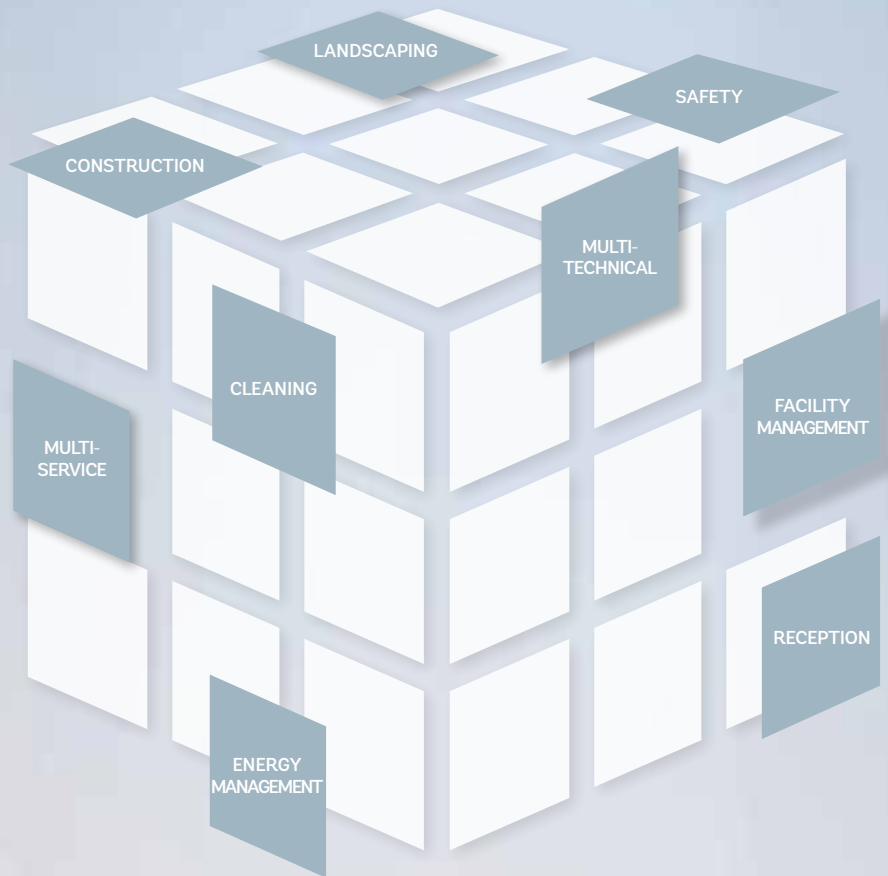


# TOWARDS A WORLD OF SERVICES

ANNUAL REPORT 2015



# TOWARDS A WORLD OF SERVICES

ANNUAL REPORT 2015

# MORE THAN 70 YEARS OF OPERATIONAL EXCELLENCE

## 2015

Operations in **Malaysia, Philippines, Serbia, Bosnia, Russia and Ivory Coast.**

## 2014

Expansion into Asia: **Thailand and Indonesia.**  
Becomes majority shareholder of **Ergelis** (Building Management Systems and Energy Management).

## 2013

Creation of a **pan-European alliance:**  
UFS - United Facility Solutions.  
Listed on the French bond market.  
Expansion into **Turkey.**

## 2010-2011

Increased international growth  
(**Slovakia, Czech Republic, Belgium, Croatia, Morocco.**)

## 2009

Acquisition of **VEOLIA Propreté Nettoyage et Multiservices.**  
Acquisition of **EUROGEM.**  
TFN becomes **ATALIAN GLOBAL SERVICES.**

## 2007

Signature of an exclusive partnership with **City One Group** (Reception business).  
Launch of the **Landscaping** business with the acquisition of **Pinson Paysage.**

## 2003

Launch of the **Multi-technical** business with the creation of **MTO.**

## 2000

Launch of the **Security & Safety** business.  
First international operations with expansion into Central Europe (**Hungary, Poland.**)

## 1999

Founding of the **TFN Group.**  
**Franck JULIEN** is appointed Chairman of the Management Board.

## 1944

Founding of **TFN**, originally specialised in **Cleaning** services.

# OUR VALUES

**ENTREPRENEURIAL SPIRIT**

**INTEGRITY**

**RESPONSIBILITY**

**AGILITY**

**SIMPLICITY**

# ATALIAN GLOBAL SERVICES

is an independent French Group and Europe's leading provider of global services. Each day, the Group's 65,000 employees show their commitment to assisting enterprises and local authorities by working with them to devise solutions that match their needs.

A recognised multi-business expert for more than 70 years running, ATALIAN GLOBAL SERVICES continually strives to create more value for its 25,000 customers based in 21 countries around the world.

# A WORD FROM THE CHAIRMAN

Despite an economic environment as strained as ever, 2015 was a very positive year for ATALIAN. Our multi-business expertise, deployed across multiple countries and continents, has allowed us to confirm the sustainable growth we forecast last year. Our ambition for the Group remains unchanged: to become a major provider of global services around the world.

Whether in Europe, Africa or Southeast Asia, very early on we chose to develop our know-how beyond French borders in order to find sources of new growth. In 2015, we generated €238 million in international revenue, close to 20% of our overall revenue for the year. We are currently present in 21 countries, and we are still expanding! Within the next three years, our goal is for international operations to represent 50% of our revenue. We also plan to expand onto a new continent in 2016.

At the national level, we have enjoyed continuous growth: Safran, Bosch, Carrefour, Orange, SNCF... Our optimised development processes, proactive approach and ability to build customer loyalty have allowed us to win or renew major contracts in all businesses combined.



This positive trend is based on a solid foundation. ATALIAN draws strength from its viscerally entrepreneurial culture, which is a vehicle for strong values like agility, listening, proactiveness, audacity and close customer relations. Being an entrepreneur means fulfilling our potential and looking to the future; it means creating value, finding new solutions and innovating.

**BEING AN ENTREPRENEUR  
MEANS FULFILLING  
OUR POTENTIAL  
AND LOOKING AHEAD.  
IT MEANS CREATING VALUE.**

Smart objects and robotics will soon transform service-oriented business models and solutions. We have chosen to anticipate these major changes in order to develop a new range of high value-added services. For example, thanks to "Innovation by ATALIAN" - a programme launched this year - we can identify, test, approve and roll out the innovations that are most useful to our customers.

Corporate Social Responsibility is another lever for creating value for the Group. It is an integral part of our DNA and a true performance driver. Performance for the Group, since it encourages us to implement a continuous improvement process but also and most importantly performance for our customers! This is perfectly illustrated by our Energy Management offering, which combines environmental responsibility, energy performance and cost reduction.

Once again this year, our results prove that we have implemented the right strategy. To pursue this ambition we will continue to rely on the robustness of the Group and the engagement of our teams. It is by looking ahead, consistently seeking to achieve excellence, proposing new solutions and redefining our businesses that we will create value and ensure sustainable growth for our Group.

A handwritten signature in black ink, appearing to read "Julien Franch". The signature is fluid and cursive.

ATALIAN Holding Chairman



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**LOUVRE MUSEUM, PARIS (FRANCE)**  
The Cleaning & Associated Services division began operations at the historic site of the Louvre Museum in 2015.



1

# A STRUCTURE COMBINING SOLIDITY AND AGILITY

AN INDEPENDENT GROUP	10
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# AN INDEPENDENT GROUP

## A SOLID STRUCTURE

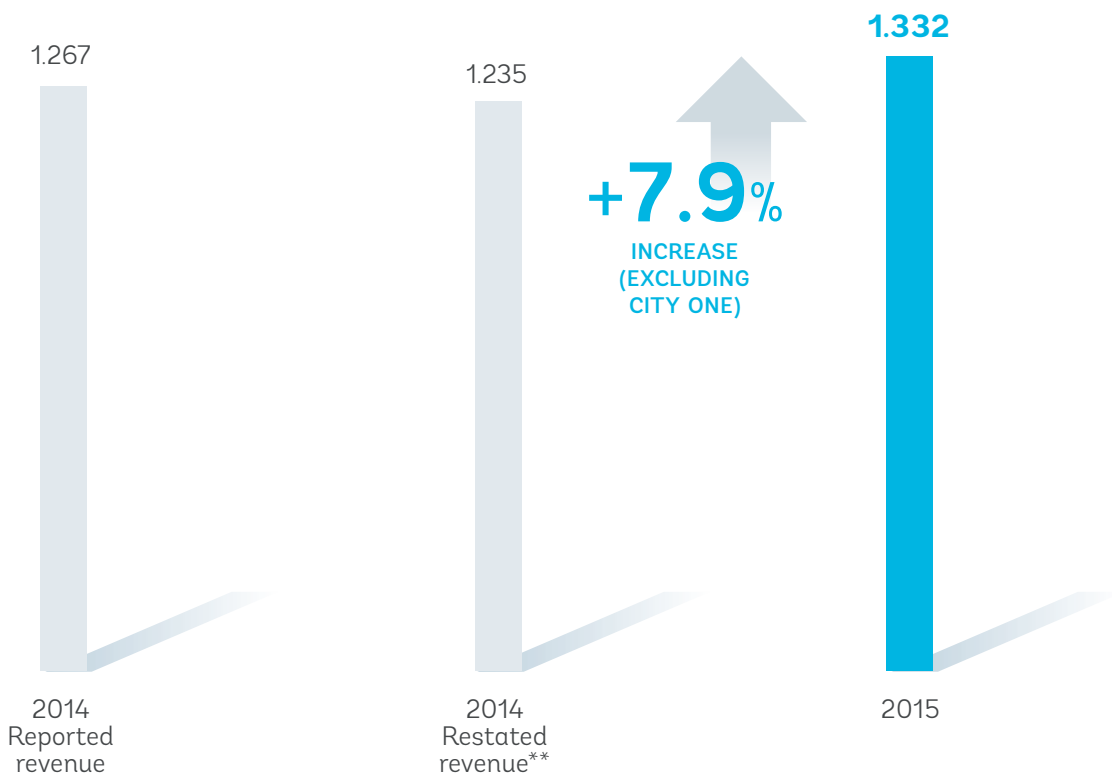
2015 KEY FIGURES



## SUSTAINABLE GROWTH

REVENUE INCREASE BETWEEN 2014 AND 2015  
IN BILLIONS OF EUROS

CITY ONE\*  
162



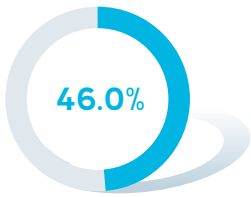
\* Exclusive Partner

\*\* Excluding transportation and public lighting

## INTEGRATED BUSINESS EXPERTISE

BREAKDOWN OF REVENUE BY ACTIVITY\*

CLEANING & ASSOCIATED SERVICES



MULTI-TECHNICAL & MULTI-SERVICE



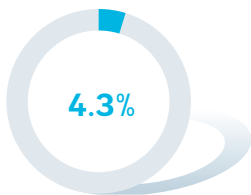
RECEPTION



SAFETY & SECURITY



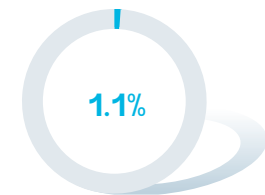
LANDSCAPING



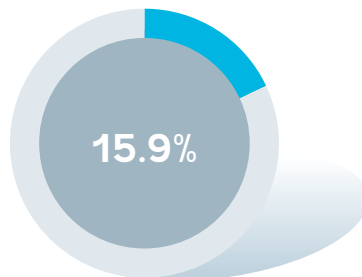
ENERGY MANAGEMENT



CONSTRUCTION & FINISHING



INTERNATIONAL



\* Including City One revenue

# INTERNATIONAL REACH

## AN INTENSIVE INTERNATIONAL EXPANSION STRATEGY

52

NEW INTERNATIONAL OPERATIONS

21

COUNTRIES AROUND THE WORLD (INCLUDING FRANCE)



### EUROPE

- Belgium
- Bosnia
- Croatia
- Czech Republic
- France
- Hungary
- Luxembourg
- Poland
- Romania
- Russia
- Serbia
- Slovakia
- Turkey

### ASIA

- Indonesia
- Malaysia
- Philippines
- Thailand

### AFRICA

- Ivory Coast
- Mauritius
- Morocco

### MIDDLE EAST

- Lebanon

# LOCALLY ROOTED

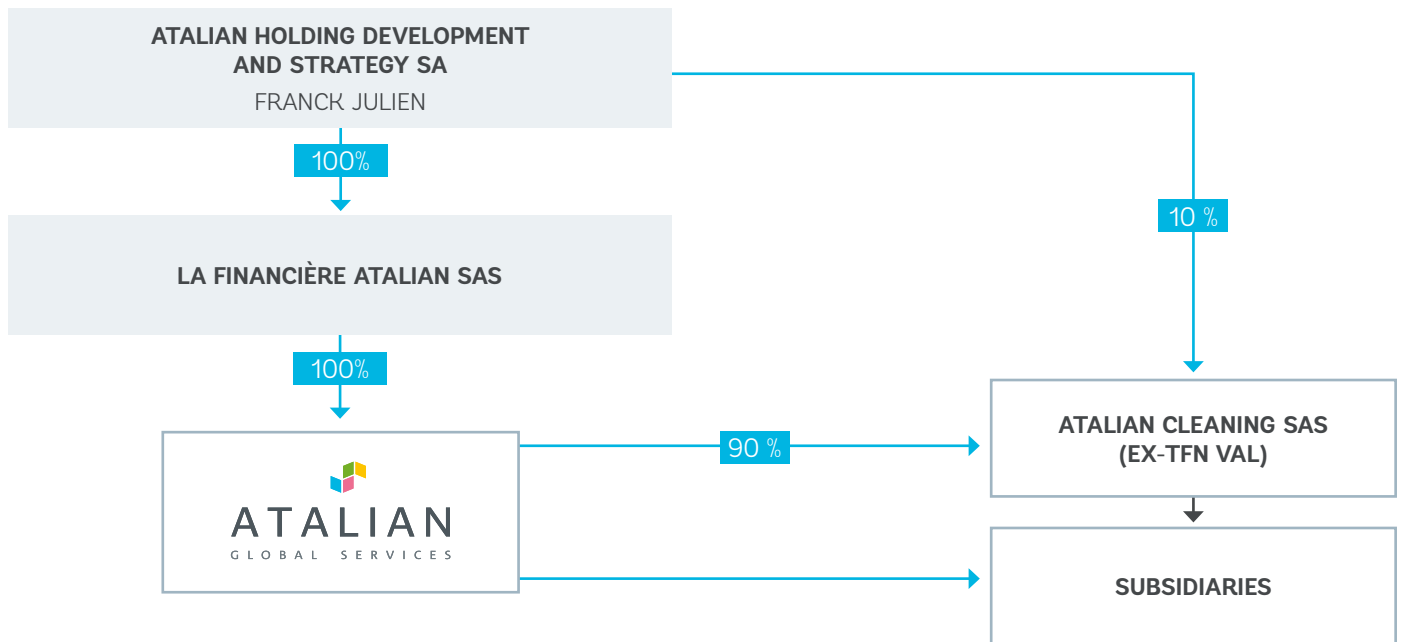
## A CLOSE-KNIT TERRITORIAL NETWORK IN FRANCE

MORE THAN **100** AGENCIES IN FRANCE



# A STABLE AND STRUCTURED GOVERNANCE

## CORPORATE STRUCTURE



## ATALIAN HOLDING - DEVELOPMENT AND STRATEGY (AHD&S)

### ATALIAN GROUP CHAIRMAN:

Franck JULIEN - **AHD&S Chairman**  
 Sophie PÉCRIAUX-JULIEN  
 Jean-Pierre JULIEN

Loïc ÉVRARD  
 John PENNING  
 Quentin VERCAUTEREN DRUBBEL

## LA FINANCIÈRE ATALIAN

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

### CHAIRMAN

UMS represented by Jean-Claude SALTIEL

### INVESTMENT COMMITTEE

Jean-Claude SALTIEL  
 Loïc ÉVRARD  
 Matthieu DE BAYNAST DE SEPTFONTAINES  
 Antoine TERZIKHAN  
 Pierre VACHERON  
 Richard TRANCHÉ

### ACCOUNT CLOSING COMMITTEE

AHD&S represented by Franck JULIEN  
 Jean-Claude SALTIEL  
 Loïc ÉVRARD

### REMUNERATION COMMITTEE

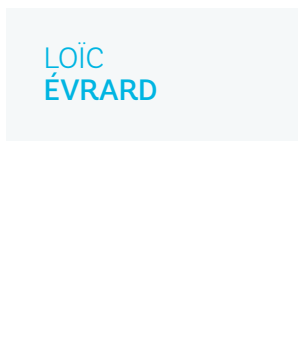
AHD&S represented by Franck JULIEN  
 Jean-Claude SALTIEL  
 Loïc ÉVRARD



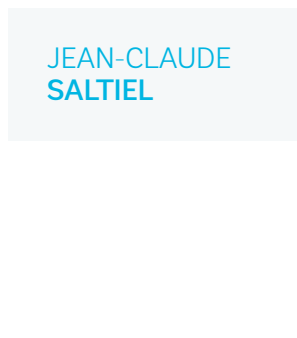
FRANCK  
JULIEN



SOPHIE  
PÉCRIAUX-JULIEN



LOÏC  
ÉVRARD



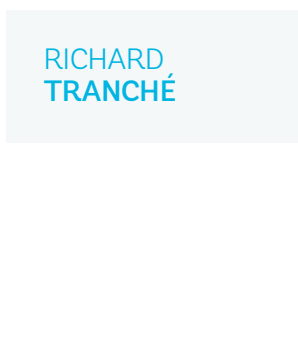
JEAN-CLAUDE  
SALTIEL



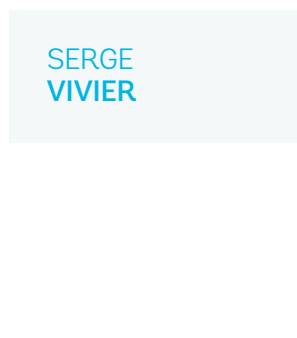
ANTOINE  
TERZIKHAN



PIERRE  
VACHERON



RICHARD  
TRANCHÉ



SERGE  
VIVIER



THIERRY  
BRÉMENT



MATTHIEU  
DE BAYNAST

# STRONG VALUES IN FAVOUR OF PROGRESS

## MEETING WITH

**JEAN-CLAUDE SALTIEL**

Chairman of La Financière ATALIAN



### WHAT IS YOUR ROLE AT ATALIAN?

As the Chairman of La Financière ATALIAN, I play a dual role of catalyst and coordinator within the Group. I am in charge of setting-up a more efficient organisation for the company, especially in terms of support services.

With my experience and knowledge of service-related businesses, I have a duty, like all ATALIAN employees, to ensure our Group pursues its growth to become a "global" player.

### FOR YOU, WHAT ARE THE GROUP'S VALUES?

ATALIAN is an independent family group with a strong identity whose chief values are integrity, agility, hard work and solidarity. We are dedicated to supporting our employees, to ensure the well-being of our customers, because being responsible and close to these players truly matters. Our attentiveness, both within and outside the company, helps us acquire a global vision of our actions and anticipate future challenges through greater responsiveness.

For ATALIAN, "enhancing quality of life" means combining our promise in terms of quality of service with our commitment to motivating each employee while maintaining an entrepreneurial approach.

And these values, which are dear to the Group, underpin our technical and organisational expertise: pride in a job well done, constant presence in the field, steadfast availability, unfailing motivation, respect for the work accomplished by our men and women, quality control in all of our divisions; rigorous consideration of the challenges and requirements associated with sustainable development.

### WHAT ARE THE STRENGTHS OF THE GROUP?

Since ATALIAN was founded in 1944, we have expanded into more than one hundred local agencies throughout France and have achieved our original goal of establishing our presence in 20 countries (21 including France). Thanks to our strong entrepreneurial culture, we have also turned our multi-business activity into a new profession, and combined general and specialised services to offer a winning formula that translates into dynamic and profitable growth, year after year.

**ENHANCING QUALITY  
OF LIFE MEANS COMBINING  
OUR PROMISE IN TERMS  
OF QUALITY OF SERVICE  
WITH OUR COMMITMENT  
TO MOTIVATING  
EACH EMPLOYEE**

ATALIAN is synonymous with expertise, and our strength lies in the fact that we are one of the only multi-technical and multi-service groups to include eight complementary lines of business (Cleaning, Multi-technical and Facility Management, Reception, Airport Services, Safety, Landscaping, Construction and Energy Management) to meet today's market needs. Thanks to our unique structure, we can relieve our customers of numerous tasks, allowing them to focus on their core business.

The Group's very attractiveness has increased thanks to these expert businesses and to our innovation team, which constantly seeks out new solutions. In the past, it seemed difficult to eradicate the preconceptions associated with the service sector. But the sector's image is changing and it is attracting new, qualified professionals who are ready and willing to do their bit. This new blood, combined with our experience, considerably boosts our added value!

# HIGHLIGHTS

## 2015



### 21 COUNTRIES AROUND THE WORLD

With operations in 4 new countries and no fewer than 12 acquisitions, ATALIAN has confirmed its ambition of becoming one of the world's leading providers of services to companies.

See the complete list of countries where the Group operates on page 12.



### ATALIAN POLAND RANKS AMONG THE TOP 3 FM PLAYERS

Thanks to a broad range of services and €50 million in revenue for the year, the Group has strengthened its position in Eastern Europe.

Find out more information about ATALIAN's international growth strategy on page 22.



### €1.332 BILLION IN REVENUE

In today's complex economic context, ATALIAN has continued to roll out an offensive strategy.

Find out more about the Group's growth policy on page 18.

### A €30 MILLION CONTRACT WITH AREVA

This success is rooted in our expertise and acute understanding of the local issues of each customer.

Discover ATALIAN's Facility Management services on page 26.





# FINANCIAL PERFORMANCE

## SECURING AND GUIDING GROWTH

### MEETING WITH

**LOÏC ÉVRARD**

Chief Financial Officer



#### WHAT SHOULD WE REMEMBER ABOUT THE PAST YEAR?

We achieved €1.332 billion in revenue, with an organic growth of 0.7% and external growth of 6.9%.

In an ever more complex economic climate, we have managed to maintain our revenue in France (€1,094 million).

In 2015, ATALIAN adopted an offensive strategy by intensifying its growth policy beyond European borders, particularly in Southeast Asia, and by conducting merger operations in Central Europe. With 12 acquisitions and operations in several new countries including Malaysia, Ivory Coast, the Philippines and Russia, our international revenue soared to €238 million – that is 51% more than last year. This figure accounts for 18% of total revenue (excluding City One), which proves that we have made sound strategic choices. We are pursuing our trajectory with a target international revenue of €350 million for the 2015-2016 financial year.

Our debt is currently contained at €327 million compared to €319 million year-on-year, despite a vigorous investment strategy in 2015 (€33 million compared to €15 million in 2014). We continued to keep our working capital requirement (WCR) in check, and our financial ratios are good: our leverage slightly improved at 3.46, in keeping with the past three years.

The financial market continues to perceive our market value as strong, and our investors have once again placed their confidence in us. Compared to other similar companies whose stock value has fallen, we have remained strong and stable throughout the summer, a difficult period for the markets.

#### WHAT WILL BE YOUR MAIN CHALLENGES IN FULFILLING ATALIAN'S AMBITIONS?

With more than 200 employees dedicated to our financial performance and the introduction of an internal audit team, we are now capable of ensuring compliance with our internal processes and maximum security for our financial flows. Securing our flows is a major success factor for the future of our business model: with the rise in the number of countries and continents in which we operate, we are faced with ever more complex cash flows and constant currency risks. We must increasingly cope with this challenging and complex issue as part of our international development. The disorganised floating or the volatility of currencies makes it considerably difficult to forecast exchange rates and, consequently, to manage the currency risk.

**THE FINANCIAL MARKET  
CONTINUES TO PERCEIVE  
OUR MARKET VALUE  
AS STRONG**

To protect the Group against this risk, our Cash Management division must define a shrewd strategy based on both the degree of risk aversion and the results of our forecasts on each continent. This will form the basis of three possible strategies: non-coverage, systematic coverage and selective coverage.

The second major challenge for the division is our external growth. We make every effort to accurately evaluate the level of risk tied to each acquisition and to determine an appropriate strategy ensuring the quick and optimal integration of these new structures, however complex their regulatory environments may be. Our integration model boasts an increasingly high success rate thanks to the rigorous work of our teams.





### WHAT ARE YOUR AMBITIONS FOR THE COMING FISCAL YEAR?

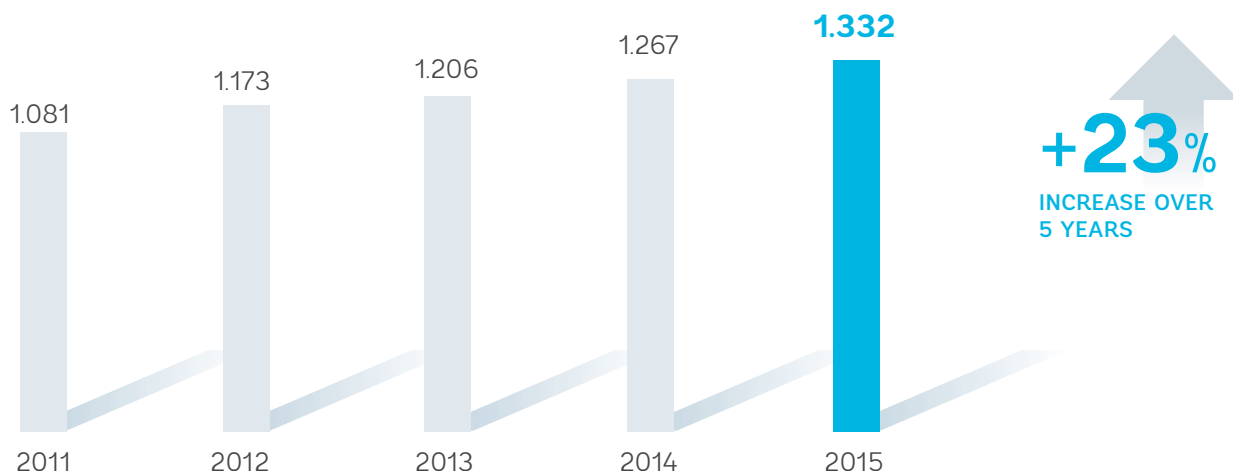
Generally speaking, our main objective is to achieve constant improvements in all of these areas. We must boost the quality of our international data processing and continue to roll out processes as effective as those implemented in France. Moreover, the current audit of our existing tools, particularly in our foreign subsidiaries, should allow us to create a homogenous information system and deploy the same management and steering tools that contributed to our success in France.

This qualitative upgrade will involve adopting digital tools in order to increase our performance, speed and transparency. We will also have to support our employees throughout this period of change, to foster even closer customer relationships. This project was launched in 2015 and will continue until 2017.

## 2015 KEY FIGURES

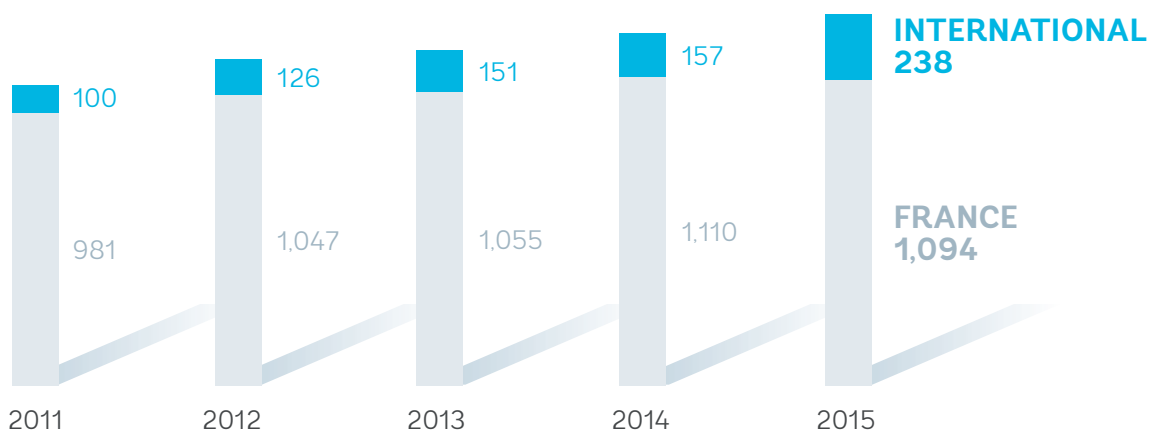
### REVENUE INCREASE (2011-2015)

IN BILLIONS OF EUROS



### BREAKDOWN OF REVENUE IN FRANCE AND ABROAD (2011-2015)

IN MILLIONS OF EUROS





**SIAM DISCOVERY CENTER,  
BANGKOK (THAILAND)**

In 2015, ATALIAN strengthened its position in Asia through new operations in Malaysia, Thailand and the Philippines.



2

# A GLOBAL PLAYER

## OFFERING PERSONALISED SERVICES

INTERNATIONAL: BECOMING A GLOBAL GROUP

22

FACILITY MANAGEMENT: CUSTOMER-ORIENTED CULTURE

26



# INTERNATIONAL BECOMING A GLOBAL GROUP

## MEETING WITH

### MATTHIEU DE BAYNAST

Chairman of ATALIAN International



#### WHAT ARE THE BIGGEST CHALLENGES YOU FACED IN 2015?

Declining markets in recent years have forced many major players to retreat to their former positions. But we chose to be daring, to continue investing beyond our borders in order to widen our scope of action and seize new opportunities. With €238 million in revenue, new operations in 4 countries and no fewer than 12 acquisitions, this year we reached a new milestone in our ambition to become a global leader on the services market.

We strengthened our position in Asia by acquiring new structures in Malaysia and Thailand and by launching operations in the Philippines.

We also stepped up our presence in Central Europe by breaking into the Serbian market in November 2015, and confirmed our position as Europe's leader with a new acquisition in Russia. Our strategy has paid off, because it has allowed us to enter a phase of network consolidation and densification in countries where we were already present, resulting in strong organic growth. This is the case in Turkey, where we are now one of the market leaders.

#### WHAT ARE THE DRIVERS SUPPORTING THIS STRATEGY?

This international expansion strategy is made possible by the Group's financial robustness, which allows us to maintain a dynamic investment strategy (€33 million in 2015), and by the excellence of our integration model.

**WITHIN THREE YEARS,  
WE HOPE TO SEE  
INTERNATIONAL BUSINESS  
REPRESENT 50%  
OF TOTAL GROUP REVENUE**

As the Group has become increasingly international, so have our employees. We have strengthened our executive management and reinforced our corporate team with new competencies and multicultural profiles, boasting thorough knowledge of the regions where we do business.

We have also reorganised the sales team in charge of coordinating the network and responding to calls for tender from our key accounts. This team in turn receives support from the new internal research unit we have created. Specific to each geographical area, all these teams support our international subsidiaries and help them identify the most appropriate solutions to our customers' needs, which vary from country to country.



## FOCUS ON SUCCESSFUL NEW CONTRACTS

Prologis in the Czech Republic and Slovakia, Bosch in Turkey, Tesco in Slovakia and Thailand, Electrolux in Hungary and Romania... these are but a few emblematic examples of groups that have chosen to put their trust in ATALIAN this year. These positive collaborations not only showcase creativity but also operational excellence.



### 2015 KEY FIGURES

€238 MILLION  
IN REVENUE

10,000  
EMPLOYEES

+51%  
INCREASE VS 2014

20  
COUNTRIES  
(NOT INCLUDING FRANCE)

12  
ACQUISITIONS IN 2015

# INTERNATIONAL BECOMING A GLOBAL GROUP



## HOW WOULD YOU ASSESS THE SECOND YEAR OF THE EUROPEAN PARTNERSHIP UFS - UNITED FACILITY SOLUTIONS?

Above all, this second year was marked by two changes in our UFS partners. While Manutencoop and Mitie chose to withdraw from the partnership, a new member joined us this year: Servest Group. Thanks to this new player, present in South Africa and in the UK, we have expanded the geographical reach of UFS - United Facility Solutions.

We are now entering a new phase of the partnership. Each member has increased its support in terms of resources and our relations are excellent.

This positive dynamic has allowed us to move forward on a number of optimisation projects, such as global procurement contracts, and establish invaluable commercial synergies. Once again this year, we won major contracts with groups such as Tesla and Stanley Black & Decker in France, Belgium, Germany and Spain.

## WHAT ARE YOUR GOALS FOR 2016?

To continue our expansion! Within three years, we hope to see international business represent 50% of total Group revenue.

This will mean intensifying our commercial synergies, by ensuring effective communication amongst our different networks and the sharing of good practices in order to seize bigger opportunities with key accounts and build customer loyalty.

We will also continue to implement high-performance tools producing even more accurate quality analysis and ratios, as well as continue to train our employees by spreading our company culture and know-how within our subsidiaries.

Lastly, we are continually seeking new opportunities that resonate with the Group's strategy and DNA. After Asia, Africa and Europe, other continents have yet to be conquered! 2016 will be the year in which ATALIAN will grow from an international group into a global group!

## FOCUS ON

### ATALIAN POLAND: PORTRAIT OF A SUCCESSFUL EXPANSION

Ever since expanding into Poland's Multi-technical segment in 2001, ATALIAN has continually reinforced its positions in the country. After being awarded the "Gazelle of Business" title in 2014, this year ATALIAN Poland broadened its range of services (cleaning, catering, safety and energy management) by acquiring Aspen and certain Metro subsidiaries. With €19.2 million in revenue in 2015 and 3,500 employees, the Group now ranks among Poland's top three Facility Management actors.



BELGIUM	BOSNIA	CROATIA	HUNGARY	MAURITIUS	INDONESIA	LEBANON	LUXEMBOURG	MALAYSIA
<b>REVENUE AUGUST 2015 (K€)</b>								
18,116	571	12,525	18,081	1,537	8,322	1,648	15,754	20,459
<b>HEADCOUNT (FTE)</b>								
446	41	382	292	62	1,803	-	364	680

✚ Acquisitions to strengthen our presence in existing countries in 2015

✚ Acquisitions to break-into new countries in 2015



MOROCCO	PHILIPPINES	POLAND	CZECH REPUBLIC	ROMANIA	SLOVAKIA	THAILAND	TURKEY
<b>REVENUE AUGUST 2015 (K€)</b>							
6,503	3,012	19,200	42,296	4,056	11,171	7,152	48,683
<b>HEADCOUNT (FTE)</b>							
1,363	1,318	3,536	967	101	481	1,419	2,356



# FACILITY MANAGEMENT

## CUSTOMER-ORIENTED CULTURE

2

### MEETING WITH

**PHILIPPE LÉONARD**

Managing Director of Corporate Strategy



#### WHAT ARE THE BIGGEST CHALLENGES YOU FACED IN 2015?

We have continued to reinforce our commercial structure by creating a corporate division whose aim is to position the Group in France and abroad in full FM markets serving key corporate accounts. Today, a team of six Assistant General Managers is working to develop our service offerings. We have noticed that the Facility Management market has become increasingly complex over the past several years. We must therefore adapt our growth strategy to meet these new requirements.

Our proactive approach has translated into several noteworthy commercial successes in 2015, including a €30 million contract with Areva Group. This contract is a particular source of pride, as it covers a sensitive site requiring expertise in terms of both technical skill and social engineering. The decision to switch to full FM is a major commitment for a nuclear power company, and success lies above all in the ability to anticipate and meticulously prepare the future organisational structure. We won this contract because our proposal was based on our knowledge of the local environment and our understanding of the issues at stake, combined with our willingness to discuss and openly share information.

#### TWO YEARS AFTER JOINING THE UFS - UNITED FACILITY SOLUTIONS ALLIANCE, WHAT IS YOUR ASSESSMENT OF THE PARTNERSHIP?

Positive! UFS - United Facility Solutions opens the doors to the pan-European market and positions us as a player on it. Thanks to this alliance, our presence in France can resonate beyond our borders and bring us new challenges. In addition to expanding our "playing field," UFS - United Facility Solutions creates opportunities for the genuine sharing of knowledge and good practices between member countries.

**A NEW CHAPTER  
WILL BEGIN  
WITH 2016**

#### WHAT WILL BE THE BIGGEST CHALLENGES IN 2016?

A new chapter will begin with 2016. This time, focus will be on innovation. This does not mean simply rolling out innovative tools or machines to win new markets. Major customers today expect their service providers and/or partners to give careful thought to the environment and the quality of life of their staff. Our FM model wholly meets these expectations.

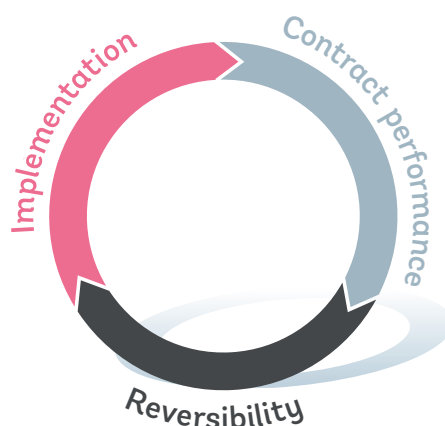
## FOCUS ON

### FROM SOFT TO HARD FM, A BESPOKE SERVICE FOR AIR FRANCE

With a surface area of 140,000 square metres and 1,500 flights a day, the Roissy-Pôle complex is an elaborate facility comprising of public areas, security zones, offices and spaces for executive managers or even spaces reserved for flight and cabin crew members. In September 2014, ATALIAN entered into a four-year full FM contract to serve Air France at this site. We worked hard to set up cross-business supervision well in advance in order to ensure high-quality management services. A team dedicated to customer relations and a help desk operate daily to oversee the traceability of the services delivered. Applying the principles of hotel management, ATALIAN provides technical management, safety, reception and building cleaning services around the clock. An energy management contract was also signed, and in 2015, energy costs were reduced by 12%.

## THE LIFECYCLE OF A FM CONTRACT

FOR A CONTRACT TO SUCCEED, THE FOLLOWING STEPS  
MUST BE METICULOUSLY PREPARED



## CUSTOMER REFERENCES

3M · AIR FRANCE · AREVA · ATOS  
EDF · ORANGE · PÔLE EMPLOI



**BUSINESS PARK, KRAKOW (POLAND)**  
ATALIAN has been operating in Poland for 14 years and is now one of the leading Multi-service providers in the country.



## 3

## MULTI-SERVICE EXPERTISE GUARANTEEING OPERATIONAL EXCELLENCE

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# RECOGNISED EXPERTISE BY SECTOR

3

With 25,000 customers and over 70 years of experience, ATALIAN has developed a strong customer culture which places customers at the heart of its service offering.

Beyond our technical competencies, proven methods and engagement every single day, our added value also resides in our remarkable knowledge of the different business sectors in which we operate. Regulatory environments, safety standards, certifications, guidelines and frames of reference, environmental issues, social climate, technical or behavioural prerequisites... ATALIAN's employees work in a wide variety of contexts, each of which are unique and determine the scale and structure of the services delivered.

For each business, experts and sector-specific specialists are designated to anticipate these challenges and incorporate appropriate solutions during the early phases of a project, regardless of the establishment or type of facility. On-site operational teams are therefore aware of any sector-specific requirements and take them into account from day one of the contract.



## CUSTOMER REFERENCES



### AIRPORT SERVICES

- AÉROPORTS DE PARIS
- AIR FRANCE



### AGRIBUSINESS

- AGROMOUSQUETAIRES
- LABEYRIE
- SOCOPA
- WILLIAM SAURIN



### SHOPPING CENTERS

- ATRIUM
- KLEPIERRE
- UNIBAIL-RODAMCO



### COSMETIC/ PHARMACEUTICAL

- APTAR PHARMA
- DIOR PARFUM/LVMH RESEARCH CENTER
- GALDERMA



### MASS DISTRIBUTION

- AUCHAN
- CARREFOUR
- CONFORAMA
- LE PRINTEMPS
- METRO
- MONOPRIX



### HIGH TECHNOLOGY

- AIRBUS
- ST MICROELECTRONICS



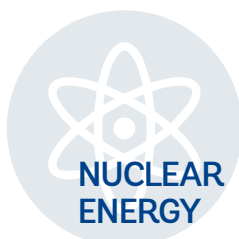
### INDUSTRY

- AIRBUS
- ARCELORMITTAL
- BOSCH
- LAFARGE
- SAFRAN
- ST GOBAIN



### LUXURY GOODS

- BERLUTTI
- CARTIER
- DIOR PARFUMS
- MUMM PERRIER-JOUËT



### NUCLEAR ENERGY

- AREVA
- EDF



### PUBLIC SERVICE

- FRENCH MINISTRY OF FOREIGN AFFAIRS
- L'ÉLYSÉE
- MUSÉE DU LOUVRE
- OECD



### HEALTH CARE

- AREPA
- ASSISTANCE PUBLIQUE HÔPITAUX DE PARIS
- INSTITUT CURIE
- INSTITUT PASTEUR



### TRANSPORTATION NETWORKS

- AIR FRANCE
- RATP
- SNCF



### RETAIL

- SEPHORA
- SOCIÉTÉ GÉNÉRALE
- ZARA



### TERTIARY

- AXA
- BNP PARIBAS
- ERNST&YOUNG
- ICADE
- ORANGE

# CLEANING & ASSOCIATED SERVICES

## DEVELOPING QUALITY PARTNERSHIPS

3

Traditional and specialised cleaning, on-site waste management, sanitation, pest control, air quality, light maintenance, handling, stock and supply management, meeting room set-up, management of shared spaces, office-to-office removals and more.

Although the Cleaning & Associated Services division has already proven its technical and sector-specific expertise, it continues to develop by building high value-added relationships with its customers and employees.

## 2 QUESTIONS FOR

**PIERRE VACHERON**

Chairman of the Cleaning & Associated Services division



### WHAT ARE THE BIGGEST CHALLENGES YOU FACED IN 2015?

In spite of the on-going wait-and-see and unstable economic environment, we have stayed the course and reached our goals.

We have continued to build loyalty and reinforce our key corporate accounts by strengthening our dedicated management team. This has enabled us to nurture close relationships with our customers and establish partnerships through joint projects designed to reflect on corporate social responsibility, innovation and the sharing of good practices.

In early 2015, we won a contract to manage a major historic site: the Louvre Museum. This success is yet another illustration of our ability to rise to the challenges that come with exceptional environments.

Another highlight this year was the signing of landmark contracts for all Safran and Snecma facilities in France, which confirmed our position as the leading service provider in the aerospace industry. We also developed our activity in the ultra-clean, railway and supermarket sectors.

Customer loyalty has improved continuously thanks to the strategy implemented this year, as illustrated by the increase in our division's customer contract renewal rate.

### WHAT ARE YOUR AMBITIONS FOR 2016?

We are optimistic and banking on a more open market. To seize these new opportunities, we will focus on remaining close and proactive!

Our customers' needs are changing; we will continue to adapt both the operational and managerial solutions we propose. We are currently developing innovative technical solutions that will create value, performance and transparency.

**WE WILL FOCUS ON  
REMAINING CLOSE  
AND PROACTIVE**

More than ever, we continue to leverage the engagement and expertise of our employees by supporting them through personalised training plans.

The targeted acquisition of high value-added companies also remains one of the key priorities of our growth strategy, more so now that we have proven the effectiveness and sustainability of our integration models.

## FOCUS ON

### SUPERMARKETS AND RETAIL: MANAGING QUALITY

To meet the specific needs for transparency and domestic multi-site customer tracking, the Cleaning & Associated Services division offers management services via a dedicated central structure. The performance indicators of each site are updated and published in real time on a personalised platform. For each site, any contradictory quality inspections are analysed, and immediate corrective action is taken in order to continuously optimise the level of service. This combined local and global approach is the differentiating asset which allows our division to provide consistently high-quality service to retailers such as Carrefour and Auchan.



## 2015 KEY FIGURES

€700 MILLION  
IN REVENUE

20,000  
EMPLOYEES

2<sup>nd</sup>  
LARGEST OPERATOR  
IN FRANCE

## CUSTOMER REFERENCES

AIRBUS · APTAR PHARMA · AUCHAN  
BNP PARIBAS · CARREFOUR · CONFORAMA  
CRÉDIT AGRICOLE · DIOR · ERNST & YOUNG  
FRENCH MINISTRY OF FINANCE AND PUBLIC ACCOUNTS · GALDERMA  
INSTITUT CURIE · LABEYRIE · LAFARGE · MUSÉE DU LOUVRE  
PARIS PUBLIC HOSPITAL SYSTEM (APHP)  
SAINT-LOUIS HOSPITAL · SAFRAN · SNCF  
SOCIÉTÉ GÉNÉRALE · SOCOPA · ST MICROELECTRONICS  
STALLERGÈNES · VAL-DE-GRÂCE MILITARY HOSPITAL



# MULTI-TECHNICAL & MULTI-SERVICE FACING TOMORROW'S CHALLENGES

3

Building management, air conditioning, heating, plumbing, ventilation, lighting, telesurveillance, facility maintenance, occupant services, the environment...

The Multi-technical & Multi-service division takes charge of 85% of the production and technical maintenance of a facility using the Group's own resources.

## 2 QUESTIONS FOR

**ANTOINE TERZIKHAN**

Chairman of the Multi-technical & Multi-service division



### WHAT WERE THE BIGGEST CHALLENGES YOU FACED IN 2015?

With the closure of two important business parks, 2015 was a year of mixed performance for the Multi-technical & Multi-service division. Nevertheless, through our commitment and recognised technical expertise, we managed to absorb this decline in business by renewing all of our operating contracts... and by winning new ones! With Areva, Orange, 450 Pôle Emploi careers centres in the PACA region of France and 3 Sonepar facilities, we have reinforced our image as a trusted partner and facilitator.

Our division draws its strength from a nation-wide network of engineers and technicians who are highly responsive and love a good challenge. They work in close collaboration with our customers and strive to propose new optimisation solutions every day.

We therefore maintained our revenue and profitability levels and, despite our mixed results, continue to grow!

**2016 WILL BE  
THE YEAR  
OF OUR OFFENSIVE**

### WHAT ARE YOUR GOALS FOR 2016?

2016 will be the year of our offensive. We want to continue reinforcing our commercial processes. The idea is to actively defend our portfolio and grow our business, especially in the French regions.

We will support this policy through the expansion of our range of services and through our new thermal engineering department. This strategy will clearly enable us to conquer new markets and enhance the Group's Facility Management offering.

## FOCUS ON

### ENERGY EFFICIENCY: COMMITTING TO OUR CUSTOMERS

This year we created a thermal engineering department whose aim is to provide even more effective building optimisation solutions to the customers of the Multi-technical & Multi-service division. In close collaboration with Ergelis, four people are working to design innovative energy management solutions. This approach translates itself into a commitment to achieving energy savings throughout the duration of the contract.



### 2015 KEY FIGURES

€186 MILLION  
IN REVENUE

1,300  
EMPLOYEES

6<sup>th</sup>

LARGEST OPERATOR IN FRANCE

### CUSTOMER REFERENCES

AIRBUS · ASTRAZENECA · AXA · BNP PARIBAS · BPCE  
BOUCHES-DU-RHÔNE REGIONAL COUNCIL · BULL · CCIP  
COFINOGA · DANISCO · FRENCH MINISTRY OF FOREIGN AFFAIRS  
GROUPE GALERIES LAFAYETTE · HOTEL HILTON · ICADE  
LA POSTE · LABORIT, LAVAL, SAINT-NAZAIRE,  
PONTOISE HOSPITAL COMPLEX · L'ÉLYSÉE  
MBDA · MBDA EADS · MERCK  
OECD · QUINZE-VINGTS NATIONAL OPHTHALMOLOGICAL  
HOSPITAL COMPLEX · SAFRAN · UGAP · UNIBAIL

# SAFETY & SECURITY

## DEVELOPING A GLOBAL OFFER

3

In-company access control and screening, management of central security stations, security on critical sites, patrol and emergency services, auditing, consultancy...

Under the Lancry brand, ATALIAN's Safety & Security business has long been synonymous with quality and trust.

## 2 QUESTIONS FOR

**RICHARD TRANCHÉ**

Chairman of the Safety & Security division



### WHAT WERE THE BIGGEST CHALLENGES YOU FACED IN 2015?

Despite a difficult economic context, we have improved our results, particularly company earnings, which rose by 10.2%. This growth was buoyed by the renewal of all our contracts with, among others, Orange, Monoprix and Le Printemps.

We confirmed our position as the leading provider of railway station security services, and for the past several years we have managed a number of stations in France including Gare de Lyon, Saint-Lazare, Austerlitz, Gare du Nord, Lyon Part-Dieu and Gare de Marseille Saint-Charles. We have earned recognition and praise as an expert in this sector.

In October 2015, we also created what we call BEST or the Bureau of strategic and technical studies. Our engineers can assess our customers' infrastructure and propose a set of complementary technical solutions that match their requirements, such as access control, videosurveillance or smart fencing. Through these activities, we are taking part in the Group's innovation strategy, launched two years ago.

### WHAT ARE YOUR AMBITIONS FOR 2016?

Our success in airport security has made us want to step up our presence in this sector, particularly at a French regional level.

In the medium term, we also want to make BEST a key player in defining and implementing good practices in relation to our security business.

**THROUGH THIS DIGITAL  
REVOLUTION, OUR AIM  
IS TO MORE EFFICIENTLY  
MEET OUR GOALS**

Another major topic for 2016: help our employees adapt to the digitalisation of our businesses. Beginning next March, RFID\* chips will be incorporated into employee badges so that working hours can be tracked electronically. All data will automatically be transmitted, collected and made available online and in real time. We are also working on other management tools compatible with tablets and smart phones. Through this digital revolution, our aim is to more efficiently meet our goals, namely greater transparency, optimisation and lighter administrative processes for our teams.

\*Radio frequency identification

## FOCUS ON

### WINNER OF THE SNCF ECONOMIC PERFORMANCE AWARD

In 2015, Lancry earned recognition from SNCF for its contributions to the national railway company's economic performance. The award not only acknowledges the cost reductions achieved by Lancry but also recognises its ability to optimise and more fully understand its customer's needs. It is an accolade that highlights the trust-based relationship we have built with this customer over the past several years.



### 2015 KEY FIGURES

€138 MILLION  
IN REVENUE

4,500  
EMPLOYEES

5<sup>th</sup>  
LARGEST OPERATOR IN FRANCE

### CUSTOMER REFERENCES

AIR FRANCE · BOSCH · CARREFOUR · CRÉDIT  
AGRICOLE · EDF · KLÉPIERRE · LE PRINTEMPS · MONOPRIX  
NATIXIS · ORANGE · SAFRAN · SCHLUMBERGER · SNCF  
SOLVAY · UGAP · UNIBAIL-RODAMCO

# RECEPTION

## PURSuing A SUSTAINABLE GROWTH STRATEGY

3

For the past 25 years, City One Group has been gaining the trust of major groups thanks to its innovative approach to managing and organising reception services.

This business focuses on five sectors: services to companies, services to passengers, logistics and handling, training and temporary employment. City One is the exclusive partner of ATALIAN.

### 2 QUESTIONS FOR

**SOPHIE PÉCRIAUX-JULIEN**  
Chairwoman of City One



Lastly, because people are at the heart of our activity, we pursued tangible CSR initiatives. Our engagement in this area earned us the 2014 CSR Performance Award from Women Equity for Growth, which has once again showed its faith in City One by asking me to be a member of this year's jury.

**PEOPLE ARE  
AT THE HEART  
OF OUR ACTIVITY**

#### WHAT WERE YOUR MAIN PRIORITIES IN 2015?

2015 was a very good year for City One. We pursued our dynamic growth (15%) and maintained our position as the second leading player in the French reception services sector.

We also strengthened our positions by growing our business with key accounts such as SNCF as well as by renewing contracts with existing customers like Business France.

In order to meet our objectives, we invest and stay closely involved in three essential priority areas year-round.

Given the complexity of recruiting in our line of business, we chose to place emphasis on employee training. We give our highly qualified staff technical training on the business requirements of our customers.

The second priority of our strategy is, of course, innovation. We boast a remarkable customer contract renewal rate because of our ability to rethink our business approach and expand our range of services. For instance, this year we developed new tools to offer faster, optimised services.

#### WHAT ARE YOUR AMBITIONS FOR 2016?

To ensure continued double-digit growth, continue developing our key accounts business and maintain our contract renewal rate at nearly 100%!

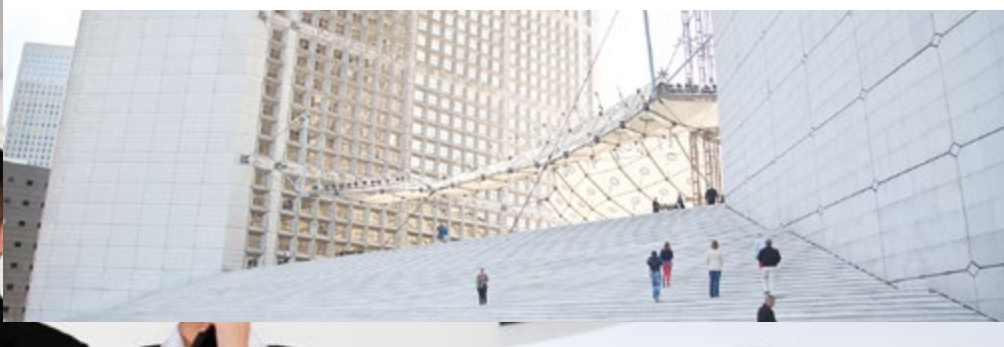
We plan to pursue our innovation policy, which is crucial to proposing sustainable solutions to our customers. We are particularly focused on converting our administrative data into electronic format and on deploying and improving quality measurement tools to benefit our customers.

## FOCUS ON

### CITY ONE

#### ON THE ROOFTOPS OF PARIS

City One Group was selected to create and manage a dynamic commercial environment on the rooftop of the Grande Arche monument in the La Défense business district of Paris. In partnership with Eiffage Concessions, City One will manage and coordinate the future *Auditoriums and Observatoire du Monde Contemporain*, where 1,200 square metres of space will be dedicated to displaying photographs of current events and explaining their link to History.



### 2015

#### KEY FIGURES

€**162** MILLION  
IN REVENUE

**4,500**  
EMPLOYEES

**2<sup>nd</sup>**  
LARGEST OPERATOR IN FRANCE

**15%**  
GROWTH

### CUSTOMER REFERENCES

ACNA · AÉROPORTS DE PARIS · AIR CANADA  
 AIR FRANCE · AMERICAN EXPRESS · BANQUE LAZARD  
 DANONE · DASSAULT · ESSILOR · L'ORÉAL  
 LA CINÉMATHÈQUE FRANÇAISE · LE MONDE · LE PRINTEMPS  
 MICROSOFT · NOKIA · NRJ · PERNOD RICARD  
 PHILARMONIE DE PARIS · RENNES MÉTROPOLE  
 ROLAND GARROS · SERVAIR · SNCF  
 STADE DE FRANCE · UBS

# ENERGY MANAGEMENT

## OPTIMISING BUILDING USAGE

3

### MEETING WITH

**FLORENCE TANTOT**

Chairwoman of the Energy Management division



#### CAN YOU DESCRIBE THE ROLE OF THE ENERGY MANAGEMENT DIVISION?

Our core business is to enhance the energy performance of buildings. We analyse and then improve building management systems through a collaborative process with our customers, giving priority to the most immediately profitable investments.



We also offer innovative energy management services, to optimise building usage. We combine continuous remote infrastructure monitoring and management using advanced technologies and a platform of energy managers who support the local teams.

In addition, we assist our customers in dealing with these issues on a day-to-day basis, for instance by leading green committees and sharing our expertise, a crucial aspect of continuous improvement.

All of these services contribute to honouring a very strong commitment towards our customers: the amount of their future energy savings is set forth in a written contract.

#### WHAT HAVE BEEN YOUR BIGGEST CHALLENGES SINCE JOINING ATALIAN GROUP?

Ergelis and ATALIAN have always specialised in businesses that are similar yet different. Our main challenge was to smoothly integrate within the Group, to collaborate and share ideas with the operational teams and to identify the best way to incorporate our solutions into existing processes. We jointly conducted several fruitful commercial operations that bear witness to our success in these areas. For instance, we have entered into an agreement with Unibail to install a system that will remotely steer their equipment in several buildings.

We also participated in providing services to Air France. We were present for the renovation of the building management system and entered into a four-year energy management contract. The first year of this contract was a success, and we achieved savings of 12%!

#### WHAT ARE YOUR AMBITIONS FOR 2016?

For 2016, we plan to keep reducing energy costs for the contracts underway, and maintain our technical intelligence initiatives and R&D on smart objects.

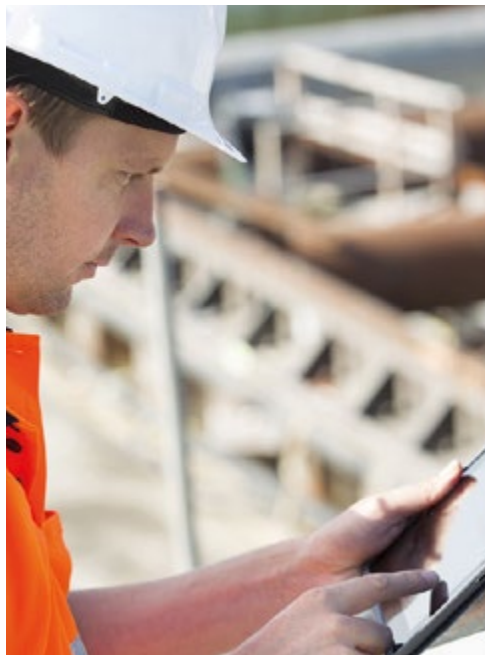
And of course we have to pursue our efforts in terms of cross-disciplinarity and integration, to further enhance ATALIAN's service offering.

Joining the Group has allowed us to target key corporate accounts and aim to gain significant multi-site contracts. Our solutions are most effective when rolled out on a large scale. Thanks to our tools, the customer gets a homogenous, consolidated vision of its energy and technical indicators for multiple buildings.

## FOCUS ON

### SMART BUILDINGS

The Energy Management division can remotely and continuously steer all the technical installations of a building using building management systems. Data such as air quality, air conditioning, heating and incidents can be viewed by the customer via a personalised application installed on their smart phone, tablet or computer. This tool clearly illustrates the Group's desire to offer greater transparency and build long-lasting partnerships.



### 2015 KEY FIGURES

**€2.3** MILLION  
IN REVENUE

MORE THAN **200**  
BUILDINGS CURRENTLY MANAGED  
IN FRANCE AND EUROPE

**€4** MILLION AND **8,000**  
TONNES OF CO<sub>2</sub> EMISSIONS SAVED  
BY OUR CUSTOMERS THIS YEAR

### CUSTOMER REFERENCES

ACCENTURE · AIR FRANCE · ALLIANZ · ARGAN SA  
BRICORAMA · CBRE · DEKA · DTZ · GOODMAN  
ICADE · IMMOFINANZ · METRO · NEXITY · PROLOGIS  
SCOR · TECHNIP · TOYS'R'US · UNIBAIL-RODAMCO



# LANDSCAPING

Tree pruning, care and maintenance, sustainable fertilisation, rigging, thermal weed control, mulching, eco-grazing, reforestation, arboricultural management, protection and rehabilitation of natural landmarks... For more than a century, the Landscaping division has been a key player in this sector. Its business can be broken down into two main categories:

- Maintenance of gardens and sports fields
- Creation of new gardens and sports fields

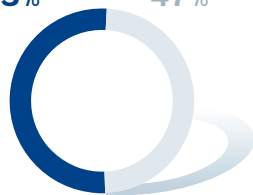
## 2015 KEY FIGURES

€**64** MILLION  
IN REVENUE

**690**  
EMPLOYEES

NEW WORKS  
**53%**

MAINTENANCE  
**47%**



CHAIRMAN:  
**THIERRY BRÉMENT**

## CUSTOMER REFERENCES

AÉROPORTS DE PARIS · CADE · PDC HABITAT  
PIERRE ET VACANCES · SNCF · VILLEPINTE

# CONSTRUCTION & FINISHING

Floor coverings and hardwood flooring, painting and wall coverings, masonry, joinery and site transformation, plumbing and heating systems, maintenance and repair...

The Construction & Finishing division has established itself as a full-service provider that manages and coordinates all construction and finishing services.

## 2015 KEY FIGURES

€**17** MILLION  
IN REVENUE

**80**  
EMPLOYEES

**4**  
SUBSIDIARIES IN FRANCE

CHAIRMAN:  
**SERGE VIVIER**

## CUSTOMER REFERENCES

ALTAREA COGEDIM · BNP PARIBAS IMMOBILIER  
BOUYGUES BÂTIMENT · CRÉDIT AGRICOLE IMMOBILIER  
EIFFAGE CONSTRUCTION · ICADE · KAUFFMAN & BROAD  
NEXITY · PARIS HABITAT · SNCF RÉSEAU · SOGEPROM  
VINCI CONSTRUCTION



**GUELIZ DISTRICT, MARRAKECH  
(MOROCCO)**

Established in Morocco for nearly 15 years, our 3,000 employees offer high-quality surveillance and maintenance services.



## 4

# TANGIBLE COMMITMENTS RESULTING IN SUSTAINABLE PERFORMANCE

INNOVATION: SETTING THINGS IN MOTION

46

QHSE: BRINGING EXCELLENCE TO CUSTOMER PERFORMANCE

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HUMAN CAPITAL

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# INNOVATION

## SETTING THINGS IN MOTION

4 WE HAVE DECIDED TO ANTICIPATE THESE CHANGES AND USE THEM TO DEVELOP A NEW RANGE OF HIGH VALUE-ADDED SERVICES

FRANCK JULIEN



### REDEFINING THE WORLD OF SERVICE

Given ATALIAN's two-fold target of high performance and differentiation, it was only natural to create an Innovation division dedicated to the observation, research and optimisation of our entire range of solutions.

Innovation is now tangible within the Group, via a structured process emphasising an in-the-field approach and a scope of exploration covering all of ATALIAN's lines of business.

The actions of this eleven-member team are centred on two main priorities: innovation in the Multi-service business and Energy Management R&D.

Three crucial steps form the basis of their approach.

The first step consists in monitoring and identifying high-potential solutions which are determined, above all else, by our drive to provide an immediate response to customer needs. But the Group also promotes proactiveness, which means being attentive to supplier R&D and attending professional trade fairs at the four corners of the globe.

The second step involves testing and qualifying innovative solutions, in particular with the resources available through the Group's various businesses. The decision of whether or not to develop these innovative solutions is then taken based on specific selection criteria.

The third step consists in rolling out these innovations, whether in the field or as a part of our commercial offer. During this final phase, user feedback is collected and carefully analysed.

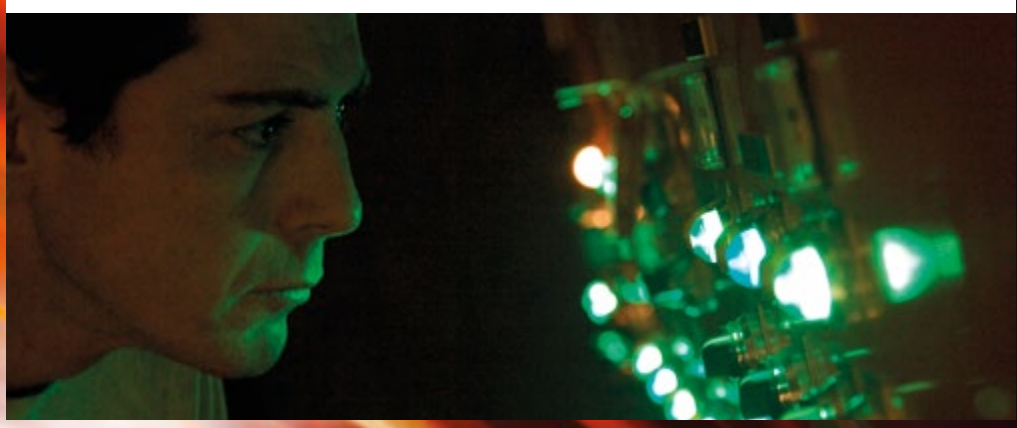
The Group is exploring a wide range of innovative topics, including Smart Buildings (detection of building needs and dysfunctions), smart objects and machines (information in real time, equipment status, remote management) and mobile tools (user feedback, employee clock-in, geolocation).

Topics that allow us to redefine the way we provide services on a daily basis.

# FOCUS ON INNOVATION

## THE CORNERSTONE OF OUR BUSINESSES

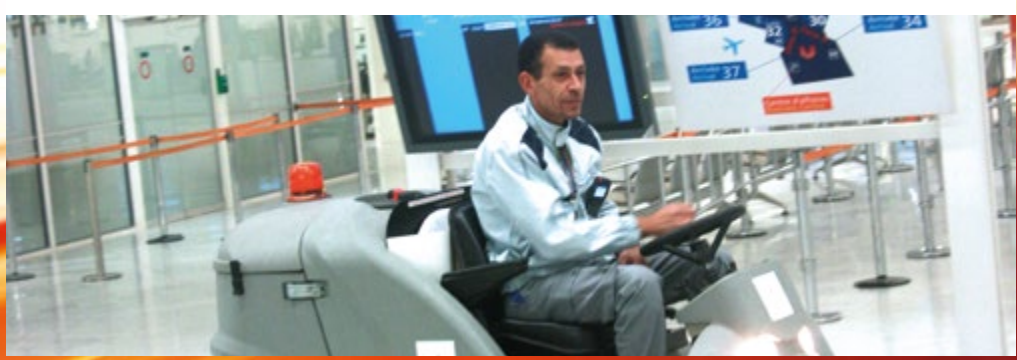
One example of an innovative solution proposed by the Safety & Security division is smart fencing, designed to prevent sensitive site intrusions. This new tool complements the expertise of Group employees by alerting security staff of any suspicious activity and controlling visitor access. These fences feature sensors and analysis systems that can be installed on existing fencing as well.



# FOCUS ON BRINGING ROBOTICS TO INDUSTRIAL CLEANING

Since January 2015, ATALIAN has been experimenting with automatic floor cleaners on several pilot sites, such as Charles de Gaulle airport in Paris. Developed in partnership with an American robotics company, these devices can be activated at different locations throughout a building to vacuum and/or wash the floor, under the supervision of an employee.

ATALIAN formed a multi-disciplinary team made up of engineers from its Innovation department and operational experts from France and the International division to steer the project. This cutting-edge technology will help free up time for operational staff to provide higher value-added services.



# QUALITY HEALTH SAFETY ENVIRONMENT

## BRINGING EXCELLENCE TO CUSTOMER PERFORMANCE

4

### MEETING WITH TAYEB BELDJOUDI QHSE Director



#### WHAT ARE THE PRIORITIES OF THE GROUP'S QHSE POLICY?

QHSE is an integral part of ATALIAN's DNA. As we have said before, it is a key aspect of all of our business processes which helps structure our organisation and ensure internal cohesion. Beyond merely providing directives, this policy is a strategic and cultural priority that is intrinsic to our service-oriented businesses, designed to ensure effectiveness, efficiency and performance. The idea is to structure all of our businesses around a single guiding principle, in order to harmonise our practices and methods while still taking into account the specificities of each business. This in turn enables us to contribute to customer satisfaction and provide a lasting, proactive response to their needs. Moreover, at the beginning of 2015, I became a member of the Collège des Directeurs du Développement Durable (C3D). Being a member of this committee, composed of Sustainable Development and CSR Directors, helps me keep abreast of the strategic orientations of major corporations and anticipate changes in the issues affecting our customers.

#### WHAT BIG STEPS WERE MADE TOWARDS FULFILLING YOUR PRIORITIES IN 2015?

In terms of performance strategy, our daily endeavours reside in the constant improvement of our methods, both at corporate level (procurement, innovation, human resources) and within our businesses. We have set up processes that are currently being reinforced in order

to achieve excellence in terms of quality, safety and environment. We are also fully satisfied with the many certification audits that have been conducted in our different entities. For instance, the Landscaping division gained ISO 26000 certification and the Safety division earned OHSAS 18001 certification in January 2015 at a national level, for all of its services.

**QHSE IS A KEY ASPECT  
OF ALL OF OUR BUSINESS  
PROCESSES**

Continuing on from 2014, we are pursuing our Procurement Excellence policy in collaboration with the Procurement division. This policy is a plan to rationalise and optimise both costs and resources, the audits of which revealed useful information to help us improve the methods employed at certain key clients such as Carrefour. Thanks to synergies between all of our levers (operational, support), our QHSE policy helps increase the Group's added value, to the benefit of its customers.

#### WHAT WILL BE YOUR MAIN CHALLENGES IN 2016?

In general, the challenges we face are to maintain the Group's know-how and reinforce our reputation in France while developing our skills internationally.

We are focusing our efforts on quality management in particular, through the new ISO 9001-2015 standard, which will be implemented within all of the Group's business divisions. This new version is more centred on performance and risk analysis per process – concepts we have already incorporated into our management systems.

Finally, we intend to emphasise the health and safety of our employees. This year we will be working to obtain OHSAS 18001 certification for the Multi-technical division, as we have already done for the Safety and Cleaning divisions.

## FOCUS ON

### QHSE POLICY WITHOUT BORDERS

Rather than limiting itself to the multiple certifications it has earned for services delivered in France, ATALIAN also wanted to earn recognition abroad, by adapting its know-how to the regulations in force in the various countries where it operates.

ATALIAN has earned: ISO 9001 Quality Management certification in Belgium, Croatia, Czech Republic, Hungary and Romania; ISO 14001 Environmental Management certification in Romania, Czech Republic, Hungary and Croatia; and OHSAS 18001 Occupational Health & Safety certification in Czech Republic, Croatia and Luxembourg.



#### CLEANING & ASSOCIATED SERVICES

- ISO 9001
- OHSAS 18001
- MASE
- ISO 14001
- CERTIPHYTO
- ACTIVITÉS 3D
- ECOVADIS

#### RECEPTION

- NF SERVICE

#### NUCLEAR

- CEFRI E
- UTO 85-114

#### TECHNICAL & CONSTRUCTION SERVICES

- ISO 9001

- MASE
- QUALIBAT
- QUALIFELEC
- EXPLOITATION DE BÂTIMENTS HQ

#### LANDSCAPING

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

#### SAFETY

- ISO 9001
- OHSAS 18001
- MASE



# QUALITY HEALTH SAFETY ENVIRONMENT

## BRINGING EXCELLENCE TO CUSTOMER PERFORMANCE

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ATALIAN has chosen to make Corporate Social Responsibility (CSR) an integral part of its strategy, and is strongly committed to its sustainable development policy. This policy translates into efforts to reduce the Group's environmental impact, to increase the accountability of its managers and to promote Occupational Health and Safety for its teams.

ATALIAN has been a Premium member of EcoVadis since 2013, and each year confirms its score in terms of good CSR practices. The Group was awarded a silver medal for the second consecutive year for all businesses combined, and the gold medal for USP, its entity in charge of railway transport cleaning services.

ATALIAN's desire to reduce its environmental footprint could not be achieved without the support of its innovation team, which conducts technological intelligence and research leading to the use of responsible products and materials. For example, the Group assesses and promotes awareness of the materials it uses, including their sustainability and recyclability, while innovating in order to improve the working methods of its employees.

### 2015 KEY FIGURES

**30-35%**  
OF THE PRODUCTS USED  
IN OUR CLEANING BUSINESSES ARE ECO-FRIENDLY

**100%**  
SUCCESS RATE IN OBTAINING ENVIRONMENTAL CERTIFICATIONS



## FOCUS ON

### IMPROVING CUSTOMER SATISFACTION

ATALIAN proposes quality management audits to its customers, performed on-site by its QHSE teams. The purpose of these audits is to assess existing solutions used on customer premises, identify any problems and measure all aspects relating to safety, quality, cost, implementation lead times and human resources, to bring value and real progress to the customer. These audits allowed ATALIAN, with regards to its contract with Air France, to fix new objectives: reduce energy costs by at least 10%.



### SERVICE LIFECYCLE ANALYSIS

As part of its CSR and Sustainable Development policy, ATALIAN implements a continuous improvement approach which includes a full Service Lifecycle analysis. The goal is to be capable of listing the products and tools used for each service provided, and measure their longevity in order to reduce the environmental impact and amount of waste generated. The process, which is carried out upstream and analysed in partnership with the customer, allows the Group to continually improve the solutions it delivers.



# HUMAN CAPITAL

The term “human resources” takes on its full meaning in ATALIAN’s service-oriented businesses. Because people are at the heart of our DNA and drive our sustainable growth, ATALIAN strives to implement innovative, tangible social policies in keeping with values that we have always sought to defend such as equality, personal fulfilment and respect.

## 2 QUESTIONS FOR

**CAROL RAMBON**

Head of Human Resources



### WHAT WERE THE BIGGEST CHALLENGES YOU FACED IN 2015?

One of the major challenges our businesses face is managing and anticipating risk. Once again this year, the use of performance indicators was therefore a key aspect of our endeavours. More than a mere monitoring or tracking tool, performance indicators provide a way to support our employees with proactive and transparent management methods, benefitting our staff and our customers alike. The goal is to reduce the use of temporary work contracts in favour of permanent ones, and to increase the contractual hours of our staff rather than resorting to sub-contracting. This results in the sustainable integration of our employees and guarantees quality of service for our customers.

Another criterion for ensuring employee loyalty and transmitting our DNA is our employment and expertise plan, which we have continued to develop by creating a steering committee and implementing management and tracking tools. Close to 500 managers were trained on the importance of training, in order to conduct interviews with all staff members and define a personalised career plan together with each employee. When this first step is completed at the end of March 2016, we will be able to compile a skills base for certain jobs, more easily identify employees with potential already present in the Group and offer them opportunities for internal promotion.

### WHAT WILL BE YOUR MAIN CHALLENGES IN 2016?

The big challenges for 2016 are in line with the projects that were undertaken in 2015: continue to develop our employment and expertise plan by initiating training pathways in September and incorporate increasingly more efficient performance indicator tracking tools.

It is by attracting new talents and then ensuring their full integration and loyalty that we can prepare ourselves for tomorrow. We are therefore conducting new actions to support our employer brand, such as building new partnerships with universities to train the future professionals of our businesses, or accelerating the development of work/study contracts.

**ATTRACTING NEW TALENTS  
AND ENSURING  
THEIR LOYALTY  
SO THAT WE CAN PREPARE  
OURSELVES FOR TOMORROW**

We are also continuing to reinforce the foundations of our social policies, including equal opportunity, diversity, social integration and health and safety. ATALIAN’S greatest capital is its human capital. That is why we care about and are committed to preserving this capital and engaging alongside our employees, every day.

## OUR COMMITMENTS



## FOCUS ON

### EMPLOYEES WITH DISABILITIES: HIGH VALUE-ADDED COLLABORATION

One year ago, ATALIAN began co-contracting with specialised companies to help its key customers promote the sustainable integration of disabled employees. Currently implemented at Airbus and Air France, these partnerships are included in our tenders and are in line with our disabled worker integration policy, which has always been one of the strengths of our Group.



### 2015 KEY FIGURES

136

NATIONALITIES

MORE THAN 16,500

EMPLOYEES TRAINED

455

WORK/STUDY CONTRACTS

9.40%

OF EMPLOYEES ARE DISABLED

27%

OF NEW HIRES IN 2015  
WERE UNDER 26 YEARS OLD

20%

OF EMPLOYEES  
ARE OVER 55 YEARS OLD

9,853

AVERAGE FTE ABROAD

45%

MEN



26,711

AVERAGE FTE IN FRANCE



55%

WOMEN

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