

# Altran 2020. Ignition

## PRESS KIT

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# EDITORIAL

## STRATEGIC PLAN 2016 - 2020: "ALTRAN 2020. IGNITION"

*'We stand at a true point of inflection for our industry. The Engineering and R&D services market is undergoing profound changes. We estimate that our market will grow significantly faster than what traditional observation has suggested until now. This will be driven by clients, who must accelerate their time-to-market to innovate better, to differentiate themselves, bring the best of the planet to their own R&D and move to transformational outsourcing for efficiency reasons.'*

*Clients want us to capture the specifics of their business issues, propose effective solutions and higher value. They expect us to be global and to provide an approach that combines critical technologies, domain expertise and cross-fertilization between sectors.*

*'Altran 2020. Ignition' has been designed to answer the evolving needs of our clients. First, we are going to increase the value of what we offer to clients. Therefore, we will complement our current offering by channeling all the expertise, assets and intellectual property worldwide through a series of dedicated world-class centers. Second, clients expect us to be more and more industrial. They want the best that the planet can offer at the best possible price. Hence, we are going to build the world's premier offshore capability in ER&D services. Finally, we cannot be global without significantly ramping up in some key markets, and notably developing a major presence in the USA.*

*This strategic plan is a growth story that will benefit our clients, our shareholders and our 25,000 engineers and consultants. We will execute to be more global, more innovative, and will sharpen our business models to better serve our customers. We will maintain an ultimate attention on operations and customer satisfaction. 2016 and 2017 will be years of transition and transformation, in order to reach full momentum over 2018-2020.'*

Dominique Cerutti

Chairman and Chief Executive Officer

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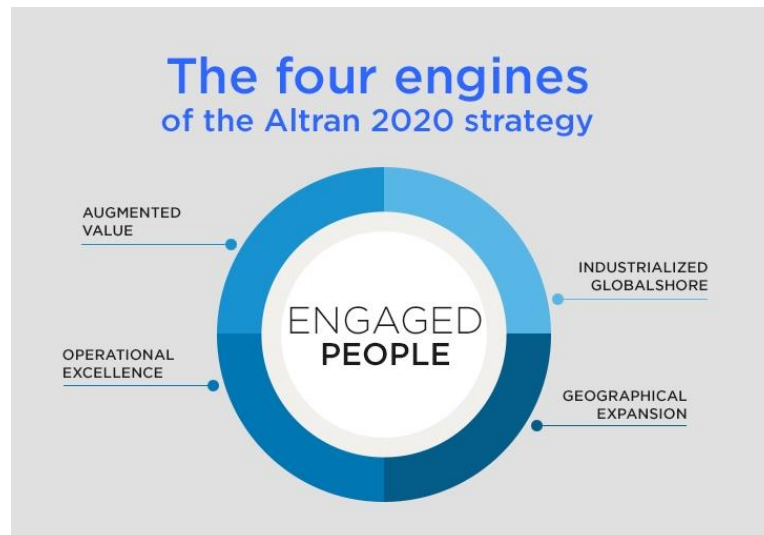
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## ALTRAN 2020. IGNITION



See link: [Ignition.altran.com](http://Ignition.altran.com)

## AUGMENTED VALUE

### 1. Augment the value of the core business by channelling our Assets-IP thru World Class Centers

Altran clients are facing key challenges for the future, and are seeing great opportunities they want to seize. To do so, and to make sure they excel in time to market, clients are increasingly in search of partners who are able to provide not only expertise, but solutions.

Solutions in engineering rely on three key components: projects methodologies and tools, technology blocks, as well as labs and equipment. These three components are essential to offer an end-to-end on-demand service.

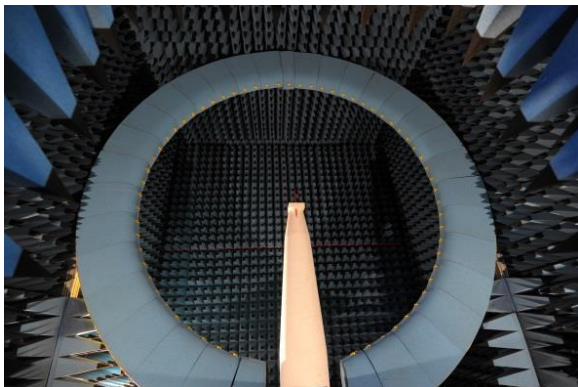
Over the years, Altran has invested in equipment, built at its own initiative, as well as to meet clients' request or by acquisitions. For example, Cambridge Consultants (part of the Altran group) benefits from an anechoic radio test facility ('Stargate 64'), maximizing performance of the wireless products it develops.

Altran has also taken a strategic approach to creating and exploiting assets. A good example is VueForge™, a solution developed by Altran to address the Industrial Internet and Big Data. VueForge™ is an end-to-end industrial offering for machine-driven big data whereby data is harvested, then transported and transformed into information. In turn, this information is converted into services, paving the way for new business.

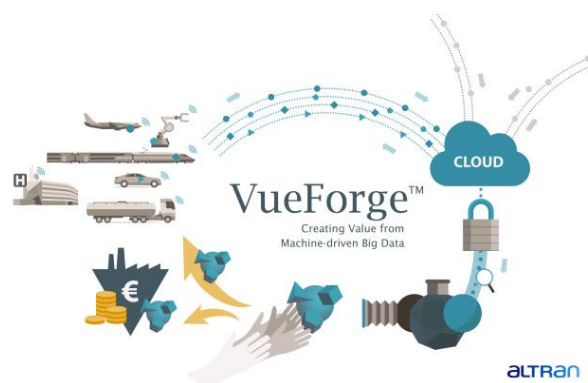
Find out more

> <http://www.cambridgeconsultants.com/media/press-releases/stargate-investment-wearable-tech-boom>

> <http://intelligent-systems.altran.com/fr/core-offers/vueforge.html>



**'Stargate 64' anechoic radio test facility by Cambridge Consultants**



**Altran transforms machine-driven big data into business**



## Focus on Altran World Class Centers (WCC)

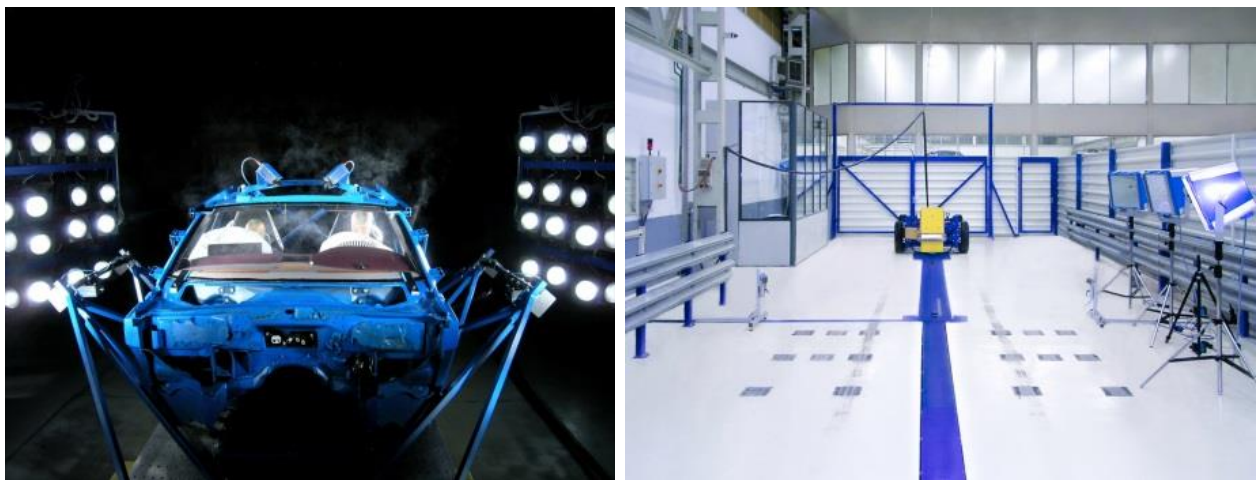
To leverage its assets, Altran is introducing the concept of World Class Centers.

A World Class Center is an expertise center created within Altran, delivering a set of leading-edge offerings and serving the worldwide market.

The goal in setting up World Class Centers (WCCs) is to contribute to organic growth at Altran and to position the Group as a premium value-added partner for its clients, with a sharper focus and an enhanced ability to leverage existing expertise.

Altran is currently piloting four World Class Centres, focusing primarily on the following fields of expertise: **Passive safety** (in Austria), **Internet of Things platform** (in France), **Network configuration** (in Italy), and **Life Sciences process excellence** (in France).

Altran aims to expand the programme to 10-15 World Class Centers by the end of 2016.



### Safety and crash test simulation in Austria

Safety is one of the key challenges in the automotive sector, a fact that prompted Altran to broaden its range of expertise in this domain via the acquisition of Concept Tech in October 2014. Based in Graz, Austria, the World Class Center is specialized in development, simulation and testing services for the passive safety of vehicles.

This acquisition has enabled the Group to flesh out its current portfolio of automotive-engineering services for major international players in the sector. As such, it has set up a new World Class Center dedicated to car safety.

## 2. Co-innovate with clients

Altran has been co-innovating with major clients for several years. In 2015, Altran is actively developing these collaborations and will continue to do so in line with its 2020 strategy.

### Airport of the Future with Airbus - 2011

An airport friend-lean without queues, long walking distances or confusing structures, in which the required time between arrival at the airport and boarding the aircraft is only 10 minutes. Altran and Airbus have worked jointly on projects supporting the long-term development of the air transport industry. The goal of the study was to create revolutionary airport concepts, able to accommodate scores of new travellers.

### Industrial Internet solutions with General Electric – June 2015

Altran and GE formed an alliance to drive game changing outcomes across their industry. Both companies collaborate on the development of industrial applications for asset optimization, enterprise optimization and intelligent environments. This partnership complements the deep industrial and software expertise of both GE and Altran in order to power economic growth in France and globally.

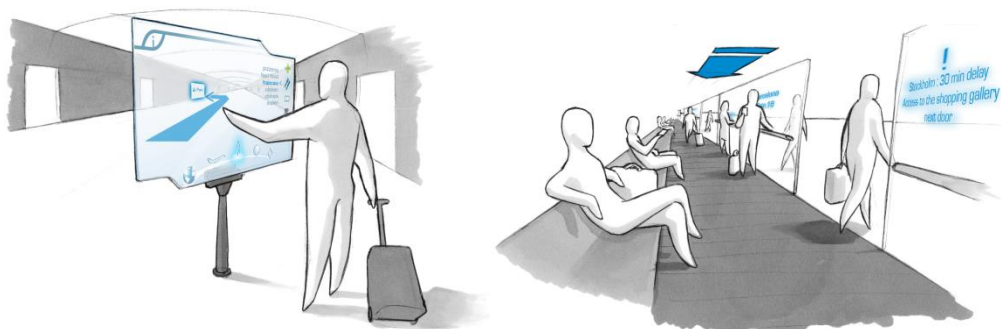
### Open software platform for intelligent vehicles with Jaguar Land Rover – December 2015

Altran and Jaguar Land Rover formed a strategic collaboration to develop and market a unique and ground-breaking open software platform. This platform will revolutionise traditional Electrical and Electronic (E/E) automotive architectures by bringing together cutting-edge industrial and engineering techniques with the processes, methods and tools found in the consumer electronics industry.

Find out more

> <http://www.altran.com/our-services/industries/aerospace-and-defence/airport-future.html>

> <http://www.altran.com/finance/financial-releases/pr/2015/altran-and-ge-announce-intention-to-form-an-alliance-to-drive-game-changing-outcomes-across-industry.html>



Airport of the future – Altran / Airbus

## INDUSTRIALIZED GLOBALSHORE

Clients' needs are changing. Clients now demand competitive and ready-to-use solutions, as well as specific constructions with suppliers.

Altran will implement an industrialized GlobalShore delivery model by 2020. This new model of delivery aligns all countries with the same standards, scalability potential and specific resources. The Group considers this GlobalShore model to be unique and original in the marketplace. The Group will work with clients to co-construct focused capabilities that are constantly aligned with their evolving needs.

Altran will invest in this industrialization to develop its skills, processes, tools and industry knowledge. The Group's ambition is to grow from 2,200+ people to over 10,000 in offshore and nearshore delivery centers by 2020, and to deliver the best performance and quality of service to its clients.

Altran has already started to implement this model with teams in Portugal, Morocco, Romania and India.



Altran – GlobalShore Delivery



## Focus on Atran Morocco

Some 10,000 engineers graduate every year in Morocco, whose education system is aligned with European practices. Companies benefit from incentives on the part of local governments and operate in a country close enough to those where the contracts are generated to avoid duplicating licenses. Since 2013, Altran has implemented a nearshore platform in Morocco to support its international development in the automotive and aeronautics sectors. It intends to support clients' innovation, cost optimization and globalization strategies. It will also provide expertise for the Group's key accounts operating in the country.

The Group aims to provide clients with enhanced technological and economic competitiveness. Altran co-designs the best systems with its clients and strives to leverage its capabilities. Cross-country collaboration and skill development will be key factors allowing Altran to achieve its ambitious goal of industrializing its GlobalShore model.



## ALTRAN AT A GLANCE

As global leader in innovation and high-tech engineering consulting, Altran offers its clients a new way to innovate. The Group develops with or for its clients the products and services of tomorrow. Altran works along with its clients on every link in the value chain of their project, from conception to industrialization. The Group has been providing its expertise for over thirty years to key players in the Aerospace, Automotive, Defence, Energy, Finance, Life Sciences, Railway, and Telecoms sectors, among others.

In 2014, the Altran group generated revenues of €1.756bn. With a headcount of nearly 25,000 employees, Altran is present in more than 20 countries.

### 2014 REVENUES

€1.756bn

### EMPLOYEES

Close to

25,000

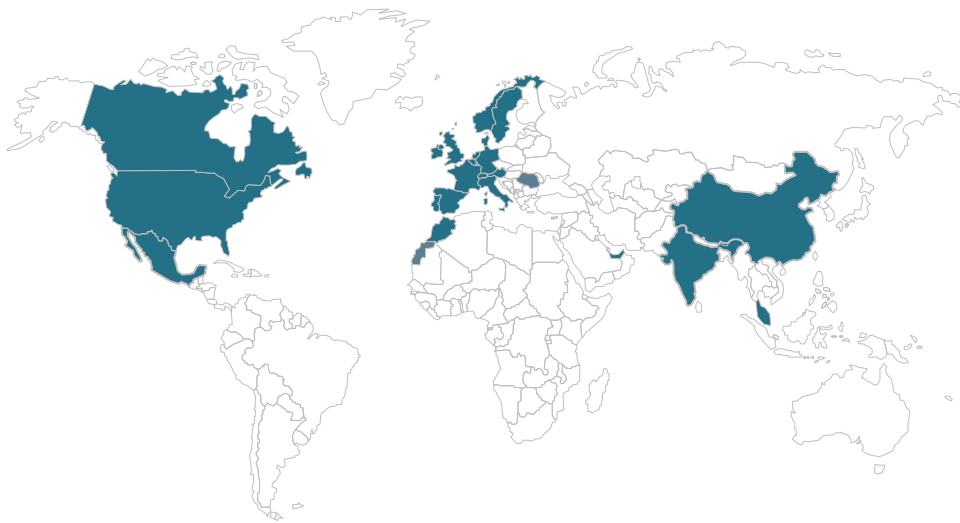
### INNOVATION

over 30 years

of experience for a brighter future

### INTERNATIONAL

20+ countries



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

## BIOGRAPHIES

### DOMINIQUE CERUTTI

Chairman and Chief Executive Officer



Dominique Cerutti has been Chairman and Chief Executive Officer of the Altran group since June 2015.

An engineer by training, Dominique Cerutti spent over 20 years at IBM in the United States, where he contributed to the company's strategic transformation. In particular, he served as Chief Executive Officer of IBM Global Services for the Europe, Middle East, Africa division, and later for IBM Europe. He then went on to join the global exchange group NYSE Euronext, serving as Chief Operating Officer and member of the Board of Directors before becoming Chairman of the Management Board and CEO of Euronext, a multinational company which he successfully steered through market flotation and strategic repositioning.

## OLIVIER ALDRIN

Executive Vice-President, Chief Financial Officer



Olivier Aldrin has been Executive Vice-President, Chief Financial Officer since 2011.

A graduate of Sup de Co Reims with a post-graduate degree in accounting and finance, Olivier Aldrin began his career as an auditor at Arthur Andersen. He then worked as CFO of large companies such as Serete (1994-1999), Thales Information Systems (1999-2004) and Ingenico (2004-2006).

From 2007 to 2011, Olivier Aldrin served as CFO of Econocom (IT and telecoms infrastructure management in Europe).

## PASCAL BRIER

Executive Vice-President, Strategy, Innovation, Solutions and Group Communication



Pascal Brier is Executive Vice-President of the Altran group, in charge of Strategy, Innovation, Solutions and Group Communication.

After studying at EDHEC Business School and Kellogg Northwestern University, he began his career at NCR before joining the AT&T group as Multimedia Director for Southern Europe. He then joined Microsoft as Chief Marketing Officer and later Business & Marketing Officer.

Pascal Brier joined Altran in 2005. Until 2014, he was Executive Vice-President, Global Accounts and Business Development.

Pascal is also a Vice-President for Syntec Numérique, the French professional chamber of digital services, and a Board member of GIFAS (the French Aerospace Industries association) and GEAD (Aeronautics and Defence Equipment Manufacturers Group).

## STAY CONNECTED

Visit the Altran mini-site at: [ignition.altran.com](http://ignition.altran.com)

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### **Caveat**

*The strategic plan disclosed on November 23rd, 2015 could eventually be subject to changes / adjustments depending on the result of discussion to be lead between the Board of Directors and the Central Works Council which will be consulted on this draft strategic plan.*