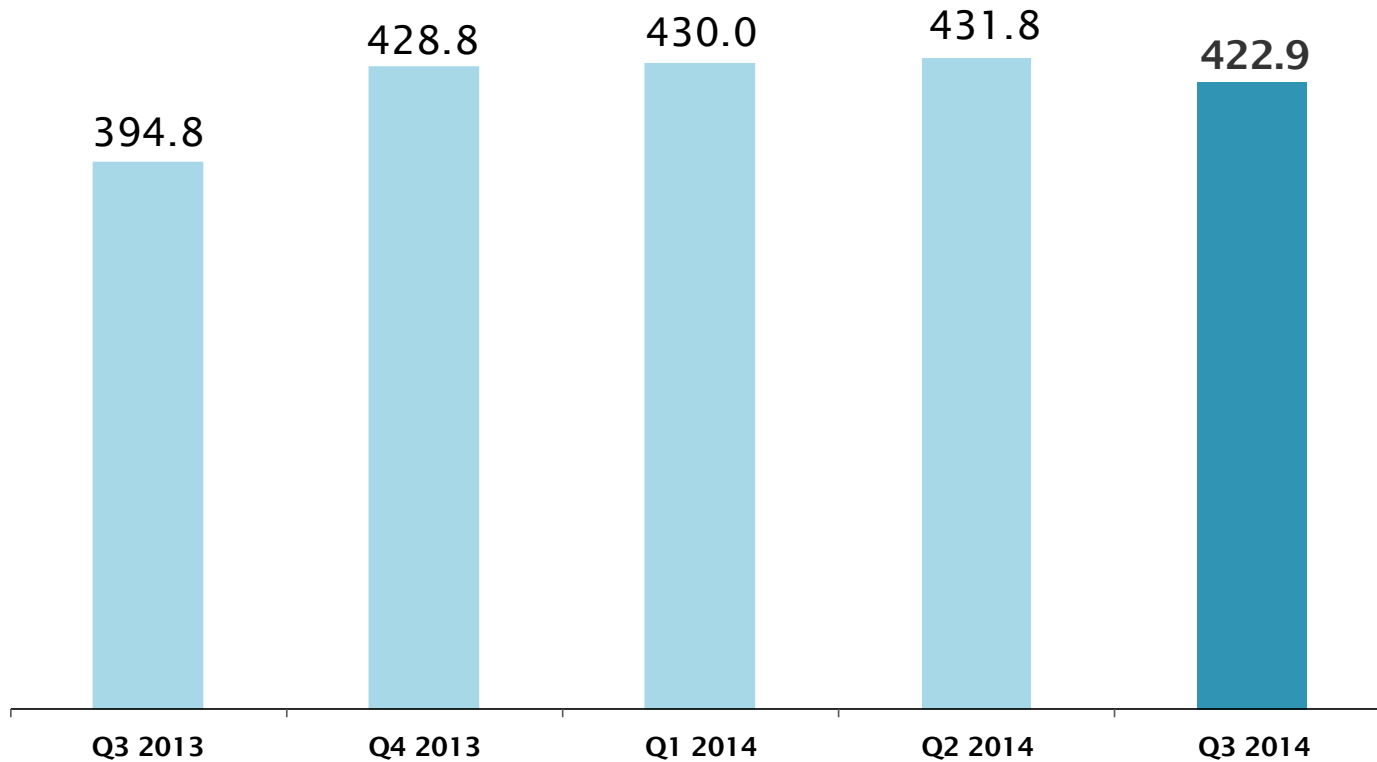
1. Conclusion

- 1 | +6.7% reported growth on a YTD basis
- 2 | Economic growth of +3.2% on a YTD basis and of +4.3% on Q3 2014 (1.2% linked to Alcatel activity transfer on Q3 2014)
- 3 | Continuing improvement of the invoicing rate 87.2% in Q3 2014

APPENDICES

1. Quarterly Revenues Change
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 Change (in €m)



2. Q3 Revenues by Country/by Zone (in €m)

	Q3 2014	Q3 2013	Reported Growth	Economic Growth
France	182.5	175.9	3.7%	5.2%
Northern Europe	134.0	129.7	3.3%	-1.7%
Germany & Austria	63.3	68.8	-7.9%	-7.5%
Benelux	25.2	19.6	28.6%	3.8%
UK	27.4	23.9	14.5%	8.9%
Scandinavia	11.4	10.2	12.2%	9.6%
Switzerland	6.6	7.3	-8.6%	-9.5%
Southern Europe	82.8	74.4	11.3%	11.2%
Italy	43.1	37.7	14.5%	14.6%
Spain	34.5	32.8	5.3%	5.2%
Portugal	5.1	3.9	31.0%	29.6%
Rest of the world	23.6	14.8	59.6%	8.5%
USA	16.3	9.8	66.7%	2.9%
Asia	7.3	5.0	45.6%	17.7%
Total	422.9	394.8	7.1%	4.3%

Economic Growth for International
3.5%

3. Group Revenues Change

	Q3 2013 (in €m)	Q3 2014 (in €m)	Change (in %)
Revenues without contribution of acquired/divested companies (a)	394.8	408.8	+ 3.5%
Contribution of acquired companies (b)	-	14.1	NA
Contribution of divested companies (c)	-	-	NA
Total consolidated revenue (a+b+c)	394.8	422.9	+ 7.1%

4. Group Sequential Revenues Change

	Q2 2014 (in €m)	Q3 2014 (in €m)	Change (in %)
Revenues without contribution of acquired/divested companies (a)	415.9	408.8	- 1.7%
Contribution of acquired companies (b)	15.9	14.1	- 12.8%
Contribution of divested companies (c)	-	-	NA
Total consolidated revenue (a+b+c)	431.8	422.9	- 2.1%

5. Geographical Split

Revenues change by quarter (in €m) IFRS 8
Excluding interzones intercos transactions

	Q3 2013	Q4 2013	Q1 2014	Q2 2014	Q3 2014
France	184.0	203.1	198.7	193.7	191.9
Northern Europe	133.4	141.5	141.6	141.3	138.9
Southern Europe	78.4	89.4	86.2	89.9	85.5
Rest of the world	13.8	13.8	19.0	23.7	24.2
Eliminations	(14.8)	(18.9)	(15.5)	(16.8)	(17.6)
Total	394.8	428.8	430.0	431.8	422.9

INNOVATION MAKERS

