

ANNUAL  
REPORT  
2015





# 02

EDITORIAL  
BY RAPHAËL PALTI

# 04

OUR  
GROWTH TRAJECTORY

06 2015 PANORAMA

12 KEY FIGURES

14 HISTORY

16 GOVERNANCE

# 20

OUR  
KNOW-HOW

22 OUR DIFFERENCE

24 OUR TERRITORIES

# 38

OUR  
COMMITMENTS

40 OUR HUMAN CAPITAL

42 OUR CSR POLICY

47 OUR SOCIAL  
COMMITMENT



# TOGETHER, LET'S TRANSFORM OURSELVES!

“ We are in the middle of an era of transformations and paradoxes. Although we are enduring obscurantist temptations and the rise of terrorism, our era nevertheless remains tremendous, for those who can see the numerous positive individual and collective initiatives, which are spreading to the four corners of the world. They aim at addressing the many religious, demographic, political and environmental challenges that we must face. Through these initiatives, a profound transformation of the world is underway. I am convinced that the path towards the future is paved with hope.

The new industrial revolution that we are experiencing is rich in opportunities, particularly for trade. Beyond the economic and social transformations that are at work, it is our human relations models and the place of each person in society that is being redefined. Not only the expectations and behaviour of customers have changed but also retailers themselves find that they are confronted by new players that have become retailers, like certain brands or their own customers. It is a period that is very rich in opportunities, for those who learn to anticipate these transformations.

At Altavia too, the end of 2015 marks a turning point. At the end of the first year of our strategic plan, our MOVE2020\*, the assessment of our business units shows that our transformation is well underway. Overall, our results have conformed to our targets and to the trajectory of our MOVE2020, despite an extremely competitive market context. The path that we have mapped out for 2020 is ambitious but achievable. Today, it is in more than 26 countries in Asia, Europe and Canada, that Altavia supports its clients retailers in the daily service of their sales activation.

In 2016, our goal is to continue our geographical development to serve our clients on new continents: in Africa, the Middle East and in South America.

Supporting our clients does not mean monitoring them but knowing how to anticipate, innovate, test and deploy new commercial communication solutions, adapted to their needs and to the expectations of their own customers.

To do this, we must always think with and for the end customer. Every day, we improve the sales activation of our clients through our mastery of the entire value chain, from consulting to creation to on- and off-line production, while always relying on our international watch units, particularly Altavia Watch or our laboratory for study and forecasting of the new behaviour of shoppers: Shoppermind.

We must also be ever stronger on innovation. It is at the core of our DNA but we are going to accelerate our investments through Altavia Coach, the entity 100% dedicated to innovation in the field of strategic applications for the future of Altavia: retail & omnichannel commercial communication solutions.

Whereas we are entering into what I like to call “the link era”, our purpose is to help our clients give ever-more meaning to their relations with their own customers. We must fully play our role of “creators of link”. I am convinced that those who can transform themselves and emerge as winners of this new revolution, are those who will be able to nourish and strengthen the link that connects them to their customers.

**Raphaël Palti,**  
Founder, Chairman and CEO



\*MOVE : Make Our Vision Effective



## OUR GROWTH TRAJECTORY

Altavia was founded in Paris in 1983 by Raphaël Palti, its Chairman and CEO, and has become the leading independent international group specialising in commercial communication for the retail sector. It operates in more than 26 countries worldwide and continues to grow and establish a presence in new continents with the aim of better serving retailers.



## OVERVIEW OF 2015

### CLIENTS ASSET

In 2015, Altavia's commercial communication offering won over thirty or so new retailers and FMCG brands, joining Altavia group's clients asset which is now more than 300 strong. Altavia provides a range of services specially designed to meet the requirements of sales activation, multi-channel content generation and print management that are specific to retailing companies. While our DNA is 100% retail, we are also proud of supporting major international brands such as: Danone, Henkel, L'Oréal, Mondelez, Schneider and Shell.

### HUMAN CAPITAL



**Carole Lesage**  
Deputy General  
Manager  
Altavia Nantes



**Valérie Piotte**  
Deputy General  
Manager  
Agence Cosmic



**Astrid  
Baldelli-Noizat**  
Chief Digital Officer  
Altavia



**Miriam Fedida**  
General Secretary  
Altavia



**Stéphane Joly**  
Executive Vice President  
Altavia Asia

## APPOINTMENTS

**Carole Lesage** joins Altavia Nantes as Deputy General Manager. Formerly the manager of the 360° hub of the CA Com group, she has come to participate in the development of Altavia's Grand Ouest business unit, alongside Nicolas Gentil, CEO of Altavia Nantes.

**Valérie Piotte** has joined the Agence Cosmic as Deputy General Manager to accelerate the growth of the marketing services agency of the Altavia group in Paris. She works in close collaboration with Sydney Palti, the President of Agence Cosmic. During a 20-year career in marketing services agencies, Valérie Piotte in particular set up HighCo 3.0 in 2007 and launched the Publicis Shopper service in 2012 on shopper marketing and the digitisation of points of sale.

**Astrid Baldelli-Noizat** is appointed Chief Digital Officer, in charge of digitisation of the Altavia group and becomes a member of the Comex Group. With experiences in digital and e-commerce agencies, Astrid Baldelli-Noizat will lead the group's digital transformation. The main aspects of her assignment are: to develop the group's services and the related internal or external growth strategies, and also transform the ways of working within the group. Astrid Baldelli-Noizat also remains in charge of Altavia Coach, the entity within the group dedicated to innovation which she has managed since the end of 2014 and which aims to create synergies with innovative.

**Miriam Fedida** has joined Altavia Group as General Secretary and becomes a member of the Comex Group. Franco-British, with over 25 years' experience in strategy and equity operations of major French and international groups, she manages the mergers & acquisitions and audit and internal control departments, and organises the legal departments. Her job is to develop acquisitions and participate in accelerating the digital transformation of the Group.

Appointed Global Key Account in 2015, **Stéphane Joly** becomes Executive Vice-President of Altavia Asia, in charge of development for Asia and Global Key Account for the Carrefour group abroad, from September 2016. He will be based in Shanghai and becomes a member of Altavia Asia Management Committee. With over 20 years of professional life spent abroad, including more than 12 years within the group Carrefour successively in France, China, Indonesia, Turkey and more recently in the UAE, Stéphane Joly enjoys a full knowledge of the world of international retail and its main issues. He will help the Business Units of Altavia Asia develop their clients asset and will manage the relationship with Carrefour.

 OFFERS & KNOW-HOW

### Altavia extends its network in Asia

The Altavia group has been established in China for 11 years, and is now opening a fifth office in Hong Kong, after Chengdu, Guangzhou, Beijing and Shanghai. At the same time Altavia is buying back

the creative agency Tell Me About It in Seoul and is thus accelerating its development on a market that is strategic for the group's growth in Asia.

### Acquisition of ACTstar in Belgium and Blackwood Digital in France



**Anne-Catherine Trinon**  
General Manager  
ACTstar and Altavia Belgium



**Bruno Auret**  
Chairman  
Blackwood Digital

Altavia gains a stronger foothold in Belgium with the acquisition of the independent Brussels agency ACTstar. This strategic acquisition will enable the Belgian entity to widen its range of marketing and digital services. With a staff of over 80, Altavia Belgium is becoming one of the leading retail & digital agencies in the country. The manager is Anne-Catherine Trinon, the founder of ACTstar.

In France, Altavia is reinforcing its supply of in-store and e-commerce digital services with the purchase of the Blackwood Digital, a Digital Commerce agency. Founded by Bruno Auret, this young agency is built around a senior team with proven expertise in retail & digital services. With its 100% retail position and digital know-how, the agency intrinsically complements Altavia services in France.

### Opening of Altavia Canada



**Laurent Saumon**  
Chairman  
Altavia Canada

In the last quarter of 2015, Altavia opened its first foothold on the American continent by setting up Altavia Canada in Montreal. Laurent Saumon, formerly the general secretary of the group, which he has rejoined after an entrepreneurial experience in M&A, is in charge of this opening. It exemplifies the group's strong ambition which, mainly through the acquisition of one or several agencies, from 2016 will offer all its sales activation services to network companies, and in particular national and international retailers present in Canada.

### Altavia invests in the startup Stimshop

A young innovative enterprise of the French Tech created in 2013, Stimshop provides indoor mobile marketing and communication solutions for Retail, Services, Industry and Entertainment.

Thanks to its patented ultra-sound technology and its Saas Ucheck.in platform, Stimshop allows any sound system to become a marketing and communication tool, transmitting data to any smartphone, tablet, computer or any connected device or object.

**More information:** [www.stimshop.com](http://www.stimshop.com) and [www.ucheck.in](http://www.ucheck.in)

### Investing in innovation with Altavia Coach

Innovation has been ingrained in Altavia's DNA since its creation. Within the group, Altavia Coach is the entity 100% dedicated to innovation in the fields of applications that are strategic to Altavia's future: retail & omnichannel sales communication solutions.

Altavia Coach is implementing its stimulus measures on startups through the group's international network and acts on several levels:

- Launch of accelerators through the group's network, in order to locally support the development of startups during the initial period,
- Investment in startups which operate in the fields of sales communication and retail,
- Taking over holdings in companies in full swing of development whose business is in harmony with the group's strategic lines of development.

**Altavia Coach contact:** Elliott Tischker - [e.tischker@altavia-group.com](mailto:e.tischker@altavia-group.com)

 FINANCE

### Edmond de Rothschild Investment Partners invests in Altavia to support our growth.

Through this equity transaction conducted with the Winch Capital 3 fund, Altavia found a new partner to accompany its growth at a pace matching its targets, enabling the group to not only step up its recent acquisition policy, but also to continue its international expansion and establish the upward trend of the group's digital component. The Winch Capital 3 fund, with close to 10% of the equity, is now Altavia's second largest shareholder after Raphaël Palti, who retains control over the Group he founded in 1983.

 IDENTITY & COMMUNICATION

### Altavia Retail Lab at the 1<sup>st</sup> edition of the Paris Retail Week



Altavia Retail Lab created the event at the 1<sup>st</sup> Paris Retail Week. Altavia's experts presented and explained a selection of the best international cases of retail innovation, mixing physical and digital, to the service of traffic, recruitment, loyalty schemes and sales. Concrete innovations that mark the new omnichannel customer path and transform on- and off-line sales outlets into places of purchase.



## Auchan and Apple, winners of the 2015 Shopper Value® 2015 awards via the Shopper Value Shoppermind Barometer®

The Shopper Value Shoppermind Barometer® is the biggest study conducted in 2015 in France on the perception of the French on their retailers and the quality of their relationships with their brands.

In 2015, the French chose Auchan and Apple as the two retailers (one general and the other specialist) which best meet shoppers' expectations. The Shopper Value® awards were given during the LSA Innovations Awards evening.

To find out more: [www.shoppermind.com](http://www.shoppermind.com)



At left: Pierre-René Tchoukriel, Product Director at Auchan Retail France, at right: Nathan Stern, Chairman of ShopperMind.

## THE AWAKENING OF THE FORCE... OF RETAIL!

16 December 2015: always abreast of the latest retail trends & innovations for its clients, Altavia invited a hundred or so clients to the Grand Palais to discover the key figures and trends of the Shopper Value® Shoppermind Barometer and attend the private viewing of the pre-release of the film Star Wars: The force awakens.



## Altavia Pallas at COP21



At the COP21 in Paris, the Grand Palais hosted Solutions COP21, an exhibition of solutions for contributing to the fight against climate change. The Responsible Generation Club brought together its members and partners in a Commerce & Climate Pavilion to make the general public aware of the specific operational solutions and voluntary commitments of retail professionals in favour of climate. Altavia Pallas created the Commerce & Climate Pavilion, which caught the attention of François Hollande, the President of the Republic.



## Altavia is committed to diversity with Eric Bellion and the COMMEUNSEULHOMME project



Created by Eric Bellion, the COMMEUNSEULHOMME [STAND AS ONE] project aims to promote diversity. Altavia supports this project together with 13 other sponsors. In 2015, the boat sailed in the Transat Jacques Vabre and came 7<sup>th</sup> after a very difficult race. On 6 November 2016 the COMMEUNSEULHOMME IMOCA will set sail in the Vendée Globe.



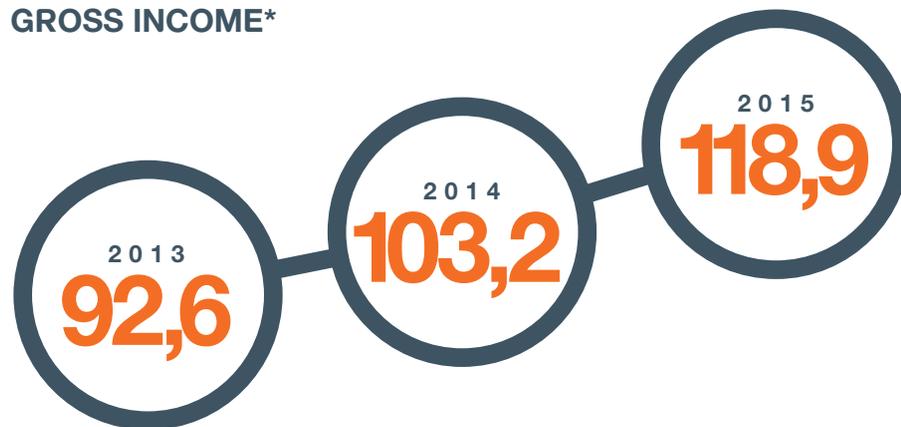
More info on: [www.altavia.commeunseulhomme.com](http://www.altavia.commeunseulhomme.com)

# OUR KEY FIGURES

## CONSOLIDATED TURNOVER\*



## GROSS INCOME\*



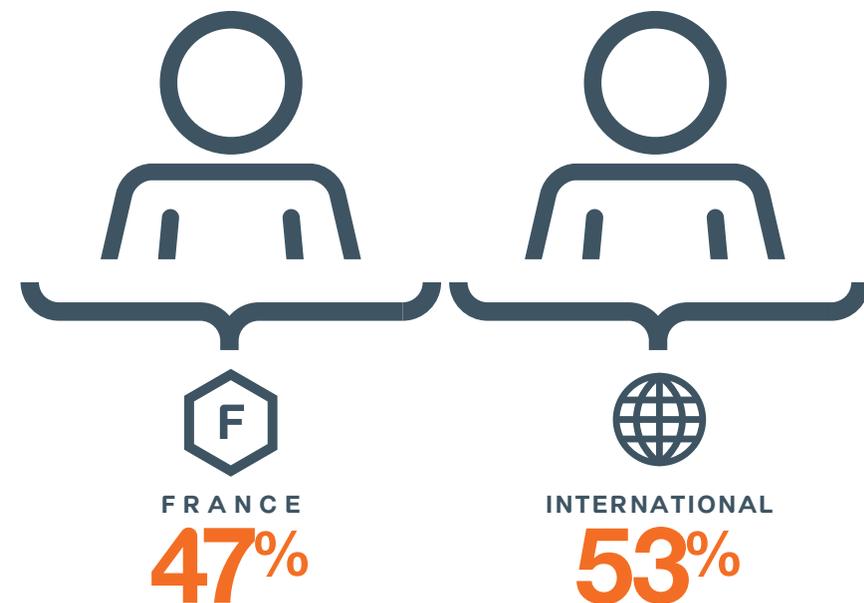
## OPERATING INCOME\*



## BREAKDOWN OF TURNOVER



## BREAKDOWN OF STAFF



# HISTORY



Created on 09-09-99, the Altavia brand embodies the values of the business, based on progress and the desire to excel, to break new ground and to leave preconceptions behind.

The name “Altavia” means the “high road” or “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 hill). The first version of the work was the design for the Resistance memorial on the Glières plateau.

## 1983

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

## 1988

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

## 1995

Offices opened in Spain; first in Madrid then in Barcelona.

## 1997

Offices opened in Milan, Italy.

## 1999

Birth of the Altavia brand.

## 2001

Creation of Altavia Benelux in Brussels, Altavia Hellas in Athens and Altavia Türkiye in Istanbul.

## 2002

Altavia Polska opened in Warsaw and Altavia Ceska in Prague. 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

Altavia UK formed in London.

## 2005

Altavia China opened in Beijing and Shanghai, then later in Chengdu and Guangzhou. Acquisition of Connexion and creation of Altavia Connexion in Saint-Etienne.

## 2006

Takeover of agencies Le Parti du Client, CPO and RVB. Acquisition of HTT in the UK 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 Romania in Bucharest and Altavia Rus in Moscow. Altavia became the first commercial communications group to obtain dual FSC and PEFC certification for all of its European operations

## 2011

The “Observatoire du Consom’acteur®” became ShopperMind®, the first research and outlook laboratory for new consumer trends. Expansion of Altavia Ceska’s business into Hungary.

## 2012

Altavia Ukraina opened in Kiev and Altavia Hungary in Budapest. On 20 December 2012, Altavia celebrated its 30<sup>th</sup> 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 “Baromètre ShopperMind de la Valeur Shopper®” was created and the first Shopper Value award given out at the LSA Innovation Awards. Altavia Japan and Altavia Korea opened in Tokyo and Seoul.

## 2014

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

## 2015

Acquisition of Tell Me About It in Seoul, of ACTstar in Brussels and Blackwood Digital, a digital commerce agency based in Paris. Edmond de Rothschild Investment Partners became an Altavia shareholder to support the Group’s growth. Opening of Altavia Canada in Montreal.



# OUR GOVERNANCE

## AT THE HEART OF OUR ORGANISATION: OUR CLIENTS AND OUR BUSINESS UNITS

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 the business units in the Group and for their clients. The organisation and coordination of the business units is primarily carried out via the Executive Committees in France and Europe.



### ALTAVIA FRANCE

**Raphaël Palti**  
Chairman

**Éric Borreil**  
Chief Executive Officer

**Gilles Maurisset**  
Development Director

**Agence Cosmic, Altavia Lille,  
Altavia Nantes, Altavia Optitrans,  
Altavia Pallas, Altavia Paris,  
Altavia Saint-Etienne,  
Blackwood Digital, IMS**



### ALTAVIA EUROPE

**Lorenzo Bertagnolio**  
Chairman

**Didier De Jaeger**  
Chief Executive Officer

**François Gounelle**  
European Operations Director

**ACTstar, Altavia Belgium, Altavia Ceska,  
Altavia Deutschland, Altavia Hellas,  
Altavia HTT, Altavia Hungaria,  
Altavia Iberica, Altavia Italia,  
Altavia Polska, Altavia Romania,  
Altavia Rus, Altavia Swiss, Altavia Turkiye,  
Altavia Ukraina, HRG**



### ALTAVIA ASIA

**Raphaël Palti**  
Chairman of Altavia Asia

**Jing Legrand**  
Managing Director of Altavia China  
**Altavia China (Beijing, Chengdu,  
Guangzhou, Hong Kong, Shanghai),  
Altavia Japan, Altavia Korea,  
Tell Me About It**



### GROUP EXECUTIVE COMMITTEE



**Jing Legrand**  
Chief Executive Officer  
Altavia China



**Lorenzo Bertagnolio**  
Deputy Managing Director  
for International Development



**Isabelle Boccon-Gibod**  
Director for Development  
of Human Capital



**Éric Borreil**  
Chief Executive Officer  
Altavia France



**Raphaël Palti**  
Founding Chairman  
and CEO of Altavia



**Didier De Jaeger**  
Chief Executive Officer  
Altavia Europe



**Laurent Gampel**  
Deputy Managing Director  
Global Business Development



**Astrid Baldelli-Noizat**  
Chief Digital Officer



**Sébastien Reydon**  
Administrative  
and Financial Director



**Jean-Louis Herlédan**  
Director for Consulting  
Activities



**Félix Lefebvre**  
Purchasing Director



**Ido Paldi**  
Chief Information and  
Solutions Officer



**Miriam Fedida**  
General Secretary  
Altavia



**Estelle Abbou**  
Strategy Director



**CORPORATE GOVERNANCE  
TO ENSURE THE GROUP'S DURABILITY**

 **THE BOARD OF DIRECTORS**

Altavia's Board of Directors is comprised of individuals from diverse backgrounds, both from outside Altavia and within the management team. This openness is proof of our progressive approach.

Chaired by Raphaël Palti, the Board of Directors handles the company's strategic business decisions by drawing on the rich diversity of opinion offered by the varied backgrounds of its members.



**Raphaël Palti**  
Founder,  
Chairman and CEO



**Daniel de Botton**  
Independent board  
member



**Michel Duval**  
Independent  
board member



**Pierre Milchior**  
Independent  
board member



**Alain Roubach**  
Independent  
board member



**Catherine Dunand**  
Independent board  
member



**Sébastien Reydon**  
Board member,  
VIATEAM representative



**Corinne Evens**  
Independent  
board member



**Lorenzo Bertagnolio**  
Board member



**Pierre-Yves Poirier**  
Board member,  
EDRIP representative



**Luc Bertholat**  
Non-voting  
observer member



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



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

 **THE AUDIT, ACCOUNTS  
AND INVESTMENTS COMMITTEE**

The Audit, Accounts and Investments Committee and the Appointments and Compensation Committee challenge the Group and drive it forward in the management of its affairs.



**Michel Duval**  
Committee  
chairman



**Alain Roubach**  
Vice-Chairman



**François Régis  
de Vulpian**  
Committee member



**Vincent Danjoux**  
Committee member



**Pierre-Yves Poirier**  
Committee Member,  
EDRIP representative

 **THE APPOINTMENTS  
AND COMPENSATION COMMITTEE**



**Daniel de Botton**  
Committee chairman



**Alain Roubach**  
Committee member



**Michel Duval**  
Committee member



**Raphaël Palti**  
Founder,  
Chairman and CEO

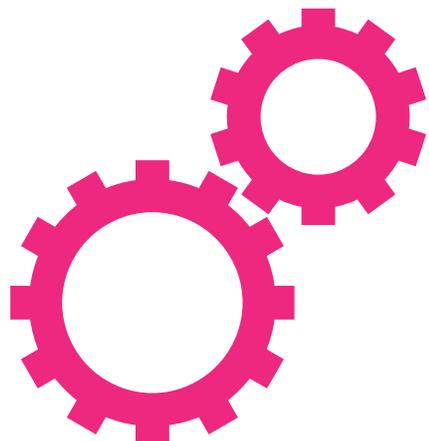


**Pierre-Michel Passy**  
Committee member



## OUR KNOW-HOW

Altavia is the **leading independent international group specialising in commercial communication dedicated to the retail sector.** For 33 years now, our staff have shared the same commitment to retail and worked every day on supporting sales activation for more than 300 brands and retailers. They share the same **omnichannel approach to their clients' commercial communication needs**, enabling them to offer customised solutions at every stage in the value chain.



## OUR DIFFERENCE

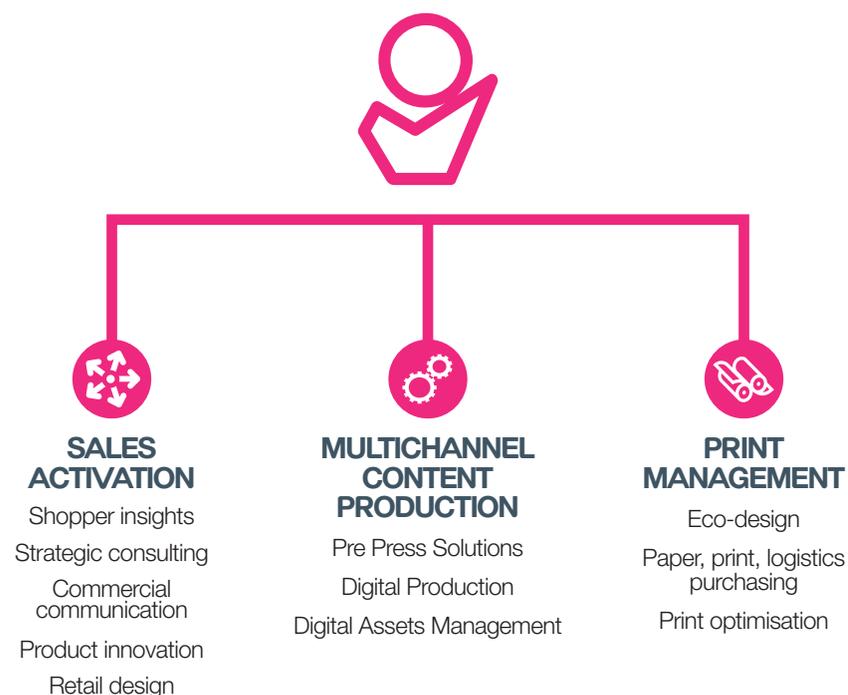
Organised as a **federation of businesses** since its creation, a strong entrepreneurial culture is in Altavia's DNA. Daring is a core value shared by all of our employees, because we firmly believe that professional excellence alone is not enough.

Against a backdrop of accelerating changes in consumption and transformations in the retail industry, our expertise is put to use serving retailers' and brands' performance. Thanks to our unique knowledge of retail, we blend marketing and optimisation to obtain tangible results to the greater benefit of our clients.



## 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 links between clients and retailer brands, making them smooth, satisfactory and fruitful.



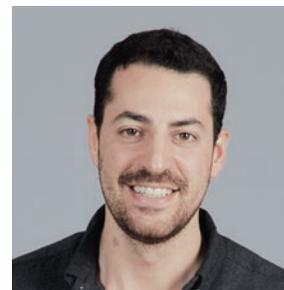


## OUR DIFFERENCE IS EXPRESSED IN ALL THE COUNTRIES IN WHICH WE OPERATE

By means of our network extending across 26 countries worldwide, our 35 locations form a mesh within which synergies between our staff operate daily. This **multi-local, domestic and international presence** gives us a unique capability to support retailers in a way that is closer to their requirements and their sales territories.

### FRANCE

#### AGENCE COSMIC



**Sydney Palti**  
Chairman

2015 was a transformational year for Agence Cosmic as it joined three Altavia Group marketing services agencies (CPO, Bed&Breakfast and Altavia Paris l'Agence) to build a new agency model combining creative excellence, digital expertise, extensive knowledge of retail networks and purchase sites, agility and innovation, serving the sales activation of brands and retailers. At the same time the agency is equipped with a multimedia division combining video production, motion design and animation and has consolidated its internal skills by developing mobile technologies in particular. To support the acceleration of this transformation, the agency has a new Deputy General Manager, Valérie Piotte, formerly at High Co 3.0 and Publicis Shopper. She will strengthen the management of Agence Cosmic assisting its Chairman, Sydney Palti.

#### > CONTACT AGENCE COSMIC

**Sydney Palti** – [sydney.palti@agencecosmic.com](mailto:sydney.palti@agencecosmic.com)  
PARIS – 6, rue Royale, 75008 Paris,  
tel: +33 (0)1 44 58 58 58  
[agencecosmic.com](http://agencecosmic.com)



**Valérie Piotte**  
Deputy General Manager

#### ALTAVIA LILLE



**Matthieu Wallaert**  
Chairman

2015 marked the start of a new development cycle of Altavia Lille, which has borne the first fruit of several years of transformation. While the excellent results of 2015 enable Altavia Lille to raise itself up to the level of the benchmark commercial communication agency for retail in the north, they are above all the culmination of a very effective commercial development dynamic. This has enabled it to win major accounts in marketing and publishing services such as Saint Maclou, Promod and McDonald's.

#### > CONTACT ALTAVIA LILLE

**Matthieu Wallaert** – [m.wallaert@altavia-lille.com](mailto:m.wallaert@altavia-lille.com)  
LILLE – 23, rue du Molinel, 59800 Lille,  
tel: +33 (0)3 20 51 15 15

 **ALTAVIA NANTES**



**Nicolas Gentil**  
General Manager

Concentrated on acceleration, 2015 has enabled the Altavia entity in the Greater West to increase its service offers for retail and brands, particularly through an increasingly cutting-edge brand strategy approach, more efficient creation, more innovative production tools and a new packaging automation offer. This strengthening, along with the arrival of Carole Lesage as Deputy General Manager, has put Altavia Nantes on a positive dynamic. Momentum made concrete by winning new major customers such as Point.P, La Mie Câline, Kuoni travel, Thélem insurance, etc. Creativity, enthusiasm and added value are more than ever the leitmotifs of Altavia Nantes serving the commercial communication of players in the Greater West.

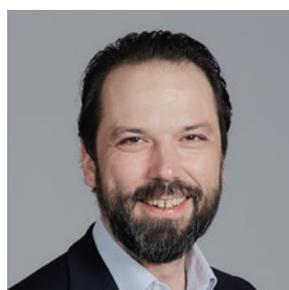
> **CONTACT ALTAVIA NANTES**

**Nicolas Gentil** – n.gentil@altavia-nantes.com  
NANTES – 19 bis, rue la Noue Bras de fer, 44200 Nantes,  
tel: +33 (0)2 51 80 28 28



**Carole Lesage**  
Deputy General Manager

 **ALTAVIA PALLAS**



**Julien Reibell**  
General Manager

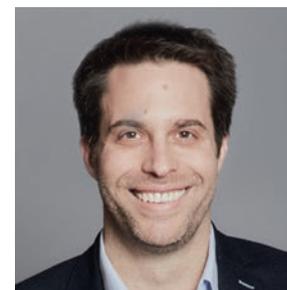
The retail design agency of Altavia, first and foremost targets improvement in commercial performance of points of sale, and their transformation into points of purchase. On the strength of this promise, teams of designers, site architects, draughtsmen and modellers at Altavia Pallas strive to always combine design and commercial performance. They work in perfect synergy with Altavia's business units to incorporate commercial communication materials in their retail design concept.

A unique positioning, which has already garnered several awards for Altavia Pallas, and enabled it to be selected to design and build the bookshop at the Saint-Étienne "Biennale Internationale du Design", opened in March 2015 and the Commerce & Climate Pavilion of the Responsible Generation Club during the SOLUTIONS21 exhibition at the Grand Palais, in relation to COP21.

> **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 PARIS**



**Louis Fraisse**  
General Manager

A historic business unit of the group, Altavia Paris has – even more than the other group entities – chosen to challenge its organisations and service offers by passing them through the filter of its transformation by 2020 goal. The reinvention of Paris rests on two foundations: Commerce and Efficiency. Altavia Paris has all the necessary ingredients to become the specialist in the omnichannel rollout of retailers' commercial communication. Innovation, service and efficiency for the brands and retailers are the key thrusts, with the confirmation of its excellence on new offers such as: creative rollout and digital. In 2015 the transformation of Altavia has already been marked by the incorporation of new budgets, among which Systeme U, Expanscience, Novartis, Orange.

> **CONTACT ALTAVIA PARIS**

**Louis Fraisse** – l.fraisse@altavia-paris.com  
SAINT-OUEN – 10, rue Blanqui, 93400 Saint-Ouen,  
tel: +33 (0)1 49 48 00 00

 **ALTAVIA SAINT-ÉTIENNE**



**Pierre Artru**  
Chairman

In 2015 Altavia Saint-Étienne, which is present at the heart of the Cité du Design in Saint-Étienne as well as in Lyon, asserted its multichannel approach serving the commercial performance of its customers, with an integrated commercial communication offer and the creation of a full services team. In order to always offer better solutions to its customers' problems, Altavia Saint-Étienne has on the one hand developed new digital platforms to optimise the management of publications of retailers' networks, and has, on the other hand, created synergies with expert players, through its participation in French Tech. Without departing from its original attachment to CSR, Altavia Saint-Étienne has continued its ongoing improvement process with the recruitment of a dedicated expert.

> **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 OPTITRANS**



**Patricia Seprez**  
Chairwoman

Altavia Optitrans is Altavia group's specialist logistics business unit and manages all domestic and international traffic for its customers for all transport modes (road, sea, air) with support from a network of more than 500 partners. Organised into two major divisions, a purchasing division and a chartering division, Altavia Optitrans offers turnkey solutions with the possibility of facilities at the customer site. In 2015 the Altavia Optitrans highly-skilled staff not only continued their training activities with the regional partner universities but also continued their support for the Debout magazine (a free community magazine intended for the most destitute), setting up the logistics and transport to ensure a national circulation of the magazine.

> **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  
[www.altavia-optitrans.com](http://www.altavia-optitrans.com)

 **IMS**



**Raphaël Moisand**  
General Manager

After joining the Altavia Group in 2014, IMS developed new synergies with Altavia business units in France. At the end of a transitional year, the IMS management team was complemented by the arrival of Raphaël Moisand as Managing Director. The high level of expertise of the IMS Policy Unit, combined with the capacity for innovation of its R&D team, enabled its team of specialists to offer a bespoke service specially adapted to retailers' needs. Thus in 2015 IMS developed Store System, a unique tool for the setting up and optimisation of point-of-sale dramatisation, collaborating in particular with a major food distribution group.

> **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  
[www.ims-retail-agility.com](http://www.ims-retail-agility.com)

 **BLACKWOOD DIGITAL**



**Bruno Auret**  
Chairman

Having joined the Altavia Group at the end of 2015, the Blackwood Digital agency strengthens the offer of Altavia's digital in-store and e-commerce services in France.

Blackwood Digital is a specialist in Digital Commerce: digital in-store (design of interactive devices mainly to help sales) and e-commerce (comprehensive design or improvement of existing sites), serving retailers and retail brands. The "Big Ideas" of the agency are all retail innovations, which aim to answer one question: how to sell more and better, whatever the channel.

Founded by Bruno Auret, this young agency is formed around a team of senior profiles, combining proven expertise in retail & digital. Its 100% retail positioning and its digital know-how make it intrinsically complementary to Altavia's service offers. An acquisition full of promise of synergies with Altavia's marketing services in France from 2016.

> **CONTACT BLACKWOOD DIGITAL**

**Bruno Auret** – b.auret@blackwood.fr  
PARIS – 4, place de l'Opéra, 75002 Paris,  
tel: +33 (0)6 14 31 48 66  
[www.blackwood.fr](http://www.blackwood.fr)

 **SHOPPERMIND**



**Nathan Stern**  
Chairman

2015 was a year of gathering momentum constituting a key phase for Shoppermind. An indication of consumption trends for the main French retailers over the preceding 4 years, the Shopper Value Barometer was the largest study conducted in France in 2015 of how the French perceived the quality of their relationship with their retailers. Shoppermind is now expanding into the international market. After Italy, followed by Belgium, the Barometer will soon continue its expansion in Spain and then in the UK. In addition to their market research activities, Shoppermind's experts advise the boards of major international retailers including Clarins, Carrefour Asia, L'Oréal, Chanel, Lactalis, Despinasse, Pomona on various strategic challenges, such as the need for direct sales by brands in order to deal with the significant growth in the number of market outlets.

> **CONTACT SHOPPERMIND**

**Jean-Marc Megnin** – jm.megnin@shoppermind.com  
SAINT-OUEN – 10, rue Blanqui, 93400 Saint-Ouen,  
Tél: +33 (0)1 49 48 00 00



**Jean-Marc Megnin**  
General Manager

## CAPITAL INNOVATION



**Mathias d'Estais**  
Manager

Capital Innovation creates innovative, effective and lasting products, based on observing consumer behaviour. Its technicians operate anywhere where innovation in usage can make a difference and create value: sport with Decathlon, household electrical appliances with Seb Group, functional packaging with Sephora, and also in more specialist areas such as healthcare or smart objects. Still retaining its start-up mindset, the Capital Innovation team is continuously developing its methods and practices for greater efficiency. It has already filed some sixty patents, and has a similar number of products on the market, including some fine success stories.

### > CONTACT CAPITAL INNOVATION

**Mathias d'Estais** – m.destais@capinnov.altavia.fr

PARIS – 1, rue Rembrandt, 75008 Paris,  
tel: +33 (0)1 49 48 83 50

[www.capital-innovation.com](http://www.capital-innovation.com)

## ALTAVIA ČESKÁ, ALTAVIA ROMÂNIA AND ALTAVIA HUNGÁRIA



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

Complementarity and synergies are at the heart of the cooperation between the Group's three business units established in the Czech Republic, România and Hungary. While the Group developed historically in the region as a specialist in print management in Prague and Bucharest, the creation of Altavia Hungária in 2012 around a pool of digital specialists enabled Altavia to expand its offer and to establish its position as a key player in the field of marketing services all over the region, in the service of sales activation of retailers.

### > CONTACTS

#### Altavia Česká

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

#### Altavia România

BUCAREST – Str. Vasile Lascar, nr.178, sector 2, Bucuresti,  
tél : +40 74 25 82 84 2

**Rodolph Crozier** – r.crozier@altavia.cz

#### Altavia Hungária

BUDAPEST – Károlyi István utca 10, H-1047 Budapest,  
tel: +36 16 88 23 25

**Tamás Lázárfalvi** – tamas.lazarfalvi@altavia.hu

## EUROPE

### ACTSTAR & ALTAVIA BELGIUM



**Anne-Catherine Trinon**  
Managing Director ACTstar  
& Altavia Belgium

The Altavia Group strengthened its presence in Belgium thanks to the acquisition of the independent Brussels agency ACTstar. This strategic acquisition will enable the Belgian entity to widen its range of marketing and digital services. With a staff of over 80, the business unit formed by ACTstar and Altavia Belgium has become one of the leading retail & digital agencies in the country. The Managing Director is Anne-Catherine Trinon, the founder of ACTstar. This new business unit has lost neither the drive of its retail DNA nor the force of its commitments, particularly in terms of CSR. In 2015, Altavia Belgium stood out for its support for the "POLE to Paris" project set up in relation to the COP21 conference.

### > CONTACT ALTAVIA BELGIUM & ACTstar

**Anne-Catherine Trinon** – ac.trinon@altavia.be

#### Altavia Belgium

BRUSSELS – Avenue Louise 287/b5, 1050 Bruxelles,  
tel: +32 (0)2 639 68 40

#### ACTstar

BRUSSELS – Rue Neerveld 109/2, 1200 Bruxelles,  
tel: +32 (0)2 743 26 10

### ALTAVIA DEUTSCHLAND



**Peter Schober**  
Managing Director

This was another year of growth for Altavia Deutschland, further strengthening its sales development team and confirming its role as a key partner for providing integrated print management solutions to serve major players, including brands, retailers and industrial producers. With its bundle of constantly evolving solutions, the German business unit stood out for its introduction of new "print on demand" solutions for its clients' marketing management teams, enabling them to optimise both their processes and their costs. In 2015, Altavia Deutschland pursued its development to become a leading player in omnichannel commercial communication on the German market by 2020.

### > CONTACT ALTAVIA DEUTSCHLAND

**Peter Schober** – p.schober@altavia-deutschland.com

DÜSSELDORF – Am Wehrhahn 100, D-40211 Düsseldorf,  
tel: +49 211 54 26 88 0



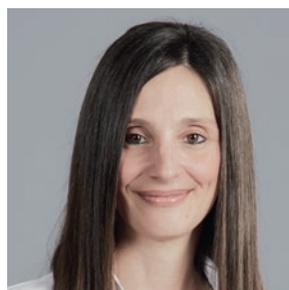

**ALTAVIA HTT**


**Nick White**  
Managing Director

Altavia HTT's print management specialists have consolidated the quality of their commercial communication services, offered to retailers not only in Sheffield and London, but also outside the frontiers of the UK. Pursuing their historic cooperation with one of the largest energy companies in the world, with a network of over 1,500 points of sale in 3 different countries, its teams also developed new services so as to offer ever better assistance to national and international distributors, proposing in particular bespoke point-of-sale audits. Following the Altavia Group's acquisition of HRG, a shopper marketing agency based in Northampton, Altavia HTT's teams are increasing synergies to meet the sales activation needs of retailers and brands throughout the United Kingdom.

> **CONTACT ALTAVIA HTT**

**Nick White** – n.white@altavia-group.com  
SHEFFIELD – 4 Park Square, Newton Chambers Road, Thorncliffe Park, Chapeltown, S35 2PH Sheffield, tel: +44 (0) 114 220 3760  
LONDON – Unit 14 - 7 Wenlock Road, N1 7SL London, tel: +44 (0) 207 490 0611


**ALTAVIA HELLAS**


**Rania Athanasoulia**  
Managing Director

In a still difficult national economic and political context, Altavia Hellas successfully pursued its development, demonstrating a little more with each passing day the added value created by its teams of experts in commercial communication at the service of retailers. This period of challenges has nevertheless encouraged the expansion of its offer of services, over and above its historical skills in print management, so as to encompass the creative, prepress and digital fields. Altavia Hellas has in particular been able to rely on its international clients to develop these new activities.

> **CONTACT ALTAVIA HELLAS**

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


**ALTAVIA IBÉRICA**


**Erick Bilinski**  
Managing Director

As it celebrated the 20<sup>th</sup> anniversary of its creation, Altavia Ibérica experienced another new year of expansion, and now has over 80 employees in 3 cities: Madrid, Lisbon and Barcelona. Despite a delicate economic context throughout the Iberian peninsula, the Spanish business unit pursued its development, gaining numerous new contracts in 2015 in numerous domains: cosmetics, drinks, pharmaceutical laboratories, and the large distribution chains. Its remarkable dynamism was symbolised by the opening in Madrid in early 2015 of new, modern premises entirely designed by Altavia Iberica's creative team.

> **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. Planta 2, 08830 Sant Boi de Llobregat, Barcelona, tél: +34 93 511 19 00  
LISBON – Avenida 5 de Outubro 151 -6E, 1050053 Lisboa, tel: +35 1212 450 011


**ALTAVIA ITALIA**


**Paolo Mamo**  
Chairman

In 2015, Altavia Italia accelerated the construction of an omnichannel approach to the relationship between a retailer and its customers. The Altavia Italia teams assist their clients in the firm conviction that the client experience must benefit from the advantages of technological innovation while affirming the importance of the human touch at the heart of a relationship, thus preserving its specific features and needs, its curiosity and its objectives. This conviction has created a favourable terrain for the launch of a new ALTAVIALAB, the mission of which is to assist brands and retailers in defining the most coherent and beneficial commercial strategies and in implementing with them. This approach is based on an impressive ecosystem of observations of shopper behaviour and on the identification of the latest trends and innovations. At the same time the Altavia Italia teams have reinforced their digital expertise, at the service of their clients' commercial communication strategies.

> **CONTACT ALTAVIA ITALIA**

**Paolo Mamo** – p.mamo@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


**ALTAVIA POLSKA**


**Irek Laskowski**  
Managing Director

A historic player in the publishing services sector in Poland, Altavia Polska stood out in 2015 for its service to international clients, retailers and brands such as L'Oréal, Coca-Cola and Shell. This international dynamism also enabled our Polish teams to cross their national frontiers by developing new operations in the Baltic States, with the setting up of a team in Riga. This remarkable growth was accompanied by continuing investment in sourcing and the selection of innovative supplier partners so as to be able to provide unique bespoke solutions.

> **CONTACT ALTAVIA POLSKA**

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


**ALTAVIA TÜRKİYE**


**Zeynep Necipoglu**  
Chairman

A leading name in commercial communication for over 20 years, Altavia Türkiye reinforced its initiatives in the field of shopper marketing in Turkey, including in particular once again the organisation of the Shopper Marketing Conference in partnership with Bahçeşehir University in Istanbul, and also participating in the Interactive Marketing Forum, IPZ, attended by the most renowned experts every year, and in a new partnership with the Digital Age Summit.

In 2015, Altavia Türkiye also continued to broaden its service offering in the digital arena, providing clients with cross-channel commercial communication solutions. In order to consolidate its creative excellence, Altavia Türkiye expanded its creative team with the recruitment of a new Creative Director.

> **CONTACTS ALTAVIA TÜRKİYE**

**Zeynep Necipoglu** – zeynepnecipoglu@altavia.com.tr

**Buket Midillioglu** – buketmidillioglu@altavia.com.tr

ISTANBUL – Otim yolu Bareli plaza No2-4 K.3,  
34387 Gayrettepe/Istanbul,  
tel: +90 212 213 50 50



**Buket Midillioglu**  
Managing Director


**ALTAVIA RUS & ALTAVIA UKRAINA**


**Andrey Ivanov**  
Managing Director

With a uniquely strong positioning on the Russian and Ukrainian markets, the Group's two business units continue to affirm their status as multi-channel communication agencies and major print management platforms, aiming to activate sales and optimise their clients' communication expenditure. The Russian and Ukrainian staff apply their expertise in the fields of pre-press, design and production of printed materials, dramatisation, and indoor and outdoor communication on a day-to-day basis, offering effective solutions to their client base of domestic and international distributors. Among their clients are major international accounts from a range of industries, including the cosmetics, food, textiles, automotive, energy and do-it-yourself sectors.

> **CONTACT**

**Andrey Ivanov** – a.ivanov@altavia.ua

**Altavia Rus**

MOSCOW – 21/3, Yablochkova str, 127322 Moscow,  
tel: +7 495 9846445

**Altavia Ukraina**

KIEV – 3B, Levandovska str, 01010 Kyiv,  
tel: +380 50 4612404


**HRG**


**Stuart Becker**  
Managing Director

For its first full year of operations within the Altavia Group, the Northampton-based agency specialising in shopper marketing has found new levers for growth. On the one hand HRG has taken advantage of new synergies with the Group, and in particular with the Altavia HTT business unit in the UK, and has won its first major joint sales pitches. On the other hand, its staff have developed numerous new accounts on the basis of their "Travel Retail" offer, gaining new clients in various sectors, including perfume & beauty, alcohol and textiles. As an external sign of this evolution, HRG has completely redesigned its visual identity. This spirit of renewal crystallised around a series of prestigious professional awards, including the following: the IGD Shopper Activation Award Winners 2016 for Kelloggs Breakfast Station; 5 POPAI awards 2015 (HRG now has 41 such awards in total); a recommendation for Marketing Business of the Year in the DRUM Network Awards 2015; and a place as finalists in the CREAM awards in the category of Best Outdoor Campaign, for Stowford Press.

> **CONTACT HRG**

**Stuart Becker** – stuart@hrg.co.uk

NORTHAMPTON – Mercury House, 8 Sandy Way,  
Grange Park, NN4 5EJ Northampton,  
tel: +44 1604 703 200



## ASIE



## ALTAVIA CHINA



**Jing Legrand**  
Managing Director

Altavia China spared no effort to celebrate the 10<sup>th</sup> anniversary of the launching of its activities in China. Just as the business unit (already established in Beijing, Shanghai, Chengdu and Guangzhou) was opening its fifth operational office in Hong Kong, it also set about moving the staff of its historic first office in Shanghai to new premises in the heart of that city's creation and innovation district. This geographical relocation symbolises Altavia China's confirmation as a major player in the commercial communication sector in China. With a reinforced image in 2015 through its strong presence in the social media, Altavia China joined the highly exclusive club of finalists for the Effie Awards in China.

This creative and digital upturn was confirmed through the production of numerous websites and e-commerce sites, and the creation of a series of monumental point-of-sale dramatisation devices.

## &gt; CONTACT ALTAVIA ASIA

**Jing Legrand** – j.legrand@china.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 KOREA



**Ho Park**  
Chief Creative Officer

Altavia Korea is continuing its expansion in South Korea following the acquisition of Tell Me About It (TMAI), an independently-formed Korean agency that designs 360° solutions for its clients and has both national and international clients on its books. Based in Seoul since early 2014, Altavia continues to strengthen locally its service range thanks to TMAI's strategic and creative expertise. United by a shared passion for retail and digital, Altavia Korea and TMAI staff are putting their dovetailing skills to work to support the sales activation of many domestic and international brands and retailers in the Land of the Morning Calm.

## &gt; CONTACT ALTAVIA KOREA

**Ho Park** – ho.park@altavia.kr

SÉOUL – 306 Liberty House, 70, Dokseodang-ro, Yongsan-gu, 04420 Seoul, tel: +82 2 737 1314



## ALTAVIA JAPAN



**Yukiko Inoue**  
Managing Director

The second year of operations for Altavia Japan was marked by numerous challenges, but enabled its highly focused team of print management specialists to affirm its excellence in the production of commercial communication supports for large international clients. It was a year directed towards consolidation and the rolling out of the Print Management concept, still a novelty in the Japanese market, and full of the promise of many good things to come in the future.

## &gt; CONTACT ALTAVIA JAPAN

**Yukiko Inoue** – y.inoue@altavia.jp

TOKYO – N30F Shinjuku Park Tower, Nishi Shinjuku, Shinjuku-ku, 163-1030 Tokyo, tel: +81 3 53 26 07 83



## OUR COMMITMENTS

Since the group's foundation, our aim has been to boost business for our clients by creating, developing and improving the day-to-day relationships that retailers maintain with their customers. If there is one belief we have come to hold over the years, it is that no sales mechanism can remain effective in the long term without building genuine connections between consumers and brands or retailers. Each of our ideas, innovations and solutions are now directed towards meeting this objective. We forge links between consumers and retailers.

# OUR VALUES NOURISH OUR HUMAN CAPITAL

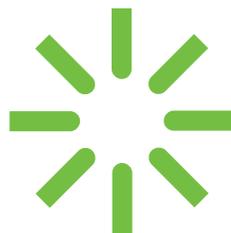
Forging links each and every day that serve to boost our clients' business is a unique, strongly-felt calling. Over and above our expertise, this calling also demands a particular attitude, specific to us, which draws on our DNA and our group values.

As a service provider, we pay special attention to preserving and maintaining the aspects that make us distinctive and unique. We know that it is in our best interests to preserve our excellence and our style, without which our success would not be sustainable. To share these convictions with our 1,450 employees around the world, we have expressed them in a simple, clear form, namely Altavia's 10 founding

values and our charter "The Art and Style of Altavia", which together express both our uniqueness and our ethics. Very much an active component of each business unit, they should inspire our daily link-building and act as fertile ground in which to develop our culture of commitment and our calling as a service provider at the same time as respecting the independence of our people.



**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.



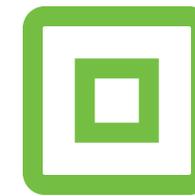
**ENTHUSIASM** Impart our enthusiasm to light the way in our working relationships. Put our heart into our work. Act with reason and passion. Maintain a sense of curiosity.



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



**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.



**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.



**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.

# THE CSR POLICY OF ALTAVIA

*“Environmental, economic and social responsibility is in our genes and promoted by every member of our staff. This is not something new: it is what has driven us since the very earliest days of the company’s history. As we continue to develop a positive economy, we are convinced that we are forging links and building trust among ourselves and for the benefit of our clients.”*

Raphaël Palti, Chairman and Founder of Altavia

## CSR: A KEY PART OF OUR BUSINESS AND CLIENT SERVICE



For an ever-decreasing environmental impact



For an ever-increasing business impact, working closely with our business units



For an ever-stronger social impact on our entire ecosystem

## DRIVING PROGRESS ON ENVIRONMENTAL ISSUES



## TOWARDS EVER-GREATER SOCIAL RESPONSIBILITY



## PUTTING CSR AT THE HEART OF OUR BUSINESS

CSR has been included as the sixth component of our MOVE2020\* strategic plan.

\*Make Our Vision Effective 2020



# SUPPORTING OUR CLIENTS



## Positive Sourcing, Social Purchasing by Altavia

In 2015, Altavia launched its “Positive Sourcing” brand. Like Ecopublishing®, Positive Sourcing encapsulates a corporate approach, an evolving set of standards and a range of services.

- For our clients, **Positive Sourcing is the creation of products and/or services by disability-friendly companies (Entreprises Adaptées), sheltered-employment organisations (Etablissements et Services d’Aide par le Travail) or social integration businesses (Entreprises d’Insertion)** across all of the Group’s business units.
- To consolidate this expertise, **Altavia has become a member of GESAT, a network of sheltered-employment organisations set up to support disabled workers.**
- All of the Group’s employees have been trained in the principles of social purchasing and share its values.



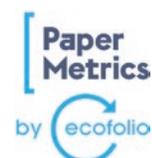
## Upcycling

**“Nothing is lost, nothing is created, everything is transformed!”**

**Upcycling** is the process of recovering and transforming raw and secondary materials into functional or decorative items in a way that creates environmental, economic or social value.

**At Altavia, upcycling is always provided by specialist social inclusion or sheltered employment firms. The number of clients that have signed up to the Group’s upcycling initiative has more than doubled in 1 year.**

An Altavia Saint-Étienne banner used at the 2015 Design Biennale was turned into a unique, functional bag.



## Paper Metrics

In 2015, Altavia worked closely with Ecofolio to integrate the **Paper Metrics tool into its quoting software**. Altavia is now able to provide all of its clients with quotations that incorporate environmental considerations by calculating the tax (éco-contribution) payable on and simulating the environmental impact of their printed materials.



## Certifications FSC® & PEFC™

In 2010, Altavia became the first communications group to gain **dual FSC® and PEFC™ certification** for all its European business units.

In 2015, we achieved the maximum percentage of certified paper purchases. Altavia hit and indeed exceeded its target to purchase 80% FSC- or PEFC-certified or recycled paper. In France, 96% of paper purchased in 2015 was either certified or recycled.

## EVER MORE AMBITIOUS RATINGS

Altavia is assessed at the request of its clients. However, we constantly strive to **anticipate, make progress and aim for a higher rating** before we are asked to do so. **In 2015, we kept our promises.**

For us, the **Pacte Mondial et EcoVadis** are complementary initiatives. They allow us to promote the principles of CSR internally and better respond to the needs of our clients.



### The Global compact

Altavia signed up to the Global Compact in 2008 and achieved “Active” status in 2012. The Group has set itself the target of achieving “Advanced” status in 2016. As part of our membership, every year we publish a “Communication on Progress” (COP) on the Global Compact website that complies with all requirements, including a letter of commitment signed by the Group’s chairman, a description of what action has been taken in each of the 4 key areas (human rights, labour, environment and anti-corruption) and an assessment of the results achieved.



### EcoVadis

EcoVadis is the leading collaborative platform where companies can assess the environmental and social performance of their suppliers around the world.

All of the Group’s business units that have been rated by EcoVadis achieved GOLD status in 2015.

## GREATER BUSINESS UNIT ENGAGEMENT



#### 1 Altavia Italia: working to support migrants

“Piacere Milano” is a project that promotes hospitality and openness towards others from different walks of life, with a strong emphasis on human relations.

In its capacity as a partner of the Piacere Milano project, Altavia organised a dinner for boys aged under 18 from Egypt, Croatia and Serbia where they could share their stories and explain their decision to come to Italy in search of a brighter future.

#### 2 New premises and upcycled furniture for Altavia Iberica!

#### 3 Team sports for Altavia China.

Team-building run.



## ALTAVIA AT COP21

As part of the COP21 climate conference (21<sup>st</sup> session of the Conference of the Parties), the association Club Génération Responsable commissioned Altavia Pallas, the Group’s specialist retail design agency, to design and build an eco-friendly “Retail and Climate Change Pavilion” for the Solutions21 event held at the Grand Palais.



The French President, François Hollande came to visit the Commerce & Climat Pavilion designed by Altavia Pallas.



“We created a central island with a display showing the measures taken by each of the member companies, including their voluntary commitments and solutions for improving the use of resources. We arranged cardboard tables (made from recycled paper previously used for office and advertising purposes) around the island, where member companies could raise visitors’ awareness and explain their initiatives in a practical but fun way,” says Julien Reibell, Managing Director of Altavia Pallas.



Altavia Pallas showcased its expertise and flair for innovation by designing and building an **eco-friendly** pavilion, with cardboard furniture and lampshades and formaldehyde (formol)-free OSB4 display panels.

In addition to this, Altavia Belgium also supported the COP21 by sponsoring the “Pole to Paris” project for which two teams of scientists ran and cycled around the world from each of the 2 poles to raise public awareness about the COP21.

## Interview with Jocelyne Leporatti

Founder and Chairwoman of Club Génération Responsable



“Altavia joined the Club 4 years ago and is part of its Expert Group (Collectif Experts), which works collaboratively to pool, improve and accelerate the priority measures of member companies and to prepare the ground for or develop their projects.

Last December, **as part of the COP21**, the Club wanted to instigate a group initiative and bring its members and partners together in a “Retail and Climate” pavilion at the Grand Palais. The aim was to raise awareness among as many people as possible of the practical operational solutions and voluntary commitments made by retail professionals to tackle climate change, with a display tracing the life cycle of a product (from design through to distribution).

Altavia Pallas was a key partner in designing, building and producing this exhibition. The team transformed our area into a relaxed, attractive space where we could welcome and attract visitors and make new contacts.

From the brief right through to installation, the team members were always ready to listen and ultimately made the impossible possible.”

## GOING FURTHER WITH ECOPUBLISHING®

Turnkey solutions for practical responsible communication measures.

- **A corporate approach** and mindset focused on continuous improvement. A human venture both internally and with our clients.
- **A set of standards** based on strict criteria that is revised on an annual basis. Knowing that we are putting printed documents on the market that will become increasingly eco-friendly every year.
- **3 related services:** Ecopublishing® Consulting, Ecopublishing® Certification, Ecopublishing® Training.



Following the launch of Ecopublishing® on BFM radio in 2012, in early 2015, journalist Nathalie Croisé invited our CSR Director, Laetitia Adhémar, to appear on the Green Business programme to discuss ING Direct's decision to adopt Ecopublishing® as part of its responsible communication strategy.

### Testimonial: Nathalie Croisé

Freelance journalist specialising in Green Business

"What I like most about Altavia's approach is its decision to adopt a proactive strategy in a world that seems far removed from CSR considerations. When we talk about commercial communications, it clearly isn't the first thing that springs to mind. The Group chose to adopt a wide-ranging strategy that covers all of its business activities.

With Ecopublishing®, Altavia has created a highly innovative range of services that are particularly appealing for their

collaborative aspect. It is about supporting clients through a very broad range of services. Employees and partners are also closely involved and the demanding specifications give it real credibility. If we are to make communications more responsible, then it is crucial that all stakeholders be open and transparent."

Follow Altavia's CSR news on social networks: our analysis and events.



## OUR SOCIAL COMMITMENT

At Altavia, the company is known as an economic and social player involved in its local community, and as a creator of links. Our commitments reflect our DNA and our values and embody our desire to be a community player.

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

Our sponsorship actions are aimed at benefiting the local communities in those areas where we operate. Throughout the

year Altavia's employees rally round and offer their skills and time to organisations such as: Agence du Don en Nature, Positive Planet, Cité de la Réussite, Réseau Entreprendre, AROP (Association to promote the Paris National Opera), or COMMEUNSEULHOMME.

Our social commitment policy is centred on three main areas:

- **Fighting poverty:** we support responsible projects that forge bonds between people, combating poverty and exclusion.
- **Supporting entrepreneurship:** our involvement entails helping, advising and facilitating business projects that boost local economies and create jobs.
- **Access to education and culture:** we encourage and support projects that aim to share and spread education and culture to a wide range of populations.

All the initiatives and projects supported by Altavia target at least one of these objectives and meet the following criteria:

- Local actions: Altavia is an international group that functions as a federation of businesses, firmly rooted and involved in **their local areas**. Consequently, **all local involvement is a priority in all the actions we take as part of our commitment to social responsibility.**
- Personal involvement: Altavia encourages **to offer their skills and make their talents available, providing help through practical and direct involvement.**



The Agence du Don en Nature (Agency for Donations in Kind) took part, with Altavia's support, in the International Day for the Eradication of Poverty, on Saturday 17 October 2015. Eight trucks, loaded with everyday necessities (hygiene, clothes, household products, etc.) worth €1 million, delivered to more than 150 local associations in eight cities in France.

## 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 activity report is printed on Respecta 60 Silk and gloss 90g, certifié FSC® certified mixed as 60% recycled manufactured by Burgo. The cover is printed on Igloo Offset 300gr 100% FSC® Recycled and distributed by Torraspapel Malmenayde.

Sustainability also means working with local suppliers, not only for environmental reasons, but also economic and social reasons. The packing of the annual report was made by ANAÏS de Gennevilliers.

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 lifecycle.

This document's carbon emissions total 1,881g of CO<sub>2</sub> 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

## FOLLOW US



**ON TWITTER**  
twitter.com/altaviagroup



**ON LINKEDIN**  
linkedin.com/company/altavia



**ON YOUTUBE**  
youtube.com/user/AltaviaGroup

Photo credits:

Cyrille Jérusalmi, Bénédicte Blézy, Yoanne Pallier, Thomas Millet, Stéphane de Bourgies

Artistic direction and copywriting:

Altavia Lille, Altavia Communications Department

Copyright:

Paris, Altavia, 2016



# ALTAVIA

DELIGHTING THE RETAIL WORLD

This 2015 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**

**A YEAR  
AT THE HEART OF RETAIL  
2015**



**ALTAVIA**



## **LONG LIVE COMMERCE!**

Every day, the group's 1500 employees work to support the sales activation of over 300 clients, leading retailers and brands, worldwide. Here is a list of our main clients at the service of which we are proud to work and grow. We would like to thank all of our clients for placing their trust in us and setting their high standards that have contributed to making the group what we are today.

# THANK YOU



AB INBEV – ALINEA – AUCHAN – GROUPE  
VOLKSWAGEN FRANCE – BANQUE ACCORD  
BIC – BIOCOOP – BNP – BRIOCHE PASQUIER  
CARREFOUR – CASTORAMA – CIC  
CITROËN – CLEAR CHANNEL – CLUB MED  
COCA COLA – COP21 – COURIR – DANONE – DOVE  
DROGAS – EBEBEK – ENGIE – ESPACE EMERAUDE  
ESSILOR – FERRERO – FEU VERT – GERFLOR – GIBSON  
GO SPORT – GOODYEAR DUNLOP – GRAND FRAIS  
GROUPE FLO – HEINEKEN – HENKEL – HONDA  
INDESIT – JEFF DE BRUGES – JOHNSON&JOHNSON  
KELLOGGS – KINEPOLIS – KOHLER – KUONI  
LA MIE CALINE – LA REDOUTE – LACTALIS – LCL  
LEADER PRICE – LEONIDAS – LEROY MERLIN – L'ORÉAL  
LUCOZADE RIBENA SUNTORY – MAAF – MANUTAN  
MARIONNAUD – MAXI ZOO – MCDONALDS – MICHELIN  
MONDELEZ – MONDIAL RELAY – MONOPRIX  
NATURE ET DECOUVERTES – NESPRESSO – NEXITY  
NISBETS – NUTRICIA – ODEON CINEMA – OFFICE DEPOT  
ORANGE – PETIT BATEAU – PEUGEOT – PHILIPS  
PHONE HOUSE – PIAGGIO – PICARD SURGELES – POINT P  
POMONA – PROMOCASH – PROMOD – PROXIMUS – QUICK  
REMY COINTREAU – RENAULT – ROYAL CANIN  
SAINT MACLOU – SAMSUNG – SANITEC – SAVANCIA  
SCHNEIDER ELECTRIC – SCHWEPPES – SCREWFIX – SEB  
SEPHORA – SHELL – SNCF – ST MICHEL – SUBWAY  
SUPERMARCHES MATCH – SYSTÈME U – TAYLOR MADE  
TARKET – TEKNOSA – THELEM ASSURANCES  
THIERRY MUGLER – THOMAS COOK – TOM TOM – TOTAL  
TRANSGOURMET – URGO – VEOLIA – WATSONS  
WILLIAM GRANT – YVES ROCHER



**1 AN DE ...**

**GAGNEZ EN COLLECTIONNANT  
LES VIGNETTES GARES OU  
RUES DE MÊME COULEUR !**  
Avec les Menus **BEST OF™**,  
**MAXI BEST OF™** ou les **McFLURRY™**.

**MONOPOLY**

**Pour votre santé, évitez de manger trop sucré, trop salé.**

(1) soit 30 bons d'achat de 20 € à valoir sur [www.digitick.com](http://www.digitick.com) (2) calculé sur la base du loyer annuel moyen 2012 (secteur privé) en France - source : Insee. (3) calculé sur la base du salaire mensuel net moyen 2012 en France - source : Insee. (4) soit 12 bons d'achat de 200 € à valoir sur [www.spartoo.com](http://www.spartoo.com) (5) soit 305 litres Sony Music à télécharger. (6) soit un bon d'achat de 3150 € à valoir sur [www.captaintrain.com](http://www.captaintrain.com) (7) sous la forme d'un chèque de 309,98 € calculé sur la base d'un abonnement mensuel de 25,99 €. Estimation basée sur les offres des opérateurs - juillet 2015. (8) sous la forme de 24 places de cinéma réalisées dans toutes les salles de France métropolitaine. (9) Sous la forme d'un abonnement d'achat de 10/10/2015 au 12/12/2015. (10) soit 1000 titres à valoir sur [www.digitick.com](http://www.digitick.com). (11) soit 1000 titres à valoir sur [www.digitick.com](http://www.digitick.com). (12) soit 1000 titres à valoir sur [www.digitick.com](http://www.digitick.com). (13) soit 1000 titres à valoir sur [www.digitick.com](http://www.digitick.com). (14) soit 1000 titres à valoir sur [www.digitick.com](http://www.digitick.com). (15) soit 1000 titres à valoir sur [www.digitick.com](http://www.digitick.com). (16) soit 1000 titres à valoir sur [www.digitick.com](http://www.digitick.com). (17) soit 1000 titres à valoir sur [www.digitick.com](http://www.digitick.com). (18) soit 1000 titres à valoir sur [www.digitick.com](http://www.digitick.com). (19) soit 1000 titres à valoir sur [www.digitick.com](http://www.digitick.com). (20) soit 1000 titres à valoir sur [www.digitick.com](http://www.digitick.com). (21) soit 1000 titres à valoir sur [www.digitick.com](http://www.digitick.com). (22) soit 1000 titres à valoir sur [www.digitick.com](http://www.digitick.com). (23) soit 1000 titres à valoir sur [www.digitick.com](http://www.digitick.com). (24) soit 1000 titres à valoir sur [www.digitick.com](http://www.digitick.com). (25) soit 1000 titres à valoir sur [www.digitick.com](http://www.digitick.com). (26) soit 1000 titres à valoir sur [www.digitick.com](http://www.digitick.com). (27) soit 1000 titres à valoir sur [www.digitick.com](http://www.digitick.com). (28) soit 1000 titres à valoir sur [www.digitick.com](http://www.digitick.com). (29) soit 1000 titres à valoir sur [www.digitick.com](http://www.digitick.com). (30) soit 1000 titres à valoir sur [www.digitick.com](http://www.digitick.com). (31) soit 1000 titres à valoir sur [www.digitick.com](http://www.digitick.com). (32) soit 1000 titres à valoir sur [www.digitick.com](http://www.digitick.com). (33) soit 1000 titres à valoir sur [www.digitick.com](http://www.digitick.com). (34) soit 1000 titres à valoir sur [www.digitick.com](http://www.digitick.com). (35) soit 1000 titres à valoir sur [www.digitick.com](http://www.digitick.com). (36) soit 1000 titres à valoir sur [www.digitick.com](http://www.digitick.com). (37) soit 1000 titres à valoir sur [www.digitick.com](http://www.digitick.com). (38) soit 1000 titres à valoir sur [www.digitick.com](http://www.digitick.com). (39) soit 1000 titres à valoir sur [www.digitick.com](http://www.digitick.com). (40) soit 1000 titres à valoir sur [www.digitick.com](http://www.digitick.com). (41) soit 1000 titres à valoir sur [www.digitick.com](http://www.digitick.com). (42) soit 1000 titres à valoir sur [www.digitick.com](http://www.digitick.com). (43) soit 1000 titres à valoir sur [www.digitick.com](http://www.digitick.com). (44) soit 1000 titres à valoir sur [www.digitick.com](http://www.digitick.com). (45) soit 1000 titres à valoir sur [www.digitick.com](http://www.digitick.com). (46) soit 1000 titres à valoir sur [www.digitick.com](http://www.digitick.com). (47) soit 1000 titres à valoir sur [www.digitick.com](http://www.digitick.com). (48) soit 1000 titres à valoir sur [www.digitick.com](http://www.digitick.com). (49) soit 1000 titres à valoir sur [www.digitick.com](http://www.digitick.com). (50) soit 1000 titres à valoir sur [www.digitick.com](http://www.digitick.com). (51) soit 1000 titres à valoir sur [www.digitick.com](http://www.digitick.com). (52) soit 1000 titres à valoir sur [www.digitick.com](http://www.digitick.com). (53) soit 1000 titres à valoir sur [www.digitick.com](http://www.digitick.com). (54) soit 1000 titres à valoir sur [www.digitick.com](http://www.digitick.com). (55) soit 1000 titres à valoir sur [www.digitick.com](http://www.digitick.com). (56) soit 1000 titres à valoir sur [www.digitick.com](http://www.digitick.com). (57) soit 1000 titres à valoir sur [www.digitick.com](http://www.digitick.com). (58) soit 1000 titres à valoir sur [www.digitick.com](http://www.digitick.com). (59) soit 1000 titres à valoir sur [www.digitick.com](http://www.digitick.com). (60) soit 1000 titres à valoir sur [www.digitick.com](http://www.digitick.com). (61) soit 1000 titres à valoir sur [www.digitick.com](http://www.digitick.com). (62) soit 1000 titres à valoir sur [www.digitick.com](http://www.digitick.com). (63) soit 1000 titres à valoir sur [www.digitick.com](http://www.digitick.com). (64) soit 1000 titres à valoir sur [www.digitick.com](http://www.digitick.com). (65) soit 1000 titres à valoir sur [www.digitick.com](http://www.digitick.com). (66) soit 1000 titres à valoir sur [www.digitick.com](http://www.digitick.com). (67) soit 1000 titres à valoir sur [www.digitick.com](http://www.digitick.com). (68) soit 1000 titres à valoir sur [www.digitick.com](http://www.digitick.com). (69) soit 1000 titres à valoir sur [www.digitick.com](http://www.digitick.com). (70) soit 1000 titres à valoir sur [www.digitick.com](http://www.digitick.com). (71) soit 1000 titres à valoir sur [www.digitick.com](http://www.digitick.com). (72) soit 1000 titres à valoir sur [www.digitick.com](http://www.digitick.com). (73) soit 1000 titres à valoir sur [www.digitick.com](http://www.digitick.com). (74) soit 1000 titres à valoir sur [www.digitick.com](http://www.digitick.com). (75) soit 1000 titres à valoir sur [www.digitick.com](http://www.digitick.com). (76) soit 1000 titres à valoir sur [www.digitick.com](http://www.digitick.com). (77) soit 1000 titres à valoir sur [www.digitick.com](http://www.digitick.com). (78) soit 1000 titres à valoir sur [www.digitick.com](http://www.digitick.com). (79) soit 1000 titres à valoir sur [www.digitick.com](http://www.digitick.com). (80) soit 1000 titres à valoir sur [www.digitick.com](http://www.digitick.com). (81) soit 1000 titres à valoir sur [www.digitick.com](http://www.digitick.com). (82) soit 1000 titres à valoir sur [www.digitick.com](http://www.digitick.com). (83) soit 1000 titres à valoir sur [www.digitick.com](http://www.digitick.com). (84) soit 1000 titres à valoir sur [www.digitick.com](http://www.digitick.com). (85) soit 1000 titres à valoir sur [www.digitick.com](http://www.digitick.com). (86) soit 1000 titres à valoir sur [www.digitick.com](http://www.digitick.com). (87) soit 1000 titres à valoir sur [www.digitick.com](http://www.digitick.com). (88) soit 1000 titres à valoir sur [www.digitick.com](http://www.digitick.com). (89) soit 1000 titres à valoir sur [www.digitick.com](http://www.digitick.com). (90) soit 1000 titres à valoir sur [www.digitick.com](http://www.digitick.com). (91) soit 1000 titres à valoir sur [www.digitick.com](http://www.digitick.com). (92) soit 1000 titres à valoir sur [www.digitick.com](http://www.digitick.com). (93) soit 1000 titres à valoir sur [www.digitick.com](http://www.digitick.com). (94) soit 1000 titres à valoir sur [www.digitick.com](http://www.digitick.com). (95) soit 1000 titres à valoir sur [www.digitick.com](http://www.digitick.com). (96) soit 1000 titres à valoir sur [www.digitick.com](http://www.digitick.com). (97) soit 1000 titres à valoir sur [www.digitick.com](http://www.digitick.com). (98) soit 1000 titres à valoir sur [www.digitick.com](http://www.digitick.com). (99) soit 1000 titres à valoir sur [www.digitick.com](http://www.digitick.com). (100) soit 1000 titres à valoir sur [www.digitick.com](http://www.digitick.com).

Pour votre santé, évitez de manger trop sucré, trop salé.





Thomas Cook  
Collection voyages hiver 2015-2016

NEIGE  
Soleil  
Séjour  
Circuits  
CROQUIERS

Thomas Cook

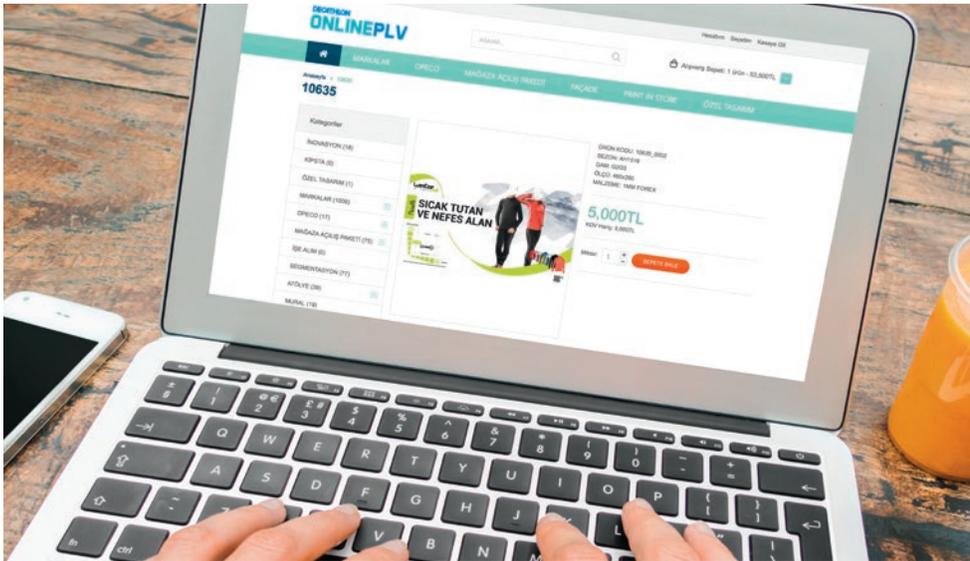
Thomas Cook

Thomas Cook

ET MAINTENANT, ON PART OÙ?

Thomas Cook

Thomas Cook





# delights

DELIGHTS  
TYPICAL  
ITALIAN  
PRODUCTS

The best selection of Italian products.

# spices

SPICES  
CHILI  
PEPPER  
SALT

The best selection of Italian spices.

SNACKS  
TARALLI  
CRACKERS  
FINE FOOD

The best Italian selection.

# pasta

PASTA  
FRESH  
DURUM  
WHEAT

The best selection of Italian pasta.

# pasta & sauces

The best selection of Italian pasta and sauces.

relanghe  
TORRONI TARTUFI DRAGÉES  
ALBA

www.relanghe.it

GUIDO GOBINO

relanghe  
TORRONI TARTUFI DRAGÉES  
ALBA

ES



COCA-COLA



ALTAVIA POLSKA

2.99

Sprawy

NAJCHĘŚCIEJ KUPOWANE

Napój niegazowany  
BEZ KONSERWANTÓW

Kropla

pepsi



Lipton



pepsi



Lipton

Lipton

Primavera

Primavera

Primavera

Primavera

Primavera

Primavera

Kropla

Kropla

Kropla

smakuj chwilę

NOWOŚĆ

smakuj



 TOMTOM

 HRG



 MILÉZIM

 AGENCE COSMIC



Colerette



Annonce presse



Invitation



Kakemono & totem

 FERRERO

 ALTAVIA PARIS



  
ALTAVIA  
SOLUCIONES DE COMERCIO





#  
 Leur projet étant filmé sera diffusé dans une salle de cinéma artisanale à l'Atelier, où 3 Directeur artistique visionneront les films et attribueront une note à chaque équipe, avec un debriefing sur chaque artiste si il ya besoins.  
 Le but étant pour chaque artiste d'évoluer et de se faire un nom à la sorti de l'émission.  
 Leur projet étant filmé sera diffusé dans une salle de cinéma artisanale à l'Atelier, où 3 Directeur artistique visionneront les films et attribueront une note à chaque équipe, avec un debriefing sur chaque artiste si il ya besoins.  
 Le but étant pour chaque artiste d'évoluer et de se faire un nom à la sorti de l'émission.  
 Leur projet étant filmé sera diffusé dans une salle de cinéma artisanale à l'Atelier, où 3 Directeur artistique visionneront les films et attribueront une note à chaque équipe, avec un debriefing sur chaque artiste si il ya besoins.  
 Le but étant pour chaque artiste d'évoluer et de se faire un nom à la sorti de l'émission.



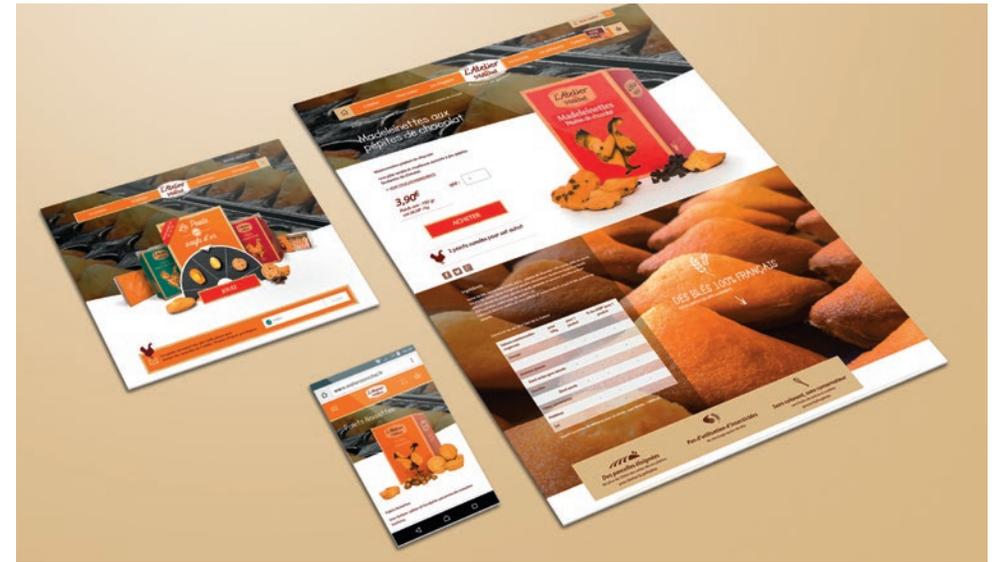
© Kuoni - 1906



Laissez-vous parler

Le voyage **by KUONI**  
DEPUIS 1906

Le voyage by Kuoni c'est se laisser porter pour découvrir le monde en toute sérénité. En agences de voyage et sur [kuoni.fr](http://kuoni.fr)





# fête des envies

DU 14 OCTOBRE AU 2 NOVEMBRE 2015

 LEROY MERLIN

 IMS



# LEMAG HAPPY FIRST

POUR LES VOYAGEURS QUI ONT UNE LONGUEUR D'AVANCE

ÉTÉ 2016

## NOUVEAUTÉS

VILLAS DE FINOLHU - MALDIVES  
RIO DAS PEDRAS - BRÉSIL  
PUNTA CANA - RÉPUBLIQUE DOMINICAINE

## GRAND ANGLE

LE PORTUGAL :  
LA DESTINATION DE L'ÉTÉ 2016

Redécouvrez  happy first  
NOUVELLE FORMULE

Club Med 

...ENT À CEUX QUI RÉSERVENT TÔT !

... nouvelle offre : plus souple,

... vous pouvez bénéficier

... monde du plus grand choix

... d'informations,

En réservant à  
+  
DE 6 MOIS DU DÉPART

15%<sup>(2)</sup> de réduction

Garantie  
meilleure offre  
de la saison<sup>(3)</sup>

En réservant entre  
3 À 6 MOIS  
AVANT LE DÉPART

10%<sup>(2)</sup> de réduction

<sup>(1)</sup> Premiers heureux.

<sup>(2)</sup> Pour des départs à partir du 1<sup>er</sup> mai 2016.

<sup>(3)</sup> Voir conditions détaillées au dos du magazine.



2016

L'ORÉAL CHINA

为您送上最美的祝福，愿与您共享新年“美”一天  
sends you its Best Wishes  
for a very beautiful new year

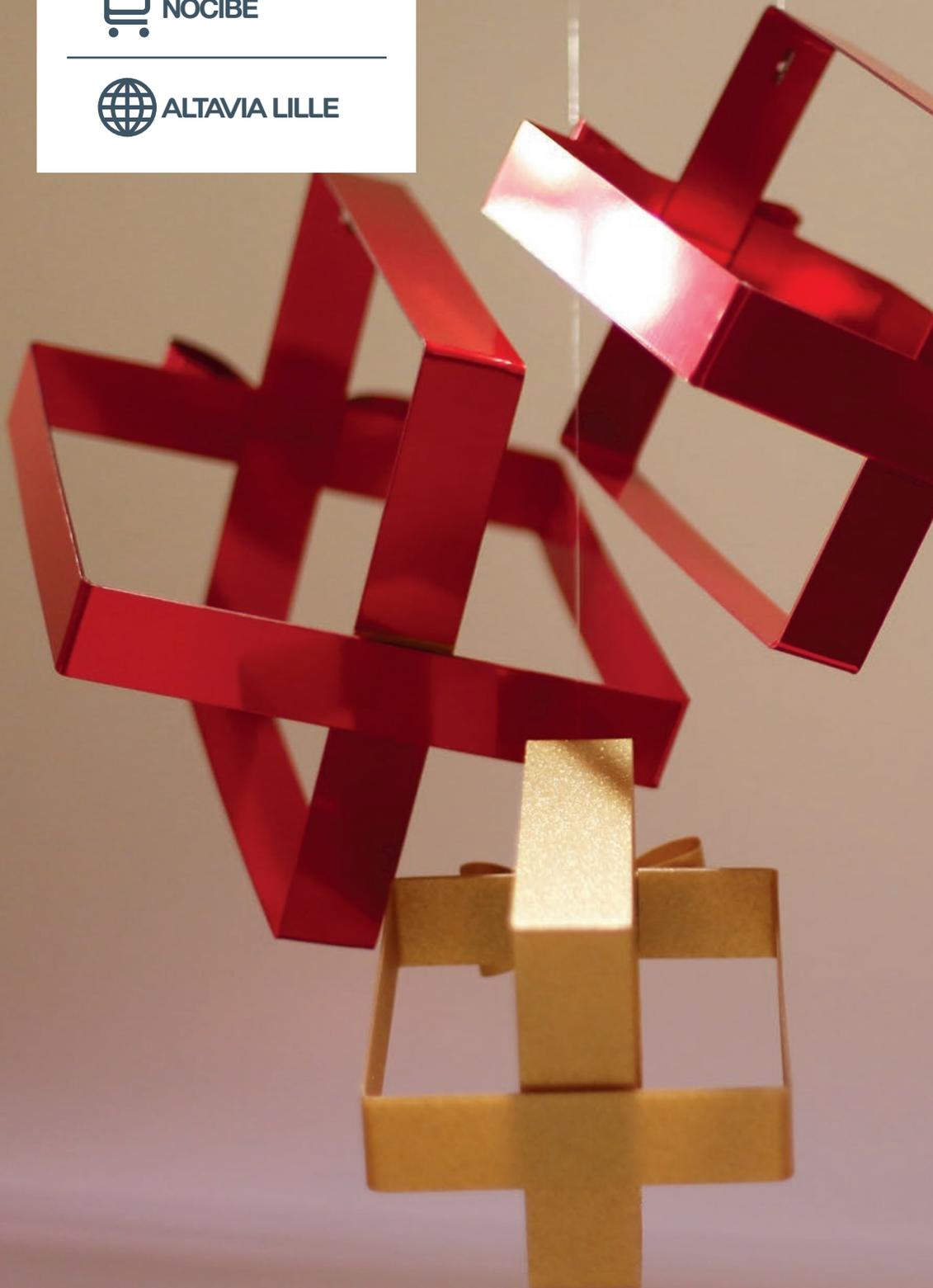




NOCIBÉ



ALTAVIA LILLE



## 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 activity report is printed on Respecta 60 Silk and gloss 90g, certifié FSC® certified mixed as 60% recycled manufactured by Burgo. The cover is printed on Igloo Offset 300gr 100% FSC® Recycled and distributed by Torraspapel Malmenayde.

Sustainability also means working with local suppliers, not only for environmental reasons, but also economic and social reasons. The packing of the annual report was made by ANAÏS de Gennevilliers.

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 lifecycle.

This document's carbon emissions total 1,881g of CO<sub>2</sub> per copy.

## 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

## FOLLOW US



**ON TWITTER**  
twitter.com/altaviagroup



**ON LINKEDIN**  
linkedin.com/company/altavia



**ON YOUTUBE**  
youtube.com/user/AltaviaGroup

Photo credits:

Cyrille Jérusalmi, Bénédicte Blézy, Yoanne Pallier,  
Thomas Millet, Stéphane de Bourgies

Artistic direction and copywriting:

Altavia Lille, Altavia Communications Department

Copyright:

Paris, Altavia, 2016



**ALTAVIA**

DELIGHTING THE RETAIL WORLD

This 2015 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**