

ALTAMIR

THURSDAY, 6 MARCH 2014

MAURICE TCHENIO, CHAIRMAN AND CEO OF ALTAMIR GÉRANCE MONIQUE COHEN, DEPUTY CEO



AGENDA

- Presentation of Altamir
- The private equity market
- 2013 operating highlights
- A quality portfolio
- Share price performance and discount
- Outlook for 2014
- Conclusion



ALTAMIR

- Paris-based listed private equity company, traded on the NYSE Euronext exchange under ticker LTA
- Created in 1995
- More than €500m in assets under management
- Legal structure: French Société en Commandite par Actions (SCA) with limited partners (ordinary shareholders) and a general partner (Altamir Gérance)
- Tax regime: French Société de Capital Risque (private equity company)
 - Favorable for Altamir and its shareholders
 - No structural debt (statutory maximum set at 10% of net assets)



OBJECTIVE

Sustainable value creation for shareholders, outperforming the peer group

- To grow Net Asset Value per share (NAV) and to outperform the most relevant indices (CAC Mid and Small, and LPX Europe)
- A sustainable, simple and attractive dividend policy
- To reach a critical size of €1Bn in assets under management in order to:
 - Become an essential partner to Apax Partners France and Apax Partners LLP, thus securing the ability to optimize performance via dynamic cash management (ability to adjust commitment levels semiannually to available cash)
 - Grow the liquidity of LTA shares, thus attracting a broader universe of investors and reducing the share price to NAV discount



ALTAMIR INVESTS EXCLUSIVELY WITH APAX PARTNERS

- In the funds managed by Apax Partners France:
 - €200m to €280m committed to the Apax France VIII fund
 - Follow-on investments alongside the Apax France VII fund
- In the funds advised by Apax Partners LLP: €60m committed to Apax
 VIII LP
- Occasionally in coinvestment with the funds managed and/or advised by Apax Partners France and Apax Partners LLP



APAX PARTNERS

- Two private equity firms, leaders in their respective markets
- 40 years of experience
- Track record of performance

Apax Partners France

- Paris-based company
- 20+ investment professionals; sector specialization
- Investments in French-speaking European countries
- Mid-sized companies, with enterprise values of €100m to €1Bn
- More than €2.5 Bn under management
- Apax France VIII (€704m) raised in 2011

Apax Partners LLP

- London-based company
- 100+ investment professionals in eight countries worldwide; sector specialization
- Investments in Europe (other than Frenchspeaking countries), in North America and in key emerging markets (China, India, Brazil)
- Companies with enterprise values between €1Bn and €5Bn
- More than €32Bn under management
- Apax VIII LP (€5.8Bn) raised in 2013



INVESTMENT STRATEGY

Clear, differentiated and proven

- To back fast-growing companies, diversified in terms of geography and size
 - French-speaking European mid-market, with enterprise values of €100m to €1Bn
 - Europe (other than French-speaking countries), North America and key emerging markets (China, India and Brazil), with enterprise values of €1Bn to €5Bn
- Specialized by sector: Technology, Media, Telecommunications, Retail
 & Consumer, Healthcare, Business & Financial Services
- LBO/Growth Capital investments
- Majority or lead shareholder
- Ambitious value creation objectives

Target: to make 3x the amount invested



COMPETITIVE ADVANTAGES SHARED BY APAX PARTNERS FRANCE AND APAX PARTNERS LLP

- Sector expertise allows for targeting of the best investment opportunities
- Proprietary deals
 - Limited competition in the acquisition phase, resulting in higher expected returns on investment
- Rigorous investment processes
- Value creation, hands-on involvement by Apax teams



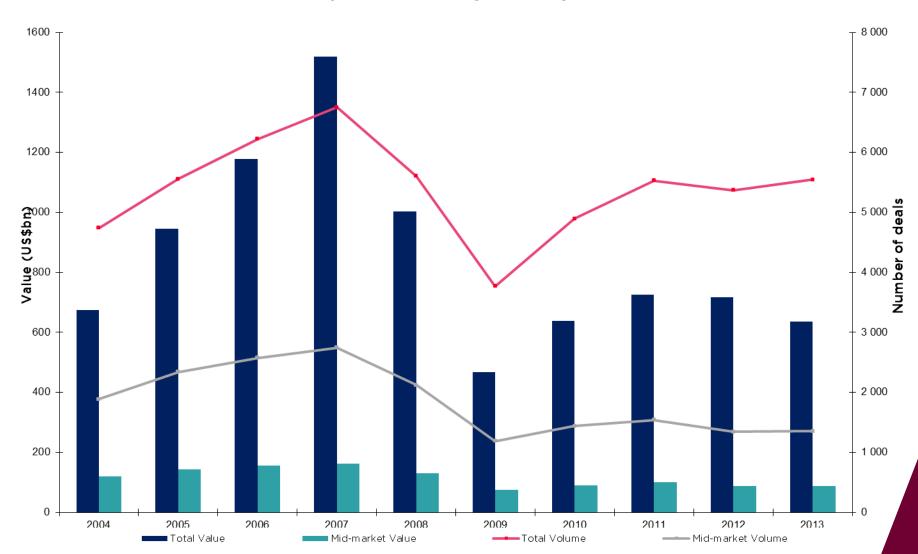
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M&A ACTIVITY IN EUROPE



European M&A activity - annually



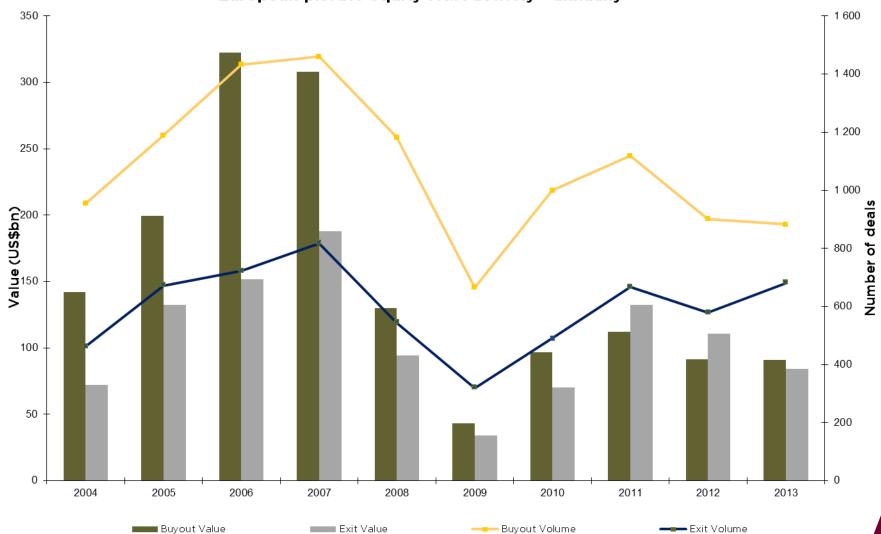
Source : MergerMarket, M&A Insider as of December 2013 (Europe)

Mid-market : €10m - €250m

PRIVATE EQUITY TRENDS IN EUROPE









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2013 OPERATING HIGHLIGHTS

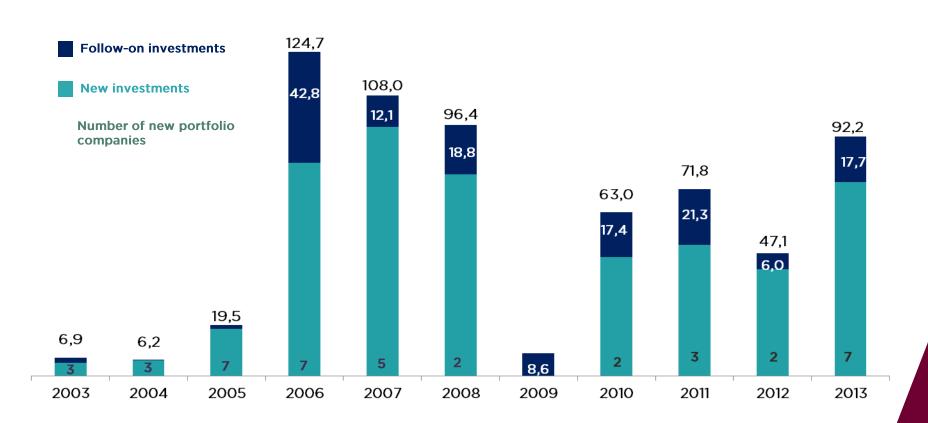
- +13.4% NAV growth, including the dividend paid in May 2013; +10.4% NAV growth ex-dividend
- €115.2m in divestment proceeds: 2 major exits
 - Buy Way divestment signed in December 2013; closing expected in March 2014
- €92.2m invested:
 - €74.5m invested in 7 new portfolio companies, 5 of which are held via the Apax VIII LP fund and are based outside of French-speaking Europe
 - €17.7m in follow-on investments in 5 portfolio companies (GFI, Infopro, Amplitude, Unilabs, Vocalcom)
- Discount narrowed by 17 percentage points YTD at 31 December
 2013 to 25%*

^{*} Discount = share price at 31 December divided by NAV at 30 September



INVESTMENTS AND COMMITMENTS

7 new investments in 2013





INVESTMENTS AND COMMITMENTS

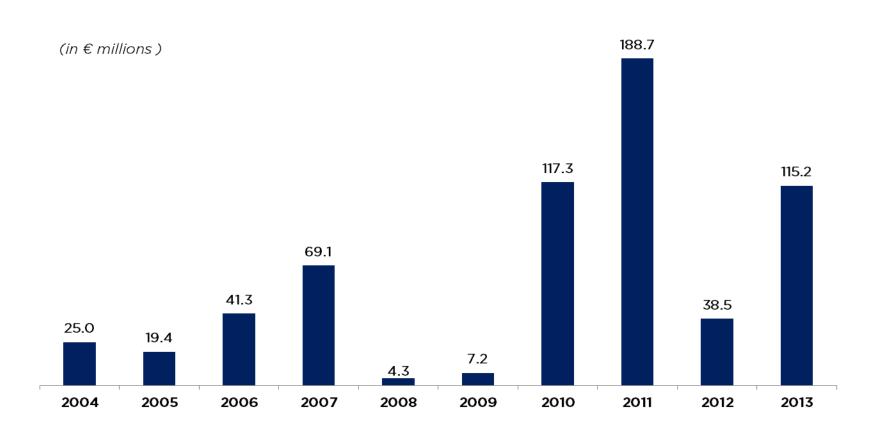
€92.2m invested and committed in 2013

- Seven new investments for a total of €74.5m
 - Via Apax France VIII-B
 - Groupe INSEEC (€32.3m)
 - Snacks Développement (€23.4m)
 - Via Apax VIII LP
 - Cole Haan (€1.8m)
 - GlobalLogic (€2.3m)
 - One Call Care (€3.6m)
 - > Rhiag (€0.6m)
 - rue21 (€2.0m)
 - In coinvestment alongside Apax France VIII
 - Snacks Développement (€8.5m)
- €17.7m in follow-on investments primarily in GFI (€9.0m), Infopro (€3.6m), Amplitude (€2.8m), Unilabs (€1.9m) and Vocalcom (€0.9m), and €0.5m recouped from Garda



DIVESTMENTS

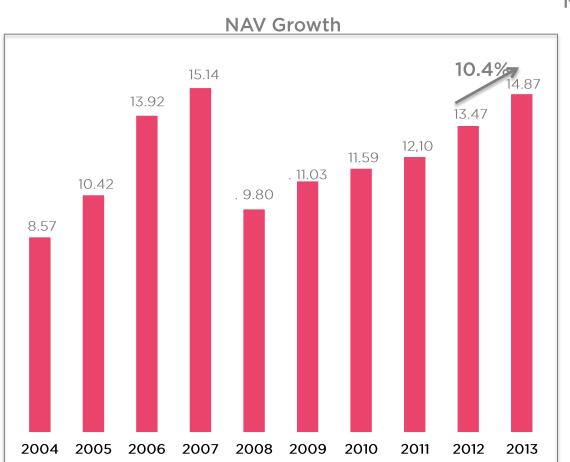
€115.2m in divestment proceeds



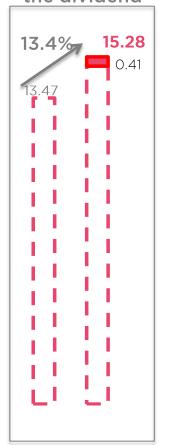


NAV GROWTH: 13.4% AT YEAR-END 2013, (INCLUDING THE DIVIDEND PAID IN MAY)

10.4% NAV after dividend pay out



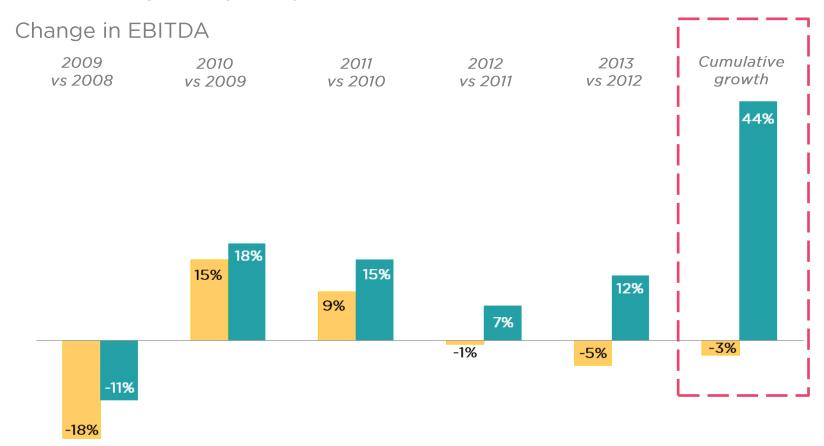
NAV Growth including the dividend



PORTFOLIO PERFORMANCE



Fast-growing companies



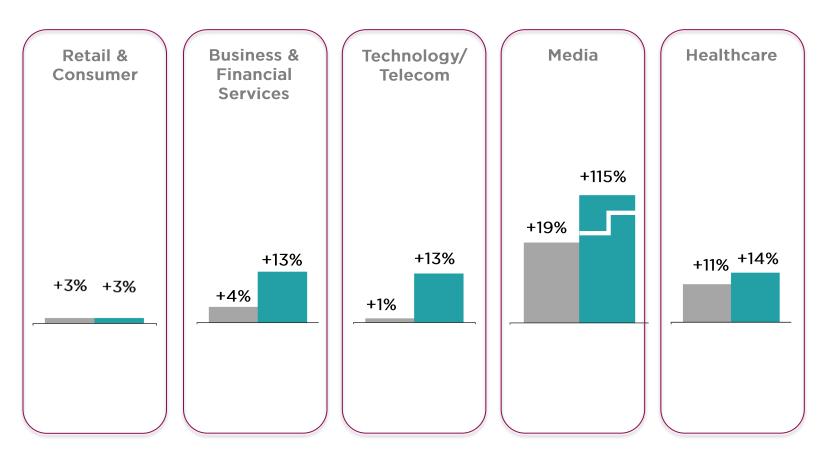
- Companies in the CAC 40 index (excluding financial institutions; sample of 35 companies)
- Altamir portfolio (LBO/growth capital companies); sample of 13 portfolio companies (excluding Groupe INSEEC, Snacks Développement, and the companies held via the Apax VIII LP fund) representing 82% of total portfolio value

(Sources: results as of 31 December 2013)

PORTFOLIO PERFORMANCE



Change in EBITDA by sector

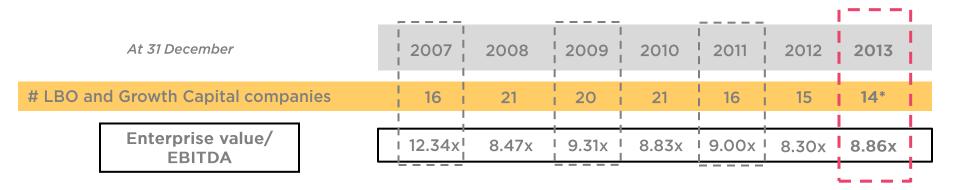




Change in EBITDA 2013 / 2012

NAV GROWTH: PORTFOLIO VALUATION MULTIPLES





Weighting: Average multiples of LBO/Growth capital companies, weighted by the percentage of each company in the NAV

^{*} The six holdings acquired via Apax VIII LP (Garda, Cole Haan, rue21, One Call Care, Rhiag and GlobalLogic) and Vocalcom are excluded from the valuation calculation

DEBT AND MULTIPLES OF THE LBO/GROWTH CAPITAL PORTFOLIO



Reasonable level of leverage

Debt multiple (Total net debt / LTM EBITDA) :

At 31 December	2008	2009	2010	2011	2012	2013	
# of LBO/Growth capital companies	21	21	18	16	16	14	
Debt multiple, of which:	4.1x	4.6x	4.0x	3.8x	3.7x	3.8x	
- LBO debt	3.1x	'	3.0x	ı ı ı 2.5x	2.4x	2.7x	
- Operating debt	1.0x	1.4x	1.0x	1.3x	1.3x	1.1x	

Repayment schedule:

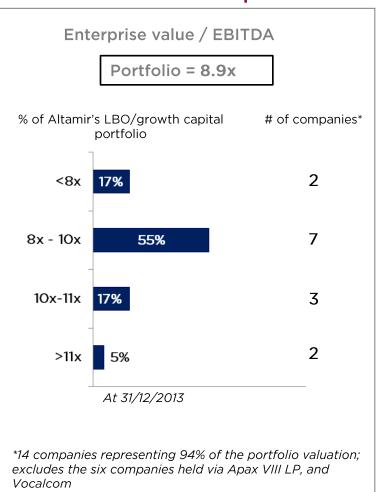
- Amortizable debt (tranche A): 9% of LBO debt, compared to 16% at year-end 2012 (91% bullet)
- Debt maturing in 3 years: 12% of LBO debt, compared to 30% at year-end 2012

Does not include Vocalcom, nor the six companies held via Apax VIII LP.

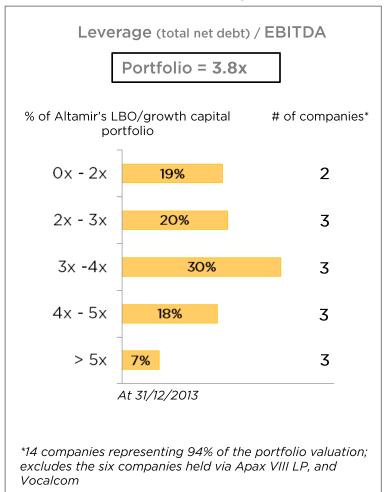
PORTFOLIO VALUATION AND DEBT MULTIPLES



Valuation Multiples



Debt Multiples



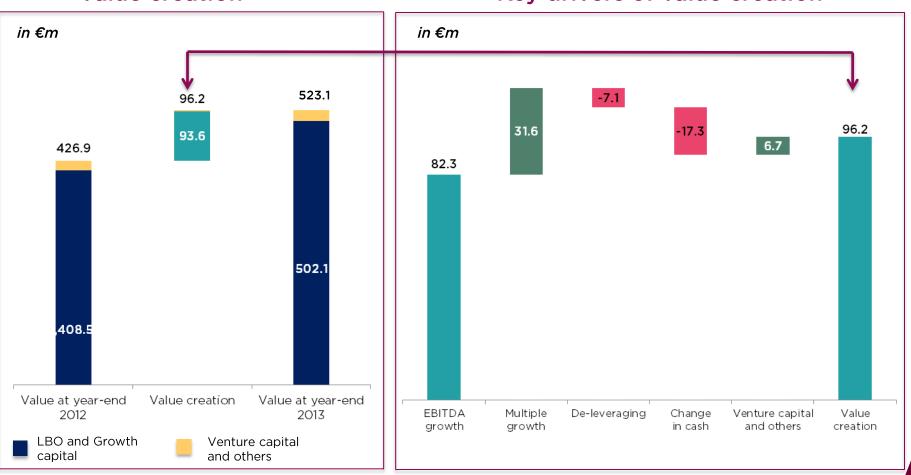
VALUE CREATION



€96.2m in 2013

Value creation

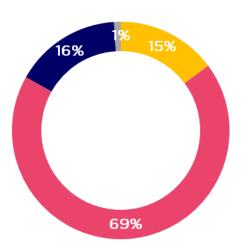
Key drivers of value creation



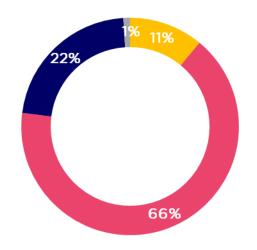
PORTFOLIO VALUATION



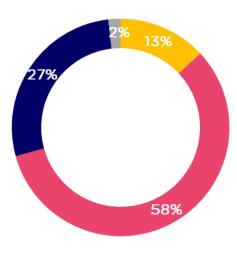
Most of the portfolio is valued at market multiples



Portfolio at fair value as of 31/12/2011



Portfolio at fair value as of 31/12/2012



Portfolio at fair value as of 31/12/2013

Shares valued at fair value, with an adjustment of up to 30% or at the negotiated transaction price

Shares valued at the share price of the portfolio company or the listed operating company

Shares valued at cost

Others

CONSERVATIVE VALUATION POLICY



Altamir values its portfolio based on the principle of fair value, in accordance with International Private Equity Valuation (IPEV) recommendations

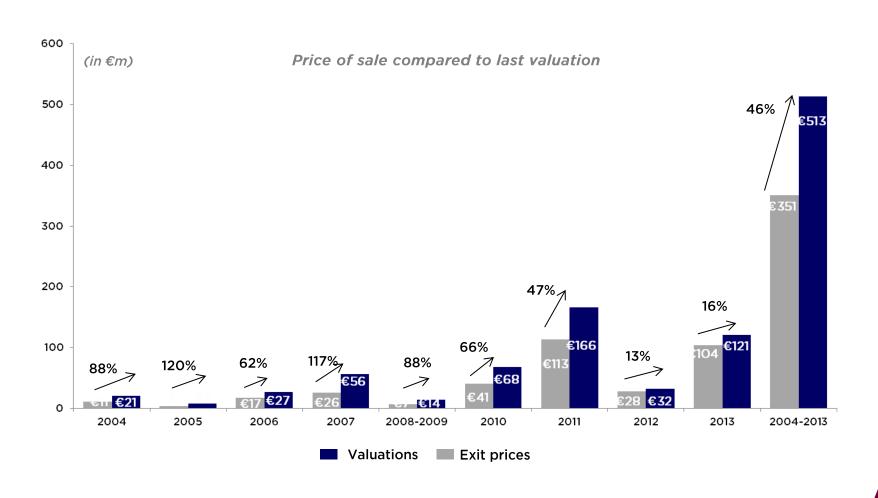
Unlisted shares:

- On the basis of a sample of comparable multiples (listed companies and recent market transactions) with an adjustment of up to 30%, for companies held for at least 12 months
- At cost for companies held less than 12 months, except for specific situations
- **Listed shares**: at the last share price of the reporting period (except for listed shares that are subject to lock-ups or other restrictions; these are valued with an adjustment between 5% and 25%)

CONSERVATIVE VALUATION POLICY



Historical Uplift (difference between exit price and the latest valuation in our accounts)







(in €m)	31 December 2013	31 December 2012
TOTAL NON-CURRENT ASSETS	495.5	422.5
of which portfolio investments	491.1	418.3
TOTAL CURRENT ASSETS	82.4	98.7
of which cash and equivalents	82.1	98.2
TOTAL ASSETS	577.8	521.2
TOTAL SHAREHOLDERS' EQUITY	542.8	491.7
of which Net Income for the period	65.9	57.0
PORTION DUE TO THE GENERAL PARTNER AND B SHAREHOLDERS	28.3	24.1
LIABILITIES	6.7	5.4
TOTAL LIABILITIES AND SHAREHOLDERS' EQUITY	577.8	521.2





(In € thousands)	31 December 2013	31 December 2012 (Pro-forma)
Change in fair value of the portfolio	86,310	81,339
Valuation differences on disposals during the period	9,577	-1,045
Other portfolio income	298	4,686
Income from portfolio investments	96,185	84,980
Gross operating income	81,927	67,786
Net operating income	63,944	54,724
Net income attributable to ordinary shareholders	65,944	57,054
Basic earnings per ordinary share	1.81	1.56



CASHFLOW (STATUTORY ACCOUNTS)

In €m	2013	2012	2011
Operating expenses	-10.9	-9.6	-7.4
Taxes	-0.8	-1.1	-2.8
Net financial income	1.6	2.2	0.8
Change in operating provisions			
Change in working capital	0.7	1.9	-3.9
Cashflow from operating activities	-9.3	-6.6	-13.3
Gross investments	-98.8	-56.1	-96.9
Net resources (exits)	112.5	38.6	212.1
Cashflow from investing activities	13.7	-17.5	115.2
Dividends paid	-25.0	-10.4	
Capital increase			
Change in debt			
Cashflow from financing activities	-25.0	-10.4	0
CASH FLOW	-20.7	-34.4	101.7
CASH BEGINNING OF YEAR	97.8	132.3	30.6
CASH AT YEAR-END	77.1	97.8	132.3

CASH AND COMMITMENTS*



 Altamir had cash and equivalents of €82m as of 31 December 2013

- Current commitments total a maximum of €185m
 - €48m to €128m to the Apax France VIII-B fund
 - €45m to the Apax VIII LP fund
 - Follow-on investments of €10M alongside the Apax France VII fund
 - €2M in other long-term commitments (liability guarantees and others)

^{*} Based on consolidated accounts



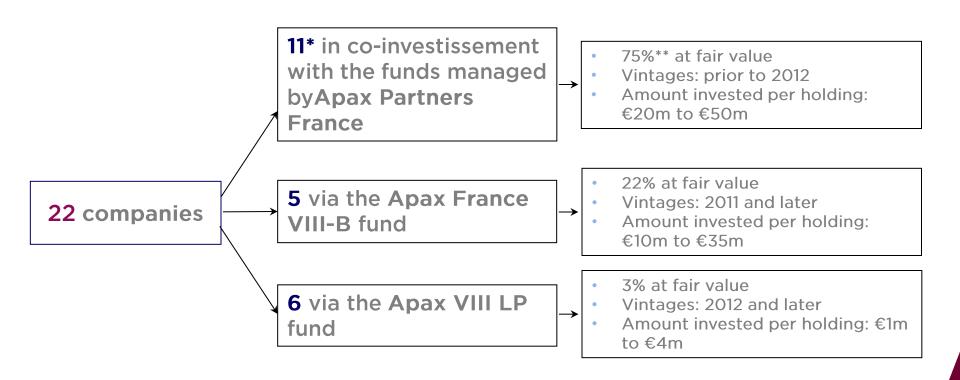
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A QUALITY PORTFOLIO



Made up of 22 companies at year-end 2013



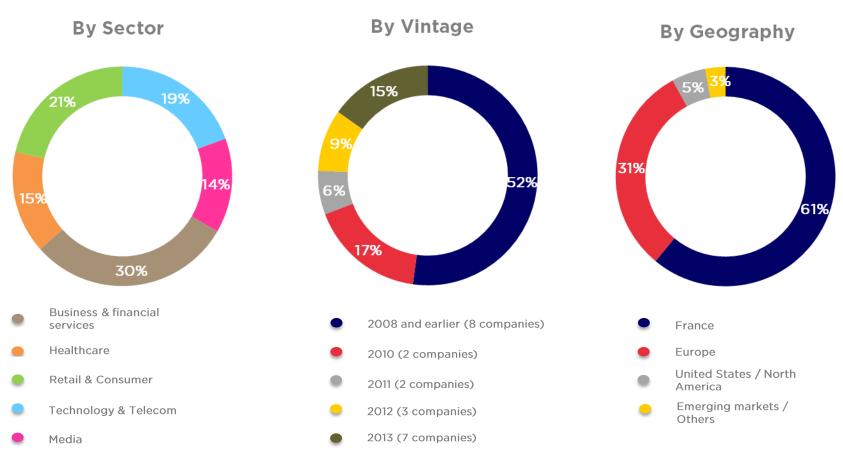
^{*} Including one company from the legacy venture capital portfolio, accounting for less than 1% of the portfolio at fair value

^{**} Including a direct coinvestment of €8.5m in Snacks Développement

PORTFOLIO COMPOSITION



A well-diversified portfolio





THE 10 LARGEST INVESTMENTS

82% of the portfolio at fair value (in €m)

22 companies at 31/12/2013	Acquisition cost	Fair value	% of Portfolio at fair value
Infopro	31.8	68.3	13.9%
Altrafin Participations / Altran	47.5	48.6	9.9%
Financière Hélios / Albioma	50.1	48.3	9.8%
Buy Way	0.0	43.2	8.8%
THOM Europe (Histoire d'Or-Marc Orian-Trésor)	40.3	40.7	8.3%
GFI	48.5	35.4	7.2%
Groupe INSEEC	32.3	32.3	6.6%
Snacks Développement	31.9	31.9	6.5%
Capio	20.9	30.6	6.2%
Amplitude	21.5	23.7	4.8%
Total 10 Largest investments	324.8	403.0	82.1%



PORTFOLIO COMPANY SNAPSHOTS

Technology

European leader in innovation consulting

- Organic revenue growth.
- Acquisition of Foliage in the US, a player in the out-sourced software R&D sector; JV in China with Launch Automotive Design (a Chinese company).
- Balance sheet strengthened.

2013 Revenue: €1,633m (+12%)

2013 EBIT (analyst consensus): €143m (+15%) Share price: +23% YTD (at 28/2/14); +11% in 2013

Fifth largest French IT company

- Organic revenue growth in France; operating margin has expanded by 12%.
- GFI's position strengthened among several large French accounts; growth aggressively pursued in the area of infrastructure services, facilitated by the partnership signed with Orange Business Services
- Acquisition-driven growth continues with the purchase of Addstones; new acquisition targets have been identified for 2014.

2013 Revenue: €743m (+11%) 2013 EBIT: €45m (+12%)

Share price: Flat YTD (at 28/2/14); +75% in 2013



altran





PORTFOLIO COMPANY SNAPSHOTS

Media

Leading provider of professional data and B2B services in France

- Acquisition of 100% of Groupe Moniteur, leading the company's revenue to more than double. Groupe Moniteur rounds out Infopro's portfolio of activities in the construction and local government sectors.
- Digital activity accounts for nearly 50% of the combined entity's revenue.
- Technological innovation and a dynamic acquisition strategy, particularly outside of France, are the drivers of the company's growth strategy.
- In 2013, the leadership position of all of the Group's brands as well as the on-going growth of its digital services offering have driven the company 's growth despite a challenging economic backdrop.

2013 Revenue: €297m (+125% including impact of Le Moniteur)



Retail & Consumer

THOM Europe: leading European jewelry retailer (540 sales outlets for Histoire d'Or/Marc Orian/TrésOr)

- Flat top-line resulting from a slight decrease in organic revenue, the opening of 12 new points of sale and the launch of an e-commerce website. EBITDA was slightly affected by the « mechanical » increase of operating costs.
- Strong cash generation.
- Ambitious value-creation plan: successful repositioning of TrésOr; new stores in urban centers and in shopping malls; development of e-commerce; marketing plan.
- Outlook: a challenging market that provides acquisition possibilities.

2012-13 Revenue (fiscal year ending in Sept): €345m (flat) EBITDA decrease of 3%

Leading producer in France of private label salty snacks

- Twenty-year track record of specialized production of salty snacks for large private label clients. The company is the French market leader, with annual production of 25,000 tons, and more than 200 SKUs.
- Snacks Développement aims to continue growing organically in France by increasing the pace of product innovation and investment in production, and to expand throughout Europe via build-ups.

2013-2014E Revenue (fiscal year ending in January): €84m (+8%)













Healthcare

Leading pan-European private hospital operator

- Positive performance in 2013 within the context of a challenting market; top-line growth attributable primarily to the acquisition of Carema in Q4 2012.
- Management focus on: the integration of Carema, the operating performance of specific clinics, and on-going optimization of the existing hospital network via a strategy of selective acquisitions and divestment of clinics.
- Debt maturity extension negotiated in 2013

2013 Revenue: €1,436m (+20%)

EBITDA: +11% vs 2012

Leading French designer and developer of orthopaedic prostheses for hips and knees

- Top-line growth on strength of the French market (+5%) and to export growth (+14%), especially Australia, and in spite of difficult conditions in Europe (Germany, Spain and Italy).
- For fiscal year 2013-2014, the company aims to accelerate growth by capitalizing on recent product launches, and by further expanding its presence in strategic export markets, namely Australia and Brazil.

H1 2013-2014 Revenue (fiscal year ending in June): €24.6m (+7%) EBITDA +2% vs 2012-2013







Business & Financial Services

Leading producer of electricity in the French overseas territories

- Good operating performance of thermal biomass and solar energy.
- First investment in Brazil (world's largest sugar cane producer) finalized.
- Launch of first two bio-methanization plants for the production of Méthaneo
- EBITDA growth driven by positive operating performance and by the impact of the EDF tariff agreements.
- A decrease of 22% in net debt, resulting from the withdrawal from wind farm energy activities and strong cash generation.

2013 Revenue: €364m (-3%)

2013 EBITDA 2013: €134m (+11%)

Share price:+11% YTD (at 28/2/14); +17% in 2013

A leader in private higher education in France

- With 15,000+ students and 40,000 alumni, Groupe INSEEC is among the largest private institutions of higher learning (post-secondary school) in France. The group operates 11 schools throughout France and in other countries. Groupe INSEEC offers its students a number of dual degrees and international academic exchange programs.
- With the backing of Apax Partners, Groupe INSEEC aims to grow further by expanding its program offering and by increasing the number of campuses and exchange programs with international universities.

2013 Revenue: €118m





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PORTFOLIO COMPANY SNAPSHOTS

Business and Financial Services

Leading French loss adjustment company

- In loss adjustments, 2013 highlights included:
 - A reduction in the level of claims compared to 2012, a year which saw a higher number of claims do to specific freezing weather conditions;
 - Rates under pressure.
- In real estate diagnostics:
 - Flat volumes, despite a sluggish real estate market in France.
- On-going search for acquisition targets in the loss adjustment sector.

2013 Revenue: €107.3m (-3%) 2013 EBITDA: €11.8m (+5%)

Provider of consumer credit services in Belgium (credit cards and consumer financing)

- Strong growth in 2013
- Stable loan portfolio; cost of risk well-managed
- Refinancing of the company via two securitization programs launched in 2013
- Exit agreement signed in December 2013 with Chenavari Investment Managers to sell 100% of Buy Way Personal Finance

2013 Net banking income: €49.3m (+6%) 2013 Net income (after tax): €14.3m (+19%)







Investments via Apax VIII LP: €12.6m invested



Iconic American designer and retailer of premium men's and women's footwear, apparel and accessories.

2013 Revenue (fiscal year ending May): US\$578m Apax equity stake: 98%

GARDAVORLD

Canadian company, global leader in security services.

2013 Revenue (12 mos at 31/10/13): CAD\$ 1,456m Apax equity stake: 72%

GlobalLogic

Leader in out-sourced software R&D services; assists its customers to develop software-enabled products.

2013 Revenue (12 mos at 30/9/13): US\$233m Apax equity stake: 64%



Two American companies, One Call and Align (merged by Apax, and henceforth known as One Call Care Management), high growth leaders in the workers' compensation sector, providing medical cost-containment solutions to US workers' compensation payers by creating a network of service providers.

2013E Revenue: US\$ 1,359m Apax equity stake: 92%



Leading distributor of branded automotive spare parts to the independent aftermarket in Italy and Central & Eastern Europe.

2013 Revenue: €696m Apax equity stake: 98%

rue21

A leading specialty apparel retailer offering exclusive branded merchandise and the newest trends at a great value.

2013E Revenue (12 mos at 31/10/13): US\$940m Apax equity stake: 93%

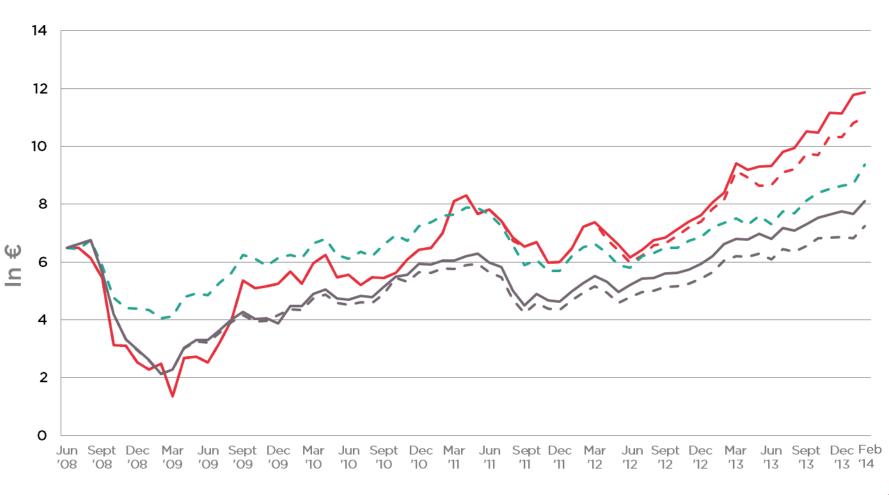


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ALTAMIR OUTPERFORMS ITS MAJOR INDICES



At 28 February 2014 (Base: 30/06/2008) LTA Share priceCAC Mid & SmallLPX Europe PI

— LTA Total Return
— LPX Europe Total Return

DISCOUNT HAS NARROWED



Discount based on NAV at 30 September

	31/12/11	31/12/12	31/12/13
Share price (€ per share)	6.01	7.40	10.32
Net Asset Value * (€ per share)	12.15	12.79	13.78
LTA Discount**	51%	42%	25%
Total shareholder return ***		26.5%	45.0%
Dividend (€ per share)	0.20	0.41	0.45***
	'		

^{*} NAV per share at 30 September

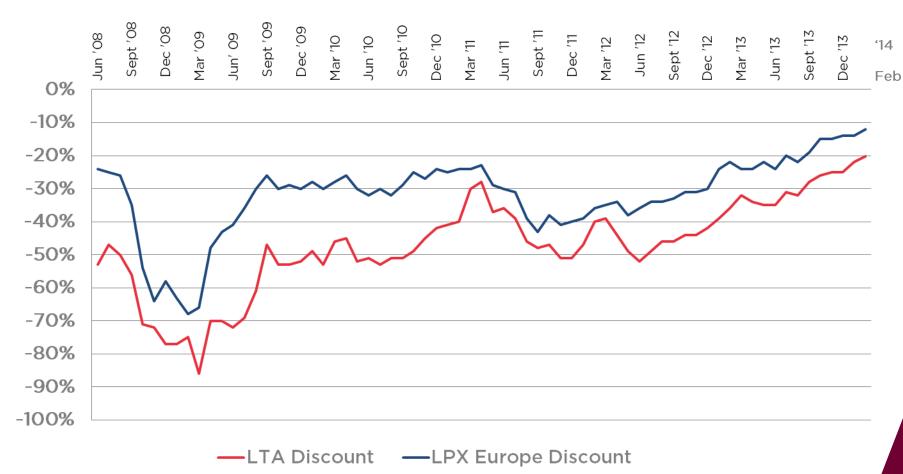
^{**} Share price at 31 December divided by NAV per share at 30 September

^{***} Total shareholder return = share price plus dividend

^{****} Proposed dividend on 2013 accounts

THE DISCOUNT DIFFERENTIAL TO PEERS REMAINS WIDE







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OUTLOOK FOR 2014



Investment	 5 to 6 new investments of which 3 expected to be outside of French- speaking Europe
Divestments	 At a minimum, same level of investment proceeds as 2013
Value creation	• 6% to 7% average EBITDA growth
Narrowing the discount	 Increasing geographic diversificatin of the portfolio Dividend distribution policy Expansion of analyst and broker coverage International roadshows Attractiveness of LTA shares for private investors in France (tax advantages)



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CONCLUSION



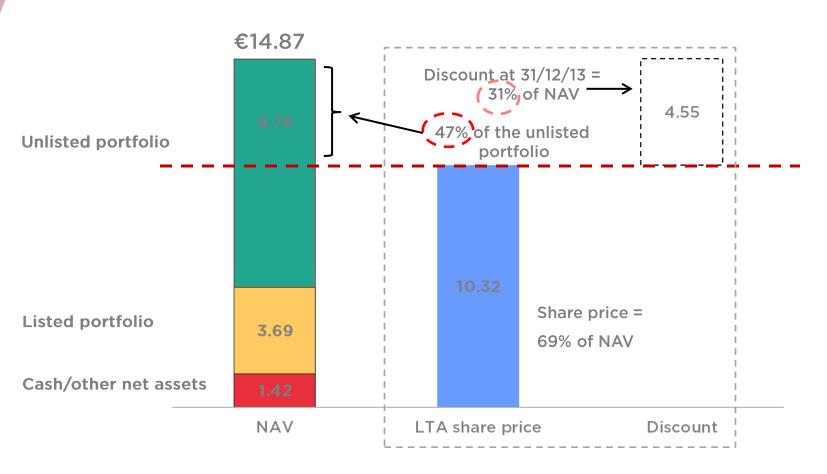
Investing in Altamir

- A portfolio of growth companies, diversified by geography and by sector
- Managed by an experienced and hands-on team, which holds more than 25% of ordinary shares
- A track record of performance
- Resources to invest
- Discounted share price

ALTAMIR'S NON-LISTED PORTFOLIO IS VALUED ON A 47% DISCOUNT



At year-end 2013, LTA's discount to NAV was 31%*



^{*} Discount = share price at 31 December 2013 divided by NAV per share September 2013



ANNEXES

HISTORY



- 1995: Creation of Altamir & Cie
- 2006: IPO of Amboise Investissement (€119m raised) with the aim of merging the two vehicles over the medium term
- 2006/2007: acceleration of the rate of investment and earlier-thanexpected convergence of the two portfolios
- June/July 2007: Merger of Altamir and Amboise Investissement to form Altamir Amboise; €120m capital increase
- 2008: €40m capital increase via the exercise of warrants and the payment of a dividend in shares
- 2009: creation of the Ahau 30 private equity fund and innovative financing solution to strengthen Altamir Amboise's balance sheet
- 2012: expansion of Altamir's investment strategy to included investment beyond French-speaking Europe through the funds advised by Apax Partners LLP
- 2013: Company's name is shortened to Altamir

STOCK MARKET DATA



Number of shares

Market capitalization

Stock exchange

Ticker

ISIN Code

Main indices

 Eligible for French equities savings scheme (PEA) 36,512,301

€402m at 28/2/14 (vs €377m at 31/12/13)

NYSE Euronext Paris (compartment B)

LTA

FR0000053837

CAC Small, CAC Mid & Small, CAC All-Tradable, LPX Europe, LPX 50, LPX Direct, LPX Composite

Yes

FINANCIAL COMMUNICATION



Calendar

- 6 March 2014: Webcast presentation of FY 2013 results
- 24 April 2014: Annual General meeting
- 14 May 2014: Publication of the NAV at 31 March 2014
- 29 August 2014: Publication of the NAV at 30 June 2014, first semester management report
- 4 September 2014: Analyst and investor meeting (Paris)
- 4 September 2014: Webcast presentation of H1 2014 results
- 14 November 2014: Publication of the NAV at 30 September 2014
- Contact : <u>investors@altamir.fr</u> / +33 1 53 65 01 00

For further information, please visit our website www.altamir.fr



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