



— AGILE ENGINEERING

2016 YEARBOOK

ALTRAN TECHNOLOGIES
Public limited liability company
with a share capital of 87,900,132.50 euros
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@altran #Altran2020

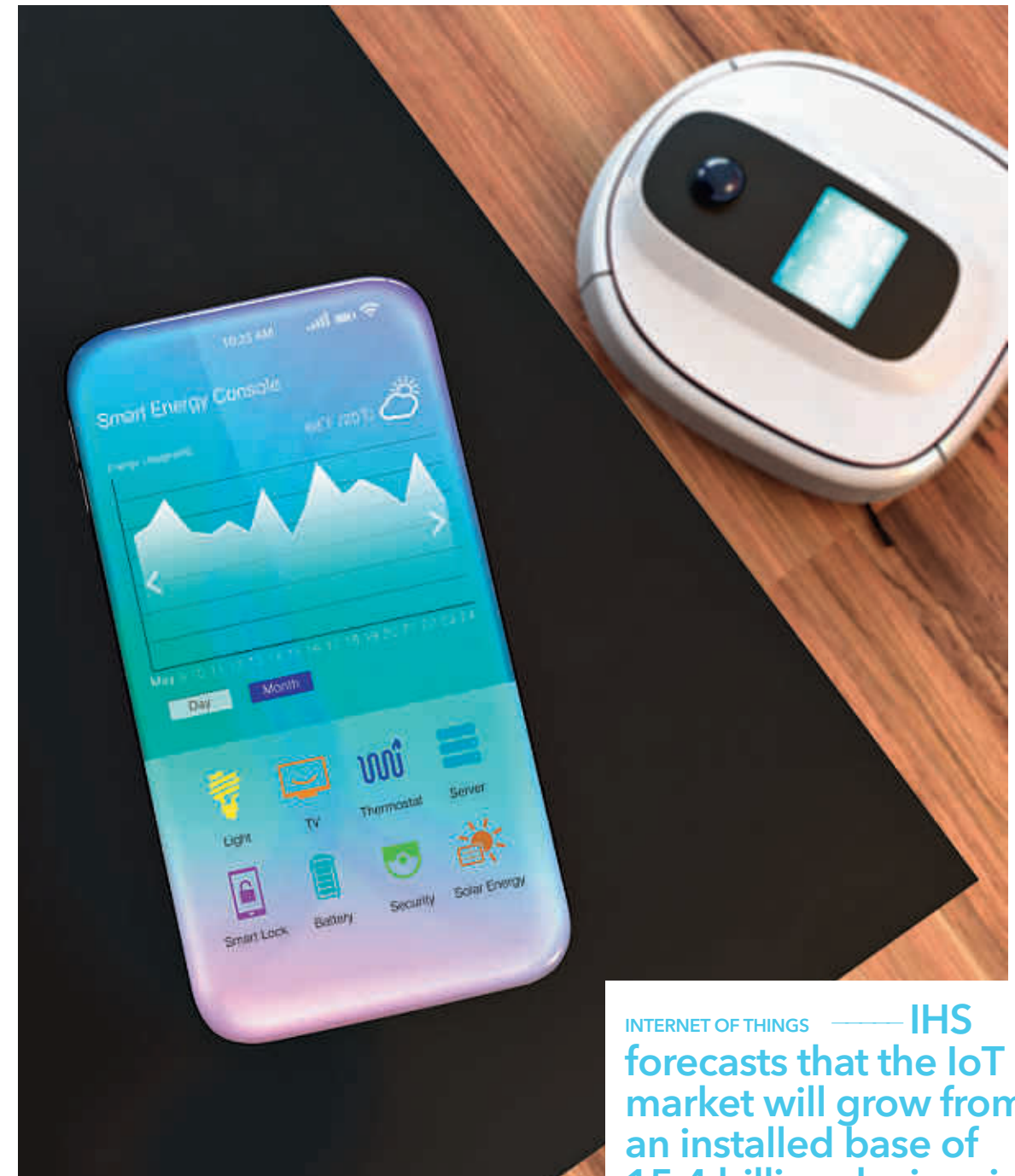
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— As R&D becomes the very lifeblood of sustainable business success, Altran partners with its clients to help them achieve maximum benefits from their innovation investments, initiatives and cooperation. By providing a growing portfolio of engineering services and solutions, Altran enables its clients to bring products to the market quicker, seize the opportunities of disruptive technologies, overcome growing regulatory challenges, increase the productivity of their ER&D spend and reinforce distinctive competitive advantages.

ARTIFICIAL INTELLIGENCE — Google's DeepMind computer considered 10,360 possible moves and learned from 30 million moves to win match against world "Go" champion.



INTERNET OF THINGS — IHS forecasts that the IoT market will grow from an installed base of 15.4 billion devices in 2015 to 30.7 billion devices in 2020 and 75.4 billion in 2025.

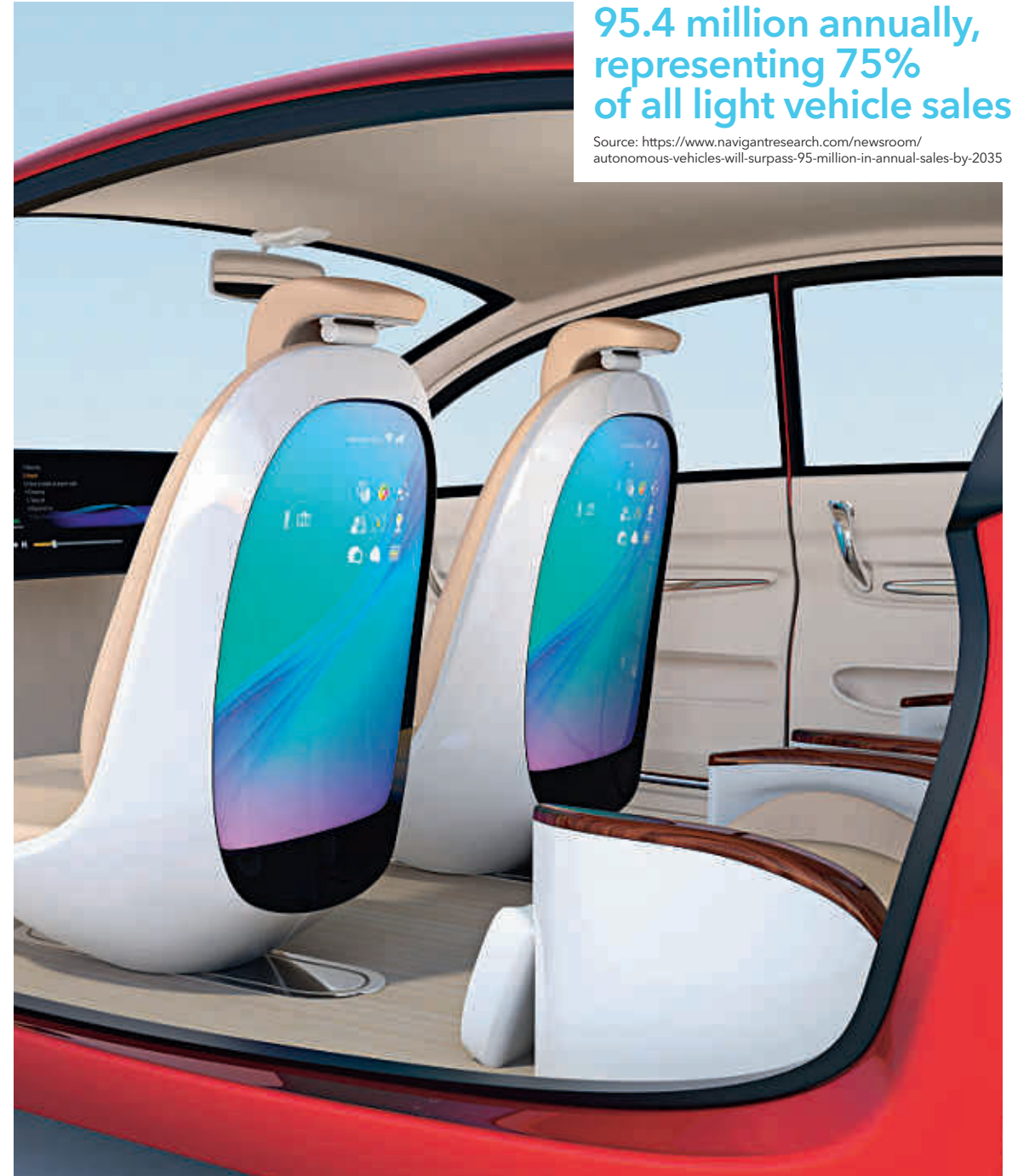
Source: <https://www.ihs.com/Info/0416/internet-of-things>



INDUSTRY 4.0 — **+1.4 million** new industrial robots will be installed in factories around the world, by 2019, says the International Federation of Robotics.

AUTONOMOUS CARS — **By 2035,** sales of autonomous vehicles would reach 95.4 million annually, representing 75% of all light vehicle sales.

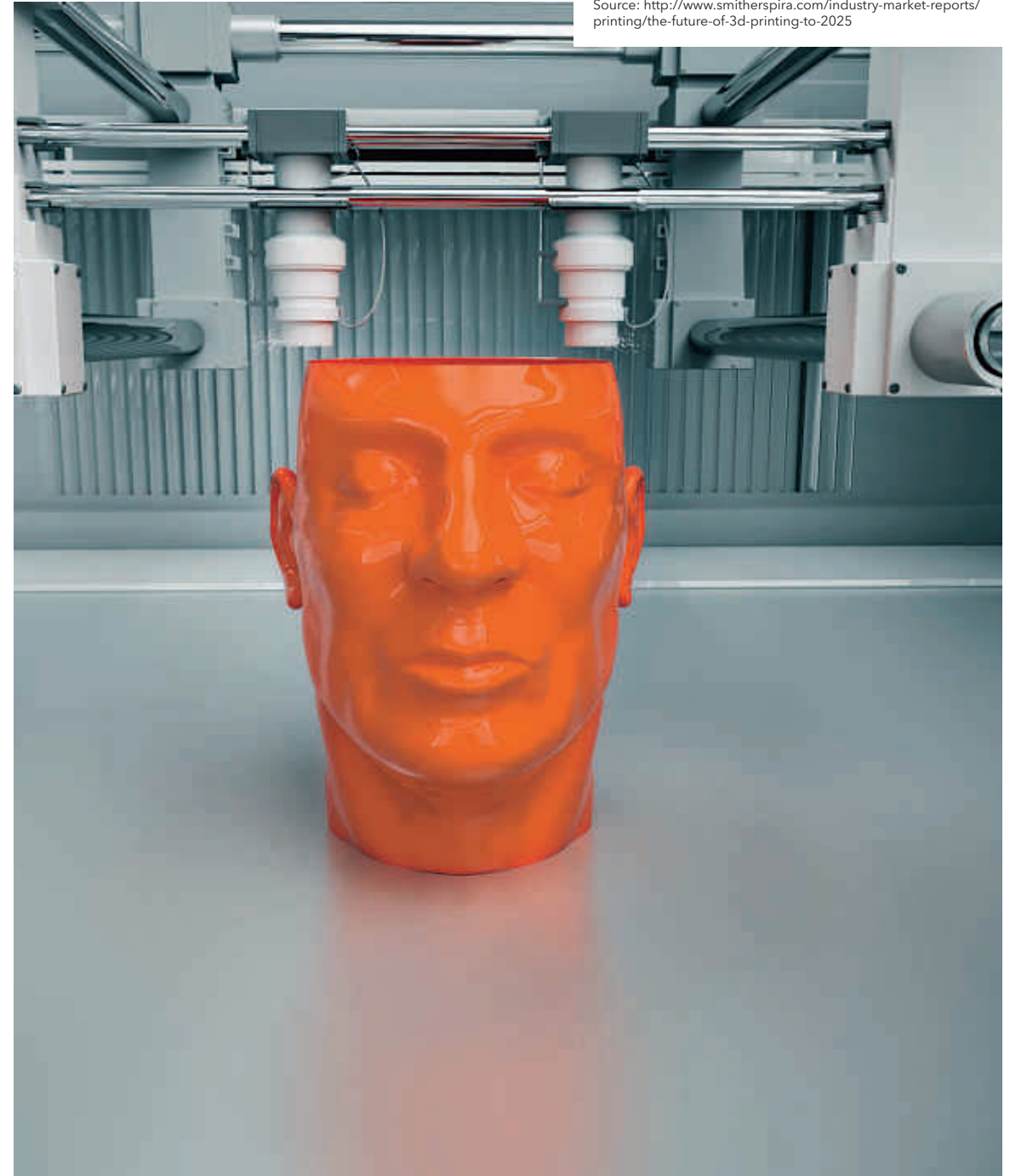
Source: <https://www.navigantresearch.com/newsroom/autonomous-vehicles-will-surpass-95-million-in-annual-sales-by-2035>





BIG DATA — Everyday business and consumer life creates 2.5 quintillion bytes of data.

Source: <https://www-01.ibm.com/software/data/bigdata/what-is-big-data>



3D PRINTING — The sector is forecast to grow to \$49 billion in 2025.

Source: <http://www.smitherspira.com/industry-market-reports/printing/the-future-of-3d-printing-to-2025>

Profile & activities



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

AMERICAS
Canada
Mexico
USA

EUROPE
Austria
Belgium
Czech Republic
France
Germany
Italy
Luxembourg
Morocco

Netherlands
Norway
Portugal
Romania
Spain
Sweden
Switzerland
Ukraine
United Kingdom

ASIA
China
India
Malaysia
Middle East



300

No of Altran's clients part of the world's top 500 companies



30,000

Number of employees



+20

Countries of operation

ALTRAN 2020. IGNITION STRATEGY

Goals

Performance
Propose more added-value solutions

Agility
Deliver the best service capabilities available all over the world

Expansion
Expand our presence internationally

2020 revenues
€3 bn



2016 revenues
€2.120 bn

Delivering augmented value



2020 EBIT
13% of turnover

Drivers



7 World Class Centers

Altran World Class Centers help ensure that clients everywhere can benefit from Altran first-rate expertise. From high-value consulting to packaged solutions and shared innovation, Altran's unmatched series of specialized centers focus on some key areas.



4 Global Delivery Centers

The Industrialized GlobalShore® approach of Altran helps clients optimize engineering and R&D resources on a global scale by selecting the optimal, personalized mix of front - end & back - end services & solutions.



Operational performance

Altran is dedicated to constantly enhancing operational performance to reinforce competitive advantage. For clients, this translates into constant attention to solutions that enhance business performance and results.

MESSAGE FROM THE CHAIRMAN & CEO
DOMINIQUE CERUTTI

— Altran goes beyond the industry's traditional capacity augmentation model by helping clients decide what to do, helping them do it, and doing it for them.

Market leadership means more than being the largest. True leadership requires insight into the forces that are shaping and conditioning the future, coupled with the understanding to lead an industry forward. As the foremost provider of engineering and research & development services, Altran is passionate and fully assumes its leadership roles and responsibilities.

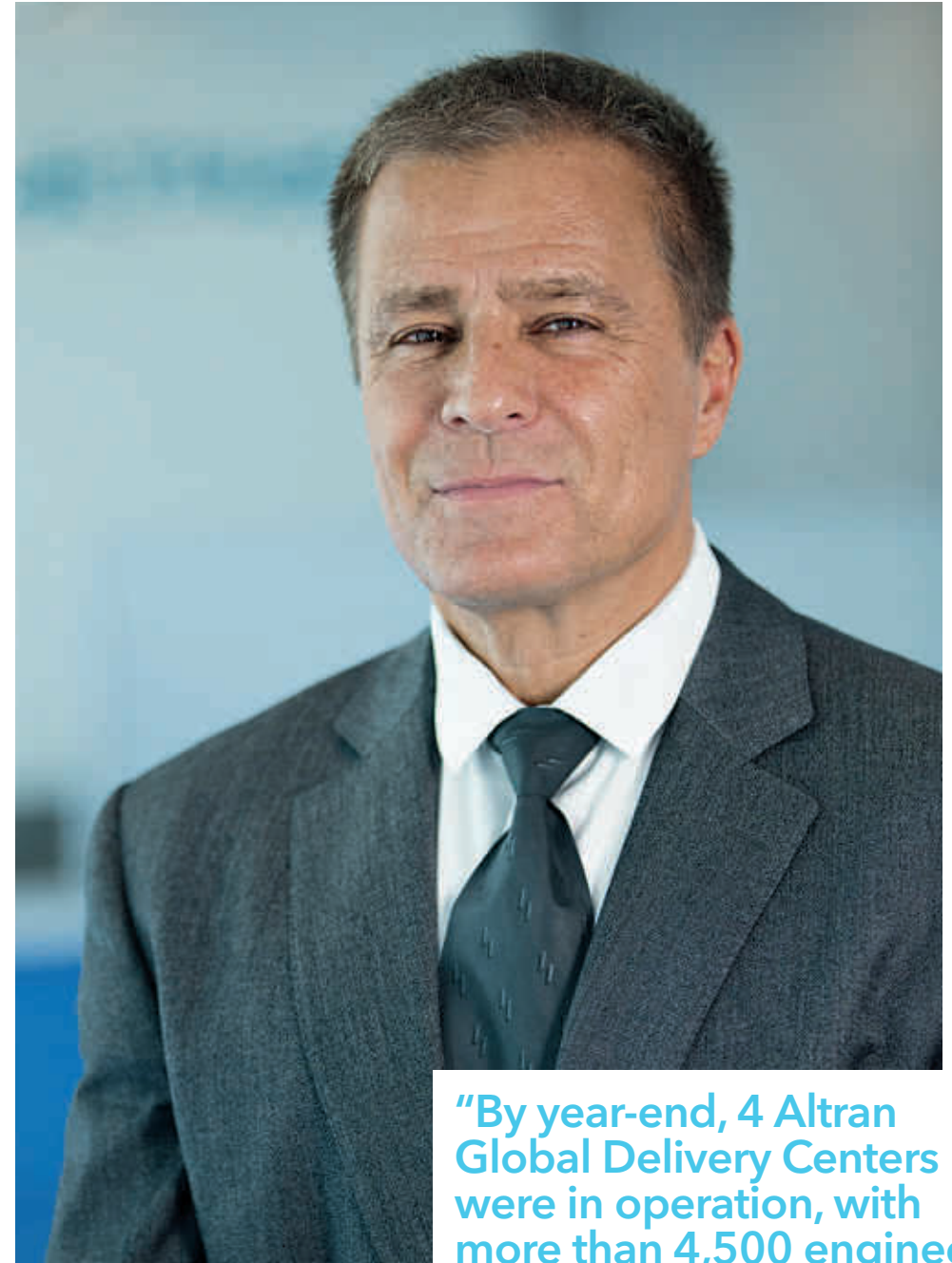
As we work alongside our customers worldwide, we see that, more than ever, R&D drives revenue growth and profitability. In the OECD countries, R&D spending has doubled over the past twenty years. Competitive pressures continue to drive higher spending, with large corporations investing billions of dollars annually to stay atop in such areas as autonomous driving, industrial digitization and digital health.

It's not just a matter of keeping up with the latest technology. Leading corporations rely on research and development to meet critical competitive challenges such as time-to-market, digital disruption, breakthrough technologies, tougher regulations, need to differentiate, and the ability to compete on a global scale.

No company, no matter how large, can do everything itself. That's why corporations want to focus their internal resources on core programs and work in partnerships to optimize the rest. That means they are placing a higher priority on sourcing the right global expertise, accelerating their abilities to deliver innovation and to master cutting-edge technologies and software. All of these factors are driving the need for a new sourcing model and a new range of sourcing partnership options. *Altran 2020. Ignition* is the Altran response.

Faced with growing challenges and limited resources, an organization's ongoing business success often depends on finding the right allocation of R&D resources. As part of the *Altran 2020. Ignition* plan, the company has reconfigured and expanded its portfolio of services to anticipate evolving client needs.

Altran goes beyond the industry's traditional capacity augmentation model by helping clients decide what to do, helping them do it, and doing it for them. That translates into a broad services portfolio.



"By year-end, 4 Altran Global Delivery Centers were in operation, with more than 4,500 engineers on hand and an increase of nearly 200%."

— Dominique Cerutti

+25%

of revenue growth driven by strategic acquisitions in the Americas and China in 2016

+29.1%

of gross margin increase in 2016

A breakdown of 2016 revenues shows that we have begun augmenting the value we deliver to our clients. The number of contracts signed amounting to more than one million euros increased by 25%. The Altran Consulting group was launched in 2016, with three practices: foundational transformations, innovation and design, and disruptive technologies and solutions.

The establishment of a series of World Class Centers (WCC) is one of the foundational innovations in the *Altran 2020. Ignition* plan. Four World Class Centers were in operation in 2016, serving client needs in IoT Solutions, Analytics, Passive safety and Life Sciences Process Excellence. By year-end, three new WCCs had been launched in Advanced Networks, Advanced Manufacturing and Innovation & Design.

The acquisition of Synapse, a US design and product development company, strengthened our capability to provide Innovation product development services. The acquisitions of Swell in the Czech Republic and Benteler Engineering

in Germany reinforced the automotive engineering and design capabilities available to German automakers. The acquisition of India-based Pricol technologies expanded automotive engineering expertise, especially for US- and UK-based clients.

By year-end, 4 Altran Global Delivery Centers were in operation, with more than 4,500 engineers on hand, an increase of nearly 200% year-on-year. Designed to provide premium performance with speed, efficiency and quality, these delivery centers are located in low-cost geographies to serve clients directly as well as other Altran units. The four operation centers are in Eastern Europe, India, Morocco and Portugal.

Lohika, a software engineering firm based in the US, reinforced our Industrialized GlobalShore® capabilities with its strong delivery capacity in Eastern Europe. The Pricol technologies acquisition likewise expanded Industrialized GlobalShore® options for clients.

Strategic acquisitions drove revenue growth of more than 25% in the Americas and Asia in 2016. This growth contributes to our ongoing build up strategy aiming at establishing a scalable structure in the US.

Thanks in part to these systems, organic revenue growth accelerated to 5.9%. Gross margin increased to 29.1% in 2016 (vs. 28.7% in 2015); SG&A decreased to 18.7% of revenue (vs. 19.1% the previous year); and EBIT grew to 10.4% of revenue (compared to 9.6% in 2015).

No strategic plan can succeed without the full support of the team that must implement it. The Engaged People initiative, launched in 2016, is designed to foster the commitment of every member of the Altran team to their work. The first step was to survey and understand employees' most pressing concerns and to address them at local level. Over the course of 2016, senior management also defined the corporate measures critical to the success of the *Altran 2020. Ignition* plan.

With implementation of the plan underway, initial reactions from clients are overwhelmingly positive. Their acceptance is demonstrated in our annual results. Our net result increased by 21.7%; our operating result grew by 18.2% and our 2016 revenues, at €2.12 billion, were 9% higher than 2015.

As our clients face increasingly tough business challenges, our role is to help them enhance their agility, i.e., the dynamism and flexibility that will enable them to meet these challenges.

Strengthened by the commitment and determination of the members of the Altran team and the progress achieved to date, we are on the path towards success.

"The establishment of a series of World Class Centers (WCC) is one of the foundational innovations in the *Altran 2020. Ignition* plan. Three new WCCs had been launched in Advanced Networks, Advanced Manufacturing and Innovation & Design."

— Dominique Cerutti

OUR FINANCIAL PERFORMANCES

€2.120 bn

2016 Revenues (+9.0% reported growth on 2015)

€220 M

2016 EBIT (+18.2% year-over-year)

€122 M

2016 Net income (+21.9% year-over-year)

REVENUE BREAKDOWN BY SECTOR

26%

Energy, Industrials & Electronics,
Life Sciences

23%

Aerospace, Defense
and Railway

12%

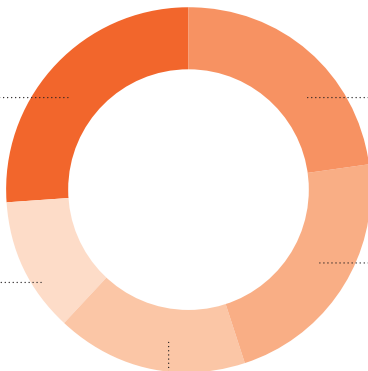
Financial Services
and Public Sector

22%

Automotive, Infrastructure
and Transportation

17%

Telecoms and Media



How to deliver augmented value to clients?

— HOW TO DELIVER AUGMENTED VALUE TO CLIENTS?





Building partnerships to expand possibilities

Connecting innovators across organizations is a critical ingredient of the augmented value pillar of *Altran 2020. Ignition*. By partnering with research outfits, startups and other industrials, Altran's goal is to invent out-of-the-box approaches for clients to expand the nature and range of possibilities open to them.

By partnering in innovative ways, Altran's ecosystem and clients can overcome challenges that might otherwise seem insurmountable. To do so, Altran offers a flexible, broad range of options beyond traditional approaches, from codevelopment and joint-development to collaborative, shared business arrangements. By building strategic relationships with business partners, Altran expands the breadth and depth of the expertise it delivers to clients. Such partnerships are mutually beneficial for partners as they are supported by Altran in developing their core technologies and going to market.

—1 H2Scan

Altran's strategic development partnership with H2Scan is helping propel Altran's US energy business in the Internet of Things. The alliance with the California-based specialist in hydrogen sensors is key to Altran's transformation into a higher value-added digitized global provider.

—2 Divergent 3D

Altran is working in close collaboration with Los Angeles-based Divergent Technologies to revolutionize the way cars and other complex products are designed and manufactured. Divergent has won wide acclaim for its innovative production process, built around a software/hardware platform enabled by 3D printing. Together, Altran and Divergent plan to deploy revolutionary auto production technologies in the US, Europe and China.

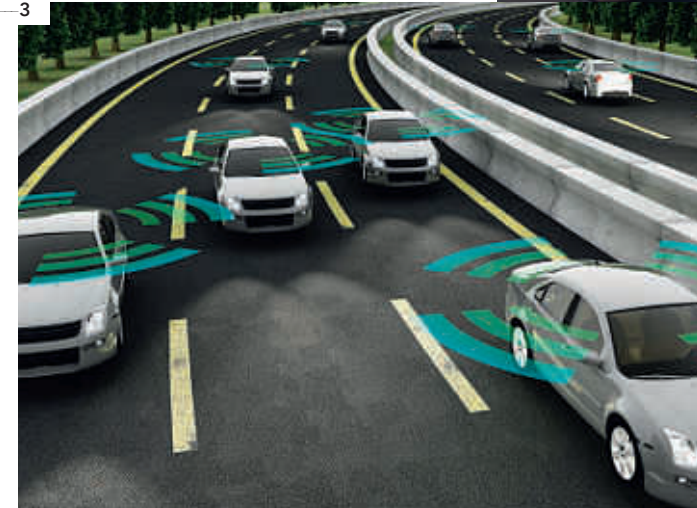


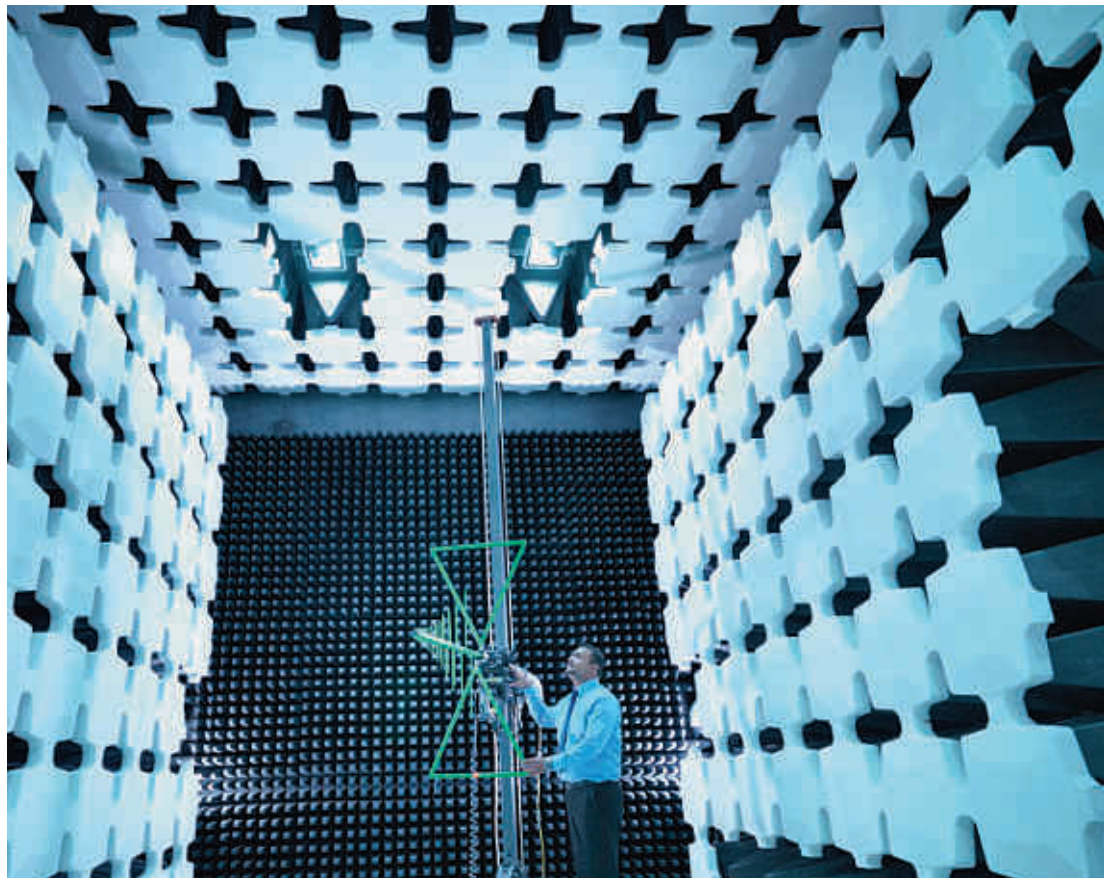
—3 eMapgo

Altran provides customers in China with complete service in the autonomous driving domain thanks to its strategic partnership with EMG (eMapgo). A leader in high-quality location-based services for the automotive industry, EMG enables Altran to provide the full range of its VueForge® services for Advanced Driver Assistance Systems (ADAS) verification.



—3





Delivering the best of Altran to clients worldwide

Altran's World Class Centers help clients access their ER&D expertise in sought after domains at the right cost by ensuring we never reinvent the wheel. By providing high value-added consulting, packaged solutions and shared innovation, the World Class Centers help clients leverage Altran's expertise to achieve their business goals.

Established as part of the *Altran 2020. Ignition* plan, Altran's 7 World Class Centers enable clients to reap the benefits of Altran's expertise and intellectual property in critical domains including the Internet of Things, Analytics, Life Sciences Process Excellence, Advanced Networks and Passive Safety. As the number of these centers grows to 15 by the end of 2020, they are expanding to encompass such burgeoning fields as Advanced Manufacturing, Innovation & Design, and more.

—1 Advanced Networks

With a unique set up of network engineers and experts, and more than two decades experience building understanding of telecom ecosystems, Altran's World Class Center for Advanced Networks helps clients design, integrate and manage new network technologies such as SDN NFV or 5G. By delivering end-to-end network engineering services, Altran specialists enable clients to leverage high-speed broadband technologies to generate new revenue flows.



—2 Advanced Manufacturing

The Advanced Manufacturing World Class Center partners with clients to implement the latest industrial 4.0 technologies. Technology consulting services identify the optimum path to Manufacturing 4.0 while strategy and roadmap support are built to rigorous return-on-investment specs. Thanks to Manufacturing 4.0 transformation services, Altran experts help ensure that plans are implemented across the client organization, through to the shop floor, and deliver quantified improvement in manufacturing performance.



—3 Innovation & Design

The focus is on creating new experiences, products and services to deliver competitive advantage for clients at the Altran Innovation & Design World Class Center. Altran experts help clients anticipate needs by analyzing data and trends, and then work with client teams to generate solutions that creatively meet challenges. Implementation support ensures that concepts or solutions evolve into a viable, efficient business model, while transformation services enable clients to enhance innovation by reshaping and revitalizing their processes and organizations.





Delivering seamless, end-to-end engineering and R&D services

Capitalizing on its Global Delivery Centers, Altran's Industrialized GlobalShore® model enables clients to have easy access to some of the world's most highly skilled engineers and accomplished R&D experts. The company's distinctive industrial approach provides seasoned talent on demand, allowing clients to optimize their own resource pool and enhance their total cost of ownership.

Thanks to Altran's unique Industrialized GlobalShore® approach, clients are able to select and blend from multiple locations the services that best suits their particular needs. With a broad range of specific vertical industry expertise and experience, and service centers operating as industrial production facilities, Altran offers clients the world's most flexible, cost-efficient set of engineering and R&D options. Industrialization means that all Global Delivery Centers are standardized, streamlined, and automated. All Altran processes, methods and tools have been engineered to ensure operational excellence along with consistency across all sites. And because Altran centers are designed to serve very large clients, they offer scalability and economies of scale for all customers.

—1 Developing the world's first industrialized supply chain network

Altran has expanded the workforce at its four Global Delivery Centers nearly tenfold over the past two years. By the end of 2016, the centers – in Morocco, Portugal, India and Eastern Europe – counted over 4,500 team members. Additional centers will be added over the next four years, with a projected headcount of more than 10,000 experts by the end of 2020.



—2 Helping client meet the challenges of a fast-changing market

Nearly 700 engineers and distinguished engineers provide clients and Independent Software Vendors with a wide range of skills and experience at the Eastern European Delivery Centers. Members of the Altran team focus in particular on cutting-edge software product engineering and serving client needs in the Energy, Telecom & Media, and Finance & Public sectors. Specific services include architecture & design, technology selection, development, testing, and quality assurance/automation.

—3 Undertaking a new challenge for Biovotion

When Biovotion needed native mobile applications for its flagship medical monitoring product, it turned to Altran for help. Experts at the Altran Global Delivery Center in Portugal provided high-performance apps for both iOS and Android platforms, including a sophisticated user interface. The apps integrated into Biovotion's wearable Vital Sign Monitoring armband device can even accommodate multiple users.



6 key activities

Consulting
Digital
Engineering
World Class Centers
Industrialized GlobalShore®
Innovative product development

2016 success

+16%

Number of customers with revenues above €20 million

+25%

Number of deals above €1 million value

9 industries

Delivering
high value
innovations
across



Automotive



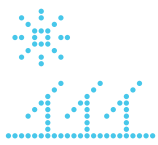
Aeronautics



Space, Defense
& Naval



Rail, Infrastructure
& Transportation



Energy



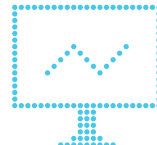
Industrials
& Electronics



Life Sciences



Telecoms & Media



Finance
& Public sector

— HOW DOES ALTRAN RESPOND TO CLIENTS' R&D CHALLENGES?



IRIDIUM

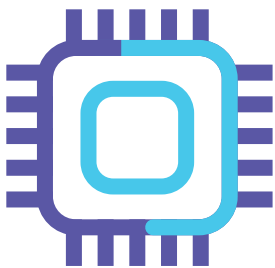
Enabling the world’s leading LEO satellite company to design, develop and deliver a new handset in just fourteen months

Iridium communication’s customers require a rugged, dependable handset design that works everywhere - from a ship at sea to an arctic camp. The long-standing partnership between Iridium and Cambridge Consultants, part of the Altran Group, enabled the groundbreaking satellite communications provider to minimize R&D spending while rapidly bringing to market game-changing handsets. Iridium also relied on Altran’s support to extend its product range into the maritime market and for the technology underlying its unique next-generation satellite broadband service.



Designing a new satellite handset

To provide reliable communications in locations where no other handset in the world can operate.



Cambridge Consultants

All the work was carried out within Cambridge Consultants, enabling rapid development times and the highest quality.



New features

- new hands-free speakerphone
- location-based services
- an emergency call



Manufacturing and test capability

Altran defined production test approach and then supported transfer into high-volume manufacture.

THE KEY TO SUCCESS

As ongoing developer of Iridium’s core platform technology, including handsets, voice/data modems and maritime products, Altran was ideally positioned to move from product definition to production release within the client’s tight deadline. Altran experts also delivered initial prototypes for Iridium’s CertusSM broadband service.

OUR UNIQUE SOLUTIONS

Iridium’s new handset provided performance improvements and new features such as location-based services, an emergency call feature and a new speakerphone that supported hands-free operation in outdoor environments with high background noise. After fourteen years of partnership, Iridium considers Altran part of its integral engineering team.

14 months

From initial design to volume manufacturing

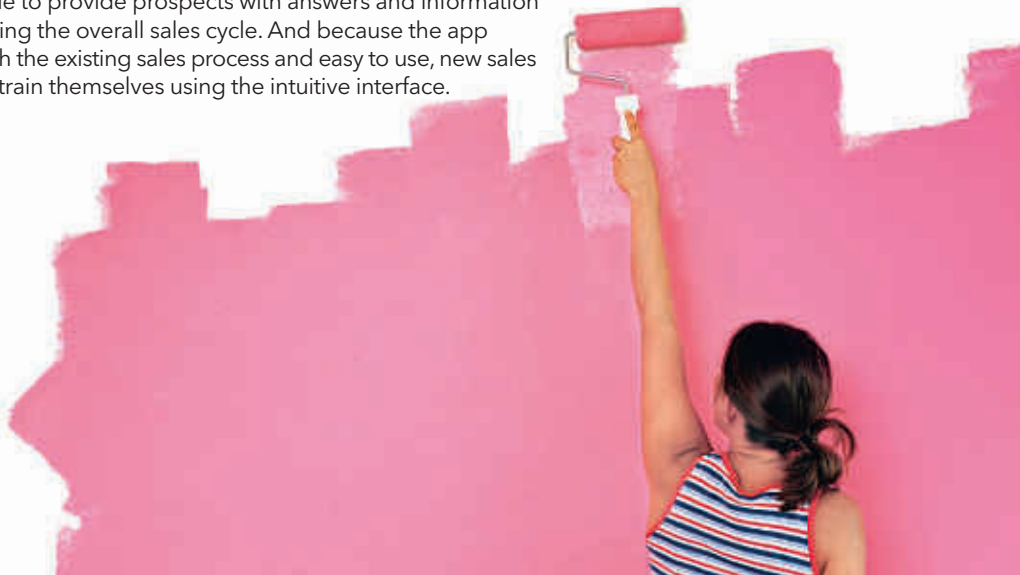
4 continents

The development team was spanned across the world

AKZONOBEL

Altran helps a leading global paints and coating company to develop a new iPad app that delivers increased sales

With a catalog of over 4,000 products updated weekly, AkzoNobel needed a way to keep its sales force motivated, up-to-date and efficient. A sales app for iPad developed by Altran Tessella, solved the problem. A leading global paints and coatings company and a major producer of specialty chemicals, AkzoNobel has seen increased sales, a shorter sales cycle and a much more confident sales team thanks to the app. Sales people are able to provide prospects with answers and information on the spot, shortening the overall sales cycle. And because the app is closely aligned with the existing sales process and easy to use, new sales team members can train themselves using the intuitive interface.



THE KEY TO SUCCESS

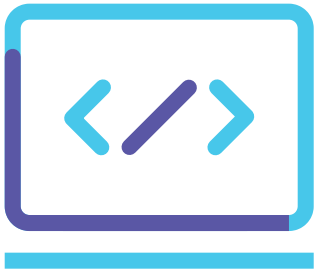
The iterative approach used by Tessella experts was critical to the success of the project. During development, each successful iteration demonstrated that the app would deliver measurable business value.

OUR UNIQUE SOLUTIONS

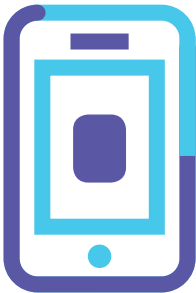
To guarantee complete consistency across all sales activity, the app's content is managed from a single, centralized database, which is updated weekly and automatically "pushed" out to the sales team. The app also contains all of the documents the sales force needs in one location, eliminating the need for multiple pieces of software and the use of disparate files.



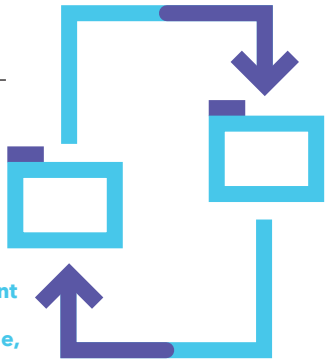
The challenge:
Give AkzoNobel's sales force the right tool to be performant and motivated



First stage: Development with the agile methodology
Second stage: Testing
Third stage: Product demo
Fourth stage: Validation and deliverables



The overall benefits of the app:
- Providing prospects with answers and information on the spot
- Shortening the overall sales cycle



Management of the app from a single, centralized database

1,000

Complex products updated daily by AkzoNobel

100

People who access and edits AkzoNobel's sales documentation

11

Languages already available in the new app, deployed worldwide

SOLAR IMPULSE

Altran partners with first-ever round-the-world solar-powered flight

After 17 legs and nearly 25,000 miles (40,000 km), Solar Impulse (SI2) completed its successful round-the-world flight in August 2016. Altran was among the key partners supporting the daring project. In fact, Altran was involved in the initiative for thirteen years, making it the longest-running Solar Impulse partner. The Group's contribution highlighted the expertise of its engineers in aeronautics and fulfilled three critical project requirements:

- Development of the flight strategy and creation of flight plans.
- With only solar power, developing flight plans that optimized energy usage and took into account real-time changes in weather, wind, temperature and other variables was critical to the mission's success
- Creation and maintenance of the aircraft's stability enhancement system. The so-called virtual copilot assisted the solo pilot aboard during long-distance flights that ran as long as five days and nights
- Safety studies and analyses to guarantee the aircraft's compliance with regulations and ensure issuance of certifications and flight permits



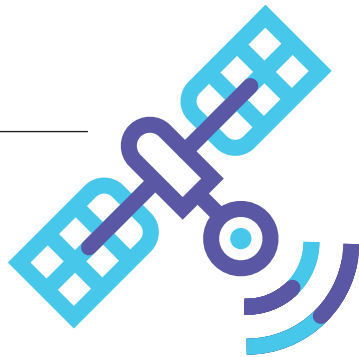
Flight plans for a departure and an arrival in Abu Dhabi
To Oman, India, Myanmar, China, Japan, USA, back to Europe and arrival in Abu Dhabi.



Solar energy produced
11,000 kWh



Flying day and night
for a total of 550 hours in 23 days
Record-breaking solo flight of 5 days and 5 nights without fuel.



17,000
route simulations

THE KEY TO SUCCESS

The ability of Altran's expertise to handle the massive number of calculations required for simulations was the key factor to make routing possible for the round-the-world flight. Calculations amounted to more than 45 trillion kilometers flown during virtual flights since the start of the project.

OUR UNIQUE SOLUTIONS

The permanent Altran team consisted of 6 engineers – from France, Italy and Spain – 4 of whom were based in the Mission Control Center (MCC) in Monaco. All told, since the project's launch, 43 Altran engineers from 6 different nationalities were involved.

More than **100 billion** 13 years

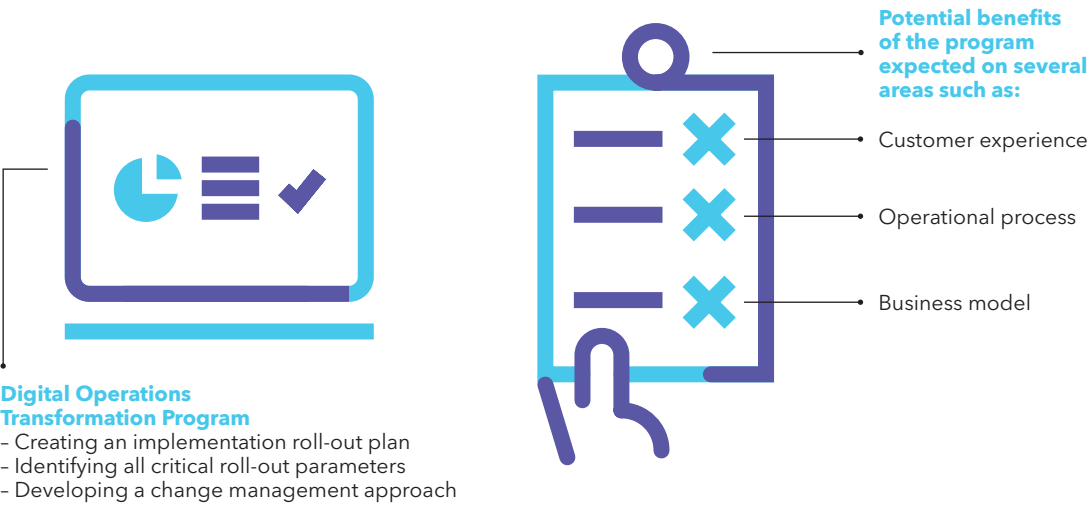
The total number of flight plans calculated for the Solar Impulse program

The time Altran was involved in the project, making it Solar Impulse's longest-running partner

ENGIE

Creating a digital roadmap for industrial assets for a leading global energy company

A leading player in electricity, natural gas and energy services, Engie chose Altran as its partner for the first phase of its crucial Digital Operations Transformation Program. As part of the project, Altran’s energy experts undertook a broad, far-reaching analysis of the potential of a digital transformation to enhance the performance of Engie’s industrial assets. Initiated by Engie’s top management, the initial phase of the Digital Operations Transformation Program required Altran’s team to map the scope of potential benefits, define a vision, develop an implementation roll-out plan, identify all critical roll-out parameters and develop a change management approach to ensure all needed buy-in.



THE KEY TO SUCCESS

Profound understanding of industrial environments in general and of the energy sector was critical in Altran being selected by Engie. In addition to their strong business consulting skills, the members

of the Altran team were uniquely qualified to handle this challenge and demonstrated their willingness and ability to listen to Engie’s expectations and concerns.

OUR UNIQUE SOLUTIONS

Now, Engie has begun deployment of the digital transition plan of its industrial assets. Together, Engie and Altran are making sure that the implementation takes Engie’s unique corporate culture into account over the months and years ahead.

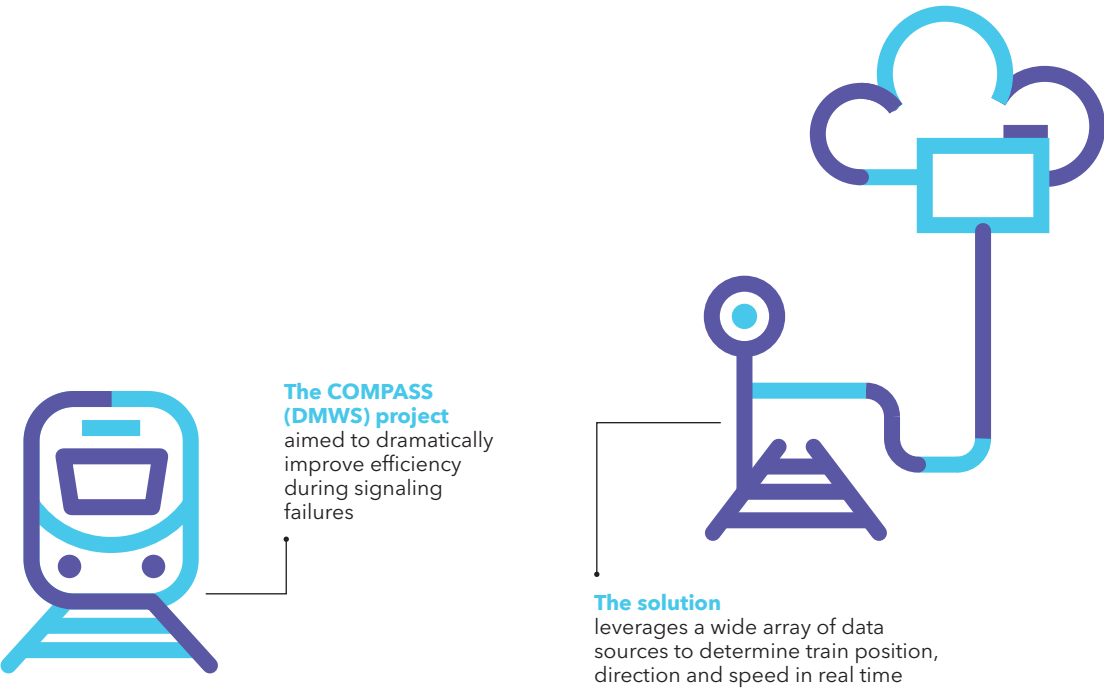
Combined with enhancement of customer’s experience and transformation of employee’s experience, the Engie industrial digitization program aims to spearhead the company into sustained leadership in its field.



COMPASS

COMPASS (DMWS) to revolutionize the customer experience on Britain's railways

Altran has been selected for the next phase of Network Rail's COMPASS (DMWS) project. As a true "hot standby" that is physically and technologically separate from existing signaling systems, COMPASS (DMWS) will dramatically improve efficiency during a signaling failure by enabling continuity of service without time-consuming manual intervention.



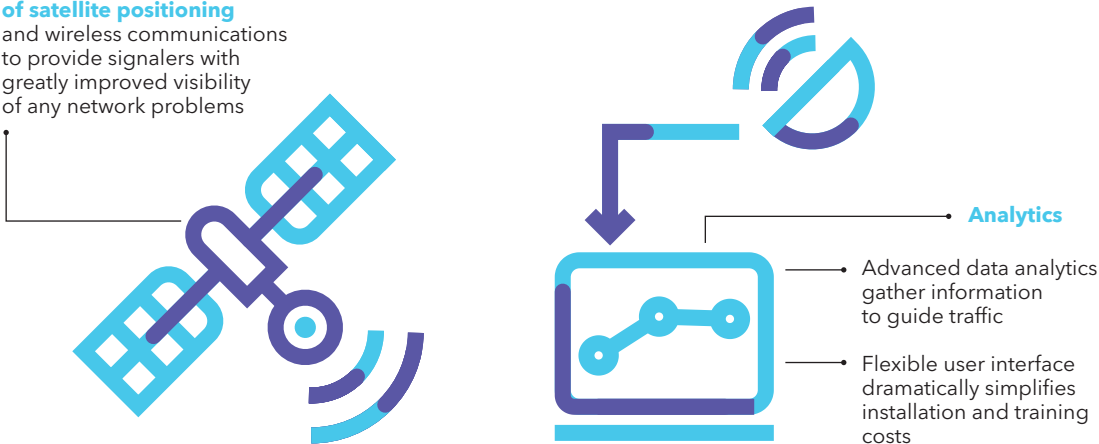
THE KEY TO SUCCESS

Based around Altran's ground breaking VueForge® platform, the project uses a combination of satellite positioning and wireless communications to ensure resilience and operational flexibility, while providing signalers with greatly improved visibility of any network problems or traffic disruptions. Advanced and innovative data analytics will gather information from

a range of sources to allow safe and efficient passage of multiple vehicles through a temporary block working area. A flexible and simple user interface, both for the driver and the signaler, will dramatically simplify installation and training costs.



It uses a combination of satellite positioning and wireless communications to provide signalers with greatly improved visibility of any network problems



OUR UNIQUE SOLUTIONS

Following its successful completion of the feasibility phase of the project, Altran is currently developing a demonstration of the COMPASS (DMWS) solution, due to be tested in early 2018. Altran has long been recognized for the development of high-integrity software and systems.

More than
20,000
miles of track
across England,
Scotland and Wales

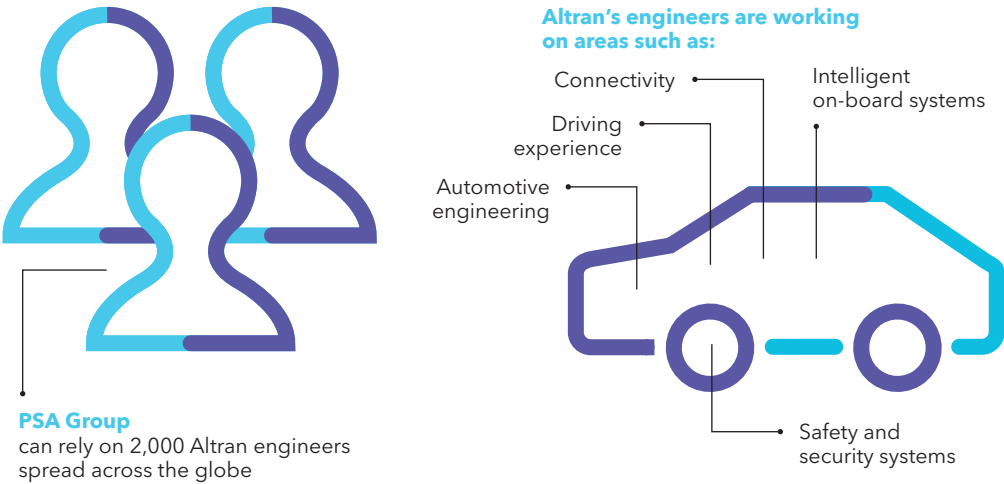
7,500
cabs will carry
COMPASS (DMWS)
equipment when the
solution is fully deployed

Source: <https://www.networkrail.co.uk/who-we-are>.

PSA GROUP

Peugeot-Citroën relies on Altran for automotive engineering expertise

PSA Group, European second-largest automaker, stakes its future on innovation as the cornerstone of value creation. And the group relies on Altran as its foremost engineering innovation partner. In fact, PSA looks to Altran for expertise in all areas of automotive engineering - from auto body design to mechanics, to sophisticated, intelligent on-board systems. With a focus on such value-added services as connectivity, autonomous or driving experience.



THE KEY TO SUCCESS

PSA's research and development teams know they can find the expertise they need from more than 2,000 Altran engineers spread across the globe. The unique Altran Industrialized GlobalShore® approach enables the automaker to optimize

the entire range of research, development and engineering resources at its disposal, both internally and in partnership with Altran.



OUR UNIQUE SOLUTIONS

PSA benefits both from Industrialized GlobalShore® and from Altran's distinctive World Class Centers. The combination of the two enables the Group to find the support and expertise it requires in such critical multidisciplinary domains such as on-board

communications; automotive control and monitoring; safety and security systems; and next industrial generation production techniques and technologies.

HUMAN POTENTIAL

30,000

employees at the end of 2016

+20

countries of operation

95

nationalities



8,798

consultants recruited in 2016



34

average age



92%

permanent contract



97%

full-time contract



479,272

hours of training



1,600

participants in the 131 meetings in 15 countries for the Engaged People program

— HOW TO
CREATE AN
INSPIRING WORK
ENVIRONMENT?



Engaging talent worldwide

At the heart of the *Altran 2020. Ignition* strategic plan, the Engaged People program aims to ensure that all Altran employees are satisfied and motivated by their work and that they embrace the strategy. Launched in 2016, the program will continue through the duration of the company's five-year strategic plan.

Initiated in 2016 by Dominique Cerutti, Chairman & CEO, as a central piece of the strategic plan, the Engaged People program was kicked off through an extensive set of encounters: exchanges between the teams & top management to evaluate the situation. The employees most pressing concerns revolved around skills & career development, workplace interactions & working conditions.

Progress on resolving all key issues is tracked in each contry and regular updates are shared worldwide. In addition, the Altran Board of Directors, Executive Committee and senior management regularly review implementation of the overall Engaged People program.

Last year, a broad interactive analysis also enabled senior management to define five corporate goals critical to the success of *Altran 2020. Ignition* plan:

- enable employee skills development;
- connect teams to share, work with others;
- renewed leadership model through supported transformation;
- associate employees to the company's performance and future developments;
- build a safe and inclusive working environment.

"I, along with my team here at Altran India, analyze and design nuclear fuel storage solutions to keep the environment clean for generations to come and ensure safety of personnel. Altran has given me an outlet and an organizational structure to help make a difference."

— **Vaibhav Mishra.**
Consultant, Altran India



"Our ideas are promoted. We benefit from an online platform called IDEA where all colleagues can make suggestions and vote for the best ideas which will be implemented."

— **Elsa Valdivielso Sanchez.**
Consultant in Industry, Transport and Energy, Altran Spain

"We have had very measurable impacts, such as reducing delays in trains by 60%, the everyday things that people will notice and they'll make people's lives better"

— **Mark Roberts.**
Senior Analytics Consultant, Altran Tessella



"I took a 'backpack' of skills and expertise to Altran, which they helped to develop further. Now I'm more specialized and I have found which direction I want my career to go. By following boot camps and learning on-the-job, I'm targeting positions and opportunities that are right up my alley."

— **Floris Verstegen.**
Project Manager, Altran Netherlands



"Cambridge Consultants provides a fantastic environment to create valuable new business and solve challenging technical problems whilst developing your career - as I'm doing in our pioneering work in synthetic biology."

— **Richard Hammond.**
Head of Synthetic Biology, Cambridge Consultants (Part of Altran Group)

Engaged people - locally and globally

Several local and corporate initiatives are already helping enhance employee engagement by focusing on such key areas as skills development, ensuring a pleasant working environment, strengthening interactions among team members and developing the management and leadership skills of senior management.



Employee satisfaction barometer

A new online survey called E-Sat enables Altran to track employee satisfaction worldwide on a monthly basis.



Exceptional training partnerships

Altran Belgium partners with two leading business schools for its Ambassador Program, in which 50 employees benefit from exceptional training over a two-year period.



Dedicated skill development program

In France, Altran partnered in November 2016 with CentraleSupélec school to co-design a tailored training course. Dedicated to future Project Managers, this 38-day program displayed over 18 months enables dozens of Altran employees to develop their skills and be granted a recognized high school diploma.



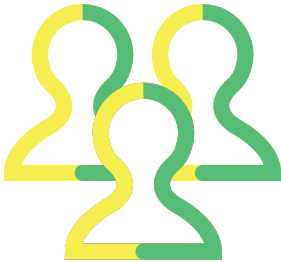
Employee philanthropy involvements

Altran teams worldwide regularly demonstrate their commitment to health-and disability-related issues. In the US and UK, for example, employees raised funds for men's health issues.



Fostering creativity through co-creation

The Innsite® center in Spain helps stimulate creativity and fosters closer collaboration between employees and with clients. Launched in March 2016, the program has already resulted in more than 30 co-creation and idea-generation sessions with clients.



Gathering team and families

Altran teams in several countries regularly organize social and family events to strengthen links among team members. In the Netherlands, they all gathered this year in a theme park.

Corporate Governance

Altran is a public limited company governed by a Board of Directors and Executive Committee.

Board of Directors

For the past nine years, Altran has been administered by a Board of Directors, whose members serve four-year terms. Four of Altran’s Directors are independent. Both the Audit and the Appointment and Remuneration Committees are chaired by independent directors. Four women serve on the Board.

Board membership as of this writing:

- Dominique Cerutti** Chairman & CEO
- Jean-Pierre Alix**
- Apax Partners SA, represented by **Maurice Tchenio**
- Christian Bret**
- Martha Heizmann Crawford**
- Sylvain Michel** Employee representative
- Florence Parly**
- Nathalie Rachou**
- Gilles Rigal**
- Jacques-Etienne de T’Serclaes**
- Renuka Uppaluri**
- Thomas de Villeneuve**
- Henry Capelle** Censor



Executive Committee

Executive Committee membership as of this writing:

- | | | |
|---|---|---|
| 1. Dominique Cerutti
Chairman & CEO | 4. Daniel Chaffraix
Executive Vice-President in charge of Transformation, North America and India | 6. José Ramón Magarzo
CEO Spain |
| 2. Cyril Roger
Senior Executive Vice-President Europe & Delegate Director | 7. Marcel Patrignani
CEO Italy | |
| 3. Albin Jacquemont
Executive Vice-President, Chief Financial Officer | 5. Pascal Brier
Executive Vice-President, Strategy & Innovation | 8. William Rozé
CEO France |

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