

# Atos

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## 2015 Analyst Day

Digital acceleration at stake:  
Ambition 2016  
3-year plan midway status

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***Thierry Breton***  
*Chairman and CEO*



**Digitization of the economy is accelerating**

**The “Ambition 2016” plan has put Atos in the position to anticipate the digital changes with renewed**

- Digital technical solutions
- Geographical repositioning
- Enhancement of skills and expertise
- Strong partner ecosystem

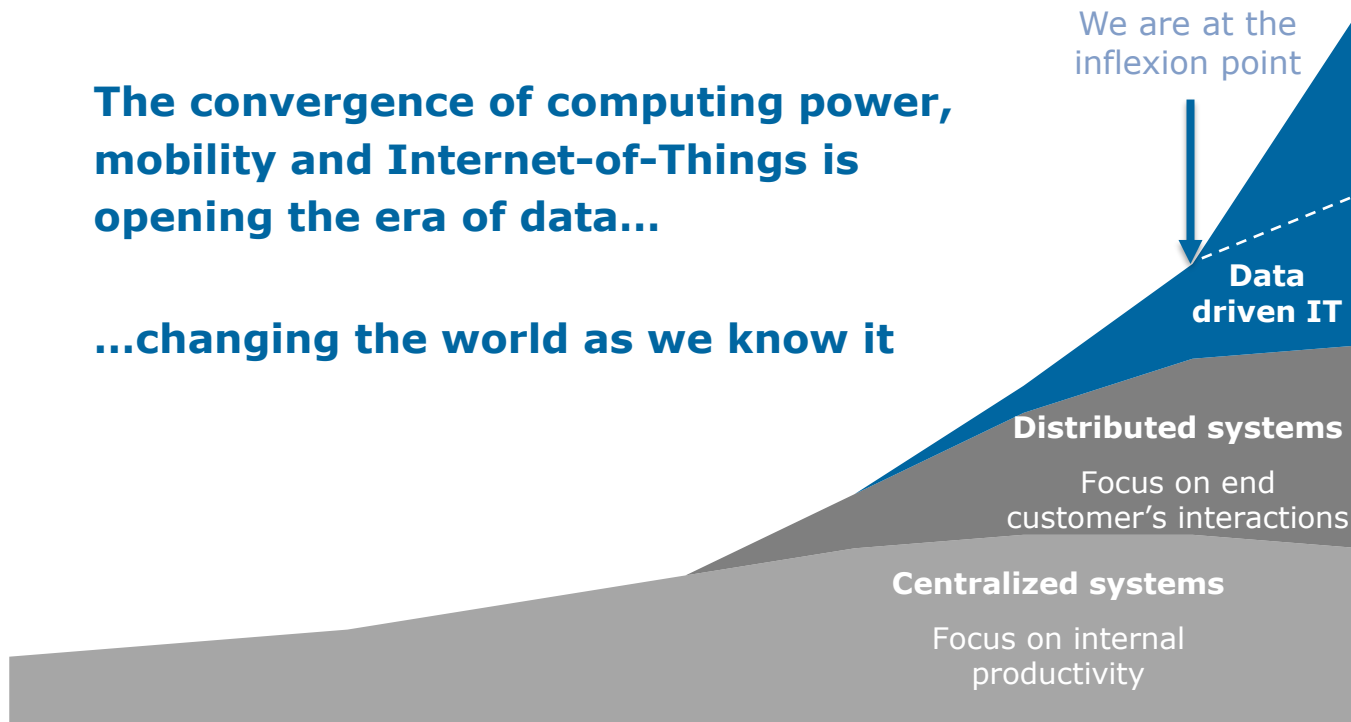
**Atos organization is entirely focused on supporting our customers in building their digital transformation**

- From Service Lines/divisions and portfolio
- To Sales and customer relation

**Leveraging digital to create new business growth**

The convergence of computing power, mobility and Internet-of-Things is opening the era of data...

...changing the world as we know it



## Digital age Economy of Data

**Data driven IT**  
implementation of digital technologies in existing organizations and models

**Economy of data**  
Embracing impacts of digital transformation to grow data driven business models and organizations

# Data driven IT: shifting from enabling competitiveness to re-defining new business growth

**Data are natively digital**

**aggregated  
connected  
analyzed**

**creating  
meaningful  
information**

**Take business  
decisions**

**Operate  
organizations**

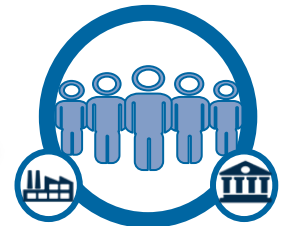
**Target customers**

**without  
intermediation  
at the most  
granular/  
individual level**

**Data create  
business  
efficiency  
and  
differentiation**

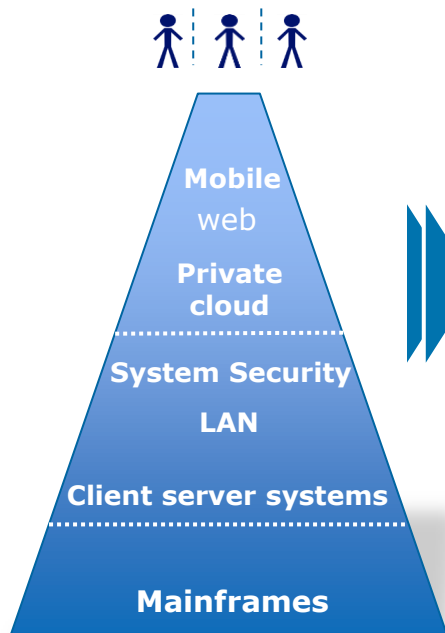


**Companies will create data driven  
business models to remain competitive**

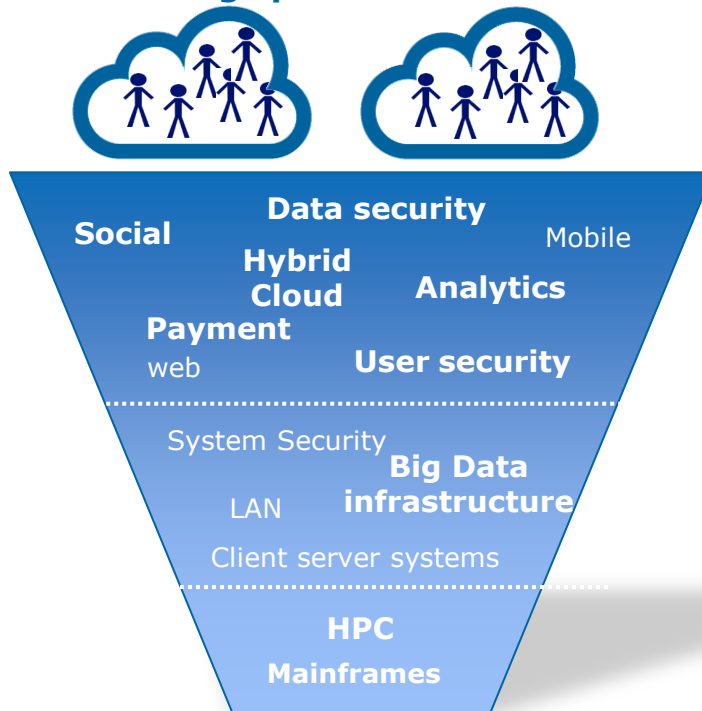


# Data driven IT: providing our customers with tailored transition path

**Traditional structure of IT,  
serving isolated generic customers**



**Digital Enabling IT,  
serving specific communities**



**Towards**

**Data driven business model**

multichannel sales & ops,  
intelligent applications,  
HPC for all industries

**Applications  
modernization**

Enterprise cloud and  
data processing

**Legacy evolution**

Off-shore capabilities

**Legacy stickiness**

Extended technologists  
expertise

# Digitization/"uberization" is entering the Board Room

**All industries are facing unprecedented level of change and complexity in their own business models**

Press/Multimedia 

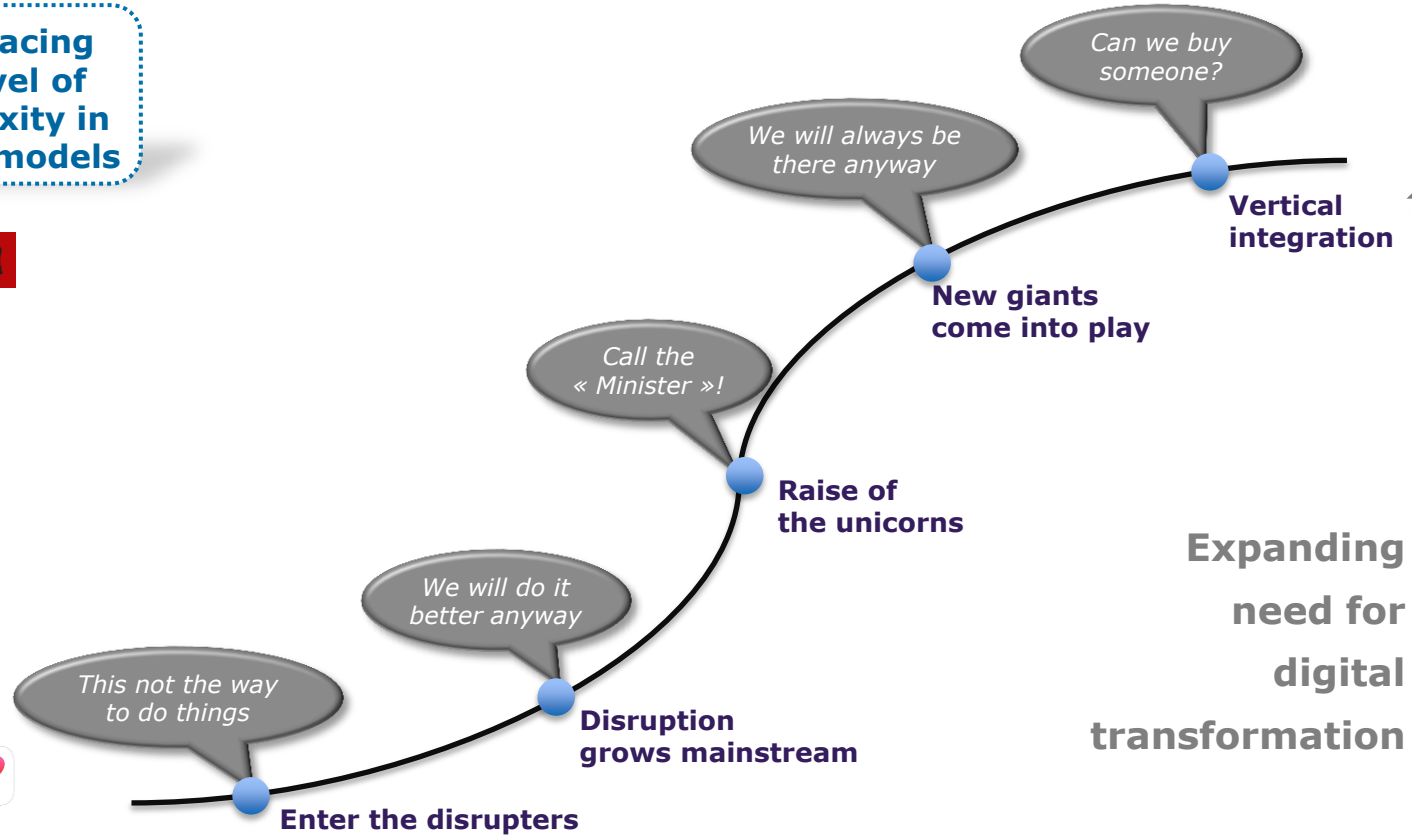
Retail 

Travel 

Transportation 

Energy 

Healthcare  

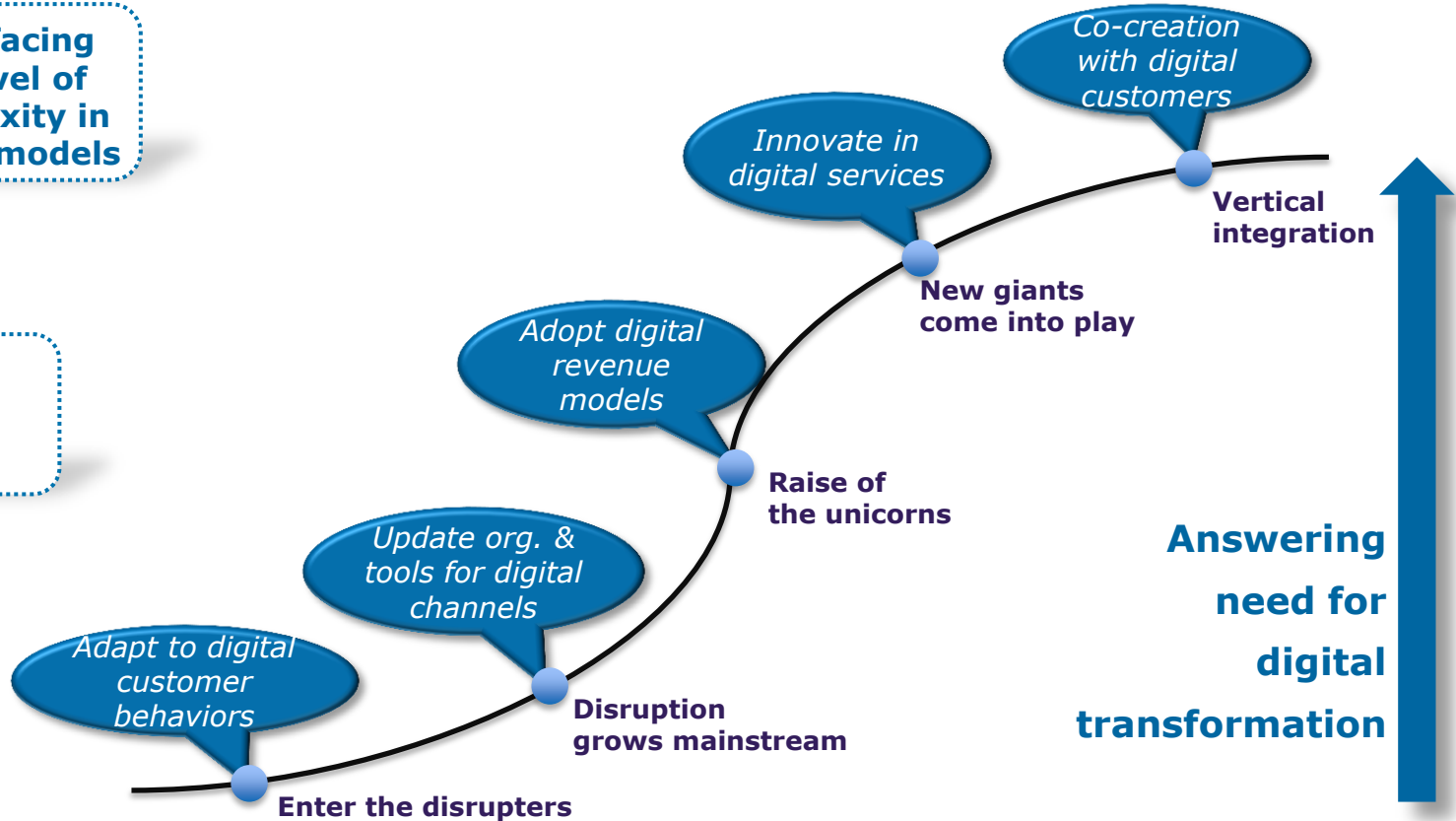


# Digitization/“uberization” is entering the Board Room

All industries are facing unprecedented level of change and complexity in their own business models



**Atos' answers**



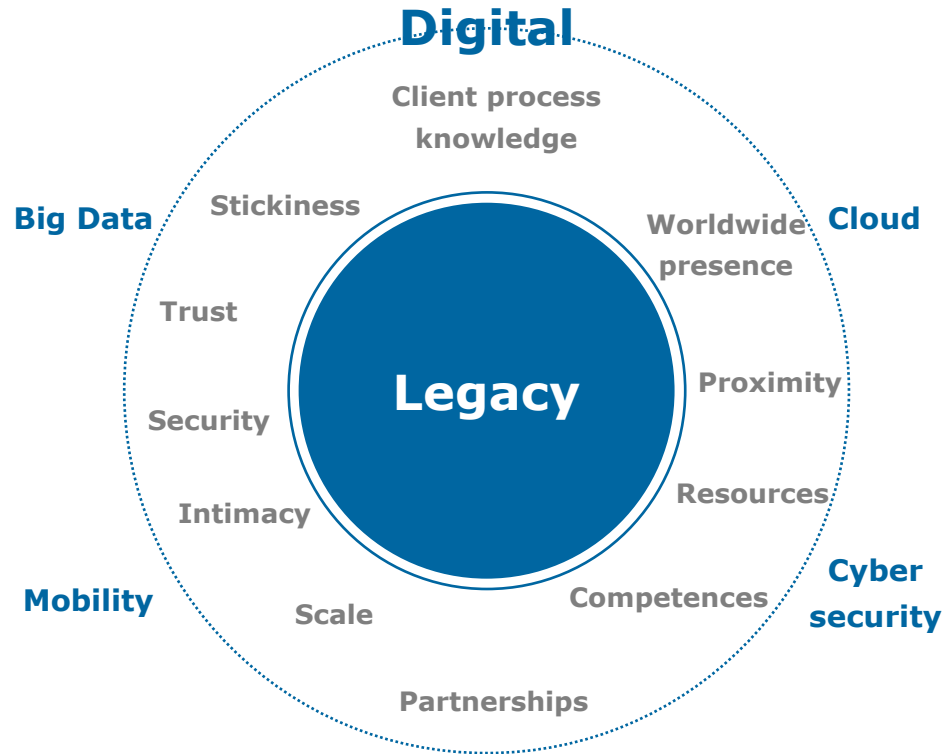




# The "Ambition 2016" plan has put Atos in the position to anticipate the digital changes

**Leveraging legacy IT... → ... to power digital journey**

- **R&D** in Cloud - Big Data - Internet of Things - ePayment - Mobility
- Worldwide BTIC **Innovation Centers** network
- **Development** and **integration** capabilities, from legacy transformation to innovation projects
- **Multi-local** player in 72 countries
- Growing **offshore** capabilities
- European **High Performance Computing** & **Security** technologies
- Managing **customers' critical IT** assets and **infrastructures**



## ... to accompany the digital journey of our customers

- ✓ **SCALE** : Worldwide geographical footprint  
Sufficient workforce
- ✓ **COMPETENCES** : Attractiveness to digital native engineers  
Accurate knowledge of clients' business
- ✓ **PARTNERS** : Technical  
Industrial
- ✓ **TECHNOLOGIES** : Cloud, Big Data, Security...  
Anticipate technologies and drive customer innovation
- ✓ **BALANCE** : Multi-local presence  
Business
- ✓ **TRUST** : Customer intimacy  
Strong financials

# Our answer: Atos journey to become the preferred European IT Brand in Global IT and Payment solutions

**2009-2011**

- Globalization of Atos business
- TOP Program

**2011-2013**

**Catch-up  
with  
competitors**

- Reach critical size
- Turnaround of SIS
- Carve-out Worldline

**2013-2016**

**Leading  
European  
player**

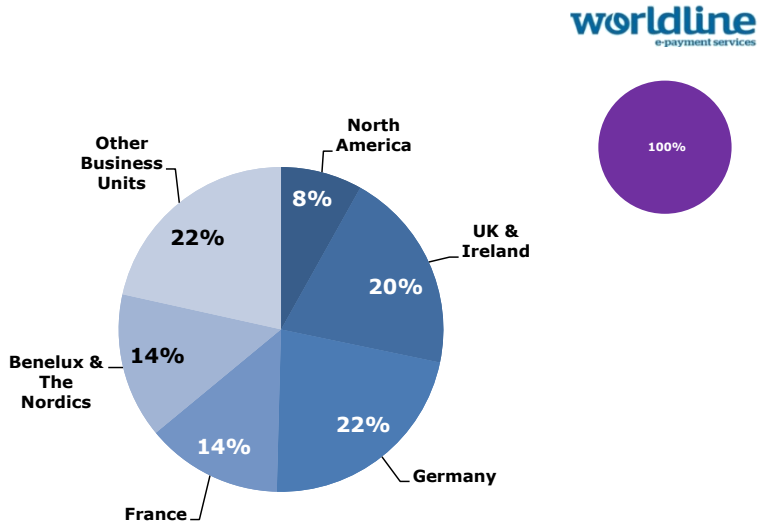
**AMBITION 2016**

# A walk through Atos Ambition 2016 plan execution

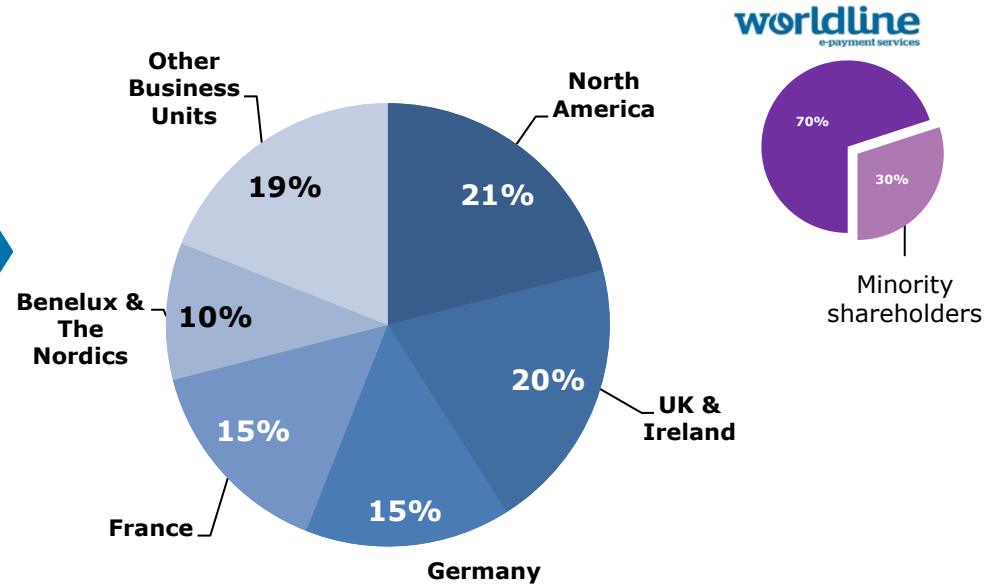


# A well balanced geographical repositioning

## 2013 revenue breakdown



## 2016e revenue breakdown



**Atos has increased its addressable GDP growth which now includes the US**

# A Group deeply transformed delivering Tier 1 financial performance

	2008		2014 pro forma*
1 Revenue	€5.6 bn	x2	€11 bn
2 Operating margin	€0.3 bn	x3	€0.8 bn
3 Free cash flow	€-0.1 bn	+0.5bn	€0.4 bn
4 Workforce	51 k	x2	93 k
5 Market capitalization	€1.2 bn	x6	€7 bn

**A consistent track record of growth and value creation while preserving cash position**

\* Including Xerox ITO

## **Building a Group geared with strong differentiating solutions**

- ▶ Acquisition of the necessary technologies: HPC, Cloud, Big Data
- ▶ Fostering new offers in advance: Security, IDA with Siemens
- ▶ Building a consistent partner ecosystem

## **The US as the 1<sup>st</sup> market of the Group**

- ▶ Integration well prepared in advance to be ready on Day 1
- ▶ Atos NAM to make all Group transformation go live first

## **Continuous enhancement of our people skills and expertise**

- ▶ Large programs throughout the company leveling up skills
- ▶ Anticipating the future of ITS in terms of business needs, location
- ▶ Hiring of 12,000 young talents per year

**Atos**



# 1

Unique **Industrial Data Analytics** solution built for **SIEMENS**



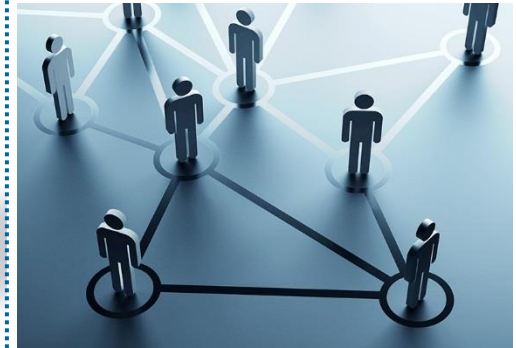
# 2

Accelerating the pace of digitization through the HPC power



# 3

Bringing together the skills of our network of most technologically advanced partners

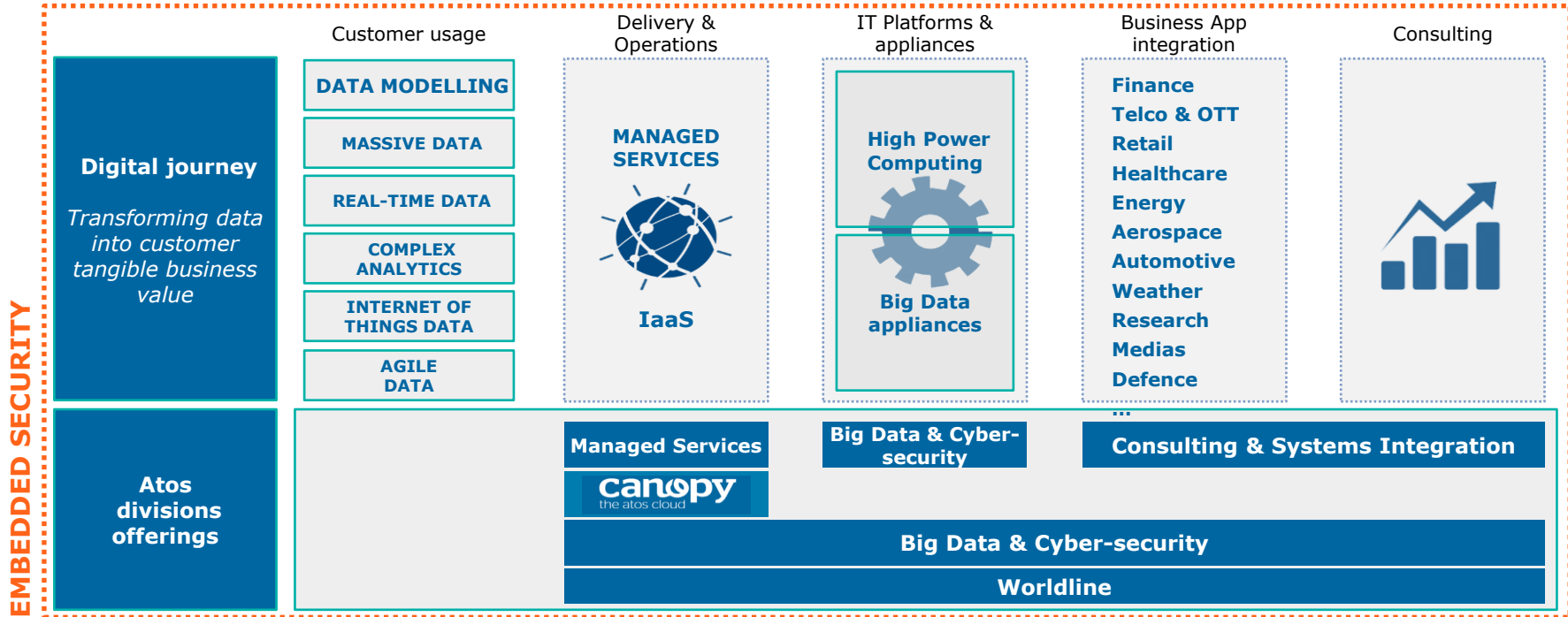


# Atos success is a teamwork with its key partners



# Developing customer focused offerings

Infrastructure stands as a primary requisite to support customers' business digitization on an end-to-end basis



# Atos

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**Trusted partner for your digital journey**  
*operating - valuing - protecting your data*

# Next 18 months: 2<sup>nd</sup> phase of the plan to deliver digital transformation



from **Managed Services** to large object networks and centralized massive infrastructure management

from **System Integration** to business applications development and vertical integration

from **Cloud Integration and Operations** to agile brokerage of virtual network resources

further growing as a Tier One player in **Big Data** and **Security**

further growing as a key innovator in **Digital Monetization** and **Payment**

*Elie Girard*

**Strengthening Group financials**

*Charles Dehelly  
& team*

**Delivering next steps to become a Tier One player in the digital age**

*Patrick Adiba  
& team*

**Offering digital journey to our customers**

**Philippe Mareine**

**Building skills and expertise in digital transformation**




*Michel-Alain Proch  
& team*

**Accelerating Group digital strategy in North America**

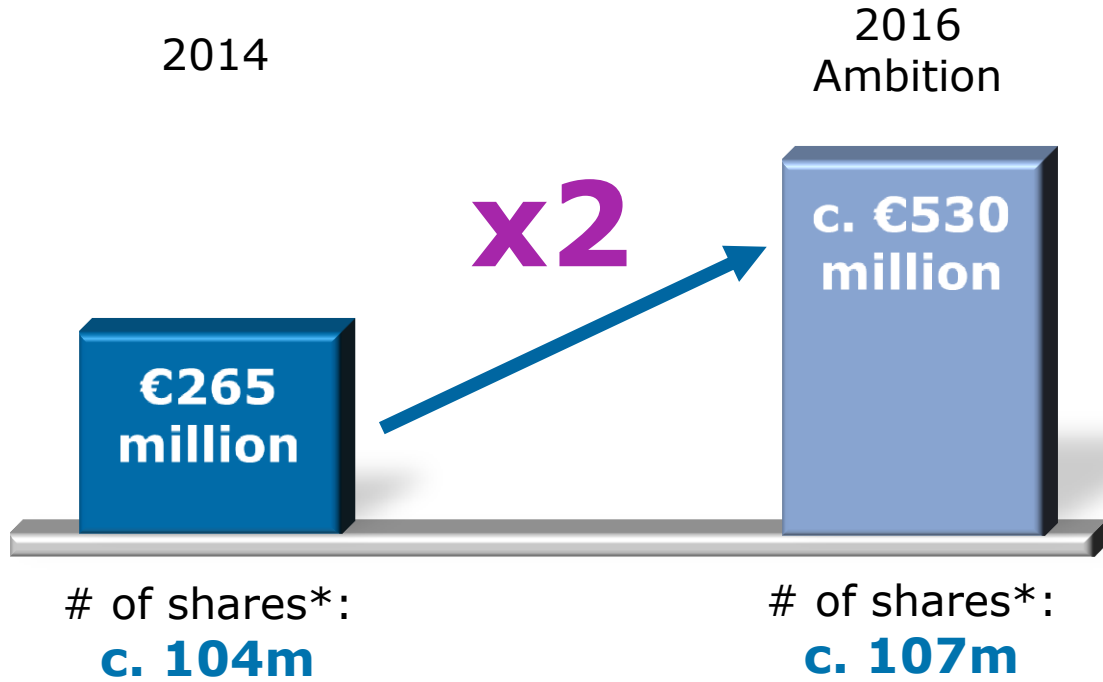
*Gilles Grapinet  
& team*

**Enhancing Worldline expertise in the digital age**

# A current view above initial ambition

	2016 revenue	2016 operating margin	2016 free cash flow
<b>November 2013: 2016 Ambition</b>	<b>c. €10 billion</b>	<b>c. €0.9 billion</b> 8.5% to 9.5%	<b>€450-500 million</b>
			
<b>June 2015: Current view</b>	<b>&gt; €11 billion</b>	<b>c. €1.0 billion</b> 8.5% to 9.5%	<b>€500-550 million</b>

# Atos now ambitions to double net income Group share over 2 years



\* Fully diluted number of shares at year end

## Main drivers

- 1 Operating margin
- 2 Restructuring costs
- 3 New Group Tax profile



# Atos

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## 2015 Analyst Day