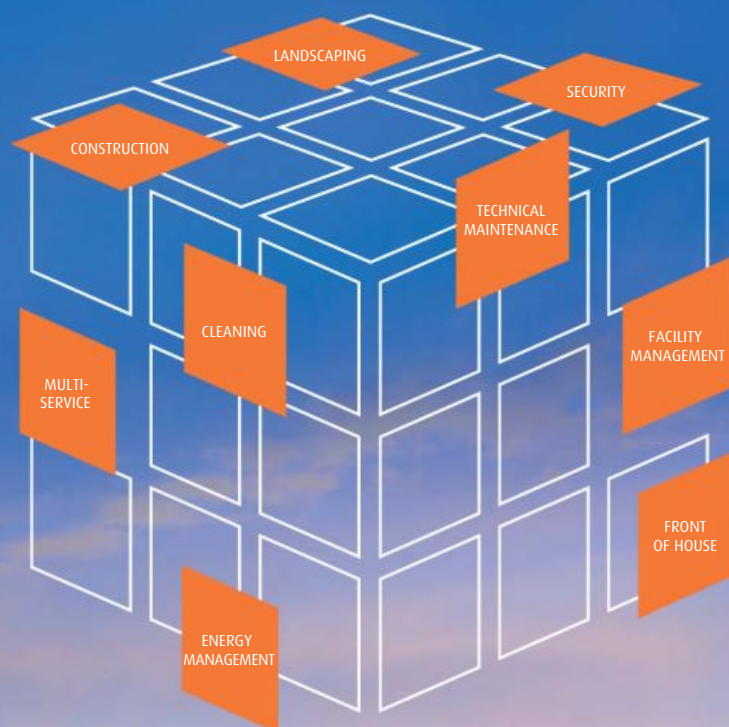


ATALIAN. A new dimension 2017 ANNUAL REPORT





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2017
A new
dimension

2017 was a turning point for our Group. For the first time in our history, our international business holds almost as much weight as our activity in France. This is the sign that our Group has taken on a new, resolutely global dimension. It also confirms that our independent, family-operated business model and entrepreneurial culture have no borders or limits.

2017 was another year of growth and expansion. In France, despite an extremely competitive context, we managed to improve our positions. In the countries in which we operate, we are rapidly expanding through targeted acquisitions and intensive organic growth.

2017 will also be remembered as a year of profound transformation for the Group. We updated and overhauled our organisation, methods and tools. This transformation, which will continue in 2018, is an integral part of our vision and ambition of becoming a global, integrated group and a leader in facility management.

A global group, that operates in all of the world's strategic regions. We aim to be present in some 40 countries within two years while significantly reinforcing our positions in every one of our locations. We are currently studying a number of acquisition projects, several of which are expected to rapidly come to fruition.

An integrated group, both geographically and in terms of our business lines, methods, management systems and, of course, our teams. That is why we decided to merge our French and international business headquarters. That is why we deploy our multi-business service offering in each country and region, and have established a frame of reference shared by all of our operations around the world.

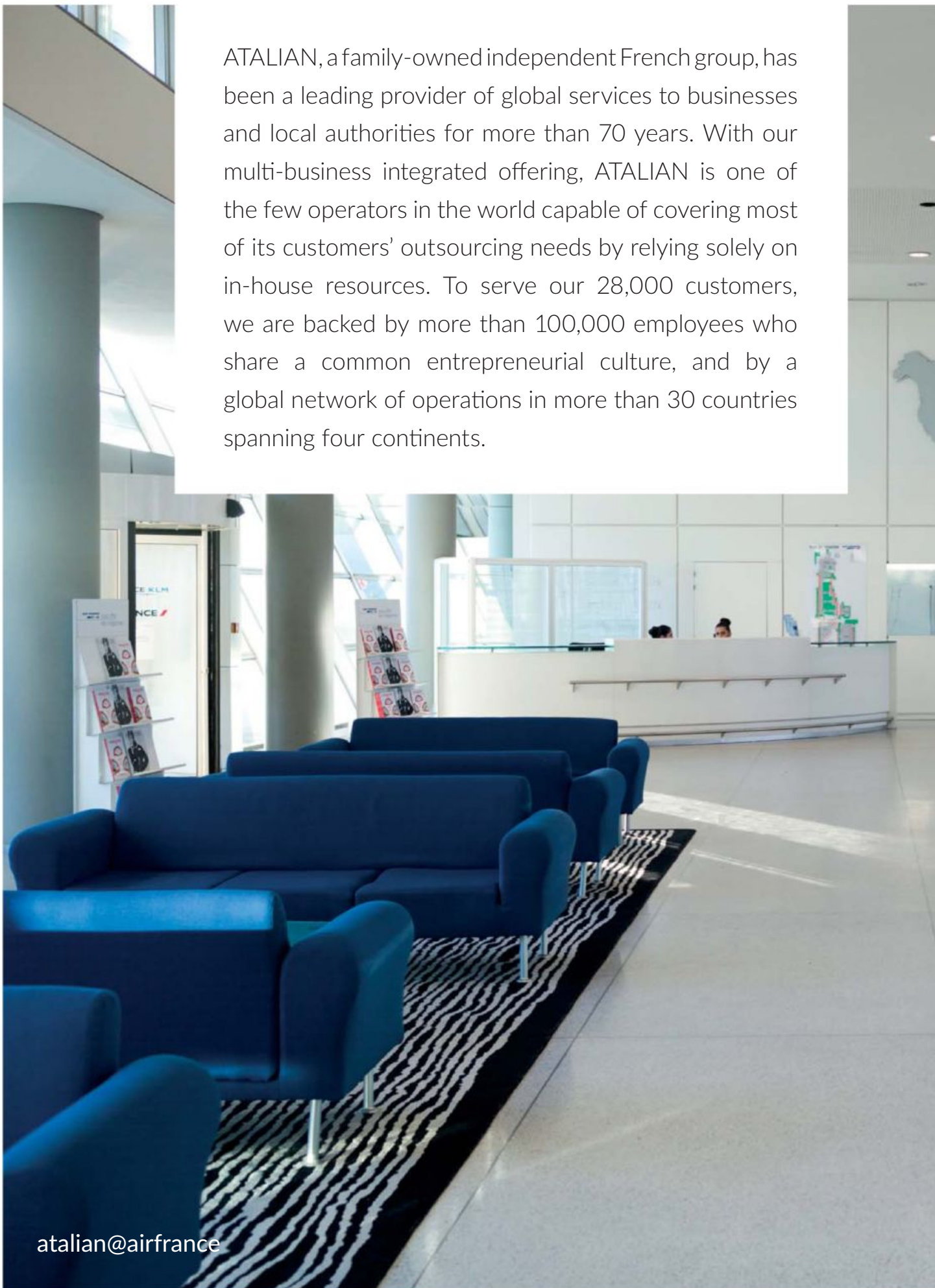
A group that leads through its initiatives, business expertise, operational excellence and ranking. We are ambitious and aim to rapidly become one of the world's top three facility management groups. I firmly believe that we will reach this goal.

ATALIAN's dimension clearly changed in 2017. We proved our ability to rapidly integrate companies on all continents. We have earned the trust of many major customers in France and around the world. New talents join us every day. Investors trust us because we keep our promises. Today, all the initiatives are positive, as we prepare to conquer new milestones in 2018.

Franck JULIEN
Chairman, ATALIAN Holding




ATALIAN, a family-owned independent French group, has been a leading provider of global services to businesses and local authorities for more than 70 years. With our multi-business integrated offering, ATALIAN is one of the few operators in the world capable of covering most of its customers' outsourcing needs by relying solely on in-house resources. To serve our 28,000 customers, we are backed by more than 100,000 employees who share a common entrepreneurial culture, and by a global network of operations in more than 30 countries spanning four continents.



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The ATALIAN business model

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Our DNA

Our founding values

Year after year, ATALIAN Group has grown from a foundation of strong values which are shared by our employees around the world and which form an integral part of our DNA.

- Entrepreneurial spirit
- Integrity
- Responsibility
- Agility
- Simplicity

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More than 70 years of ambition and expansion

Ambition and growth are embedded in ATALIAN's DNA. Since the Group was founded in 1944, we have expanded continuously in France and abroad through organic growth and by acquiring and integrating more than 250 companies around the world.

2017 | Expansion into Singapore.

2016 | Expansion into the United States.

2014 | Expansion into Asia.

2011 | Expansion into Africa.

2009 | Acquisition of Veolia Propreté Nettoyage & Multiservices and Eurogem.

2007 | Exclusive partnership with City One Group (Front of House business).
Launch of Landscaping business.

2003 | Launch of Technical Maintenance business.

2000 | Launch of Safety & Security business.
Expansion into Europe.

1944 | Founding of the Group in the Cleaning sector.

A technician in a grey work jacket is standing on a yellow and silver step ladder, working on the ceiling of a modern office. The ceiling features a grid of white acoustic tiles and various pipes and conduits. The technician is holding a tool and appears to be adjusting or installing something. The background shows a blurred office interior with glass partitions and modern furniture.

A multi-business offering

An integrated offering for bespoke solutions

To meet the needs of our customers and markets, ATALIAN Group has developed a unique set of complementary skills in service-oriented and technical business lines. We have also built a comprehensive, integrated service offering which has become a gold standard today. No matter where we are in the world, we conduct our business with the same quality standards, delivering made-to-measure services to our customers.

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FACILITY
Management

CLEANING
& Associated Services

SECURITY
Surveillance & Safety

FRONT OF HOUSE
Corporate & Events
Management

LANDSCAPING
Creation & Maintenance

TECHNICAL
MAINTENANCE
& Service Engineering

ENERGY
Management

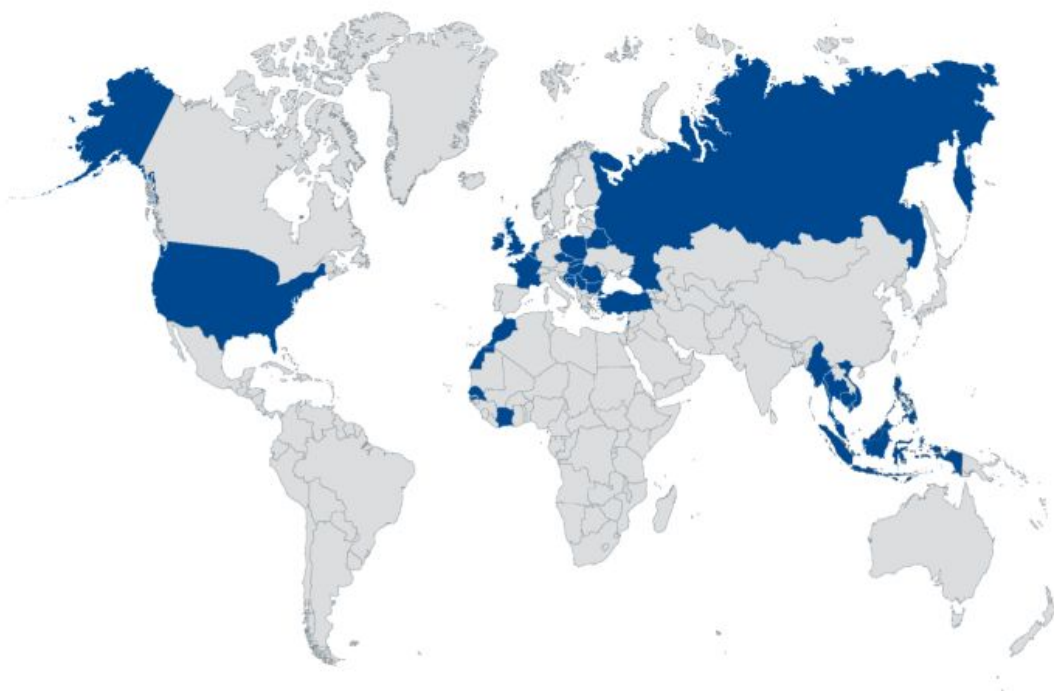
CONSTRUCTION
& Finishing Works



A global player

With operations in 31 countries spanning four continents, ATALIAN Group has earned the trust of 28,000 local, national and international customers. Thanks to our global network of subsidiaries combined with operational excellence, ATALIAN is able to assist its customers wherever they choose to operate by adapting to the economic, social and cultural environments of each country.

180 BRANCHES ACROSS 31 COUNTRIES



EUROPE

Belgium
Belarus
Bosnia
Bulgaria
Croatia
Czech Republic
France
Hungary
Luxembourg
Netherlands
Poland
Romania
Russia
Serbia
Slovakia
Turkey
United Kingdom

AFRICA & MIDDLE EAST

Ivory Coast
Mauritius
Lebanon
Morocco
Senegal

ASIA

Cambodia
Indonesia
Malaysia
Myanmar
Philippines
Singapore
Thailand
Vietnam

AMERICA

United States



Multi-sectorial

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ATALIAN Group operates in all types of environments (commercial, industrial, public places, etc.), including highly demanding and sensitive business sectors like airport services, nuclear energy, transportation networks, healthcare and agribusiness. Within each of our lines of business, a team of experts and advisers works to ensure our service offering matches our target sectors' needs with regard to regulatory changes, safety standards, certifications, frames of reference, environmental impacts, social climate and technical and behavioural prerequisites. Our operational teams, armed with specific knowledge about their sector, can therefore adapt their on-site interventions from day one of each contract.



AIRPORTS



HIGH
TECHNOLOGY



HEALTHCARE



AGRIBUSINESS



MANUFACTURING



TRANSPORT
NETWORKS



SHOPPING CENTRES



LUXURY



RETAIL



COSMETICS /
PHARMACEUTICALS



NUCLEAR



CORPORATE



LARGE RETAIL



PUBLIC SECTOR

Performance

Through an offensive and targeted growth strategy, year after year ATALIAN continues to grow rapidly in every country in which we operate and in all Facility Management business lines.



A global reach

100,000
employees

including
50,000
in France

and 50,000
outside France

28,000
customers

€2,028 million
in revenue (Group)

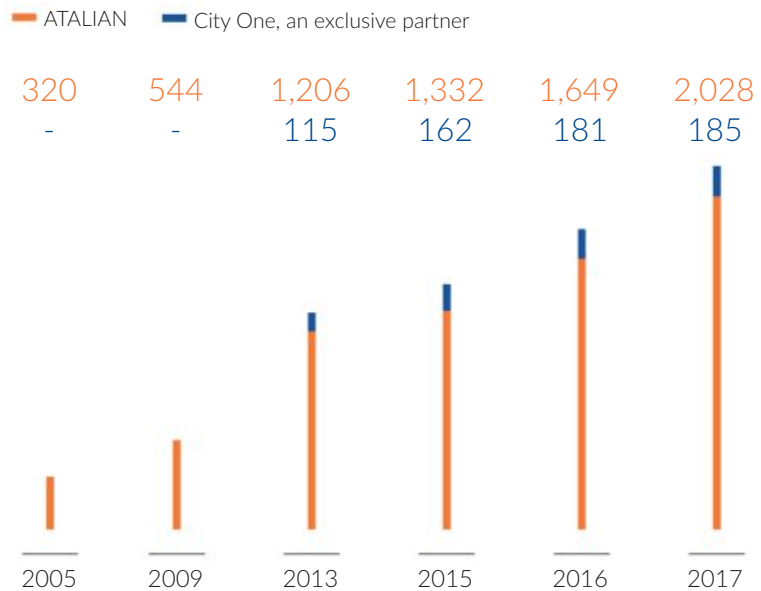
€1,187 million
in revenue (France)

€841 million
in revenue (international)

31 countries
in the world

A rapid and sustainable growth

Revenue increase between 2005 and 2017
In millions of euros



+23%

increase compared with 2016 (excluding City One).

Comprehensive services provided to businesses and local authorities

Breakdown of revenue per activity
(excluding City One)





Franck JULIEN



Sophie PÉCRIAUX-JULIEN



Matthieu de BAYNAST

Governance

A stronger team with an ambitious vision

ATALIAN is an independent Group run by a solid, close-knit and experienced governance team, which was strengthened in 2017. Our family shareholding structure enables us to combine long-term vision with adaptability, and our culture of excellence with agile growth.



Franck AIMÉ

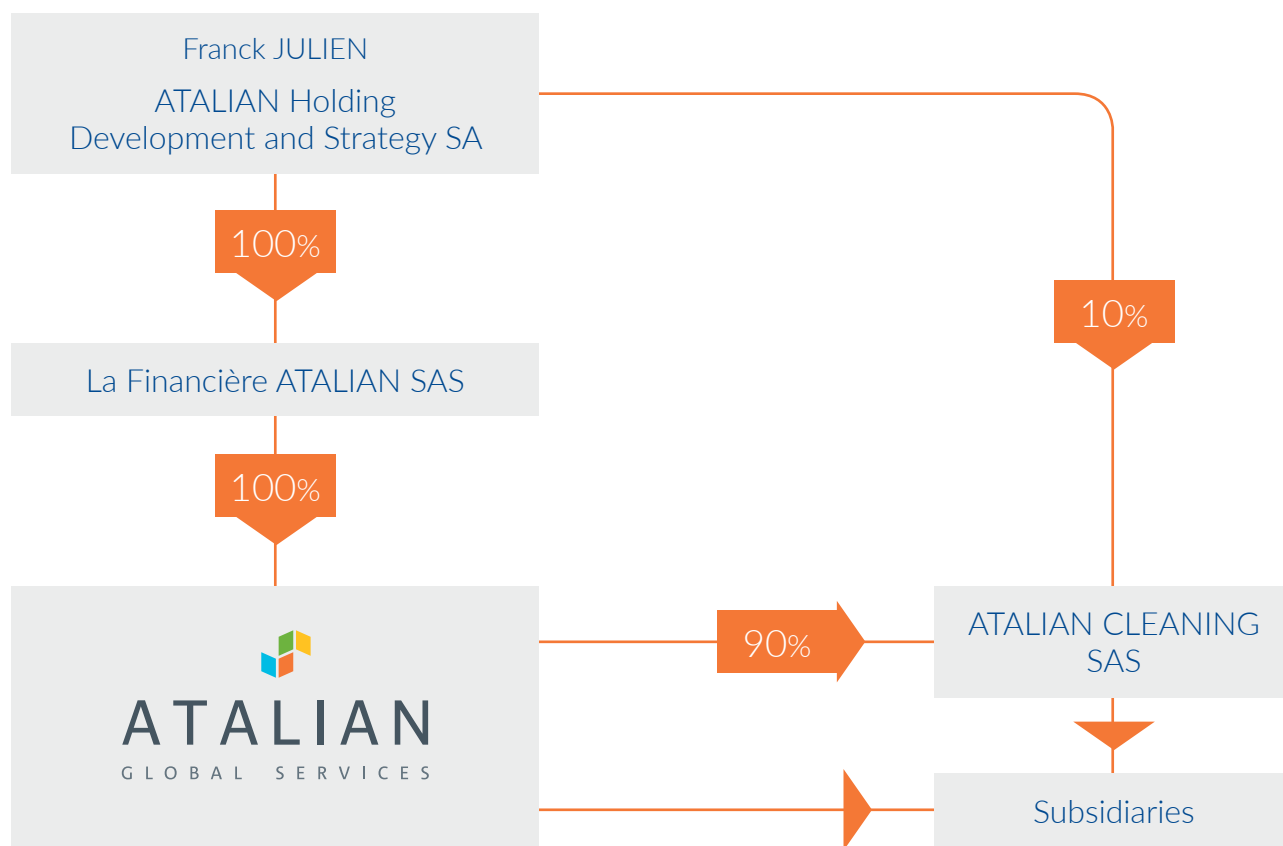


Loïc ÉVRARD



Stéphane VERMERSCH

CORPORATE STRUCTURE



ATALIAN Holding Development & Strategy (AHD&S)

Members of the board

- Franck JULIEN
(Chairman ATALIAN Holding)
- Sophie PÉCRIAUX-JULIEN
- Jean-Pierre JULIEN
- Henri PROGLO
- Loïc ÉVRARD
- John PENNING
- Quentin VERCAUTEREN DRUBBEL

LA FINANCIÈRE ATALIAN

La Financière ATALIAN is a simplified joint stock company (société par actions simplifiée) fully owned by the JULIEN family and steered by three dedicated management committees.

President

- Matthieu de BAYNAST

Investor's Committee

- Franck AIMÉ
- Matthieu de BAYNAST
- Loïc ÉVRARD
- Stéphane VERMERSCH

Closed accounts Committee

- Franck AIMÉ
- Matthieu de BAYNAST
- Loïc ÉVRARD
- Stéphane VERMERSCH

Remunerations Committee

- Franck AIMÉ
- Matthieu de BAYNAST
- Loïc ÉVRARD
- Stéphane VERMERSCH



Strategy



Meeting with
Matthieu de BAYNAST,
Chief Executive Officer
ATALIAN Global Services

In 2017, the Group underwent strong growth combined with intense transformation which will enable us to achieve new development milestones and make ATALIAN a worldwide Facility Management leader.

A YEAR OF STRONG GROWTH

In 2017, our Group continued to grow rapidly thanks to multiple acquisitions, expansion into three new countries and intensive organic growth that nevertheless varied depending on the location. We strengthened our positions in almost every country where we operate, becoming the leader in the Czech Republic, Slovakia and Croatia. In France, we maintained our performance level despite a highly competitive environment and our decision to withdraw from certain contracts with little or no profit-earning potential. But it should be pointed out that in 2018, the Group will generate more revenue through our international business than in France.

A YEAR OF TRANSFORMATION

At the same time, we stepped up the transformation of our organisation and the deployment of the tools necessary for our growth in France and abroad. We merged our French and International headquarters, set up support teams in a variety of fields and hired new talent to fill key positions within the Group.

We accelerated the rollout of ATALIAN Performance Way* to harmonise our practices and methods in all of our entities, in particular in the United States, Turkey and Asia, and we are seeing very positive outcomes. Today we are installing new ERP and CRM Group information systems. These powerful, centralised solutions will enable us to manage and monitor our financial, administrative and commercial development. We are also setting up a cloud infrastructure to interconnect our subsidiaries. In 2018, we will create shared cost centres to optimise our margins and increase our efficiency. This transformation is a major undertaking for the Group as it will influence our capacity to grow by quickly integrating the companies that join us.

HUMAN FACTORS ARE CENTRAL TO OUR TRANSFORMATION

Today, our international expansion provides us with tremendous growth opportunities. Our economic model, entrepreneurial culture and agility have proved their worth and we have earned the trust of investors. But the real challenge for our Group, which operates in more than 30 countries, involves our people. How can we bring the necessary new talent on board while preserving the Group's DNA? How do we ensure cohesion between new talent and the people who have brilliantly driven ATALIAN's growth so far? How can we optimise all the vital forces united together under the ATALIAN banner? This exciting challenge is crucial to the Group's future success, and we are working on it tirelessly.

WE MUST BECOME ONE

The goal for 2018 is to make ATALIAN a group that is entirely integrated both geographically and in terms of its business lines. A multinational, multibusiness and multicultural Group whose various components will nevertheless share the same brand, the same vision of its business lines, and the same priorities and methods. That's our challenge for 2018.

*The Group's global frame of reference



Today we are perceived as a growth company and an ambitious international corporation.

HIGHLIGHTS

ATALIAN pursued its international growth by expanding into three new countries in 2017 – Singapore, Belarus and Senegal. ATALIAN's arrival in Singapore brought it closer to Asia's major decision-making centres.

The process of integrating our geographical and business-oriented activities was quickened with the merging of the French and International headquarters, the creation of corporate HR divisions, a global taxation division, an M&A division.

In 2017, for the first time in its history, ATALIAN generated as much revenue abroad as it did in France, thereby confirming its new global dimension.



Finances

Meeting with
Loïc ÉVRARD,
Chief Financial Officer

ATALIAN is perceived as a Group with strong market value that delivers on its promises.

A VERY SATISFYING FINANCIAL YEAR WITH FOCUS ON INTERNATIONAL GROWTH

The 2017 financial year was overall very satisfying. We registered a 23% increase in our revenue and a 32% increase of our EBITDA.

An additional indicator of our profitability is our net debt to EBITDA ratio which is 3.7 (versus 3.8 in 2016 prior to the new bond issue). The Group generated growth on all continents where it operates while deeply transforming its methods and tools.

Our international revenue rose by 58.6%. This strong growth results from acquisitions as well as intensive organic growth, especially in Central Europe, Asia and the USA, where the markets are very dynamic. Our EBITDA at international level rose by 74%, increasing from €29 to €50 million.

On the extremely competitive French market, which stabilised over the last year, thanks to a more favourable economy, we managed to maintain our revenue and results in 2017.

CONTROLLED DEBT

2017 allowed us to refinance our debt through a very positive transaction. We issued €625 million in bonds at a 4% interest rate, a much lower rate than our previous loans (7.25% in 2013 and 5.60% in 2016) which gives us manoeuvring power to finance future acquisitions. This transaction proves the high level of trust placed by the financial market and our investors in both ATALIAN and its economic and financial model. This trust is built on our results and the Group's capacity to consistently deliver on its promises. The Group's current debt totals €534 million today and is under control with regard to the many acquisitions that took place in 2017 and the previous years.

HIGHLIGHTS

ATALIAN: A model that inspires trust

2017: 625 million € raised over a seven-year period at a 4% interest rate and reimbursement of the current debt (€400 million).

2016: 150 million € raised (with additional coupons) at a 5.60% interest rate.

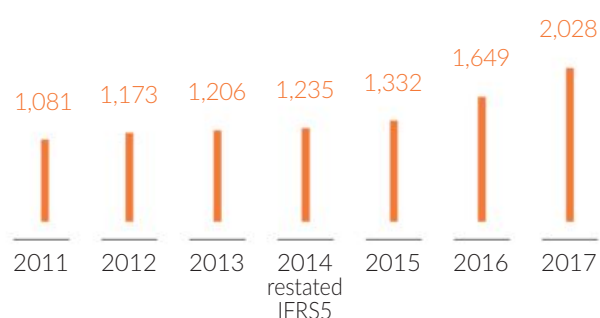
2013: 250 million € raised at a 7.25% interest rate.

FOCUS

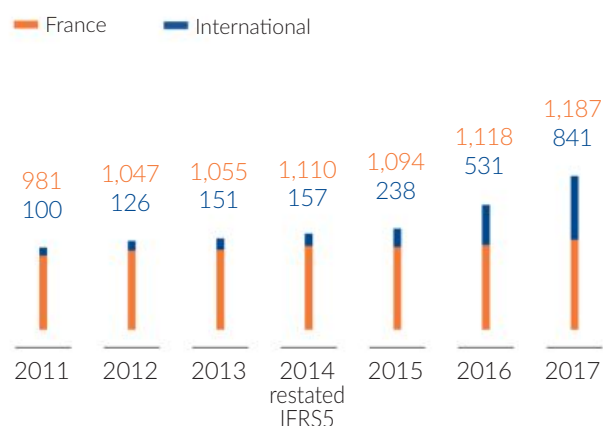
Organisation overhaul

The Group's rapid international expansion has resulted in several new and complex issues requiring that we restructure and deepen our organisations. In every country where we operate, we are rolling out our information and management systems along with our methods, in order to ensure continuous access to data that reflects real-time situations. This will enable us to react quickly should a problem arise in any country or entity. We have set in motion the merging of our French and international support functions, and thus strengthened our expertise in the areas of corporate sales, finance, IT, legal, taxation and cost-effectiveness.

Revenue progression
(2011-2017)
in millions of Euros



Distribution of revenue
(2011-2017)
in millions of Euros



ATALIAN Group continues to gain ground within its original market, as a premium provider of services to businesses and local authorities thanks to external growth and an ever-growing customer portfolio. The Group benefits from differentiating assets, including a domestic network of 100 different branches, a comprehensive service offering, spanning a range of business lines, and multidisciplinary expertise. In 2018, the Group will unify all of its business lines in France under a single brand: ATALIAN.



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ATALIAN in France

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- 36 Technical maintenance
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- 39 Construction & Finishing Works

An integrated multi-business offering



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A DENSE NETWORK OF OPERATIONS

Map of France showing the locations of 100 branches and the headquarters of the French Red Cross. The map includes an inset of the Paris region. The legend indicates that blue circles represent branches and orange circles represent headquarters. The headquarters is located in Paris, specifically in the 15th arrondissement. The map shows a dense network of branches across the country, with a higher concentration in the Paris region and the south of France.



FACILITY MANAGEMENT



FACILITY MANAGEMENT

Philippe LEONARD

Managing Director,
Corporate Strategy

A YEAR OF WINNING NEW CUSTOMERS

In 2017 ATALIAN consolidated its position as a major Facility Manager player in France by developing highly efficient and innovative solutions, to partially or fully manage the outsourced services of its customers. It was a year in which we won new customers, renewed or extended high-profile contracts and assisted strategic customers with their international business needs.

OUR EXCLUSIVE ASSET: A FULL RANGE OF SERVICES AVAILABLE WORLDWIDE

ATALIAN is the only player on this market with expertise in all Facility Management lines of service, including cleaning, security, technical maintenance, front of house services, landscaping, energy management... Our strength lies in our ability to integrate and develop synergies between all the Group's complementary areas of expertise, with a single FM contract covering the majority of companies' needs. The interaction between our different lines of business and the profusion of activities performed to fulfil our FM contracts are strengths our customers appreciate.

BRINGING VALUE TO OUR CUSTOMERS AND EMPHASIZING CONTRACT MANAGEMENT

On today's increasingly competitive market, we must create value for our customers while meeting the new expectations of occupants in terms of services, information, and work environment comfort and quality. That is why we are developing innovative solutions – namely Smart Maintenance and Smart Cleaning – and continually strive to increase our contract management efficiency. The success of a Facility Management contract is closely linked to the skills and qualities of its manager. Our efforts in 2018 will therefore focus on the specific aspects of contract management and not just on the tools we use.



2017 was a year of consolidation and winning new customers for our Facility Management unit, which benefits from the strength of ATALIAN's integrated business model. Indeed we are the only player on the market to self-deliver a complete range of FM services and offer a strategy that focuses on innovation and on accompanying strategic clients abroad.

CUSTOMER REFERENCES

AIRBUS • AIR FRANCE • AREVA • BASF • EDF •
ELECTROLUX • EXXONMOBIL • ICADE •
LAFARGE HOLCIM • ORANGE • UNIBAIL
RODAMCO • SAFRAN • STANLEY BLACK &
DECKER

HIGHLIGHTS

New large-scale contracts:

AREVA (contract extension), BASF at national level, Siemens at international level, renewal of contract with Air France headquarters.

OUR OFFER

Services provided to occupants

Cleaning • Security • Front of house •
Pest Control • Grounds maintenance •
Mail management • Helpdesk services •
Waste management

Services provided to buildings

Heating, air conditioning, ventilation •
High and low voltage • Plumbing •
Finishing works • Energy Management

Steering Support functions

Regulatory monitoring • Surveys • Risk
prevention • Start-up team • HQE
Exploitation • IT tools



CLEANING & Associated Services

€776 million in revenue

2nd largest operator
in France

40,000 employees
(21,000 FTE)

8.4% increase
(vs. August 2016)

6% of market share
(17% of top ten operators'
market share)

Customer loyalty: 95%

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CLEANING & Associated Services

Sébastien LASTAPIS

Chairman,
Cleaning & Associated Services Division

GOOD RESULTS ON AN INCREASINGLY DEMANDING MARKET

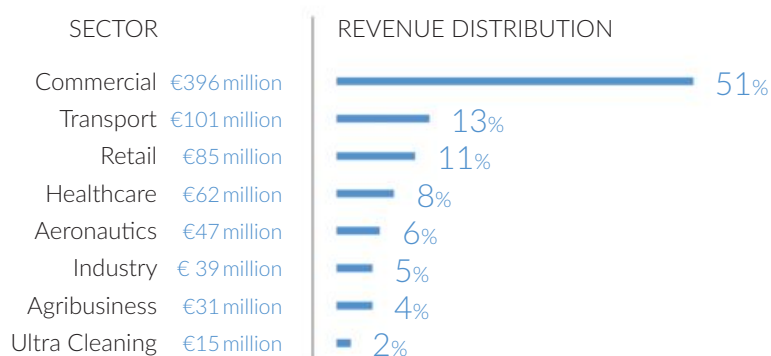
As the challenger on France's increasingly competitive and demanding market, 2017 nevertheless saw continued growth thanks to our dynamic and offensive strategy. Our growth rate was 8.4%, including 1.0% of organic growth after the integration of GOM Propreté (see opposite). Our 2017 results match our forecasts and our operational performance is perfectly satisfactory.

CREATING VALUE FOR OUR CUSTOMERS

Winning new market share is becoming increasingly difficult, which makes customer satisfaction essential. That is why we constantly strive to improve our operational processes (increasingly mature dedicated organisations when expanding into new markets, quality tracking, reducing our environmental impact on customer premises). We do not merely listen and respond to customer needs. We always seek to be pro-active and create value for our clients. 2017 saw a high contract renewal rate by our chief customers.

SUSTAINABLE, RESPONSIBLE GROWTH

To pursue the Cleaning Division's growth in 2018, we will continue to combine organic growth and acquisitions, buoyed by the strengths and specific advantages of the ATALIAN model: proximity facilitated by our national network of local branches, a pragmatic organisation with a fast decision-making process, employee agility and our information and assisted decision-making systems. To maintain our operational margins, we will also have to offer differentiating, innovative and responsible services to our customers.



As the second largest operator in France, we are pursuing our growth thanks to an offensive strategy, an efficient organisation and a proactive approach that creates value for our customers.

CUSTOMER REFERENCES

AGRO MOUSQUETAIRES • AIRBUS • AIR FRANCE
• AUCHAN • BNP PARIBAS • CAISSE D'ÉPARGNE
• CARREFOUR • CHRONOPOST • EDF • GROUPE
BIGARD • GUSTAVE ROUSSY • HENRI MONDOR
• INDITEX • KINGFISCHER • LAFARGE HOLCIM •
LVMH • MUSÉE DU LOUVRE • PARIS AÉROPORT
• PERNOD RICARD • PUBLICIS • RATP • SAFRAN
• SNCF • TRANSDEV • UGAP • VEOLIA

HIGHLIGHTS

The acquisition of GOM Propreté, one of the sector's top fifteen companies, strengthened ATALIAN's regional positions (in Ile-de France, Nord and Rhône-Alpes) and accounted for €31.7 million in the revenue of the Cleaning & Associated Services Division in 2017.

Disabled employees accounted for 9.8% of the Cleaning Division's workforce in 2016 (7.2% in 2013), a figure that bears witness to our commitment and to our level of social responsibility in general.

OUR OFFER

A range of cleaning and associated services adapted to all business sectors

Complementary solutions:

On-site waste management • Mail management • Industrial sanitation • Air hygiene • Pest control • Small maintenance • Handling • Work environment management...

ACCUEIL

SECURITY

Surveillance & Safety

€165 million in revenue

6th largest operator in France

5,000 employees

2.5% increase vs. August 2016

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SECURITY Surveillance & Safety

Rémy MORARD

Chairman,
Security, Surveillance & Safety Division

A YEAR OF GROWTH

The Security Division's business grew by 2.5% in 2017. It consolidated its positions in the Île-de-France greater Paris region with the acquisition of Trigion Sécurité (Facilicom Group), which now accounts for €5.2 million of turnover. Despite today's highly competitive market, ATALIAN's Security Division won large-scale contracts and earned the trust of key accounts including EDF (Flamanville nuclear power plant, Le Havre thermal power plant), France Télévisions, French National Cancer Institute, SSIAP Île-de-France, Suez and the University of Bordeaux.

A YEAR OF TRANSFORMATION AND INNOVATION

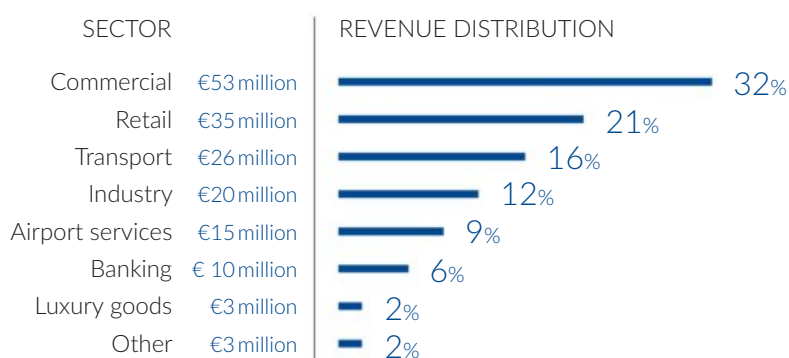
The Security Division set up a Quality Department in 2017 which works closely with key customers to oversee their action plans and help build their loyalty.

A tool called ActiReport has been deployed to all customers to track the quality of the services delivered by our agents and to our clients. This will help us improve our operational performance and competitiveness in 2018.

AN EVER WIDER PALETTE OF SERVICES

The Security Division's strength lies in its ability to offer a global, exhaustive response to its customers' needs. By combining the complementary expertise of our various entities, we offer an ever wider and more efficient palette of services.

ATALIAN Technological Security delivers value-generating solutions including auditing, consulting and vulnerability studies, coupled with expertise in electronic security systems. ATALIAN Canine Solutions (ACS) provides expertise in the detection of explosives and firearms using sniffer dogs. ATALIAN Security meets airport security requirements for our largest customers in the public transportation sector.



The Security Division, the sixth largest operator on the French market, offers an ever wider range of services to fully cover our customers' needs while creating value for them.

CUSTOMER REFERENCES

ACCOR • AIR FRANCE • BNP PARIBAS • BOSCH • CARREFOUR • CRÉDIT AGRICOLE • CITADIUM • EDF • FRANCE TÉLÉVISIONS • LA POSTE • LE PRINTEMPS • MONOPRIX • NATIXIS • ORANGE • SAFRAN • SCHLUMBERGER • SNCF • SOLVAY INOVYN • SUEZ • TEREOS • TRIBUNAL DE GRANDE INSTANCE • UGAP • UNIBAIL-RODAMCO

HIGHLIGHTS

ATALIAN Technological Security

proposes a supervision platform that can be used to collect data on a building's security (relating to fire, intrusion, videosurveillance, access control and malicious behaviour) and manage it with a single integrated tool: ATALIAN Building Management System. This real-time analysis interface makes it possible to forecast the forces that will be required on site.

Our tool for monitoring the start and end of service provision received a **prize at the Security Awards** in September 2017.

The Security Division boasts a strongly-rooted QHS culture and has obtained ISO 9001, M.A.S.E. and OHSAS 18001 certifications.

OUR OFFER

A complete range of services:

- In-company surveillance, security and safety
- Airport safety
- Sniffer-dog detection service
- Technological Security Solutions



FRONT OF HOUSE

Corporate & Events
Management

€185 million in revenue

2nd largest operator in France

4,900 employees (FTE)

15 locations

2.2% growth
(vs. August 2016)

20% market share

98% customer loyalty rate



FRONT OF HOUSE Corporate & Events Management

Nicolas LIXI
Chairman, City One

AN OFFENSIVE SALES STRATEGY

In 2017's revitalised market, we intensified our prospecting initiatives and were contacted for several projects and calls for tenders. Our modest growth (2.2%) in 2017 is due to the loss of an important contract, but this was offset by important commercial successes in our traditional lines of business (€15 million in new contracts). Our customer portfolio has expanded. We won the contract to manage the concierge services for Paris Aéroport (My Conciergerie Paris Aéroport). We also took over GOM France's Front of house division (€1.3 million in revenue).

DIVERSIFIED AND INTENSIFIED INTERNATIONAL ACTIVITIES

City One offers its customers a range of services covering not only traditional front of house activities, but also services relating to passenger transportation, logistics and handling. With the launch of our Space Concession Management business, 2017 will go down in history as a year of diversification for City One, since we now manage VIP lounges in hub airports and on the rooftop of the Grande Arche monument in the La Défense business district of Paris, which opened to the public in June 2017. City One also strengthened its positions in the Moroccan tertiary and airport services sectors via its local subsidiary. The growing needs of Morocco's administrations and large corporations hold the promise of rapid growth for our business.

A YEAR OF SOCIAL ENGAGEMENT AND TRANSFORMATION

City One has always been committed to promoting diversity, integration and training – three sustainable levers of growth and social cohesion. In 2017 we won the EcoVadis Silver medal rating for our CSR policy. City One now employs 85 people via the integration pathway programme run by the Front of House EGRQ*, founded upon our initiative in 2015.

To accelerate this transformation, City One acquired a new information system to improve the steering of operations and introduced a GPEC** plan to forecast our needs in terms of human resources.

In 2018, we will reap the benefits of all the transformations conducted in 2017.

* Employers' Group for Reintegration and Qualification

** Previsional management of employment and skills



City One is ATALIAN's exclusive partner for the management of Front of House services. In 2017, it diversified its offering by launching a Public Space Management business, intensified its international operations and continued to transform its methods.

CUSTOMER REFERENCES

AÉROPORT DE LYON-ST EXUPÉRY • AÉROPORT DE TOULOUSE-BLAGNAC • AIR FRANCE • BPCE • EDF • FÉDÉRATION FRANÇAISE DE TENNIS • GROUPE HAVAS BOLLORE • KLÉPIERRE • MINISTÈRE DE L'ÉCONOMIE ET DES FINANCES • NESPRESSO • PARIS AÉROPORT • PHILHARMONIE DE PARIS • SNCF

HIGHLIGHTS

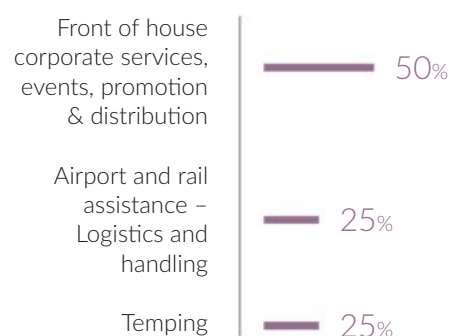
Diversity, integration and training

- 115 nationalities represented
- 6.38% of employees are disabled
- 94 work/study contracts
- 2.6% of payroll invested in training

OUR OFFER

Corporate Front of house services • Events & distribution • Front of house services in the airport and rail industries • Logistics and handling • Temporary work • Space concession management

BREAKDOWN OF REVENUE PER ACTIVITY





LANDSCAPING

€75 million in revenue

3rd largest operator in France

716 employees

12% growth (vs. August 2016)

6% market share (15.6% of top ten operators' market share)

96% of maintenance contracts renewed

atalian@chateau-de-versailles



LANDSCAPING

Thierry BRÉMENT

Chairman,
Landscaping Division

INTENSIVE GROWTH, LARGE SCALE PROJECTS

The Landscaping Division posted growth of 12% in 2017, despite a very gloomy market (down 6% since 2014*) which has suffered from the drop in public commissions. We owe this good performance to the creation of a new entity in the Hauts-de-France region, the completion of several exceptional projects – including the extension of the Roland Garros complex, the Paris Courthouse and Villages Nature to the East of Paris – and to the impact of newly gained customers in 2016.

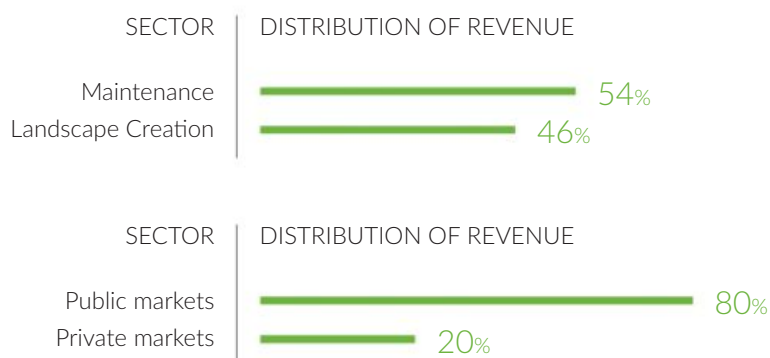
A MAINTENANCE SEGMENT ON THE RISE

We continue to reap the benefits of our strategy, which is focussed on developing our maintenance segment and favours an environmentally-friendly approach. Grounds Maintenance currently accounts for 54% of our turnover (46% in 2014), a figure which is expected to reach 60% by 2020. Despite increasing competition, we achieved a maintenance contract renewal rate of 96% in 2017.

GROWTH IN THE PRIVATE SECTOR

The creation of a dedicated Key Accounts structure (January 2018), will enable us to develop our business in the private sector, which only accounts for 20% of our activity today, by leveraging the many opportunities afforded by the Group and its customer portfolio.

* Source : UNEP (Union of Landscaping Companies)



Intensive growth sustained by the development of the grounds maintenance segment and our ability to retain customers.

CUSTOMER REFERENCES

AIRBUS • ASSEMBLÉE NATIONALE • BOUYGUES IMMOBILIER • CHÂTEAU DE VERSAILLES • CLUB MÉDITERRANÉE • DISNEYLAND PARIS • EXXONMOBIL • HAC FOOTBALL • LE LOUVRE LENS • MAISONS ET CITÉS • PALAIS DE JUSTICE DE PARIS • PARIS AÉROPORT • ROLAND GARROS • SNCF • VILLAGES NATURE • SUEZ

HIGHLIGHTS

Our acquisition in March 2017 of Bordet Services Espaces Verts (Eure-et-Loir department) has strengthened our position in the area in and around Chartres, enabling us to increase our maintenance market share.

In December 2017, we signed a three-year contract with Suez for the maintenance of 2,400 sites in France (Hauts-de-France, Ile-de-France, Normandy, Brittany, Centre-Val de Loire, Pays de la Loire). This contract illustrates the opportunities offered by the Group's Key Accounts.



TECHNICAL MAINTENANCE & Service Engineering

€167 million in revenue

6th largest operator in France

–4% variation (vs. August 2016)

1,200 employees

atalian@institut-curie



Bruno GSTACH
Chairman,
Technical Maintenance Division

TECHNICAL MAINTENANCE & Service Engineering

A PROMISING YEAR-END

After mixed results in the first six months of the year, the Technical Maintenance Division saw renewed growth in the second half. We finished the year with a €4.7 million net gain in contract value compared to 2016. Many customers have placed their trust in us, such as Dassault, Carrefour, Institut Curie, OCP, Crédit Mutuel du Sud Ouest, Klépierre and Guerbet. We also renewed two major contracts at the end of the year: Parc Icade in Aubervilliers and Orange (South-West and East Burgundy).

In June 2017, ATALIAN Energy Solutions was incorporated into our division and has become a key component of our energy performance service offering. Our operational quality indicators have improved sharply thanks to strong focus on management. Finally we are streamlining our supplier database to improve our negotiating leverage.

TARGETING NEW MARKETS, LEVERAGING THE GROUP'S STRENGTHS

In 2018, we are going to step up organic growth and make several targeted acquisitions to reinforce our geographical coverage and range of business lines. We aim to grow on the promising market of intermediate-sized enterprises by leveraging potential synergies with the Cleaning Division, which is very active on this market. We will capitalise on our assets, namely FM contract management (more than 90% of services are provided by the Group), multisite contract management thanks to our national coverage, and centralised, efficient, responsive management.

DEPLOYING NEW SERVICE OFFERINGS

2018 will also be a year for deploying major innovations that are key to our business lines : technical diagnostic digital assistance via our technician's smartphones, digital preventive rounds, a "Smart Comfort" solution pack, enabling us to bring added value to our customers.



For the Technical Maintenance Division, 2017 was a year of transition which should lead to renewed growth thanks to new offerings, targets and strategies.

CUSTOMER REFERENCES

AIR FRANCE • AREVA • AXA • BASF •
BORDEAUX MÉTROPOLE • BPCE • CAISSE
D'ÉPARGNE • CARREFOUR • CHANEL •
CLINIQUE RHENA • CONSTRUCTA •
DASSAULT AVIATION • HILTON • HÔPITAL DE
LONGJUMEAU • ICADE • INSTITUT CURIE •
KLÉPIERRE • LA POSTE • OCDE • ORANGE •
PALAIS DE L'ÉLYSÉE • PÔLE EMPLOI • MBDA •
SAFRAN • STANLEY BLACK&DECKER • TISHMAN
SPEYER • UGAP • UNIBAIL RODAMCO

FOCUS

Innovating to solve energy-related issues

Because energy-related issues are essential to our customers, we have developed a new, progressive offering. Featuring three levels, it allows customers to begin saving energy with a very rapid return on investment and gradually progress to granular remote steering of technical installations by a team of experts. With this new solution, we will better meet our customers' energy management needs while reinforcing our positions in technical maintenance. We are also going to sign partnerships with general companies to explore the commercial and residential renovation markets which combine works with long-term maintenance contracts.

OUR OFFER

The Technical Maintenance Division is in charge of enhancing its customers' real estate assets and ensuring occupant comfort. It offers the full spectrum of technical expertise required to optimise building usage for our customers and satisfy the different needs of users, including building management, air conditioning, heating, plumbing, ventilation, lighting and tele-surveillance.



ENERGY MANAGEMENT

Dimitri CHOUÉIRY

Chairman,
ATALIAN Energy Management

A UNIQUE OFFERING ON THE MARKET

Specialised in improving the energy efficiency of buildings, ATALIAN Energy Solutions is focussed on three high-potential market segments: office buildings, logistics centres and shopping centres. In 2017 we won major contracts in France and Europe thanks to our unique offering which enables our customers to connect and remotely manage buildings and generate energy savings guaranteed by contract.

Our offering is based on a combination of innovative technologies – a remote steering system, online reporting and dedicated applications – and integrated technical expertise in automation, IT development and thermal regulation of buildings. In 2017, we deployed the new version of our steering platform (Ergelis© V6) enabling more granular steering of connected buildings, and completed our customer fleet's migration to 3G technology. We also launched the Smart Comfort application, which allows occupants to monitor the temperature and comfort of their buildings via smartphone.

DIFFERENTIATION AND VALUE CREATION THROUGH CONTINUED INNOVATION

To grow our business, we must continue to innovate and propose differentiating services that create value for our customers. This means investing regularly in R&D and integrating the entire service chain in order to maintain absolute control over the quality of our services. We must also reduce the wait times to connect buildings, and increase the ROI of our services. In 2018, our target is to achieve organic growth of over 20%, and in the long term we aim to make ATALIAN the gold standard in terms of connected buildings both in France and throughout Europe.



The Energy Management Division offers innovative solutions to optimise building operations and energy performance.

€2 million in revenue

20 employees

2 million square meters
in managed assets

Average generated
savings of 18%

€21.7 million generated
in energy savings

CUSTOMER REFERENCES

AEW • AIR FRANCE • ALSEI • ALLIANZ • CBRE •
DASSAULT • DTZ INVESTORS • GOODMAN •
ICADE • IMMOFINANZ • INVESCO • LOGICOR •
METRO • PERIAL • PROLOGIS • SAIPEM •
TECHNIP • UNIBAIL RODAMCO

HIGHLIGHTS

New markets in 2017

- So Ouest and Myslbeck shopping centres, respectively located in the Paris region and Prague
- Tour Prisma in the La Défense business district
- Logistics centres in three locations in France: Thionville, Saint-Georges and Lieusaint

Savings generated*

- Office buildings: 15%
- Shopping centres: 13%
- Logistics centres: 45%

* Average savings observed as a percentage of spending



CONSTRUCTION & Finishing Works

Serge VIVIER

Chairman, Construction
& Finishing Works Division

A STRONG CUSTOMER PORTFOLIO; A WIDER RANGE OF SERVICES

The upswing observed in 2017 in the construction sector, illustrated by an increase in the number of building permits and new construction sites, did not immediately impact our finishing works business. However, after two difficult years, ATALIAN's Construction Division has begun to recover (12% growth) thanks to its dynamic commercial strategy and strong customer loyalty.

In 2017 we earned the trust of new key accounts. We worked on the construction of the Italik shopping centre in Paris on behalf of the property company Hammerson, and on the construction of the new hospital in Melun, near Paris. We also expanded our service offering in 2017 by adding Tiling and Faience services, in order to more thoroughly meet our customer's expectations.

LEVERAGE THE SECTOR'S UPSWING TO UTILISE ALL OUR ASSETS

In 2018, we expect revenue growth of approximately 10% coupled with improved operating margins. Not only will we benefit from the forecasted upswing in the finishing works sector, we will also capitalise on all our assets – our solid experience, our ability to manage and complete large-scale construction projects with our own resources, and the trust our customers place in us. The fact that we are owned by a leading global service provider further reinforces this trust.



The Construction & Finishing Works Division, a full service provider, further expanded its range of business lines, leveraging its dynamic commercial approach and its customers' trust to capitalise on the recent upswing in this sector.

€12 million in revenue
(over a 16-month period)

One of the top 10
operators in the greater
Paris region

50 employees

14% increase
(vs. August 2016)

CUSTOMER REFERENCES

BNP PARIBAS IMMOBILIER • BOUYGUES
BÂTIMENT • BOUYGUES IMMOBILIER •
EIFFAGE CONSTRUCTION • FIRST AVENUE •
GROUPE PICHET • HAMMERSON • KAUFMAN &
BROAD • PIERRE ÉTOILE • SEFRI-CIME • STEVA •
VINCI CONSTRUCTION

OUR OFFER

New works and renovation

- Floor coverings and hardwood floors, tiling and faience
- Painting and wall covering
- Masonry, joinery and transformation of premises

BREAKDOWN OF REVENUE PER ACTIVITY

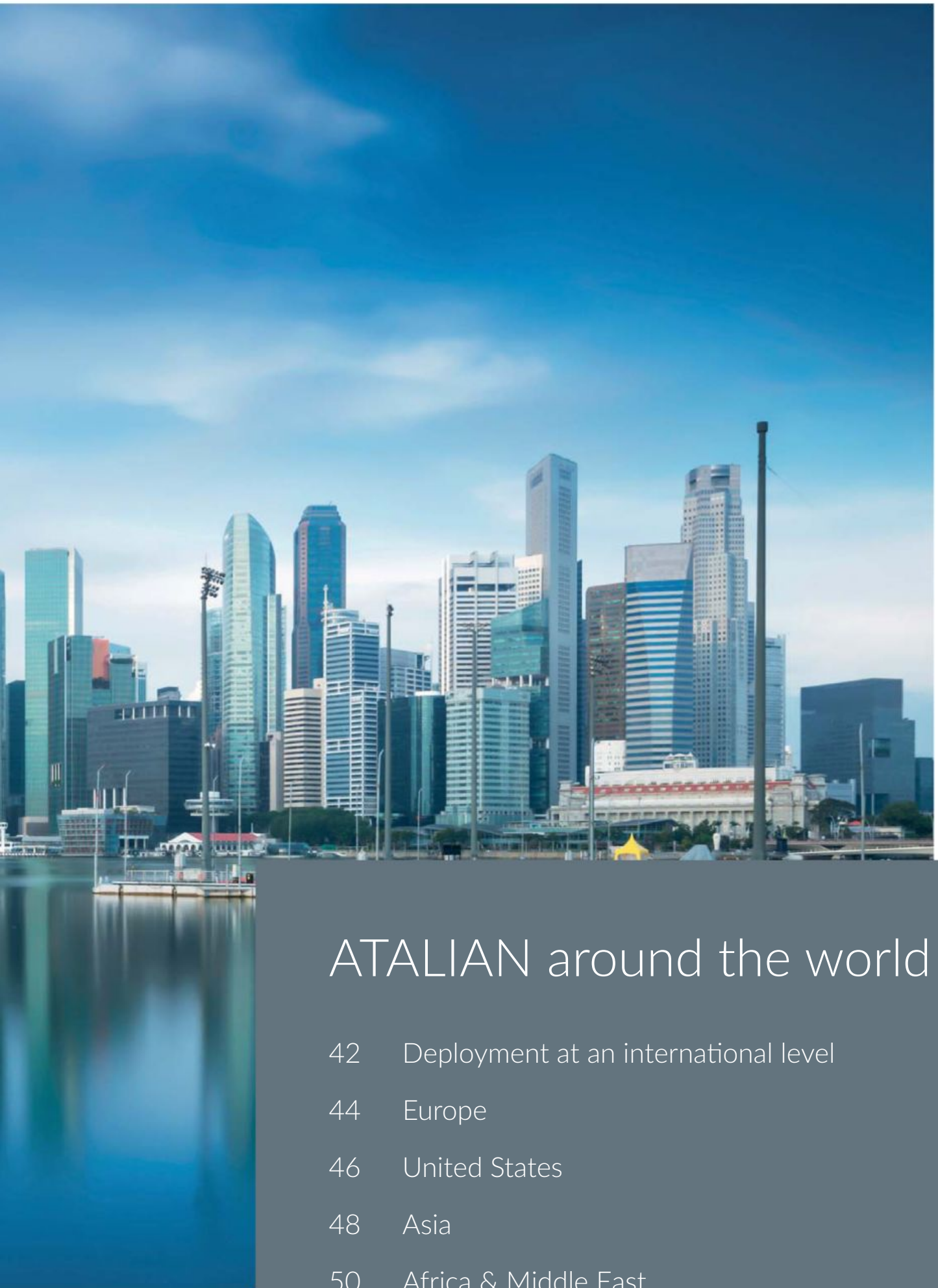


As a result of rapid growth in more than 30 countries across 4 continents, the dimension of ATALIAN Group has changed. In 2017, the Group achieved a turnover at international level that was almost equivalent to that achieved in France.

Thanks to our multi-business expertise and our global network of companies, ATALIAN can meet the local, regional and international needs of corporations.

In 2018, the Group will pursue its development strategy to affirm the prominence of its activities abroad.





ATALIAN around the world

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- 46 United States
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- 50 Africa & Middle East



Deployment at an international level

By Matthieu de BAYNAST,
Chief Executive Officer
ATALIAN GLOBAL SERVICES

€841 million in revenue

Representing 41.5%
of Group revenue

+58% revenue increase
vs. August 2016

30 countries (excluding France)

50,000 employees abroad

OUR INTERNATIONAL EXPANSION HAS CHANGED OUR DIMENSION

Today, 41.5% of our revenue is generated through our international business (versus 32% in 2016). For our customers, especially our French and international customers abroad, this new equilibrium is a sign that ATALIAN has truly become a global group – and is perceived as such – capable of serving its customers just about anywhere they operate. Very few Facility Management players offer a range of expertise as wide as ATALIAN's, in such a large number of countries.

The improved profitability of our international business is another source of satisfaction for the Group. Our EBITDA (outside France) increased from 5.4% in 2016 to 6.0% in 2017.

EXPANDING OUR GEOGRAPHIC FOOTPRINT

In 2017, we launched operations in three new countries – Belarus, Senegal and Singapore – and our goal is to be present in 60 countries within ten years. Many emerging countries and growth zones in Asia, Central and Eastern Europe and Africa offer tremendous potential for growth.

It took courage to go beyond our borders in 2007 by making major acquisitions in mature countries and venturing into emerging or growing countries. No other “national champion” has attempted such a challenge. We did it – and in the process we gained experience in acquiring and integrating companies, which today enables us to duplicate our model efficiently and safely all over the world.

DENSIFYING OUR PRESENCE WHEREVER WE ARE

Our strategy remains unchanged. We are going to continue buying companies and generating organic growth by deploying our multi-business offering. The goal is to intensify our presence in all the countries in which we operate, to attain critical mass and become one of the top three players on this market. In most of the countries where we operate, our atypical model – integrated and entrepreneurial – remains our motto. Our international growth is often achieved with entrepreneurs who remain shareholders of their company, and we are skilled at adapting our strategies to each market's level of maturity.

GROWING OUR INTERNATIONAL KEY ACCOUNTS WORLDWIDE

Many of our customers, both French and foreign, operate in several countries. We therefore intend to leverage our international presence and multi-business offering to participate in regional and global calls for tenders. We have set up a team dedicated to Key Accounts in Europe, and are currently doing likewise in Asia and the United States. These initiatives are beginning to pay off. Today, we hold all the aces to ensure 2018 is a year of strong and profitable growth.

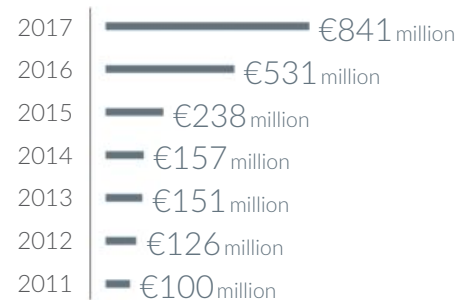


2017 was a pivotal year for ATALIAN Group, which has become a truly global player capable of providing an integrated range of facility management services to major international corporations.

FOCUS

Revenue progression

(In millions of euros)



Distribution of revenue per zone in 2017

- Europe: €505 million
- United States: €165 million
- Asia: €151 million
- Africa & Middle East: €20 million

Top 3 countries in Europe (Revenue in 2017)

1. United States: €165 million
2. Czech Republic: €106 million
3. Belgium: €89 million

EUROPE

€505 million in revenue

Representing 25% of
total Group revenue

+58% revenue increase
vs. August 2016

16 countries (excluding
France)

21,000 employees

1st operator in the Czech
Republic, Slovakia and
Croatia

Operating in 16 European countries

(excluding France), ATALIAN is at the forefront in Belgium, the Netherlands, the Czech Republic, Slovakia, Croatia and Turkey.

Strategy

Reinforce our positions in all countries in which we operate and diversify our portfolio of fundamental FM business lines, namely cleaning, technical maintenance, catering and safety.



Acquisitions
to reinforce
our presence
in existing
countries
in 2017

Netherlands
Czech Republic
Russia
Slovakia



Acquisitions
to expand
into new
countries
in 2017
Belarus



ATALIAN's presence



Norbert
MOUSSART
Managing Director
for Europe

STRONG GROWTH AND MAJOR ACQUISITIONS

2017 was a year of strong growth (58% vs. 2016), with major acquisitions in the Czech Republic, Slovakia and the Netherlands. In the first two countries, ATALIAN is now the market leader. We also expanded our presence in Russia with the acquisition of Novy Dom (Saint Petersburg), and now operate in Belarus following the acquisition of Cleaning Plus (Minsk).

DEVELOPING KEY ACCOUNTS, ENHANCING OUR GLOBAL OFFERING

We structured our sales force and won new customers, which enabled us to generate a monthly revenue increase of €4 million. A team dedicated to the development of international key accounts helped bring in several major contracts, including Philip Morris in Serbia, which proves our desire and ability to operate across the entire spectrum of FM services.

A STRONG NETWORK OF OPERATIONS

ATALIAN has built a solid network of operations across Europe (excluding Austria, which remains a target), and the region's dynamic economy offers excellent opportunities for organic growth. Turkey presents the most potential for organic growth and, with €67 million in revenue in 2017, already ranks third in Europe (excluding France).

2018: CONSOLIDATING OUR POSITIONS, OPTIMISING OUR ORGANISATION

In Europe, 2018 will be a year in which we consolidate our positions and optimise our organisations, with an expected stabilisation of our pro forma revenue. An action plan called Performance 2020 has been launched, designed to yield results as early as 2018 with actions in four key areas: increase sales by placing the customer at the heart of our initiatives; attain operational excellence by implementing a continuous improvement programme and sharing best practices; increase the efficiency of our support functions to optimise processes and maximise the added value they bring to our business; and most importantly, motivate our teams – an indispensable condition of our success.



2017 was a year of expansion and winning over new customers, making ATALIAN a major FM player in countries with high business potential.

CUSTOMER REFERENCES

AÉROPORT DE PRAGUE • AHOLD •
COMMISSION EUROPÉENNE • CROWN •
ELECTROLUX ERICSSON • EXXON • GROUPE
PSA • HRAVTSKI TELECOM • INA • KLÉPIERRE •
METRO • MIGROS • PENTA • RENAULT • STAD
GENT • TESCO • TURKCELL • UNICREDIT •
VOLKSWAGEN

HIGHLIGHTS

The acquisition of AB Facility made ATALIAN the FM leader in the Czech Republic and Slovakia, while the purchase of Visschedijk in the Netherlands helped us take on a new dimension in the country. These major strategic acquisitions reinforce ATALIAN's leadership on Central Europe's rapidly growing market.

Headcount: The Czech Republic and Turkey (approximately 5,000 people, including temp workers) are the top-ranking countries, but others are close to or have exceeded 2,000 employees (Belgium, Poland, Croatia, Slovakia, Russia).

Top 3 countries in Europe, excluding France (2017 revenue)

1. Czech Republic €106 million
2. Belgium: €89 million
3. Turkey: €67 million

REVENUE PROGRESSION (in Europe, excluding France)



UNITED STATES

€185 million in revenue

Representing 8% of total Group revenue

+23% revenue increase vs. 2016

24 states

6,200 employees

Locations

ATALIAN operates in 24 states across the United States, mainly on the East coast, in the South and the Midwest.

Strategy

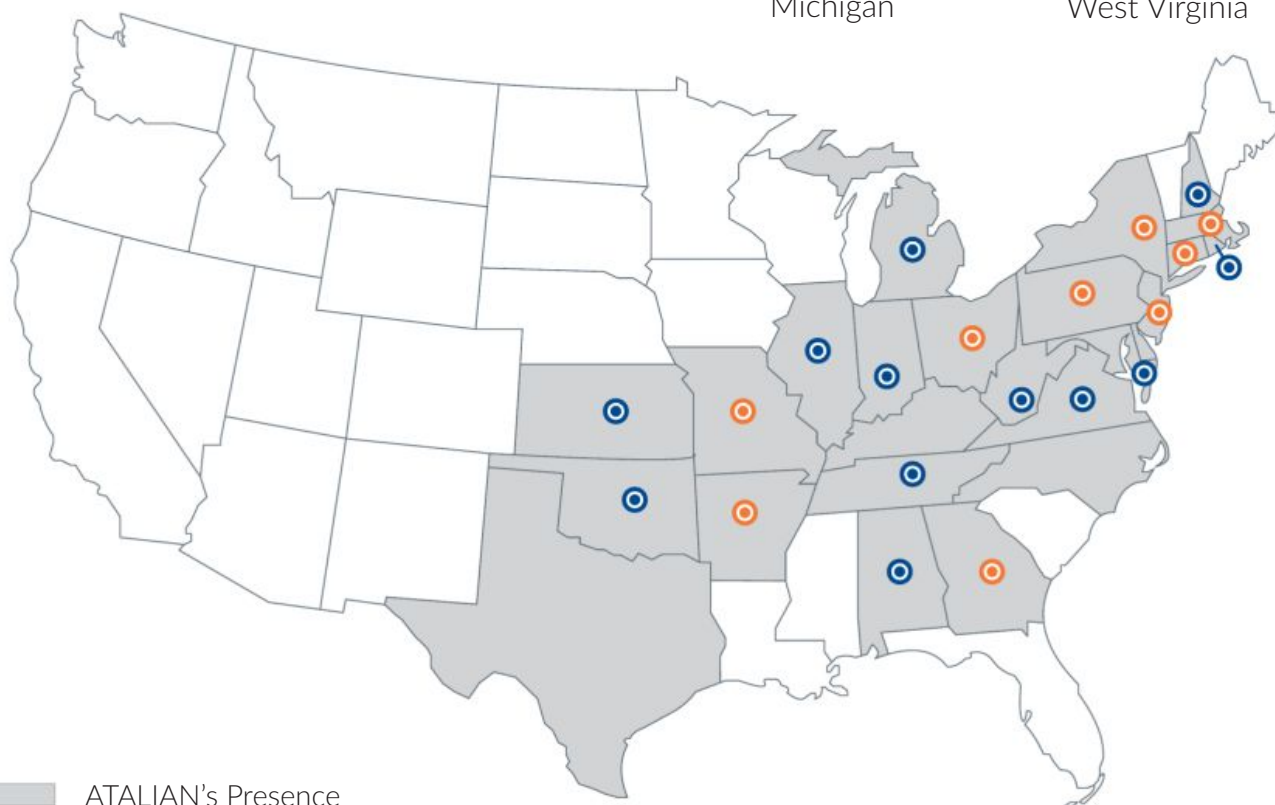
Geographic expansion, extension of our service offering to include hard FM, growth in highly profitable sectors such as healthcare and airport services.

Acquisitions to reinforce our presence in existing states in 2017

Arkansas	New Jersey
Connecticut	New York
Georgia	Ohio
Massachusetts	Pennsylvania
Missouri	

Acquisitions to expand into new states in 2017

Alabama	New Hampshire
Illinois	Oklahoma
Indiana	Rhode Island
Kansas	Tennessee
Maryland	Virginia
Michigan	West Virginia



ATALIAN's Presence



Christophe
JEUSSE
Managing Director
for United States

STRATEGIC ACQUISITIONS, MIXED RESULTS

2017 was marked by the acquisition of three new companies, whose integration is already well underway. These acquisitions allow us to expand our footprint and range of services in the United States. ATALIAN posted modest organic growth in 2017. Business by our subsidiary Temco was strongly impacted (down 17%) by the loss of key accounts. A significant policy change on the education market, which is a key sector and an extremely competitive environment, caused this drop in activity. However, calls for tender increasingly clearly demonstrate that our multi-business offering fills a real need and that our global network of operations is an asset when it comes to meeting the requirements of our national and international customers.

DEPLOYING THE ATALIAN PERFORMANCE WAY

Considerable work was accomplished this year as part of the ATALIAN Performance Way project to assess and improve our processes, systems and organisation, especially in the areas of business development, operations, human resources and procurement. The same efforts were made with recently acquired companies to facilitate their integration into the Group.

2018: ACCELERATING OUR GROWTH...

Our objective is to make ATALIAN Global Services one of the major providers of services to businesses in the United States and to earn €500 million in revenue by 2020 through a combination of organic and external growth. Our goal is to expand first east of the Mississippi and in the Southern United States, and eventually toward the west and in Canada.

...AND LEVERAGING OUR GLOBAL OFFER IN HIGHLY PROFITABLE SECTORS

To optimise our margins, we are giving priority to highly profitable market segments such as healthcare and airport services, by utilising the expertise of companies we purchased in 2017.

We will focus on an extended and integrated service offering that generates value for our customers. We intend to expand our range of services to include hard Facility Management, and in so doing provide a "one-stop shop" to customers seeking an integrated FM solution.



Thanks to new acquisitions in 2017, ATALIAN significantly bolstered its presence in the United States and diversified its customer portfolio. With its integrated service offering and global stature, ATALIAN is poised to step up growth in North America.

CUSTOMER REFERENCES

AK STEEL • ANHEUSER-BUSCH • CARNEGIE HALL • CBRE • GE AVIATION • IBM • JLL (GRAND CENTRAL TERMINAL) • NEW YORK CITY DEPARTMENT OF EDUCATION • OHIO STATE UNIVERSITY • PARAMOUNT GROUP • SCHOOL DISTRICT OF PHILADELPHIA • SETON HALL UNIVERSITY • TISHMAN SPEYER • UTICA COLLEGE • UNIVERSITY OF AKRON

HIGHLIGHTS

3 acquisitions in 2017: AETNA Integrated Services (Columbus, Ohio), Suburban Integrated Facilities Resources (Braintree, Massachusetts) and Centaur Building Services (St Louis, Missouri). ATALIAN now operates in 24 states, across the East Coast, the South and the Midwest.

New contracts: We won new contracts in the educational sector with Ohio State University, the University of Akron and the Philadelphia school district, and in industry with GE Aviation and AK Steel.

Socially responsible: In New York, ATALIAN supports several charity initiatives and organisations, including Defeat the Streets, a programme aimed at improving quality of life for homeless youth. Our volunteer employees help to raise funds and provide assistance to the homeless.

Top three regions

1. New York
2. New England (Connecticut, Rhode Island...)
3. Midwest (Ohio, Missouri...)

ASIA

€151 million in revenue

Representing 7% of total
Group revenue

+147% increase
vs. August 2016

8 countries

17,600 employees

93% customer loyalty rate

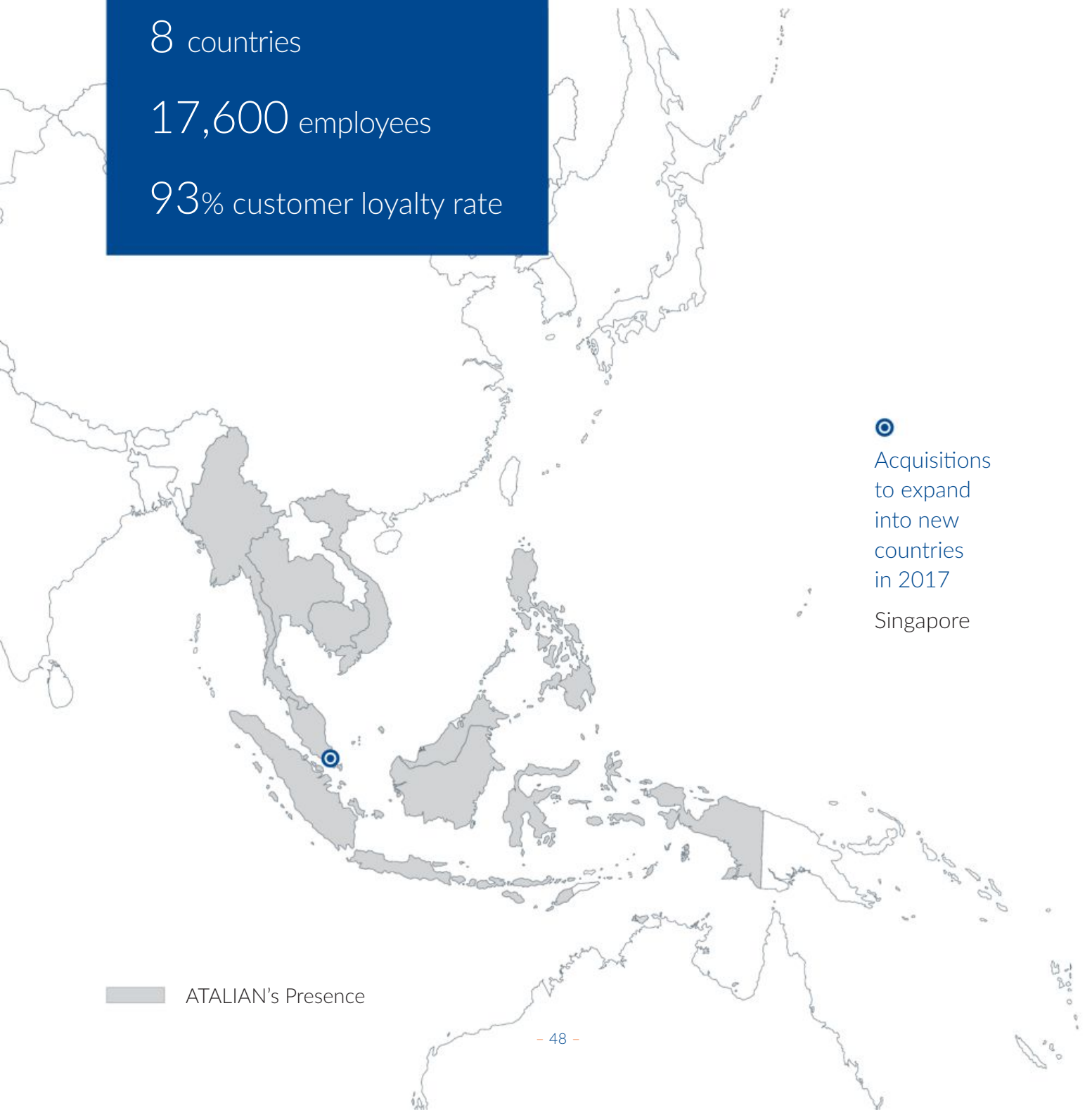
Locations

ATALIAN operates in eight countries in
Southeast Asia.

Strategy

Geographic expansion;
Organic and external growth;

Increasing our range of services (cleaning,
security, technical maintenance, pest
control, front of house, landscaping,
energy management).



Acquisitions
to expand
into new
countries
in 2017

Singapore

ATALIAN's Presence



Rory
MALLON
Managing Director
of Asia

RAPID EXPANSION COUPLED WITH STRATEGIC ACQUISITIONS

Like 2016, 2017 was a year of rapid deployment both geographically and in terms of business lines. We attained \$151 million in revenue in 2017 (up 147%) and earnings of 7.8% after regional cost allocation. We made major strategic acquisitions to establish our presence in Singapore, a key country in Southeast Asia.

Having achieved critical mass in Southeast Asia, the Group was able to carry out several regional initiatives such as ERP rollout, multi-country account management, training, e-marketing and sourcing. These initiatives enable us to maintain control over our operations as we grow and to increase our profitability.

OPERATIONAL EXCELLENCE AND CUSTOMER ORIENTATION

We attained a high customer loyalty rate of 93% thanks to the excellence of our services and our customer-centric approach. We invest massively in training for our sales and operational teams and provide expert advice to our customers to meet their needs.

AMBITIOUS GROWTH AND PROFITABILITY TARGETS

We plan to pursue our organic growth in 2018 – attaining high rates of around 15% combined with strong profitability – as well as our acquisitions, our primary targets being India and China. We also aim to expand our range of services to cover the entire FM spectrum, while focussing in particular on highly profitable sectors such as healthcare, hospitals, shopping centres, embassies and airports. Within five years, we expect to reach a turnover of \$1 billion in Asia with an EBIDTA between 8.5% and 10%.



A new year of rapid growth, sustained by strategic acquisitions, on a very high-potential continent.

CUSTOMER REFERENCES

ACCOR HÔTELS • AEON MALL • ASIAN •
CONCENTRIX • DEVELOPMENT BANK •
BUREAU VERITAS • CHEVRON • DEUTSCHE
BANK • ERICSSON • GIANT • HATARI • HÔPITAL
DE BANGKOK • LAFARGEHOLCIM • PUMA
ENERGY • SHANGRI-LA • THAI AIRWAYS •
TOTAL INDONÉSIE • TRANSJAKARTA

FOCUS

Two major acquisitions in Singapore:

Cleaning Express and Ramkey Cleantec, two reputable companies with a high-quality portfolio of public and private customers.

Our position in the main countries

Malaysia: No. 1 in the Cleaning segment

Singapore: No. 5 in the Cleaning segment

Indonesia: No. 5 in the multi-service segment

Top 3 countries in Southeast Asia

1. Malaysia
2. Singapore
3. Indonesia



What sets us apart? We look to the future with a collaborative, customer-oriented approach. And we invest in our employees and their development.

AFRICA & MIDDLE EAST

€20 million in revenue

1% of ATALIAN's global revenue

+25% revenue increase vs. 2016

5 countries

5,200 employees

Locations

Present in 5 countries
Ivory Coast, Lebanon, Morocco, Mauritius, and Senegal

Strategy

Expand our geographic footprint in Africa, mainly targeting major international players operating in growth sectors such as oil, mining, hospitality, airport services, banking and telecoms.



Acquisitions
to expand
into new
countries

Senegal



ATALIAN's Presence



Denis
HASDENTEUFEL
Managing Director
for Africa & Middle East

ORGANIC GROWTH AND EXPANSION INTO SENEGAL

In 2017, ATALIAN posted organic growth of 25% in Africa after winning important new contracts with key international players in Morocco and Mauritius. In December, ATALIAN also expanded in West Africa by acquiring Axess Sécurité based in Senegal. Today, ATALIAN is one of the top three Facility Management companies in Morocco, Senegal and Ivory Coast.

In 2017, we increased synergies between our subsidiaries in Morocco and Ivory Coast and enhanced our service offering by creating a 24-7 Service Desk at ATALIAN Interactive. This activity is in the process of obtaining ISO 9001 certification.

A CONTINENT FULL OF PROMISE FOR ATALIAN

Africa's Facility Management market varies widely from one country to the next in terms of maturity, but overall offers high potential for growth favoured by an expanding population, major infrastructure projects and industrialisation. A growing number of international companies are investing in Africa and seek to collaborate with global service providers. Today, ATALIAN is the only company operating in North and West Africa to offer such a diverse palette of services to its customers. Excellent opportunities therefore await the Group in 2018 in this region, where it can utilise its multibusiness and multisector expertise in fields such as industry, corporate services, transport, healthcare and airport services.

For 2018, we have defined an ambitious strategy targeting organic growth of (+ 28%), coupled with expansion into new countries to bolster our presence in West Africa (Nigeria, Ghana) and settle in Kenya, East Africa's regional hub.



In 2017, we reinforced our geographic footprint in West Africa and expanded our international customer portfolio while boosting synergies among the countries in which we already operate.

CUSTOMER REFERENCES

BRITISH AMERICAN TOBACCO • DAHER •
DHL/ORANGE • LES ECHOS EVENTS •
MICROSOFT • PORT DE TANGER • RENAULT
NISSAN • TOTAL

FOCUS

Top three countries in Africa & Middle East

1. Morocco
2. Ivory Coast
3. Mauritius

Senegal

December 2017: Acquisition of Axess Sécurité (€4 million in revenue in 2017 - 1,400 employees), which delivers global security and safety solutions (specialised training, operational safety, bodyguard services in sensitive areas) and has a solid portfolio of customers in industry, airport services and institutions.

REVENUE PROGRESSION





Our commitment to excellence

Our ambition – to satisfy our customers every day, around the world – requires strong commitment combined with a true desire for continuous improvement, from all employees and members of management. Our quest for excellence and performance is conveyed in three key areas: service quality and conformity, organisation and methods, and the management of the women and men who make up ATALIAN.



A three-fold commitment to excellence

- 54 Human capital
- 55 Organisation & methods – Innovation
- 56 QHSE policy



HUMAN CAPITAL

Franck AIMÉ

Chief Human Resources Officer

A NEW ORGANISATION THAT MATCHES OUR EXPECTATIONS

Our values, impressive growth and the development of our business lines and markets, make human resources a major element of ATALIAN's strategy.

To foster development, in 2017 the Group created a Corporate RH and Communications Department whose missions are as follows:

- Attract, grow and retain the necessary talent to accompany our growth within new business lines and in new countries
- Anticipate our needs in terms of new skills, that will become necessary in order to digitalize our business lines and meet our customers' new requirements
- Promote a common vision and Group culture
- Foster inclusion and social development

SETTING UP A GPEC

One of our challenges is to enhance the extraordinary human capital that represent ATALIAN's 100 000 employees. We are pulling out all the stops to identify the training requirements of our staff and thus construct a sustainable professional career pathway, which is a vector of loyalty.

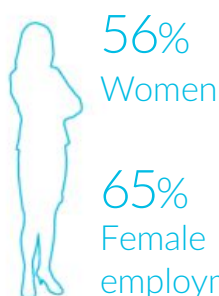
In this vein, in 2017 we launched a Previsional Management of Employment and Skills (GPEC) policy for our key intermediary management positions and created an RH Development Department.

ASSERTING OUR VALUES WITHIN EACH OF OUR SUBSIDIARIES

In a context of intensive acquisitions, asserting and strengthening ATALIAN's identity are two major challenges for the Group.

Thus, in each of the countries where we operate we make sure that we unite our collaborators, specifically within the companies that we have acquired, around our core values.

Moreover, wherever we are present, we endeavor to integrate and favour the development of people in difficult situations. In 2017 we set in motion a number of local initiatives in favour of inclusion and staff promotions.



Valuing our human capital is essential to the ATALIAN model. Not only does it contribute to the development of our Group and its business lines, it also strengthens our identity and values.

155 Different nationalities

87% Permanent contracts

50% Staff trained

300 Internal instructors

8% Disabled workers

HIGHLIGHTS

GPEC

Our program for the Previsional Management of Employment and Skills, aimed at intermediary managerial positions, was deployed in the Cleaning division. Site managers, client relations managers and operational managers were evaluated and individual training modules dispensed.

Apprenticeship

In 2017 our goal of integrating 1% of apprenticeship and professionalizing contracts was surpassed within the Group's main entities.

Training

300 new ad hoc instructors and volunteers were trained in 2017

All of our regional entities now have dedicated instructors in charge of creating training modules.

Acquisition of Facilicom Group

In France, 5000 new employees joined the Group's Cleaning and Security divisions in 2017.



ORGANISATION & METHODS – INNOVATION

Jérémie MAMAN
Group Transformation Director

DEPLOYMENT OF A GLOBAL FRAME OF REFERENCE

We are beginning to reap the benefits of the ATALIAN Performance Way transformation programme, launched in early 2017 to increase our agility and performance in six key areas – sales and marketing, operations, human resources, procurement, sales administration and entity management.

Teams from the Organisation & Methods Division audited Group subsidiaries in a dozen major countries (accounting for two-thirds of global revenue), evaluated their maturity with regard to the Group's global frame of reference, and launched action plans to harmonise their methods, processes and tools while helping them to boost their performance. We have already obtained very satisfying results in the United States, Turkey and Asia for critical processes such as customer retention and new site openings. In France, our transformation efforts have focussed in particular on the Cleaning Division.

THE DIGITAL TRANSFORMATION OF OUR BUSINESS LINES IS UNDERWAY

While transforming our organisation and methods, the Group is also investing in innovation programmes which began to pay off in 2017. The Innovations Division is working in particular on Smart Cleaning and Smart Maintenance. Many developments and tests have been conducted to digitalise our operating methods, connect buildings and materials, capture and process data and track operations. Several projects came to fruition in 2017 and are being rolled out in areas such as technical building management, energy management, landscaping and cleaning.

In collaboration with its **Customer Experience** unit, the Innovation Division also helps the sales and marketing teams come up with personalised and innovative responses to meet customer needs. This is done by integrating solutions developed by the Group or identified on the market, and begins as early as the tendering phase. Not only do we aim to optimise service delivery, but also to go one step further by co-building projects with the customer that create value, such as an **Innovation Lab**, set-up by the operational teams for customers.

INNOVATION: BRINGING EVERYONE ON BOARD

Lastly, the Innovation Division has launched the **Open Innovation** programme designed to identify startups and innovations that could potentially impact our business lines, enhance our offerings and bring value to our customers. This programme also aims to facilitate the dissemination of knowledge and innovation within the Group, both in France and abroad, notably through the new communication platform **Start-up flow**.

Through innovation, we achieve differentiation, loyalty-building and value-creation for our customers while retaining our employees. It is essential that everyone be on board when it comes to innovation in 2018.



An outstanding year marked by the harmonisation of methods and tools within the Group. Innovation was also given pride of place with the launch of major projects that will lead to rapid change in the Group's business lines and service offerings.

9 ATALIAN Performance Way project managers

5 Innovation project managers

20 calls for tender managed in collaboration with the Customer Experience unit

FOCUS

A strategic partnership with Deepki, a promising startup that combines big data with artificial intelligence, completes our Energy Management offering. Thanks to this partnership, we are guiding the energy transition of our customers' property portfolios across the value chain – auditing, automated monitoring and optimised building management.



Quality Health Safety Environment Policy

In 2017, ATALIAN's QHSE approach took on a new dimension. Its deployment on a world-wide basis enabled us to reinforce the Group's performance as well as foster growth.

30-35% of the products used by our cleaning businesses are eco-friendly

100% success rate in certification audits

86 certifications (9001, 14001 and 18001) worldwide and other equivalent standards

92% customer satisfaction rate

atalian@airfrance



QUALITY HEALTH SAFETY ENVIRONMENT POLICY

Tayeb BELDJOUDI
Group QHSE Director

REAPING THE BENEFITS OF A QHSE POLICY

Since the QHSE Division was created in 2011, we have rolled out management systems dedicated to Quality, Safety and the Environment with a view to fostering continuous progress. This strategy has paid off. Customer satisfaction rates are very high at 92%, all activities and countries combined. Our performance in terms of health and safety at work is above the industry average and improving constantly. Our environmental footprint is in check thanks to our efforts to reduce water and energy consumption, modernise and ensure the maintenance of our vehicle fleets and increasingly use eco-friendly products.

A QHSE PROGRAMME DEPLOYED WORLDWIDE

ATALIAN's QHSE policy reached a new milestone last year. In September 2017, the QHSE department became a Group-wide division. Today, it benefits from more substantial resources and is in charge of deploying QHSE policy in all the countries in which ATALIAN operates. Within just a few months, we made significant progress by:

- Mapping all the certifications obtained by our subsidiaries globally;
- Setting up a global network of QHSE officers;
- Producing a dashboard of customer satisfaction and employee health and safety indicators.

These initiatives will provide our subsidiaries around the world with standards and a repository of best QHSE practices to improve their performance.

A SOCIALLY RESPONSIBLE GROUP

Our QHSE policy is part of a far-reaching approach to social responsibility which has attained a good level of maturity today. In 2017 we created a CSR Strategic Committee in charge of overseeing our Group CSR policy, which is making progress in several areas. We have taken socially responsible initiatives to promote diversity, fight discrimination, facilitate the integration of unemployed persons and develop work/study contracts. With regard to compliance, we have adapted our Code of Ethics and professional conduct in a precise, pragmatic manner for each country in which we operate. Lastly, we defined a responsible Procurement policy that has been widely implemented both in France and abroad.



The QHSE Division is a facilitator. Our work consists in helping teams to achieve compliance with standards required by customers or by regulations, in as little time as possible.

HIGHLIGHTS

Compliance

In 2017, ATALIAN created a Compliance Officer position to facilitate and centralise any information escalated by Group employees concerning competition law and the fight against corruption. Its role is also to harmonise preventive and corrective action plans.

International certifications earned by subsidiaries

Quality (ISO 9001 and other standards)

23 in Europe – 6 in Asia – 3 in Africa – 6 in the United States

Environment (ISO 14001 and other standards)

15 in Europe – 5 in Asia – 6 in the United States

Health and Safety (OHSAS 18001 and other standards)

14 in Europe – 8 in Asia

ATALIAN's certifications

CLEANING & ASSOCIATED SERVICES

- ISO 9001 • OHSAS 18001 • MASE
- ISO 14001 • CEFRI-E • CERTIPHYTO
- ACTIVITÉS 3D

FRONT OF HOUSE

- NF SERVICE

NUCLEAR

- CEFRI-E • UTO 85-114

TECHNICAL MAINTENANCE & CONSTRUCTION SERVICES

- ISO 9001 • MASE • QUALIBAT • QUALIFELEC • EXPLOITATION DE BÂTIMENTS HQ

LANDSCAPING

- ISO 9001 • MASE • QUALIPAYSAGE • QUALISPORT • QUALIGOLF • CERTIPHYTO • ISO 26000

SAFETY

- ISO 9001 • OHSAS 18001 • MASE



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