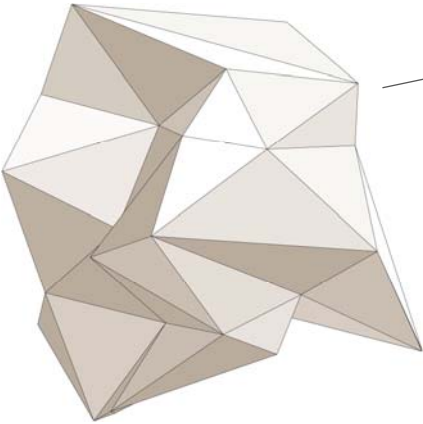


# H1 2013 REVENUES

30<sup>th</sup> July 2013

€809m  
H1 2013 Revenues



20,100 employees  
H1 2013 Revenues

55% of revenues  
for International  
H1 2013 Revenues



## 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 - H1 2013

- 1 Altran's consolidated H1 2013 Revenues came out at **€809m** compared to €733m in H1 2012 which represents a reported growth of **10.5%**.
- 2 H1 2013 organic growth\* stands at **1.1%** (3.2% in Q2), whereas economic growth\*\* stands at **2.7%**.  
(perimeter, working days and FX had a respective impact of -9.4%, +1.4 % & +0.2%)
- 3 Invoicing rate in Q2 2013 at **85.3%** recovering from Q1 2013 (82.9%) and above Q2 2012 (84.8%).

\* Organic growth is calculated on same perimeter

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

## 2. H1 2013 Revenues by Country/by Zone (in €m)

	H1 2013	H1 2012	Reported Growth	Organic Growth
France	367.0	378.4	-3.0%	-3.1%
<b>Northern Europe</b>	<b>253.1</b>	<b>178.7</b>	<b>41.6%</b>	<b>4.3%</b>
Germany & Austria	123.7	52.2	136.7%	10.5%
Benelux	43.7	47.9	-8.7%	-8.7%
UK	43.9	40.9	7.3%	7.3%
Scandinavia	27.9	24.3	14.9%	14.9%
Switzerland	14.0	13.4	4.0%	-1.9%
<b>Southern Europe</b>	<b>158.7</b>	<b>154.1</b>	<b>3.0%</b>	<b>3.0%</b>
Italy	81.9	80.4	1.8%	1.8%
Spain	69.0	65.8	4.9%	4.9%
Portugal	7.8	7.8	-0.5%	-0.5%
<b>Rest of the world</b>	<b>30.3</b>	<b>21.4</b>	<b>41.5%</b>	<b>34.9%</b>
USA	21.3	17.0	25.6%	25.6%
Asia	9.0	4.5	101.8%	70.4%
<b>Total</b>	<b>809.2</b>	<b>732.6</b>	<b>10.5%</b>	<b>1.1%</b>

Organic Growth for International  
**5.6%**

### 3. H1 2013 Revenues per Business Segment (in €m)

	H1 2013	H1 2012	Reported growth
R&D	600.0	521.9	15.0%
IS	209.2	210.2	-0.5%
Others	-	0.5	-100.0%
<b>Total</b>	<b>809.2</b>	<b>732.6</b>	<b>10.5%</b>

- R&D represents 74% of Altran's revenues in H1 2013 with a reported growth of 15%
- IS resilient

# B // STAFF & INVOICING RATE

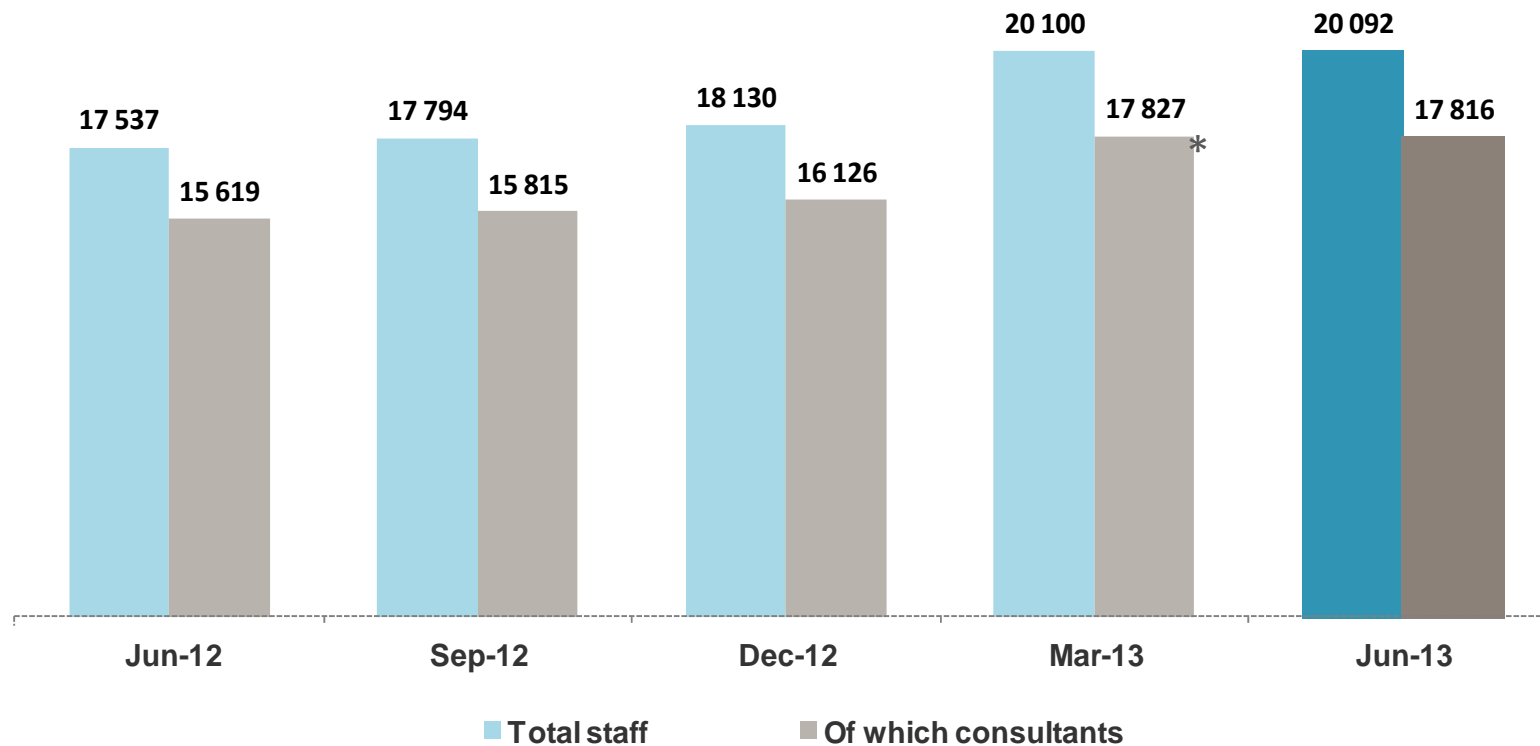


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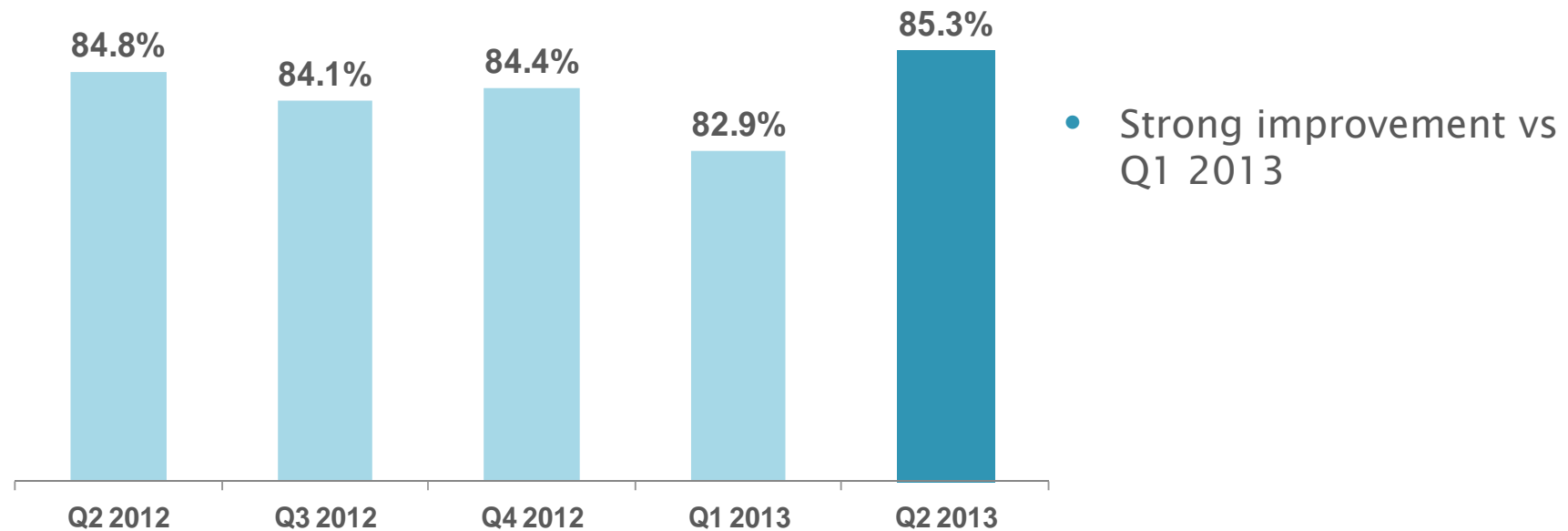


## 1. Staff Numbers Trends

- Total staff amounts to 20,092 at the end of Q2 2013 stable vs Q1 2013



## 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



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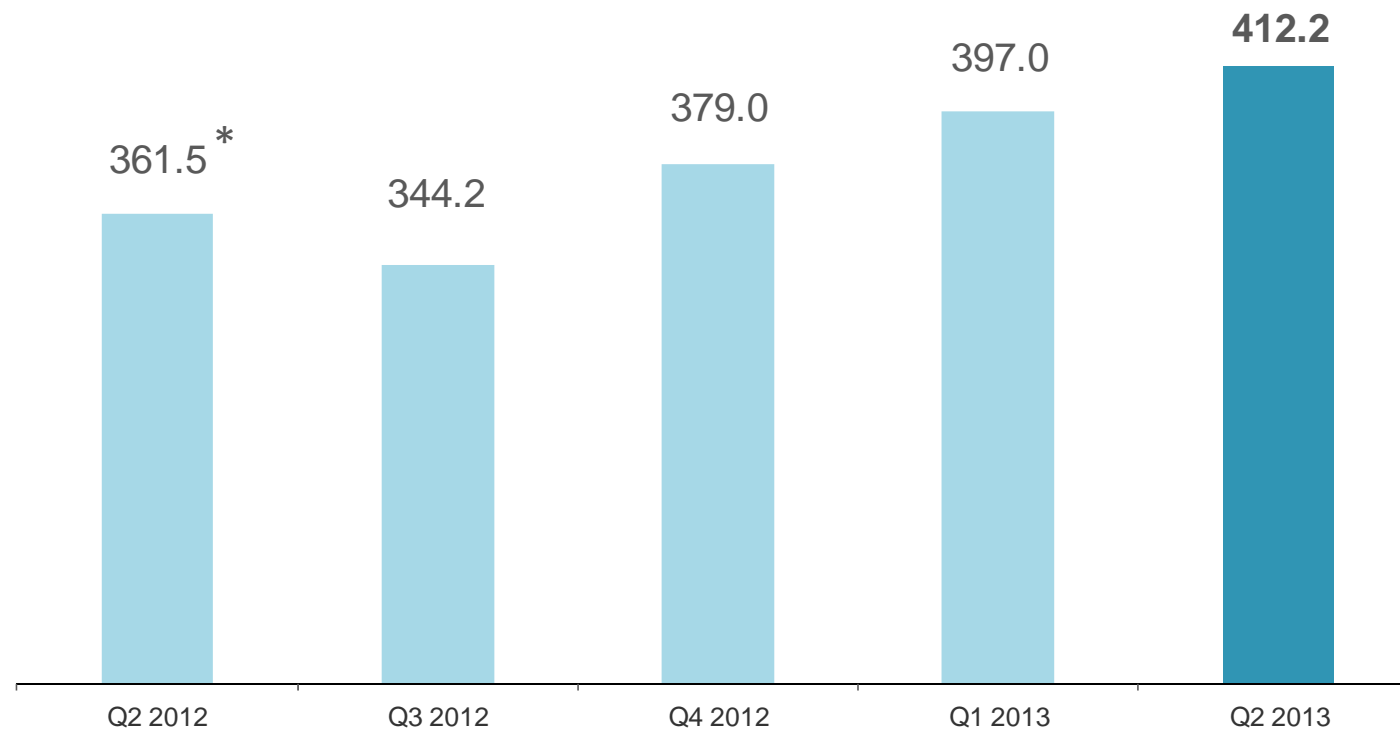
## 1. Conclusion

- 1 Double digit reported growth in H1 2013: **+10.5%**  
Reaching to **+14%** in Q2 2013
- 2 Sustained organic growth in International zone: **+5.6%**
- 3 Significant increase of Invoicing rate (**85.3%** in Q2) due to Productivity Improvement Plans launched in early Q1

# 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)



\* €3.3m transferred from Q1 2012 to Q2 2012

## 2. Q2 Revenues by Country/by Zone (in €m)

	Q2 2013	Q2 2012	Reported Growth	Organic Growth
France	180.4	186.8	-3.4%	-1.8%
<b>Northern Europe</b>	<b>133.5</b>	<b>87.0</b>	<b>53.4%</b>	<b>7.1%</b>
Germany & Austria	69.2	26.3	163.4%	12.5%
Benelux	21.5	23.3	-7.7%	-7.7%
UK	22.1	18.8	17.6%	17.6%
Scandinavia	13.2	12.0	9.9%	9.9%
Switzerland	7.5	6.7	12.3%	2.2%
<b>Southern Europe</b>	<b>82.2</b>	<b>76.5</b>	<b>7.3%</b>	<b>6.3%</b>
Italy	42.0	39.6	6.1%	4.1%
Spain	36.3	33.1	9.5%	9.5%
Portugal	3.9	3.8	1.4%	1.4%
<b>Rest of the world</b>	<b>16.2</b>	<b>11.1</b>	<b>45.4%</b>	<b>32.7%</b>
USA	10.6	8.8	20.3%	20.3%
Asia	5.6	2.3	141.0%	80.2%
<b>Total</b>	<b>412.2</b>	<b>361.5</b>	<b>14.0%</b>	<b>3.2%</b>

Organic Growth for International  
**8.4%**

### 3. Group Revenues Change

	Q2 2012 (in €m)	Q2 2013 (in €m)	Change (in %)
Revenues without contribution of acquired/divested companies (a)	362.2	370.2	+ 2.2%
Contribution of acquired companies (b)	-	41.9	- 100.0%
Contribution of divested companies (c)	- 0.7	-	NA
<b>Total consolidated revenue (a+b+c)</b>	<b>361.5</b>	<b>412.2</b>	<b>+ 14.0%</b>



## 4. Group Sequential Revenues Change

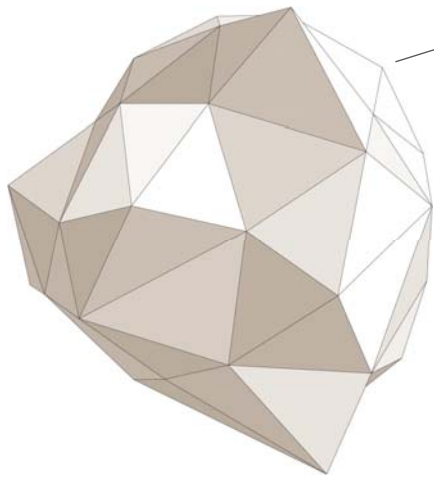
	Q1 2013 (in €m)	Q2 2013 (in €m)	Change (in %)
Revenues without contribution of acquired/divested companies (a)	370.5	370.2	- 0.1%
Contribution of acquired companies (b)	26.5	41.9	- 36.8%
Contribution of divested companies (c)			NA
<b>Total consolidated revenue (a+b+c)</b>	<b>397.0</b>	<b>412.2</b>	<b>+ 3.8%</b>

## 5. Geographical Split

Revenues change by quarter (in €m)

	Q2 2012	Q3 2012	Q4 2012	Q1 2013	Q2 2013
France	197.9	184.4	199.7	195.7	190.4
Northern Europe	92.2	93.6	100.5	125.5	138.6
Southern Europe	78.6	72.5	81.5	77.0	83.5
Rest of the world	9.1	11.2	12.8	13.4	15.4
Eliminations	(16.3)	(17.4)	(15.4)	(14.5)	(15.7)
<b>Total</b>	<b>361.5</b>	<b>344.2</b>	<b>379.0</b>	<b>397.0</b>	<b>412.2</b>

INNOVATION MAKERS



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