

2017 Q3 REVENUES

27 October 2017

ALTRAN

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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.

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A.

Executive summary

B.

Key figures

C.

Conclusion

A. Executive summary

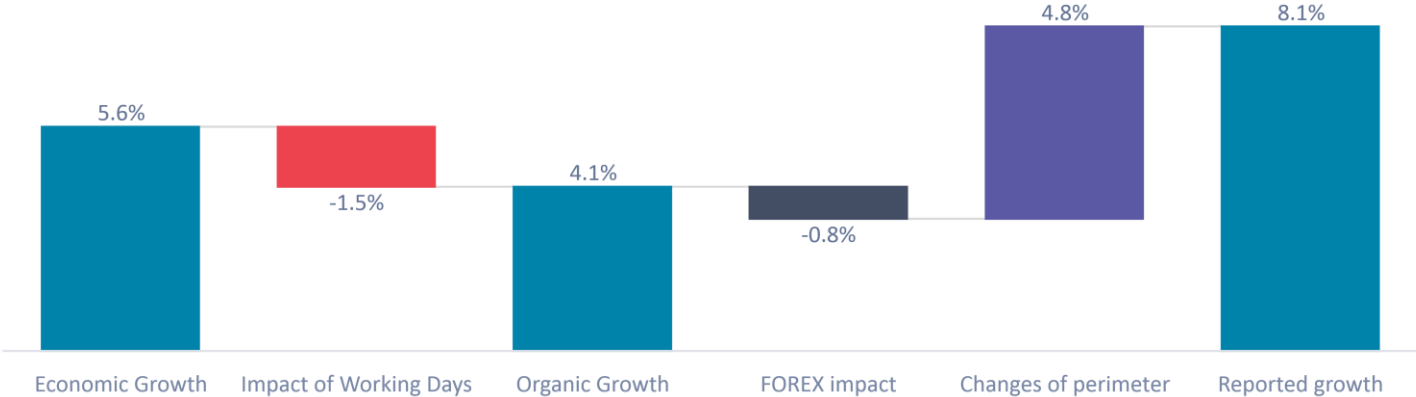
- 1 | Third quarter revenues **€529.4m** (compared to **€489.6*m** in Q3 2016)
+8.1% reported growth
+5.6% economic** growth
- 2 | Ongoing strong performance in major countries (France: **+7.7%** of economic growth, Germany **+5.6%**, return to growth confirmed in Italy **+4.4%**) ...
- 3 | Strong momentum across most industries
- 4 | Group headcount now close to **33,000** employees after the acquisition of GlobalEdge out of which **20%** in our four near / off shore delivery centers

* All figures reported post discontinuation of US utilities business (IFRS5) , unless otherwise stated

** Economic growth calculated on a constant forex, working days and perimeter

B. Q3 Key figures

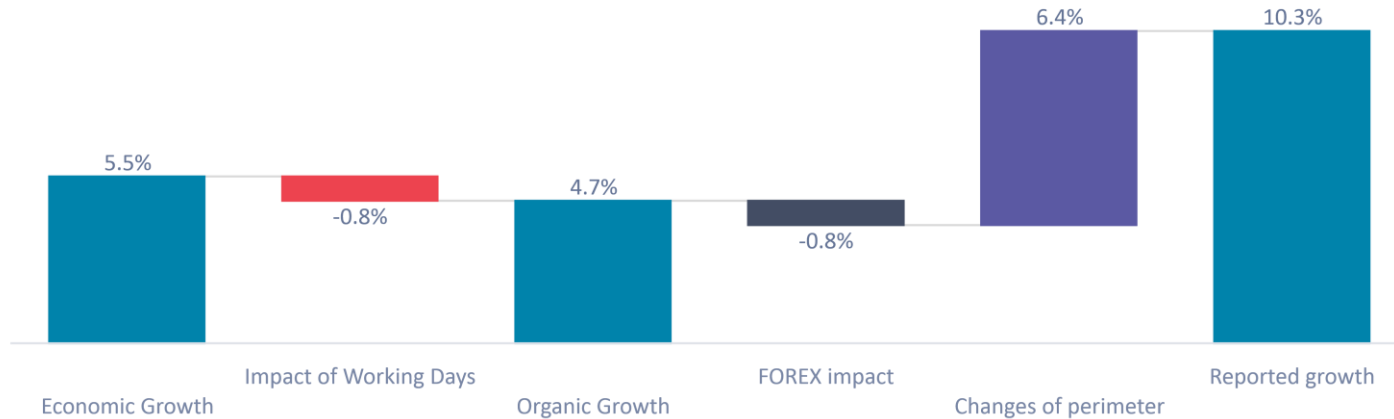
In Q3 2017, revenues were **€529.4m** compared to **€489.6m** in Q3 2016
+8.1% reported growth **+4.1%** organic* growth **+5.6%** economic** growth



* Organic growth calculated on a constant forex and perimeter
** Economic growth calculated on organic growth at constant working days

Robust economic growth YTD

In YTD 2017, revenues were **€1,681.2m** compared to **€1,523.9m** in YTD 2016
+10.3% reported growth **+4.7%** organic* growth **+5.5%** economic** growth

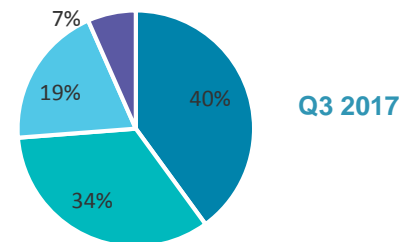
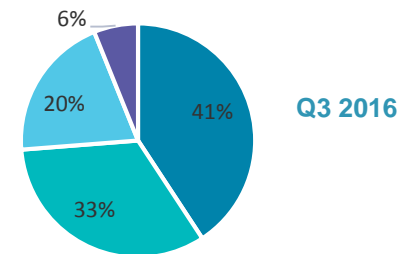


* Organic growth calculated on a constant forex and perimeter

** Economic growth calculated on organic growth at constant working days

Altran Q3 revenues by country / by zone (continued operations)

(in €m)	Q3 2017	Q3 2016	Reported Growth%	Organic Growth%*	Economic Growth%**
FRANCE	211.6	199.5	6.1%	6.1%	7.7%
NORTHERN ZONE	179.0	161.6	10.8%	1.2%	2.7%
Germany & Austria	65.9	54.7	20.5%	4.0%	5.6%
Benelux	39.9	37.0	7.8%	-2.7%	-1.2%
UK	50.8	49.8	2.0%	0.0%	1.6%
Scandinavia	14.4	12.1	19.0%	5.6%	7.1%
Switzerland	8.0	8.0	0.0%	3.4%	4.9%
SOUTHERN ZONE	103.8	98.6	5.3%	5.3%	6.9%
Italy	49.7	48.3	2.9%	2.9%	4.4%
Iberia	54.1	50.3	7.6%	7.6%	9.3%
AMERICAS & ASIA	35.0	29.9	17.1%	2.5%	3.0%
USA	18.1	16.8	7.7%	-14.8%	-13.3%
India	9.0	5.8	55.2%	39.0%	40.6%
China	7.9	7.3	8.2%	13.5%	11.9%
TOTAL	529.4	489.6	8.1%	4.1%	5.6%



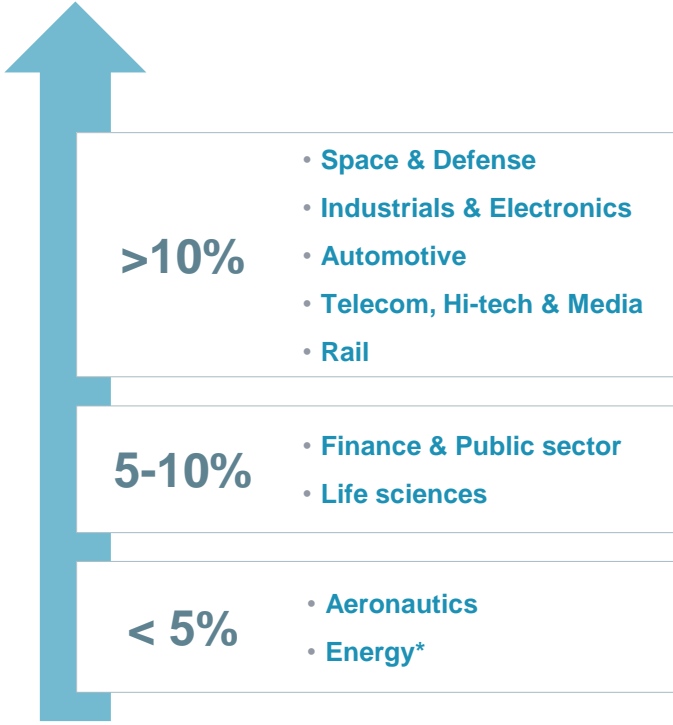
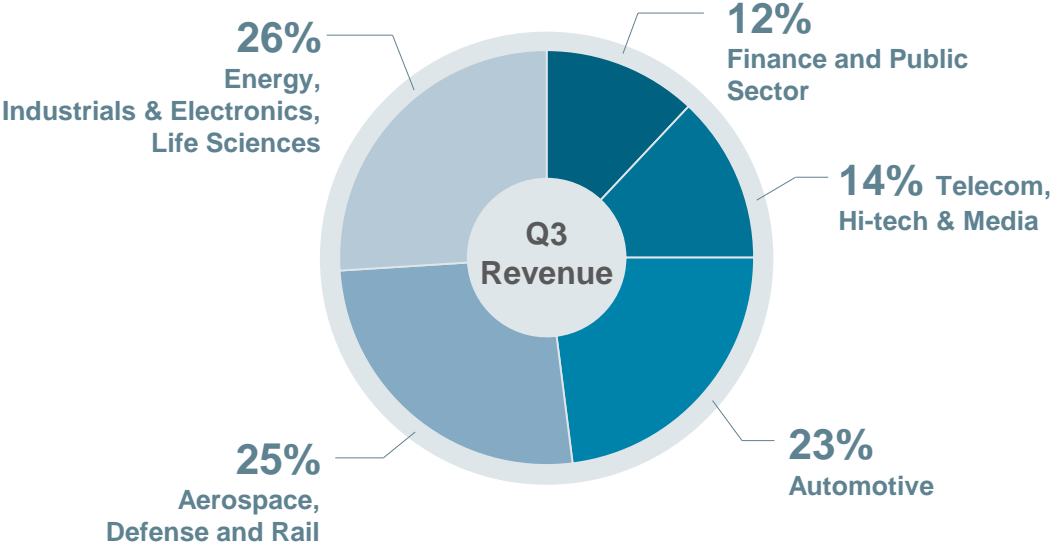
- FRANCE
- NORTHERN ZONE
- SOUTHERN ZONE
- AMERICAS & ASIA

USA performance should be read in conjunction with the one of India, as a growing part of US projects are carried out from India

* Organic growth calculated on a constant forex and perimeter

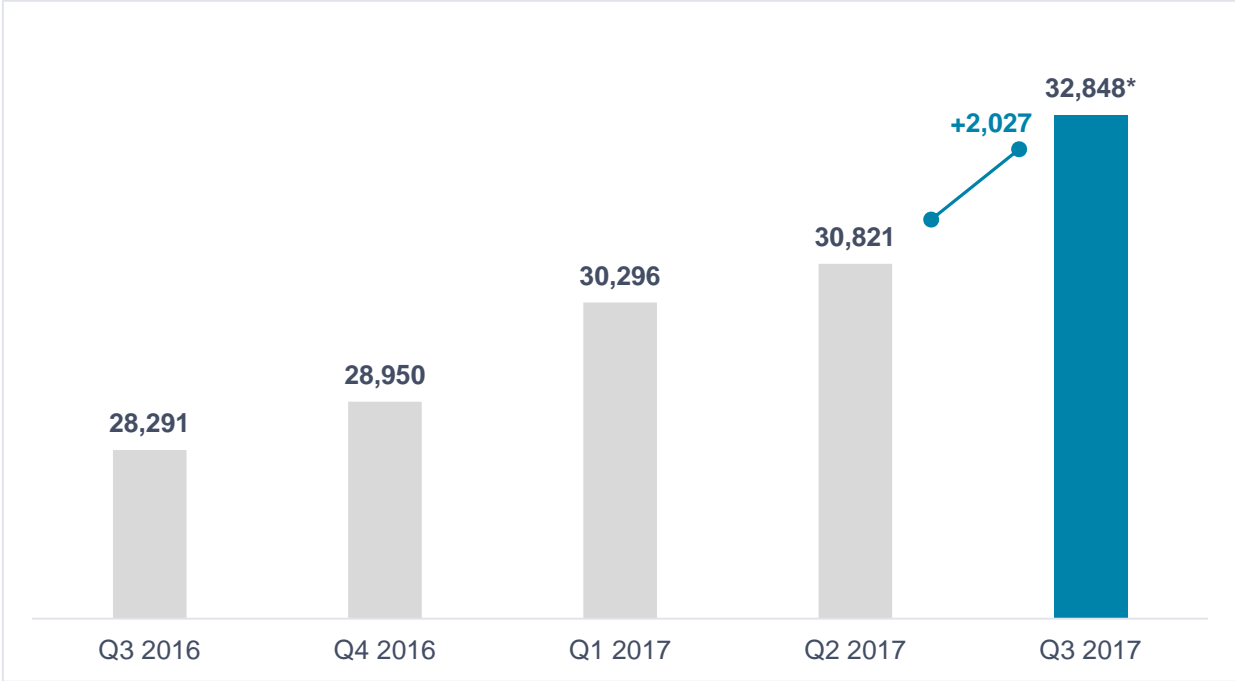
** Economic growth calculated on organic growth at constant working days

Sustained momentum in our key industries



* : excluding divested US utilities business

Strong increase of resources



Invoicing ratio of 86.7% in Q3 2017 due to strong ramp-up in our 4 GDCs and successful recruitment season in major countries

* Including GlobalEdge

C. Conclusion

- 1 | Solid third quarter pursuing on H1 trend with continued momentum in most European countries and excellent performance in India
- 2 | Year-to-date revenue growth is fully in line with the financial objectives of *Altran 2020. Ignition*

APPENDICES

1. Altran YTD revenues by country / by zone
(continued operations)
2. Quarterly Revenues Change
3. Impact of changes of perimeter on
quarterly revenues (continued operations)

1. Altran YTD revenues by country / by zone (continued operations)

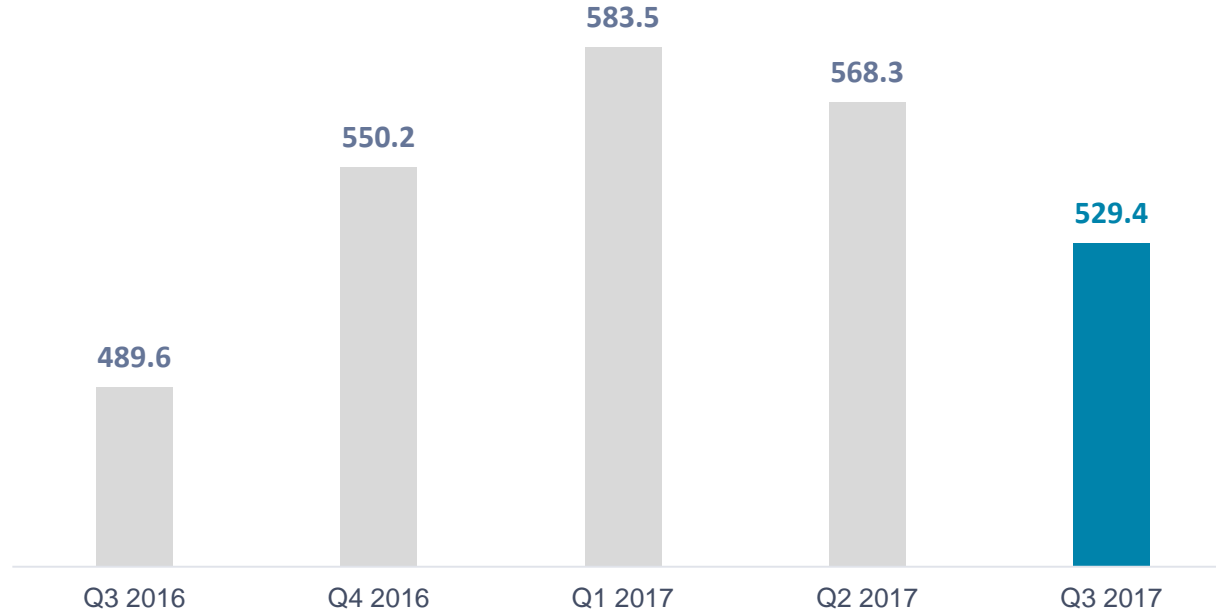
(in €m)	YTD 2017	YTD 2016	Reported Growth%	Organic Growth%*	Economic Growth%**
FRANCE	678.6	634.5	7.0%	7.0%	8.0%
NORTHERN ZONE	565.4	494.0	14.5%	2.5%	3.0%
Germany & Austria	203.5	161.7	25.9%	6.0%	6.7%
Benelux	125.0	118.4	5.6%	-3.3%	-3.0%
UK	161.9	146.1	10.8%	3.3%	3.8%
Scandinavia	50.1	41.3	21.3%	7.7%	8.3%
Switzerland	24.9	26.5	-6.0%	-6.1%	-5.6%
SOUTHERN ZONE	327.4	316.2	3.5%	3.5%	4.3%
Italy	158.3	158.3	0.0%	0.0%	0.5%
Iberia	169.1	157.9	7.1%	7.1%	8.0%
AMERICAS & ASIA	109.8	79.2	38.6%	4.3%	4.6%
USA	60.9	39.7	53.4%	-9.5%	-8.9%
India	25.8	17.1	50.9%	33.1%	33.6%
China	23.1	22.4	3.1%	6.6%	6.1%
TOTAL	1,681.2	1,523.9	10.3%	4.7%	5.5%

USA performance should be read in conjunction with the one of India, as a growing part of US projects are carried out from India

* Organic growth calculated on a constant forex and perimeter

** Economic growth calculated on organic growth at constant working days

2. Quarterly revenues change (in €m)



3. Impact of changes of perimeter on Q3 revenues (continued operations)

<i>(in €m)</i>	Q3 2017	Q3 2016	Change (in %)
Revenues without contribution of acquired/divested companies (a)	529.4	489.6	8.1%
Contribution of acquired companies from 1st January 2017 (b)	(23.5)		NA
Contribution of divested companies from 1st January 2017 (c)	-	-	NA
Total consolidated revenue (a+b+c)	505.9	489.6	3.3%

Changes of perimeter concern Pricol Technologies, Benteler, Lohika, Synapse, Swell and IRM

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