

# A new engineering horizon

2015 Yearbook



alTran

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In response to client needs for more value from their providers of engineering and innovation services, Altran has begun to transform its approach on a global basis. Altran's vision focuses on building sustainable partnerships to help clients sharpen their competitive edge.

This document describes the profound changes that are driving shifts in client needs and expectations worldwide and presents the company's response – the Altran 2020. Ignition plan.

# €1.945 bn

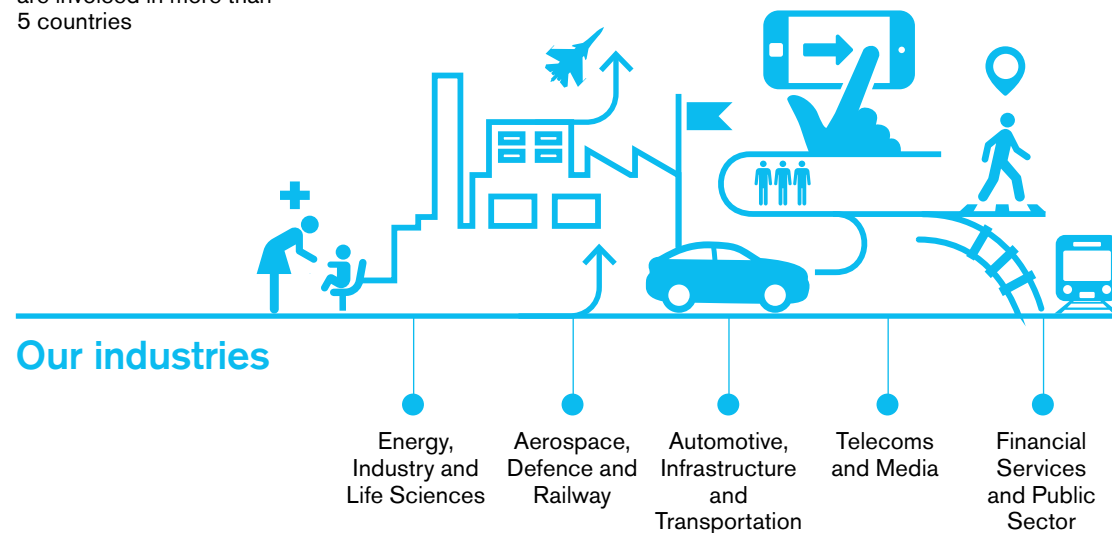
revenues in 2015

## Our Ranking

Altran is one of the most established providers of global R&D services

(source – Zinnov)

- More than half of the world's TOP 500 companies are Altran's partners
- 40% of our top 100 accounts are invoiced in more than 5 countries



## Did you know?

- We are on board the first ever space mission to Mercury
- We have a facility dedicated to leading-edge automotive design in Turin
- We played a key role in the creation of the first, fully-digital European mobile bank
- We are the world market leader for airbag testing systems

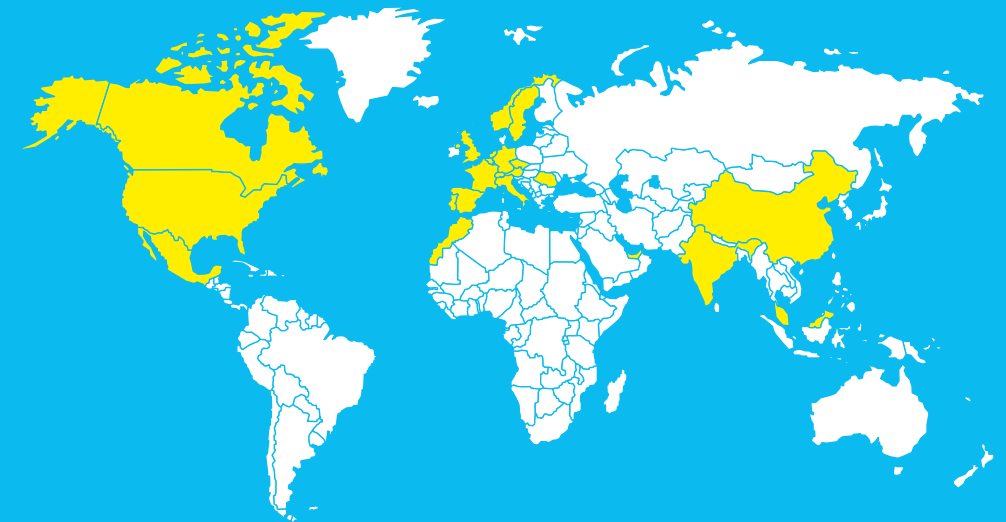
27,000  
employees



23  
countries



Austria, Belgium, Canada, China, Czech Republic, France, Germany, India, Italy, Luxembourg, Malaysia, Mexico, Middle-East, Morocco, Netherlands, Norway, Portugal, Romania, Spain, Sweden, Switzerland, United Kingdom, United States



## Social media

75k  
LinkedIn  
followers



22k  
Facebook  
followers



500k  
YouTube  
views in 2015



# Altran 2020. Ignition

*Message from*  
CHAIRMAN  
AND CHIEF  
EXECUTIVE  
OFFICER  
DOMINIQUE  
CERUTTI



As the company that pioneered the engineering and R&D services industry more than thirty years ago, Altran has consistently stood at the forefront, bringing domain expertise and technological mastery to our clients and pushing the boundaries of the market. Today, as diverse industries undergo profound transformations and clients face new competitive challenges, Altran is once again in the lead.

Success is increasingly driven by companies' ability to constantly enhance competitiveness and time-to-market, in large part through technological innovation. That helps explain why our market is expected to nearly double in size by 2020. Altran will reap the benefits of this accelerating demand by helping its clients bring differentiated, innovative products to market ever more quickly, at ever-lower costs, in an ever-more global and tightly regulated environment.

Our clients have become global. They require the same from those who provide engineering and R&D services. They need the best of the planet, coupled with best practices from other industries to enable leading-edge innovation. From aeronautics, automotive and life sciences, to telecom and energy, every client expects an ever-increasing level of maturity from their partners.

This is why we are committed to sharpening our business models through Altran 2020. Ignition. Our strategic plan will enable us to increase the value and competitiveness we bring to clients through a powerful industrialization and globalization of our approach. We have already started execution based on the plan's five "engines": Augmented Value, Industrialized GlobalShore®, Geographical Expansion, Operational Excellence and Engaged People.

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**“Our clients  
need the best  
of the planet,  
coupled with best  
practices from  
other industries,  
to enable  
leading-edge  
innovation.”**

**“Our strategic plan  
will enable us to  
increase the value  
and competitiveness  
we bring to clients  
through a powerful  
industrialization  
and globalization  
of our approach.”**

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As part of our Augmented Value priority, we have established five World Class Centers, each channeling our assets, intellectual property and high-end expertise for a specific market segment. The latest addition is our World Class Center for Industrial Analytics, established through the acquisition of Tessella in December. With over 200 data scientists and PhDs, combined with unique methodologies in advanced analytics, we will bring this unique asset to clients worldwide. We expect to add ten more World Class Centers by the end of 2020.

Thanks to our existing sites, with over 2,800 team members in India, Morocco and Portugal, we have already begun building a scalable and industrialized supply chain. Supported by standardized delivery models, this supply chain provides the foundation for the Industrialized GlobalShore® model. Seamless integration of this supply chain will enable our clients to evaluate and re-evaluate

the mix that best suits their particular needs and optimizes usage of all the R&D resources available to them and hence their total cost of ownership. Furthermore, as our Global Delivery Centers expand, they will grow their expertise and become increasingly specialized, creating a sustainable model beyond cost arbitrage.

These are just a few highlights of our strategic plan. Combined, these changes constitute a significant transformation in the nature and scope of our activity. Successful transformation depends on our ability to adapt the way we engage with clients and approach our business. Implementation has already begun. We will accelerate over the next eighteen months so that all key transformation projects are fully implemented by the start of 2018. Our performance in 2015 provides a strong foundation. Some of our key accomplishments are highlighted in this yearbook.



**The wings of Solar  
Impulse in transit**

Thanks to the amazing energy and strength of our 27,000 team members, Altran is well positioned to capitalize on these changes. Looking towards 2020, I see Altran positioned as the undisputed leader in the global engineering and R&D services market, delivering superior shareholder returns through unprecedented financial performance. Many of our clients will view us as a strategic partner, able to co-construct industrial solutions across multiple locations to meet their complex needs. Our domain expertise will enable us to identify core and non-core processes for clients and address the very different requirements of each through specific models. We are thrilled to embark on this journey and transform this vision into reality to serve our clients' innovation.

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**DOMINIQUE  
CERUTTI**





# Implications of change

*Joint Interview*

EXECUTIVE  
VICE-PRESIDENT  
FOR TRANSFORMATION  
DANIEL CHAFFRAIX



EXECUTIVE  
VICE-PRESIDENT  
FOR STRATEGY  
AND INNOVATION  
PASCAL BRIER



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## 1. What is Altran's competitive advantage as the market for engineering and R&D services evolves?

**P.B.** "Our greatest advantage, the one that cannot be matched by competitors, is our extensive domain expertise, which takes years to develop. It's more than engineering; it includes intelligence and expertise across industry sectors, such as automotive, aerospace, energy and health care, as well as specific areas of expertise such as

embedded systems, Big Data and systems engineering. Our World Class Centers are designed to bring this expertise to clients in a more systematic way. By leveraging our know-how on a global scale, our clients benefit from lower cost and shorter time-to-market in addition to world-class expertise and solutions."

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## 2. How does Altran's new approach mesh with changes in the way clients source their engineering and R&D services?

**D.C.** "As competitive environments intensify, our clients want more options, economic advantages, predictability and flexibility. Industrialized GlobalShore® is our response. By providing an open continuum of sourcing support and solutions, encompassing end-to-end on-shore, near-shore and off-shore capabilities, we enable them to reprioritize their critical resources across the board.

The possibilities range from traditional outsourcing to co-development to turnkey product design and development, starting with joint analysis of clients' core and non-core activities' requirements. What's more, within the framework of a long-term partnership, Altran is committed to adapting its support according to changing client needs."

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## 3. How will this transformation affect the way Altran positions itself, both externally and internally?

**P.B.** "We are beginning to focus on demand generation, so we're transitioning from reactive to proactive sales and marketing. There's more focus on selling solutions, which requires changes in our sales force approach, and we're reviewing our brand identity to align it more closely with our new positioning.

Internally, the transformation creates challenges and opportunities. The challenge is to help our people understand and adapt to this new world; the opportunities are open-ended and, in my view, very exciting as we move toward a more value-added organization operating on a global scale."

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## 4. What does it mean to "industrialize" Altran's capabilities and expertise?

**D.C.** "The Industrialized GlobalShore® model is a scalable, industrialized, end-to-end supply chain that leverages the best of the company's capabilities worldwide. Industrialization is achieved through standardized, streamlined processes, which may be automated sometimes, along with the scale, methods and tools that drive

operational excellence, economic performance and consistency. We will soon add to our three existing Global Delivery Centers – in India, Morocco and Portugal – developing all of them as links in a single end-to-end global supply chain delivering full benefits to clients."

# Corporate Governance aligned to sustainable growth

Altran is a public limited company governed by a Board of Directors and Executive Committee. The Board appointed Dominique Cerutti as Chairman and Chief Executive Officer on June 18, 2015.

## Board of Directors

For the past eight years, Altran has been administered by a Board of Directors, whose members serve four-year terms. Forty percent of Altran's Directors are independent. Both the Audit and the Appointment and Remuneration Committees are chaired by independent directors. At the April 29, 2016 Shareholders' Annual General Meeting, the Board of Directors appointed two women of American nationality as directors, Martha Heitzmann Crawford and Renuka Uppaluri.

Board membership as of this writing:

- |  |   |                           |
|--|---|---------------------------|
| DOMINIQUE CERUTTI<br>CHAIRMAN                      | SYLVAIN MICHEL<br>EMPLOYEE REPRESENTATIVE | THOMAS DE VILLENEUVE      |
| JEAN-PIERRE ALIX                                   | FLORENCE PARLY                            | HENRY CAPELLE<br>CENSOR   |
| APAX PARTNERS SA<br>REPRESENTED BY MAURICE TCHENIO | NATHALIE RACHOU                           | MARTHA HEITZMANN CRAWFORD |
| CHRISTIAN BRET                                     | GILLES RIGAL                              | RENUKA UPPALURI           |
|  | JACQUES-ETIENNE DE T'SERCLAES             |                           |

## Executive Committee

Altran expanded Executive Committee membership in November 2015 to reinforce and streamline implementation of executive decisions, especially in light of the company's strategic transformation plan. An Executive Vice-President in charge of transformation was added, along with an Executive Vice-President for the Americas and Asia, as well as the heads of the company's largest subsidiaries, in France, Germany, Italy and Spain.



Executive Committee membership as of this writing:

- |  |   |                                       |
|--|---|---------------------------------------|
| 1. DOMINIQUE CERUTTI<br>CHAIRMAN AND CHIEF EXECUTIVE OFFICER                   | 4. PASCAL BRIER<br>EXECUTIVE VICE-PRESIDENT FOR STRATEGY AND INNOVATION | 7. JOSÉ RAMÓN MAGARZO<br>CEO OF SPAIN |
| 2. CYRIL ROGER<br>SENIOR EXECUTIVE VICE-PRESIDENT EUROPE AND DELEGATE DIRECTOR | 5. DANIEL CHAFFRAIX<br>EXECUTIVE VICE-PRESIDENT FOR TRANSFORMATION      | 8. MARCEL PATRIGNANI<br>CEO OF ITALY  |
| 3. OLIVIER ALDRIN<br>EXECUTIVE VICE-PRESIDENT FINANCE                          | 6. TIM BOWE<br>EXECUTIVE VICE-PRESIDENT FOR THE AMERICAS AND ASIA       | 9. WILLIAM ROZE<br>CEO OF FRANCE      |
|  |   | 10. MARIO VALENTA<br>CEO OF GERMANY   |



To succeed in an “innovate or perish” competitive environment, clients must optimize their engineering and R&D resources. This involves increasing value from suppliers, building trusted partnerships and maximizing benefits on a global scale. In response, Altran is transforming its services portfolio, and organization. The company’s new approach is designed to deliver world-class innovation and engineering services while enabling clients everywhere to benefit from best practices from all industry segments worldwide.

# EXPANDING CLIENT OPPORTUNITIES





# Delivering World-class Expertise to Clients Worldwide

Altran has begun delivering more value to clients by packaging its stockpile of assets and intellectual property available worldwide, providing high value-added consultancy, solutions and joint-innovation.

**Anechoic Chamber**  
Cambridge  
United Kingdom

Clients seeking to reduce time-to-market and development costs can benefit greatly from pre-existing methods, tools, assets and intellectual property. Altran, with its huge expertise in domains ranging from the automotive and aerospace industries to applications such as embedded systems and Big Data, is uniquely qualified to deliver such benefits. The company's emerging World Class Centers, a key component in the Altran 2020. Ignition strategic plan, provide the vector to link client needs with Altran know-how.

With 15 World Class Centers planned by the end of 2020 and five already in place, Altran leads the industry in bringing expertise, packaged solutions and intellectual assets to clients in a range of specializations – from Internet of Things, Big Data and telecom network configuration to automotive security testing and life sciences process excellence. The expertise available at these centers enables clients to jump-start development programs by using sub-systems, tools and other assets that already exist.

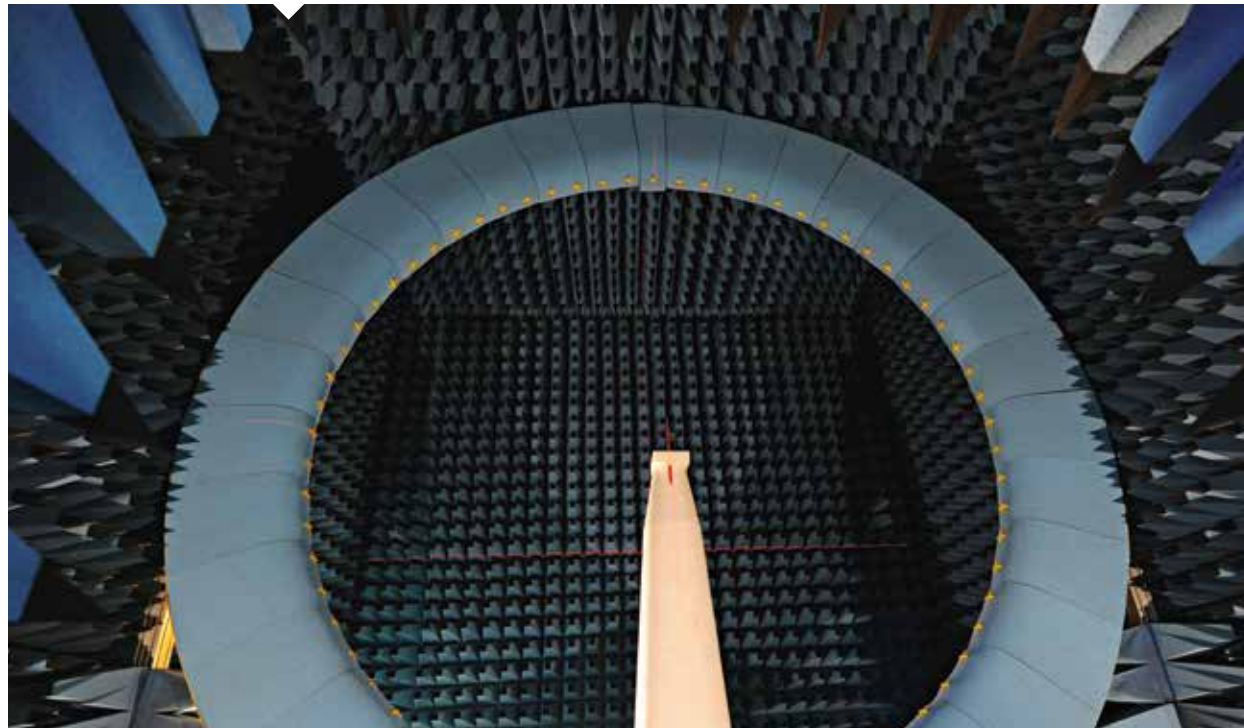
**Passive Safety Center**  
Gratkorn  
Austria

Traditionally, clients have turned to engineering and R&D specialists for support in three areas: innovation and research; product and systems engineering; and manufacturing, engineering and operations. In some instances, outside suppliers have also been entrusted with end-to-end product design and development. The Altran team includes Cambridge Consultants, one of the world's premier innovative product development providers. To bring more value to customers everywhere, the Cambridge Consultants model, focused on helping clients overcome technical or timing obstacles to development of new products or services, will be expanded globally as part of the Altran 2020. Ignition plan.

At the same time, clients are increasingly looking for support beyond product design and development from partners qualified to support strategic R&D decision-making. In response to this

growing need for guidance in high-end engineering and R&D expertise, Altran plans to establish Altran Business Consulting (ABC). Rather than a simple consultancy, Altran teams will work alongside clients to better understand business issues and devise appropriate solutions. Even before ABC's creation, Altran counted some 200 business consultants across various industries or specialized technical domains.

With innovation at the core of many clients' business strategies, the relationships with those who support innovation grow increasingly strategic in nature. By enhancing the value Altran brings to its clients, these relationships will increasingly evolve into partnerships. That helps explain why, as part of Altran 2020. Ignition, Altran is setting the groundwork for a growing number of joint-creation and/or co-creation programs with clients.



# Industrialized GlobalShore® disruptively game changing

Just as manufacturers build streamlined supply chains on a global scale to optimize production, Altran is designing the world's first industrialized supply chain for seamless end-to-end delivery of engineering and R&D services.

Clients can better meet the challenges of an “innovate or perish” world if they can optimize all of the engineering and R&D resources available to them – both in-house and externally. This is the aim of Industrialized GlobalShore®. By building and deploying a scalable, industrialized, end-to-end supply chain that leverages the best of its on-, near-, and off-shore capabilities, Altran helps clients differentiate, take advantage of disruptive technologies and meet the challenges of a fast changing market.

In contrast to traditional labor arbitrage models, the Industrialized GlobalShore® model is both total cost of ownership and value based. Designed to deliver premium performance long-term, Industrialized GlobalShore® integrates the advantages of global reach with the benefits of local, cross-industry and cross-market expertise. By bringing together the full potential of our on-, near-, and off-shore domain expertise, Altran can drive constantly enhanced quality and capabilities with an intense focus on total end-to-end cost.

**Bangalore  
India**



All Industrialized GlobalShore® Delivery Centers follow standardized, streamlined, possibly automated processes, methods and tools to ensure operational excellence, economic performance and consistency. Because these facilities are designed to accommodate the largest client programs, they enable Altran to leverage its skills across its client base and provide sustainable economies of scale.

Industrialized GlobalShore® provides a platform for the largest, most dynamic clients to work and align their goals with a long-term strategic partner whose commitment, scope and global scale matches their own. As clients

increasingly rely on a handful of key partners, especially for non-core engineering and R&D, they will benefit from collaborative co-creation/joint-creation programs customized to their specific needs.

Extension of Altran's current Industrialized GlobalShore® capabilities is already well underway. Today, more than 2,800 Altran engineers and experts are serving clients' global needs from sites in India, Morocco and Portugal, with new locations being evaluated. Their number is expected to triple in the coming years.

**Fundão  
Portugal**





# BREAKTHROUGH INNOVATION

Incremental gains are a given for virtually all advanced technologies, but leadership innovation goes beyond the barriers of conventional thinking. By combining unequalled understanding of numerous industry sectors with proven mastery in many advanced technical spheres, Altran builds strategic partnerships with its clients to help them expand possibilities, overcome challenges and achieve their business goals.





# Warehouse automation

Ocado Altran



**Online grocer Ocado runs the world's most densely packed mobile network thanks to collaboration with Cambridge Consultants.**

Altran engineers invent a new radio design to build a wireless warehouse automation system that manages millions of items in real time.

When the world's leading online-only grocery retailer wanted an innovative, next generation warehouse, it was Altran expertise in 4G wireless system development and familiarity with platform technology that made it possible. Working in partnership with Altran's Cambridge Consultants team in the UK, Ocado now simultaneously controls the movements of hundreds of thousands of crates, filled with millions of grocery items, all in real time. In fact, Ocado's warehouse houses the most densely packed mobile network in the world.

Engineers at Cambridge Consultants, which has one of the world's largest independent wireless development teams, quickly understood that existing technology could not achieve Ocado's goal. But thanks to their expertise, they saw that a system based on 4G telecoms technology operating in the Wi-Fi frequency band could handle the job and coordinate thousands of fast-moving machines to within a fraction of a second.



# Internet of Things

Honeywell Altran



Aiming to reinforce its market leadership in the Benelux countries and break into new markets in Europe, Honeywell Customized Comfort Products (HCCP) needed a partner with expertise in the Internet of Things (IoT) and web connectivity. Using Altran's existing solutions on a license basis, HCCP was able to dramatically reduce time-to-market. In fact, thanks to Altran's Internet of Things Framework, which links product data to the cloud and makes it available to applications, the first version of protected cloud storage was realized in less than two months.

Working in close collaboration, HCCP and Altran experts also created a demo kit for Honeywell's OEM partners. One OEM partner is already selling the new ventilation system, which enables users to use their smartphones to communicate with their ventilation systems and provides system monitoring, service and maintenance. Building on the successful co-creation project, HCCP aims to expand cloud connectivity and storage to at least 100,000 ventilation systems over the next three years.

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## Honeywell evolves its ventilation systems thanks to Altran IoT expertise.

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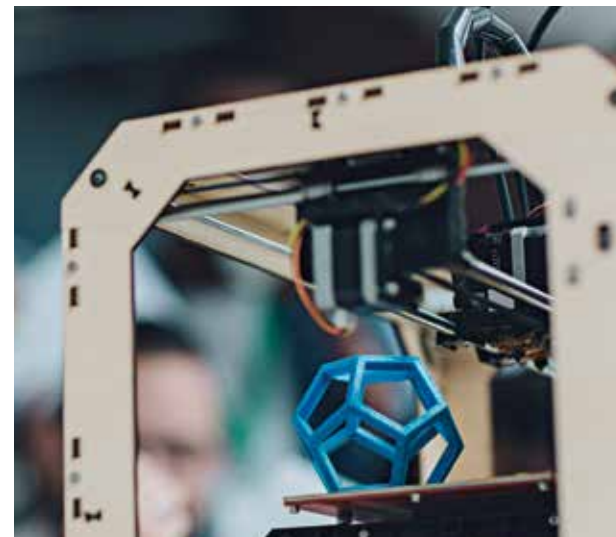
Honeywell Customized Comfort Products partners with Altran for co-creation of a connected ventilation system in less than six months.

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# 3D printing

Thales Alenia Space  
Italian Institute of Technology

Altran



What if, when astronauts and scientists working in space needed a spare part or tool, they could simply make it right inside their space station or vehicle? That's what Altran engineers are moving toward with the Portable Onboard Printer 3D delivered to the International Space Station (ISS) in December 2015. As prime contractor for the project, Altran is at the leading edge of disruptive 3D printing technology in space, exploring the possibilities and challenges of additive manufacturing.

Tests underway aboard the ISS will compare how 3D objects made in space compare to those made on earth. The project, in collaboration with Thales Alenia Space and the Italian Institute of Technology, represents the first step towards a future digital automated manufacturing facility on board the ISS, other manned spacecraft or for planetary colonies.

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## Space-age 3D printing gets its initial test run thanks to Altran innovation.

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An Altran-developed 3D Printer circles the earth aboard the international space station.

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# Network Operations

Nokia  Altran

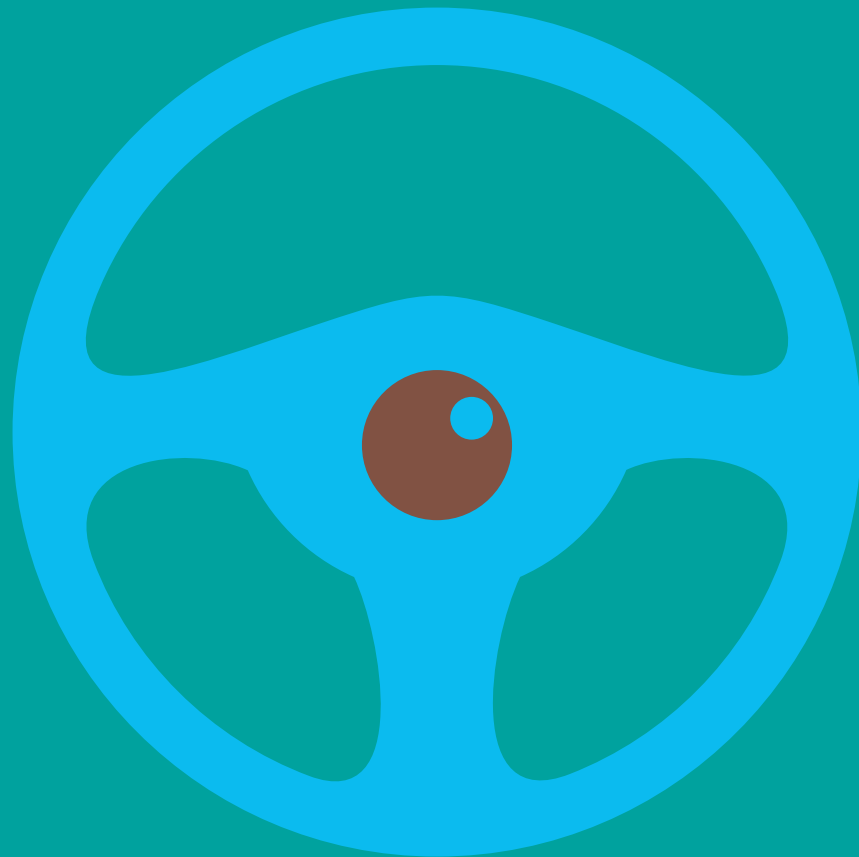
## Altran and Nokia Global Service Delivery teams join forces in India.

Altran experts team up with Nokia professionals to provide around-the-clock network services on a global basis through the Industrialized GlobalShore® model.

By working together with the client's own professionals at the Nokia Global Delivery Center (GDC) at two locations in India, Altran experts are helping Nokia enhance the competitiveness of its global customer support and services. Cooperation with Altran helps Nokia ensure the capacity and availability of expert services of its GDC operations, complementing the work of Nokia's own global service delivery professionals.

Telecom network operations are undergoing a major shift. To succeed in this new environment, telecom providers need to enhance network operations competitiveness, improve efficiency and reduce cost. Thanks to Altran's Industrialized GlobalShore® model, Nokia benefits from full life-cycle services. The resulting gains in flexibility, scale and speed enable Nokia to bring services and new commercial deployments to market faster.





# Intelligent vehicles

Jaguar Land Rover / Altran

**Strategic collaboration eliminates need to reinvent the automotive electronics wheel.**

Jaguar Land Rover and Altran combine forces to bring a revolutionary architecture to market in record time.

Jaguar Land Rover and Altran teams are combining cutting-edge industrial and engineering techniques with the processes, methods and tools of the consumer electronics industry to co-create a next-generation software platform. The result, CoherenSE®, will enable automakers to meet the challenges of major shifts in their markets, technology complexity and consumer expectations.



Thanks to a more flexible and secure platform, CoherenSE® will also help automakers use fewer computers and deploy highly integrated features such as Advanced Driver Assistance Systems (ADAS) and Autonomous Driving. The complexity of engineering automotive systems is skyrocketing, driven by the proliferation of new electronic controls and sensors, as well as the increase in software content to introduce more intelligence on-board. In fact, software now accounts for more than half of vehicle design and development cost. To save time as well as money, CoherenSE® introduces to the embedded world ideas that have proven effective in industries such as aerospace. In addition to reducing integration time and cost, the new approach cuts time-to-market, reduces spend on components, cuts vehicle weight, saves space and also increases flexibility and re-use during the product lifecycle.

# Life Sciences

University of Oxford 



**Tessella and the University of Oxford bring real-time global tracking to the fight against infectious diseases.**

Members of Altran's Tessella team brought their expertise in dealing with Big Data to build a system that tracks the risk of infectious diseases spreading anywhere worldwide.

For medical teams fighting the spread of infectious diseases, there's nothing more important than up-to-date tracking information. That's why a groundbreaking solution developed by Tessella and the University of Oxford offers so much promise. By combining the expertise of Oxford researchers in predicting and mapping disease risk with the ability of Altran's Tessella teams to manage huge amounts of data, the new system enables real-time tracking of disease risk.

Previously, techniques for developing disease risk maps were applied only to create static maps that could be out of date by the time they were ready. The Tessella/Oxford solution overcomes this by absorbing and filtering vast quantities of continuously collated data, extracted from Internet reports by HealthMap and others. The system continually updates its disease risk maps by using this data in conjunction with machine learning, an easy data validation interface and established modelling techniques.





Fully cognizant of its responsibilities as a leader in engineering and R&D services, Altran integrates responsible business policies and practices into its business strategy. As the company, its clients and its markets embark upon a series of substantial transformations, Altran management is revising and refining its responsible business approach. Altran's updated, enhanced responsible business program will align with and support the Altran 2020. Ignition transformation plan.



# RESPONSIBLE LEADERSHIP

# Adapting to change

Engaging its employees and supporting its clients in tackling sustainability challenges are the two main focus areas of Altran's responsible commitment.

The women and men of Altran, mostly experienced engineers with advanced training and diplomas, are spread worldwide. They represent Altran's most valuable asset. That's why the company's responsibility as an employer forms the cornerstone of its corporate responsibility commitment. Altran seeks to support employee skills, foster professional development, and protect health and safety. In addition, the company promotes diversity, dialogue and workplace quality of life, and supports

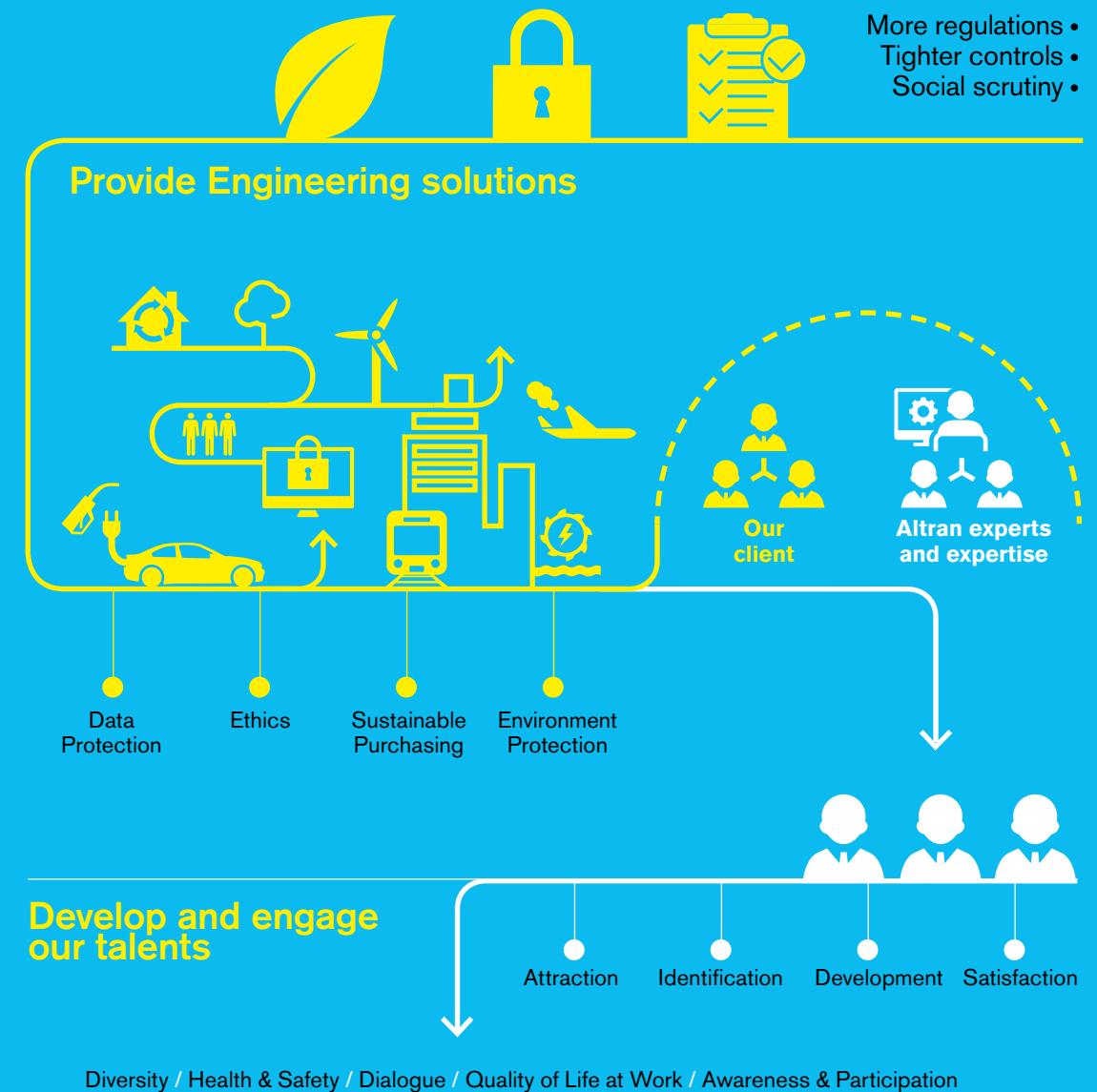
employee awareness and participation in the company's community-based initiatives.

Due to the nature of its business, Altran's direct environmental and safety impact and related risks are limited. In contrast, many of Altran's clients operate in high-impact sectors in which sustainability issues translate into engineering challenges.

Altran is committed to providing its clients with efficient and sustainable

engineering solutions as the principal way it can contribute to tackling today's challenges.

Altran began formalizing its corporate responsibility policies in 2008 and has progressed since then in response to stakeholder expectations. The company is pursuing its path towards sustainability by focusing on these two critical areas – nurturing employee talent and sustainable engineering solutions.





# Solar Impulse relying on Altran excellence and experience in aeronautics

The success of the Solar Impulse round-the-world flight depends on mission-critical routing and autopilot systems from Altran.

Few projects can match the engineering and technology challenges of Solar Impulse, which aims to achieve the world's first round-the-world flight in a solar-powered airplane. As one of the project's founding partners, Altran has contributed mainly in two critical areas: flight routing and autopilot. Routing is vital to ensure that the flight takes into account such challenges as changing weather conditions, altitude relative to the terrain, energy supply and volatile temperature variations.

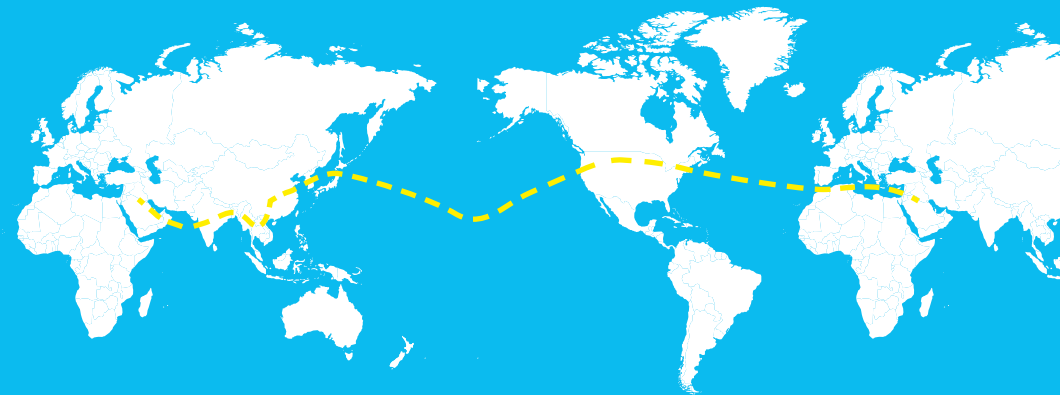
With a single pilot on board for flight legs that can last as long as five days and nights, the autopilot and pilot alert system are likewise mission-critical. The Stabilization Augmentation System from Altran is the basic autopilot that maintains the aircraft's altitude and trajectory. The Altran Monitoring and Alerting System (MAS), designed on high reliability methodology, compares the intended trajectory to the actual one and alerts the pilot to potential issues.

At this writing, Solar Impulse was set to complete its round-the-world in summer 2016.



Altran experts  
Mission Control  
Center in Monaco

Solar Impulse 2 achieved the longest solo endurance flight ever, totalling 117 hours. A bold challenge and an epic adventure achieved by two pioneers to inspire people.



9/13  
Flights



19,957 km  
Cumulated  
distance



254h58m  
Cumulated  
flight time



6 Altran engineers  
from 3 countries  
working on RTW



3,116,000  
tested routes  
for the RTW



192h  
MAS and/or  
SAS utilization  
during flight time





# Contributing to the battle against global warming

Altran benefits from a relatively modest carbon footprint, which helps explain why Altran's principal contributions to the effort to reduce greenhouse gas emissions are indirect, achieved on behalf of clients.

Altran helps clients combat global warming in three critical sectors: energy, automotive and aeronautics.

In the energy sector, which accounts for 25% of global greenhouse gas emissions, Altran innovation enables clients to enhance energy efficiency, develop new technology for nuclear reactors, lessen the environmental impact of fossil fuel production and develop renewable energy sources.

Altran engineers focus on multiple aspects of automotive production and vehicle design and

performance to help clients achieve their global warming goals. For example, to help reduce fuel consumption, Altran is helping automakers downsize engines and deploy engine Start&Stop systems. And Altran's "design to weight" approach increases use of lightweight materials.

In the aeronautics industry, Altran helps customers reduce aircraft fuel consumption through weight reduction and engine and flight plan optimizations. Altran is also contributing to the development of a more electric airplane as well as solar plane and drone projects.



Altran  
E-Cockpit  
project

## Energies

Altran helps companies in the energy sector develop a low carbon energy mix and optimize energy efficiency.



Energy  
efficiency



Nuclear  
energy



Optimization  
of non-renewable  
energies



Renewable  
energies



Study of climatic  
phenomena

## Automotive

Altran develops innovative powertrain technologies while optimizing vehicles using traditional fuel. The Group helps reduce the impact of automobile manufacturing and use on the climate.



Production



Body  
equipment



Reduction  
of fuel  
consumption



Hybrid  
vehicles



Electric  
vehicles

## Aeronautics

Altran helps in the reduction of aircraft fuel consumption through weight reduction and engine and flight-plan optimization. Altran is also participating in the development of a more electric airplane, as well as solar plane and drone projects.



More electrical  
plane



Reduction  
of fuel  
consumption



Solar  
energy



Weight  
reduction



Flight  
plans

# Engaged people

Altran's Engaged People program is designed to embark all employees on the transformation journey, cementing their commitment while ensuring their well-being and fair treatment.

Success in the demanding engineering and R&D services industry depends on each individual's engagement. That's why Altran is formulating a long-term program to ensure that every member of the Altran team fully understands and commits to the company's transformation.

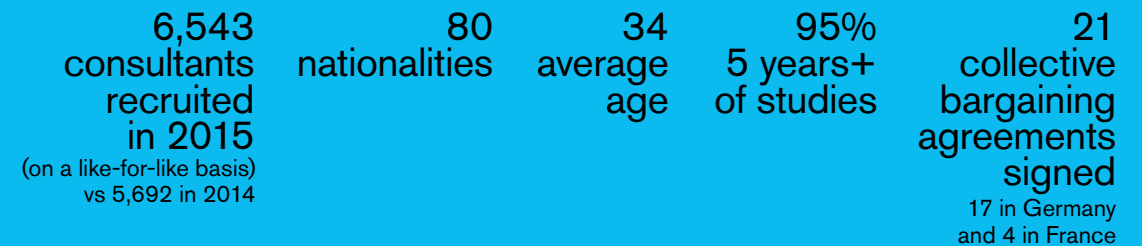
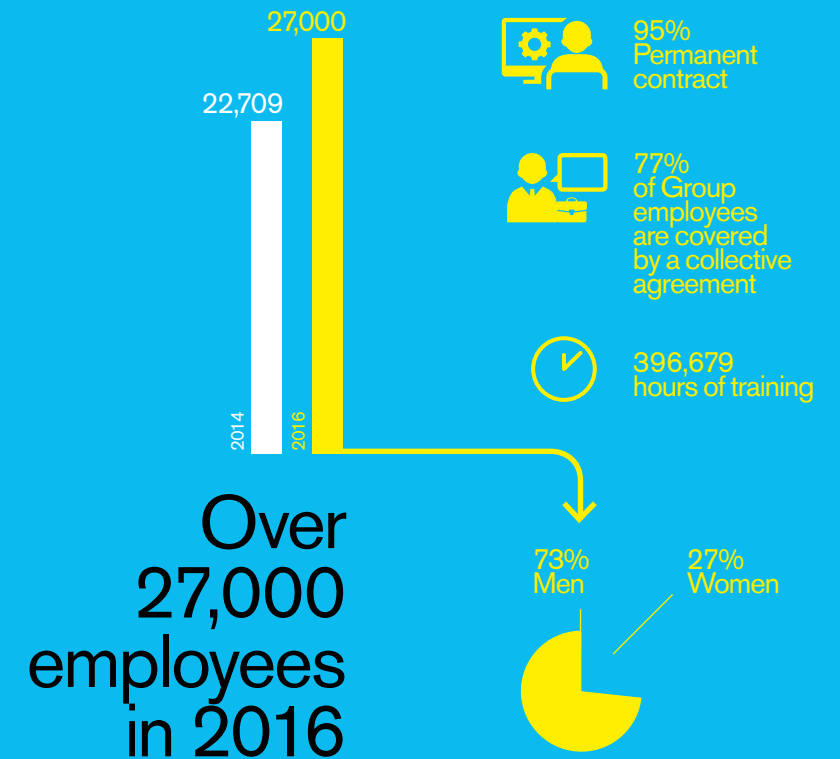
In recent years, Altran developed a program focused on optimizing its organization through enhancement of the career path and performance management. All Altran employees benefit from a common framework for defining career paths, competence mapping, assessment and development.

The Engaged People program, built on this global approach, lies at the center of the Altran 2020. Ignition transformation plan. The company is committed to improving the work environment and creating a common management style and culture across the group. This will ensure that each Altran team member fully understands how her or his role fits into the larger picture and how individual and collective success are inextricably tied together. The program will nurture commitment, and satisfy client demand for excellence while ensuring employee commitment.



Bangalore, India

## Human potential



### Morocco: A Trained, Motivated Team Drives the Industrialized GlobalShore® Approach

With their proven ability to support innovation projects for clients in the automotive industry, the members of the Altran team in Morocco play a critical role. Based in Casablanca, Altran Morocco counted 800 team members after its first two years in operation. Targeted for continued rapid growth as the Industrialized GlobalShore® effort expands, Altran management in Morocco is determined to continue to attract and retain the best candidates while developing skills through extensive training.

Members of the Altran team in Morocco benefit from a year-round activity program that includes sports and social activities and an annual gathering. Spacious open areas, dedicated meeting rooms and exchange spaces help promote collaborative work.

### Attracting More Women to Engineering

To demonstrate its commitment to bring more women into engineering and technical fields, Altran sponsored the Creativity Lab at the October 2015 annual global meeting of the Women's Forum for the fourth consecutive year. The Creativity Lab is one way Altran helps inspire women leaders and share valuable insights on topics such as open innovation and crafting the future of work.

Established in 2005, The Women's Forum for the Economy and Society is an international platform looking at major social and economic issues from women's perspectives. In addition to support for the Women's Forum, a group of Altran directors launched a "women in engineering" network in 2013, to strengthen the position of female engineers in all scientific fields and facilitate their access to top management positions.

### Building Solidarity with Local Communities

Altran employees support a variety of initiatives designed to support charitable programs, bring people together and raise awareness of critical public issues.

In Belgium for example, Big Sweater Day began with a drop in the heating temperature in company officers, to sensitize people to climate change and encourage them to contribute to a clothing drive. Several members of the Altran team in Italy contributed one day of their time to the "volontari per un giorno" (volunteers for a day) program.

In Spain, Altran people took their children along to participate in a nature demonstration as part of International Environment Day.



Casablanca  
Morocco

Women's  
Forum  
France





# Strong growth in 2015 results and rapid implementation of new Strategic Plan

€1.945 bn  
2015 revenues  
+11% on 2014

€186 million  
2015 operating income  
on ordinary activities  
+13% on 2014

€92 million  
2015 free cash flow  
equivalent to 4.7% of revenues

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## Revenue breakdown by sector

25%  
Energy,  
Industry  
and Life  
Sciences

24%  
Aerospace,  
Defence  
and Railway

23%  
Automotive,  
Infrastructure  
and  
Transportation

16%  
Telecoms  
and Media

12%  
Financial  
Services  
and Public  
Sector

### 2015 Yearbook

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