



*the retail
Alchemists*

ALTAVIA
ANNUAL REPORT
2016

ACCESS MORE CONTENT ON-LINE!



01

Download
the free Flash2see application
on the App Store or Google Play



02

Use your smartphone
to scan pages that have
this icon and access
our content directly



Minimum configuration required:
iOS: 7.1 or later
Android: 4.0 or later

2 THE DEMANDING,
PARADOXICAL
CONSUMER
CUSTOMER

10 EDITORIAL BY
RAPHAËL PALTÍ

12 THE “TURN-INTO”:
THE ART AND STYLE
OF ALTAVIA IN
SUPPORT OF RETAIL

14 OUR GROWTH
TRAJECTORY

30 OUR
PRESENCE
AROUND
THE WORLD

50 OUR DIGITAL
TRANSFORMATION
TO SUPPORT
INNOVATION

58 OUR VALUES
NOURISH
OUR HUMAN
CAPITAL

70 OUR SOCIAL
RESPONSIBILITY

81 FINANCIAL
REPORT
2016

THE DEMANDING, PARADOXICAL CONSUMER CUSTOMER

TODAY'S CUSTOMER, MORE THAN EVER, IS VOLATILE, UNCERTAIN, COMPLEX, AND AMBIGUOUS. HE WANTS EVERYTHING AND MORE. MEETING HIS NEEDS AND SURPASSING HIS EXPECTATIONS IS A REAL CHALLENGE. AND YET THIS CONNECTION THAT IS CREATED, OR NOT, IS AN ESSENTIAL KEY TO SUCCESS FOR BRANDS AND RETAILERS.

Our clients, retailers and brands have told us they want to understand consumers, and we are working on this in order to perform our job. We decided to open our annual report with a short overview of what we see as being the main consumer trends: a Shopper Annual Report 2016, you might call it. In this section, we will focus on changes in consumer aspirations in the area of communication, and in particular, in the area of commercial communication, i.e. consumers' desires and dreams, but also their contradictions.

THESE PAGES WERE DESIGNED BY SHOPPERMIND, THE ALTAVIA GROUP'S RESEARCH AND OUTLOOK LABORATORY THAT IS 100% DEDICATED TO COMMERCE AND NEW CONSUMER TRENDS.



TO ACCESS
MORE CONTENT,
SCAN THIS PAGE
WITH FLASH2SEE



Jean-Marc Mégnin
General Manager,
Retail and Marketing Expert



Nathan Stern
Chairman, Sociologist,
and Empathy Specialist

ShopperMind is the Altavia Group's research and outlook laboratory that is 100% dedicated to commerce and new consumer trends. Its role is to support retailers in their outlook analyses and act as a conduit to bring them closer to their customers. Each year, ShopperMind develops the Shopper Value® Barometer and asks customers of brands in France, Belgium, and Italy questions based on the 10 main expectations that make up the Shopper Value®.

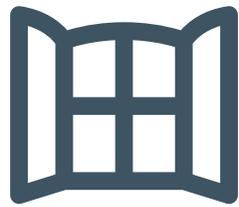
shoppermind.com



LESS BLABLA, MORE TRUE STORIES

THE CONSUMER DOESN'T WANT TO HEAR ANY MORE STORIES ABOUT PROMISES THAT WON'T BE KEPT. INTENTIONS, WORDS, AND DECLARATIONS ARE NOT ENOUGH. HE WANTS ACTIONS, FACTS, EVIDENCES, COMMITMENTS.

At the same time, his appetite for authentic, inspiring stories has never been stronger. The same goes for his interest in where products come from, and his thirst for shows, narratives, and performances. His own life is turning into a series of fleeting performances on Snapchat and Instagram...



TALK IN PRIVATE, BUT SHOW EVERYONE

THE CONSUMER HAS CHOSEN: FOR CONVERSATIONS, HE PREFERS MESSAGING PLATFORMS LIKE WHATSAPP OR MESSENGER TO SOCIAL MEDIA. HE CONVERSES PRIVATELY ON THESE PLATFORMS, AND INCREASINGLY CHOOSES APPLICATIONS THAT SUPPORT ENCRYPTED, EPHEMERAL CONVERSATIONS.

In parallel, he continues to throw himself into platforms that allow him to create a digital identity or observe others' identities: Facebook, Twitter, Instagram, LinkedIn, etc. For this generation, an experience that goes unshared hasn't truly been experienced.

Selfies are a daily habit, as showing oneself and being seen means feeling like one exists, feeling rewarded, and boosting one's self esteem.

DON'T ASK ME FOR ANYTHING, TEACH ME SOMETHING

THE CONSUMER WANTS HIS LIFE TO BE MADE EASIER. HE WANTS EVERYTHING TAKEN CARE OF FOR HIM. A CLICK IS THE MOST HE WANTS TO DO TO GET MORE INFORMATION OR THE SERVICE OR PRODUCT HE'S LOOKING FOR. AS ACTORS LIKE AMAZON AND UBER SMOOTH AND SIMPLIFY THE PURCHASING EXPERIENCE, HE IS MORE AND MORE PUT OFF BY COMPLEXITY.

And at the same time, he shows an insatiable hunger for learning, which he pursues himself by using tutorials and MOOC, reading hobbyist blogs, and sharing his own consumer experiences.



NOT WASTING TIME, HAVING A GOOD TIME

WHEN THE CONSUMER KNOWS WHAT HE IS LOOKING FOR AND HAS THE OPTION OF BUYING EVERYDAY CONSUMER GOODS WITH A CLICK, GOING TO A STORE, SEARCHING FOR PRODUCTS IN THE AISLES, GOING TO THE CHECKOUT, BRINGING THE ITEMS HOME... ALL THIS CAN FEEL TO HIM LIKE A WASTE OF TIME.

But this same consumer is willing to spend time on the consumer experience if he perceives it as inspiring, enriching, or rewarding. And his hunger for experiences is so intense that stores, one after the other, are learning to transform themselves into experience-rich sites. They offer surprises, thrills, feelings, emotions, and sensations. Products themselves are becoming ways of experiencing new things. One no longer fills a digital shopping cart with items, but rather with tools to have fun, unwind, feel alive, or feel better.

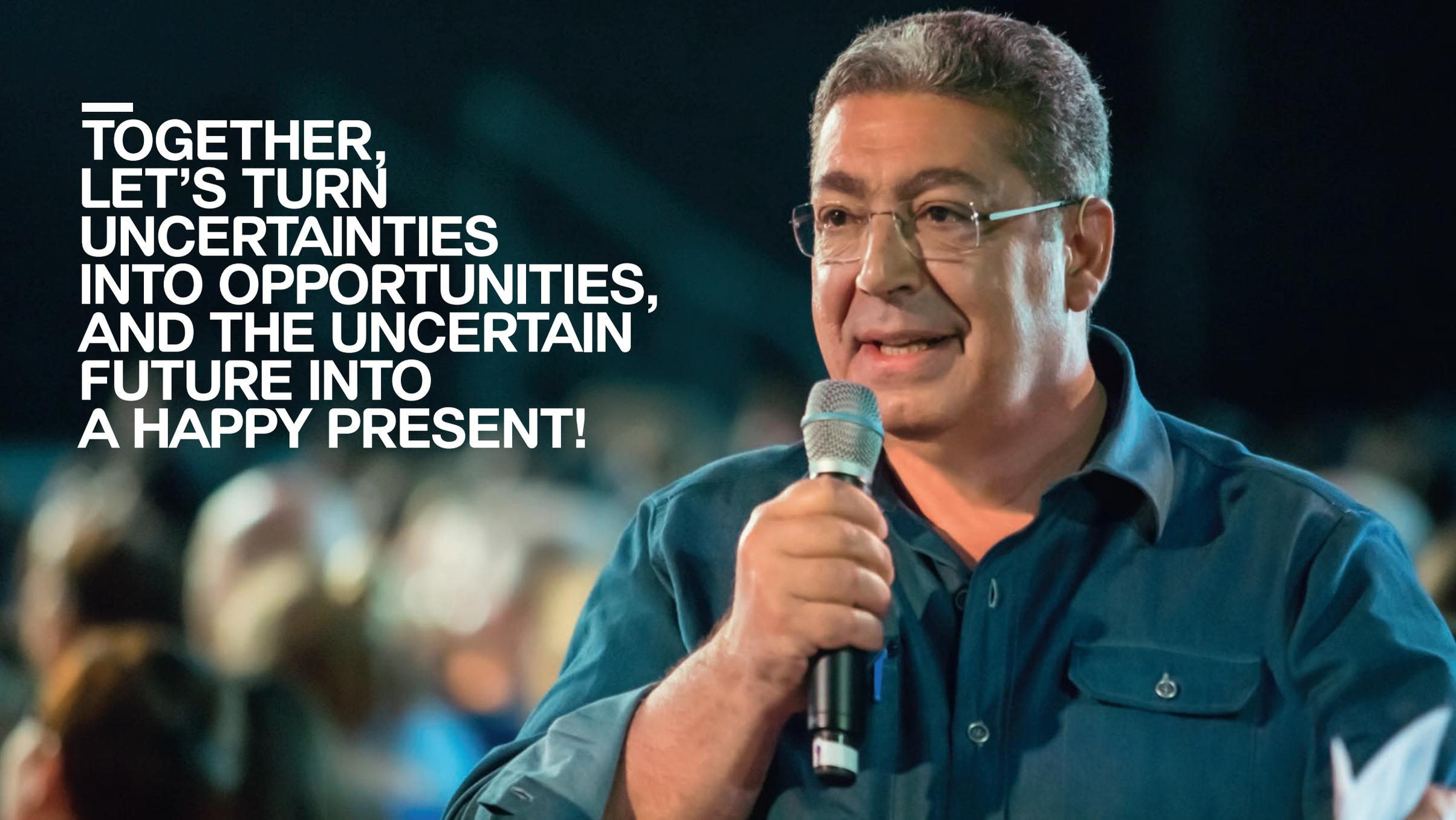


A CLICK, AN ENCOUNTER

THE CONSUMER IS CONTINUALLY INCREASING THE PROPORTION OF HIS CONSUMPTION THAT IS DIGITAL. HE OPTS FOR ON-LINE GROCERY SHOPPING OR THE DRIVE-THROUGH TO AVOID LEAVING HIS HOME OR CAR. ON AMAZON PRIME NOW, HE CAN EVEN SELECT THE “LEAVE AT DOOR” OPTION TO ELIMINATE INTERACTION WITH THE DELIVERY PERSON.

At the same time, he is more and more interested in meeting people, and is even willing to pay for it! Airbnb now offers the chance to meet locals who are prepared to share their interests. Meeting people is beginning to become part of the consumer experience. It's true in tourism, and also true in transport, as can be seen with Blablacar, where reviews of drivers' interpersonal behaviour, personality, humour, and conversation are crucial.

TOGETHER, LET'S TURN UNCERTAINTIES INTO OPPORTUNITIES, AND THE UNCERTAIN FUTURE INTO A HAPPY PRESENT!



“ NOW MORE THAN EVER, OUR TROUBLED WORLD IN WHICH THE TEMPTATION TO TURN INWARDS IS SO STRONG, NEEDS LIVELY RETAIL THAT ACTS AS A VECTOR FOR SOCIAL BONDING. TODAY, RETAIL MUST FIND ITS WAY IN A SOCIETY UNDERGOING PROFOUND CHANGES: A REVOLUTION IN CONSUMER BEHAVIOUR, MORE AVAILABLE CHANNELS AND TOOLS FOR PURCHASING, ENORMOUS VALUE PLACED ON COMMUNITY COMMITMENTS, ALL EXPERIENCED AS PREFERENTIAL CRITERIA.

Now, the constant ability to seize opportunities and grasp the spirit of the moment, to show agility and responsiveness on a daily basis, is becoming retailers' most important concern.

Long phases are over! On-line comments, a new application, an inventive experience offered by a competitor... these can turn the most well-established models upside down.

The era of indiscriminately imposing a sales activation plan on one and all is over. Everything lies in the art and style of addressing

each individual, in every place, at every time, with differentiated and competitive tools, whether physical or digital, in perfect harmony with the brand or company's DNA.

We have known it for a long time, but now more than ever, success depends on a moment of magic and serendipity between retailer and customer, a special kind of alchemy born of creativity, careful execution, and a multitude of behind-the-scenes adjustments and crucial details.

For Altavia, too, all these changes represent a challenge.

Of course, we owe our ability to support and keep pace with every sales revolution to nearly 35 years of experience supporting retail. But we also owe it our unique way of understanding our relationships with our clients, of converting them into energy that gives rise to creativity and efficiency, and of translating a medium- and long-term vision into everyday agility!

Our five-year strategic plan, our MOVE2020*, is ambitious, but the mid-year review from our business units shows that our transformation truly is under way.

In adopting our new slogan, "Altavia, the Retail Alchemists", our ambition is that our passionate teams will stand with our clients and help them anticipate new trends, stimulate creativity -which sets brands apart and makes them enticing- and support them each and every day.

Together, let's turn uncertainties into opportunities, and the uncertain future into a happy present!"

Raphaël Palti
Founder, Chairman and CEO
of Altavia, The Retail Alchemists



**TO SEE THE INTERVIEW
WITH RAPHAËL PALTÍ
BY NATHAN STERN,
SCAN THIS PAGE
WITH FLASH2SEE.**

*Make Our Vision Effective

THE “TURN-INTO”: THE ART AND STYLE OF ALTAVIA IN SUPPORT OF RETAIL

JUST LIKE AN ALCHEMIST TURNING LEAD INTO GOLD, THE ALTAVIA APPROACH AIMS TO HAVE EVERY SALES ACTIVATION EFFORT, ASSUMING IT'S WELL THOUGHT-OUT AND EXECUTED, TRANSFORM AND ENRICH THE RELATIONSHIP BETWEEN OUR CLIENTS AND THEIR OWN CUSTOMERS TO CREATE A GENUINE, STRONG, LONG-LASTING AND FRUITFUL BOND...

At the source of this transformation lies the “Art and Style” of Altavia, which is about creating positive, sustainable energy by listening, sharing, and understanding the real world. And the key is transforming teams, projects, and goals.

We call this transformation the “TURN-INTO”. By creating and facilitating our clients’ sales and promotional strategies, together we transform their ideas into actions, their customers into fans, their points of sale into experience-rich sites, their data into customer relationships, their global approach into local relevance, the future into the present...





OUR GROWTH TRAJECTORY

ALTAVIA WAS FOUNDED IN PARIS IN 1983 BY RAPHAËL PALTÍ, ITS CURRENT CHAIRMAN AND CEO, AND HAS BECOME THE LEADING INDEPENDENT INTERNATIONAL GROUP SPECIALISING IN COMMERCIAL COMMUNICATION FOR THE RETAIL SECTOR.

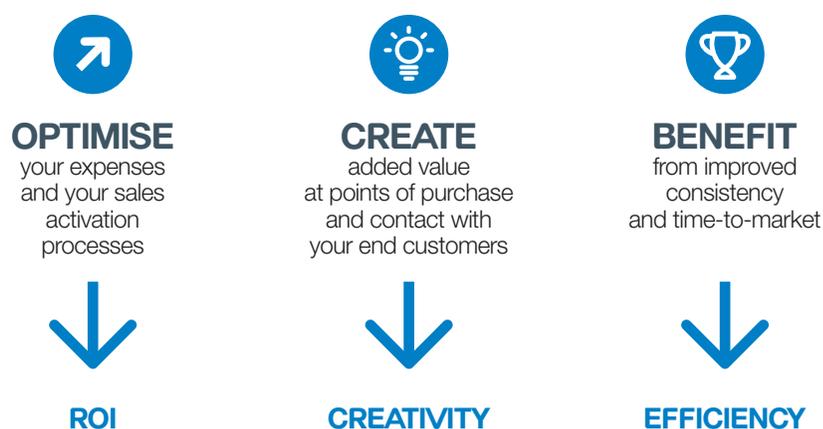
The Group operates in 30 countries around the world and is nearly 1,600 staff members strong, with a governance structure that encourages local initiative. Altavia pursues growth to serve retailers and brands via: development of its fundamental activity in its business units, acquisition of innovative specialised partners, and expansion to new countries and continents.

OUR EXPERTISE

WHAT SETS US APART

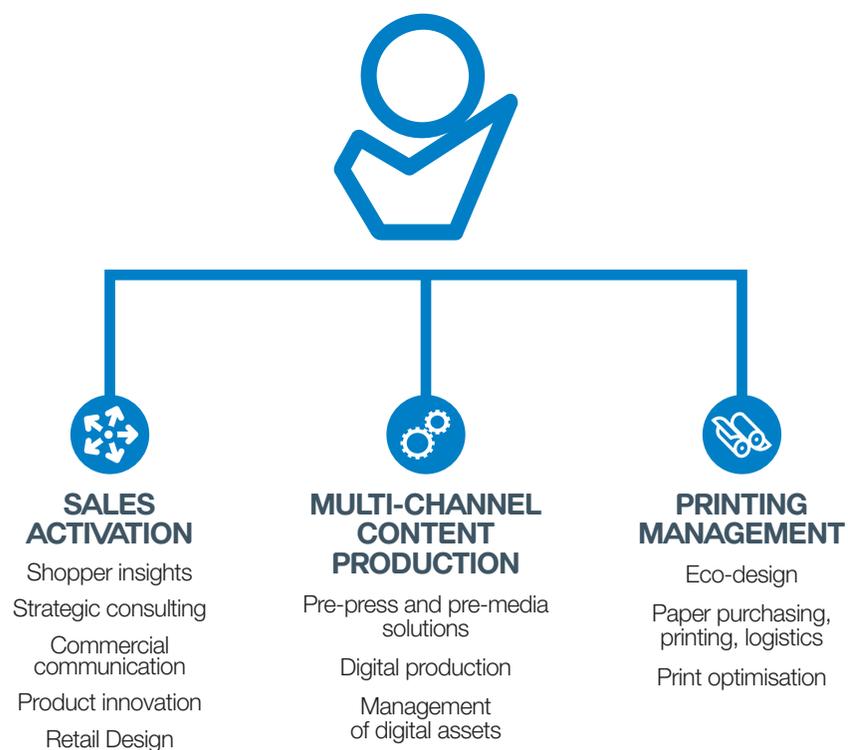
In a context of accelerating changes in modes of consumption alongside a transforming retail world, we believe in constantly raising questions, the entrepreneurial spirit, and, above all, the energy created when our teams meet our clients.

We believe in working together and in our people's ability to mobilise daily to support our clients all along the sales activation value chain: from the creative, bold idea that will make the difference to efficient and cost-management-aware implementation. That's our DNA and nearly 35 years of experience serving retailers and brands.



A UNIQUE PORTFOLIO OF SERVICES

Throughout the year, we offer our clients commercial communication solutions designed to create value and delight the retail world: building the links between consom'acteurs® (proactive consumers) and retailer brands, making them smooth, satisfactory and fruitful.



1.2.3 – 3 SUISSSES – AB INBEV – ACCASTILLAGE DIFFUSION
 AIGLE – AIR FRANCE – ALTAREA CODEGIM – ANDROS
 ATOUT FRANCE – AUCHAN – BADOIT – BANCA SELLA
 BAYER – BEL – BELVITA – BF GOODRICH – BIC – BIOCOOP
 BIOGEN – BIOTHERM – BISTRO ROMAIN – BNP PARIBAS
 BOSCH – BOULANGER – BRAKE – BRIDGESTONE
 BRUT BUTCHER – BUT – CADBURY – CALOR – CARAMBAR
 CARREFOUR – CARTIER – CASTORAMA – CHANEL
 CIC – CLEAR CHANNEL – COCA-COLA – COLEMAN
 CAMPINGAZ – COMPAGNIE DE PHALSBOURG
 CORUS – DAIM – DANONE – DCM – DEBORAH – DESIGUAL
 DEUTSCHE BAHN – DIA – DOLBY LABORATORIES – DOVE
 DOW – DR OETKER – DROGAS – E.LECLERC – EBEBEK
 EDF – ENGIE – ESPACE EMERAUDE – EVIAN – FEU VERT
 FNAC – DARTY – FONTANEDA – FOST PLUS – FRED
 FREEMAN – GALBANI – GAMM VERT – GARNIER
 GIBSON – GLAXOSMITHKLINE – GMF – GO SPORT
 GOODYEAR – GRAND FRAIS – GRANOLA – GROUPE FLO
 H.WESTON & SONS LTD – HÄAGEN-DAZS – HARIBO
 HEALTHCARE CORPORATION OF AMERICA
 HELENA RUBINSTEIN – HENKEL – HERMÈS – HIPPOPOTAMUS
 HOLLYWOOD CHEWING GUM – HOME CREDIT CHINA
 INDESIT – INFOPRO DIGITAL – ING – JARDILAND
 JDE – JEFF DE BRUGES – JOHNSON & JOHNSON
 KATE HONG MEDI – KELLYDELI – KIABI – KLEBER
 KLÉPIERRE – KOHLER – KOMPANIA PIWOWARSKA
 KP SNACKS – KRÄNE – KRUPS – KUONI
 L'ESPRIT BRASSERIE – L'OCCITANE EN PROVENCE – L'ORÉAL
 LA ROCHE-POSAY – LACTALIS – LACTEL – LAGOSTINA
 LANCÔME – LCL – LEADER PRICE – LEROY MERLIN
 MAÎTRE KANTER – MAKE UP FOR EVER – MANUTAN
 MARIONNAUD – MARSTON'S PLC – MATTEL – MAXI ZOO
 MCDONALD'S – MEDPLAN – MEGASTUDY – MICHELIN
 MILKA – MONDELEZ – MONETA – MONTENEGRO GROUP
 MOULINEX – MR. BLUE – NATURE & DÉCOUVERTES
 NESPRESSO – NESTLÉ – NEW PIG CORPORATION – NEXITY
 NISBETS – NOCIBÉ – NOSHI – NOVARTIS – NUTRICIA
 ODEON CINEMAS – OFFICE DEPOT – OKAÏDI – ONEY BANK
 ORANGE – ORANGINA SCHWEPPES – OREO – OREXAD
 PARMALAT – PATTEX – PERNOD RICARD – PETIT BATEAU
 PEUGEOT CITROËN RETAIL – PHILADELPHIA – PHILIPS
 PIAGGIO GROUP – PICARD – POINT.P – POMONA
 PREMIER FOODS – PRÉSIDENT – PROMOCASH – PROMOD
 PROXIMUS – R & R ICE CREAM – RAJA – RÉMY COINTREAU
 RENAULT – ROUGEGORGE – SAINT-GOBAIN – SAINT MACLOU
 SAINT-MICHEL – SAMSUNG – SANITEC – SAVENCIA
 SC JOHNSON – SCHNEIDER ELECTRIC – SCHWARZKOPF
 SCREWFIX – SEB – SEPHORA – SHARE'N GO – SHELL
 SHU UEMURA – SKODA – SMITHS NEWS – STACHEMA
 STARBUCKS – STIMOROL – SUBWAY – SUPERMARCHÉS MATCH
 SWATCH – SYSTÈME U – TABLAPIZZA – TAPE À L'CEIL
 TEFAL – TEKNOSA – TF1 – THÉLEM ASSURANCES – TOBLERONE
 TOM TOM – TRADEPOINT – TRANSGOURMET – TUC – UNICREDIT
 URGO – VADO – VESTEL – VICHY – VOLVIC – WATSONS
 WHIRPOOL – WILLIAM GRANT – WMF – X5 RETAIL GROUP
 XING HUA – YUHAN-KIMBERLY – YVES ROCHER...



NEARLY 35 YEARS SUPPORTING RETAIL



Altavia was founded in Paris in January, 1983 by Raphaël Palti, its current Chairman and CEO, and has become the leading independent international group specialising in commercial communication for the retail sector. The Altavia Group operates in 30 countries around

the world, and pursues growth by expanding to new continents to provide support suited to retailers' specific needs and regions. Created on 9 September 1999, the Altavia brand embodies the values of the business, based on progress and the desire to excel, in order to break new ground and to leave preconceptions behind.

1983

Group founded with an advertising-marketing agency (PBE).

1988

Creation of CFA Print, a pioneer in the field of outsourced printing management.

1995

Established in Spain; first in Madrid then in Barcelona.

1997

Established in Italy, in Milan.

1999

Birth of the Altavia brand. The name "Altavia" means "the high road" or "the alternative route", and the Group's logo is based on a sculpture by Emile Gilioli (1911-1977), entitled "Soleil sur la colline" (Sun on the hillside). The first version of the work was the design for the Resistance memorial on the Glières plateau.

2001

Altavia Benelux in Brussels, Altavia Hellas in Athens and Altavia Türkiye in Istanbul all opened.

2002

Altavia Polska in Warsaw and Altavia Česká in Prague opened.

Altavia expanded into the logistics business with Altavia Optitrans.

2003

Acquisition of Victor Group and creation of Altavia France, now with offices in Paris, Nantes, Lille and Lyon.

Altavia Deutschland opened in Düsseldorf.

2004

Creation of Altavia UK in London.

2005

Altavia China opened in Beijing and Shanghai, then later in Chengdu and Guangzhou.

Acquisition of Connexion and opening of Altavia Connexion in Saint-Étienne.

2006

Takeover of Le Parti du Client, CPO and RVB.

Takeover of HTT in the United Kingdom and merger with Altavia UK to create Altavia HTT.

2007

Altavia named European Communication Group of the Year at the Banque Palatine/ La Tribune "Prix de l'Ambition" awards (in the international growth category).

2008

The "Observatoire du Consom'acteur" (proactive consumer panel) was formed, later to become ShopperMind.

The first "Cité du Commerce et de la Consommation" (Retail and Consumers Forum) event organised, attended by 3,000 at ESC-EAP business school in Paris.

2009

Altavia Paris reorganised to bring Le Parti du Client, Altavia Link and Altavia RVB into the fold.

2010

Opening of Altavia România in Bucharest and Altavia Rus in Moscow.

Altavia became the first commercial communications group to obtain dual FSC® and PEFC™ certification across its entire European territory.

2011

The "Observatoire du Consom'acteur" (proactive consumer panel) became ShopperMind®, the first research and outlook laboratory for new consumer trends.

Expansion of Altavia Česká's business into Hungary.

2012

Opening of Altavia Ukraina in Kiev and Altavia Hungária in Budapest.

20 December 2012: Altavia celebrated its 30th birthday at the Trianon in Paris with 600 of the Group's clients, friends and managers.

2013

Acquisition of Cosmic, a marketing services and advertising agency.

The Shopper Value® ShopperMind Barometer was created and the first Shopper Value® award given out at the LSA Innovation Awards.

Opening of Altavia Japan in Tokyo and Altavia Korea in Seoul.

2014

Acquisition of IMS, strengthening the Group's range of POS communications services, and HRG, a British retail marketing agency.

2015

Acquisition of Tell Me About It in Seoul, ACTstar in Brussels, and Blackwood Digital in Paris.

Edmond de Rothschild Investment Partners became an Altavia shareholder to support the Group's growth.

Opening of Altavia Canada in Montreal.

2016

Launch of Altavia Coach, a Group entity devoted to innovation, and acquisition of minority share in Stimshop and in Ubiq, French Tech start-ups.

Acquisition of CloudRaker in Canada, Dekatlon Buzz in Turkey, and Stylum/Rokivo in Italy.

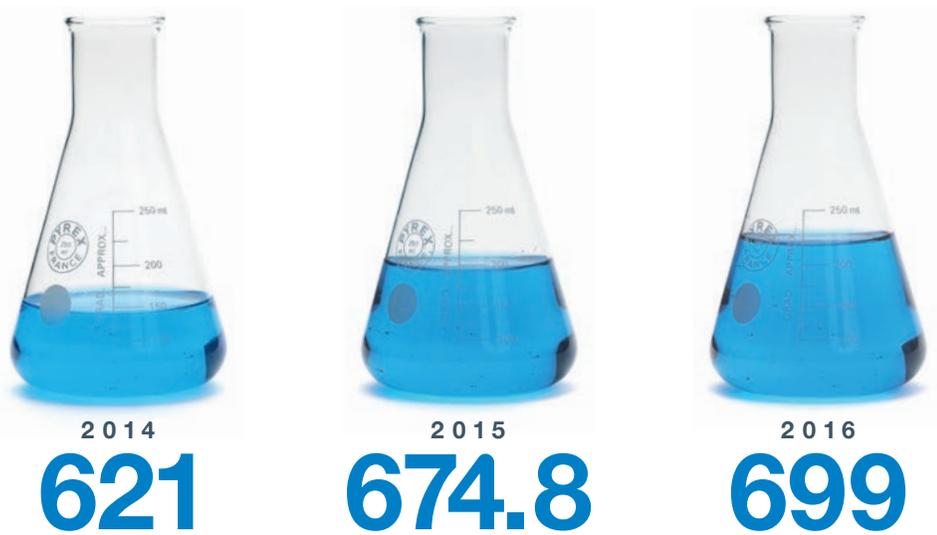
Opening of Altavia Baltics in Riga, Altavia Morocco in Casablanca, and Altavia Middle East in Dubai.

World convention for Altavia staff held in Sicily.

New identity and claim launched for the brand: The Retail Alchemists.

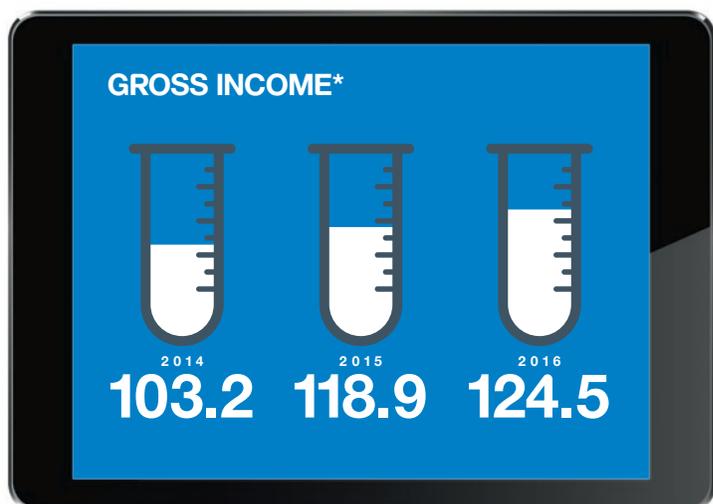
OUR KEY FIGURES

CONSOLIDATED TURNOVER*

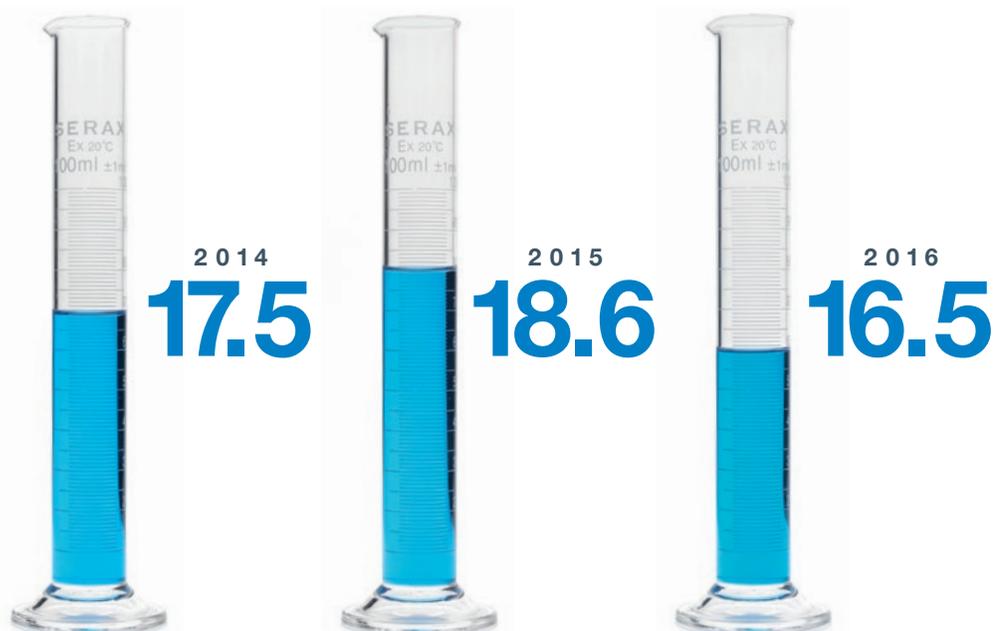


FRANCE
53%

INTERNATIONAL
47%



OPERATING INCOME*



FRANCE
47%

BREAKDOWN
OF STAFF
2016

INTERNATIONAL
53%



GOVERNANCE

Altavia is a fully integrated international group which, since it began to expand nationally and internationally, has been organised as a federation of companies within which the business unit is the centre of gravity.

Altavia Connect is the shared services entity that works for all business units in the Group and for their clients. Executive Committees in France and Europe lead and coordinate the business units in the main.

The Group has a Group Executive Committee; a Board of Directors; an Audit, Accounts and Investment Committee; and an Appointments and Compensation Committee. They meet several times per year.

Periodically, a strategic plan called MOVE (Make Our Vision Effective) is put in place. Each business unit in the Group presents an action plan structured around our fundamentals: Human Capital, Client Asset, Finances, Offering and know-how, Identity and Image, and CSR. Each business unit adapts these six fundamentals through actions, pilot projects, and innovations.



ALTAVIA FRANCE

Eric Borreil

Managing Director

Altavia In Store, Altavia Lille, Altavia Nantes, Altavia Optitrans, Altavia Pallas, Altavia Paris, Altavia Saint-Étienne, Blackwood Digital, Cosmic, IMS



ALTAVIA EUROPE

Didier De Jaeger

Managing Director

Altavia Act*, Altavia Česká, Altavia Deutschland, Altavia Hellas, Altavia HTT, Altavia Hungária, Altavia Ibérica, Altavia Italia, Altavia Polska, Altavia România, Altavia Rus, Altavia Swiss, Altavia Dekatlon, Altavia Ukraina, HRG



ALTAVIA AAA Africa, Americas, Asia

Lorenzo Bertagnolio

Deputy Managing Director for International Development

Altavia Canada, Altavia China (Beijing, Chengdu, Guangzhou, Hong Kong, Shanghai), Altavia Japan, Altavia Korea, Altavia Middle East, Altavia Morocco, Altavia Prodit, CloudRaker, Tell Me About It



ALTAVIA COACH

Astrid Noizat

Chief Digital Officer

Capital Innovation, ShopperMind, Simone, Stimshop, Ubiq, Wetail

OUR GROWTH TRAJECTORY

GROUP EXECUTIVE COMMITTEE



Miriam Fedida
General Secretary



Félix Lefebvre
Purchasing Director



Éric Borreil
Chief Executive Officer
Altavia France



Raphaël Palti
Founder, Chairman and CEO



Didier De Jaeger
Chief Executive Officer
Altavia Europe



Astrid Noizat
Chief Digital Officer



Lorenzo Bertagnolio
Vice President
International Development



Ludovic Noël
Human Capital Director



Laurent Gampel
Deputy Managing Director
Global Business Development



Sébastien Reydon
Chief Financial Officer

BOARD OF DIRECTORS

Altavia's Board of Directors is composed of individuals from diverse backgrounds who come from outside Altavia or are members of management: this openness ensures progress. Led by Raphaël Palti, the Board addresses the company's strategic choices from a wide range of perspectives, thanks to its members' diversity.



Michel Duval
Independent board member



Alain Roubach
Independent board member



Daniel de Botton
Independent board member



Corinne Evens
Independent board member



Sébastien Reydon
Board member,
Viateam representative



Luc Bertholat
Non-voting
observer member



Raphaël Palti
Founder, Chairman and CEO



Pierre-Yves Poirier
Board member,
EDRIP representative



Pierre-Michel Passy
Non-voting observer member,
EDRIP representative



Pierre Milchior
Independent board member



Jean-Michel Gabriel
Non-voting observer member,
BNP Paribas representative



Catherine Dunand
Independent board member



Lorenzo Bertagnolio
Board member

The Audit, Accounts and Investments Committee and the Appointments and Compensation Committee challenge the Group and help it make progress in terms of business management.

AUDIT, ACCOUNTS AND INVESTMENTS COMMITTEE



Alain Roubach
Vice-Chairman



Michel Duval
Committee
Chairman



Vincent Danjoux
Committee member



Pierre-Yves Poirier
EDRIP representative

APPOINTMENTS AND COMPENSATION COMMITTEE



Daniel de Botton
Committee Chairman



Raphaël Palti
Founder, Chairman and CEO



Alain Roubach
Committee member



Pierre-Michel Passy
Committee member



Michel Duval
Committee member





OUR PRESENCE AROUND THE WORLD

A TRAJECTORY OF GROWTH THAT IS ALSO APPARENT IN OUR INTERNATIONAL EXPANSION.

For a few years now, Altavia has been working to strengthen its offerings around the world, in every country where the Group operates, by acquiring innovative expertise and people who can help each business unit provide holistic, creative solutions to our clients. Our strong presence in Asia allows to successfully support our Major International Accounts. More recently, this demand for support and our insatiable conquering spirit have also allowed us to open new strategic sites, notably in the United Arab Emirates, Morocco, and Canada. Altavia's presence in nearly 30 countries makes it the leading independent international group specialising in commercial communication for the retail sector.

FRANCE REGION

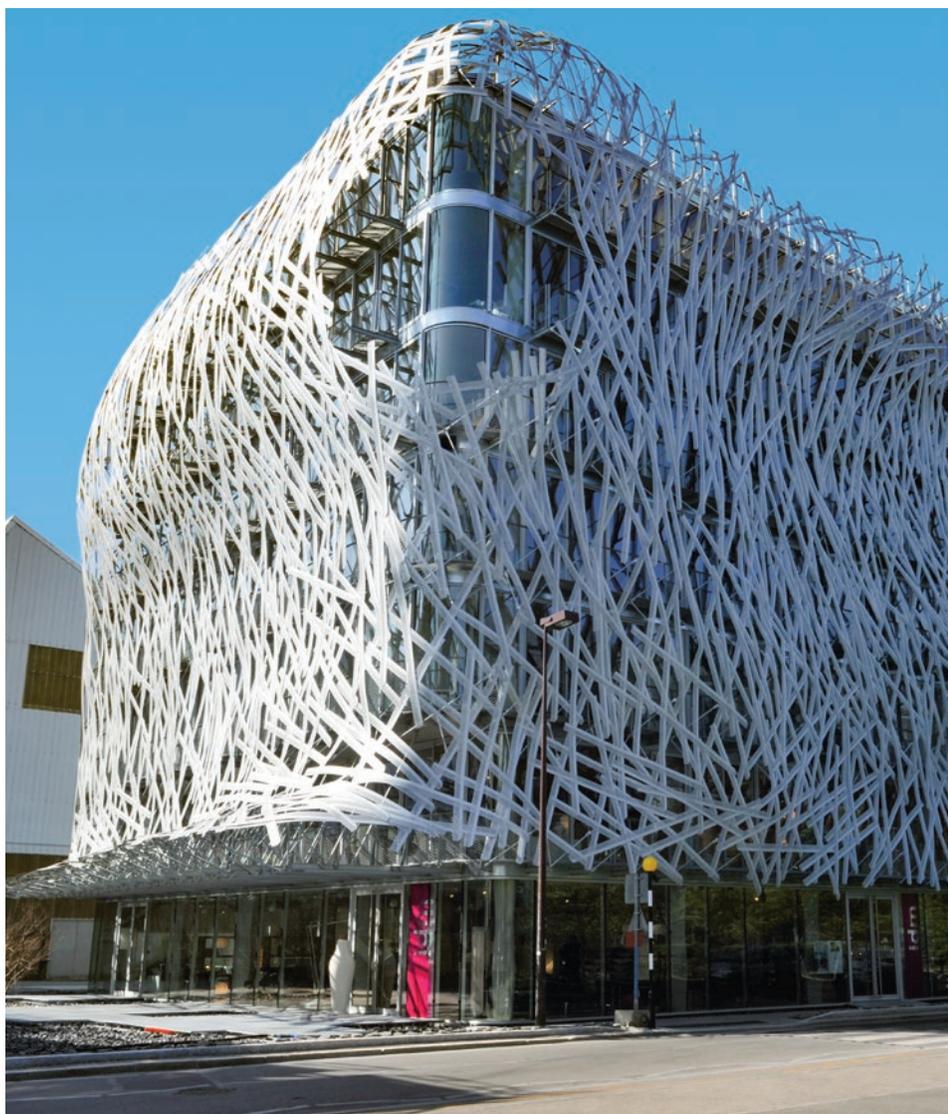


Éric Borreil
Chief Executive Officer,
Altavia France

“2016 CONSOLIDATED THREE YEARS OF GROWTH, AND SO ALSO CREATED FAVOURABLE CONDITIONS FOR EVERY FRENCH BUSINESS UNIT TO ACHIEVE THE MOVE2020.”

This growth shows that our business units are strong, solid and dynamic, and that our Human Capital is motivated and committed.

In 2016, we especially continued to solidify and broaden our offerings: creative and digital roll-out, changes to our tools and solutions, improved In Store communication expertise, strengthened marketing services consulting activities, etc. Together, these factors are helping us continually improve coverage of our value chain.”



ALTAVIA PARIS



Éric Borreil
Chairman,
Altavia Paris



Damien Muller
Deputy General Manager,
Altavia Paris



Sandrine Dutacq
Deputy General Manager,
Altavia Paris

THE PRIORITY IS OMNI-CHANNEL ROLL-OUT OF COMMERCIAL COMMUNICATION

A historic business unit for the Group, Altavia Paris needed to transform to be able to meet challenges on the market and, ideally, its clients' new expectations.

To do so, in early 2016 a transformation plan was put in place, founded on two main pillars: First, “offerings and commerce”, and second, “processes and organisation”. Sandrine Dutacq and Damien Muller, deputy directors of Altavia Paris, say this plan has all the necessary ingredients to turn Altavia Paris into the expert on omni-channel roll-out of commercial communication for retailers.

This large-scale shift has already begun to pay off, generating excellent results in 2016. The transformation has been supported by the development of digital as well as creative roll-out offerings, and optimisation of the studio production process. In parallel, the location has begun a reorganisation process in anticipation of transformative construction at the Saint-Ouen site; the aim is to make this unusual building -legacy of Saint-Ouen's industrial past- more comfortable and better in terms of mobility.

CONTACT ALTAVIA PARIS

Damien Muller – d.muller@altavia-paris.com
Sandrine Dutacq – s.dutacq@altavia-paris.com

SAINT-OUEN – 10, rue Blanqui, 93400 Saint-Ouen, tel: +33 (0)1 49 48 00 00

ALTAVIA IN STORE



Nicolas Lorne
General Manager,
Altavia In Store

THE STORE: KEY TO CUSTOMER RELATIONSHIPS

Altavia In Store was created in 2016 based on the conviction that the store is, and will continue to be, a key place of communication in parallel to the advent of digital purchasing. That's because it is still unavoidably a place to make close contact with customers.

The Altavia Paris organisations' technical and creative skill sets have combined to provide complete, fully expert solutions.

Altavia In Store specialises in communication in places of purchase and is directed by Nicolas Lorne. Its motto is proudly displayed: “Well designed means easily produced”. Altavia In Store was recognised twice at the 2016 POPAI AWARDS for its POS for Milka and its Avent display for Philips.

CONTACT ALTAVIA IN STORE

Nicolas Lorne – n.lorne@altavia-paris.com

SAINT-OUEN – 10, rue Blanqui, 93400 Saint-Ouen,
tel: +33 (0)1 49 48 00 00



Sydney Palti
Chairman, Cosmic

EXPERTISE AND CREATIVITY IN SUPPORT OF SALES ACTIVATION

For Cosmic, 2016 was a year of growth and intense activity. By integrating three marketing services agencies, Cosmic has now been able to consolidate its know-how in terms of creativity, digital expertise, knowledge of networks and places of purchase, agility, and innovation. And with its new brand identity, Cosmic has greater command than ever of its capacity to support retailers' and brands' sales activation.

In this spirit, Cosmic rolled out a number of initiatives with its clients; it strengthened its multimedia division, so more films and videos could be produced and directed, and established a systematic process as well as unique methods for co-construction and brainstorming among Client/Agency teams. The goal is innovation in every project.

CONTACT COSMIC

Sydney Palti – sydney.palti@agencecosmic.com
Valérie Piotte – valerie.piotte@agencecosmic.com
PARIS – 6, rue Royale, 75008 Paris,
tel: +33 (0)1 44 58 58 58
agencecosmic.com



Valérie Piotte
Deputy General Manager,
Cosmic



Julien Reibell
General Manager,
Altavia Pallas

THE DESIRE TO ANTICIPATE CLIENTS' VARIED NEEDS

2016 was a year of strong activity and a wide variety of projects showing Altavia Pallas' desire for greater proximity to its clients. For example, travel retail executed for the first time with "Sushi Daily", a stand that passengers in transit can enjoy in the Gare de Lyon station. It was also the year of opening in Concorde, in Paris, and of joining with the Cosmic and Blackwood Digital agencies, which should create new synergies.

CONTACT ALTAVIA PALLAS

Julien Reibell – j.reibell@altavia-pallas.com
PARIS – 6, rue Royale, 75008 Paris,
tel: +33 (0)1 84 79 60 01
altavia-pallas.com



Bruno Auret
General Manager,
Blackwood Digital

DIGITAL EXPERTISE TO SUPPORT THE GROUP AND ITS CLIENTS

This was Blackwood Digital's first year in the Group, and it strengthened Altavia's digital-in-store and e-commerce service offerings in France to support retailer and brand clients.

The result was a multitude of synergies, especially in terms of newbiz cross-fertilisation, with the Group agencies and the Rue Royale opening completing this wholly promising integration!

CONTACT BLACKWOOD DIGITAL

Bruno Auret – b.auret@blackwood.fr
PARIS – 6, rue Royale, 75008 Paris,
tel: +33 (0)6 14 31 48 66
blackwood.fr



Pierre Artru
Chairman,
Altavia Saint-Étienne

INCREASED GROWTH AND VISIBILITY IN SUPPORT OF RETAILERS AND BRANDS

Open in the heart of Saint-Étienne's Cité du Design and in Lyon, in 2016 Altavia Saint-Étienne developed its integrated omni-channel communication offering and focused on its visibility on the Auvergne-Rhône-Alpes market. Recruiting a new development manager, head of communications, and digital manager bolstered the sales strategy. Similarly, Altavia Saint-Étienne continued to grow its expertise in publishing via a two-pronged initiative to offer industrialised publishing services that optimise time-to-market, and Smart Publishing for optimised analysis of needs for in-store POS and catalogue publishing.

CONTACT ALTAVIA SAINT-ÉTIENNE

Pierre Artru – p.artru@altavia-st-etienne.com
SAINT-ÉTIENNE – 1, rue Pablo Picasso, 42000 Saint-Étienne,
tel: +33 (0)4 77 92 82 82
altavia-st-etienne.com

 **ALTAVIA OPTITRANS**



Patricia Seprez
Chairman,
Altavia Optitrans

ON THE CUTTING EDGE OF FAST-CHANGING LOGISTICS

Altavia Optitrans is the expert entity for logistics within the Altavia Group. It manages the entire range of national and international traffic for its clients across all modes of transport (road, sea and air) with the support of a network of 500 partners.

In 2016 Altavia Optitrans confirmed its position in inter-warehouse night delivery for mail-order clients, thus contributing to the logistics chain of its clients that make sales on-line. The business unit also continued its initiatives in the field of training, with the universities of Reims and Aix-en-Provence, as well as by supporting the magazine DEBOUT in its domestic distribution.

CONTACT ALTAVIA OPTITRANS

Patricia Seprez – patricia.seprez@optitrans.fr
LYON – 19, chemin de la Plaine, 69390 Vourles,
tel: +33 (0)4 78 86 86 70
altavia-optitrans.com

 **ALTAVIA LILLE**



Matthieu Wallaert
Chairman,
Altavia Lille

AN EXCITING TRAJECTORY

2016 sped up the new phase that Altavia Lille began in 2015. Carried by a fast-growing newbiz with new clients like Raja, Hippopotamus, Arcoroc, and the retail start-up IVS, the Lille business unit has reached a new tier of revenue.

All this new vigour can be attributed in particular to the agency's move to new premises; a magical, open space where people can work better and more in project mode with clients. Finally, this confluence of flourishing business and vibrant work was recognised when the Altavia Group named Altavia Lille as Agency of the Year 2016. This strengthened the teams' sense of pride and achievement, and helped them maintain this pace of growth. 2017 is continuing along the MOVE2020 trajectory with the ambition to become the omni-channel collaborative partner of retailers.

CONTACT ALTAVIA LILLE

Matthieu Wallaert – m.wallaert@altavia-lille.com
LILLE – 33, rue du Molinel, 59800 Lille,
tel: +33 (0)3 20 51 15 15

 **IMS**



Raphaël Moisand
General Manager,
IMS

A RESPONSE TO POINTS OF SALE NEW CHALLENGES

Since joining the Altavia Group in 2014, IMS has confirmed its potential every year with sustained growth. In 2016, the creation of the RED (Research, Exploration, Development) cell consolidated its position as an expert in point of purchase communications. This extra firepower broadens IMS' offering and increases its ability to meet challenges facing clients of the Group. IMS also supports generalist Altavia business units within its particular area of expertise: complex POS. In parallel to its traditional business areas, IMS is pursuing the development of its collaborative Store System® tool.

Newly international and multilingual, the tool has demonstrated how it can support and manage in-store communication for retailers. Now that it is available within the Group, it can be deployed on the European level, in particular at EFR and Gamm Vert. With the strength of these efficient offerings behind it, IMS grew its teams from 25 to 40 people.

CONTACT IMS

Raphaël Moisand – rmoisand@ims-retail-agility.com
PÉRENCHIES – ZA du Bois – 4, rue du Tilleul, 59840 Pérenchies,
tel: +33 (0)3 20 17 28 80
ims-retail-agility.com

 **ALTAVIA NANTES**



Nicolas Gentil
General Manager,
Altavia Nantes

AN EVEN MORE CLIENT-CENTRED ORGANISATION

For Altavia Nantes, 2016 was a year marked by change resulting from its re-structure to support its clients: the result is a mirror structure, with the introduction of account managers, and direct contact points for clients in every aspect of management, communication, and production. This structure is also proving effective in terms of increasing teams' accountability, establishing and extending client relationships for the long term, and developing the portfolio. This new momentum and positive trajectory made it possible to hire a development manager, two client service managers, and a new artistic director, and to shift five staff members' roles towards client service management.

CONTACT ALTAVIA NANTES

Nicolas Gentil – n.gentil@altavia-nantes.com
Carole Lesage – c.lesage@altavia-nantes.com
NANTES – 19 bis, rue La Noue Bras de Fer, 44200 Nantes,
tel: +33 (0)2 51 80 28 28
altavia-nantes.com



Carole Lesage
Deputy General Manager,
Altavia Nantes

EUROPE REGION



Didier De Jaeger
Chief Executive Officer,
Altavia Europe

“OUR ACTIVITY IN 2016 WAS MARKED BY EXTERNAL GROWTH, THE ADDITION OF NEW CLIENTS, AND BOLSTERED INTERNAL SYNERGIES. ACCELERATING AND DEPLOYING OUR DIGITAL SKILLS ALSO CONTRIBUTED TO GROWTH, WITH NEW AND SOPHISTICATED OFFERINGS IN BELGIUM, ITALY, THE UK, POLAND, HUNGARY, TURKEY AND GREECE.

The culmination of this roll-out was a client roadshow in the form of our “State of Digital in Retail. Trends, overview and priorities” presentation. In terms of Major Accounts, Altavia is delighted to be extending its medium-term collaboration with its main clients, in particular Shell and Johnson & Johnson, with a significantly broadened scope of activities, from marketing services to publishing.



ALTAVIA ITALIA, STYLUM & ROKIVO



Paolo Mamo
Chairman,
Altavia Italia

MORE THAN EVER AT THE HEART OF INNOVATION

Altavia Italia, thanks to its acquisition of the two agencies Stylum and Rokivo (led by Massimo Cortinovis, Valerio Saffirio as well as Davide Marazita respectively), was able to further its digital expertise in the direction of a consolidated omni-channel offering. 2016 also saw the creation of Altavia Lab, an entity specialising in observation and research on trends in innovation in the area of omni-channel purchasing.

The “Shopper Value® Barometer” tool, designed to measure the quality of the relationship between consumer and brand, was presented in September 2016 at the Palazzo delle Stelline in Milan; similarly, November saw the first edition of the “Industrie Graphique : tendances et perspectives” (Industry Chart: trends and perspectives), a deep analysis of trends, efficiency, and new opportunities in the print world. In the same spirit, Altavia Italia inaugurated an Innovation Space, where the most innovative proposals can be tested in real conditions. Of note, Altavia Italia's participation in the experimental Isola District project, which involves turning this Milan neighbourhood into a place for dialogue and connection between different groups (residents, citizens, and administrative and business actors).

CONTACT ALTAVIA ITALIA

Paolo Mamo – p.mamo@altavia.it

Simona Lazzerini – s.lazzerini@altavia.it

MILAN – Alzaia Naviglio Pavese 78/3, 20142 Milano,
tel: +39 02 30 30 43

ROME – Via Boezio 6, 00193 Roma,
tel: +39 06 32 80 34 05

TURIN – Via Cigna 96, 10152 Torino,
tel: +39 011 5069505

www.altavia.it



Simona Lazzerini
General Manager,
Altavia Italia

ALTAVIA IBÉRICA



Erick Bilinski
Chief Executive Officer,
Altavia Ibérica

GROWING AND BROADENING OFFERINGS

Altavia Ibérica is now more than 80 people strong, distributed among three cities: Madrid, Barcelona, and Lisbon. Consolidation with clients in Portugal made it possible to broaden and change the scope of the offering, especially in pre-press and POS, as well as to open new offices in Lisbon. It was also a fruitful year for adding clients, with the likes of Samsung, Fnac, Desigual, Armani, Novartis, Lab.Chemo and Uriach Lab brought in. Similarly, a great success with the travelling “Inspiration Day of Innovations” exhibit with over 220 participants present to explore highly inspiring innovations that might play a part in their everyday lives.

CONTACT ALTAVIA IBÉRICA

Erick Bilinski – e.bilinski@grupo-altavia.com

MADRID – Calle Orense, n°16 - 1a Planta, 28020 Madrid,
tel: +34 91 121 38 38

BARCELONA – Ctra. Sta. Creu de Calafell, 33. 2a Planta,
08830 Sant Boi de Llobregat, Barcelona, tel: +34 93 511 19 00

LISBON – Avenida 5 de Outubro 151 -6E, 1050 Lisboa,
tel: +35 1 217 826 080

 **ALTAVIA ACT***



Anne-Catherine Trinon
Chief Executive Officer,
Altavia ACT*

INTEGRATED TEAMS TO HANDLE GROWTH

2016 was marked by the successful merger of ACT teams with those of Altavia Belgium and their being set up in freshly renovated offices in the heart of Brussels in order to create the Altavia ACT* entity, which now covers the entire value chain, from marketing to publishing services.

These more than 80 people, under a single roof, are the heart-beat of Altavia in Belgium. 2016 was also marked by a significant uptick in digital projects, culminating in the launch of a process to digitalise telecom operator Proximus' installation manuals. Finally, this year promised a bright future to come, with the addition of new clients like Shell, Omnimut-Mutualités Libres de Wallonie, Loxam, a professional equipment rental company, and Devimo, which manages most of the country's major shopping centres.

CONTACT ALTAVIA ACT*

Anne-Catherine Trinon – ac.trinon@altavia-act.com
BRUSSELS – Avenue Louise 287/b5, 1050 Bruxelles,
tel: +32 (0)2 743 26 10
altavia-act.com

 **ALTAVIA HTT**



Nick White
Managing Director,
Altavia HTT

A SUCCESSFUL SHIFT TOWARDS MARKETING SERVICES

This was a very fruitful year for the Altavia HTT experts. In addition to strong performance in the traditional area of printing management, it saw remarkable development of merchandising projects, sales promotion, and design packaging.

On the client side, the renewal of the collaboration with Shell in the UK for retail activities and CRM, to which was added corporate communications management, deserves recognition.

The other notable development is the renewal of the contract with a prestigious London chain of private hospitals. The contract covers the production of marketing and merchandising materials, and the deployment of the on-line booking service that more than 300 healthcare professionals use. Now associated with HRG, the Group's shopper marketing agency based in Northampton, Altavia HTT is multiplying synergies to support sales activation for retailers and brands in the United Kingdom.

CONTACT ALTAVIA HTT

Nick White – n.white@altavia-group.com
SHEFFIELD – 4 Park Square, Newton Chambers Road,
Thornccliffe Park, Chapeltown, S35 2PH Sheffield,
tel: +44 (0) 114 220 3760
LONDON – WeWork Waterhouse Square, 3 Waterhouse Square,
138 Holborn, London, EC1N 2SW

 **ALTAVIA DEUTSCHLAND**



Peter Schober
Managing Director,
Altavia Deutschland

GREATER EFFICIENCY TO SUPPORT CLIENTS

This year for Altavia Deutschland was again a year of growth and significant broadening of the local clientele base, especially in the area of publishing services. This growth was backed by the addition of new staff, in particular for purchasing teams, to help clients build greater efficiency. Finally, a unique initiative on the German market for a communications agency, in partnership with the main media producers' agency: a quality management programme in conjunction with leading German printing companies.

CONTACT ALTAVIA DEUTSCHLAND

Peter Schober – p.schober@altavia-deutschland.com
DÜSSELDORF – Grafenberger Allee 100, 40 237, Düsseldorf,
tel: +49 211 54 26 88 0

 **HRG**



Stuart Becker
Managing Director,
HRG

THE EXPERTS OF SHOPPER MARKETING

2016 was once again a very busy year for the shopper-marketing specialist agency in Northampton.

First, there was the arrival of a new Strategic Planning Director, with an eye to optimising efficiency in major HRG projects.

In addition, the year was marked by excellent synergy with Altavia HTT in the UK. This made it possible in particular to add the BTL design worksite for Shell. This work was undertaken across several regions in 2016 and will continue for the entire 2017 year.

CONTACT HRG

Stuart Becker – stuart@hrg.co.uk
NORTHAMPTON – Mercury House, 8 Sandy Way,
Grange Park, NN4 5EJ Northampton,
tel: +44 1604 703 200
hrg.co.uk

 **ALTAVIA HELLAS**



Rania Athanasoulia
Managing Director,
Altavia Hellas

THE EXTENSION OF SERVICE OFFERINGS IS PAYING OFF

2016 was a year of growth for Altavia Hellas, thanks to its international clients and especially the strong development of L'Oréal's activity. This is the result of extending its offering, which now covers 360° from marketing services to printing management, and of restructuring its teams for better service and client satisfaction.

CONTACT ALTAVIA HELLAS

Rania Athanasoulia – r.athanasoulia@altavihellas.gr
ATHENS – 103 Ethnikis Antistaseos str, 15451 N.Psychiko, Athens,
tel: +30 210 67 73 900

 **ALTAVIA POLSKA**



Irek Laskowski
Managing Director,
Altavia Polska

DYNAMIC DIGITAL COMMUNICATION OFFERING: A SOURCE OF GROWTH

A historical leader in publishing services in Poland, Altavia Polska signed cooperation and partnership agreements with a digital agency in 2016. This helped Altavia Polska to extend its offering for numerous clients. The year was also marked by the development of the Shell partnership in the region, as well as Altavia Polska's active participation in creating a new business unit: Altavia Baltics in Riga.

CONTACT ALTAVIA POLSKA

Irek Laskowski – i.laskowski@altavia.pl
WARSAW – ul. Spokojna 5, 01-044 Warszawa,
tel: +48 22 315 25 00
altavia.pl

 **ALTAVIA ČESKÁ, ALTAVIA ROMÂNIA & ALTAVIA HUNGÁRIA**



Rodolph Crozier
Managing Director,
Altavia Česká, Altavia România
and Altavia Hungária

THE THEME OF COMPLEMENTARITY AND SYNERGY

Complementarities and synergies are at the centre of collaboration between the three Group business units operating in Prague, Bucharest, and Budapest. Historically specialising in printing management, the three business units have gradually proved themselves as marketing services actors for retailers' sales activation.

Altavia Česká broadened its offering in the Czech Republic to include a more focused shop-in-shop service, multi-material POS, and retail design. As for Altavia Hungária, Siemens entrusted this business unit to design and develop an international platform for German-speaking students to communicate with schools and organisations; the business unit was also selected as Shell's main partner for a promotional operation in Hungary. Altavia România continued to make progress; its turnover will have doubled over its six years of existence!

CONTACTS

Altavia Česká

PRAGUE – Počernická 96/272, 108 00 Praha 10,
tel: +420 296 411 541

Rodolf Crozier – r.crozier@altavia.cz

altavia.cz

Altavia România

BUCHAREST – Str. Vasile Lascar, nr.178, sector 2, 20 000 Bucurest,
tel: +40 74 25 82 84 2

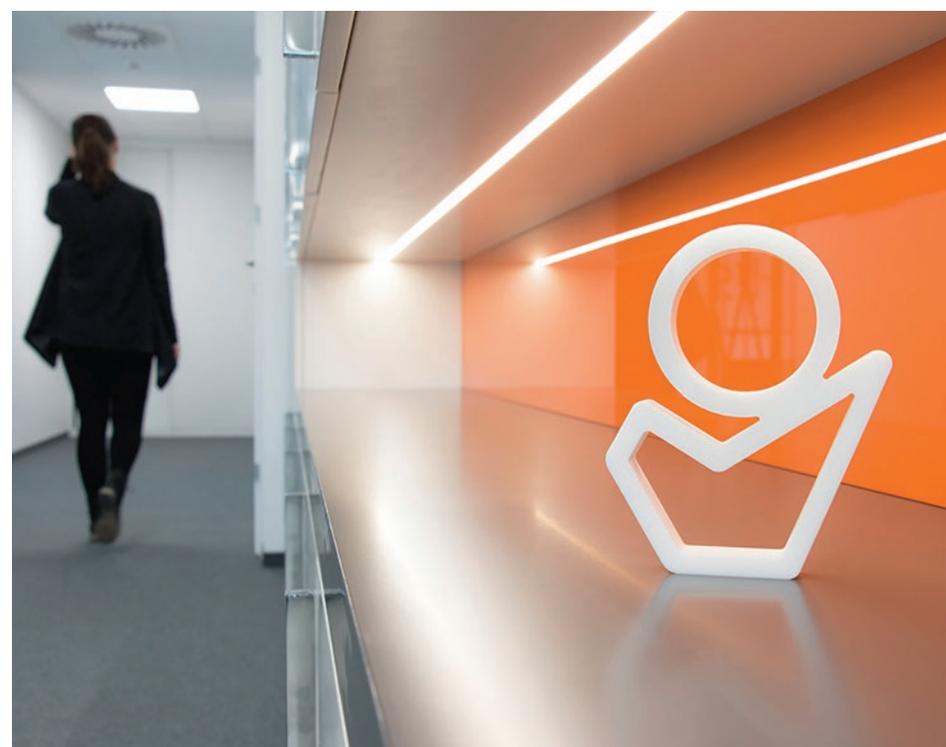
Radu Paun – r.paun@altavia.ro

Altavia Hungária

BUDAPEST – Bécsi út 58, 1034 Budapest,
tel: +36 1 228 9221

Tamás Lázárfalvi – tamas.lazarfalvi@altavia.hu

altavia.hu



 **ALTAVIA RUS & ALTAVIA UKRAINA**



Andrey Ivanov
Managing Director,
Altavia Rus and Altavia Ukraina

PRINTING MANAGEMENT AND MULTI-CHANNEL COMMUNICATION

Bolstered by its unique position on the Russian and Ukrainian markets, these two Group business units are proving themselves as multi-channel communication agencies and major printing management platforms. On a daily basis, the respective teams implement their expertise in pre-press, print design and production, and staging of indoor and outdoor media. Overall, 2016 was a very positive year with the addition of new Major Accounts like Philips, Siemens, JDE, Ipsen, and X5 Retail.

CONTACTS

Andrey Ivanov – a.ivanov@altavia.ua

Altavia Rus

MOSCOW – 21/3, Yablochkova str, 127322 Moscow,
tel: +7 495 984 64 45

altavia.ru

Altavia Ukraina

KIEV – 3B, Vul. Levandovska, 01010 Kyiv,
tel: +38 044 33 76 551

altavia.ua

 **ALTAVIA DEKATLON**



Samet Ensar Sari
Chief Executive Officer,
Altavia Dekatlon

SUCCESSFUL INTEGRATION RESULTING IN STELLAR MULTI-CHANNEL OFFERINGS

The result of a merger between Altavia Türkiye and Dekatlon Buzz (acquired in late 2016), Altavia Dekatlon now represents the Group in Turkey. This acquisition brought new momentum not only to Altavia, which has been operating in Turkey for nearly 20 years, but also to our clients: the Turkish business unit now has a digital communication offering, which in turns reinforces its multi-channel communication offering.

Samet Ensar Sari and Vadi Efe -two renowned marketing services professionals, pioneers in the Turkish creative sector, and formerly at the helm of Dekatlon Buzz- are continuing in operating leadership roles at Altavia Dekatlon.

CONTACT ALTAVIA DEKATLON

Vadi Efe – v.ef@altavia-dekatlon.com

Samet Ensar Sari – s.sari@altavia-dekatlon.com

ISTANBUL – Mahmut Yesari Cad. N°8 Koşuyolu, Istanbul,
tel: +90 216 40 22 233

altavia-dekatlon.com



Vadi Efe
Executive Creative Director,
Altavia Dekatlon

AAA REGION
AFRICA, AMERICAS, ASIA



Lorenzo Bertagnolio
Vice President
International Development

HAVING CONSOLIDATED THE EUROPEAN REGIONS, THE ALTAVIA GROUP IS NOW FOCUSING ON EXPANDING AROUND THE WORLD.

Already operating in China, South Korea and Japan, the Group decided to open in three new regions for its clients: first, Canada--based in Montreal--where following a first kick-off step of publishing services, the Canadian business unit acquired digital skills by joining with CloudRaker; second, Dubai, which will become the AME region hub; and finally, Morocco, to serve French-speaking Africa.

All in all, a fast-growing sector, with some very young business units alongside big sister Altavia China.

Recent developments mean we are able to stay the ambitious course set by our MOVE2020.”



ALTAVIA KOREA & TELL ME ABOUT IT



Ho Park
Chairman,
Tell Me About It

CONSTANT EFFORT TO OFFER OUR CLIENTS THE BEST SERVICE

Thanks to the operational link between the two South Korean companies (Tell Me About It bought out in 2015 and Altavia Korea founded in Seoul in 2014), Altavia has been able to strengthen its marketing services offering and consolidate its position as a brand communication agency.

The key strategy being pursued entails the brand communication targeting first and foremost the “buyer client”, while taking into account each step of buying behaviour--brand recognition, actual purchase and real experience. The agency offers its clients communication marketing, retail strategy and the print chain of the print fulfilment chain in a way that is suited to their needs. In South Korea, Altavia partners with Häagen-Dazs, Megastudy, Yuhan-Kimberly, Unilever, and L'Oréal. 2016 was mostly devoted to moving towards high-potential sectors like Health, Hygiene, and Cosmetics. Our promising collaboration with Tell Me About It, a highly capable FMCG & digital marketing agency, will help us consolidate our activity and boost our development.

CONTACT ALTAVIA KOREA

Ho Park – ho.park@altavia.kr

SEOUL – #306, 70 Dokseodang-ro (Hannam-dong),
Yongsan-gu, 04 420 Seoul,
tel: +82 2 790 0907

ALTAVIA JAPAN



Yukiko Inoue
General Manager,
Altavia Japan

NEW VIGOUR IN A MATURE MARKET

Altavia Japan, founded in Tokyo in 2014, is continuing to strengthen its publishing services offering for Japan. An innovative offering and the arrival of a new General Manager are helping Altavia Japan grow on this mature market. Responsible communications, especially the Ecopublishing® approach, makes it possible to respond to the Japanese people's growing concern for the environment.

CONTACT ALTAVIA JAPAN

Yukiko Inoue – y.inoue@altavia.jp

TOKYO – Shinjuku Park Tower N30F, 3-7-1 Nishi Shinjuku,
Shinjuku-ku, 163-1030, Tokyo,
tel: +81 3 53 26 30 61

altavia.jp

ALTAVIA CHINA



Esmond K.L. Quek
Chief Executive Officer,
Altavia China

A MAJOR THOUGH INSATIABLE ACTOR

With operations in Beijing, Shanghai, Chengdu, Guangzhou and Hong Kong, Altavia China is proving to be a leading actor in commercial communication in China. Begun in 2015, the creative and digital transition has received a further boost from the creation of an expert digital team to support commercial communication. This indefatigable dedication will also be helped along by an ambitious plan to acquire independent digital agencies.

In parallel, Altavia China completed the implementation of a business management toolkit that includes, for example, Edity V2 and the proprietary platform VIA in order to be more competitive in a context of accelerating change in the world of communications.

CONTACT ALTAVIA CHINA

Esmond K.L. Quek – e.quek@altavia-group.com

Altavia Advertising Co., Ltd.

BEIJING – Unit 02-03, 22nd floor, Zhong Yu Plaza, No Jia-6,
Gongti Bei Road, Chaoyang District, 100027 Beijing,
tel: +8610 65393621

Altavia Advertising Co., Ltd. Shanghai Branch

SHANGHAI – 3rd Floor, Block E, No. 381 Pan Yu Road,
Chang Ning District, 200052 Shanghai,
tel: +8621 62301100

Altavia Advertising Co., Ltd. Chengdu Branch

CHENGDU – Room 301, Building 1, Zone B,
Red Star Advertising Creative Industry Park, No.35, Hongxing Road,
Jinjiang District, 610041 Chengdu,
tel: +8628 86026150

Altavia Advertising Co., Ltd. Guangzhou Branch

GUANGZHOU – Room 3609, Shuntak Business Centre,
No.246, Zhongshan Si Road, Yuexiu District, 510030 Guangzhou,
tel: +8620 83635151

Altavia Hong Kong

HONG KONG – 17/A On Hing Building, 1,
On Hing terrace central, Hong Kong,
tel: +852 22947751

 **ALTAVIA CANADA, CLOUDRAKER & ALTAVIA PRODITY**



Laurent Saumon
Chairman,
Altavia Canada



Thane Calder
General Manager of Altavia Canada
and Chairman of CloudRaker



Pascal Hébert
Executive Director of Altavia Canada
and General Manager of CloudRaker



Thierry Gougoux
General Manager,
Altavia Prodigy

A NEW BUT ALREADY CAPTIVATING PRESENCE

Altavia opened its first American location when it founded Altavia Canada in Montreal. Laurent Saumon has been supporting the development of this company ever since its creation. The marketing and technology agency CloudRaker, headed by Thane Calder and Pascal Hébert, joined the Altavia family at the end of the year; it operates in Montreal, Toronto, and Vancouver. Altavia Canada is already making its entire omni-channel communication offering available to retailers and brands--unique in this regard on the Canadian market--with CloudRaker for marketing services and Altavia Prodigy, founded in July 2016 and led by Thierry Gougoux, for publishing services.

CONTACTS

Altavia Canada, CloudRaker

Laurent Saumon – l.saumon@altavia-group.com

Pascal Hébert – phebert@cloudraker.com

MONTREAL – 1435, rue Saint-Alexandre, Suite 700,
Montréal, Québec, H3A 2G4, Canada
tel: +1 514 843-8975

TORONTO – 29 Fraser Avenue - Second Floor Toronto,
Ontario, M6K 1Y7
tel: +1 416 464 7291

VANCOUVER – 128 West Hastings St. - suite 210
Vancouver, British Columbia, V6B 1G8
tel: +1 604 901 0005

cloudraker.com

Altavia Prodigy

Thierry Gougoux – t.gougoux@altavia-prodigy.ca

MONTREAL – 1435, rue Saint-Alexandre, Suite 700,
Montréal, Québec, H3A 2G4, Canada
tel: +1 514 843-8975

altavia-prodigy.ca

 **ALTAVIA MIDDLE EAST**



François Blondel
General Manager,
Altavia Middle East

HOTLY AWAITED EXPERTISE

The end of 2016 ushered in the creation of a new business unit: Altavia Middle East in Dubai. A highly established retail market, the United Arab Emirates and the GCC countries have figured in Group plans for several months. With a 360° offering and sophisticated offerings in terms of familiarity with the market, Altavia Middle East offers solutions that are well adapted to the needs of network brands in the region.

CONTACT ALTAVIA MIDDLE EAST

François Blondel – f.blondel@altavia.ae

DUBAÏ – Saba Tower 1 #402, Cluster E, Jumeirah Lates Towers,
PO BOX 336863, Dubaï, UAE
tel: +971 54 443 84 88

 **ALTAVIA MOROCCO**



Mickaël Rotenberg
Director of Development

AN INNOVATIVE OFFERING FOR A PROMISING MARKET

As a hub for French-speaking Africa and a market showing strong growth, Morocco was one of Altavia's priority countries for development. Thanks to an innovative retail marketing offering, coupled with effective tools suitable for network brands, the opportunities to grow Altavia Morocco are many.

CONTACT ALTAVIA MOROCCO

Mickaël Rotenberg – m.rotenberg@altavia-group.com

CASABLANCA – 3, avenue des Almohades, Marina 2000 Casablanca,
tel: +212 6 99 85 19 86

altavia-morocco.com



OUR DIGITAL TRANSFORMATION TO SUPPORT INNOVATION



Astrid Noizat
Chief Digital Officer
Altavia Group

“ IN 2016, ALTAVIA CONTINUED ITS DIGITAL TRANSFORMATION: CHANGING THE WAY PEOPLE WORK TO BE MORE COLLABORATIVE AND SYNERGISTIC, MOVING THE GROUP EVER CLOSER TO THE MOST INNOVATIVE SOLUTIONS AND ENVIRONMENTS TO HELP CLIENTS STAY ONE STEP AHEAD, AND MAKING CHANGES TO OFFERINGS BY BRINGING IN NEW SKILL SETS VIA EXTERNAL GROWTH PROJECTS AS WELL AS NATURALLY STRENGTHENING CAPACITIES.”



ALTAVIA WATCH

Altavia Watch is a leading international monitoring blog that covers retail in France and, now that it is coming out in English and Italian, Europe.

With over 3,500 items on-line, 6,000 subscribers to its daily newsletter, 600 retailers and brands referenced, and 1.2 million views on SlideShare, Altavia Watch keeps retail actors informed of the latest trends and innovations in the sector, internationally.

altavia-watch.com



Tim Wolf
Chief Digital Officer
Altavia Europe

TIM WOLF JOINS ALTAVIA AS CHIEF DIGITAL OFFICER FOR EUROPE

His role is to support European business units as they realise their digital ambitions. In addition to working on the Group's digital transformation, he will also be called upon to contribute to client recommendations for the Group.



ALTAVIA COACH

Supporting the Group's digital transformation and providing its 300 clients, retailers and brands with the most agile and relevant solutions to their challenges related to digitalisation, Altavia Coach is the Group's entity entirely devoted to innovation in the retail sector. This initiative is based on identifying and creating ties with the most innovative ecosystems.

"Entrepreneurship is firmly rooted in Altavia's DNA, so it's only natural for the Group to want to structure itself to support innovative start-ups and entrepreneurs", says Astrid Noizat, Chief Digital Officer and Director of Altavia Coach.

Altavia Coach draws on best practices to help start-ups develop and, in the same vein, to create profitable synergies for its clients. The entity is based on three major principles: partnerships, acceleration, and strategic foundation.

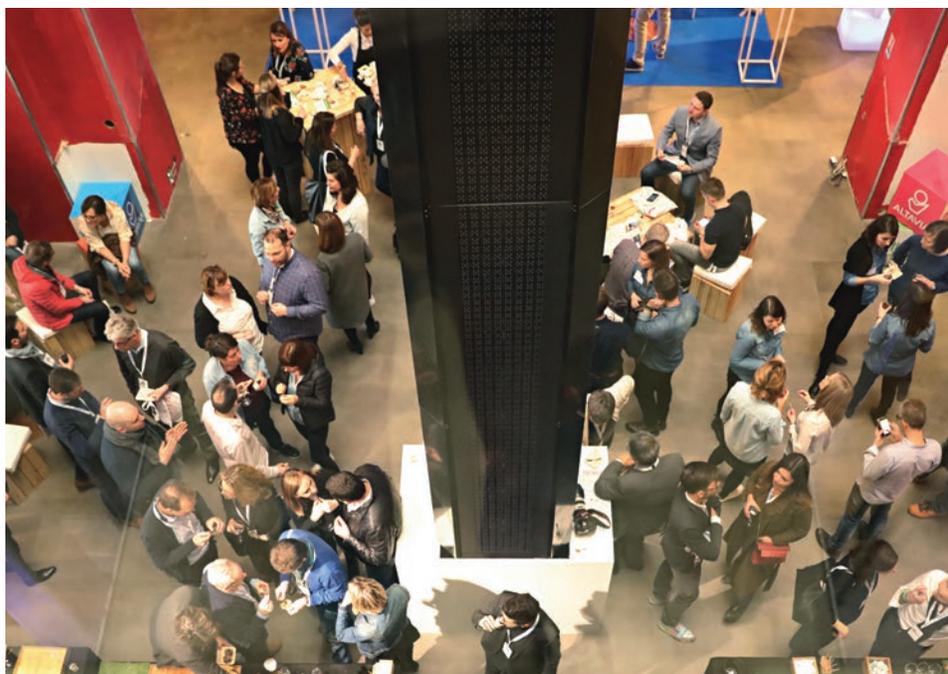
altavia-coach.com



With the strength of the Group's network -which includes more than 40 agencies around the world- behind it, Altavia Coach performs international sourcing with an eye to establishing partnerships with start-ups and offering solutions that are perfectly suited to clients' particular challenges. *"The creation of an internal platform that aims to promote innovative solutions put forward by our start-up partners is already allowing our people around the world to locate the expertise required to best meet our clients' needs",* explains Astrid Noizat.

Simultaneously, these partnerships allows companies that offer BtoB services to retailers to fill out Altavia's offerings and to make a name for themselves with the Group's clients.





ACCELERATOR

Our engagement with start-ups extends beyond partnership agreements: take the accelerator programme for agencies within the Group, in particular in Lille in partnership with Euratechnologies. These choices of where to operate are far from random. *"The Lille site is in the heart of the cradle of French retail, an ideal setting to develop a start-up. We are also aiming to open a second site in Shanghai so we can invite European start-ups to come test the Chinese market for a six-month period"*, says Elliott Tischker, the entity's Head of Investments and Acceleration.

Altavia Coach has in this way a booster effect on start-ups' commercial development, thanks to the Group's client portfolio and their international

roll-out. *"Support is based on four principles: Go to Market, Product Market Fit, international development, and marketing and communication support"*, explains Elliott Tischker. *"We want to draw on Altavia's strengths, our client portfolio, our professional experts, our international presence, and our deep knowledge of communications in order to accelerate the development of selected start-ups. Moreover, right from the start-up selection phase, we get our clients and local teams involved so they engage with this innovation-centred approach"*.



STRATEGIC VENTURES

The corporate fund makes it possible to offer support in the form of capital to entrepreneurs whose offerings seem especially promising.

"The fund includes a true strategic component, with the goal of generating long-term synergies. It currently holds five stakes", says Elliott Tischker.

In 2016, this approach led the Group to acquire a capital stake in Ubiq® in order to strengthen the Group's social media offering.

ALTAVIA COACH BUSINESS UNITS

SHOPPERMIND



Jean-Marc Mégnin
General Manager
jm.megnin@shoppermind.com



Nathan Stern
Chairman
n.stern@shoppermind.com
shoppermind.com

ShopperMind fits perfectly with the Altavia Group's mission: it strives to help brands innovate by developing their capacity to understand and meet their client's expectations. The ShopperMind team has much developed its work with outside clients, in partnership with Group business units.

2016 was the year of "Europeanisation" for the Shopper Value® Barometer, which was launched in France and then adapted for Italy and Belgium to marvellous effect in terms of image and new business. Zealous about how the digital and social revolution can support brick-and-mortar commerce, ShopperMind has grown its initiatives, interviews, retail-tours and workshops on topics about the future: the mobile commerce revolution, keys to holding out against Amazon, the future of groceries, etc.

Finally, ShopperMind is now an integral part of the marketing services division that has been established at Rue Royale and structured around Cosmic; this has led to more and more diverse partnerships: participation in tender bids, strategic planning, research initiatives, etc.

- For SEB: Clipso Minute, an new spin on the pressure cooker for the world leader in the sector
- For MAPA: the long, flexible, and structured glove
- For PYREX: Cook&Go, glass-plastic sealed containers for portable use

STIMSHOP



Dominique Palacci
General Manager
domi@stimshop.com
stimshop.com

A young, innovative French Tech start-up, Stimshop offers mobile communications solutions. The theme of 2016 was continued innovation, with HBeacon, the first battery-powered ultrasound Bluetooth beacon that can create interaction zones for mobile apps. Whisperings, developed by Zen'to, was elected for New Shopping Experience 2016, and the Tape à l'œil brand can therefore offer its customers a personalised InStore experience via its mobile application, by combining understanding of customers and the local context.

Klepierre selected Stimshop during Viva Technology 2016 to test an interactive game on its centres' mobile applications through use of a sound system.

A fantastic business year for Stimshop!

CAPITAL INNOVATION



Mathias d'Estais
General Manager
m.destais@capinnov.altavia.fr
capital-innovation.com

Inventors at the Altavia Group!

Capital Innovation is an agency that creates innovative products for manufacturers and retailers. Its acumen in the areas of sport, home appliances, health, and toys shows just how logical it is to entrust all or part of one's innovation to a team that specialises in invention and development.

Capital Innovation has already been a player in the field for 20 years, and in 2016, the agency turned over a new leaf! This is a paradigm shift in the way that outside actors understand our business areas. More than ever, our clients are willing to move forward into the unknown; they know that to turn innovation into economic results, they must focus on user benefits while at the same time addressing marketing, manufacturing issues, and intellectual property.

Four examples of innovation in 2016:

- For Sofffil: EasyGuide, an internationally recognised medical innovation

UBIQ®



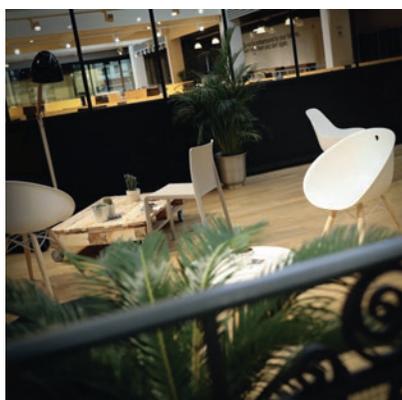
Nicolas Vouland
General Manager
n.vouland@getubiq.com
getubiq.com

A retailtech start-up, Ubiq® is the first Social Store platform to target network brands. Thanks to its innovative solutions, Ubiq® allows points of sale, using social media, to take command of their local initiatives in order to be consistent with the brand's marketing strategy all while cultivating the catchment area's particular characteristics, and also to bring in the local communities and generate traffic. With 2,500 points of sale, the platform already handles more than 2 million local fans and generates reach of more than 40 million people per month. Of note: Ubiq® is becoming a Facebook Marketing Partner!



Wetail®

BY ALTAVIA GROUP



The Altavia Group is inventing a new concept of community and coworking for the retail world. Wetail, with its first 1,000m² space in Lille and backed by the Altavia Lille agency, welcomes actors in retail innovation in a comfortable environment that encourages dialogue, creativity, and competition in order to shape the retail of tomorrow.

This 100% digital experience allows for a choice of three coworking

formats: pop-up, corner and flagship. Wetail is an opportunity to benefit from an innovative ecosystem and an international acceleration programme for start-ups. New, ambitious, and expected to be rolled out around the world at Group sites, this project is intended to create the first international community devoted to retail.

wetail.com

ALTAVIA'S NEW COLLABORATIVE TOOLS

A COCKTAIL OF SIMPLICITY, PRODUCTIVITY AND MOBILITY

In 2016, the Altavia Group planted the seeds of an internal digital transformation to fully enter the collaboration age. Two projects have been set up that radically change the way people work and therefore boost dialogue and sharing within the Group.



@workplace

by facebook

ALTAVIA@WORK, NEW COMPANY SOCIAL NETWORK

An early adopter of Facebook's Workplace solution since February 2016, the Altavia Group has launched this in-house social network by the name of Altavia@work.

Altavia@work lets one share key messages and Group announcements, and encourages intra- and inter-business unit conversations about clients, projects, and events.

It also helps to share best practices and retail monitoring, to bring together staff, to let everyone be heard, and to make Group values felt on a day-to-day basis.

G Suite

THE G SUITE: COLLABORATIVE, MOBILE, CLOUD-BASED SUITE

Since summer 2016, the shift to G Suite has helped us encourage teamwork and improve productivity. Google Drive and Hangouts are also tools that facilitate everyday collaboration: co-editing in real-time of a single document, video-conference meetings, etc.

Staff have also gained in mobility, thanks to 100% access to features on any device.



OUR VALUES NOURISH OUR HUMAN CAPITAL

SINCE ITS CREATION, HUMAN CAPITAL HAS BECOME ONE OF THE MAIN LEVERS OF DEVELOPMENT FOR THE ALTAVIA GROUP. FORGING LINKS EACH AND EVERY DAY THAT SERVE TO BOOST OUR CLIENTS' SALES ACTIVATION IS A UNIQUE, LONG-STANDING AND STRONGLY-FELT CALLING. WITH THIS GOAL IN MIND, WE ARE RECRUITING AND SPECIFICALLY SUPPORTING OUR STAFF IN TERMS OF BOTH SKILLS AND HOW TO BEHAVE: THE AIM IS TO PREPARE THEM TO ACT AS "RETAIL ALCHEMISTS".





TOGETHER, LET'S NURTURE OUR HUMAN CAPITAL

Our interpersonal skills make us unique and set us apart. They are the key to creating a connection between us and our clients. They are also the magic element that guides our life together in-house. Listening, respect, goodwill, solidarity, energy and responsiveness are our trademark across all our business units, around the world.

To make this belief felt throughout our community of more than 1,500 people, we have brought together the 10 founding values of Altavia in a unified, simple way. They are the heart of our engine.

These 10 deeply rooted values breathe life into "the art and style" of Altavia. To continue in this entrepreneurial spirit, Altavia is committing to renovating and modernising its working spaces in all business units to support our staff's move towards new structures, encourage professional advancement within the group, and actively support start-ups.

Similarly, company life is punctuated by regular meetings: our managerial seminars once a semester and year in our business units encourage dialogue and sharing.

And in 2016, a special World Convention brought together all Altavia's people from around the world.

At Altavia, focusing on our people is a priority. We feel it is key to providing effective service to our clients.

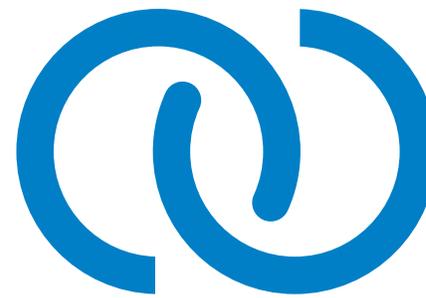


LUDOVIC NOËL
HUMAN CAPITAL DIRECTOR

Ludovic Noël is joining the Altavia Group as Human Capital Director and is becoming part of the Comex Group. A specialist in the areas of innovation and entrepreneurship for 20 years, since 2011 he has been leading the Saint-Étienne establishment that brings together the city's Ecole Supérieure d'Art et Design, the Biennale Internationale du Design and the Cité du Design. His role is to provide the different Group business units with operating tools to activate energy, spread a shared culture of agility and sharing of experiences, and rethink the working spaces of tomorrow as catalysts for collaborative work.

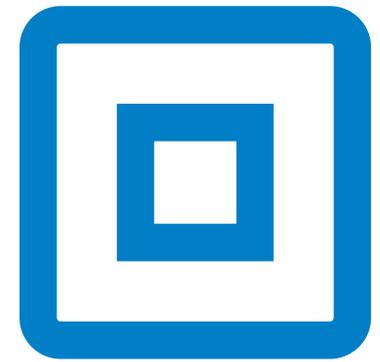
OUR VALUES

At Altavia we have always considered that the Group's strength and development draws on two fundamental elements: its Human Capital and its Client Asset. The excellence and diversity of our expertise would count for nothing without the unique quality of our relationships. Our difference stems from the art and the style with which we do our job. Our staff's professionalism and expertise are certainly major assets but, beyond that, it is the way we work together that really sets us apart. And so Altavia has always felt like a home whose foundations and cement are our 10 values. They express what makes us unique, our ethics, and we feel they are essential to serving clients.



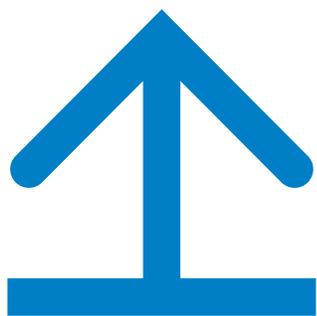
SHARING

Share our know-how, our culture, our best practices, our experiences amongst ourselves, and with our clients and partners. Share the fruit of our efforts.



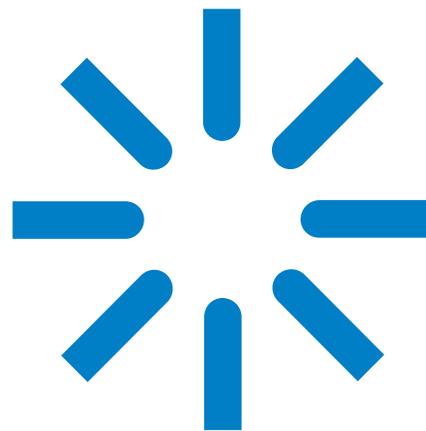
INTEGRITY

Base our behaviour on a strict sense of integrity.



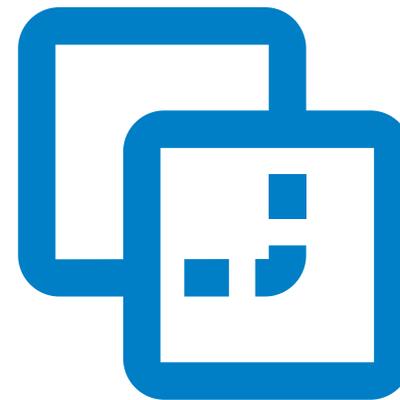
PROGRESS

Maintain a pioneering spirit. Accept change. Encourage innovation. Inspire the desire to exceed our own limitations. Challenge preconceived notions and ready-made solutions.



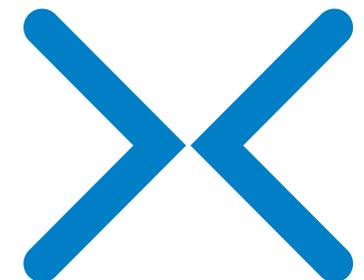
ENERGY

Use all our positive energy to improve our service to our clients. Encourage an energetic approach. Refuse to settle for the status quo. Fight lethargy.



TRANSPARENCY

Ensure transparency in our actions (to make them clear and understandable). Refuse to leave things unsaid. Inform and explain. Speak the truth, always and everywhere.



PROXIMITY

Be close to our clients, our staff, our partners and our markets. Practise active listening.



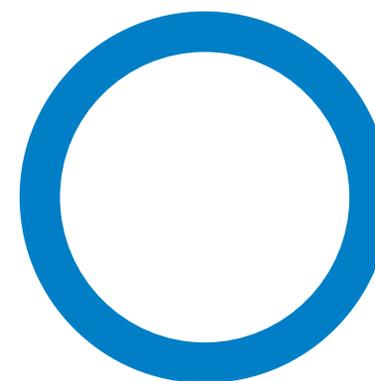
ENTHUSIASM

Impart our enthusiasm to light the way in our working relationships. Put our heart into our work. Act with reason and passion. Maintain a sense of curiosity.



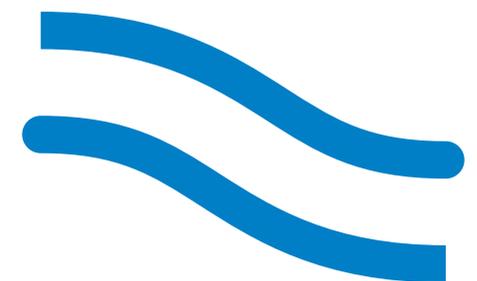
HUMANITY

Respect human values and put people at the heart of our work. Help preserve humanity's future by encouraging sustainability in our actions.



SIMPLICITY

Act to make our clients' work easier. Always aim for simplicity in our methods and our structures. Avoid overcomplicated relationships with others.



FLUIDITY

Make good use of technologies that can help processes flow more smoothly. Make working relationships more interactive. Create environments that encourage dialogue and communication.

Happy 2020

ALTAVIA WORLD CONVENTION

2016 WAS THE YEAR OF OUR WORLD CONVENTION, WHICH BROUGHT TOGETHER THE GROUP'S 1,500 PEOPLE OVER THREE DAYS. THE LAST SUCH CONVENTION HAD BEEN HELD TEN YEARS EARLIER, SO THIS WAS A REMARKABLE OCCASION FOR THE ENTIRE STAFF. THIS EVENT WAS A CHANCE TO REMIND ALL STAFF OF THE GROUP'S VISION, MISSIONS AND VALUES, WHILE HAVING A GOOD TIME TOGETHER. THE AIM WAS TO STRENGTHEN TIES AND DIALOGUE WITHIN TEAMS AND ENCOURAGE THEIR CREATIVITY.



TO EXPLORE HIGHLIGHTS FROM THE CONVENTION, SCAN THIS PAGE WITH FLASH2SEE.





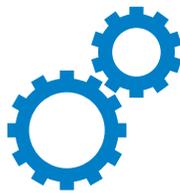
FITTING OUT WORKING SPACES

Giving our people modern, pleasant offices demonstrates the importance we place on creating the best, most comfortable working conditions possible. It also shows how important we feel it is to foster close-knit, happy teams and to find and encourage new modes of collaboration.

32 TRANSFORMATIONS
OVER THE LAST FOUR YEARS



20
MOVES



5
RENOVATIONS



7
GROUPINGS



80% OF ALTVIA STAFF
AFFECTED



36,000M²
OF WORKSITES

ALTVIA ACT* IN BRUSSELS THE FRUITS OF STELLAR PARTICIPATIVE MANAGEMENT

A company approach based on transitioning from a pyramidal structure to an autonomous team that shoulders and shares responsibility for the company: these are the aims of the management methods used in the Group's business units, and especially at Altavia ACT*.



In this type of framework, the manager no longer simply gives orders, but rather becomes a leader who guides his/her team. Staff are invested in their roles, become more self-directing, and communicate more with each other, without their direct superior acting as an intermediary. This philosophy, firmly rooted within the Group, was successfully brought to bear when merging the two companies, which, though

they were of equal size, had different cultures: Altavia Belgium and ACT* came together to form the Altavia ACT* agency. Anne-Catherine Trinon, General Manager of Altavia ACT*, led this stellar example of participative management. As soon as the potential merger was announced, shared meetings were held to set up individual interviews and speed-dating between staff members, and to successfully integrate teams and move them into common, renovated offices. After one year of life together, there is widespread satisfaction at Altavia ACT*, which is more active than ever. These same principles of participative management are now at work to increase client satisfaction along the entire value chain, from marketing services to publishing services.

THEY TOO

Our Human Capital is our wealth. Our people come from diverse, and sometimes unusual, backgrounds -but they're all an important part of the story and without them, the Altavia Group would not be what it is. We wanted our annual report 2016 to highlight certain among them who perform roles that, at the end of the day, are rarely showcased.

ROBERTA

SETTING THE TONE FOR THE DAY



Roberta Gerevini
Receptionist
ALTAVIA ITALIA

Roberta knows that the way visitors are welcomed and their first point of contact, whether that's by telephone or in person, will determine how they see the company.

And Roberta is naturally welcoming; that much is clear. Her smile and way of being helpful show how seriously she takes her colleagues' quality of life.

And they appreciate it: Roberta is popular.

She has been the head of reception at Altavia in Milan for 20 years:

“EVERY MORNING, I OPEN UP THE OFFICES, AND I TRY TO CREATE A GOOD WORKING ATMOSPHERE. I LOVE WELCOMING VISITORS. OUTSIDE OF WORK, I LOVE NATURE, READING, COOKING, AND I'M ALSO INVOLVED IN SOCIALLY-MINDED PROJECTS.”

ERNESTO

EVERY PROBLEM HAS A SOLUTION... AND A SMILE GOES A LONG WAY



Ernesto Diaz
IT Manager
ALTAVIA IBÉRICA

Our “MacGyver” knows how to do everything and fix anything in the blink of an eye. Ernesto has been no more and no less than the IT manager for Altavia Iberica for 17 years.

Passionate about new technologies, he's always on the cutting edge of the best digital innovations in the retail world and is able to adapt them to our teams' and clients' needs.

Thanks to him, our three offices and on-site teams are always able to communicate perfectly.

“I'M ALWAYS ON THE LOOKOUT FOR NEW INNOVATIONS. I LIKE TO UNDERSTAND THEM AND APPLY THEM IN MY PROFESSIONAL AND PERSONAL LIFE. I GET BORED QUICKLY WITH ROUTINE AND REPETITIVE TASKS. I'M ALWAYS LOOKING FOR SOLUTIONS.”

CLAIRE

A UNIQUE PERSONALITY



Claire Cao
Accounting Assistant
ALTAVIA CHINA

Having done a specialisation in communications during her undergraduate studies, Claire discovered that she had a taste for artistic production.

She has made several short films under her own name and has also proved herself as an actor and dancer. Naturally optimistic, she never gets discouraged. Currently, Claire works in Altavia China's financial department.

As an accounting assistant, she's asked to be in contact with banks and administrative tax or finance agencies: lots of paperwork for an artist!

But she handles it perfectly, and in a very organised way. Always helpful and willing to lend a hand, Claire is a ray of sunshine in an activity that's not always glamorous.

“I FEEL GOOD AT ALTAVIA, AND MY COLLEAGUES IMMEDIATELY ACCEPTED ME AS A MEMBER OF THE FAMILY.”

ERICK

A BEAUTIFUL PROFESSIONAL HISTORY



Erick Demulder
Offset Sheet-fed Purchasing Manager
ALTAVIA CONNECT

Erick began working at age 16 as an apprentice in offset printing. He then worked as a producer for over 10 years.

That was in 1993, the beginning of the internet age. After five more years in the purchasing department of a small platform that initiated him into rotary press, marketing and POS business areas, Erick joined the Altavia Group as a print purchaser. He became part of a team of experts that had contacts all over the world and prestigious clients like L'Oréal: a real scale-up!

Currently, Erick is in charge of paper purchasing, a recently-created and crucial position, considering the increase in traditional offset paper and digital purchasing. He has more to do every year.

He leads a team of two, not to mention regular interaction with his colleagues in every country where Altavia operates.

“I'D SAY I'M PROUDEST WHEN I GET A CALL OR EMAIL FROM A COLLEAGUE AND I'M ABLE TO HELP THEM FIND THE RIGHT SOLUTION FOR THEIR NEEDS. IS THERE A BETTER WAY TO BE RECOGNISED?”



OUR SOCIAL RESPONSIBILITY

AT ALTAVIA, SOCIAL RESPONSIBILITY IS CODED INTO OUR DNA, AND WE BELIEVE IT'S AN ESSENTIAL FACTOR FOR GENERATING VALUE, TIES, AND TRUST. THIS IS NOT SOMETHING NEW: IT IS WHAT HAS DRIVEN US SINCE THE EARLIEST DAYS OF THE COMPANY'S HISTORY.

When we entered the Global Compact in 2008, it was a reflection of our profound commitment to communication that is ever more responsible, for us and for our clients. From our offerings to our community commitments, we are dedicated to advancing our CSR policy year after year.

PUTTING CSR AT THE HEART OF OUR BUSINESS

Conscious of the impact our company's activities have, we have developed a responsible communication offering for our clients to complete our overall offering. In recent years, as part of an approach based on constant progress, our responsible services offering has grown: following work on environmental progress, we strengthened our social efforts in 2015 and 2016.



Ever-decreasing environmental impact



Growing economic impact



Ever-stronger social impact

EVER-DECREASING ENVIRONMENTAL IMPACT



We have developed a carbon-emissions calculator, CarboScan®, which measures our carbon footprint and therefore helps us set goals for reducing our CO₂ emissions.



ecopublishing®

In 2012, we launched Ecopublishing®, the Group's responsible trademark. Ecopublishing® establishes a set of reference criteria such as origin of paper, control of CO₂ emissions during paper production, our printers' commitment to sustainable methods, the use of more easily recyclable materials, and transportation via electric, hybrid, or Euro 4 standard vehicles.



Production of environmentally-friendly wall displays for the Biolage R.A.W. campaign.

EVER-GREATER COMMUNITY RESPONSIBILITY



Positive Sourcing®

Since 2015, a new brand has arrived to boost our CSR offering: Positive Sourcing®, or, in other words, social purchasing by Altavia. We are now working with more and more suppliers from the protected and adapted work sector, and will keep developing our list of socially committed service providers. This offering allows our clients to reduce the AGEFIPH contribution that is required of all companies that have fewer than 6% of employees with disabled status.



Upcycling

"Nothing is lost, nothing is created, everything is transformed", this axiom led us to start thinking about ways to reduce our waste and transform our communication materials to give them a new life in another form. We currently present this option to most of our clients, who are more and more taken with the idea.

At Altavia, upcycling is always provided by specialist social inclusion or sheltered employment firms.



Upcycled packets and bags using materials produced for the June 2016 World Convention.

CERTIFICATIONS AND ASSESSMENTS

With an approach based on constant improvement, we believe that our CSR policy must be measured and assessed. Altavia has been a member of the Global Compact since 2008, and some of our business units are evaluated by Ecovadis.

CERTIFICATIONS



La marque de la gestion forestière responsable



Promouvoir la gestion durable de la forêt
pefc-france.org

FSC® & PEFC™ Certifications

Since 2010, Altavia has been the only communications group to gain the dual FSC® and PEFC™ certification for all its business units in Europe. In 2016, more than 96% of paper bought in France was certified or recycled.

EVER MORE AMBITIOUS ASSESSMENTS



Ecovadis

In 2016, Altavia Paris and Altavia Nantes renewed their Gold status.



Global Compact

Altavia's ambition is to gain Advanced status, and its communication on progress for 2016 was showcased in Global Compact France newsletter.



OUR COMMUNITY COMMITMENT



Altavia's community commitment is inspired by the 10 values embedded in the group's DNA, and is based on a voluntary approach that motivates all the group's staff in all countries and in every one of our business units.

Our sponsorship activities are aimed at benefiting local communities in those areas where we have a presence, while following three guiding principles: solidarity, entrepreneurship, and access to education and culture. Throughout the year, Altavia staff proactively offer their skills and time to non-profit organisations.



THE GROUP'S COMMITMENTS

COMMEUNSEULHOMME

Altavia, along with 14 companies, sponsors the COMMEUNSEULHOMME ("Stand as one") project, whose mission is to celebrate difference. The project is led by Skipper Eric Bellion on the Vendée Globe route, the largest singled-handed sailing race that goes around the world. He aims to promote the wealth that lies in difference and to change mindsets by inviting the general public on board! On 13 February 2017, Eric crossed the finish line: a resounding success, and only the beginning of the adventure. To celebrate this project, Altavia staff made a video on the theme of "Daring to be different".

"The moment we met Eric Bellion, we knew we had the same vision of success: indeed, difference is a strength that ought to be cultivated, because it creates richer, happier, and more fruitful collaboration. We want to challenge this preconceived notion that it's impossible for very different individuals to act truly as one. Eric's journey, just like Altavia's story, brilliantly disproves that. In this spirit, at Altavia we encourage our people to express their talents and ideas together. We admire and support Eric's commitment. This support will help us move forward by ourselves, just as one."

Raphaël Palti
 Founder, Chairman and CEO
 of Altavia



Staff have been able to follow the whole story on a dedicated site, altavia.commeunseulhomme.com and on Workplace by Facebook.

“ALTAVIA TAKES SPONSORSHIP VERY SERIOUSLY. IT'S ABOUT BEING A SPONSOR-AMBASSADOR THAT BELIEVES THAT PROMOTING DIFFERENCE ISN'T MERELY A HUMANIST, CIVIC ACT, BUT ALSO A TRULY KEY FACTOR FOR INNOVATION, SUSTAINABLE SUCCESS, AND COLLECTIVE HAPPINESS. IT'S ALSO ABOUT BEING AN ACTIVE SPONSOR THAT GETS INVOLVED IN THE PROJECT TO ENRICH IT AND HELP IT GROW.”

Éric Bellion
Founder and Skipper of
COMMEUNSEULHOMME



“INDEED, DIFFERENCE IS A STRENGTH THAT OUGHT TO BE CULTIVATED. WE ADMIRE AND SUPPORT ERIC'S COMMITMENT; THIS SUPPORT WILL HELP WE OURSELVES MOVE FORWARD ALL TOGETHER, AS ONE.”

Raphaël Palti
Founder, Chairman and CEO
of Altavia



THE GROUP'S COMMITMENTS

AGENCE DU DON EN NATURE



Agence du Don en Nature (Goods to Give Agency) collects and redistributes new, non-food essentials to combat exclusion. Altavia supplies the agency with communication materials, and in June 2016, some of Altavia's staff participated in the "Course des Héros" (Hero Run).

"Altavia is one of our pioneer sponsors. The Group is one of just a dozen donors and organisations who have supported us since the start. That takes vision and real commitment!"

Stéphanie Goujon,
General Manager of
l'Agence du Don en Nature

RÉSEAU ENTREPRENDRE



Altavia is an active member of Réseau Entreprendre in Seine-Saint-Denis and the Western region of France, thus contributing to local economic infrastructure. The mission of the organisation is to foster the success of new entrepreneurs, who are important job and wealth creators.

"For more than ten years, Altavia has worked alongside Réseau Entreprendre in Seine-Saint-Denis to support talented entrepreneurs from the area.

Raphaël Palti, founder of the Altavia Group and currently based in Saint-Ouen, made an early decision that was faithful to his entrepreneurial roots: he would support young entrepreneurs, creators of wealth and jobs in Seine-Saint-Denis. Today, Altavia continues to get involved by contributing its expertise and passion for communication in support of the Seine-Saint-Denis Entreprendre network: a genuine, demanding, loyal commitment. Thank you from the bottom of our hearts for everything we're building together in Seine-Saint-Denis!"

Yasmine Hamraoui,
Director of Réseau Entreprendre 93

CITÉ DE LA RÉUSSITE



Cité de la Réussite (Success Forum) is a forum for cultural, economic, scientific and political debate, partnered by Altavia for more than 10 years.

"In 2004, Altavia decided to work with Cité de la Réussite. This organisation, created in 1989 at the Sorbonne, brings together figures from economics, politics, science and culture who

agree to come talk about a central theme with students from major European universities. Raphaël Palti tackled successive themes with the Forum not only for purposes of debate, but also to connect these themes to the Group's values. From New Frontiers in 2004 to Responsibility in 2006, from Commitment in 2008 to Reinvent Everything in 2010, from Sharing in 2012 to Daring in 2014... Indeed, we share common values and objectives. Transmission, the theme of the 20th Forum to take place next November, fully embodies the Altavia Group's and especially its founder's commitment.

The Forum team would like to thank all of Altavia's staff for their incredible support."

Sylvain Kern,
Founder of Cité de la Réussite

LOCAL COMMITMENTS

ASHOKA (ALTAVIA PARIS)



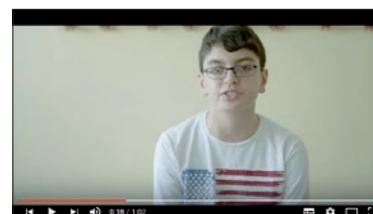
Ashoka is an international NGO that supports social entrepreneurship around the world. In 2016, Altavia Paris created Ashoka's new brochure pro bono, under the Group's responsible trademarks, Ecopublishing® and Positive Sourcing®.

PIACERE MILANO (ALTAVIA ITALIA)



Altavia Italia is the originator of the Piacere Milano ("Nice to meet you, Milan") initiative. It's a platform where Milan hosts and visitors can interact. The idea is to let visitors have dinner in a Milan local's home so they can learn more about Milan life and culture. Some hosts even offer a tour of the city. Altavia Italia designed and produced all the communication tools (website, application, advertising canvasses, a weekly programme on Radio Popolare), and met with Milan residents to present the project to them.

FARE PER BENE (ALTAVIA ITALIA)



Altavia Italia partners with the "Fare x Bene" organisation, which provides both psychological and legal support to victims of violence and abuse, especially women. The agency created and produced a short film for web, TV and social media as part of an awareness campaign.

FONDATION RONALD MCDONALD (ALTAVIA LILLE)



Altavia Lille partners with the Ronald McDonald Foundation. The foundation builds and provides for houses, which are located close to paediatric care centres in French hospitals, for the parents of hospitalised children.

In particular, Altavia Lille participated in "Share a Heart" by offering pre-press and adaptation and printing of communication materials for this initiative.

MIRANA ORGANISATION (ALTAVIA NANTES)



The Mirana organisation works to support sponsorship of children in Madagascar.

Altavia Nantes produced brochures, POS and a website for this organisation as part of a skills-based sponsorship.

ECOPUBLISHING® IS A CONTINUOUS IMPROVEMENT INITIATIVE

Every year, we are keen to innovate with an ambitious annual report in terms of components, and indeed social responsibility.

The annual report is printed on Respecta Satin 115g FSC® certified mixed manufactured by Burgo and on paper Munken Print White 90g FSC® certified mixed distributed by Torraspapel Malmenayde. The cover is printed on Lys Altitude 300g FSC® certified mixed and distributed by Torraspapel Malmenayde.

The annual report was printed in France by Imprimerie Vincent, on its Tours site, Imprim'Vert approved and FSC® and PEFC™ certified.

CARBOSCAN®

Using our Carboscan® calculator, we have measured this document's carbon footprint, including its entire production process.

This document's carbon emissions total 1267g.eq CO₂ per copy.



ecopublishing®

THE ALTAVIA SUSTAINABLE SIGNATURE



CONTACT US



BUSINESS DEVELOPMENT GROUP

Laurent Gampel
l.gampel@altavia-group.com



BUSINESS DEVELOPMENT FRANCE

Gilles Maurisset
g.maurisset@altavia-group.com



INTERNAL & EXTERNAL COMMUNICATION GROUP

Laura Sévénier
l.sevenier@altavia-group.com



MERGERS & ACQUISITIONS

Aurélien Musset
a.musset@altavia-group.com

FOLLOW US



ON TWITTER
twitter.com/altaviagroup



ON YOUTUBE
youtube.com/c/altavia



ON LINKEDIN
linkedin.com/company/altavia



ON FACEBOOK
facebook.com/altavia.group

Photo credits:

Mathilde Adrien Babillon, Cyrille George Jerusalmi, Nicolas Henry, Guillaume Hugot, iStock by Getty Images, Olivier Octobre, Thomas Oliva, Yoann Pallier, Daniel Penez, Olivia Sala, Marie Thelliez, Régis Routier | Ville de Nantes, Manu Viart

Artistic direction and copywriting:

Altavia Lille, Altavia Communications Department

Copyright:

Paris, Altavia, 2017

the Anchor

This 2016 edition of Altavia's annual report was produced with the help from our entire international network. Thank you to all our staff members photographed in this edition.

ALTAVIA-GROUP.COM

ecopublishing®
THE ONLY SUSTAINABLE SOLUTION

Printed according to the sustainable criteria of



ALTAVIA