
annual report 2012

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Profile

Atos SE (Societas Europaea) is an international information technology services company

with annual 2012 revenue of EUR 8.8 billion and 76,400 employees in 47 countries. Serving a global client base, it delivers Hi-Tech Transactional Services, Consulting & Technology Services, Systems Integration and Managed Services. With its deep technology expertise and industry knowledge, it works with clients across the following market sectors: Manufacturing, Retail & Services; Public sector, Healthcare & Transport; Financial Services; Telecoms, Media & Technology; Energy & Utilities.

Atos is focused on business technology that powers progress and helps organizations to create their firm of the future. It is the Worldwide Information Technology Partner for the Olympic and Paralympic Games and is quoted on the NYSE Euronext Paris market. Atos operates under the brands Atos, Atos Consulting & Technology Services, Atos Worldline and Atos Worldgrid.

8.8

**billion euros
revenue**

47

countries

76,400

Business Technologists

60,000

engineers



A+ for the Corporate Responsibility Report

A+ is the highest level of qualification from the Global Reporting Initiative, requiring entire management disclosure on sustainability performance standards and assurance by a third external party.

Interview

Thierry Breton

Chairman and Chief Executive Officer

“In 2012, we continued to create a European competitive company with global reach. We invested to deliver innovation and enhance our partnerships in key areas such as Cloud services, enterprise social networks, e-payments, etc. The Board of Directors expressed its great satisfaction on our overall performance in 2012, which was the first full year of the new Atos SE.

Despite the continued volatility in the global economic environment, we reached all our financial objectives thanks to our strong discipline in execution. Looking ahead, the company remains well-positioned to significantly continue delivering value for our customers and shareholders.”

Thierry Breton,
Chairman and
Chief Executive Officer



6.6%
Operating margin
rate in 2012

259
million euros of free cash
flow in 2012

How did 2012 go for the Atos Group?

Thierry Breton: 2012 was an important year for our Group. We started to reap the benefits of our new position as market leader in Europe, while continuing to develop our know-how and our commitment to serving our clients. The Olympic and Paralympic Games in London epitomized this, showing our technological expertise, our people and our brand in the best possible light.

In 2012, we proved that we are a global company capable of achieving organic growth, profitability (significant increase in operating margin from 4.8 percent pro forma in 2011 to 6.6 percent in 2012) and positive liquidity (free cash flow of EUR 259 million in 2012). For the fourth year running, we have hit our targets in terms of revenue, operating margin and net free cash flow. It is an important achievement as 2013 is another year filled with challenges.

What achievements were you most proud of in 2012?

Thierry Breton: I am proud that our new situation (revenue of EUR 8.844 billion in 2012 with over 76,400 employees, mostly engineers, in nearly 47 countries) enabled us to sign new major contracts in Europe (PostNord, the UK

Department for Work and Pensions, Postbank, Nokia Siemens Networks) or in the US (McGraw-Hill). Our other major achievement involved changing Atos from a public limited company (SA) to a European company (SE), which was a very significant step in the globalization of our Group and has allowed us to take full advantage of our market-leading position in information technology in Europe.

Moreover, in 2012 we continued to develop by reinforcing our partnerships. The creation of Canopy, a joint-venture that cements the alliance between Atos, EMC (world leader in storage technology) and VMware (world leader in virtualization technology), enabled us to roll out joint solutions in 2012, and to finalize major new contracts in the field of Cloud Computing.

Through Canopy, Atos intends to play a world-leading, central supporting role for its clients transitioning to the Cloud. We have also reinforced our relationship with SAP, Microsoft and YonYou through the Yunano joint venture in China, as well as strengthening our alliance with Siemens, our foremost industrial partner. The acquisition of blueKiwi also demonstrates the capacity of the Atos Group to continue to take

the initiative, both commercially and technologically, enabling us to anticipate future developments in our business sectors. blueKiwi is now an essential part of our process to become a company committed – wherever we are present – to ensuring quality working environments for all, in particular through the internal Zero email™ ambition, which is intended to promote the emergence of new sources of cooperation, innovation and performance to benefit our clients.

How would you describe the Atos business model?

Thierry Breton: We rely on our spirit of innovation and the quality of service provided to our clients. Moreover, the big investments we made in 2012 in Cloud Computing, enterprise social networks, electronic payments and Smart Mobility, in particular in the field of high-technology transaction services, are major growth drivers.

This made 2012 a record year for the order book (EUR 15.6 billion by the end of 2012, compared to EUR 14.1 billion for the previous year), which is allowing us to look clearly and confidently to the coming years, since three-quarters of Atos revenue relate to multi-year commitments to our clients.

10 billion
Record order entities
at 10 billion euros

2013
Carve-out of Payment and
Merchant transactional
activities by mid-year

How is the Atos Group materializing its ambition to be a socially responsible company?

Thierry Breton: Being an innovative and socially responsible company is in fact at the very heart of our strategy. Our global Wellbeing@work program has helped to improve the life/work balance of the men and women who work for Atos, in particular by developing homeworking, rolling out "Bring your own device" mobility tools and providing individual online coaching/training solutions. In 2012, Atos was recognized as the best IT company to work for in Poland, and it was right up there in several other countries too (as ranked by Great Place to Work Institute).

Our entry in the European Dow Jones Sustainability Index, as well as another A+ certificate awarded by the Global Reporting Initiative (GRI) demonstrate our ongoing commitment to becoming a role model in the field of corporate responsibility. 2012 will also be remembered for a world first: the provision of a fleet of electric Atos MyCar vehicles for use by Atos employees at our Bezons site. This fleet of intelligent, connected vehicles – which are recharged using photovoltaic energy – will be progressively rolled out to all of our main sites.

What are the priorities for Atos in 2013?

Thierry Breton: 2013 will be the third year of our three-year plan implemented on December 15th 2010, when the acquisition of Siemens IT Solutions & Services was announced.

Our first priority will therefore be to finish implementing this plan by again achieving all of our objectives:

- ▶ Improving our operating margin rate to around 75 percent of revenue,
- ▶ Increasing our free cash flow to above EUR 350 million,
- ▶ Continuing to slightly grow our business,
- ▶ Increasing adjusted earnings per share by 50 percent compared to 2011.

Thanks to the successful integration of Siemens IT Solutions & Services and our permanent investment in innovation, the Group is now ideally placed to become a leading player in both conventional IT services – leveraging our unique information system management infrastructure – and "critical" IT activities, i.e. transaction and high-tech services, essentially payments.

Another of our priorities will therefore be to use this clear positioning to generate synergies and take up new challenges in 2013.

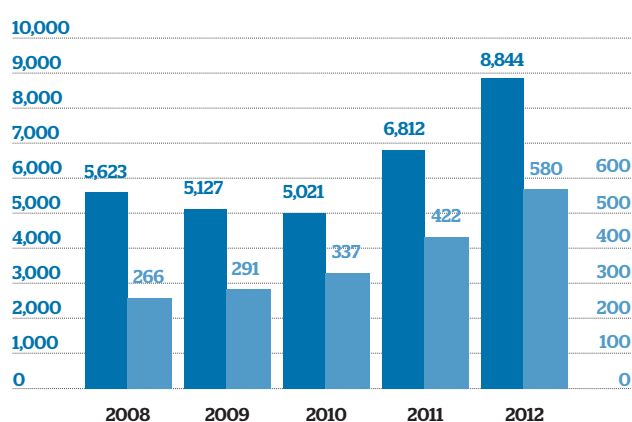
A final word?

Thierry Breton: I am absolutely sure that by continuing to fulfill our commitments, by demonstrating our capacity to perfectly execute our plans for transformation (TOP), business growth (eXpand) and the creation of attractive working environments for all employees (Wellbeing@Work), and by continuing to anticipate the evolution of new technologies in this post-recession world, Atos will be in a position to become one of the world's leading IT companies in the coming years.

On behalf of you, dear shareholders, and of the board of directors that I chair, I would like to thank our 76,400 employees and all those who are helping us to achieve our goals, to develop Atos and to prepare for the future, thereby creating value for the Group as a whole.

A well-balanced model

Revenue and operating margin (in EUR million)

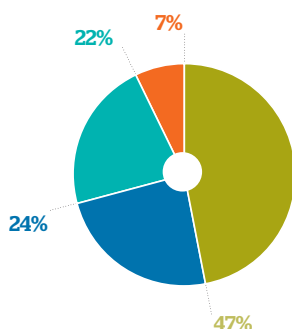


In 2012, which was the first full year of the new Atos SE, the Group continued to create a European competitive company with global reach. We invested to deliver innovation and enhance our partnerships in key

areas such as Cloud services, enterprise social networks, e-payments, etc. Atos reached all its financial objectives in 2012 thanks to strong discipline in execution. Looking ahead, the company remains well-

positioned to significantly continue delivering value for our customers and shareholders.

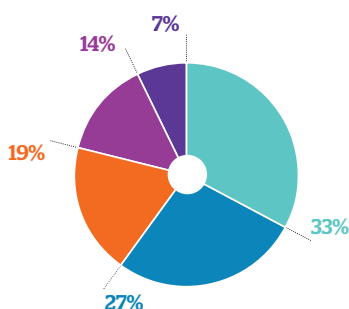
Breakdown by Service Line (in EUR million)



In EUR million	2012	2011*
Managed Services	4,135	4,040
Systems Integration	2,136	2,186
HTTS & Specialized Businesses	1,969	1,917
Consulting & Technology Services	604	635
Total Group	8,844	8,778

* Constant scope and exchange rates

Breakdown by Market (in EUR million)



In EUR million	2012	2011*
Manufacturing, Retail & Services	2,930	2,900
Public sector, Healthcare & Transport	2,348	2,259
Financial Services	1,666	1,705
Telecoms, Media & Technology	1,265	1,281
Energy & Utilities	635	634
Total Group	8,844	8,778

* Constant scope and exchange rates

General management

The role of the General Management is to develop and execute the Group strategy and to ensure value is delivered to clients, shareholders and employees.



Charles Dehelly

Senior Executive Vice President in charge of Global Operations, Responsible for Global Systems Integration, Global Managed Services, TOP Program, Global Purchasing, and Geographic Business Units.



Thierry Breton

Chairman and Chief Executive Officer.



Gilles Grapinet

Senior Executive Vice President in charge of Global Functions, Responsible for Global Support Functions, Global Sales & Markets, Siemens Strategic Partnership, Global Consulting & Technology Services, and Hi-Tech Transactional Services.



Michel-Alain Proch

Executive Vice President
Group Chief Financial Officer.



Jean-Marie Simon

Executive Vice President
Group Human Resources.



Philippe Mareine

Executive Vice President
Group General Secretary.

Corporate Governance

In line with its mode of governance, a session dedicated to corporate governance matters takes place regularly during the Board of Directors' meetings. The Board adheres to the AFEP-MEDEF Code of Corporate Governance for listed companies. The Board of Atos met on December 20th

to perform an annual review of the implementation by the Company of the AFEP-MEDEF Code of Corporate Governance for listed companies which includes recommendations on the conditions of the compensation of senior corporate officers. The Board wanted to ensure that

the implementation of these principles is made with regard to the consolidated version of the AFEP-MEDEF Code. The Board also relied on the specifications published by the AMF ("Autorité des Marchés Financiers" - French stock exchange regulator), notably in a report dated

October 11th 2012. Following the meeting, the Board of Atos considered that the system put in place by the Company on corporate governance is consistent with the AFEP-MEDEF recommendations, and applied for each provision the "comply or explain" principle.

Board of Directors

As at December 31st 2012, the thirteen members of the Board of Directors were:

- ▶ **Thierry Breton**, Chairman of the Board of Directors,
- ▶ **René Abate**, Member of the Board of Directors,
- ▶ **Nicolas Bazire**, Chairman of the Remuneration and Nomination Committee,
- ▶ **Jean-Paul Béchat**, Chairman of the Audit Committee,
- ▶ **Dr. Roland Busch**, Member of the Audit Committee,
- ▶ **Jean Fleming**, Representative for Employee Shareholders,
- ▶ **Bertrand Meunier**, Member of the Remuneration and Nomination Committee,
- ▶ **Colette Neuville**, Censor until AGM (30/05) where she was appointed Member of the Board,
- ▶ **Aminata Niane**, Member of the Audit Committee,
- ▶ **Michel Paris**, Member of the Audit Committee,
- ▶ **Pasquale Pistorio**, Member of the Remuneration and Nomination Committee,
- ▶ **Vernon Sankey**, Member of the Audit Committee,
- ▶ **Lionel Zinsou-Derlin**, Member of the Board of Directors,

The Executive Committee

The Executive Committee is composed of:

- ▶ **Thierry Breton**, Chairman & CEO,
- ▶ **Charles Dehelly**, Senior Executive Vice President,
- ▶ **Gilles Grapinet**, Senior Executive Vice President,
- ▶ **Michel-Alain Proch**, Head of Finance,
- ▶ **Jean-Marie Simon**, Head of Human Resources,
- ▶ **Philippe Mareine**, General Secretary of the Group, Head of Siemens Global Partnership,
- ▶ **Marc Meyer**, Head of Talents & Communications,
- ▶ **Hervé Payan**, Head of Sales & Marketing Support,
- ▶ **Ingo Juraske**, Head of Public Sector, Healthcare & Transport,
- ▶ **Jeremy Hore**, Head of Siemens Account,
- ▶ **Robert Goegele**, Head of Manufacturing, Retail & Services,
- ▶ **Dr. Ljiljana Mitic**, Head of Financial Services,
- ▶ **Francis Delacourt**, Head of Energy & Utilities,
- ▶ **Bruno Fabre**, Head of Telecoms, Media & Technology,
- ▶ **Sven Rehders**, Head of Strategic Sales & Engagements,
- ▶ **Winfried Holz**, Head of Germany,
- ▶ **Ursula Morgenstern**, Head of UK & Ireland,

- ▶ **Laurent Kocher**, Head of France,
- ▶ **Rob Pols**, Head of Benelux,
- ▶ **Hanns-Thomas Kopf**, Head of Central & Eastern Europe,
- ▶ **John Evers**, Head of North America,
- ▶ **Kari Kupila**, Head of North & South West Europe,
- ▶ **Patrick Adiba**, Head of Iberia and Major Events,
- ▶ **Herbert Leung**, Head of Asia Pacific,
- ▶ **Alexandre Gouvêa**, Head of Latin America,
- ▶ **Milind Kamat**, Head of India,
- ▶ **Christophe Duquenne**, Head of Atos Worldline,
- ▶ **Eric Grall**, Head of Managed Services,
- ▶ **Francis Meston**, Head of Systems Integration,
- ▶ **Marc-Henri Desportes**, Head of Hi-Tech Transactional Services & Specialized Businesses,
- ▶ **Arnaud Ruffat**, Head of Consulting and Technology Services,
- ▶ **Olivier Cuny**, Secretary to the Executive Committee.

World-class business technology services

Serving a global client base, Atos drives business progress for its clients to achieve measurable results. With its deep technology expertise and industry knowledge, its business technologists work with clients across four service lines and five principal market sectors.

Service lines

Consulting & Technology Services: Transforming business through innovative Business Technologies

Atos Consulting & Technology Services help clients deliver innovation to their customers, reduce costs and improve effectiveness by leveraging Business Technologies, Business Innovation, Operational Excellence and IT Leadership form the basis for the expertise and innovative solutions applied to each industry sector and individual client challenge. Our objective is to ensure that our clients are empowered to manage the resources provided, maintaining control of their processes and projects as well as the ownership of their assets and systems, including transformation to benefit from Cloud services. All services to our customers are provided in accordance with the Atos Integrated Management System (AIMS), which aims to ensure the successful delivery of our services.

Systems Integration: Delivering seamless business systems

Atos has a strong portfolio of Systems Integration offerings to provide increased added value for clients, as well as a source of better growth and profitability. Our enhanced distributed delivery model has quality, scalability, predictability and flexibility at a low price point, and benefits from a strong nearshore and offshore presence. Atos continues to adapt its existing portfolio to cater for the increasing demand for Cloud solutions. Atos has developed a Global Delivery Platform (GDP) based on industry best practices for the governance, management and delivery of our Program and Project Management services.

Managed Services: Transforming IT infrastructure and business operations

Atos is the undisputed leader in Managed Services. We are one of the few companies that provide all the 'design, build and operate' elements of a complete outsourcing solution. Atos can manage and transform all the IT operations of its clients, including the management of their entire information and data processing systems. Atos has developed several Cloud solutions targeting the Infrastructure-as-a-Service (IaaS) and Platform-as-a-service (PaaS) growing market. Atos delivers these services according to the Atos Service Management Model, a best practice process standard which is based on ITIL v3.

Hi-Tech Transactional Services & Specialized Businesses: Advancing business strategy with state-of-the-art processing solutions

In transactions services, via its subsidiary Atos Worldline, Atos is the European leader in electronic payment services. Atos Worldline specializes in issuing, acquiring, and processing card and non-card payment solutions, as well as in e-Services for Customers, Citizens and Communities. Atos has strong positions as well in Asia, the UK, Latam, and CEE in payment and transaction related services. Atos Worldline has developed a state-of-the-art international operating model for the design, creation and running of global electronic transaction processing products and services.

As well as transaction services, Atos operates three highly Specialized Businesses:

- ▶ Under the name Atos Worldgrid, Atos offers smart energy solutions across production, transport, distribution and retail, to enable energy efficiency and increase sustainability, while improving operational performance;
- ▶ BPO in health and finance in the UK;
- ▶ Civil & National Security, where Atos markets solutions to increase citizen protection.

Markets

Atos delivers an end-to-end service which integrates innovative solutions and best practices from partners, ensuring high value business outcomes for clients now and in the future.



Manufacturing, Retail & Services

Atos helps enterprises optimize their operations and drive actionable agility across their organizations. We combine our expertise in industry-specific production and innovation processes with our skill in manufacturing execution systems and product lifecycle management to deliver sustainable business value to our clients operating in these markets. Supporting clients such as Siemens is bringing significant expertise and helping the development of these markets.



Telecoms, Media & Technology

Digital collaboration and communication are vital for telecommunications and media companies to establish market position in the digital age. Atos can help its clients introduce and master new media management and dynamic monetization to increase their competitiveness and profitability.



Energy & Utilities

With over 30 years' specialist experience, Atos supports energy and utility companies to compete through establishing and sustaining operational excellence to skillfully manage real-time information from the rig and the smart meter to the executive dashboard. Atos deploys around 3,000 energy and utility industry IT experts, including 1,500 working in our Atos Worldgrid unit, a unique player in smart energy.



Financial Services

Atos supports the world's leading financial services companies, enabling innovative customer engagement and clinical operational efficiency. Maximum efficiency of back office processes liberates resources for banking and insurance companies to focus on serving increasingly sophisticated customers, thereby building reputation and loyalty.



Public Sector, Healthcare & Transport

Application modernization, secure Cloud Computing and shared services have become pivotal in a sector in which cultural changes and new streamlined processes are becoming the norm. Atos is an active partner in process and technology to governments, healthcare and transport service providers. In the field of occupational health, the Atos Healthcare subsidiary provides industry-leading medical business process outsourcing.

Front runners in sustainability

Atos aims to be the trusted Business Technologist partner of choice to help our clients become Firms of The Future. Our key ambition is to be recognized as the IT global leader in terms of sustainability, a front runner and best in class versus our competitors.

“ We believe IT
is a key driver for
sustainability. ”

“ All companies
need to progress on
what we call Intelligent
Sustainability. ”

Philippe Mareine
Executive Vice President,
Group General Secretary

Our corporate responsibility strategy

involves embedding sustainability throughout the Atos Group through our corporate values, commitments to deliver operational excellence, social responsibility initiatives and develop a sustainable business. With corporate responsibility running through the veins of our organization, we can ensure that sustainability is integral to all the business proposals that Atos makes to its clients.

We are in continuous dialogue with our employees, clients, partners, suppliers and other stakeholders, sharing our vision for sustainability and reporting on our activities so as to explore with stakeholders how we can cooperate to have a greater impact together.

Further initiatives during 2012 towards transforming our own workplace demonstrate how we use innovation and technology to improve working collaboration and conditions to achieve a good work/life balance for our Business Technologists. Our goal is to decrease by 50 percent our carbon footprint, based on our 2008 baseline. During 2012, our focus for improvements continued in relation to our data centers, and we also launched MyCar, which aims to reduce our travel and transport impacts. We aim to report transparently on both financial and extra-financial activities and in 2012 we introduced a new tool which monitors our performance on selected key performance indicators in the field of sustainability.

Sustainability is a matter of concern

for increasing numbers of our customers and Atos can help them in different ways. For example, we are the only IT Group to offer Carbon neutral hosting services for our clients' IT through our Ambition Zero Carbon program. Based on our own experiences of transforming our organization, we can help companies manage a sustainability program, covering their people, environment and corporate governance. We can also create a work environment which fully takes into consideration sustainability principles through our Smart Campus concept and our full portfolio of sustainability products such as energy monitoring for buildings, desk sharing, and our electric car, MyCar. Working with SAP, we now offer companies better reporting in terms of sustainability (Intelligent Sustainability).



Atos Corporate Responsibility program

The Group has established five high-level commitments to drive its Corporate Responsibility program:

- ▶ **To improve corporate performance** and public reporting in accordance with international best practices and operate in compliance with sustainable sector standards.
- ▶ **To invest in and develop** the wellbeing at work of employees and contribute to local communities. We want several Atos offices to be recognized as great places to work.

▶ **To reduce the global corporate footprint** and establish green policies that will foster operational performance.

▶ **To support clients** on their journey towards environmental excellence, by providing innovative solutions.

▶ **To continuously undertake proactive dialogue** with our main stakeholders to understand and respond to their expectations.

Sustainability highlights in 2012

▶ **Awarded Level A+**, the highest level qualification from the GRI, the international standard for sustainability reporting, for the second time running.

▶ **Entered the Dow Jones Sustainability Index** for Europe.

▶ **Rolled out the Sustainability Performance Management (SuPM)** module of SAP to monitor our performance on selected Key Performance Indicators in the field of sustainability.

▶ **2nd Atos Stakeholder Workshop** where partners and suppliers discussed the company's sustainability program, governance structure and focus areas with Atos management and employees. Taking on board comments from this dialogue, a further Stakeholder Engagement program is being developed for 2013.

▶ **Received our first Great Place to Work** award for Atos Poland.

▶ **Rolled out our Smart Campus** concept to Atos offices, including Pune, India and Essen, Germany.

▶ **Developed partnerships with SAP** (Intelligent Sustainability) and AOS (Smart Campus).

▶ **Ambition Zero Carbon** offering launched to help clients towards more sustainable operations. This includes a Smart Campus solution that looks at designing a sustainable office environment, which reduces energy usage and incorporates facilities for a new way of working.

▶ **Announced a new carbon reduction** objective to reduce our carbon footprint by 50 percent by 2015 (from a 2008 baseline), compared with an initial

objective of 45 percent, as part of our journey to become a Zero Carbon company.

▶ **MyCar program** launched. These electric cars are powered by energy generated by solar panels at Atos headquarters in France and available for employees to visit clients.



One of the electric cars from the MyCar program at Atos headquarters.

A European champion with global reach

Atos has operations in 47 countries worldwide and has a client base of international companies across all sectors. Its ambitious growth plan involves expansion of its global reach into new markets.

Geographical breakdown at December 31st 2012



13 700
France

10 900
U.K. & Ireland
Ireland
United Kingdom

10 200
Germany

5 800
Iberia
Portugal
Spain

7 800
Benelux

Belgium
Luxembourg
Netherlands

2 000
**North & South
West Europe**

Denmark
Finland
Italy
Sweden
Switzerland

6 200
**Central Eastern
Europe**

Austria
Bulgaria
Croatia
Czech Republic
Poland
Romania
Russia
Serbia
Slovakia
Turkey



3 900
Asia-Pacific

Australia
China
Hong Kong
Indonesia
Japan
Malaysia
Philippines
Singapore
Taiwan
Thailand



8 800
**India, Middle
East & Africa**

India
Morocco
Qatar
Saudi Arabia
South Africa
United Arab
Emirates



4 100
North America
Canada
United States of
America

3 000
**Latin
America**

Argentina
Brazil
Chile
Colombia
Mexico

76,400
employees worldwide

25%
working in emerging countries

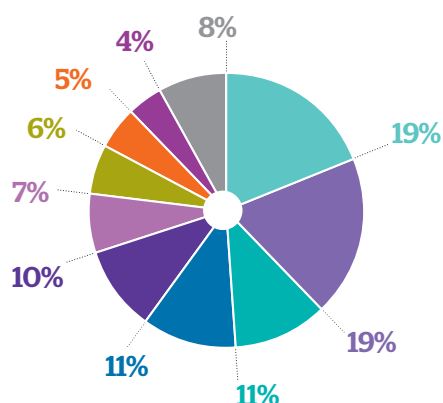


Atos becomes a Societas Europaea (European company)

On May 30th 2012 Atos' shareholders were asked by the Board of Directors to decide on the status transformation of Atos SA, the holding company of Atos Group, from a French "Société Anonyme" to a "Societas Europaea" (European company). Following the acquisition of Siemens IT Solutions and Services in July 2011, Atos has become a European leader in IT services. 85 percent of our turnover and 75 percent of our workforce is now spread equally across the main European countries including; Germany, France, United Kingdom, the Netherlands, Spain, Austria, Scandinavia and Central Europe.

It is for these reasons that the Board of Directors aspired to reinforce Atos' European credentials, towards both its employees and clients - by changing the company status from a French company to a European company. This transformation is fully consistent with our Group's history - Atos is not made up of a collection of national subsidiaries; our aim is to be a united, global company, bound together by common values. The transformation of Atos into a European company is an undeniable vehicle of substantial assets for our company without triggering any structural modification.

Breakdown by Geographic Business Unit (in EUR million)



In EUR million	2012	2011*
Germany	1,690	1,680
United Kingdom & Ireland	1,679	1,562
France	980	999
Benelux	978	1,024
Atos Worldline	927	908
Central & Eastern Europe	568	576
North America	588	540
North & South West Europe	407	414
Iberia	317	315
Other BUs	709	730
Total Group	8,844	8,778

* Constant scope and exchange rates





Business **Setting the pace**

Thanks to the passion and dedication of
our **76,400 Business Technologists**, Atos is a
leader in delivering innovation and business
progress for clients around the world.

Achieving our personal bests for our clients

For Atos, business technology is the new information technology. It brings together people, technology and business to power progress for its customers, enabling Atos to achieve its vision for the future.



Developing Talents at Atos is an integral part of our ambition to power sustainable progress for our clients. A number of our publications focus on this aspect.

Business Technologists

You can always spot a business technologist. They work for Atos, they are passionate about technology, have a personal dedication to innovation, and their know-how and expertise is second to none. Business technology is a game changer. Key ambitions for Atos Business Technologists are to power the business progress of their clients, and to achieve measurable results from this for their clients. They apply their intimate understanding of all key processes and act with complete integrity with both clients and colleagues to deliver on their promises. Atos Business Technologists aspire to deliver top notch innovation that sets new standards in the industry. Their aim is to leave traditional paths and arrive at new ideas, and devise authentic solutions to the specific business challenges of each Atos client. By working with the best partners in the Atos ecosystem to solve individual challenges faced by each client, their ambition is to create innovation and customer value and to help transform Atos clients into the firms of the future. Thanks to our Business Technologists, Atos is recognized as being best-in-class, attracting and retaining the best people.

Talent management

Talents at Atos are top performers who make things happen. They demonstrate the company's core values, excelling in their devotion to finding operational solutions and with

ensuring business growth for Atos' clients. Developing Talents at Atos is an integral part of our ambition to power sustainable progress for our clients. Atos Talent Management is designed to identify and nurture entrepreneurial or expert individuals who are capable of taking on more demanding roles, and keen to drive change. Atos Talents demonstrate strong personal growth potential or strong business critical expertise and have defined their career development objectives.

Both management and expertise skills are key to customers and to Atos' future. Talents are identified through the Performance Management Process, the evaluation process for all Atos employees. Dedicated Talent review meetings, involving management teams throughout the Group are systematically organized. Development is sponsored by senior managers, helping Talents reach their next career steps.

Developing our future leaders

There are numerous ways for Talents to develop their skills and career at Atos. For example, the Atos Juniors Group (JG) is the first stage of development at an international level for early dynamic professionals from all over the Atos universe. Being a member of this Group presents a great learning experience, involving work on special projects and regular meetings with senior management and other colleagues in the JG.



The Atos Juniors Group (JG) is the first stage of development at an international level for eager, dynamic people from all over the Atos universe.

In addition, some members of the Talent Group take part in the GOLD Program. In cooperation with the leading business school, HEC Paris, the GOLD program aims to train the future leaders of the company and create ambassadors for the company's values. It is a unique opportunity to network with other Talents from across the Atos Group from different disciplines and share cross-cultural professional experiences.

Learning on the job continues to be an effective method for talented individuals to develop and expand their skill set, and significant opportunities are offered to Atos Talents for internal mobility.

Talents are also invited to form part of the transformation programs at Atos, such as TOP (Tier One Program), a global strategic program that is deployed across all countries where Atos operates. In addition to their normal responsibilities, people can choose to expand their international networks, gain consulting skills, and enhance their career prospects.

Another example of the importance Atos devotes to its employees is the eXpand program which aims to achieve best in class sales practices by 2013 and create a sustainable and growing revenue. The program focuses on increasing order entries. The ten initiatives for Atos' selling community include revenue performance management and talent management.

“Talents at Atos are high performers who make things happen. They are doers, demonstrating our common management values, with a passion for technology and business growth.”

Marc Meyer

Head of Talents & Communications.

e-Learning for all

Atos understands ambition and that developing its employees is key to the future of the company. The Atos University Academies and the Learning on Demand programs help all our Business Technologists get the best for themselves while working for Atos. The Atos University Academies are invaluable assets. A large number of training programs reinforce critical skills and competencies, which employees can access easily.

These Academies include the Global Sales Academy, which provides a comprehensive portfolio of courses for those involved in the sales process at all levels across the entire Atos Group. The Project Management Academy offers a comprehensive training portfolio in the relevant skills and behaviors required at all levels of Project Management within Atos. There is also a Lean Academy for applying Lean methodologies, and an HR Academy for the Human Resources function.

All Atos employees can register for an e-Learning license, giving unlimited access to IT professional and project management courses and books. In addition, they can also enjoy unlimited access to English learning, including live conversation classes and interactive grammar lessons.



▲ The Wellbeing@work initiative develops new ways of working to create a convivial, motivating workplace.

◀ In January 2012, Atos inaugurated a new campus at Pune in India.

30

Wellbeing@work Council members

41,081

employees participated in the Great Place to Work survey

Wellbeing@work

Atos takes social responsibility extremely seriously and strives to lead by example. We want to become the best place to work, nurturing Talents and encouraging development and training – not just for employees, but also to sustainably improve conditions for the wider community. Launched in 2010, the Atos Wellbeing@work initiative develops new ways of working to create a convivial, motivating workplace and facilitates communication and cooperation worldwide. Two years on, the program has evolved considerably to cover all aspects of the future workplace, from implementing efficiency through management processes, delivering specific tools for remote working, as well as enabling new levels of collaboration and flexible ways of working.

In January 2012, Atos inaugurated a new campus at Pune in India, implementing its Atos Future Workplace Concept that is setting new standards in workplace design, using new technologies to match the expectations of new generations of employees.

The Wellbeing@work Council is made up of 30 Atos worldwide employees who together ensure all the Wellbeing@work initiatives are implemented globally throughout Atos offices. Employees are encouraged to share best practices and ideas to help build a better work environment and new ways of working.

41,081 employees from 24 Atos countries and business units participated in the Great Place to Work survey in 2012, and Atos Poland was recognized as one of the three best places to work in Poland by the Great Place to Work Institute.

Getting the right balance

Wellbeing@work aims to create the right environment for personal development and to attract and nurture Talents. It aims to apply new technologies and ways of working that enable collaboration across borders and business units, building communities, and help to achieve a healthy work/life balance. As part of its Zero email™ ambition, Atos has developed its own social business network, developed by its newly acquired company blueKiwi, to encourage efficient and collaborative working methods. The first community of more than 5,000 Business Technologists were using blueKiwi by the end of 2013, and during 2013 further communities of Atos employees will join the system. In addition, in 2012 Atos launched MyCar, the first Atos electric car fleet powered by solar panels. Produced by the Bolloré Group, these electric Atos branded cars are fully dedicated to its Business Technologists. They are fed by photovoltaic panels, installed at Atos headquarters in the Paris region. This unique concept will support Atos' "Ambition Zero carbon" initiative and will make business travel for Atos employees easier and more convenient.

Focus

Smarter working with Zero email™

For all its strengths, email is considered by many businesses nowadays as a source of immense frustration and a hindrance to direct and open communication.

Employees receive hundreds of emails a day, some of which are important; most of which probably don't concern them. In February 2011, Atos announced its groundbreaking ambition to become a Zero email Company™ within three years. Atos aims to increase productivity by freeing up time normally spent on managing emails. For Atos, working more collaboratively breaks information silos, creates greater transparency, and offers significant financial savings.

In tune with its passion for finding business technology solutions, during 2012, Atos continued to introduce collaborative, social media-based communications inside its own organization. These new tools offer alternatives to email, and make it much less relevant. Open, multi-platform communication is now the norm inside Atos, with blogs, wikis, instant messaging, and other social media tools such as blueKiwi all in common usage as part of the professional environment at Atos.

A global Zero email™ solution

Based on its own experience of implementing the initiative internally, Atos has now developed its unique Zero email™ global offering so that other organizations can effectively control information overflow and introduce greater transparency into

information management. Atos Zero email™ leverages the new tools that Atos has been using to transform the way employees communicate and collaborate. The solution encourages innovation, ensures a more agile enterprise, and speeds up time to market for new services and products. Atos has identified that becoming a Zero email Company™ comprises five building blocks - Awareness, Envision, Experiment, Implement, and Nurture. The global offering involves Atos working in close partnership with its clients, defining their ideal 'to be' environment, and crafting the Social Enterprise Evolution Cycle of change that suits them. Atos received the Frost & Sullivan 2012 Global Visionary Innovation Award for its Zero email™ program in recognition of this initiative.



Spotlight

Effective email behavior

Becoming a Zero email Company™ represents a process of ongoing learning to revolutionize communication and collaboration processes. Here is some advice to help reduce the number of emails exchanged within organizations:

- ▶ **For every action, there is a reaction:** the more emails you send, the more you will receive.
- ▶ **Read every email once** and then deal with it immediately (if it takes less than two minutes), delete it, delegate it, file it, or put it in your calendar to do later.
- ▶ **Mail does not serve all needs:** use the most appropriate tool available for each task.
- ▶ **Cc-ing is like spamming:** unless someone explicitly asks you to copy them, don't use cc.

*Let's rethink
the way we send
emails!*



Olympic Games

Technology to inspire a generation



As Worldwide IT Partner of the International Olympic Committee & the International Paralympic Committee, Atos led the information technology component for the London 2012 Games.

Atos Business Technologists designed, built and operated the core IT systems that ensured the whole world enjoyed a faster, safer and greener Olympic and Paralympic Games. Managing and integrating the contributions of all technology partners and suppliers, Atos ensured that the competition results could be instantly viewed and read by more people than ever before via multiple channels, on multiple devices in real-time. There is no doubt that every Atos individual involved gave their personal bests day-in, day-out to deliver the technology for the London 2012 Games. This was summed up succinctly by Jacques Rogge, President of the International Olympic Committee, who said "Atos is the brains behind IT operations for the Olympic Games, consistently delivering on schedule and within budget. As our long-term partner, I look forward to working with Atos as we look ahead to the Sochi 2014 Winter Olympics and Rio 2016 Summer Olympic Games."

“One of the unsung heroes of the Olympic Games is Atos - their information technology expertise and support is essential to the staging of the Olympic Games.”

Jacques Rogge
President of the International Olympic Committee

“I really appreciated the opportunities and all the support that Atos gives to young people.”

As an Atos intern, I worked as an Assistant Venue IT Manager in the North Greenwich Arena, where the gymnastics and basketball events were held for the London 2012 Olympic and Paralympic Games. My role was to support the Venue IT Manager in delivering the IT in the arena, ensuring that it was operational and that any security issue was quickly resolved.

My internship with Atos began in mid-July 2012, and it ended just after the Paralympic Games. At the time I had just finished my second year of university studies in applied mathematics and computer science in France. For me, it was everything I could have hoped for from an internship. It was a unique and incredible experience.

I learnt an enormous amount of technical know-how in the computer science field, especially in network architecture and security, as I needed to understand how the IT network worked so that I could solve any issues that came up. This was my first international work experience, the first time I had collaborated in a team with people from all over the world and in a multi-partner environment with many different companies represented and all working together. I really miss the atmosphere of working in the Games.

My internship during London 2012 also gave me a great understanding of what Atos does, what makes the company so different and to see how Atos applies its values in action. Clearly, the Olympic and Paralympic Games are a special project, and I have no doubt

that if Atos can set up the IT operations to stage something on the scale of London 2012, they can deliver record-breaking results for any other organization.

In particular, I really appreciated the opportunities and all the support that Atos gives to young people and students like myself. The Atos team at the venue where I worked was very dynamic and there was a great working atmosphere. This seemed to be a characteristic of Atos as a company. I felt like I was part of a family. In an internship sometimes you just watch what other people are doing, but working for Atos I felt like I was part of their Olympic team.



Pierre Berolatti
Assistant Venue IT Manager for the London 2012 Olympic Games



Pavleta Todorova
SAP Practice Manager

“My participation in the Paralympic Games was probably the most significant event in my life in the last ten years!”

I am an SAP Practice Manager in Bulgaria and I was a volunteer at the Paralympic Games in London. My experience was probably the most significant event in my life in the last ten years!

The official slogan of the Games was 'Inspire a generation', and this encapsulates my experiences as a volunteer. It was incredibly inspiring to sense the real change in how people perceive disabled people, to work with other volunteers from all over the world, and to be part of an event that created so much enthusiasm.

I applied to become an Atos volunteer through Atos' internal procedure and I was assigned to the International Paralympic Committee (IPC) Media and Communication team,

which was responsible for the Paralympic TV channel including uploading videos of the Paralympic sporting events onto YouTube - there were more than 3 million visits to view the uploads. As you would expect, there was a large team of Atos Business Technologists at the Paralympic Games. I was working next to the guys from Atos Spain, who were in charge of the SmartPlayer project for the IPC website, enabling viewers to watch the competition live and see real-time results and games statistics in one view.

Through participating as a volunteer at this event, I saw how critical and innovative the Atos software and overall IT systems were for broadcasting the Games and the results. It was also very impressive to see the entire Atos team working

to ensure excellence at every stage. Alongside two Atos volunteers from Hong Kong, we were fully committed to our work and feeling responsible and accountable for everything we did. I think this is typical of Atos Business Technologists - we always try to give our personal bests for the projects we work on.

During my time working at the London 2012 Games, Atos encouraged me to prepare a daily blog. Take a look at www.enspirit.me.

Building the Firms of the future

The technology and business landscape is changing at an unprecedented speed. Atos is committed to continuous R&D and innovation so that our customers can gain competitive advantage from leading-edge solutions that create business value.

100

**talented scientific experts in the
Atos Scientific Community**

2016

**Ascent Journey offers a vision
of technologies that will shape
business through 2016**

As one of the world's leading IT services companies, we take our responsibility seriously to think one step ahead and anticipate upcoming business and technology challenges for our clients so they are able to stay ahead of market developments, whatever the sector they operate in and wherever they are located. Atos' vision is to deploy our passion for technology and the personal dedication of our Business Technologists to accelerate the business progress of our clients. At Atos, we utilize innovation as a core means to creating business value. In addition, thanks to our network of world-class partnerships, we can select the best partners from this extensive ecosystem to achieve exceptional value when addressing each specific client challenge.

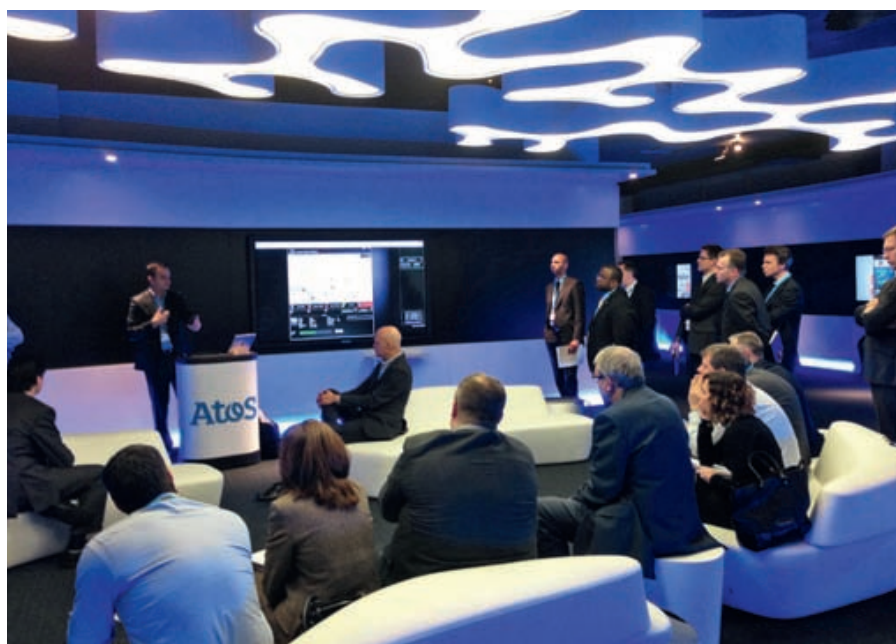
Business Technology & Innovation Center

Atos created a new paradigm in customer management in 2012 when it launched its Business Technology & Innovation Center (BTIC). Located at the Atos Campus in Bezons and inaugurated in September 2012 by Atos Chairman and CEO Thierry Breton, the BTIC is a customer experience platform aimed at promoting Atos' global portfolio of solutions and its global key offerings. Atos clients and prospects now have the opportunity to visit the Atos Campus and discover the solutions that Atos can provide by participating in innovation workshops, demonstrations and Proof of Concepts explained by Business Technologists and by experts from the Atos Scientific Community.

Leadership in innovation

Drawn from all geographies where Atos operates, and created by our Chairman Thierry Breton in 2009, the Atos Scientific Community is composed of 100 talented scientific experts from within the organization. They are creators of change, making sure that whenever clients choose Atos, they always achieve the best solution available.

The members of the Scientific Community represent a wide mix of skills and backgrounds, and play a key role in enhancing Atos' reputation as a world leader in innovation and thought leadership in the IT Services industry. In 2010, Atos published Ascent Journey 2014 – Simplicity with Control. This presented a four-year view of 10 key challenges identified for the IT industry and the organizations it serves, and was enhanced by a series of White Papers. We have already seen the vision of Ascent Journey 2014 gaining traction in numerous domains in Atos such as Connected Cars for Smart Mobility, Canopy for Cloud, Zero email™, and blueKiwi for Social Enterprise Networking. The vision has been updated in a new publication – Ascent Journey 2016 – Enterprise without Boundaries. This addresses the change of pace observed over the last three years and presents a new set of major trends and challenges, building upon the original Ascent Journey 2014 thesis and supported by a further seven White Papers. Ascent Journey 2016 is enriched by new challenges which have now emerged in reshaping both society and business alike. Mobility, social networks and access to data



▲ Atos has continued to provide key publications through Ascent.

◀ Members of the Atos Scientific community in the Business Technology & Innovation Center.

everywhere have logically paved the way for the delivery of applications and data in the Cloud, thereby realizing the simplicity of use envisaged in Ascent Journey 2014 and enabling users to keep control of their personal and business lives.

By making this vision available to our clients and by investing in areas related to the findings, we intend to help our clients make informed decisions regarding the future of their Business Technology solutions.

Market-specific technologies for the future

Another key publication produced by Atos during 2012 was Ascent Look Out 2012+, which analyzes emerging trends in five market sectors to develop a picture of market needs and technologies that will be driving innovation in the years ahead. Bringing together the insights of contributors from various geographies, business lines and industries across Atos, including the Atos Scientific Community, the report presents clear and independent market-sector information to help clients make key strategic decisions about their businesses and anticipate new challenges created by the emergence of new technologies now and in the future. This was the first year that Atos produced market-focused editions for clients, examining trends in each of the following sectors: Manufacturing & Retail, the Public Sector, Healthcare & Transport; Financial Services; Telecoms, Media & Technology and Energy & Utilities.

► **The Atos Business Technology & Innovation Center** has been designed to showcase these proofs of concept to customers.

The Atos expert and Scientific Community also provided a unique thought leadership study of the emerging technology trends that are driving innovation in sport. Based on contributions from the President of the International Olympic Committee, Jacques Rogge; London 2012 Chairman, Sebastian Coe; CEO, IPC Xavier Gonzalez; President and CEO of Sochi 2014, Dmitry Chernyshenko; Head of Platform Partnerships at Facebook, Christian Hernandez, as well as guest editor, the sport and business author, Simon Kuper, *Ascent at London 2012: a vision for sport and technology* predicts the future for sport and technology in 2020.

The Atos ecosystem

Atos does not need to do everything itself. It can create innovation and customer value by orchestrating its world-class ecosystem of leading partners and working with them to develop specific solutions for each client challenge. In 2012, Atos signed a global Value-Added Reseller (VAR) Agreement with one its most important partners, SAP. As a result, Atos is now authorized to resell SAP products, services and support through a single global framework. As a global VAR of SAP, Atos becomes a one-stop provider of SAP® solutions, underlining its commitment to support businesses in their drive for innovation and agility. As one of only three SAP partners participating in the global VAR program, Atos can help its customers to tap into the power of SAP® solutions through one supplier in one step. In the area of telecoms,



On June 6th 2012, the Multilens team was awarded the gold medal during the Atos IT Challenge ceremony, hosted during the recent Scientific Community Meeting in Bezons. Snackium (University from Mannheim, Germany) and Housefix (University of Warwick, UK) were also in the running. Students representatives from all three teams posed for a photo in Bezons to mark the occasion.

Atos formed an important partnership in 2012 with leading information and communications technology provider Huawei.

The partnership will offer Huawei access to IT and outsourcing services while Atos can further enhance its portfolio with state-of-the-art technology. The companies have joined forces to offer solutions and services for telecoms operators that need to enhance or replace their legacy IT landscape or want to invest in a platform for their wholesale business.

The IT Challenge

At Atos, business technology represents the overlap of human insight, technology and business potential. It is shaping the face of the future of business and Atos encourages and supports innovation across the company and beyond.

The Atos IT Challenge promotes innovation in an open environment amongst best-in-class universities and students and supports young Talents in taking their ideas forward. The theme for the 2012 IT Challenge was Smart Mobility. The team from Fontys Hogeschool Eindhoven in the Netherlands beat more than 70 other teams to take the winning prize for their MultiLens app that enables sports or music fans to choose what they want to see when watching a big match or concert. At the end of 2012, Atos launched its 2013 annual IT Challenge in partnership

with Renault with the Connected Car as its theme. Students from universities in Austria, China, France, Germany, India, the Netherlands, Spain, the UK and the US have been invited to work in teams of two to five to create an application that offers drivers and passengers' wellbeing on the move. The judges will be looking for an app that offers something useful and unique to those on the move while seeking to improve the wellbeing of drivers and passengers. They will also pay close attention to the design which should ensure it is easy to use while in the car.

Hi-Tech innovation tailored to industry sectors

In its core expertise of Hi-Tech Transactional Services, Atos Worldline continued to lead the field in innovation and R&D throughout 2012. The launch of its first and best-in-class contactless portable terminal, YOXIMO, places Atos Worldline ahead of customer demands in terms of mobility, speed, security and contactless payments.

Atos Worldline also enhanced its media offering, Smart TV Solutions, by enabling interactive advertising on connected TV. This solution creates a direct relationship between advertisers and TV audiences and is being trialed by the M6 Group in France. It is a new interactive advertising format which allows advertisers to benefit from a new acquisition channel, while providing a richer televisual experience.

Smart energy

Atos Worldgrid is a leader in smart energy, delivering sophisticated integration projects and real time Smart Energy solutions to energy and utilities companies across the power, water, oil & gas value chains. The international subsidiary of Atos has over 1,600 engineers and operates in more than 15 countries. Every year Atos Worldgrid invests in R&D for leading edge solutions which include ADACS, a fully digital control command system for nuclear power plants, and the world's first completely interoperable and Smart Grid-ready Smart Metering system. It also cooperates with many partners in EU R&D projects, such as OpenNode, for the design of the Smart Grid Node for future secondary substations. Atos Worldgrid is the only IT company in Medgrid, designing the HVDC Supergrid for Euro-Mediterranean countries. In 2012, Atos Worldgrid joined forces with Siemens in the areas of generation planning and energy trading. They will jointly invest in developing an integrated solution to optimize power generation and reduce cost and risk. This integrated software solution is designed to significantly boost the profitability of power generation and trading, at a time when the increased use of renewable energy is creating additional challenges for power supply companies and energy traders.

Focus

Innovation in payment services



Atos Worldline brings together Atos core expertise in Hi-Tech Transactional Services with 40 years of innovation and recognized know-how in the payment industry. In 2012, the company released a series of innovation payment solutions for the financial services market.

Atos Worldline's first contactless portable terminal, YOXIMO, sets a new European standard in portable contactless payment terminals. YOXIMO provides the only assured PIN protection available on the market in a portable device. Its unique PIN protection underlines the importance Atos Worldline places on security in its payment devices. The large color display has an integrated NFC (Near Field Communication) reader, exceptional in the market of portable terminals.



YOXIMO is a portable, contactless payment terminal which provides the only assured PIN protection available on the market.

In September 2012, Atos Worldline also launched a ready-to-go, Visa and MasterCard compliant NFC mobile payment application for card issuers worldwide. The end-user is able to pay at a fast-growing number of contactless payment locations, simply by swiping their mobile phone against the payment terminal, and keying the PIN code directly into the phone.

New technology that revolutionizes the way digital services and payments are handled was showcased by Atos Worldline for the first time in Europe in 2012. Using the eGo™ solution, no cards, cheques or cash is needed – just a touch that provides secure user authentication, making payments easy for a variety of end users. Consisting of embedded software fitted inside a wearable object such as a belt or watch, the ultra-secure eGo™ can store the user's credentials and access rights for a wide range of services such as starting a car, providing health information or managing a transaction via one touch.



Spotlight

The unique Cross Channel Payment solution

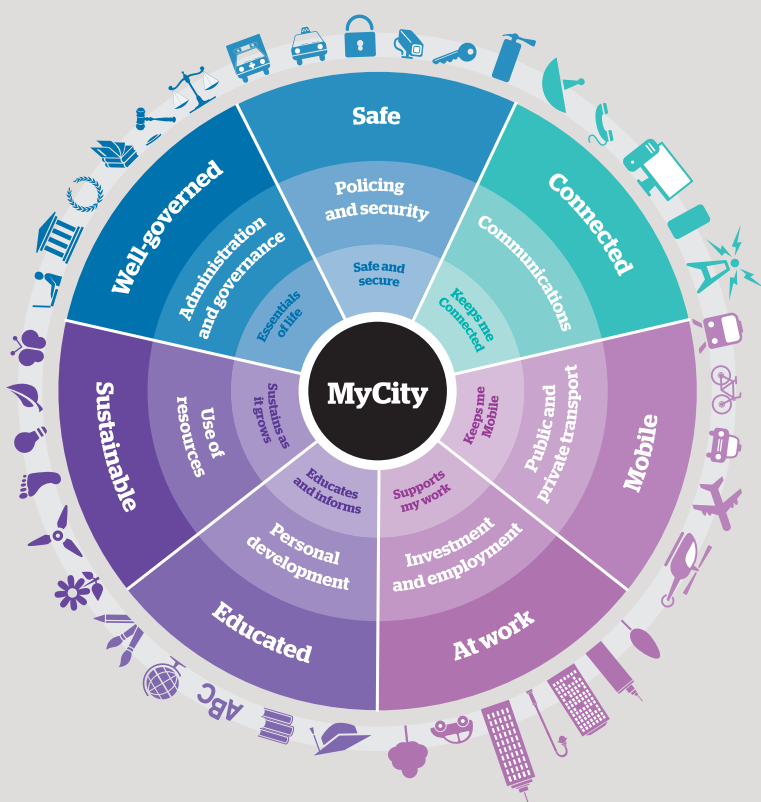
Atos Worldline's passion for innovative business technology solutions in the financial services market was recognized when it was awarded the 2012 Innovative Payments Trophy at the PayForum trade fair in Paris, France in March 2012.

The Cross Channel Payment solution researched and developed by Atos Worldline provides a single mobile payment experience, regardless of the initial payment channel – web, mobile, connected TV, IVS or call center. Payment interfaces and interactions can vary depending on the original transaction channel. Cross Channel Payment allows users to transform their smartphones into Personal Payment Terminals. The innovative Atos Worldline concept effectively interrupts the channel while ensuring an unbroken user experience.

The solution is available to banks, merchants and payment service providers who are seeking to innovate and streamline their customer experiences.

Focus

Leading Smart Mobility solutions



Mobility now features in most of our clients' business thinking and their technology requirement. As a leading provider of Smart Mobility solutions, we enable our clients to turn context into direct and sustainable business advantage.

The London 2012 Olympic & Paralympic Games proved to be fertile terrain for Atos Business Technologists to empower the Olympic and Paralympic family with rich, real-time content available on an anytime, anywhere, any device basis, with the requisite IT security in place.

As Worldwide IT Partner of the London 2012 Olympic & Paralympic Games, Atos was able to ensure flawless and secure delivery of services over the Games' vast network to a equally vast array of mobile devices during the games, from many different sources.

London 2012 also proved to be an ideal environment for Atos to demonstrate the tangible business benefits of its 'Bring-Your-Own-Device' approach. Atos works with companies and organizations to encompass the cultural, technological, legal and financial aspects of implementing a User Owned Device solution.

Away from London, Atos also announced the first deployment of its MyCity solution with Barcelona City Council. MyCity consists of several mobile applications, such as geo-located public transport finders, that have been developed by Atos with a concrete roadmap to add new applications. As well as developing these applications, Atos also hosts them on its servers, hence avoiding deployment costs, and offers a pay-per-use model.

Spotlight

Future Workplace: Smart Campus

In order to offer its customers an innovative end-to-end offering to create the Future Workplace, Atos formed a global partnership in 2012 with AOS Studley, a real estate consulting company.

The joint offering, Smart Campus, will handle the complete workplace transformation program of a company, from real estate strategy to the development of a new working environment supported by high level technology. This pioneering solution combines the expertise of Atos in business technology services and AOS Studley's knowledge of real estate and the work environment.

The Future Workplace concept devises new ways of working and deploys innovative business technologies to match the social expectations of new generations of employees. The concept incorporates implementing designs for working space, re-engineering management processes, delivering specific tools for users and enabling new levels of collaboration and flexible working thanks to innovative solutions from Atos (Zero email™, Cloud Computing and Zero Carbon Hosting).



Expanding our portfolio of solutions

Businesses and organizations from all sectors turn to Atos to help them leverage the latest innovations in business technology. Capitalizing on emerging trends such as Cloud Computing and social collaboration, Atos applies its portfolio of state-of-the-art solutions to support its clients to increase the agility of their business operations.

► **Atos delivers a full-spectrum Cloud strategy** and was instrumental in 2012 in establishing Cloud architectures in the public arena.

Canopy: Cloud solutions and services

Cloud Computing is radically changing the world of IT. It caters for the needs of companies and governments who are facing massive pressures on IT costs, and at the same time growing user expectations for agility, user-friendliness, and innovation.

Atos delivers a full-spectrum Cloud strategy and was instrumental in 2012 in establishing Cloud architectures in the public arena.

In particular, Atos enhanced its Cloud offering with the creation of Canopy, a one-stop shop for Cloud services, positioning Atos as a strategic player in the fast-developing global marketplace for Cloud services.

Canopy provides a wide range of Cloud solutions and services designed to speed the delivery and help customers quickly take advantage of the benefits of Cloud Computing. Based on best-of-breed technology from global Cloud Computing industry leaders EMC and VMware, the new offerings from Canopy will include an open Cloud platform that enables customers to easily and flexibly choose, access and deploy Cloud-based services for their enterprise IT needs. It will bring significant value to clients by enabling them to easily, securely and cost effectively move to the Cloud.

World-class partnerships to enlarge Cloud services

In 2012, Atos formed a number of partnerships and alliances designed to accelerate the uptake of advanced Cloud services

and unlock the potential of Cloud Computing for companies and governments. In February, Atos, EMC Corporation and VMware formed an alliance for open Cloud Computing.

2012 also saw Atos become a founder member of a consortium of leading IT providers that established a partnership with three of Europe's biggest research centers (CERN, EMBL and ESA) to launch a European Cloud Computing platform. 'Helix Nebula - the Science Cloud' will support the massive IT requirements of European scientists, and become available to governmental organizations and industry after an initial pilot phase. Outside Europe, Atos and Yonyou (formerly UFIDA), the Chinese leader in management software solutions and Cloud services in Asia Pacific, formed a new strategic partnership using their complementary strengths and expertise to address the growing Cloud market in Asia Pacific.

Reflecting its strength in the Cloud Computing market, in 2012 Atos also signed a range of new contracts for the delivery of Cloud Computing services. Atos signed an agreement with Systagenix, a healthcare manufacturer, to implement the SAP HANA® platform and the SAP® BusinessObjects™ BI OnDemand solution in the Cloud. Atos is one of the first global resellers to offer these innovative SAP solutions that combine Cloud, mobility and in-memory technology. With Microsoft, Atos has signed agreement to market Cloud solutions and has been awarded the first Cloud



30%

more competition data processed than ever before for media and news agencies worldwide

70,000

Games participants to be accredited by Glasgow 2014

3,500

athletes aged 15-18 will compete in the 28 official Olympic summer sports for the Nanjing 2014 Summer Youth Olympics

workplaces contract in France operating Microsoft solution in a Cloud mode operated by Atos. In addition, Atos was awarded a five-year contract to implement its Secure Cloud service for The Insolvency Service, an agency of the UK Government's Department of Business Innovation and Skills.

Sporting wins

In 2012, Atos continued to add to its portfolio of contract wins in the sporting arena, building on the ten years of outstanding service it has provided as Worldwide IT Partner for the Olympic and Paralympic Games. The year was marked above all by the successful completion of the London 2012 Olympic & Paralympic Games and by the immediate start of preparations for the Rio 2016 Olympic Games. Atos is already focused on the flawless delivery of the IT solution for the Sochi 2014 Winter Olympics.

In London, Atos successfully delivered the core systems that enabled more than 10.7 million ticket holders and billions of people around the world to witness the 2012 London Olympic Games. Atos Business Technologists were key to the success of the Games.

They successfully designed, built and operated the IT system so that the competition results could be viewed and read by more people than ever before. London 2012 was the largest and most sophisticated sports IT project of all time, with the Major Events team setting a range of new benchmarks for future Games. In addition, Atos signed the IT contract

with the Nanjing Youth Olympic Games Organizing Committee (NYOGOC) to design, build and operate the IT infrastructure and systems for the 2014 Summer Youth Olympic Games in Nanjing, China's Jiangsu province.

Away from the Olympic family, in 2012 Atos also became an Official Supporter of the Glasgow 2014 Commonwealth Games. Atos Business Technologists will be delivering critical applications and services essential to the successful staging of the Glasgow 2014 Commonwealth Games, including a range of Games Management Systems and Games Information Systems.

Atos will provide the accreditation systems that will be used by Glasgow 2014 to accredit up to 70,000 Games participants including athletes, officials, workforce, volunteers, media and sponsors. It will also be providing the volunteer systems to facilitate the recruitment and management of volunteers and will manage a Games Information System for accredited media, sports officials and the Glasgow 2014 website.

Operational excellence in SAP solutions.

In January 2012, Atos launched a range of new Testing & Acceptance Management (TAM) services for SAP® solutions. This innovation was the result of an extensive R&D program. Atos anticipated market demand for a solution that is easy to integrate and can save up to 40 percent of the time required during the

testing phase as well as reducing engineering costs. Available worldwide for all market sectors and clients in all industries, this new offering provides clients running SAP solutions with a flexible and cost-efficient way to manage all their testing and acceptance requirements. TAM services for SAP solutions cover the full range of application lifecycle management, including the roll-out phase.

Flexible, cost-efficient and fast, TAM services for SAP solutions are helping clients evolve and modify their business processes dynamically to meet their strategic needs.

Focus

blueKiwi ZEN

Atos made strategic strides during 2012 to enter the emerging Social IT market. In April 2012, Atos acquired blueKiwi, Europe's largest SaaS (software as a service) provider of enterprise social software. blueKiwi ZEN helps companies worldwide increase their business performance through social collaboration.

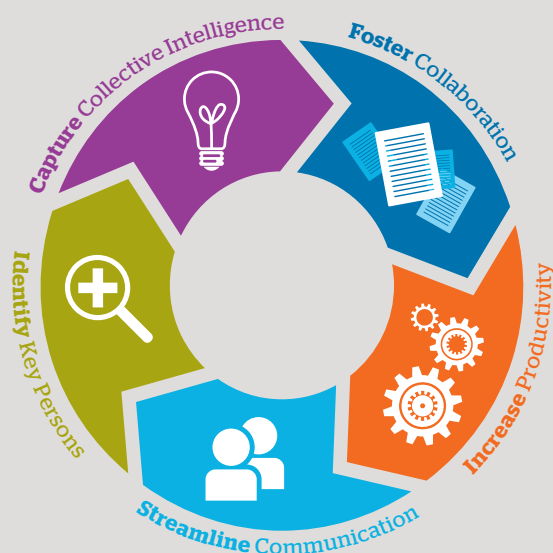
blueKiwi's focus on enterprise social networks, combined with Atos' broader product and service portfolio, creates a powerful combination that enables Atos to offer further value to customers through a unique blend of consultancy, innovation, and implementation.

blueKiwi social networking software enables organizations to improve productivity and grow innovation through open and collaborative sharing, whether it is internally amongst employees or members, or externally,

for example, to customers, partners, or student communities. Communities of Atos Business Technologists are now using blueKiwi as an effective way to collaborate and at the same time reduce email overload.

The acquisition was followed up by Atos in November 2012 when it released blueKiwi ZEN, the most advanced, feature-packed version of this software. ZEN draws on blueKiwi's outstanding social networking know-how as well as Atos' world-class position in workplace management and Cloud and Zero email™ initiatives to offer Atos' most complete, high

performance, and secure enterprise social software solution on the market. With this release, social capabilities can be seamlessly integrated into the existing IT infrastructure, application landscape, enterprise portals and business applications. blueKiwi ZEN provides organizations of all sizes with superior communication, collaboration and information processing capabilities by delivering a higher level of simplicity, functionality, and performance.



blueKiwi social networking software enables organizations to improve productivity and grow innovation through open and collaborative sharing.







Chronicles **A Year of Growth**

In 2012, Atos consolidated its leading position in the global marketplace. Major enterprises and organizations from around the world entrusted Atos with the strategic design, management and operation of their business technology services to optimize their business-critical activities.



Inspiring technology for the **Paralympic Movement**

“Without the service Atos provides there would be no Paralympic Games. Our long standing relationships with them goes from strength to strength and thanks to their involvement with our new website we see awareness of the Paralympic Movement growing by the day.”

Sir Philip Craven
President, International
Paralympic Committee

The London 2012 Paralympic Games were record breaking on many levels with more athletes and countries taking part than any other Games. The profile of the Games grew to new levels with many athletes becoming household names. In terms of tickets sold and TV viewers the Paralympic Games is now the world's third biggest sporting event behind the Olympic Games and FIFA World Cup. Atos, Worldwide IT Partner of the International Paralympic Committee (IPC) until 2016, is responsible for leading the consortium of technology partners to design, build and operate the massive, mission-critical IT infrastructure and solutions that

support the Paralympic Games. For London 2012, Atos also introduced a new Sports Media Application in Real Time (SMART) Player, the first of its kind, and revolutionized online streaming for the IPC website. It integrated live footage, results and social media in a single unified and synchronized view. Atos is further contributing to the Paralympic movement by designing and building the site www.paralympic.org that aims to be the world's leading source of information about the Paralympic Movement, its athletes and sports. It was launched in February 2012 and saw visitor numbers increase by 489 per cent on 2011. ■

A portrait of Kjell Oppermann, a middle-aged man with a shaved head and blue eyes, wearing a dark suit, light blue shirt, and a purple and grey striped tie. He is looking slightly to the right of the camera with a neutral expression. In the background, a framed abstract painting with blue and red tones is visible on a light-colored wall.

Costs savings for **Siemens SAM** program

“ Atos displayed a careful understanding of our ambitious project to implement SAM@ Siemens, the global software asset management solution across Siemens globally and, through its expert technical contributions, the program has led to cost savings and has been embraced by our employees.”

Kjell Oppermann
Head of Software Asset Management, CIT Procurement & Contract Execution, Siemens

Atos has established an IT infrastructure through which its client, Siemens, can implement a globally centralized software asset management (SAM) program. Besides assurance of license compliance, the main objective of SAM is license pooling, so that if specific software products are no longer needed by some employees, they can be used to meet the needs of others. Atos has played a key role in providing technological support for the project which was developed over two years. This involved mapping the complex organizational structure of Siemens and its affiliated companies, connecting the global technology infrastructure and establishing an efficient IT infrastructure as well

as SAM application for license management across the Group. Since SAM came into regular operation, there has been enhanced transparency, legal security and compliance. Clear benefits from the project became effective in 2012, such as the optimization of the use of software across Siemens, costs savings due to license pooling, increased standardization and the reuse of software licences. Atos has rolled out a central service for license managers in all Siemens units and is providing training and support for these managers. As well as cost savings, a SAM community has now emerged within Siemens which works to constantly refine software asset management. ■



Atos and the BBC deliver gold for the Olympics

“As the host nation broadcaster for the London 2012 Olympic Games, 2012 was a fantastic year for the BBC. With over 2,500 hours of coverage and up to 24 live streams of content, 51.9 million viewers in the UK saw at least 15 minutes of the BBC’s broadcasts of the Games. Atos worked closely with the BBC to deliver a great service, and helped ensure that audiences would ‘never miss a moment’ of the Games.”

John Linwood
Chief Technology Officer, BBC

Atos supported the BBC in delivering record breaking coverage of the London 2012 Olympic Games. For the first time, the BBC covered all Olympic events and over 17 days broadcast more than 2,500 hours of Olympic competition to a UK audience of 50 million – the largest ever for a single event. The technology provided by Atos allowed this to happen including innovative solutions such as the Commentator Information System which sent real-time results and data from all 26 Olympic sports to worldwide broadcasters. Alongside the BBC’s traditional linear broadcast channels Atos also supported the delivery

of 24 channels via the internet and programmes to other devices allowing viewers to watch what they wanted when they wanted on their computer, mobile, tablet and internet-connected TVs. Atos was also closely involved in specifying, designing, implementing and operating the BBC technology at the Olympic International Broadcasting Centre, where we provided project management to build the connectivity infrastructure, install the control rooms and provide business continuity. ■



Delivering a new business model for **PostNord**

“By partnering with Atos we aim to reduce costs by simplifying IT support and providing a solid platform for future developments.”

Joss Delissen
Chief information Officer,
PostNord

PostNord, the leading Nordic communication and logistic Group, selected Atos in September 2012, as its IT Partner to deliver outsourcing services to support it in implementing a strong service model to expand its market share and reduce costs. Due to its strong credentials in outsourcing, Atos was awarded a seven-year IT outsourcing contract by PostNord to implement an innovative business model to deliver its application infrastructure and workplace services.

By consolidating and modernizing the existing infrastructure, Atos will improve services for more

than 15,000 end users located at offices and retail outlets across the highly competitive Nordic market. These improvements will deliver substantial savings over seven years and involve close to 100 staff from PostNord being transferred to Atos offices in Denmark. ■



Atos Worldline delivers end-to-end managed services for **DGEFP** in France

“Ten years after the first contact, Atos Worldline has retained its strong innovation dynamic that is necessary for major projects of this nature.”

Laurent Durain

Deputy Head of the IT and information system Mission (MISI), DGEFP

In 2012, the DGEFP, the French Government department for training and employment,

awarded Atos Worldline with the sole contract to design, build and run its Parcours information system which monitors vulnerable young people. As well as operating the system, Atos Worldline is responsible for providing complete end-to-end managed services for the system, allowing the DGEFP to focus on enhancing customer service and the user experience.

“Our experience is that Atos Worldline runs efficient teams who work well together. We have already been

able to benefit from the capacity of Atos Worldline to innovate to ensure the success of the project,” adds Laurent Durain. ■



Atos Worldgrid supports EDF nuclear system renovation

“Atos has been a partner to EDF for nearly 30 years, supporting us in addressing our industrial challenges and this relationship will continue for at least several years. Demonstrating its technical compliance and world-class expertise for this project, Atos presented a highly competitive offering which led EDF to reinforce its confidence into Atos Worldgrid through this ambitious project.”

Yves Manelli
Head of the Instrumentation and Control Engineering Department,
EDF Nuclear Fleet.

Atos Worldgrid has been selected by French electricity EDF to renovate the monitoring system and industrial network of the 1300 MW power plants in EDF's French nuclear network. EDF has decided to modernize its control systems for all the 1300 MW units (a total of 20 units at eight sites) that it operates in France, many of which are heading for their third ten-year inspections. The project aims to extend the operating life of the nuclear power plants to 60 years and Atos Worldgrid will be responsible for the functional specifications, design, implementation, verification and

validation of the generic solution that will be replicated on all of these units, and its maintenance until 2025. Atos Worldgrid has worked with EDF for more than 30 years and implemented the control systems and process control for the entire French nuclear fleet in operation : 34 units of 900 MW, 20 units of 1300 MW and 4 units of 1450 MW. ■



Applications Management services for **du Telecom's** Business Support Systems

“As a ‘quad play’ telco in a highly competitive market, a key differentiator for us is providing a superior customer user experience, with the support of our several strategic partners. Atos is a well-recognized name and we opted for their Applications Management services for Business Support Systems. We look forward to developing a long and mutually successful strategic relationship with Atos.”

Ahmed Hassan
Executive Vice President, Information Technology, du Telecom

du Telecom opened for business in 2006. Based in the United Arab Emirates, they offer mobile and fixed telephony,

broadband connectivity and IPTV services to individuals, homes and businesses. They also provide carrier services for businesses and satellite up/downlink services for TV broadcasters. Above all du offer value, while they continue to deploy state-of-the art technology to keep enhancing our services. By the end of 2012, more than 5.96 million people and over 50,000 businesses have chosen to use their services. In a survey conducted by ARC Chart,

du Telecom were named the Best Mobile Broadband Network 2012 in the Middle East and Africa region. As a rapidly-growing enterprise du Telecom has over 2,000 staff working to enhance and expand our bouquet of service offerings. Their people come from over 60 countries - which mirror the rich cultural diversity of the nation, while being able to serve their customers in a variety of languages. ■



Embedded and secured services for Renault

“ We are more and more mobile, connected and demanding, including in our cars. With R-Link, Renault aims to offer its clients and at the best price the most innovative, personalized and interactive services while operating into an eco-system of partners.”

Sylvain Charbonnier
Director, Renault
International Services

Renault has chosen Atos to design and manage its new generation of embedded services. More than 50 are already available to drivers via the R-Link tablet, including secure purchase, a world first. Though its centers of expertise, Atos Worldline implements the R-Link Cloud services platform, which is an embedded wireless connectivity system which will equip all future Renault cars. R-Link is a multimedia integrated system designed especially for automobile manufacturing. It offers a touch-screen interface and an application store open to external partners providing constantly updated information.

Atos and Renault are recognized on the market as key players in the fields of mobility and connected car. Gartner positions Atos as the European leader for supplying mobility services worldwide, (Gartner, Competitive Landscape: Enterprise Mobility C&SI Services, Major Providers, Worldwide, March, 2012) and the study SBD Connected Car Guide, March 2012 ranks Renault's connected cars in the top 3 European offers. ■



Dutch ministry outsources its operating management system to Atos

“Without a good ERP-based operational management, the Ministry simply couldn’t function. Our contract with Atos will ensure that we get high quality of service for our operational management system, whilst at the same time making some considerable cost savings.”

Jan Lintsen
General Manager of Finance,
Management and Control
Ministry of Infrastructure and the
Environment, the Netherlands.

Atos is a major provider of outsourced IT services to the public sector in many European countries, including the Benelux region. In 2012, the Ministry of Infrastructure and the Environment of the Netherlands awarded Atos a five-year contract to manage and maintain its operational management system. With its experience and scale, Atos provides the Ministry with a robust, transparent, flexible and high quality service and one that is exceptionally cost efficient. Largely based on the SAP ERP system, the Ministry’s operational management system is now accommodated at one of

Atos’s computing centers. Atos has taken on responsibility for introducing new functionalities into the system which supports financial processes, purchasing, budget performance, specific personnel procedures and various primary tasks within the Ministry. In the years to come, the operational management system will remain flexible and in line with government developments at a national level, such as the ‘Renewal of Governmental Services’ and the ‘Compact Governmental Services’ programs. There is also an option for extending the contract for an additional five years. ■



Atos brings its technology and smart cities expertise to support **TfGM**

“ Atos brings its people, technology and smart cities expertise to support us develop a smartcard scheme that has travelers’ needs at its heart.”

David Hytch
Information Systems Director,
TfGM

Atos is managing the new smart ticketing scheme for Transport for Greater Manchester which is set to make travel easier and better value for passengers.

The first stage will cover the Metrolink light railway, which carries 22 million passengers currently and is growing to 50 million over the next 3 years, as well as TfGM's park and ride sites and cycle hubs. This is expected to be followed by buses and then rail. The scheme will be fully ITSO compliant and will also support contactless EMV cards to permit

travel on Metrolink. Atos will design, build and manage the hosted service to run the scheme as well as deploy and manage an estate of ticket sales and validation devices provided by a number of suppliers but also including its own handheld ticket machine and webTIS retail product. ■



The background of the slide is a gradient of a sunset or sunrise sky, transitioning from a light blue at the top to a warm orange and yellow at the bottom. At the very bottom, there is a dark silhouette of a city skyline with some buildings illuminated with lights.

Technology **Trends that shape our future**

Enterprises and the public sector in many countries are experiencing a period of profound economic and technological change. Atos is leading the way in helping organizations respond proactively to the trends that are shaping their future.



Big Data

as a business enabler

The multiple benefits of big data

Big Data is the commonly used term for the explosion in volume and variety of electronic information that organizations are exposed to, as their business processes evolve to address the needs of our increasingly connected world, the evolution of Cloud Computing services, and the imminent arrival of the Internet of Things. Atos is already developing Big Data concepts and tools which have real business potential, making data accessible, contextualized and understood.

Organizations that are able to harness and make sense of the vast quantities of heterogeneous data can achieve genuine competitive advantage, driving the transformation of business models, product strategies, structures and ecosystems. Big Data is a business enabler and its benefits multiply when aggregated with other emerging disruptive technologies. For example, combining Big Data, Pattern Based Strategy and Cloud technologies provides a model for Data Analytics as a Service.

At the same time, the development of the Internet of Things will bring data storage requirements and associated information processes to an even higher level. The Internet of Things breaks the basic norm for communication today, which focuses on human entered data. Technologies such as RFID, Wi-Fi, real-time localization and sensor networks empower computers to perceive the world for themselves. It will be disruptive by nature and businesses and organizations have little choice but to adopt it.

Data footprint

The genesis of High-resolution Customer Knowledge.

Advanced Forecasting

made possible thanks to Pattern Based Strategy.

30000%

The estimated increase for data traffic growth from now until 2020.

4.3 billion

estimated subscribers to a social interface by 2020. The explosion that is dubbed "Big Data" exists both in volume and in variety of electronic content due to ever-increasing

world connectivity.



Secure & Smart mobility

The new mobile environment

The mass adoption of smartphones worldwide is changing the technology landscape and creating new business opportunities for taking advantage of ubiquitous connectivity. The potential for context aware services and mobile social networking is only now beginning to be unlocked. Public and private sector organizations are asking how to make the most of mobile digital communications and provide context-enriched services. Smart mobility turns context into direct and sustainable business advantage. The root of this advantage lies in an organization's ability to identify what contextual data it owns, and then capitalize on it.

With the rise of the smartphone, users will also inevitably seek to adopt Mobile Payments as a secure and friendly payment method. This shift is increasingly seen as an opportunity, with new business possibilities emerging that are linked to mobile payments.

Telco operators, financial institutions and merchants alike will need to consider their role in the emerging ecosystem and the role of regulators will be critical in shaping the future Mobile Payment landscape. Atos is already working closely with these markets to develop solutions to these challenges. In this new mobile environment, security is critical. Social Networks can remove the enterprise boundaries of data usage and Mobility and Cloud Computing break down the concept of defined physical location. This necessitates a new approach to dealing with IT security so as to respond to the challenges of multi-device, location agnostic and context aware system usage.

Security mechanisms
have to be aligned to
the data itself.

Privacy control
has to be an essential part
of the security model.

Potential for a
**Zero Cash
Society**
Improved usability and payment convenience.
Lower transaction costs.

Confidentiality,
integrity and availability
are the three main features that are essential to the development of a viable
and trustworthy Mobile Payments technology.



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TREN
DIRECCIO ULL D'HEBRON

Evolving towards online public services

Customised citizen services

The public sector is facing an unprecedented challenge to think more creatively, pioneer new methods and build innovative two-way relationships with citizens and private sector partners. Public sector organizations need to maintain continuity while reaching new, higher quality and efficiency levels – while going through a period of dramatic changes and pressures.

Atos understands that for the public sector continuity is essential so that taxes can be collected, cities policed, and streets cleaned no matter what else is happening. Yet transformational change is also being demanded, while resources are reduced and budgets frozen. To face this challenge successfully, Atos can support public sector bodies to work differently. There needs to be better collaboration between government departments and better engagement with all external stakeholders, based

on increased online delivery and citizen empowerment. In addition, changing demographics mean changing needs: an aging population in the West, a corresponding increase in chronic disease, and a comparative reduction in the tax pool.

All of these factors will have a massive impact on healthcare planning and provision. Doing the same things is not going to work in the future: demand is growing too fast and resources are too limited. From the Atos perspective, an exciting new age for the public sector is starting, in which healthcare and other public services will be more flexible and customizable. The future is likely to involve governments without borders and technology without barriers.

60% 1/5
of the total world population expected to be living in cities by 2030. **Online self-assessment for tax costs only 1/5 as much as paper-based transactions. Improving citizen self-management.**

2.5 million
The number of screening invitations delivered by Atos in Scotland. Atos also supports 185,000 clinicians, 1,500 pharmacists, 1,000 opticians and 950 dentists.
This is the largest and most successful outsourcing service of its kind in the world.

3000+ **The number of Atos Business Technologists worldwide specializing in healthcare.**

Shareholder information

Atos SE's shares are traded on the NYSE Euronext Paris market under 5173 ISIN FR00000051732. They were first listed in Paris in 1995. The shares are not listed on any other stock exchange, and Atos SE is the only listed company in the Group.

Trading information

Number of shares:	85,703,430
Sector classification:	Information Technology
Main index:	CAC AllShares
Other indices:	CAC IT, CAC IT20, CAC Next20, Euronext 100, SBF120
Market:	NYSE Euronext Paris - Compartment A
Trading place:	Euronext Paris (France)
Tickers:	ATO (Euronext)
Code ISIN:	FR00000051732
Payability PEA/SRD:	Yes/Yes

The main tickers are:

Source	Tickers	Source	Tickers
Euronext	ATO	Reuters	ATOSPA
AFP	ATO	Thomson	ATO FR
Bloomberg	ATO FP		

The Euronext sector classification is as follows:

Euronext: sector classification Industry Classification Benchmark (ICB)
9000 AEX Technology
9530 AEX Software and Computer services
9533 Computer Services

FINANCIAL CALENDAR

• April 25 th 2013	First Quarter revenue 2013
• May 29 th 2013	Annual General Meeting
• July 25 th 2013	2013 Half-year results
• October 25 th 2013	Third Quarter revenue 2013

Contacts

Institutional investors, financial analysts and individual shareholders may obtain information from Gilles Arditti (gilles.arditti@atos.net) +33 (0) 1 73 26 00 66. Requests for information can also be sent by email to investors@atos.net.

Shareholder breakdown

The free-float of the Group shares exclude stakes exceeding 5 percent of the issued capital of the Group, namely the two main shareholders, Financière Daunou 17 (PAI Partners) owning 21.1 percent of the Group share capital on December 31st 2012, and

Siemens owning 14.6 percent of the capital. Any other shareholder owns or disclosed to own more than 5 percent of the issued capital of the Group. Stakes owned by the employees and the management are excluded from the free float.

As of 31 December 2012	Shares	% of capital	% of voting rights
Treasury stock	137,193	0.2%	0.0%
Financière Daunou 17	18,077,790	21.1%	21.1%
Siemens	12,483,153	14.6%	14.6%
Board of Directors	18,042	0.0%	0.0%
Employees	1,762,583	2.1%	2.1%
Free float	53,224,669	62.1%	62.1%
Total	85,703,430	100%	100%

Dividend policy

During its meeting held on February 20th 2013, the Board of Directors decided to propose at the next Annual General Meeting of Share-

holders, a dividend in 2013 on the 2012 results of EUR 0.60 per share. During the past three fiscal periods, Atos has paid the following dividends:

Fiscal period	Dividend paid per share (in EUR)
2011	EUR 0.50
2010	EUR 0.50
2009	-

Atos' share performance in comparison with indices (base index 100)

While the French reference index, the CAC 40 increased by +15 percent in 2012, Atos stock price recorded a +56 percent increase, more than doubling the technological sector (DJ EuroStoxx Techno +27 percent).

In the US, indices reached the same range of performance, with for example the Nasdaq index which increased by +16 percent in 2012

after an annual loss in 2011. The S&P 500 gained +13 percent, marking the benchmark US. index's largest annual return since 2009. Atos outperformed the market, the gap having constantly increased throughout the year, showing the trust of investors in the management's ability to meet its upcoming challenges.

Countries

& main locations

Atos Global Headquarters

River Ouest
80, quai Voltaire
95 877 Bezons Cedex
Tel.: +33 1 73 26 00 00

Argentina

C1430CRG
Cnel. Manuel Arias 3751, 18th Floor
Cdad. Aut. de Buenos Aires
Tel.: +54 11 6315 -8800

Australia

Macquarie Park NSW 2113
160 Herring Road
Sydney
Tel.: +61 2 9886 4100

Austria

Siemensstrasse 92
A-1210 Vienna
Tel.: +43 (0)51707-0

Belgium

Da Vincilaan 5
B-1935 Zaventem
Tel.: +32 2 690 28 00

Atos Worldline

Chaussée de Haecht 1442
Haachtsesteenweg
1130 Brussels
Tel.: +32(0)2 727 61 11

Brazil

Rua Werner Siemens, 111
05069-900 - São Paulo - SP
Tel.: +55 11 3550 2000

Bulgaria

Serdika Offices
48, Sitnyakovo Blvd.
1505 Sofia
Tel.: +359 2 402 23 00

Canada

6375 Shawson Drive
Mississauga, ON
CA L5T 1S7
Tel.: (905) 819 5761

Chile

Av. Providencia 1760 - Piso 17
Oficina 1702
7500498 Santiago de Chile
Tel.: +56 (2) 477 1313

China

Building B
No.7, Wangjing ZhongHuan Nanlu,
Chaoyang District
Beijing 100102
Tel.: +86 10 69115888

Colombia

Autopista Norte N° 108-27, Of. 1505 Torre 2
Edificio Paralelo
Bogota
Tel.: +57 1 519 0233

Croatia

Heinzlova 69
10000 Zagreb
Tel.: +385 (0)1 2867000

Czech Republic

Doudlebska 1699/5
140 00 Prague
Tel.: +420 233 034 211

Denmark

Dybendalsvaenget 3
2630 Tastrup
Tel.: +45 4331 1400

Finland

Majurinkatu 6
02601 Espoo
Tel.: +358 10 511 5300

France

Atos Worldline

River Ouest
80, quai Voltaire
95 877 Bezons Cedex
Tel.: +33 1 34 34 95 95

Atos Worldgrid

28 rue Gustave Eiffel
38027 Grenoble Cedex 1
Tel.: +33 4 38 12 50 00

Atos Consulting & Technology Services

River Ouest
80, quai Voltaire
95 877 Bezons Cedex
Tel.: +33 1 73 26 00 00

Germany

Otto-Hahn-Ring 6
D-81379 München
Tel.: +49 211 399 0

Luxemburger Str. 3
D-45131 Essen
Tel.: +49 201 4305 9095

Atos Worldline

Hahnstraße 25
D-60528 Frankfurt/Main
Tel.: +49 69 66 57 10

Atos Consulting & Technology Services

Bruchstr. 5
D-45883 Gelsenkirchen
Tel.: +49 209 9456-7555

Hong Kong

Unit 3B & 05-01, 18/F Exchange Tower
33 Wang Chiu Road
Kowloon Bay, Kowloon
Tel.: +852 2886.5293

India

Prism Towers, "A" wing, 6th Floor,
Mindspace Ob Link Road,
Goregaon West
Mumbai, 400 062
Tel.: +91 22 66 45 25 00

Atos Worldline

701, Interface 11
Malad (W)
Mumbai, 400 064
Tel.: +91 22 40 42 40 00

Indonesia

Wisma Keiai Prince, #1707
Jl. Jend. Sudirman Kav.3
Jakarta 10220
Tel.: +62 21 572.4373

Ireland

Fitzwilliam Court
Leeson Close
Dublin 2
Tel.: +353 (1) 216 2000

Italy

Via Vipiteno, 4
20128 Milano
Tel.: +39 02 2431

Japan

Level 20, Shinjuku Park Tower
3-7-1 Nishi-Shinjuku, Shinjuku-ku
Tokyo 163-1020
Tel.: +81 3 3344.6631

Luxembourg

Rue Nicolas Bové 2a
L-1253 Luxembourg
Tel.: +352 31 36 37 1

Malaysia

1st Floor, 2310 Century Square
Jalan Usahawan
63000 Cyberjaya - Selangor
Tel.: +60 3 2084.5418

Mexico

Corporativo Santa Fe
Av. Santa Fe No. 505 piso 9
Col. Santa Cruz Manca Santa Fe
Deleg. Cuajimalpa de Morelos
05349, Mexico .D.F.
Tel.: +52 55 5081 4600

Morocco

Casablanca Nearshore Park - Shore 7
1100, boulevard El Qods - Quartier Sidi, Maârouf
Casablanca
Tel.: +212 (0)5 29 04 45 29

Philippines

23/F Cyber One Building
11 Eastwood Ave., Bagumbayan, Quezon City
Philippines 1110
Tel.: +63 2 982 9600

Poland

Ul. Postępu 18
02-676 Warsaw
Tel.: +48 22 444 6500

Portugal

Edifício Europa
Av. José Malhoa, 16, 7.º andar B2
1070-159 Lisboa
Tel.: + (351) 21 097 14 00

Qatar

3rd Floor, QFIB Building, Al Sadd Area, Zone #38,
Building no. 89858, P.O.Box. 202378, extrn 1223
Suheim Bin Hamad Street
Doha
Tel.: +974 444 78183

Romania

Strada Preciziei, nr. 24, Corp H3
Bucharest 062204
Tel.: +40 (21) 3058603

Russia

1st Kozhevnichesty per., 6/1
115114 Moscow
Tel.: +7 495 7372599

Saudi Arabia

Olayan H.O
Tower B, 1st level
Al Malaz Area,
P.O.Box. 8772, extrn: 1540
Al Ehssa Street
Riyadh 11492, Kingdom of Saudi Arabia
Tel.: +966 14749000

Serbia

Pariske komune 22
11070 Belgrade
Tel.: +381 11 3012200

Singapore

620A Toa Payoh Lorong 1
TP4 Building Level 5
Singapore 319762
Tel.: +65 6496 3888

Slovakia

Einsteinova 11
851 01 Bratislava
Tel.: +421 2 68526801

South Africa

Woodlands Office Park, Ground Floor, Building 32
Woodlands Drive, Woodmead
Johannesburg
Tel.: +27 87 310 2867

Spain

Albarracín, 25
28037 Madrid
Tel.: +34 91 440 8800

Atos Consulting & Technology Services

Albasanz 16, 4ª planta
28037 Madrid
Tel.: +34 91 214 9500

Sweden

Johanneslundsvägen 12-14
19487 Upplands Väsby
Tel.: +46 87306500

Switzerland

Freilagerstrasse 28
8047 Zürich
Tel.: +41 58 702 11 11

Taiwan

5F No.100, Sec 3
Min Sheng East Road
Taipei 10596
Tel.: +886 2 2514.2500

Thailand

Charn Issara Tower II, 36th Floor
2922/339, New Petchaburi Road
10310 Bangkok
Tel.: +66 (0) 2787-9000

The Netherlands

Papendorpseweg 93
3528 BJ Utrecht
Tel.: +31 (0) 88 265 5555

Atos Consulting & Technology Services

Papendorpseweg 93
3528 BJ Utrecht
Tel.: +31 (0) 88 265 5555

Turkey

Yakacik Cad. No:111
43870 Kartal
Istanbul
Tel.: +90 216 459 20 10

United Arab Emirates

Level 2, Building 2, The Galleries
Downtown Jebel Ali
Dubai
Tel.: +971 4 4402300

United Kingdom

4 Triton Square
Regent's Place
London NW1 3HG
Tel.: +44 20 7830 4444

USA

101 Merritt 7
Norwalk, CT 06851 – North America
Tel.: +203 642 2300


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