Disclaimers

- 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 Marches Financiers (AMF) on April 5th, 2012 under the registration number: D12-0288.

- 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, Andorra), 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.

- 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.
1. Strategy

2. Q1 2012 performance

3. Atos growth drivers

4. Update on TOP² and synergies

5. Strategy, 2012 objectives, and 2013 targets

6. Q&A session
Strategy
The new ATOS— a strong global presence

Atos headcounts: 74,000
Of which 25% outside Europe
2011 Atos revenue profile of 8.5 B€

- **Breakdown by service lines (12 months proforma)**
  - Managed Services: 3.952 million€ (47%)
  - Systems Integration: 2.241 million€ (26%)
  - HTTS& SB: 1.726 million€ (20%)
  - Consulting and TS: 593 million€ (7%)
  - **TOTAL: 8.511 million€**

- **Breakdown by markets (12 months proforma)**
  - Manufacturing, Retail & Services: 2.855 million€ (33%)
  - Public sector, Healthcare & Transport: 25%
  - Financial Services: 20%
  - Telecoms, Media & Technology: 1.250 million€ (15%)
  - Energy and Utilities: 579 million€ (7%)
  - **TOTAL: 8.511 million€**
Our strategy: be “best in class”

Actions field

1. Operational performance
   - Launched in December 2008
   - TOP² rolled out on 1st July 2011

2. People performance
   - Launched in December 2009

3. Commercial performance
   - Launched in September 2011

Objectives with management incentive on 3 items

TOP → TOP²
- 7 to 8% profitability

Wellbeing@Work
- Awarded as a “Best place to work”

eXpand
- Organic growth / innovative offerings / partnerships

2011 → 2012 → 2013
First three-year plan completed

From: TOP Program
6 semesters of continuous operating margin improvement (above 250 bp)

To: TOP² Program
Further improvements

<table>
<thead>
<tr>
<th>Year</th>
<th>Proforma figures</th>
</tr>
</thead>
<tbody>
<tr>
<td>H1 08</td>
<td>122</td>
</tr>
<tr>
<td>H2 08</td>
<td>139</td>
</tr>
<tr>
<td>H1 09</td>
<td>118</td>
</tr>
<tr>
<td>H2 09</td>
<td>172</td>
</tr>
<tr>
<td>H1 10</td>
<td>150</td>
</tr>
<tr>
<td>H2 10</td>
<td>187</td>
</tr>
<tr>
<td>H1 11</td>
<td>166</td>
</tr>
<tr>
<td></td>
<td>5.9%</td>
</tr>
<tr>
<td></td>
<td>256</td>
</tr>
</tbody>
</table>

4.5% 5.1% 6.8% 7.4% 6.7% 3.7% 2011 2012 2013

4.8% 6.5% 7% to 8%
Most recent key achievements

- Remote payment solution

- Smart energy market in China

- Cloud market in Europe and China

- Partnership in the cloud area

- Mars 2012: Zero e-mail: Bluekiwi
How we are anticipating future trends

- Become a leader in Cloud
- Become the first “Zero email company™”
- Invest in Asia / LATAM
- We are already a “Zero debt” company
  - Objective to be cash positive in H1
Key enablers / 2012 challenges

1. Operational performance
   - TOP²
   - Capture synergies
   - Improve Quality / Security

AND

2. People performance
   - wellbeing @work
   - Be awarded “Best Workplace”

AND

3. Commercial performance
   - expand
   - Win new partnerships, key new logos and growth
Q1 2012 performance
Q1 2012 Highlights

- **Revenue (EUR m)**
  - 2,163
  - (Q1 2011 pro forma: EUR 2,112 m)

- **Revenue organic evolution**
  - +2.4%
  - (Q1 2011: -1.3%)

- **Book to bill**
  - 107%
  - (Q1 2011: 101%)

- **Backlog (EUR bn)**
  - 14.5
  - (1.7 years of revenue vs. 1.5 years in Q1 2011)

- **Net cash (EUR m)**
  - +34
  - (Dec 2011: EUR -142 m)

- **Total Group number of employees**
  - 74,992

Q1 2011 is Atos Origin only, except revenue on a pro forma basis.
Quarterly revenue organic evolution

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

Revenue organic evolution is presented at constant scope and exchange rates
## Commercial activity

- Total order entries in Q1 2012 at EUR 2,312 million, representing a book to bill ratio of 107 per cent

<table>
<thead>
<tr>
<th>Book to bill</th>
<th>Total Group</th>
<th>Cyclical activities</th>
<th>Recurring businesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q1 2012</td>
<td>107%</td>
<td>102%</td>
<td>109%</td>
</tr>
<tr>
<td>Q1 2011*</td>
<td>101%</td>
<td>103%</td>
<td>100%</td>
</tr>
</tbody>
</table>

- Excluding Siemens, book to bill ratio of 110 per cent

---

*Q1 2011 is Atos Origin only, Cyclical activities include former Systems Integration and Consulting, Recurring activities include former Managed Services, HTTS and BPO*
Q1 2012 backlog evolution (in EUR billion)

EUR 14.1 B

Managed Services
C & TS
HTTS & SB
Systems Integration

1.7 years of revenue
+0.3

EUR 14.5 B

Managed Services
C & TS
HTTS & SB
Systems Integration

1.7 years of revenue
-2.2
+2.3

31/12/2011 Scope and FX effect*
Revenue Q1 2012
Order Entry Q1 2012
31/03/2012

* SIS deferred transferring asset: Russia and e-utile
Pipeline at the end of March 2012 (in EUR million)

- Qualified weighted Pipeline
- Deals below EUR 50 M
- Deals between EUR 50 M - 100 M
- Deals above EUR 100 M

Pipeline at the end of March 2012:
- EUR 2.7 B
- EUR 5.4 B

Percentage distribution:
- Jun-11: 11%
- Jul-11: 12%
- Aug-11: 11%
- Sep-11: 13%
- Oct-11: 15%
- Nov-11: 13%
- Dec-11: 22%
- Jan-12: 10%
- Feb-12: 10%
- Mar-12: 10%
Q1 2012 revenue performance by Service Line

<table>
<thead>
<tr>
<th>Service Line</th>
<th>Q1 2012</th>
<th>Q1 2011*</th>
<th>% growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>Managed Services</td>
<td>995</td>
<td>958</td>
<td>+3.9%</td>
</tr>
<tr>
<td>Systems Integration</td>
<td>536</td>
<td>536</td>
<td>+0.0%</td>
</tr>
<tr>
<td>HTTS &amp; Specialized Businesses</td>
<td>474</td>
<td>460</td>
<td>+2.9%</td>
</tr>
<tr>
<td>Consulting &amp; Technology Services</td>
<td>158</td>
<td>159</td>
<td>-0.4%</td>
</tr>
<tr>
<td><strong>Total Group</strong></td>
<td><strong>2,163</strong></td>
<td><strong>2,112</strong></td>
<td><strong>+2.4%</strong></td>
</tr>
</tbody>
</table>

* *pro forma and constant exchange rates*

- Growth in 2 of 4 Service Lines thanks to Atos’ recurring profile and new businesses won in Q4 2011
- Stabilized activity in Systems Integration
- Consulting & Technology Services almost stable
## Q1 2012 revenue performance by GBU

<table>
<thead>
<tr>
<th></th>
<th>Q1 2012</th>
<th>Q1 2011*</th>
<th>% growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>Germany</td>
<td>418</td>
<td>394</td>
<td>+6.1%</td>
</tr>
<tr>
<td>United-Kingdom &amp; Ireland</td>
<td>390</td>
<td>369</td>
<td>+5.8%</td>
</tr>
<tr>
<td>Benelux</td>
<td>248</td>
<td>262</td>
<td>-5.2%</td>
</tr>
<tr>
<td>France</td>
<td>255</td>
<td>259</td>
<td>-1.6%</td>
</tr>
<tr>
<td>Atos Worldline</td>
<td>226</td>
<td>222</td>
<td>+1.8%</td>
</tr>
<tr>
<td>North America</td>
<td>134</td>
<td>124</td>
<td>+8.4%</td>
</tr>
<tr>
<td>Central and Eastern Europe</td>
<td>130</td>
<td>128</td>
<td>+1.2%</td>
</tr>
<tr>
<td>North &amp; South West Europe</td>
<td>99</td>
<td>94</td>
<td>+5.5%</td>
</tr>
<tr>
<td>Iberia</td>
<td>82</td>
<td>85</td>
<td>-4.2%</td>
</tr>
<tr>
<td>Other BUs</td>
<td>181</td>
<td>176</td>
<td>+2.7%</td>
</tr>
<tr>
<td><strong>Total Group</strong></td>
<td><strong>2,163</strong></td>
<td><strong>2,112</strong></td>
<td><strong>+2.4%</strong></td>
</tr>
</tbody>
</table>

* pro forma and constant exchange rates
Q1 2012 cash flow and net cash position target *(in EUR million)*

<table>
<thead>
<tr>
<th>Net debt 31/12/11</th>
<th>Free cash flow Q1 2012</th>
<th>e-utile acquisition impact</th>
<th>SIS post closing adjustment</th>
<th>Net cash 31/03/12</th>
<th>Net cash target 30/06/12</th>
</tr>
</thead>
<tbody>
<tr>
<td>-142</td>
<td></td>
<td></td>
<td></td>
<td>+34</td>
<td>at least +100*</td>
</tr>
<tr>
<td>+34</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>-18</td>
<td></td>
</tr>
</tbody>
</table>

* Excluding dividend and acquisition
Atos growth drivers
Atos growth drivers

**Managed Services**
A leader in Europe

**HTTS**
Payment & e-CS core differentiators

**Specialized Businesses**
Industry Specific Skills and know-how

**eXpand**
Accelerating profitable growth

**Canopy**
An alliance with EMC² and VMware

**Partnerships**
With leading players
### Expand: 10 global initiatives to transform in depth sales performance

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improve offers to differentiate Atos, accelerate growth, climb the value chain</td>
<td>1</td>
</tr>
<tr>
<td>Revised resources allocation to maximize sales ROI</td>
<td>2</td>
</tr>
<tr>
<td>New tools and processes for a better sales efficiency</td>
<td>3</td>
</tr>
<tr>
<td>A leading company’s sales mindset</td>
<td>4</td>
</tr>
<tr>
<td>Winning more, a more profitable business</td>
<td>5</td>
</tr>
<tr>
<td>Sales &amp; presales talent management</td>
<td>6</td>
</tr>
<tr>
<td>Brand repositionning</td>
<td>7</td>
</tr>
<tr>
<td>Portfolio positioning</td>
<td>8</td>
</tr>
<tr>
<td>Resource rebalancing</td>
<td>9</td>
</tr>
<tr>
<td>Pre-sales governance</td>
<td>10</td>
</tr>
<tr>
<td>Sales performance management</td>
<td></td>
</tr>
<tr>
<td>Sales operations industrialization</td>
<td></td>
</tr>
<tr>
<td>Proactive sales leadership</td>
<td></td>
</tr>
<tr>
<td>Win-rate improvement</td>
<td></td>
</tr>
<tr>
<td>Gross margin adherence</td>
<td></td>
</tr>
<tr>
<td>Talents management</td>
<td></td>
</tr>
<tr>
<td>Brand awareness and image</td>
<td></td>
</tr>
</tbody>
</table>

**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 repositionning**
Expand “early wins” in H2 2011

- First positive topline impacts with more diversified leads, stronger pipeline.

- eXpand framework to support the new strategic initiatives (Canopy, Yunano,...)

- First repositioning of salesforces from Q4’11 to Q2’12

- Sales efficiency changes implemented in 3 GBUs e.g., tooling, coaching, daily performance dialogues

- Branding campaigns in progress in targeted GBUs

- New process and accountabilities for presales

- Investment on Presales in 2012 budget

- New compensation structure more competitive against other tier 1 players

- Updated benchmark pricing and costing tools available to all GBUs
Atos Cloud strategy is founded on 3 pillars

Enable the transformation of our clients to the Private Cloud
- Security
- Enterprise highly demanding Service Level Agreement

Enable the shift to SaaS for leading software vendors
- From mono usage to multi tenant architecture
- Pay per use

Acquire / Host SW assets selectively
- Bluekiwi (as part of the “Zero email™” strategy)

Strong partnerships with co-investment and JVs in selected areas
To unleash the cloud revolution, Atos, EMC and VMware formed a strategic alliance

Advanced cloud Services for the benefit of large and upper midsized enterprises and organizations
What does Canopy offer to the market?

Cloud lifecycle consulting
- Strategy
- Technology consulting (security...)
- Migration and planning

Development and Migration Services
- Architecting, designing
- Development and implementation

Enterprise Application Store
- Inspired by consumer application stores for ease of use
- Applications for business processes adapted to specific markets / verticals
- Open ecosystem for Independent Software Vendors

Cloud-based, Solution Development and Test Platform (PaaS)
- Development, Test and Production environments based on the Cloud Platform
- Open and Enterprise grade SLA

Private Cloud Solution
- End-to-end capability to deploy
- Public Private Cloud orchestration
Update on TOP² and synergies
Reminder of our financial goals

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

<table>
<thead>
<tr>
<th>From</th>
<th>AO 2010</th>
<th>Atos 2011 Pro forma</th>
<th>AtoS 2012 Ambition</th>
<th>AtoS 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>100</td>
<td>100</td>
<td>100</td>
<td>100</td>
</tr>
<tr>
<td>Gross Margin</td>
<td>18%</td>
<td>17,5%</td>
<td>Circa 18%</td>
<td>18-18,5%</td>
</tr>
<tr>
<td>SG&amp;A</td>
<td>11.3%</td>
<td>12,7%</td>
<td>Circa 11,5%</td>
<td>10-11%</td>
</tr>
<tr>
<td>Operating Margin</td>
<td>6.7%</td>
<td>4,8%</td>
<td>6.5%</td>
<td>7-8%</td>
</tr>
</tbody>
</table>

Investors Day
October 6th 2011

Your business technologists. Powering progress
AVA (Activity Value Analysis): Indirect headcount reduction fully identified and Exit plan well online to deliver expected savings

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.
Real Estate: Surface reduction well on track to deliver expected savings

Confident in achieving Atos standards
EUR 40-50 million/year savings through sqm/HC ratio reduction

Source: TOP² program, Atos real estate
2012 objectives, and 2013 targets
2012 Objectives

The Group confirms all its objectives for 2012 as stated in the February 23rd, 2012 release, i.e.:

▶ Revenue
  – The Group expects a slight revenue organic growth compared to proforma for full year 2011.

▶ Operating margin
  – the Group has the objective to improve its operating margin rate to 6.5 per cent of revenue compared to 4.8 per cent proforma 12 months 2011.

▶ Free Cash Flow
  – The Group has the ambition to achieve a free cash flow of around EUR 250 million.

▶ Earnings per share (EPS)
  – The Group ambitions an EPS (adjusted, non diluted) in line with the +50 per cent increase targeted for 2013 compared to 2011 statutory.
Strategy and objectives: Significant value creation potential

2013*

► **Revenue**
  – Between EUR 9 billion and EUR 10 billion

► **Operating margin**
  – Between 7 and 8 per cent

► **EPS**
  – Growth in excess of 50 per cent versus EPS New Company 2011

► **Free cash flow**
  – In the range of EUR 350 million to EUR 400 million

* Same scope as 2011
Dynamics of our strategy

GROUP TRANSFORMATION (TOP)

- Operating Margin Goal achieved + 250 bp, catching up with competitors

TOP2

- Operating Margin 7% to 8%

ROLL OUT OF HTTS

DEVELOPMENT OF IT SPECIALIZED BUSINESSES

Objective: Leader in Specialized services

SIS acquisition

- INNOVATION
- TOPLINE GROWTH
- SUPPORTED BY ACQUISITIONS

Reinforce our leadership
Q&A session
From Questions to Answers
Thank you

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