

Atos

FY 2011 Financial Performance

Industry Analyst Webinar
Paris - February 23rd 2012



Your business technologists. Powering progress

Atos

Disclaimers

**Full Year
2011 results**

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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 2010 Reference Document filed with the Autorité des Marchés Financiers (AMF) on 1 April 2011 under the registration number: D11-0210 and its updates filed on 8 June 2011 under the registration number: D11-0210-A01 and on 29 July 2011 under the registration number: D11-0210-A02.
- ▶ Global Business Units include Germany, France, UK & Ireland, Benelux (The Netherlands, Belgium and Luxembourg), Atos Worldline (French, German, Belgian, Asian and Indian subsidiaries), Central and 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 & Greece), Iberia (Spain, Portugal), Other Business Units including Major Events (MEV), 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) and Atos Worldgrid.
- ▶ Revenue organic growth is presented at constant scope and exchange rates.
- ▶ 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.
- ▶ The AtoS proforma 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 and is unaudited. The key assumptions used in the preparation of the information are as follows:
 - The proforma information has been prepared using accounting policies consistent with those used in the historic Atos Origin interim and year-end financial statements;
 - Proforma tax is based on the estimated effective rate of tax for AtoS for the relevant periods applied to proforma profit before taxation.
 - The proforma Profit and Loss account excludes significant exceptional items as being non-recurring, notably provisions on contract risks recorded in the first semester 2011.
- ▶ The audit procedures on the consolidated financial statements have been completed. Audit opinion will be issued after the Board of Directors' meeting on March 29, 2012, once the verification of the complete financial information and the management's report, as well as the review of subsequent events, have been performed

Agenda

**Full Year
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1. 2011 highlights
2. Full year 2011 financial results
3. Business performance
4. Strategy and 2012 Objectives
5. Conclusion and Q&A

2011: We achieved our commitments

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	Guidance for new scope issued at H1 2011 release	Achievement
Revenue	The Group targets a statutory revenue for 2011 around EUR 6.8 billion	EUR 6,812 million ✓
Operating Margin	The Group increases its full year guidance to 6.2 per cent operating margin rate	6.2% ✓
Cash Generation	A free cash flow increasing of 20% compared to Atos stand alone in 2010, leading to around EUR 170 million	<ul style="list-style-type: none">• EUR 194 million ✓• +36% vs. 2010 ✓

2011 - Main achievement: SIS acquisition

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- ▶ **Preparation** of the integration in H1, customers, organization, IG Metal & Working Council,...
- ▶ **Successful closing** on July 1st, 2011
- ▶ **Integration ahead of initial expectations**
- ▶ **Strategic partnership** with Siemens:
 - Access to Siemens One
 - Start of significant initiatives
- ▶ Post closing transfer of the **differed countries and assets**:
 - China, Turkey, E-utile, and Russia

74 000
Employees

Reminder of our financial goals

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With structural circa 120bp improvement from SG&A and circa 50bp improvement from GM, Top² well on track to deliver 2013 planned cost structure

Reminder of our financial goals

Atos
Investor Day
6 October 2011

From	AO 2010	AtoS MI 2011 Pro forma	AtoS 2013
Revenue	100	100	100
Gross Margin	16%	16,7%	18-18,5%
SG&A	11,2%	12%	10-11%
Operating Margin	6,7%	3,7%	7-8%

Top² Ambition to secure AtoS 2013

Your business technologists. Powering progress

AtoS

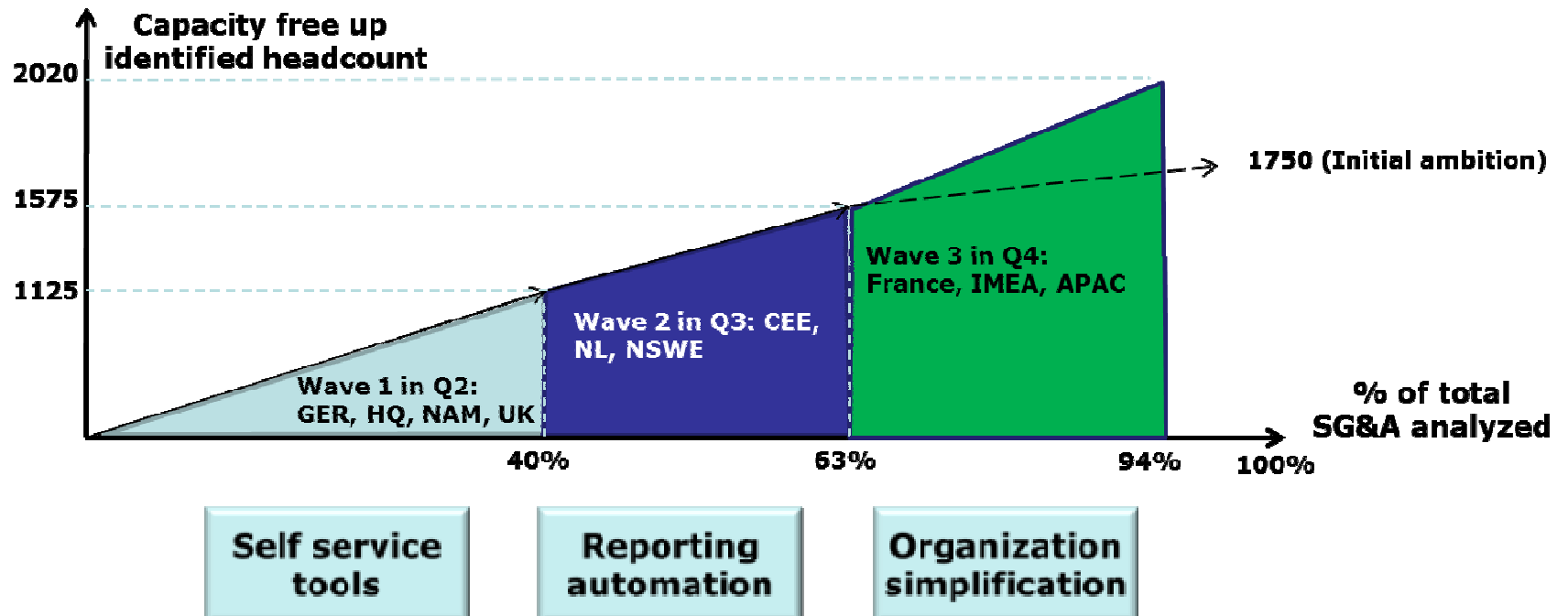
Investors Day
October 6th 2011

From	AO 2010	Atos 2011 Pro forma	AtoS 2012 Ambition	AtoS 2013
Revenue	100	100	100	100
Gross Margin	18%	17,5%	Circa 18%	18-18,5%
SG&A	11,3%	12,7%	Circa 11,5%	10-11%
Operating Margin	6,7%	4,8%		7-8%

AVA (Activity Value Analysis) : Indirect headcount reduction fully identified and Exit plan well online to deliver expected savings

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AVA expect to overachieve the Initial ambition by over 270HC with 94 % of SG&A scope analyzed. High confidence to achieve our goal As circa 1050 exited by the end of 2011, 100% plan to exit by the end of 2012 with full saving impact in 2013.

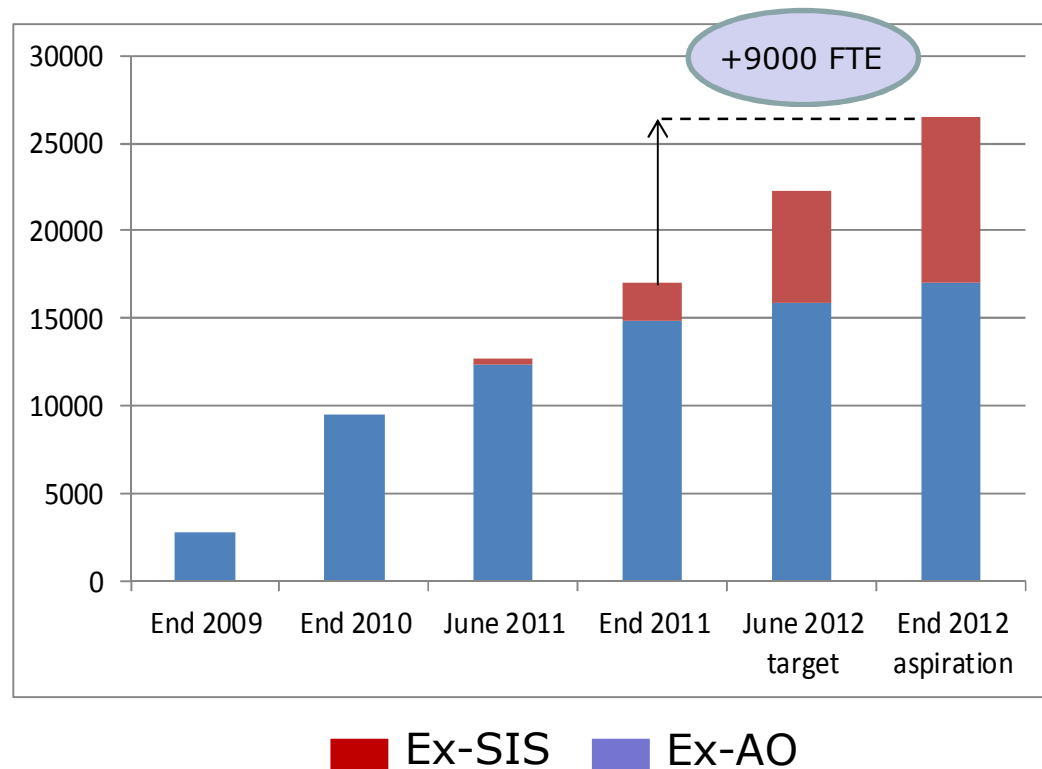
Lean Management: Rolled out to 26,000 employees by end 2012

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- ▶ Applying proven approach to SIS perimeter in 2012
- ▶ Best practices identified in SI and in MS being incorporated into approach
- ▶ Projects still delivering typical 15-25% on SI activities and 20-30% on MS activities
- ▶ Freed up people reallocated to new projects, subcos replacement, or open positions resulting from attrition

Staff working under Lean Management, FTE



Source: TOP² program

Fully Integrated Global Delivery Operations

More than 50% of MS employees in a Global Factory to deliver high quality industrialized services



- Managed service centers ●
- Global service desks ●
- Local service desks ●
- Global data centers ●
- Local data centers ●
- Systems integration centers ●

Systems Integration Services:

- » 26,000 professionals
- » 3 global practices: Solutions, SAP, Application Management
- » 48 global offerings including 24 vertical offerings and 24 technology offerings
- » Distributed delivery supported by 6,000 professionals in 5 offshore centers

Data center:

- » 80+ data centers and 100+ data rooms
- » Enough capacity to sustain growth through 2014
- » major new flagship DC investment planned for 2014 readiness
- » New Tiered model to deliver Cloud services from 13 strategic locations with Hub & Satellite approach
- » Consolidation under way : closing 50 sites, opening 6 new DCs, +20% utilization, -12% costs, reduction in PUE
- » Sustainability : Offsetting carbon footprint on Data Centers
- » New DC achieving world class energy efficiency : Q3 2011 opening of "World's Most Eco-efficient Data Center" facility in Helsinki

Service Desk:

- » 10 global and 39 local delivery centers
- » 45 mio. calls per year
- » 2.4 mio. seats
- » 38 languages with 29 served off/near-shore
- » ISO 9001 and ISO 27001 certified

Network and Security Operations Center:

- » 20 global centers
- » > 105,000 Servers
- » > 40,000 switches, 6,000 Routers
- » ISO 9001, ISO 27001 and SAS70 certified

SAP and Application Hosting:

- » 900,000 SAP Users
- » Global certified SAP cloud service provider

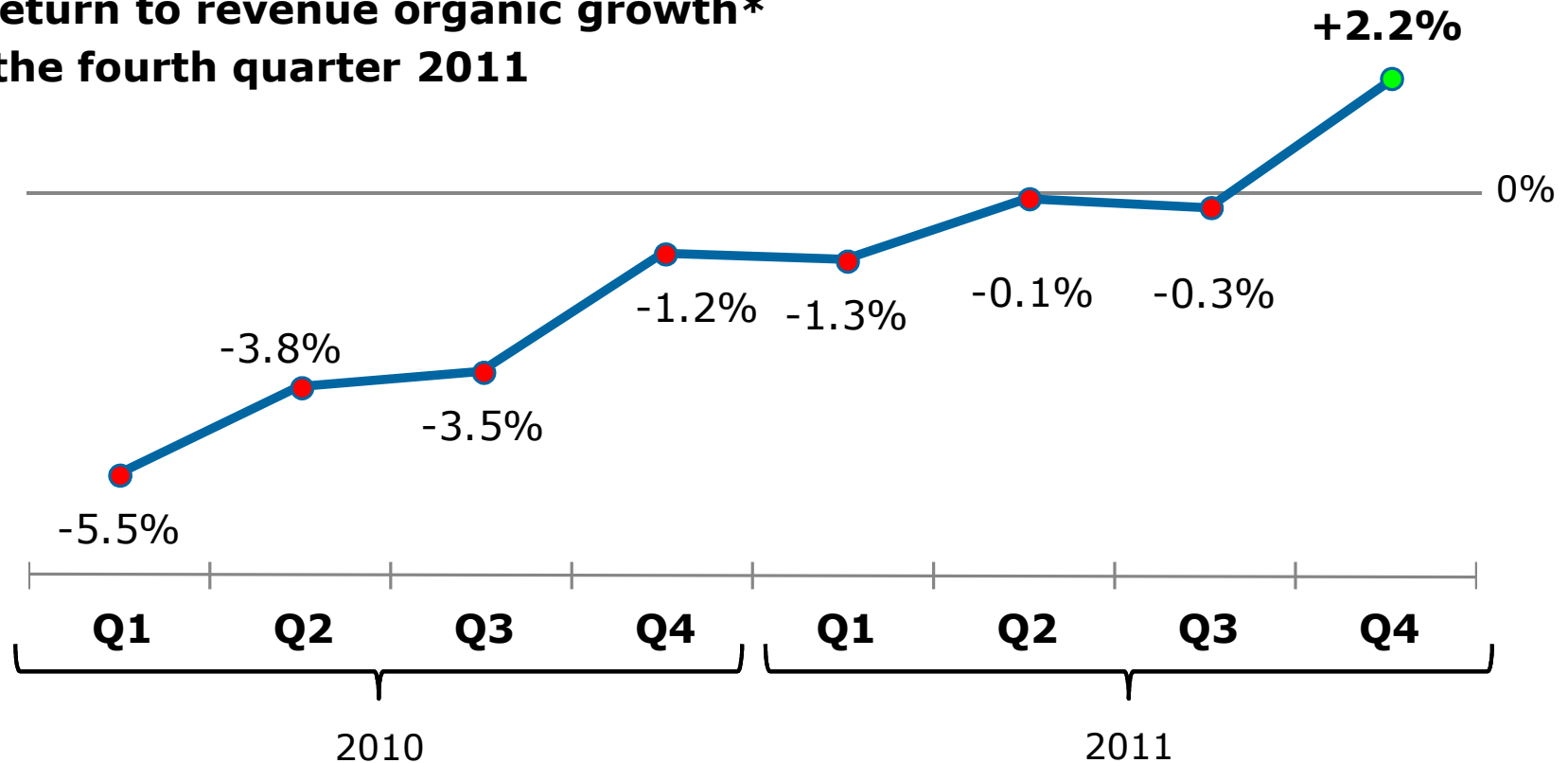
1. Full year 2011 highlights
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A return to revenue growth

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- ▶ A return to revenue organic growth* in the fourth quarter 2011



- ▶ Led by Managed Services and HTTS & Specialized Businesses
- ▶ eXpand program launched in H2 2011 to accelerate growth in all Service Lines

* Revenue organic growth is presented at constant scope and exchange rates

2011: Financial highlights

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+0.3%

**Revenue organic
evolution**

(FY 2010: -3.5%)

6,2%

Operating margin

(FY 2010 PF CS: 4.3%)

103%

Book to bill

(FY 2010 : 111%)

182

**Net income Group
share (EUR m)**

(FY 2010: EUR 116 m)

194

**Free Cash Flow
(EUR m)**

(FY 2010: EUR 143 m)

-142

Net debt (EUR m)

(31 December 2010 :
EUR -139 m)

Revenue constant scope and exchange rates reconciliation

**Full Year
2011 results**

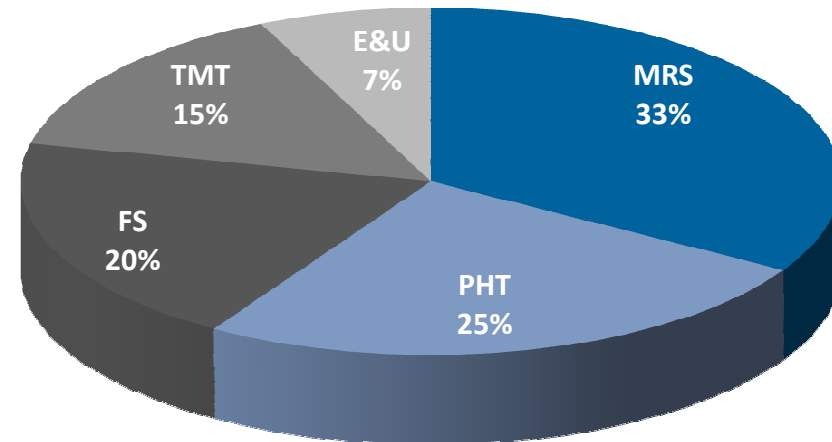
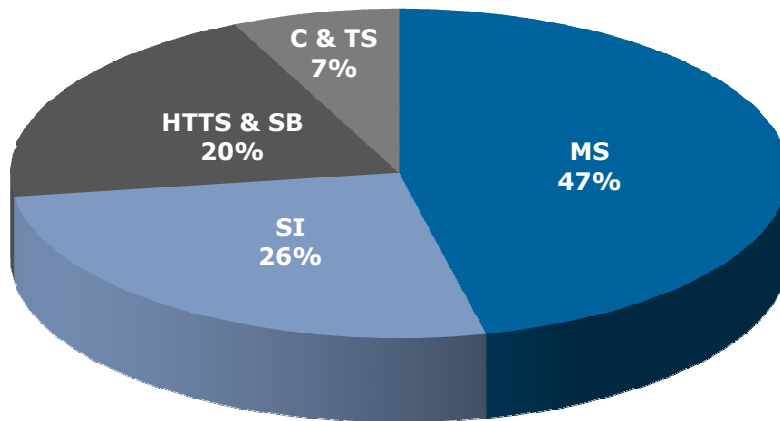
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<i>In EUR million</i>	2011	2010	% growth
Statutory revenue	6,812	5,021	+35.7%
Scope impact		1,791	
Exchange rates impact		-22	
Revenue at constant scope and exchange rates	6,812	6,790	+0.3%
Operating margin	422.4	337.4	+25.2%
Scope impact		-40.0	
Exchange rates impact		-2.7	
Operating margin at constant scope and exchange rates	422.4	294.7	+43.4%

2011 Atos revenue* profile of 8.5 B€ Breakdown by SLs and Markets

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<i>In EUR million</i>	2011 PF 12m
Managed Services	3.952
Systems Integration	2.241
HTTS & SB	1.726
Consulting & TS	593
GROUP	8.511

<i>In EUR million</i>	2011 PF 12m
Manufacturing, Retail & Services	2.855
Public, Health & Transport	2.154
Financial Services	1.674
Telecoms, Media & Technology	1.250
Energy & Utilities	579
GROUP	8.511

*12 months proforma

2011 GBU Revenue Performance

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GBU <i>In EUR million</i>	2011 PF 12m	% of Total	2011 statutory	2010 CS PF	2011/2010 Growth CS PF
Germany	1.703	20%	1.100	1.054	4,4%
United-Kingdom & Ireland	1.461	17%	1.195	1.146	4,2%
France	1.000	12%	991	1.021	-2,9%
Benelux	1.026	12%	942	1.006	-6,3%
Atos Worldline	913	11%	913	903	1,2%
Central & Eastern Europe	526	6%	311	283	9,8%
North America	498	6%	304	276	10,2%
North & South West Europe	415	5%	224	241	-7,3%
Iberia	343	4%	314	315	-0,2%
Other BUs	626	7%	519	545	-4,8%
GROUP	8.511	100%	6.812	6.790	0,3%

* proforma revenue. 2010 at constant exchange rates

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expand:

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Improve **offers** to differentiate Atos,
accelerate growth, climb the value chain

Revised **resources allocation** to maximize
sales ROI

New tools and processes for a better
sales efficiency

A leading company's **sales mindset**

Winning more, a more **profitable**
business

Sales & presales **talent** management

Brand repositioning

1 Portfolio positioning

2 Resource rebalancing

3 Pre-sales governance

4 Sales performance management

5 Sales operations industrialization

6 Proactive sales leadership

7 Win-rate improvement

8 Gross margin adherence

9 Talents management

10 Brand awareness and image

eXpand « early wins » - brand awareness campaign

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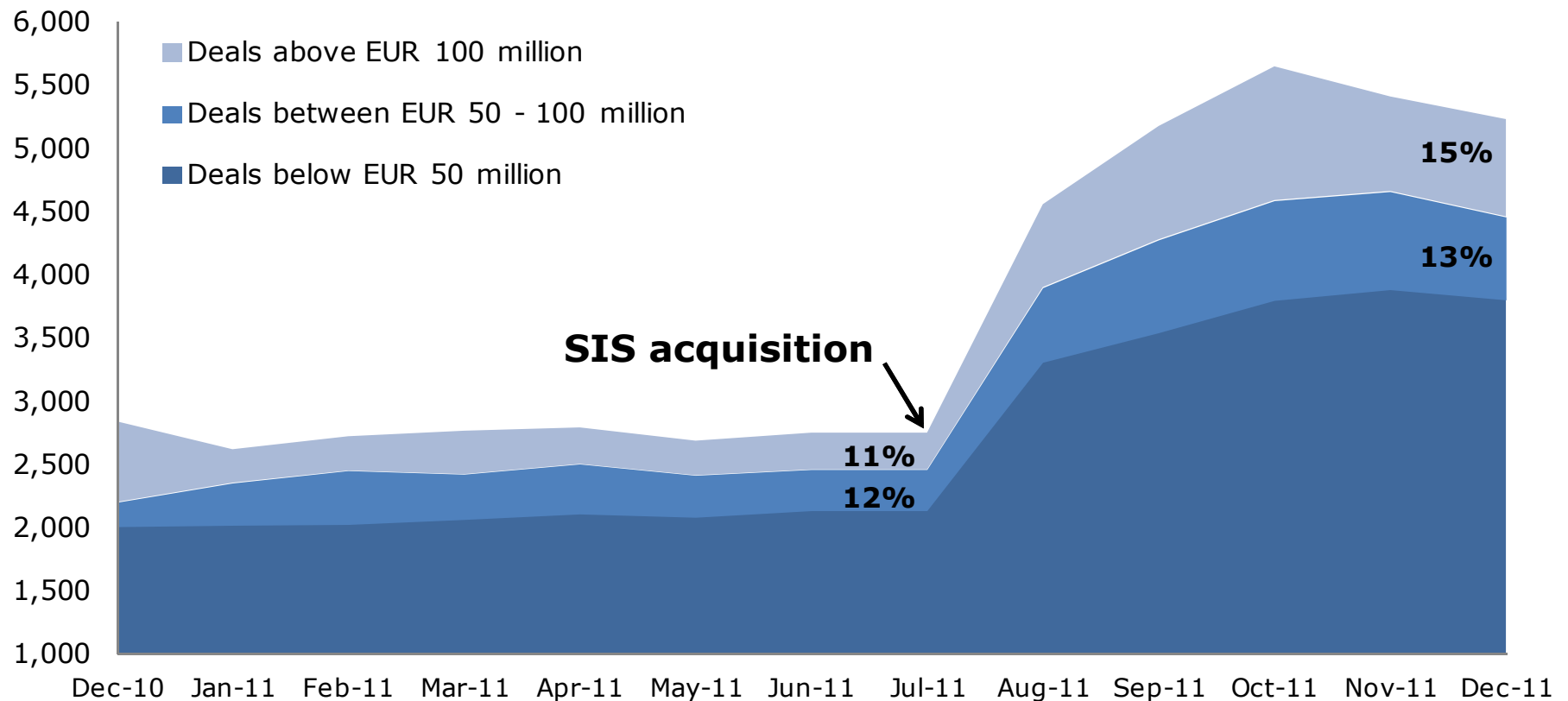
2011 Pipeline evolution

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- ▶ SIS acquisition gave Atos access to more large deals
- ▶ deals above 50 million represented 28% compared to 23% before SIS acquisition

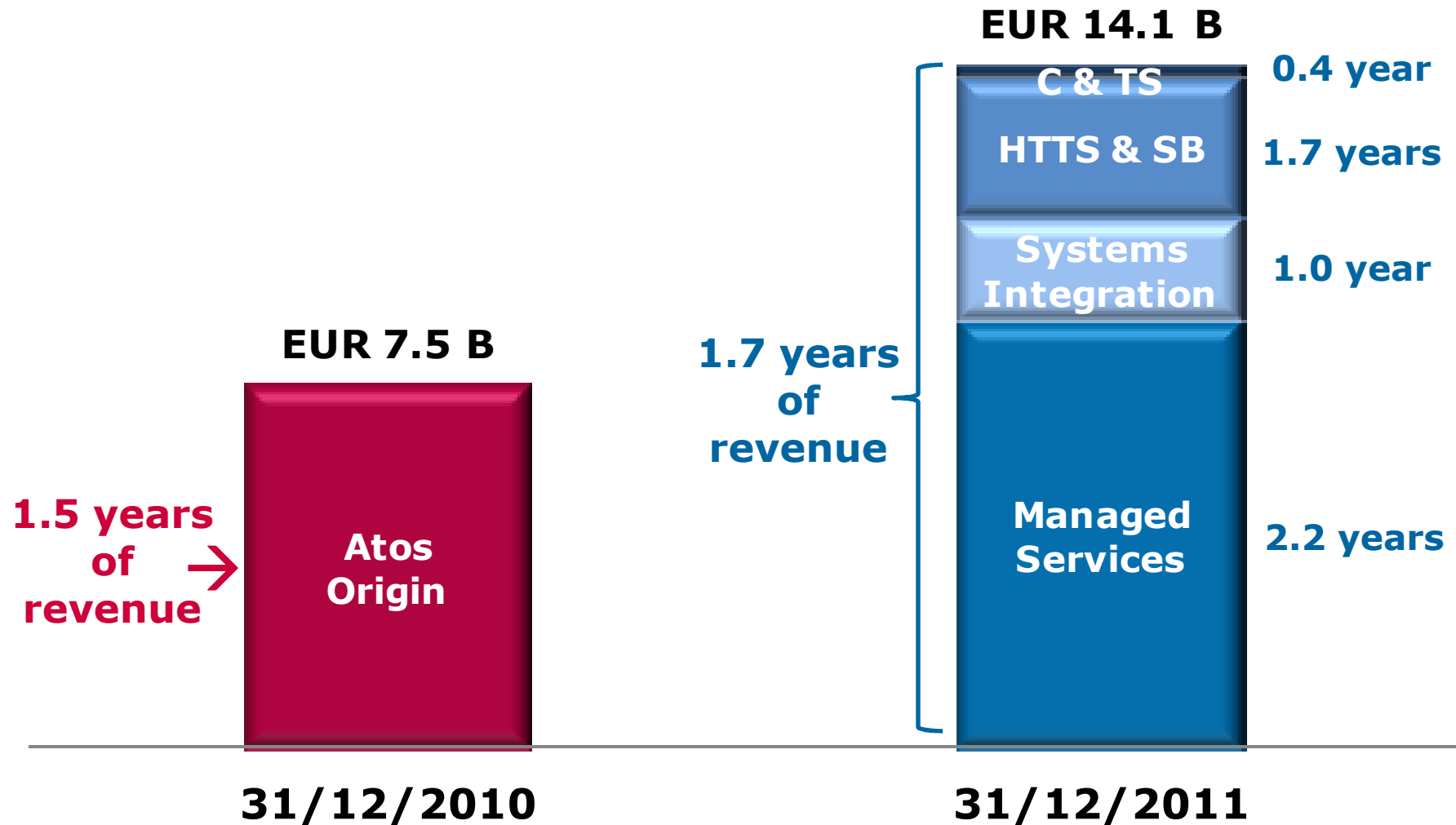
Qualified Pipeline value



2011 Backlog evolution

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Main wins and renewals over Q4 2011 (1/2)

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Manufacturing, Retail & Services

- ▶ Bayer (Germany) : Adaptive Workplace - MS
- ▶ Major Sports good manufacturer(NAM) : Adaptive Workplace - MRS - Renewal
- ▶ Darty (France) : Network & Communications Outsourcing - MRS
- ▶ Siemens (Germany) : Managed Infrastructure Solution - MS - Renewal
- ▶ Philips (Benelux) : IT Enterp. Arch, BPM, SOA - SI - Renewal

Public, Health & Transports

- ▶ French Ministry (Atos Worldline) : Radars – HTTS - Renewal
- ▶ Dept for Work & Pensions (UK) : Other Public, Health & Transport Solutions - SI
- ▶ Ministry of Justice (UK): Adaptive Workplace – MS - Renewal
- ▶ Ministry of Justice (UK): Network & Communications - MS
- ▶ Public Health Institution (UK): WorldCare Health System Info Management - SI

Financial Services

- ▶ LV=(UK): Infrastructure Transformation - MS – Renewal
- ▶ Large Financial Institution (Benelux) – C&TS - Renewal
- ▶ Large German Bank (Atos Worldline): Issuing Processing - HTTS & SB - Renewal
- ▶ Financial Institution in Switzerland (N&SWE) - MS
- ▶ Axis Bank (Atos Worldline): Acquiring business - HTTS & SB - Renewal

Main wins and renewals over Q4 2011 (2/2)

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Telecoms, Media & Technology

- ▶ **Leader Software editor (NAM): Managed Infrastructure Solution – MS + Renewal**
- ▶ **Large Media Company (UK): Managed Infrastructure Solution - MS**
- ▶ **Major mobile phone (CEE): Core BSS Telecom System - SI**
- ▶ **AVEA (CEE): Adaptive Workplace - MS - Renewal**

Energy & Utilities

- ▶ **EDF (France): Managed Infrastructure Solution - MS**
- ▶ **EDF (France): Managed Infrastructure Solution - MS – Renewal**
- ▶ **Gasunie (Benelux): ERP Consolidation & Harmonization (GKO) – TS - Renewal**
- ▶ **Large oil company (Germany): IT Enterp. Arch, BPM, SOA – SI**
- ▶ **CNPE (AtosworldGrid): Power Generation Management (GKO) - HTTS & SB**

Strategic Sales Engagements

Recent wins (1/3)

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Global Chem. Pharma

- **Type** **New Logo**
- **TCV** **> € 200 million**
- **Duration** **88 months**
- **Market** **Manufacturing**
- **Country** **Germany /
worldwide**
- **HR** **takeover of approx. 130
employees**

Summary

- **What we won:** **Service Desk, Desktop Management and
Onsite Support for workplaces in Germany
(38 k seats).
Virus protection and SW distribution as
worldwide services for the Group
(120 k seats).**
- **Why we won:** - **Innovative HR solution aligned with
the special requirements of the client**
- **Expertise to drive innovation**
- **a good and common understanding of the
services to deliver**
- **Good customer relationship**
- **a fair proportion between price and
service**
- **Competitors** **HP, T-Systems, IBM and Wipro**

Strategic Sales Engagements

Recent wins (2/3)

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Chemical Industry

- **Type** Renewal / Extension
- **TCV** > € 50 million
- **Duration** 5 years
- **Market** Manufacturing
- **Country** Worldwide (EMEA, APAC, NAM, SAM), key countries are Netherlands, USA, China, Brazil

Summary

- **What we won:**
 - Renewal of the existing Data Center Services contract
 - Extensions for EMEA, NAM, SAM and APAC
 - new services
- **Why we won:** Delivery quality + strong relationship
 - a deal structure that enabled the clients' Shared Service Center to effectively sell the offer to their 16 international Business Units
- **Competitors** IBM, Wipro

Global Information Provider

- **Type** New Business
- **TCV** ~ € 40 million (EU)
- **Duration** 5 years
- **Market** Online, SW & services solutions, Publishing
- **Country** North America (Dell) / Europe (Atos)

Summary

- **What we won:** Cloud-based IT infrastructure services (Application Hosting, service desk, storage, networking, collaboration, managed security) together with Dell Services
- **Why we won:**
 - Common passion about industry innovation
 - Long history of close cooperation
- **Competitors** IBM, T-Systems, CSC

Strategic Sales Engagements

Recent wins (3/3)

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Electric Utility

- **Type** New Business
- **TCV** > € 200 million
- **Duration** 8 years
- **Market** Energy & Utility
- **Country** France

Summary

- **What we won:** 4 000 servers to be operated
- **Why we won:**
 - Focus on business processes
 - Agility, anticipation, innovation
 - Strong relationship with the client
- **Competitors** Oracle (ex-Sun division), OBS, Stéria, CAP

Public Sector

- **Type** New Business
- **TCV** > € 80 million
- **Duration** 5 years
- **Market** Public Sector
- **Country** UK

Summary

- **What we won:** Integrated IT desktop services for the department and some of its Arm Length Bodies
- **Why we won:**
 - Commitment to service excellence
 - Flexible contract resulting in 40% cost saving savings
- **Competitors** CSC, BT

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 1. Commercial performance
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Siemens Partnership: A strategic alliance geared to generate significant joint business

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The basis of our partnership

15% stake in Atos capital, with a 5-year lock up

Convertible Bond to share the results from expected synergies

Membership at Atos Board of Directors

Long term IT services contract with Atos

Global Alliance between Siemens and Atos

Divisions Commercial Collaboration

- ▶ Commercial partnerships in 15 specific areas for collaboration in Industry, Transport, Energy, Healthcare

- ▶ Example
 - Partnerships in Product Life Cycle Management

Joint investments

- ▶ Funding of the development and commercial launch of new products in Industry
- ▶ 100M€ to be invested jointly (split 50-50 between Atos and Siemens)

- ▶ Example
 - Integration of Atos HTTS customer relationship platform with Siemens Tolling capabilities

Participation in Siemens One

- ▶ Integration of Atos into Siemens One
- ▶ Objective to foster joint approach to large deals and customers

- ▶ Example
 - Joint bid for Major Events (Euro 2016 stadiums)

Cluster collaboration

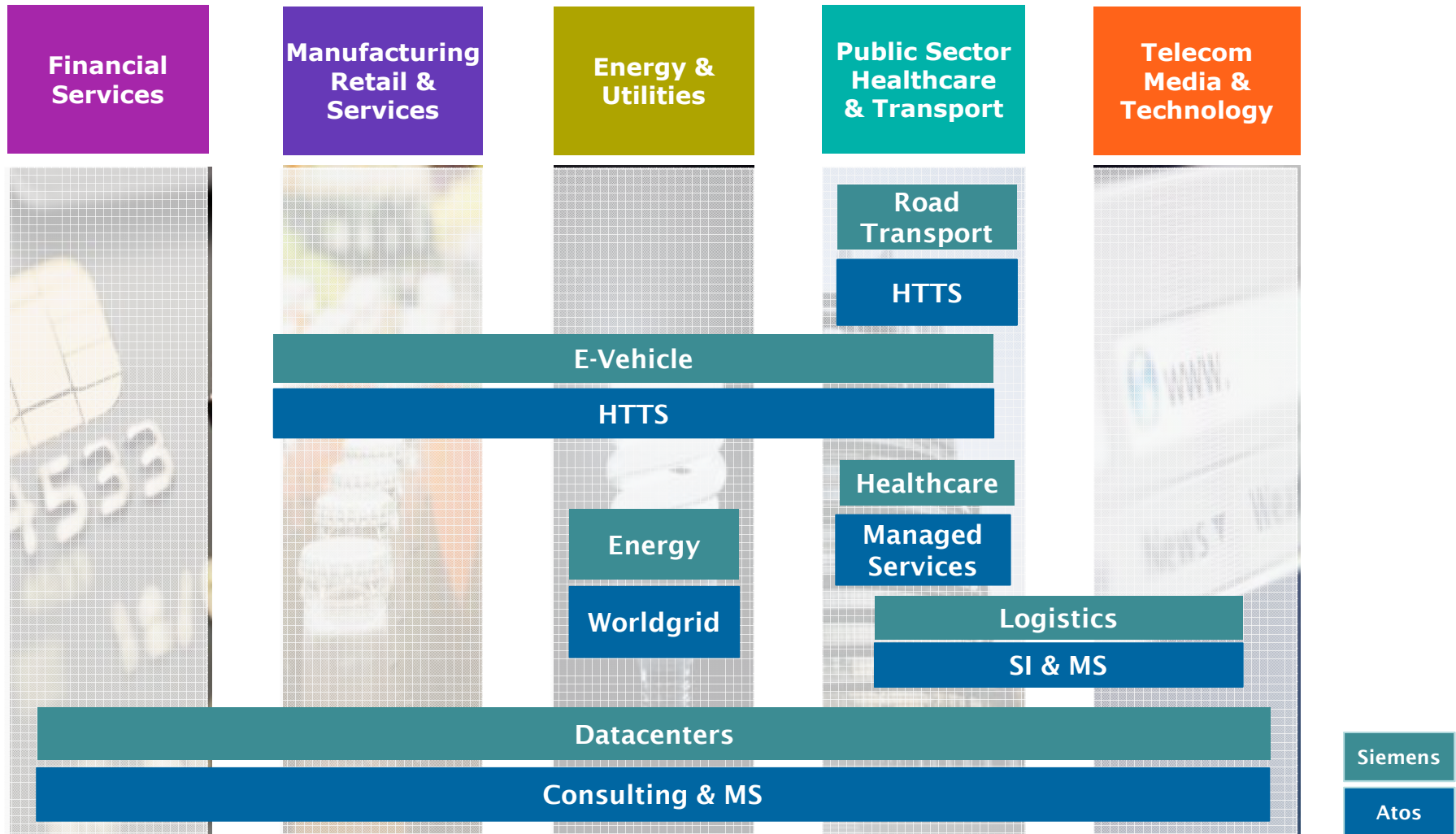
- ▶ Atos to be an enabler for Siemens business locally
- ▶ Integration in Governance structure

- ▶ Example
 - Provision of integration resources for Siemens Software (HIS...)

Approved investments involving numerous business units in both groups

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Siemens IT Partnership with Atos (= SIPA) Achievements H2 2011

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► **Major Wins** (deals with a TCV > 10 M €)

- Healthcare DX – North America
- LATAM Non Data Centre
- Healthcare DX – EMEA
- Healthcare Common Remote Service Platform
- APAC Spiridon Upgrade
- India Infrastructure & Application Support
- One SRM – Germany

Atos Values

Working in accordance with principles of accountability, trust, operational competitiveness, service to clients, innovation and social wellbeing to achieve excellence.

VISION DAY

Vision
Siemens IT partnership
The global Partnership between Siemens IT and Atos enables both to achieve their respective goals in a long term relationship, based on openness and trust, both partners strive for high quality and continuous improvement, transparency, enduring reliability and value-creating innovation to benefit their business mandate.

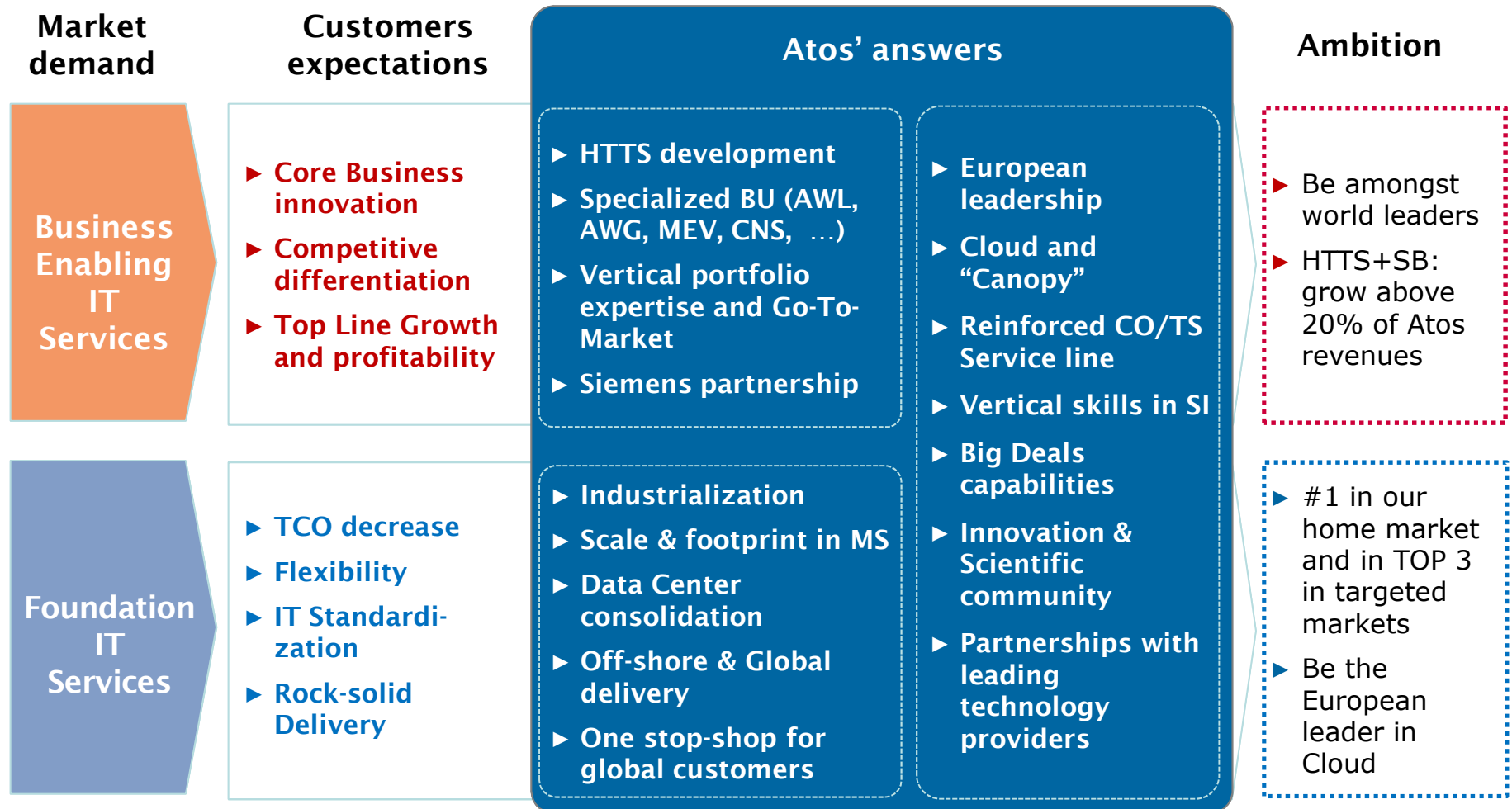
- Positive trend in Global Infrastructure & Application **Service Quality** improvements
- Supporting transformation of **Siemens** Working Environment of Future (**WEoF**)
- **SIPA processes** (first call / last call) & **governance** implemented
- Speed of Atos Origin – SIS integration and Global Siemens Account and delivery **organization in place**

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A global leader at addressing the dual demand of the IT Services Market

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Atos Cloud strategy is founded on two pillars

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Strong partnerships with co-investment and JVs in selected areas



Enable the transformation of our clients to the Cloud

- Security
- Enterprise highly demanding SLAs
- IaaS/PaaS
- Consulting

Enable the shift to SaaS for leading software vendors

- From mono usage to multi tenant architecture
- Pay per use

Canopy provides a solution to enterprise concerns

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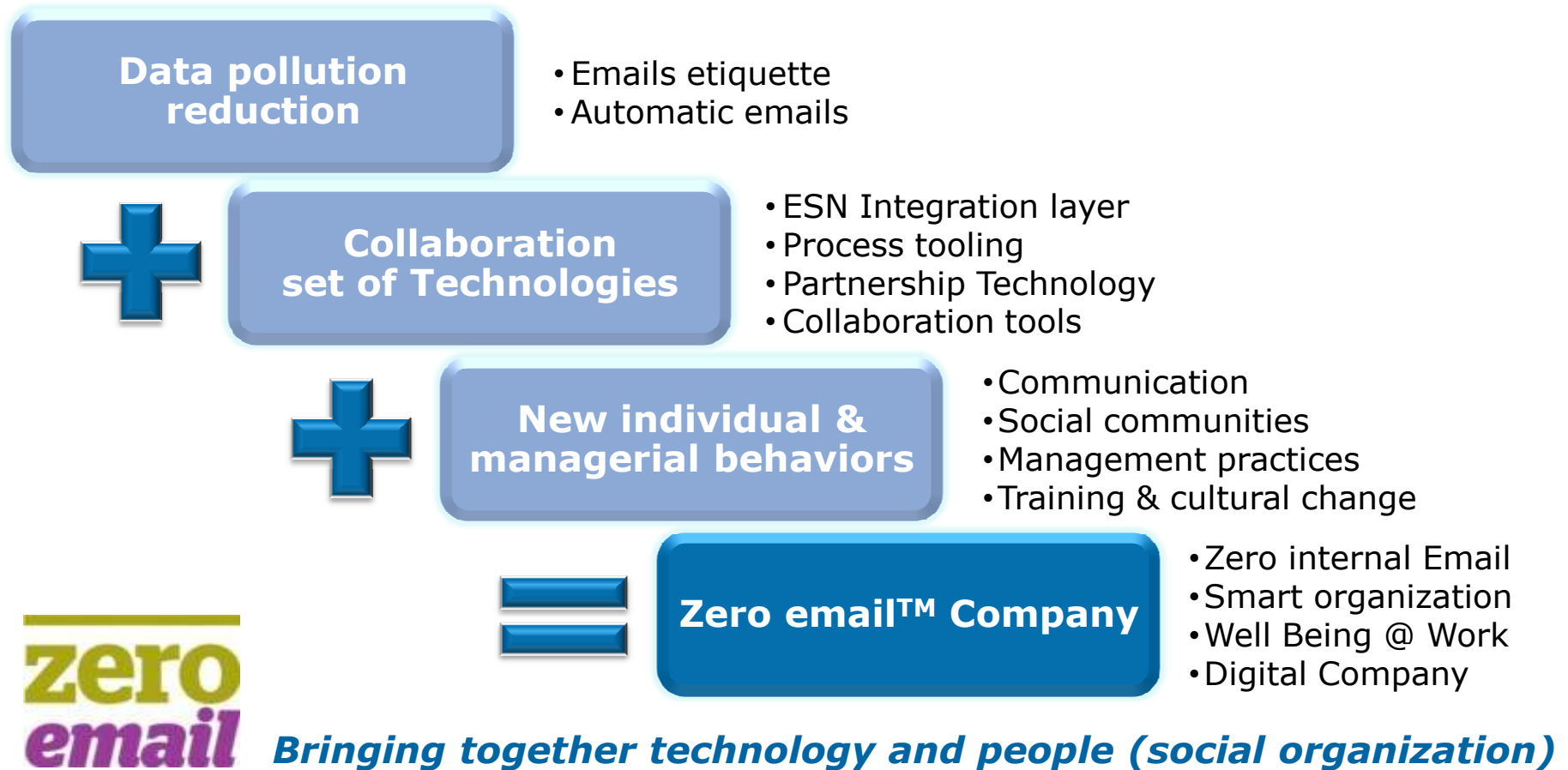
- 1** ▶ **One stop shop:** from Cloud consulting and professional services, to Infrastructure on-demand, Platform on-demand, and an Application Store offering multiple Software as-a-Service
- 2** ▶ **Enterprise-class specifications:** commitment on data security, SLAs, availability to meet premium requirements
- 3** ▶ **Industry/market expertise:** deep knowledge of specific needs; able to customize applications
- 4** ▶ **No lock-in:** Commitment to open standard use of open technology, no obligation to source other products from Canopy or its parents

Atos to become a "Zero email company"™ within 3 years

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- ▶ 3.7 million Google hits on Atos "Zero email"™ !
- ▶ Running pilot on "Zero email"™ technologies





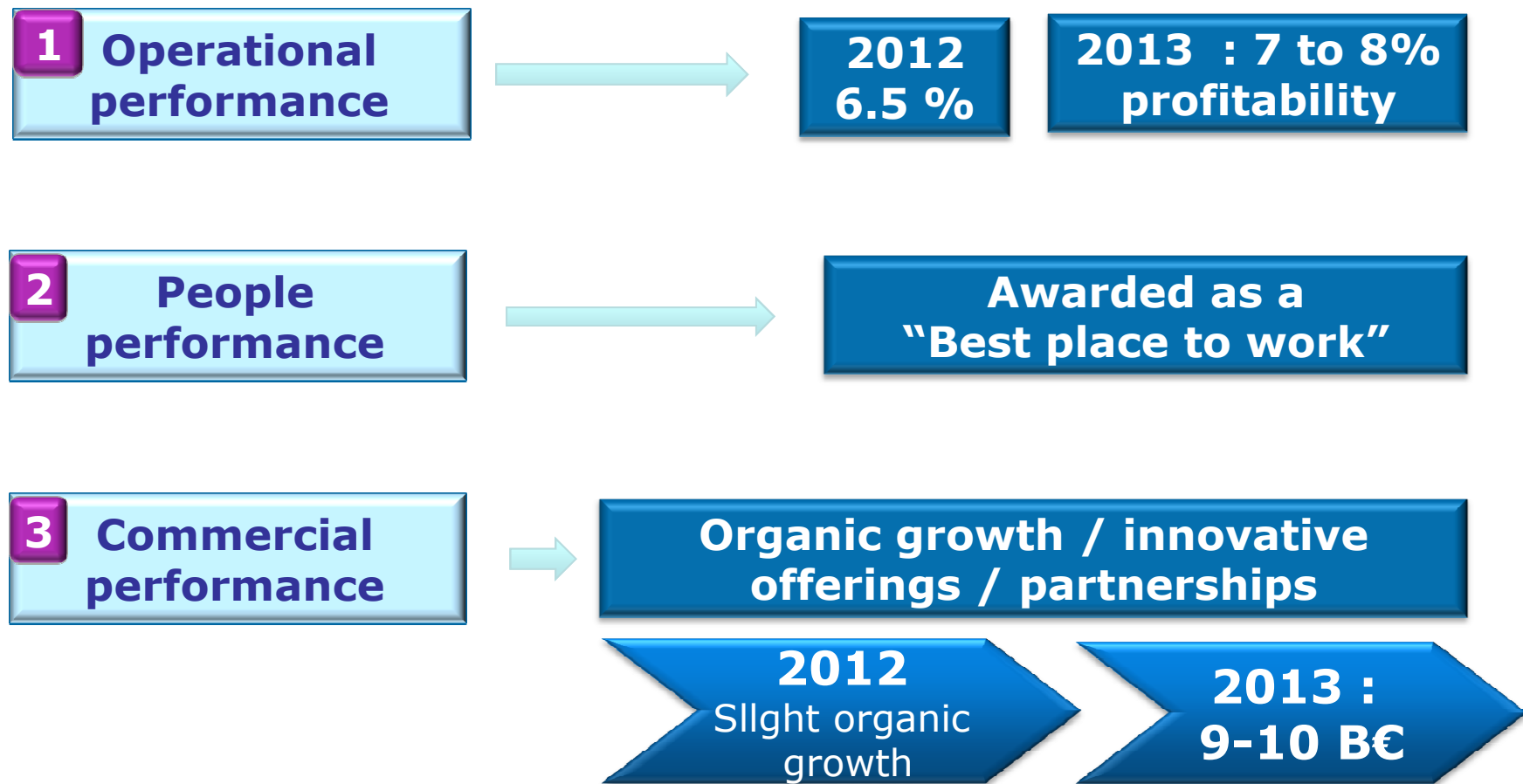
London 2012 provides the perfect showcase for us as the leading European IT services company to show our clients how the scale of what we do for the Games relates to the solutions:

- ▶ Over 200,000 hours of software testing.
- ▶ Complete IT security for the Games.
- ▶ Delivery of the results in real time for over 300 events.
- ▶ 300 million visitors to London2012.com.
- ▶ Management of the complete accreditation process.
- ▶ Solutions such as Atos High Performance Security that integrate our Olympic experience for all our customers.
- ▶ 800 companies will visit the Technical Operations Centre.

Conclusion and perspectives : our strategy: be "best in class"

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**From
Questions
to
Answers**

