



*playground
for
innovation*

What do you expect from innovation consulting?

- experience 3
- expertise 4 - 5
- support 6 - 7
- an international presence 8 - 9
- a competitive edge 10 - 11
- a wide range of services 12 - 13
- quality partners 14 - 15
- cutting-edge technology 16 - 17
- civic commitments 18 - 19

Altran :

date founded	1982
turnover in 2008	€1,650.1 million
turnover outside France	57%
staff (December 2008)	18,522

profile. *Altran is the European leader in innovation and high-technology consulting. The Group employs 16,000 consultants worldwide who represent the entire range of engineering disciplines, broken down into three major business lines: technology and R&D consulting; organisation and information systems consulting; and strategy and management consulting. Altran works with companies throughout the innovation process, including technology intelligence, applied basic research, management consulting, industrial systems engineering and information systems. They operate in most industries, particularly the automotive, aeronautics, space and telecommunications sectors.*

Altran – the pathway to innovation : *for over 25 years, Altran has been a key innovation partner. Wherever a creative concept arises, Altran consultants are ready with an innovation initiative to further technological progress.*

Altran has been instrumental in developing some of the great breakthroughs of recent decades, including

speed, precision, safety, communications, practicality, interoperability, artificial intelligence... and mastery of past innovations.

In the same vein, Altran is rising to the new challenges of today that will be the advances of tomorrow: new ways of producing, new ways of getting around, new ways of consuming, new ways of seeing the world and new ways of living – in short, advances that will provide people with great freedom and an unbelievable range of possibilities in a “shrinking” world.

1
2
3

R&D and technology consulting

is a field based on emulating the scientific and technical expertise and methods provided by our engineering consultants, who are motivated by the same desire for scientific and technological progress. This activity, traditional to Altran, aims to unravel the complexity of projects that reflect companies' objectives and prospects for growth. Operating largely in the automotive, aeronautics, space, defence, telecommunications and energy sectors, it calls upon all of the engineering disciplines and supports the design, development, industrialisation and production of products and services for businesses that are innovating and planning the world of tomorrow. Altran is the European leader in this field. R&D and technology consulting accounts for more than half of Altran's turnover.

organisation and information systems consulting

seeks to ensure a lasting competitive advantage for today's companies, which are facing three major challenges: growing their business, being profitable and complying with regulations. Facilitating decision-making by providing the company with an in-house intelligence capacity, enhancing its organisational flexibility and assisting with internal restructurings are the combined areas of expertise offered by our information systems (management IT) and organisation consultants. This business line is highly developed in the finance sector as well as in most industries. In the telecommunications sector, it addresses a contemporary issue relating to R&D and technology consulting entitled "communicating systems". Organisation and information systems consulting represents nearly one-third of the Group's turnover.

strategy and management consulting

enables companies to gain control over their environment and anticipate changes that will determine their long-term potential for success. This field is handled by our strategy and management consultants, who work with top management on innovation strategies and change management. Representing some 15% of the Group's turnover, it involves all business sectors and operates worldwide, particularly in countries with strong economic appeal. This specialised business usually involves the Arthur D. Little brand, acquired by the Group in 2002.

our three business lines are complementary

*I'm a
consultant*

I'm passionate about innovation and provide my clients with innovative solutions. My role is to work with them to design or improve products, **services**, processes or organisations.

This includes the ability to understand their challenges, analyse the existing situation and share the latest knowledge in my area of expertise.

Depending on my level of experience, I work on research or development projects, **manage** teams and handle project or contract management.

I'm also an ambassador for Altran's expertise.

Like all Altran consultants, I was educated at some of the world's top engineering business schools and universities.

I combine excellent technical training with an all-round international education and I know how to translate my theoretical knowledge into operational expertise. I also like to **work in a multidisciplinary team**,

I have good communication skills and I know how to motivate people.

At Altran, my desire for autonomy, spirit of initiative, creativity and curiosity have found a great outlet!

I know that a multinational group offers many training and advancement opportunities in **project management**, team management and business development.

NURTURING AMBITIONS

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*I'm a
business
manager*

A born entrepreneur, I work with clients in my territory to expand Altran's business and reach. I'm responsible for a profit centre that varies in size depending on my experience. I identify clients' and prospects' needs for **stronger skills** in order to advance an innovation project. In addition, I develop a close relationship with my clients by staying in touch and continually monitoring the projects I manage. I'm also responsible for putting together a team that will successfully carry out my clients' projects. I work according to a **Group process**, but I have a lot of autonomy to meet my clients' needs, which are always unique. On a daily basis, I'm a team manager who recruits consultants and makes sure they're given the opportunity to grow professionally by involving them in **rewarding projects** and working with them to create a career development plan.

When I joined Altran as a junior business manager, I took advantage of **regular training** at the Altran Management Institute. As my sales increase, my responsibilities and teams grow.

OPERATING INTERNATIONALLY



From need to product
Cambridge Consultants, an English subsidiary of the Altran Group, focuses on its R&D experience. It offers, for example, a product that applies its expertise in embedded systems to the medical sector: a miniature insulin pump linked to a wireless glucometer. Patients check their blood sugar level in the traditional way, then the glucometer recommends a certain dose of insulin. If this dose is accepted, it is administered painlessly as long as the two devices are less than 10 centimetres apart. **Users therefore gain greater convenience while maintaining control over their treatment.**



Long-term projects
Metro-DF is a project that has been wholly conducted by a team of Altran TCBR consultants in Brazil since November 1991. The project involves connecting several cities in the federal district surrounding the capital of Brasilia with 40 km of railways. For the past 17 years, Altran TCBR has been responsible for the architecture of the various structures, buildings, tunnels, rail infrastructure and signalling system. **Metro-DF now has 29 stations and Altran TCBR is already involved in developing future expansions.**



From dream to reality
Dream Orange groupware seeks to source the creativity of innovative users, tailor innovations to their needs and develop a community of innovators interested in its brand. As a partner to this project, launched in 2006 by the Orange marketing and R&D departments, **Altran developed the website, handling everything from specifications to online publication.** Altran also set up a dedicated Dream Orange support centre to help Orange ensure the site's success and make it easier to navigate.



Sustainable solutions
Enel, Italy's national electric company, sought Altran's assistance in finding a way to efficiently generate power using low-enthalpy geothermal resources, a method in which the water temperature oscillates between 30 °C and 90 °C. In three months, Altran's use of a supercritical Rankine cycle, combined with a special coating, enabled the company to increase power generation by 35%. **This process, which can be applied anywhere, will lead to more efficient use of geothermal energy sources. Enel is evaluating the feasibility of building a pilot plant in Italy.**



The best of both worlds
A major car maker invited Altran to coordinate a worldwide effort to outsource its entire prototype logistics process. Altran Central and Eastern Europe followed the client to Romania. Altran is meeting the client's needs by creating joint teams made up of local engineers and international experts and by managing the critical aspects of prototype logistics, including **supplier reliability, communication between international partners and supply chain optimisation.**



Tailor-made collaborative tools
SWECO Management is one of the largest project management companies in Sweden, offering services for all types of projects. Altran CIS and ConsignIT in Sweden have helped SWECO Management expand its Project Structure product, an Internet portal for project and enterprise management based on Microsoft SharePoint, one of ConsignIT's areas of expertise. This product targets complex projects involving a large number of consultants and suppliers worldwide. **Such projects require customised groupware, which ConsignIT is particularly adept at implementing.**



Growing by anticipating needs
An increasing number of suppliers in the aerospace sector are seeking certification as an aeronautical engineering development company to meet their innovation and quality requirements. Altran has identified a need for this certification in Germany. The local subsidiaries joined forces with an expert to create an ACE² team (Airworthiness Certification Experts Europe). **Suppliers can now develop and sell products without being dependent on manufacturers, thereby taking full advantage of their potential for innovation.**



Sharing tasks
While building the Tameer Towers real estate complex in Abu Dhabi, Hilson Moran, an Altran British subsidiary who specialise in this sector, received support from Altran India to relocate all or part of its ventilation systems, plumbing and electric systems design. **Sharing tasks allowed Hilson Moran to respond more efficiently to client requests and to gather all of the desired information in a database for subsequent use.**

with our clients

Having close relationships with our clients has always been one of our Group's strongest assets. These relationships are based on three pillars. The first is a common passion for **innovation**, which is both our core competency and a source of inspiration for our clients' projects. Second, our geographic proximity: we are located close to our clients' offices and projects. Last but not least, our organisation is tailored to the reality of our clients' industry and line of business. Our services are based on major industries – including automotive, transportation, aeronautics, space, defence, telecommunications, media, banking, finance and insurance. This gives us the means to understand and anticipate their trends in a global environment.

We also stay at the cutting edge through our network of experts

who specialise in our clients' industry and business line. **Our clients fully benefit** from our experts' extensive knowledge of the international scene.

wherever *they may be*

A multinational Group, we currently operate **in 26 countries**. Thanks to this wide coverage, we provide services not only for innovative projects being implemented worldwide, but also for client projects being designed and developed abroad as well. Our value is added by the Group's presence in numerous countries via our local offices or strategic partnerships with local players as part of our offshore programmes.

This mainly relies on our communities of experts

Numbering 250 worldwide, these communities are organised around a business, function or area of expertise that continually advance Altran's knowledge through **ongoing contributions** of expertise, techniques and all the tools that nurture innovation. We can thus ensure our clients – wherever they may be – the best that innovation has to offer.

through time and material **Or**
fixed-price projects

Over the years, Altran has acquired a high level of maturity in its business lines and markets, enabling it to offer clients a variety of consulting methods and commitment levels tailored to their needs. In a single territory, for example, our Group can operate on time and material or project-platform modes, or on a fixed-price project with a level of commitment that includes not only the quality of the results but also cost and lead-time concepts. Moreover, our international scope and knowledge of the world's regions give us the resources to assist our clients with their international projects.

Each client can therefore
choose a consulting method
and commitment level

most in tune with their own requirements, circumstances, organisation and timeframe.

These services position Altran as a trusted partner in the long-term success of its clients. It also attests to our Group's solid skills which, bundled into offers, often enable clients to exceed their objectives in terms of product development, innovative services and quality of performance.

*Altran,
a client-focused
company with
a difference*

ima

aba

mobility

training
International Management Academy
Altran Business Academy

Employees work with their immediate superiors to develop an individualised plan to advance their careers. International mobility provides one key to advancement and the candidates benefit from a targeted process specific to their goals. The diversity and large number of Altran locations offer a range of destinations sure to meet any objective, whether in a personal or professional nature. Designed for all employees, Mov' Altran smoothes the path to internal mobility and opportunities within the Group, allowing individuals to play an active role in their career development.

To enable employees to develop their skills and talents, the Altran Group created the International Management Academy (IMA) and Altran Business Academy (ABA).

The IMA offers a number of training courses for Group employees both in France and abroad. The curriculum is continually updated in line with business trends and employee requests. Thanks to the courses and trainers, experienced employees who are well-versed in the Group and its business lines, the IMA is instrumental in disseminating Altran's corporate culture throughout its entities and creating connections and networks among participants at the various sessions.

Designed for new Altran managers, the ABA is a training programme in the process of deployment. Led by both seasoned and staff managers, the ABA teaches basic managerial skills to new hires using practical exercises and role play based on actual situations in the field and presentations on all of the Group's existing processes, including those related to HR, marketing and communications.

academic
partnerships

The Altran Group hires young graduates every year and has developed special relationships with prestigious *grandes écoles* (professional schools) and universities worldwide. Playing an active role in student life, the Group works closely with a network of campus managers to anticipate and meet the expectations of future candidates as they make the transition towards employment.

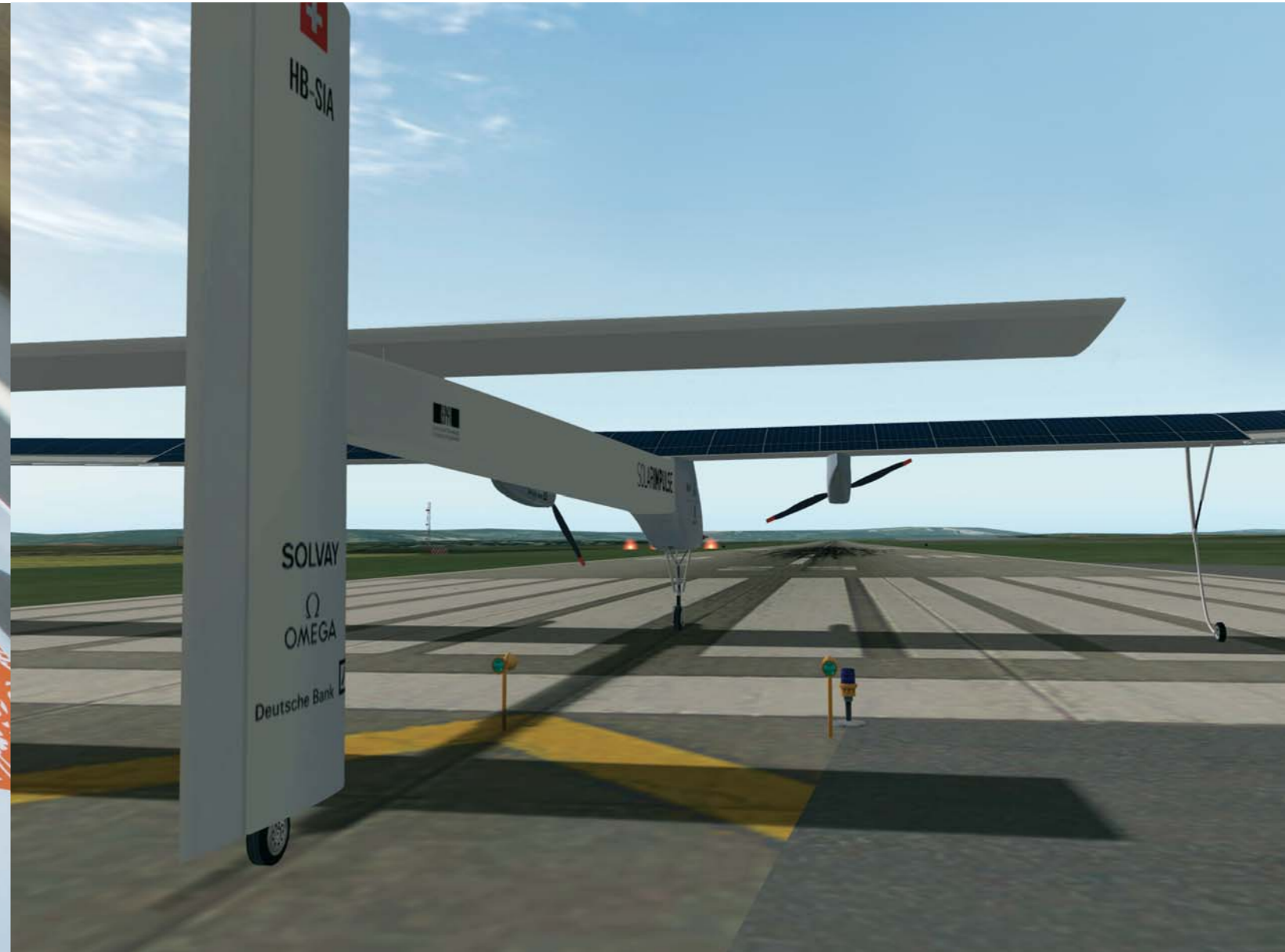
A traditional partner of the Junior Enterprises (JE) movement in France and Europe, Altran seeks to encourage the spirit of initiative and entrepreneurship that motivates students involved in JE. Altran developed a course on innovation for Harvard University that has been offered for three years on both sides of the Atlantic. This unique teaching module gives students an opportunity to explore a number of innovation-related issues and enables the Group to share the knowledge it has acquired over the past 25 years.

The employees at Altran are the greatest pride and wealth of our Group, and the human factor is decisive to the growth of our business. For that reason, we pay particular attention to recruitment, on-the-job training and career development with a view to becoming a standard-setting company in this area.

ESTABLISHING ADVANCED PARTNERSHIPS



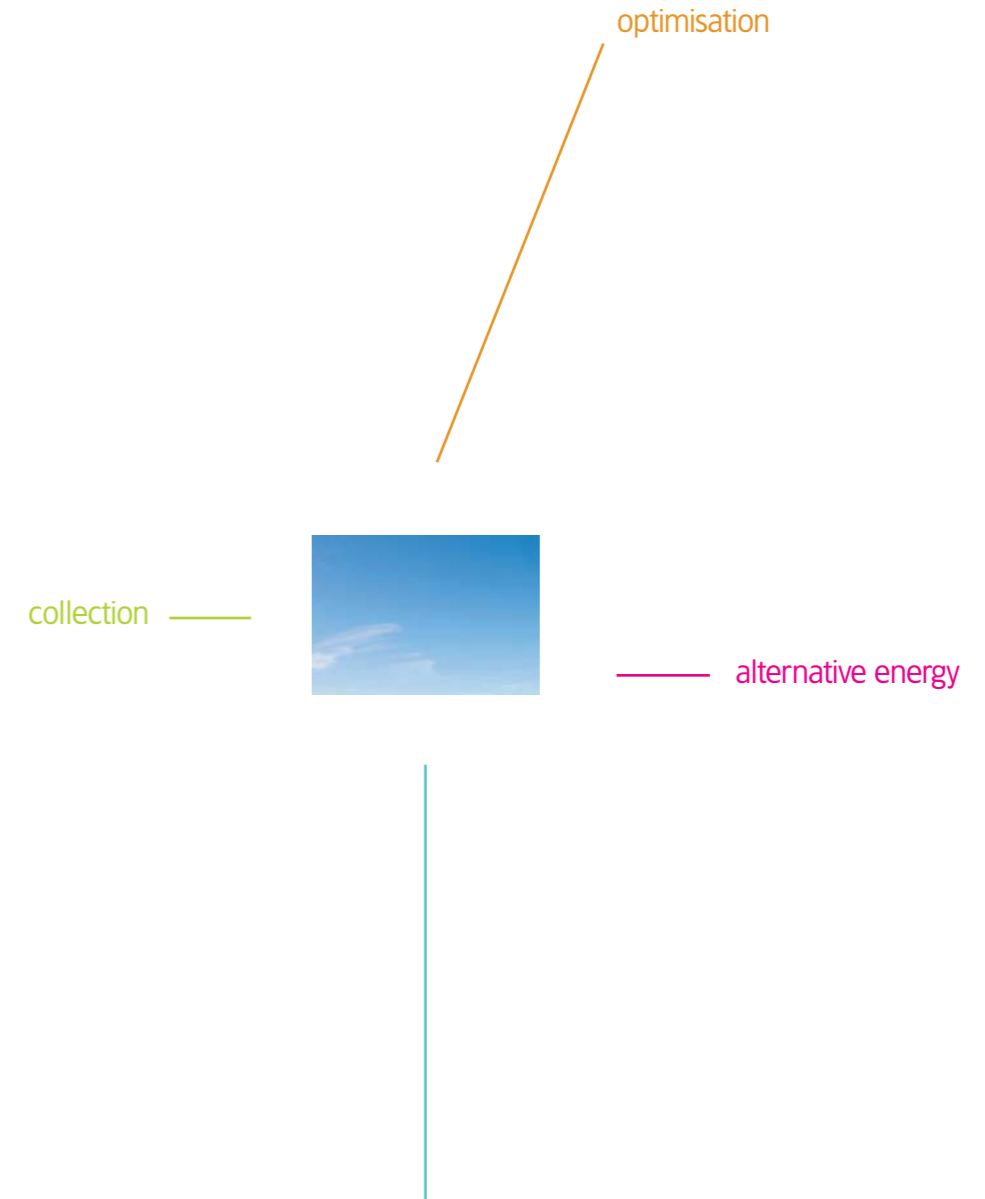
Since 2002, Altran experts have been helping the ING Renault F1 Team develop various components for the Formula 1 car, including the engine, chassis and gearbox, as part of a technological partnership. The Group also provides project management, audit and real-time simulation expertise at Viry-Châtillon in France and Enstone in the United Kingdom. This partnership resulted in four world championship titles in 2005 and 2006. In addition, Altran partnered with the ING Renault F1 Team to create a competition with a unique concept – the Altran Engineering Academy, which offers a six-month internship with the team for young people and future graduates of prestigious science and technology schools.



Altran is also a partner in the Solar Impulse project, which is striving to develop an aeroplane that can take off and fly by itself day and night, powered only by solar energy, with the ultimate goal of a round-the-world flight without using fuel or causing pollution. A team of Altran consultants are assisting with the development of an aircraft flight simulator. Altran is also responsible for designing the project's energy section (solar cells, batteries, electric motors), for energy management (computers, controllers, etc.) and for cockpit avionics. Lastly, the Group is contributing its project management and system engineering skills. The prototype is scheduled for launch in 2009 and a round-the-world flight in 2011.

the Altran Foundation for Innovation

Through its Foundation, Altran puts technological innovation to work for the benefit of humankind. We apply the same approach to our public-spirited projects that we developed for our clients. Each project that we select and support represents both a technological challenge and a human adventure for our consultants. In 2007, the Foundation put out a call for entries on the theme "Mending the Human Body". For one year, Altran consultants worked with Professor José Sahel and his team on his artificial retina project at the Vision Institute of the Quinze-Vingts hospital in Paris. A team of Altran engineers worked with the winning team on key aspects of the project: development of a simulator, improvement of ex vivo measurements and definition of a system architecture. The goal was to help the winning project take off. This collaboration came to a close with the granting of an award to a new winner for the following year, but Altran's civic commitment remains.



The 2008 challenge for Foundation award candidates concerns reducing levels of CO₂ in the atmosphere. Renewable energies, carbon sinks, CO₂ collection and storage, recovery, information dissemination, waste management, optimised energy efficiency of transportation, housing and industry: there are so many innovative ways to tackle this problem in cooperation with the winner, whom we will support through the end of 2009.

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