

---

# 2012 Annual Results

Thursday, February 21<sup>st</sup> 2013

---

- ▶ This document contains further forward-looking statements that involve risks and uncertainties concerning the Group's expected growth and profitability in the future. Actual events or results may differ from those described in this document due to a number of risks and uncertainties that are described within the 2011 Reference Document filed with the Autorité des Marchés Financiers (AMF) on April 5<sup>th</sup>, 2012 under the registration number: D12-0288 and its update filed with the Autorité des Marchés Financiers (AMF) on August 2<sup>nd</sup>, 2012 under the registration number: D. 12-0288-A01.
- ▶ Global Business Units include Germany, France, United Kingdom & Ireland, Benelux (The Netherlands, Belgium and Luxembourg), Atos Worldline (French, German, Belgian, Asian and Indian subsidiaries), Central & Eastern Europe (CEE: Austria, Bulgaria, Croatia, Serbia, Poland, Czech Republic, Russia, Romania, Slovakia and Turkey), North America (NAM: USA and Canada), North & South West Europe (N&SW Europe: Switzerland, Italy, Denmark, Finland & Sweden), Iberia (Spain and Portugal), and Other Business Units including Major Events (including MSL), Latin America (Brazil, Argentina, Mexico, Colombia and Chile), Asia Pacific (Japan, China, Hong Kong, Singapore, Malaysia, Indonesia, Philippines, Taiwan, Thailand and Australia), IMEA (India, Middle East, Morocco and South Africa), blueKiwi and Atos Worldgrid (including E-Utile).
- ▶ Revenue organic growth is presented at constant scope and exchange rates. 2013 objectives have to be considered with exchange rates as of 31 December 2012.
- ▶ The AtoS pro forma financial information for the 18 months to 30 June 2011 comprises the results of the former Atos Origin perimeter and the acquired scope of the ex Siemens IT Services (SIS), as if AtoS had been in existence since 1 January 2010. The information is provided as guidance only; it is not audited and, as pro forma information, it does not give a full picture of the financial position of the Group. The key assumptions used in the preparation of the information are as follows:
  - The pro forma information has been prepared using accounting policies consistent with those used in the historic Atos Origin interim and year-end financial statements;
  - Pro forma tax is based on the estimated effective rate of tax for AtoS for the relevant periods applied to pro forma profit before taxation.
  - The pro forma Profit and Loss account excludes significant exceptional items as being non-recurring, notably provisions on contract risks recorded in the first semester 2011.
- ▶ The Board of Directors of Atos S.E., chaired by Thierry Breton, convened in Bezons on February 20<sup>th</sup>, 2013 to review and authorize for issue the accounts of Atos Group for the year ended December 31<sup>st</sup>, 2012. Audit procedures on the consolidated financial statements have been performed. The relevant audit report certifying them will be issued after completion of the specific verifications required by French law.

1. 2012 Highlights & 2013 objectives
2. A new step forward: carve-out of **Atos payment and merchant transactional activities**
3. 2012 Financial results
4. 2012 Commercial performance
5. From turnaround to new Tier One Program
6. Conclusion
7. Q&A session

Thierry Breton, Chairman & CEO

## **2012 Highlights & 2013 objectives**

# 2012: We achieved all our commitments

**2012 Annual Results**  
21 February 2013

## 2012 objectives

### ► Revenue

A slight revenue organic growth compared to pro forma for full year 2011

### ► Operating margin

Improvement of the operating margin rate to 6.5 percent of revenue compared to 4.8 percent pro forma 12 months 2011

### ► Free Cash Flow

Achievement of a free cash flow of around EUR 250 million

### ► Earnings per share (EPS)

EPS (adjusted, non diluted) in line with the +50 percent increase targeted for 2013 compared to 2011 statutory

## 2012 achievement

**+0.8% organic growth** ✓

**6.6%** ✓

**EUR 259 million** ✓



# 2012 Highlights

1/2

**2012 Annual  
Results**

21 February 2013

	<b>2012</b>	<b>2011</b>
<b>Revenue</b> (EUR m)	<b>8,844</b>	<b>6,812</b>
<b>Revenue organic growth</b>	<b>+0.8%</b>	<b>+0.3%</b>
<b>Book to bill</b>	<b>113%</b>	<b>103%</b>
<b>Backlog</b> (EUR b)	<b>15.6</b> 1.8 years of revenue	<b>14.1</b> 1.7 years of revenue
<b>Total number of employees</b>	<b>76,417</b>	<b>73,969</b>

# 2012 Highlights

2/2

2012 Annual  
Results

21 February 2013

	2012	2011
<b>Operating margin rate</b>	<b>6.6%</b> EUR 580 m	<b>4.8%*</b> EUR 425 m*
<b>Net income Group share (EUR m)</b>	<b>224</b>	<b>182</b>
<b>Free cash flow (EUR m)</b>	<b>259</b>	<b>194</b>
<b>Net cash (EUR m)</b>	<b>232</b>	<b>-142</b>
<b>Earning per share (adjusted, non diluted)</b>	<b>€ 3.83</b>	<b>€ 3.20</b>

\* Pro forma, at constant scope and exchange rates

## 2013

### ► Revenue

- The Group expects to **continue to slightly grow** compared to 2012.

### ► Operating margin

- The Group has the objective to improve its operating margin rate to **around 7.5 percent** of revenue compared to 6.6 percent in 2012.

### ► Free Cash Flow

- The Group has the ambition to achieve a free cash flow above **EUR 350 million**.

### ► Earnings per share (EPS)

- The Group ambitions an EPS (adjusted, non diluted) representing an increase of **+50 percent** compared to 2011 statutory (up +25 percent compared to 2012).



Thierry Breton, Chairman & CEO

**A new step forward:  
carve-out of Atos payment and  
merchant transactional activities**

# Reminder: Atos offers expert IT services in two different business areas

**2012 Annual Results**  
21 February 2013

## Business Enabling IT

### IT services to support customers' top line growth for their:

- Competitive positioning
- Time to Market
- Innovation

#### Atos answers:

- ▶ Industry expertise in Payments
- ▶ HTTS portfolio roll-out
- ▶ Connectivity / M2M

## Foundation IT

### IT services for support systems delivering:

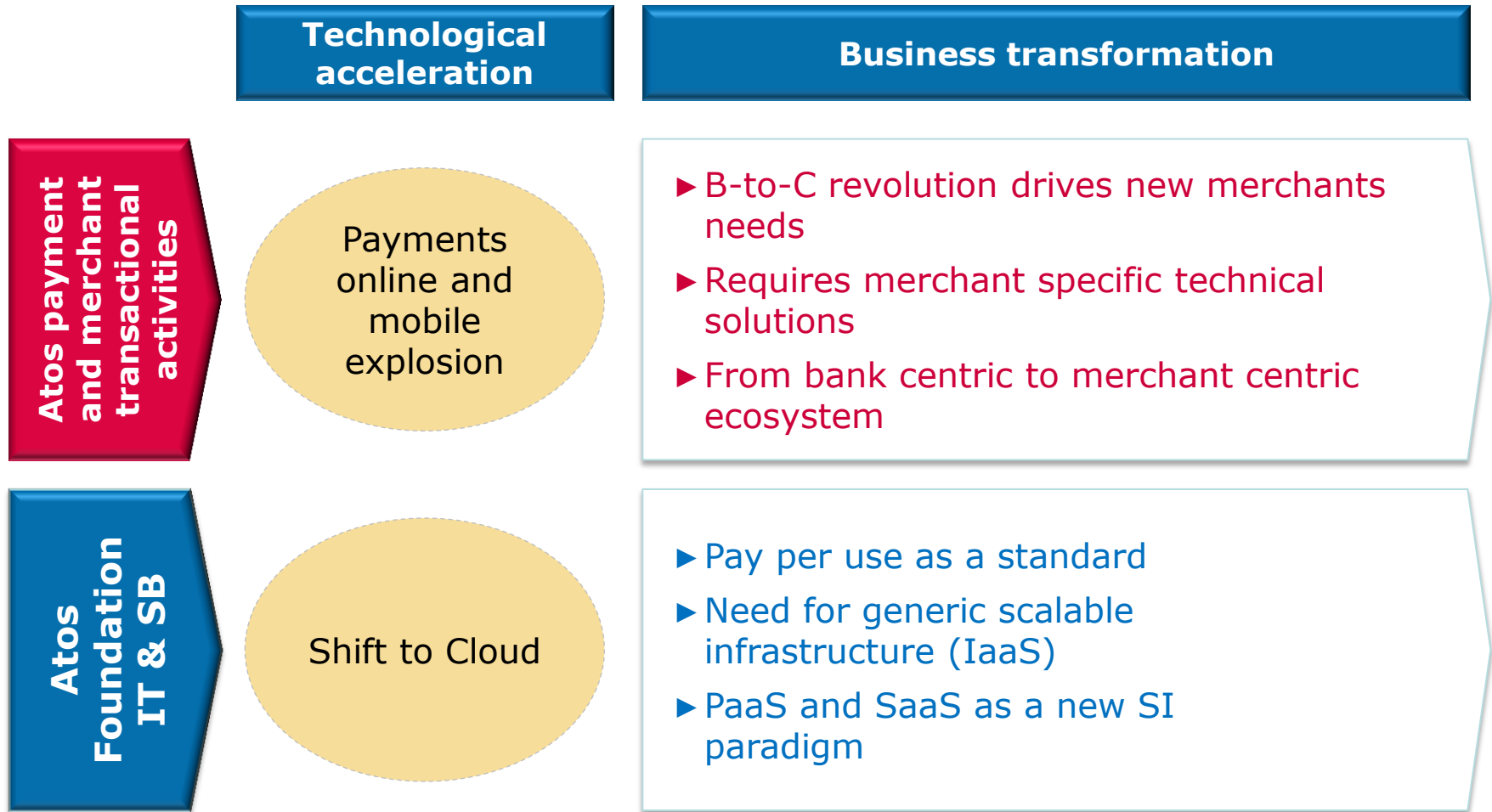
- Lower TCO's
- Standardization
- Pay as you Go
- Agility & Reliability

#### Atos answers:

- ▶ Global factories, Global tooling
- ▶ Offshore ramp up
- ▶ Cloud with Canopy
- ▶ Vertical SI solutions

# Technology drives an acceleration of segmentation between **Atos payment and merchant transactional activities** and the rest of IT businesses

**2012 Annual Results**  
21 February 2013



# Atos payment and merchant transactional activities carve-out is a logical step forward

**2012 Annual Results**  
21 February 2013

**1**

**Position Atos payment and merchant transactional activities as Europe's leading player in the transactional space**

**2**

**Increase the visibility of Atos' transactional activities for Clients**

**3**

**Provide Atos payment and merchant transactional activities with more strategic flexibility and attractive "currency" to move forward**

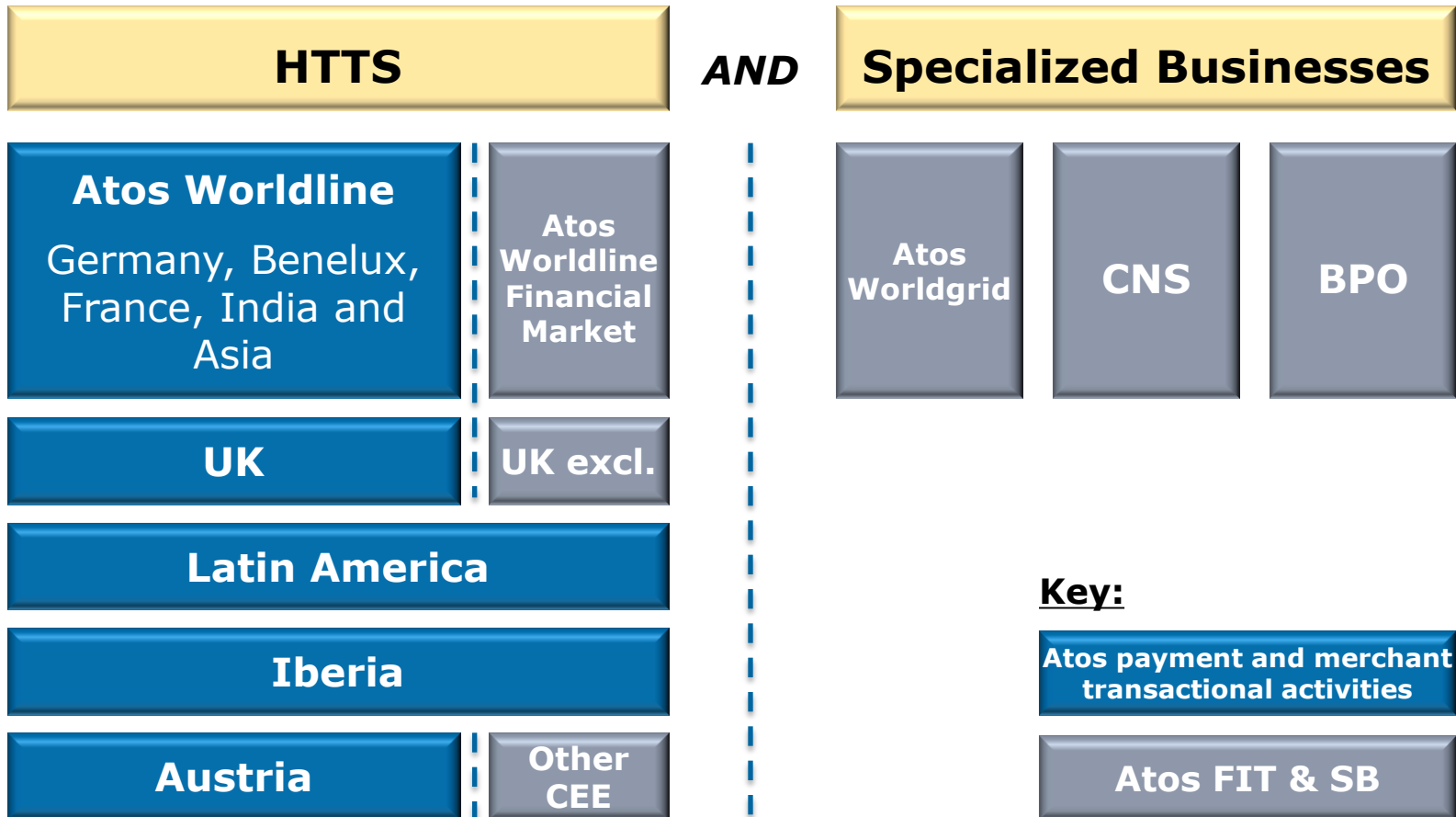
**4**

**Strengthen business culture within Atos payment and merchant transactional activities team**

- 1** **Perimeter centered around payment assets...**
- 2** **...including other Transactional services synergetic with payment...**
  - ▶ e-Ticketing
  - ▶ e-Commerce
  - ▶ e-Mobile Technologies
- 3** **...taking into consideration carve-out execution issues to exclude sub-critical units from transaction scope**

# Focus on the scoping of Atos payment and merchant transactional activities

2012 Annual Results  
21 February 2013



# Atos payment and merchant transactional activities

New scope and geographical footprint

**2012 Annual Results**  
21 February 2013

**2012 revenue**

**c. €1.1b**

**2012 revenue organic growth**

**+5%**

**2012 operating margin rate\***

**15%**

**2012 free cash flow**

**c. €90m**

**Total headcounts**

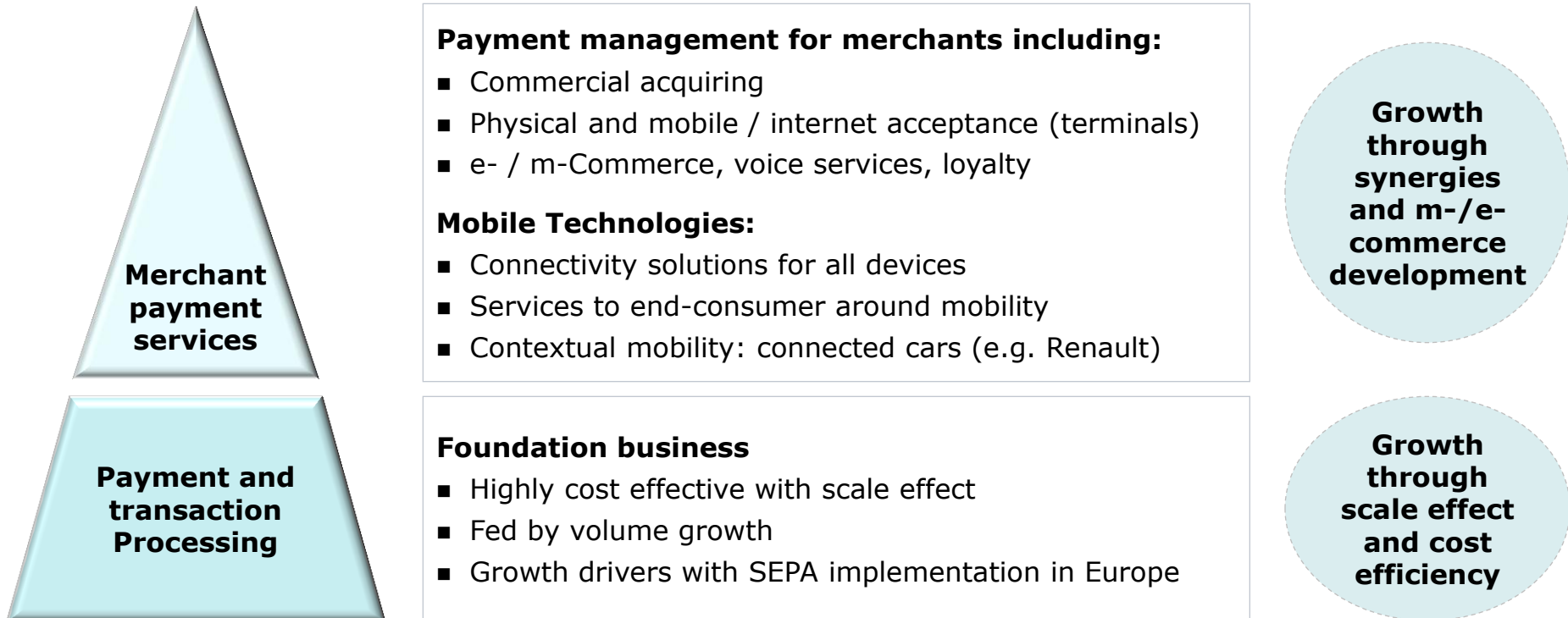
**c. 7,000**

**Geographical footprint**

**18 countries**

\* Stand alone after EUR 20 million Central costs allocation

- ▶ **Two pillars of business strategy centered around new offers in the fast growing transactional market**



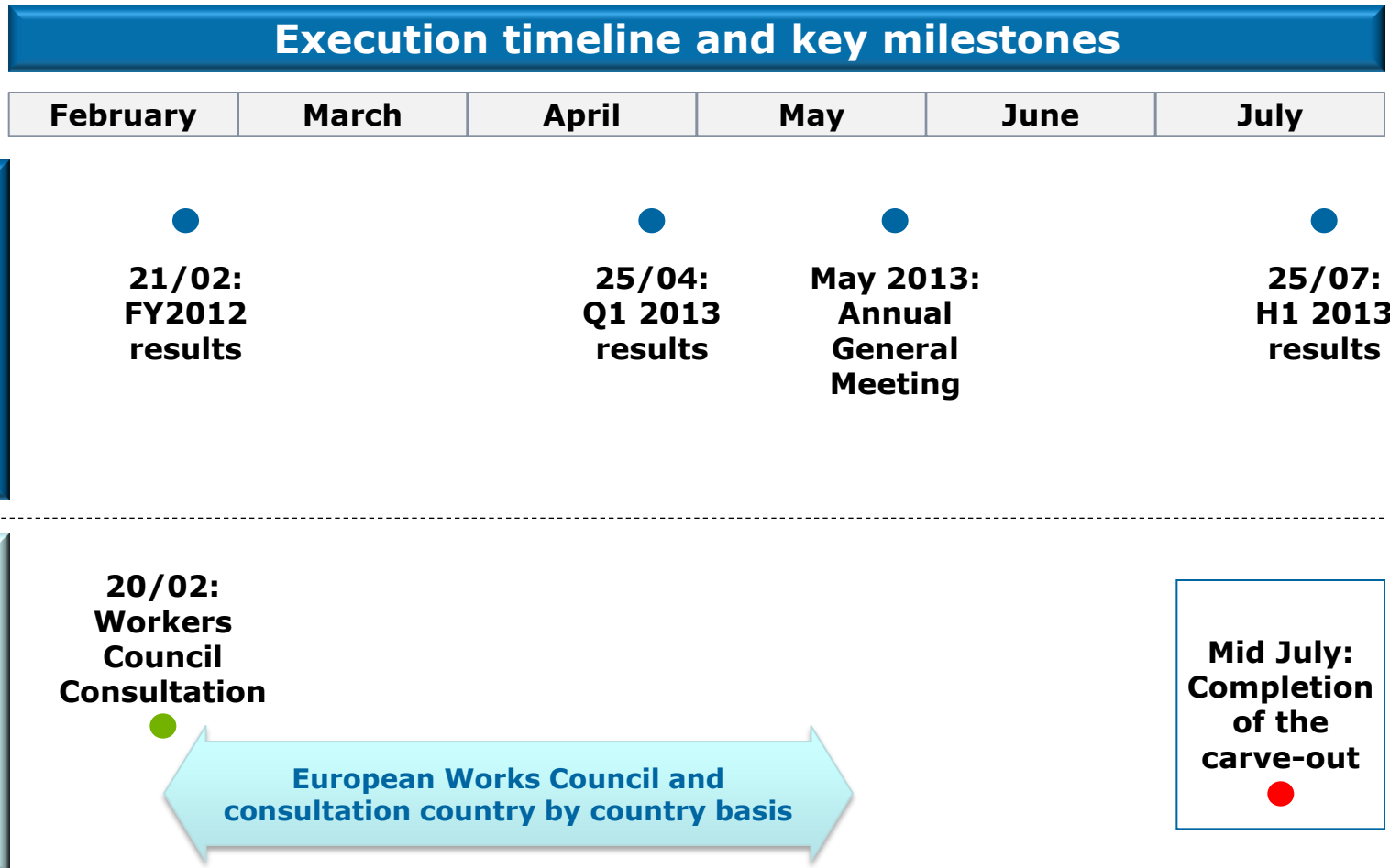
- ▶ **Atos payment and merchant transactional activities is providing end-to-end solutions across the entire transactional value chain**



# Key milestones of the implementation of Atos payment and merchant transactional activities carve-out

**2012 Annual Results**  
21 February 2013

## ► Tentative calendar



Michel-Alain Proch,  
Executive Vice President and Group CFO

## **2012 Financial results**

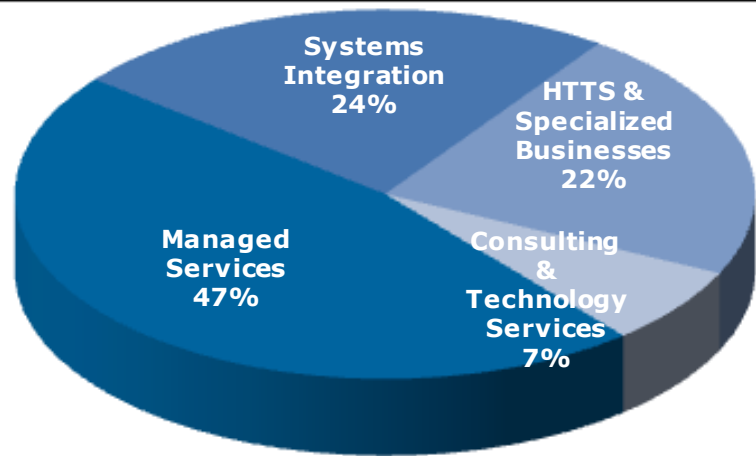
# Constant scope and exchange rates figures reconciliation

**2012 Annual Results**  
21 February 2013

<i>In EUR million</i>	<b>FY 2012</b>	<b>FY 2011</b>	<b>% growth</b>
<b>Statutory revenue</b>	<b>8,844</b>	<b>6,812</b>	<b>+29.8%</b>
Scope impact		1,810	
Exchange rates impact		156	
<b>Revenue at constant scope and exchange rates</b>	<b>8,844</b>	<b>8,778</b>	<b>+0.8%</b>
<b>Operating margin</b>	<b>580.0</b>	<b>422.4</b>	<b>+37.3%</b>
Scope impact		-6.5	
Exchange rates impact		9.1	
<b>Operating margin at constant scope and exchange rates</b>	<b>580.0</b>	<b>425.0</b>	<b>+36.5%</b>
<i>as % of revenue</i>	<i>6.6%</i>	<i>4.8%</i>	

# 2012 performance by Service Line

**2012 Annual Results**  
21 February 2013



- ▶ **Atos revenue based on multi-year contracts increased to 77 percent**
- ▶ **Growth in the 2 recurring Service Lines**
- ▶ **Cyclical activities slowed down in the second semester**

In EUR million	Revenue			Operating Margin		Operating Margin %	
	FY 2012	FY 2011*	% growth	FY 2012	FY 2011*	FY 2012	FY 2011*
Managed Services	4,135	4,040	+2.4%	324.8	233.4	7.9%	5.8%
Systems Integration	2,136	2,186	-2.3%	104.1	57.8	4.9%	2.6%
HTTS & Specialized Businesses	1,969	1,917	+2.7%	232.7	219.2	11.8%	11.4%
Consulting & Technology Services	604	635	-5.0%	24.0	35.1	4.0%	5.5%
Corporate costs**				-105.6	-120.6	-1.2%	-1.4%
<b>Total Group</b>	<b>8,844</b>	<b>8,778</b>	<b>+0.8%</b>	<b>580.0</b>	<b>425.0</b>	<b>6.6%</b>	<b>4.8%</b>

\* Constant scope and exchange rates

\*\* Corporate costs exclude Global delivery Lines costs allocated to the Service Lines

# 2012 performance by Business Units

**2012 Annual  
Results**  
21 February 2013

In EUR million	Revenue			Operating Margin		Operating Margin %	
	FY 2012	FY 2011*	% growth	FY 2012	FY 2011*	FY 2012	FY 2011*
Germany	1,690	1,680	+0.6%	138.7	93.4	8.2%	5.6%
United-Kingdom & Ireland	1,679	1,562	+7.5%	116.7	95.0	7.0%	6.1%
France	980	999	-2.0%	14.8	20.4	1.5%	2.0%
Benelux	978	1,024	-4.5%	78.4	73.6	8.0%	7.2%
Atos Worldline	927	908	+2.2%	162.1	157.5	17.5%	17.3%
North America	588	540	+8.9%	47.2	28.6	8.0%	5.3%
Central & Eastern Europe	568	576	-1.3%	60.4	37.2	10.6%	6.5%
North & South West Europe	407	414	-1.6%	32.2	5.8	7.9%	1.4%
Iberia	317	345	-8.2%	8.8	5.9	2.8%	1.7%
Other BUs	709	730	-2.8%	45.9	46.7	6.5%	6.4%
Global structures**				-125.0	-139.2	-1.4%	-1.6%
<b>Total Group</b>	<b>8,844</b>	<b>8,778</b>	<b>+0.8%</b>	<b>580.0</b>	<b>425.0</b>	<b>6.6%</b>	<b>4.8%</b>

\* Constant scope and exchange rates

\*\* Global structures include the Global delivery Lines costs not allocated to the Group Business Unit and the Corporates costs

# 2012 Group headcount evolution

**2012 Annual Results**  
21 February 2013



# 2012 Income statement

**2012 Annual  
Results**  
21 February 2013

<i>In EUR million</i>	<b>2012</b>	<b>2011</b>
<b>Revenue</b>	<b>8,844</b>	<b>6,812</b>
<b>Operating Margin</b>	<b>580</b>	<b>422</b>
<i>% revenue</i>	6.6%	6.2%
Staff reorganization	-62	-57
Premises rationalization	-28	-30
Integration & acquisition costs	-53	-46
Customer relationships amortization (PPA)	-43	-19
Change in UK pension indexation	-	77
Others	-12	-1
<b>Operating income</b>	<b>381</b>	<b>348</b>
Net financial expenses	-52	-35
Income tax expenses	-103	-129
Non controlling interests and associates	-3	-1
<b>Net income Group Share</b>	<b>224</b>	<b>182</b>

# EPS

**2012 Annual  
Results**  
21 February 2013

<i>In EUR million</i>	<b>2012</b>	<b>2011</b>
<b>Net income Group share</b>	<b>223.8</b>	<b>181.6</b>
Staff reorganization	-62.4	-56.9
Rationalization and associated costs	-28.1	-29.6
Customer relationships amortization (PPA)	-43.2	-18.5
Disposal of subsidiaries	-5.9	-
<b>Subtotal</b>	<b>-139.6</b>	<b>-105.0</b>
Tax effect with effective tax rate	43.6	43.5
<b>Adjusted net income Group share</b>	<b>319.8</b>	<b>243.1</b>
Average number of shares (in million)	84.1	76.0
Diluted average number of shares (in million)	96.7	88.2
<b>Basic EPS</b>	<b>2.66</b>	<b>2.39</b>
Diluted EPS	2.48	2.20
<b>Adjusted non diluted EPS (actual as a basis for 2013 target)</b>	<b>3.83 *</b>	<b>3.20</b>

**Target 2013: at least +50%  
compared to 2011 statutory\***

**4.80 euros**

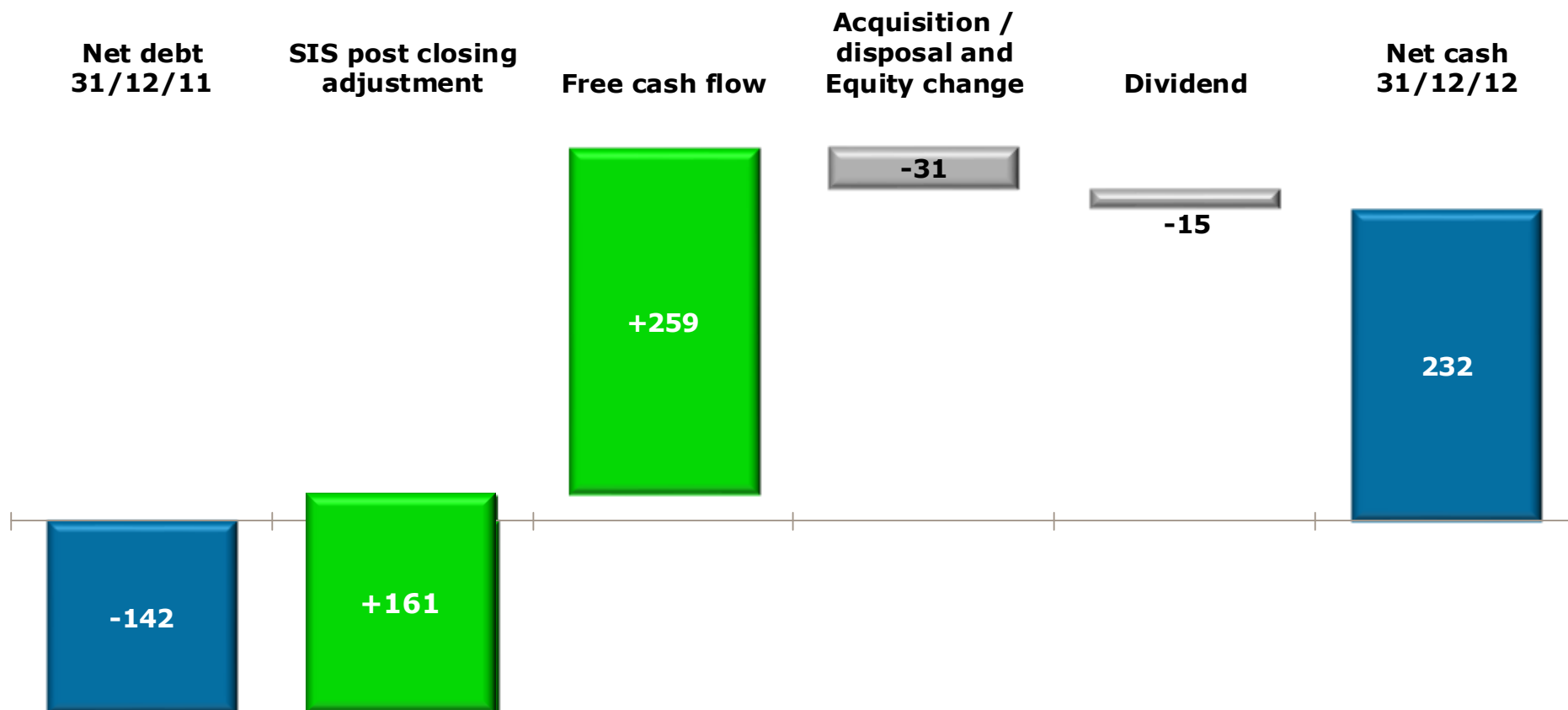
*(\*) adjusted on restructuring, rationalization and PPA amortization, net of tax - based on 83.6 million shares at December 31st, 2011*



# 2012 cash flow and net cash position

(in EUR million)

2012 Annual  
Results  
21 February 2013



# 2012 Cash flow statement

**2012 Annual  
Results**  
21 February 2013

<i>In EUR million</i>	<b>2012</b>	<b>2011</b>
<b>OMDA (*)</b>	<b>793.4</b>	<b>631.5</b>
Capital Expenditures	-325.1	-253.3
Change in working capital	82.0	98.3
<b>Cash flow from operations</b>	<b>550.3</b>	<b>476.5</b>
Taxes paid	-74.2	-59.5
Net costs of financial debt paid	-34.2	-27.8
Reorganisation	-71.9	-70.2
Rationalisation	-53.6	-49.0
Integration & acquisition costs	-53.3	-37.3
Net financial investments	-7.7	-9.2
Dividends paid to non controlling interests	-3.3	-7.7
Other changes	6.5	-21.4
<b>Free cash flow</b>	<b>258.6</b>	<b>194.4</b>
Net material (acquisitions) / disposals	96.8	-189.1
Capital increase / (decrease)	33.4	27.0
Dividends paid to shareholders	-14.9	-34.9
<b>Change in net debt</b>	<b>373.9</b>	<b>-2.6</b>
<b>Opening net cash</b>	<b>-141.8</b>	<b>-139.2</b>
<b>Closing net cash</b>	<b>232.1</b>	<b>-141.8</b>

(\*) *Operating Margin before Depreciation and Amortization*

# Simplified balance sheet

**2012 Annual  
Results**  
21 February 2013

<i>In EUR million</i>	<b>31 Dec. 2012</b>	<b>31 Dec. 2011</b>
Goodwill	1,942	1,982
Intangible assets	464	472
Tangible assets	668	680
Non-current financial assets	54	208
Net Deferred tax assets	170	137
<b>Net Non-current assets</b>	<b>3,298</b>	<b>3,479</b>
<b>Working Capital</b>	<b>-349</b>	<b>-136</b>
Shareholders Equity	2,348	2,323
Equity of minority interests	31	6
<b>Total Equity</b>	<b>2,379</b>	<b>2,329</b>
Net pension provision	395	200
Provisions	407	672
<b>Net cash</b>	<b>232</b>	<b>-142</b>

Gilles Grapinet,  
Senior Executive Vice President, Global Functions

## **2012 commercial performance**

▶ **Total order entry in 2012 at EUR 10 billion**

▶ **Book to bill ratio by activity:**

	<b>FY 2012</b>	<b>FY 2011*</b>
Recurring businesses	115%	104%
Cyclical activities	109%	102%
<b>Total Group</b>	<b>113%</b>	<b>103%</b>

▶ **Book to bill ratio by market:**

	<b>FY 2012</b>	<b>excluding Siemens</b>
Manufacturing, Retail & Services	95%	104%
Public sector, Healthcare & Transport	124%	124%
Financial Services	110%	110%
Telecoms, Media & Technology	135%	135%
Energy & Utilities	122%	122%
<b>Total Group</b>	<b>113%</b>	<b>118%</b>

\* Statutory figures

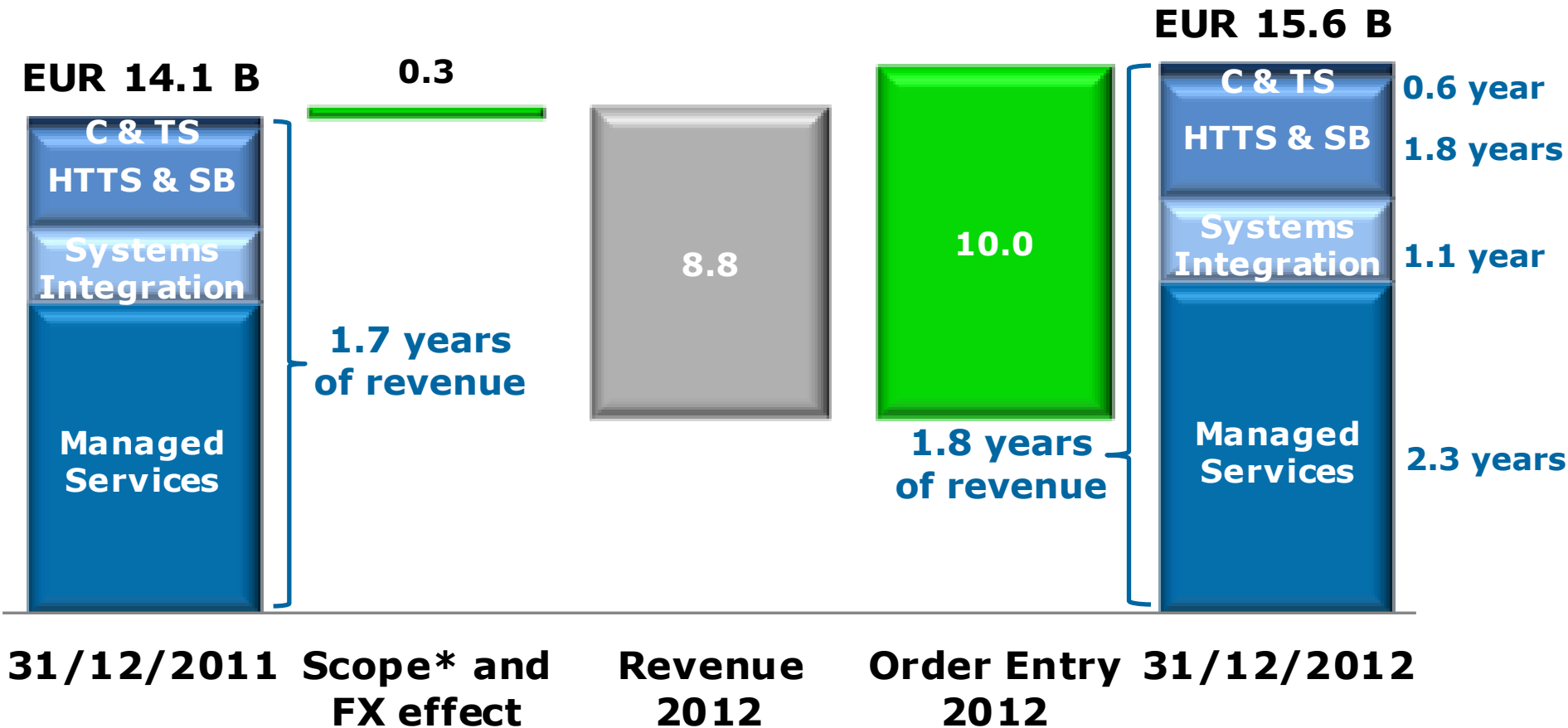
# Main wins above EUR 100 million in 2012

2012 Annual  
Results  
21 February 2013

- ▶ **March:** a 10 years contract with **EDF Energy** to provide data-center services in the UK
- ▶ **May:** a five-year IT outsourcing contract with the UK **Nuclear Decommissioning Authority**
- ▶ **June:** Outsourcing contract renewal with **the first German bank**
- ▶ **June:** Systems Integration contract with **Orange FT**
- ▶ **July:** a multi-year first generation outsourcing contract with **McGraw-Hill** in the US
- ▶ **August:** 5 years BPO contract with the **Department of Health** in the UK
- ▶ **September:** a seven-year IT outsourcing contract with **Postnord** in Scandinavia
- ▶ **September:** Managed Services contract with **Postbank**
- ▶ **September:** BPO contract with the **Department of Work and Pensions** in the UK
- ▶ **December:** a contract of Systems Integration and Application Management with **a large European TMT company** for at least 3 years.

# 2012 backlog evolution: a strong increase *(in EUR billion)*

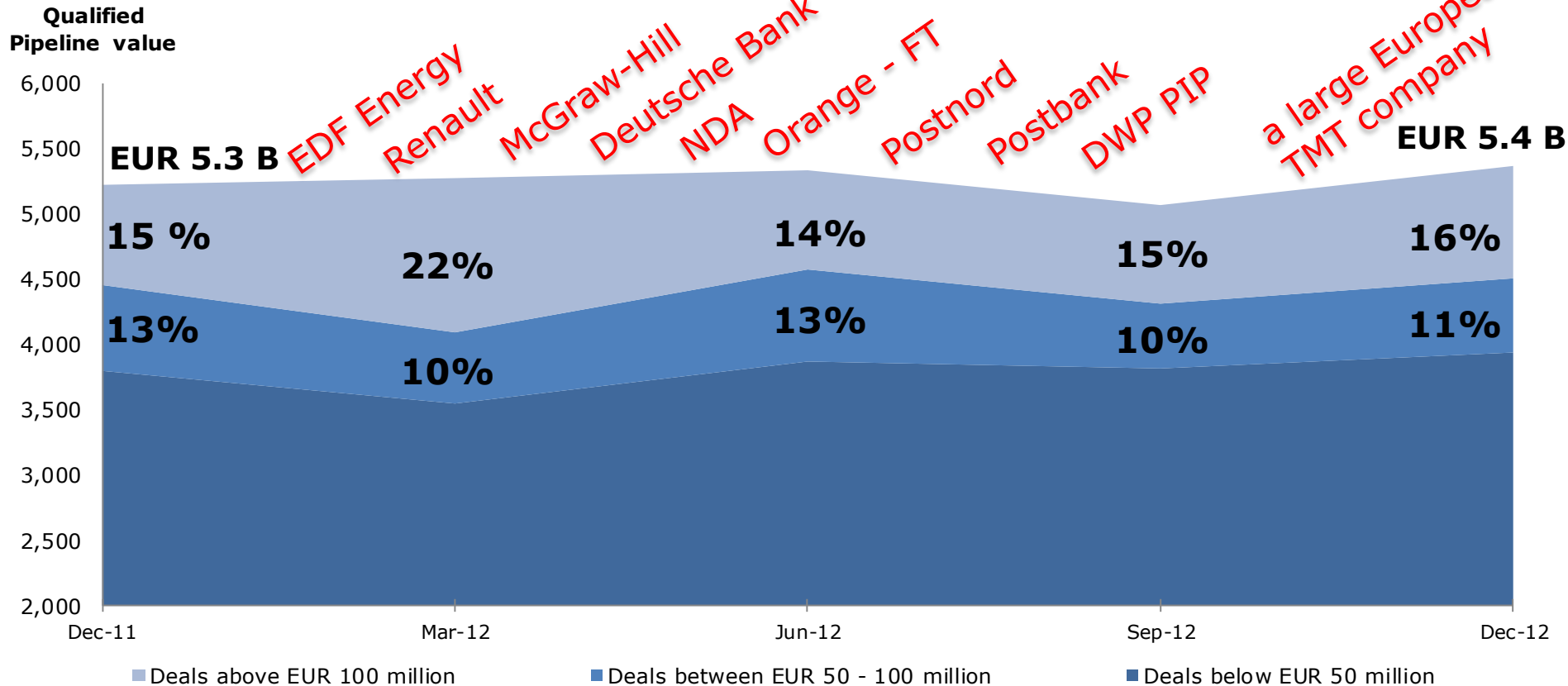
**2012 Annual Results**  
21 February 2013



\* acquisition of DAESA in Spain

# An improving and promising Pipeline (in EUR million)

**2012 Annual Results**  
21 February 2013





# Levers for an accelerated top-line growth

**2012 Annual Results**  
21 February 2013





# Keep momentum on large deals signatures

**2012 Annual Results**  
21 February 2013

1

**Capitalize on Global Strategic Sales Engagement team**  
GSSE track record

2

**Innovation capability**  
i.e. Cloud for the McGraw-Hill contract

3

**Critical size reached**  
Atos is consulted on every Managed Services bid

4

**Recognition from industry analysts**  
i.e. Magic quadrant of Gartner, Forrester, IDC, PAC,...



# Strong dynamic for Atos payment and merchant transactional activities through the carve-out

**2012 Annual Results**  
21 February 2013





# Improved offerings portfolio

from **PULL** offerings to **PUSH** offerings

2012 Annual Results

21 February 2013

**expand**

Lead the Market by pushing the selected offerings

Select the most competitive and promising ones

Increase the « readiness » of Atos offerings and products

2012

2013



# Improved offerings portfolio

Atos **PUSH** offerings

**2012 Annual Results**

21 February 2013

## Key transversal offerings

- Cloud
- Big Data
- Smart Mobility
- Enterprise Social Network

- Business enabling Application Management
- Adaptive Workplace
- ERP Consolidation & Harmonization
- OMNI commerce payment & digital services
- Data Center Services

## Key vertical offerings

**Public sector,  
Healthcare  
& Transport**

**Financial  
Services**

**Manufacturing,  
Retail &  
Services**

**Energy &  
Utilities**

**Telecom,  
Media &  
Technology**

**Journey  
Management**

**Multichannel  
& Mobility**

**PLM**

**Smart  
Utilities**

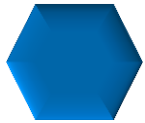
**OSS/BSS**

**Civil &  
National  
Security**

**Risk,  
Compliance  
regulatory  
reporting**

**MES**

**Media  
Solution**



# Atos to be recognized as a premium brand



Charles Dehelly,  
Senior Executive Vice President of Global Operations

## **From turnaround to Tier One Program**

# top<sup>2</sup> has deliver according promises... (examples)

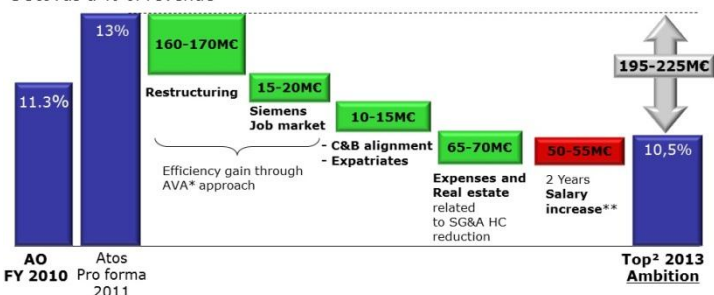
2012 Annual Results  
21 February 2013

## Investor Day on October 2011

**SG&A:** Close gap with former AO level and extract volume synergies

Atos Investor Day  
6 October 2011

SG&A as a % of revenue



Restructuring combined with structural actions on SG&A staff will go beyond aligning SIS on Atos, and allow capture of economies of scale

\*Activity Value Analysis: methodology used at Atos in 2009-10  
\*\*Assumption based on past years AO trend

## Purchasing

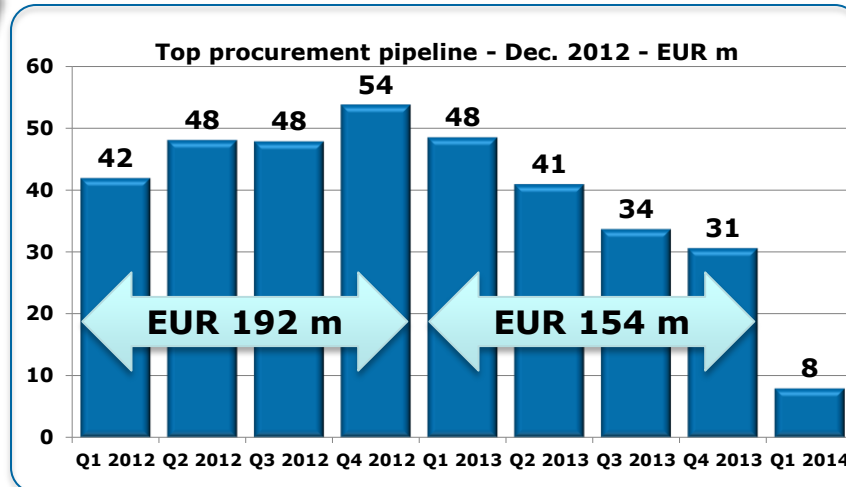
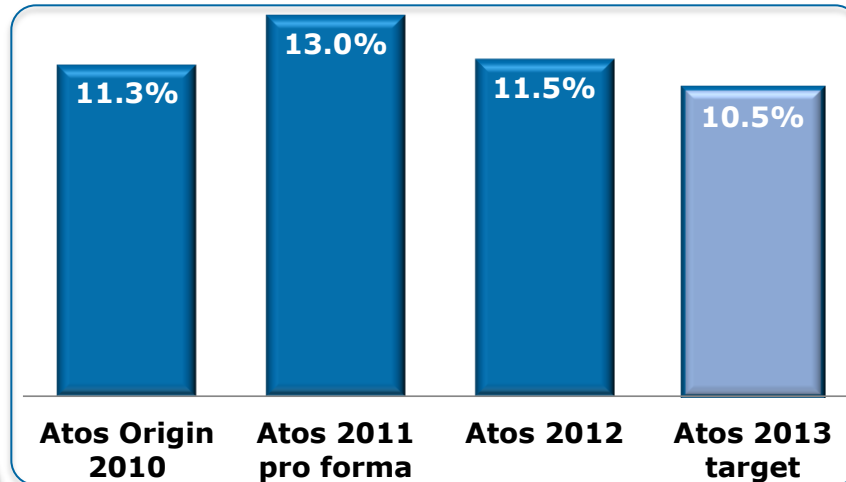
Atos Investor Day  
6 October 2011

Synergies savings related to volume consolidation :  
EUR 70 M spread over the 2011/2013  
through standardization to increase competitiveness

+  
Recurring EUR 120-150 million per year purchasing savings

- HW, SW and Telco**
  - Systematic reverse auctions every 4 months
  - Low cost sourcing
  - Global contract with yearly committed savings and benchmark clauses
- Staffing and back office BPO**
  - Vendor consolidation
  - Systematic reverse auctions every 4 months.
  - Global contract with yearly committed savings and benchmark clauses
- Travel & Fleet**
  - OCS technology deployment to limit travels
  - On line booking to get best available price
- Facility management**
  - 120g CO2 car policy
  - Global contract with yearly committed savings and benchmark clauses

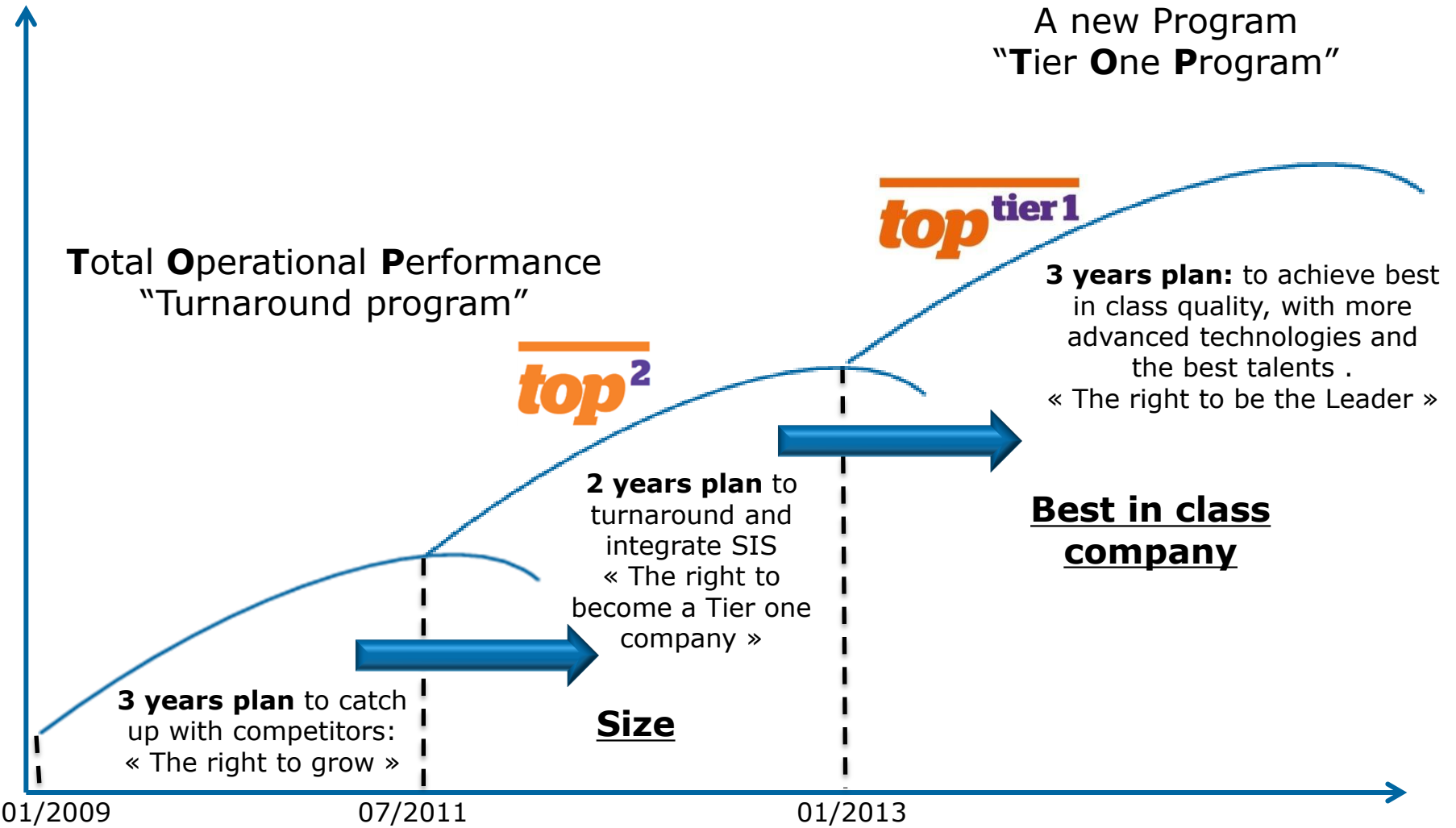
## What is delivered





# A New Program:

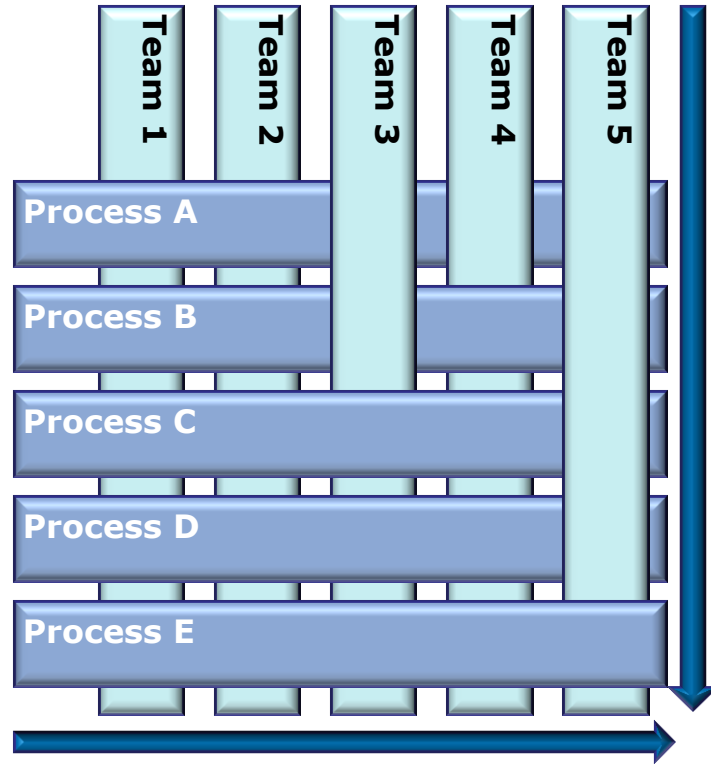
**2012 Annual Results**  
21 February 2013



► **Align achieved best in class performances across Atos**

► **end-to-end transformation**

Key indicators	Key levers of improvement	Potential
<b>Utilization rate</b>	<ul style="list-style-type: none"> <li>► Time to fill a position</li> <li>► Employability</li> <li>► Bench &amp; Restructuring</li> </ul>	<p><b>Average: 82.5%</b></p> <p><b>BIC: 88%</b></p>
<b>DSO</b>	<ul style="list-style-type: none"> <li>► Contractual terms</li> <li>► WIP control</li> </ul>	<p><b>Average: 54 days</b></p> <p><b>BIC: 35 days</b></p>
<b>Win rate</b>	<ul style="list-style-type: none"> <li>► Rigorous deal qualification</li> <li>► Stronger sales/pre-sales people management</li> <li>► Customer care</li> </ul>	<p><b>Average: 45%</b></p> <p><b>BIC: 70%</b></p>



Focus of TOP so far on **vertical transformation**:

- Performance management
- Lean management

Shift to **continuous improvement**:

- Feedback loops and performance dialogues
- End-to-end transformation across organizational silos

~30 processes in current MS scope	Drastic simplification implemented	Large benefits obtained on first pilots
<ul style="list-style-type: none"> <li>Server provisioning</li> <li>Application installation</li> <li>Patching</li> <li>Access management</li> <li>Decommissioning</li> <li>CMDB management</li> <li>Demand management</li> <li>...</li> </ul>	<ul style="list-style-type: none"> <li>▶ <b>Process reengineering</b> <ul style="list-style-type: none"> <li>- Parallelization of tasks, merger of teams/ activities</li> <li>- Automation of process steps, workflows</li> </ul> </li> <li>▶ <b>Rigorous end-to-end process management</b> <ul style="list-style-type: none"> <li>- Standardized requirements and handover procedures</li> <li>- E2E KPIs cutting across silos with faster performance animation / tempo</li> </ul> </li> <li>▶ ...</li> </ul>	<ul style="list-style-type: none"> <li> <div style="display: flex; align-items: center;"> <div style="border: 1px solid black; padding: 5px; margin-right: 10px;"> <b>Quality</b> First time right                 </div> <div style="text-align: center;"> </div> <div style="margin-left: 10px; border: 1px solid black; border-radius: 50%; padding: 5px;"> <b>x3</b> </div> </div> </li> <li> <div style="display: flex; align-items: center;"> <div style="border: 1px solid black; padding: 5px; margin-right: 10px;"> <b>Lead-time</b> Days                 </div> <div style="text-align: center;"> </div> <div style="margin-left: 10px; border: 1px solid black; border-radius: 50%; padding: 5px;"> <b>-80%</b> </div> </div> </li> <li> <div style="display: flex; align-items: center;"> <div style="border: 1px solid black; padding: 5px; margin-right: 10px;"> <b>Efficiency</b> Workload hours                 </div> <div style="text-align: center;"> </div> <div style="margin-left: 10px; border: 1px solid black; border-radius: 50%; padding: 5px;"> <b>-30%</b> </div> </div> </li> <li> <div style="display: flex; align-items: center;"> <div style="border: 1px solid black; padding: 5px; margin-right: 10px;"> <b>Customer satisfact.</b> Index                 </div> <div style="text-align: center;"> </div> <div style="margin-left: 10px; border: 1px solid black; border-radius: 50%; padding: 5px;"> <b>+10/ 20%</b> </div> </div> </li> </ul>
<p><b>~60% of Global Factory workforce involved</b></p>		

# Atos Foundation IT business strategy

**2012 Annual Results**  
21 February 2013

**A business focused on industrialization with a shift to Cloud as the cornerstone of Atos next step industrial project**

## Assets to support ambition

**Cloud  
End to End  
&  
Software  
(C&S)**

**Consulting,  
Solutions  
& Systems  
Integration  
(CS&SI)**

**Managed Services  
& Business Process  
Outsourcing  
(MO)**

- End to End cloud offering: Consulting – SaaS-PaaS-IaaS
- Road to Liquid IT
- Unified architecture for hybrid cloud

- Foundation IT & Business enabling IT
- Global application maintenance
- Project excellence through a standard global delivery model

- Foundation business
- Highly cost effective with scale effect
- Long term Recurring revenues

Growth through Canopy , leveraging EMC / VMware partnership

Growth through strategic horizontal and vertical offering & leveraging of Partners: EMC, VMware, SAP, MSFT, Yonyou

Growth through large outsourcing capability & processes efficiency

# Atos has unique capabilities to drive customer journey to the Cloud

**2012 Annual  
Results**  
21 February 2013

## ► **Cloud Computing: the new IT Revolution**

- Substantial benefits of Cloud computing enabling to deliver IT capabilities in scalable way
- Significant financial benefits: cut costs, variabilize IT costs, avoid capex
- A key growth factor of future IT spending expected to increase x5 by 2020 to reach > EUR 250 billion (source Forrester)

## ► **Canopy, the Atos Cloud offering, is positioned to offer full end-to-end service to customers**

- Enable the transformation to the Cloud (Strategic Consulting, Professional Services and **IaaS / PaaS** offerings)
- Reinforce Atos **SaaS** portfolio from own software (e.g., blueKiwi, Yunano) and existing / future partnerships and acquisitions with leaders (e.g., Microsoft, SAP, EMC, Siemens)

## ► **Ambition to grow faster than the Cloud IT market rate**

- Major Player in the Private Cloud area for large public and private organizations
- Strong alliances set-up with Cloud leaders and Software vendors
- Cloud in Atos is up and running with already circa EUR 200 million revenue generated in 2012

Thierry Breton, Chairman & CEO

## **Conclusion**

# Key takeaways

**2012 Annual Results**  
21 February 2013

**2012**

**We delivered all our objectives**

**2013**

**The Group is fully geared towards reaching its new objectives**

## Looking ahead

**Atos strategy is in motion, leveraging on its two engines, European leaders on their respective markets:**

### Foundation IT

- ▶ **European leading company** in Managed Services, SI and BPO
- ▶ **Cloud** as a strong business accelerator

### Payment and Merchant Transactional activities

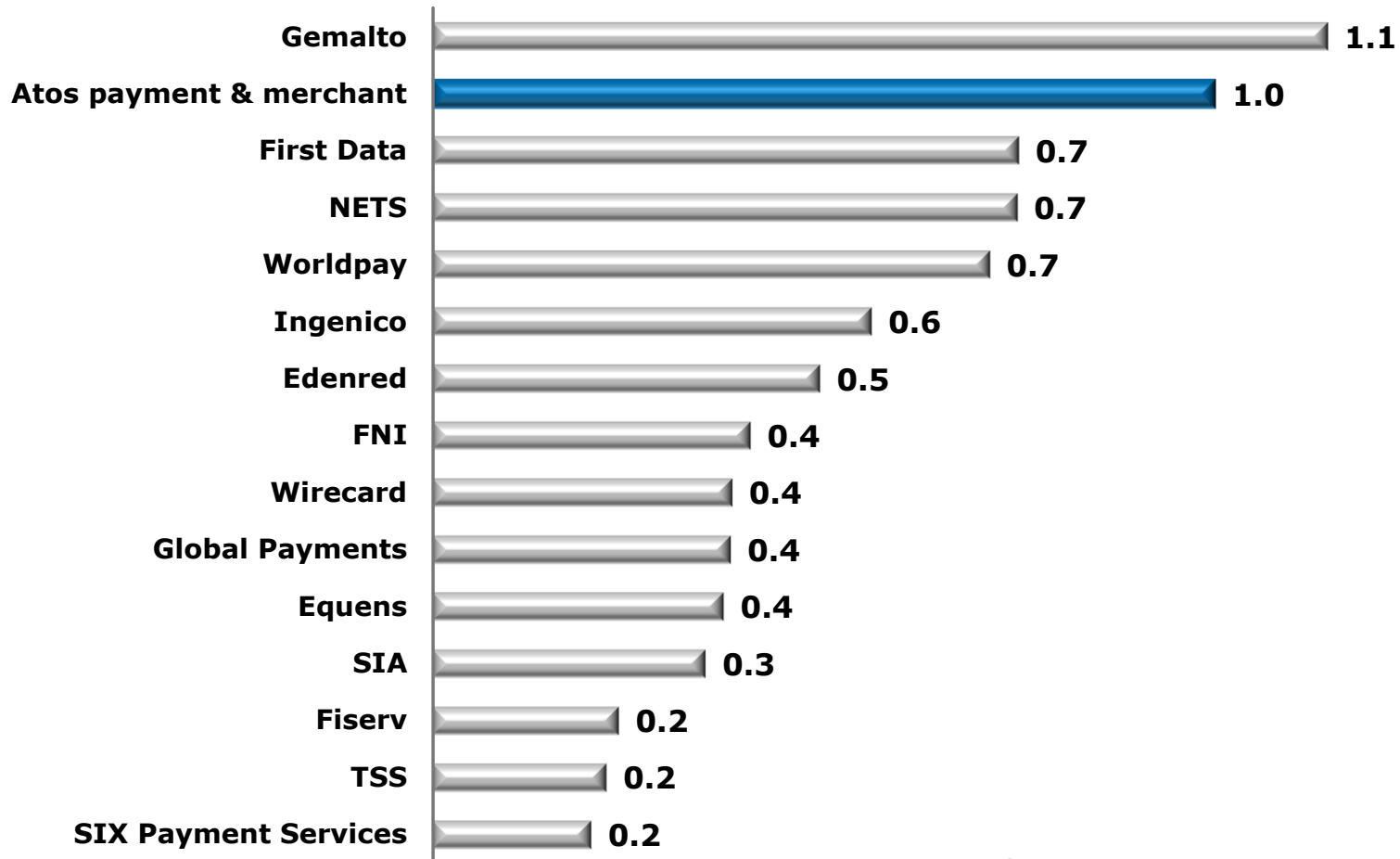
- ▶ **Leader in European Payment** and Merchant Transactional activities
- ▶ Significant **levers of development**
- ▶ **Financial flexibility and attractive “currency”**

**A new Tier One Program launched today to reach best in class KPIs**

# Atos payment and merchant transactional activities: revenue vs. peers

**2012 Annual Results**  
21 February 2013

## ► Estimated revenue in Europe (in EUR billion)



Sources: Atos, companies, analysts consensus



Management team

# **Q&A session**

**From  
Questions  
to  
Answers**



---

## Thank you

Atos, the Atos logo, Atos Consulting, Atos Worldline, Atos Sphere, Atos Cloud and Atos WorldGrid are registered trademarks of Atos SE. June 2011

© 2011 Atos. Confidential information owned by Atos, to be used by the recipient only. This document, or any part of it, may not be reproduced, copied, circulated and/or distributed nor quoted without prior written approval from Atos.

---