
Autumn Conference Kepler Cheuvreux

Wednesday September 18th, 2013

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Paris

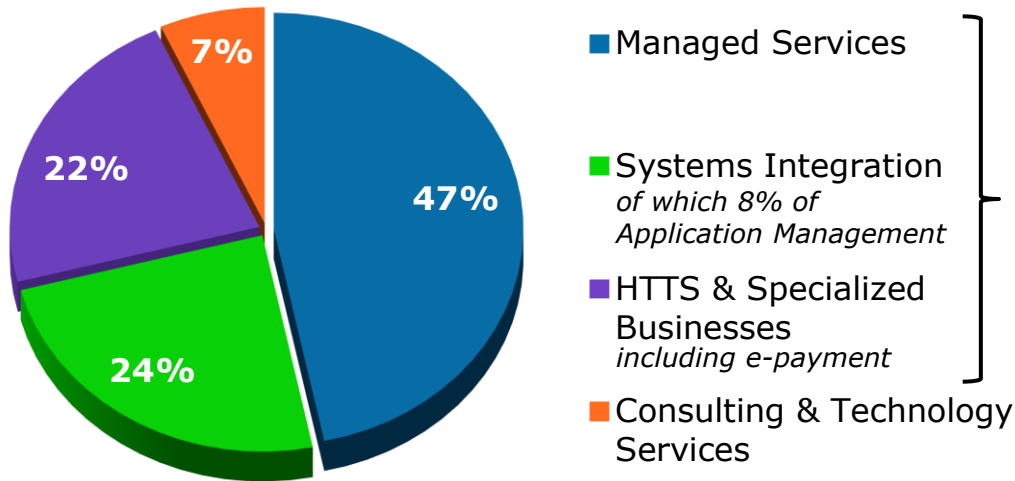
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- ▶ This document contains further forward-looking statements that involve risks and uncertainties concerning the Group's expected growth and profitability in the future. Actual events or results may differ from those described in this document due to a number of risks and uncertainties that are described within the 2012 Reference Document filed with the Autorité des Marchés Financiers (AMF) on April 3rd, 2013 under the registration number: D13-0271.
- ▶ Business Units include **Germany, France, United Kingdom & Ireland, Benelux & The Nordics** (The Netherlands, Belgium, Luxembourg, Denmark, Finland, and Sweden), **Atos Worldline** (French, German, Belgian, Asian, and Indian subsidiaries), **Central & Eastern Europe** (CEE: Austria, Bulgaria, Croatia, Serbia, Poland, Czech Republic, Russia, Romania, Slovakia, Switzerland, Italy, and Turkey), **North America** (USA and Canada), **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), India, Middle East, Morocco, South Africa, New Business Ventures (blueKiwi, Yunano and Canopy).
- ▶ 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.
- ▶ Adjusted (non diluted) Earnings Per Share (EPS) represents the net income adjusted of restructuring, rationalization and customer relationship amortization, net of tax, divided by the weighted average number of shares during the year.
- ▶ Worldline figures are best estimates made by the company during the carve-out process and are unaudited.

1. Atos profile
2. H1 2013 performance
3. Key levers for value enhancement going forward
4. Tier One Program
5. **worldline** e-payment services
6. Conclusion
7. Q&A session

Atos profile

Revenue by Service Line



**77% of
revenue
based on
multi-years
contracts**

A company having:

- ▶ 77% of **recurring multi-years revenue**,
- ▶ a **strong sales track record** with EUR 10 billion order entry in 2012
- ▶ a **dedicated electronic payment international entity** of EUR 1.1 billion revenue

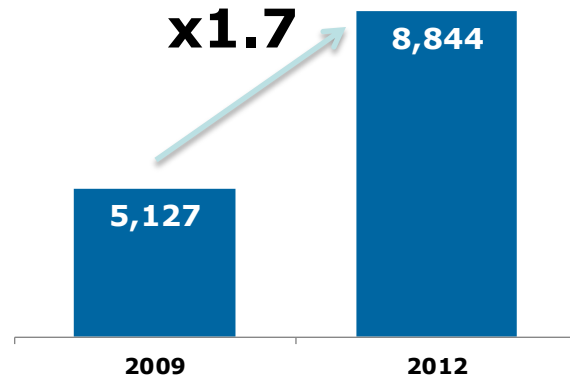
worldline
e-payment services

Delivering on commitments and enhancing shareholders value

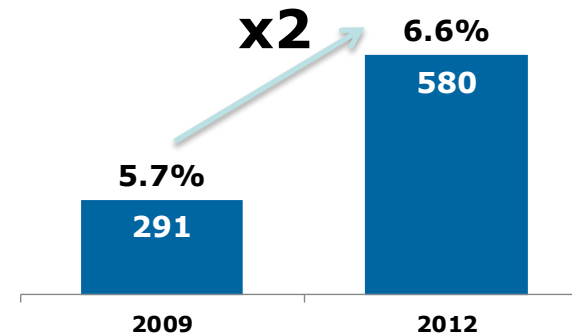
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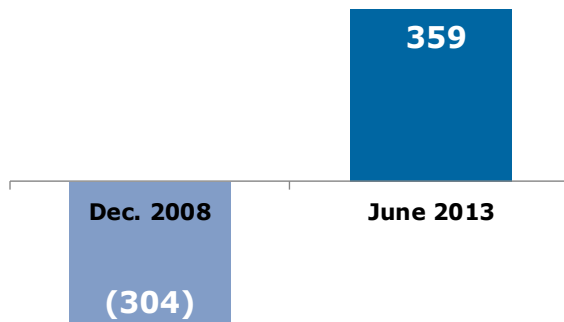
► Revenue (in EUR million)



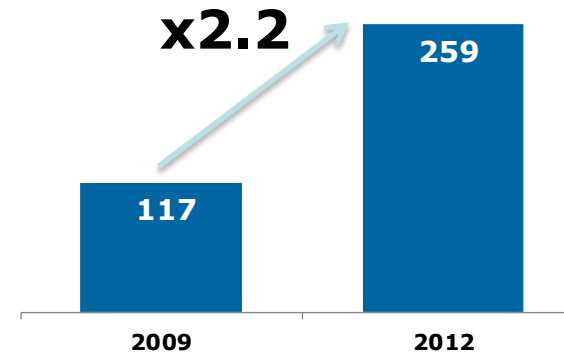
► Operating margin (in EUR million and % of revenue)



► Net cash position (in EUR million)



► Free cash flow (in EUR million)



Market capitalization x3.5 to EUR 5 billion

H1 2013 performance

H1 2013 performance

1/2

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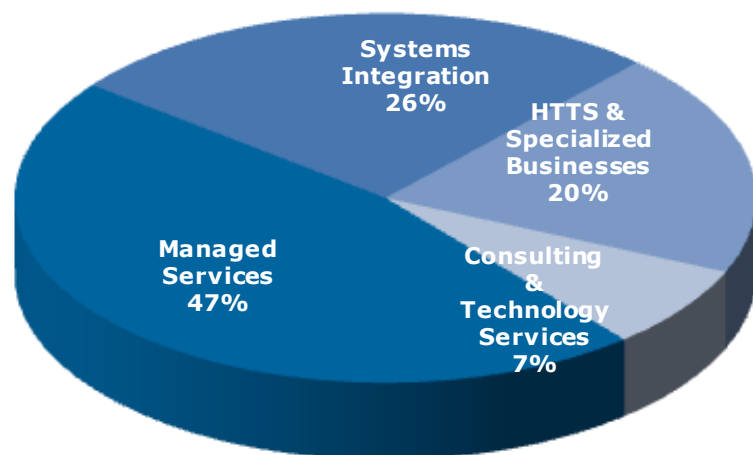
	H1 2013	H1 2012
Revenue (EUR m)	4,290	4,316
Book to bill	106%	113%
Operating margin (in % and EUR m)	6.5% EUR 279 m	5.6% EUR 244 m
Free cash flow (EUR m)	158	127
Net cash (EUR m)	359	101

Revenue and operating margin at constant scope and exchange rates

Performance by Service Line

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- ▶ Activity overall stable
- ▶ Accelerating growth in HTTS
- ▶ Strong operating margin increase in Managed Services and in Systems Integration

In EUR million	Revenue			Operating Margin		Operating Margin %	
	H1 2013	H1 2012*	% growth	H1 2013	H1 2012*	H1 2013	H1 2012*
Managed Services	1,998	1,997	+0.0%	162.5	143.5	8.1%	7.2%
Systems Integration	1,133	1,142	-0.8%	55.0	37.2	4.9%	3.3%
HTTS & Specialized Businesses	844	833	+1.4%	99.4	104.9	11.8%	12.6%
of which HTTS	592	561	+5.6%	93.8	87.8	15.8%	15.7%
Consulting & Technology Services	314	343	-8.5%	13.9	14.2	4.4%	4.1%
Corporate costs**				-51.8	-56.1	-1.2%	-1.3%
Total Group	4,290	4,316	-0.6%	279.0	243.6	6.5%	5.6%

* Constant scope and exchange rates

** Corporate costs exclude Global Delivery Lines costs allocated to the Service Lines

H1 2013 commercial activity

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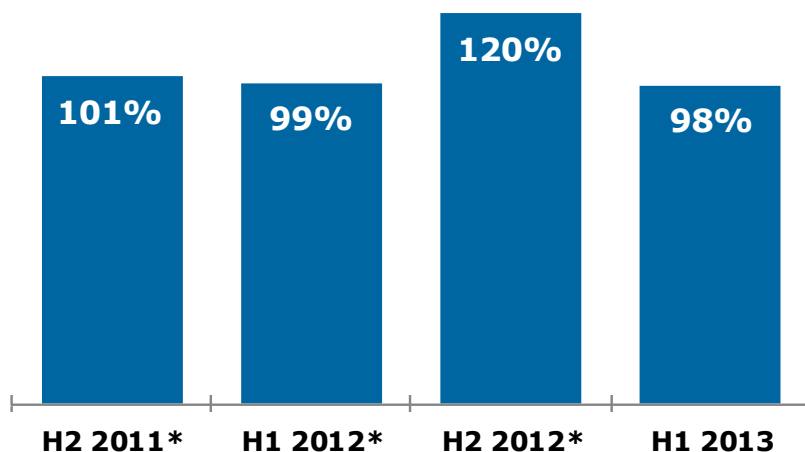
► Book to bill

	H1 2013	H1 2012*
Cyclical activities	98%	99%
Recurring businesses	110%	121%
Total Group	106%	113%

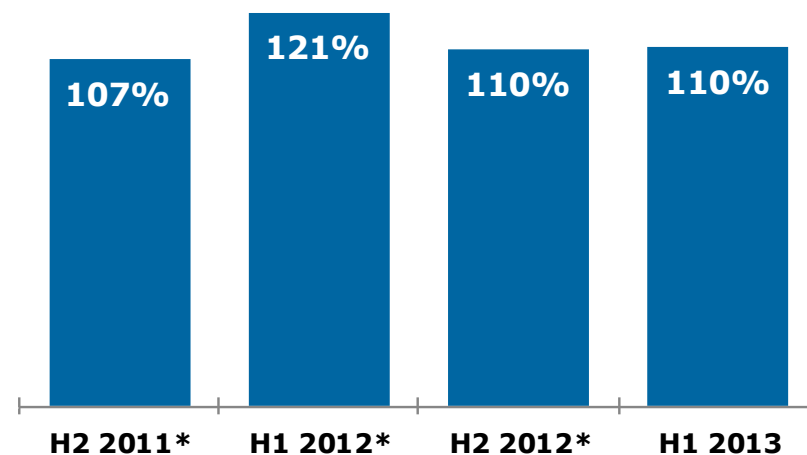
► Pipeline

**Weighted pipeline was
at EUR 5.0 billion**

► Cyclical activities



► Recurring businesses



■ Book to bill (in %)

* Statutory figures

Key levers for value enhancement going forward

Key levers for value enhancement going forward

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Global leader in Managed Services

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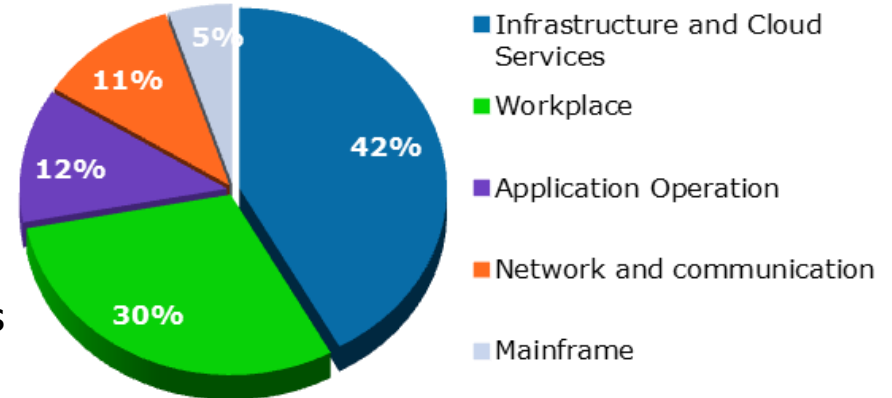
Key figures

- ▶ EUR 4 billion annual revenue
- ▶ 28,000 staff worldwide in 47 countries
- ▶ 30% in near/off shore locations

Capabilities

- ▶ **Server management:** 90,000 servers (UNIX, Linux, Windows)
- ▶ **Desktop:** 2.7 million seats & 40 million calls / year
- ▶ **Data Centers:** 30 main Data Centers; >40,000 m²

Managed Services revenue mix by portfolio



- ▶ **ERP Applications:** 900,000 SAP users
- ▶ **Network & Security Services:** 50,000 managed network devices

- **Tier One Program to leverage large international deals**
- **Industrialization through the delivery by Global Factories**
- **Leadership positioning in key Gartner magic quadrants**

Reinforce profitability in System Integration

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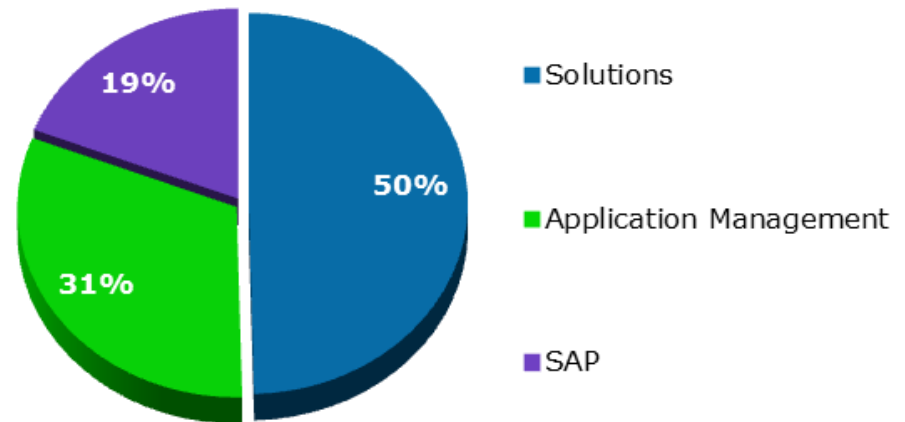
Key figures

- ▶ EUR 2 billion annual revenue
- ▶ 23,500 staff worldwide in 47 countries
- ▶ 7,000 staff in 7 offshore locations

Practices

- ▶ **Solutions:** Creating business value by leveraging technology with 33 offerings
- ▶ **SAP:** Rationalization and integration of SAP to create business value: 9,735 consultants supporting > 500,000 SAP Business users and > 5,000 SAP Instances
- ▶ **Application Management:** Leader on transformation AM deals

Systems Integration revenue mix by practice



- **Tier One Program to improve significantly operational profitability**
- **Increase offshore capabilities**
- **Leveraging key offerings and partnerships**

- ▶ **Major player** in the **Private Cloud** area for **large public** and **private organizations**
- ▶ A specific **focus on vertically oriented** services and enterprise level integration
- ▶ Cloud is already **a reality** for years **in Atos** with circa **EUR 200 million of revenue in 2012, now consolidated within Canopy** our specialized JV with EMC² and VMware
- ▶ Canopy: a “**One Stop Shop**” with a **fully integrated offering** of IaaS, PaaS, and SaaS solutions, supported by Cloud specialized consulting teams.

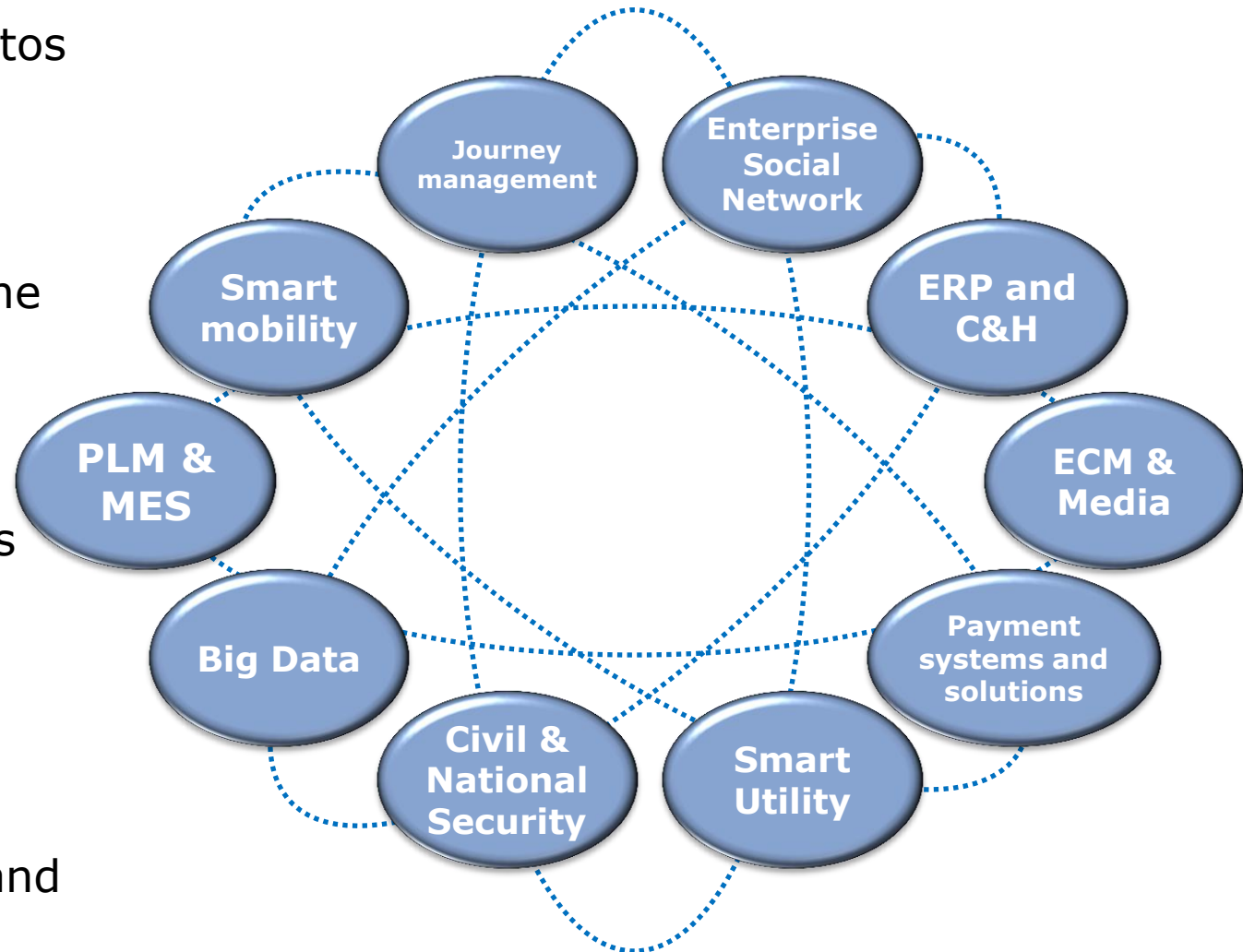
Ambition to grow above the Cloud IT market rate
(**x5 in 2020** – *Source Forrester 2011*)

Profitable growth through innovative offerings

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- ▶ Initiated by the Atos Scientific Community
- ▶ Industrialized development in the Service Lines and Worldline
- ▶ Global and local offering managers
- ▶ Structured sales strategy
- ▶ Supported by training, communication, and branding

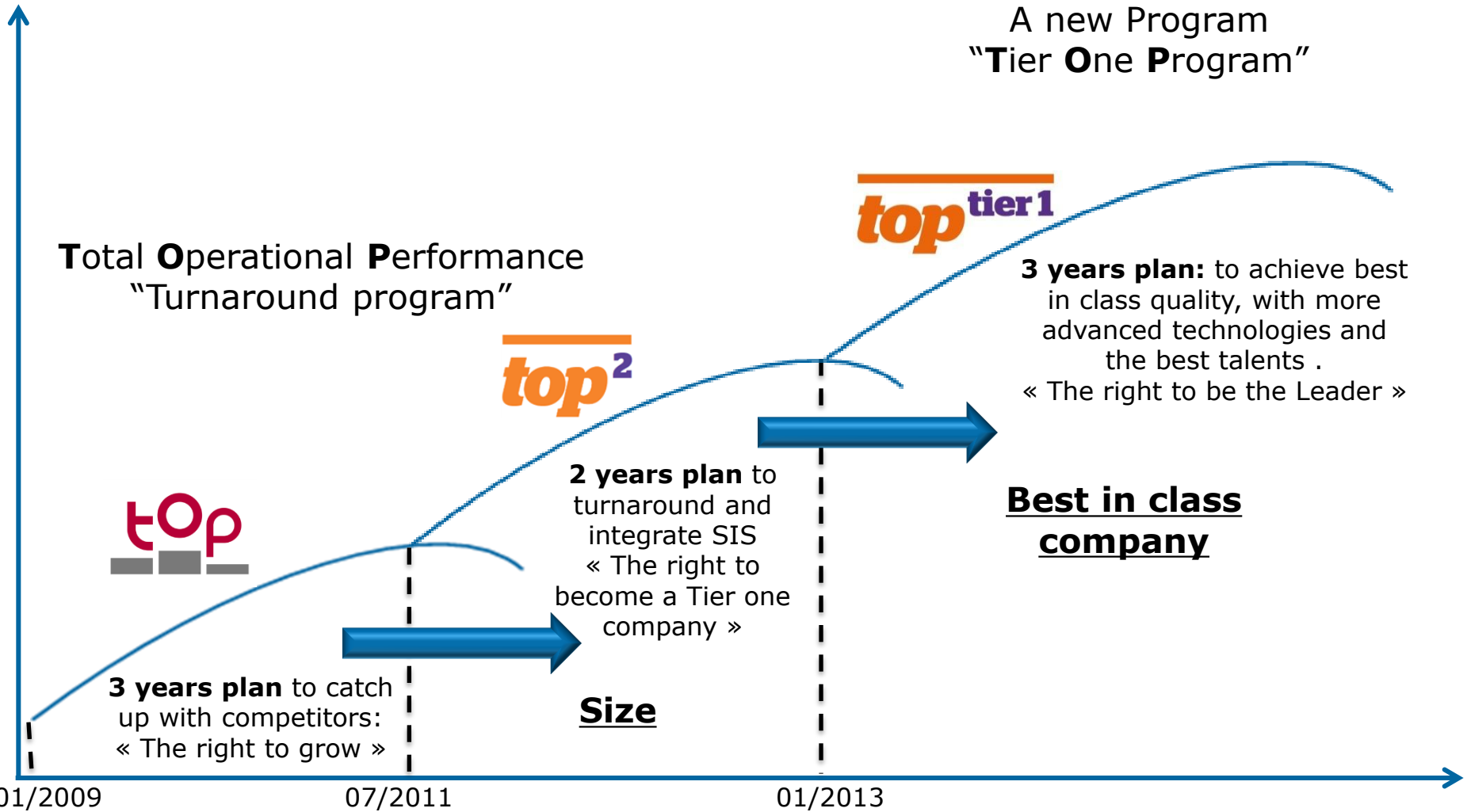


Tier One Program

Strong discipline in the execution of transformation programs

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Continuous improvement to offset price pressure while securing our financial commitments

Continue existing program, on top the new end-to-end program, to offset additional competition pressure.

Competitors fight for growth

- ▶ Price concessions
- ▶ Salary increases
- +
- ▶ Continued competitiveness

+ New end-to-end transformations program

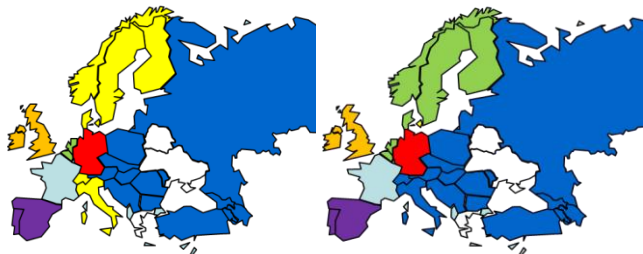
- ▶ Offshore
- ▶ Workforce management
- ▶ Purchasing
- ▶ Lean Management
- ▶ Tooling/automation

← Continued actions



Delivering additional SG&A economies of scale thanks to past processes, IT tools and offering standardization. Securing c. 10% SG&A as committed (ID oct. 2011).

From 7 to 6 GBUs in Europe



From 5 to 4 Global Markets



Latin America

From multi countries to a global shared services centers organization



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e-payment services

A European payment leader

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Payment transactions volumes in 2012

- 2.2 billion of acquiring transactions
- 51 million of credit and debit cards
- 568 million of remote payment
- Over 1 million terminals

worldline
e-payment services

A leading position

- N° 1 Commercial acquirer in Benelux
- N° 1 e-Commerce payment provider in France
- N° 1 POS acceptance platform in Germany
- N° 1 Issuing processing in Germany
- N° 1 POS Terminal provider in the Netherlands
- N° 1 DCC acquiring provider in India
- Leading Issuing solution provider in Asia



Digital transactions volumes in 2012

- 2.2 billion calls (IRV & contact centers)
- 3 billion SMS (Short Message Services), +85 percent growth compared to 2011
- 68 million email boxes

Key figures and geographical presence of Worldline

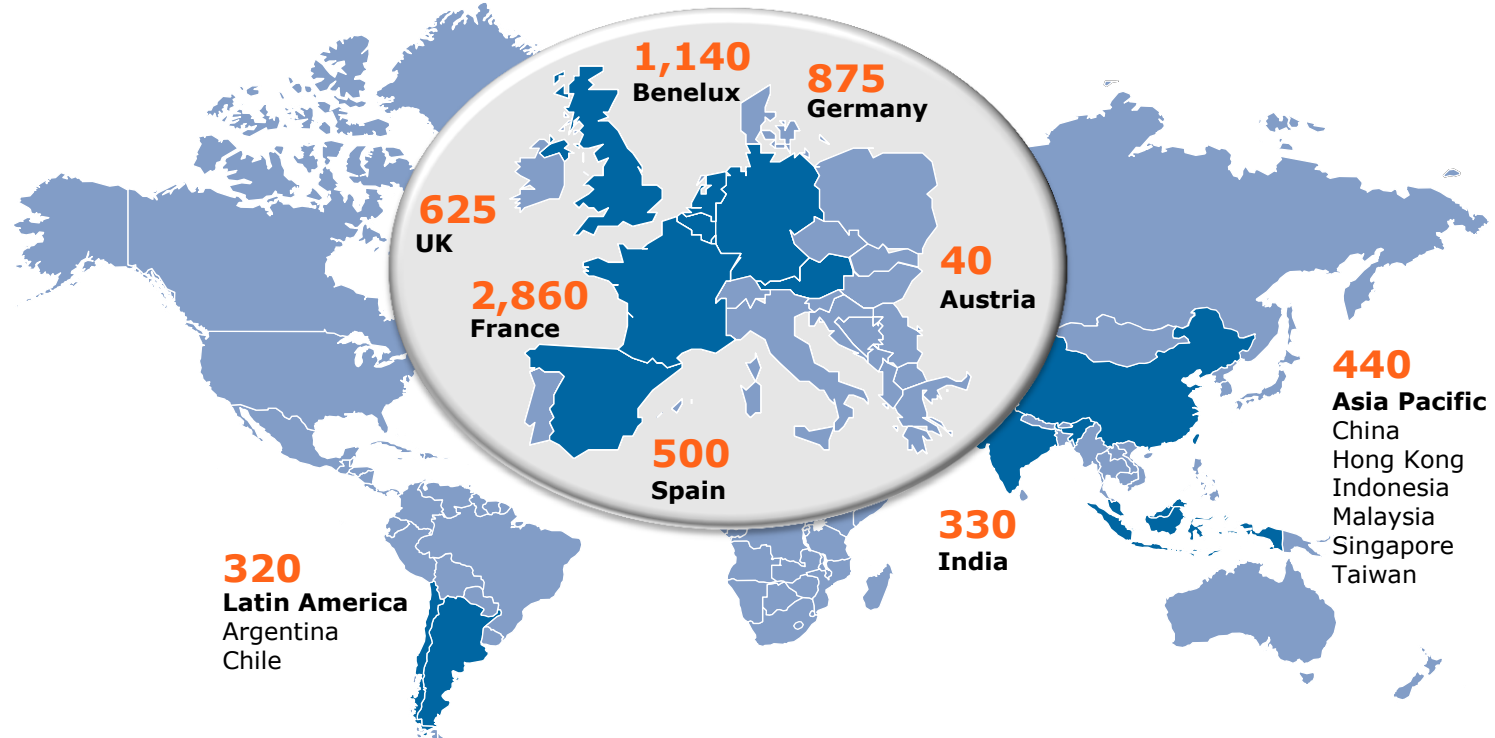
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Key figures

- ▶ EUR 1.1 billion revenue
- ▶ 15% operating margin rate
- ▶ EUR ~100 million free cash flow

7,100 staff in 17 countries



Key figures

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H1 2013 revenue

€548m

H1 2013 revenue
organic growth

+5.4%

H1 2013
operating margin
rate

14.6%

14.2% in H1 2012

H1 2013 free
cash flow

€62m

EUR €50m in H1 2012

Total headcounts

c. 7,100

Geographical
footprint

17

countries

A client-centric e-Payment company built around 3 Global Business Lines

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Business Lines level:

e-payment services
for merchants



EUR 353 million
revenue in 2012

e-payment and
transaction services
for governments,
transportations,...



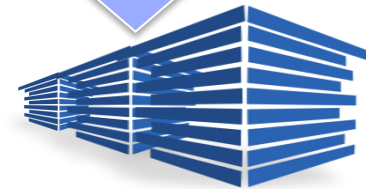
EUR 341 million
revenue in 2012

e-payment
for banking
institutions



EUR 375 million
revenue in 2012

TO (Technical Operation) level:
Industrial volumes processing capacities



SDO (Software Dev^t Office) Level:

Operations supported by innovation
and R&D investment in payment
software and solutions

A end-to-end positioning in the payment value chain

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	Issuing	Issuing processing	Acquiring processing	Commercial acquiring	Acceptance & value-add services for merchants
Offline payment cards, checks, direct debit, SEPA mandates,...		worldline	worldline	worldline	worldline
Online payment		worldline	worldline	worldline	worldline
m-payment	worldline 	worldline	worldline	worldline	worldline
Loyalty, Prepaid, fuel cards, e-Ticketing...	worldline 	worldline	worldline	worldline	worldline

Conclusion

Robust company performance

- ▶ **Successful integration of Siemens SIS delivered**
- ▶ **H1 2013 performance in line with FY 2013 guidance and 3 years plan 2011 - 2013**
- ▶ **Strong commercial momentum created since 2011 with record-high backlog**

Key levers for future operational performance improvement

- ▶ **Tier One Program set-up on gross margin to reach best in class KPIs**
- ▶ **Worldline carve-out completed as a first step for its development**
- ▶ **Continuous investment in innovation: Payment, Cloud, Big Data,...**

**After completion of SIS integration and Worldline carve-out,
the Group is ready for its next journeys**

Q&A session

From Questions to Answers



Thank you

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