Introduction to Arthur D. Little

Uniquely Different

Creating value from ideas
Arthur D. Little is a premier global player, combining worldwide reach and local presence.
Founded in 1886 by MIT professor Arthur Dehon Little in Cambridge, innovation is in our DNA

1886

1893 ➔ The “Chemistry of Paper Making” – the industry’s standard reference
1899 ➔ Ongoing benchmarking study on Innovation Excellence

1911 ➔ Organization of General Motor’s first R&D lab
1916 ➔ Surveys of the natural resources of Canada and their industrial potential
1919 ➔ Modern logistics management (Johnson & Johnson/GE)
1931 ➔ Contribution to the development of fiberglass
1951 ➔ Design of NASDAQ stock exchange systems for London and Tokyo
1976 ➔ World’s first fiber optic, interactive cable TV system in Japan
1980 ➔ EU’s first white paper on telecom deregulation
1987 ➔ Development of Shell’s sustainability strategy
1997/9 ➔ Development/roll out of hybrid digital TV systems
2007/10 ➔ Development/roll out of hybrid digital TV systems

2011/14 ➔ Urban mobility index to measure performance of urban mobility systems
2012 ➔ New business concept for e-mobility
2008 ➔ Reduced CO2 emissions strategy for global OEM

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Introduction to Arthur D. Little: Uniquely Different
Arthur D. Little links functional excellence and deep industry expertise integrating the knowledge of our global expert network.

Combining the expertise of our knowledge network

Linking strategy, innovation, and transformation in technology intensive and converging industries.
Arthur D. Little pushes the frontiers of the accepted conventional wisdom...

...in the Energy & Utilities Industry

"Keeping the Lights on"

A Much Tougher Challenge Than Before

We lead energy into the future

...in the Telecom Industry

The Future of the Internet

Innovation and Investment in IP Interconnection

May 2014

We broaden the Open Internet Debate

...in the Automotive Industry

The Future of Urban Mobility

Towards networked, multimodal cities of 2040

We design the future of Urban Mobility

...can you?
What do we look for?

<table>
<thead>
<tr>
<th>“Musts”</th>
<th>“Nice to have”</th>
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<tbody>
<tr>
<td>Full grades in Economics or Engineering</td>
<td>Other foreign languages</td>
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<tr>
<td>Fluent English</td>
<td>Work experience</td>
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<tr>
<td>Availability to travel and long term transfer</td>
<td>MBA</td>
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<td>Team-building &amp; team-work attitude</td>
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<tr>
<td>Analytical skills</td>
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<td>Ambition</td>
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<td>Humility</td>
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<td>Creativity</td>
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Lifestyle of an Arthur D. Little consultant

- Work directly with clients since day one
- Integrated multi-competencies working teams
- International network
- Frequent travelling to be at the client site
- Friendly and cooperative environment
- Continuous training and learning opportunities
- Work-life balance
- Respect for personal life
- Respect of the individual
The Arthur D. Little value system is geared to delivering tangible results

- **Client first**
  Delivering value for the client is priority number one

- **Value driven**
  We deliver quantifiable top-line and/or bottom-line impact

- **Quality**
  We go the extra mile to always exceed clients’ expectations

- **Team work**
  We work closely together with each other and with our clients

- **Innovation & thought leadership**
  We live and breathe innovation

- **Integrity & ethics**
  We live according to the highest standards of professional conduct

- **Independence**
  Our only vested interest is in our clients’ success

- **Personal growth**
  The skills, intelligence and creativity of the people are our key assets

- **Practical & implementable**
  Recommendations grounded in reality