



ALTAVIA ANNUAL REPORT 2018



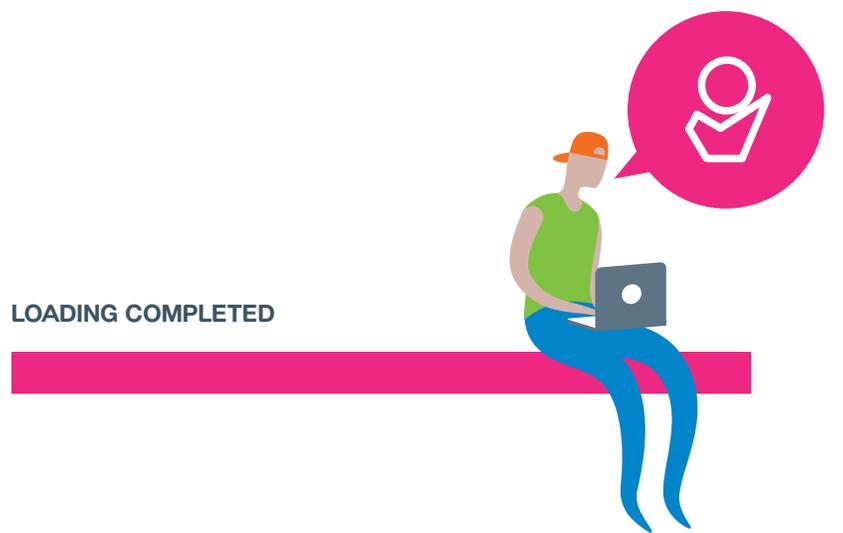
LOADING IN PROGRESS...



*the retail
Alchemists*



LOADING COMPLETED



P.4 ALTAVIA IN 2018

What happened in 2018?.....P.4

P.6 PURPOSE

Why Altavia?.....P.8

Where does Altavia come from?.....P.14

What are Altavia's key figures?.....P.16



P.18 ART & STYLE

What makes Altavia different?.....P.20

Who works at Altavia?.....P.22

What are the group's values?.....P.24

What do Altavians say about it?.....P.26

How does Altavia work?.....P.28

How is Altavia shaping the future of retail?.....P.36

What is CSR for Altavia?.....P.42



P.46 PROMISE

What is Altavia's promise?.....P.48

What range of services does Altavia offer?.....P.52

Who are Altavia's clients?.....P.54



P.58 NETWORK

What is Altavia's presence in the world?

- in France?.....P.60

- in Europe?.....P.84

- in Asia?.....P.104

- in Africa and Middle East?.....P.110

- in America?.....P.116

What is Altavia's governance?.....P.120



P.129 FINANCIAL REPORT

2018: HIGHLIGHTS

A VERY HUMAN CAPITAL: ALTAVIA AMONG THE BEST EMPLOYERS

Altavia is ranked 13th in Capital magazine's Best Employer ranking for the Media and Communication sector. The ranking, which concerns 2,100 companies in 32 sectors, is based on direct (Altavia people) and indirect (employees in the same sector of activity) recommendations.

ALTAVIA, RETAIL EXPERTISE IN THE MEDIA

Retail monitoring on TV! Since September 2018, Altavia has been presenting the latest news and innovations from the retail world on BFM Business – every morning on the morning show "Good morning business", and every weekend on the "Focus Retail l'hebdo" show.

RAPHAËL PALTİ, ENTREPRENEUR OF THE YEAR

Raphaël Palti, Founding President of Altavia, was elected "Communication Entrepreneur of the Year 2018" by the jury of the Agencies of the Year (Agences de l'Année).

THE INTERNATIONAL EXPANSION CONTINUES...

The group's international expansion momentum continues on several continents with the acquisition of the pan-African digital agency **Blue Lions** (Paris, Casablanca, Abidjan, Dubai, Johannesburg), the branding agency **Capital Créative** (Shanghai, Jakarta, New York) and the marketing agency **ASK Marketing** in Canada.

... AND IN FRANCE

Altavia is accelerating the diversification of its 360° offer to support retailers' sales activation with the acquisition of **Fil Rouge**, a trade marketing agency.

A STRENGTHENED CONSULTING OFFER

Altavia is strengthening its **strategic marketing consulting capabilities for retailers** by creating Altavia Nativ. Its core offer: brand positioning, creative sales actions, customer relationship regeneration, strategic transformation plans and HR issues.

Altavia is also enhancing its consulting and creative capabilities with the acquisition of **Mad & Women**, the first feminist advertising agency in France.

MORE AND MORE RETAILTECH

Altavia joins forces with start-up Ubiq to launch **Altavia RetailTech**, a new offer for consulting and deployment of retail tech solutions. In 2019, **Altavia Coach's accelerator** will host the second batch of RetailTech start-ups in partnership with Euratechnologies. The winners: **Weplib**, **Mangoo ID** and **Untienots**.

CSR: ALTAVIA AT THE HIGHEST LEVEL OF THE GLOBAL COMPACT

A member of the **United Nations Global Compact** since 2008, Altavia is strengthening its commitments to support Human Rights, environmental protection and the fight against corruption. In 2018, the group reached the "Advanced" level for the first time – **the highest level of distinction awarded by the Global Compact**.

The group's commitments and actions are detailed in a reference document: the **Communication on Progress**, which is accessible to the public on our website and the Global Compact: www.unglobalcompact.org



PUR- POSE

Retail is so much more than an economic transaction. It is a social bond. Since its creation, Altavia has defended and promoted an open and respectful trade, creating peace, encounters and mixtures.

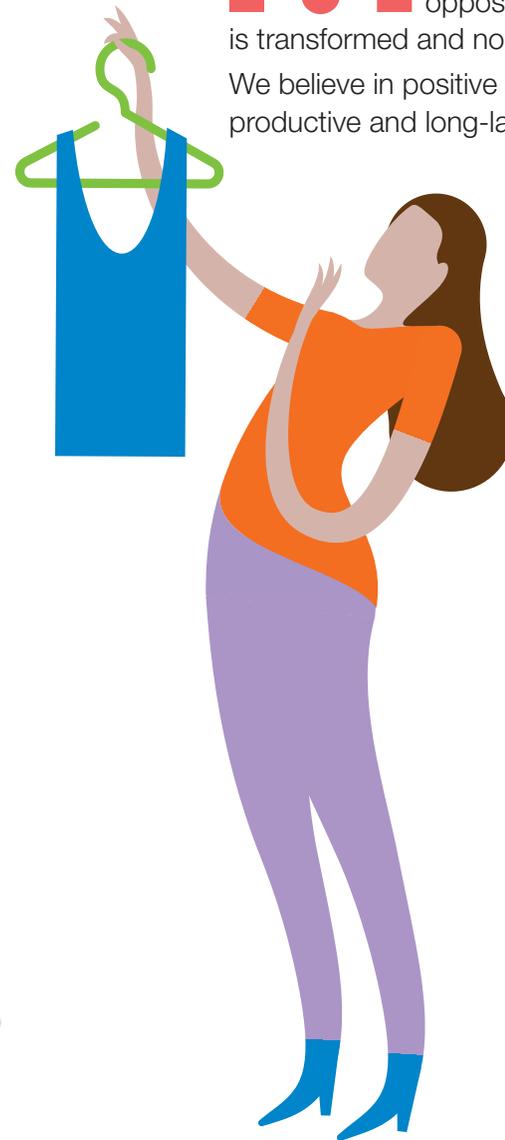




OUR MISSION: TO HELP OUR RETAIL CLIENTS BUILD FRUITFUL RELATIONSHIPS WITH THEIR CUSTOMERS.

More than ever, we believe in the physical dimension of commerce, which creates life, encounters, joy and opportunities. A physical commerce that, without opposing new online consumption habits, is transformed and nourished by off-line life.

We believe in positive commerce to create a strong, productive and long-lasting bond.



We are convinced that the performance of sales communication is the result of a unique alchemy that creates fruitful links between a brand and its customers.

This relational alchemy must be constantly nourished, enriched and transformed. That is what we do every day for more than 500 of the world's leading retailers and retail brands.

All our energy is devoted to accomplishing our ambitious mission.



RAPHAËL PALTÍ

Founder, Chairman and CEO of Altavia, answers 4 of the most frequently asked questions.

What impressed you the most in 2018 and what do you think is emblematic of this retail Big Bang happening in the world today?

As in any period of great transformation, it's crucial to distinguish between what is a passing fad and what constitutes real structural change.

The oft-predicted "Retail Apocalypse" heralded so many times in recent years, especially by observers in the United States, **will not come about.**

Let's look at the facts: there were 2,000 net store openings in the USA in 2018. In the same year in France, 94% of retail sales were still generated in stores.

I have long been convinced that **e-commerce is not the future of retail – far from it. In 15 to 20 years' time, I believe that e-commerce will represent no more than 15 to 20% of global sales.** But it is a key vector of this Big Bang we're seeing in retail.

E-commerce has profoundly altered customer uses and expectations and the way a brand should design its stores for its customers. Only those players who have understood the urgency of making this shift will survive.

From now on, brands must put the customer back at the centre of their sales strategies and devise **new customer journeys** that meet current expectations, uses and lifestyles.

The point of sale must become a real place of purchase: innovation, discovery, advice, customer experience and services are a must.

Moreover, **the pure players themselves have embarked on a transformational shift towards an omnichannel approach** and are investing in physical retail to develop their own networks: following the example of Amazon in the US or Alibaba's colossal investments – billions of dollars – in physical retail through investments in distribution chains in China.

It seems increasingly complicated for a retail trader to fully understand customer expectations and define the way forward?

A new era is beginning, one of reinventing retail around the links that traders will be able to create with and between their customers. It's a real return to the roots, enriched by all the possibilities opened up by new technologies.

The annual results of our Altavia Shoppermind Shopper Value Barometer® are extremely illuminating and provide a unique insight into new and diverse customer expectations. For example, today's ultra-connected customers are almost 70% in favour of the municipal market as "their preferred form of business". That speaks volumes! These paradoxical and versatile customers demand to be understood and considered differently by their retailers. And if they don't, they will be punished immediately.





4 questions to Raphaël Palti, Founder, Chairman and CEO of Altavia

In view of these trends, what are the main challenges for Altavia?

I love the current period because **this major retail Big Bang brings great opportunities for a business partner like us.**

More than ever, the market demands that we be able to **combine quality of creativity with excellence of execution to enhance sales communication.**

In this vast movement, Altavia's positioning is more relevant than ever. We have built a unique model, with a unique service offering covering the entire sales communication value chain for retailers, from consulting to execution and logistics deployment. Our 2,500 people, now spread over 4 continents, are mobilised around a common mission: **"on a daily basis helping our retail clients build fruitful relationships with their customers."**

As a result, we face a major challenge: accompanying the large-scale changes at work among our clients requires us to know how to transform ourselves in depth to best meet the new needs of our clients.

In the last 18 months alone:

- we have made more than 15 acquisitions throughout our territories, **bringing our international presence to 40 countries on 4 continents** and bringing the number of **digital experts to more than 20% of our global workforce.**
- we have accelerated our **R&D for a global and digital transformation of all our client tools** to provide **ever more efficient, agile, simple and responsible solutions.**
- we have invested heavily in **innovation for the benefit of our clients** thanks to the activism of our **Altavia Coach entity, which collaborates with start-ups in RetailTech** to dream up the retail of tomorrow and create synergies with the group's agencies. We have even decided to take a new step in this direction with the **creation of Altavia RetailTech (ART), the first platform specialising in the definition of unique and high-performance customer pathways.**

We are making rapid progress in our own transformation, because I know too well how difficult it is for an international group over 36 years old, such as us, to keep the **famous 15-minute lead that makes all the difference.** Our ambitious transformation plan aims to enable the entire **Altavia group to become stronger, move faster, go further and become more streamlined.**

Within the group, we have always relied heavily on collective intelligence, and we are keen to cultivate the values of exchange and sharing in parallel with the group's growth. As such, we also rely heavily on the group's youngest staff members to fuel and challenge the most experienced teams. In 2018, **the NextGen seminar**, which brought together staff members under 35 from all over the world, brought out many ideas and new projects for the group.

While I have always considered that **our first asset is our Human Capital**, I believe that one of our greatest challenges lies in our ability to **unite all generations to work together to achieve the same ambition.**



Faced with all these upheavals, what is your vision for tomorrow?

I believe that **the core fundamentals of retail will once again become essential.** In my opinion, the major challenge today is to invent **a retail trade that is truly connected to its customers.** Not only connected to technologies, tools or the web, but **linked to its customers.** To the point of making them members, ambassadors and friends.

Today, we need to **reinvent the unique relationship that unites customers and their retailers.** This is an exciting time and one in which, more than ever, **Altavia has a key role to play alongside its clients.**

> Where does Altavia come from?

36 YEARS SUPPORTING RETAIL



1983

GROUP FOUNDED

Raphaël Palti creates the advertising-marketing agency **PBE**; in 1988 will come CFA Print, a pioneer in the field of outsourced print management.

1995

FIRST ESTABLISHMENT OUTSIDE FRANCE

First establishment in Spain – first in Madrid then in Barcelona. Italy will follow in 1997.

1999

ALTAVIA EXPANDS IN EUROPE

The Altavia brand was created in 1999, with a double meaning: “the high road”, and the “alternate route”. Its logo is inspired by a sculpture by Emilio Gilioli entitled “Soleil sur la colline” (Sun on the Hillside). The first version was for the Resistance memorial on the Glières plateau in France.

The European presence accelerates: 5 years later, Altavia is present in Brussels, Athens, Istanbul, Warsaw, Prague, Düsseldorf and London.

2003

ACQUISITION OF THE VICTOR GROUP

Altavia is now present throughout France with offices in Paris, Nantes, Lille and Lyon.

2005

ESTABLISHED IN ASIA

Altavia China opens its first offices in Beijing and Shanghai, and later in Chengdu and Guangzhou.

2006

DEVELOPMENT OF MARKETING SERVICES

After logistics in 2002, Altavia accelerated the development of its service activities with the takeover of **Le Parti du Client**, **CPO** and **RVB** agencies.

2008

CREATION OF ALTAVIA SHOPPERMIND

The first **Cité du Commerce et de la Consommation** (Retail and Consumers Forum) event is organised, attended by 3,000 participants at ESC-EAP business school in Paris. The Observatoire du Consom’acteur® is the first research and forecasting laboratory on new consumer trends in France. It becomes **Altavia Shoppermind** in 2011.

2010

CERTIFICATIONS FSC® AND PEFC™

Altavia becomes the first communication group to be doubly **FSC®** and **PEFC™** certified for the entire European continent.

2015

ESTABLISHED IN NORTH AMERICA

Altavia’s adventure on the American continent begins with **Altavia Canada** in Montreal. Internationalisation continues at a steady pace with new BUs in Europe, as well as in Asia, the Maghreb and the Middle East.

2016

INNOVATION

Altavia launches an entity specially dedicated to innovation, **Altavia Coach**, which structures its actions along 3 axes: acceleration of early stage start-ups, partnership with a **RetailTech** start-up community and investment through its **Strategic Venture Fund**.

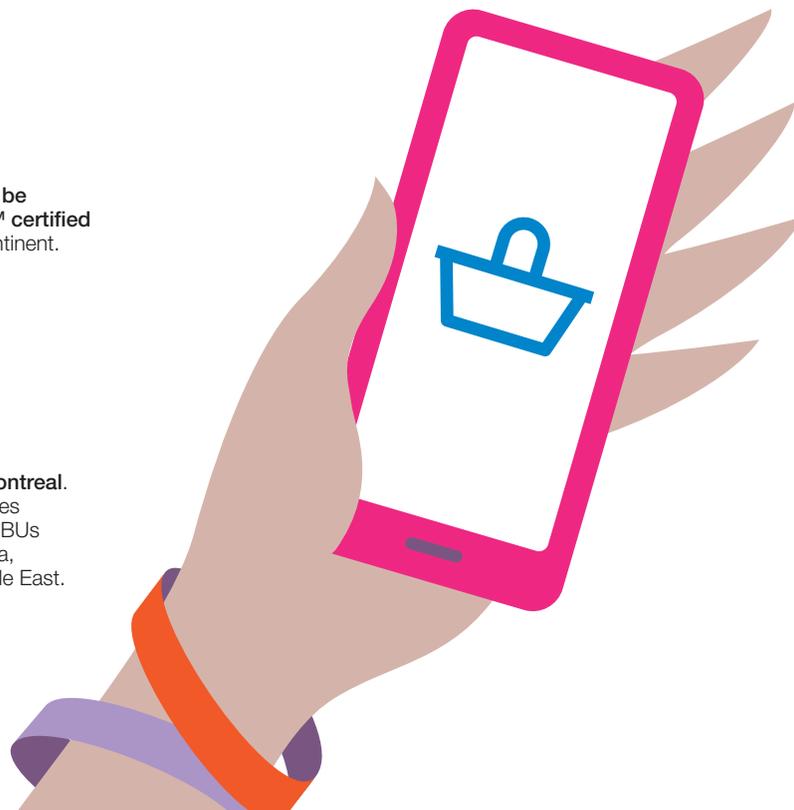
2017

DIGITAL, INNOVATION AND GROWTH DYNAMICS

Altavia accelerates the development of its **digital activities** through acquisitions: **Insitaction**, **Jetpulp**, **DISKO**, **Kamikaze** and the opening of the first **Wetail** in Lille – a unique venue dedicated to innovation in retail. International expansion continues in 2017 and 2018 with new business units in France, Croatia, Kazakhstan, and in Africa. Acquisitions of **Sumis** in the Netherlands and of **CloudRaker** in Canada.

2018...

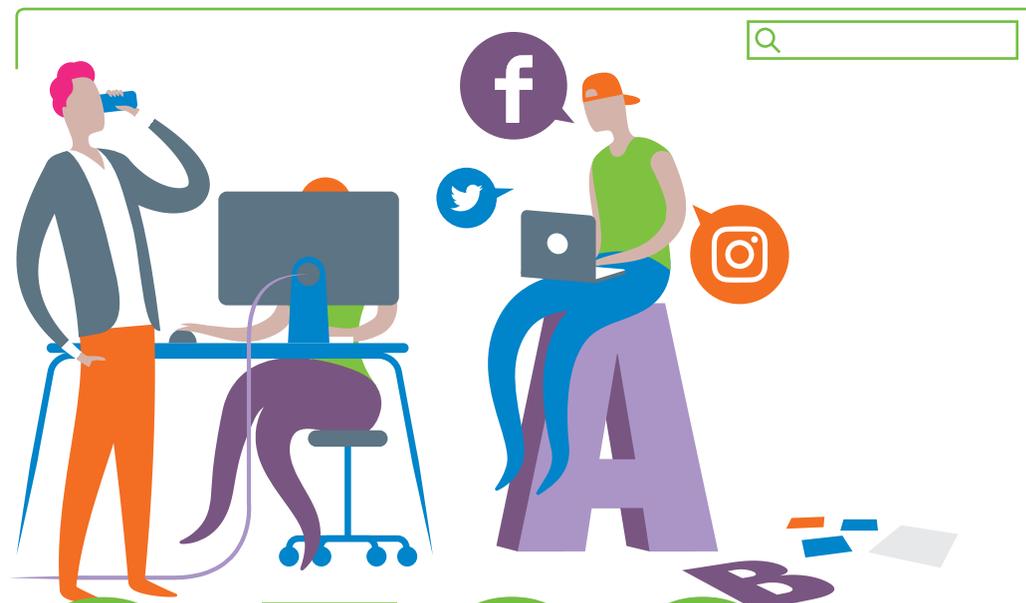
FOCUS ON 2018 HIGHLIGHTS (PAGE 4)



> What are Altavia's key figures?

ALTAVIA IN FIGURES

Altavia is the leading independent international group specialising in sales communication for the retail sector.



PEOPLE

CONSOLIDATED TURNOVER IN 2018*



GROSS INCOME IN 2018*



OPERATING RESULT IN 2018*



*In millions of euros

ART AND STYLE

Listening, sharing, ideas, a passion for retail and the intelligence of the field: it is a particular alchemy that unites our 2,500 people. It is Altavia's "art and style".



WHAT MAKES US DIFFERENT

We believe in collective work and in the ability of our staff to mobilise on a daily basis to support our retailer clients throughout the sales activation value chain – from the creative and bold idea that makes the difference to an effective and cost-conscious implementation. It's our DNA.

A UNIQUE HUMAN CAPITAL

There is only one wealth: that found in men and women. Just as commerce is a story about connection, Altavia's story is a human adventure, made up of bold actions, experiences, founding failures and shared successes.

Our greatest asset is there, in these more than 36 years of experience at the service of retailers and brands, in the skills and qualities of our people. It is this Human Capital that we grow from year to year and which drives us forward.

THE CUSTOMER'S SIDE

The retail experience is also one of humility. That of always respecting the end customers, listening to them and more: putting yourself in their place, understanding not only their needs but also their aspirations in order to offer them the best possible experience.

Taking the customer's side: this is one of the pillars of our professional culture, which we cultivate every day, through our reactive work and exclusive tools.

AN ORGANISATION THAT IS AS CLOSE AS POSSIBLE TO THE FIELD

The group is built as a federation of companies, led by entrepreneurial bosses, united by the same ambition, practices and common values.

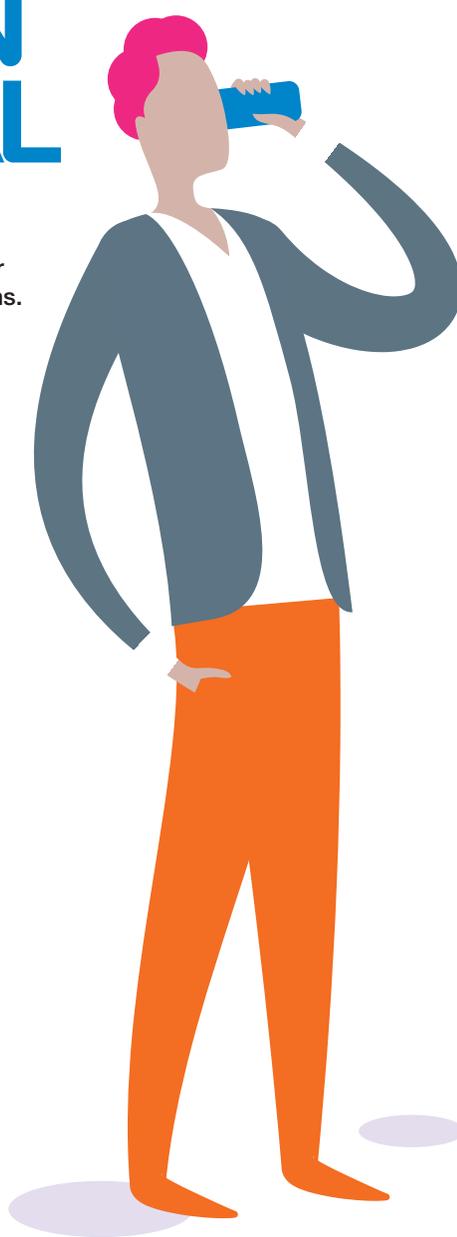
The business unit is our reference operational unit. Each of them is organised to best support our clients – from strategic thinking to attention to detail in project execution.

THE "15-MINUTE HEAD START"

Developing a breeding ground for innovation and creativity in all fields. It is the culture of the "15-minute head start", to be constantly at the forefront of initiatives, and to transform innovation into effective reality, in the right place and at the right time.



OUR PRIMARY WEALTH: HUMAN CAPITAL



Diversity is a strength that Altavia cultivates every day. It is what generates richer, happier and more productive collaborations.

THE RICHNESS OF DIVERSITY

Diversity of professions, cultures, languages, genders, ages: at Altavia, **we cultivate differences to create preference.**

We love to recruit unusual profiles; sometimes, we even jump at the chance to play against type. This is how truly innovative ideas and surprises emerge that create new opportunities – for our teams and our clients alike.

A PASSION FOR RETAIL

Beyond the diversity of profiles, what connects our people is **their passion for retail and customer service.**

This passion is cultivated regularly by sharing the latest news from the retail world (see **Altavia Watch**, p. 33), and through **internal training, national or transnational**, which has been very successful.

TRUST AS THE CORNERSTONE

Communication requires high standards, a strong sense of listening and a real breeding ground for creativity.

Our staff members are encouraged to express their talent. The doors are open to new ideas, initiatives and innovation.

The key is **the trust we have in each other.** This trust that we find in the relationship we have established with our clients.

GROWING HUMAN CAPITAL

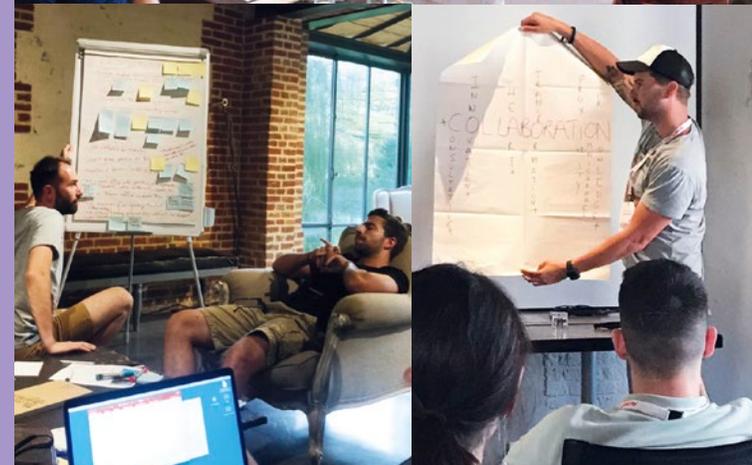
2018 would be the year of the deployment of a “**Human Capital Community**”, gathering all Human Capital advisors from all the group’s countries. Wherever we are present, the Human Capital Advisor is the management team’s strategic partner and creates great synergies with all the other advisors of the group. The objective: to stimulate staff members’ daily experience and to better serve our clients.

NEXT GEN: THE UNDER 35 INVOLVED IN THE TRANSFORMATION

Altavia places great importance on the new ideas of its youngest employees and integrates them into MOVE2023, the group’s strategic action plan.

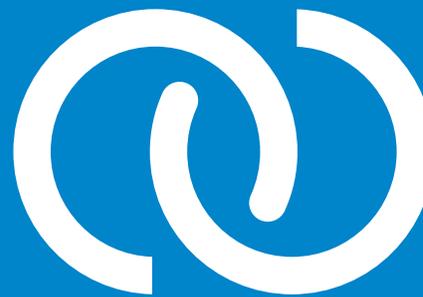
In July 2018, a Next Gen seminar brought together 63 people from all over the world for over 3 days.

In small groups, using the “world café” method, they shared their ideas and then presented the most successful ones to the Executive Committee – notably on CSR, Human Capital and the employer brand. New working groups have been set up to ensure the success of these projects, which will be monitored by the Comex Group in 2019.



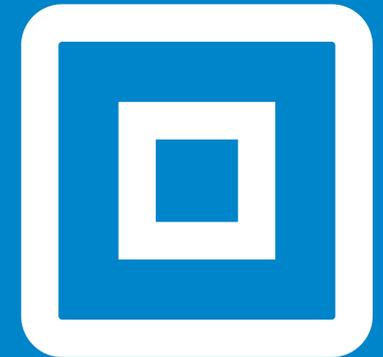
10 VALUES FOR A SHARED ETHICAL CODE

Our 2,500 staff members are enriched by their differences, but all come together around shared values that are cultivated every day in all the group's entities.



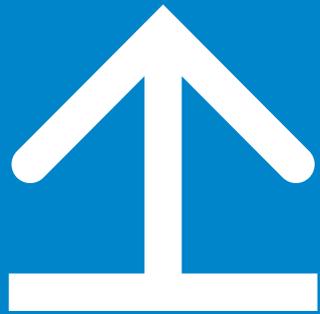
SHARING

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.



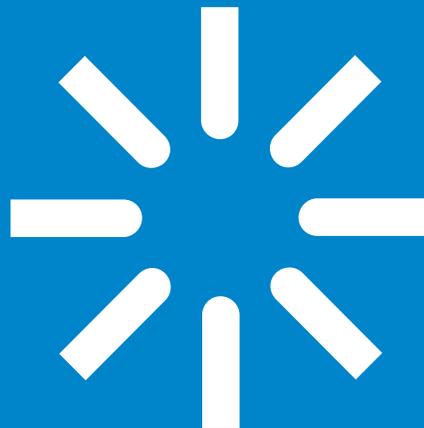
INTEGRITY

Base our behaviour on a strict sense of integrity.



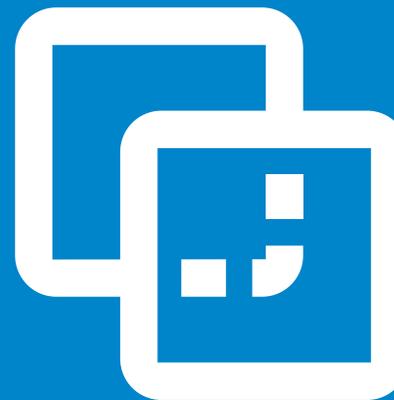
PROGRESS

Maintaining 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.



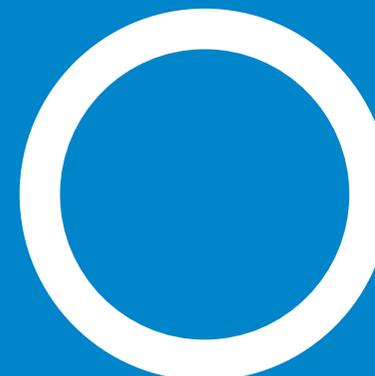
ENTHUSIASM

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.



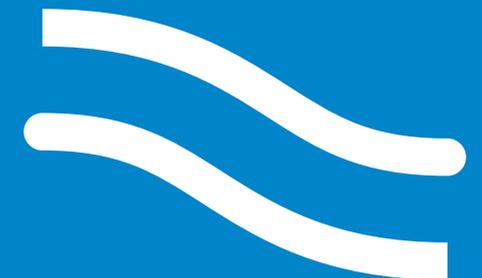
HUMANITY

Respect human values and put people at the heart of our work. Contribute to preserving Humanity's future by actively encouraging sustainable development.



SIMPLICITY

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



FLUIDITY

Use technologies to make processes flow more smoothly. Make working relationships more interactive. Create environments that encourage dialogue and communication.

> What do Altavians say about it?

WHAT MAKES ALTAVIA DIFFERENT



MAI LAN NGUYEN DUY
GENERAL MANAGER
@CLOUDRAKER
MONTREAL, CANADA

An attentive conductor, guided by a strong desire for collaboration, transparency and performance.

“What is unique to the Altavia group is its ability to maintain and encourage strong human-centred corporate values across a global network of business units with very different profiles – while allowing each unit sufficient freedom to retain its own identity and culture.”



LEYRE PASTOR
BUSINESS ANALYSTS
@ALTAVIA IBÉRICA
MADRID, SPAIN

Cheerful, passionate, hardworking, bold and enthusiastic. Able to convert improbably huge amounts of data into rich customer information and in-depth analysis to facilitate our clients' decision-making.

“The diversity among our teams is what makes us unique. The experience of the greatest talents combined with the freshness of the youngest ones is an explosive blend that positions us at the forefront of the retail communication market.”



LUCY DEACON
SALES & MARKETING MANAGER
@HRG,
NORTHAMPTON, UK

Organiser, research, case studies, social media. Gets the job done! Exercise enthusiast. Love for cats.

“I like collaborating with others from all over the world. There is always someone at hand to help at the touch of a button. Also, the Altavia group is passionate about environmental sustainability for human beings to live well, now and in the future. In my view this is a unique quality.”



GABRIELLE DES ROBERT
INTERNATIONAL BUSINESS DEVELOPMENT MANAGER
@ALTAVIA
SAINT-OUEN, FRANCE

Naturally curious and enthusiastic, a lover of maths, literature, human relations, good words and good food, I like a challenge, movement and going beyond my limits.

“The passion you bring every day. We are constantly changing and adapting. No two days are the same. The group is growing, and with each new BU, there's an opportunity to meet new colleagues and skills. The values are visible at all times, in a friendly atmosphere, based around exciting collaborative topics.”



JINHUAN ZHANG
STUDIO HEAD
@ALTAVIA CHINA
BEIJING, CHINA

Enthusiastic; Hard-worker; Positive; International perspective; Eye for detail; Results-oriented.

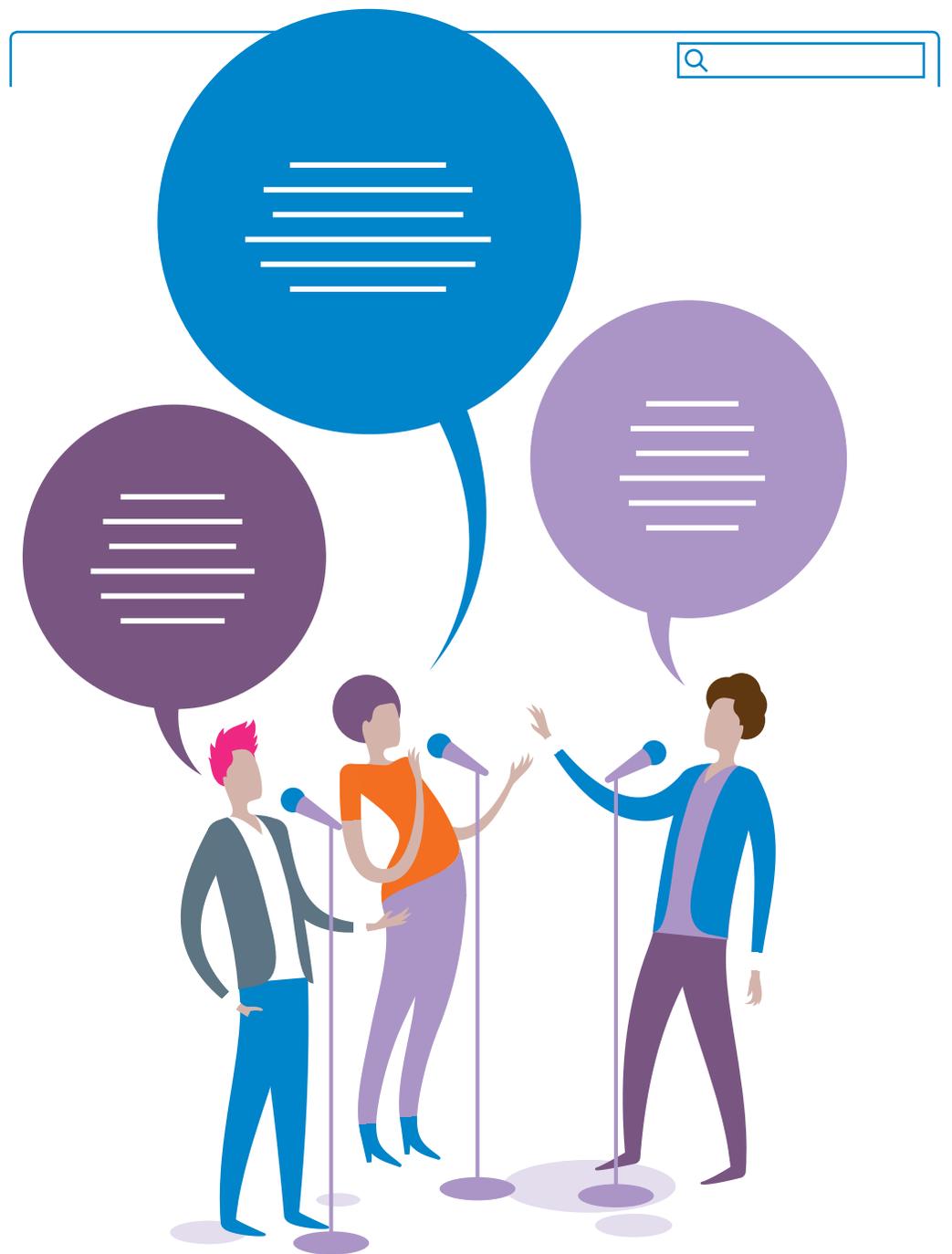
“Altavia is unique in terms of trust, sharing and learning. At Altavia China, we are committed to building and maintaining leadership in our industry and being recognised as such by our clients. The Altavia group offers us a platform to share our experience and to learn from the experiences of others. This international perspective allows us to see that technology has infinite potential but that it also means we have to cultivate our curiosity and ambitions to enrich the uses made of it and to serve our clients better.”



HAO ZHOU
HEAD OF GRAPHIC DESIGN
@CREATIVE CAPITAL
SHANGHAI, CHINA

Rational; Logic; Love design.

“I think that the international dimension and the culture of exchange and sharing make Creative Capital and Altavia unique. The integration of different cultural contexts, mixing France, Hong Kong, Taiwan and China, makes for a valuable working environment. A different culture brings different histories to brands and enriches the design.”



AN ORGANISATION THAT IS AS CLOSE AS POSSIBLE TO THE CLIENT

Altavia's organisation is the result of our culture, which is based on entrepreneurship, creativity, performance and pragmatism. Our international development allows us to support our clients all over the world. But each business unit remains autonomous, to remain as close as possible to its clients and end consumers. This is our "glocal" approach.

THE STRENGTH OF AN INTERNATIONAL GROUP

Maintaining cultural proximity with customers all over the world is the retail challenge for major retailers and international brands.

Since Altavia's international expansion began in 1995, our organisation has been responding to this challenge. Present in 40 countries, we support our clients on 4 continents, with agencies that cultivate proximity to the end customer.

The group's expansion also makes it possible to develop investments and initiatives at a global level, such as Altavia Watch or Altavia Coach, and to deploy branches all over the world to always be at the forefront of retail innovations

AN ORGANISATION AT THE SERVICE OF ITS BUSINESS UNITS

Altavia has developed on the model of a federation of companies whose centre of gravity is the business unit.

Each of these BUs cultivates autonomy without being fully independent. These are the true operating entities. At their core, entrepreneurship is strongly valued. It is part of our group's DNA.

The central organisation is dedicated to supporting the business units. The objective is not to "align" them with each other with a strategy decided from headquarters, but to circulate ideas and best practices, and to promote cooperation when they enable us to provide our clients with offers that are unparalleled on the market.



“Neither global nor local: our organisation is glocal, mirroring that of our international clients”

Raphaël Palti
Founder, Chairman
and CEO of Altavia

INCREASINGLY COLLABORATIVE WORK

Altavia has always been committed to collective intelligence. It is first and foremost a working culture, which encourages dialogue, listening and sharing of ideas so we can offer our clients the most creative and effective sales communication campaigns. Collective intelligence is also a tool. In the digital age, Altavia has been one of the pioneers in the use of collaborative tools to accelerate dialogue and sharing throughout the group.

THE COLLABORATIVE AT THE SERVICE OF PERFORMANCE

With the G Suite, our teams collaborate on a daily basis to access all mobile files, co-publish documents in real time, to dialogue via video-conferencing etc.

Some BUs go even further, such as Altavia ACT* in Belgium, which practices management by collective intelligence, or Altavia Iberica with its internal think tank Brain Mix, and its Idea Mix to share the best creative ideas in sprint mode.

INTERNAL PLATFORMS: MORE AND MORE SHARING

Altavia was one of the early adopters of Facebook's WorkPlace platform to roll out its in-house social network around the world.

On Altavia@Work, our 2,500 people can exchange information, best practices and tips, as well as fun moments and challenges between business units.

New in 2018: Altavia INSIDE, to broadcast all job offers, share the life of each BU and tell about the involvement of the different teams in local causes.

ALTAVIA SUN: COLLECTIVE INTELLIGENCE FROM DAY TO DAY

To go even further, in 2018 Altavia launched the Sun project: a network of ambassadors within the BUs to facilitate dialogues and stimulate collective intelligence throughout the group, between ourselves, with our clients and their customers.

A truly collective deep learning!

We aim at going even further towards a true C2B2C collaboration, involving customers from beginning to end.



LISTENING TO THE END CUSTOMER...

Understanding your customer: in retail, it is essential. But that's not enough. More than just listening, you need total empathy. You have to put yourself in the final customer's shoes, and take their side to identify weak signals, understand trends and anticipate behaviours to better meet their aspirations.

Always remain at the forefront of new consumer trends: **this is the purpose of Altavia Shoppermind, our research and forecasting laboratory that is 100% dedicated to commerce.**

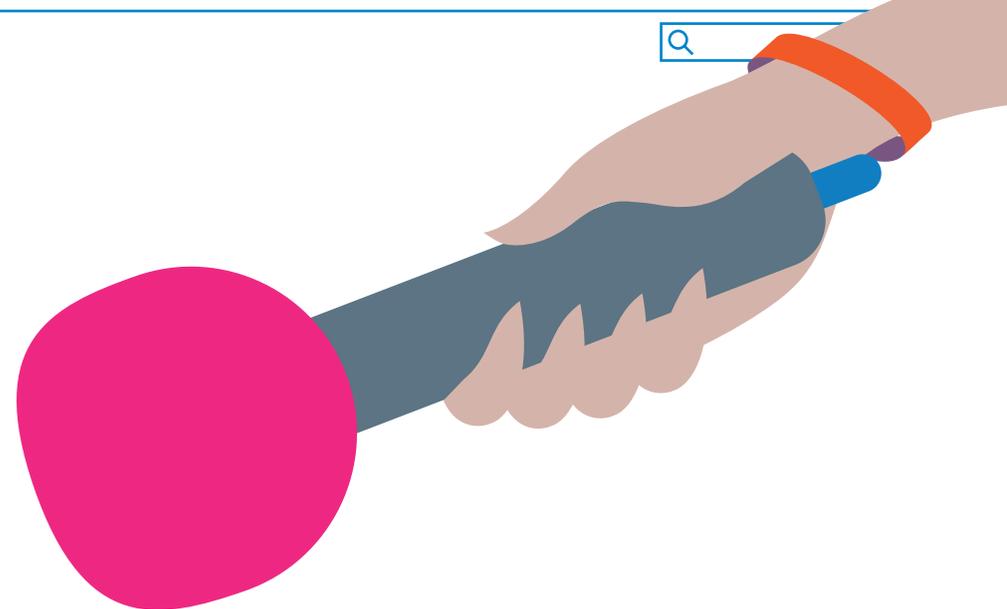
Every year since 2008, Altavia Shoppermind has conducted the **Shopper Value Barometer®**, the largest annual shopper survey in France of more than 5,000 customers of 180 brands, in partnership with OpinionWay.

Today, this Barometer is also rolled out in Italy and Belgium. It constantly feeds the strategic thinking of our agencies, and supports our clients in defining their forward-looking vision.

2018... THE REHABILITATION OF THE OLD-FASHIONED MARKET!

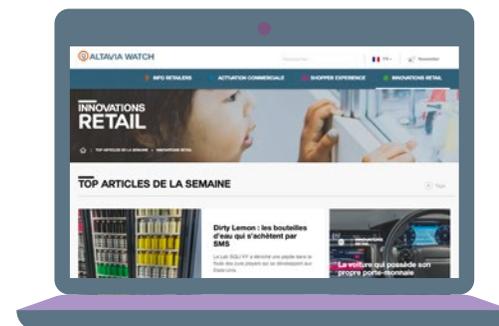
Life, proximity, encounters, natural products: the consumers of 2018 were delighted with the old-fashioned market! Regardless of the weather, the queue to the stands and the sometimes higher prices, customers still say they enjoy their visit (62%) to a retail venue that matches their values (68%). Satisfaction rates are much higher than other forms of food trade. That's something brands should be thinking about!

[Source: Shopper Value Barometer®, Altavia Shoppermind 2018]



... AND TO THE MARKET

To offer its clients ever more innovative and efficient advice, Altavia deploys its branches to capture best practices from around the world.



Led by the group's experts and the contributions of agencies in Europe, Asia, America and Africa, the site **Altavia Watch** provides a daily overview of international innovations in sales communication: retailers' news, new sales activation concepts, best customer experience practices and all retail innovations.

Altavia Watch is also a daily newsletter: the two top news articles of the day are sent by e-mail every morning.

13,000
PAGES VIEWED/MONTH

6,000
NEWSLETTER SUBSCRIBERS

4 LANGUAGES
FRENCH / ITALIAN / ENGLISH / CZECH



ALTAVIA IN THE MEDIA

Every week with Altavia you can find the latest news and innovations from the retail world on BFM Business, the 1st economic TV and radio channel in France. Meeting every morning with Anissa Sekkai in the morning show "Good Morning Business", and every weekend with Céline Bosquet and Raphaël Palti in the show "Focus Retail l'hebdo".

INNOVATIVE SOLUTIONS FOR OUR CLIENTS

By further increasing its R&D budget, Altavia has embarked on a global and digital transformation of all its tools to support its clients. From this profound mutation came disruptive print management models that reinvent user experiences in terms of agility, simplicity and efficiency.

A NEW GENERATION PURCHASING PLATFORM

The Altavia eprocure-to-pay workflow digital platform allows you to benefit from the advantages of process automation and purchasing standardisation, to integrate all your partners in a close and collaborative relationship while facilitating the configuration of your specific requests.

Among the many modules of the platform, 2018 brought the following tools to the fore:

- **Altavia's web to print interface** offers new, more ergonomic and intuitive user paths, with a design developed to create emotion;
- **Business intelligence:** tool that lets you capture, control, analyse and report the company data related to the print management activity.

MARKETPLACES TO MANAGE THE ENTIRE SUPPLY CHAIN

Our online shops have been transformed into marketplaces to optimise marketing products, preserve the consistency of central communication and guarantee the highest level of personalisation and autonomy promised to your network. The Marketplace therefore allows retail users to manage the entire supply chain of commodities, accessories and non-market commodities.

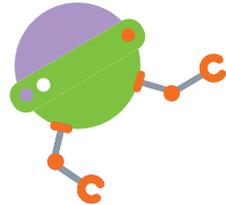
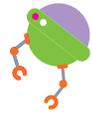
PREMEDIA ENRICHED BY DATA

Our premedia solution controls marketing data and digitizes asset creation and validation processes. Altavia offers a true marketing execution platform, used to manage, create and produce digital assets, approve creations, export on all channels, manage marketing projects and indicators. Altavia improves marketing content for a better customer experience.



“All Altavia’s solutions are designed to help our clients succeed in their own digital transformation, and to create new opportunities for them to optimise their performance and costs.”

Raphaël Palti
Founder, Chairman and CEO of Altavia



ALTAVIA COACH: CLOSEST TO INNOVATIONS IN RETAIL

Altavia Coach supports innovative start-ups, and collaborates with them to imagine the retail of tomorrow and create synergies with the group's agencies.

Altavia Coach's activities are structured around three major axes:

- a start-up community,
- an acceleration programme to support start-up partners within our agencies, and develop with them differentiating digital solutions for retail in general, and our clients in particular,
- an investment fund to support the start-ups we consider most strategic for the future.

A START-UP COMMUNITY AT THE FOREFRONT OF RETAIL

In the proliferation of retail tech start-ups, we have selected 40 companies that are particularly interesting for Altavia's clients, offering new solutions to unify customer journeys (by breaking silos on/off), enrich and personalise customer experiences, and improve the ROI of retailers' investments.

Altavia Coach teams lead this innovation ecosystem, and organise collaborations between community start-ups, Altavia's BUs and their clients.

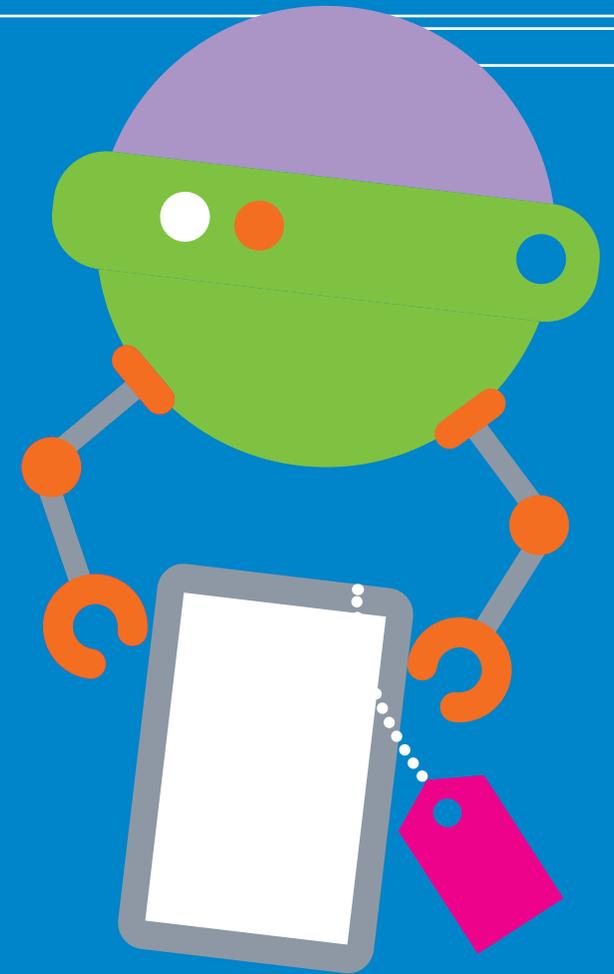


ACCELERATOR: A BOOST FOR THE GO-TO-MARKET

Altavia, in partnership with Euratechnologies, launched the "retail acceleration program" to support the sales growth of digital start-ups, facilitate their international deployment and prepare them for the crucial fundraising stage.

The support provided by Altavia Coach's teams is based on 4 axes: communication and marketing (creation and strategic mentoring), product market fit (comparison of the solution with the real needs of the market), go-to-market (proof of concept with customers, sales support) and international development.

After the success of Batch 1 (2017/2018), the second edition of the program was opened to early stage start-ups working on the transformation of retail.



Three promising fledglings were selected: Weblib (smart wifi), Untienots (gamification of the customer journey) and Mangoo ID (dematerialisation of the sales receipt). Their support is provided over 9 months, and already suggests interesting contacts with Altavia's clients.

STRATEGIC VENTURES: ALTAVIA'S INVESTMENT FUND

Strategic Ventures is Altavia's corporate fund.

We are taking equity investments in the capital of start-ups in order to create synergies and together build the retail of tomorrow.

These equity investments may be minority or majority, depending on the maturity stage of the start-up and the strategic dimension it has for Altavia.

In 2018, Strategic Ventures had 10 companies in its portfolio.

... Learn about them in the following pages.



> How is Altavia shaping the future of retail?

THEY ARE PART OF ALTAVIA COACH STRATEGIC VENTURES



Altavia Shoppermind, the research and forecasting laboratory on new consumer trends, develops a vision of tomorrow's retail based on consumer knowledge, retail innovations and analysis of the relational performance of retail brands. Altavia Shoppermind has notably created "Shopper Value Barometer®", which each year measures the quality of the relationship between more than 180 French brands and their own customers based on 10 fundamental expectations.

Altavia Shoppermind also supports its clients – from the general management to the operational departments – in their vision and innovation strategy.

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

Nathan Stern
Head of Studies
n.stern@shoppermind.com
www.altavia-shoppermind.com



Founded in 2014 by Jonathan Livescault and Pierre Gourlaouen, Braineet developed a platform for sharing ideas between Internet users and brands ("Braineet for Customers") or between companies and their employees ("Braineet for Employees"). Its first fundraising campaign enabled it to begin commercialisation. The start-up now has around a hundred key account clients such as Carrefour, Allianz, LVMH and Engie.

Thanks to Braineet, Altavia's clients now have the opportunity to co-create with their own customers and employees.

Jonathan Livescault
General Manager / Co-founder
jonathan.livescault@braineet.com
www.braineet.com



Capital Innovation creates innovative products based on consumer observation. Its engineers are involved wherever innovation in use can make a difference. They offer companies an outsourcing service from the R&D department. Their innovation-related services include, for example, incremental innovation on an existing product, investigation in a field to create a breakthrough or the possibility for their customers to make an intuition a reality.

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

LES INGÉNIEURS SOCIAUX

Les Ingénieurs Sociaux develop their activity around unique projects such as the "Saint-Glinglin" operation – an annual retail event presented as "the Festival of all possibilities"... and of living retail. Every 20 March, the Saint-Glinglin aims to bring together shopkeepers, customers and institutions around a popular "by all and for all" festival to revitalise the social ties through a meaningful retail trade, that is responsible and adapted to new consumer values.

Caroline Berdugo
c.berdugo@altavia-group.com
www.saintglinglin.com



Founded in 2005, Simone is a Parisian strategy and brand image consulting agency. It brings together the often compartmentalised expertise of brand strategy, marketing development, artistic direction and branding in order to achieve a global vision of the brand and a consistency of all its communications over time.

Simone is split into three entities: Brand Strategy, Branding & Communication and Artistic Collaborations.

Kevin Meade
kmeade@agencesimone.com

Mad&Women

Mad&Women, the first feminist advertising agency founded by Christelle Delarue in 2012, includes among its clients the Caisse d'Epargne, 24 Sèvres, Visa, Coty International, Cyrillus, the Ramsay Group, etc. Its offer is based on three key areas: advice for 360° non-sexist advertising (offering a 25% ROI performance), support for advertisers in their in-house policies (employer brand), and media sponsorship of campaigns in support of women's rights.

With this acquisition, the Altavia group is involved in the major societal challenges it holds dear, since CSR has always been one of the group's six pillars.

Christelle Delarue
General Manager
christelldelarue@madandwomen.com
madandwomen.com



Since 2015, Stimshop has been perfecting its tools for indoor mobile interactions. Thanks to its Ucheck.in platform, available in SaaS mode, the start-up provides large retailers and event organisers with an interaction with 100% of consumers' smartphones.

Stimshop works primarily with retailers on customer relations and digital paths. The device is also used in events and culture. Industrial sector applications are also being deployed for building security and maintenance, as well as identification applications using presence detection.

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



Founded by Fabrice Berger Duquene (Webedia) and Sonia Zarowsky, Teeps offers an online referral service for individuals, with the aim of bringing the human touch back into e-commerce. Launched to the general public in 2016, the mobile version allows users to be put in touch with passionate experts for tailor-made advice and personalised support in their purchases.

With Teeps, Altavia offers its clients a turnkey advocacy solution, where the recruitment of ambassadors, the management of media campaigns on social networks and the training of ambassadors are managed entirely by Teeps.

Sonia Zarowsky
Co-founder
sonia@teeps.co
Fabrice Berger Duquene
Co-founder
fbd@teeps.co
www.teeps.co



Founded in 2014 by Nicolas Vouland and Richard Maupas, Ubiq® is a Social-to-Store platform enabling brands and networked retailers to control and operate the social networks of each point of sale in line with the brand's marketing strategy and to generate in-store traffic. With 2,500 equipped points of sale, the platform already manages more than 2 million fans. The solution Ubiq offers allows retailers to facilitate, organise and intensify the production of local content, as well as to publish posts and covers on social networks in a targeted way (the start-up is a Facebook marketing partner).

Nicolas Vouland
President
n.vouland@getubiq.com
getubiq.com



Wetail was born out of the Altavia Group's conviction that dedicating places to innovation was necessary to stimulate the creation and emulation needed to shape the retail of tomorrow. Wetail offers its members the opportunity to evolve within an ecosystem which promotes the discovery of new solutions, business opportunities and synergies.

Extending the group's actions in favour of entrepreneurship and innovation, Wetail is a unique place combining experimentation, events, coworking spaces, acceleration programmes, workshops and a network of experts. Much more than just a coworking space, Wetail is the first community dedicated to the retail world.

Sarah Gaisset
s.gaisset@altavia-coach.com
www.wetail.com

THE
CUS-
TOMER
JOUR-
NEYS
OF
TOMOR-
ROW

ALTAVIA RETAILTECH

In 2018, Altavia and the start-up Ubiq® created Altavia RetailTech, the first digital platform aggregating a selection of RetailTech start-ups and specialised in defining unique customer journeys with high added value for retailers.

Altavia RetailTech is both two innovative platforms in SaaS mode, ART Platform and Ubiq Social, and a consulting service specialising in digital retail.

Both with the same objective: to use the latest innovations to help brands and retail brands build fruitful relationships with their customers over time.

ART PLATFORM: CENTRALISED MANAGEMENT OF CUSTOMER JOURNEYS

From a single interface, the SaaS Altavia RetailTech ("ART") Platform solution allows us to build and optimise our clients' RetailTech ecosystem in order to design multi-channel journeys and measure their performance.

UBIQ SOCIAL: MANAGEMENT OF ALL SOCIAL NETWORKS

First social-to-store SaaS solution, accredited Facebook Marketing Partner, Ubiq Social allows distribution networks to fully manage social networks and engage communities in each of their catchment areas.

Ubiq Social now manages the communication on social networks and web visibility of 2,500 points of sale.

PROVIDING CONSULTING AND SERVICES

Consultants in digital strategy or retail innovation, traffic or social network specialists: based on the best existing RetailTech innovations, Altavia RetailTech experts have developed a range of services to design and orchestrate new and high-performance omni-channel customer journeys to meet retailers' major objectives:

- Generate in-store traffic
- Enhance the in-store customer experience and increase sales
- Strengthen relationships and build customer loyalty

FOR AN EVER MORE RESPONSIBLE COMMUNICATION

5 CONCRETE COMMITMENTS FOR RESPONSIBLE COMMUNICATION:

In the face of the environmental and social challenges facing our world, Altavia assumes its corporate responsibility. Promoting an ever more responsible communication means helping our clients to forge fruitful relationships with their customers – relationships based on a quest for meaning and shared values.

We have made this responsibility into an ambitious CSR strategy, reflected in all the group's offers and practices around two structuring axes Caring for the people and Caring for the planet. A social and environmental responsibility.



ecopublishing®

ECOPUBLISHING®

Responsible paper sourcing, control of CO2 emissions, responsible printing, recyclable media, less impacting transport...

We support our clients in reducing the environmental impact of their communication media.

In 2010, Altavia became the first communication group to be doubly FSC® and PEFC™ certified. In partnership with Citeo, we have also worked to integrate the Paper Metrics® tool into our quotation software and to offer an assessment of the environmental impact of printed media in order to help our clients in their choices.



La marque de la gestion forestière responsable



pefc-france.org



POSITIVE SOURCING

Altavia participates in the inclusion of people who are out of touch, in particular by entrusting some of our productions to **companies in the adapted sector**.

From the purchasing department to the production teams, many people are involved in the implementation of this beneficial approach for all.

UPCYCLING

We offer a **second life** to communication media to contribute to a **more circular economy**, and we entrust this to adapted companies. A process to which we are converting more and more clients every year!

FAIR MARKETING

We are committed to **combating stereotypes and sexism in all advertising messages**.

The integration in 2018 of the Mad&Women agency allows us to go even further in this direction.

RESPONSIBLE DIGITAL

At a time when the group is developing in the digital world, and aware of the environmental impact that such a transformation may represent, we are committed to training all of our teams to practices that will reduce our energy consumption and those of our client's productions.

GLOBAL COMPACT: ALTAVIA AT ADVANCED LEVEL

A member of the United Nations Global Compact since 2008, Altavia is strengthening its commitments to support Human Rights, environmental protection and the fight against corruption.

In 2018, the group reached the "Advanced" level for the first time – the highest level of distinction awarded by the Global Compact.

The group's commitments and actions are detailed in a reference document: the Communication on Progress, which is accessible to the public on our website and the Global Compact: www.unglobalcompact.org

ECOVADIS - THE BUS ARE COMMITTED

The Ecovadis evaluation programme (collaborative platform for evaluating the environmental and social performance of their suppliers) helps to assess their actions on Environment, Social & Human Rights, Ethic and Responsible Purchases. 9 agencies of the group have already submitted to the evaluation, with an average score that places them in the top quarter of rated companies. A movement that makes every BU part of a process of permanent progress.

THE SOCIAL COMMITMENT OF AN ENTIRE GROUP

Retail is a social bond. At Altavia, we naturally see the company as a committed player within its local fabric.

Strongly rooted in their territory, our BUs invest in the city: they open their doors, defend the environment and support numerous community initiatives, focusing on donating their skills and providing talent for a very human and concrete commitment. Here are some of the initiatives that marked 2018...



ASHOKA: NEW GRAPHIC IDENTITY FOR SOCIAL ENTREPRENEURSHIP

In 2018, for the third year, Altavia designed and printed the annual brochure for the Ashoka community of social innovators. Our artistic director took the opportunity to renew the association's graphic identity, which enabled it to modernise all its communication media. The digital agency Insitaction also provided assistance for more targeted web referencing.



AGENCE DU DON EN NATURE (DONATIONS IN KIND AGENCY): 360° SUPPORT...

The Agence du Don en Nature (Donation in Kind Agency: ADN in French) collects and redistributes new non-food products to the most neediest people. Altavia provided ADN with 360° support to maximise the association's visibility during the Donation in Kind Week in March: activity report (print & digital), leaflets and a motion design video for their web campaign.

Staff members from the Paris and Lyon regions also took part in the Hero Race (Course des Héros) in June 2018. About fifty Altavians walked or ran to support ADN.



ENTREPRENDRE 93: ALTAVIA'S SOCIAL FOOTPRINT IN SEINE-SAINT-DENIS FRENCH DEPARTMENT

Altavia has been supporting the Réseau Entreprendre network for more than 15 years. In 2018, Altavia supported the Réseau Entreprendre 93 in producing the book et invitations for its 15^e anniversary, as well as the design of a new electronic signature.

Meetings were also organised at Altavia's premises with socially troubled adolescents cared for by Rencontre 93: a discovery of the business world, and a moment to share.



HOPE CENTRE: HOMELESS SHELTER IN GREAT BRITAIN

HRG has been supporting the Northampton homeless shelter for several years. Agency staff members are involved in coordinating fundraising activities and participate in clothing drives and various events, in contact with the operational team and the centre's beneficiaries.



TOGETHER WITHOUT WALLS: THE DEFENCE OF REFUGEE WOMEN IN ITALY

Altavia Italia supports associations in their fight against violence against women. In this context, the agency opened its doors to refugee women in June 2018. The opportunity for these women to share their experience over an informal dinner, to share recipes and stories from all over the world – and to recall the importance of this fight, in Europe and elsewhere.



PRO-MISE

Because retail is a total commitment and requires perfection in detail, we support our clients from consulting to the introduction of tools in the field. As thinkers and makers, we attach equal importance to strategic vision and operational excellence, for truly effective sales communication that creates performance and lasting relationships.

This promise is unique: we are The Retail Alchemists.



CREATING THE ALCHEMY OF RETAIL

The performance we promise our clients is the result of a particular know-how, a mystery, an alchemy that builds a bond, a desire, an attraction. This alchemy is specific to each customer, to each retailer and each brand.

TURN GLOBAL INTO GLOCAL

Our organisation has mirrored that of our clients: our size allows us to **control the balance between economies of scale and hyper-proximity**. This is how we can support international retailers and brands in their sales activation all over the world, **everywhere seeking the experience that is best suited to consumers' aspirations**.

TURN STORES INTO STORIES

Every shop is first and foremost a living space: a welcome, a meeting, a surprise...
At Altavia, **we transform points of sale into points of purchase to create the conditions for the richest possible customer experience**. An experience to live, to share... and to renew.

TURN DATA INTO RELATION

Knowing your customer is essential. But is that enough?
In the age of big data, retailers and brands have never had so much information about their customers and prospects. But what is the point of multiplying data if it doesn't translate into concrete actions? In the end, it's not what you know, but what you do with it that matters.

Transforming figures into real interactions is the challenge we help you meet.

TURN CLIENTS INTO FANS

In the digital world even more than yesterday, the consumer-actor is also a prescriber; it is he – or she – who becomes the best ambassador of your brand... Provided that you know how to maintain the relationship, and cultivate it in real life as well as on social networks!
With our digital experts and start-up partners, **we transform clients into advocates for your brands...**
... And we also support you on the opposite path, **so that the "fans" who follow you on social networks also become authentic regular customers of your shops**, real or virtual.



TURN
GLOBAL
INTO
GLOCAL



TURN
STORES
INTO
STORIES



TURN
DATA
INTO
RELATION



TURN
CLIENTS
INTO
FANS



> What is Altavia's promise?

CREATIVITY AND EFFICIENCY

To achieve the alchemy of retail, Altavia's business units combine qualities that are often irreconcilable elsewhere: creativity and pragmatism, experience and innovation, creative capabilities and industrial process, production know-how and mastery of customer relations skills... All this to support retailers' sales communication. We offer our clients the opportunity to manage their entire sales communication, thanks to the control of the entire value chain, from consulting to creation and production.



OPTIMISE

your expenses and your sales activation processes



ROI



CREATE

added value at the points of contact and purchase with your end customers



CREATIVITY



BENEFIT

from improved consistency and time-to-market



EFFICIENCY

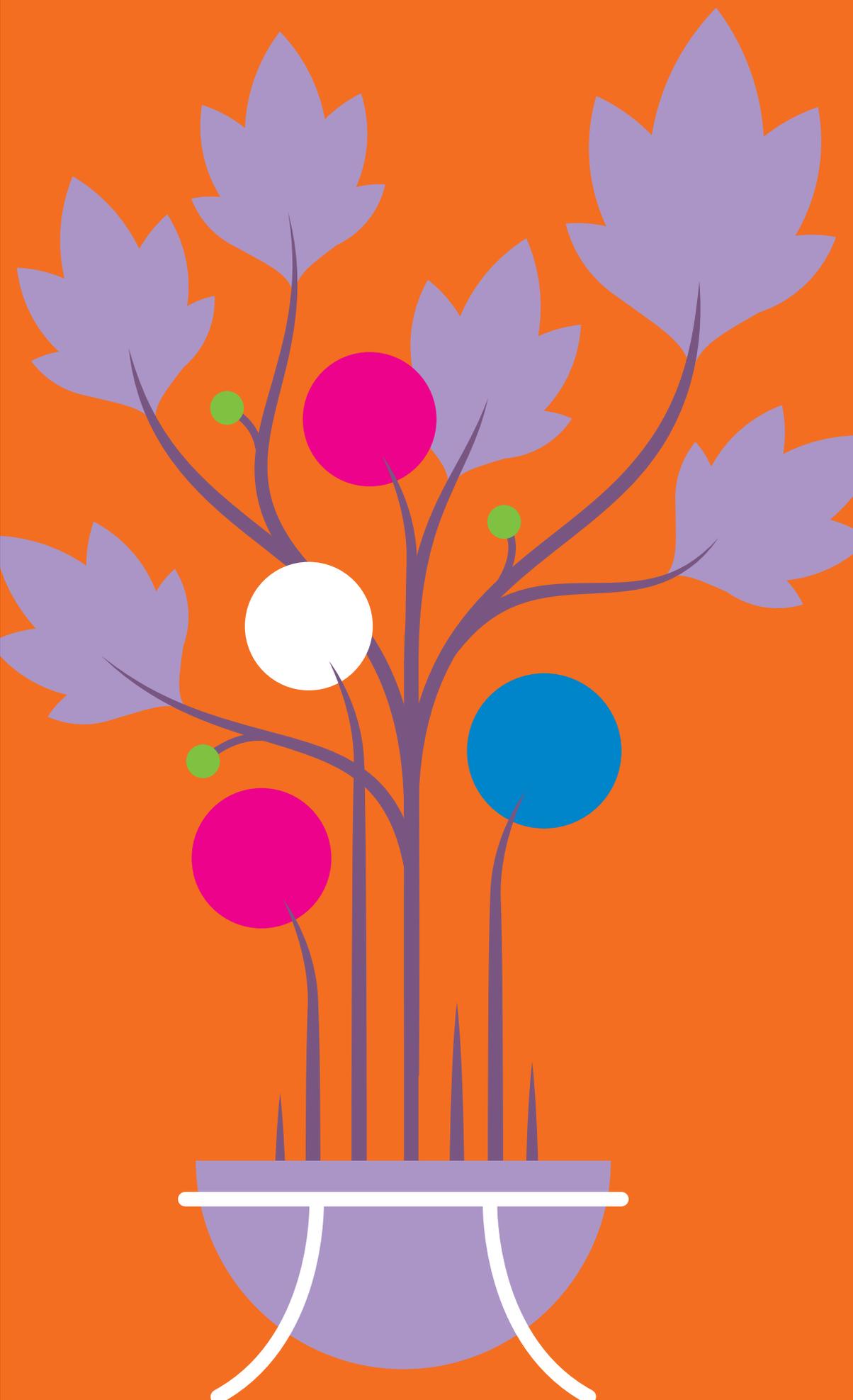


A UNIQUE PORTFOLIO OF SERVICES

Throughout the year, we offer our clients sales communication solutions that aim to create value and enrich the ties between “consom’acteurs®” (proactive consumers) and brand names in order to make them fluid, satisfying and profitable.

Because the end customer does not care about the organisation of the companies, and so that the relationship must never suffer from possible silos, we have developed a 360° offer, resolutely omni-channel, from the design to the execution of campaigns and their media.

Come and discover with us the full scope of Altavia’s offer.



THANK YOU!

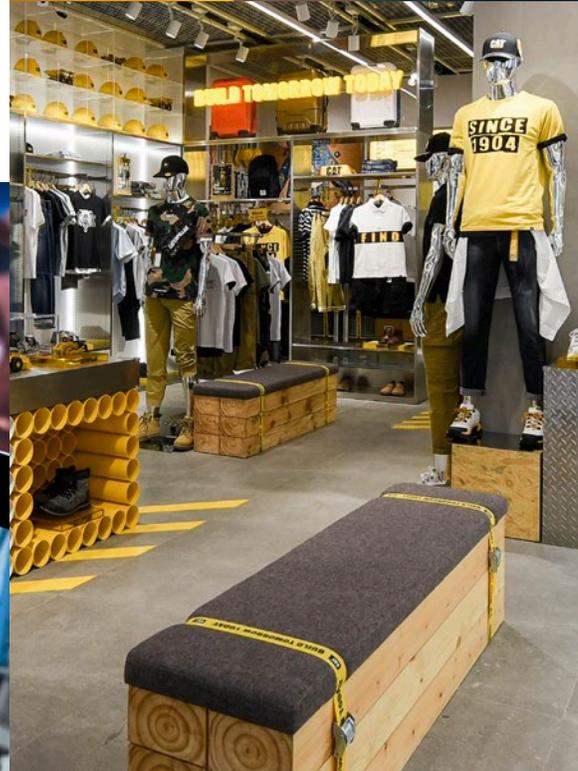
TO ALL OF OUR CLIENTS FOR TRUSTING US AND INSISTING ON EXCELLENCE EVERY DAY...

ABNAMRO – ACCOR – AGROPUR – AIR FRANCE – ALBERTHEIJN
ALCON SA – ALINÉA – ANWB – AON – APSYS – ATASUN – AUCHAN
AVON – BIC – BIOCOOP – BIODERMA – BIOGEN – BMW
BNP PARIBAS – BOSCH – BP – BRICO DÉPÔT – BRIDGESTONE
C DISCOUNT – CAISSE D'EPARGNE – CARGILL – CARLSBERG
CARMILA – CARREFOUR – CASTORAMA – CERCLES DE LA FORME
CFAO – CHOPARD – CITROËN – CLUB MED – COTY
CRÉDIT AGRICOLE – CRIDON – CYRILLUS – DANONE – DARTY
DEBORAH – DECATHLON – DESIGUAL – DESJARDINS – DESSANGE
DIA – DRISCOLL'S – DROGAS – E.LECLERC – ELECTROPLANET
ENGIE – ÉRIC KAYSER – ESSILOR – FEU VERT – FLUNCH
FNAC – FORTIS – GAMM VERT – GO SPORT – GOODWINE
GRAND FRAIS – GSK – H WESTONS – HABITAT – HARIBO – HEMA
HENKEL – HENNESSY – INTERMARCHÉ – IPRAZAZ
JOHNSON & JOHNSON – KAUFLAND – KELLY DELI – KEOLIS
KERING – KEURIG – KIENAST GRUPPE – KIJJI – KOHLER
KOMPANIA PIWOWARSKA – KORIAN – KRAFT HEINZ – KRUG – L'ORÉAL
LA POSTE – LA VIE CLAIRE – LABORATOIRES YVES PONROY
LACTALIS – LC WAIKIKI – LEADER PRICE – LEGO – LEROY MERLIN
LESAFFRE – LOUIS PION – LUXOTTICA – LVMH – MAIER
MAISONS DU MONDE – MAKRO – MANUTAN – MARIONNAUD
MARSTONS – MATTEL – MAXIZOO – MC CORMICK – MC DONALD'S
MERCK – METRO – MICHELIN – MICROSOFT – MINELLI – MINI
MOLSONCOORS – MONDELEZ – MSC CROCIERE – MSD
NESPRESSO – NISBETS – NOCIBÉ – NOVARTIS – ODÉON CINÉMA
OFFICE DEPOT – OKAIDI – ONEY – ORANGE – PERNOD – PEUGEOT
PHILIPS – PHONE HOUSE – PIAGGIO – PICARD – PIERRE FABRE
POINT.P – PRAKTIKER – PROMOCASH – PROMOD – PROXIMUS
RAJA – RÉMY COINTREAU – RENAULT – RICHEMONT – SAINT MACLOU
SANOFI – SCHNEIDER ELECTRIC – SCREWFIX – SEB GROUP
SEPHORA – SHELL – SOCIÉTÉ GÉNÉRALE – SODEXO
STANLEY BLACK&DECKER – STARBUCKS – STOKKE – SUBWAY
SUEZ – SUPER-PHARM – SYSCO FRANCE – SYSTÈME U
THE WALT DISNEY COMPANY – TOM&CO – TOTAL – TRANSGOURMET
VAN CLEEF – VARUS – VISA – WALMARK – WATSONS – WHIRLPOOL
WILLIAM GRANT – X5 RETAIL – YVES ROCHER – ZKUNGFU...

OUR PROMISES KEPT IN 2018

A YEAR AT THE HEART OF RETAIL

A special booklet to remember the most striking campaigns of this year 2018 – creative, effective, recognised, sometimes award-winning... Behind each of these images, there is a whole adventure, with the teams of our BUs, those of our clients, and all our partners.



NET- WORK

Our network, which extends across more than 40 countries worldwide, forms a solid mesh within which synergies between our teams operate daily. This global presence gives us a unique capability to support national and international network brands in a way that is closer to their requirements and their sales territories.



> What is Altavia's presence in the world?



ALTAVIA IN FRANCE



As the Altavia Group's long-standing and structuring market, France is continuing to develop its offers to serve the sales communication of its retail clients.

The full integration in 2018 of pure digital players – Insitaction, JetPulp & DISKO – marks the acceleration

of the digital transformation of our businesses and our offers.

The creation of Altavia Nativ, an entity dedicated to Retail Strategy, stems from the vital ambition to support and guide our clients in an increasingly complex and constantly changing environment. Finally, the acquisition of Fil Rouge, a structure dedicated to Field Marketing, strengthens our value proposition for physical points of sale by providing a new and significant campaign deployment force throughout the country.

Éric Borreil
Chief Executive Officer
Altavia France

ALTAVIA IN STORE

As a specialist in communication at the point of purchase, Altavia In Store embodies the group's conviction that the store is a strategic place of communication for the future and that it must design its new complementarities with the digital purchasing process.

- 20 CLIENTS
- THEATRICALISATION & SHOWCASE SCENOGRAPHY
- MERCHANDISING
- 3D DESIGN
- PHYSICAL & DIGITAL COMPLEMENTARITY
- AWARDS: POPAI silver for Bosch



Nicolas Lorne
General Manager
n.lorne@altavia-paris.com
SAINT-OUEN – 10, rue Blanqui,
93400 Saint-Ouen
+33 (0)1 49 48 00 00





ALTAVIA NATIV

Created out of the ambition to support our Retailer clients in defining and implementing their strategic transformation plans, Altavia Nativ is the group's first 100% consulting entity. Altavia Nativ operates in three main areas of collaboration
Upstream: vision, concept and 3/5-year roadmaps

Impact plans: Offer, Network(s), Digital, Human Capital, Process & Tools

Going: Merchant Creativity and Client Link

- **We like to think fast. And pragmatically**
- **We base our strategies on our Clients' own genius**
- **We defend the strength of ideas and the truth of actions**
- **We have only one religion... That of our Clients' Customers**



Cyril Leepinlauský
General Manager
c.leepinlauský@altavia-nativ.com

PARIS – 6, rue Royale, 75008 Paris
+33 (0)1 44 58 58 58




ALTAVIA COSMIC

In the heart of Paris, the Altavia group's 360° agency is once again strengthening its expertise in brand strategy consulting and sales communication. Renowned for its creativity and expertise in new technologies, the agency relies on the other pure digital player agencies of the Altavia group for major platform development projects.

- **25 CLIENTS**
- **360° AGENCY**
- **BRAND IDENTITY & PLATFORM**
- **DIGITAL STRATEGY**
- **SALES COMMUNICATION**
- **VIDEO PRODUCTION**



Sydney Palti
Chairman
sydney.palti@agencecosmic.com

Valérie Piotte
General Manager
valerie.piotte@agencecosmic.com



PARIS – 6, rue Royale, 75008 Paris
+33 (0)1 44 58 58 58
agencecosmic.com



The result of several years of transformation, Altavia Paris is now the specialist in the omni-channel deployment of retailers' sales communication on its market.

- 70 CLIENTS
- OMNI-CHANNEL PRODUCTION PLATFORM
- PRINT MANAGEMENT AND PREMEDIA
- CREATIVE AND DIGITAL DEPLOYMENT
- COLLABORATIVE SOLUTIONS AND DIGITAL ASSET MANAGEMENT



Maxime Cauchet
General Manager
m.cauchet@altavia-paris.com

SAINT-OUEN – 10, rue Blanqui,
93400 Saint-Ouen
+33 (0)1 49 48 00 00
altavia-paris.com





 **ALTAVIA
PALLAS**

The group's retail design specialist supports retailer clients and brands to accelerate the transformation of their points of sale into attractive and efficient points of purchase. Each year, the agency transforms nearly 120,000 m² of retail space and operates abroad in synergy with other agencies of the group.

- **7 CLIENTS**
- **RETAIL DESIGN**
- **POINTS OF PURCHASE**
- **AWARDS:** Janus du Commerce for Haribo
"Le fil du partage"



Julien Reibell
General Manager
j.reibell@altavia-pallas.com

PARIS – 6, rue Royale, 75008 Paris
+33 (0)1 84 79 60 00
altavia-pallas.com



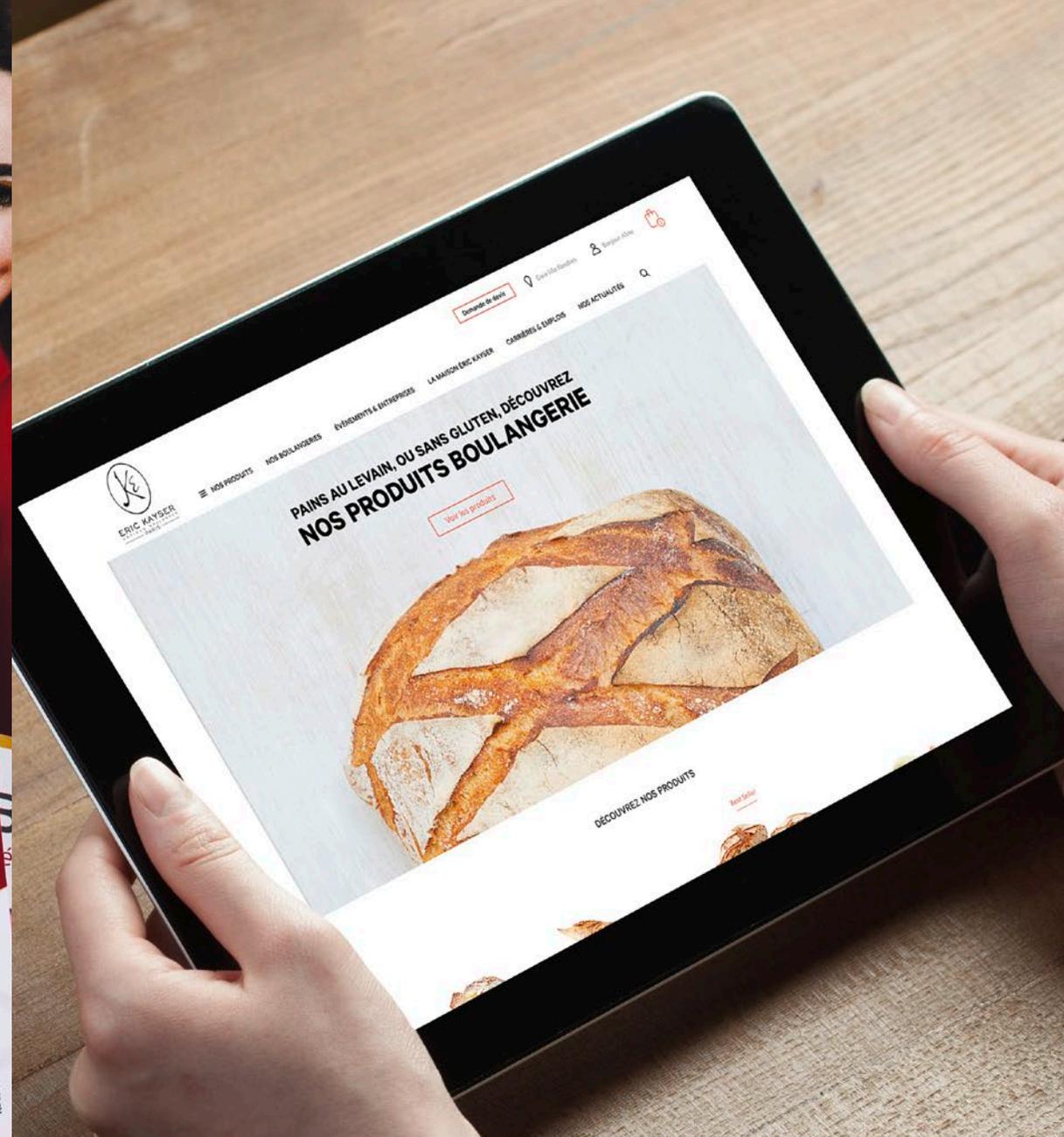
ALTAVIA LILLE

After establishing itself as an omni-channel collaborative communication partner for retailer clients, Altavia Lille has embarked on a new cycle, firmly positioning itself as a retail platform. Sales activation remains at the heart of the Lille agency's business.

- 20 CLIENTS
- 360° AGENCY
- CREATION
- RETAIL PLATFORM



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



INSITACTION

The agency dedicated to connected retail experienced its first year of full integration into the Altavia group. Focusing on innovation and data, Insitaction is more than ever positioned to support digital transformation to optimise the customer experience across all channels.

- 40 CLIENTS
- DIGITAL TRANSFORMATION
- NEW RETAIL EXPERIENCE
- INNOVATION
- E-COMMERCE
- API & DATA DRIVEN COMPANY



Aurélien Leprêtre
Président
alepretre@insitaction.com
LILLE – 22, rue de Bergues, 59000 Lille
+33 (0)3 59 99 07 40
insitaction.com

From consulting to creation and tool production to impact measurement, the experts at Altavia AURA, the leading communication agency in south-eastern France, position the customer experience at the heart of their support via high-performance 360° devices (Print, POS and Digital). Within Altavia Aura, JetPulp is the pure-player agency dedicated to digital.

- 43 CLIENTS
- AGENCE 360°
- TEAM CONSEIL
- HUB CREATIF
- PRINT & DIGITAL FACTORY



Ludovic Noël
General Manager
l.noel@altavia-aura.com



Cédric Daubinet
Deputy General Manager
c.daubinet@altavia-aura.com

SAINT-ÉTIENNE – 1, rue Pablo Picasso,
42000 Saint-Étienne
+33 (0)4 77 92 82 82
altavia-aura.com

**QUI VEUT GÉRER
SON BUDGET
EN TOUTE
SIMPLICITÉ ?**

MES COMPTES SUR LE BOUT DU DOIGT

L'appli **Ma Banque**⁽¹⁾ disponible sur

Télécharger dans l'App Store

DISPONIBLE SUR Google Play

CA
LOIRE HAUTE-LOIRE
Toute une banque pour vous

(1) Téléchargement et accès gratuits à l'application Ma Banque. Hors coûts de communication selon opérateurs. L'utilisation de l'application nécessite la détermination d'un forfait de communication compatible avec accès à Internet et l'abonnement au service Cloud Agenda en ligne. Remarque: nous ne sommes pas liés au site www.cabankloirehauteloire.fr. Appli et le logo Ma Banque sont des marques de Apple Inc., déposées aux États-Unis et dans d'autres pays. Android, Google Play et le logo Google Play sont des marques de Google Inc. Casse algébrique de Crédit Agricole Mutual Loire Haute-Loire - société coopérative à capital variable, agréée en tant qu'établissement de crédit - Siège social: 10 rue de la République 42000 Saint-Étienne Cedex 1 - 393 30 854 823 Saint-Étienne - Société de montage: Casse Algébrique Mutual Loire Haute-Loire en liquidation au Registre du Commerce et des Sociétés de Saint-Étienne le 07/03/2015.

Within Altavia Aura, JetPulp is the pure-player dedicated to digital. From consulting specialised in digital strategy to the production of e-business solutions, including creation and data performance, JetPulp offers a global approach to retailers and industrialists. Our experts mobilise the digital tools adapted to the achievement of its clients' objectives.

- 200 CLIENTS
- DIGITAL STRATEGY AND UX
- E-BUSINESS SOLUTIONS
- DEVELOPMENT OF SOLUTIONS AND APPLICATIONS
- WEBMARKETING AND SOCIAL MEDIA



Ludovic Noël
General Manager
ludovic.noel@jetpulp.fr



Jean-Sébastien Klein
Deputy General Manager
js.klein@jetpulp.fr



Laurent Bourgeois
Deputy General Manager
laurent.bourgeois@jetpulp.fr

LYON – 12, avenue Tony Garnier,
69007 Lyon
+33 (0)4 37 43 12 60
jetpulp.fr

70 ANS
La Vie Claire

Nos animations Nos 70 ans Nos valeurs Nos magasins

LA BIO depuis toujours... et pour TOUJOURS!®

Grand Jeu des 70 ANS

JOUEZ ET TENTEZ DE GAGNER CHAQUE SEMAINE DE FABULEUX CADEAUX!

4 semaines d'animations en magasins!

Du 5 au 31 mars

- Du 5 au 10 mars: LA SEMAINE DE LA BIO
- Du 12 au 17 mars: La semaine de la BIO
- Du 19 au 24 mars: La semaine des bienfaits
- Du 26 au 31 mars: La semaine du vrac BIO

Le Voyage by Kuoni



KUONI La référence pour découvrir le monde.
DEPUIS 1906 En agences de voyage et sur kuoni.fr

ALTAVIA NANTES

Altavia Nantes has been present throughout the Greater West of France for 35 years and is the regional reference in terms of omni-channel sales communication. The leitmotiv of the 85 experts who make up the agency's team: advice, creativity, efficiency, innovation and eco-responsibility. Their motto: "Let's build together, for our clients".

- 35 CLIENTS
- 360° CONSULTING AGENCY
- CREATIVITY
- PACKAGING
- STUDIO



Nicolas Gentil
General Manager
n.gentil@altavia-nantes.com

NANTES – 19 bis, rue La Noue Bras de Fer
44200 Nantes
+33 (0)2 51 80 28 28
altavia-nantes.com

age
oni



KUONI La référence pour découvrir le monde.
DEPUIS 1906 En agences de voyage et sur kuoni.fr



Fil Rouge joined the Altavia group in October 2018 and completes the offer of the other French BUs by offering a powerful and tailor-made point-of-sale deployment service. The agency supports more than 100 brands and retailers in their point-of-sale visibility strategy (windows, signage, merchandising, furniture, theatricalisation etc.). With a network of more than 300 merchandisers and technicians nationwide, and integrated logistics, graphic and manufacturing services, Fil Rouge stands out for its highly advanced and innovative IT integration. The agency has thus embarked on a business intelligence strategy to process data collected from more than 25,000 points of sale, and in 2018 launched a new mobile application platform for monitoring trade marketing operations shared with its clients.

- 100 CLIENTS
- MERCHANDISING
- POS DECORATION
- RETAIL SIGNAGE
- INSTALLATION AND MAINTENANCE
- POS DATA COLLECTION AND ANALYSIS



Alexandre Georgeault
General Manager
alexandre.georgeault@filrouge.com

CARRIÈRES-SUR-SEINE – 10 Bis, rue
de la Pâturage, 78420 Carrières-sur-Seine
+33 (0)1 39 68 14 96

www.filrouge.com



Ces deux paires de lunettes
n'ont rien à voir.



Cherchez la différence.



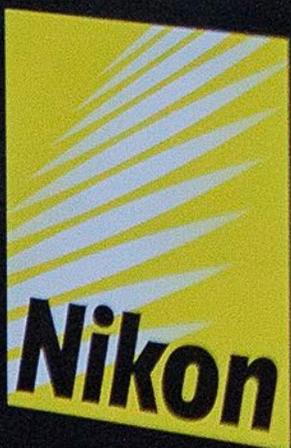
ICI
 Vos montures
 sont équipées
 de verres

Nikon

Soyez attentifs à la qualité de vos verres.
NIKON VERRES OPTIQUES. UNE VISION D'EXCEPTION.



Soyez attentifs à la qualité de vos verres.
NIKON VERRES OPTIQUES. UNE VISION D'EXCEPTION.





Four years of sustained growth, significant successes in theatricalisation, the deployment of complete concepts for innovations in mass distribution and more... Building on these successes, IMS is expanding its offer, confirming the concept of “sustainable communication”, and at the same time launching a new ambitious phase of its CSR policy over 5 years. More than ever, the agency is committed to sustainable performance.

- 20 CLIENTS
- MERCHANDISING
- COMPLEX POS
- STORE SYSTEM®: AUTOMATION OF OPERATIONS, MANAGEMENT OF REPLENISHMENTS, BUDGET OVERSIGHT, LOGISTICCS CONTROL



Raphaël Moisand
General Manager
moisand@ims-retail-agility.com

PÉRENCHIES – ZA du Bois,
4, rue du Tilleul, 59840 Pérenchies
+33 (0)3 20 17 28 80

www.ims-retail-agility.com



The group's logistics expert manages all of its clients' domestic and international traffic through a network of 500 partners. With solid growth, the company launched the “Optitrans Academy” in 2018 to raise awareness of transport issues among all stakeholders.

- 60 CLIENTS
- NIGHT-TIME INTER DEPOT DELIVERY FOR MAIL-ORDER AND E-COMMERCE
- COMMUNICATION MATERIALS LOGISTICS
- INTERNATIONAL SUPPLY AND REGIONAL PROCUREMENT



Patricia Seprez
Chairwoman
patricia.seprez@optitrans.fr

LYON – 19, chemin de la Plaine,
69390 Vourles
+33 (0)4 78 86 86 70
altavia-optitrans.com



Founded in 2010, DISKO is one of the top award-winning digital communication agencies in the sector. Relying on 160 digital experts (strategists, creative and technologists), DISKO imagines and deploys the digital communication of international leaders. Challenges faced in 2018? Convert a centuries-old and iconic champagne brand to digital, launch a collection of very high quality jewellery by combining creative hi-tech technology and poetry... or bring a rarely visited B2B Intranet to life by making it useful, usable and used. Another highlight of the year was the deployment of the DISKO offer in Italy, bringing together the expertise of two local agencies (Stylum and Rokivo) and leveraging Altavia's expertise to deploy a fully-fledged Latin alternative to the digital agencies of the English-speaking world.

- 125 CLIENTS
- LUXURY
- RETAIL
- E-COMMERCE
- DIGITAL STRATEGY
- SOCIAL MEDIA

■ **AWARDS:**

Independent Luxury Digital Agency of the Year (Grand Prix des Agences de l'année)
 Epica Awards – Bronze award Luxury & Premium Brands for Four Brothers Grimm Stories (Van Cleef & Arpels)
 Grand Prix Stratégies du Luxe – Brand Contents – Bronze for Four Brothers Grimm Stories (Van Cleef & Arpels)
 Grand Prix Stratégies du Luxe – Marketing client – Bronze for the Bollinger campaign
 Grand Prix Stratégies du Luxe – Corporate Communication – Bronze for "My Hennessy"
 Grand Prix Stratégies du Digital – Brand/Product Site – Bronze for Four Brothers Grimm Stories (Van Cleef & Arpels)



Sydney Palti
Chairman



Hélène Ortola
Deputy General Manager
helene@disko.fr



Cédric Faulconnier
COO
cfaulconnier@disko.fr

PARIS – 70, rue des
Maraîchers, 75020 Paris
+33 (0)1 80 88 58 50
disko.fr



ALTAVIA SHOPPERMIND

Altavia Shoppermind, the Altavia Group's research and forecasting laboratory on new consumer trends, develops a vision of tomorrow's retail sector based on consumer knowledge, retail innovations and analysis of the relational performance of brands. Altavia Shoppermind has notably created the Shopper Value Barometer®, which each year measures the quality of the relationship between more than 180 French brands and their own customers based on 10 fundamental expectations. In 2018 the Shopper Value Barometer® was extended to Italy and Belgium. Altavia Shoppermind supports the Management Committees, Marketing Committees, Innovations Services, Communication Departments: Intervention at all hierarchical levels at the client's premises to support them in their vision and innovation strategy.

- **SHOPPER KNOWLEDGE**
- **SHOPPER MARKETING**
- **RETAIL INTELLIGENCE**



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



Nathan Stern
Head of Studies
n.stern@shoppermind.com

PARIS – 6, rue Royale, 75008 Paris
+33 (0)1 44 58 58 58
www.altavia-shoppermind.com



TON CLIENT EST LIBRE!

**BAROMÈTRE 2018 DE
LA VALEUR SHOPPER®**

 **ALTAVIA
SHOPPERMIND**

 **ALTAVIA**



15 | Le café
en terrasse

CYRILLUS
PARIS

Habille vos histoires
depuis 1977

 **MAD&WOMEN**

The first feminist advertising agency founded by Christelle Delarue in 2012 joined the Altavia group in 2018. Mad&Women's offer is based on three main areas:

- Advice on non-sexist and/or stereotypical 360° advertising offering a 25% ROI performance,
- Support for advertisers in their in-house policies leveraging the employer brand,
- Sponsoring and media sponsorship of campaigns in support of women's rights.

Thanks to this acquisition, the Altavia group is involved in the major societal challenges it holds dear, since CSR has always been one of the group's six pillars.

- 15 CLIENTS
- FEMPOWER
- GENDER EQUALITY



Christelle Delarue
General Manager
christelledelarue@madandwomen.com

PARIS – 107 Rue Réaumur,
75002 Paris
madandwomen.com

> What is Altavia's presence in the world?



ALTAVIA IN EUROPE



After a series of acquisitions in 2017, Altavia is continuing its business development in print management in Europe. We also diversify our activity in all countries to meet our client's demands, particularly in sales activation (on and offline) and the rollout of digital campaigns,

from design to social network management.

The continuous integration of new skills has enabled us to extend our offer even further, towards analytical marketing, digital display, co-packing or an internal online ordering platform for a retail chain.

The collaboration between business units also allows us to manage transnational projects in Europe.

*Didier De Jaeger
Chief Executive Officer
Altavia Europe*



After the integration of the Altavia Shoppermind Barometer, the 360° Brussels agency continues to enrich its expertise to better support retailers in defining their customer relationship strategy. In the spotlight in 2018: noticed campaigns on social networks, global content and brand identity strategies, and the redesign of shopping malls for a major retailer, in conjunction with the retail design agency Altavia Pallas.

- 58 CLIENTS
- 360° CONSULTING AGENCY
- SHOPPER VALUE BAROMETER®
- DIGITAL STRATEGY
- PACKAGING
- CULTURE OF COLLECTIVE INTELLIGENCE



Anne-Catherine Trinon
General Manager
ac.trinon@altavia-act.com

BELGIQUE, BRUXELLES
Avenue Louise 287/b5, 1050 Bruxelles
+32 (0)2 626 34 80
altavia-act.com



 **ALTAVIA
BALTICS**

Rich year for Altavia Baltics. In addition to a major campaign with a cosmetics giant to open new stores, this print management specialist carried out a key digital project "Try Life with Mini", combining social networks and point-of-sale communication. This is yet another asset that enriches a portfolio of services which is already unique in the region.

- 8 CLIENTS
- DIGITALISATION
- CLIENT SERVICE
- SYNERGIES



Liene Cekula
COO
l.cekula@altavia-group.com

RIGA – Leriku Street 5, LV-1084, Riga
+371 220 05 759
altavia-baltics.com



ALTAVIA ČESKÁ
ALTAVIA ROMÂNIA
ALTAVIA HUNGÁRIA
ALTAVIA CROATIA

These 4 business units function as a real hub for the commercial activation of retailers throughout Central and Eastern Europe. They work together to support international clients, and go beyond their national borders – like Altavia Croatia in the Serbian market or Altavia Česká in the German and Austrian markets. Highlights in 2018 included the continued development in Romania, with the signing of contracts with major international brands, and the deployment in Prague of a team specialising in the design and deployment of retail environment and whose expertise extends to Europe.

- 60 CLIENTS
- 360° AGENCY
- PRODUCTION
- RETAIL DESIGN & PRODUCTION
- LOGISTICS & SET-UP



Altavia Česká
Rodolph Crozier
 General Manager
 r.crozier@altavia.cz
 PRAGUE – Počernická
 96/272, 108 00 Praha 10
 +420 296 411 541
 altavia.cz

Altavia România
Radu Paun
 COO
 r.paun@altavia.ro
 BUCAREST – Str. Vasile
 Lascar, nr.178, sector 2,
 20 000 Bucarest
 +40 74 25 82 84 2

Altavia Hungária
Tamás Lázárfalvi
 General Manager
 tamas.lazarfalvi@altavia.hu
 BUDAPEST – Bécsi út 58,
 1034 Budapest
 +36 1 228 9221
 altavia.hu

Altavia Croatia
Aleksandra Slabinac
 a.slabinac@altavia.hr
 ZAGREB – Trg Petra
 Svačića 6, 10 000 Zagreb
 00385 91 524 06 07



GIORGIO ARMANI

 **ALTAVIA
HELLAS**

Altavia Hellas is continuing to develop Altavia's 360° model for the sales activation of retailers and brands. It is accentuating what sets it apart in the market with an enhanced creative offer, in addition to its eco-publishing and solidarity sourcing solutions.

- 10 CLIENTS
- 360° AGENCY
- COMPLEX POS
- SOCIAL SOURCING
- RETAIL DESIGN & PRODUCTION
- PACKAGING



Rania Athanasoulia
General Manager
r.athanasoulia@altaviahellas.gr

GRÈCE, ATHÈNES – 103 Ethnikis
Antistaseos str, 15451 N.Psychiko, Athens
+30 210 67 73 900



 **ALTAVIA
DEUTSCHLAND**

After several years of continuous growth, the German business unit has undergone a major restructuring to better meet the new needs of its clients. The keywords: agility and digital development, with new offers (online print, digital signage etc.) and a new marketing services platform.

- 32 CLIENTS
- ONLINE PRINT MANAGEMENT SOLUTIONS
- CREATIVE DECLINATION
- DIGITAL SIGNAGE
- MARKETING SERVICES MARKETPLACE



Peter Schober
General Manager
p.schober@altavia-deutschland.com

DÜSSELDORF – Grafenberger Allee 100,
40 237, Düsseldorf
+49 211 54 26 88 0
altavia-deutschland.com



The Northampton office is now fully integrated into the group and consolidates synergies with Altavia HTT in the United Kingdom. In a year marked by the uncertainties of Brexit, HRG has achieved two major successes, with notable campaigns for a brand of mineral water (during the Wimbledon tournament) and a partnership with the film "Mission: Impossible".

The agency is also very active in airports, with recognised expertise in Global Travel Retail.

- 90 CLIENTS
- 360° AGENCY
- SHOPPER MARKETING
- GLOBAL TRAVEL RETAIL
- DIGITAL
- TRANSFORMATION



Stuart Becker
General Manager
stuart@hrg.co.uk

ROYAUME-UNI, NORTHAMPTON
Mercury House, 8 Sandy Way, Grange
Park, NN4 5EJ Northampton
+44 1604 703 200
hrg.co.uk

Shell
V-Power

TOM CRUISE
MISSION:IMPOSSIBLE
FALLOUT

IN CINEMAS JULY 27

YOUR MISSION:

**WIN THE
TRIP OF A
LIFETIME**

PLUS Tickets to the UK Film Premiere, action packed experiences, luxury trips to London, private screenings for you and 25 friends, BMW M5 driving days, annual cinema passes and more to be won when you refuel with £30 or over of Shell V-Power

ANYTHING FEELS POSSIBLE WITH BRITAIN'S NO.1 PERFORMANCE FUEL*

GO WELL





ALTAVIA HTT

Having long specialised in print management, Altavia HTT is expanding its offer (merchandising, trade shows & events, marketing services), with a record number of productions in its London and Sheffield offices. Despite a difficult economic situation, major contracts have been signed with global giants in cleaning products, beauty care and entertainment.

- 40 CLIENTS
- PUBLISHING SERVICES
- INTERNATIONAL KEY ACCOUNT COORDINATION



Nick White
General Manager
n.white@altavia-group.com

ROYAUME-UNI
SHEFFIELD – 4 Park Square, Newton Chambers Road, Thorncliffe Park, Chapeltown, S35 2PH Sheffield +44 (0) 114 220 3760
LONDRES – 3 Waterhouse Square, 138 Holborn, London, EC1N 2SW

ALTAVIA IBÉRICA

A year of strong growth for Altavia Ibérica! 10 new clients, an ever-expanding range of services, and the acceleration of the digital offer (dedicated applications, augmented reality etc.).

The agency also distinguished itself with its "Inspiration Day" – a travelling exhibition of print, POS, pack and digital innovations presented at the premises of its main Spanish and Portuguese clients.

- 32 CLIENTS
- 360° AGENCY
- INNOVATION
- CREATIVE BUSINESS IDEAS
- SHOPPER MARKETING
- RETAIL DESIGN & SHOP IN SHOP



Erick Bilinski
General Manager
e.bilinski@grupo-altavia.com

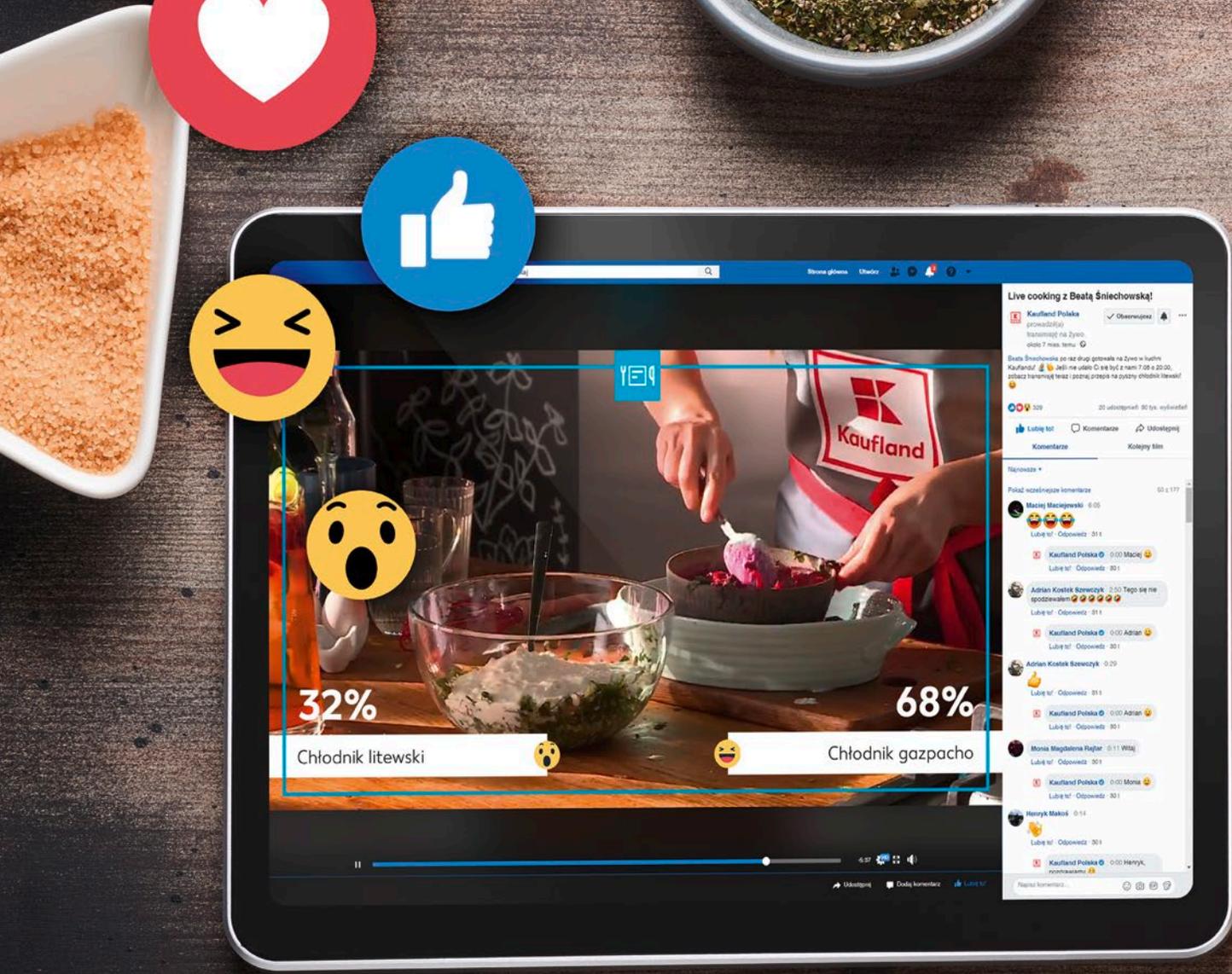
MADRID – Calle Orense, nº16 - 1a Planta, 28020 Madrid +34 91 121 38 38

BARCELONE – Ctra. Sta. Creu de Calafell, 33. 2a Planta, 08830 Sant Boi de Llobregat, Barcelona +34 93 390 74 29

LISBONNE – Alameda Fernão Lopes 16A 7ºE - Edifício premium Laranja, Miraflores, 1495-190, Algês, Lisboa +351 216 098 313

www.altaviaiberica.es

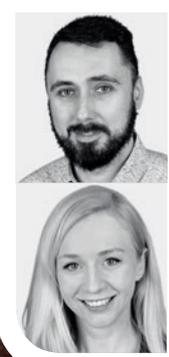




KAMIKAZE

Now part of Altavia Polska, the Lodz-based digital agency continues to grow through creativity and innovation – like SOMA, their proprietary omni-channel data analysis tool. Brand strategy, marketing campaigns, social media and hype hunting: the agency is a 360° reference in data driven mode.

- 96 CLIENTS
- STRATEGY 360°
- DATA DRIVEN
- ARTIFICIAL INTELLIGENCE
- DIGITAL COMMUNICATION



Michal Ryszkiewicz
General Manager
michal.ryszkiewicz@kamikaze.com.pl

Joanna Dering
General Manager
joanna.dering@kamikaze.com.pl

POLOGNE, ŁÓDŹ – ul. Piotrkowska
262/264, 90-361 Łódź
+48 42 663 05 80
kamikaze.digital



ALTAVIA POLSKA

With the integration of the digital agency Kamikaze, Altavia Polska now has the resources to provide the Polish market a unique integrated offering covering the full value chain from creation through to implementation of the sales communication – online and offline. The Points of Sale department has been strengthened, and the agency offers the Altavia Shoppermind Barometer on the Polish market.

- 25 CLIENTS
- 360° AGENCY
- PUBLISHING SERVICES
- LOGISTICS
- PACKAGING
- POS
- SALES ACTIVATION



Ireneusz Laskowski
General Manager
i.laskowski@altavia.pl

VARSOVIE – ul. Spokojna 5,
01-044 Warszawa
+48 22 315 25 00
altavia.pl

Altavia Dekatlon is one of Turkey's leading agencies, with both digital and print expertise at the service of major retailers and brands in the country. In 2018, in a delicate national context, the agency has accelerated the development of its international offer: its teams today animate social networks in 28 countries, and in 23 different languages.



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



Vadi Efe
General Manager
v.efe@altavia-dekatlon.com

TURQUIE, ISTANBUL
Kosuyolu Mah. Mahmut Yesari Cad. No: 8 Kadiköy, 34718 Istanbul
+90 216 402 22 33
altavia-dekatlon.com

- 22 CLIENTS
- AGENCY 360°
- SOCIAL NETWORKS
- DIGITAL TRANSFORMATION
- INTERNATIONAL ACCOUNTS



In both Russia and the Ukraine, Altavia's business units are proving themselves as multi-channel communication agencies and major print management platforms. Growth continues despite a difficult economic climate, with the launch of digital activation projects for retailers and shopping centres. The new entity Altavia Turan, based in Kazakhstan, has started its activities in five Central Asian countries.

- 38 CLIENTS
- PRINT MANAGEMENT
- MARKETING SERVICES
- SALES ACTIVATION



Andrey Ivanov
General Manager
a.ivanov@altavia.ua

Altavia Rus
MOSCOU – 21/3, Yablochkova str, 127322 Moscow
+7 495 984 64 45
altavia.ru

Altavia Ukraina
KIEV – 3B, Vul. Levandovska, 01010 Kyiv
+38 044 33 76 551
altavia.ua

Altavia Turan
ALMATY – Tole bi st., building 101, block B, 9th Floor, 050012 Almaty
+7 (727) 355 44 48



Welkom bij Toolstation

11.000+ producten voor iedere klus
Professioneel gereedschap
Lage prijzen

TOOLSTATION

COFFEE
CORNER



First year of full integration for the group's Dutch entity. The two agencies (previously SUMIS and FEL) are continuing to transform and develop a 360° offering, from commercial activation to in-store placement, with an enhanced service offering – and the arrival of the first new clients under the new Altavia Sumis name. The logistic activity continues its development after its move to Zoetermeer in 2018.

- 75 CLIENTS
- ACTIVATION & CREATION
- PURCHASE & PRODUCTION MANAGEMENT
- MARKETING LOGISTICS
- STORE DESIGN



Stefan Hijstee
General Manager
stefan.hijstee@altaviasumis.nl



Marc Smeitink
Sales Manager
marc.smeitink@altaviasumis.nl



Koen de Groot
Agency Manager
koen.degroot@altaviasumis.nl



Ferry Bol
Creative Director
ferry.bol@altaviasumis.nl

PAYS-BAS, AMSTELVEEN
Amsterdamseweg 206
1182 HL Amstelveen
+31 20 799 89 01

www.altaviasumis.nl
www.fel.nl

The group's historical agency in Italy, Altavia Italia is recognised as a key player in omni-channel communication at its three locations in Milan, Rome and Turin. A status reinforced by the integration of agencies Stylum (omnichannel) and Rokivo (UX), which became DISKO Italy thanks to the powerful synergies deployed with DISKO teams in France. With a wealth of expertise, Altavia Italia redefined its value proposition in 2018, focusing on destination marketing, customer journey & experience customisation, and emotional activation – all at the service of retailers' performance.

- 60 CLIENTS
- 360° AGENCY
- SHOPPER VALUE BAROMETER®
- SHOPPING JOURNEY
- DIGITAL TRANSFORMATION



Paolo Mamo
Président
p.mamo@altavia.it

Simona Lazzerini
General Manager
s.lazzerini@altavia.it

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

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

TURIN – Via Cigna 96/17D, 10152 Torino
+39 011 50 69 505

www.altavia.it



NOME DI ANTONINO CAMPISI, SUO PADRE, QUAL È LA SUA EREDITÀ MORALE?
Quando io e Giuseppe eravamo piccoli, finito di studiare, invece di andare a giocare con gli amici lo andavo se purtroppo non per molto tempo, avvenne che lasciai all'età di 37 anni. Ma la sua prematura scomparsa ci ha rafforzati, e ora cerchiamo di trasmettere ai nostri figli i suoi valori: la tenacia, la costanza nel lavoro, l'onestà verso tutti, a cominciare dai dipendenti.

NOI AGRICOLTORI SIAMO I TUTORI DELL'AMBIENTE. POSSIAMO FARE LA DIFFERENZA IN POSITIVO O IN NEGATIVO.

SETE CONVERTITI TOTALMENTE AL LOGICO NEI PRIMI ANNI 2000: COME È MATURATO QUESTA SCELTA, ALLORA RISTICA?

Le domande che i consumatori, circa 10 anni fa, hanno iniziato a farci sulla commercializzazione dei nostri prodotti (che già allora non avevano alcuna sostanza), a farci capire che andavo ad avere maggiore attenzione nei mercati esteri, che sono da più tempo, e ora ci sta premiando anche perché è cresciuto molto negli ultimi

NET LOVER?

...è stato più o meno del tutto di... che mi sono reso conto... vala salvaguardarlo. E chi



miglio di noi agricoltori può farlo? Noi siamo i tutori dell'ambiente, possiamo fare la differenza in positivo o in negativo. Per questo il nostro rispetto dell'ambiente va oltre ciò che impongono le regole. Distinguiamo l'ambiente è come sporcare casa propria. Siamo di passaggio sulla Terra, ma anche per amore delle prossime generazioni dobbiamo nutrire il massimo rispetto per ciò che ci circonda.

RISPETTO PER L'AMBIENTE VUOL DIRE ANCHE RISPETTO PER IL CIBO.

Certo. Abbiamo a Sinacusa un negozio in cui, oltre ai nostri prodotti, vendiamo eccellenze alimentari di tutti i tipi. Questo perché, al di là del nostro lavoro, ci piace diffondere la cultura del mangiar bene. Nel negozio c'è anche un piccolo bistrot, in cui cerchiamo di tenere alta la qualità del cibo e del servizio. Io stesso sono una buona forchetta: mi piace cucinare e mangiare bene, quindi posso dire che do il mio apporto per completare la filiera! ■



Created in 2010, DISKO is one of the most awarded French digital communication agencies in the sector. Drawing on 160 digital experts (strategists, creatives and technologists), DISKO imagines and deploys the digital communication of international leaders.

In 2018 the deployment of the DISKO offer in Italy, bringing together the know-how of two local agencies (Stylum and Rokivo) and relying on the know-how of Altavia to deploy a real Latin alternative to the English-speaking digital agencies has made it possible to extend the agency's international activities in synergy with Altavia Italia.

- FULL SERVICES CREATIVE AGENCY
- STRATEGISTS & DIGITAL MAKERS
- CREATIVITY & TECHNOLOGY
- INNOVATION & DATA



Martina Cuman
Head of Sales and Communication
martina@disko.fr

MILAN – Alzaia Naviglio Pavese 78/3,
20142 Milano
+39 02 89 41 59 62

www.disko-agency.it

> What is Altavia's presence in the world?



ALTAVIA IN ASIA



In an uncertain economic and geopolitical situation, the Asia region remains a growth region, with a strong innovation dynamic driven by the Chinese market. All the players in the sector have acquired real maturity

in communication, with greater sophistication and increased investments in technology. China, in particular, is witnessing the rise of "new retail" where online and off-line are one. And the model is starting to be exported outside of China too! This is inspiring many of our clients in Asia, particularly in Indonesia where the market is growing rapidly. In this context, the creation of a dedicated regional department will enable Altavia to provide ever-more appropriate responses to this market evolution. And the arrival of Creative Capital will further strengthen our expertise in brand creation and transformation. All vital to the exploration of new territories throughout the region.

*Jing Legrand, Chief Executive Officer
Louis Houdart, Chief Strategy Officer
Altavia Asia*



ALTAVIA KOREA

With a 360 ° commercial communication offering and the arrival of a new CEO, 2018 was a year of transformation for Altavia Korea, setting the stage for the acceleration of its development in the service of national and international accounts.

- 15 CLIENTS
- MARKETING COMMUNICATION 360°
- DIGITAL MARKETING
- PUBLISHING SERVICES



Soyoung Choi
General Manager
s.choi@altavia.kr

SÉOUL – #306, 70 Dokseodang-ro
(Hannam-dong), Yongsan-gu, 04 420 Seoul
+82 2 737 1314



ALTAVIA CHINA & CREATIVE CAPITAL

5 offices (Shanghai, Beijing, Guangzhou, Chengdu and Hong Kong), more than 200 national and international talents: Altavia China, specialist in integrated commercial communication, is constantly strengthening its service offering. The agency is positioned as a partner to support its clients and help them meet the challenges of a retail market in transformation on the Chinese market. Milestone 2018: The arrival of Creative Capital in the group created tremendous synergies for Altavia's clients in China, where Shanghai's teams share the same offices.

A branding agency born in China, Creative Capital adapts its story telling platform to: retail, digital, visual identity, packaging design and production of video shorts with a cultural twist. Over the last few years, Creative Capital has been serving the branding of large Chinese companies as well as numerous Asian groups in Korea, Japan and Indonesia. More recently, the agency has helped Western brands in their own market to better satisfy Chinese tourist customers.

- 80 CLIENTS
- AGENCY WITH AN INTEGRATED 360 OFFER
- NATIONAL COVERAGE THROUGH 5 OFFICES
- NEW RETAIL PARTNER
- CREATION AND TRANSFORMATION OF BRANDS
- SALES ACTIVATION: FROM CONCEPT TO SETTING UP



Jing Legrand
General Manager
j.legrand@china.altavia-group.com



Louis Houdart
CEO Creative Capital
louis@creativecapital.cc

Altavia Advertising Co., Ltd.

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

Altavia Advertising Co., Ltd. Shanghai Branch

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

Altavia Advertising Co., Ltd. Chengdu Branch

CHENGDU – Room 308, Zone B, DoBe E-Manor, No.158 Hua Cai Road, Jin Jiang District, 610023, Chengdu
+8628 86026150

Altavia Advertising Co., Ltd. Guangzhou Branch

GUANGZHOU – Room 5602-03, Tower B, China International Center, No.33 Zhongshan San Road, Yuexiu District, 510055, Guangzhou
+8620 83635151

Altavia Hong Kong

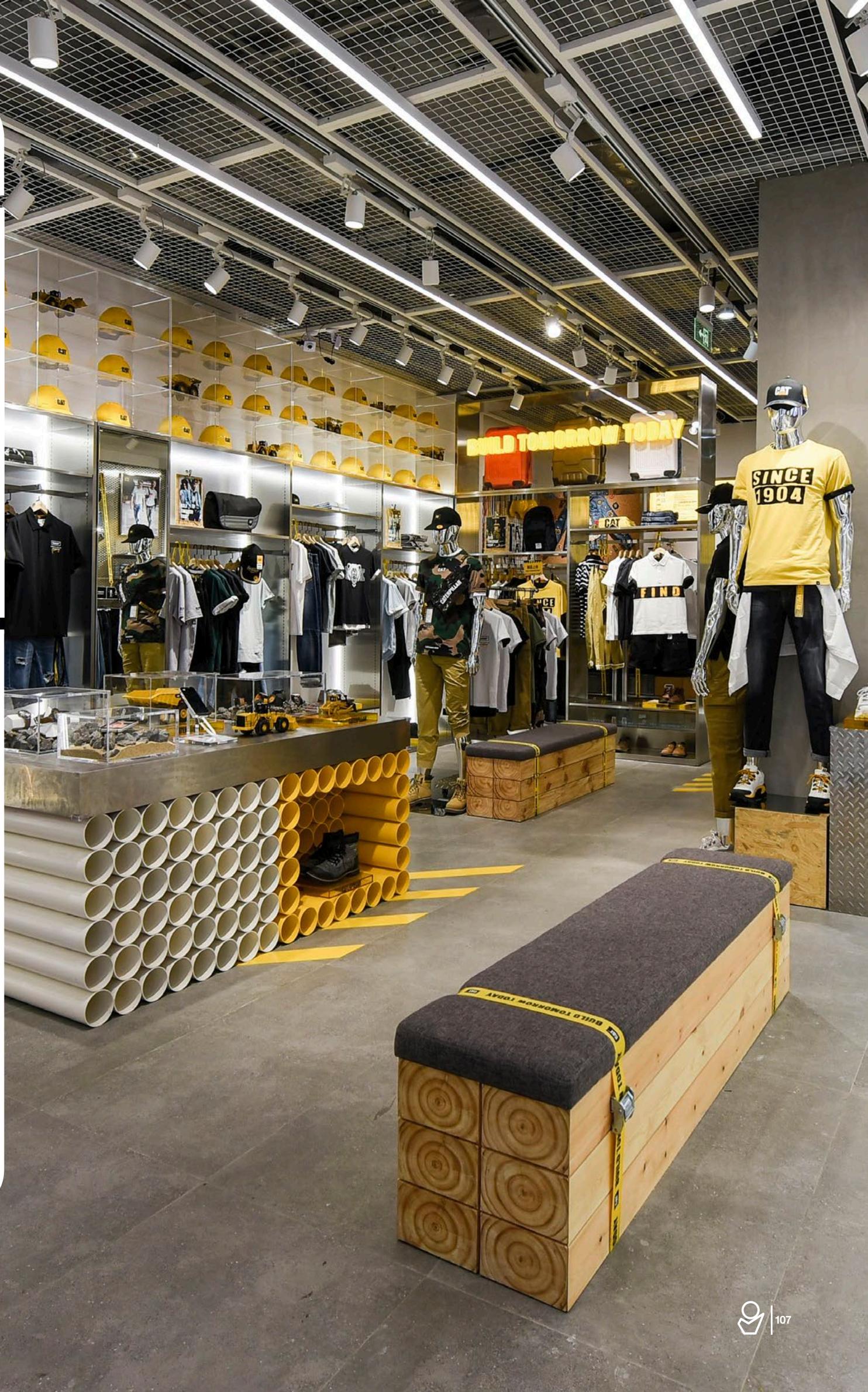
HONG KONG – 17/A On Hing Building, 1, On Hing Terrace Central, Hong Kong
+852 22947751

Creative Capital

JAKARTA – Chubb Square, 9th Floor, Jl. M. H. Thamrin No. 10, Jakarta 10230
+62 812 8993 9129

Creative Capital

NEW YORK – 50 Bayard Street, #35, New York, NY 10013
+1 (404) 538 0545



LANCÔME
PARIS



 **ALTAVIA
JAPAN**

Colour, and respect for the environment!
Since 2014, Altavia Japan has affirmed its positioning as a partner in the publishing service of brands and commercial brands. First communication agency FSC® certified in Japan, Altavia Japan offers a unique offering combining responsibility and excellence - with the Ecopublishing® approach and an exclusive system of colour management.

- 12 CLIENTS
- PRINT MANAGEMENT
- COLOUR MANAGEMENT SYSTEM
- MARKETING COMMUNICATION 360 °
- DIGITAL MARKETING
- FSC® CERTIFICATION



Yukiko Inoue
General Manager
y.inoue@altavia.jp

TOKYO – Ohchu Daiichi Building 2F, 2-18-3,
Yoyogi, Shibuya-ku, 151-0053 Tokyo
+81 3 6300 7675

www.altavia.jp



永遠の矛盾を解き放つ*、
“ウルトラファンデ”誕生。

NEW TEINT IDOLE ULTRA WEAR

* カバー力やラスタリング力と同時に、軽い付け心地や心地よさも兼ね備えていること。



ALTAVIA IN AFRICA & MIDDLE EAST



In Africa and the Middle East, Altavia supports its international clients with all the group's expertise and creativity, combined with a perfect understanding of customers and local communication codes. This original positioning and the integration of Blue Lions allow

the group to envisage a strong growth dynamic throughout the region – English, French, Portuguese and Arabic-speaking.

*Lorenzo Bertagnolio
Deputy General Manager
International Development*



ALTAVIA MOROCCO

Altavia Morocco deploys a unique 360° offer and innovative tools. In 2018, the offer was enriched through numerous collaborations with other agencies of the group, but especially thanks to the implementation of strong synergies with Blue Lions teams, on a 360° model, aimed at bringing together the teams at the service of their clients.

- 8 CLIENTS
- 360° AGENCY
- 3D DESIGN
- PRINT MANAGEMENT



Lorenzo Bertagnolio
General Manager
l.bertagnolio@altavia-group.com

Anne-Laure Normandin
al@bluelions.com

CASABLANCA – 112, boulevard d'Anfa
20250 Casablanca
+212 5 22 20 78 63

www.altavia-morocco.com





 **ALTAVIA
MIDDLE EAST**

With a 360° offer and a perfect knowledge of the market, Altavia Middle East offers tailor-made solutions to the needs of network retailers throughout the area.

The agency accelerated its development in early 2019 with major new clients in the automotive and mass retail sectors, and operations in neighbouring countries such as Bahrain and Kenya.

This dynamic is set to continue: powerful synergies will emerge from the merger with Blue Lions in order to better serve our clients in English-speaking Africa.

- **7 CLIENTS**
- **MIDDLE EAST HUB**
- **360° AGENCY**



Lorenzo Bertagnolio
General Manager
l.bertagnolio@altavia-group.com

DUBAÏ – Platinum Tower, #4102 cluster I,
Jumeirah Lakes Towers,
PO BOX 391397, Dubai, UAE
+971 4 388 66 73



Blue Lions is a digital agency specialised in supporting global brands in more than 35 African countries, with offices in Morocco, Côte d'Ivoire, South Africa, Dubai, Kenya, Ghana and France, in Paris and Lyon. The merger with Altavia, established at the end of 2018, makes it possible to offer a complete range of communication services to retailers and commercial brands in Africa. African clients will be able to benefit from the expertise and innovations of the Altavia group – and those of Blue Lions, such as the new SaaS Africadesk platform, or an exclusive offer on the continent with Whatsapp and Waze.

- 47 CLIENTS
- DIGITAL / EVENT / CONTENT PRODUCTION / INFLUENCE
- PAN-AFRICAN AGENCY



Adrien Cusinberche
General Manager
adrien@bluelions.com



Guillaume Aoust
General Manager
gm@bluelions.com

PARIS – 19, rue de Presbourg,
75116 Paris
+33 (0)1 75 43 69 00

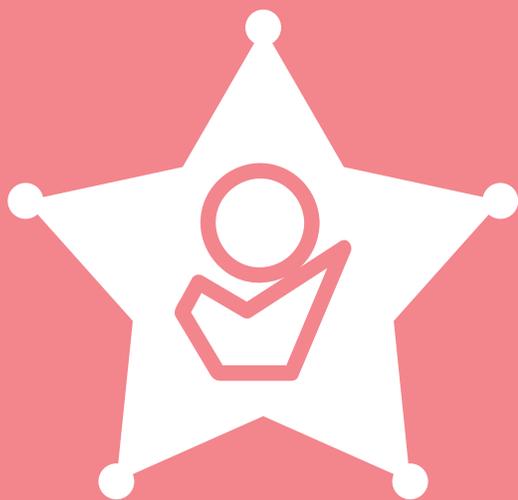
bluelions.com

**POUR SES
50 ANS,
VOTEZ**



f PRÉSIDENT AFRIQUE 50 ANS

> What is Altavia's presence in the world?



ALTAVIA IN AMERICA



Once a pioneer in retail with exceptional retailers and brands, North America is now lagging behind Europe and Asia. But a real revolution is underway, with the integration of online and offline channels which is radically changing retail

practices. Today, everything is ready for the "New World" to regain its place as a pathfinder and assume the vanguard of the post-digital era. With its three Canadian agencies, Altavia America is a laboratory of this new situation where physical and virtual come together to create new consumer experiences.

Thane Calder
Chief Executive Officer
Altavia America

GTS TOURING 300

A special Vespa version that pays homage to the tradition of travel, the GTS Touring 300 offers a new experience. The touring configuration creates harmony with the vehicle's ergonomics and new experiences. The touring configuration creates harmony with the vehicle's ergonomics and new experiences. The touring configuration creates harmony with the vehicle's ergonomics and new experiences.

Founded in 2016 in Montreal, Altavia Prodigy is the first independent print management platform on the Canadian market, producing both printed and digital content. With innovative production management tools, the agency is always looking for the best solutions for its clients – leading consumer brands and distributors.

- 11 CLIENTS
- GESTION DE L'IMPRESSION
- PRÉMÉDIA
- STUDIO GRAPHIQUE
- ECO RESPONSABILITÉ
- OUTILS INNOVANTS

Laurent Saumon
Chairman
l.saumon@altavia-canada.com

Stefan De Gagne
Production Director
s.degagne@altavia-prodigy.ca

CANADA, MONTRÉAL
1435, rue Saint-Alexandre, Suite 700
Montréal, Québec, H3A 2G4
+1 514 843-8975
www.altavia-prodigy.ca

VESPA PRIMAVERA 50 / 150

Fifty years after its debut, the Vespa Primavera is still the voice of young people, in harmony with the spirit of freedom. Its birth, the Vespa Primavera dominated the urban scene with its unique mix of style and technique. It quickly became the vehicle of choice for young people and their desire and enthusiasm to be the protagonists of an changing world. The Vespa Primavera 50th Anniversary encompasses the freshness, independence and desire to be different. Available in 50cc and 150cc 4-stroke displacements with 1 get engines, it has a refined grey finish with five-spoke wheels, dedicated blue and brown colors with matching seats, as well as a distinctive 50th Anniversary logo on the back of the shield.

VESPA PRIMAVERA 50' ANNIVERSARIO 50 / 150

Half a century after 1968 - a crucial year for social and lifestyle changes - the Vespa Primavera is preparing to celebrate its birthday. The Vespa Primavera dominated the urban scene with its unique mix of style and technique. It quickly became the vehicle of choice for young people and their desire and enthusiasm to be the protagonists of an changing world. The Vespa Primavera 50th Anniversary encompasses the freshness, independence and desire to be different. Available in 50cc and 150cc 4-stroke displacements with 1 get engines, it has a refined grey finish with five-spoke wheels, dedicated blue and brown colors with matching seats, as well as a distinctive 50th Anniversary logo on the back of the shield.

Vespa Primavera

CLOUDRAKER

Based in Montreal and Toronto, the creative and technological agency CloudRaker has digital and integrated marketing in its DNA and offers solutions for the retail sector. Its speciality: helping ambitious brands and retailers create "meaningful retail" by combining data, creativity and technology. The Toronto office doubled in size in 2018, reflecting the success of this approach.

- 30 CLIENTS
- MEANINGFUL RETAIL
- STRATEGIES AND CAMPAIGNS
- SOCIAL MEDIA
- SHOPPER EXPERIENCE
- DATA SCIENCE
- DIGITAL AND TECHNOLOGICAL RETAIL



Thane Calder
Founder & CEO
tcalder@cloudraker.com

Pascal Hébert
President
phebert@cloudraker.com



CANADA, MONTRÉAL
1435 rue Saint-Alexandre,
Suite 700, Montréal H3A 2G4
+971 54 443 84 88
cloudraker.com



MOLSON Coors

7,000

INDEPENDENT OFF-PREMISE ACCOUNTS



ASK MARKETING

Based in Montreal, ASK Marketing is an expert in trade marketing, logistics and sales data analysis. Whether ASK collaborates with an ambitious local start-up or a large national company, their approach remains the same: a proximity and understanding of their issues, while ensuring the best possible return. ASK Marketing follows its clients from preliminary data analysis to point-of-sale execution to ensure optimal marketing and the best return on investment for its clients.

- 20 CLIENTS
- PRODUCT MARKETING SOLUTIONS
- SALES DATA ANALYSIS AND DASHBOARD DEVELOPMENT
- TRADE MARKETING STRATEGIES
- DEVELOPMENT AND IMPLEMENTATION OF POINT-OF-SALE ADVERTISING
- MERCHANDISING, SAMPLING AND LOGISTICS



Louis Lamarche
Founder/President
louislamarche@ask-mrk.com



Amelie Plourde
General Manager
amelieplourde@ask-mrk.com

CANADA, MONTRÉAL
4710 St-Ambroise #317B,
H4C0B1 Montreal
15142611383
ask-mrk.com

AN ORGANISATION SUPPORTING THE GROUP'S BU

Our organisation is the result of our culture where entrepreneurship, performance, pragmatism and creativity are combined. As an integrated international group, Altavia has developed along the lines of a federation of companies, with the business unit as its centre of gravity. Each business unit cultivates autonomy without being independent. Within them, the entrepreneurial spirit is highly valued. It is part of the group's DNA. They are led by the Chief Executive Officer of each of our geographical areas and their Executive Committee. Altavia Connect is the shared services entity serving all the group's business units and their clients.

THE GROUP'S EXECUTIVE COMMITTEE



RAPHAËL PALT
Founder, Chairman and CEO of Altavia



SYDNEY PALT
President Altavia Cosmic & DISKO



ÉRIC BORREIL
CEO Altavia France



JING LEGRAND
CEO Altavia Asia



DIDIER DE JAEGER
CEO Altavia Europe



LORENZO BERTAGNOLIO
Deputy Managing Director International Development



DEBORAH LACHER
MOVE Manager



LAURENT GAMP
Deputy Managing Director Global Business Development



LARA MOUTIN
Head of Group Transformation, in charge of Human Capital and CSR



JOËL JUNG
Administrative and Financial Director



VALÉRIE NANUS
General Secretary



ALEXIS GANOT
Chief Solutions Officer



ELSA BOUJO
Chief Digital Officer



FÉLIX LEFEBVRE
Purchasing Director

> What is Altavia's governance?

BOARD OF DIRECTORS

Altavia's Board of Directors is composed of individuals of diverse backgrounds, external to Altavia or members of management; led by Raphaël Palti, the Board of Directors addresses the company's strategic choices with the diversity of points of view provided by the diversity of its members.



RAPHAËL PALT
Chairman of the Board,
Founder, Chairman and CEO
of Altavia



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



JOËL JUNG
Board member,
Viateam representative



CORINNE EVENS
Independent board member



LORENZO BERTAGNOLIO
Board member



PIERRE-YVES POIRIER
Independent board member and
representative of Andera Partners

NON-VOTING BOARD MEMBERS



LUC BERTHOLAT
Non-voting member



JEAN-MICHEL GABRIEL
Non-voting member and
BNP Paribas representative



PIERRE-MICHEL PASSY
Non-voting member and
representative of EPM Advisory

The Audit, Accounts and Investments Committee and the Appointments and Remuneration Committee challenge and advance the group in the management of its business.

AUDIT, ACCOUNTS AND INVESTMENTS COMMITTEE



MICHEL DUVAL
Chairman of the Committee



ALAIN ROUBACH
Vice-Chairman of the Committee



VINCENT DANJOUX
Committee member



PIERRE-YVES POIRIER
Committee member and
representative of Andera Partners



SÉBASTIEN REYDON
Committee member

APPOINTMENTS AND REMUNERATION COMMITTEE



DANIEL DE BOTTON
Committee Chairman



ALAIN ROUBACH
Committee member



MICHEL DUVAL
Committee member



RAPHAËL PALT
Committee member, Founder,
Chairman and CEO of Altavia



PIERRE-MICHEL PASSY
Committee member and
representative of EPM Advisory



ecopublishing®

THE ALTAVIA SUSTAINABLE SIGNATURE

ECOPUBLISHING® IS A CONTINUOUS IMPROVEMENT INITIATIVE

Every year we seek to design and produce an original and responsible annual report, using innovative components and meeting the criteria of Ecopublishing®, the Altavia Group's sustainable trademark.

The annual report is printed on 90g matt Ultrasquare paper certified FSC® 100% recycled, European Ecolabel, made from 100% recycled fibres, produced and distributed by Leipa.

The cover and sleeve of the Altavia annual report are printed on PEFC™ –certified 307g Kraftpak, with fibres from certified forests growing close to the plant, and distributed by INAPA. The cover of the small leaflet is printed on Munken Lynx 240g, FSC® mix-certified distributed by TPM Torraspapel Malmenayde.

The annual report was printed in France by Imprimerie Vincent, at its Tours site (37), and Imprimerie Pastour at its site in Bondues (59). These two printing plants are Imprim'vert-certified and FSC® & PEFC™-certified

The elements were assembled by ANRH d'Epône (78), a disability-friendly company, employing more than 80% of people with a disability and prioritising their employment and inclusion in a professional environment and training.

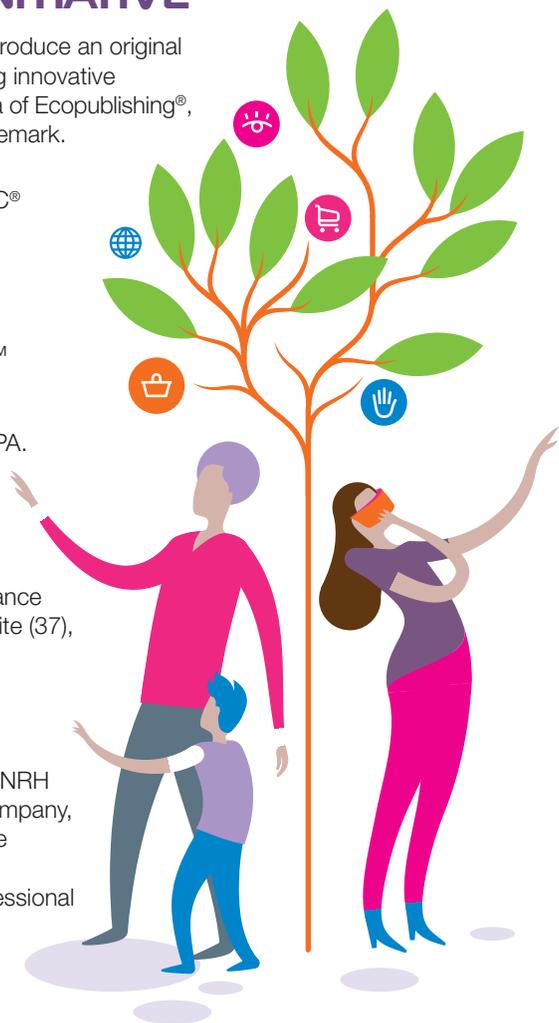


Photo credits:

Nathou Dupont Manoury, Léo Favreau, Cyrille George Jerusalem, Fabrice Gousset, Olivier Octobre, Olivier Sabatier, Bénédicte Van Der Maar, Manu Viart, Altavia ACT*

Artistic direction and copywriting: Altavia Lille, Altavia Communications Department

Copyright: Paris, Altavia, 2019

CONTACT US



BUSINESS DEVELOPMENT GROUP

Laurent Gampel
l.gampel@altavia-group.com



BUSINESS DEVELOPMENT FRANCE

Gilles Maurisset
g.maurisset@altavia-group.com

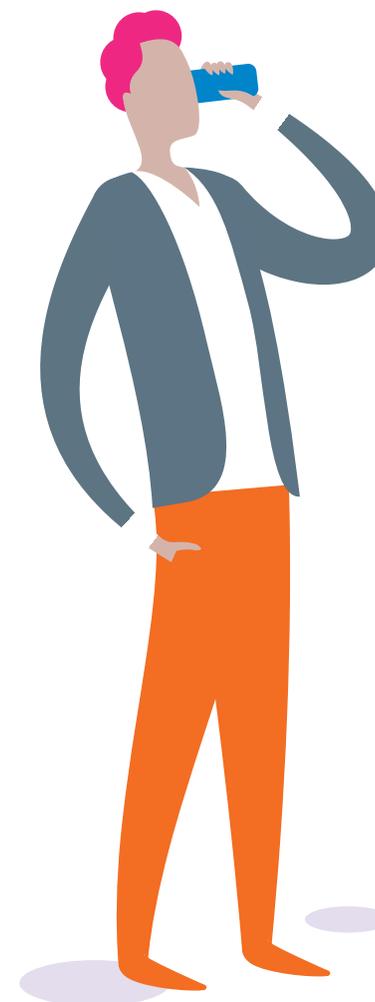


INTERNAL & EXTERNAL COMMUNICATION GROUP

Laura Sévénier
l.sevénier@altavia-group.com

MERGERS & ACQUISITIONS

Robin Denouel
r.denouel@altavia-group.com



FOLLOW US

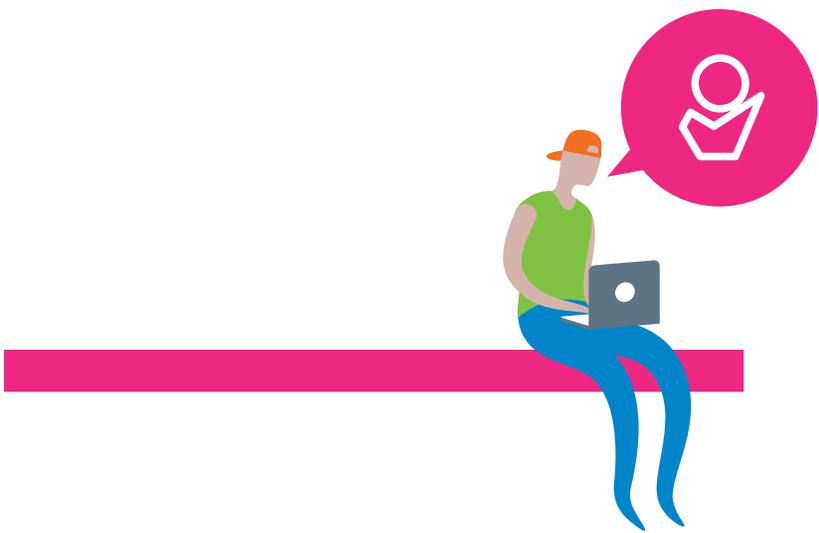
ON FACEBOOK
facebook.com/altavia.group

ON TWITTER
twitter.com/altaviagroup

ON LINKEDIN
linkedin.com/company/altavia

ON YOUTUBE
youtube.com/altavia





The 2018 annual report of Altavia was produced
with the help of the teams from our international network.
We thank them for their participation.

ALTAVIA-GROUP.COM

