
Roadshow Milan with Exane

Monday June 24th, 2013

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Milan

-
- ▶ 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.
 - ▶ 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), India, Middle East, Morocco, South Africa, New Business Ventures (blueKiwi, Yunano and Canopy) and Atos Worldgrid (French, German, Spanish, and Italian subsidiaries).
 - ▶ 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.
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1. Atos **key figures**
2. A bigger **size** generating large signatures
3. **Q1 2013 tradings**
4. **Atos payment activities** carve-out
5. Atos in the **Cloud**: Canopy implementation
6. **Key takeaways**
7. **Q&A** session

Atos key figures

Atos: Grown through acquisitions to become a Tier One global player and European IT Leader

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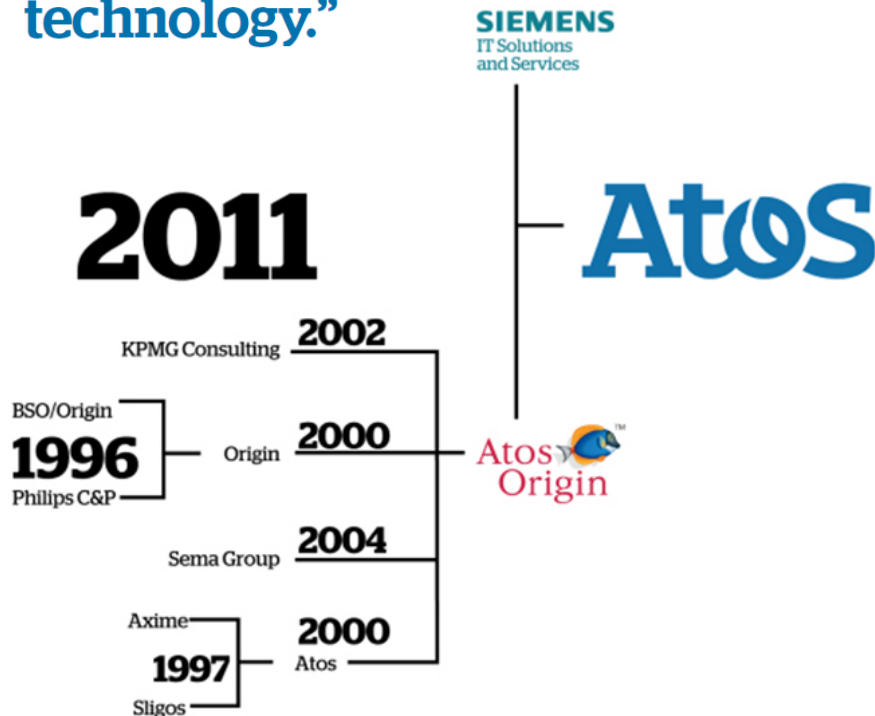
“Our vision for the future: to accelerate progress by uniting people, business and technology.”

Revenue 2012
EUR 8,844 million

No. of Employees
76,400

Countries
47

- No. 1 European player in Managed Services
- Executed largest IT services and people merger in the last 5 years; Franco-German merger recognized as very successful
- Transformed the company to a Societas Europaea
- Global IT-Partner of the Olympic & Paralympic Games since 1992
- Tier One industry recognition: Leader in Gartner’s Magic Quadrant in DataCenter, Infrastructure Utility, Helpdesk and Desktop Outsourcing
- Tier One customer base: E.g. Siemens, BNP Paribas, KPN, EDF, Department of Work and Pensions, BBC, NS&I, McGraw Hill, NSN, etc.



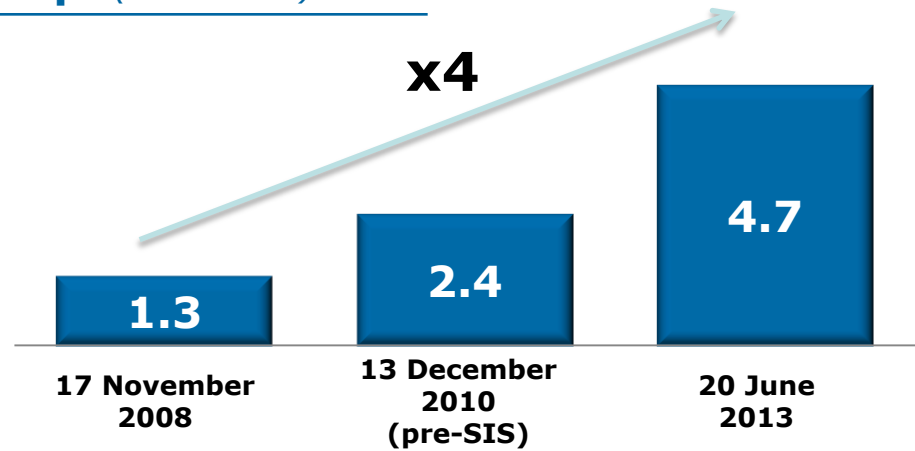
A continuous shareholder value creation

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Market cap. (EUR billion)



Net debt / cash (EUR billion)

From net debt to net cash situation



Atos profile in 2012

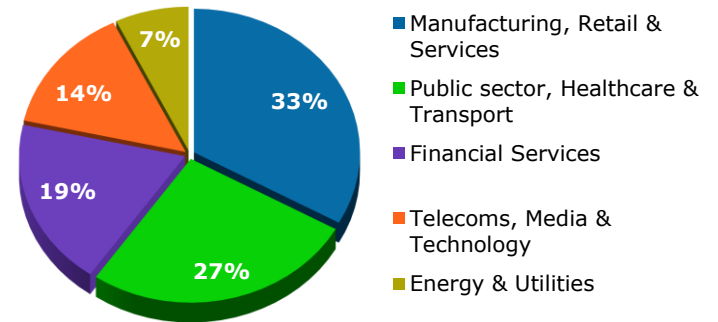
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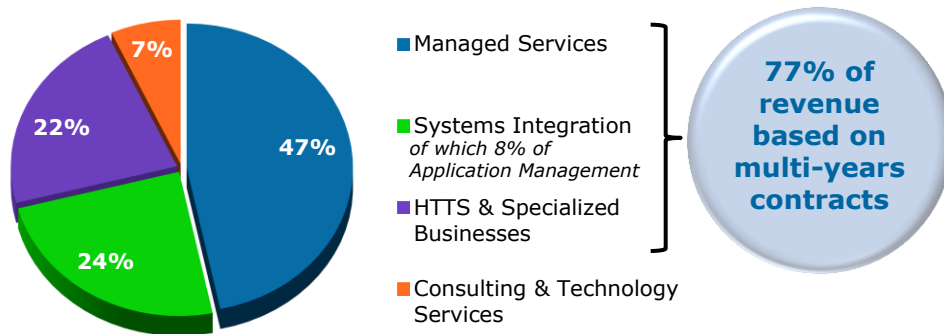
Key figures 2012

- Revenue	EUR 8,844 million
- Operating margin	6.6% = EUR 580 million
- Order entry	EUR 10 billion
- Backlog	EUR 15.6 billion (as of Dec. 31 st)
- Headcounts	76,417 (as of Dec. 31 st)
- Free cash flow	EUR 259 million
- Net cash	EUR 232 million (as of Dec. 31 st)

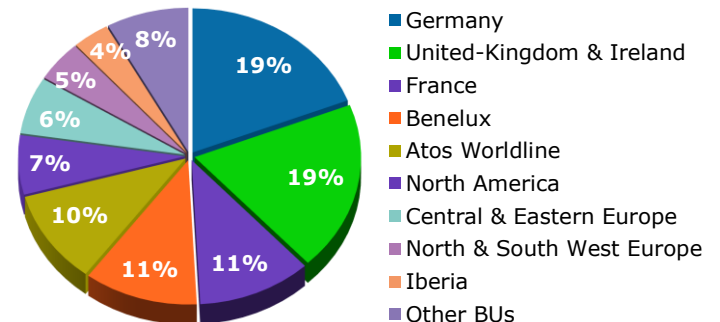
Revenue by Market



Revenue by Service Line



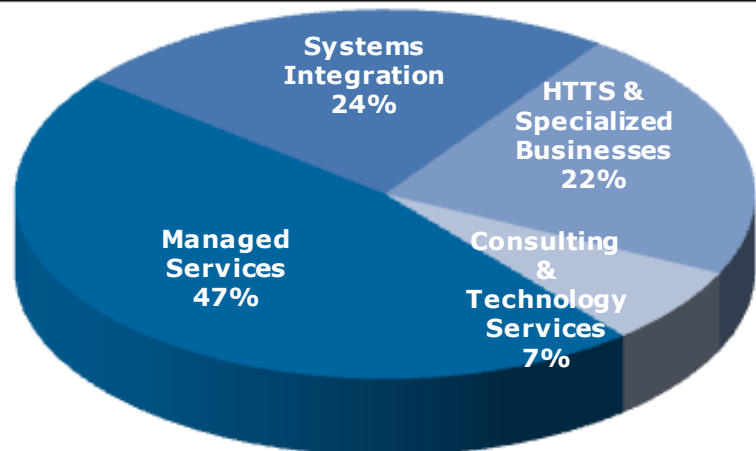
Revenue by GBU



2012 performance by Service Line

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- ▶ **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%
Total Group	8,844	8,778	+0.8%	580.0	425.0	6.6%	4.8%

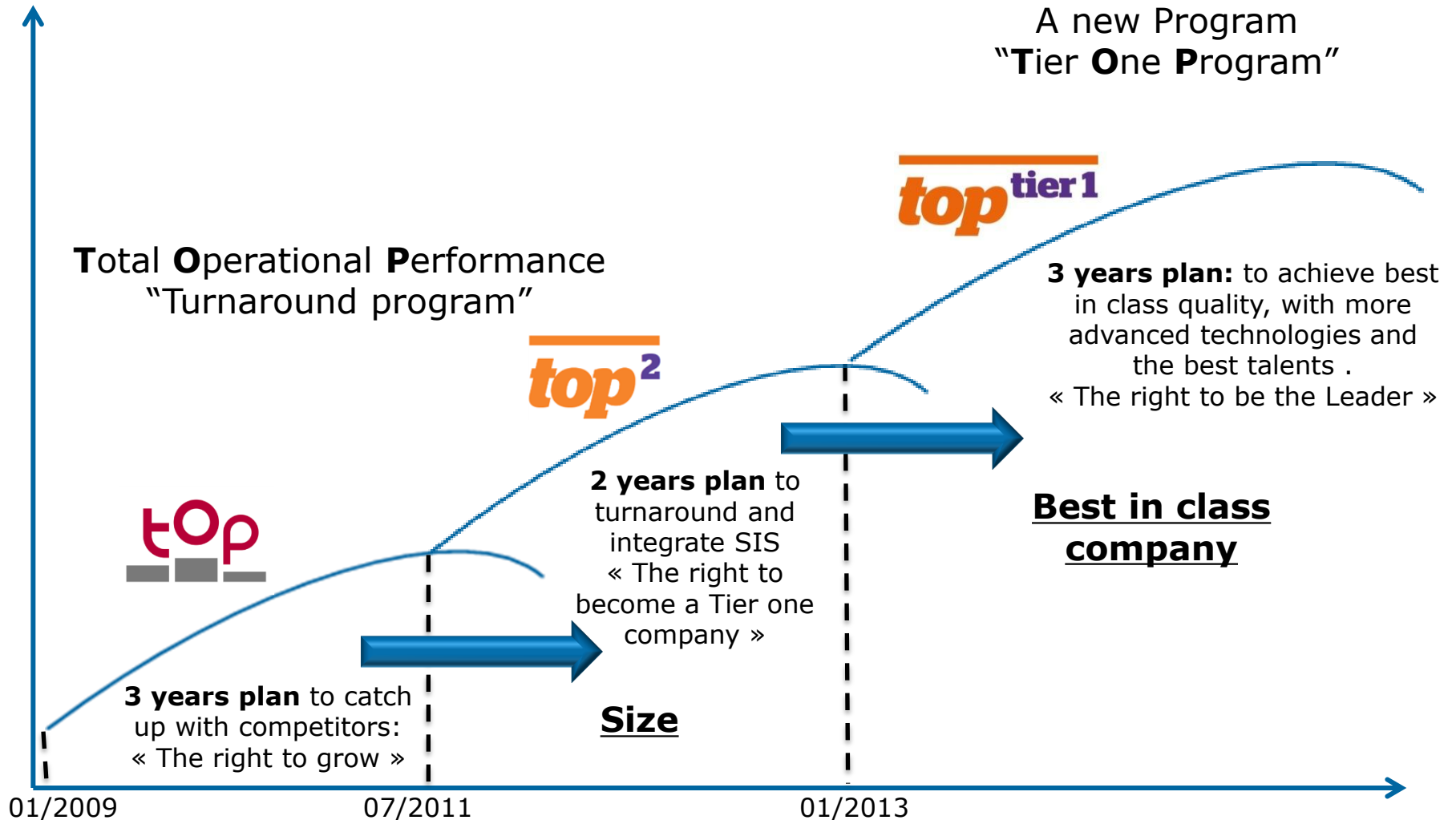
* Constant scope and exchange rates

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

Continuous operational improvement program

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2013

The Group confirms all its objectives for 2013 as stated in the February 21st, 2013 release, i.e.:

► 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)

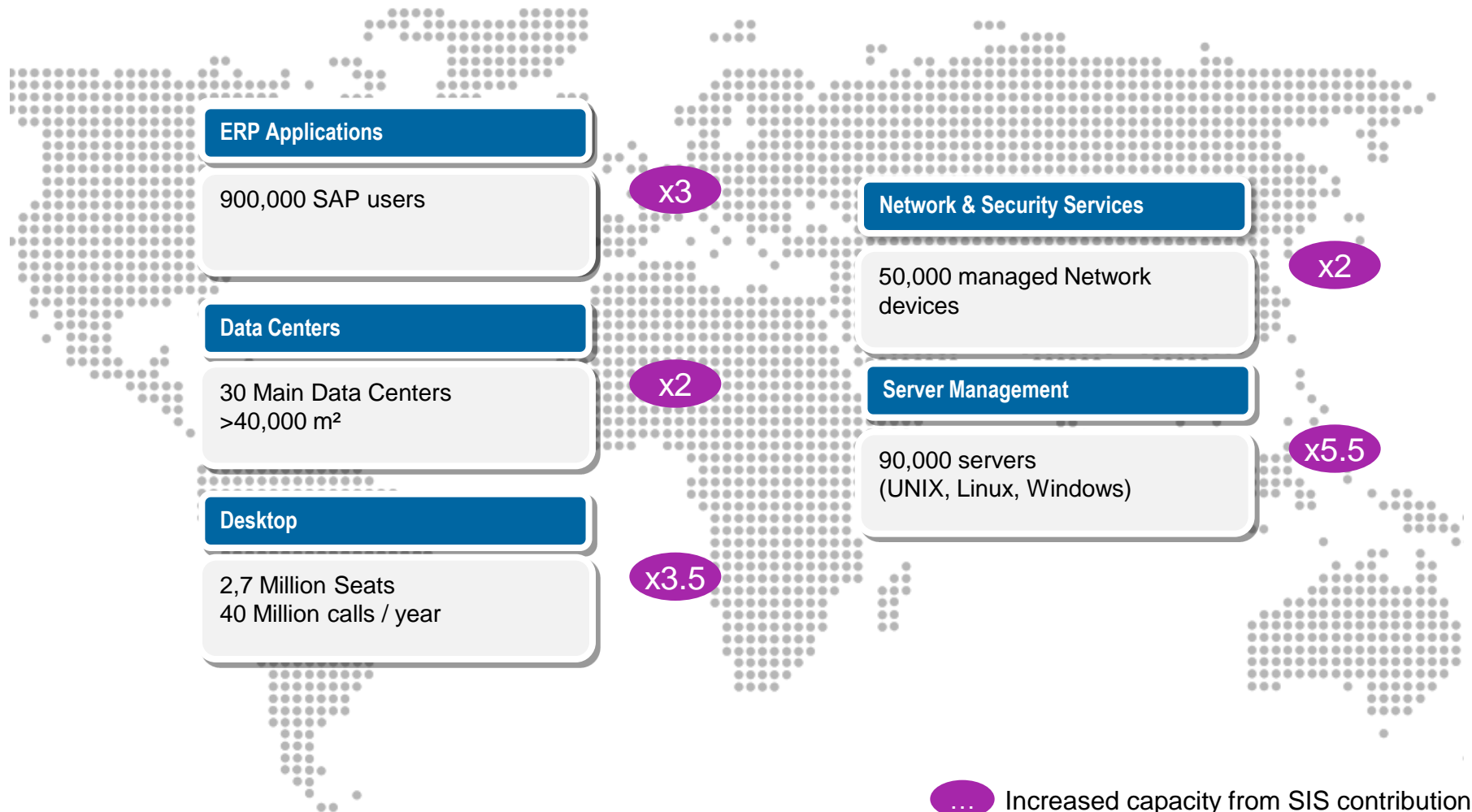
- The Group ambitions an EPS (adjusted, non diluted) representing an increase of **+50 percent** compared to 2011 statutory (up +25 percent compared to 2012).

A bigger size generating large signatures

From a bigger scale in Managed Services thanks to SIS acquisition...

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...to very large signatures

Main wins above EUR 100 million since March 2012

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- ▶ **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 **Deutsche bank** in Germany
- ▶ **June:** Systems Integration contract with **Orange FT** in France
- ▶ **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** in Germany
- ▶ **September:** BPO contract with the **Department of Work and Pensions** in the UK
- ▶ **December:** a global contract of Systems Integration and Application Management with **NSN** for at least 3 years (mainly in Germany)
- ▶ **March 2013:** renewal **ePlus (KPN)** Managed Services contract in Germany
- ▶ **May 2013:** renewal **NS&I** BPO contract in the UK

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

▶ **Book to bill ratio by activity:**

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

▶ **Book to bill ratio by market:**

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

* Statutory figures

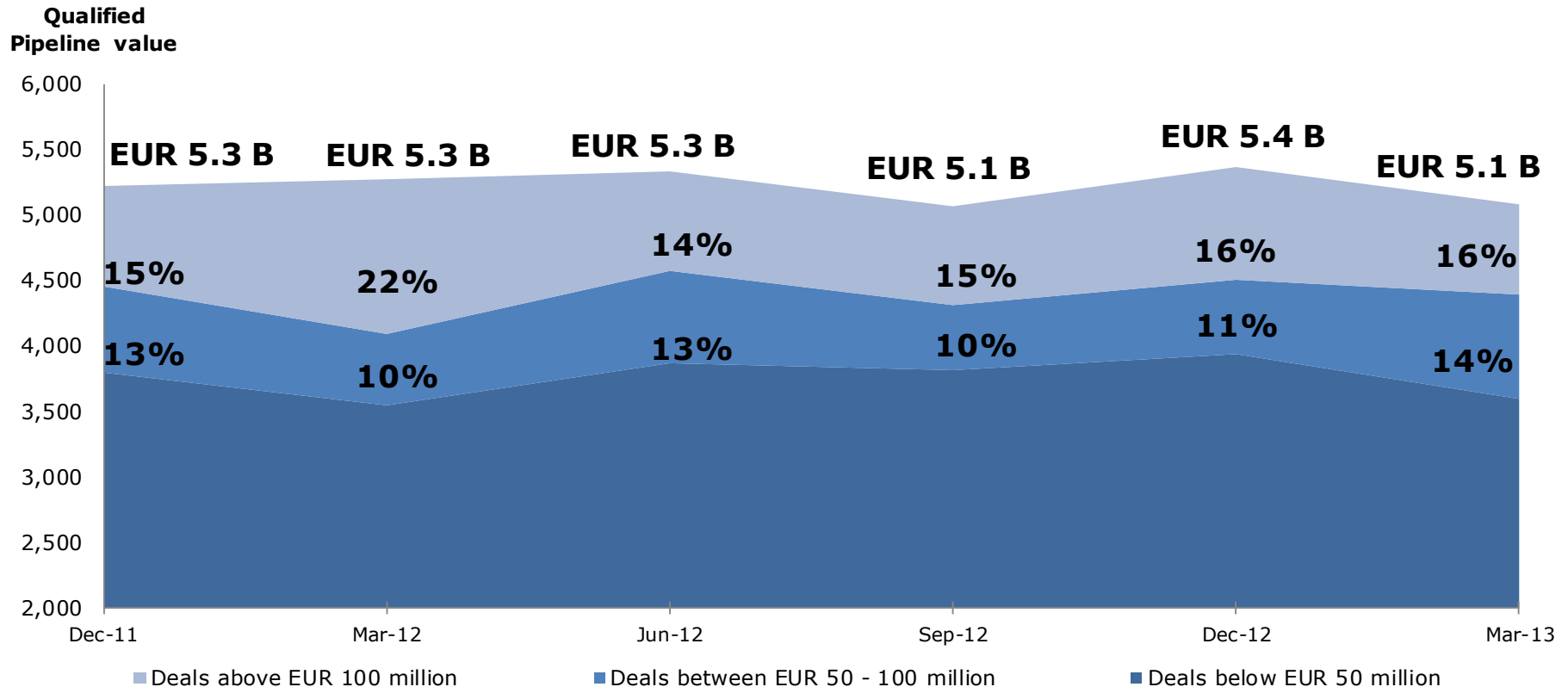
Pipeline evolution

(in EUR million)

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- ▶ Full qualified pipeline stable above EUR 5 billion
- ▶ High share of large deals (29% > EUR 50 million)



Q1 2013 tradings

▶ **Total order entry in Q1 2013 at EUR 1,987 million**

Book to bill ratio by activity:	Q1 2013	Q1 2012*
Cyclical activities	114%	102%
Recurring businesses	85%	109%
Total Group	94%	107%

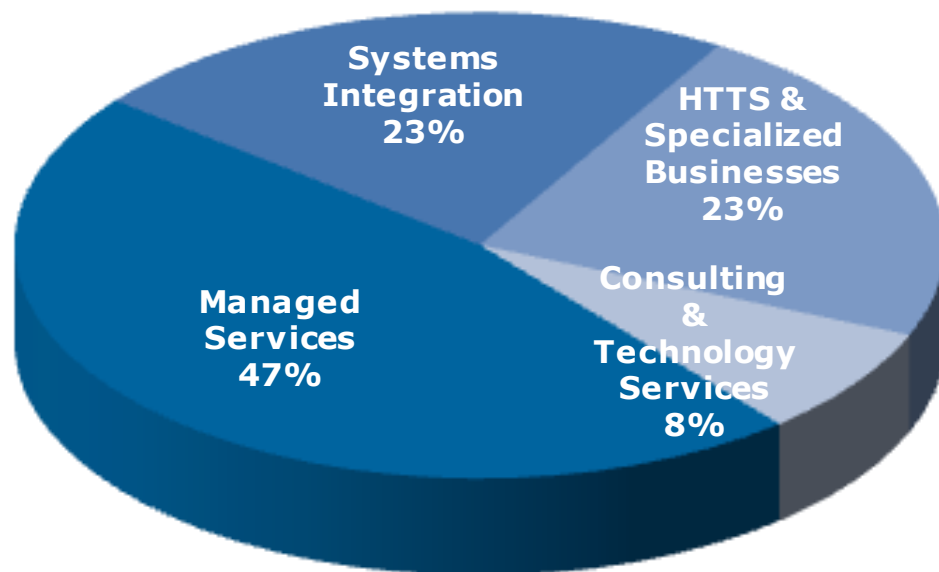
Book to bill ratio by market:	Q1 2013	Q1 2012*
Manufacturing, Retail & Services	89%	99%
Public sector, Healthcare & Transport	81%	89%
Financial Services	79%	116%
Telecoms, Media & Technology	142%	86%
Energy & Utilities	96%	227%
Total Group	94%	107%

* Statutory figures

Q1 2013 revenue performance by Service Line

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- ▶ 77 percent of Atos revenue based on multi-year contracts
- ▶ Growth in the 2 recurring Service Lines
- ▶ Cyclical activities declined in the first quarter

In EUR million

	Q1 2013	Q1 2012*	% growth
Managed Services	990	983	+0.7%
Systems Integration	485	517	-6.1%
HTTS & Specialized Businesses	481	467	+3.1%
Consulting & Technology Services	161	177	-9.3%
Total Group	2,117	2,144	-1.2%

* Constant scope and exchange rates

Q1 2013 revenue performance by Business Units

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- ▶ Growth driven by North America, UK, and Atos Worldline
- ▶ Ramp-up of some large contracts won in 2012

<i>In EUR million</i>	Q1 2013	Q1 2012*	% growth
United-Kingdom & Ireland	411	383	+7.3%
Germany	396	418	-5.3%
Benelux	240	248	-3.1%
France	228	255	-10.6%
Atos Worldline	228	223	+2.3%
North America	153	133	+15.0%
Central & Eastern Europe	127	130	-2.3%
North & South West Europe	94	97	-3.2%
Iberia	76	85	-10.3%
Other BUs	166	174	-4.4%
Total Group	2,117	2,144	-1.2%

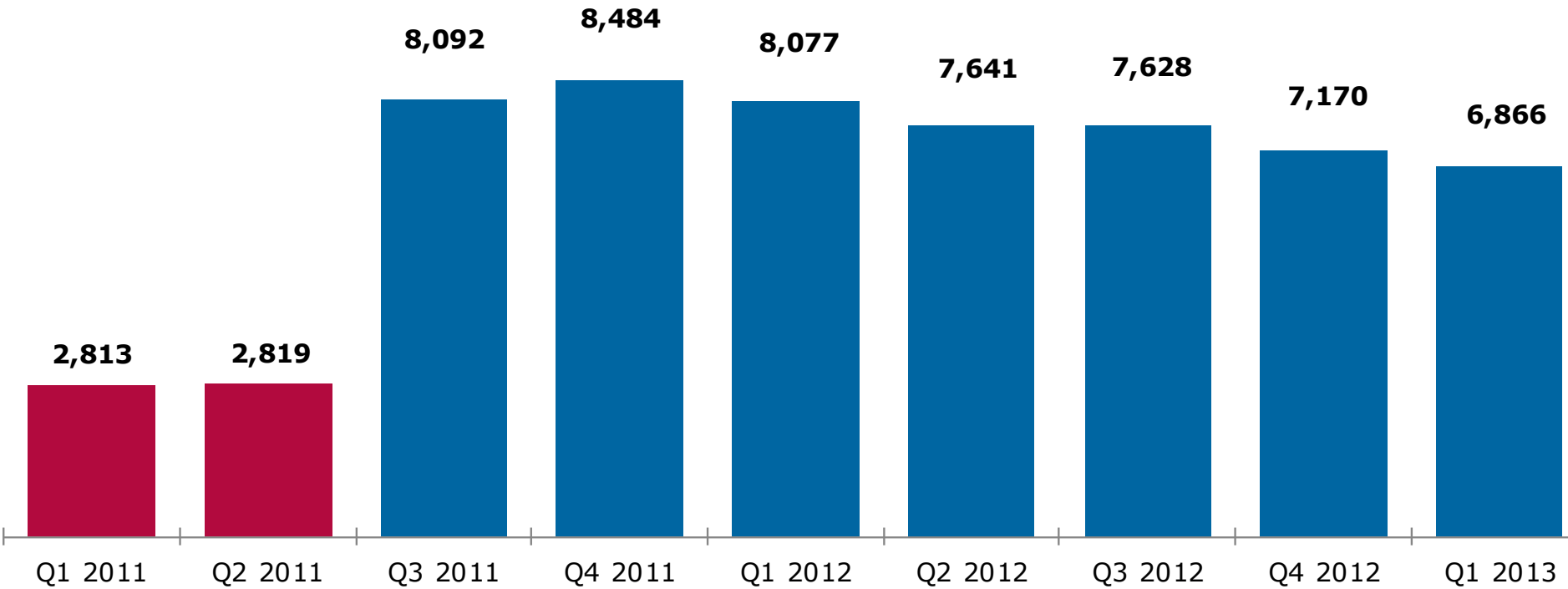
* Constant scope and exchange rates

Subcontractors evolution by quarter

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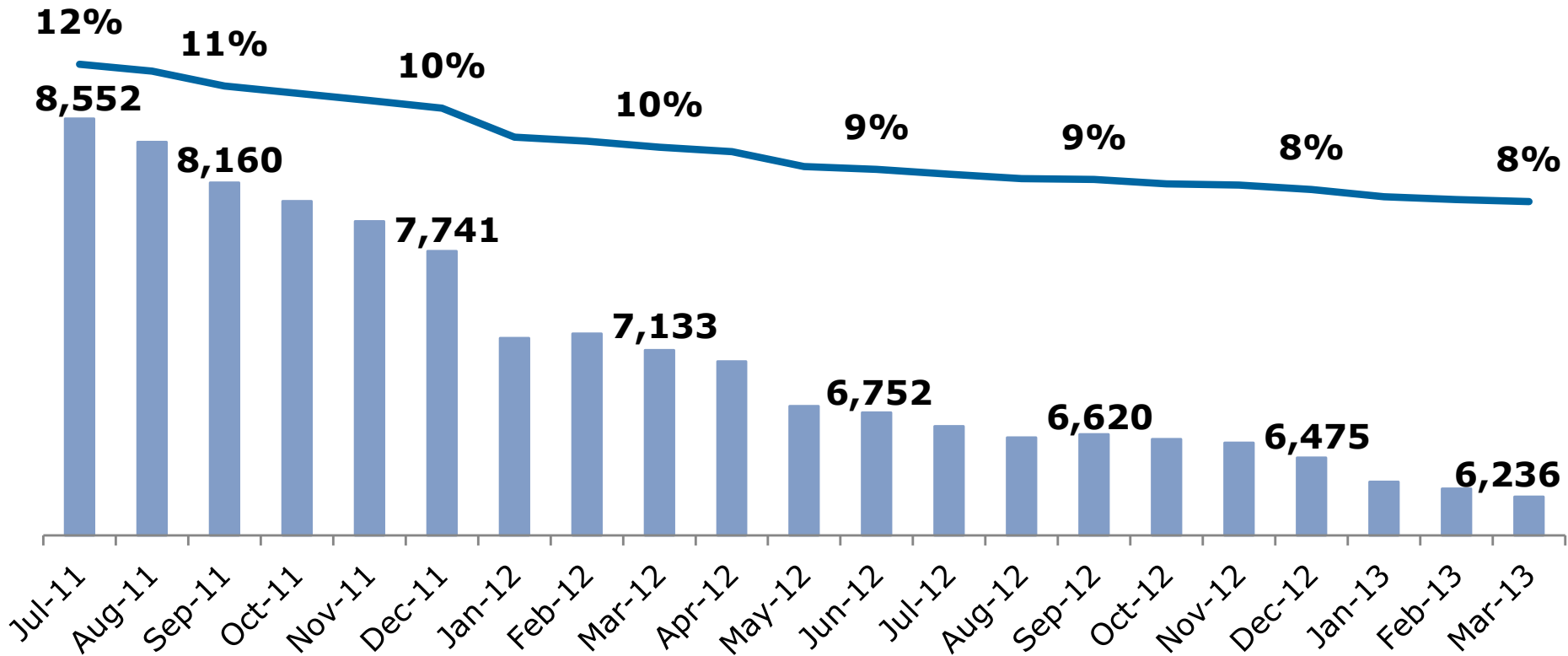
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- ▶ Number of subcontractors continuously decreasing



Indirect staff evolution

- ▶ **A continuous reduction of indirect staff**
(in absolute value and in % of total staff)

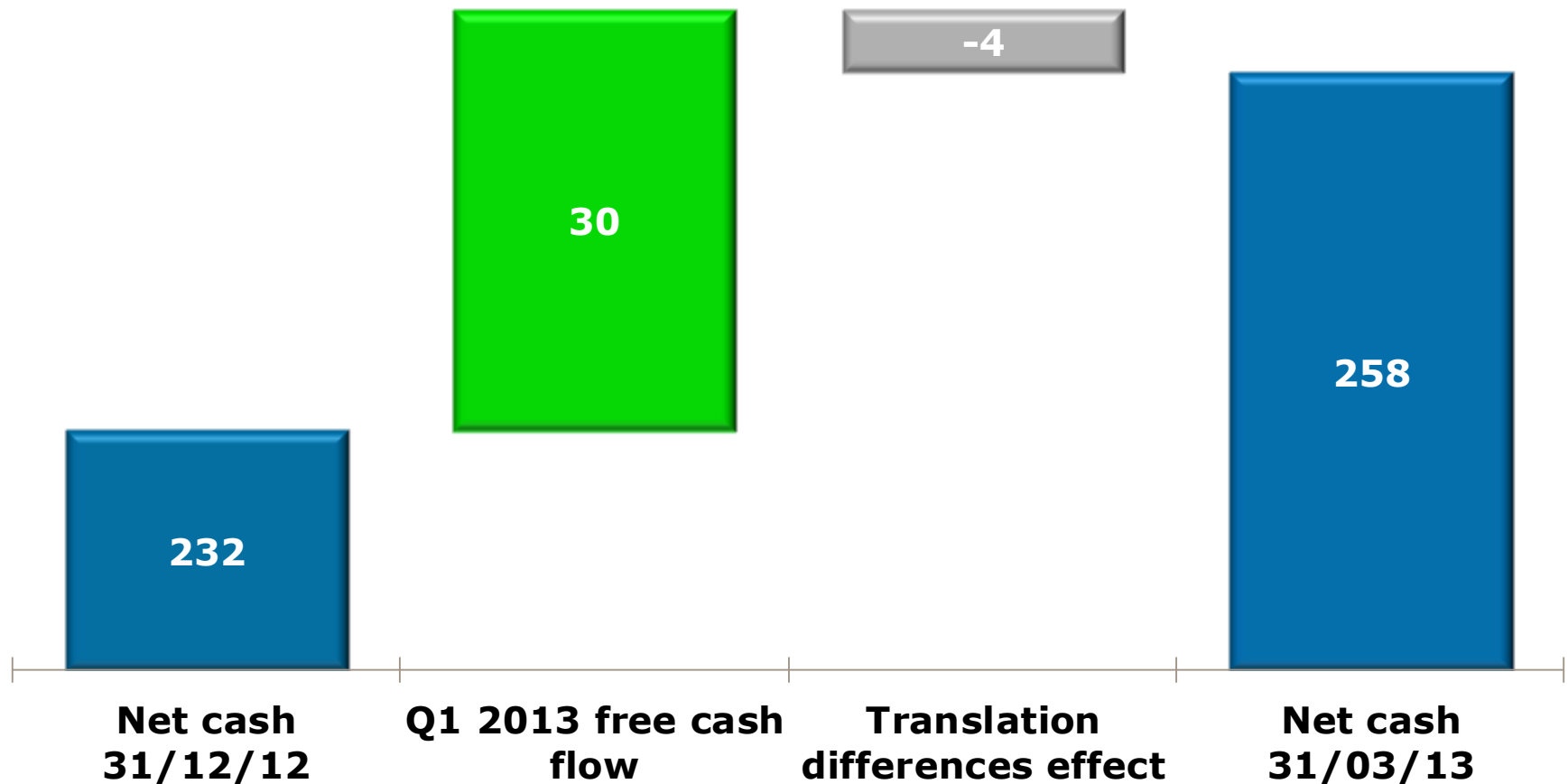


Q1 2013 cash flow and net cash position

(in EUR million)

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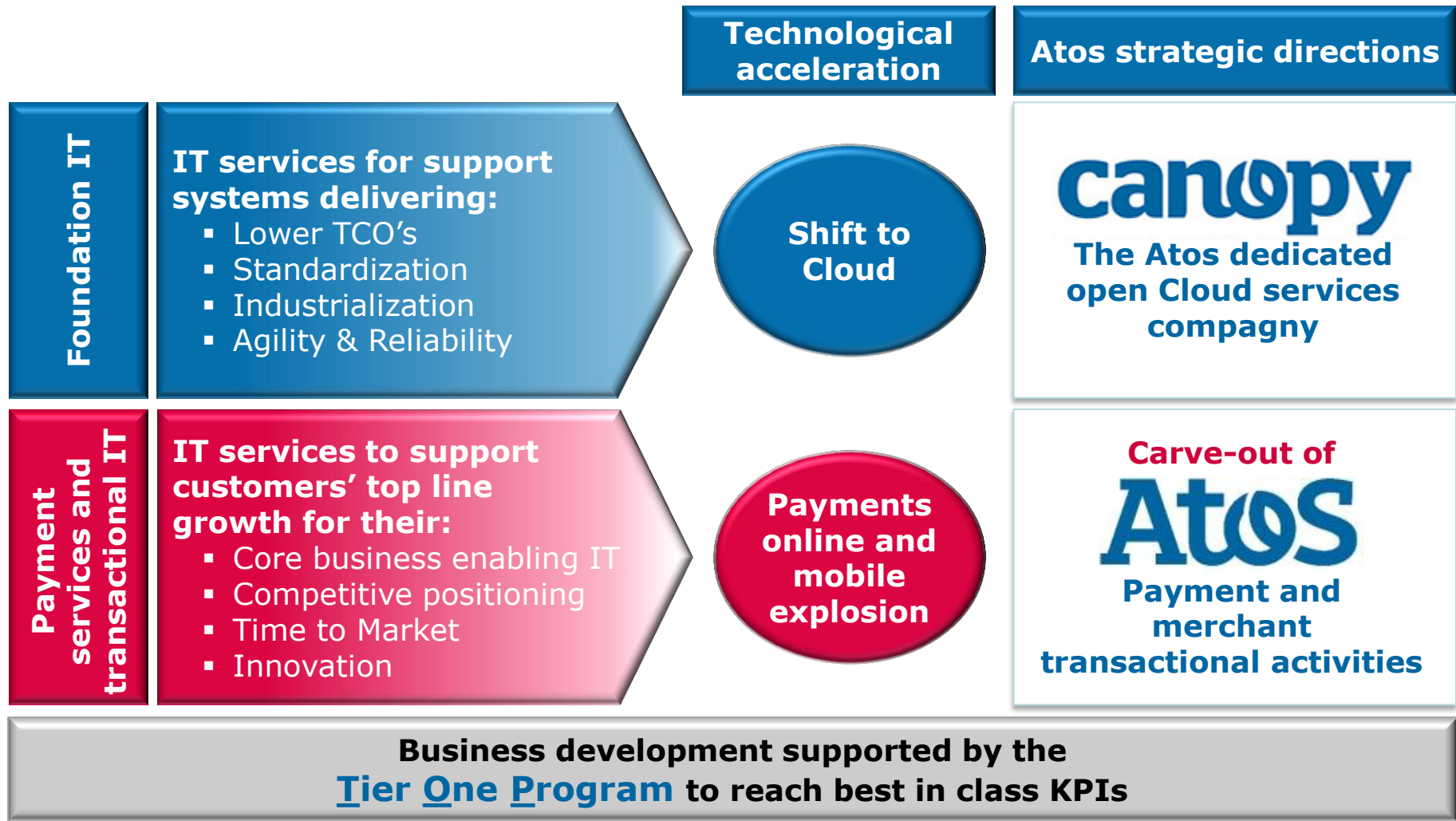


Atos **payment activities** carve-out

Two main strategic business developments supported by a continuous operational improvement program

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

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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**

Atos payment and merchant transactional activities

New scope and geographical footprint

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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**

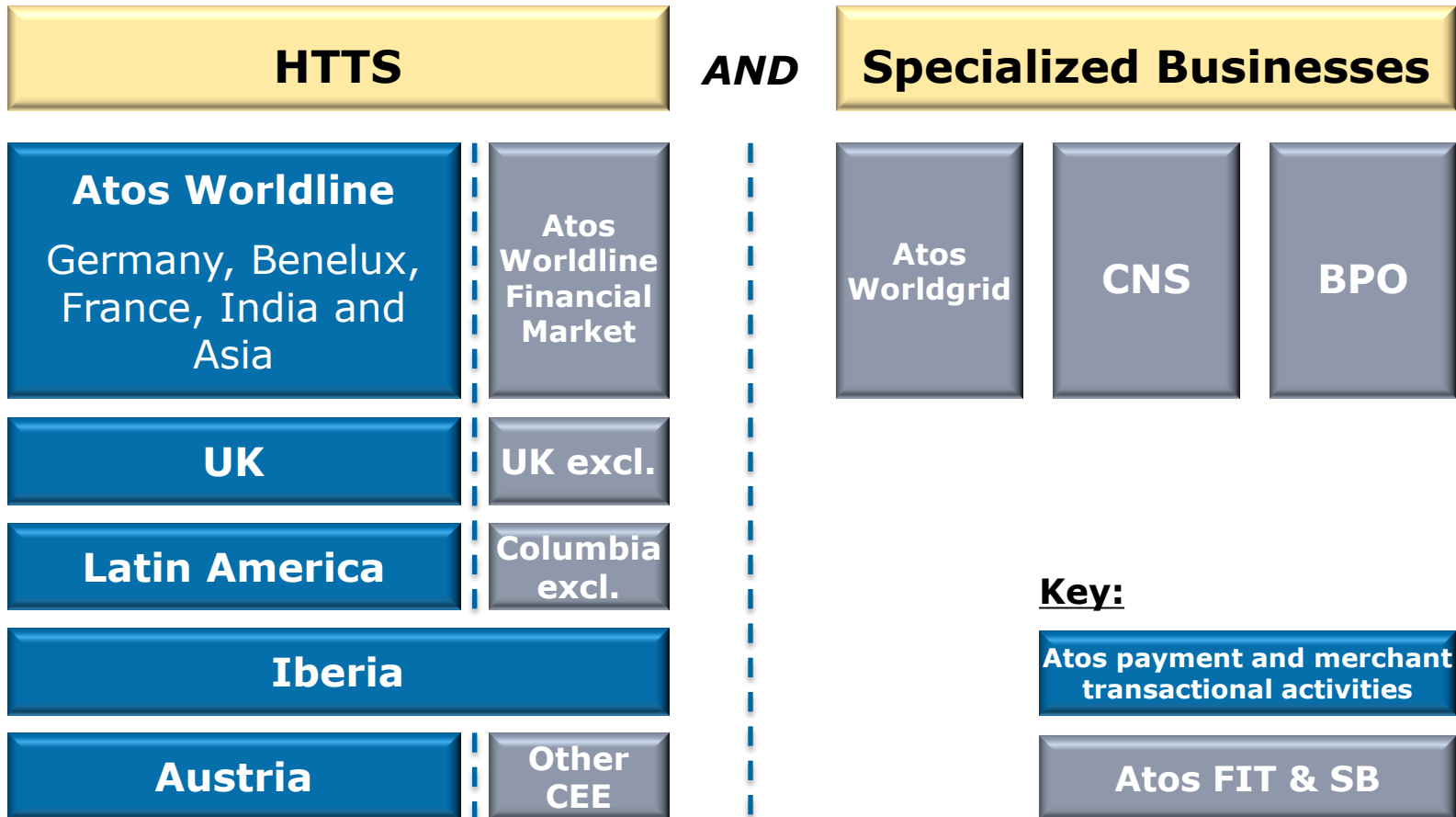
**18
countries**

* Stand alone after EUR 20 million Central costs allocation

Focus on the scoping of Atos payment and merchant transactional activities

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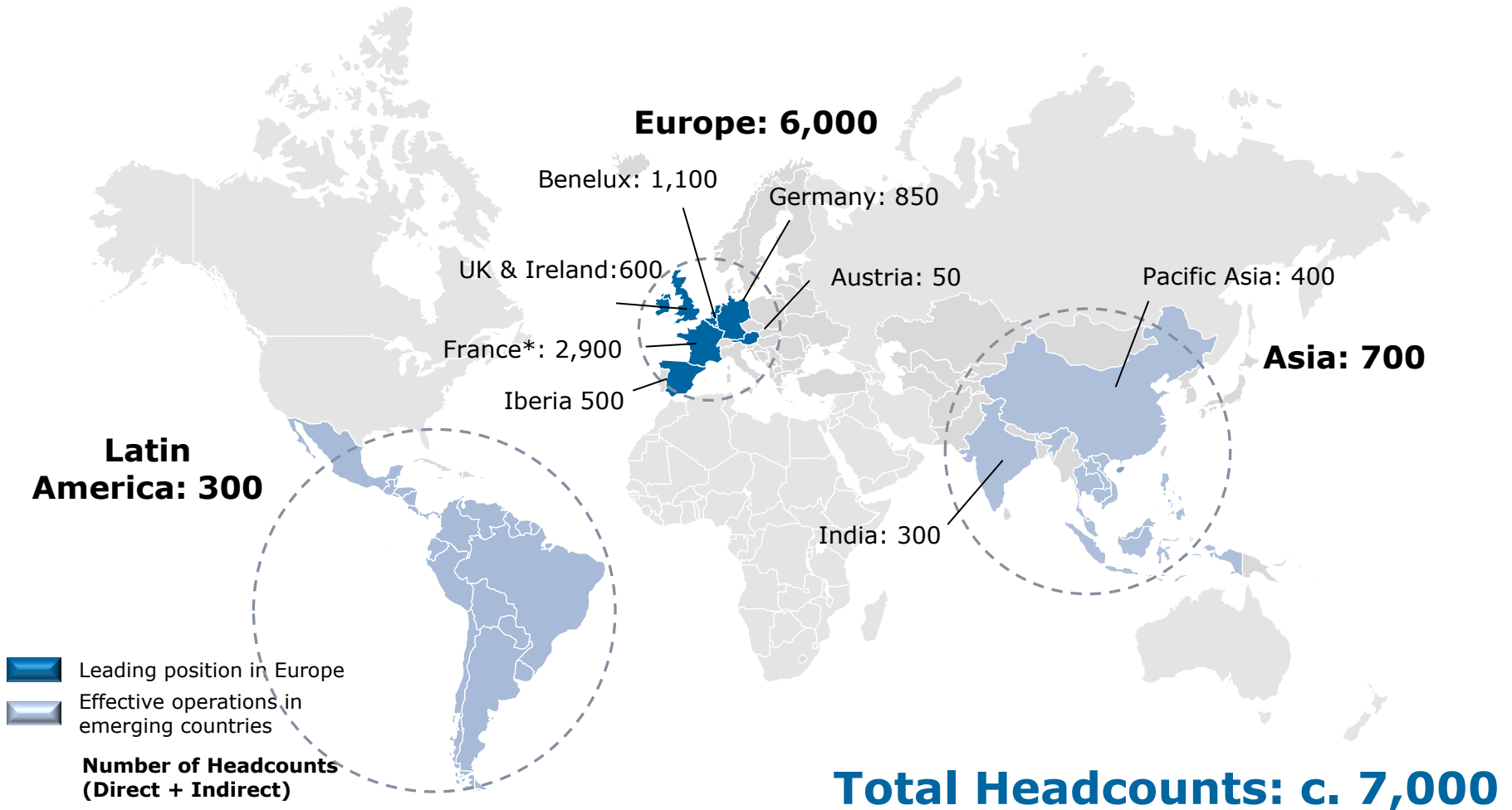
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Atos payment and merchant transactional activities geographical footprint

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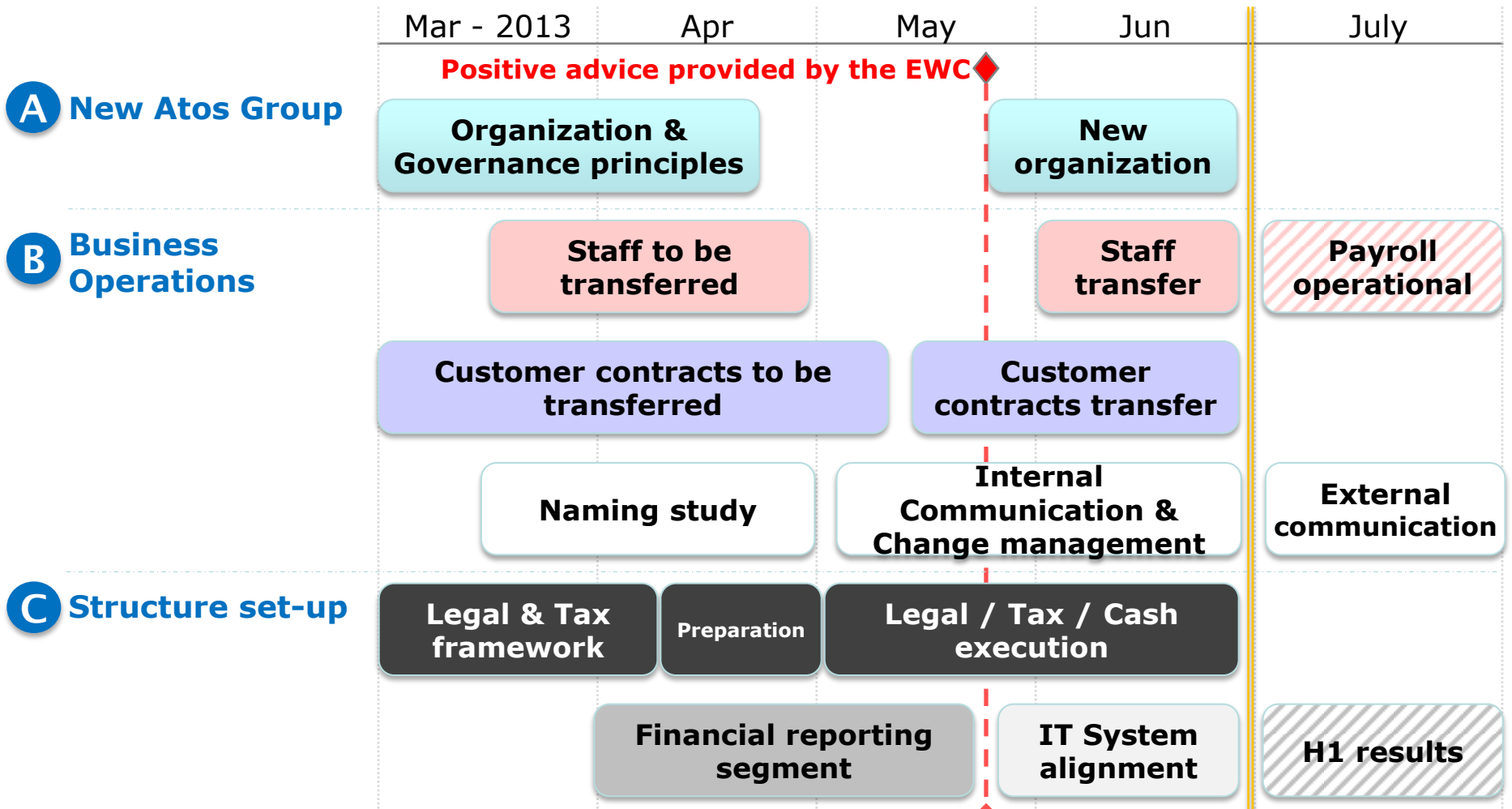


Notes : * France including Global Structure

Program Roadmap: Implementation milestones

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Implementation of the new structure and alignment of the Group Atos organization

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① Social process reached a major step

- “Avis favorable” expressed mid-May by the EWC regarding the **Atos payment activities** operation
- Good progress of the local social consultation processes
 - French Work Council already expressed his view: Done
 - Process on-going in: Iberia, Germany, Austria, UK, Latin America, Pacific Asia

② All legal entities have been defined and are in creation

- 2 entities already created in UK & Hong Kong,
- 2 entities remaining to be created in June : Malaysia, Singapore
- 2 entities will be constituted after July 1st : Austria (July), Taiwan (August), Spain (September), China (October)
- 2 intermediate holdings are in legal scheme : Luxembourg & Hong Kong

③ Financial model close to be completed

- Valuation of all **Atos payment activities** in geographies defined
- Tax model and Pensions scheme defined and roll-out in progress
- Shares and asset transfers defined, roll-out in progress

④ Global tax impact reduced vs. the Due Diligence phase

- Corporate tax P&L
- Corporate tax Cash
- Indirect tax

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

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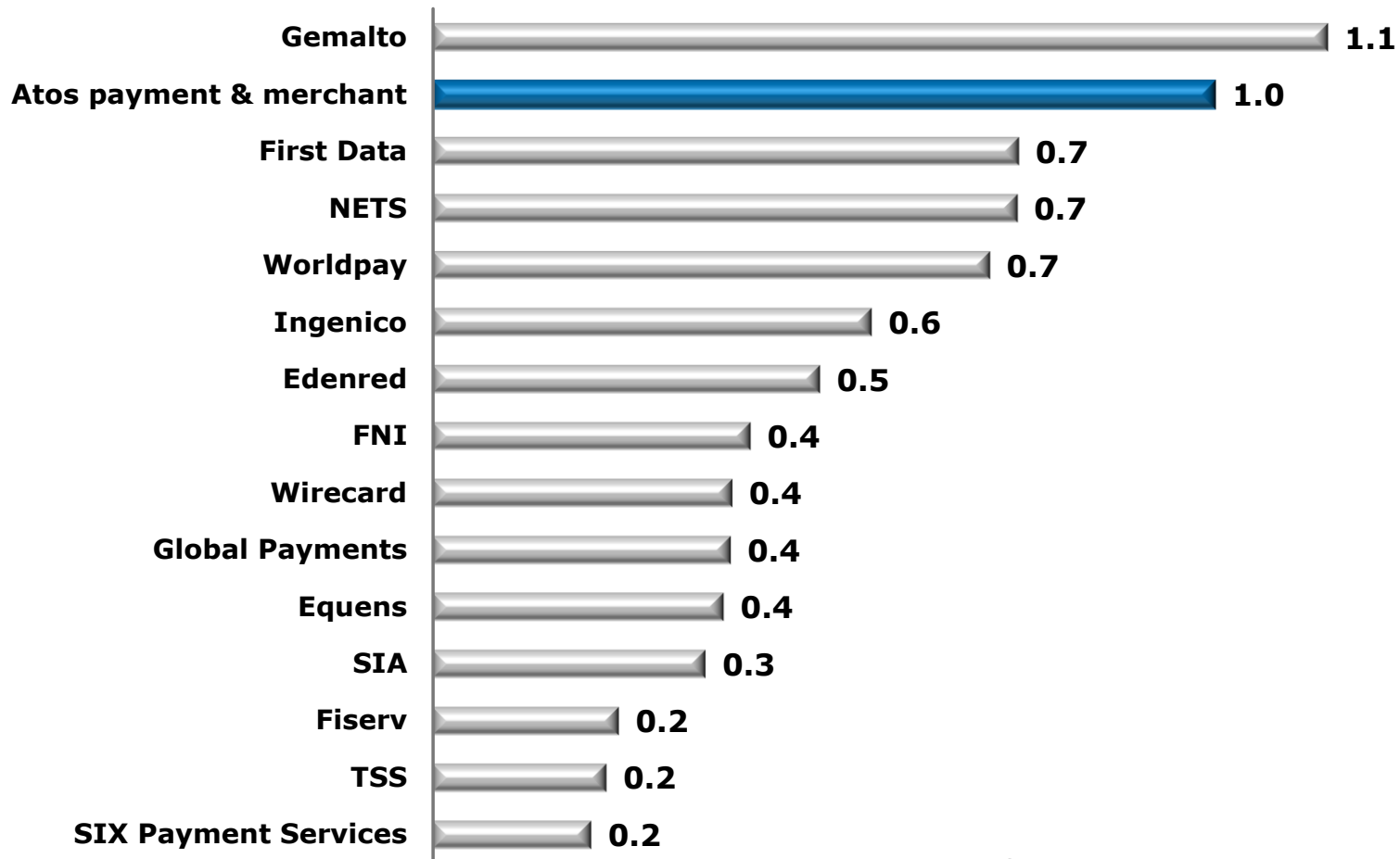
	Issuing	Issuing processing	Acquiring processing	Commercial acquiring	Acceptance & value-add services for merchants
Offline payment cards, checks, direct debit, SEPA mandates,...		Atos payment	Atos payment	Atos payment	Atos payment
Online payment		Atos payment	Atos payment	Atos payment	Atos payment
m-payment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

Atos payment and merchant transactional activities: revenue vs. peers

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► Estimated revenue in Europe (in EUR billion)



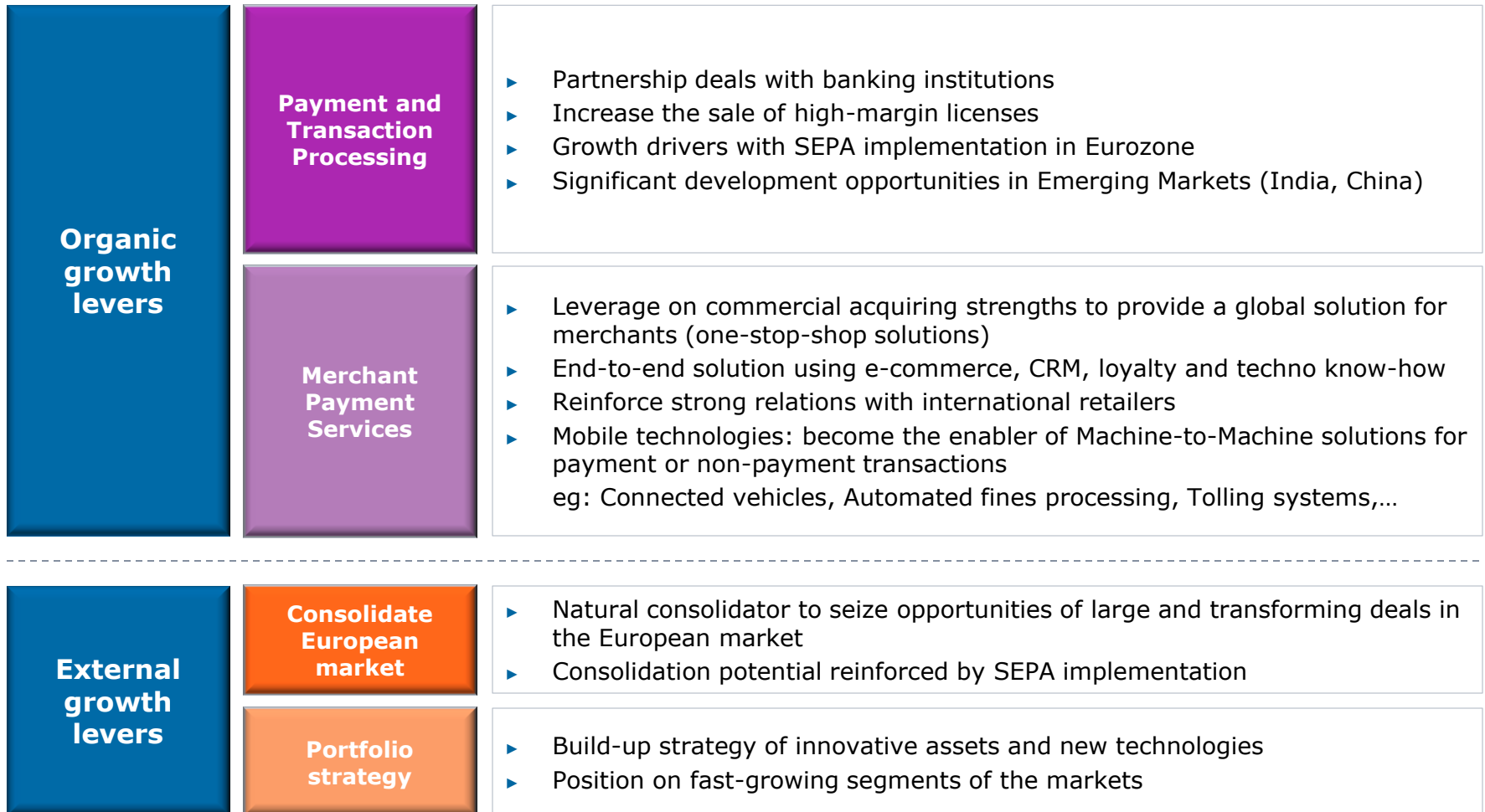
Sources: Atos, companies, analysts consensus

The growth drivers of Atos payment

Change business mix organically and via acquisitions to enhance Atos payment growth profile

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Atos Payment: a recognized highly innovative leader supported by strong R&D investments

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12 new products/offerings launched and announced in 2012

March 2013

Atos Worldline, is awarded the '2013 Innovative Payments Trophy' in the "e-commerce products" category at the PayForum trade fair for its innovative eGo™ solution.



March 2012

Atos Worldline, wins international red dot design award for hardware security module **ADYTON**, its latest hardware security module (HSM).



March 2013

Atos Worldline, was finalist for the "Data Intelligence Awards 2013" in the "Open Data" category at the Documentation tradeshow for its innovative solution 'Smart Data / IO'.



September 2011

Atos Worldline, is finalists in two categories at the e-commerce award for its solution **Social Store** (categories: 'Innovation' and 'Customer Relationship').

December 2012

Atos Worldline, wins iF product design award for hardware security module **ADYTON** in the category Industry/Skilled Trades.



September 2011

Buyster, wins the eCommerce Award 2011 in the Security category at the 2011 E-Commerce Paris exhibition



March 2012

Atos Worldline, wins the 2012 Innovative Payments Trophy in the "Customer Experience" category at the PayForum trade fair in Paris for its innovative 'Cross Channel Payment' solution.



June 2011

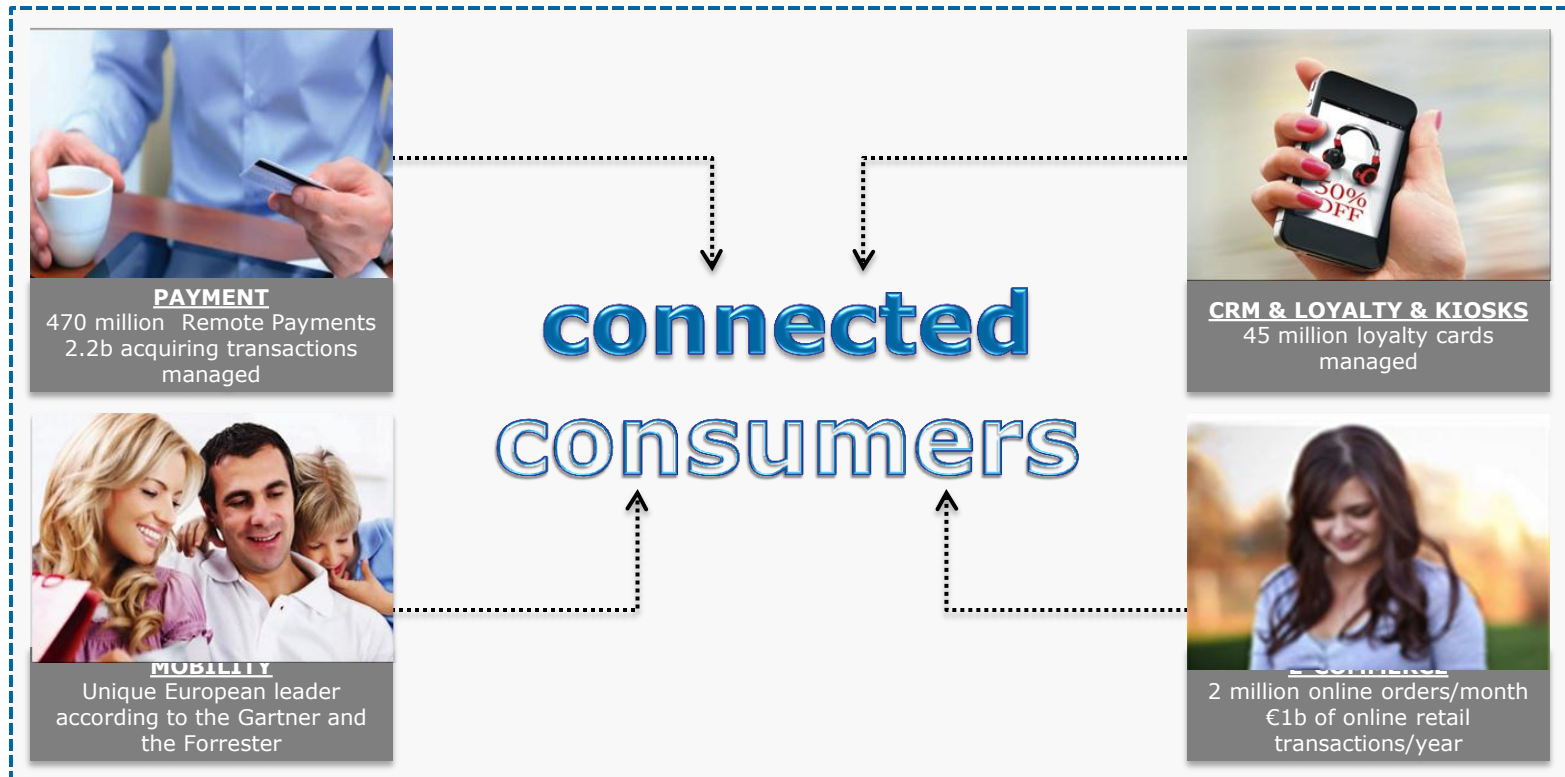
Atos Worldline wins the innovation prize by ITS Bretagne for its transportation card top-up solution through NFC mobile phones: **Worldline MBL5**

Leveraging Atos processing capabilities and mobile opportunities...

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Atos payment and merchant transactional activities is processing industrial volumes in offline and online payment...



...and is ready for the revolution of the mobile connected consumers

...to deliver highly added-value transactional services to customers and merchants

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Atos in the Cloud: Canopy implementation

What cloud brings to customers ?

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- ▶ A way to **cut costs** (double digits)
- ▶ A way to **variabilize IT costs**: « Liquid IT »
- ▶ A way to **avoid capex**
- ▶ Scalability
- ▶ Concentration

Financial benefits

Delivering IT capabilities, hardware, software or services, over the network to consumers or enterprises in a scalable way, with pay per use models

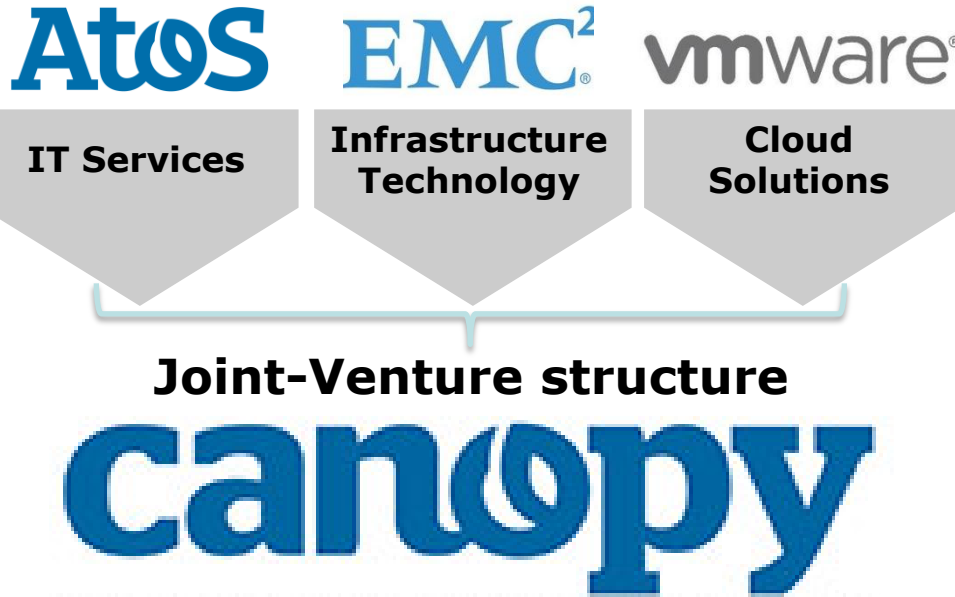
Business benefits

- ▶ **More agility** with faster provisioning and ramp down
- ▶ **Access to best in class apps** with **instant implementation**
- ▶ **Enhanced** web-based, multi-device **end-user experience**
 - ▶ Compatible with **BYOD**, **secure**

Canopy: Atos Cloud Services entity

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► Key indicators

- ~**300 dedicated** staff
- **>EUR 200 million of revenue** in 2012,
- **Double digit growth**
- Positive free cash flow
- **Global presence** with Cloud data-centers on **3 continents**
- **Large public and private organisations** targeted
- IaaS businesses supporting **investments in SaaS/PaaS**

► Future developments

- Launch of a Cloud data-center in Asia (Singapore)
- Verticalization of Cloud offerings
- Big data

► An open and evolutionary approach to integrating partners

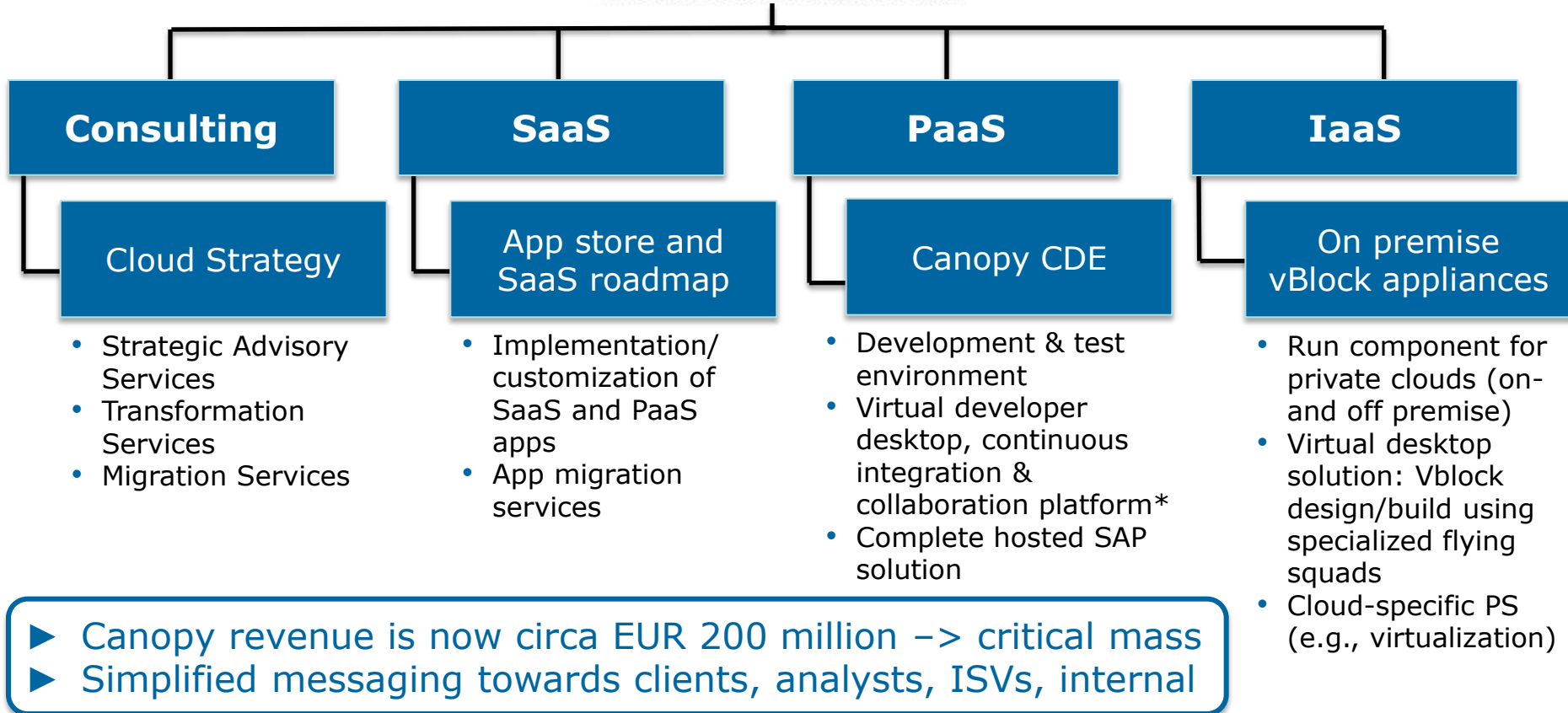


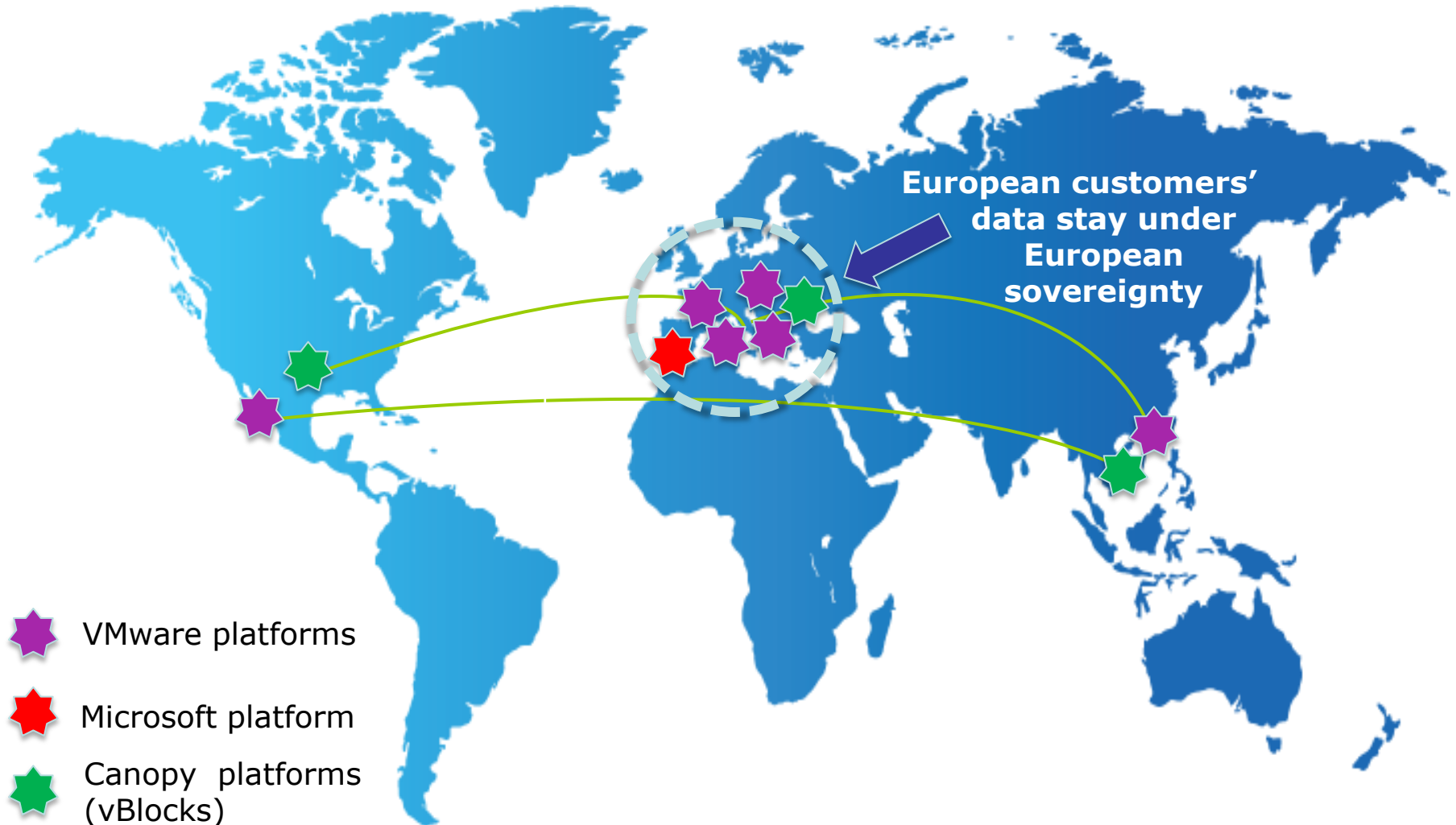
Ambition to be among the leading Cloud Services companies worldwide

4 Service Lines focused on large enterprises and administration

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Key takeaways

Key takeaways

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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 to reach best in class KPIs

From
Questions
to
Answers



Thank you

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